

# Congressional Budget Justification

FY 2018—Volume I

DHS Overview; Office of the Secretary and Executive Management;  
Office of the Under Secretary for Management; Analysis and Operations;  
Office of the Inspector General; and U.S. Customs and Border Protection



**Homeland  
Security**



# Homeland Security

## Annual Performance Report

Fiscal Years 2016-2018

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



## About this Report

The *U.S. Department of Homeland Security Annual Performance Report for Fiscal Years (FY) 2016-2018* presents the Department's performance measures and applicable results aligned to our missions, provides the planned performance targets for FY 2017 and FY 2018, and includes information on the Department's Strategic Review and our Agency Priority Goals. In addition, this report presents several FY 2016 Department-wide management initiatives followed by a summary of major management and performance challenges and high-risk areas identified by the DHS Office of Inspector General and the Government Accountability Office. The report is consolidated to incorporate our annual performance plan and annual performance report.

The *FY 2016 – 2018 Annual Performance Report* is one in a series of three reports which comprise the Department's performance and accountability reports:

- ***DHS Agency Financial Report:*** Delivery date – November 15, 2016.
- ***DHS Annual Performance Report:*** Delivery date – May 22, 2017
- ***DHS Summary of Performance and Financial Information:*** Delivery date – March 29, 2017.

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

For more information, contact:

Department of Homeland Security  
Office of the Chief Financial Officer  
Office of Program Analysis & Evaluation  
245 Murray Lane, SW  
Mailstop 200  
Washington, DC 20528

Information may also be requested by sending an email to [par@hq.dhs.gov](mailto:par@hq.dhs.gov) or calling (202) 447-0333.



Homeland  
Security



Visit Our Website  
[www.dhs.gov](http://www.dhs.gov)

## Table of Contents

Section 1: Overview .....	2
Introduction .....	3
Organization .....	3
Missions and Goals for Homeland Security .....	4
Organizational Performance Management Framework in DHS .....	5
<i>Performance Community</i> .....	5
<i>Managing our Measures</i> .....	6
<i>Performance Data Verification and Validation</i> .....	8
<i>Quarterly Performance Reporting</i> .....	10
<i>Performance and Accountability Reporting</i> .....	10
<i>Agency Priority Goals</i> .....	10
<i>Performance Reviews</i> .....	10
<i>Strategic Reviews</i> .....	11
<i>Planning, Programming, Budgeting, and Execution (PPBE) and the Performance Budget</i> .....	12
Section 2: Performance Results .....	14
Performance Summary of DHS .....	15
<i>Departmental Summary of Results</i> .....	15
DHS Performance by Strategic Goal .....	17
<i>Mission 1: Prevent Terrorism and Enhance Security</i> .....	17
<i>Mission 2: Secure and Manage Our Borders</i> .....	33
<i>Mission 3: Enforce and Administer Our Immigration Laws</i> .....	46
<i>Mission 4: Safeguard and Secure Cyberspace</i> .....	56
<i>Mission 5: Strengthen National Preparedness and Resilience</i> .....	71
<i>Mature and Strengthen Homeland Security</i> .....	88
Section 3: Other Information .....	99
Priority Goals .....	100
<i>FY 2016 – 2017 Agency Priority Goals</i> .....	100
<i>Cross-Agency Priority Goals</i> .....	106
Management Initiatives .....	107
<i>Management Reform</i> .....	107
<i>Customer Service</i> .....	108
<i>Human Capital Management</i> .....	117
<i>Acquisition Management/Strategic Sourcing</i> .....	119
<i>Information Technology</i> .....	121
<i>Sustainability</i> .....	124
<i>Financial Stewardship</i> .....	126
Major Management and Performance Challenges and High-Risk Areas – Summary of Progress .....	128
Low-Priority Program Activities .....	156
Acronym List .....	157
Appendix A: Measure Descriptions, Data Collection Methodologies, and Verification and Validation Information	
Appendix B: Relevant GAO and OIG Reports	





# Section 1: Overview

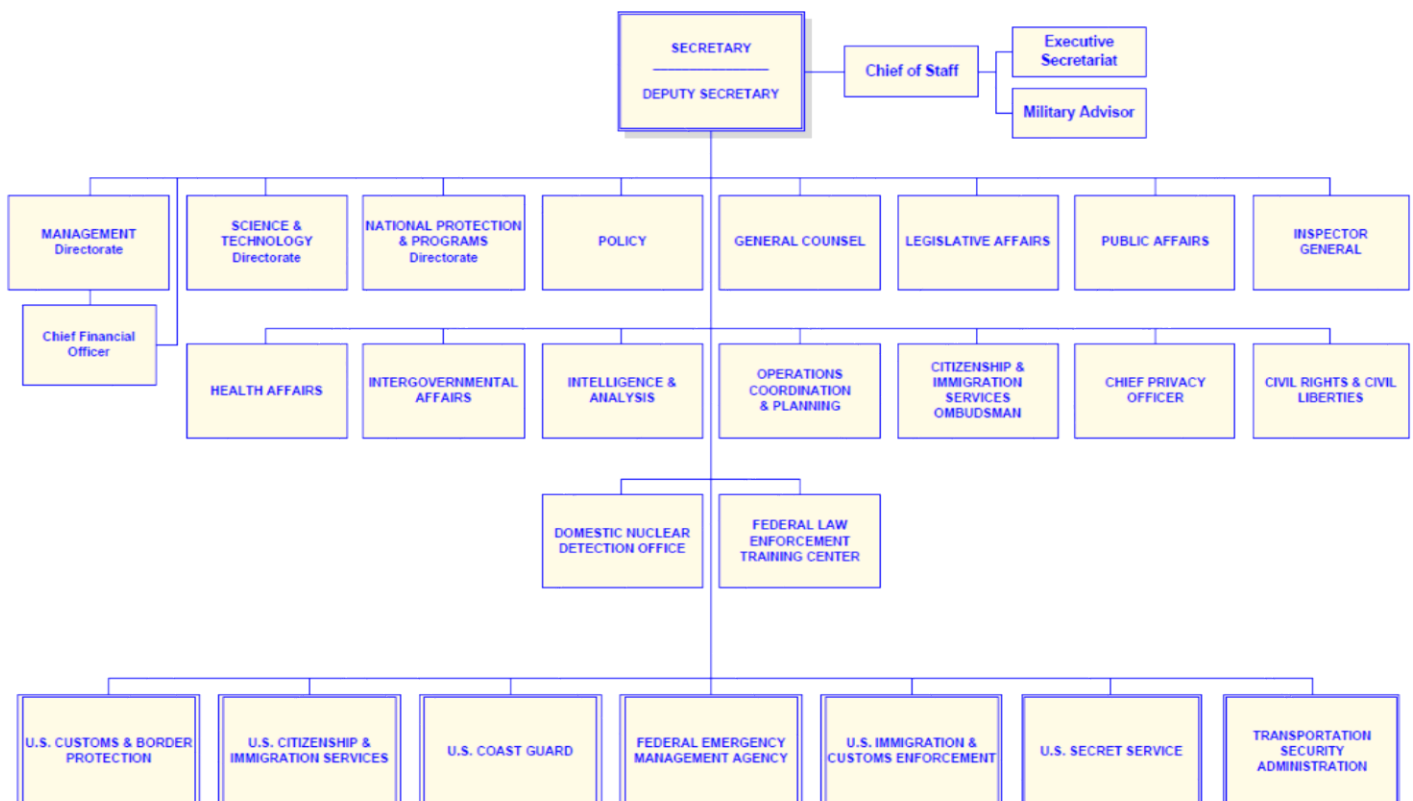
# Introduction

The *U.S. Department of Homeland Security (DHS) Annual Performance Report (APR) for Fiscal Years (FYs) 2016-2018* presents the Department's performance measures and applicable results for FY 2016, associated performance targets for FY 2017 and FY 2018, and includes information on the Department's FY 2016 Strategic Review and our Agency Priority Goals (APGs). In addition, this report presents several FY 2016 Department-wide management initiatives followed by a summary of major management and performance challenges and high-risk areas identified by the DHS Office of Inspector General and the Government Accountability Office.

The FY 2016-2018 APR satisfies the *Government Performance and Results Act (GPRA)* and the *GPRA Modernization Act (GPRAMA) of 2010* requirement to publish the Department's Annual Performance Report and Annual Performance Plan.

# Organization

DHS's operational Components lead the Department's frontline activities to protect our Nation. The remaining DHS Components provide resources, analysis, equipment, research, policy development, and support to ensure the frontline organizations have the tools and resources to accomplish the DHS mission. For the most up to date information on the Department's structure, visit our web site at <http://www.dhs.gov/organization>.



# Missions and Goals for Homeland Security

Performance information in this report is organized around the missions and goals identified in the Department's [FY 2014-2018 Strategic Plan](#). The *FY 2014-2018 Strategic Plan* continues the Department's efforts to prioritize front-line operations while maximizing effectiveness and efficiency. The missions and goals of the Department are provided below.

## Mission 1: Prevent Terrorism and Enhance Security

- Goal 1.1: Prevent Terrorist Attacks
- Goal 1.2: Prevent and Protect Against the Unauthorized Acquisition or Use of Chemical, Biological, Radiological, and Nuclear Materials and Capabilities
- Goal 1.3: Reduce Risk to the Nation's Critical Infrastructure, Key Leadership, and Events

## Mission 2: Secure and Manage Our Borders

- Goal 2.1: Secure U.S. Air, Land, and Sea Borders and Approaches
- Goal 2.2: Safeguard and Expedite Lawful Trade and Travel
- Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations and Other Illicit Actors

## Mission 3: Enforce and Administer Our Immigration Laws

- Goal 3.1: Strengthen and Effectively Administer the Immigration System
- Goal 3.2: Prevent Unlawful Immigration

## Mission 4: Safeguard and Secure Cyberspace

- Goal 4.1: Strengthen the Security and Resilience of Critical Infrastructure Against Cyber Attacks and other Hazards
- Goal 4.2: Secure the Federal Civilian Government Information Technology Enterprise
- Goal 4.3: Advance Cyber Law Enforcement, Incident Response, and Reporting Capabilities
- Goal 4.4: Strengthen the Cyber Ecosystem

## Mission 5: Strengthen National Preparedness and Resilience

- Goal 5.1: Enhance National Preparedness
- Goal 5.2: Mitigate Hazards and Vulnerabilities
- Goal 5.3: Ensure Effective Emergency Response
- Goal 5.4: Enable Rapid Recovery

## Mature and Strengthen Homeland Security

- Goal 1: Integrate Intelligence, Information Sharing, and Operations
- Goal 2: Enhance Partnerships and Outreach
- Goal 3: Strengthen the DHS International Affairs Enterprise in Support of Homeland Security Missions
- Goal 4: Conduct Homeland Security Research and Development
- Goal 5: Ensure Readiness of Frontline Operators and First Responders
- Goal 6: Strengthen Service Delivery and Manage DHS Resources

# Organizational Performance Management Framework in DHS

DHS created a robust performance framework that drives performance management and enables the implementation of performance initiatives. This approach also facilitates the reporting of results within the Department for a comprehensive set of measures aligned to the missions and goals of the Department. The DHS Performance Management Framework is depicted in the graphic below and will be discussed in further detail.



*Figure 1: DHS Performance Management Framework*

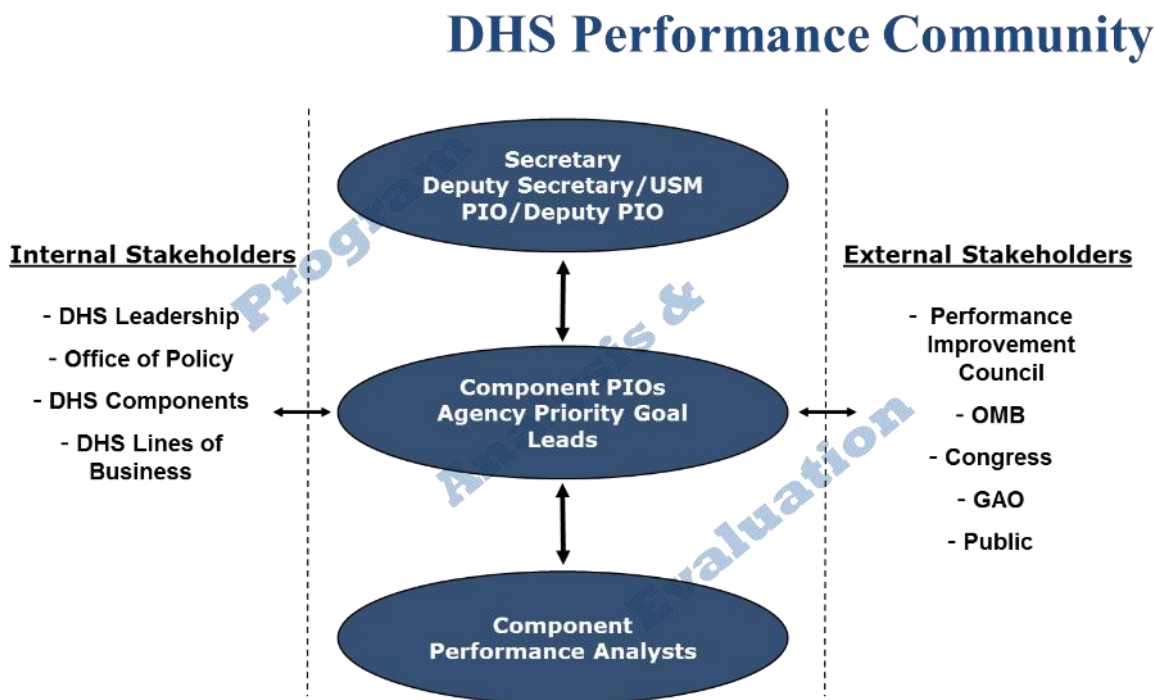
## Performance Community

The DHS performance community is led by the Chief Operating Officer (COO), the Performance Improvement Officer (PIO), the Deputy PIO (DPIO), and the Assistant Director for Performance Management, all who are supported by performance analysts in the Office of Program Analysis and Evaluation (PA&E) located under the DHS Chief Financial Officer (CFO). In DHS, the COO and PIO are involved in managing performance through a variety of venues. The performance community also includes Component PIOs and Agency Priority Goal (APG) Leads—the senior leaders driving performance management efforts in their respective Components—interacting with



senior DHS leadership on performance management issues. Component performance analysts are the performance measurement experts within their Component who communicate key guidance to program managers, provide advice on measure development concepts, collect and review quarterly and year-end data, coordinate with Component leadership on communicating results internally, and are the primary points of contact within Components on GPRAMA initiatives.

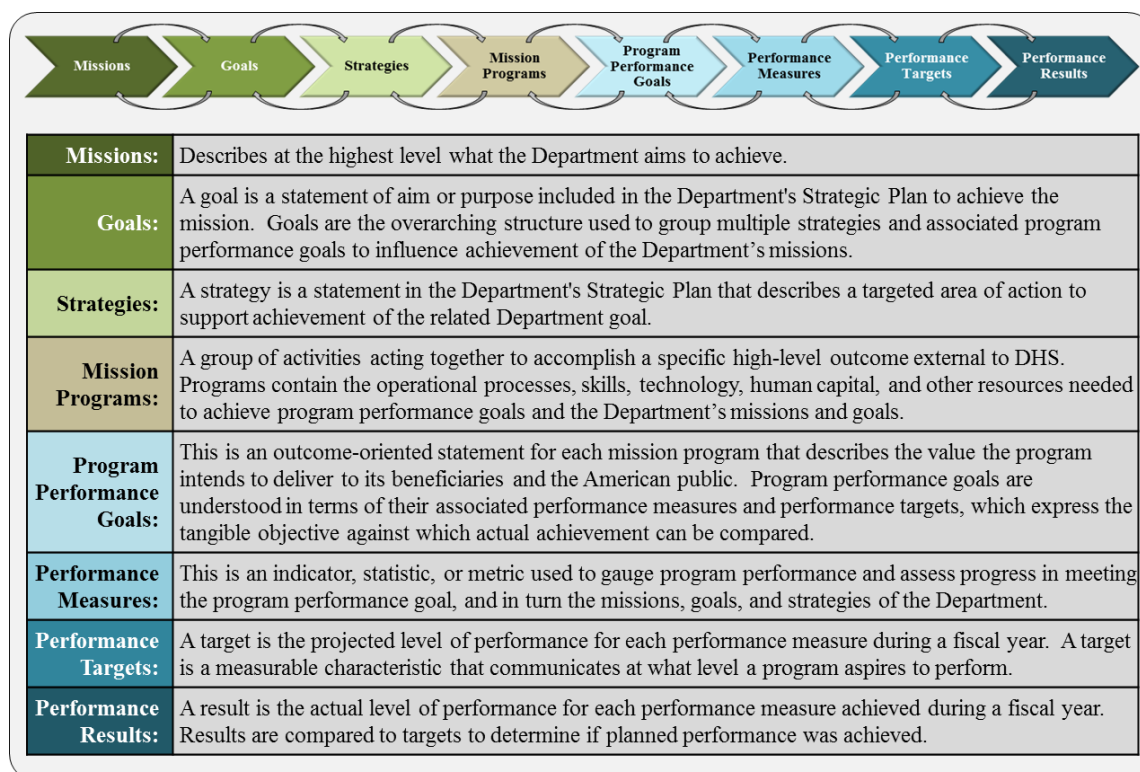
At the headquarters level, leadership and performance analysts in CFO/PA&E manage GPRAMA performance initiatives for the Department under the direction of the COO and PIO, along with guidance provided by the CFO. CFO/PA&E performance analysts are the liaison among internal and external stakeholders on performance matters, managing implementation of the framework outlined above, and ensuring the Department meets its GPRAMA responsibilities. CFO/PA&E brings together this community, shown in the diagram below, to drive performance initiatives.



*Figure 2: DHS Organizational Performance Community*

## Managing our Measures

The following figure shows the linkage between our strategic plan, the Department's mission programs, and the measures we use to gauge performance. This approach to measurement ensures that DHS can assess the achievement of our missions as identified in the DHS Strategic Plan.



**Figure 3: DHS Performance Cascade**

With the support of leadership, CFO/PA&E initiates the annual measure improvement process each spring to enhance our set of publicly reported measures to more effectively convey the results delivered to meet our missions. Improvement ideas are derived from several sources:

- Feedback provided by senior leadership to mature our ability to describe the value delivered by DHS;
- Suggestions from the Office of Management and Budget (OMB) to achieve greater visibility into program performance and connection to program resources;
- Recommendations from other external stakeholders such as the Government Accountability Office (GAO) and Congress;
- Suggestions from CFO/PA&E performance analysts working to fill gaps and improve quality; and
- Component leadership and program managers wishing to continually implement measures that are meaningful to their business operations.

This process typically begins in March, with proposed changes from programs in DHS Components submitted by June 30<sup>th</sup> of each year. These proposals are reviewed by Component leadership and by Headquarters performance analysts. Approved changes are then submitted to OMB for their review and approval. Our publicly reported measures associated with our performance budget deliverables are then published in the Department's APR, the Component Strategic Context Chapters of the Congressional Justification, and support other strategic management processes such as Senior Executive Service certification and personnel performance plans.

## Performance Data Verification and Validation

The Department recognizes the importance of collecting complete, accurate, and reliable performance data since this helps determine progress toward achieving program and Department goals. Performance data are considered reliable if transactions and other data that support reported performance measures are properly recorded, processed, and summarized to permit the preparation of performance information in accordance with criteria stated by management. OMB Circular A-136, Financial Reporting Requirements, OMB Circular A-11, and the Reports Consolidation Act of 2000 (P.L. No. 106-531) further delineate this responsibility by requiring agency heads to attest to the completeness and reliability of the performance data they report and put procedures in place to ensure valid data as part of the Management Assurance process.

DHS implemented a multi-pronged approach to effectively mitigate risks and reinforce processes that enhance the Department's ability to report complete and reliable data for GPRAMA performance measure reporting. This approach consists of: 1) an annual change control process that uses a tool called the Performance Measure Definition Form (PMDF); 2) a central information technology repository for performance measure information; 3) the Performance Measure Checklist for Completeness and Reliability; and 4) annual assessments of the completeness and reliability of a sample of our performance measures by an independent review team.

### ***Annual Change Control Process and the PMDF***

CFO/PA&E has used a continuous improvement process annually as a means to mature the breadth and scope of our publicly reported set of measures. This process employs a tool known as the PMDF that provides a structured format to operationally describe every measure we publicly report in our performance deliverables. The PMDF provides instructions on completing all data fields and includes elements such as the measure name, description, scope of data included and excluded, where the data is collected and stored, a summary of the data collection and computation process, and what processes exist to double-check the accuracy of the data to ensure reliability. These data fields on the form reflect GAO's recommended elements regarding data quality.<sup>1</sup> The PMDF is used as a change management tool to propose and review new measures, make changes to existing measures, and to retire measures we want to remove from our strategic and management measure sets. This information is maintained in a Department central data repository, discussed next, and is published annually as Appendix A to our Annual Performance Report.

### ***Central Information Technology (IT) Repository for Performance Measure Information***

All of DHS's approved measures are maintained in the FYHSP system, which is a Department-wide IT system accessible to all relevant parties in DHS. The system is a modular database which allows for the management of the Department's performance plan and the capturing of performance results on a quarterly basis. The FYHSP system stores all historical information about each measure including specific details regarding: scope; data source; data collection methodology; and explanation of data reliability check. The data in the system are then used as the source for all quarterly and annual Performance and Accountability Reporting. Finally, the performance data in the FYHSP system are used to populate the Department's business intelligence tools to provide real-time information.

---

<sup>1</sup> Managing for Results: Greater Transparency Needed in Public Reporting Quality of Performance Information for Selected Agencies' Priority Goals (GAO-15-788). GAO cited DHS's thoroughness in collecting and reporting this information in their review of the quality of performance information in their report.

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

The Performance Measure Checklist for Completeness and Reliability is a means for Component PIOs to attest to the quality of the information they are providing in our performance and accountability reports. Using the *Checklist*, Components self-evaluate key controls over GPRAMA performance measure planning and reporting actions at the end of each fiscal year. Components describe their control activities and provide a rating regarding their level of compliance and actions taken for each key control. Components also factor the results of any internal or independent measure assessments into their rating. The *Checklist* supports the Component Head assurance statements attesting to the completeness and reliability of performance data. Individual Component Head assurance statements serve as the primary basis for the Secretary's assertion whether or not the Department has effective controls over financial and performance reporting as well as efficiencies of our operations.

***Independent Assessment of the Completeness and Reliability of Performance Measure Data***

CFO, PA&E conducts an assessment of performance measure data for completeness and reliability on a subset of its performance measures annually using an independent review team. This independent review team assesses selected Component GPRAMA measures using the methodology prescribed in the *DHS Performance Measure Verification and Validation Handbook*, documents its findings, makes recommendations for improvement, and may perform a subsequent follow-up review to observe the implementation of recommendations. Corrective actions are required for performance measures that rate low on the scoring factors. The Handbook is made available to all Components to encourage the development and maturation of internal data verification and validation capabilities, increase transparency, and facilitate the review process. The results obtained from the independent assessments are also used to support Component leadership assertions over the reliability of their performance information reported in the Performance Measure Checklist and Component Head Assurance Statement.

***Management Assurance Process for GPRAMA Performance Measure Information***

The Management Assurance Process requires all Component Heads in DHS to assert that performance measure data reported in the Department's Performance and Accountability Reports are complete and reliable. If a measure is considered unreliable, the Component is directed to report the measure on the Performance Measure Checklist for Completeness and Reliability along with the corrective actions the Component is taking to correct the measure's reliability.

The DHS Office of Risk Management and Assurance, within the Office of the CFO, oversees the management of internal controls and the compilation of many sources of information to consolidate into the Component Head and the Agency Assurance Statements. The [Agency Financial Report](#) contains statements attesting to the completeness and reliability of performance measure information in our Performance and Accountability Reports. Any unreliable measures and corrective actions are specifically reported in the Annual Performance Report.

Based on the process described above, all performance information is deemed complete and reliable except for the following measure:



- *Percent of respondents indicating that operational cybersecurity information products provided by DHS are timely and actionable* (National Protection and Program Directorate (NPPD))
  - For the FY 2016 reporting period, this measure was deemed unreliable due to the lack of stakeholder feedback during the period. This measure is being retired due to challenges in getting a meaningful response from those receiving the information products upon which conclusions can be made.

## Quarterly Performance Reporting

Quarterly reporting of the Department's Strategic and Management measure information is provided by the various Components, reviewed by DHS Headquarters staff, and entered into the Department's performance management IT system maintained by PA&E. This information is then packaged and presented to DHS leadership and made available to all internal managers to support their on-going program management activities.

## Performance and Accountability Reporting

The Department follows the Office of Management and Budget Circular A-136 and A-11 guidance to produce the following reports:

- DHS Agency Financial Report;
- DHS Annual Performance Report; and
- DHS Summary of Performance and Financial Information.

Combined, these reports comprise our annual performance and accountability reporting requirements. When published, all three reports are located on our public website at: <http://www.dhs.gov/performance-accountability>.

## Agency Priority Goals

Agency Priority Goals (APGs) are one of the tenets of GPRAMA and provide opportunities for leadership to significantly drive improvement in near-term performance. APGs are defined for a two-year implementation period, and DHS currently has three APGs focused on combatting transnational criminal organizations, enhancing federal network security, and enhancing disaster preparedness and response. More detailed information on the DHS APGs is presented in Section 3: Other Information. Quarterly updates and additional detail are available at [www.performance.gov](http://www.performance.gov).

## Performance Reviews

DHS has implemented the Performance Review initiative of GPRAMA as a means for senior leadership to be actively engaged in the management of efforts to deliver near-term results in priority areas relevant to stakeholders. The Department uses its quarterly reporting process to gather updates on our APGs from our Goal Leads. The Department has implemented a straightforward quarterly review process of our APGs. Quarterly reporting of APG information, including measure results, progress updates, and future plans, are provided by APG Goal Leads, reviewed by DHS Headquarters staff, and entered into the Government-wide web site,

[www.performance.gov](http://www.performance.gov). This information is then packaged and presented to DHS Leadership to make decisions on critical milestones for APG success.

## Strategic Reviews

DHS conducted its third annual Strategic Review of progress and results delivered for the sixteen strategic goals in the DHS FY 2014-2018 Strategic Plan. For each strategic goal, an assessment team was guided by a senior executive who assembled a team from Components who play a significant role in implementing operations that affect goal performance.

DHS leveraged the expertise of those working directly to advance progress on the strategic goals to conduct the first phase of the review, which is a self-assessment. Then a Headquarters team conducted an independent cross cutting review by examining the findings from the sixteen assessment teams. This analysis is summarized with major conclusions and recommendations and used for leadership discussion and action.

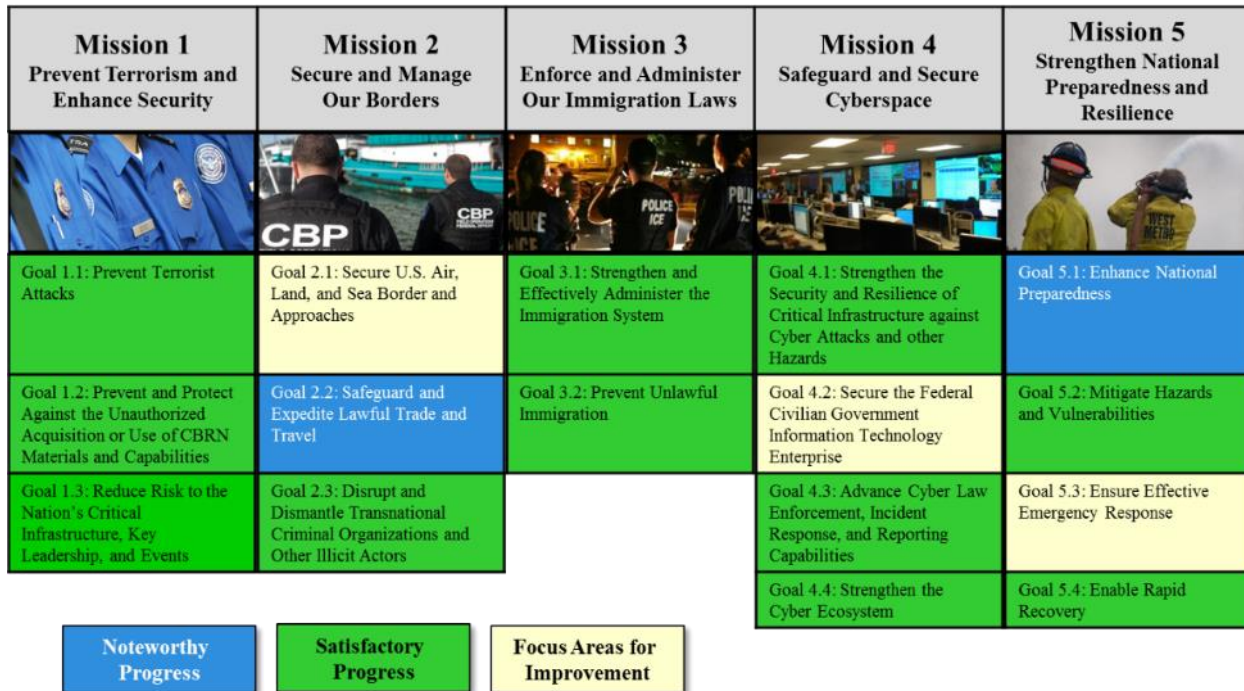


***Figure 4: DHS FY 2016 Strategic Review Assessment Recommendation Process***

The Assessment Teams conducted their review during the January to March timeframe, the Headquarters review occurred in April, and leadership briefings and delivery of summary results to OMB occurred in May. This approach is designed to support the OMB-established timeline in order to make the information available to the Agency and OMB during the budget development process. The following graphic identifies the progress findings<sup>2</sup> for all sixteen mission goals evaluated. Detailed Summaries of Progress are provided for each goal in the [DHS Performance by Strategic Goal](#) section.

---

<sup>2</sup> OMB Circular A-11 directs all CFO Act agencies to identify a subset of goals as “Demonstrating Noteworthy Progress” and a subset of goals as “Focus Areas for Improvement.”



*Figure 5: DHS FY 2016 Strategic Review Summary Results*

## Planning, Programming, Budgeting, and Execution (PPBE) and the Performance Budget

Performance management is relevant to each stage of the Department's PPBE process. PPBE is a system that integrates policies, strategy, and prioritized goals to guide resource allocation decisions, and then translate into our budget and program plan, serve as the means to execute our mission, and ultimately provide feedback to each of the other stages of PPBE. DHS incorporated the PPBE system into our processes in accordance with the provisions of the [Homeland Security Act of 2002](#). PPBE is a cyclic annual system consisting of four sequential but sometimes overlapping phases.

Planning initiates the new cycle of the DHS PPBE system. The objective of the Planning Phase is to identify and communicate resource planning priorities to guide development of Component resource plans, and conduct the analytic activities necessary to prepare for the subsequent Program and Budget Review. Additionally, the Planning Phase identifies potential issues for further study during future cycles of the Future Years Homeland Security Program. The Resource Planning Guidance (RPG) is the principal output of the Planning Phase.

Programming follows the planning phase. The objective of the programming phase is to translate resource planning priorities, as identified in the RPG, and Component plans into specific resource allocation decisions articulated over a five-year period consistent with Secretarial direction and the missions and goals of the DHS Strategic Plan. Programming is initiated with the issuance of Program and Budget Review (PBR) Guidance—a memorandum outlining the key themes and focus areas as well as programmatic issue teams, base budget review topics, and leadership issues—and submission of Component RAPs, and concludes with the issuance of the RAD and recording of

decisions in the FYHSP system. Components may begin programming in the fall at or about the time of RPG issuance.

Budgeting occurs concurrently with the programming phase. The objective of the budgeting phase is to develop a fully justified one-year budget submission for DHS, including the defense of that budget to OMB and Congress. The principal outputs of the budgeting phase are the budget justification materials for OMB and Congress. The enactment of an appropriation completes the budgeting phase.

Execution begins at the start of the fiscal year. The objective of the execution phase is to responsibly expend resources and to account for cost and performance to determine if programs perform DHS missions in the most cost-effective manner. At the same time, a strategic review is conducted to assess, using evidence, progress on implementation of the strategic plan, and the DHS performance measure results are published in the APR. Strategic review, program evaluation, execution review, and other analyses inform the subsequent planning phase.

To further Department-wide PPBE integration, the Department continues to implement its management reform initiatives, which began in 2014. The Department has conducted specific activities across four lines of effort:

1. Inclusive senior leader discussion and decision making forums that provide an environment of trust and transparency;
2. Strengthened management processes for investment, including requirements, budget, and acquisition processes that look at cross-cutting issues across the Department;
3. Focused, collaborative Departmental strategy, planning, and analytic capability that supports more effective DHS-wide decision-making and operations; and
4. Enhanced coordinated operations to harness the significant resources of the Department more effectively.

These changes have led to better traceability through each step of the PPBE process, while supporting the Department's broader goal of better understanding the broad and complex DHS mission space and empowering DHS Components to effectively execute their operations.





# Section 2:

## Performance Results

# Performance Summary of DHS

This section provides to the President, the Congress, and the public a clear picture of how the Department of Homeland Security is working toward accomplishing its mission by presenting our “strategic set” of measures. These measures have been developed over time to align with the strategy published in the *DHS FY 2014 – 2018 Strategic Plan*, as required by GPRAMA. These measures best communicate our progress in the delivery of results and the assessment of our success in achieving our strategic goals. DHS also manages a larger set of measures, known as our “management set.” These measures are available in the Strategic Context chapter of each Component’s Congressional Budget Justification located on the DHS budget webpage at: <http://www.dhs.gov/dhs-budget>. In addition, Components and their programs manage a large number of operational measures to inform program management. Our capital investment plans for major investments also contain measures that relate to key performance indicators and may link to our strategic or management measures sets. Following the Performance Summary of DHS, the Annual Performance Report provides detail for each goal within each mission in the DHS Performance by Strategic Goal section.

## Departmental Summary of Results

A review of the results at the close of FY 2016 demonstrates that 68 percent of the Department’s strategic measures met their targets. The results for the percent of measures that met their targets by mission are shown in the table below by the black diamond. When reviewing the trends in the results, 71 percent of measures sustained or improved performance from FY 2015. The results by mission for those that sustained or improved are shown in the table below by the white diamond. The FY 2017-2018 performance plan includes a total of 97 measures, representing 12 measures that were retired from our previous performance plan and the introduction of 18 new measures.

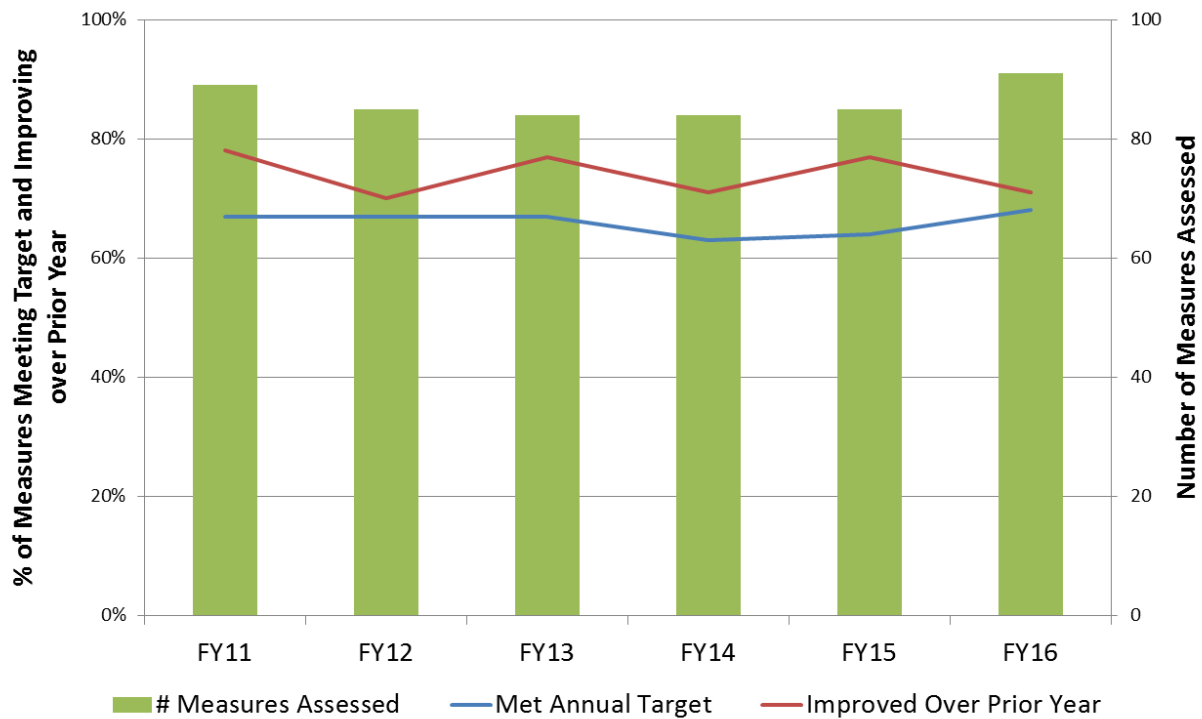
Mission	Performance Summary				
	Scale:	0%	25%	50%	75% 100%
Mission 1: Prevent Terrorism and Enhance Security				◆	◆
Mission 2: Secure and Manage Our Borders				◆	◆
Mission 3: Enforce and Administer Our Immigration Laws			◆◆		
Mission 4: Safeguard and Secure Cyberspace			◆◆		
Mission 5: Strengthen National Preparedness and Resilience				◆	◆

◆ - Percent of measures that met their FY 2016 target.

◆ - Percent of measures that maintained or improved actual performance results compared to FY 2015.

This year’s overall results are consistent with historical results. The following chart shows that the measures meeting their target on an annual basis varied between 63 to 67 percent from FY 2011

through FY 2016. Likewise, the percent of measures that maintained or improved over the prior year ranged from 70 to 78 percent.



The DHS Performance by Strategic Goal section of this report presents information for each of our strategic goals. Each goal begins with a statement of the goal and its strategies, which are described in more detail in the FY 2014-2018 DHS Strategic Plan. Next, a *Strategic Review Summary of Progress* narrative is presented as a result of the Department’s Strategic Review assessment followed by a *Performance Highlight* in the form of a short “success” story from FY 2016. This is followed by *Performance Results and Plan* information, presenting measure results and future planned performance. For the performance measures, prior fiscal year results are presented for trend analysis. For those measures that did not meet their current year targets, explanations with corrective action are provided. In addition, changes to measure names and targets from the previous year’s report are identified. To continually improve our set of performance measures, new measures are introduced and measures are retired each year and are identified, if applicable, in the measure tables.

# DHS Performance by Strategic Goal

## Mission 1: Prevent Terrorism and Enhance Security

### Goal 1.1: Prevent Terrorist Attacks

#### ***Strategies***

- *Analyze, fuse, and disseminate terrorism information*
- *Deter and disrupt operations*
- *Strengthen transportation security*
- *Counter violent extremism*

#### ***Strategic Review Summary of Progress***

The Department of Homeland Security (DHS) has determined that this goal is making satisfactory progress.

#### **Assessment Lead**

Ken Fletcher, Chief Risk Officer, Transportation Security Administration (TSA), Office of the Chief Risk Officer

#### **Introduction**

DHS applies a multifaceted approach to preventing terrorist attacks in the United States, focusing on risk-based passenger and cargo screening, intelligence and information-sharing, and working beyond our borders to deter and disrupt threats at the earliest point possible. DHS performs and oversees security operations at the Nation's airports, screening hundreds of millions of passengers annually to ensure the freedom of movement of people and commerce. Through these efforts, DHS has continued to increase security and achieve system-wide efficiencies while working to balance security needs against wait times for the traveling public.

#### **Achievements**

DHS operations continue to positively impact homeland security by vetting millions of visa applications via the Pre-Adjudicated Threat Recognition and Intelligence Operations Team (PATRIOT) system; assessing nearly 100% of potentially high-risk inbound cargo prior to arrival; screening hundreds of millions of passengers; screening billions of bags; and flying Federal Air Marshals to protect passenger aircraft. See TSA's cargo and vetting measures in the Performance Results and Plan section for historical results. TSA continues to enhance officer training and increased security effectiveness and deterrence for aviation security.

Through improved intelligence and information sharing with personnel from federal, state, local, territorial, tribal (SLTT), and private sector partners, DHS has adapted operations to address



evolving threats, adjust passenger pre-boarding analysis rules, and update state and local officer safety procedures.

DHS continues to evaluate transportation and port facilities for compliance with U.S. and international security regulations and standards. The Department conducts port facility, air carrier, and airport assessments annually. In instances of non-compliance, DHS provides remediation guidance to strengthen the security posture. See TSA's compliance measures in the Performance Results and Plan section for historical results.

In 2016, the Air Marshal Service initiated a recruitment effort to support the hiring of Federal Air Marshals. The recruitment strategy includes outreach focused on female, law enforcement, and veteran organizations.

DHS engages stakeholders to enhance security capacity by sharing information with communities affected by violent extremist (VE) recruitment and conducting round tables and exercises with law enforcement and communities affected by VE to improve communications and build trust. DHS has also increased the availability of training and exercises to our partners to include counter-improvised explosive device preparedness and active shooter response.

### **Challenges**

While much progress has been made in preventing terrorist attacks, the ongoing and ever-changing threat will continue to present the Department with challenges. Recent terrorist attacks show that the threat is fluid and increasingly decentralized. Large-scale migrations due to humanitarian, political, and economic crises emanating from higher threat regions present opportunities for exploitation by bad actors. DHS must employ strategies that leverage SLTT and private sector partners, as they may be better positioned to uncover threats and respond in a timely manner. Additionally, changes in the trust relationship between communities and law enforcement may weaken partnerships and DHS's ability to combat VE. DHS must continue to build trust between communities and law enforcement to ensure a clear understanding of a common goal.

The recent proliferation of readily available encryption capabilities enables masking of adversaries' communications, which inhibits DHS's ability to develop timely and useful intelligence products and impedes counterterrorism efforts. While communications have improved within DHS and with external stakeholders, further improvements will strengthen the DHS security posture.

## Performance Highlight



### Demonstrating Innovative Solutions

In FY 2016, the Transportation Security Administration (TSA) established the Innovation Task Force (ITF) to encourage innovation by conducting field demonstrations of emerging capabilities. Through data and information sharing, partnering with stakeholders across the aviation sector, and fostering a platform for innovation, ITF aims to promote rapid development of new solutions and refine requirements and processes. Ultimately, ITF enhances TSA's ability to respond to an evolving terrorist threat and a dynamic screening environment.

In less than nine weeks, ITF established Hartsfield-Jackson Atlanta International Airport (ATL) as an innovation site and demonstrated Automated Screening Lanes (ASLs) in partnership with Delta Air Lines.

The ASLs demonstration (which included automated bin returns, multiple divestiture stations, and enhanced bin tracking and data capabilities) was recognized by partner airlines, vendors, and travelers for its expediency to design and deploy the new technology, and for reducing wait times and improving the passenger experience. Senator Tom Carper commented, "This partnership between Delta and TSA's Innovation Task Force in Atlanta could—and should—serve as a model for other airports across the country as one of many smart solutions that could make flights more secure while also making the screening process less of a burden for passengers, airlines, and airports."

Success at ATL has enabled expansion of ITF to target airports around the country for additional demonstrations and next-generation solutions. As TSA Administrator Peter Neffenger recognized, "[ITF] already succeeded in that they are thinking differently. It's an example of how we're changing the way we think as a system."

## Performance Results and Plan

In FY 2016, there were eleven strategic performance measures used to assess the Department's efforts for this goal. For the FY 2017-2018 performance plan, three new measures are being introduced and two measures are being retired. In FY 2016, 64 percent of the measures met their target and 82 percent maintained or improved actual results compared to FY 2015.

Goal	Performance Summary				
Scale:	0%	25%	50%	75%	100%
Goal 1.1: Prevent Terrorist Attacks	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>				

◆ - Percent of measures that met their FY 2016 target.

◆ - Percent of measures that maintained or improved actual performance results compared to FY 2015.

Below are the strategic measures that gauge efforts to prevent terrorist attacks. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year's report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.

**Screening and Vetting Measures:** Secure Flight is a risk-based passenger prescreening program that enhances security by identifying passengers by potential risk before they arrive at the airport through matching their names against trusted traveler lists and watchlists. A significant effort has also gone into managing expedited screening of passengers while still maintaining a strong security posture. Problems that may occur in the screening/vetting are managed with our redress process.

***Percent of domestic air enplanements vetted against the terrorist watch list through Secure Flight (TSA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
100%	100%	100%	100%	100%	100%	100%	Retired*	

\* This measure is being replaced with the new consolidated measure “Percent of passenger data submissions that successfully undergo Secure Flight watch list matching.”

***Percent of international air enplanements vetted against the terrorist watch list through Secure Flight (TSA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
100%	100%	100%	100%	100%	100%	100%	Retired*	

\* This measure is being replaced with the new consolidated measure “Percent of passenger data submissions that successfully undergo Secure Flight watch list matching.”

***Percent of passenger data submissions that successfully undergo Secure Flight watch list matching (TSA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	100%*	100%

\* New measure added to replace the two measures directly above.

***Percent of daily passengers receiving expedited physical screening based on assessed low risk (TSA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	50%	46%	50%	50%

**Explanation for Target Not Met:** This measure was introduced to gauge 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 Pre✓®](#) incorporates modified screening protocols for eligible participants who have enrolled in the TSA Pre✓® program, as well as known crew members, active duty service members, 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. In FY 2016, TSA achieved 46 percent, missing expectations for the first year of this measure. At the start of the fiscal year, TSA removed certain groups receiving expedited screening based on a reassessment of the risk analysis. This security

decision impacted the program's ability to reach its target. TSA is currently investigating ways to continue to grow the TSA Pre✓<sup>®</sup> enrolled population.

***Average number of days for DHS Traveler Redress Inquiry Program (TRIP) redress requests to be closed (TSA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
99	93	52	62	50	< 60	44	< 55*	< 55

\* FY 2017 target changed from < 60 to <55 to be in line with prior year results.

**Compliance Measures:** TSA has taken actions to increase the rate of compliance, including increased industry outreach and Compliance Security Enhancement Through Testing activities, a risk-based testing program for leading security indicators. TSA evaluates and documents security at airports against agreed upon aviation and airport security standards and takes enforcement and other actions when necessary.

***Percent of overall compliance of domestic airports with established aviation security indicators (TSA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
95.9%	95.0%	94.4%	94.0%	95.0%	100%	93%	100%	100%

Explanation for Target Not Met: The performance results indicate domestic airports compliance with transportation security regulations determined by TSA inspections and tests. The target of 100% compliance by all regulated entities was not attained in FY 2016 due to TSA's continued focus on high-risk areas for targeted inspections and testing activities based on intelligence and dynamic security priorities. Airports have conducted vulnerability self-assessments and have prepared mitigation plans to improve compliance and to reduce security vulnerabilities. TSA also works collaboratively with the airports to ensure they comply with all security requirements and takes enforcement and other actions when necessary.

***Percent of air carriers operating from domestic airports in compliance with leading security indicators (TSA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
99.2%	98.1%	98.0%	98.0%	98.0%	100%	98.0%	100%	100%

Explanation for Target Not Met: The performance results indicate air carriers' compliance with transportation security regulations determined by TSA inspections and testing. The target of 100% compliance by all regulated entities was not attained in FY 2016 due to TSA's continued focus on high-risk areas for targeted inspections and testing activities based on intelligence and dynamic security priorities. TSA has taken a collaborative approach to compliance with air carriers, including Compliance Security Enhancement Through Testing (COMSETT) activities, a risk-based testing program for leading security indicators. Furthermore, TSA is developing additional tools, such as self-audits and voluntary self-disclosure program to improve compliance.



***Percent of foreign airports that serve as last points of departure and air carriers involved in international operations to the United States advised of necessary actions to mitigate identified vulnerabilities in order to ensure compliance with critical security measures (TSA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	100%	100%	100%	100%	100%	100%	100%

***Percent of overall level of implementation of industry agreed upon Security and Emergency Management action items by mass transit and passenger rail agencies (TSA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
28%	39%	69%	78%	80%	82%	71%	75%	77%

\* The FY 2017 target previously published as 86% in the FY 2015 – 2017 Annual Performance Report was changed to 75% due to fiscal constraints as the industry is not in a position to dedicate additional resources.

**Explanation for Target Not Met:** A revised collection methodology was used for this measure in FY 2016. While results are more accurate, the overall results were lower than the last two years. Moving forward, efforts to improve assessment scores will focus on information sharing activities to include emphasizing implementation of specific security action item best practices in those areas with low scores. TSA Surface Inspectors will provide information and recommendations for improvement—in particular highlighting the availability of TSA training and exercise resources. Transit agencies will also be encouraged to review practices in place at counterpart agencies with superior programs.

**Air Cargo Screening Measures:** Securing the global supply chain, while ensuring its smooth functioning, is essential to our national security and economic prosperity. Air cargo vetting is but one venue the Department actively targets to ensure the safety of our nation.

***Percent of domestic cargo audits that meet screening standards (TSA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	95%	98%	96%	97%

***Percent of international cargo audits that meet screening standards (TSA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	95%	97%	96%	97%

**Information Sharing Measures:** Protecting the country from ever-evolving, transnational threats requires a strengthened homeland security enterprise that shares information across traditional organizational boundaries. Consistent with Administration direction, DHS has set forth a robust information sharing environment and continues to work with our homeland security partners to build our architecture for information sharing to continuously improve relevance, timeliness, and usefulness of intelligence information.

***Percent of intelligence reports rated “satisfactory” or higher in customer feedback that enable customers to understand the threat (Intelligence and Analysis (I&A))***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	90%	93%	95%	95%	94%	95%	95%	95%

\* FY 2017 target changed from 94% to 95% to be in line with historical results.

***Percent of Intelligence and Analysis finished intelligence reports incorporating DHS and state/local originated data (I&A)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	80%*	80%

\* New measure added to expand the measures used to gauge the value in providing intelligence information to the larger intelligence community.

***Number of intelligence reports shared with the intelligence community (I&A)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	2,680*	2,730

\* New measure added to expand the measures used to gauge the value in providing intelligence information to the larger intelligence community.

## Goal 1.2: Prevent and Protect Against the Unauthorized Acquisition or Use of Chemical, Biological, Radiological, and Nuclear Materials and Capabilities

### Strategies

- *Anticipate chemical, biological, radiological, and nuclear emerging threats*
- *Identify and interdict unlawful acquisition and movement of chemical, biological, radiological, and nuclear precursors and materials*
- *Detect, locate, and prevent the hostile use of chemical, biological, radiological, and nuclear materials and weapons*

### Strategic Review Summary of Progress

The Department of Homeland Security (DHS) has determined that this goal is making satisfactory progress.

#### Assessment Lead

John Zabko, Assistant Director, Domestic Nuclear Detection Office (DNDO), Architecture & Plans Directorate

#### Introduction

DHS Components implement programs to enhance the security of the global supply chain and chemical facilities; biological threat detection and surveillance; and nuclear detection efforts and forensics (the investigation of nuclear materials to find evidence to identify the material and support attribution of the materials in order to prosecute smuggling networks). These programs facilitate a reduction in the risks of chemical, biological, radiological, and nuclear (CBRN) threats.

#### Achievements

DHS continues to facilitate collaborative, whole-of-government efforts towards aligning capabilities and resources to anticipate and mitigate emerging CBRN threats. The most recent [Global Nuclear Detection Architecture](#) (GNDA) Annual Report shows measurable growth in state and local CBRN mitigation capabilities. DHS and interagency partners continued to refine and implement programs designed to help make the access, transportation, and storage of high-risk chemicals more secure. For example, the Department made improvements to the Chemical Facility Anti-Terrorism Standards (CFATS) program—the Department’s regulations governing security at high-risk chemical facilities—that have expedited the development and approval of site security plans for high-risk chemical facilities, improving their security posture. Other areas of positive performance include compliance and security operations in the maritime domain. Regulation compliance continues to remain high, which is assessed through waterborne patrols of maritime critical infrastructure and boarding of high-risk vessels.

Feedback from stakeholders indicates measureable growth in state and local capabilities in relation to the GNDA framework. Additional feedback from the Office of Health Affairs, National Biosurveillance Integration Center Federal Stakeholder Survey also shows positive trends and

indicates that information products related to biological events are useful to the majority of stakeholders. Specific measures tracking progress for this goal are presented in the following Performance Results and Plan section.

### **Challenges**

Challenges in this goal revolve around three major areas: 1) difficulty clearly identifying the threat that may include external actors and internal actors collaborating with external players; 2) limited programmatic flexibility can inhibit U.S. Government ability to quickly respond to rapidly evolving threats; and 3) sustainment of leadership support across the U.S. Government and the Homeland Security Enterprise for counter-CBRN mission goals and objectives. To maintain the current level of support for DHS counter-CBRN efforts, the Department must continue to document and share information on demonstrable threats, mitigation actions, and resulting successes.

## ***Performance Highlight***



### **Deployment of New On-dock Radiation Monitoring Solution**

In furtherance of the Department of Homeland Security (DHS) mission to prevent nuclear terrorism, DHS partnered with a commercial port to deploy a new automated radiation scanning solution that supports the dual objectives of detecting radiological and nuclear material while facilitating the flow of commerce. In collaboration with U.S. Customs and Border Protection (CBP) and with support from the Pacific Northwest National Laboratory (PNNL), the Domestic Nuclear Detection Office (DNDO) initiated a public-private partnership with the Port of Los Angeles' Trans Pacific Container Service Corporation

(TraPac) to integrate, test, evaluate and place into operation a new and innovative system for the TraPac Intermodal Container Transfer Facility on-dock rail solution. The system uses conveyors that transport cargo containers past Radiation Portal Monitor (RPM) detectors installed in fixed positions inside the automation area. Throughout the country other on-dock rail terminals use mobile RPMs which have a significantly higher cost of operation and maintenance.

## ***Performance Results and Plan***

In FY 2016, there were four strategic performance measures used to assess the Department's efforts for this goal. For the FY 2017-2018 performance plan, two new measures are being introduced. In FY 2016, 100 percent of the measures met their target and 100 percent maintained or improved actual results compared to FY 2015.



Goal	Performance Summary				
	Scale:	0%	25%	50%	75% 100%
Goal 1.2: Prevent and Protect Against the Unauthorized Acquisition or Use of Chemical, Biological, Radiological, and Nuclear Materials and Capabilities					◆◆

◆ - Percent of measures that met their FY 2016 target.

◆ - Percent of measures that maintained or improved actual performance results compared to FY 2015.

Below are the strategic measures that gauge efforts to prevent and protect against the unauthorized acquisition or use of chemical, biological, radiological, and nuclear materials and capabilities. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year's report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.

**Domestic Nuclear Detection Measures:** The Department has the primary responsibility within the U.S. Government for implementing domestic nuclear detection efforts for a managed and coordinated response to radiological and nuclear threats, as well as integration of federal nuclear forensics programs. The Securing the Cities program provides financial assistance to state, local, tribal, and territorial (SLTT) organizations to develop a robust regional radiological/nuclear detection program. In addition, the Department maintains radiation portal monitors at our land ports of entry, international rail ports of entry, and sea ports of entry.

***Number of people covered by Securing the Cities program preventive radiological and nuclear (rad/nuc) detection capabilities (in millions) (DNDO)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	23.0	23.0	37.0	37.0	37.0	46.0

***Percent of cargo conveyances that pass through radiation portal monitors upon entering the nation via land border and international rail ports of entry (DNDO)***

Prior Results					FY 2016*		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
FOUO	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO

\* This measure met its target for FY 2016 and for all prior years from FY 2011, however the targets and results for this measure are For Official Use Only (FOUO).

***Percent of containerized cargo conveyances that pass through radiation portal monitors at sea ports of entry (DNDO)***

Prior Results					FY 2016*		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
FOUO	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO

\* This measure met its target for FY 2016 and for all prior years from FY 2011, however the targets and results for this measure are FOUO.

**Performance Standards at High-risk Chemical Facilities Measure:** The Chemical Facility Anti-Terrorism Standards (CFATS) program identifies and regulates high-risk chemical facilities to ensure they have security measures in place to reduce the risks associated with these chemicals. Initially authorized by Congress in 2007, the program uses a dynamic multi-tiered risk assessment process and requires facilities identified as high-risk to meet and maintain performance-based security standards appropriate to the facilities and the risks they pose. DHS chemical security inspectors work in all 50 states to help ensure facilities have security measures in place to meet CFATS requirements.

***Percent of performance standards implemented by the highest risk chemical facilities and verified by DHS (National Protection and Programs Directorate)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	46%	78%	93%	95%	97%	95%	95%

**Biological Detection Capability Measures:** The Office of Health Affairs (OHA) has the responsibility to provide early detection of a bioterrorism event and helps communities prepare a coordinated response. The combination of detection, rapid notification, and response planning helps federal, state, and local decision-makers take steps to save lives and mitigate damage. In FY 2016, the Department is introducing three new measures to gauge effectiveness in this area.

***Average time (in hours) to initiate a BioWatch National Conference Call to discuss the detection of a biological agent of concern and assess the risk to public health with federal, state, and local partners (OHA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	≤ 3.0*	≤ 3.0

\* New measure added to gauge the speed at which appropriate parties are notified if a biological agent of concern is detected.

***Time between laboratory receipt of BioWatch detector samples to completion of screening for known biological micro-organisms of interest (in hours) (OHA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	≤ 7.0*	≤ 7.0

\* New measure added to gauge the timeliness of testing results and notifying the appropriate parties if a biological agent of concern is detected.

## Goal 1.3: Reduce Risk to the Nation's Critical Infrastructure, Key Leadership, and Events

### Strategies

- Enhance security for the Nation's critical infrastructure from terrorism and criminal activity
- Protect key leaders, facilities, and national special security events

### Strategic Review Summary of Progress

The Department of Homeland Security (DHS) has determined that this goal is making satisfactory progress.

#### Assessment Lead

Robert Novy, Deputy Assistant Director, Office of Investigations, U.S. Secret Service (USSS)

#### Introduction

National security depends on the protection of key leaders (e.g., President, Vice President, and foreign dignitaries) and events (e.g., National Special Security Events such as the United Nations General Assembly) and the safeguarding of the Nation's critical infrastructure (e.g., Federal Government facilities). DHS Components and partners across all levels of government and within the private sector work together to assess and reduce risk to protected people, facilities, and events.

#### Achievements

One way DHS demonstrated achievements related to this goal is through DHS's role in organizing and securing two complex National Special Security Events, the Republican National Convention (RNC) and the Democratic National Convention (DNC). The ability to concurrently plan and coordinate these major events across multiple major metro areas demonstrated the Department's ability to effect collaboration across numerous DHS Components and their partners. DHS has also demonstrated its ability to effectively exercise large scale flexibility by successfully safeguarding multiple Presidential candidates simultaneously.

DHS also continues to ensure the security of our Federal Government buildings through the Federal Protective Service, which performs thousands of federal facility evaluations and inspections each year and provides notifications of countermeasure deficiencies to facility managers for future enhancements. The Department's Protective Security Advisors also coordinated national-level outreach activities in response to threats and responded to hundreds of incidents across the Nation, providing situational awareness and facilitating information exchanges with Federal, State, and local partners. Specific measures tracking progress for this goal are presented in the following Performance Results and Plan section.

#### Challenges

The shifting threat landscape drives the need to enhance capabilities for preventing, protecting against, responding to, and mitigating terrorist attacks. Specifically, terror groups urge supporters, including Western followers, to attack soldiers, law enforcement officers, government employees,

and federal facilities. Recent attacks show the terrorist threat is increasingly decentralized, harder to detect, and demonstrates an inclination to strike public gatherings and special events.

DHS relies upon coordinated and concerted efforts by public and private entities to reduce and manage risk to the Nation's critical infrastructure, key leadership, and events. Challenges exist in recruiting and retaining highly-qualified personnel for critical infrastructure programs.

## Performance Highlight



### 2016 Republican and Democratic National Conventions

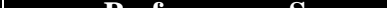
The 2016 Republican National Convention (RNC) and Democratic National Convention (DNC) were the 53<sup>rd</sup> and 54<sup>th</sup> events, since September 1998, to be designated National Special Security Events (NSSEs). The U.S. Secret Service (USSS) was the lead federal agency for operational security planning and implementation for both the 2016 RNC and DNC. The USSS initiated operational security planning for these events nearly 12 months prior to the conventions, and

the successful completion of these NSSEs was the result of the coordinated efforts of a myriad of federal, state and local agencies, including other Components of DHS.

USSS coordinators for RNC and DNC invited major stakeholders to be members of an executive steering committee in each city to oversee the development of a custom operational security plan for each convention. In addition, the event coordinators recruited subject matter experts, representing more than 50 law enforcement, public safety, and military entities, to be members of nearly two-dozen subcommittees. The subcommittees were responsible for developing various aspects of these event security plans, from airspace security and crowd management to transportation security and tactical coordination, from intelligence/counterterrorism and critical infrastructure protection to explosive device response and interagency communication. Extensive and realistic multi-agency tabletop exercises, joint tactical and other practical exercises took place weeks prior to the conventions to ensure that operational security plans would work as intended. All of this preparation led to the successful completion of these vital NSSEs.

## Performance Results and Plan

In FY 2016, there were eight strategic performance measures used to assess the Department's efforts for this goal. For the FY 2017-2018 performance plan, one new measure is being introduced and one measure is being retired. In FY 2016, 63 percent of the measures met their target and 63 percent maintained or improved actual results compared to FY 2015.

Goal	Performance Summary				
Scale:	0%	25%	50%	75%	100%
Goal 1.3: Reduce Risk to the Nation's Critical Infrastructure, Key Leadership, and Events					

◆ - Percent of measures that met their FY 2016 target.

◇ - Percent of measures that maintained or improved actual performance results compared to FY 2015.



Below are the strategic measures that gauge efforts to reduce risk to the Nation's most critical infrastructure, key leadership, and events. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year's report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.

### **Secure Critical Infrastructure from Terrorism and Criminal Activity Measures:**

The nation's critical infrastructure provides the essential services that underpin American society. Critical infrastructure must be secure and able to withstand and rapidly recover from all hazards. From federally-owned public buildings to maritime high-risk facilities to the financial sector, the Department takes a proactive and coordinated approach to strengthen and maintain critical infrastructure that is vital to public confidence and the Nation's safety, prosperity, and well-being.

#### ***Percent of tenants satisfied with the level of security provided at federal facilities (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
77.8%	78%	82%	76%	71%	87%	75%	Retired*	

\* Retiring this measure due to challenges in the GSA survey that changes every year and prevents consistent measurement. The Federal Protective Service will now conduct their own survey and is replacing this measure with: "Percent of Facility Security Committee Chairs (or designated officials) satisfied with the level of security provided at federal facilities."

**Explanation for Target Not Met:** The effectiveness of security services provided to federal facilities is important, as this enhances security for the nation's critical infrastructure, ultimately helping prevent terrorism and enhancing security. To better understand effectiveness, the Federal Protective Service (FPS) uses General Services Administration survey data. In FY 2016, 11,005 respondents answered that they were satisfied or highly satisfied with the security presence and measures in [the] building. With that, the tenant satisfaction performance measure is now retired. DHS developed a new survey for FY 2017 designed solely for those individuals with direct knowledge of the services provided by FPS. This audience specificity will improve the quality data the program receives, leading to more actionable results. FPS will analyze the results of this survey to improve performance and communication between FPS security services and the federal facilities they serve.

#### ***Percent of Facility Security Committee Chairs (or designated officials) satisfied with the level of security provided at federal facilities (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	78%*	79%

\* New measure added to reflect a much more informed and engaged set of individuals who interact regularly with FPS and have better insight into the state of facility security.

#### ***Percent of high-risk facilities that receive a facility security assessment in compliance with the Interagency Security Committee (ISC) schedule (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	34%	93%	100%	100%	96%	100%	100%

**Explanation for Target Not Met:** DHS continually seeks to enhance the exchange of information on risks to critical infrastructure (CI) and develop situational awareness capabilities. This measure reports the percent of high risk (Facility Security Level 3 and 4) facilities that receive a facility security assessment (FSA) in compliance with the Interagency Security Committee (ISC) schedule. DHS provides these FSAs to examine threats applied to federal buildings and the vulnerabilities and consequences associated with those threats. Due to facility inventory fluctuation (i.e., changes in Facility Security Levels within the year), DHS did not meet its target of 100 percent and will take action to review the inventory on a quarterly basis to assess necessary changes in the assigned work.

***Security compliance rate for high risk maritime facilities (USCG)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
99.9%	98.7%	99.3%	99.3%	99.6%	100%	97.6%	100%	100%

**Explanation for Target Not Met:** This measure is a leading indicator of maritime facility security and resiliency in our Nation's ports. While performance did not fully achieve its target, data indicate that the overall "Security Compliance Rate for High Risk Maritime Facilities" remains extremely high at 97.6 percent. In total, only 83 of the approximately 3,450 High Risk Facilities were not in compliance. The U.S. Coast Guard will continue to partner with the maritime industry to assist in the development and execution of effective *Maritime Transportation Security Act* regulated maritime facility security programs.

***Financial crimes loss prevented through a criminal investigation (in billions) (USSS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
\$4.85	\$2.75	\$4.20	\$3.04	\$1.47	\$1.80	\$2.42	\$1.90	\$2.10

***Percent of currency identified as counterfeit (USSS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
0.0078%	0.0085%	0.0072%	0.0068%	0.0058%	< 0.0090%	0.0057%	< 0.0088%	< 0.0088%

**Protect Key Leaders, Facilities, and National Special Security Event Measures:**

DHS protects key leaders, facilities, and National Special Security Events by: 1) working with partners across the homeland security enterprise to coordinate intelligence, information sharing, security, and response resources; 2) protecting the President, the Vice President, visiting heads of state, major Presidential candidates, and other designated protectees; and 3) assessing risk and coordinating support to partners during major special events across the Nation through the Special Events Assessment Rating.

***Percent of total protection activities that are incident-free at the White House Complex, Vice President's Residence, and other protected facilities (USSS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
100%	100%	100%	99.7%	100%	100%	100%	100%	100%

***Percent of protectees that arrive and depart safely (USSS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
100%	100%	100%	100%	100%	100%	100%	100%	100%

***Percent of National Special Security Events that were successfully completed (USSS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
100%	100%	100%	100%	100%	100%	100%	100%	100%

## Mission 2: Secure and Manage Our Borders

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

#### Strategies

- *Prevent illegal import and entry*
- *Prevent illegal export and exit*

#### Strategic Review Summary of Progress

The Department of Homeland Security (DHS), in consultation with the Office of Management and Budget (OMB), has highlighted this goal as a focus area for improvement.

##### Assessment Leads

Justin Bristow, Acting Chief, Strategic Planning, Policy, and Analysis Directorate, U.S. Customs and Border Protection (CBP), U.S. Border Patrol

Captain Mark Frankford, Director of Law Enforcement, Maritime Security & Defense Operations Policy, U.S. Coast Guard (USCG)

##### Introduction

This goal is focused on the Department's ability to detect and prevent the illegal entry of goods and people into the United States that pose a threat to national, economic, and public safety. Together with other federal, state, local, and tribal law enforcement officers, the Department helps maintain a secure nation. Securing the borders and approaches is an ongoing and complex task influenced by many environmental and policy factors outside of the direct influence of DHS. While the Department has made progress in its ability to identify and apprehend individuals trying to illegally enter the United States or smuggle contraband across our borders, the nature of the ever-evolving threats continue to present new and complex challenges to the Department's ability to protect U.S. borders and approaches.

##### Achievements

DHS continues to impact U.S. border security through targeting, surveillance, and interdictions. While being faced with the constant threat of bad actors attempting to penetrate U.S. borders with the purpose of illegally importing or exporting illicit goods, people, or money, DHS apprehends hundreds of thousands of individuals trying to illegally cross the land and sea borders, along with seizing hundreds of tons of drugs. While the department has decreased the rate of recidivism, increased the interdiction effectiveness rate, interdicted the highest number of Cubans at sea since 1994, and continues to resolve the majority of aircraft incursions, unpredictable future flows continue to exert pressure on the Department's ability to secure U.S. land, sea, and air borders and approaches.

DHS has also refined and executed border security strategies, targeting illicit flows of drugs and the drivers of illegal immigration from Mexico and Central America. DHS strengthened international



partnerships and bolstered international capabilities by engaging in a variety of northern and southern U.S. border security initiatives and by providing resources to train, advise, and assist partners in Mexico and Central America. These initiatives help combat threats before they reach our borders. In addition, DHS refocused its counter-network investigations, and drug and migrant interdiction efforts through the stand-up of three Joint Task Forces, which is discussed further in Goal 2.3.

### **Challenges**

While the performance measures presented in this report offer evidence of progress, large risks and historical trends provide the basis to highlight this goal as a focus area for improvement. These challenges include continuously changing modes, tactics, and routes utilized by migrants and illicit networks for illegal migration and illicit criminal movement across the U.S. border. These challenges are further heightened by the fact that activity on the border is outpacing efforts to recapitalize assets and technology and grow its workforce. Due to these external risks, DHS has found it is challenged to grow, adapt, and modernize component capacities and capabilities to adequately posture for and respond to external threats.

### **Corrective Action**

DHS has ongoing plans in place to help mitigate current risks and address existing challenges, including: 1) continue to use the Southern Border and Approaches Campaign Plan to drive operations to secure the border and staff through support for newly created Joint Task Forces; 2) review existing migration contingency plans, study the drivers and indicators of mass migration, and draft a maritime migration contingency plan to shape future interdiction efforts; 3) continue ongoing activities to develop performance measures that are useful for internal management along with external reporting of strategies and results related to border security; 4) continue to expand international collaboration with Mexico and Central American countries in accordance with the *U.S. Strategy for Engagement in Central America* and the *Caribbean Border Counternarcotics Strategy*; and 5) develop ongoing initiatives and doctrine to achieve improved situational awareness of illegal border activity.

## Performance Highlights



### Another Cross-border Drug Tunnel Dismantled

Federal officials seized a cross-border tunnel on the morning of March 23, 2016 following a lengthy multi-agency investigation that resulted in six arrests and the confiscation of more than a ton of marijuana. The tunnel—more than 400 yards in length— stretches from the former El Sarape Restaurant, now a coffee shop, in Mexicali, Mexico, to a two-bedroom Calexico residence located at 902 E. Third Street, about 300 yards north of the international border. In the front room of the residence, agents found a hole concealed in the floor about three feet in

diameter with an opening that descends several feet beneath the foundation.

This is the first operational tunnel discovered in Calexico in nearly a decade. According to federal investigators, it also represents the first time drug traffickers are known to have purchased property and constructed a house for the sole purpose of concealing the exit of a subterranean drug tunnel. The search warrant affidavit and charging documents allege the traffickers scouted properties in the area and selected the Third Street parcel in a residential section of Calexico. The sale of the property for \$240,000 was finalized by the defendants in April 2015.

“This significant cross-border drug seizure and tunnel discovery is an excellent example of the integrated efforts taking place daily across multiple law enforcement agencies to protect America by providing secure borders,” said El Centro Sector Chief Patrol Agent Rodney S. Scott. “This tunnel discovery is further proof that America’s investment in border security is paying off. As we continue to improve border security, criminal organizations are forced to resort to tunneling and other complicated and costly smuggling methods, which increases their exposure to detection by law enforcement.”

## Performance Results and Plan

In FY 2016, there were six strategic performance measures used to assess the Department’s efforts for this goal. For the FY 2017-2018 performance plan, two new measures are being introduced. In FY 2016, 67 percent of the measures met their target and 83 percent maintained or improved actual results compared to FY 2015.

Goal	Performance Summary				
Scale:	0%	25%	50%	75%	100%
Goal 2.1: Secure U.S. Air, Land, and Sea Borders and Approaches	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>				

◆ - Percent of measures that met their FY 2016 target.

◇ - Percent of measures that maintained or improved actual performance results compared to FY 2015.

Below are the strategic measures that gauge efforts to secure U.S. air, land, and sea borders and approaches. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year’s report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.

**Border effectiveness and detection measures:**

The following measures help the Department assess our ability to detect and prevent the illegal entry of goods and people into the United States that pose a threat to national, economic, and public safety. Securing the borders and approaches is an ongoing and complex task influenced by many environmental and policy factors outside of the direct influence of DHS. While the Department has made progress in its ability to identify and apprehend individuals trying to illegally enter the United States or smuggle contraband across our borders, the nature of the ever-evolving threats continue to present new and complex challenges to the Department's ability to protect U.S. borders and approaches.

***Rate of interdiction effectiveness along the Southwest Border between ports of entry (CBP)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	79.28%	81.01%	81.00%	82.67%	81.00%	81.00%

***Migrant interdiction effectiveness in the maritime environment (USCG)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	74.8%	74%	79.3%	74.5%	75%

***Percent of recurring border surveillance implemented in remote low risk areas between ports of entry (CBP)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	70%*	80%

\* New measure added to articulate how the Department is employing capability in traditionally low flow, low risk areas to identify illegal activity.

***Percent of time the U.S. Border Patrol meets its goal of responding to potential illegal activity in remote, low-risk areas (CBP)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	95%*	96%

\* New measure added to articulate how the Department is responding to illegal activity in traditionally low flow, low risk areas to identify illegal activity.

***Percent of people apprehended multiple times along the southwest border (CBP)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	16%	14%	14%	≤ 17%	12.3%	≤ 17%	≤ 17%

***Percent of detected conventional aircraft incursions resolved along all borders of the United States (CBP)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
95.3%	96.0%	99.3%	98.8%	99.3%	100%	99.7%	98.5%*	98.5%

\* Targets modified from the 100% target to more accurately reflect historical performance and acknowledgement that the Office of Air and Marine lacks control over certain situations that affect this measure.

**Explanation for Target Not Met:** The Air and Marine Operations Center (AMOC) employs a hemispheric approach to integrate domestic and foreign radars to help fill coverage gaps, increasing Air and Marine Operations ability to detect, track, and interdict aircraft involved in illicit activity. In FY 2016, AMOC resolved 296 of 297 Border Incursions. The one unresolved conventional aircraft incursion was based on a single report from a U.S. Customs and Border Protection Officer on the northern border during Q1. Air and Marine Operations worked with United States Border Patrol and the Royal Canadian Mounted Police in an effort to locate the aircraft; however, the AMOC could not acquire the radar contact and the investigation was closed. To increase our capability in the future to be able to track incursions via radar, and thus increase our probability to detect and track, AMOC has added 19 of 31 identified additional radars and continues to work closely with the Federal Aviation Administration (FAA) to acquire the feeds as they become available.

***Amount of smuggled outbound currency seized at the ports of entry (in millions) (CBP)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
\$47.0	\$31.9	\$36.9	\$37.7	\$37.6	\$30.0	\$28.9	\$30.0	\$30.0

**Explanation for Target Not Met:** Although CBP maintained its FY 2016 outbound enforcement effort at levels similar to FY 2015, there were significant decreases in both the number of seizures and the average dollar value of the amount seized in FY 2016. This was due in large part to a significant decrease in very-large seizures in FY 2016. This is a continuation of the general trend towards smaller seizure amounts observed over the past six years. CBP will continue to conduct risk-based outbound enforcement operations to identify and seize currency being transported out of the country illegally and work with other law enforcement agencies and both local and international partners to identify and disrupt outbound smuggling activities.

***Number of smuggled outbound weapons seized at the ports of entry (CBP)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	731	411	505	400	661	400	400

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

### Strategies

- *Safeguard key nodes, conveyances, and pathways*
- *Manage the risk of people and goods in transit*
- *Maximize compliance with U.S. trade laws and promote U.S. economic security and competitiveness*

### Strategic Review Summary of Progress

The Department of Homeland Security (DHS), in consultation with the Office of Management and Budget (OMB), has determined that this goal is making noteworthy progress.

#### Assessment Lead

Colleen Manaher, Director, U.S. Customs and Border Protection (CBP), Office of Field Operations

#### Introduction

Lawful trade and travel are critically important to the health of our Nation's economy and vitality of our society. This is made clear by the steady increase in both business and tourist travelers who choose to visit the United States, and by the continued increases in the volume of imports and exports. With trade and travel projected to continue to grow, DHS and its partners must work to secure and expedite the increasing flows of people and goods to keep our Nation safe and prosperous.

#### Achievements

DHS facilitated and secured international trade by ensuring the safe transport of more than \$2 trillion in imports annually and generating nearly \$50 billion in fees for the U.S. Treasury. The Department supported the safe transit of more than \$3 trillion in domestic commerce over 25,000 miles of U.S. waterways, maintained more than 47,000 navigational aids, and expended tens of thousands of hours supporting movement through ice-impeded lakes and waterways. DHS further facilitated trade by establishing and expanding 10 Centers of Excellence and Expertise that streamline services to trade by industry and by enhancing trade initiatives and international agreements. DHS also continued to expand the Customs-Trade Partnership Against Terrorism (C-TPAT) with new Mutual Recognition Agreements, improving the security of private companies' supply chains against terrorism.

DHS continued to facilitate travel by aggressively expanding Global Entry to help make travel both safer and faster. DHS screens hundreds of millions of people annually entering the U.S. at ports of entry while also identifying hundreds of thousands of inadmissible aliens and preventing tens of thousands of individuals with possible links to national security from traveling. To manage the ever-increasing flow of international travelers, DHS has increased the use of innovative time-saving technologies such as

The National Agriculture Cargo Targeting Unit is collaborating with the Advanced Targeting System and the International Trade Data System development groups to enhance program capabilities via business requirements to provide a platform for agriculture targeting.



Automated Passport Control kiosks, Mobile Passport Control, and piloted experiments to refine state-of-the-art biometric and Radio Frequency Identification applications. More accomplishments are outlined in the performance measures for this goal listed on the Performance Results and Plan section that follows.

### **Challenges**

The potential for catastrophic consequences associated with terrorist activities endures as gaps in our trade and travel channels offer potential avenues for harm. DHS has developed and maintained programs, such as the National Targeting Center, Container Security Initiative, and C-TPAT, to help mitigate these risks. The fluid nature of supply chains and travel patterns, along with other exogenous factors, present unique challenges for DHS as there is no one solution to secure and expedite lawful trade and travel. DHS mitigates these challenges through technological and operational improvements to continually increase the efficiency and security at ports of entry, mitigating the risk of economic damage to the United States. Finally, maintaining border security is a continuing challenge to securing and expediting lawful trade and travel. DHS is mitigating these risks by developing an Entry/Exit solution at ports of entry and successfully managing expansion of Trusted Trader and Trusted Traveler programs, such as Global Entry. Additionally, the use of existing partnerships and targeting programs extends a zone of security beyond the physical borders, helping to identify potentially harmful people and cargo before it reaches our borders.

## ***Performance Highlight***




### **Preclearance Operations in Punta Cana, Dominican Republic**

In August 2016, the Preclearance Field Office and Punta Cana Airport Officials met to finalize logistics for what will be the second new preclearance international airport in 18 years. The Preclearance Field Office works proactively to expand our borders by setting up and operating international ports in support of our layered approach to border security. Joining CBP's 16 other international preclearance ports, Punta Cana, Dominican Republic, will be the first of 10 new international ports.

CBP Officers located abroad perform equivalent security and agricultural operations as their domestic coworkers, screening travelers before they ever board their plane, train, or ship. Each new port prevents countless security threats reaching American soil. Punta Cana, alone, will cover an additional 1.5 million passengers annually and supports CBP's long-term goal of preclearing 33 percent of all US-bound passengers.

## ***Performance Results and Plan***

In FY 2016, there were seven strategic performance measures used to assess the Department's efforts for this goal. In FY 2016, 71 percent of the measures met their target and 71 percent maintained or improved actual results compared to FY 2015.

Goal	Performance Summary				
	Scale:	0%	25%	50%	75% 100%
Goal 2.2: Safeguard and Expedite Lawful Trade and Travel					

◆ - Percent of measures that met their FY 2016 target.

◇ - Percent of measures that maintained or improved actual performance results compared to FY 2015.

Below are the strategic measures that gauge efforts to safeguard and expedite lawful trade and travel. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year's report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.

### Trade Revenue and Compliance Measures:

Lawful trade and travel is important to the health of our Nation's economy. The following measures gauge the Department's efforts to ensure those traveling to our country, and those companies importing goods, are doing so legally and paying any required duties or fees.

#### *Percent of imports compliant with U.S. trade laws (CBP)*

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
97.67%	96.46%	97.66%	97.99%	98.89%	97.50%	99.18%	97.50%	97.50%

#### *Percent of import revenue successfully collected (CBP)*

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
99.12%	98.88%	98.73%	99.56%	98.61%	100%	99.06%	100%	100%

Explanation for Target Not Met: To effectively manage the \$2.4 trillion in imports entered into the customs territory, CBP deploys a multi-pronged approach to trade facilitation and enforcement: informed compliance; stakeholder engagement; structured summary targeting; and the issuance of punitive administrative penalties or judicial forfeiture for the most egregious violators. In spite of CBP's efforts, the only way to successfully collect 100 percent of all collectable revenue would be to review all 160 million lines of commercial merchandise entered into the customs territory.

#### *Percent of cargo by value imported to the U.S. by participants in CBP trade partnership programs (CBP)*

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
55.1%	54.7%	55.2%	53.9%	52.2%	53.0%	53.0%	53.0%*	53.0%

\* The FY 2017 target previously published as 62.0% in the FY 2015 – 2017 Annual Performance Report was changed to 53.0% to be in line with historical data.

***Percent of inbound cargo identified by CBP as potentially high-risk that is assessed or scanned prior to departure or at arrival at a U.S. port of entry (CBP)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	98%	98%	99.22%	99.76%	100%	99.28%	100%	100%

Explanation for Target Not Met: This measure gauges the overall percent of inbound cargo in the sea, air, and land environments identified as potentially high risk by the Automated Targeting System (ATS) that is reviewed, scanned, or otherwise examined prior to loading or at arrival at a US port of entry. Changes to targeting algorithms in FY 2016 led to a slight decrease in air examinations. A small percentage of cargo is not reviewed due to status changes en route, information processing and data entry errors, or logistical and scheduling anomalies. To improve measure results, the CBP Office of Field Operations is working with the Targeting & Analysis Systems Program Directorate to resolve status tracking problems and information processing errors, and with shippers and carriers to rectify logistical and scheduling issues. The Office of Field Operations will continue to work with the Targeting & Analysis Systems Program Directorate, shippers, and carriers to resolve identified issues and implement permanent process improvements.

**Maritime Trade and Travel Measures**

Managing the flow of goods traveling in the maritime environment and ensuring those using our sovereign waters to fish legally are key elements to safeguarding our economic way of life. The following measures help gauge the Department's efforts in this arena.

***Availability of maritime navigation aids (USCG)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
98.5%	98.3%	98.2%	98.2%	97.7%	97.5%	97.7%	97.5%	97.5%

***Number of detected incursions of foreign fishing vessels violating U.S. waters (USCG)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
122	160	189	198	224	< 220	163	< 224	< 248

***Fishing regulation compliance rate (USCG)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
97.4%	98.3%	98.1%	97.5%	97.1%	96.5%	96.8%	97.0%	96.5%

## Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations and Other Illicit Actors

### Strategies

- *Identify, investigate, disrupt, and dismantle transnational criminal organizations*
- *Disrupt illicit actors, activities, and pathways*

### Strategic Review Summary of Progress

The Department of Homeland Security (DHS) has determined that this goal is making satisfactory progress.

#### Assessment Lead

Peter Edge, Executive Associate Director, U.S. Immigration and Customs Enforcement (ICE), Homeland Security Investigations (HSI)

#### Introduction

Transnational criminal organizations (TCOs) are increasing in strength and capability. They rely on revenues generated through the sale of illegal drugs and counterfeit goods, human trafficking and smuggling, and other criminal activities. They are also gaining strength by taking advantage of the same innovations in management and supply chain structures that are propelling multinational corporations. DHS aims to disrupt and dismantle TCOs with effective enforcement and interdiction across land, sea, and air and to do so while still facilitating the flow of lawful trade, travel, and commerce across our borders.

#### Achievements

Through coordinated operations and investigations, DHS continues to impact the ability of TCOs to conduct illicit activities such as drug smuggling, illicit trade and travel activities, and smuggling currency. In support of the Southern Borders and Approaches Campaign Plan, the Department continued to stand up three Joint Task Forces (JTFs), JTF-East, JTF-West, and JTF-Investigations, in order to better integrate intelligence, planning, interdiction, and investigative efforts across components. The JTFs facilitated efforts to implement a counter-network strategy by leveraging international and intergovernmental patterns and programs to identify, prioritize, and target illicit networks. The Department also continues to deploy the Homeland Criminal Organization Target Priority Investigations, or HOMECORT, to better identify and prioritize top-tier investigations, develop counter-network and investigation strategies, synchronize investigations, and better leverage Department resources. Performance measure results for Homeland Security Investigation efforts are found in the following Performance Results and Plan

On June 1, 2016, Newark Fugitive Operations Team arrested the subject of an arrest warrant and Interpol Red Notice issued by Salvadoran authorities for the crime of Aggravated Homicide. The subject was a documented member of the Saylor Locos clique of the Mara Salvatrucha (MS-13) transnational criminal organization.

section, and a report on efforts by the JTFs is found farther back in the report on the Agency Priority Goal focused on combatting transnational criminal organizations.

### **Challenges**

Transnational criminal organizations continue to thrive and penetrate many industries, including intellectual property, narcotics, and human smuggling. Many TCOs' ability to continue to operate is due in part to their use of innovating and evolving technology and methods. While ICE Homeland Security Investigations (HSI) uses a rigorous planning and review process to determine what investigative areas may need new focus or enhancement, due to the nature of the constantly changing transnational criminal threat, numerous challenges exist in accurately predicting and planning future responses. While DHS has established the JTFs as a key in our efforts to disrupt and dismantle TCOs, challenges that impede progress persist, including not being fully staffed and lacking the legislative authority<sup>3</sup> to direct DHS Components.

## ***Performance Highlight***



### **ICE Makes 84 Arrests in PA, DE, and WV during Targeted Operation**

In May 2016, Immigration and Customs Enforcement (ICE) Enforcement and Removal Operations (ERO) concluded a week-long enforcement operation targeting criminal aliens and other immigration violators.<sup>4</sup> During the operation, part of a larger agency effort prioritizing the arrest and removal of convicted criminal aliens tied to transnational criminal organizations as well as other enforcement priorities, Officers arrested 84 individuals in Pennsylvania, Delaware, and West Virginia. The arrested targets possessed convictions for corruption of a

minor, robbery, felony fraud, and cocaine and heroin possession, among other crimes.

Prioritized enforcement efforts allow ICE to focus its resources on the most egregious offenders, including convicted criminals and public-safety threats to the community.

## ***Performance Results and Plan***


In FY 2016, there were three strategic performance measures used to assess the Department's efforts for this goal. For the FY 2017-2018 performance plan, one new measure is being introduced and three measures are being retired. In FY 2016, 67 percent of the measures met their target and 67 percent maintained or improved actual results compared to FY 2015.

<sup>3</sup> The *National Defense Authorization Act* for Fiscal Year 2017 includes legislative authority for the JTFs.

<sup>4</sup> See ICE Newsroom, "ICE Arrests 84 in PA, DE, WV during operation targeting criminal aliens,"

<https://www.ice.gov/news/releases/ice-arrests-84-pa-de-wv-during-operation-targeting-criminal-aliens>



Goal	Performance Summary				
	Scale:	0%	25%	50%	75% 100%
Goal 2.3: Disrupt and Dismantle Transnational Criminal Organizations and Other Illicit Actors					

◆ - Percent of measures that met their FY 2016 target.

◇ - Percent of measures that maintained or improved actual performance results compared to FY 2015.

Below are the strategic measures that gauge efforts to disrupt and dismantle transnational criminal organizations and other illicit actors. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year's report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.

### Dismantlement of Transnational Criminal Organizations Measures:

DHS aims to disrupt and dismantle TCOs with effective enforcement. TCOs are increasing in strength and capability and they rely on revenues generated through the sale of illegal drugs and counterfeit goods, human trafficking and smuggling, and other criminal activities. They are also gaining strength by taking advantage of the same innovations in management and supply chain structures that are propelling multinational corporations. The following measures provide insight to how ICE HSI assesses its effectiveness in combatting TCOs. Evidence of the Department's efforts against TCOs may also be found in the APG section of this report.

#### *Percent of significant Homeland Security Investigation cases that result in a disruption or dismantlement (ICE)*

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	15.8%*	15.9%

\* New measure added by the Department to provide the full range of disruption and dismantlement cases.

#### *Percent of significant drug investigations that resulted in a disruption or dismantlement (ICE)*

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	14.5%	15.0%	9.6%	Retired*	

\* This measure is being retired from the strategic set of measures and being replaced with the full range measure "Percent of significant Homeland Security Investigation cases that result in a disruption or dismantlement." ICE will continue to track results for this measure under the Department's Management measure set.

Explanation for Target Not Met: HSI did not meet its target for this measure in FY 2016 primarily due to a shift in ICE HSI's counter-drug resources to focus on the public health crisis with heroin and fentanyl. Historically, ICE HSI's work in heroin and fentanyl has not produced a significant quantity of Significant Case Report (SCR) level cases. This shift has created some expected lag in development of cases to a maturation point where SCR designation would be appropriate. ICE HSI expects to see progress consistent with pre-2016 levels in this measure as the need to supplement the USSS subsides and HSI's work in addressing the heroin and fentanyl threat progresses under a new strategy.

***Percent of significant transnational gang investigations that resulted in a disruption or dismantlement (ICE)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	12.0%	13.0%	13.5%	Retired*	

\* This measure is being retired from the strategic set of measures and being replaced with the full range measure “Percent of significant Homeland Security Investigation cases that result in a disruption or dismantlement.” ICE will continue to track results for this measure under the Department’s Management measure set.

***Percent of significant child exploitation or child sex trafficking investigations that resulted in a disruption or dismantlement (ICE)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	18.1%	20.0%	29.9%	Retired*	

\* This measure is being retired from the strategic set of measures and being replaced with the full range measure “Percent of significant Homeland Security Investigation cases that result in a disruption or dismantlement.” ICE will continue to track results for this measure under the Department’s Management measure set.

## Mission 3: Enforce and Administer Our Immigration Laws

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

#### Strategies

- *Promote lawful immigration*
- *Effectively administer the immigration services system*
- *Promote the integration of lawful immigrants into American society*

#### Strategic Review Summary of Progress

The Department of Homeland Security (DHS) has determined that this goal is making satisfactory progress.

##### Assessment Lead

Joseph Moore, Chief Financial Officer, U.S. Citizenship and Immigration Services (USCIS), Office of the Chief Financial Officer

##### Introduction

The Department is committed to strengthening the immigration system and securely processing millions of citizenship and immigration benefit requests received each year, including applications for naturalization, lawful permanent residence, change of status, refugee and asylum protection, and deferred action for childhood arrivals<sup>5</sup>. DHS is also committed to seeking better ways to: provide accurate and useful information to its customers; accurately adjudicate citizenship and immigration benefit requests in a timely manner; and promote an awareness and understanding of citizenship.

##### Achievements

Despite a significant annual increase in the number of applications, the Department strives to ensure that only eligible individuals are provided benefits, and in doing so, has maintained a high accuracy rate on its adjudication decisions for all approved naturalization and permanent residence applications. Refugee interviews led to the admission of refugees near the annual presidential ceiling, demonstrating the Department's ability to effectively administer immigration services to those in most need of humanitarian assistance and protections. Furthermore, the Department has consistently achieved an overall National Customer Service Center satisfaction rating of 86 percent or better over the past several years. To promote

USCIS is transitioning from paper-based immigration processing to electronic processing. Nearly every year, USCIS receives more than seven million requests for immigration benefits or agency action and now over 30 percent of these requests are processed electronically.

<sup>5</sup> For purposes of this report, the term benefit request includes other, non-benefit granting requests processed by USCIS (e.g., deferred action for childhood arrivals)

lawful immigration, DHS hosts thousands of public engagements, reaching hundreds of thousands of individuals. The Citizenship and Immigration Services Ombudsman (CISOMB) has taken steps to focus on the timely resolution of case-related inquiries regarding the delivery of citizenship and immigration services. In addition, since a good immigration system must be able to rapidly respond to changes in demand, DHS is moving to online filing and case processing to improve the adjudication process and make information more accessible and secure.

DHS has initiated and continues to uphold several initiatives to improve customer service, highlight the importance of citizenship, and support individuals who aspire to become U.S. citizens. For example, DHS supports the Citizenship Public Education and Awareness Campaign in several states that are home to more than 75 percent of the overall lawful permanent resident population and also began accepting credit card payments for the naturalization application fee in an effort to increase access to citizenship. Specific results associated with this goal are presented in the Performance Results and Plan section that follows.

### **Challenges**

DHS projects an increase in the number of benefit requests it will receive. The increased workload could prevent the agency from being able to meet its targeted case processing times and result in an increase in the case backlog. DHS will continue to mitigate these challenges by taking a number of steps, including redirecting incoming cases to other locations with additional capacity, shifting adjudication priorities to address cases with the highest pending inventories, and leveraging the use of overtime and other scheduling options. DHS will also focus on increasing efficiency by transitioning from a paper-based process to an electronic filing, adjudication, and case management system. CISOMB is also receiving a sustained increase in its caseload of requests for assistance from the public, significantly increasing caseload demands on current employees. In order to meet these demands, CISOMB has diverted staff to ensure individuals and employers receive individualized case assistance.

## Performance Highlight

Ask Emma



Hide



Hi, I'm Emma. I'm here to help you with your questions about this site. What would you like to ask me?

■ [Hablar con Emma en español](#)

### USCIS Uses Technology to Help Its Customers

U.S. Citizenship and Immigration Services (USCIS) is leveraging technology to create multi-channel tools that give customers faster and easier access to immigration information, when and where they need it.

The flagship of the new suite of tools is [myUSCIS](#), an online one-stop shop for immigration information. It includes an Explore My Options tool, civics practice test, citizenship class locator, and Find a Doctor (for required immigration physicals), all of which are accessible from any mobile

device, anytime, anywhere. Nearly 3 million sessions were initiated in myUSCIS in its first year.

myUSCIS is joined by Emma, an interactive tool that helps customers get answers to their immigration questions in plain English or Spanish. In just over 6 months, Emma responded to more than 2.7 million inquiries from more than 730,000 visitors. Ninety percent of English-speaking individuals and 85 percent of Spanish-speaking individuals were successful when using Emma to answer their questions.

USCIS is garnering a reputation as a leader in digital services for fundamentally transforming how it serves a multifaceted, mobile, and sometimes vulnerable, customer base. Public and private agencies have validated USCIS' latest innovations with several prestigious awards and recognition.

## Performance Results and Plan

In FY 2016, there were five strategic performance measures used to assess the Department's efforts for this goal. In FY 2016, 40 percent of the measures met their target and 40 percent maintained or improved actual results compared to FY 2015.

Goal	Performance Summary				
Scale:	0%	25%	50%	75%	100%
Goal 3.1: Strengthen and Effectively Administer the Immigration System	<div><div></div></div>				



- Percent of measures that met their FY 2016 target.



- Percent of measures that maintained or improved actual performance results compared to FY 2015.

Below are the strategic measures that gauge efforts to strengthen and effectively administer the immigration system. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year's report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.



**Citizenship and Immigration Measures:**

The number of individuals applying for immigration benefits continues to rise. The Department is committed to strengthening the immigration system and securely processing millions of citizenship and immigration benefit requests and finding better ways to provide accurate and useful information to its customers.

***Percent of customers satisfied with the citizenship and immigration-related support received from the National Customer Service Center (USCIS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
80%	93%	87%	86%	88%	85%	85%	85%	85%

***Average of processing cycle time (in months) for naturalization applications (N-400) (USCIS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
4.6	4.6	4.7	5.5	5.0	≤ 5.0	5.8	≤ 5.0	≤ 5.0

Explanation for Target Not Met: This measure assesses the program's ability to meet its published processing time goals. USCIS experienced an elevated N-400 cycle time as a result of actual receipts in FY 2016 that were 26 percent higher than projected receipts. Although the cycle time is above the target, USCIS has maintained the accuracy of N-400 decisions. In FY 2017, USCIS will continue to balance workloads to ensure national cycle time parity across each of the 86 field offices, and leverage overtime and other scheduling options.

***Average of processing cycle time (in months) for adjustment of status to permanent resident applications (I-485) (USCIS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
4.4	5.1	4.7	6.0	6.4	≤ 4.0	6.9	≤ 4.0	≤ 4.0

Explanation for Target Not Met: This measure assesses the program's ability to meet its published processing time goals. USCIS experienced an elevated I-485 cycle time as a result of higher than projected receipts, along with hiring and retention challenges. Although the cycle time is above the target, USCIS maintained the accuracy of I-485 decisions. In FY 2017, USCIS will continue to balance workloads, and leverage overtime and other scheduling options to improve cycle times. In addition, USCIS will execute new hiring strategies and implement additional workplace flexibilities to mitigate hiring and retention issues that negatively impact cycle times. Based on the importance of the I-485, USCIS will make a concentrated effort to improve the cycle time in FY 2017.

**Citizenship Training to Facilitate Assimilation Measure:**

The Department is also committed to providing training to aid individuals in the assimilation to the United States. The Department promotes instruction and training on citizenship rights and responsibilities and provides federal leadership, tools, and resources to proactively foster immigrant civic integration. One method the Department uses to promote instruction and training on citizenship rights and responsibilities is providing grants for citizenship preparation resources, support, and information to immigrants and immigrant-serving organizations.

***Percent of students enrolled in classes under the Citizenship and Integration Grant Program that show educational gains (USCIS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	75%	80%	75%	80%	80%

Explanation for Target Not Met: This measure reports on grant recipients' ability to increase English knowledge necessary for students receiving services under the program to pass the naturalization test. USCIS did not meet its target since a significant percentage of enrolled students were not both pre- and post-tested. USCIS believes that the students who did not return to post-test are more likely to have achieved measurable educational gains and have a higher level of confidence in their ability to be successful in the naturalization process. USCIS took steps to ensure requirements for grant recipients better align with program goals by requiring in its most recent funding opportunity that: 1) grant recipients pre- and post-test at least 80 percent of all enrolled students; and (2) at least 80 percent of the post-tested students demonstrate educational gain. For new grant recipients, USCIS expects the targets to serve as an incentive to increase rates of post-testing and strengthen efforts to improve educational gains.

**Employment Verification Measures:**

E-Verify is an Internet-based system that allows an employer, using information reported on an employee's Form I-9, to determine the eligibility of an employee to work in the United States. For most employers, the use of E-Verify is voluntary and limited to determining the employment eligibility of new hires only.

***Percent of workers determined to be "Employment Authorized" after an initial mismatch (USCIS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
0.28%	0.24%	0.22%	0.19%	0.17%	≤ 0.80%	0.16%	≤ 0.70%	≤ 0.60%

## Goal 3.2: Prevent Unlawful Immigration

### Strategies

- *Prevent unlawful entry, strengthen enforcement, and reduce drivers of unlawful immigration*
- *Arrest, detain, and remove criminals, fugitives, and other dangerous foreign nationals*

### Strategic Review Summary of Progress

The Department of Homeland Security (DHS) has determined that performance toward this goal is making satisfactory progress.

#### Assessment Lead

Thomas Homan, Executive Associate Director, U.S. Immigration and Customs Enforcement (ICE), Enforcement and Removal Operations

#### Introduction

DHS is committed to providing effective immigration enforcement that focuses the Department's resources on arresting, detaining, and removing foreign nationals who pose the largest threat to the United States. DHS does this through its immigration enforcement priorities, a risk-based strategy to arrest, detain, and remove prioritized criminal aliens. The top priorities include threats to national security, convicted criminals, threats to public safety, and recent border crossers. DHS also focuses on reducing the drivers of unlawful immigration, creating a culture of employer compliance that deters employers from exploiting undocumented workers, strengthening partnerships with state and local law enforcement through outreach efforts, pursuing immigration charges against and removing criminals, identifying and preventing large-scale immigration fraud, enhancing efficiency in the removal process, and improving the detention system.

#### Achievements

As DHS continues to refine its approach to immigration enforcement priorities, the percent of removals that represent top enforcement priorities, such as convicted criminals and threats to national security, are steadily increasing. In the face of the lack of cooperation from some state and local law enforcement agencies, DHS created the Priority Enforcement Program (PEP), addressing state and local law enforcement's concerns and providing a flexible approach to partnering with

DHS created PEP by addressing state and local law enforcement's concerns and providing a flexible approach to partnering with state and local law enforcement to take custody of dangerous individuals and convicted criminals before they are released into the community.

state and local law enforcement to take custody of dangerous individuals and convicted criminals before they are released into the community. DHS also maintains a network of detention centers to house aliens in the removal process. For several years, DHS has ensured detention facilities are in compliance with detention standards. USCIS has also improved vetting of certain immigrants and refugees by using social media, improving its ability to detect potentially unqualified or fraudulent applicants. For a more

specific discussion of performance results associated with this goal, see the Performance Measure Results and Plan section.

### **Challenges**

Recent changes in immigration policy, surges in unlawful immigration levels, and changes to migrant demographics challenge DHS's capacity to accomplish its objectives. The Department continues to build on lessons learned and has proactively planned for additional staff, facilities, transportation, and contingency options as the dynamic operational environment dictates their use. In addition, many of the ICE performance results are negatively impacted by laws and policies in jurisdictions nationwide limiting state and local law enforcement cooperation with ICE detainers. When local jurisdictions decline ICE detainers, ICE must dedicate additional officer resources to locate and arrest criminal aliens in the public domain. This increases processing times, officer hours, and safety risks to both officers and the public. The PEP engagement strategy, developed for counties with the most declined detainers, has improved ICE's relationship with those counties and led to increased cooperation. Challenges also continue to exist despite some improvements in DHS's ability to translate and interpret social media posts in certain critical foreign languages to determine potential anti-American or terrorist threats, along with the lack of access to closed or deleted social media accounts.

### ***Performance Highlight***



#### **Special High Risk Charter (SHRC) Missions**


ICE's Air Operations (IAO) Division, in conjunction with the Removal Management Division (RMD), has the duty and responsibility to plan and conduct SHRC flights to repatriate alien nationals who have "Failed to Comply" with their removal order, or those that cannot be removed by normal commercial air transportation to Europe, Central Asia, the Pacific Rim, Africa, and the Middle East.

IAO conducted 30 SHRC flights in FY 2016 resulting in 419 removals of people to dozens of countries, which included flights to 17 new countries due to continuing efforts to repatriate individuals. This significantly exceeded the previous year's SHRC removals.

In order to achieve greater success in FY 2016, IAO focused on improving its efficiency and effectiveness in the planning and execution of SHRC missions. Specifically, IAO focused on increasing its overall communication with all stakeholders which led to an increase in productivity in planning and completing SHRC missions. As a direct result of implementing newly identified operational efficiencies and creating an environment fostering a collaborative approach, FY 2016 SHRC missions have been completed with minimal issues.

### ***Performance Results and Plan***

In FY 2016, there were seven strategic performance measures used to assess the Department's efforts for this goal. For the FY 2017-2018 performance plan, one new measure is being introduced and two measures are being retired. In FY 2016, 71 percent of the measures met their target and 57 percent maintained or improved actual results compared to FY 2015.

Goal	Performance Summary				
Scale:	0%	25%	50%	75%	100%
Goal 3.2: Prevent Unlawful Immigration					

◆ - Percent of measures that met their FY 2016 target.

◇ - Percent of measures that maintained or improved actual performance results compared to FY 2015.

Below are the strategic measures that gauge efforts to prevent unlawful immigration. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year's report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.

### Detaining and Removing Foreign Nationals Measures:

DHS is committed to providing effective immigration enforcement that focuses the Department's resources on arresting, detaining, and removing foreign nationals who pose the largest threat to the United States. DHS does this through its immigration enforcement priorities, a risk-based strategy to arrest, detain, and remove prioritized criminal aliens. The top priorities include threats to national security, convicted criminals, threats to public safety, and recent border crossers.

#### *Percent of detention facilities found in compliance with the national detention standards by receiving a final acceptable inspection rating\* (ICE)*

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
95%	97%	100%	100%	100%	100%	100%	100%	100%

\* Previous measure name: Percent of detention facilities found in compliance with the national detention standards by receiving an acceptable inspection rating

#### *Average length of stay in detention of all convicted criminal aliens prior to removal from the United States (in days) (ICE)*

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
34.7	31.9	33.5	37.5	40.3	≤ 37.5	43.9	≤ 44.0*	≤ 44.0

\* The FY 2017 target previously published as ≤ 37.0 in the FY 2015 – 2017 Annual Performance Report was changed to ≤ 44.0 to reflect trends in average length of stay.

**Explanation for Target Not Met:** The Average Length of Stay (ALOS) goal was not met and exceeded FY 2015 results by nearly four days. ALOS is affected by many factors outside ICE's control including federal court decisions such as *Rodriguez v. Jennings* in the 9th Circuit which mandates bond hearings for cases detained more than 180 days. Aliens are filing motions and/or lengthening their cases' final disposition to reach the 180-day mark before posting bond, which has led to a significant increase in affected areas of responsibility. Also, intakes of citizens from countries with higher ALOS (e.g., Guatemala (44.5 days), Honduras (45 days), and El Salvador (71.5 days)) increased 33%. To address delays which are related to travel document issuance, the ICE Director continues to meet with the relevant countries. After working with El Salvador, ICE can, on a case-by-case basis, now remove Failure to Comply cases for inspection in country versus awaiting travel document issue pending consular interview while in ICE custody.



***Percent of removal orders secured by ICE attorneys that support current enforcement priorities (ICE)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	60%	85%	85%	98%

***Percent of ICE removals that support current enforcement priorities (ICE)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	99.0%*	99.0%

\* New measure added to consolidate three prior ICE measures describing criminal removals to better define “serious” crimes and reflect ICE’s focus on the Department’s highest civil immigration enforcement priorities.

***Percent of total aliens removed that are criminal aliens (ICE)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	59%	57%	58%	Retired*	

\* This measure is being retired and replaced with a measure that better encompasses current priorities. New measure is listed above: “Percent of ICE removals that support DHS’s top enforcement priorities.”

***Number of convicted criminal aliens removed per fiscal year (ICE)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
216,698	225,390	216,810	177,960	139,368	158,664	138,669	140,000*	140,000

\* The FY 2017 target previously published as 161,060 in the FY 2015 – 2017 Annual Performance Report was changed to 140,000 to reflect trends in average length of stay.

**Explanation for Target Not Met:** This goal was not met, but trailed FY 2015 by less than 700 removals. A number of factors outside of ICE’s control affected criminal removals including a surge in Priority 1 border cases, which necessitated the use of detention space and officer resources on such cases in lieu of criminal aliens apprehended in the interior of the United States. Performance is also being affected by the rising proportion and volume of populations with higher ALOS. Additionally, results were impacted by the trend of local laws, executive orders, and policies in hundreds of jurisdictions that limit state and local law enforcement’s ability to cooperate with ICE detainers. To improve performance, ICE deployed Mobile Criminal Alien Teams (MCATs) to assist with enforcement efforts in areas where personnel resources are not commensurate with workload by conducting operations to locate and arrest at-large criminal aliens.

**Employer Enforcement:**

The Department focuses on reducing the drivers of unlawful immigration, creating a culture of employer compliance that deters employers from exploiting undocumented workers, and strengthening partnerships with outreach efforts toward state and local law enforcement.

***Number of enforcement-related actions against employers that violate immigration-related employment laws (ICE)\****

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	4,743	2,191	1,928	1,854	1,928	1,854	1,854

\* Previous measure name: Number of employers audited, sanctioned, or arrested for violating immigration-related employment laws or otherwise brought into compliance with those laws.

**Citizenship and Immigration Benefits Fraud Measure:**

The Department is committed to strengthening USCIS' efforts to ensure immigration benefits are not granted to individuals who pose a threat to national security or public safety, or who seek to defraud our immigration system.

***Percent of applications for citizenship and immigration benefits not approved following a potential finding of fraud (USCIS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	90%	91.3%	90%	90%

## Mission 4: Safeguard and Secure Cyberspace

### Goal 4.1: Strengthen the Security and Resilience of Critical Infrastructure against Cyber Attacks and other Hazards

#### Strategies

- *Enhance the exchange of information and intelligence on risks to critical infrastructure and develop real-time situational awareness capabilities that ensure machine and human interpretation and visualization*
- *Partner with critical infrastructure owners and operators to ensure the delivery of essential services and functions*
- *Identify and understand interdependencies and cascading impacts among critical systems*
- *Collaborate with agencies and the private sector to identify and develop effective cybersecurity policies and best practices*
- *Reduce vulnerabilities and promote resilient critical infrastructure design*

#### Strategic Review Summary of Progress

The Department of Homeland Security (DHS) has determined that performance toward this goal is making satisfactory progress.

##### Assessment Lead

Sue Armstrong, Acting Director, Strategy, Policy, and Plans, National Protection and Programs Directorate (NPPD)

##### Introduction

DHS collaborates with federal, state, local, tribal, territorial, international, and private-sector entities to maintain near real-time situational awareness of both physical and cyber events, share information about risks that may disrupt critical infrastructure, and build capabilities to reduce those risks. DHS accomplishes this by identifying and understanding interdependencies, collaborating with stakeholders to identify and develop effective cybersecurity policies and best practices, and reducing vulnerabilities and promoting resilient critical infrastructure design. DHS has effectively incorporated cybersecurity into critical infrastructure strategic planning through initiatives such as Presidential Policy Directive-8, the National Preparedness Goal, the Federal Facility Cybersecurity Strategy, the U.S. Coast Guard Cyber Strategy, and the Sector Specific Plans, which all reflect the impact of the cyber threat to critical infrastructure.

##### Achievements

DHS collaborated with federal, state, local, tribal, territorial, international, and private-sector entities to maintain near real-time situational awareness of both physical and cyber events, share information about risks that may disrupt critical infrastructure, and build capabilities to reduce those risks. Annually, DHS distributes thousands of threat products; analyzes tens of thousands of threat

or incident reports; supports hundreds of threat working groups; and maintains a presence of more than 13,000 personnel operating from more than 200 field offices.

DHS updated plans to address security and risk management initiatives for critical infrastructure across the nation. The critical infrastructure addressed in the plan updates include, but are not limited to, communication, defense, energy, financial, food, health, information technology, transportation, nuclear, and water systems. DHS also produced the National Risk Estimate on Risks to U.S. Critical Infrastructure from Insider Threat report to provide analysis on growing risk to critical infrastructure and outline mitigation solutions. Lastly, federal, state, local, tribal, and territorial partners continue to report survey results of satisfaction with cyber threat intelligence products distributed by DHS. Additional information about these and other performance measure results can be found in the Performance Results and Plan section.

The Industrial Control Systems Working Group Meeting held in May and September brought together over 300 stakeholders from the Industrial Control Systems Community to talk about ways to defend control systems from a cyberattack.

### Challenges

The Nation faces persistent challenges with the widespread, growing, and ever changing threat of cyber-attacks and an insufficient number of cybersecurity professionals. DHS works with partners at all levels of government, and from the private and non-profit sectors, to share information, build greater trust, and to support improvements in partner capabilities to make our cyber and physical infrastructure more secure. Another challenge is measuring effectiveness of the DHS toolset and stakeholder implementation of best practices related to the security and resilience of critical infrastructure against cyber-attacks and other hazards. This is largely attributed to the fact that DHS conducts this capacity building in a system, which by design, is voluntary. DHS will continue to improve performance measurement and other techniques to accurately evaluate impact and effectiveness of strategies, planning and products.

## **Performance Highlight**



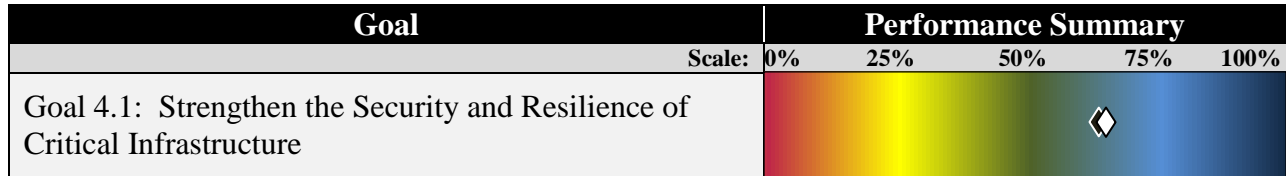
### **Lessons Learned from Cyberattack to Ukraine's Critical Infrastructure**

On December 23, 2015, Ukraine suffered a debilitating cyberattack to its power infrastructure. This was the first known cyberattack to critical infrastructure that resulted in physical impacts. Since then, the National Cybersecurity and Communications Integration Center (NCCIC) and the Federal Bureau of Investigation (FBI) have been actively working with the Government of Ukraine while also assisting with the mitigation and recovery efforts for impacted Ukrainian entities.

During their work, the team learned that the attackers leveraged commonly available tools and tactics that could also be used to bring down U.S. infrastructure systems. To help secure our own infrastructure, the NCCIC and the FBI conducted an extensive, multi-city action campaign alerting over 1,000 critical infrastructure entities across the country of the techniques used by the threat actions, and also offering strategies to improve their security posture.

## Performance Results and Plan

In FY 2016, there were six strategic performance measures used to assess the Department's efforts for this goal. For the FY 2017-2018 performance plan, one new measure is being introduced and two measures are being retired. In FY 2016, 67 percent of the measures met their target and 67 percent maintained or improved actual results compared to FY 2015.



- Percent of measures that met their FY 2016 target.



- Percent of measures that maintained or improved actual performance results compared to FY 2015.

Below are the strategic measures that gauge efforts to strengthen the security and resilience of critical infrastructure. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year's report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.

**Cyber Intelligence Information Sharing Measure:** Protecting the country from ever-evolving, transnational threats requires a strengthened homeland security enterprise that shares information across traditional organizational boundaries. Consistent with Administration direction, DHS has set forth a robust information sharing environment and continues to work with our homeland security partners to build our architecture for information sharing to continuously improve relevance, timeliness, and usefulness of intelligence information.

***Percent of intelligence reports rated “satisfactory” or higher in customer feedback that enable customers to manage risks to cyberspace (Intelligence and Analysis (I&A))***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	88%	94%	94%	93%	94%	84%	95%	95%

Explanation for Target Not Met: The ability of federal, state, local, tribal, territorial, and private sector partners to share accurate information quickly is essential to the Nation's security and resilience. In today's interconnected world, every second can make a difference in either preventing an incident or responding to an event that affects the Nation. This measure assesses how well the Department provides actionable intelligence to our partners to manage risks to cyberspace. In FY 2016, [I&A](#) achieved an 84 percent rating, down from previous years primarily due to a perceived lack of responsiveness. I&A consistently monitors customer satisfaction with all analytical products including those related to cybersecurity issues. Managers and analysts are regularly provided the feedback with the intent of ensuring all analytic products are responsive to our customer needs. I&A is evaluating changes to organizational processes and tools.



**Infrastructure and Cybersecurity Measures:** DHS collaborates with federal, state, local, tribal, territorial, international, and private-sector entities to identify and understand interdependencies and deficiencies. The following measures reflect the collaboration with stakeholders to identify and develop effective cybersecurity policies and best practices to reduce vulnerabilities and promote resilient critical infrastructure design.

***Percent of organizations that have implemented at least one cybersecurity enhancement after receiving a cybersecurity vulnerability assessment or survey (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	100%	63%	100%	100%	100%	100%	100%

***Percent of facilities that are likely to integrate vulnerability assessment or survey information into security and resilience enhancements (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	89%	90%	80%	90%	80%	80%

***Percent of respondents indicating that operational cybersecurity information products provided by DHS are timely and actionable (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	58%	74%	79%	81%	85%	N/A	Retired*	

\* For the FY 2016 reporting period, this measure was deemed unreliable due to no data collected during the period. This measure is being retired due to challenges in the response rate.

***Percent of respondents indicating that operational cybersecurity information products provided by DHS are helpful (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	78%*	78%

\* New measure added to obtain better customer response on information products provided by the National Cybersecurity and Communications Integration Center.

***Percent of survey respondents that were satisfied or very satisfied with the timeliness and relevance of cyber and infrastructure analysis based products (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	80%	93%	90%*	92%

\* The FY 2017 target previously published as 82% in the FY 2015 – 2017 Annual Performance Report was changed to 90% to be more ambitious and in-line with current results.

***Percent of respondents reporting that DHS critical infrastructure information will inform their decision making on risk mitigation and resilience enhancements (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	71%	92%	74%	77%

## Goal 4.2: Secure the Federal Civilian Government Information Technology Enterprise

### Strategies

- *Coordinate government purchasing of cyber technology to enhance cost-effectiveness*
- *Equip civilian government networks with innovative cybersecurity tools and protections*
- *Ensure government-wide policy and standards are consistently and effectively implemented and measured*

### Strategic Review Summary of Progress

The Department of Homeland Security (DHS), in consultation with the Office of Management and Budget (OMB), has highlighted this goal as a focus area for improvement.

#### Assessment Lead

Mark Kneidinger, Director of Federal Network Resilience, National Protection and Programs Directorate (NPPD), Office of Cybersecurity and Communications

#### Introduction

The Federal Government provides essential services and information that many Americans rely on and cybersecurity is one of the biggest threats to this capability. Not only must the government protect its own networks, it must serve as a role model to others in implementing security services. DHS plays a leading role in securing the federal civilian information technology (IT) network by coordinating government-wide cybersecurity technology purchases, equipping civilian government networks with innovative cybersecurity tools and protections, and ensuring that government-wide policies and standards are consistently and effectively implemented.

#### Achievements

DHS coordinates the government purchasing of cyber technology to secure the federal civilian IT network and deliver cost savings. The two principal programs are EINSTEIN and Continuous Diagnostics and Mitigation (CDM). EINSTEIN provides federal agencies with an integrated set of intrusion detection and prevention capabilities along with analytics and information sharing. CDM identifies cybersecurity risks on an ongoing basis, prioritizes those risks based on potential impacts, and enables agencies to mitigate the most significant problems first. Both EINSTEIN and CDM continue to meet the majority of milestones relating to the delivery of these programs' services as the need continues to expand.

EINSTEIN 3 Accelerated Program Selected as Nextgov Bold Award Finalist due to its dynamically adaptable intrusion prevention security services that prevent—in real-time—malicious traffic from harming Federal government networks.

Through the use of binding directives the Secretary of Homeland Security can direct federal agencies to address critical vulnerabilities identified on their networks by DHS. The use of such directives has resulted in a significant reduction of known critical vulnerabilities on the federal

civilian IT network. Further discussion of performance measures related to this goal can be found in the Performance Results and Plan section.

### **Challenges**

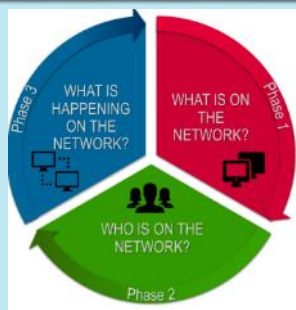
Although the Department has made achievements toward this goal, significant challenges remain. While EINSTEIN and CDM capabilities are being made available to agencies, there is a lag between when DHS makes the tools available and when agencies implement them. Federal Chief Information Officers (CIOs) and their staffs generally work diligently to implement these capabilities, but they must juggle implementation with ongoing operational requirements, differing skillsets, and levels of CIO authority within agencies. DHS and OMB recognize these challenges and are working with federal agencies to provide additional support.

DHS also recognizes that while EINSTEIN provides a baseline level of network protection, it can only detect and prevent malicious traffic for similar and recognizable activity that has already been observed by the system. While this capability is necessary, it is insufficient to protect against previously unseen malicious activity. DHS is piloting capabilities that can detect and stop traffic based on how the traffic behaves, as opposed to how it matches previously observed malicious traffic. These capabilities will be able to be implemented within the platform already deployed by DHS.

### **Corrective Action Plan**

DHS has ongoing plans in place to help mitigate current risks and address existing challenges. These plans include the continued expansion of the CDM program with the goal of delivering network management tools to participating agencies. DHS also plans to deploy EINSTEIN intrusion prevention system coverage to 100% of federal, civilian executive branch employees in addition to ensuring that all of DHS cybersecurity and cyber law enforcement components can share cyber threat information in near real time utilizing an automated process. DHS will track challenges faced by agencies through various governing bodies and outreach activities and conduct assessments of federal agency networks to identify risks and vulnerabilities and propose corresponding mitigations. Finally, DHS will assist Federal CIOs and Chief Information Security Officers as they mature their organizations' ability to integrate new technology, process, and policy into current and future solutions.

## ***Performance Highlight***



### **CDM Program Begins Shared Service Delivery**

On June 29, 2016, DHS awarded a contract to begin implementation of shared service delivery for its Continuous Diagnostics and Mitigation (CDM) program. This shared services approach will improve the government's ability to identify and mitigate the impact of cybersecurity vulnerabilities and defects. The new CDM technology will help agencies better understand and manage who and what is on their networks. This will include vulnerability scanning, hardware and software asset management, and the monitoring of people-based accounts. The shared services approach allows these federal departments and agencies to use a strategically-sourced blanket purchase agreement to get a consistent set of solutions at a reduced cost. The result provides a consistent, government-wide set of continuous diagnostic solutions that informs system personnel of flaws at near-network speed.

## Performance Results and Plan

In FY 2016, there were two strategic performance measures used to assess the Department's efforts for this goal. For the FY 2017-2018 performance plan, three new measures are being introduced and one measure is being retired. In FY 2016, 100 percent of the measures met their target and 100 percent maintained or improved actual results compared to FY 2015.

Goal	Performance Summary				
	Scale:	0%	25%	50%	75% 100%
Goal 4.2: Secure the Federal Civilian Government Information Technology Enterprise					◆◆

◆ - Percent of measures that met their FY 2016 target.

◆◆ - Percent of measures that maintained or improved actual performance results compared to FY 2015.

Below are the strategic measures that gauge efforts to secure the federal civilian government information technology enterprise. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year's report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.

**Securing the Federal Civilian Network Measures:** DHS plays a leading role in securing the federal civilian information technology (IT) network by coordinating government-wide cybersecurity technology purchases, equipping civilian government networks with innovative cybersecurity tools and protections, and ensuring that government-wide policies and standards are consistently and effectively implemented.

### *Percent of annual risk and vulnerability assessments completed for twenty-three cabinet level agencies and one-third of all non-cabinet level agencies (NPPD)*

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	42%*	60%	80%

Note: This was not a strategic measure in FY 2016 but did report data as part of the Federal Cybersecurity APG. For the Strategic Measure set, this is a new measure being added to expand the measures supporting this goal.

### *Percent of federal, civilian executive branch personnel for whom EINSTEIN intrusion prevention system coverage has been deployed (NPPD)*

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	80%*	100%	100%

Note: This was not a strategic measure in FY 2016 but did report data as part of the Federal Cybersecurity APG. For the Strategic Measure set, this is a new measure being added to expand the measures supporting this goal.

***Percent of traffic monitored for cyber intrusions at civilian Federal Executive Branch agencies (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	73.0%	82.4%	88.5%	89.0%	95.0%	98.7%	95.0%	95.0%

***Percent of known malicious cyber traffic prevented from causing harm at federal agencies (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	100%	100%	100%	100%	Retired*	

\* This measure is being retired since the current solution ensures all indicators are paired with a countermeasure.

***Percent of participating federal, civilian executive branch agencies for which Phase 3 continuous diagnostics and mitigation tools have been delivered to monitor their networks (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	0%*	97%	100%

Note: This was not a strategic measure in FY 2016 but did report data as part of the Federal Cybersecurity APG. Phase 3 tools are not scheduled to be begin delivery until FY 2017. For the Strategic Measure set, this is a new measure being added to expand the measures supporting this goal.



## Goal 4.3: Advance Cyber Law Enforcement, Incident Response, and Reporting Capabilities

### Strategies

- Respond to and assist in the recovery from cyber incidents
- Deter, disrupt, and investigate cybercrime

### Strategic Review Summary of Progress

The Department of Homeland Security (DHS) has determined that this goal is making satisfactory progress.

#### Assessment Lead

Robert Novy, Deputy Assistant Director, Office of Investigations, U.S. Secret Service (USSS)

#### Introduction

Online criminal activity threatens the safe and secure use of the Internet. Law enforcement performs an essential role in achieving our Nation's cybersecurity objectives by detecting, investigating, and preventing a wide range of cybercrimes, from identity theft and fraud to child exploitation, and apprehending and prosecuting those responsible. In addition to criminal prosecution, there is a need to rapidly detect and respond to incidents, including the development of quarantine and mitigation cybersecurity strategies, as well as to quickly share incident information so that others may protect themselves. Safeguarding and securing cyberspace requires close coordination among federal law enforcement entities; network security experts; state, local, tribal, and territorial officials; and private sector stakeholders.

#### Achievements

DHS continues to increase its capability to provide cybersecurity assessments, investigations, and responses to cyber incidents. DHS law enforcement entities and partners consistently process several thousand terabytes of data on thousands of devices; arrest thousands of cyber criminals; recover hundreds of thousands of financial accounts; and respond to hundreds of industrial cyber incidents.

DHS continues to execute a multi-pronged approach through investigation, education, and research to protect critical infrastructure and vital public and private services from cyber criminals. Recent achievements include cyber-investigators bringing to justice major domestic and international criminals; providing training, tools, and equipment to thousands of domestic and international partners; performing hundreds of community outreach events; and developing and implementing new technology, including sharing cyber threat indicators in near real time and collecting digital evidence from several thousand device types to

Members of the National Cybersecurity and Communications Integration Center (NCCIC) won yet another "Capture the Flag" cyber-focused competition at the 28<sup>th</sup> Annual Forum of Incident Response and Security Teams (FIRST) in Seoul, South Korea.

share with law enforcement partners. More results can be found in the Performance Results and Plan section.

### **Challenges**

Criminal trends show increased use and sophistication of phishing, account takeovers, malicious software, ransomware, hacking attacks, and network intrusions, which have resulted in major data breaches. Moreover, cybercriminals often work transnationally and anonymously, creating challenges for law enforcement. Other challenges exist in recruitment, hiring, and retention of cybersecurity professionals.

## ***Performance Highlight***



### **Major Cybercriminal Extradited From Czech Republic**

Evgeny Tarasovich Levitsky, of Nikolaev, Ukraine, was arraigned on August 5, 2016 on federal charges of conspiracy to commit bank fraud, bank fraud, conspiracy to commit wire fraud, and wire fraud.


In 2008, an American credit card processor, RBS WorldPay, was hacked in one of the most sophisticated and organized computer fraud attacks ever conducted. A team of hackers compromised the data encryption used to protect customer data on payroll debit cards and raised the account limits on compromised accounts to amounts exceeding \$1,000,000. The hackers then provided a network of

cashers with 44 counterfeit payroll debit cards, which were used to withdraw more than \$9 million from over 2,100 ATMs in at least 280 cities worldwide, including cities in the United States, Russia, Ukraine, Estonia, Italy, Hong Kong, Japan, and Canada. The \$9 million loss occurred within a span of less than 12 hours.

This joint investigation by the U.S. Secret Service and the Federal Bureau of Investigation led to the charging of 14 individuals involved in the hack and cash out crimes. This includes the alleged frontrunner, Evgeny Tarasovich Levitsky, who was extradited from the Czech Republic to face federal charges of conspiracy to commit bank fraud, bank fraud, conspiracy to commit wire fraud, and wire fraud. Michael Breslin, Special Agent in Charge of the U.S. Secret Service's Criminal Investigative Division, stated: "Based on our longstanding role in transnational cyber investigations and network intrusions, the U.S. Secret Service worked in conjunction with our law enforcement partners to provide critical evidence to further this investigation. Our partnerships in law enforcement, the private sector, and academia are our greatest resources in combatting these sophisticated and complex crimes and today's arraignment is proof that our strong commitment endures across all borders."

## ***Performance Results and Plan***

In FY 2016, there were six strategic performance measures used to assess the Department's efforts for this goal. In FY 2016, 33 percent of the measures met their target and 33 percent maintained or improved actual results compared to FY 2015.

Goal	Performance Summary				
Scale:	0%	25%	50%	75%	100%
Goal 4.3: Advance Cyber Law Enforcement, Incident Response, and Reporting Capabilities					

◆ - Percent of measures that met their FY 2016 target.

◇ - Percent of measures that maintained or improved actual performance results compared to FY 2015.

Below are the strategic measures that gauge efforts to advance cyber law enforcement, incident response, and reporting capabilities. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year's report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.

**Cyber Law Enforcement Measures:** Online criminal activity threatens the safe and secure use of the Internet. Law enforcement performs an essential role in achieving our Nation's cybersecurity objectives by detecting, investigating, and preventing a wide range of cybercrimes, from identity theft and fraud to child exploitation, and apprehending and prosecuting those responsible.

***Amount of dollar loss prevented by Secret Service cyber investigations (in millions) (USSS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	\$1,119	\$384	\$589	\$575	\$558	\$600	\$650

Explanation for Target Not Met: The Criminal Investigations program prevented \$558 million dollars in financial losses through cyber investigations. This was achieved through the successful and proactive investigations of computer-related and telecommunications crimes. This target was not met due to several factors including the field special agent workforce reaching a historic low and campaign protection drawing more resources away from investigative activities, which impacted investigative performance measures more greatly than anticipated. USSS will improve performance by addressing staffing shortfalls through hiring and retention.

***Number of law enforcement individuals trained in cybercrime and cyber forensics both domestically and overseas (USSS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	1,517	1,533	2,070	1,800	1,906	1,900	1,600

***Number of financial accounts recovered (in millions) (USSS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	3.90	0.29	0.93	0.40	0.51	0.40	0.50

***Terabytes of data forensically analyzed for criminal investigations (USSS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	4,002	4,902	6,052	6,000	3,334	7,000	7,000

Explanation for Target Not Met: The Criminal Investigations program did not meet its goal in FY 2016. However, the USSS still forensically analyzed 3,334 terabytes of data. While the number of terabytes analyzed has been historically increasing each fiscal year, campaign staffing and other required protective duties impacted investigations more heavily than anticipated. USSS will improve performance by addressing staffing shortfalls through hiring and retention.

***Number of cyber mitigation responses (USSS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	410	157	250*	390

\* The FY 2017 target previously published as 430 in the FY 2015 – 2017 Annual Performance Report was changed to 250 to be in line with the first year results.

Explanation for Target Not Met: The effects of campaign staffing, other required protective duties, and technology changes in the financial industry impacted the cyber mitigation response measure results more than anticipated. The increased usage of Europay, MasterCard, and Visa (EMV) chip credit card technology also likely impacted the frequency of network intrusion in payment systems used by US retailers. However, the effects of this technology change (the liability shift occurred in October 2015) cannot be separated from campaign impacts at this time. USSS will improve performance by addressing staffing shortfalls through hiring and retention.

---

**Incident Response and Reporting Measure:** To support against cyber-intrusions, there is a need to rapidly detect and respond to incidents, including the development of quarantine and mitigation cybersecurity strategies, as well as to quickly share incident information so that others may protect themselves. Safeguarding and securing cyberspace requires close coordination among federal law enforcement entities; network security experts; state, local, tribal, and territorial officials; and private sector stakeholders.

***Percent of incidents detected by the U.S. Computer Emergency Readiness Team for which targeted agencies are notified within 30 minutes (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	89.0%	87.2%	96.6%	94.0%	97.0%	96.0%	98.0%

## Goal 4.4: Strengthen the Cyber Ecosystem

### Strategies

- *Drive innovative and cost effective security products, services, and solutions throughout the cyber ecosystem*
- *Conduct and transition research and development, enabling trustworthy cyber infrastructure*
- *Develop skilled cybersecurity professionals*
- *Enhance public awareness and promote cybersecurity best practices*
- *Advance international engagement to promote capacity building, international standards, and cooperation*

### Strategic Review Summary of Progress

The Department of Homeland Security (DHS) has determined this goal is making satisfactory progress.

#### Assessment Lead

Dr. Pete Fonash, Chief Technology Officer, National Protection and Programs Directorate (NPPD), Office of Cybersecurity and Communications

#### Introduction

DHS seeks to ensure a strong and healthy cyber-ecosystem through innovation and cost effective security products, conducting research and transitioning products to market, developing and executing programs and initiatives to cultivate skilled cybersecurity professionals, enhancing public awareness of cybersecurity, and advancing international engagements to promote capacity building and cooperation around cybersecurity.

#### Achievements

DHS has expanded and maintained research and development (R&D) collaboration through a series of joint projects in order to connect international cybersecurity R&D efforts. The Department has also initiated and maintained an initiative to strengthen relationships with companies in Silicon Valley and to co-invest in promising technologies across the nation; demonstrate and pilot near-term technologies; and transition emerging innovative technology and solutions. This initiative builds on the Security Innovation Network to engage startups developing products that address key homeland security challenges. DHS has transitioned many federally-funded cybersecurity R&D projects into commercial available programs, such as tools to detect and trace vulnerabilities and threats on networks.

DHS won three of seven awards at the prestigious Government Information Security Leadership Awards (GISLA) gala in May. Presented annually by the International Information Security Certification Consortium (ISC)<sup>2</sup>, these awards showcase how DHS has improved cyber.

DHS also developed skilled cybersecurity professionals and enhanced public awareness through the Federal Virtual Training Environment (FedVTE) program and National Cyber Security Awareness Month. The FedVTE program increased the number of cyber-related courses available, expanded




the program to additional state, local, tribal, and territorial partners, as well as increased the courses taken in partnership with Hire Our Heroes™, which provides veterans’ access to training. The National Cyber Security Awareness Month initiative expanded to reach a national audience with hundreds of events drawing thousands of attendees.

**Challenges**

The cybersecurity landscape continuously changes via new technologies, operational experience, and emerging threats, requiring continuous evaluation of progress and adjustment of related activities. Overcoming challenges in achieving good research and translating it into operational products requires constant initiative and flexibility. At the organizational and individual levels, there is an uphill battle to make cybersecurity and cybersecurity awareness a mainstream topic of conversation and action throughout the Homeland Security Enterprise.

**Performance Highlight**



**Cyber Storm V: National Cyber Exercise**

In March 2016, more than 1,100 people from more than 60 organizations across the country and worldwide participated in [Cyber Storm V](#), the Nation’s most extensive cybersecurity exercise which was conducted over three days.

Hosted by the Department of Homeland Security, participants ranging from across government, critical infrastructure, and the private sector were presented with a scenario. New participants included the public health sector and the retail sector. This scenario required participants to exercise their training, policies, processes, and procedures for identifying and responding to a multi-sector cyberattack targeting critical infrastructure. The Cyber Storm V scenario created an environment that promoted cooperation and information sharing across the United States government, states, the private sector, and international partners.

**Performance Results and Plan**

In FY 2016, there was one strategic performance measure used to assess the Department’s efforts for this goal. In FY 2016, 100 percent of the measures met their target and 100 percent maintained or improved actual results compared to FY 2015.

Goal	Performance Summary				
	Scale:	0%	25%	50%	75% 100%
Goal 4.4: Strengthen the Cyber Ecosystem		<div></div>			

- ◆ - Percent of measures that met their FY 2016 target.
- ◇ - Percent of measures that maintained or improved actual performance results compared to FY 2015.

Below is a strategic measure that gauges efforts to strengthen the cyber ecosystem.

**Research and Development Measure:** DHS's Science and Technology Directorate (S&T) supports the improvement in the Nation's cyber-ecosystem through innovation and development of cost effective cybersecurity products.

*Percent of planned cybersecurity products and services transitioned to government, commercial and open sources (S&T)*

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	89%	93%	60%	73%	73%	80%	80%

## Mission 5: Strengthen National Preparedness and Resilience

### Goal 5.1: Enhance National Preparedness

#### Strategies

- *Empower individuals and communities to strengthen and sustain their own preparedness*
- *Build and sustain core capabilities nationally to prevent, protect against, mitigate, respond to, and recover from all hazards*
- *Assist federal entities in the establishment of effective continuity programs that are regularly updated, exercised, and improved*

#### Strategic Review Summary of Progress

The Department of Homeland Security (DHS), in consultation with the Office of Management and Budget (OMB), has determined this goal is making noteworthy progress.

##### Assessment Lead

Kathleen Fox, Assistant Administrator, Federal Emergency Management Agency (FEMA), National Preparedness Directorate

##### Introduction

Preparedness against hazards, such as natural disasters, acts of terrorism, and pandemics is a shared responsibility that calls for the involvement of the entire nation, known as the “whole community” approach. DHS continues to expand its whole community implementation of the National Preparedness System to build and sustain core capabilities identified in the National Preparedness Goal. These efforts include building resilience through the grassroots campaign, America’s PrepareAthon!, and by providing planning, training, exercise support, and resources to federal, state, local, tribal, and private sector partners. DHS engages the whole community, ensuring emergency managers, responders, and citizens have the necessary tools to effectively prepare for, respond to, and recover from a full range of threats and hazards.

##### Achievements

The Department continued to implement the whole community approach to preparedness by engaging individuals, private and nonprofit sectors, and all levels of government in preparedness activities. The Department has successfully used the APGs to drive measurable improvements that positively impact stakeholders and the American public. The Department has made progress towards this goal due to the multi-year effort to have all states use a common approach in developing a Threat and Hazard Identification and Risk Assessment (THIRA) for risks faced by their communities. DHS continues to help mature state and local capabilities to prepare and respond to disasters and report changes in capabilities through the THIRA and State Preparedness Report process. Most states and territories are demonstrating improvement towards achieving their core capability targets in their THIRAs, with a goal of having

On April 11, 2016, Congress passed the IPAWS Modernization Act of 2015 to modernize the nation’s alert and warning infrastructure.

70 percent of states and territories achieve intermediate or above proficiency on these targets in FY 2017. As states continue to demonstrate improvement toward achieving their THIRA core capability targets, the State Homeland Security Program investments continue to fund projects that address capability gaps states and territories identified in their State Preparedness Report.

The Department continues to collaborate with external and internal stakeholders to enhance whole community efforts to identify, prevent, and quickly address emerging threats. To continue to build our capabilities, FEMA has expanded the Community Emergency Response Team programs and has increased the number of citizens trained to respond to disasters to several hundred thousand. The Department continues to validate whole community planning capabilities through exercises, Joint Counterterrorism Awareness Workshops, and thousands of local citizen preparedness activities. DHS also collaborated with interagency and industry partners to strengthen whole community efforts to prepare and respond to an oil or hazardous materials release. Both FEMA and the U.S. Coast Guard have worked to expand the capacity to lead major national incidents through designations and certifications of senior level officials. USCG also initiated a nation-wide program regarding regional exercises with industry and signed agreements to ensure the secure movement of equipment at seaports during emergencies. Businesses and public-private partnerships are increasingly incorporating emergency preparedness into technology platforms, such as Internet and social media tools and services. More accomplishments are outlined in the performance measures for this goal listed in the Performance Results and Plan section that follows.

### **Challenges**

The greatest challenge in emergency management is preparing for catastrophic disasters. The National Preparedness Report identified cybersecurity, economic recovery, housing, and infrastructure systems as continued national areas for improvement, and recently added natural and cultural resources and supply chain integrity and security core capabilities as national areas for improvement. States and territories continue to be most prepared to meet their targets in the response mission area and less prepared in other mission areas, particularly recovery. DHS continues to work to develop measures to assess federal capability to meet a catastrophic event in all mission areas.

## Performance Highlight



### Professionalizing the Disaster Workforce to Improve Emergency Response for Survivors

The federal response to Hurricane Katrina brought home the fact that the Nation requires a professional and fully prepared disaster workforce to support the American people in their hour of need. In the ensuing years, FEMA established the FEMA Qualification System, including identification of 23 cadres ranging from operations, planning, and logistics to legal advisors and disability coordinators. FEMA leadership also recognized the need to develop and conduct a standardized training deployment process for cadre members. The result is

implementation of the FEMA Incident Workforce Academy (FIWA) which became fully operational at the Center for Domestic Preparedness in Anniston, Alabama in 2016.

In FY 2016, the FIWA Branch hosted 40 classes for 1,085 students, and 356 staff deploying in support of disaster operations. As a result of these efforts, fully trained staff deployed to support state, local, and tribal partners delivering disaster assistance to tens-of-thousands of citizens from Oregon to Texas and from South Dakota to West Virginia and Louisiana.

## Performance Results and Plan

In FY 2016, there were five strategic performance measures used to assess the Department's efforts for this goal. For the FY 2017-2018 performance plan, one new measure is being introduced and two measures are being retired. In FY 2016, 40 percent of the measures met their target and 100 percent maintained or improved actual results compared to FY 2015.

Goal	Performance Summary				
Scale:	0%	25%	50%	75%	100%
Goal 5.1 Enhance National Preparedness	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div>&lt;/</div></div>				

◆ - Percent of measures that met their FY 2016 target.

◆ - Percent of measures that maintained or improved actual performance results compared to FY 2015.

Below are the strategic measures that gauge efforts to enhance national preparedness. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year's report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.

**State, Local, and Territorial Jurisdiction Preparedness Measures:** The National Preparedness Goal is, "A secure and resilient Nation with the capabilities required across the whole



community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.” These measures gauge state, local, and territorial jurisdictions’ preparedness against hazards. DHS continues to expand its whole community implementation of the National Preparedness System to build and sustain core capabilities identified in the National Preparedness Goal. The Threat and Hazard Identification and Risk Assessment [THIRA](#) is a four step common risk assessment process that helps the whole community—including individuals, businesses, faith-based organizations, nonprofit groups, schools and academia and all levels of government—understand its risks and estimate capability requirements.

***Percent of states and territories with a Threat and Hazard Identification and Risk Assessment (THIRA) that meets current DHS guidance (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	86%	71%	77%	100%	86%	100%	100%

Explanation for Target Not Met: FEMA has set the target for this measure to be 100 percent in light of its importance to the “whole community.” In FY 2016, 86 percent of states and territories have developed a THIRA that meets all 4 steps of the current DHS guidance. FEMA provides technical assistance to help jurisdictions improve their THIRA by improving their targets developed for each core capability in the National Preparedness Goal and understanding their resource needs to meet their target. FEMA will continue to provide technical assistance in FY 2017, as jurisdictions specifically identified challenges with THIRA Step 3 (describing impacts and desired outcomes and establishing capability targets and target statements) and Step 4 (applying the results of the THIRA by estimating resources required to meet capability targets), as well as Whole Community Engagement.

***Percent of states and territories that have achieved an intermediate or above proficiency to address their targets established through their THIRA (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	68%	66%	70%	70%

Explanation for Target Not Met: States and territories that have achieved an intermediate or above proficiency to address their targets established through their THIRA have self-reported above the 3.0 threshold—on a five-point scale—when averaging across the planning, organization, equipment, training, and exercise elements rated by grantees for each core capability. Thirty-seven out of 56 states and territories (66.1 percent) achieved an average high-priority capability rating at or above the intermediate proficiency threshold—one state short of the target to meet 68 percent. FEMA will continue technical assistance to help jurisdictions as they prepare their THIRA and State Preparedness Report submissions.

***Percent of high-priority core planning capabilities rated as proficient by states and territories (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	39.6%	38.3%	44.3%	46.3%	46.0%	47%	Retired	

\* This measure is being retired for the measure above was introduced last year to advance our understanding of core planning capabilities.

**Federal Agency Preparedness Measure:** This measure gauges federal executive departments and agencies to ensure that primary mission essential functions continue to be performed during a wide range of emergencies.

***Percent of federal agencies ready to initialize continuity of essential functions and services in the event of a catastrophic disaster (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	96.6%	95.5%	99.0%	97.0%	98.5%

**Individual Citizen Preparedness Measure:** This measure gauges the extent that individual citizens are prepared in case of emergency.

***Percent of adults that participated in a preparedness exercise or drill at their workplace, school, home or other community location in the past year (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	43%	N/A *	46%	44%	Retired**	

\* FEMA was unable to report FY 2015 results. In an effort to streamline the survey in FY 2015, FEMA shortened the composite questions that provided data for this measure that resulted in a methodology error. FEMA took corrective action to restore data collection for the FY 2016 survey.

\*\* This measure is being retired and replaced with the measure: "Percent of adults that took a preparedness action at their workplace, school, home or other community location in the past year."

**Explanation for Target Not Met:** This measure uses a survey to collect individual disaster preparedness data from a random sample of households across the Nation. Improving the public's knowledge and ability to take effective protective actions for hazards is a key objective of preparing the public to act quickly and effectively in emergency situations. This measure shows a positive increase of approximately one percent over a two year period. With a United States adult population of about 248 million in 2016, this change represents an increase of about 3.7 million adults participating in drills or exercises. Research indicates that trends for behavioral change measures for the national population are difficult to predict and may take decades. FEMA has implemented a new measure with a minor change in methodology to better reflect actions adults take to be prepared in case of an emergency.

***Percent of adults that took a preparedness action at their workplace, school, home or other community location in the past year (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	90%*	92%

\* New measure added to replace the measure directly above to broaden the scope to include additional preparedness actions.

## Goal 5.2: Mitigate Hazards and Vulnerabilities

### Strategies

- *Promote public and private sector awareness and understanding of community-specific risks*
- *Reduce vulnerability through standards, regulation, resilient design, effective mitigation, and disaster risk reduction measures*
- *Prevent maritime incidents by establishing, and ensuring compliance with, standards and regulations*

### Strategic Review Summary of Progress

The Department of Homeland Security (DHS) has determined that performance toward this goal is making satisfactory progress.

#### Assessment Lead

Co-Lead: Roy Wright, Deputy Associate Administrator, Federal Emergency Management Agency (FEMA), Insurance & Mitigation

Co-Lead: Verne Gifford, CAPT, Director of Inspections & Compliance, U.S. Coast Guard (USCG)

#### Introduction

DHS is uniquely positioned not only to support communities during a disaster, but also to enable partners to take steps that will decrease risk and mitigate future hazards before a disaster strikes. While risk cannot be completely eliminated, DHS can influence and support more positive outcomes in reducing risks by: mitigating hazards and vulnerabilities through promoting public and private sector awareness and understanding of community-specific risks; reducing vulnerability through effective mitigation and disaster risk reduction measures; and preventing maritime incidents by establishing, and ensuring compliance with standards and regulations.

#### Achievements

The Department continued to increase active participation by all segments of society in building, sustaining, and delivering core capabilities. Consistent increases have been seen in the percent of communities in high earthquake, flood, and wind-prone areas that adopt disaster resistant building codes; the percent of the population where Risk Mapping Assessment and Planning has been deployed; and the percent of U.S. population (excluding territories) covered by planned mitigation strategies. In the maritime environment, DHS efforts continue to result in decreases in 5-year averages of chemical discharge incidents, oil spills, as well as deaths and injuries in commercial and recreational boating. Finally, DHS continues to partner with industry and academia to develop innovative technologies to support mitigation efforts. Most recently DHS collaborated with industry partners to develop innovative flood control technologies, including a tunnel plug fabric design to create stairwell covers. DHS also developed a system that identifies community resilience indicators that enable community risk assessment and resilience planning that can save lives, reduce property loss, and enhance resilience to disruptive events. Additional accomplishments for this goal are outlined in the performance measures in the following Performance Results and Plan section.

### **Challenges**

Though DHS made advances in mitigating hazards and vulnerabilities, significant challenges persist. The National Flood Insurance Program (NFIP) currently owes the U.S. Department of the Treasury more than \$23 billion primarily to pay claims from Hurricane Katrina. DHS will continue work on the development of an affordability framework for the NFIP. Prevention programs continue to work with industry and regulated partners to identify and mitigate these risks.

## **Performance Highlight**



### **Wireless Emergency Alerts Continue to Save Lives Across the Country**

In early 2016, severe storms brutalized Sarasota, Florida, an area of the country where tornado sirens are ineffective, and basements are uncommon. The National Weather Service (NWS) leveraged FEMA's Integrated Public Alert and Warning System (IPAWS) to issue a tornado warning via Wireless Emergency Alert (WEA) to local residents. Use of the WEA functions inherent to IPAWS provided citizens in the midst of the impacted area with enough warning to seek shelter in closets, bathrooms, and other interior spaces. The NWS warnings sent to residents' mobile phones likely prevented injuries and potentially saved lives. "If something happens in the middle of the night like we saw on Sunday, there's nothing else that's going to alert you like that," said Aaron Gallaher, communication director for the Florida

Division of Emergency Management.

One month later, New Mexico authorities used IPAWS to issue an AMBER Alert after a two-year old girl was abducted at gunpoint in Albuquerque. A citizen who received the AMBER Alert spotted the abductor's vehicle and alerted the police. Police apprehended the suspect, and recovered the little girl.

These two examples illustrate how IPAWS alerts and warnings saved lives and assisted recovery of missing children during FY 2016. IPAWS is an integrated modernization of the Nation's alert and warning infrastructure that enables public safety authorities to disseminate messages through multiple media pathways to alert and warn the public about a broad range of emergencies. Investments in technologies like IPAWS are mitigation strategies to reduce damage and save lives.

## **Performance Results and Plan**

In FY 2016, there were four strategic performance measures used to assess the Department's efforts for this goal. In FY 2016, 100 percent of the measures met their target and 100 percent maintained or improved actual results compared to FY 2015.

Goal	Performance Summary				
Scale:	0%	25%	50%	75%	100%
Goal 5.2: Mitigate Hazards and Vulnerabilities	<div><div></div></div>				

◆ - Percent of measures that met their FY 2016 target.

◇ - Percent of measures that maintained or improved actual performance results compared to FY 2015.



Below are the strategic measures that gauge efforts to mitigate hazards and vulnerabilities. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year's report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.

**Mitigation Measures:** DHS understands that effective mitigation activities save lives and reduce long-term costs of disasters. The measures below reflect some of the key mitigation activities that DHS can influence to support positive outcomes in reducing risks.

***Percent of communities in high earthquake, flood, and wind-prone areas adopting disaster-resistant building codes (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
48%	56%	57%	61%	63%	62%	68%	63%	64%

***Percent of U.S. population (excluding territories) covered by planned mitigation strategies (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
68.7%	71.0%	76.7%	79.6%	80.8%	79.0%	81.0%	79.0%	79.0%

***Benefit to cost ratio of the hazard mitigation grants (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	1.3	1.6	1.4	1.5

***Three-year average number of serious marine incidents (USCG)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	696	≤ 701	688	≤ 698	≤ 698

## Goal 5.3: Ensure Effective Emergency Response

### Strategies

- *Provide timely and accurate information*
- *Conduct effective, unified incident response operations*
- *Provide timely and appropriate disaster assistance*
- *Ensure effective emergency communications*

### Strategic Review Summary of Progress

The Department of Homeland Security (DHS), in consultation with the Office of Management and Budget (OMB), has highlighted this goal as a focus area for improvement.

#### Assessment Lead

Co-Lead: Damon Penn, Assistant Administrator, Federal Emergency Management Agency (FEMA), Response

Co-Lead: Anthony Popiel, CAPT, Deputy Director, U.S. Coast Guard (USCG), Incident Management and Preparedness Policy

#### Introduction

Striving to protect America and its citizens against major accidents, disruptions, natural disasters and deliberate attacks, DHS uses a “survivor-centric” approach while acting as the federal coordinator during disaster response, supporting state, local, tribal, territorial, and regional governments while working closely with nongovernmental organizations and the private sector to help leverage needed resources. The Department provides timely and accurate information to individuals and communities to support public safety and inform appropriate actions by the public before, during, and after emergencies and conducts effective, unified incident response operations.

#### Achievements

DHS partners with the private sector, non-governmental organizations, and other community organizations and individuals to ensure effective emergency response to numerous declared disasters. While there has been an attrition of the reserve workforce which impacts cadre readiness, over the past year the Department has been able to consistently initiate incident management and support actions within 72 hours of an emergency.

National, DHS, and Component strategies drive program execution and policy changes. For example, DHS utilized hundreds of exercises to improve emergency preparedness and response protocols. DHS also updated and maintains the National Emergency Communications Plan (NECP), the Nation’s overarching strategy for emergency communications, to help DHS and stakeholders target resources to ensure effective emergency communications. Other notable achievements include the launching of an efficient emergency response personnel management database, establishing teams to review technology gaps and

During the Houston, Texas flooding in April 2016, Houston Fire Department personnel used datacasting (broadcasting real-time video and critical data) to get video footage into the Emergency Operations Center to share with city leaders for situational awareness.

coordinate R&D efforts to close gaps across DHS mission areas, and delivering over 186 technical assistance opportunities to state and local public safety organizations to improve technical Emergency Communications competencies. For a more specific discussion of performance results associated with this goal, see the Performance Measure Results and Plan section.

### **Challenges**

DHS has not had to respond to a large scale event since 2012, when Hurricane Sandy impacted the East Coast; however, the likelihood of another large scale disaster is high and DHS needs to build a disaster workforce capable of responding not just to the small disasters, but also for potential large-scale future events. FEMA's reservist workforce suffers from a high attrition rate and USCG faces similar challenges that are impacting the Department's ability to retain and grow the surge capacity and reserve forces needed for larger disaster events.

DHS recognizes several other emerging challenges that may impact success in achieving this goal. Legacy emergency communications systems, including the Integrated Public Alert and Warning System's Primary Entry Point, require extensive modernization and integration to improve interoperability and reduce fragmentation. The pace of emergency communications innovation is evolving faster than public safety officials' ability to incorporate these changes into doctrine and policy. The First Responder Network Authority is developing a network specifically for public safety use. These will lead to opportunities for capability enhancement; however, some efforts are fragmenting current systems and contributing to a system with less interoperability. To fully realize the potential of these innovations, DHS will continue to prioritize this transition and incorporate these new technologies under the NECP. Finally, evolving infrastructure systems rely on cyber technology, creating efficiency but also introducing the risk of exploitation, misuse, or failure. With increasing dependency on new technologies and cyber infrastructure, DHS and industry must ensure an effective, efficient, and resilient response in the case of a disruption.

### **Corrective Actions**

The largest challenges in this area relate to the disaster workforce and interoperability of the emergency communication systems. In terms of corrective actions, there are several ongoing and future efforts taking place to ensure DHS has a disaster workforce in place capable of effectively responding to a large scale disaster. Across the department, DHS Components are working to right-size, staff, administer, and manage their emergency response workforces through a variety of initiatives. These initiatives include USCG's Force Planning Construct, a FEMA Legislative Change Proposal, improved recruiting processes, and changes to FEMA's pay scales in order to attract and maintain qualified employees.

DHS recognizes that the interoperability of emergency communication systems is also a large risk to ensuring effective emergency response. To address this risk FEMA intends to continue implementation of the National Emergency Communications Plan to improve response coordination and interoperability of communications networks to ensure unity of response across all levels of government. Work is also underway to develop a plan to modernize Primary Entry Point stations that are part of the National Public Warning System in order to provide a more resilient and updated public warning system.

## Performance Highlight



### Mass Rescue Operation at Sea

On August 17<sup>th</sup>, 2016, USCG Sector San Juan received a distress call from cruise ship **CARIBBEAN FANTASY**. The cruise ship, carrying more than 500 passengers and crew onboard, experienced an engine room fire that quickly spread throughout the vessel. Sector San Juan immediately activated its Mass Rescue Operations (MRO) plan, launching USCG assets and coordinating with various federal and local agencies to assist. All 500+ passengers and crew evacuated into life rafts and were safely transported to shore by responding government, commercial, and private vessels.

The outstanding coordination and response of involved agencies is a result of the combined efforts of maritime stakeholders to ensure proper measures are in place for such an event. MRO incidents are challenging and complex, requiring extensive planning and preparation for optimal response. USCG works nation-wide with industry stakeholders, and other federal, state, and local agencies to establish and exercise regional MRO plans to ensure seamless response and multi-agency coordination should real-world incidents like this occur.

## Performance Results and Plan

In FY 2016, there were nine strategic performance measures used to assess the Department's efforts for this goal. For the FY 2017-2018 performance plan, one new measure is being introduced. In FY 2016, 67 percent of the measures met their target and 78 percent maintained or improved actual results compared to FY 2015.

Goal	Performance Summary				
Scale:	0%	25%	50%	75%	100%
Goal 5.3: Ensure Effective Emergency Response	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div>&lt;/</div></div>				

◆ - Percent of measures that met their FY 2016 target.

◇ - Percent of measures that maintained or improved actual performance results compared to FY 2015.

Below are the strategic measures that gauge efforts to ensure effective emergency response. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year's report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.

**Disaster Response Measures:** The measures below represent those activities that are known key indicators to a successful response to a disaster. DHS uses a "survivor-centric" approach while acting as the federal coordinator during disaster response to support state, local, tribal, territorial, and

regional governments while working closely with nongovernmental organizations and the private sector to help leverage needed resources.

***Percent of incident management and support actions taken that are necessary to stabilize an incident that are performed within 72 hours or by the agreed upon time (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	100%	100%	100%	100%	100%	100%	100%

***Percent of Incident Management Assistance Teams establishing joint federal and state response objectives within 18 hours (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	100%	100%	100%	100%	100%	100%	100%

***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 (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	95%	99%	95%	95%

***Operational readiness rating of FEMA's specialized incident workforce cadres (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	69%	61%	74%	80%

Explanation for Target Not Met: Deployment activities supporting recent disaster operations influenced the decrease in readiness of the incident workforce cadres. The Field Operations Directorate will continue to recruit, equip, and train the incident workforce to increase FEMA's operational readiness in FY 2017. FEMA is adding measures in FY 2017 to more directly track progress made in staffing and qualifying the incident workforce.

***Percent of incident management planned workforce currently on board (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	76%*	80%

\* New measure added to provide a means to know the status of staffing and training efforts across all cadres.

***Percent of people in imminent danger saved in the maritime environment (USCG)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
77.3%	77.3%	79.0%	79.0%	80.0%	100%	79.3%	100%	100%

Explanation for Target Not Met: Minimizing the loss of life by rendering aid to persons in distress involves multi-mission stations, cutters, aircraft, and boats linked by communications networks. [Search and Rescue \(SAR\)](#) is one of the USCG's oldest missions. To meet this responsibility, the

USCG maintains SAR facilities on the East, West, and Gulf coasts; in Alaska, Hawaii, Guam, and Puerto Rico; and on the Great Lakes and inland U.S. waterways. Several factors hinder successful response including untimely distress notification to the USCG, incorrect distress site location reporting, severe weather conditions at the distress site, and distance to the scene. The USCG saved 5,160 lives in FY 2016, which was 79.4 percent of those in danger, and is consistent with long-term results and trends. The USCG will continue to plan, train, develop better technologies, and invest in capable assets to continue their exemplary performance in saving lives in the maritime environment.

**Emergency Communication Measures:** Effective communications are an essential function during an emergency. The measures below reflect achievements in improving communications capabilities to support response efforts.

***Percent of the U.S. population directly covered by FEMA connected radio transmission stations (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
84%	85%	90%	90%	90%	90%	90%	90%	90%

***Percent of time the Integrated Public Alert and Warning System (IPAWS) infrastructure is operating and available for use by federal, state, and local officials for the dissemination of emergency alerts (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	99.9%	99.8%	99.9%	99.9%

Explanation for Target Not Met: In the 4<sup>th</sup> quarter of FY 2016, a single FEMA-wide Domain Name System (DNS) error—FEMA's DNS security certificate had expired—caused the IPAWS environment, and the backup system, to be unreachable for 14 straight hours. While the IPAWS application and systems remained operational, external connectivity failed. This outage affected all resources on the FEMA.gov domain. FEMA continues to strive to improve upon its systems and services and will continue to do so going forward in FY 2017.

***Percent of calls made by National Security/Emergency Preparedness users during emergency situations that DHS ensured were connected (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
97.8%	99.4%	96.8%	99.3%	99.3%	97.5%	99.0%	98.0%	98.5%

***Percent of States and Territories with operational communications capabilities at the highest levels relative to Threat and Hazard Identification and Risk Assessment (THIRA) preparedness targets (NPPD)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	55%	55%	56%	57%



## Goal 5.4: Enable Rapid Recovery

### Strategies

- *Ensure continuity and restoration of essential services and functions*
- *Support and enable communities to rebuild stronger, smarter, and safer*

### Strategic Review Summary of Progress

The Department of Homeland Security (DHS) has determined that this goal is making satisfactory progress.

#### Assessment Lead

Keith Turi, Assistant Administrator, Federal Emergency Management Agency (FEMA)

#### Introduction

DHS plays a key role in facilitating recovery following a disaster by supplementing communities' recovery core capabilities; promoting infrastructure resilience guidelines and use of standards; and encouraging the development of continuity plans for communities, government, and private sector organizations. The devastating effects of large disasters, such as Hurricane Sandy, have highlighted the need to reform our national approach to long-term recovery. Communities devastated by a disaster, particularly large-scale events, face complex and difficult challenges including restoring economic viability, rebuilding infrastructure and public services, and establishing resilience against future hazards.

#### Achievements

The Department, after a successful pilot program, developed and maintains a new design to deliver Public Assistance (PA), which streamlines processes for state, local, and tribal officials. The new delivery model focuses on specialized processing to promote increased efficiency in the delivery of recovery assistance to applicants. The new model enables PA grant funding to segment work, consolidate resources, and standardize procedures.

Preliminary testing of the model in Iowa demonstrated that the new model's tools and process show strong indications of being able to expedite the delivery of assistance as well as enhance customer service to applicants. Additionally, policies have been updated to increase resiliency and maximize risk reduction by strengthening minimum PA codes and standards. The Department continues to receive high customer satisfaction ratings for both individual assistance and PA programs. In the maritime environment, the Department manages and supports multiple federal clean-up projects. Additionally, the Department successfully supports hundreds of events totaling tens of millions of dollars that require coordination across federal, state, local, tribal entities, and non-governmental organizations. More accomplishments are outlined in the Performance Results and Plan section.

Critical capabilities provided by rapidly deployed Mobile Communications Office Vehicles during 13 disasters, 132 unit deployments, encompassing 4781 days provides survivors with access to systems to request Federal assistance and significantly enhances recover efforts.

### **Challenges**

The successful implementation of the new PA Delivery Model will require extensive training, coordination, and communication with internal and external partners. To prepare for this challenge, gaps in knowledge, skills, and abilities will be addressed through targeted training programs to ensure consistent implementation. Another challenge the Department faces is the collection of relevant data points to assess the efficiency and effectiveness of its programs and collaborative efforts of the interagency partners with respect to recovery efforts. FEMA is in the midst of multiple data modernization projects to improve data collection, has established a routine interagency readiness assessment process, and is developing a recovery performance framework. Aligned with concerns about the ability to respond to a large scale event are those associated with the long-term recovery efforts needed to address these types of events.

### ***Performance Highlight***



#### **A New Public Assistance Delivery Model**

FEMA is implementing a new Public Assistance (PA) Program Delivery Model focused on being customer and employee centric. This new process is a four-phased approach promoting efficiency, effectiveness, timeliness, and continuous improvement to meet the diverse needs of customers. Stage one implementation of the new delivery model occurred in Oregon beginning in February 2016, with stages two through four planned in FY 2017.

In the new process, PA segments its projects into lanes by the amount of work completed, documentation available, and

complexity of the work. Staff are trained in specialized roles and given defined workflow processes to increase the accuracy of the projects and stability of service to FEMA customers and partners. This allows FEMA to appropriately address each applicant's needs and provide a larger pool of subject matter experts across disaster operations. Additionally, the new model applies modern project management techniques, tools and templates, and expanded communication avenues. These methods increase data displayed in operational dashboards and reports, thereby increasing transparency and timeliness of decision-making. Through this program, FEMA has enabled efficient support to state, local, tribal, and territories in need of assistance.

### ***Performance Results and Plan***

In FY 2016, there were two strategic performance measures used to assess the Department's efforts for this goal. In FY 2016, 50 percent of the measures met their target and zero percent maintained or improved actual results compared to FY 2015.

Goal	Performance Summary				
	Scale:	0%	25%	50%	75% 100%
Goal 5.4: Enable Rapid Recovery					

◆ - Percent of measures that met their FY 2016 target.

◇ - Percent of measures that maintained or improved actual performance results compared to FY 2015.

Below are the strategic measures that gauge efforts to enable rapid recovery. For those measures that did not meet their targets, an explanation with corrective action is provided. In addition, changes to measure names and targets from the previous year's report are identified. Finally, to continually improve our set of performance measures, new measures are introduced and measures are retired each year, and are identified, if applicable, in the measure tables.

**Recovery Assistance Measures:** The measures below assess how individuals and communities rate the services they receive with respect to recovery efforts. The Department facilitates recovery following a disaster by supplementing communities' recovery core capabilities; promoting infrastructure resilience guidelines and use of standards; and encouraging the development of continuity plans for communities, government, and private sector organizations.

***Percent of recovery services through Individual Assistance delivered to disaster survivors gauging the quality of program services, supporting infrastructure, and customer satisfaction following a disaster (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	94.5%	91.5%	96.9%	94.0%	95.3%	95.0%	96.0%

***Percent of recovery services through Public Assistance delivered to communities gauging the quality of program services, supporting infrastructure, and customer satisfaction following a disaster (FEMA)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	86.2%	90.9%	92.0%	93.0%	90.0%	93.0%	93.0%

**Explanation for Target Not Met:** This measure is a weighted percent of how FEMA delivers quality services to communities following a disaster based upon three categories: program services; supporting infrastructure; and customer satisfaction. Sub-elements within these categories include ensuring timely kickoff meetings following requests for public assistance (RPA); having available grant management systems; assuring that business staff are in place; and delivering these services to enhance customer satisfaction of those receiving public assistance. The time to complete the kickoff meeting following an RPA has been difficult to meet due to process issues. Public Assistance (PA) continues to improve and implement the New Delivery model as more disasters are declared. After completing Phase 1 this year, PA will utilize its lessons learned to improve its efficiency and effectiveness for delivering this program. In FY 2017, PA will be implementing the new customer relationship management tool that will capture new data elements to evolve the implementation of the new model.

## Mature and Strengthen Homeland Security

In considering the evolution of the Department and the ever-changing environment in which it operates, we have identified several key, cross-cutting functional areas of focus for action within the Department that must be accomplished in order for it to successfully execute its core missions. These functions, and the critical activities associated with them, serve as the supporting foundation that underpins all homeland security missions, and are considered management goals not strategic goals. The majority of measures to gauge our success in Mature and Strengthen are in our management set of measures, which are available in the Strategic Context chapter of each Component's Congressional Budget Justification located on the DHS budget webpage at: <http://www.dhs.gov/dhs-budget>. A small number of activities in this area produce results that are deemed more strategic in nature, and are displayed here.

### Goal: Integrate Intelligence, Information Sharing, and Operations

#### Strategies

- *Enhance unity of regional operations coordination and planning*
- *Share homeland security information and analysis, threats, and risks*
- *Integrate counterintelligence*
- *Establish a common security mindset with domestic and international partners*
- *Preserve civil rights, civil liberties, privacy, oversight, and transparency in the execution of homeland security activities*

#### Performance Highlight



#### Homeland Security Intelligence Council

Under Secretary Francis X. Taylor, in his role as DHS Chief Intelligence Officer (CINT), initiated a new management structure under the Homeland Security Intelligence Council (HSIC) to better integrate the DHS Intelligence Enterprise (IE). The CINT designated Intelligence Mission Managers, structured similarly to the Office of the Director of Intelligence National Intelligence Managers, to focus on the five priority mission areas in the Department: Borders and Immigration, Cyber and Critical Infrastructure, Counterterrorism and Countering Violent Extremism, Aviation Security, and Counterintelligence and Security. This nascent effort has already begun to strengthen departmental communities of interest and will build a

stronger foundation for integrated intelligence production for decision makers. This construct has evolved into a tool for the CINT and the HSIC to bring to bear the collective efforts of the DHS IE to address the most pressing homeland security intelligence challenges. It has improved intelligence support to decision makers across the Department, ensuring all DHS intelligence assets are incorporated into serving customer needs.

## Performance Results and Plan

In FY 2016, there was one strategic performance measure used to assess the Department's efforts for this goal. For the FY 2017-2018 performance plan, two new measures are being introduced and one measure is being retired.

**Operations Coordination Measures:** The Office of Operations Coordination provides information daily to the Secretary of Homeland Security, senior leaders, and the homeland security enterprise to enable decision-making; oversees the National Operations Center; and leads the Department's Continuity of Operations and Government Programs to enable continuation of primary mission essential functions in the event of a degraded or crisis operating environment. The measures below describe needed reports and situational awareness products which must be delivered in a timely manner to improve homeland security.

***Percent of initial breaking homeland security blast calls initiated between the National Operations Center and designated homeland security partners within targeted timeframes (Operations Coordination (OPS))***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
100%	100%	100%	98%	N/A	98%	N/A	Retired*	

\* This measure is being retired and replaced with the following two measures to improve reporting capabilities and timeliness.

**Explanation of Results:** For the last two years there have been no reportable events. This measure assesses the rate at which DHS completes inter- and intra-agency blast calls to provide executive decision makers inside and outside DHS immediate verbal situational reports on breaking homeland security situations of national importance. All of the National Operations Center (NOC) duties following an incident are designed to prepare the Secretary to brief the American public within 60 minutes of a significant event. If the blast call does not happen in a timely manner, the NOC will not have the information and situational awareness necessary to prepare DHS senior leadership for this essential requirement. The targeted timeframe to initiate the blast call is within 10 minutes of the Senior Watch Officer determining that the breaking homeland security situation is at least a Phase-1 event. Due to the low volume of reportable event, this measure is being retired.

***Percent of National Operations Center incident reports and situational awareness products produced and disseminated to the homeland security enterprise within targeted timeframes (OPS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	90%*	90%

\* New measure added to replace the measure directly above to improve reporting capabilities and timeliness.

***Percent of risk assessments for federal security support of large public/community special events completed within the targeted time frame (OPS)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
---	---	---	---	---	---	---	98%*	98%

\* New measure added to assess DHS's responsive in providing risk assessments for special events throughout the country.

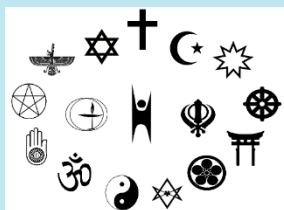


## Goal: Enhance Partnerships and Outreach

### Strategies

- *Promote regional response capacity and civil support*
- *Strengthen the ability of federal agencies to support homeland security missions*
- *Expand and extend governmental, nongovernmental, domestic, and international partnerships*
- *Further enhance the military-homeland security relationship*

### Performance Highlight



#### Communities Discuss Religious Intolerance

In FY 2016, the White House hosted a special event with DHS and the U.S. Department of Justice (DOJ), which brought together a diverse group of federal government officials, community and faith-based leaders, and advocacy groups to talk about an issue that impacts far too many people in our nation: religious discrimination. From March to June of 2016, DHS, DOJ and other federal agencies hosted a series of roundtables across the country with community stakeholders to discuss issues such as religious bias and

obstacles to religious practice. DOJ released a [report on these roundtables](#) and, along with other federal agencies, announced new steps they are taking to address religious discrimination.

Building safe and resilient communities that protect religious freedom is a fundamental part of the Department's mission. On behalf of DHS, the Office for Civil Rights and Civil Liberties (CRCL) works closely with communities to promote tolerance and ensure safety at houses of worship. CRCL support includes:

- CRCL holds quarterly roundtables with demographically and religiously diverse communities. These roundtables provide an open forum for communities to discuss religious intolerance that can result in hate crimes or bias-motivated threats at the local level.
- In addition to our roundtables, CRCL also works with international partners through the United Nations Human Rights Council, to train countries on how to promote religious tolerance.
- Also, FEMA and the DHS Center for Faith-based and Neighborhood Partnerships provide [resources, training, and guidance](#) on how to protect their houses of worship.

We will continue to work with DOJ, other interagency partners, and community stakeholders to overcome the challenges to religious freedom and safeguard the fundamental rights of all that we encounter in our homeland security mission.

### Performance Results and Plan

In FY 2016, there was one strategic performance measure used to assess the Department's efforts for this goal.

**Partnerships and Outreach Measure:** The Department promotes an integrated national approach to homeland security by coordinating and advancing federal interaction with state, local,

tribal, and territorial (SLTT) governments. The measure below is but one example of our efforts to partner with organizations making a difference in the health and welfare of our Nation.

***Percent of National Center for Missing and Exploited Children (NCMEC) examinations requested that are conducted (U.S. Secret Service (USSS))***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
100%	100%	100%	100%	100%	100%	100%	100%	100%

## Goal: Strengthen the DHS International Affairs Enterprise in Support of Homeland Security Missions

### Strategies

- *Establish strategic priorities for the Department's international affairs enterprise*
- *Establish a coordination and communication mechanisms across the DHS international affairs enterprise*

### Performance Highlight



#### Strengthening Homeland Security Through High-Level International Engagement

In 2016, the Office of International Engagement (OIE), within the Office of Policy, successfully supported the Secretary and Deputy Secretary in strengthening international partnerships through a series of key engagements. Specifically, OIE

provided Departmental leadership both detailed and large-scale support ranging from detailed policy memos, pre-briefings, as well as the logistical coordination and planning with international partners for four ministerial-level summits. Among these engagements were the G6+1 Ministerial Conference (France, Germany, Italy, Poland, Spain, the UK, and the United States); the Five Country Ministerial Conference (Australia, Canada, New Zealand, the UK, and the United States); and two gatherings of the Justice and Home Affairs Ministerial forum (EU participation included Justice and Home Affairs ministerial leadership and US participation included DHS and Department of Justice leadership). These multilateral opportunities further deepened and advanced vital agreements such as the Passenger Name Recognition, the Advance Passenger Information system, and the Global Entry program. These agreements have contributed to an advanced system of information sharing among the US and our partners. On a broader level, each DHS high-level engagement over the past year has allowed leadership to reinforce the critical role the Department plays in creating and advancing ways to defend from the threat of terrorism, organized crime, human trafficking, and more.

## Goal: Conduct Homeland Security Research and Development

### Strategies

- *Employ scientific study to understand homeland security threats and vulnerabilities*
- *Develop innovative approaches and effective solutions to mitigate threats and vulnerabilities*
- *Leverage the depth of capacity in national labs, universities, and research centers*

### Performance Highlight



#### Datacasting Improves Data Sharing and Interoperability

DHS's Science and Technology (S&T) Directorate has worked diligently to ensure first responders have the tools, technologies and knowledge they need to save lives and protect property while staying safe. Datacasting is a way to transmit encrypted live video and data over existing broadcast television signals to a targeted audience within public safety, thus improving data sharing and interoperability at minimal cost and effort.

S&T supported deployment of a prototype datacasting system installed at the City of Houston Emergency Operations Center during the NCAA Final Four National Championship Games in April 2016. Participants were able to use the system effectively with little hands-on training, citing the ability to upload or stream real time video from a smartphone that enabled officers in the field to relay data to the datacasting system for wider dissemination.

During the Houston flooding in April 2016, Houston Fire Department personnel surveyed the flooded areas via helicopter, but lacked an onboard camera or video streaming capability. A cell phone was used to stream live video into the datacasting system, making it possible to get the video footage into the Emergency Operations Center to share with city leaders for situational awareness.

### Performance Results and Plan

In FY 2016, there was one strategic performance measure used to assess the Department's efforts for this goal.

**Research and Development Measure:** As DHS's primary research and development (R&D) arm, S&T manages science and technology research, from development through transition, for the Department's operational Components and the Nation's first responders. S&T's engineers, scientists and researchers work closely with industry and academic partners to ensure R&D investments address the high-priority needs of today and the growing demands of the future. The

measure below assesses our progress in working with DHS component partners to develop several Apex programs that incorporate our visionary goals.

***Percent of Apex technologies or knowledge products transitioned to customers for planned improvements in the Homeland Security Enterprise (S&T)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
				82%	80%	100% *	80%	80%

\* This measure consists of completing transitions of high priority and high value research and development projects known as Apex projects. A successful transition is the ownership and operation of a technology or knowledge product by a customer within the Homeland Security Enterprise. In FY 2016, a total of six transitions were planned for Air Entry/Exit Re-engineering and Apex Border Enforcement Analytics Project. Despite delays in funding, all six transitions were completed in FY 2016.

## Goal: Ensure Readiness of Frontline Operators and First Responders

### Strategies

- Support systems for training, exercising, and evaluating capabilities
- Support law enforcement, first responder, and risk management training

### Performance Highlight



#### Homeland Security Leadership Academy

The Federal Law Enforcement Training Centers (FLETC) is in its second year of partnering with the National Sheriffs' Association to deliver a two-week executive leadership training program for command level local law enforcement leaders. The program addresses some of the most critical challenges faced by state, local, and tribal law enforcement executives, and includes leadership topics such as leading in a crisis, ethics, emotional intelligence, critical thinking, and decision making. Participants engage in realistic training scenarios, facilitating review of their own operations, policies, procedures, and readiness for an active shooter situation, pandemic emergency,

or some other type of major event. Additionally, they participate in simulated exercises to identify barriers and biases that can impede decision-making and to collaborate on methods of overcoming obstacles in the midst of a crisis. The program also includes an executive forum, which features expert panelists answering questions on topics such as recruitment, community trust, safety, mental health, and data collection and analysis.

There are now 47 HSLA graduates from 45 agencies, representing 34 states and one U.S. territory. They are leaders within their agencies and their communities who now have a unique connection to FLETC and the Department of Homeland Security. This summer, graduates of the pilot 2015 HSLA program received follow-on training at the NSA annual conference in Minneapolis, Minnesota, earning a certification in Homeland Security. FLETC plans to provide this follow-on training opportunity each year at the NSA conference for HSLA graduates.

### Performance Results and Plan

In FY 2016, there were two strategic performance measures used to assess the Department's efforts for this goal.

**Federal Law Enforcement Training Measure:** The Federal Law Enforcement Training Centers (FLETC) provides career-long training to law enforcement professionals to help them fulfill their responsibilities safely and proficiently. Over the past 46 years, FLETC has grown into the Nation's largest provider of law enforcement training. These measures provide an assessment of how well our training programs are being received by those receiving the training. These measures also assess the capacity of our training programs.



***Number of federal law enforcement training programs and/or academies accredited or re-accredited through the Federal Law Enforcement Training Accreditation process (FLETC)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
66	83	97	107	114	118	119	123	128

***Percent of Partner Organizations that agree the Federal Law Enforcement Training Centers training programs address the right skills (e.g., critical knowledge, key skills and techniques, attitudes/behaviors) needed for their officers/agents to perform their law enforcement duties (FLETC)***

Prior Results					FY 2016		Future Targets	
FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Target	Result	FY 2017	FY 2018
98.5%	96%	100%	91%	98%	95%	95%	95%	95%

## Goal: Strengthen Service Delivery and Manage DHS Resources

### Strategies

- *Recruit, hire, retain, and develop a highly qualified, diverse, effective, mission-focused, and resilient workforce*
- *Manage the integrated investment life cycle to ensure that strategic and analytically based decisions optimize mission performance*
- *Manage and optimize financial resources, property/assets, procurements, security, and DHS IT*
- *Establish and execute a comprehensive and coordinated DHS health and medical system*

### Performance Highlight



#### DHS Employs Innovative Approach to Critical Cybersecurity Workforce Requirement

One of the Secretary's primary goals for 2016 was to increase the Department's cybercapacity. In order to achieve this critical objective, in May of this year, the Chief Human Capital Officer, Chief Information Officer, and Chief Security Officer Councils jointly worked with representatives from every DHS Component to sponsor a DHS-wide Cyber and Technology Job Fair, which took place July 27-28. The Department identified more than 300 positions as mission critical hires across the department and posted announcements on USAJOBS, resulting in the receipt of more than 14,000 applications. A cross-department team

designed the hiring event to provide an opportunity for both scheduled and walk-in candidates to be interviewed, and if selected, receive a tentative job offer and initiate the security clearance process prior to leaving the job fair.

As a result of this extensive collaboration across DHS, 326 well-qualified candidates have received tentative job offers. Typically, the federal hiring process takes four to six months from the time a hiring manager interviews a candidate until they actually come onboard. However, due to the innovative approach of initiating the security clearance process at the job fair, within the first 30 days following the hiring event, 103 candidates cleared security and 22 candidates began work. Acquiring the talent to fill these critical positions in such a streamlined manner has a significant impact on increasing the cybercapabilities within DHS, during a time when cyberthreats to our Nation are continuing to evolve and grow.



# Section 3: Other Information

# Priority Goals

## FY 2016 – 2017 Agency Priority Goals

DHS's FY 2016 – 2017 APG's are a set of focused initiatives that support the Agency's longer-term strategic framework. The goal statement and overview for our three APGs are listed below. Each of these has a set of performance measures that are provided on OMB's public portal [www.performance.gov](http://www.performance.gov). This site also provides more detailed information about each measure, and the quarterly results that were obtained. The site also provides quarterly information regarding Progress Updates and Next Steps. Visit the web site to obtain more detailed information for each of these initiatives.

---

### ***Agency Priority Goal 1: Combatting Transnational Criminal Organizations (Aligns to Mission 2)***

**Goal Statement:** Decrease the ability of targeted transnational criminal organizations to conduct illicit activities impacting the southern border and approaches region of the United States. By September 30, 2017, actions by the DHS Joint Task Forces via synchronized component operations will result in the disruption and/or dismantlement of 15 percent of targeted transnational criminal organizations.

**Overview:** Transnational criminal organizations (TCOs) are self-perpetuating associations of individuals who operate transnationally for the purpose of obtaining power, influence, monetary and/or commercial gains, wholly or in part by illegal means. This is accomplished while protecting their activities through a pattern of corruption and/or violence, or while protecting their illegal activities through a transnational organizational structure and the exploitation of transnational commerce or communication mechanisms. There is no single structure under which transnational organized criminals operate; they vary from hierarchies to clans, networks, and cells, and may evolve to other structures.

Transnational Criminal Organizations (TCO's) are an adaptive and innovative adversary; they are known to search for new ways to leverage their business model to generate profits and engage in criminal activity - whether it be finding new smuggling routes and methods or entering into new criminal enterprises. TCOs represent a persistent threat to western hemisphere stability, economic prosperity, free trade, and security, because of their control of illicit trade, travel, and finance—by utilizing existing and/or creating new illegal pathways for smuggling throughout the Southern Border and Approaches region. This region extends from the waters off Los Angeles, California, eastward to Puerto Rico and the Virgin Islands, and southward to the North Coast of South America. The region includes approximately 2,000 miles of land border with Mexico, 3,050 miles of coastline along California, the Gulf of Mexico, and Florida, as well as the airspace spanning U.S. territorial land and waters, and international waters of the Eastern Pacific Ocean, and Caribbean Sea. The greatest criminal threat within this region is posed by TCOs in regional groups in Central and South America and the Caribbean. This threat is based on their ability to generate massive



illicit profits, which they have been known to use to suborn public officials and law enforcement, and perpetuate drug-related violence and other crimes, such as kidnappings and extortion.

To more effectively combat the TCO threat, DHS established Joint Task Forces (JTFs) to integrate intelligence, planning, interdiction and investigative efforts across U.S. Customs and Border Protection, U.S. Immigration and Customs Enforcement, and the U.S. Coast Guard, and to prioritize and target threat streams operating in the Southern Border and Approaches region, as well as combat TCO activity and splinter organizations present within the U.S. and internationally. DHS will leverage both domestic and international resources and capabilities through intelligence, information sharing, and law enforcement collaboration to weaken and eliminate TCOs who pose the greatest threat to border security, while still facilitating the flow of lawful trade, travel, and commerce across our nation's borders.

Disrupting and/or dismantling TCOs is a primary outcome of the JTFs and is a result of concentrated, unified actions taken by DHS law enforcement components to identify, target and stop some of the most dangerous and damaging criminal and smuggling operations impacting our Nation's southern border and approaches regions. Daily actions are taken to counter and degrade threats posed by TCOs, but true disruptions and dismantlements of operations are hard won battles. Disruptions and dismantlements incapacitate threats from targeted TCOs, represent the best and most enduring successes against these criminal organizations, and demonstrate gains to border security made possible through coordinated law enforcement campaigns. Since new threats continuously present themselves, new lists are created throughout each year that targets the highest priority threats.

**Progress Update:** The Joint Task Forces (JTFs) continued to use operational plans to focus on disrupting and dismantling targeted TCOs, advancing progress in implementing the DHS Southern Border and Approaches Campaign Plan. The JTFs demonstrated the ability to conduct integrated joint investigations and operations within their joint operating areas or functions, supported by DHS operational components. Coordination mechanisms to share intelligence with JTF-Investigations, JTF-West and JTF-East ensure appropriate consequence application against TCOs who pose the greatest threat to border security. In addition to planning and executing several highly successful operations during FY 2016, all three JTFs received Component validation and Secretary approval for their operational priorities that they will continue to follow into FY 2017.

JTF-West continued their priority efforts to integrate intelligence, planning, interdiction, and investigative activities beyond traditional DHS component operational capabilities and the immediate border. JTF-West demonstrated the ability of leveraging the full spectrum of DHS intelligence, interdiction, and investigative efforts which has maximized consequence application to illicit network members attempting to exploit operational seams, prosecutorial thresholds and those abusing current immigration benefits. JTF-West implemented and executed four fiscal year-wide operations, along with a separate 35-day operation "ALL IN" which was not part of JTF-West's originally planned operations, but directly supported the Southern Border and Approaches Campaign Plan (SBACP) objectives.

JTF-East implemented a Regional Coordinating Guide (RCG) in the East Caribbean Joint Operating Area that fused together eight component operations to maximize performance and reduce redundancy. The Eastern Caribbean Regional Integrating Group (ECRIG) continued to bear results through the RCG for components to collaborate and disrupt migrant smuggling networks. ECRIG's

coordinated effort resulted in the execution of one joint operation and four arrests linked to a TCO. JTF-East coordinated the intelligence consolidation efforts to produce intelligence assessments and address current threats in Puerto Rico and Bahamas. This sustained migrant detection and interdiction capabilities en route to the United States via Caribbean and Central American pathways. During this quarter, JTF-East has also increased its engagement with Department of Defense commands through staff meetings and collaborative operational planning events.

JTF-Investigations, in coordination with several Homeland Security Investigations (HSI) Attaché offices, executed enforcement actions that resulted in the criminal arrest of an identified TCO cell leader and 33 other members of a broader group of smuggling networks. This multinational effort occurred under HSI's Operation Citadel, a multinational effort that focuses on increasing partner nation capacity to identify, disrupt, and dismantle TCOs, and other support networks involved in human smuggling throughout South and Central America, and Mexico. A second, significant effort was the Homeland Criminal Organization Targeting (HOMECORT) Process, a Southern Border and Approaches Campaign investigations prioritization process, led by JTF-Investigations, to counter the top transnational criminal networks impacting the national security of the homeland. With this comprehensive criminal network analysis and national case coordination effort, JTF-Investigations achieved great success, to include arrests of significant TCO leaders.

---

***Agency Priority Goal 2: Enhance Federal Network Security (Aligns to Mission 4)***

**Goal Statement:** Improve federal network security by providing federal civilian executive branch agencies with the tools and information needed to diagnose, mitigate, and respond to cybersecurity threats and vulnerabilities. By September 30, 2017, DHS will deliver two phases of continuous diagnostics and mitigation tools to 100 percent of the participating federal civilian executive branch agencies so that they can monitor their networks.

**Overview:** The 2014 Quadrennial Homeland Security Review and the FY14-18 DHS Strategic Plan recognizes the continuing need to secure the federal civilian executive branch agencies' information technology networks and systems. By law, each head of a federal department or agency is primarily responsible for their agency's own cybersecurity. The Department of Homeland Security has overall responsibility for protecting federal civilian executive branch systems from cyber threats, helping agencies better defend themselves, and providing response teams to assist agencies during significant incidents. There is no one "silver bullet" for cybersecurity. The key is to install multiple layers of protection to best secure federal networks.

DHS's National Cybersecurity and Communications Integration Center (NCCIC) is the U.S. government's 24/7 hub for cybersecurity information sharing, incident response and coordination. The NCCIC shares information on cyber threats and incidents, and provides on-site assistance to victims of cyberattacks. The NCCIC is also where DHS manages the EINSTEIN system, the first basic layer of protection DHS provides at the network perimeter of each federal civilian executive branch agency. While there are three parts to the EINSTEIN set of capabilities, the focus is currently on the deployment of the third phase, known as EINSTEIN 3 Accelerated which has the capacity to identify and block known malicious traffic.

DHS also helps federal agencies identify and fix problems inside their networks in near real-time using the Continuous Diagnostics and Mitigation program (CDM). Once fully deployed, CDM will



constantly scan agency networks for vulnerabilities that bad actors could exploit if they did breach an agency's perimeter. The CDM Program consists of three phases that are currently in various stages of availability to federal civilian executive branch agencies. The first phase of CDM focuses on "What is on the Network," specifically asset management. This includes hardware and software assets, managing configuration settings, and vulnerabilities, all of which are foundational capabilities to protect systems and data. Phase 2 ("Who is on the Network") covers user account and network privilege management; and Phase 3 ("What is Happening on the Network") covers boundary protection, event management and security lifecycle management.

As of October 1, 2015, DHS has delivered the first phase of CDM to the 23 civilian Chief Financial Officer Act agencies, covering 97 percent of the federal civilian Executive Branch government. These agencies are expected to deploy these CDM tools on their networks within the fiscal year.

Information sharing is also fundamental to achieving cybersecurity. The NCCIC shares information on cyber threats, vulnerabilities, and incidents. In order to sufficiently address the rapidly evolving threats to our cyber systems, DHS and its partners must move beyond information sharing methods that are overly reliant on manual processes to be able to share cyber information in as close to real-time as possible. DHS is pursuing an aggressive schedule to deploy one of its next-generation information sharing techniques. The Department has an automated system in place to share cyber threat indicators, and DHS will extend this capability across the federal government and to the private sector, so that the larger community can send and receive threat indicators in near real-time. This goal aligns with Administration cybersecurity priorities. The goal was established in coordination with OMB policies and guidance, to include the Cybersecurity Strategy and Implementation Plan, the Fiscal Year 2015-2016 Guidance on Federal Information Security and Privacy Management Requirements, and the Cybersecurity CAP goal.

#### **Progress Update:**

*Continuous Diagnostics and Mitigation (CDM):* The CDM Program has delivered the remaining Phase 1 (asset management) tools to the final group of participating federal civilian executive branch agencies. The final award for the remaining Phase 2 tools was to have been complete in Q4 FY 2016, however, that procurement was delayed due to a protest. The final portion of Phase 2 is expected to be delivered to the remaining Phase 2 agencies in Q1 FY 2017. Once the final group of Phase 2 tools is delivered, DHS will meet its original FY 2016 target of 100%.

*National Cybersecurity Protection System (NCPS):* By the end of Q4 FY 2016, 47 additional federal, civilian executive branch Chief Financial Officer (CFO) Act Department and Agency (D/As) entities were brought on to E<sup>3</sup>A services. Cumulatively, these D/As represent approximately 1.5 million users, or 80% of the CFO Act agencies .gov user population under the updated methodology.

Several factors influenced the FY 2016 target participation rate. The revision of the EINSTEIN Memorandum of Agreement resulted in delayed deployment of D/A entities with statutory responsibility for collecting statistical information and applying special handling instructions. In addition, phased deployments of large agencies separately over periods of several weeks or months due to network architecture, sub-component autonomy, and variations in services currently available from Internet Service Providers (ISPs) extended the time and resources needed to deploy E<sup>3</sup>A resources.

*Automated Indicator Sharing (AIS):* In this quarter, the Department of Homeland Security (DHS) Security Operations Center (SOC) successfully completed its connection to the automated indicator sharing server hosted by the National Cybersecurity and Communications Integration Center (NCCIC), allowing them to retrieve cyber threat indicators and defensive measures at machine-to-machine speed. The cyber threat information will be shared to other DHS components according to current DHS SOC methods. Progress has been slower than expected in implementing and testing connectivity with other DHS components. NCCIC will support the DHS SOC as it expands sharing and increases automation among the DHS components. DHS expects to meet the FY 2017 goal of 10 components participating in automated indicator sharing.

*Risk and Vulnerability Assessments (RVAs):* DHS Cybersecurity Risk and Vulnerability Assessments (RVA) test an organization's ability to defend itself from malicious cyber-attacks. The RVA is a critical element in Federal cybersecurity and is a cost-effective means to prevent a cyber incident. This measure quantifies the number of unique Federal agencies that received RVAs. Throughout FY 2016, requests for assessments grew drastically, and the program continued to grow in capacity. The program completed this high volume of assessments through surge capacity contracting and re-allocation of funds from other mission areas. During the 2nd quarter of FY 2016, the Office of Management and Budget (OMB), the National Security Council (NSC), and DHS leadership directed the program to reprioritize RVA resources toward high value assets (HVAs) and CFO Act agencies. This reprioritization led the program to complete 51 total assessments to ensure the security of HVAs, but left other agencies unassessed.

---

***Agency Priority Goal 3: Enhance Disaster Preparedness and Response (Aligns to Mission 5)***

**Goal Statement:** Enhance the Nation's ability to respond to and recover from a catastrophic disaster through whole community preparedness and partnership. By September 30, 2017, 70 percent of states and territories will achieve an intermediate or above proficiency toward meeting the targets established through their Threat and Hazard Identification and Risk Assessment.

**Overview:** FEMA continues to allocate resources to supplement whole community investment to prepare for the greatest challenge in emergency management—a catastrophic disaster. In order to successfully respond to and recover from a catastrophic event, the whole community, including FEMA, state and local governments, and individuals that may be affected, need to build and sustain capabilities and implement the National Preparedness System to achieve the National Preparedness Goal of a secure and resilient Nation.

In order to achieve this goal, FEMA has implemented activities and programs that assist in addressing gaps in state and local planning efforts, improved the governance, coordination structures, and guidance for managing the Agency's incident workforce, and designed and delivered accessible information and tools to promote collective actions and empower grassroots problem solving.

**Progress Update:**

- FEMA's analysis of FY 2016 State Preparedness Report (SPR) submissions shows that while states and territories had an overall increase in reported capabilities, they did not achieve the target of 68 percent for high-priority capabilities at or above the intermediate proficiency threshold.

- Thirty states and territories reported an increase in average capability, 21 reported a decrease in average capability, and five reported no change in average capability from the previous year.
- In Q4, FEMA provided technical assistance trainings to 90 jurisdictions (195 participants) to help jurisdictions improve their submissions for the December 2016 THIRA and SPR; define the resource they need to reach their THIRA core capability targets; and include the whole community in disaster planning to increase capabilities by sharing resources with neighboring jurisdictions and leveraging resources from the non-governmental sector. FEMA's Homeland Security Grant Program provides funds for states and territories to maintain their existing preparedness capabilities and fill gaps identified in their SPR.
- The National Exercise Program increased participation by private and non-profit organizations and other whole community partners. Twenty-eight exercises out of seventy-three in FY16 included substantive participation from private and non-profit organizations (38 percent), exceeding the target of 15 percent. For example, the Palo Duro II functional exercise in Amarillo, Texas focused on foreign animal disease outbreak, with over 25 percent of the participants from the private sector, state veterinarians, and academic communities, along with significant participation from the pork, dairy and cattle industries.
- The Q4 operational readiness results, based on the Cadre Operational Readiness and Deployment Status (CORDS) Report data, show a decrease of 1 percent from Q3 (62 percent). The Field Operations Directorate continues to recruit, equip, and train the incident workforce to increase FEMA's operational readiness.
- FEMA continues to implement its Plan to Reduce Disaster Administrative Costs. FEMA completed several initiatives in the plan, including providing increased transparency on administrative costs and providing greater access to disaster spend plan data within the agency. The Plan also includes multi-year efforts such as the new Public Assistance Delivery Model and Grants Management Modernization.
- The Individual Assistance Division published the Individual and Households Program Unified Guide (IHPUG) developed in support of FEMA's Strategic Objective 1.1: *Streamline and simplify disaster services for individuals and communities*. The IHPUG describes how FEMA ensures Individual and Household Program (IHP) assistance is available and accessible for disaster survivors, and clarifies the types of IHP assistance FEMA provides.
- The IHP Branch conducted a complete update to the letters sent to disaster assistance applicants. The assistance and eligibility information is now provided to disaster survivors in a clear and concise manner, using plain language, and eliminates overly complicated or non-essential program information. Disaster Survivor Focus Groups were conducted to review/compare existing letters to the proposed letter revisions. The first focus group sessions were conducted in Monroe, Louisiana.
- An enhancement to the process of awarding additional rental assistance to applicants will be in effect with the next disaster declaration. The new process reduces the amount of paperwork the survivor has to submit to be approved for Continued Temporary Housing Assistance (CTHA). During the first cycle of recertification all required documents for eligibility calculation must be submitted for an eligibility review. For all additional cycles, if no changes are self-reported or identified, the documents required are significantly

reduced. This will simplify the process for disaster survivors and for caseworkers, resulting in fewer errors and better customer service.

## Cross-Agency Priority Goals

Per the GPRA Modernization Act requirement to address Cross-Agency Priority (CAP) Goals in the agency strategic plan, the annual performance plan, and the annual performance report please refer to [www.Performance.gov](http://www.Performance.gov) for the agency's contributions to those goals and progress, where applicable. DHS currently contributes to the following CAP Goals:

- Mission Oriented:
  - Cybersecurity (Lead);
  - Improve energy efficiency to affect climate change;
  - Mitigate insider threat risks;
  - Identify job-creating opportunities;
  - Modernize infrastructure permitting modernization; and
  - Improve science, technology, engineering, and mathematics education opportunities.
- Management Focused:
  - Deliver world class customer service;
  - Improve IT delivery customer service and outcomes;
  - Improve government's buying power through strategic sourcing;
  - Expand agencies use of shared services to improve performance and efficiency; improve administrative effectiveness and efficiency through benchmarking;
  - Support the interoperability and openness of data;
  - Improve the transfer of new technologies from the laboratory to the commercial marketplace; and
  - Build the workforce we need for tomorrow.

# Management Initiatives

This section discusses several of the FY 2016 Department-wide management programs and initiatives that are delivering greater service and protection to American citizens and our other customers. The initiatives are presented in the following categories:

- Management Reform
- Customer Service
- Human Capital Management
- Information Technology
- Acquisition Management/Strategic Sourcing
- Sustainability
- Financial Stewardship

## Management Reform

In the years following the commencement of the Department’s management reform initiatives, DHS continues its commitment to institutionalizing transparent, unified, decision-making processes and empowering DHS Components to collectively address the Department’s complex mission space.

In November 2016, the DHS Inspector General released a report noting the Department’s “significant progress” at address many of DHS’s management challenges:

*“Progress has been made both in tone and substance. In the last 3 years, DHS leadership has taken steps to forge multiple components into a single organization. New policies and directives have been created to ensure cohesive budgeting planning and execution, including ensuring a joint requirements process. The Department also has a process to identify and analyze its mission responsibilities and capabilities, with an eye toward understanding how components fit together and how each adds value to the enterprise. A new method for coordinating operations, the Southern Border and Approaches Campaign, was created to try to reduce the silos and redundancy.”<sup>6</sup>*

Specific notable management reform initiatives accomplishments include:

- Winter Studies are a central output from the RPG. These Component-led efforts developed analytically informed solutions to some of the Department’s highest priority areas, with several informing the FY 2017-2021 and FY 2018-2022 Program and Budget Review. In addition, a number of Winter Studies added value beyond the Program and Budget Review. For example, the Joint Duty Winter Study explored the creation and design of a workforce rotation program to strengthen the Department’s greatest resource—its workforce. It sought to do so by identifying and incentivizing participation in professional development work rotations outside member’s home Component. This program will improve overall mission effectiveness and also Department-wide morale by providing meaningful career opportunities at various levels throughout the Department. The Joint Duty program has been recently authorized by the *2017 National Defense Authorization Act*.
- The continued productivity and evolution of both Senior Leader Forums—the Deputy’s Management Action Group and the Senior Leaders Council—which both meet twice

---

<sup>6</sup> DHS Office of the Inspector General “Major Management and Performance Challenges Facing the Department of Homeland Security”. OIG-17-08. 7 November 2016.

monthly to address the Department's most challenging issues in a transparent, collaborative fashion.

- The three Joint Task Forces<sup>7</sup> (JTFs) (East, West, and Investigations) continue to use operational plans to focus on disrupting and dismantling targeted Transnational Criminal Organizations (TCOs,) advancing progress in implementing the DHS Southern Border and Approaches Campaign Plan. The JTFs demonstrated the ability to conduct integrated joint investigations and operations within their joint operating areas or functions, supported by DHS operational components. The JTFs provide coordination mechanisms to share intelligence to address the greatest threats to border security.

## Customer Service

### *Air Passenger Screening Customer Service Initiatives*

The Transportation Security Administration (TSA) performs and oversees security operations at the nation's airports, screening more than 740 million travelers annually, to ensure the freedom of movement of people and commerce. TSA has taken several steps to improve the travelers' experience maintaining a strong security posture. Several examples are provided below.

**Social Media Updates:** The award-winning AskTSA program launched September 2015 on Twitter and operates 365 days per year to address inquiries/concerns from the 2.2 million passengers traveling daily. The AskTSA team works in partnership with private industry, airlines, and airports to improve the overall travel experience. The AskTSA team addresses traveler inquiries and concerns in real-time before, during, and after travel. Since its launch, AskTSA has responded to more than 100,000 passenger inquiries. By providing passengers direct access to TSA staff, questions are answered as the traveler needs the information. This can range from something simple, such as what items are allowed on airplanes, to more complex queries about TSA Pre✓<sup>®</sup>, and interactions with the airlines. This leads to less frustration for the traveler and an improved airport experience. The program also directly benefits TSA by gaining direct input from the traveling public and allowing leadership to improve operational efficiencies by hearing these passenger concerns. Ultimately, the program demonstrates TSA's concern for the travelers and their questions and issues; it provides another forum to compliment the TSA workforce, and identifies trends. In July 2016, the AskTSA program was expanded to the Facebook Messenger platform in order to reach a larger audience. AskTSA is the first U.S federal government entity with an account for engaging with and providing services to the public on Facebook Messenger

**TSA Website:** TSA's website serves as the primary public source of information available 24/7 regarding activities to protect the nation's transportation systems with an average of more than 3.5 million visitors per month. TSA launched a one-stop customer service page with the top frequently asked questions from travelers by category and providing the multiple channels customers can use to contact TSA and provide feedback. TSA also streamlined the TSA Pre✓<sup>®</sup> webpage to make enrolling easier than ever. This webpage focuses on the selling points of the program, and simplifies the application process. TSA developed a series of one-minute travel tips

<sup>7</sup> The 2017 National Defense Authorization Act permits DHS to use Joint Task Forces as a means to implement operational programs.



videos for the video gallery on tsa.gov focused on helping to clarify screening procedures and policies for travelers including *Traveling with an Infant*, *3-1-1 Liquids Rule* and *Traveling with a Firearm*. The series has been highly successful in educating the public with more than one million views, and continues to add new videos.

**Traveler Redress Inquiry Program (TRIP):** In FY 2016, DHS TRIP continued its successful Mobile Redress program, wherein DHS TRIP staff provides one-stop assistance to travelers who have experienced screening difficulty and wish to apply for redress. Using historical application data as a guide, DHS TRIP has proposed 2017 venues for Mobile Redress where there may be an increased need for information about how to apply for redress through DHS TRIP.

**Expedited Screening:** Through ongoing efforts to accelerate enrollment in DHS Trusted Traveler Programs and expand TSA Pre✓® to trusted, pre-vetted populations, TSA has strengthened security at screening checkpoints while simultaneously increasing its operational efficiency and improving the passenger experience. As of September 30, 2016, TSA Pre✓® was available at more than 160 airports through 19 participating airlines, now including international participating airlines AeroMexico, Air Canada, Etihad Airlines, and Lufthansa. Expedited screening benefits include members of TSA's Pre✓® application program, members of CBP's Trusted Traveler programs, members of Congress, federal judges, all members of the U.S. Armed Forces including those serving in the National Guard and reserves, and government employees from select agencies. The TSA Pre✓® application program enrollment reached the three million passenger milestone in July 2016 and thousands continue to apply on a daily basis. In July 2016, 97 percent of TSA Pre✓® passengers waited less than 5 minutes for screening. Through these combined efforts, as of September 30, 2016, approximately 46 percent of the traveling public was receiving expedited screening.



**TSA Customer Service Branch (CSB):** CSB manages the TSA contact center, which fields inquiries by telephone, email, or online portal. These direct inquiries from travelers concern a wide variety of issues, ranging from prohibited and permitted items to identification requirements to trusted traveler program enrollment. Through the TSA Contact Center (TCC) we answered 1,337,058 inquiries, 28,739 TSA Cares contacts, 9,401 TSA Pre✓® contacts, and addressed 8,774 in Spanish.

CSB is also responsible for development of customer service strategy at TSA. In 2016, in order to bring awareness to the services TSA provides to the traveling public, CSB staff visited Ronald Reagan Washington National Airport, Fort Lauderdale, and Miami and engaged with over 750 passengers at the checkpoint informing them of the services that TSA provides through the contact center, social media and TSA Cares. In addition, CSB established regional calls with the Customer Support Quality Improvement Managers at the airport, to develop a better relationship and direct avenue of communication. As a result of customer survey responses, CSB initiated four service improvement projects in the areas of Equal Employment Opportunity (EEO), Interactive

Voice Response (IVR), Customer Satisfaction Survey, and Customer Support Manager (CSM) engagement.

In FY 2016, the TCC modified two current customer satisfaction surveys to increase participation. As a result of survey scores, TSA has proposed changes in the EEO intake triage process which are intended to increase response time. The TCC also established a modified response process which allows individuals with advanced yet less complex inquiries to receive a timelier response. In addition, the Interactive Voice Response system was modified to provide callers with better self-service options.

**Multicultural Branch:** In FY 2016, TSA's Multicultural Branch conducted outreach to external stakeholder organizations representing the multicultural and civil liberty communities to facilitate mutual understanding, exchange information, and strengthen partnerships. These efforts ultimately improve our Nation's security.

TSA created and works with a coalition of more than 300 national groups and organizations representing constituents with disabilities and medical conditions and/or multicultural communities (TSA Multicultural and Disability Coalition) to provide information and gather feedback on security screening; again in 2016, the Traveler Engagement Division successfully conducted the Annual Coalition Conference.

The Multicultural Branch developed and coordinated TSA TV segments regarding transgender issues and religious headwear with the Office of Public Affairs. The Branch also routinely issued informational pieces aimed at providing officers with the tools necessary to positively engage members of the religious, cultural and transgender community. The Multicultural Branch provided in-person civil rights and liberties training to officers across the country, which includes a religious and cultural competency, often including multicultural coalition members as consultants/briefers.



**Disability Branch:** In FY 2016, TSA provided information to the public to help manage expectation regarding screening through the monthly publication of What to Expect to TSA's Disability and Medical Conditions Coalition. In addition, TSA launched a renewed TSA Notification Card for individuals with disabilities and medical conditions to discreetly inform officers about their reasonable accommodation requests for screening. TSA also filmed TSA TV segments, screened for all TSA employees through the intranet that focused on the TSA Notification Card, screening breast milk, and screening individuals with ostomy.

**TSA Claims Process:** TSA screens millions of passengers and bags each year; occasionally TSA will damage an article. To ensure an easy-to-navigate claim process and a professional customer experience, information on how to file a claim is available on TSA's user-friendly public website. Claims may be presented to TSA by email, fax, or standard mail. TSA has educated officers on actions that may lead to claims, promoted efficient baggage tracking, lost and found systems, and other procedural changes to reduce claims and keep the public's trust. This work has resulted in a 50 percent reduction in tort claims over the last six years.

## **Ports of Entry Customer Service Initiatives**

### **Key Accomplishments in FY 2016**

On February 13, 2015, the Department of Homeland Security (DHS) and the Department of Commerce (Commerce) released a report titled *"Supporting Travel and Tourism to Grow Our Economy and Create More Jobs: a National Goal on the International Arrivals Process and Airport-Specific Action Plans."* The report defined a national goal that was developed through extensive consultation with leaders from the airline industry, airport authorities, state, and local governments, as well as other industry leaders in the customer experience space:



*"The United States will provide a best-in-class international arrival experience, as compared to our global competitors, to an ever-increasing number of international visitors while maintaining the highest standards of national security. Together, the public and private sectors endeavor to ensure that legitimate travelers feel secure and welcome and view their arrival experience as the very best as compared to our global competitors."*

In 2016, a subsequent report was released, which provided an update on progress towards reaching the national goal. Working in full partnership with private industry and local government stakeholders, CBP continues to demonstrate its commitment to facilitating economic growth while reducing wait times for international travelers. CBP is committed to establishing the metrics and processes necessary to support ongoing improvement, and is working to standardize its Facility of the Future to maximize efficiencies.

To support the national goal identified above, CBP continues to aggressively reassess its passenger flows and pursue new and innovative technologies that will assist officers in their efforts to provide national security and efficiently facilitate travel through our nation's ports of entry. In April 2016, CBP approved its new *Innovation Strategy*, with the goal of creating a unified CBP arrivals process that utilizes the latest technology to enhance frontline risk assessment capabilities, streamline processes, and augment operational efficiency while ensuring security. Concurrently, CBP is drafting its *Future Vision for the Office of Field Operations (OFO) Innovation*, which builds upon, and brings efficacy to, the strategy identified above, and re-envision the CBP arrivals process as a unified, biometric-based process that enhances security while streamlining passenger facilitation. These new processes will not only provide for a more seamless and unique customer experience, it will also free up CBP resources and allow CBP Officers to focus more on facilitating travel and on CBP's national security mission.

In the meantime, to address the substantial increases in travel volume to the U.S. and the continuing growth in worldwide travel, CBP continues to make substantial improvements in traveler facilitation through automation, innovation, and trusted traveler programs. In FY 2016, CBP deployed 409 Automated Passport Control (APC) kiosks to 42 locations, bringing the total to 1,556 kiosks at 49 air and sea locations. Mobile Passport Control (MPC), the smartphone equivalent of APC, has been deployed to 20 airports, 15 of which in FY16 alone. The MPC mobile app has been downloaded over one million times and is used roughly 75,000 times per month. Global Entry kiosks are now installed at 67 airports and over 5 million travelers have Global Entry benefits. The kiosks have been used over 25 million times. CBP is continuing to expand Global Entry membership as quickly as possible and international Global Entry partnerships will continue to expand to additional countries.

### **Key Challenges**

To realize the national goal of a best-in-class arrival experience, we need a substantial transformation of CBP's business processes. Creating the CBP Arrivals Area of the Future, based on the *Future Vision* described above, requires significant expansion of CBP Officers' use of mobile technology and a consolidation of all CBP operations in one location of the Federal Inspection Services area. In addition to deploying over 1,500 mobile tablets, CBP is piloting its use of biometric identify validation technologies at select locations, both in the exit and entry domains.

CBP is also working closely with Enterprise Services to draft and publish the next iteration of the Airport Technical Design Standards (ATDS), which incorporates many of the *Future Vision's* design requirements highlighted above. Since the ATDS only applies to *new* facilities, a major challenge at many current locations is facility capacity, including sufficient space for the passenger queue and enough distance between booths or podiums to accommodate travelers with baggage. Significant baggage delivery delays may cause bottlenecks that impact overall passenger processing.

### **Next Steps**

Over the next few years, CBP will continue to aggressively develop, test, and implement its *Future Vision* and expand its Business Transformation Initiatives, such as APC, MPC, and Global Entry. These efforts will be supported by quarterly reports to management and timely updates to stakeholders and the traveling public. In addition, CBP has begun, and will continue, to engage with its private sector partners and begin testing solutions to prove the potential positive outcomes of the CBP Arrivals Area of the Future, and continue working with a growing number of private sector partners across the country to incorporate new concepts into their designs. Lastly, the Airport Technical Design Standard is slated for release at the end of the calendar year and will be geared towards the concept of the CBP Arrivals Area of the Future.

## ***Disaster Assistance Customer Service Initiatives***

### **Key Accomplishments**

**New Public Assistance Delivery Model:** In 2016, FEMA launched a new delivery model for the Public Assistance (PA) Grant Program. The PA Program is FEMA's largest grant program and



averages \$4.7 billion a year. An after action review of the first stage of implementation of the model yielded valuable lessons learned, including a number focused on customer service: to improve communication with applicants; and to utilize technology to improve customer relations and the processing of grants. One of the biggest changes in the new delivery model is applying lean management principles to continuously improve roles, responsibilities, tools, and processes in real time. As a result, stakeholders will consistently have the ability to have input and effect change on a continual basis. FEMA's continued focus on strengthening people, processes and procedures, and tools in the New PA Delivery Model will expedite community recovery and rebuilding by bringing greater simplicity, accuracy, efficiency, accessibility, and timeliness to the PA program.

**Public Assistance Program and Policy Guide (PAPPG):** In January 2016, FEMA published the PAPPG, which combines all Public Assistance (PA) Grant Program policy into a single volume and provides an overview of the PA Grant Program implementation process with links to other publications and documents that provide additional process details. This document incorporates and supersedes language from previous PA Program publications and 9500 Series documents.

**Individuals and Households Program Unified Guidance (IHPUG):** On September 30, 2016, FEMA published the IHPUG that was developed in support of FEMA's Strategic Priority 1: Be Survivor Centric in Mission and Program Delivery - Objective 1.1: Streamline and simplify disaster services for individuals and communities. The IHPUG provides specific information describing how FEMA ensures Individuals and Households Program (IHP) assistance is available and accessible for disaster survivors and clarifies the types of IHP assistance FEMA provides. It supersedes 15 stand-alone policies and 18 processing guidance memoranda and provides state, local, territorial, and tribal government officials a concise reference tool to assist with the needs of disaster survivors in their jurisdiction.

**Individuals and Households Program (IHP) Letters Revisions:** FEMA conducted a complete update to the letters sent to disaster survivors who applied for assistance under FEMA's Individuals and Households Program. The letters were rewritten to ensure use of clear, concise, plain language on forms of assistance and eligibility. The letters were uploaded in the National Emergency Management Information System (NEMIS) and have been used on all Presidentially-declared disasters where the Individuals and Households Program was authorized since DR-4273-West Virginia (declared June 25, 2016).

**Disaster Assistance Improvement Program:** The Disaster Assistance Improvement Program (DAIP) was put in place in 2008 to simplify the process of identifying and applying for disaster assistance. DAIP is a partnership of 17 Federal agencies with DHS/FEMA as the managing agency. This partnership represents over 70 forms of disaster assistance and recovery programs. DAIP has implemented and maintains the disasterassistance.gov web portal and utilizes a continuous improvement process to address survivor feedback to enhance its usability and capabilities. This web portal increases access to disaster assistance and serves as a central clearinghouse for federal disaster assistance and recovery programs. Disaster survivors can apply for multiple forms of assistance directly online through the web portal, can check on the status of their application, and receive email and text notifications for application status changes.

In FY2016, DAIP hosted 4,104,108 visitors to disasterassistance.gov; supported registration intake for 17 presidentially declared disasters; and implemented a data exchange between FEMA and the Department of Housing and Urban Development (HUD).

## **Key Challenges and Next Steps**

**Call Center Surge Staffing for Catastrophic Events:** One of FEMA's challenges is the ability to meet a surge of survivors contacting FEMA in the wake of a catastrophic event. Since 2004, FEMA has leveraged a number of surge options to handle large scale disasters; however, surge staffing options proved to be expensive, unreliable, and inefficient. In response to Louisiana Flooding (DR-4277-LA), declared August 14, 2016, FEMA augmented disaster survivor registration capabilities by training employees from multiple FEMA organizational components and work locations to conduct disaster registration intake. This added capability was highly successful in preventing long caller wait times as experienced by disaster survivors in previous disasters. FEMA will continue to utilize this form of surge support along with additional, scalable call center staffing solutions to respond to future large-scale events.



**Decreases to Public Assistance Customer Satisfaction Surveys in FY 2016:** There was a decrease in the customer satisfaction in FEMA's Public Assistance Grant Program in fiscal year 2016. Two main components were a decrease from 88 percent to 83 percent of the sub-recipients that felt that the administrative burden of FEMA's pre-disaster documentation requirements were reasonable and a decrease from 90 percent to just above 85 percent in the number of sub-recipients that felt FEMA staff understood the local conditions. The PA New Model will help address this concern through the assignment of Program Delivery Managers by geographic grouping and project complexity of grant applications.

## ***U.S. Citizenship and Immigration Services Customer Service Initiatives***

### **Key Accomplishments in FY 2016**

#### ***Public Engagement Efforts***

USCIS holds a variety of external stakeholder events to share information and obtain feedback on USCIS programs and policies. As of September 30, 2016, USCIS hosted 81 national engagements and 3,982 local engagements reaching more than 201,603 individuals. This included 324 engagements on deferred action for childhood arrivals with 29,708 attendees; 1,234 multilingual outreach events with more than 76,350 participants; and more than 374 engagements with underserved populations that reached more than 26,177 people. During FY 2016, USCIS also expanded its public education and customer awareness efforts by enhancing communications on immigration scams and the unauthorized practice of immigration law; more than 1,615 engagements reached more than 81,416 customers. USCIS also trained more than 1,000 librarians, and had approximately 5,983 librarians registered to receive information specific to USCIS outreach.



### ***Citizenship Outreach***

In FY 2016, USCIS continued the [Citizenship Public Education and Awareness Campaign](#) to promote awareness of the rights, responsibilities, and importance of U.S. citizenship, and the free citizenship preparation resources available to permanent residents and immigrant-serving organizations. The campaign targeted key media markets in California, New York, Texas, Florida, New Jersey, Illinois, Massachusetts, Virginia, Washington, and Arizona – where 75 percent of the overall permanent resident population resides. The campaign included print and digital ads in English, Spanish, Chinese, Vietnamese, Korean, and Tagalog. It also included multilingual radio and video public service announcements. Over the course of the campaign’s four phases, digital ads generated nearly 151 million impressions resulting in approximately 1.3 million clicks and print ads provided more than 19 million impressions. Additionally, USCIS renewed its [formal partnership](#) with the Institute of Museum and Library Services (IMLS) to provide immigration and citizenship information at public libraries across the United States. The partnership expands the availability of information about the citizenship and naturalization process for immigrants. In FY 2016, USCIS program offices collaborated with IMLS to conduct four national webinars for librarians on citizenship and immigration-related topics. More than 230 library representatives participated. USCIS also developed a series of tip sheets and informational materials to help libraries better serve the immigrant community.

### **myUSCIS**

USCIS is leveraging technology to create multi-channel tools that give customers faster and easier access to immigration information, when and where they need it. The flagship of the new suite of tools is myUSCIS, an online one-stop shop for immigration information. It includes an Explore My Options tool, civics practice test, citizenship class locator, and Find a Doctor (for required immigration physicals), all of which are accessible from any mobile device, anytime, anywhere. In addition, the USCIS enhanced the case status and appointment scheduling online tools to make them more useful and customer-friendly. [My.uscis.gov](#) saw nearly 3 million sessions in its first year.

### ***USCIS Electronic Immigration System (ELIS)***

USCIS continues to modernize the process for receiving and adjudicating immigration benefit requests by using its electronic immigration system to change from a paper-based process to an electronic process and gradually expand the system to cover all USCIS citizenship and immigration benefits. In FY 2016, the percent of total agency workload processed by USCIS ELIS on a monthly basis reached 31.26 percent. During the year, USCIS introduced several form types in USCIS ELIS used to support Deferred Action for Childhood Arrivals (DACA) and Temporary Protected Status (TPS) for Nicaragua, including the following: a) Form I-821D, Consideration of Deferred Action for Childhood Arrival; b) Form I-821, Application for Temporary Protected Status; c) Form I-765, Application for Employment Authorization; and d) Form I-131, Application for Travel Document. In FY 2016, USCIS also began to integrate the naturalization product line into USCIS ELIS. This included USCIS’ flagship form, the Form N-400, Application for Naturalization, and continued the deployment of additional functionality to USCIS ELIS including: a) Form N-336, Request for a Hearing on a Decision in Naturalization Proceedings (Under Section 336 of the INA); b) N-565, Application for Replacement Naturalization/Citizenship Document; and c) Payment of Form I-131A, Application for Travel Document (Carrier Documentation).

## **Key Challenges**

### ***USCIS ELIS***

One of the key challenges for USCIS is transitioning from a paper-based process to processing benefit requests electronically. USCIS is addressing the challenges and risks inherent to any major IT acquisition and deployment through a variety of means, including the use of the Agile development methodology, obtaining stakeholder input, and providing end-user training and post-implementation troubleshooting to minimize short-term inefficiencies that could result during the transition to processing USCIS workload digitally. Also, with employees located in offices around the world, training employees so they can efficiently adjudicate benefit requests electronically is challenging, and complicated by the use of the agile development methodology, where the functionality of the system is undergoing continuous development. This requires our training to be flexible and updated continuously.

### ***Public Engagement Efforts***

USCIS recognizes the diversity of its customers. In order to meet the various needs of our customer populations, USCIS has implemented strategies to seek stakeholder and customer input through ongoing research and engagement. This includes user-research and testing for public-facing online tools, as well as in-language resources and outreach efforts.

## **Next Steps**

### ***USCIS ELIS***

In FY 2017, USCIS will continue integrating the naturalization product line into USCIS ELIS. This will include: a) Form N-600, Application for Certificate of Citizenship; b) Form N-600K, Application for Citizenship and Issuance of Certificate Under Section 322; and c) Form N-400, Application for Naturalization (Military Naturalization). Additionally, USCIS will begin to introduce the functionality for family-based Adjustment of Status in USCIS ELIS. This includes the following forms: a) Form I-130, Petition for Alien Relative; b) Form I-129F, Petition for Alien Fiancé(e); Form I-360, Petition for Amerasian, Widow(er), or Special Immigrant; c) Form I-485, Application to Register Permanent Residence or Adjust Status; and d) several ancillary forms focused on supporting family-based Adjustment of Status.

### ***myUSCIS***

USCIS works closely with external stakeholders to identify all customer populations which we serve. To better understand the diversity of customers and the customer experience, the myUSCIS team is conducting ethnographic research to learn about the immigrant journey.

Through personal interviews with volunteers who are researching immigration issues, in the process of filing, or recently completed an application with USCIS, myUSCIS is identifying process gaps and opportunities to improve the customer experience digitally and to inform agency policy and procedures.



## Human Capital Management



The Office of the Chief Human Capital Officer (OCHCO) continued to strengthen the human capital line of business by maturing the Human Capital Strategic Plan (HCSP) and operational framework for completing cross-cutting human capital strategic priorities in FY 2016 and beyond. The HCSP emphasizes management integration, accountability tracking, and the use of human capital data analysis to meet DHS mission needs. FY 2016 was the second year DHS developed and implemented an annual operational plan jointly developed by OCHCO and the components to

support continuous performance improvement. The department also conducted another full-year of HRstat reviews – quarterly, data-driven assessments of program performance in support of each of the four HCSP goals.

These planning and implementation efforts by the DHS human capital community along with the integration and support provided by line of business partners were key to GAO awarding DHS a “Fully Addressed” rating for implementing the human capital strategy (HCM #1) in its February 2015 High Risk Report. OCHCO’s accomplishments over the past year have been instrumental in GAO’s decision to advance the ratings of two additional (of the six remaining) high risk outcomes as “Fully Addressed” and two more as “Mostly Addressed,” meaning little work is required to achieve the “Fully Addressed” rating.

### **Key Accomplishments in FY 2016**

The following summarizes key human capital accomplishments from implementing the FY 2016 Operational Plan.

- Conducted the biennial revalidation of DHS Mission Critical Occupations (MCOs) using a newly designed automated process to align DHS occupations to each DHS mission area.
- Expanded the application of the 5-step workforce planning framework to include all 17 of the department’s priority MCOs. In August, components completed the final step of the workforce planning model and measured results on previously defined performance measures.
- Strengthened and enhanced the value and use of human capital data through the implementation of all FY 2016 deliverables outlined in OCHCO’s Five-Year Human Capital Data Plan. This achievement, along with the new MCO revalidation process and the completion of the third cycle of workforce planning, resulted in GAO’s plan to rate DHS as “Fully Addressed” in the area of linking workforce planning to program planning (HCM #2) in its FY 2017 high risk report.
- Issued Employee Learning and Development policy, standardizing guidance for training across DHS.
- Issued and initiated implementation of a training Needs Assessment Guide and a Training Evaluation Guide, which will improve the relevance and quality of DHS training.

- Continued to implement and manage the Balanced Workforce Strategy (BWS) by helping components maintain an appropriate mix of federal and contractor resources. During FY 2016 BWS audits were completed for TSA, and the Offices of Policy and Intelligence & Analysis to ensure compliance with DHS policy and to identify and share promising practices.
- Signed the DHS Strategic Outreach and Recruitment Plan, FY16-19 to drive DHS's federal government-leading diversity program. These efforts were key to GAO's plan to rate DHS as "Fully Addressed" in the outreach and recruiting outcome (HCM #3) in its FY 2017 high risk report.
- DHS continues to be one of the leading employers of veterans in the federal government. During FY 2016 24.1% of the department's new hires were veterans. Hiring veterans including those with disabilities is an additional element of an ongoing commitment to sustain a highly qualified and diverse workforce.
- Coordinated DHS engagement at high-value diverse recruiting opportunities, including the first-ever cybersecurity hiring event, which led to the hiring of more than 300 cyber professionals.
- Facilitated improved employee engagement through department-wide activities including: an all-executives meeting in Washington, DC to discuss morale, engagement and other DHS top priorities; Secretary and Deputy Secretary town hall meetings with employees across the country recognizing achievement and service, and improving communication with employees; strengthened executive performance plan requirements with specific measures focusing on employee engagement; and a communications campaign of "leader alerts" distributed toolkits and resources to executives and supervisors.
- Demonstrated a significant increase in the Federal Employee Viewpoint survey results for 2016; the DHS response rate was 3 percentage points higher than in 2015, and exceeded the government-wide rate by 4 percentage points. DHS's Employee Engagement Index, comprising three sub-indices (Leaders Lead, Supervisors, and Intrinsic Work Experience), increased three percentage points as well, reflecting an overall upward trend in the Federal Employee Viewpoint Survey (FEVS) scores across the Department.

### **Key Challenges**

While the DHS human capital community achieved success across several areas in FY 2016, some key challenges remain.

- Lack of standard methods across the department to document staffing needs and incorporate them into position management and financial planning systems.
- Need to improve human resources information technology capabilities to optimize core human capital activities such as hiring, workforce planning, personnel security, and case management.
- Career paths within and between components need to be better defined and reinforced to enhance employee retention and morale, and succession planning needs to be strengthened to ensure leadership continuity.
- Need to build on efforts to reach underrepresented populations, particularly in law enforcement occupations, to enhance the diversity of the DHS workforce.
- While there has been significant progress made in reducing time to hire, law enforcement hiring continues to experience longer delays due in part to extensive background screening.

- The HR profession across DHS is understaffed and needs further development opportunities to better support hiring and retention efforts in key mission areas.

### **Next Steps**

These challenges are being addressed through the following human capital initiatives outlined in the FY 2017 operational plan.

- Enhance human resource information technology capabilities to improve end-to-end hiring, DHS-wide position management, and other core HR processes through the implementation of newly prioritized HRIT Strategic Improvement Opportunities.
- Examine career pathing data, and develop a Joint Duty Assignment Program to provide cross-component rotational experiences to improve and develop DHS leaders with broad departmental perspective.
- Establish a succession planning framework to ensure vacant critical executive positions are filled quickly with qualified leaders, and to better prepare DHS supervisors and managers to fill vacant executive positions.
- Continue efforts to enhance recruiting and onboarding programs to include new forms of media to attract, engage, and hire employees, including broadening recruitment efforts to women regarding law enforcement careers and to minority serving institutions.
- Build on DHS and component efforts to streamline the hiring process, particularly for priority MCOs, to reduce time to hire and increase fill rates.
- Continue initiatives to improve FEVS scores and increase employee engagement. Initiatives include: monitoring component FEVS action plans; implementing communication tools such as an innovation toolkit, a guide to conducting town hall meetings, and a stay interview guide; and distributing “Leader Alerts” for executives, supervisors, and managers and “Connected,” a monthly all-employee newsletter.
- Develop and implement an HR Academy and a plan to train new and existing human capital staff, which will improve quality and promote consistency in the delivery of human capital services.

## **Acquisition Management/Strategic Sourcing**

### **Acquisition Innovations in Motion and Procurement Innovation Lab**

Acquisition Innovations in Motion (AIiM) is a structure and framework for creating recurring and meaningful engagements with industry. It promotes targeted acquisition initiatives designed to improve the manner in which DHS does business.

Since its inception, the Department has hosted many AIiM sponsored industry events. This has provided an opportunity for industry to hear from the Department’s senior leadership on the importance of industry engagement, and on topics that affect Components and offices across DHS (e.g., biometrics, research and development, big data, and improving on contract pricing strategies). The Department listens to attendees and works together with its industry partners to promote healthy discussions.

The external industry engagement component of AIiM features three types of events:



- Requirements Events focused on specific mission requirements or program challenges impacting specific DHS offices or components;
- Major Events where industry attendees learn about acquisition and procurement issues that affect the Department as a whole, or processes that have an impact on a broad spectrum of industry; and
- Learning Events at which the Department and industry come together to share best practices, explore innovation opportunities and understand business processes. These events include both meetings and webinars.

The Department held two Reverse Industry Day events which enabled industry leaders and the Department's acquisition workforce to have a meaningful dialogue about how DHS does business. At these events, our industry partners are able to teach the DHS acquisition community about what matters most important to them as they do business with the Department in areas such as capturing, pricing, bidding, and winning DHS contracts.

On November 10, 2015, AIiM held two Strategic Sourcing events, one for industry and a second for the DHS workforce. In addition, AIiM held a number of Acquisition Innovation Roundtables on various subjects with participation from industry and DHS, as well as several webinars for industry, including one on the Biometrics Strategic Framework and another joint webinar with the Chief Information Officer and Chief Procurement Officer.

The Procurement Innovation Lab (PIL) is a component of AIiM. It provides a safe virtual space for experimenting with innovative techniques designed to increase efficiencies in the procurement process and institutionalize best practices. In a March 9, 2016 memorandum, the White House cited the PIL's innovative work when it announced a new initiative to accelerate the establishment of "acquisition innovation labs" in all federal agencies.

The PIL aims to enhance the department's mission by providing the most effective and efficient procurement support. This is achieved through:

- Removing entry barriers for innovative, non-traditional contractors to compete for DHS business opportunities;
- Shortening time-to-award, which will open more time for government and industry to focus on tasks, not administration; and
- Increasing probabilities of successful contract performance by focusing on, during bid and proposal evaluation, vendors' actual capabilities and not their writing skills. All these will save taxpayer dollars and enhance the department's mission and public image.

The PIL serves as a unique test environment for exploring and refining innovations in acquisition and gives teams an opportunity to showcase success stories to the DHS acquisition community. As of October 2016, nine projects have been completed and nine projects are in various stages. Some are procurements (e.g., E3A - Einstein 3 Accelerated Service Extension) and some are aimed at improving specific processes (e.g., low risk closeout procedures; enhanced ordering procedures for EAGLE II, PIL Digi-Badges).

A major piece of the PIL is reciprocal learning and a continuous feedback loop. PIL offers interactive "radio talk show" format webinars, which have been well received by participants. Nineteen webinars have been offered to the DHS acquisition workforce that share best practices learned from PIL projects or other resources, such as the Digital Services Playbook and Innovative Contracting Case Studies. PIL's webinars have had over 200 attendees.

The PIL has an opportunity to engage more components of DHS. To do this, the Chief Procurement Officer has appointed Component Acquisition Innovation Advocates to build a strong culture of innovation in each Component contracting activity. More project submissions with new, innovative techniques are expected from components outside of Headquarters because of this effort.

Procurement must actively engage all stakeholders, including industry partners, to frankly discuss what works well and what does not. A procurement organization with a transparent and feedback-informed learning culture will enhance the Department's ability to fulfill its important mission.

## Information Technology

Information technology (IT) plays a critical role in the Department of Homeland Security's (DHS) ability to deliver effective, efficient services, and solutions that ultimately provide for the security of the American people. DHS identified the following integrated priorities to develop and deploy secure technology solutions: "Gold Standard" for Government-wide cybersecurity, innovative and agile technology solutions, reliable technology infrastructure, and cybersecurity and technology workforce.

### "Gold Standard" for Government-wide Cybersecurity



The growing number of cyber-attacks on Federal Government networks is becoming more sophisticated, aggressive, persistent, and dynamic by highly-skilled and organized cyber adversaries. The Department needs to protect the Homeland through continuous improvement of DHS's cyber defenses. In the cybersecurity field, DHS has set the standard for the Federal Government. In 2016, OMB cited the DHS Cybersecurity Maturity Model as a best practice and that methodology is being used to prioritize funding requests for the tools and support to address the Department's most critical internal vulnerabilities and technology gaps. In January 2016, DHS issued the Cyber Policy

Directive to strengthen its cyber infrastructure by targeting 100 percent two-factor authentication for Homeland Secure Data Network users, which was an average 99 percent for HSDN token usage at the end of FY2016; establishing the ability to complete searches for indicators of compromise within 24 hours; following principles of least privilege; requiring annual Information Technology Security Awareness Training for all personnel; initiating social engineering awareness programs; and deploying solutions to prevent the activation of malicious links or attachments in phishing emails. The Federal Information Security Management Act (FISMA) tracks DHS's ability to see and protect DHS hardware and software assets. DHS worked with its Components throughout FY 2016 to identify and remove any barriers to achieving the FISMA security goals. DHS is also among the government-wide leaders in

meeting FISMA cross-agency priority goals for information security, increasing its success rate to 98 percent in FY2016, up from 95 percent for FY2015. In FY2016, DHS reported 98 percent for FY2016 FISMA Cross Agency Priority Goals, up from 95 percent for FY 2015. To enhance cyber network defenses across the Department, DHS will help federal agencies identify and resolve problems inside their networks in near real-time using Continuous Diagnostics and Mitigation (CDM). CDM offers federal agencies commercial off-the-shelf tools, which will constantly scan agency networks for vulnerabilities that could potentially be exploited. DHS forecasts full Phase 1 implementation of the tools and sensors for hardware, software, configuration, and vulnerability management by September 2017. The lessons DHS learns will support deployment of CDM across the Federal Government.

### **Innovative and Agile Technology Solutions**



In this digital age, technology is evolving at an increasingly rapid pace. To enable mission delivery in this changing IT landscape, DHS has drastically changed its approach to take advantage of emerging technologies from multiple sources, and develop strategic partnerships with internal lines of business and industry. How DHS does business is impacted by its ability to obtain and implement the latest IT developments in a timely and effective manner. Five program-level integrated project teams (IPTs) were established to pilot acquisition process improvements using a lean, agile approach

that facilitate increased customer value, accountability, and oversight; faster time-to-market and reduced cost and risk. To significantly quicken the time it takes to contract for and begin agile development support services, a new multi-award contract will be awarded in FY2017 to provide DHS components with highly-qualified agile teams focused on deploying IT capabilities quickly and securely in support of DHS component missions. DHS will also award a next generation Enterprise Computing Services (ECS) contract in FY 2017 that will establish an ECS Framework to manage the use, performance, and synchronized delivery of cloud service offerings within the Department, from both Federal and commercial providers. The ECS Framework will make it easier, safer, cost effective, and more productive for DHS Components and consumers to discover, access, and integrate cloud services to support their mission.

Homeland Security Information Network (HSIN), a trusted network to share Sensitive But Unclassified information, enables federal, state, local, territorial, tribal, international, and private sector homeland security partners to manage operations, analyze data, send alerts and notices, and in general, share the information they need to do their jobs. HSIN now has federated access with the Department of Justice Regional Information Sharing System, the Law Enforcement Enterprise Portal, and other mission critical DHS systems and fusion centers that expand the ability to collaborate with more than 8,900 law enforcement and criminal justice agencies, including more than 117,000 law enforcement officers across the nation. In FY 2016, OCIO increased users to 70,000— a 20 percent annual increase based on mission growth strategy. OCIO and HSIN also supported 32 new major events such as the Papal Visit to Washington, DC and the Super Bowl.

### **Reliable Technology Infrastructure**

A reliable technology infrastructure ensures IT can deliver effective, efficient services, and solutions that ultimately provide for the security of the American people. Priorities that lead to significant efficiencies

and better protection of the DHS IT infrastructure and network are critical. In FY2016, an IT Infrastructure Assessment was selected as a Winter Study for the FY 2018-2022. The study focused on upgrades needed to refresh and sustain end of life/end of support infrastructure that supports DHS Mission Essential Systems (MES), including ensuring adequate funding for disaster recovery. By identifying and proposing upgrades to these infrastructure issues now, systems will be refreshed before they break or become obsolete. The Winter Study was completed in March 2016 and included a scorecard that assessed Component-identified MES needs that will inform the Department's future analysis and strategy on IT infrastructure and propose recommendations to be evaluated in the FY 2018-2022 Program and Budget Review.

In 2010, the Office of Management and Budget (OMB) created the Federal Data Center Consolidation Initiative (FDCCI) to reverse the historic growth of federal data centers and curb rapid expansion and financial burdens associated with maintaining inefficient data centers. It propels efficient computing platforms by promoting the use of "Green IT" to reduce the overall energy and real estate footprint of government data centers and increasing the IT security posture of the government. In March 2016, DHS achieved the OMB FDCCI goal of 40 percent consolidation of legacy data centers. DHS is the fourth of the 16 cabinet-level agencies to reach the FDCCI 40 percent goal since it was established in 2013.

The Federal IT Acquisitions Reform Act (FITARA) aims to ensure agency CIOs have significant involvement in Budget Formulation and Planning, Acquisition and Execution, and Workforce and Organization. This will assist agencies in establishing management practices that align IT resources with agency missions, goals, programmatic priorities, and statutory requirements. FITARA will strengthen the agency CIO's accountability for the agency's cost, schedule, performance, and security for maintaining and enhancing DHS infrastructure and systems. In FY 2016, the DHS OCIO collaborated with DHS lines of business and Components to identify and establish new processes to ensure the visibility into and participation of the CIO in the development of all annual and multi-year planning, programming, budgeting, and execution decisions in addition to implementing new processes and enhancements in acquisition, organization, and workforce functions.

### **Cybersecurity and Technology Workforce**

The DHS missions are challenging, budgets are limited, and IT is evolving at a rapid pace. Attracting, developing, and retaining the highest-quality workforce that can meet today's and tomorrow's challenges is critical to all of the DHS Components and missions. In July 2016, DHS hosted its first ever two-day hiring event aimed at filling mission-critical positions to protect our Nation's cyberspace. Several thousand people attended this innovative hiring event, which marked the first time eligible candidates could interview for an opening, receive a tentative job offer, and initiate the security process – all on the spot. DHS was able to expedite the hiring process, interview hundreds of potential candidates, and immediately extend tentative job offers to more than 300 talented entrepreneurs, computer scientists, engineers, and problem solvers as of November 2016. OCIO is currently working with OPM to provide DHS hiring managers the capability to mine the resumes of more than 14,000 applicants of the DHS-wide vacancy announcements, to fill additional vacancies across the department.

The DHS Digital Services team works on high visibility IT projects across DHS to address risks and challenges, and to provide IT subject matter expertise and experience in leading large technology

initiatives, change management, web development, user-centered design, and technology policy. The DHS Digital Services team involvement has driven significant engineering and product design enhancements and supported three major releases, including electronic filing and processing of USCIS Form I-90 (Application to Replace Permanent Resident Card) and USCIS Immigrant Fee payment along with myUSCIS Explore My Options, Help Center, and Practice Civics Test features.

Since 2012, DHS has offered an Information Technology Program/Project Management (ITPM) Training Program to provide IT-focused program and project management competencies such as cost, schedule, risk, acquisition, and integration management. The ITPM Track is key to ensuring that the Department has the capacity to manage its nearly \$6 billion IT portfolio. OCIO has completed four IT PM tracks thus far. The ITPM Track graduates receive a Masters Certificate in Project Management with a concentration in IT Project Management awarded by The George Washington University. Additionally, the majority of courses are certified by the Project Management Institute (PMI) enabling students to take the PMP Certification Exam and receive a PMP Certification. Upon Program completion, students are also eligible to apply for the ITPM Rotational Program where they are referred to various Programs across DHS to apply their training skillsets and acquire on-the-job experience.

## Sustainability

Sustainability is embraced by DHS leadership and is incorporated into mission operations, supporting projects and business processes related to contracting, acquisition, financial planning, information technology, asset management, and project and program execution. At DHS, the approach to sustainability balances cost, schedule, operations, maintenance, safety requirements, and employee morale with creating and maintaining conditions that fulfill the economic, environmental, social, and security needs of the American people. The DHS Strategic Sustainability Performance Plan (SSPP) is the backbone for successful integration of sustainable practices into the daily business processes and decision-making that supports the DHS mission. The SSPP reflects the Department's strategic vision for doing business in a more efficient and sustainable way, and incorporates environmental compliance. Incorporating sustainability into day-to-day business processes and decision-making is an important step in enhancing mission performance and demonstrating our commitment to compliance with environmental and energy statutes, regulations, and Executive Orders and to protecting the nation's natural resources.

DHS conducted its first Sustainability Summit to discuss new requirements, share best management practices, and network among Components. This two-day summit was a joint initiative between DHS headquarters and the United States Coast Guard where 80 participants from across the Department came together for the single purpose of improving sustainability performance. Guest speakers from the White House Council on Environmental Quality, Environmental Protection Agency, and Department of Energy gave presentations that provided attendees with insight to the requirements and practical solutions to achieving goals. Subject matter experts from environmental, energy, sustainability, and historic preservation were present, as well as different lines of business representing real estate, facilities management and purchasing.

In FY 2016<sup>8</sup>, DHS achieved the following:

---

<sup>8</sup> FY 2016 measure reports reflect FY 2015 actual results.



- Reduced scope 1&2 greenhouse gas emissions by 20 percent and scope 3 emissions by 38 percent against a 2008 baseline;
- Exceeded the 95% goal for sustainable acquisitions;
- Replaced 149 vehicles with HEVs;
- Increased E85 fuel use by 15% from the previous year;
- Achieved a 26 percent energy intensity reduction goal against a 2003 baseline;
- Realized a 8.6 percent electricity usage from renewable energy sources;
- Used conservation initiatives at facilities across DHS to reduce the potable water intensity by 30 percent; and
- Awarded \$75.5 million in performance-based contracting to further reduce energy usage and cost, exceeding the goal of \$73.2 million.

In FY 2016, the DHS Sustainable Practices Award Program selected 10 winners (teams and individual awards) for their efforts in advancing the Department's sustainability goals. This included the first ever Historic Preservation Award. The winners attended a ceremony hosted by the Under Secretary for Management in July of 2016. Nine nominations were eligible to compete in the Presidential GreenGov Awards Program.



*Above: 2016 Lean, Clean and Green Award, Immigration and Customs Enforcement (ICE), from left to right, Chip Fulghum, DHS Chief Sustainability Officer, Jeffery Orner, DHS Chief Readiness Support Officer, Maryellen Brady, ICE Deputy Program Director, Jorge Santiago, ICE Program Director Facilities West, Ed Awni, ICE Executive Director Office of Asset and Facilities Management, Pankaj Shah, ICE Architect, and Russell C. Deyo, Under Secretary for Management.*

The DHS Office of the Chief Procurement Officer, Office of the Chief Information Officer, and Office of the Chief Readiness Support Officer were recognized by the Green Electronics Council on May 23, 2016, for accomplishments in purchasing EPEAT (Electronic Product Environmental Assessment Tool) Products. DHS earned the maximum of three gold stars for having a sustainable purchasing policy, setting EPEAT specifications in contracts, and establishing a tracking system for accurate reporting. In FY 2015 DHS purchased 76,260 units of EPEAT registered televisions, printers and computers. Over the lifetime of the products, this is equivalent to taking 2,063 average U.S. passenger cars off the road for a year and avoiding about \$1,194,000 in energy costs.

Development of the Office of the Chief Readiness Support Officer Consolidated Asset Portfolio and Sustainability Information System (CAPSIS) continued to improve sustainability reporting data quality and enable more timely and easily defended management decisions. The Sustainability Performance Management piece of CAPSIS links key data with real property, fleet, and personal property information which can be used to identify opportunities for improvements in sustainability. Improving these processes assists in measuring and reporting our progress, and provides the ability to initiate course corrections in order to achieve our goals. In support of these goals, the Department will comply with all environmental and energy laws, regulations, and Executive Orders. DHS remains committed to pursuing and achieving the strategies and goals established in its Sustainability Plan.

## Financial Stewardship

### Key Accomplishments

The Department's commitment to financial stewardship, accountability, and transparency is evidenced by DHS earning a fourth consecutive unmodified (clean) audit opinion on our financial statements in FY 2016. The Department also provided modified assurance that internal control over financial reporting was operating effectively as of September 30, 2016, with the exception of the material weaknesses identified in the Secretary's Assurance Statement in the FY 2016 Agency Financial Report.

A clean audit opinion, and our renewed focus on internal controls are just two examples of the ways DHS continues to improve financial management. In FY 2016, the Department also achieved a major system modernization milestone when the Domestic Nuclear Detection Office migrated to a federal shared service provider. DHS is leveraging successes and lessons learned from this shared services implementation, reducing risk in future migrations through deliberative approaches to resource management, business process re-engineering, change management, and scheduling rigor and oversight.

Finally, DHS is implementing the Common Appropriations Structure, where the Department is moving from over 70 different appropriation types to four common appropriations for all Components<sup>9</sup>. This new budgeting approach will provide a simplified, consistent structure that allows the Department to compare like missions and activities in future budget requests, as well as monitoring execution.

These achievements demonstrate the Department's dedication to proper stewardship of taxpayer dollars, and are the result of strong commitment from DHS leadership and the expertise and hard work of our financial management community.

---

<sup>9</sup> With the exception of the U.S. Coast Guard that will transition to the Common Appropriations Structure once their financial system has been modernized.

## **Key Challenges**

In FY 2017, DHS will face challenges similar to other federal agencies, resulting from the transition of the Administration. The Department will need to ensure adequate resources are primarily supporting our critical mission in addition to remediation of the remaining internal control weaknesses; progressing and minimizing risks associated with financial systems modernization; and supporting transitions needs - all while sustaining the Department's unmodified audit opinion.

## **Next Steps**

In FY 2017, DHS will continue to mature its DHS-wide internal control infrastructure by implementing well-documented, effective internal controls that are validated through routine monitoring and remediating previously identified internal control weaknesses. Over the past several years, the Department implemented a risk based internal controls assessment approach. DHS plans to expand this strategy with more Components performing internal control assessments over significant financial and IT business processes and systems throughout the year. This will allow the Department to identify and respond to new risks of material financial errors. The Department remains aware of its three material weaknesses and is committed and focused on remediating the conditions contributing to these deficiencies. The Department will work closely with Components to sustain the improvements made in FY 2016 and prioritize the corrective actions that remain.

In addition, the Department will continue its efforts towards modernizing financial systems across the Department. The Transportation Security Administration, U.S. Coast Guard, Immigration and Customs Enforcement, and Federal Emergency Management Agency are in the process of modernizing their financial systems. Although modernization will take years to accomplish, it will enable automated, real-time, and transparent information. All these improvements build on our foundation of successful, repeatable business practices. We will eliminate the need for numerous manual workarounds and ensure the accuracy of our financial, budget, and programming information.

# Major Management and Performance Challenges and High-Risk Areas – Summary of Progress

DHS responds to reports on major management and performance challenges, and high-risk areas from both the DHS Office of Inspector General (OIG) and the U.S. Government Accountability Office (GAO), respectively. Annually, OIG reports what is considered to be the most serious challenges facing the Department. OIG's 2016 Major Management and Performance Challenges report identified challenges in six broad areas.

- Unity of Effort
- Employee Preparedness and Morale
- Acquisition Management
- Grants Management
- Cybersecurity
- Management Fundamentals

More specific information about these challenges, the Department's progress addressing them and next steps can be found in the management response to OIG's report *Major Management and Performance Challenges Facing the Department of Homeland Security*, OIG-17-08, dated November 7, 2016, and located at: <https://www.oig.dhs.gov/assets/Mgmt/2017/OIG-17-08-Nov16.pdf>.

Every two years, GAO identifies federal programs and operations that are high risk because of their greater vulnerabilities to fraud, waste, abuse, and mismanagement. GAO also includes areas needing broad-based transformations to address major economic, efficiency, or effectiveness challenges. GAO maintains these high-risk items on the list until it is satisfied that acceptable progress has occurred to address them. The most recent report, *High Risk Series: An Update* (GAO-15-290), located at: <http://www.gao.gov/assets/670/668415.pdf>, was published on February 11, 2015. The two areas in which DHS is the lead federal agency, as well as eight government-wide areas with significant DHS equities, are listed below.

Scope	Issue Area	Year Issue First Added to GAO's High Risk List
DHS-specific	Strengthening DHS Management Functions	2003
	National Flood Insurance Program	2006
Government-wide	Ensuring the Security of Federal Information Systems and Cyber Critical Infrastructures and Protecting the Privacy of Personally Identifiable Information	1997
	Strategic Human Capital Management	2001
	Managing Federal Real Property	2003
	Establishing Effective Mechanisms for Sharing and Managing Terrorism-Related Information to Protect the Homeland	2005

Scope	Issue Area	Year Issue First Added to GAO's High Risk List
	Ensuring the Effective Protection of Technologies Critical to U.S. National Security Interests	2007
	Improving Federal Oversight of Food Safety	2007
	Limiting the Federal Government's Fiscal Exposure by Better Managing Climate Change Risks	2013
	Improving the Management of IT Acquisitions and Operations	2015

DHS carries out multiple complex and highly diverse missions. Although the Department continually strives to improve the efficiency and effectiveness of all its programs and operations, the areas identified above merit a higher level of focus and attention. Overcoming challenges in these areas requires long-term strategies for ensuring stable operations, sustained management attention, and resources.

The remainder of this section provides a brief summary of the Department's efforts in addressing each GAO high-risk area.

## GAO High-Risk – Status Update

GAO High-Risk Area: Strengthening DHS Management Functions (DHS-specific)
<p><b>Overview:</b> In 2003, GAO designated “Implementing and Transforming DHS” as high risk, due to the significant challenges associated with transforming 22 agencies, into one cohesive department. This high risk area includes challenges related to strengthening and integrating four management areas: acquisition, information technology (IT), financial, and human capital management.</p> <p>In response to this high-risk designation, DHS biannually publishes the <i>Integrated Strategy for High Risk Management</i> (Integrated Strategy) which GAO has stated “provides a path for DHS to be removed from GAO’s high-risk list,” if implemented and sustained (see <a href="https://www.dhs.gov/sites/default/files/publications/DHS%20Integrated%20Strategy%20for%20High-Risk%20Management%20-%20August%202016_1.pdf">https://www.dhs.gov/sites/default/files/publications/DHS%20Integrated%20Strategy%20for%20High-Risk%20Management%20-%20August%202016_1.pdf</a>). In 2013, GAO acknowledged DHS’s significant maturation and narrowed this high risk area from “Implementing and Transforming DHS” to “Strengthening DHS Management Functions.” According to GAO, this refocusing is a reflection of “the considerable progress in transforming [DHS’s] original component agencies into a single cabinet-level department.”</p>
<p><b>Lead Office and Official:</b> Office of the USM, Michelle Benecke, executive director for Management Integration</p>
<p><b>Progress:</b> In August 2016, DHS published its eleventh <i>Integrated Strategy</i>, which outlines DHS’s progress and serves as the roadmap for removal from GAO’s high-risk list. The strategy is composed of 11 initiatives with goals and metrics that correlate directly to GAO’s 30 agreed-upon high risk outcomes. GAO’s outcomes consist of desired end-states of maturation for several of DHS’s management functions.</p>



GAO has highlighted DHS's efforts on this high-risk issue area as a select example of an administration initiative leading to progress and listed the progress made as among the most highly-rated across the Federal Government (*High Risk Series: Key Actions to Make Progress Addressing High-Risk Issues*, GAO-16-480R, dated April 25, 2016). Making major strides during the past two years, the Department has:

- “Fully Addressed” or “Mostly Addressed” 17 of the 30 (57 percent) of GAO’s outcomes with further progress expected when GAO publishes its February 2017 *High-Risk Series*.
- Fully met three of the five (60 percent) criteria for list removal (leadership commitment, a framework to monitor progress and corrective action plans), making DHS one of the only two agencies on the High Risk List to have met at least three of GAO’s criteria; and partially met the two remaining criteria (capacity [i.e., resources] and demonstrated, sustained progress).
- Participated in a June 2016 Senate roundtable to share best practices, as an agency that had made progress on High-Risk List issues, at the invitation of U.S. Senator Thomas R. Carper, Ranking Member, Homeland Security and Governmental Affairs Committee.
- Achieved a fourth consecutive unmodified (i.e., clean) audit opinion on all five financial statements in November 2016—a confirmation of the Department’s ongoing commitment to sound financial management practices. DHS received its first unmodified audit opinion in December 2013. These successes led to GAO assessing the associated outcomes as “Fully Addressed.”
- Continued to conduct annual cycles of strategic human capital planning and implementation, demonstrating the sustainability of the GAO outcomes for human capital management.
- Made significant progress in reforming acquisition oversight, by creating common standards, integrated processes, and greater visibility of performance across all acquisition programs.
- Developed the Cyber Maturity Model, received favorably by Congress and the Office of Management and Budget, to identify and address areas that require strengthening to improve cybersecurity across the Department.

Since 2010, DHS has intensified its focus on strengthening its management foundation so that it could support higher-order initiatives. Examples include: strengthening the delegations of authority to clarify the roles between the Department and Components; elevating the role of the Program Accountability and Risk Management (PARM) function to improve the quality and oversight of acquisition programs; improving the quality and integrity of the Department’s financial statements; and, using the lessons learned from the Integrated Investment Life Cycle Management pilots to implement the Secretary’s *Unity of Effort* initiative. This effort focuses on strengthening all elements of the investment process, including strategy development, planning, and joint requirements, which will ensure that the total budget is spent effectively and efficiently.

**Planned Actions and Key Milestones:** DHS will continue to make significant progress in implementing the *Integrated Strategy* and strengthening the Department. During Fiscal Year (FY) 2017, DHS expects to accomplish the following:

- Continue addressing the outstanding GAO outcomes, with a goal of fully addressing or mostly addressing 21 of the 30 outcomes by December 31, 2017.
- Sustain progress in meeting GAO's criteria for high-risk list removal.
- Obtain the fifth consecutive clean audit opinion on financial statements
- Continue the DHS Human Capital Leadership Council practice of annually updating operational plans to support the implementation of the FY 2015-2019 Human Capital Strategic Plan.
- Continue strengthening acquisition oversight and management throughout the Department. There are five associated GAO outcomes for acquisition. DHS's goal is to be rated by GAO as having fully addressed or mostly addressed these five outcomes in the February 2019 *High-Risk Series: An Update*.
- Maintain the security of DHS's internal information technology (IT) systems and networks through continued cross-Component collaboration (for example, continued actions to improve Federal Information Security Modernization Act [FISMA] scores); and bring all 12 categories of scores into compliance.

#### GAO High-Risk Area: National Flood Insurance Program (DHS-specific)

**Overview:** The Federal Emergency Management Agency's (FEMA) National Flood Insurance Program (NFIP) is a key component of the Federal Government's efforts to limit the damage and financial impact of floods. However, it likely will not generate sufficient revenues to repay billions of dollars borrowed from the U.S. Department of the Treasury to cover claims from the 2005 hurricanes or future catastrophic losses within ten years, possibly more. The lack of sufficient revenues highlights structural weaknesses in how the program is funded. Also, GAO found weaknesses in NFIP management and operations, including financial reporting processes and internal controls, and oversight of contractors that place the program at risk. FEMA has begun to address these issues, including implementing legislation, improving contractor oversight, and taking the first steps toward financial systems modernization with the NFIP Phoenix Program, which replaces the NFIP's legacy mainframe solution.

In 1968, Congress created NFIP, which offers flood insurance to homeowners, renters, and business owners in participating communities. Participating communities agree to adopt and enforce ordinances that meet or exceed FEMA requirements to reduce the risk of flooding. Private sector write-your-own (WYO) insurance company partners sell NFIP policies under their own names, with claims and related expenses paid for by the Federal Government. FEMA also sells policies directly through a servicing agent.

Congress reauthorized NFIP for five more years in the *Biggert-Waters Flood Insurance Reform Act of 2012* (BW-12) which mandated certain premium rate increases to begin transitioning the program from subsidized rates to full actuarial rates reflective of risk to better ensure the fiscal soundness of the program. The *Homeowner Flood Insurance Affordability Act of 2014* (HFIAA) repealed certain parts of BW-12, including a provision phasing out grandfathered rates; set limits on premium rate increases for certain policyholders; and applied an annual surcharge to all policyholders. As NFIP had already begun implementing the required premium rate increases, this required issuing refunds to many policyholders.

**Lead Office and Official:** FEMA Federal Insurance and Mitigation Administration (FIMA), Roy E. Wright, deputy associate administrator for Federal Insurance and Mitigation

**Progress:** FEMA (1) implemented premium rate increases; (2) applied new surcharges; (3) released new rates and mapping standards; and (4) is transforming the NFIP to improve the experience of NFIP policyholders.

- To advance the agency's initiative to replace the NFIP's legacy mainframe solution, the FEMA Insurance Systems Program Management Office (PMO) coordinated with FEMA's Office of the Chief Procurement Officer and Office of the Chief Information Officer to develop the System Engineering Life Cycle and Acquisition artifacts necessary to garner approval for a DHS Acquisition Decision Memorandum (ADM) for the "Need" Phase (ADE-1), completed in the first quarter of FY 2016. This ADM gave the PMO permission to proceed to the "Analyze/Select" phase and garner approval for existing requirements documentation as well as finalizing an Analysis of Alternatives (AoA) to help identify the appropriate solution for NFIP's needs.
- FEMA published the NFIP Rate Guidance Issue in bulletins to WYO insurers in April and October 2016, allowing the mandated six months required for consultation and notice of changes impacting their IT systems.
- FEMA integrated the following requirements into its ongoing program and reporting processes:
  - ✓ Set 25 percent annual premium rate increases for businesses, mandated under BW-12, which took effect in April 2016.
  - ✓ Set the annual premium rate increases, as required by HFIAA, at an average rate between 5-15 percent per risk class, without exceeding the 18 percent cap on annual premium rate increases for any individual policy.
  - ✓ Applied a preferred risk premium rate for the first year to policies on properties that are newly mapped into a special flood hazard area, with increases of 18 percent per year until the rate reaches full risk rate.

NFIP insurers, working with WYO companies, will collect current flood zone determinations to populate FEMA's HFIAA-mandated clear communication of risk to property owners. FEMA will continue to track and monitor progress on implementation of the concept of operations and how they relate to GAO recommendations for effectiveness.

**Planned Actions and Key Milestones:** FEMA will expedite flood insurance reform and implement program changes through policy and by leveraging existing processes to release program updates every six months. Specifically, FEMA will:

- Release mapping standards by publishing them on [www.FEMA.gov](http://www.FEMA.gov) in May and November 2017, allowing the mandated time required for public comment.

As NFIP integrates critical rate requirements into the program, it will refocus to longer-term initiatives, including program updates and rulemaking initiatives. During the Fall of 2016, new reports and studies provided information critical to shaping NFIP's next steps in meeting the following requirements:

- During FY 2017, FEMA will issue a brochure on alternative flood mitigation methods for buildings to help communities and policyholders mitigate flood risk and rates.

Major acquisition lifecycle framework milestones for FEMA’s insurance system modernization activities include:

- ADE-2A and 2B: The Acquisition Review Board (ARB) met on December 15, 2016 and the Under Secretary for Management (USM) verbally approved the program passing ADEs 2A and 2b, putting it approximately four months ahead of schedule. FEMA is currently awaiting written confirmation from the USM in the form of an ADM, which will move the NFIP Phoenix Program to the “obtain” phase. These milestones involved the approval of requirements, concept of operations, life cycle costs, and AoA artifacts before proceeding to the acquisition phase.
- ADE-1: The NFIP Phoenix Program also appeared at an ARB in September 2015. This milestone involved validating the mission need and capability development plan for the program, and authorizing FEMA to begin analyze/select activities.

**GAO High-Risk Area:** Ensuring the Security of Federal Information Systems and Cyber Critical Infrastructure and Protecting the Privacy of Personally Identifiable Information (Government-wide)

**Overview:** Federal agencies and our Nation’s critical infrastructure—such as power distribution, water supply, telecommunications, and emergency services—rely extensively on computerized information systems and electronic data to carry out their operations. Safeguarding these systems and data is essential to protecting national and economic security, as well as public health and safety. This safeguarding of federal computer systems and the systems that support critical infrastructure—referred to as cyber Critical Infrastructure Protection (CIP)—is a continuing concern. Federal information security has been on GAO’s list of high risk areas since 1997. In 2003, GAO expanded this high risk area to include cyber CIP. Risks to information systems include continuing insider threats from employees and business partners, escalating and emerging threats from around the globe, the ease of obtaining and using hacking tools, the steady advance in the sophistication of attack technology, and the emergence of new and more destructive attacks. In 2015, GAO added protecting the privacy of personally identifiable information (PII) to this area.

**Lead Office and Official:** National Protection and Programs Directorate (NPPD) Office of Cybersecurity and Communications (CS&C)/ Danny Toler, Deputy Assistant Secretary

**Progress:** DHS continues to advance its ability to develop and share situational awareness of cyberthreats and vulnerabilities while taking actions to protect federal agencies from malicious activity.

DHS improved its cyber-analytical and technical capabilities. For example:

- DHS’s National Cybersecurity Assessment and Technical Services (NCATS) team increased its cyber-hygiene scanning activities, which ensure that federal agencies’ are aware of vulnerabilities in their Internet-facing systems (see table below).

<u>FY</u>	<u>Vulnerabilities Detected</u>
2013	11,350
2014	59,937
2015	147,913
2016	136,335
2017 (as of 10/31)	19,127

- Under the *Federal Information Security Modernization Act of 2014*, the Secretary can now issue binding operational directives, which are directions to agencies to mitigate risks to their information systems. DHS released its first binding operational directive in May 2015, which requires agencies to quickly patch their most critical cyber vulnerabilities, based on the results of NCATS cyber hygiene scans.
  - ✓ When DHS issued BOD-15-01, a total of 363 critical vulnerabilities were known to be present on federal agency networks. 33 departments and agencies had known critical vulnerabilities that were older than 30 days; 16 were Chief Financial Officer (CFO) Act agencies and 17 were small agencies not covered by the CFO Act. All of these vulnerabilities have been resolved.
- Critical vulnerabilities have continued to be identified since the release of BOD-15-01. As of June 15, 2016, the overall current active critical vulnerabilities was reduced to 48, an 87 percent overall decrease in identified critical vulnerabilities.
- In addition, in FY 2015, the NCATS team completed 27 Risk and Vulnerability Assessments (RVAs) for federal agencies. In FY 2016, it completed 71 RVAs for federal agencies, the majority of which focused on agency-identified high-value assets. RVA services include, among other things, penetration testing, wireless discovery and identification, database scanning, web application scanning and testing, and social engineering.

DHS also strengthened the effectiveness of its partnerships with the private sector and other federal agencies in securing cybercritical infrastructure. For example:

- DHS has made efforts to provide the Continuous Diagnostics and Mitigation (CDM) program to other federal agencies, which will improve DHS's influence on protecting federal agencies from malicious activity. This program provides federal civilian agencies with tools to monitor agencies' internal networks divided into three phases. Phase 1 identifies vulnerabilities on computers and software on agency networks. Phase 2 monitors users on agencies' networks and detects if they are engaging in unauthorized activity. Phase 3 will assess activity happening within agencies' networks to identify anomalies and alert security personnel.
  - ✓ As of September 30, 2016, DHS had provided CDM Phase 1 tools to 100 percent of participating agencies and CDM Phase 2 tools to 65 percent of participating agencies. Although each agency must still take action to implement these systems, DHS expects increased CDM coverage across the civilian Federal Government.
- DHS continues to provide EINSTEIN intrusion detection and prevention services to federal agencies. EINSTEIN 3 Accelerated (EINSTEIN 3A), which actively blocks known malicious traffic, is currently being deployed through the primary internet service



providers serving the Federal Government. As of September 30, 2016, EINSTEIN 3A protected approximately 80 percent of the civilian Federal Government with at least one of its two security “countermeasures.”

- DHS’s National Cybersecurity and Communications Integration Center (NCCIC) has enhanced support to state, local, tribal, and territorial governments and to the private sector by providing incident management and response support, including network and malware analysis. As of June 30, 2015, NCCIC provided onsite incident response to 32 incidents – nearly double the total for FY 2014. NCCIC also coordinates responses to significant incidents to (1) give senior leaders a clear understanding of the situation; (2) give operators the information they need to respond effectively; and, (3) enable NCCIC to identify indicators of compromise that can then be shared with other agencies and applied to EINSTEIN.
- NCCIC has improved public-private sector partnerships by improving information sharing so they can block threats before penetrating network or otherwise detect intrusions sooner. NCCIC continued its dissemination of alerts, warnings, and bulletins in FY 2016. In addition, it implemented the Automated Indicator Sharing (AIS) capability in accordance with the *Cybersecurity Information Sharing Act of 2015*. As of November 16, 2016, NCCIC had shared approximately 62,900 unique indicators through the AIS capability. At the same point, 69 non-federal entities – including several information sharing and analysis organizations, managed security service providers, and commercial threat feeds – were connected to the AIS capability and 23 federal agencies were connected.

DHS improved privacy compliance and protected PII and other sensitive information. For example:

- DHS’s Privacy Office (PRIV) serves a unique role as both an advisor and oversight body for the Department. DHS employs a layered approach to privacy oversight for the Department’s cybersecurity activities which includes extensive collaboration with the NPPD Office of Privacy.
- NPPD’s Office of Privacy has conducted publicly available privacy impact assessments (PIAs) on its cybersecurity programs which assess and mitigate any impact a system or program may have on the privacy of individuals. For example, as discussed in PIAs, DHS has processes in place to implement data minimization to ensure data collection is limited to information that is determined to be necessary to understanding cyber threats.
- NPPD’s Office of Privacy, continues to provide role-based training addressing PII handling as articulated in the US-CERT Cybersecurity Information Handling Guidelines (CIHG) and the implementation of the Class Deviation 15-01 from the Homeland Security Acquisition Regulation (HSAR): Safeguarding of Sensitive Information. CIHG trainings are required of new CS&C employees upon the first 90 days of onboarding and on a recurring annual basis; HSAR training is provided to Contracting Officer Representatives on an as-needed basis.

In addition to this ongoing work, NPPD continues to work on implementing GAO recommendations directly related to this high risk area. During FY 2016, GAO agreed to close three recommendations and CS&C is awaiting closure of five more as of December 30, 2016.

**Planned Actions and Key Milestones:** To further protect the Federal Government’s information systems and to collaboratively protect non-federal entities, DHS will increase its EINSTEIN 3A coverage, in accordance with the Cybersecurity Act of 2015, continue supporting agencies through the procurement and deployment of CDM capabilities, and increase the volume of cyber threat indicators and defensive measures shared through AIS capability while analyzing the relative value of those indicators.

During FY 2017, DHS expects to make important progress in reinforcing DHS’s role in protecting the Federal Government’s information systems and the Nation’s cybercritical infrastructures (Government-wide). Specifically, DHS plans to:

- Purchase and deliver CDM Phase 1 and 2 tools for 100 percent of the participating Federal agencies.
- Provide agencies with actionable risk mitigation information based on cyber hygiene scans and RVAs focused on high-value assets.
- Deliver a revised National Cyber Incident Response Plan to the White House, as required by the *National Cybersecurity Protection Act of 2014* and Presidential Policy Directive 41.

#### **GAO High-Risk Area: Strategic Human Capital Management (Government-wide)**

**GAO Overview:** Addressing national challenges requires a high-quality federal workforce able to work seamlessly with other agencies, levels of government, and across sectors. However, current budget and long-term fiscal pressures, declining levels of federal employee satisfaction, the changing nature of federal work, and a potential wave 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 over the last 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.

In December 2014, Congress passed two pieces of cybersecurity workforce legislation, specifically the *Border Patrol Pay Reform Act of 2014* and the *Cybersecurity Workforce Assessment Act*, and in December 2015, Congress passed the *Federal Cybersecurity Workforce Assessment Act*. The *Border Patrol Pay Reform Act of 2014* granted the Secretary the authority to create a cybersecurity excepted service personnel system. This authority allows for a variety of human capital management changes, including alternative hiring procedures, alternative compensation, and the creation of a senior cyber service. The laws also required DHS to increase its cybersecurity workforce analysis and planning efforts.

**Lead Office and Official:** Management Directorate, Office of the Chief Human Capital Officer (OCHCO), Gwen Yandall, executive director, Human Capital Policy and Programs

**Progress:** OCHCO has fully implemented the strategic human capital plan framework and is in the sustainment phase, which consists of applying strategic human capital planning actions to ensure the Department has the talent and skills necessary to meet present and future mission-related challenges. This progress was validated by GAO’s February 2015 *High Risk Series: An Update* (GAO-15-290) which provided a “Fully Addressed” assessment for the related outcome

of the “Strengthening DHS Management Functions” area, “Implement the Human Capital Plan.” Of the seven total outcomes, OCHCO expects GAO to increase the assessments of two additional outcomes to “Fully Addressed” in the February 2017 *High Risk Series: An Update*. OCHCO also anticipates two outcomes reaching “Mostly Addressed,” meaning little work remains.

DHS continues to mature the human capital strategic planning process and is demonstrating sustainability of this program through several activities:

- The Human Capital Leadership Council (made up of the human resource directors of each operational Component and OCHCO executives) met for the fourth annual offsite session in August 2016 to initiate the annual human capital planning cycle. A key outcome was a draft FY 2017 operational plan that establishes the program priorities for the upcoming year and aligns to the Human Capital Strategic Plan (HCSP) for FYs 2015 through 2019.
- The Office of Strategic Workforce Planning and Analysis (SWPA) reports the operational plan status to the CHCO monthly and to DHS-wide human capital leadership quarterly. This level of progress reporting promotes transparency and enables timely corrective actions on operational activities where needed.
- By the second quarter of FY 2016, DHS had completed a second full year’s cycle of CHCO-led, quarterly, data-driven performance reviews known as HRstat.
- During FY 2016, OCHCO continued to mature the HRstat program by strengthening quarterly measures to be more relevant, adding measure targets, and enhancing the human capital dashboard.
- SWPA strengthened and enhanced the value and use of human capital data through the implementation of all FY 2016 deliverables outlined in OCHCO’s Five-Year Human Capital Data Plan. Due to this progress, the new mission critical occupation (MCO) revalidation process, and the completion of the third cycle of workforce planning, OCHCO anticipates a “Fully Addressed” assessment for the related outcome, “Linking Workforce Planning to Other Department Efforts” (HCM #2).
- OCHCO, through its Diversity and Inclusion (D&I) Office, enhanced department-wide recruitment efforts including finalizing and initiating implementation of the DHS Strategic Outreach and Recruitment Plan (SOAR). D&I revised the Component Recruitment and Outreach Plan (CROP) template to enhance recruiting efforts to meet current and long-term needs, also adding an accountability checklist to assess the CROP submissions.
- D&I reformatted the DHS Recruiter Training into a virtual format and trained more than 400 DHS personnel and continued other initiatives, such as coordinating DHS Component engagement in high-value diverse recruiting opportunities, including the five major annual law enforcement training events. Based on these achievements, DHS expects GAO to increase the assessment of the related outcome, “Enhance Recruiting to Meet Current and Long-Term Needs” (HCM #3).
- OCHCO’s Office of Strategic Learning, Development and Engagement (SLDE) issued a workforce development strategy for the DHS learning community and initiated implementation of key actions.
- SLDE also collaborated with DHS Learning Officers to issue and implement a Training Needs Assessment Guide and a Training Evaluation Guide, which will improve the relevance and quality of DHS training.

- The USM issued a new Learning Development Directive, which along with the preceding achievements, is expected to increase the assessment for DHS's learning management outcome (HCM #7) to "Mostly Addressed."

In 2015, DHS established a dedicated team in OCHCO to accelerate the design and implementation effort for the cybersecurity excepted service personnel system. OCHCO completed research on all the major alternative personnel systems since 1980, and by combining leading practices and some new ideas, designed a flexible, 21<sup>st</sup>-century personnel system tailored to the evolving, project-based field of cybersecurity. Work continues with the DHS Office of the General Counsel and the U.S. Office of Personnel Management to chart the fastest course possible to finalizing regulation to administer the new excepted service personnel system.

In 2016, DHS developed new guidance for identifying and categorizing all open and filled cybersecurity positions, and monitoring critical gaps, which will be reported to Congress.

**Planned Actions and Key Milestones:** To sustain a GAO assessment of "Fully Addressed" for implementing the Human Capital Plan and continue progressing toward a "Fully Addressed" assessment for the remaining outcomes, the Department-wide human capital community and its key stakeholders will, in FY 2017 and beyond:

- Continue to implement the HCSP through annual operational plans and data-driven performance reviews, to include continual monitoring and evaluation of the human capital dashboard
- Continue to apply the five-step workforce planning framework for the department's priority MCOs, which consist of 17 occupations most impactful to DHS's overall mission areas.
- Improve visibility of program training costs and quality by implementing a DHS-wide Common Training Cost Structure, implementing enterprise training metrics, and sharing information among Components on common training offerings.
- Develop a Joint Duty Assignment Program to provide cross-Component rotational experiences to develop DHS leaders with broad departmental perspectives.
- Conduct annual recruitment planning sessions to prioritize events and ensure alignment with workforce planning and diversity analysis, to meet or exceed hiring goals.
- Continue to work through the DHS Employee Engagement Steering Committee to improve Component engagement action planning processes, share and spread best practices, and keep DHS leadership apprised of issues and challenges related to employee engagement.

In addition, the Department is currently working with Components to develop a comprehensive cybersecurity workforce strategy covering the readiness, capacity, training, recruitment, and retention of its cybersecurity workforce.

#### GAO High-Risk Area: Managing Federal Real Property (Government-wide)

**GAO Overview:** The Federal Government's real property holdings are vast and diverse with a combined area of over three billion square feet (SF). Since federal real property management was placed on the high risk list in 2003, the government has given high-level attention to this issue and has made strides in real property management, but continues to face long-standing

challenges. The Federal Government continues to maintain too much excess and underused property and relies too heavily on leasing in situations where ownership would be more cost efficient in the long run. The Federal Government also faces ongoing challenges in protecting its facilities. Despite a high level of leadership commitment to improve real property data, the Federal Government continues to face challenges with the accuracy and consistency of the Federal Real Property Profile causing the Federal Government to report inaccurate inventory and outcome information.

With more than 100 million SF of building space, leases through the U.S. General Services Administration (GSA) and direct leases from the private sector account for more than half of DHS's building space. Payments on these leases account for 81 percent of annual DHS operating outlays for real estate at \$1.8 billion. DHS has employed several strategies to improve real property management, reduce overreliance on leasing, reduce leasing costs, and reduce excess and underused property.

The Federal Protective Service (FPS) is charged with protecting and delivering integrated law enforcement and security services to facilities owned or leased by GSA.

**Lead Office and Official:** Management Directorate, Office of the Chief Readiness Support Officer (OCRSO), Tom Chaleki, Deputy Chief Readiness Support Officer

**Progress:** DHS continued its space efficiencies and reduction efforts which aim to achieve the right facility, at the right location, at the right cost. DHS also continued efforts to reduce the real property footprint by focusing on SF reduction and cost savings to reduce dependency on leased locations and improve space utilization in both leased and owned locations. FPS provides integrated security and law enforcement services to federally owned and leased buildings, facilities, property, and other assets.

Federal Real Property Management:

DHS continued its co-location and consolidation efforts to increase efficiencies and reduce costs. The focus of DHS's real property management is to (1) reduce the real property footprint; (2) reduce the dependency on leased locations; (3) improve the utilization of space; and (4) improve the completeness and accuracy of the real property related data. For example:

- As leases expired, and subject to the availability of funding, DHS continued to reconfigure and build-out new spaces in accordance with the 2014 Workspace Standard and the DHS Real Property Efficiency Plan (RPEP). The DHS Workspace Standard provides criteria for office and related spaces (conference rooms, break rooms, file rooms, etc.) not to exceed 150 SF/per person.
- DHS implemented a nationwide strategy for warehouse consolidation resulting in a reduction of over 220,000 SF of warehouse space by the end of FY 2016.
- In furtherance of the goals of the Headquarters Consolidation Enhanced Plan and the development of the St. Elizabeths West Campus, DHS worked with GSA and their consultants to design the interior of the Center Building currently under renovation to meet the Department's utilization standard of 150 USF per person. When completed, the Center Building will house the Secretary's office and most of the headquarters staff currently located at the Nebraska Avenue Complex. In addition, the FY 2016 appropriation provides funds for GSA and DHS to renovate multiple buildings to house a



consolidation of the Management Directorate on Campus. DHS has developed a Program of Requirements for Management Directorate that provides an all-in utilization rate of 126 USF/person, improving the 150 USF per person standard by a 16 percent reduction. DHS is working with GSA and DHS Components to optimize the Douglas A. Munro Coast Guard Headquarters building that was originally designed under traditional office space concepts to house additional occupancies.

- The DHS Top-10 cities review, an assessment of opportunities for office space consolidation and to identify efficiencies, was expanded to 14 cities and completed in FY 2016. The reviews identified potential opportunities for consolidation and/or footprint reduction in administrative office occupancies outside the National Capital Region (NCR). DHS met with GSA at both the national and regional level to implement the planning phase for co-location and consolidation projects and regional mission support strategic planning outside the NCR.

#### Protection of Facilities:

FPS leads efforts within a complex operating environment to protect and secure federal facilities from both physical and cyber threats. The recognition that threats to infrastructure and its occupants are always evolving drives FPS's proactive engagement with its partners and stakeholders and guides its analysis of security requirements. FPS continues to develop national-level policies, operational initiatives, and capabilities and programs that are instrumental for threat detection and deterrence while enhancing security and promoting facility and infrastructure resilience.

FPS is a champion of federal facility security, working collaboratively with departments and agencies at the National level to address both current and future security requirements that impact individual facilities across the country. For example:

- FPS is a strategic partner with the Interagency Security Committee (ISC). In 2016, FPS toured the country with the ISC on their National Compliance Advisory Initiative (NCAI) to increase awareness of ISC standards and to promote a united Federal facility security partnership. FPS serves as a member of the ISC Steering Committee, helping to prioritize initiatives for developing national standards and policies for the protection of federal facilities. FPS leads the efforts of several subcommittees and working groups to develop and maintain federal facility protection standards including the design basis threat and countermeasures components of the risk management process. FPS is also an active member on all other ISC subcommittees and working groups.
- FPS conceptualized and has begun development of a Protection Center of Excellence (PCoE) to establish standardized training for security professionals across the government. FPS formed a PCoE Development Cell at the Federal Law Enforcement Training Center (FLETC) which includes representatives from FLETC, DHS, the U.S. Department of Justice, the Federal Aviation Administration, the U.S. Department of Defense, and other ISC member agencies. FLETC and FPS have conducted a crosswalk of FLETC's current curriculum to identify related ISC competencies. Further, FLETC and FPS are soliciting all FLETC partner organizations to determine if their respective agencies have a need or desire to train within the PCoE. FPS continues to assess PCoE support staff requirements.

- FPS is the co-lead for the Government Facilities Sector as part of the National Infrastructure Protection Plan. FPS and GSA jointly established protection requirements for government facilities as critical infrastructure and chair the sector's Government Coordinating Council. As a result of this joint effort the Sector Specific Plan has been approved and signed by the sectors leadership to include: the Assistant Secretary of Infrastructure Protection, the Director of FPS, and the Associate Administrator for the Office of Mission Assurance for GSA.
- FPS is at the forefront of the efforts to protect federal facilities from cyber threats. In addition to leading the inclusion of this threat in the ISC Design Basis Threat standard, FPS worked with GSA and the Federal Facility Controls working group to develop a joint Cybersecurity Strategy for Federal Facility Control Systems that will enhance the effort of relevant agencies with protection, determent, and response to cyber-physical security incidents at federal facilities.

FPS applies the national standards and strategies to develop or improve and implement operational policies and procedures across the mission areas. GAO has issued recommendations to FPS pertaining to risk assessment and the protective security officer (PSO) program. FPS's efforts have resulted in the closure of the majority of recommendations in these two areas. For the few that remain, FPS is actively working to address their closure through efforts including the following:

- FPS revised and reissued the directive and manual for conducting Facility Security Assessments (FSA) in March 2015. These documents, originally issued in February 2014, outline FPS's process for conducting FSAs, including the full application of the ISC's risk management process, to identify and communicate risks to facility tenants and to recommend and monitor effective security solutions that mitigate the impact of any undesirable event from terrorist attacks to natural disasters. FPS has conducted nearly 4,000 FSAs using this process in FY 2015 and FY 2016 and recommended more than 13,000 countermeasures to mitigate potential threats and vulnerabilities identified as a result of those FSAs. FPS is planning enhancements to the tool used to conduct the FSAs and has defined requirements in a Mission Needs Statement that will include the ability to incorporate and evaluate threats, vulnerabilities, and consequences in one automated tool. This progressive effort led to the closure of two GAO recommendations related to the issue.
- FPS has mature initiatives that cut across various aspects of the PSO program to ensure that requirements for PSOs are clearly defined, communicated, and monitored. In November 2015, the PSO Oversight and Monitoring directive was revised and reissued to provide clarity on internal oversight responsibilities and processes. The statement of work for PSO services was updated to include changes in requirements for training duration and frequency (e.g., screener) and documentation of PSO training and certification. The SMART Book that is required by contract to be used to train and test PSOs was updated to include active shooter scenario language as well as was the post order template. FPS Contracting Officer Representatives receive in depth training on the specifics of FPS PSO directives and contract statement of work so that they are prepared to identify and address any compliance issues quickly. However, FPS recognizes that there are opportunities to modernize aspects of the program to include tracking time on post as well as management of the training and certification data. One example is the Post

Tracking System which is currently being piloted. Together, these initiatives demonstrate an understanding of the broad technical requirements that evolve with the threat environment and a commitment to establishing long-term solutions for the PSO program.

- Separate from the programmatic efforts noted above, FPS has also recognized the importance of better tracking of recommendations from issuance to closure and beyond to ensure that actions being taken to address GAO recommendations align with agency goals.

**Planned Actions and Key Milestones:** DHS has strategic plans for several initiatives related to the managing real property as a high risk program area. During FY 2017, DHS expects to make important progress in strengthening real property portfolio planning and management functions by:

Federal Real Property Management:

- Continuing the space reductions outlined in the RPEP, especially as opportunities arise with regard to reducing reliance on leasing. By FY 2021, the RPEP estimates achieving a 6.2 percent reduction in square footage from an OMB-established DHS FY 2015 baseline of 31.1 million SF which would result in DHS reducing office space by 1.6 million SF and warehouse space by 326,000 SF for a total reduction of more than 1.9 million SF.
- Continuing implementation of the Headquarters Consolidation Enhanced Plan and development of the St. Elizabeths West Campus. This effort will improve utilization and save over \$300 million in construction and outfitting costs for a new separate facility. This design effort is looking to add the Science & Technology Directorate, the Office of Health Affairs, and the Domestic Nuclear Detection Office to the building while still providing mission effective space for the U.S. Coast Guard. The FY 2017 President's Budget Request proposes funding for the construction of a new FEMA headquarters facility at St. Elizabeths with an all-in utilization rate of 105 USF per person. The enhanced plan reduces overall construction at St. Elizabeths and reduces space requirements at other anchor locations within the NCR. It will save up to \$800 million in construction costs and projects 30 year net present value cost avoidance to DHS of \$1.2 billion over the best case alternative of replacing expiring leases with new commercial leases.
- DHS will develop a regional planning structure headed by a Field Efficiency Program Management Office (CRSO has hired a 3-year term-limited Senior Executive Service member to direct operations for field efficiency regional planning). The goal for FY 2017 is to complete regional strategic plans for Boston, New York, and Seattle.
- Implementing the Field Efficiencies PMO and the regional model for office and warehouse requirements development, coordination and space consolidations. Progress will continue to be monitored on the 14 city reviews and annual updates completed in conjunction with field efficiency initiatives and subsequent evaluation of project feasibility. This effort will be expanded as additional markets with significant DHS administrative office occupancies and opportunities for co-location and/or consolidation are identified.
- Continuing data improvements to the DHS real property data warehouse, including to the validation and verification quality improvement processes. In FY 2017, DHS will hire data analysts to focus upon improving the quality of real property data.

**Protection of Facilities:**

As FPS continues to press forward with ongoing outreach and coordination, security training enhancements, and operational process improvements, FPS plans to:

- Develop the Protection Center of Excellence (PCoE) strategic plan, implementation plan, requirements plan, and charters for the various groups and functions within the PCoE by FY 2018.
- Meet with the ISC quarterly to better align priorities for the protection of federal facilities beginning in February 2017.
- Formally initiate the acquisition process for the development of the new FSA automated tool by the end of FY 2017.

**GAO High-Risk Area: Establishing Effective Mechanisms for Sharing and Managing Terrorism-Related Information to Protect the Homeland (Government-wide)**

**Overview:** In January 2005, GAO designated “Establishing Effective Mechanisms for Sharing and Managing Terrorism-Related Information to Protect the Homeland” as high risk. GAO has since monitored federal efforts to implement the Federal Information Sharing Environment (ISE), because the government faces serious challenges in analyzing key information and sharing information among federal, state, local, tribal, territorial, and other security partners in a timely, accurate, and useful manner to protect against terrorist threats. The ISE serves as an overarching solution to strengthening the sharing of intelligence, terrorism, law enforcement, and other information. DHS is a key federal participant in the ISE. Continued progress toward improved information sharing is critical in order to reduce the risks of threats to the homeland and to respond to the changing nature of domestic threats.

In its 2013 high -risk list, GAO identified nine action items that are critical for moving the ISE forward, and noted that two had been completed. In the 2015 update, GAO reported that the program manager for the ISE and key Departments, including DHS, had achieved four of the seven remaining action items and had partially met the remaining three action items.

**Lead Office and Official:** Office of Intelligence and Analysis, Glenn Krizay, Executive Director for Information Sharing and Safeguarding Executive Staff

**Progress:** To establish an enterprise architecture management capability and use it to guide selection of projects for substantially achieving the environment:

- DHS created, published, and implemented the DHS Information Sharing Segment Architecture (ISSA) which serves as a roadmap to guide strategy implementation and project investment selection efforts to achieve the future state of the DHS ISE. It aligns the DHS mission and enterprise functions with the business policies, strategies, leadership, architecture, and governance needed to identify a consistent set of information sharing and safeguarding services and capabilities internal to DHS and the broader ISE.
- DHS continues to participate in ISE Ready which promotes awareness of the ISSA, verifies that DHS is deploying its key information sharing and safeguarding capabilities using the ISSA, and serves as a platform for DHS leadership to make informed decisions relating to resource management and project investment alignment.

- DHS developed the International Information Sharing Architecture under the ISSA which ensures consistency in policies implemented with foreign partners, and is a tool for providing architectural oversight and governance of DHS's interfaces with foreign partners.
- The Information Sharing and Safeguarding Governance Board (ISSGB) adopted the ISSA to identify other enterprise information sharing and safeguarding initiatives. It drives the use of common processes, services, and standards that will ensure DHS is interoperable with and participates in the ISE.

To improve sharing under the environment and more fully develop a set of metrics and processes to measure results achieved:

- The ISSA and the Department's overall enterprise architecture management capability improved DHS's ability to interface with state, local, tribal, and territorial partners. For example, the Simplified Sign-on project, focused on increasing efficiency for fusion center personnel by improving uniform, timely, and appropriate access to more DHS data.
- DHS implemented the National Information Exchange Model (NIEM) to provide standards, data models, tools, and technical support services to improve information sharing, particularly for sharing terrorism related information, across multiple federal, state, and local platforms. DHS also developed NIEM's Emergency Management Domain (EMD), which supports emergency-related services and information sharing to increase readiness. DHS launched NIEM 3.1 which includes human services as a key component for demographic information exchange.
- DHS is developing and evaluating several critical projects to enhance the overall international information sharing and safeguarding program. For example, DHS is centralizing Components' programs that share information with foreign partners through technology and operational infrastructures suitable to managing agreements.
- DHS deployed the Trusted Automated eXchange of Indicator Information system which allows organizations to share actionable cyberthreat information across organization and product/service boundaries and thereby mitigate cyberthreats.
- DHS continues to improve sharing and collaboration through the Homeland Security Information Network (HSIN) to disseminate critical secured information sharing within the ISE. DHS increased HSIN membership, exceeding 70,000 users nationwide.
- DHS continues to use common operating pictures, geospatial optimization to provide real-time notifications with cross-domain capabilities. This enables the integration of maritime security common operating data for sharing across Components and with state, local, and international partners for the detection, classification, and interdiction of small maritime targets. DHS is implementing its Geospatial Center of Excellence/Joint Geospatial Operations in accordance with Geospatial Management Directive 034-01, anticipating its completion by the end of FY 2017.
- DHS is developing a performance management framework to capture objective, standardized data to evaluate the value and impact of individual fusion centers and the National Network of Fusion Centers in supporting national information sharing and homeland security outcomes. This assessment, to be conducted annually, enables DHS to coordinate access to capabilities, resources, and expertise necessary for state and local partners to share information and intelligence.



To establish milestones and time frames as baselines to track and monitor progress on individual projects and in substantially achieving the overall environment:

- The DHS ISSGB continues to guide the Department in gaining enterprise consensus on key initiatives and the implementation of strategies that address critical barriers to achieving the information sharing mission of the ISE. The ISSGB produced the FY 2017-2021 Information Sharing and Safeguarding Enterprise Services Resource Allocation Plan Submission to influence programming decisions to influence funding for enterprise information sharing initiatives. The ISSGB also adopted a more operationally focused approach to monitoring and coordinating progress in achieving closure of mission-critical information sharing and safeguarding gaps across the enterprise. As a result, ISE, DHS, and Component priorities are aligned against cyber, data strategy, international information sharing, situational awareness and safeguarding and activities in these areas are monitored quarterly by the ISSGB to address key risk, deconfliction, or changes in enterprise strategy and/or policy.
- The ISSGB is currently executing a five year review of achievements relative to the FY 2013-2017 Strategic Plan. This assessment is the first step in developing a new strategy for FY 2018-2022. This assessment will also provide evidence of success in moving toward a mature information sharing environment for the Department as well as identify what, if any, gaps remain to be addressed in the next five years.

The ISSGB supports an environment where Components can develop joint initiatives focused on the maturation of the information sharing enterprise through the sponsorship of Executive Steering Committees (ESCs). These Component-driven groups address key technology, policy, or coordination efforts essential to advancing the ISE, such as law enforcement information sharing and deconfliction, common operating pictures, and international information sharing. Each ESC is chartered to accomplish specific goals and report to the ISSGB routinely to ensure those goals are being met.

In addition, of 12 recommendations previously directed at DHS in past GAO reports related to this high risk area, GAO has closed 8 recommendations, related to increasing field-based entity coordination, collaboration, and co-location efforts; and, strengthening information sharing with transportation stakeholders; and is taking actions to address the other remaining 4 recommendations by March 31, 2017.

**Planned Actions and Key Milestones:** DHS has the following planned actions to address the remaining three partially met action items:

- The DHS Data Framework is targeting to have 20 total data sets by the end of FY 2017. DHS has developed 16 approved Data Tagging Workbooks to capture all data elements in a data set and will assign access permissions to each one. For each dataset, DHS conducts privacy analyses to determine what, if any, changes are necessary to public-facing privacy documentation and to coordinate the technical details on the transfer of the data.
- DHS initiated a FY 2017 refresh of the Implementation Plan to focus as an enabler to the agenda for the ISSGB and sub-working groups and stakeholders across the DHS enterprise. The refresh will address enterprise-wide plans, frameworks, responsibilities, priority objectives, and mission impact related initiatives that develop mission capabilities

and that focus on mission impact. This will allow for drafting performance measures and milestones for monitoring progress moving forward.

- To continue to spur enterprise-wide programs like the DHS Data Framework, the ISSGB took a fundamentally different approach to refreshing the DHS ISSS I-Plan in 2015. The ISSGB adopted a more operational approach to the implementation of the DHS ISS by focusing on developing activities and milestones that are consistent with the Department's most pressing mission priorities and needs. This was formalized in Operationalizing the ISSGB: Strategic Mission Focus Areas for FY 2016-2022, which described six mission priority areas for the ISSGB, each aligned to initiatives within the DHS ISSS I-Plan. Continuing into FY 2017, the ISSGB's approach is to maintain the focus on mission outcomes by driving initiatives that further enhance the DHS Information Sharing and Safeguarding Enterprise.
- During FY 2016, DHS delivered NIEM Version 3.2 and continues to support increased adoption of the NIEM across federal, state, local and international partners by enhancing NIEM content, maturing the NIEM Surface Transportation Domain, produce a method for using NIEM in the JavaScript Object Notation or JSON language.
- Most notably, DHS is working to deliver NIEM Version 4.0 which will include content that has been internationalized for the first time.
- Since FY 2015 and through FY 2017, FEMA continues to implement an additional in-depth desk review of all projects that states have categorized as fusion center projects. Each fusion center project review will include an examination of project progress, impediments to timely completion, and verification of funding data provided by the state. Information verified will be compared to state submissions during the application and reporting processes. The FY 2016 review was completed in conjunction with I&A and issues, where appropriate, were identified for the grantee. The grantee was instructed to make updates/corrections in the FY 2016 Summer Biannual Strategy Implementation Report (BSIR) report recently submitted.
- The Grant Reporting Tool (GRT) was updated in FY 2014 to accept more specific project based information and as of FY 2017 the application allows recipients to indicate whether project spending is directly attributable to fusion center projects.

#### **GAO High-Risk Area:** Ensuring the Effective Protection of Technologies Critical to U.S. National Security Interests (Government-wide)

**Overview:** In 2007, GAO designated ensuring the effective protection of technologies critical to U.S. national security interests as a high risk area because these weapons and technologies are often targets for espionage, theft, reverse engineering, and illegal export. Although the government has taken significant steps to address this issue area, it remains high risk because some programs in this area are ill-equipped to address the ongoing challenges of balancing national security concerns and economic interests.

The Federal Government must improve coordination of existing programs to identify strategic reforms that will help ensure the advancement of U.S. interests. GAO's high risk list notes the role of the U.S. Immigration and Customs Enforcement's (ICE) Export Enforcement Coordination Center (E2C2) as a potential platform for improving coordination efforts for export-control programs. E2C2 serves as a conduit between the U.S. intelligence community, the Information Triage Unit, and federal export enforcement agencies for the exchange of

information related to potential U.S. export controls violations. E2C2 aims to deconflict potential enforcement actions among the participating export control enforcement agencies.

GAO also noted the importance of improving security cooperation and disclosure for this issue area, particularly with regard to Foreign Military Sales (FMS). U.S. Customs and Border Protection (CBP) is responsible for controlling the export of articles related to these sales.

**Lead Office and Official:** DHS Office of Policy, Christa Brzozowski, Deputy Assistant Secretary for Trade Policy, Foreign Investment, and Transportation Security

**Progress:** To improve coordination of export-control related programs, DHS has made efforts to improve E2C2 operations. E2C2 established the Export Enforcement Intelligence Working Group (EEIWG) to draft and approve the roles and responsibilities of an export enforcement intelligence cell. In 2013, the EEIWG drafted a white paper outlining the E2C2 Intelligence Cell's mission, its general roles and functions, and recommended tasks and a structure to facilitate enhanced coordination and intelligence sharing among E2C2 partner agencies. The E2C2 Intelligence Cell, once fully established, will develop the required standard operating procedures and determine implementation of these procedures for facilitating intelligence-law enforcement information sharing at E2C2. The E2C2 Intelligence Cell should then have sufficient data to establish baseline and trend data analysis. Although staffing at the E2C2 remains an issue, and at this time is primarily performing deconfliction rather than intelligence analysis activities, DHS is committed to working with E2C2 partner agencies to fully staff the intelligence cell.

To improve security cooperation and disclosure, DHS has made improvements to FMS oversight. In 2014, CBP and DOD established an informal working group to share information and work toward implementing an automated system to provide data regularly on FMS cases. This system would strengthen CBP accounting for FMS articles exported under an FMS contract. CBP holds biweekly teleconferences with DOD's Defense Security Cooperation Agency (DSCA), which have resulted in progress in several areas, including:

- The list of data elements that CBP needs from FMS cases to monitor compliance of FMS exports electronically finalized and CBP and DSCA have shared the data elements on a test exchange basis.
- CBP and DSCA hold regular teleconferences to discuss the path forward on the development of an FMS case database within the Automated Export System (AES).
- The Memorandum of Agreement that will allow DSCA to send FMS data to CBP electronically for review and completion is currently undergoing CBP and DSCA legal review and a final version is possible by the end of the calendar year.
- CBP and DSCA are working with DDTC to update the FMS regulations within the International Traffic in Arms Regulations (22 CFR Parts 120-130).
- CBP officers will be able to access the Security Cooperation Information Portal through AES and it will not require the use of tokens provided by DSCA. This access enables CBP to view FMS case data within the system.

**Planned Actions and Key Milestones:** To continue protecting technologies critical to national security:

- The Department of Commerce recently assigned a new Assistant Director and one part-time intelligence analyst at E2C2. It is anticipated that these additional resources can assist in the near term, although appropriate resources and interagency personnel will still be required to fully implement the EO mandates.
- E2C2 is exploring options to leverage relationships with Intelligence Community (IC) elements and several DOD components to launch an intelligence analytical unit, which could further assist with collaboration.
- CBP is on track to create and implement a centralized process for tracking FMS shipments and enhancing the FMS export data validation process by July 31, 2017.

#### GAO High-Risk Area: Improving Federal Oversight of Food Safety (Government-wide)

**Overview:** In 2007, GAO added federal food safety oversight to the high risk list because of risks to the economy, public health, and safety. Several major trends create food safety challenges. First, a substantial and increasing portion of the U.S. food supply is imported. Second, consumers are eating more raw and minimally processed foods. Third, segments of the population that are particularly susceptible to foodborne illnesses, such as older adults and immune-compromised individuals, are growing. Given CBP's oversight role in food importation, DHS has a nexus to this high risk issue area. CBP is responsible for inspecting imports, including food products, plants, and live animals, for compliance with U.S. law and for assisting all federal agencies in enforcing their regulations at the border. GAO has identified areas in which CBP can improve food import oversight capabilities.

GAO has also emphasized the need to develop a government-wide performance plan for food safety. Although DHS is not among the agencies with primary food safety oversight responsibility, DHS was a member of the Food Safety Working Group which, if reconvened, could serve as a broad-based, centralized, collaborative mechanism for this and other purposes.

**Lead Office and Official:** CBP, Office of Field Operations, Mikel Tookes, deputy executive director, Agriculture Programs and Trade Liaison

**Progress:** CBP has undertaken several initiatives with the U.S. Department of Agriculture (USDA) to improve federal food safety oversight. For example:

- USDA and CBP developed a strategic plan for the Agricultural Quarantine Inspection (AQI) program that delineates joint mission and program goals with corresponding performance measures for monitoring progress toward those goals. USDA and CBP signed the plan on September 17, 2013.
- CBP also consulted with USDA to develop a strategy and action plan for implementing the forthcoming AQI staffing model. This model assesses the risk of potential fiscal constraints and determines what risk mitigating actions should be taken to ensure that agriculture staffing levels at each port are sufficient. The strategy and action plan establishes clear goals to ensure the model will mature with continuous enhancements and updates as new business transformation initiatives and technology advances are implemented. This will ensure a successful deployment once funding becomes available. As of May 2015, CBP has finalized and approved this strategy and action plan.

CBP and USDA are collaborating to improve the reliability of AQI data on arrivals, inspections, and interceptions across ports, including reviewing the supervisory review policy and procedures to ensure the data are entered accurately. Specifically, USDA completed development of the Agriculture Risk Management system (ARM) and completed deployment to their Plant Inspection Station at the end of August 2016.

- CBP is working to improve the skill sets of personnel with food oversight responsibilities. CBP, in consultation with USDA, identified agriculture canine supervisors who do not have canine training or experience and created a process to provide them with formal training. Specifically, in September 2013, CBP obtained course content recommendations from USDA for supplemental training for agriculture canine supervisors. Using USDA's recommendations, CBP developed the course and tested the first iteration of the course in December 2014. The first Agriculture Detector Dog Team Supervisor Training course was held in July 2015. The July 2015 course is being used to train new/incoming detector dog team supervisors.

CBP has also made internal changes to its programs to improve food safety oversight. CBP has taken steps to ensure the agriculture canine program has reliable and meaningful data, and has instituted a timely and consistent review process at CBP field offices, and evaluated the relevance of data collected for the agriculture canine program. In particular, as of July 2014, CBP's Web-based Canine Tracking System (K9TS) was made live. K9TS replaces the Detector Dog System in the Treasury Enforcement Communications System (TECS). Since K9TS came online, all of the agriculture canine handlers began using the system to enter their activities and canine alert (seizure) information daily. At the conclusion of each month, the handler submits their data to their supervisor for approval. Canine supervisors, field office canine advisors, and headquarters canine program managers have the ability to view handlers' data and create reports when needed. The data collected is relevant to the agriculture canine program and was defined with input from all levels of agriculture canine personnel from headquarters to field subject matter experts, including advisors, supervisors, and handlers. The TECS Detector Dog System was retired and removed from TECS on August 30, 2014.

As a result of the aforementioned efforts and CBP's dedication to food safety, CBP has successfully implemented and closed five of the six GAO recommendations associated with this issue area and is taking actions to close the remaining recommendation by March 31, 2017.

**Planned Actions and Key Milestones:** CBP is working toward additional future agricultural system interface deployments for USDA-PPQ 309 (Pest Identification Database), and the PPQ 523 (Emergency Action Notification report), to take action against invasive pests and agricultural concerns. CBP expects to complete these deployments by January 31, 2017. At that time, all agricultural modules should be in compliance with the ITDS Presidential Mandate. CBP and USDA agricultural systems will interface data for agriculture program assessment, risk analyses, and risk management. CBP will continue to report on deployment and improvement of AQI data as both agencies work toward modernization, interoperability, and automation of data systems.



**GAO High-Risk Area: Limiting the Federal Government’s Fiscal Exposure by Better Managing Climate Change Risks (Government-wide)**

**Overview:** In February 2013, GAO designated “Limiting the Federal Government’s Fiscal Exposure by Better Managing Climate Change Risks” as a government-wide high risk area. In addition to creating significant financial risks for the Federal Government, the effects of climate change could (1) threaten coastal areas with rising sea levels, (2) alter agricultural productivity, (3) affect water supplies, (4) increase the intensity and frequency of severe weather events, and (5) increase the frequency and volume of population movement and consequent goods movement. GAO found that the Federal Government is not well organized to address the fiscal exposure presented by the effects of climate change, and needs a government-wide strategic approach with strong leadership to manage related risks. GAO also found that climate change may increase the Federal Government’s fiscal exposure related to federal facilities, federal insurance programs—such as FEMA’s National Flood Insurance Program, and federal disaster aid—such as FEMA’s Disaster Relief Fund.

The projected impacts of climate change intersect with DHS in several areas. Notably, DHS facilities may be exposed to greater risks and an increase in the cost of aid provided following a disaster.

**Lead Office and Official:** Office of the Deputy USM (DUSM), Chip Fulghum, DUSM, CFO, and Chief Sustainability Officer

**Progress:** In FY 2016, DHS conducted a top down review of the governance structure established in the FY 2011 Secretary’s Climate Change Adaptation Implementing Guidance in order to enhance overall governance and oversight. The Review drove the formal chartering of the DHS Climate Resilience Executive Steering Committee. Moreover, the Department’s first Directive addressing climate change within the Homeland Security mission was signed in July 2016. Directive 023-03 “Climate Resilience”, acknowledges the direct link between actions related to climate resilience and national security and articulates the Department’s policy to integrate climate resilience into strategic planning, risk management frameworks, and continuity programs and marks a key step in the advancement and institutionalizing of the department’s climate resilience program.

In FY 2016, the United States Coast Guard (USCG) and United States Customs and Immigration Service (USCIS) initiated a joint study to enhance understanding of potential natural or man-made triggers that cause mass migration events. Study results will inform adjustments to the Department Operational Plans and strategic approaches.

In accordance with Executive Order (E.O.) 13690, *Establishing a Federal Flood Risk Management Standard and a Process for Further Soliciting and Considering Stakeholder Input*, DHS issued the “DHS Plan for Implementing EO 13690”. This Implementation Plan identifies actionable items for DHS to improve the nation’s resilience to flooding and prepare for the impacts of climate change.

DHS Office of Health Affairs (OHA) advanced climate change, health and national security nexus domestically and abroad. In FY 2016, OHA was a keynote speaker and presenter at the following venues: 2016 International Disaster Psychosocial Conference, 2<sup>nd</sup> Annual Biodefense World Summit, National Institute of Environmental Health Sciences Partnerships for

Environmental Public Health Climate Change and Health Webinar, Conference on Building Human Resilience for Climate Change, and National Pediatric Disaster Coalition Conference.

FEMA initiated coastal flood risk studies for 100 percent of the populated coastline as part of its Risk Mapping, Assessment and Planning (Risk MAP) effort.

**Planned Actions and Key Milestones:** During FY 2017, DHS intends to advance the following initiatives:

- Revise the 2013 DHS Climate Action Plan (CA-Plan). The CA-Plan is the Department's overarching document which reinforces the U.S. Government's efforts to develop a national climate resilience strategy and articulates DHS' role in implementing critical aspects of the President's Climate Action Plan of June 2013.
- Develop the DHS Climate and National Security Implementation Plan. This Plan will outline the policy guidance and direction to ensure that climate risks are fully characterized and considered in national security planning.
- Release the FEMA Climate Adaptation and Resilience Exercise Resource Guide. This Guide will provide communities with climate information, exercise strategies, templates, online resources, and technical guidance needed to develop and deliver their own local climate adaptation, preparedness, and resilience exercises and workshops. Additionally, the FEMA's Comprehensive Preparedness Guide on Climate-Informed Planning will be published. The Guide is designed to help communities integrate observed and projected climate change impacts into risk assessments, emergency management planning, and resource considerations.
- Expand regional and local partnerships and work collaboratively with stakeholders to incorporate security and resilience strategies, policies, and best practices into critical infrastructure design and maintenance. NPPD-Infrastructure Protection, through the National Institute of Hometown Security, will launch an 18-month project to establish a consensus of competencies and knowledge areas aimed at integrating climate change into critical infrastructure decision making.
- Kick-off the DHS Climate Change and Health Disaster Resilience Group. This group will be a working group for the DHS Climate Resilience Executive Steering Committee, and will focus on climate change health issues such as psychological/psychosocial, malnutrition, water, weather related disasters. Emphasis is placed on educating and exploring methods to improve community and health resilience from the effects of climate change and form collaborations across the U.S. and Canada.

#### GAO High-Risk Area: Improving the Management of IT Acquisitions and Operations (Government-wide)

**Overview:** More than \$80 billion is invested annually in information technology (IT) across the Federal Government. GAO has determined that agencies continue to struggle with IT projects due to overly broad scopes and goals of delivering functionality several years after initiation. Also, executive-level governance and oversight across the Federal Government is often ineffective because chief information officers (CIOs) do not have the authority to review and approve their entire agency IT portfolios and overall authority is limited. Congress has reacted

through the *Federal Information Technology Acquisition Reform Act*, which is intended to strengthen CIO authority and provide proper oversight for IT projects.

DHS has launched improvement efforts on multiple fronts to improve the management of IT acquisitions as well as existing IT systems, positioned itself as a leader in various efficiency initiatives, and stood up the JRC to evaluate high priority, and cross-departmental opportunities.

**Lead Office and Official:** Office of the CIO, Carlene Iletto, executive director for the Enterprise Business Management Office

**Progress:** DHS continues to enhance its IT practices, acquisitions, delivery, and is focused on the implementation of the administration’s government-wide IT management priorities. The DHS IT Strategic Plan was updated in January 2015 to reflect ever-evolving mission challenges and department’s coordinated effort to integrate people, processes, technology, information, and governance in a way that efficiently and effectively supports stakeholder needs. The Information Resources Management Strategic Plan and the accompanying DHS Enterprise Roadmap describe the approaches DHS uses to manage its information resources in alignment with the DHS IT Strategic Plan, and ensure that its management is embedded with IT best practices and has made IT progress in several key areas; for example:

- The House Oversight and Government Reform Committee released the Federal Information Technology Acquisition Reform Act Scorecard 3.0 and DHS received an overall grade of “B-,” up from a “C” over the last two report cards. DHS received “A” ratings in Data Center Consolidation and the use of PortfolioStat Reviews and a “B” rating in Transparency and Risk Reporting.
- Of the four GAO High-Risk Outcomes related to IT acquisition management, Management (MGMT)/CIO has “Fully Addressed” three and is anticipating a “Mostly Addressed” assessment on the fourth outcome in the February 2017 *High-Risk Series: An Update*. An assessment of “Mostly Addressed” denotes that progress is significant and a small amount of work remains.
- MGMT/CIO Office of the Chief Technology Officer (OCTO) established a pilot working group “Agile Acquisition” (AAWG) Integrated Project Team with the strategic focus providing direct support for programs in assistance of improving quality regarding the Acquisition Lifecycle Framework (ALF). Five Component programs (FEMA National Flood Insurance Program, FEMA Grant Management Modernization, TSA Technology Infrastructure Modernization, ICE Student and Exchange Visitor Information System, USCIS Verification Modernization) were identified and are actively participating. Not all programs upon entering the pilot working group were at the same stages of ALF. This enabled the working group to evaluate different programs and the varied approaches regarding ALF artifact development pre and post engagement of the pilot working group. As program artifacts have progressed through the process, the pilot working group has provided assistance in facilitation and/or direct Subject Matter Expert (SME) mitigation support for areas of concern identified.
- DHS exceeded the five-year target savings goal of \$504 million by more than 100 percent by achieving portfolio review savings of \$1.5 billion.
- Of the Federal Data Center Consolidation Initiative (FDCCI) data centers, 44 of 102 data centers have closed achieving 43 percent closures and surpassing the FDCCI 40 percent closure target. However, the Data Center Optimization Initiative (DCOI) replaced FDCCI

in August 2016. While DCOI will continue to track consolidation efforts, it will also track data center performance and efficiency. Additionally, DCOI has broadened the definition of a data center to include any server in a room, at any stage of program or system life cycle.

- DHS Management Lines of Business participated in the Joint Requirements Council and ARB to evaluate high priority, cross-departmental opportunities and develop recommendations for investments.
- DHS has implemented enterprise license agreements, and has shared best practices from its successful program to further Federal Government-wide implementation. Additionally, DHS is enhancing the Technology Reference Model hosted in the Enterprise Architecture Information Repository to provide enterprise license agreement line-of-sight and support the MEGABYTE Act, which will enable an improved acquisition strategy and help eliminate duplication and achieve cost savings. MGMT/CIO has facilitated DHS Components' adoption of agile IT development, designing a consistent process that each Component could adopt without negatively impacting the progress of other Components' adoption efforts. MGMT/CIO, MGMT/PARM, and the Science & Technology Directorate coordinated to draft the DHS Agile Instruction and Agile Guidebook, and modified them to address GAO recommendations. These policies support the acquisition process, remove redundancies and will streamline and shorten the acquisition path in coordination with the AAWG. Further, MGMT established five agile pilots of program at various stages of the lifecycle to identify and implement best practices and lessons learned.
- MGMT/CIO is an active member in the planning of the FEMA-led Grant Management Modernization effort and is ensuring that a cross-Component view and supporting best practices are included.
- To address the accuracy and reliability of cost and schedule data on the federal IT Dashboard, DHS deployed the Investment Evaluation, Submission, and Tracking (INVEST) system, an upgrade and merge of two legacy systems (Investment Management System and Next Generation Periodic Reporting System), which allows continuous support of DHS's operational business requirements and gives DHS Headquarters and Components the functionality needed to manage their investment portfolios. The USM directed the Component Acquisition Executives to review and certify key INVEST system data.
- MGMT/CIO and the Office of the CFO collaborated to incorporate results of IT portfolio reviews into the FY 2016 resource allocation decisions and budget submission resulting in increased visibility and oversight for the Chief Information Officer in accordance with the Federal Information Technology Acquisition Reform Act.
- MGMT/CIO and MGMT/PARM worked together to streamline and coordinate the oversight and management of the acquisition life cycle process by drafting the Major Acquisitions Integrated Governance and Oversight Concept of Operations.
- MGMT/CIO launched Enterprise Cloud Services Initiative which is designed to leverage the success of the data center consolidation with the federal "Cloud First" mandate and the capabilities and savings being offered by emerging cloud computing technologies. Post implementation of the Federal Information Technology Acquisition Reform Act (FITARA) the CIO has performed TechStat accountability sessions, deep dives, or leveraged information from the Acquisition pilots on the following investments: DHS Human Resources Information Technology (HRIT) – Automatic TechStat; ICE TECS

Modernization – Automatic TechStat; TSA Technology Infrastructure Modernization Program – CTO Pilot; TSA Security Technology Integrated Program; CBP Automated Commercial Environment ; USCG Nationwide Automatic Identification System; FEMA Infrastructure – Ongoing TechStat pre-FITARA; USCIS Transformation – Automatic TechStat (3 months consecutive red as of the December 2016 rating).

DHS has made significant progress on two key programs outlined in GAO’s High-Risk list:

- In April 2015, the USCIS Transformation program was granted ADE-2B/re-baseline approval from its FY 2012 Acquisition Program Baseline breach. USCIS continues to modernize the process for receiving and adjudicating immigration applications, benefits, and requests using the USCIS Electronic Immigration System (ELIS). During FY 2016, USCIS introduced several product lines in USCIS ELIS that are used to support Deferred Action for Childhood Arrivals and Temporary Protected Status. There are currently more than 5,000 internal users with access to USCIS ELIS. During FY 2016, USCIS ELIS took in a little over 1.8 million cases, which represented about 24 percent of USCIS workload. To contrast, in FY 2015, USCIS ELIS handled 11 percent of USCIS workload.
- The DHS Human Resources IT (HRIT) portfolio is working to consolidate, integrate, and modernize the Department’s HRIT, and is working to address its governance and technical challenges. The program reinstituted its executive steering committee, making significant progress on seven prioritized strategic improvement opportunities. The program implemented the Performance and Learning Management System (PALMS) in FY 2016 at HQ, FLETC, ICE, and USCIS.

**Planned Actions and Key Milestones:** DHS will continue to implement OMB initiatives to improve IT management, reduce duplication and costs, and improve services to the public with ongoing in-person TechStat reviews of IT programs, monthly reporting to the federal IT Dashboard, and leveraging strategic sourcing opportunities. Planned actions and key milestones include:

- Under DCOI, DHS is developing a strategy and transition plan for a larger number of data centers. The plan will be completed by second quarter FY 2017. MGMT/CIO has received Component input and will be updating the draft plan and transition schedule to achieve consolidation, performance and cost goals by FY 2018 for each data center under the new DCOI definition.
- Strategic sourcing continues to be critical to the DHS objective to achieve best prices with vendors for particular goods and services in software licensing, mobile wireless services, and desktop and laptop equipment. DHS is also applying strategic sourcing to increase use of multi-provider and commercially provisioned computing services in the Department’s enterprise computing environment. DHS is going beyond the traditional buyer role of negotiating with one vendor to achieving service solutions as part of an “Open Market” strategy that is the cornerstone of DHS Enterprise Computing Services (ECS). Increasing our access to multi-provider and commercially provisioned services will greatly expand and leverage the way in which the private and public sector partners will leverage cloud computing to provide goods and services. DHS approved the DHS Agile Instruction and Guidebook in FY 2016 and is in the process of implementing it across the enterprise. Further, DHS MGMT is conducting five agile pilots of programs at



various stages of the lifecycle to identify and implement best practices and lessons learned.

- DHS will continue the Component roll-out of PALMS to USSS by March 31, 2017.
- USCIS Transformation will continue to integrate capability into the electronic immigration system in FY 2017. This includes incorporating electronic processing for the remaining product lines in the Citizenship Line of Business. USCIS will continue to make improvements to several products currently available and will begin to develop capability to support processing applications with the Family Based Adjustment of Status product line. USCIS ELIS is able to accept the new fees that went into effect with USCIS's Fee Rule changes on December 23, 2016, and the team will implement remote identity proofing for new immigrants in USCIS ELIS. The remote identify proofing provides additional security to the customer's USCIS online account by ensuring that only the new immigrant can access and update his or her information.
- MGMT/CIO identified 584 DHS IT systems in the FISMA inventory as of October 31, 2016. The systems identified were as a result of the annual inventory refresh process that included performing in-depth analysis for duplicative systems as part of MGMT/CIO's segment architecture initiatives.
- MGMT/CIO and PARM continues to develop and deliver coordinated guidance, templates, training, and technical support to Component Programs through HQ level IPTs targeting program ALF Support and key focus areas of Vulnerability/Cybersecurity Threat Assessments, Business Process Improvement, Metrics and Performance Management, Software Delivery, and Technical Evaluations and Training. Furthermore, PARM and MGMT/CIO are conducting a comprehensive review of DHS Acquisition Policy, Doctrine, and Guidance and developing recommendations for improvements to support Agile Delivery.

DHS can achieve further IT efficiencies by (1) rationalizing applications, (2) moving to enterprise commodity IT services where appropriate, (3) emphasizing agile development methodologies, (4) effectively utilizing the updated Acquisition Management and Systems Engineering Life Cycle policy and guidance, and (5) integrating mission requirements through the JRC. During FY 2017, MGMT/CIO will focus on the adoption of the public cloud infrastructure, cybersecurity effectiveness, and asset management.

# Low-Priority Program Activities

The President's Budget identifies the lower-priority program activities, as required under the *GPRA Modernization Act*, 31 U.S.C. 1115(b)(10). The public can access the volume at:

<http://www.whitehouse.gov/omb/budget>.

# Acronym List

AoA – Analysis of Alternatives  
APG – Agency Priority Goal  
ARB – Acquisition Review Board  
ATD – Alternatives to Detention  
BWS – Balanced Workforce Strategy  
CAP – Cross-Agency Priority  
CAPSIS – Consolidated Asset Portfolio and Sustainability Information System  
CBP – U.S. Customs and Border Protection  
CBRN – Chemical, Biological, Radiological, and Nuclear  
CDM – Continuous Diagnostics & Mitigation  
CFATS – Chemical Facility Anti-Terrorism Standards  
CFO – Chief Financial Officer  
CHCO – Chief Human Capital Officer  
CIO – Chief Information Officer  
CIP – Critical Infrastructure Protection  
CRCL – Civil Rights and Civil Liberties  
CROP – Component Recruitment and Outreach Plan  
CS&C – Cybersecurity and Communications  
CSP – Commercial Service Providers  
DHS – U.S. Department of Homeland Security  
DNDO – Domestic Nuclear Detection Office  
DPIO – Deputy PIO  
ECS – Enhanced Cybersecurity Services  
EEIWG – Export Enforcement Intelligence Working Group  
EO – Executive Order  
ERO – Enforcement and Removal Operations  
ESC – Executive Steering Committee  
FedVTE – Federal Virtual Training Environment  
FEVS – Federal Employee Viewpoint Survey  
FISMA – Federal Information Security Management Act  
FLETC – Federal Law Enforcement Training Centers  
FOUO – For Official Use Only  
FPS – Federal Protective Service  
FY – Fiscal Year  
FYHSP – Future Years Homeland Security Program  
GAO – Government Accountability Office  
GPRA – Government Performance and Results Act  
GPRAMA – GPRA Modernization Act of 2010

HCSP – Human Capital Strategic Plan  
HRIT – Human Resources IT  
HSIN – Homeland Security Information Network  
ICE – U.S. Immigration and Customs Enforcement  
INVEST – Investment Evaluation, Submission, and Tracking  
ISC – Interagency Security Committee  
ISE – Information Sharing Environment  
ISSA – Information Sharing Segment Architecture  
ISSGB – Information Sharing and Safeguarding Governance Board  
IT – Information Technology  
JRC – Joint Requirements Council  
JTF – Joint Task Force  
JTF-E – Joint Task Force-East  
JTF-I – Joint Task Force-Investigations  
JTF-W – Joint Task Force-West  
K9TS – Canine Tracking System  
NCCIC – National Cybersecurity and Communications Integration Center  
NCMEC – National Center for Missing and Exploited Children  
NFIP – National Flood Insurance Program  
NGO – Non-governmental Organization  
NICC – National Infrastructure Coordinating Center  
NPPD – National Protection and Programs Directorate  
NWS – National Weather Service  
OCHCO – Office of the Chief Human Capital Officer  
OHA – Office of Health Affairs  
OMB – Office of Management and Budget  
PA&E – Program Analysis and Evaluation  
PALMS – Performance and Learning Management System  
PARM – Program Accountability and Risk Management  
PIA – Privacy Impact Assessment  
PIL – Procurement Innovation Laboratory  
PIO – Performance Improvement Officer  
PMDF – Performance Measure Definition Form  
PMO – Program Management Office  
PPBE – Planning, Programming, Budgeting, and Execution  
RPEP – Real Property Efficiency Plan

RPG – Resource Planning Guidance  
 RPM – Radiation Portal Monitor  
 SAR – Search and Rescue  
 SCR – Significant Case Report  
 SF – Secure Flight  
 SLA – Service Level Agreements  
 SLTT – State, Local, Tribal, and Territorial  
 SSP – Site Security Plan  
 S&T – Science and Technology Directorate  
 STC – Securing the Cities  
 TCC – TSA Contact Center  
 TCO – Transnational Criminals or Criminal  
     Organization  
 TECS – Treasury Enforcement  
     Communications System  
 THIRA – Threat and Hazard Identification  
     and Risk Assessment  
 TRIP – Traveler Redress Inquiry Program  
 TSA – Transportation Security  
     Administration  
 TSO – Transportation Security Officers  
 UK – United Kingdom  
 US-CERT – United States Computer  
     Emergency Readiness Team  
 USCG – U.S Coast Guard  
 USM – Under Secretary for Management  
 USSS – U.S. Secret Service  
 WYO – Write-Your-Own  
 USCIS – U.S. Citizenship and Immigration  
     Services



Homeland  
Security





## We are DHS.

Every single day, the dedicated men and women of the Department of Homeland Security safeguard the American people, our homeland, and our values. By air, by land, by sea, or in cyberspace, more than 230,000 employees of DHS work every day to keep our nation safe.

## Today, DHS will...

### U.S. Immigration and Customs Enforcement

REMOVE  
**645**  
CRIMINALS

OBTAIN **5**  
CONVICTIONS  
FOR HUMAN  
SMUGGLING

SEIZE **\$1.4M** IN ILLICIT  
CURRENCY AND ASSETS

#### Cyber

BLOCK **1,900**  
POSSIBLE  
INTRUSIONS



ISSUE **50**  
CYBERSECURITY  
WARNINGS

#### Law Enforcement Support

SUPPORT  
STATE AND  
LOCAL  
LAW  
ENFORCEMENT  
EFFORTS AT  
**28**  
SPECIAL  
EVENTS

### U.S. Citizenship and Immigration Services



NATURALIZE **2,000**  
NEW U.S. CITIZENS  
GRANT **1,723** PEOPLE  
PERMANENT RESIDENCE,  
ASYLUM, AND REFUGEE STATUS

#### Federal Law Enforcement Training Centers

TRAIN **2,800** FEDERAL,  
STATE, LOCAL, TRIBAL,  
AND INTERNATIONAL  
LAW ENFORCEMENT  
PERSONNEL



#### Federal Protective Service



PROTECT **1.4 MILLION**  
FEDERAL EMPLOYEES AND VISITORS  
IN **9,000 FACILITIES**  
ACROSS THE COUNTRY

### Transportation Security Administration

SCREEN  
**2 MILLION**  
PASSENGERS AND  
**1 MILLION**  
PIECES OF LUGGAGE

ENROLL  
**4,500** IN TSA Pre✓

SEIZE **7**  
FIREARMS



### U.S. Coast Guard

SAVE  
**10 LIVES**

IN MORE THAN  
**45** SEARCH  
AND RESCUE  
OPERATIONS

SEIZE AND REMOVE  
**874 LBS** OF COCAINE  
**214 LBS** OF MARIJUANA  
WITH A WHOLESALE VALUE OF  
**\$11.8 MILLION**

### U.S. Secret Service

PROVIDE  
SECRET SERVICE  
PROTECTION FOR  
AN AVERAGE OF  
**30** PROTECTEES AND  
FOREIGN DIGNITARIES



PREVENT CIRCULATION  
OF **\$160,000** IN  
COUNTERFEIT CURRENCY

PREVENT  
**\$5.4 MILLION**  
IN POTENTIAL LOSSES THROUGH  
FINANCIAL CRIMES AND CYBER  
INVESTIGATIONS



### Federal Emergency Management Agency

PROVIDE  
**\$17.6 MILLION**  
IN FEDERAL ASSISTANCE  
TO STATE, LOCAL, AND  
TRIBAL GOVERNMENTS



SUPPORT LOCAL  
COMMUNITIES WITH  
**\$4.4 MILLION**  
IN HOMELAND SECURITY  
ASSISTANCE



### U.S. Customs and Border Protection

PROCESS **282,000**

PRIVATELY OWNED  
VEHICLES

**72,000**  
TRUCK, RAIL, AND  
SEA CONTAINERS



**9,400 LBS**  
OF ILLICIT DRUGS

SEIZE

**\$356,000**  
CURRENCY



[www.dhs.gov](http://www.dhs.gov)

As of September 14, 2016 (unaudited)



# Homeland Security

# Department of Homeland Security



**Fiscal Year 2018**

**Congressional Justification**

## Table of Contents

Departmental Overview .....	3
Organization of the Congressional Justification.....	5
Comparison of Budget Authority and Request.....	7
Personal Compensation and Benefits.....	8
Non Pay Budget Exhibit .....	10
Administrative and General Provisions.....	11
Departmental Resource Table.....	25

---

## Department of Homeland Security

---

### Departmental Overview

---

The Department of Homeland Security's (DHS) mission is to safeguard the American people, our homeland, and our values with honor and integrity. Threats to our safety and security are constantly evolving, and require continuous risk assessments and adaptive strategies to effectively address them. The men and women at DHS demonstrate agility and dedication to our mission by protecting our Nation from threats by land, sea, air, and cyber. Known terrorist entities, criminals, homegrown terrorists, cyber-terrorists, smugglers, transnational criminal organizations, failed states, and unpredictable "lone offenders" constitute present and future threats to our way of life every day and emphasize the importance of DHS's mission.

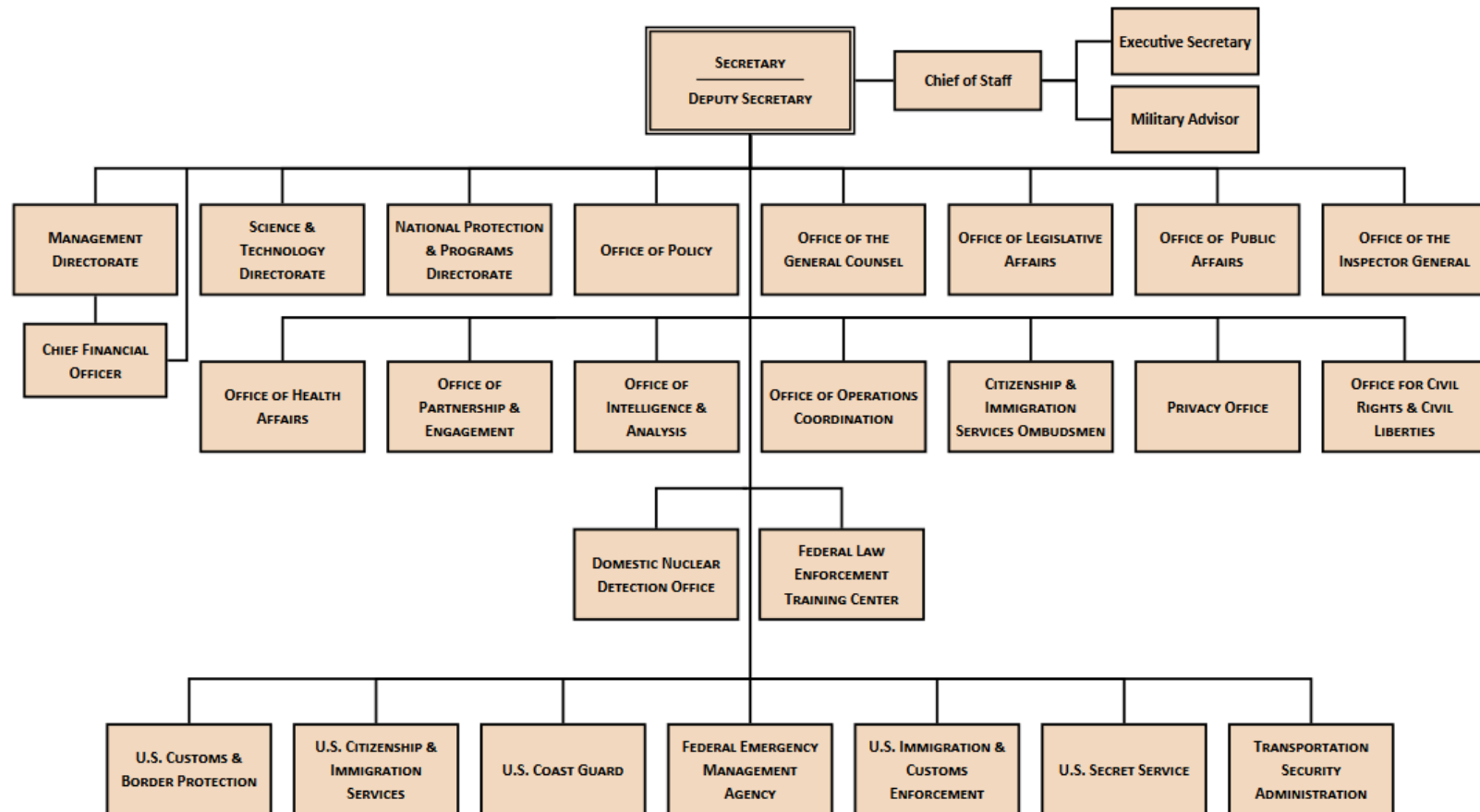
DHS's wide-ranging, around-the-clock operations serve to strengthen our Nation's security and resilience and promote our Nation's economic prosperity. DHS will use all means available to it, including its highly-trained workforce, physical barriers, improved infrastructure, state-of-the-art surveillance techniques and equipment, cybersecurity, biometric identification systems, improved technology, and top-notch intelligence to meet the changing threats to our Nation. We will leverage information sharing and personnel, as well as technological, operational, and policy-making elements to detect, deter, and disrupt terrorism and other threats.

To assertively implement the policies of the President's Executive Orders, *Border Security and Immigration Enforcement Improvements*, Executive Order No. 13767 (Jan. 25, 2017), *Enhancing Public Safety in the Interior of the United States*, Executive Order No. 13768 (Jan. 30, 2017), and *Enforcing Federal Law with Respect to Transnational Criminal Organizations and Preventing International Trafficking*, Executive Order No. 13773 (Feb. 14, 2017), the FY 2018 President's Budget makes significant, critical investments in people, technology, and infrastructure for border security and enforcement of immigration laws, while ensuring that DHS's other operations are fully funded. The Budget also advances cybersecurity programs, consistent with the President's Executive order, *Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure*, (May 11, 2017), strengthens DHS's biometric identification programs, provides for expansion of E-Verify, and supports DHS's new Victims of Immigration Crime Engagement (VOICE) Office. Further, the budget fully supports the U.S. Coast Guard, our Nation's fifth service, to continue its important mission of ensuring maritime safety, security, and stewardship.

The Department's organization structure is provided below:

## Department of Homeland Security

### Department of Homeland Security Organization Chart





---

## Department of Homeland Security

---

### Organization of the Congressional Justification

---

The FY 2017 Budget proposed an appropriation structure that streamlined the more than 70 disparate accounts into four common account categories. This was a multiyear effort that resulted in the following four common appropriation categories: Operations and Support (O&S); Procurement, Construction, and Improvements (PC&I); Research and Development (R&D); and Federal Assistance (FA). The FY 2016 Appropriations Act, though providing budget authority in the legacy account structure, gave the Department authority to begin executing under the new common appropriations structure in the event of a continuing resolution. Consistent with the authority provided in Section 563 of Division F of that Act, the Department of Homeland Security formally established new discretionary accounts and executed in this structure under the 2017 Continuing Resolution (Public Law 114–254, Division A).

The Department’s FY 2018 Congressional Budget Justification continues to improve on the success of the common appropriation structure and includes enhancement to look, feel, and flow of information. Key enhancements include: Hierarchical budget organization based on the appropriation structure and grouping similar budget information into formal sections; zero-based PC&I exhibits, and new exhibits that show actual, estimated, and planned obligations for the displayed fiscal years.

#### **Budget Years for Comparison**

The FY 2018 President’s Budget displays three budget years for comparison: Prior Year – FY 2016 Revised Enacted, Current Year – FY 2017 Annualized Continuing Resolution, and Budget Year – FY 2018 President’s Budget. These names correspond to funding columns in the CJ exhibits; however, in exhibits that show execution data, the column names are generic allowing for other data categories to be represented. The comparison data is organized based on the following breakdown:

*Prior Year – FY 2016 Revised Enacted:* Reflects the Enacted funding levels, positions, and full time equivalents (FTEs) provided in the FY 2016 DHS Appropriations Act as adjusted by incorporating transfers, formal reprogramming actions, current year rescissions, and updated fee projections. Although the FY 2016 DHS Appropriations Act represented the legacy account structure, for purposes of comparability, all data is displayed as if it had been enacted *and* executed in the new appropriation structure. Budgetary materials published from the Office of Management and Budget reflect prior year budget authority, collections, obligations, and outlays reported to the Department of Treasury, Bureau of the Fiscal Service and available to the public in the Combined Statement of Receipts, Outlays, and Balances of the United States Government.

*Current Year – FY 2017 Annualized Continuing Resolution (CR):* At the time the President's 2018 Budget request was developed, the 2017 Department of Homeland Security Appropriations was not enacted; therefore, the programs and activities normally provided for

in a full-year appropriations were instead operating under a continuing resolution (Public Law 114–254, Division A). For those programs and activities, full-year appropriations data included in the current year column (2017) for discretionary appropriations accounts reflect the annualized level provided by the continuing resolution. In most cases, this is a formulaic budget built from the FY 2016 DHS Appropriation Act and applying applicable rescissions, Working Capital Fund restructurings as approved by Congress, and an across the board rescission of 0.1901% to discretionary accounts. In zero-based budget exhibits, the formulaic approach was abandoned to allow for a more rational justification narrative.

*Budget Year – FY 2018 President’s Budget:* Reflects the President’s Budget Request for the Department.

### **Appropriation Hierarchy**

The FY 2018 Budget Submission is displayed in an appropriation hierarchy with a maximum of six reporting levels, as show in the table to the right; not all hierarchy levels are relevant to each appropriation’s structure. The data within the Congressional Justification (CJ) builds up from the lowest level of the hierarchy; higher level tables summarize the data within the related lower level Program, Project, and Activities (PPAs).

<b>Appropriation Hierarchy Name</b>
DHS Overview Justification
Component Overview Justification
Appropriation Justification
PPA Level I Justification
PPA Level II Justification
PPA Level III Justification

This layered approach is structured both in the table of contents and navigation panel of each CJ chapter to allow the reader to quickly move from high level summary sections to detailed narrative at the lower levels. The cascading effect permits justification to rationally flow from general account descriptions to detailed justification and is not intended to be repetitive in nature. However, some sections of the appropriation hierarchy creates a data relationship that results in repetition.

### **Justification Sections**

Within each of the hierarchies identified above, the budget justification is again delineated into five sections (this delineation also appears in respective table of contents). The purpose of the sections is to group similar justification exhibits into standard “sub-chapters”; always starting with an overall comparison section to show the full budget request/authority for the level of the organization being covered. Like the hierarchies above, not all sections are used at leach level of the organization. The best example of this is the PC&I appropriations: because PC&I does not include personnel costs in the appropriation, the Personnel Compensation and Benefits section is not included. The five sections are broken out as follows: Budget Comparison and Adjustments; Personnel Compensation and Benefits; Non Pay Budget Exhibits; Capital Investment Exhibits (for PC&I and some fee funded appropriations); and Supplemental Budget Justification Documents.

## Department of Homeland Security

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Secretary and Executive Management	613	609	\$145,332	631	585	\$133,474	609	567	\$130,307	(22)	(18)	(\$3,167)
Office of the Under Secretary for Management	1,457	1,432	\$937,081	1,814	1,814	\$962,133	2,070	2,015	\$768,664	256	201	(\$193,469)
Analysis and Operations	845	818	\$260,224	845	818	\$254,303	885	837	\$252,405	40	19	(\$1,898)
Office of Inspector General	867	796	\$161,467	867	796	\$137,151	720	720	\$133,974	(147)	(76)	(\$3,177)
U.S. Customs and Border Protection	63,230	58,677	\$13,295,208	63,230	58,677	\$13,474,495	64,463	59,726	\$16,387,729	1,233	1,049	\$2,913,234
U.S. Immigration and Customs Enforcement	20,960	19,908	\$6,177,578	20,960	19,987	\$6,139,917	22,573	20,967	\$7,942,072	1,613	980	\$1,802,155
Transportation Security Administration	55,415	51,833	\$7,543,364	55,415	51,309	\$7,425,805	55,460	52,956	\$7,582,228	45	1,647	\$156,423
U.S. Coast Guard	49,569	46,555	\$10,893,631	49,569	47,927	\$10,940,660	50,147	48,550	\$10,673,010	578	623	(\$267,650)
U.S. Secret Service	6,714	6,481	\$2,191,808	6,714	6,481	\$2,190,481	7,150	6,934	\$2,208,626	436	453	\$18,145
National Protection and Programs Directorate	3,756	3,178	\$3,075,838	3,877	3,299	\$3,081,428	4,159	3,592	\$3,277,489	282	293	\$196,061
Office of Health Affairs	103	96	\$125,333	103	96	\$122,747	103	96	\$111,319	-	-	(\$11,428)
Federal Emergency Management Agency	5,205	9,673	\$15,712,464	5,335	9,838	\$16,151,751	5,350	9,869	\$15,552,106	15	31	(\$599,645)
United States Citizenship and Immigration Services	16,432	15,371	\$3,787,338	15,875	15,091	\$3,606,909	18,196	17,296	\$4,442,039	2,321	2,205	\$835,130
Federal Law Enforcement Training Center	1,133	1,106	\$244,480	1,095	1,068	\$243,994	1,139	1,112	\$272,759	44	44	\$28,765
Science and Technology	480	480	\$776,653	480	480	\$771,690	431	455	\$627,324	(49)	(25)	(\$144,366)
Domestic Nuclear Detection Office	137	137	\$347,036	137	137	\$342,059	158	144	\$330,440	21	7	(\$11,619)
<b>Total</b>	<b>226,916</b>	<b>217,150</b>	<b>\$65,674,835</b>	<b>226,947</b>	<b>218,403</b>	<b>\$65,978,997</b>	<b>233,613</b>	<b>225,836</b>	<b>\$70,692,491</b>	<b>6,666</b>	<b>7,433</b>	<b>\$4,713,494</b>
Subtotal Discretionary - Appropriation	197,152	184,187	\$44,181,292	196,744	184,444	\$44,189,836	199,820	188,347	\$47,303,432	3,076	3,903	\$3,113,596
Subtotal Discretionary - Fee	2,068	2,038	\$684,461	1,678	1,648	\$600,298	1,965	1,961	\$668,360	287	313	\$68,062
Subtotal Discretionary - Offsetting Fee	1,822	1,715	\$1,647,824	1,943	1,836	\$1,631,932	1,938	1,819	\$1,729,555	(5)	(17)	\$97,623
Subtotal Discretionary - September 11 Security Fee	-	-	[\$2,130,000]	-	-	[\$2,130,000]	-	-	[\$2,916,000]	-	-	[\$786,000]
Subtotal Discretionary - Major Disasters (DRF)	-	4,450	\$6,712,953	-	4,737	\$6,712,953	-	4,737	\$6,793,000	-	-	\$80,047
Subtotal Mandatory - Appropriation	14	14	\$2,342,276	14	14	\$2,335,263	19	19	\$2,428,104	5	5	\$92,841
Subtotal Mandatory - Fee	25,860	24,746	\$10,106,029	26,568	25,724	\$10,508,715	29,871	28,953	\$11,770,040	3,303	3,229	\$1,261,325

## Department of Homeland Security Personal Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Secretary and Executive Management	613	609	\$85,342	\$138.56	631	585	\$90,414	\$152.17	609	567	\$92,954	\$161.3	(22)	(18)	\$2,540	\$9.13
Office of the Under Secretary for Management	1,457	1,432	\$195,986	\$136.86	1,814	1,814	\$250,528	\$138.11	2,070	2,015	\$306,171	\$151.95	256	201	\$55,643	\$13.84
Analysis and Operations	845	818	\$120,167	\$141.97	845	818	\$121,507	\$143.6	885	837	\$127,617	\$147.64	40	19	\$6,110	\$4.04
Office of Inspector General	867	796	\$119,015	\$149.51	867	796	\$122,178	\$153.48	720	720	\$117,803	\$163.61	(147)	(76)	(\$4,375)	\$10.13
U.S. Customs and Border Protection	63,230	58,677	\$9,202,057	\$156.83	63,230	58,677	\$9,284,753	\$158.23	64,463	59,726	\$10,031,898	\$167.97	1,233	1,049	\$747,145	\$9.74
U.S. Immigration and Customs Enforcement	20,960	19,908	\$3,054,833	\$153.45	20,960	19,987	\$3,229,841	\$161.6	22,573	20,967	\$3,598,189	\$171.61	1,613	980	\$368,348	\$10.01
Transportation Security Administration	55,415	51,833	\$4,814,107	\$90.91	55,415	51,309	\$4,788,287	\$91.35	55,460	52,956	\$5,010,329	\$92.61	45	1,647	\$222,042	\$1.26
U.S. Coast Guard	49,569	46,555	\$5,420,891	\$86.81	49,569	47,927	\$5,481,918	\$85.6	50,147	48,550	\$5,808,427	\$89.33	578	623	\$326,509	\$3.73
U.S. Secret Service	6,714	6,481	\$1,447,089	\$182.39	6,714	6,481	\$1,505,949	\$191.47	7,150	6,934	\$1,589,216	\$190.97	436	453	\$83,267	(\$0.5)
National Protection and Programs Directorate	3,756	3,178	\$471,860	\$148.45	3,877	3,299	\$484,376	\$146.8	4,159	3,592	\$548,389	\$152.65	282	293	\$64,013	\$5.85
Office of Health Affairs	103	96	\$17,336	\$139.57	103	96	\$18,831	\$157.86	103	96	\$20,917	\$179.3	-	-	\$2,086	\$21.44
Federal Emergency Management Agency	5,205	9,673	\$1,027,141	\$105.85	5,335	9,838	\$1,050,343	\$106.43	5,350	9,869	\$1,099,981	\$111.1	15	31	\$49,638	\$4.67
United States Citizenship and Immigration Services	16,432	15,371	\$1,851,050	\$120.37	15,875	15,091	\$1,801,328	\$119.31	18,196	17,296	\$2,059,601	\$119.03	2,321	2,205	\$258,273	(\$0.28)
Federal Law Enforcement Training Center	1,133	1,106	\$129,779	\$117.19	1,095	1,068	\$128,234	\$119.91	1,139	1,112	\$135,269	\$121.49	44	44	\$7,035	\$1.58
Science and Technology	480	480	\$83,526	\$173.54	480	480	\$85,070	\$177.07	431	455	\$82,729	\$180.61	(49)	(25)	(\$2,341)	\$3.54
Domestic Nuclear Detection Office	137	137	\$24,040	\$175.47	137	137	\$23,796	\$173.69	158	144	\$25,129	\$174.51	21	7	\$1,333	\$0.82
<b>Total</b>	<b>226,916</b>	<b>217,150</b>	<b>\$28,064,219</b>	<b>\$121.13</b>	<b>226,947</b>	<b>218,403</b>	<b>\$28,467,353</b>	<b>\$122.29</b>	<b>233,613</b>	<b>225,836</b>	<b>\$30,654,619</b>	<b>\$127.51</b>	<b>6,666</b>	<b>7,433</b>	<b>\$2,187,266</b>	<b>\$5.22</b>
Discretionary - Appropriation	197,152	184,187	\$21,982,744	\$118.66	196,744	184,444	\$22,364,303	\$120.57	199,820	188,347	\$23,934,367	\$126.37	3,076	3,903	\$1,570,064	\$5.8
Mandatory - Fee	25,860	24,746	\$3,510,681	\$141.83	26,568	25,724	\$3,533,120	\$137.32	29,871	28,953	\$3,997,909	\$138.05	3,303	3,229	\$464,789	\$0.73
Discretionary - Fee	2,068	2,038	\$345,163	\$169.36	1,678	1,648	\$340,440	\$206.58	1,965	1,961	\$368,908	\$188.12	287	313	\$28,468	(\$18.46)
Mandatory - Appropriation	14	14	\$1,632,696	\$148.21	14	14	\$1,632,709	\$149.14	19	19	\$1,724,810	\$146.63	5	5	\$92,101	(\$2.51)
Discretionary - Offsetting Fee	1,822	1,715	\$237,143	\$138.26	1,943	1,836	\$240,989	\$131.25	1,938	1,819	\$249,887	\$137.36	(5)	(17)	\$8,898	\$6.11
Discretionary - Major Disasters (DRF)	-	4,450	\$355,792	\$79.68	-	4,737	\$355,792	\$74.85	-	4,737	\$378,738	\$79.68	-	-	\$22,946	\$4.83

\* The FTE Rate calculation does not include Object Class 11.8-Special Personal Services Payments or 13.0-Benefits for Former Personnel.

The FY 2018 Budget Request provides funding to sustain and strengthen our most critical programs and capabilities in each of our mission areas. It is our people behind these missions that makes our mission successful. The table above reflects the total pay budget for the department by appropriation.

The objective for the FY18 Personnel Compensation and Benefits (PC&B) submission is to better capture and justify our budget data. To this end, the PC&B section for each Component and PPA will provide a consistent view of the respective Positions, Full Time

Equivalents (FTEs), FTE Rate, Pay by Object Class, and Permanent Positions by Grade. The FY 2018 request reflects pricing changes to annualize pay increases for both FY 2017 and FY 2018; this accounts for the adjustment required to convert calendar year pay raise assumptions to a fiscal year budget. Additionally, we've taken steps to ensure FTEs are fully funded and that FTE rates are based on prior year actual execution. As a result, the reader may see reductions to FTEs to right-size pay portfolios based on projected hiring trends.

The Department continues its efforts to streamline hiring practices and reduce time to hire. Time to hire over the last two years reduced from approximately 170 days to 110 days. This was accomplished by focusing on 3 core principles: Coordination – holding consolidated cyber, veterans, intern, and recent graduate hiring fairs with on-the-spot interviews and tentative job offers, and sharing candidates among DHS Components; Centralization – creating law enforcement officer “hiring hubs” that combine several background and fitness screening steps into one location; and Re-education – ensuring hiring managers and human resources staff are aware of the full range of hiring flexibilities.



## Department of Homeland Security Non Pay Budget Exhibit

### Non Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Secretary and Executive Management	\$59,990	\$43,060	\$37,353	(\$5,707)
Office of the Under Secretary for Management	\$741,095	\$711,605	\$462,493	(\$249,112)
Analysis and Operations	\$140,057	\$132,796	\$124,788	(\$8,008)
Office of Inspector General	\$42,452	\$38,973	\$40,171	\$1,198
U.S. Customs and Border Protection	\$4,093,151	\$4,189,742	\$6,355,831	\$2,166,089
U.S. Immigration and Customs Enforcement	\$3,122,745	\$2,910,076	\$4,343,883	\$1,433,807
Transportation Security Administration	\$2,729,257	\$2,637,518	\$2,571,899	(\$65,619)
U.S. Coast Guard	\$5,472,740	\$5,458,742	\$4,864,583	(\$594,159)
U.S. Secret Service	\$744,719	\$684,532	\$619,410	(\$65,122)
National Protection and Programs Directorate	\$2,603,978	\$2,597,052	\$2,729,100	\$132,048
Office of Health Affairs	\$107,997	\$103,916	\$90,402	(\$13,514)
Federal Emergency Management Agency	\$14,685,323	\$15,101,408	\$14,452,125	(\$649,283)
United States Citizenship and Immigration Services	\$1,936,288	\$1,805,581	\$2,382,438	\$576,857
Federal Law Enforcement Training Center	\$114,701	\$115,760	\$137,490	\$21,730
Science and Technology	\$693,127	\$686,620	\$544,595	(\$142,025)
Domestic Nuclear Detection Office	\$322,996	\$318,263	\$305,311	(\$12,952)
<b>Total</b>	<b>\$37,610,616</b>	<b>\$37,535,644</b>	<b>\$40,061,872</b>	<b>\$2,526,228</b>
Discretionary - Appropriation	\$22,198,548	\$21,849,533	\$23,393,065	\$1,543,532
Mandatory - Fee	\$6,595,348	\$6,975,595	\$7,772,131	\$796,536
Discretionary - Fee	\$339,298	\$259,858	\$299,452	\$39,594
Mandatory - Appropriation	\$709,580	\$702,554	\$703,294	\$740
Discretionary - Offsetting Fee	\$1,410,681	\$1,390,943	\$1,479,668	\$88,725
Discretionary - Major Disasters (DRF)	\$6,357,161	\$6,357,161	\$6,414,262	\$57,101

---

## Department of Homeland Security Administrative and General Provisions

---

The FY 2018 Budget Request proposes changes to legislative language structure and content in anticipation of congressional review of the language format. In general, the proposed Department of Homeland Security Appropriations language has been re-written, updated, and streamlined to be largely consistent with the anticipated FY 2017 enacted appropriation. There are two key changes to the language: 1) the appropriating paragraphs have been scrutinized and drafted to follow the Comptroller General's Federal Principles of Appropriations Law and adheres to a core principal that the purpose of a lump sum appropriation is determined in the context of the agency's enabling and authorizing legislation, and 2) Administrative provisions specific to a single title are included at the end the title, while general provisions that pertain to across titles are located in title V.

In the following sections, all proposed administrative and general provisions are provided. Specific Component appropriating paragraphs can be found in following chapters of the congressional justification in the respective “Component Overview” sections. Although customary to show changes in italics with an exhibit to justify the changes, the overall restructuring of the administrative and general provisions make that effort impractical. In many cases, general provisions have moved to administrative provisions in whole and numbering of most provisions has changed.

### Title I ADMINISTRATIVE PROVISIONS

*SEC. 101. The Secretary of Homeland Security shall submit to the Committees on Appropriations of the Senate and the House of Representatives, at the time the President's budget proposal for fiscal year 2018 is submitted pursuant to section 1105(a) of title 31, United States Code, the Future Years Homeland Security Program, as authorized by section 874 of Public Law 107–296 (612 U.S.C. 454).*

*SEC. 102. Not later than 30 days after the last day of each month, the Chief Financial Officer of the Department of Homeland Security shall submit to the Committees on Appropriations of the Senate and the House of Representatives a monthly budget and staffing report that includes total obligations of the Department for that month and for the fiscal year at the appropriation and program, project, and activity levels, by the source year of the appropriation.*

*SEC. 103.*

*(a) Notwithstanding section 518 of Public Law 114–113, the Secretary of Homeland Security shall submit a report not later than October 15, 2018, to the Inspector General of the Department of Homeland Security listing all grants and contracts awarded by any means other than full and open competition during fiscal years 2017 and 2018.*

*(b) The Inspector General shall review the report required by subsection (a) to assess Departmental compliance with applicable laws and regulations and report the results of that review to the Committees on Appropriations of the Senate and the House of Representatives not later than February 15, 2019.*

*SEC. 104. The Secretary of Homeland Security shall require that all contracts of the Department of Homeland Security that provide award fees link such fees to successful acquisition outcomes, which shall be specified in terms of cost, schedule, and performance.*

*SEC. 105. The Secretary of Homeland Security, in consultation with the Secretary of the Treasury, shall notify the Committees on Appropriations of the Senate and the House of Representatives of any proposed transfers of funds available under section 9705(g)(4)(B) of title 31, United States Code (as added by Public Law 102–393) from the Department of the Treasury Forfeiture Fund to any agency within the Department of Homeland Security: Provided, That none of the funds identified for such a transfer may be obligated until the Committees on Appropriations of the Senate and the House of Representatives are notified of the proposed transfers.*

*SEC. 106. All official costs associated with the use of Government aircraft by Department of Homeland Security personnel to support official travel of the Secretary and the Deputy Secretary shall be paid from amounts made available for the Office of the Secretary.*

## **Title II ADMINISTRATIVE PROVISIONS**

*SEC. 201.*

*(a) For fiscal year 2018, the overtime limitation prescribed in section 5(c)(1) of the Act of February 13, 1911 (19 U.S.C. 267(c)(1)) shall be \$35,000; and notwithstanding any other provision of law, none of the funds appropriated by this Act shall be available to compensate any employee of U.S. Customs and Border Protection for overtime, from whatever source, in an amount that exceeds such limitation, except in individual cases determined by the Secretary of Homeland Security, or the designee of the Secretary, to be necessary for national security purposes, to prevent excessive costs, or in cases of immigration emergencies; and*

*(b) None of the funds made available by this Act for the following accounts shall be available to compensate any employee for overtime in an annual amount in excess of \$35,000:*

*(1) "U.S. Immigration and Customs Enforcement—Operations and Support", except that the Secretary of Homeland Security, or the designee of the Secretary, may waive such amount as necessary for national security purposes and in cases of immigration emergencies; and*

*(2) "United States Secret Service—Operations and Support", except that the Secretary of Homeland Security, or the designee of the Secretary, may waive such amount as necessary for national security purposes.*

*SEC. 202. No U.S. Customs and Border Protection aircraft or other related equipment, with the exception of aircraft that are one of a kind and have been identified as excess to U.S. Customs and Border Protection requirements and aircraft that have been damaged*

*beyond repair, shall be transferred to any other Federal agency, department, or office outside of the Department of Homeland Security during fiscal year 2018 without prior notice to the Committees on Appropriations of the Senate and the House of Representatives.*

*SEC. 203. As authorized by section 601(b) of the United States-Colombia Trade Promotion Agreement Implementation Act (Public Law 112–42), fees collected from passengers arriving from Canada, Mexico, or an adjacent island pursuant to section 13031(a)(5) of the Consolidated Omnibus Budget Reconciliation Act of 1985 (19U.S.C. 58c(a)(5)) shall be available until expended.*

*SEC. 204. For an additional amount for "U.S. Customs and Border Protection—Operations and Support", \$15,699,000, to remain available until expended, to be reduced by amounts collected and credited to this appropriation in fiscal year 2018 from amounts authorized to be collected by section 286(i) of the Immigration and Nationality Act (8 U.S.C. 1356(i)), section 10412 of the Farm Security and Rural Investment Act of 2002 (7 U.S.C. 8311), and section 817 of the Trade Facilitation and Trade Enforcement Act of 2015 (Public Law 114–125): Provided, That to the extent that amounts realized from such collections exceed \$15,699,000, those amounts in excess of \$15,699,000 shall be credited to this appropriation, to remain available until expended.*

*SEC. 205. Without regard to the limitation as to time and condition of section 503(d) of this Act, the Secretary may reprogram and transfer funds within and into "U.S. Immigration and Customs Enforcement—Operations and Support" as necessary to ensure the detention of aliens prioritized for removal.*

*SEC. 206. None of the funds provided under the heading "U.S. Immigration and Customs Enforcement—Operations and Support" may be used to continue a delegation of law enforcement authority authorized under section 287(g) of the Immigration and Nationality Act (8 U.S.C. 1357(g)) if the Department of Homeland Security Inspector General determines that the terms of the agreement governing the delegation of authority have been materially violated.*

*SEC. 207. None of the funds provided under the heading "U.S. Immigration and Customs Enforcement—Operations and Support" may be used to continue any contract for the provision of detention services if the two most recent overall performance evaluations received by the contracted facility are less than "adequate" or the equivalent median score in any subsequent performance evaluation system.*

*SEC. 208. Members of the United States House of Representatives and the United States Senate, including the leadership; the heads of Federal agencies and commissions, including the Secretary, Deputy Secretary, Under Secretaries, and Assistant Secretaries of the Department of Homeland Security; the United States Attorney General, Deputy Attorney General, Assistant Attorneys General, and the United States Attorneys; and senior members of the Executive Office of the President, including the Director of the Office of Management and Budget, shall not be exempt from Federal passenger and baggage screening.*

*SEC. 209. Any award by the Transportation Security Administration to deploy explosives detection systems shall be based on risk, the airport's current reliance on other screening solutions, lobby congestion resulting in increased security concerns, high injury rates,*

*airport readiness, and increased cost effectiveness.*

*SEC. 210. Notwithstanding section 44923 of title 49, United States Code, for fiscal year 2018, any funds in the Aviation Security Capital Fund established by section 44923(h) of title 49, United States Code, may be used for the procurement and installation of explosives detection systems or for the issuance of other transaction agreements for the purpose of funding projects described in section 44923(a) of such title.*

*SEC. 211. None of the funds made available by this Act under the heading "Coast Guard—Operating Expenses" shall be for expenses incurred for recreational vessels under section 12114 of title 46, United States Code, except to the extent fees are collected from owners of yachts and credited to the appropriation made available by this Act under the heading "Coast Guard—Operating Expenses": Provided, That to the extent such fees are insufficient to pay expenses of recreational vessel documentation under such section 12114, and there is a backlog of recreational vessel applications, then personnel performing non-recreational vessel documentation functions under subchapter II of chapter 121 of title 46, United States Code, may perform documentation under section 12114.*

*SEC. 212. Without regard to the limitation as to time and condition of section 503(d) of this Act, after June 30, up to \$10,000,000 may be reprogrammed to or from the Military Pay and Allowances funding category within "Coast Guard—Operating Expenses" in accordance with subsection (a) of section 503.*

*SEC. 213. Notwithstanding the first proviso under the heading "Acquisition, Construction, and Improvements" in title II of division F of the Consolidated Appropriations Act, 2016 (Public Law 114–113), amounts available under such heading for the production of the ninth National Security Cutter may be used for any costs incurred by and on behalf of the National Security Cutter program and shall remain available until September 30, 2020.*

*SEC. 214. The United States Secret Service is authorized to obligate funds in anticipation of reimbursements from Federal agencies and entities, as defined in section 105 of title 5, United States Code, for personnel receiving training sponsored by the James J. Rowley Training Center, except that total obligations at the end of the fiscal year shall not exceed total budgetary resources available under the heading "United States Secret Service—Operations and Support" at the end of the fiscal year.*

*SEC. 215. None of the funds made available to the United States Secret Service by this Act or by previous appropriations Acts may be made available for the protection of the head of a Federal agency other than the Secretary of Homeland Security: Provided, That the Director of the Secret Service may enter into agreements to provide such protection on a fully reimbursable basis.*

*SEC. 216. None of the funds made available to the United States Secret Service by this Act or by previous appropriations Acts may be obligated for the purpose of opening a new permanent domestic or overseas office or location unless the Committees on Appropriations of the Senate and the House of Representatives are notified 15 days in advance of such obligation.*

*SEC. 217. For purposes of section 503(a)(3) of this Act, \$15,000,000 or 10 percent, whichever is less, may be reprogrammed between*

*the Protective Operations and Field Operations funding categories within "United States Secret Service—Operations and Support."*

*SEC. 218. None of the funds appropriated by this Act for U.S. Immigration and Customs Enforcement shall be available to pay for an abortion, except where the life of the mother would be endangered if the fetus were carried to term, or in the case of rape or incest: Provided, That should this prohibition be declared unconstitutional by a court of competent jurisdiction, this section shall be null and void.*

*SEC. 219. None of the funds appropriated by this Act for U.S. Immigration and Customs Enforcement shall be used to require any person to perform, or facilitate in any way the performance of, any abortion.*

*SEC. 220. Nothing in the preceding section shall remove the obligation of the Assistant Secretary of Homeland Security for U.S. Immigration and Customs Enforcement to provide escort services necessary for a female detainee to receive such service outside the detention facility: Provided, That nothing in this section in any way diminishes the effect of section 219 intended to address the philosophical beliefs of individual employees of U.S. Immigration and Customs Enforcement.*

### **Title III ADMINISTRATIVE PROVISIONS**

*SEC. 301. Notwithstanding section 2008(a)(11) of the Homeland Security Act of 2002 (6 U.S.C.609(a)(11)) or any other applicable provision of law, a recipient or subrecipient of a grant made available in paragraphs (1) through (4) under "Federal Emergency Management Agency—Federal Assistance," may use not more than 5 percent of the amount of the grant or subgrant made available to it for expenses directly related to administration of the grant.*

*SEC. 302. Applications for grants under the heading "Federal Emergency Management Agency—Federal Assistance", for paragraphs (1) through (4) under that heading, shall be made available to eligible applicants not later than 60 days after the date of enactment of this Act; eligible applicants shall submit applications not later than 80 days after the grant announcement; and the Administrator of the Federal Emergency Management Agency shall act upon such application within 65 days after the receipt of an application.*

*SEC. 303. With respect to the program under the heading "Federal Emergency Management Agency—Federal Assistance", for grants made available pursuant to paragraphs (1) through (4) and (8) under such heading, the Administrator of the Federal Emergency Management Agency shall brief the Committees on Appropriations of the Senate and the House of Representatives 5 full business days in advance of announcing publicly the intention of making an award.*

*SEC. 304. With respect to the program under the heading "Federal Emergency Management Agency—Federal Assistance", for grants made available pursuant to paragraphs (1) and (2) under such heading, the installation of communications towers is not considered construction of a building or other physical facility.*

*SEC. 305. Notwithstanding section 509 of this Act, the Administrator of the Federal Emergency Management Agency may use*



*amounts provided under the heading "Federal Emergency Management Agency—Federal Assistance" in paragraph (8) to acquire real property for the purpose of establishing or appropriately extending the security buffer zones around Federal Emergency Management Agency training facilities.*

*SEC. 306. For grants awarded using amounts made available under paragraphs (1), (2), (3), and (7) under the heading "Federal Emergency Management Agency—Federal Assistance," the federal share of the cost of any project or activity carried out under a grant using such funds shall not exceed 75 percent of the total eligible cost of such project or activity, notwithstanding sections 604, 605, 1135, 1163, 1182 of title 6, U.S. Code, or any other applicable provision of law.*

*SEC. 307. The Administrator of the Federal Emergency Management Agency shall impose and collect a surcharge on all policies for flood insurance coverage under the National Flood Insurance Program that are newly issued or renewed after the date of enactment of this Act, in a total amount up to \$50,000,000, plus any additional amounts that may be collected under this section, to remain available until expended: Provided, That such surcharge shall not be subject to any agents' commissions, company expense allowances, or State or local premium taxes: Provided further, That such surcharge shall be applied proportionally to the amount of coverage under each policy: Provided further, That such amounts received under this section, and such additional sums as may be provided by State and local governments or other political subdivisions for cost-shared mapping activities under section 1360(f)(2) of the National Flood Insurance Act of 1968 (42 U.S.C. 4101(f)(2)) shall be collected and deposited in the National Flood Insurance Fund as offsetting collections, to be available until expended for necessary flood hazard mapping and risk analysis program expenses, including administrative costs, under section 1360 of the National Flood Insurance Act of 1968 (42 U.S.C. 4101), and under sections 100215, 100216, 100226, 100230, and 100246 of the Biggert-Waters Flood Insurance Reform Act of 2012, (Public Law 112–141, 126 Stat. 916).*

*(CANCELLATION)*

*SEC. 308. Of the unobligated balances made available to "Federal Emergency Management Agency—Disaster Relief Fund", \$581,000,000 is hereby permanently cancelled: Provided, That no amounts may be cancelled from amounts that were designated by the Congress as an emergency requirement pursuant to a concurrent resolution on the budget or the Balanced Budget and Emergency Deficit Control Act of 1985, as amended: Provided further, That no amounts may be cancelled from the amounts that were designated by the Congress as being for disaster relief pursuant to section 251(b)(2)(D) of the Balanced Budget and Emergency Deficit Control Act of 1985.*

## **Title IV ADMINISTRATIVE PROVISIONS**

*SEC. 401. Notwithstanding any other provision of law, funds otherwise made available to U.S. Citizenship and Immigration Services may be used to acquire, operate, equip, and dispose of up to 5 vehicles, for replacement only, for areas where the Administrator of General Services does not provide vehicles for lease: Provided, That the Director of U.S. Citizenship and Immigration Services may*

*authorize employees who are assigned to those areas to use such vehicles to travel between the employees' residences and places of employment.*

*SEC. 402. None of the funds made available in this Act may be used by U.S. Citizenship and Immigration Services to grant an immigration benefit unless the results of background checks required by law to be completed prior to the granting of the benefit have been received by U.S. Citizenship and Immigration Services, and the results do not preclude the granting of the benefit.*

*SEC. 403. The Director of the Federal Law Enforcement Training Center is authorized to distribute funds to Federal law enforcement agencies for expenses incurred participating in training accreditation.*

*SEC. 404. The Director of the Federal Law Enforcement Training Center shall schedule basic or advanced law enforcement training, or both, at all four training facilities under the control of the Federal Law Enforcement Training Center to ensure that such training facilities are operated at the highest capacity throughout the fiscal year.*

*SEC. 405. The Federal Law Enforcement Training Accreditation Board, including representatives from the Federal law enforcement community and non-Federal accreditation experts involved in law enforcement training, shall lead the Federal law enforcement training accreditation process to continue the implementation of measuring and assessing the quality and effectiveness of Federal law enforcement training programs, facilities, and instructors.*

*SEC. 406.*

*(a) There is established a "Federal Law Enforcement Training Center—Procurement, Construction, and Improvements" account for planning, operational development, engineering, and purchases prior to sustainment and for information technology-related procurement, construction, and improvements, including non-tangible assets of the Federal Law Enforcement Training Center.*

*(b) The Director of the Federal Law Enforcement Training Center may accept transfers in the account established by subsection (a) from Government agencies requesting the construction of special use facilities, as authorized by the Economy Act (31 U.S.C. 1535(b)), to be used for the purposes in subsection (a): Provided, That the Federal Law Enforcement Training Centers maintain administrative control and ownership upon completion of the facility.*

*SEC. 407.*

*(a) Notwithstanding section 1356(n) of title 8, United States Code, of the funds deposited into the Immigration Examinations Fee Account, up to \$10,000,000 may be allocated by U.S. Citizenship and Immigration Services in fiscal year 2018 for the purpose of providing an immigrant integration grants program.*

*(b) None of the funds made available to U.S. Citizenship and Immigration Services for grants for immigrant integration may be used to provide services to aliens who have not been lawfully admitted for permanent residence.*

*SEC. 408.*

- (a) The Director of the Federal Law Enforcement Training Centers may dispose of or acquire real property on or in proximity to any of the Federal Law Enforcement Training Centers' existing training sites.*
- (b) The Director of the Federal Law Enforcement Training Centers shall notify the Committees on Appropriations of the Senate and House of Representatives at least 15 days prior to each use of the authority provided under subsection (a).*

## **Title V: GENERAL PROVISIONS**

### **(INCLUDING TRANSFERS AND CANCELLATIONS OF FUNDS)**

*SEC. 501. No part of any appropriation contained in this Act shall remain available for obligation beyond the current fiscal year unless expressly so provided herein.*

*SEC. 502. Subject to the requirements of section 503 of this Act, the unexpended balances of prior appropriations provided for activities in this Act may be transferred to appropriation accounts for such activities established pursuant to this Act, may be merged with funds in the applicable established accounts, and thereafter may be accounted for as one fund for the same time period as originally enacted.*

*SEC. 503.*

*(a) None of the funds provided by this Act, provided by previous appropriations Acts to the components in or transferred to the Department of Homeland Security that remain available for obligation or expenditure in fiscal year 2018, or provided from any accounts in the Treasury of the United States derived by the collection of fees available to the components funded by this Act, shall be available for obligation or expenditure through a reprogramming of funds that—*

- (1) creates or eliminates a program, project, or activity, or increases funds for any program, project, or activity for which funds have been denied or restricted by the Congress;*
- (2) contracts out any function or activity presently performed by Federal employees or any new function or activity proposed to be performed by Federal employees in the President's budget proposal for fiscal year 2018 for the Department of Homeland Security;*
- (3) augments funding for existing programs, projects, or activities in excess of \$5,000,000 or 10 percent, whichever is less;*
- (4) reduces funding for any program, project, or activity, or numbers of personnel, by 10 percent or more;*
- (5) reorganizes offices; or*
- (6) results from any general savings from a reduction in personnel that would result in a change in existing programs, projects, or activities as enacted by or notified to the Congress, unless the Committees on Appropriations of the Senate and the House of Representatives are notified 15 days in advance of such reprogramming of funds.*

*(b) Any appropriations made available for the current fiscal year for the Department of Homeland Security by this Act or*

*provided by previous appropriations Acts may be transferred between such appropriations.*

*(c) Any transfer under this section shall be treated as a reprogramming of funds under subsection (a) and shall not be available for obligation unless the Committees on Appropriations of the Senate and the House of Representatives are notified 15 days in advance of such transfer.*

*(d) Notwithstanding subsections (a), (b), and (c), no funds shall be reprogrammed within or transferred between appropriations based upon an initial notification provided after June 30, except in extraordinary circumstances that imminently threaten the safety of human life or the protection of property.*

*(e) The notification thresholds and procedures set forth in subsections (a), (b), (c), and (d) shall apply to any use of deobligated balances of funds provided in previous Department of Homeland Security Appropriations Acts.*

*(f) The Secretary of Homeland Security may transfer to the fund established by 8 U.S.C. 1101 note, up to \$20,000,000 from appropriations available to the Department of Homeland Security: Provided, That the Secretary shall notify the Committees on Appropriations of the Senate and the House of Representatives 5 days in advance of such transfer.*

*SEC. 504. The Department of Homeland Security Working Capital Fund, established pursuant to section 403 of Public Law 103–356 (31 U.S.C. 501 note), shall continue operations as a permanent working capital fund for fiscal year 2018: Provided, That none of the funds appropriated or otherwise made available to the Department of Homeland Security may be used to make payments to the Working Capital Fund, except for the activities and amounts allowed in the President's fiscal year 2018 budget: Provided further, That funds provided to the Working Capital Fund shall be available for obligation until expended to carry out the purposes of the Working Capital Fund: Provided further, That all Departmental components shall be charged only for direct usage of each Working Capital Fund service: Provided further, That funds provided to the Working Capital Fund shall be used only for purposes consistent with the contributing component: Provided further, That the Working Capital Fund shall be paid in advance or reimbursed at rates which will return the full cost of each service: Provided further, That the Committees on Appropriations of the Senate and the House of Representatives shall be notified of any activity added to or removed from the fund: Provided further, That for any activity added to the fund, the notification shall identify sources of funds by program, project, and activity: Provided further, That the Chief Financial Officer of the Department of Homeland Security shall submit a quarterly execution report with activity level detail, not later than 30 days after the end of each quarter.*

*SEC. 505. Except as otherwise specifically provided by law, not to exceed 50 percent of unobligated balances remaining available at the end of fiscal year 2018, as recorded in the financial records at the time of a reprogramming request, but not later than June 30, 2019, from appropriations for "Operations and Support" and for "Coast Guard—Operating Expenses," and salaries and expenses for "Coast Guard—Acquisition, Construction, and Improvements" and "Coast Guard—Reserve Training" for fiscal year 2018 in this Act shall remain available through September 30, 2019, in the account and for the purposes for which the appropriations were provided: Provided, That prior to the obligation of such funds, a notification shall be submitted to the Committees on Appropriations of the Senate and the House of Representatives in accordance with section 503 of this Act.*

*SEC. 506. Funds made available by this Act for intelligence activities are deemed to be specifically authorized by the Congress for purposes of section 504 of the National Security Act of 1947 (50 U.S.C. 414) during fiscal year 2018 until the enactment of an Act authorizing intelligence activities for fiscal year 2018.*

*SEC. 507.*

*(a) The Secretary of Homeland Security, or the designee of the Secretary, shall notify the Committees on Appropriations of the Senate and the House of Representatives at least 3 full business days in advance of—*

*(1) making or awarding a grant allocation, grant, contract, other transaction agreement, or task or delivery order on a Department of Homeland Security multiple award contract, or issuing a letter of intent totaling in excess of \$1,000,000;*

*(2) awarding a task or delivery order requiring an obligation of funds in an amount greater than \$10,000,000 from multi-year Department of Homeland Security funds;*

*(3) making a sole-source grant award; or*

*(4) announcing publicly the intention to make or award items under paragraph (1), (2), or (3), including a contract covered by the Federal Acquisition Regulation.*

*(b) If the Secretary of Homeland Security determines that compliance with this section would pose a substantial risk to human life, health, or safety, an award may be made without notification, and the Secretary shall notify the Committees on Appropriations of the Senate and the House of Representatives not later than 5 full business days after such an award is made or letter issued.*

*(c) A notification under this section—*

*(1) may not involve funds that are not available for obligation; and*

*(2) shall include the amount of the award; the fiscal year for which the funds for the award were appropriated; the type of contract; and the account from which the funds are being drawn.*

*SEC. 508. Notwithstanding any other provision of law, no agency shall purchase, construct, or lease any additional facilities, except within or contiguous to existing locations, to be used for the purpose of conducting Federal law enforcement training without advance notification to the Committees on Appropriations of the Senate and the House of Representatives, except that the Federal Law Enforcement Training Center is authorized to obtain the temporary use of additional facilities by lease, contract, or other agreement for training that cannot be accommodated in existing Center facilities.*

*SEC. 509. None of the funds appropriated or otherwise made available by this Act may be used for expenses for any construction, repair, alteration, or acquisition project for which a prospectus otherwise required under chapter 33 of title 40, United States Code, has not been approved, except that necessary funds may be expended for each project for required expenses for the development of a proposed prospectus.*

*SEC. 510. Sections 520, 522, and 530 of the Department of Homeland Security Appropriations Act, 2008 (division E of Public Law*

110–161; 121 Stat. 2073 and 2074) shall apply with respect to funds made available in this Act in the same manner as such sections applied to funds made available in that Act.

*SEC. 511. None of the funds made available in this Act may be used in contravention of the applicable provisions of the Buy American Act: Provided, That for purposes of the preceding sentence, the term "Buy American Act" means chapter 83 of title 41, United States Code.*

*SEC. 512. None of the funds appropriated or otherwise made available in this or any other Act may be used to transfer, release, or assist in the transfer or release to or within the United States, its territories, or possessions Khalid Sheikh Mohammed or any other detainee who—*

- (a) is not a United States citizen or a member of the Armed Forces of the United States; and*
- (b) is or was held on or after June 24, 2009, at the United States Naval Station, Guantanamo Bay, Cuba, by the Department of Defense.*

*SEC. 513. None of the funds made available in this Act may be used for first-class travel by the employees of agencies funded by this Act in contravention of sections 301–10.122 through 301–10.124 of title 41, Code of Federal Regulations.*

*SEC. 514. Notwithstanding any other provision of this Act, none of the funds appropriated or otherwise made available by this Act may be used to pay award or incentive fees for contractor performance that has been judged to be below satisfactory performance or performance that does not meet the basic requirements of a contract.*

*SEC. 515. None of the funds appropriated or otherwise made available by this Act may be used by the Department of Homeland Security to enter into any Federal contract unless such contract is entered into in accordance with the requirements of subtitle I of title 41, United States Code, or chapter 137 of title 10, United States Code, and the Federal Acquisition Regulation, unless such contract is otherwise authorized by statute to be entered into without regard to the above referenced statutes.*

*SEC. 516. The Secretary of Homeland Security shall ensure enforcement of immigration laws (as defined in section 101(a)(17) of the Immigration and Nationality Act (8 U.S.C. 1101(a)(17))).*

*SEC. 517.*

- (a) None of the funds made available in this Act may be used to maintain or establish a computer network unless such network blocks the viewing, downloading, and exchanging of pornography.*
- (b) Nothing in subsection (a) shall limit the use of funds necessary for any Federal, State, tribal, or local law enforcement agency or any other entity carrying out criminal investigations, prosecution, or adjudication activities.*

*SEC. 518. None of the funds made available in this Act may be used to reimburse any Federal department or agency for its participation in a National Special Security Event.*

*SEC. 519. None of the funds made available to the Department of Homeland Security by this or any other Act may be obligated for*



*any structural pay reform that affects more than 100 full-time positions or costs more than \$5,000,000 in a single year before the end of the 30-day period beginning on the date on which the Secretary of Homeland Security submits to Congress a notification that includes—*

- (a) the number of full-time positions affected by such change;*
- (b) funding required for such change for the current year and through the Future Years Homeland Security Program;*
- (c) Justification for such change; and*
- (d) an analysis of compensation alternatives to such change that were considered by the Department.*

**SEC. 520.**

- (a) Funding provided in this Act for "Operations and Support" may be used for minor procurement, construction, and improvements.*
- (b) For purposes of subsection (a), "minor procurement, construction, and improvements" is defined as personal property with a unit cost of \$250,000 or less, or construction and real property with a unit cost of \$2,000,000 or less.*

**SEC. 521.** *Section 831 of the Homeland Security Act 21 of 2002 (6 U.S.C. 391) is amended—*

- (a) in subsection (a), by striking "Until September 30, 2017," and inserting "Until September 30, 2022,"; and*
- (b) in subsection (c)(1), by striking "September 30, 2017," and inserting "September 30, 2022,".*

**SEC. 522.** *Funds available to the Secretary of Homeland Security may be used, without limitation, for expenses of primary and secondary schooling for dependents of personnel stationed in territories of the United States where Department of Defense schools do not exist and at costs not in excess of those authorized by the Department of Defense for the same area or when it is determined by the Secretary that schools available in the locality are unable to provide adequately for the education of such dependents; and expenses of transportation of those dependents between their places of residence and schools serving the area which those dependents would normally attend when the Secretary, under such regulations as she or he may prescribe, determines that such schools are not accessible by means of public transportation.*

**Sec. 523.** *Section 642 of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (8 U.S.C. 1373) is amended as follows—*

- (a) In subsection (a), by replacing "any government entity or official" with "any government law enforcement entity or official" and by striking all that follows after "from" and inserting the following new paragraphs—*
  - "(1) sending to, or receiving from, the Department of Homeland Security information, including information related to the nationality, citizenship, immigration status, removability, scheduled release date and time, home address, work address, or contact information, of any individual in custody or suspected of a violation of law, provided that such information is relevant to the enforcement of the immigration laws as defined in section 101(a)(17) of the Immigration and Nationality Act (8 U.S.C. 1101(a)(17)); or*

*"(2) complying with any lawful request made by the Department of Homeland Security pursuant to its authorities under section 236, 241, or 287 of the Immigration and Nationality Act (8 U.S.C. 1226, 1231, 1357), including any request to maintain custody of the alien for a period not to exceed 48 hours in order to permit assumption of custody by the Department pursuant to a detainer for, or provide reasonable notification prior to the release of, any individual."*

*(b) In subsection (b)—*

*(1) In the introductory clause, by inserting "law enforcement" before "entity" and by replacing "regarding the immigration status, lawful or unlawful, of any individual", with "information, including information related to the nationality, citizenship, immigration status, removability, scheduled release date and time, home address, work address, or contact information, of any individual currently or previously in custody or currently or previously suspected of a violation of law, provided that such information is relevant to the enforcement of the immigration laws as defined in section 101(a)(17) of the Immigration and Nationality Act (8 U.S.C. 1101(a)(17))";*

*(2) In paragraph (1), by replacing "the U.S. Immigration and Naturalization Service" with "Department of Homeland Security"; and*

*(3) In paragraph (2), by inserting ", collecting, inquiring into, or verifying" after "Maintaining".*

*(c) In subsection (c)—*

*(1) By replacing "the Immigration and Naturalization Service" with "the Department of Homeland Security"; and*

*(2) By replacing "the citizenship or immigration status" with "the nationality, citizenship, or immigration status".*

*(d) After subsection (c), by inserting the following—*

*"(d) The Secretary of Homeland Security or the Attorney General may condition a grant or cooperative agreement awarded by the Department of Homeland Security or the Department of Justice to a State or political subdivision of a state, for a purpose related to immigration, national security, law enforcement, or preventing, preparing for, protecting against or responding to acts of terrorism, on a requirement that the recipient of the grant or cooperative agreement agrees that it will—*

*"(1) Send to the Department of Homeland Security information requested by the Secretary of Homeland Security, or the Secretary's designee, including information related to the nationality, citizenship, immigration status, removability, scheduled release date and time, home address, work address, or contact information, of any individual in custody or suspected of a violation of law, provided that such information is relevant to the enforcement of the immigration laws as defined in section 101(a)(17) of the Immigration and Nationality Act (8 U.S.C. 1101(a)(17));*

*"(2) Exchange, at the request of the Secretary of Homeland Security, or the Secretary's designee, information, including information related to the nationality, citizenship, immigration status, removability, scheduled release date and time, home address, work address, or contact information, of any individual in custody or suspected of a violation of law, with any other Federal, State, or local government law enforcement entity, provided that such*

*information is relevant to the enforcement of the immigration laws as defined in section 101(a)(17) of the Immigration and Nationality Act (8 U.S.C. 1101(a)(17));*

*"(3) Not prohibit or restrict any entity, official, or employee from collecting, inquiring into, or verifying information, including information related to the nationality, citizenship, immigration status, removability, scheduled release date and time, home address, work address, or contact information, of any individual in custody or suspected of a violation of law, provided that such information is relevant to the enforcement of the immigration laws as defined in section 101(a)(17) of the Immigration and Nationality Act (8 U.S.C. 1101(a)(17)), and will maintain any such information it may collect, during the period of performance of a grant or cooperative agreement conditioned under this subsection; and*

*"(4) Comply with any lawful request made by the Department of Homeland Security pursuant to its authorities under section 236, 241, or 287 of the Immigration and Nationality Act (8 U.S.C. 1226, 1231, 1357), including any request to maintain custody of the alien for a period not to exceed 48 hours in order to permit assumption of custody by the Department pursuant to a detainer for, or provide reasonable notification prior to the release of, any individual."*

*(e) In the section heading, by replacing "Immigration and Naturalization Service" with "Department of Homeland Security".*

*(f) The Secretary of Homeland Security or the Attorney General may require States and political subdivisions of States that apply for Federal grants or cooperative agreements from the Department of Homeland Security or the Department of Justice to include a certification that they will comply with subsection (d) in their applications for award. The Secretary or the Attorney General may prescribe the form of the certification for the Federal grants and cooperative agreements awarded by their respective Departments.*

*(g) The Secretary of Homeland Security and the Attorney General may enforce the provisions of this Section through any lawful means, including by seeking injunctive or other relief from a court of competent jurisdiction.*

*(h) Severability.—The provisions of this section are severable. If any provision of this section, or any application thereof, is found unconstitutional, that finding shall not affect any provision or application of this section not so adjudicated.*

*(CANCELLATION)SEC. 524. Of the funds appropriated to the Department of Homeland Security, the following funds are hereby permanently cancelled from the following accounts and programs in the specified amounts: Provided, That no amounts may be cancelled from amounts that were designated by the Congress as an emergency requirement pursuant to a concurrent resolution on the budget or the Balanced Budget and Emergency Deficit Control Act of 1985 (Public Law 99–177):*

*(a)\$3,680,885 from Public Law 111–83 under the heading "Coast Guard, Alteration of Bridges";*

*(b)\$3,221,594 from Public Law 110–161 under the heading "Coast Guard, Alteration of Bridges";*

*(c)\$1,791,454 from Public Law 109–295 under the heading "Coast Guard, Alteration of Bridges";*

*(d)\$1,920,100 from Public Law 109–90 under the heading "Coast Guard, Alteration of Bridges"; and*

*(e)\$1,785,967 from Public Law 109–90 under the heading "Coast Guard, Alteration of Bridges".*

	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
<b>Office of the Secretary and Executive Management</b>	613	609	145,332	631	585	133,474	609	567	130,307
<b>Operations and Support</b>	613	609	145,332	631	585	133,474	609	567	130,307
Office of the Secretary	67	67	18,697	70	69	18,525	69	68	18,043
Office of Policy	186	186	38,777	186	175	37,839	180	169	36,837
Office of Public Affairs	23	23	5,147	27	25	5,292	26	24	5,143
Office of Legislative Affairs	26	26	5,243	28	26	5,193	27	25	5,056
Office of Partnership and Engagement	52	48	20,940	54	47	12,833	48	45	12,603
Office of General Counsel	96	96	20,017	91	81	18,822	89	79	18,501
Office for Civil Rights and Civil Liberties	94	94	21,680	102	96	21,158	99	93	20,679
Office of the Citizenship and Immigration Services Ombudsman	29	29	6,622	30	27	6,099	29	26	5,944
Privacy Office	40	40	8,209	43	39	7,713	42	38	7,501
Net Discretionary	613	609	145,332	631	585	133,474	609	567	130,307
Adjusted Net Discretionary	613	609	145,332	631	585	133,474	609	567	130,307
<b>Office of the Under Secretary for Management</b>	1,457	1,432	937,081	1,814	1,814	962,133	2,070	2,015	768,664
<b>Operations and Support</b>	1,457	1,432	937,081	1,814	1,814	962,133	2,070	2,015	768,664
Immediate Office of the Under Secretary of Management	17	17	3,732	17	17	3,291	31	24	6,867
Office of the Chief Readiness Support Officer	103	103	124,518	103	103	119,585	123	120	70,900
Office of the Chief Human Capital Officer	144	137	29,652	208	208	39,635	293	270	56,852
Office of the Chief Security Officer	257	257	68,991	257	257	67,246	313	298	74,963
Office of the Chief Procurement Officer	308	308	60,369	558	558	96,000	536	533	102,615
Office of the Chief Financial Officer	230	228	56,394	270	270	60,142	279	275	66,369
Office of the Chief Information Officer	398	382	394,192	401	401	376,619	495	495	317,565
<b>Procurement, Construction, and Improvements</b>	-	-	196,733	-	-	197,120	-	-	69,988
Construction and Facility Improvements	-	-	125,801	-	-	125,562	-	-	-
Mission Support Assets and Infrastructure	-	-	70,932	-	-	71,558	-	-	69,988
<b>Research and Development</b>	-	-	2,500	-	-	2,495	-	-	2,545
Net Discretionary	1,457	1,432	937,081	1,814	1,814	962,133	2,070	2,015	768,664
Adjusted Net Discretionary	1,457	1,432	937,081	1,814	1,814	962,133	2,070	2,015	768,664
<b>Analysis and Operations</b>	845	818	260,224	845	818	254,303	885	837	252,405
<b>Operations and Support</b>	845	818	260,224	845	818	254,303	885	837	252,405
Net Discretionary	845	818	260,224	845	818	254,303	885	837	252,405
Adjusted Net Discretionary	845	818	260,224	845	818	254,303	885	837	252,405
<b>Office of Inspector General</b>	867	796	161,467	867	796	137,151	720	720	133,974
<b>Operations and Support</b>	867	796	161,467	867	796	137,151	720	720	133,974
Transfer from FEMA-DRF	-	-	-	-	-	24,000	-	-	24,000
Net Discretionary	867	796	161,467	867	796	137,151	720	720	133,974
Adjusted Net Discretionary	867	796	161,467	867	796	161,151	720	720	157,974

## Congressional Justification

## DHS Resource Table

## Department of Homeland Security

	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
<b>U.S. Customs and Border Protection</b>	<b>63,230</b>	<b>58,677</b>	<b>13,295,208</b>	<b>63,230</b>	<b>58,677</b>	<b>13,474,495</b>	<b>64,463</b>	<b>59,726</b>	<b>16,387,729</b>
<b>Operations and Support</b>	<b>51,947</b>	<b>47,394</b>	<b>10,651,944</b>	<b>51,158</b>	<b>46,605</b>	<b>10,635,799</b>	<b>51,189</b>	<b>46,460</b>	<b>11,592,341</b>
Mission Support.....	4,853	4,043	1,513,371	4,853	4,043	1,482,978	5,485	4,910	1,767,185
Enterprise Services.....	3,549	2,931	1,276,624	3,549	2,931	1,237,717	4,071	3,555	1,460,254
Office of Professional Responsibility.....	639	543	152,240	639	543	159,049	699	660	204,679
Executive Leadership and Oversight.....	665	569	84,507	665	569	86,212	715	695	102,252
Border Security Operations.....	23,207	21,265	4,197,111	23,207	21,265	4,184,944	23,645	21,232	4,536,101
US Border Patrol.....	23,057	21,122	4,142,174	23,057	21,122	4,136,016	23,416	21,005	4,458,589
Operations.....	23,057	21,122	3,636,456	23,057	21,122	3,630,136	23,416	21,005	3,787,694
Assets and Support.....	-	-	505,718	-	-	505,880	-	-	670,895
Office of Training and Development.....	150	143	54,937	150	143	48,928	229	227	77,512
Trade and Travel Operations.....	21,202	19,763	3,935,179	20,413	18,974	3,981,498	19,084	17,719	4,210,817
Office of Field Operations.....	20,150	18,763	3,683,077	19,361	17,974	3,731,693	17,873	16,565	3,900,330
Domestic Operations.....	18,441	17,481	2,595,830	17,652	16,692	2,662,723	16,071	15,051	2,681,171
International Operations.....	940	630	157,383	940	630	157,094	940	652	142,272
Targeting Operations.....	769	652	101,609	769	652	89,775	862	862	236,572
Assets and Support.....	-	-	828,255	-	-	822,101	-	-	840,315
Office of Trade.....	865	820	213,844	865	820	211,846	1,005	954	263,301
Office of Training and Development.....	187	180	38,258	187	180	37,959	206	200	47,186
Integrated Operations.....	2,685	2,323	1,006,283	2,685	2,323	986,379	2,975	2,599	1,078,238
Air and Marine Operations.....	1,753	1,608	839,676	1,753	1,608	820,156	1,898	1,748	877,365
Operations.....	1,563	1,448	290,519	1,563	1,448	291,882	1,653	1,516	311,136
Assets and Support.....	-	-	527,304	-	-	506,436	-	-	520,046
Air and Marine Operations Center.....	190	160	21,853	190	160	21,838	245	232	46,183
Office of International Affairs.....	169	169	34,191	169	169	32,529	170	168	39,784
Office of Intelligence.....	279	180	67,013	279	180	62,314	391	268	50,984
Office of Training and Development.....	-	-	-	-	-	5,754	-	-	6,534
Operations Support.....	484	366	65,403	484	366	65,626	516	415	103,571
<b>Procurement, Construction, and Improvements</b>	-	-	<b>362,744</b>	-	-	<b>354,936</b>	-	-	<b>2,063,719</b>
Mission Support Assets and Infrastructure.....	-	-	30,000	-	-	29,947	-	-	26,433
Border Security Assets and Infrastructure.....	-	-	76,421	-	-	61,857	-	-	1,715,163
Trade and Travel Assets and Infrastructure.....	-	-	116,553	-	-	116,345	-	-	109,240
Integrated Operations Assets and Infrastructure.....	-	-	69,900	-	-	80,300	-	-	153,108
Airframes and Sensors.....	-	-	69,900	-	-	80,300	-	-	137,335
Watercraft.....	-	-	-	-	-	-	-	-	3,573
Other Systems and Assets.....	-	-	-	-	-	-	-	-	12,200
Operational Communications/Information Technology.....	-	-	7,000	-	-	6,733	-	-	-
Construction and Facility Improvements.....	-	-	62,870	-	-	59,754	-	-	59,775
<b>Immigration Inspection User Fee</b>	<b>4,190</b>	<b>4,190</b>	<b>692,686</b>	<b>4,371</b>	<b>4,371</b>	<b>708,921</b>	<b>4,179</b>	<b>4,179</b>	<b>732,834</b>
<b>Immigration Enforcement Fines</b>	<b>5</b>	<b>5</b>	<b>818</b>	<b>5</b>	<b>5</b>	<b>832</b>	<b>5</b>	<b>5</b>	<b>1,000</b>
<b>Electronic System for Travel Authorization (ESTA) Fee</b>	<b>62</b>	<b>62</b>	<b>58,705</b>	<b>94</b>	<b>94</b>	<b>60,081</b>	<b>1,193</b>	<b>1,193</b>	<b>219,480</b>
<b>Land Border Inspection Fee</b>	<b>200</b>	<b>200</b>	<b>46,248</b>	<b>202</b>	<b>202</b>	<b>46,894</b>	<b>202</b>	<b>202</b>	<b>48,476</b>
<b>COBRA Customs Fees</b>	<b>1,575</b>	<b>1,575</b>	<b>528,580</b>	<b>2,538</b>	<b>2,538</b>	<b>543,666</b>	<b>2,538</b>	<b>2,538</b>	<b>562,151</b>
<b>COBRA FTA</b>	<b>1,569</b>	<b>1,569</b>	<b>234,810</b>	<b>1,010</b>	<b>1,010</b>	<b>242,538</b>	<b>1,287</b>	<b>1,287</b>	<b>265,000</b>
<b>Agricultural Quarantine and Inspection Fees</b>	<b>3,006</b>	<b>3,006</b>	<b>449,857</b>	<b>3,082</b>	<b>3,082</b>	<b>534,515</b>	<b>3,061</b>	<b>3,061</b>	<b>534,515</b>
<b>Global Entry Fee</b>	<b>254</b>	<b>254</b>	<b>150,967</b>	<b>416</b>	<b>416</b>	<b>154,410</b>	<b>416</b>	<b>416</b>	<b>159,000</b>
<b>Puerto Rico Trust Fund</b>	<b>292</b>	<b>292</b>	<b>91,346</b>	<b>215</b>	<b>215</b>	<b>92,500</b>	<b>215</b>	<b>215</b>	<b>92,500</b>
<b>Virgin Islands Deposit Fund</b>	<b>61</b>	<b>61</b>	<b>11,867</b>	<b>63</b>	<b>63</b>	<b>11,394</b>	<b>63</b>	<b>63</b>	<b>11,170</b>

## Congressional Justification

## DHS Resource Table

## Department of Homeland Security

	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
User Fee Facilities	69	69	8,644	76	76	9,397	80	80	9,001
Customs Unclaimed Goods	-	-	5,992	-	-	5,992	-	-	5,992
9-11 Response and Biometric Exit Account	-	-	-	-	-	72,620	35	27	90,550
	[1,638]	[1,638]	[243,454]	[1,086]	[1,086]	[251,935]	[1,367]	[1,367]	[274,001]
Discretionary - Fee	254	254	150,967	416	416	154,410	416	416	159,000
Net Discretionary	53,585	49,032	11,258,142	52,244	47,691	11,242,670	52,556	47,827	13,930,061
Adjusted Net Discretionary	53,585	49,032	11,258,142	52,244	47,691	11,242,670	52,556	47,827	13,930,061
Gross Discretionary	53,839	49,286	11,409,109	52,660	48,107	11,397,080	52,972	48,243	14,089,061
Adjusted Gross Discretionary	53,839	49,286	11,409,109	52,660	48,107	11,397,080	52,972	48,243	14,089,061
Mandatory - Fee	9,391	9,391	1,886,099	10,570	10,570	2,077,415	11,491	11,483	2,298,668
Adjusted Mandatory - Fee	9,391	9,391	1,886,099	10,570	10,570	2,077,415	11,491	11,483	2,298,668
<b>U.S. Immigration and Customs Enforcement</b>	<b>20,960</b>	<b>19,908</b>	<b>6,177,578</b>	<b>20,960</b>	<b>19,987</b>	<b>6,139,917</b>	<b>22,573</b>	<b>20,967</b>	<b>7,942,072</b>
<b>Operations and Support</b>	<b>20,570</b>	<b>19,592</b>	<b>5,776,579</b>	<b>20,570</b>	<b>19,671</b>	<b>5,765,018</b>	<b>22,176</b>	<b>20,591</b>	<b>7,512,563</b>
Mission Support.....	1,554	1,459	330,975	1,554	1,467	339,111	1,687	1,534	350,391
Office of the Principal Legal Advisor.....	1,549	1,471	236,294	1,549	1,491	239,310	1,744	1,703	282,485
Homeland Security Investigations.....	8,782	8,667	1,947,068	8,782	8,726	1,976,461	8,974	8,822	2,018,873
Domestic Investigations.....	8,064	7,981	1,744,329	8,064	8,020	1,763,436	8,256	8,116	1,798,095
International Operations.....	301	296	122,971	301	296	133,452	301	296	140,873
Intelligence.....	417	390	79,768	417	410	79,573	417	410	79,905
Enforcement and Removal Operations.....	8,685	7,995	3,262,242	8,685	7,987	3,210,136	9,771	8,532	4,860,814
Custody Operations.....	5,740	5,271	2,367,544	5,740	5,303	2,311,131	5,903	5,385	3,601,472
Fugitive Operations.....	895	805	155,072	895	829	156,191	1,103	933	184,668
Criminal Alien Program.....	1,673	1,606	316,177	1,673	1,531	316,405	2,282	1,836	412,080
Alternatives to Detention.....	296	251	114,275	296	251	113,998	337	272	177,700
Transportation and Removal Program.....	81	62	309,174	81	73	312,411	146	106	484,894
<b>Procurement, Construction, and Improvements</b>	-	-	<b>53,000</b>	-	-	<b>52,899</b>	-	-	<b>52,899</b>
Mission Support Assets and Infrastructure.....	-	-	9,000	-	-	27,899	-	-	31,060
Operational Communications/Information Technology.....	-	-	44,000	-	-	25,000	-	-	21,839
Construction and Facility Improvements.....	-	-	-	-	-	-	-	-	-
<b>Immigration Inspection User Fees</b>	-	-	<b>145,510</b>	-	-	<b>135,000</b>	-	-	<b>135,000</b>
<b>Breached Bond Detention Fund</b>	-	-	<b>57,167</b>	-	-	<b>42,000</b>	-	-	<b>55,000</b>
<b>Student and Exchange Visitor Program</b>	<b>390</b>	<b>316</b>	<b>145,322</b>	<b>390</b>	<b>316</b>	<b>145,000</b>	<b>397</b>	<b>376</b>	<b>186,610</b>
Net Discretionary	20,570	19,592	5,829,579	20,570	19,671	5,817,917	22,176	20,591	7,565,462
Adjusted Net Discretionary	20,570	19,592	5,829,579	20,570	19,671	5,817,917	22,176	20,591	7,565,462
Mandatory - Fee	390	316	347,999	390	316	322,000	397	376	376,610
Adjusted Mandatory - Fee	390	316	347,999	390	316	322,000	397	376	376,610
<b>Transportation Security Administration</b>	<b>55,415</b>	<b>51,833</b>	<b>7,543,364</b>	<b>55,415</b>	<b>51,309</b>	<b>7,425,805</b>	<b>55,460</b>	<b>52,956</b>	<b>7,582,228</b>
<b>Operations and Support</b>	<b>55,227</b>	<b>51,656</b>	<b>7,076,105</b>	<b>55,227</b>	<b>51,132</b>	<b>6,971,471</b>	<b>55,460</b>	<b>52,956</b>	<b>7,258,724</b>
Mission Support.....	1,914	1,737	918,981	1,914	1,737	919,534	1,911	1,645	869,258
Aviation Screening Operations.....	49,988	46,797	4,466,066	49,988	46,273	4,456,247	50,507	48,436	4,822,911
Screening Workforce.....	46,266	43,224	3,395,057	46,266	42,700	3,377,149	45,377	43,474	3,536,705
Screening Partnership Program.....	-	-	169,983	-	-	165,793	10	10	175,580
Screener Personnel, Compensation, and Benefits.....	46,086	43,049	2,999,659	46,086	42,525	2,973,827	45,087	43,190	3,128,064



	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Screener Training and Other.....	180	175	225,415	180	175	237,529	280	274	233,061
Airport Management.....	2,901	2,790	568,615	2,901	2,790	570,267	3,902	3,777	643,797
Canines.....	509	493	118,809	509	493	121,327	698	698	151,764
Screening Technology Maintenance.....	-	-	284,284	-	-	282,353	183	162	387,882
Secure Flight.....	312	290	99,301	312	290	105,151	347	325	102,763
Other Operations and Enforcement.....	3,325	3,122	1,691,058	3,325	3,122	1,595,690	3,042	2,875	1,566,555
Inflight Security.....	38	36	825,834	38	36	824,828	38	36	823,419
Federal Air Marshals.....	-	-	805,076	-	-	804,175	-	-	803,905
Federal Flight Deck Officer and Crew Training.....	38	36	20,758	38	36	20,653	38	36	19,514
Aviation Regulation.....	1,081	1,033	215,636	1,081	1,033	215,148	1,085	1,032	173,535
Air Cargo.....	640	615	90,945	640	615	93,519	640	611	102,721
Intelligence and TSOC.....	420	385	77,986	420	385	77,798	429	404	79,790
Surface Programs.....	813	761	110,798	813	761	110,702	520	477	86,316
Vetting Programs.....	333	292	369,859	333	292	273,695	330	315	300,774
Vetting Operations.....	133	122	74,939	133	122	74,542	133	122	60,215
TWIC Fee.....	43	42	67,788	43	42	82,267	46	45	64,449
Hazardous Materials Endorsement Fee.....	35	34	18,907	35	34	21,083	38	37	20,200
General Aviation at DCA Fee.....	5	5	501	5	5	400	5	5	560
Commercial Aviation and Airports Fee.....	-	-	11,689	-	-	6,500	-	-	8,000
Other Security Threat Assessments Fee.....	-	-	-	-	-	50	-	-	50
Air Cargo/Certified Cargo Screening Program Fee.....	11	11	4,711	11	11	3,500	11	11	5,200
TSA Precheck Fee.....	82	54	186,444	82	54	80,153	82	80	136,900
Alien Flight School Fee.....	24	24	4,880	24	24	5,200	15	15	5,200
<b>Procurement, Construction, and Improvements</b>	<b>188</b>	<b>177</b>	<b>462,259</b>	<b>188</b>	<b>177</b>	<b>449,344</b>	-	-	<b>303,314</b>
Aviation Screening Infrastructure.....	183	172	442,095	183	172	434,245	-	-	287,023
Checkpoint Support.....	60	57	114,699	60	57	106,981	-	-	4,019
Checked Baggage.....	123	115	77,396	123	115	77,264	-	-	33,004
Aviation Security Capital Fund (mandatory).....	-	-	250,000	-	-	250,000	-	-	250,000
Air Cargo.....	5	5	11,030	5	5	11,008	-	-	-
Surface Programs.....	-	-	-	-	-	-	-	-	-
Vetting Programs.....	-	-	9,134	-	-	4,091	-	-	16,291
Mission Support Assets and Infrastructure.....	-	-	-	-	-	-	-	-	-
Mission Support Assets and Infrastructure End Items.....	-	-	-	-	-	-	-	-	-
<b>Research and Development</b>	-	-	<b>5,000</b>	-	-	<b>4,990</b>	-	-	<b>20,190</b>
Discretionary - Fee.....	176	146	290,040	176	146	193,953	182	178	235,359
Discretionary - Offsetting Fee.....	-	-	2,130,000	-	-	2,130,000	-	-	2,916,000
Net Discretionary.....	55,215	51,663	4,868,444	55,215	51,139	4,846,652	55,263	52,763	4,175,669
Adjusted Net Discretionary.....	55,215	51,663	4,868,444	55,215	51,139	4,846,652	55,263	52,763	4,175,669
Gross Discretionary.....	55,391	51,809	7,288,484	55,391	51,285	7,170,605	55,445	52,941	7,327,028
Adjusted Gross Discretionary.....	55,391	51,809	7,288,484	55,391	51,285	7,170,605	55,445	52,941	7,327,028
Mandatory - Appropriation.....	-	-	250,000	-	-	250,000	-	-	250,000
Adjusted Net Mandatory Appropriation.....	-	-	250,000	-	-	250,000	-	-	250,000
Mandatory - Fee.....	24	24	4,880	24	24	5,200	15	15	5,200
Adjusted Mandatory - Fee.....	24	24	4,880	24	24	5,200	15	15	5,200
<b>U.S. Coast Guard</b>	<b>49,569</b>	<b>46,555</b>	<b>10,893,631</b>	<b>49,569</b>	<b>47,927</b>	<b>10,940,660</b>	<b>50,147</b>	<b>48,550</b>	<b>10,673,010</b>
<b>Operating Expenses</b>	<b>48,104</b>	<b>45,263</b>	<b>6,827,776</b>	<b>48,104</b>	<b>46,563</b>	<b>6,879,692</b>	<b>48,677</b>	<b>47,181</b>	<b>7,213,464</b>
Military Pay and Allowances.....	40,223	38,327	3,418,483	40,223	39,627	3,488,617	40,593	40,060	3,711,095
Civilian Pay and Benefits.....	7,881	6,936	792,229	7,881	6,936	792,229	8,084	7,121	851,178
Training and Recruiting.....	-	-	195,718	-	-	204,541	-	-	190,668
Operating Funds and Unit Level Maintenance.....	-	-	1,013,897	-	-	1,017,954	-	-	895,518
Centrally Managed Accounts.....	-	-	353,821	-	-	329,906	-	-	142,788

Congressional Justification

DHS Resource Table

Department of Homeland Security

	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Intermediate and Depot Level Maintenance.....	-	-	1,053,628	-	-	1,046,445	-	-	1,422,217
Overseas Contingency Operations (OCO)/Global War on Terrorism.....	-	-	-	-	-	-	-	-	-
<b>Environmental Compliance and Restoration</b>	<b>25</b>	<b>20</b>	<b>13,221</b>	<b>25</b>	<b>23</b>	<b>13,196</b>	<b>25</b>	<b>23</b>	<b>13,397</b>
<b>Reserve Training</b>	<b>416</b>	<b>409</b>	<b>110,099</b>	<b>416</b>	<b>409</b>	<b>109,890</b>	<b>416</b>	<b>409</b>	<b>114,875</b>
<b>Acquisition, Construction, and Improvements</b>	<b>914</b>	<b>766</b>	<b>1,928,393</b>	<b>914</b>	<b>835</b>	<b>1,924,127</b>	<b>914</b>	<b>835</b>	<b>1,203,745</b>
Vessels.....	-	-	1,309,430	-	-	1,244,551	-	-	877,100
Survey and Design - Vessels and Boats.....	-	-	15,000	-	-	15,000	-	-	1,500
In-Service Vessel Sustainment.....	-	-	68,000	-	-	68,000	-	-	60,500
National Security Cutter.....	-	-	658,430	-	-	723,551	-	-	54,000
Offshore Patrol Cutter.....	-	-	219,000	-	-	89,000	-	-	500,000
Fast Response Cutter.....	-	-	340,000	-	-	340,000	-	-	240,000
Cutter Boats.....	-	-	3,000	-	-	3,000	-	-	1,000
Polar Icebreaker.....	-	-	6,000	-	-	6,000	-	-	19,000
Inland Waterways and Western Rivers Tender.....	-	-	-	-	-	-	-	-	1,100
Aircraft.....	-	-	255,960	-	-	295,000	-	-	82,600
HC-144 Conversion/Sustainment.....	-	-	3,000	-	-	3,000	-	-	-
HC-27J Conversion/Sustainment.....	-	-	102,000	-	-	102,000	-	-	52,000
HC-130J Acquisition/Conversion/Sustainment.....	-	-	145,000	-	-	150,000	-	-	5,600
HH-65 Conversion/Sustainment.....	-	-	5,960	-	-	40,000	-	-	22,000
MH-60T Sustainment.....	-	-	-	-	-	-	-	-	2,500
Small Unmanned Aircraft Systems.....	-	-	-	-	-	-	-	-	500
Other Acquisition Programs.....	-	-	57,855	-	-	65,100	-	-	50,800
Other Equipment and Systems.....	-	-	-	-	-	-	-	-	4,000
Program Oversight and Management.....	-	-	17,220	-	-	20,000	-	-	15,000
C4ISR.....	-	-	32,977	-	-	36,600	-	-	22,000
Coast Guard Logistics Information Management System.....	-	-	7,658	-	-	8,500	-	-	9,800
Shore Facilities and Aids to Navigation (ATON).....	-	-	192,800	-	-	202,600	-	-	75,000
Major Shore, Housing, ATON, Survey and Design.....	-	-	135,800	-	-	145,600	-	-	10,000
Major Acquisition Systems Infrastructure.....	-	-	52,000	-	-	52,000	-	-	60,000
Minor Shore.....	-	-	5,000	-	-	5,000	-	-	5,000
Personnel and Related Support Costs.....	914	766	112,348	914	835	116,876	914	835	118,245
<b>Research, Development, Test, and Evaluation</b>	<b>96</b>	<b>83</b>	<b>18,019</b>	<b>96</b>	<b>83</b>	<b>17,986</b>	<b>96</b>	<b>83</b>	<b>18,641</b>
<b>Medicare-Eligible Retiree Health Care Fund Contribution</b>	-	-	<b>168,847</b>	-	-	<b>175,506</b>	-	-	<b>195,784</b>
<b>Retired Pay</b>	-	-	<b>1,604,000</b>	-	-	<b>1,604,000</b>	-	-	<b>1,690,824</b>
<b>Boat Safety</b>	<b>14</b>	<b>14</b>	<b>114,326</b>	<b>14</b>	<b>14</b>	<b>113,049</b>	<b>19</b>	<b>19</b>	<b>118,416</b>
<b>Maritime Oil Spill Program</b>	-	-	<b>107,329</b>	-	-	<b>101,000</b>	-	-	<b>101,000</b>
<b>Funds</b>	-	-	<b>1,621</b>	-	-	<b>2,214</b>	-	-	<b>2,864</b>
General Gift Fund.....	-	-	1,621	-	-	2,214	-	-	2,864
Yard Fund.....	-	-	-	-	-	-	-	-	-
Supply Fund.....	-	-	-	-	-	-	-	-	-
Rescission of Prior Year Unobligated Balances (Discretionary - Appropriation)	-	-	-	-	-	-	-	-	(12,400)
Net Discretionary	49,555	46,541	9,066,355	49,555	47,913	9,120,397	50,128	48,531	8,759,906
Adjusted Net Discretionary	49,555	46,541	9,066,355	49,555	47,913	9,120,397	50,128	48,531	8,747,506
Mandatory - Appropriation	14	14	1,827,276	14	14	1,820,263	19	19	1,913,104
Adjusted Net Mandatory Appropriation	14	14	1,827,276	14	14	1,820,263	19	19	1,913,104
[Overseas Contingency Operations]	-	[366]	[160,002]	-	[366]	[160,002]	-	-	-

## Congressional Justification

## DHS Resource Table

## Department of Homeland Security

	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
[Trust Funds]	-	-	[45,000]	-	-	[45,000]	-	-	[45,000]
<b>U.S. Secret Service</b>	<b>6,714</b>	<b>6,481</b>	<b>2,191,808</b>	<b>6,714</b>	<b>6,481</b>	<b>2,190,481</b>	<b>7,150</b>	<b>6,934</b>	<b>2,208,626</b>
<b>Operations and Support</b>	<b>6,714</b>	<b>6,481</b>	<b>1,854,976</b>	<b>6,714</b>	<b>6,481</b>	<b>1,853,785</b>	<b>7,150</b>	<b>6,934</b>	<b>1,879,346</b>
Mission Support.....	696	686	369,686	696	686	371,563	768	737	414,558
Protective Operations.....	3,153	3,009	876,285	3,153	3,009	874,877	3,312	3,216	804,475
Protection of Persons and Facilities.....	2,880	2,738	618,730	2,880	2,738	632,089	2,973	2,880	705,566
Protective Countermeasures.....	67	67	55,000	67	67	54,895	118	118	46,862
Protective Intelligence.....	206	204	42,969	206	204	42,895	221	218	47,547
Presidential Campaigns and National Special Security Events.....	-	-	159,586	-	-	144,998	-	-	4,500
Field Operations.....	2,661	2,582	549,296	2,661	2,582	547,750	2,849	2,762	596,235
Domestic and International Field Operations.....	2,646	2,567	528,946	2,646	2,567	527,440	2,841	2,754	588,653
Support for Missing and Exploited Children Investigations.....	8	8	7,566	8	8	7,550	8	8	7,582
Support for Computer Forensics Training.....	7	7	12,784	7	7	12,760	-	-	-
Basic and In-Service Training and Professional Development.....	204	204	59,709	204	204	59,595	221	219	64,078
<b>Procurement, Construction, and Improvements</b>	-	-	<b>71,582</b>	-	-	<b>71,446</b>	-	-	<b>64,030</b>
Protection Assets and Infrastructure.....	-	-	11,000	-	-	10,979	-	-	39,012
Operational Communications/Information Technology.....	-	-	34,332	-	-	34,317	-	-	25,018
Construction and Facility Improvements.....	-	-	26,250	-	-	26,150	-	-	-
Mission Support Assets and Infrastructure.....	-	-	-	-	-	-	-	-	-
<b>Research and Development</b>	-	-	<b>250</b>	-	-	<b>250</b>	-	-	<b>250</b>
<b>Contribution for Annuity Accounts</b>	-	-	<b>265,000</b>	-	-	<b>265,000</b>	-	-	<b>265,000</b>
Net Discretionary	6,714	6,481	1,926,808	6,714	6,481	1,925,481	7,150	6,934	1,943,626
Adjusted Net Discretionary	6,714	6,481	1,926,808	6,714	6,481	1,925,481	7,150	6,934	1,943,626
Mandatory - Appropriation	-	-	265,000	-	-	265,000	-	-	265,000
Adjusted Net Mandatory Appropriation	-	-	265,000	-	-	265,000	-	-	265,000
<b>National Protection and Programs Directorate</b>	<b>3,756</b>	<b>3,178</b>	<b>3,075,838</b>	<b>3,877</b>	<b>3,299</b>	<b>3,081,428</b>	<b>4,159</b>	<b>3,592</b>	<b>3,277,489</b>
<b>Operations and Support</b>	<b>2,275</b>	<b>1,792</b>	<b>1,292,747</b>	<b>2,275</b>	<b>1,792</b>	<b>1,291,354</b>	<b>2,557</b>	<b>2,085</b>	<b>1,455,275</b>
Mission Support.....	418	356	89,995	418	356	75,590	435	349	87,517
Cybersecurity.....	603	408	583,735	603	408	593,765	743	579	720,557
Cyber Readiness and Response.....	309	230	153,534	309	230	151,726	376	286	200,965
NCCIC Operations.....	172	135	87,279	172	135	87,109	215	155	116,471
NCCIC Planning and Exercises.....	137	95	66,255	137	95	64,617	161	131	84,494
Cyber Infrastructure Resilience.....	34	15	42,186	34	15	42,053	48	38	41,943
Cybersecurity Advisors.....	16	7	8,243	16	7	8,216	30	22	14,693
Enhanced Cybersecurity Services.....	8	3	16,597	8	3	16,543	8	7	17,157
Cybersecurity Education & Awareness.....	10	5	17,346	10	5	17,294	10	9	10,093
Federal Cybersecurity.....	260	163	388,015	260	163	399,986	319	255	477,649
Federal Network Resilience.....	52	29	26,605	52	29	28,095	87	63	42,766
Continuous Diagnostics and Mitigation.....	31	28	5,149	31	28	5,139	55	40	93,780
National Cybersecurity Protection System.....	177	106	356,261	177	106	366,752	177	152	341,103
Infrastructure Protection.....	624	499	184,662	624	499	185,641	681	573	187,955
Infrastructure Capacity Building.....	337	267	110,025	337	267	109,588	374	318	115,515
Sector Risk Management.....	132	100	39,853	132	100	39,658	141	121	44,491
Protective Security Advisors.....	121	98	32,847	121	98	32,782	148	122	35,677
Bombing Prevention.....	20	19	14,206	20	19	14,122	20	19	14,739
Infrastructure Information and Sensitive Data Protection.....	64	50	23,119	64	50	23,026	65	56	20,608
Infrastructure Security Compliance.....	287	232	74,637	287	232	76,053	307	255	72,440
Emergency Communications.....	126	103	100,551	126	103	100,976	137	108	113,921
Emergency Communications Preparedness.....	96	77	43,558	96	77	44,163	107	82	49,966
Priority Telecommunications Services.....	30	26	56,993	30	26	56,813	30	26	63,955
GETS/WPS/SRAS/TSP.....	17	15	55,169	17	15	54,992	17	15	56,319

## Congressional Justification

## DHS Resource Table

## Department of Homeland Security

	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Next Generation Networks Priority Services.....	13	11	1,824	13	11	1,821	13	11	7,636
Integrated Operations.....	334	265	118,552	334	265	120,699	391	322	125,896
Cyber and Infrastructure Analysis.....	110	69	41,354	110	69	43,597	148	116	43,322
National Infrastructure Simulation Analysis Center (NISAC).....	-	-	18,650	-	-	18,569	-	-	8,912
Infrastructure Analysis.....	110	69	22,704	110	69	25,028	148	116	34,410
Critical Infrastructure Situational Awareness.....	39	34	13,702	39	34	13,648	51	41	21,222
Stakeholder Engagement and Requirements.....	113	104	50,108	113	104	50,089	118	102	46,904
Strategy, Policy, and Plans.....	72	58	13,388	72	58	13,365	74	63	14,448
Office of Biometric Identity Management.....	170	161	215,252	170	161	214,683	170	154	219,429
Identity and Screening Program Operations.....	170	161	69,827	170	161	69,534	170	154	68,826
IDENT/Homeland Advanced Recognition Technology Operations and Maintenance.....	-	-	145,425	-	-	145,149	-	-	150,603
<b>Procurement, Construction, and Improvements</b>	-	-	<b>333,523</b>	-	-	<b>332,889</b>	-	-	<b>335,033</b>
Cybersecurity.....	-	-	189,173	-	-	188,813	-	-	241,309
Continuous Diagnostics and Mitigation.....	-	-	97,435	-	-	97,250	-	-	185,180
National Cybersecurity Protection System.....	-	-	91,738	-	-	91,563	-	-	56,129
Emergency Communications.....	-	-	78,550	-	-	78,401	-	-	48,905
Next Generation Networks Priority Services.....	-	-	78,550	-	-	78,401	-	-	48,905
Biometric Identity Management.....	-	-	65,800	-	-	65,675	-	-	40,100
IDENT/Homeland Advanced Recognition Technology.....	-	-	65,800	-	-	65,675	-	-	40,100
Integrated Operations Assets and Infrastructure.....	-	-	-	-	-	-	-	-	500
Modeling Capability Transition Environment.....	-	-	-	-	-	-	-	-	500
Infrastructure Protection.....	-	-	-	-	-	-	-	-	4,219
Infrastructure Protection (IP) Gateway.....	-	-	-	-	-	-	-	-	4,219
<b>Research and Development</b>	-	-	<b>6,119</b>	-	-	<b>6,107</b>	-	-	<b>11,126</b>
Cybersecurity.....	-	-	2,030	-	-	2,026	-	-	4,695
Infrastructure Protection.....	-	-	4,089	-	-	4,081	-	-	2,431
Integrated Operations R&D.....	-	-	-	-	-	-	-	-	4,000
<b>Federal Protective Service</b>	<b>1,481</b>	<b>1,386</b>	<b>1,443,449</b>	<b>1,602</b>	<b>1,507</b>	<b>1,451,078</b>	<b>1,602</b>	<b>1,507</b>	<b>1,476,055</b>
FPS Operations.....	1,481	1,386	336,458	1,602	1,507	368,892	1,602	1,507	360,079
Operating Expenses .....	1,481	1,386	336,458	1,602	1,507	368,892	1,602	1,507	360,079
Countermeasures.....	-	-	1,106,991	-	-	1,082,186	-	-	1,115,976
Protective Security Officers.....	-	-	1,085,699	-	-	1,061,371	-	-	1,071,286
Technical Countermeasures.....	-	-	21,292	-	-	20,815	-	-	44,690
Discretionary - Offsetting Fee	1,481	1,386	1,443,449	1,602	1,507	1,451,078	1,602	1,507	1,476,055
Adjusted Discretionary - Fee	-	-	-	-	-	-	-	-	-
Net Discretionary	2,275	1,792	1,632,389	2,275	1,792	1,630,350	2,557	2,085	1,801,434
Adjusted Net Discretionary	2,275	1,792	1,632,389	2,275	1,792	1,630,350	2,557	2,085	1,801,434
Gross Discretionary	3,756	3,178	3,075,838	3,877	3,299	3,081,428	4,159	3,592	3,277,489
Adjusted Gross Discretionary	3,756	3,178	3,075,838	3,877	3,299	3,081,428	4,159	3,592	3,277,489
<b>Office of Health Affairs</b>	<b>103</b>	<b>96</b>	<b>125,333</b>	<b>103</b>	<b>96</b>	<b>122,747</b>	<b>103</b>	<b>96</b>	<b>111,319</b>
<b>Operations and Support</b>	<b>103</b>	<b>96</b>	<b>125,333</b>	<b>103</b>	<b>96</b>	<b>122,747</b>	<b>103</b>	<b>96</b>	<b>111,319</b>
Mission Support.....	103	96	26,974	103	96	24,575	103	96	28,419
Chemical and Biological Readiness.....	-	-	82,802	-	-	82,744	-	-	77,380
Health and Medical Readiness.....	-	-	4,495	-	-	4,487	-	-	4,120
Integrated Operations.....	-	-	11,062	-	-	10,941	-	-	1,400
Net Discretionary	103	96	125,333	103	96	122,747	103	96	111,319
Adjusted Net Discretionary	103	96	125,333	103	96	122,747	103	96	111,319
<b>Federal Emergency Management Agency</b>	<b>5,205</b>	<b>9,673</b>	<b>15,712,464</b>	<b>5,335</b>	<b>9,838</b>	<b>16,151,751</b>	<b>5,350</b>	<b>9,869</b>	<b>15,552,106</b>
<b>Operations and Support</b>	<b>4,150</b>	<b>3,839</b>	<b>918,954</b>	<b>4,156</b>	<b>3,618</b>	<b>916,965</b>	<b>4,207</b>	<b>3,659</b>	<b>1,014,748</b>
Mission Support.....	1,288	1,209	371,474	1,293	1,145	358,452	1,320	1,171	468,289

## Congressional Justification

## DHS Resource Table

## Department of Homeland Security

	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Regional Operations.....	1,115	1,092	151,460	1,112	978	154,158	1,112	978	156,417
Mitigation.....	67	67	28,108	69	64	30,032	85	73	36,141
Preparedness and Protection.....	527	506	149,527	528	422	148,916	522	416	131,981
Response and Recovery.....	1,153	965	218,385	1,154	1,009	225,407	1,168	1,021	221,920
Response.....	775	648	169,815	821	725	180,100	840	742	175,226
Recovery.....	378	317	48,570	333	284	45,307	328	279	46,694
<b>Procurement, Construction, and Improvements</b>	-	-	<b>43,300</b>	<b>14</b>	<b>11</b>	<b>43,218</b>	-	-	<b>89,996</b>
Operational Communications/Information Technology.....	-	-	2,800	-	-	2,795	-	-	12,018
Construction and Facility Improvements.....	-	-	29,000	-	-	28,945	-	-	44,519
Mission Support Assets and Infrastructure.....	-	-	11,500	14	11	11,478	-	-	33,459
<b>Federal Assistance</b>	<b>447</b>	<b>411</b>	<b>3,027,916</b>	<b>460</b>	<b>412</b>	<b>3,022,732</b>	<b>380</b>	<b>364</b>	<b>2,064,130</b>
Grants.....	73	68	2,752,652	73	68	2,747,992	-	-	1,900,863
State Homeland Security Grant Program.....	-	-	467,000	-	-	466,112	-	-	349,362
Urban Area Security Initiative.....	-	-	599,985	-	-	598,844	-	-	448,844
Public Transportation Security Assistance.....	-	-	100,000	-	-	99,810	-	-	47,809
Port Security Grants.....	-	-	100,000	-	-	99,810	-	-	47,809
Countering Violent Extremism.....	-	2	50,000	-	2	49,905	-	-	-
Assistance to Firefighters Grants.....	-	-	345,000	-	-	344,344	-	-	344,344
Staffing for Adequate Fire and Emergency Response (SAFER) Grants.....	-	-	345,000	-	-	344,344	-	-	344,344
Emergency Management Performance Grants.....	-	-	350,000	-	-	349,335	-	-	279,335
Predisaster Mitigation Grant.....	16	9	85,667	16	9	86,077	-	-	39,016
Flood Hazard Mapping and Risk Analysis Program (RiskMAP).....	57	57	190,000	57	57	189,639	-	-	-
Emergency Food and Shelter.....	-	-	120,000	-	-	119,772	-	-	-
Education, Training, and Exercises.....	374	343	275,264	387	344	274,740	380	364	163,267
Center for Domestic Preparedness.....	102	97	64,991	114	91	64,867	114	107	63,771
Center for Homeland Defense and Security.....	-	-	18,000	-	-	17,966	-	-	17,966
Emergency Management Institute.....	93	80	20,569	93	88	20,530	86	85	18,824
U.S. Fire Administration.....	134	132	42,264	135	128	42,183	135	129	41,913
National Domestic Preparedness Consortium.....	-	-	98,000	-	-	97,814	-	-	-
Continuing Training Grants.....	-	-	11,521	-	-	11,499	-	-	-
National Exercise Program.....	45	34	19,919	45	37	19,881	45	43	20,793
<b>Disaster Relief Fund</b>	<b>55</b>	<b>4,899</b>	<b>7,319,693</b>	<b>66</b>	<b>5,186</b>	<b>7,374,693</b>	<b>66</b>	<b>5,183</b>	<b>7,351,720</b>
Base Disaster Relief.....	55	449	606,740	66	449	661,740	66	446	558,720
Disaster Relief Category.....	-	4,450	6,712,953	-	4,737	6,712,953	-	4,737	6,793,000
<b>National Flood Insurance Program</b>	<b>383</b>	<b>371</b>	<b>4,403,759</b>	<b>469</b>	<b>450</b>	<b>4,794,408</b>	<b>527</b>	<b>493</b>	<b>5,032,536</b>
Mission Support.....	124	124	23,706	124	124	23,661	49	46	13,573
Floodplain Management and Flood Mapping.....	217	205	180,669	217	205	157,193	287	266	239,927
National Flood Insurance Fund.....	42	42	3,381,829	128	121	3,535,367	191	181	3,809,409
National Flood Insurance Reserve Fund.....	-	-	817,555	-	-	1,078,187	-	-	969,627
<b>Radiological Emergency Preparedness Program</b>	<b>170</b>	<b>153</b>	<b>(1,158)</b>	<b>170</b>	<b>161</b>	<b>(265)</b>	<b>170</b>	<b>170</b>	<b>(1,024)</b>
Rescission of Prior Year Unobligated Balances (Discretionary - Appropriation)	-	-	(1,049,217)	-	-	(1,049,217)	-	-	(581,345)
Discretionary - Offsetting Fee	341	329	204,375	341	329	180,854	336	312	253,500
Discretionary - Major Disasters (DRF)	-	4,450	6,712,953	-	4,737	6,712,953	-	4,737	6,793,000
Net Discretionary	4,822	4,852	4,595,752	4,866	4,651	4,644,390	4,823	4,639	3,726,570
Transfer to OIG	-	-	-	-	-	(24,000)	-	-	(24,000)
Adjusted Net Discretionary	4,822	4,852	3,546,535	4,866	4,651	3,571,173	4,823	4,639	3,121,225
Gross Discretionary	5,163	9,631	11,513,080	5,207	9,717	11,538,197	5,159	9,688	10,773,070
Adjusted Gross Discretionary	5,163	9,631	10,463,863	5,207	9,717	10,464,980	5,159	9,688	10,167,725

## Congressional Justification

## DHS Resource Table

## Department of Homeland Security

	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Mandatory - Fee	42	42	4,199,384	128	121	4,613,554	191	181	4,779,036
Adjusted Mandatory - Fee	42	42	4,199,384	128	121	4,613,554	191	181	4,779,036
<b>United States Citizenship and Immigration Services</b>	<b>16,432</b>	<b>15,371</b>	<b>3,787,338</b>	<b>15,875</b>	<b>15,091</b>	<b>3,606,909</b>	<b>18,196</b>	<b>17,296</b>	<b>4,442,039</b>
<b>Operations and Support</b>	<b>419</b>	<b>398</b>	<b>104,560</b>	<b>419</b>	<b>398</b>	<b>101,281</b>	<b>419</b>	<b>398</b>	<b>108,856</b>
Employment Status Verification.....	419	398	104,560	419	398	101,281	419	398	108,856
<b>Procurement, Construction, and Improvements</b>	<b>-</b>	<b>-</b>	<b>15,111</b>	<b>-</b>	<b>-</b>	<b>15,082</b>	<b>-</b>	<b>-</b>	<b>22,657</b>
Verification Modernization (VER).....	-	-	15,111	-	-	15,082	-	-	22,657
<b>Immigration Examinations Fee Account</b>	<b>15,828</b>	<b>14,788</b>	<b>3,604,366</b>	<b>15,271</b>	<b>14,508</b>	<b>3,430,546</b>	<b>17,592</b>	<b>16,713</b>	<b>4,228,339</b>
District Operations.....	7,778	7,276	1,590,552	7,630	7,249	1,615,409	8,311	7,895	1,756,407
Service Center Operations.....	3,539	3,352	599,010	3,846	3,654	669,891	3,556	3,378	649,461
Asylum, Refugee and International Operations.....	1,606	1,447	284,231	1,381	1,312	259,042	1,668	1,585	399,882
Records Operations.....	396	360	129,368	359	341	124,177	430	408	135,477
Premium Processing (Including Transformation).....	447	419	436,637	-	-	226,380	1,430	1,359	620,829
Information and Customer Services.....	317	299	97,932	360	342	124,041	329	313	109,445
Administration.....	1,522	1,423	434,316	1,472	1,398	384,585	1,645	1,563	522,010
Systematic Alien Verification for Entitlements (SAVE).....	223	212	32,320	223	212	27,021	223	212	34,828
<b>H-1B Nonimmigrant Petitioner Account</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>15,000</b>
Service Center Operations.....	-	-	15,000	-	-	15,000	-	-	15,000
<b>Fraud Prevention and Detection Account</b>	<b>185</b>	<b>185</b>	<b>48,301</b>	<b>185</b>	<b>185</b>	<b>45,000</b>	<b>185</b>	<b>185</b>	<b>67,187</b>
District Operations.....	115	115	27,390	115	115	29,523	115	115	45,101
Service Center Operations.....	70	70	20,603	70	70	15,169	70	70	21,778
Asylum and Refugee Operating Expenses.....	-	-	308	-	-	308	-	-	308
<b>Net Discretionary</b>	<b>419</b>	<b>398</b>	<b>119,671</b>	<b>419</b>	<b>398</b>	<b>116,363</b>	<b>419</b>	<b>398</b>	<b>131,513</b>
CHIMP (Mandatory)	-	-	(4,000)	-	-	(4,000)	-	-	(4,000)
Adjusted Net Discretionary	419	398	115,671	419	398	112,363	419	398	127,513
<b>Mandatory - Fee</b>	<b>16,013</b>	<b>14,973</b>	<b>3,667,667</b>	<b>15,456</b>	<b>14,693</b>	<b>3,490,546</b>	<b>17,777</b>	<b>16,898</b>	<b>4,310,526</b>
Adjusted Mandatory - Fee	16,013	14,973	3,667,667	15,456	14,693	3,490,546	17,777	16,898	4,310,526
<b>Federal Law Enforcement Training Center</b>	<b>1,133</b>	<b>1,106</b>	<b>244,480</b>	<b>1,095</b>	<b>1,068</b>	<b>243,994</b>	<b>1,139</b>	<b>1,112</b>	<b>272,759</b>
<b>Operations and Support</b>	<b>1,133</b>	<b>1,106</b>	<b>244,480</b>	<b>1,095</b>	<b>1,068</b>	<b>243,994</b>	<b>1,139</b>	<b>1,112</b>	<b>272,759</b>
Mission Support.....	223	217	28,075	223	217	28,034	223	217	28,034
Law Enforcement Training.....	910	889	216,405	872	851	215,960	916	895	244,725
<b>Procurement, Construction, and Improvements</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Construction and Facility Improvements.....	-	-	-	-	-	-	-	-	-
<b>Net Discretionary</b>	<b>1,133</b>	<b>1,106</b>	<b>244,480</b>	<b>1,095</b>	<b>1,068</b>	<b>243,994</b>	<b>1,139</b>	<b>1,112</b>	<b>272,759</b>
Adjusted Net Discretionary	1,133	1,106	244,480	1,095	1,068	243,994	1,139	1,112	272,759
<b>Science and Technology</b>	<b>480</b>	<b>480</b>	<b>776,653</b>	<b>480</b>	<b>480</b>	<b>771,690</b>	<b>431</b>	<b>455</b>	<b>627,324</b>
<b>Operations and Support</b>	<b>480</b>	<b>480</b>	<b>302,079</b>	<b>480</b>	<b>480</b>	<b>299,015</b>	<b>431</b>	<b>455</b>	<b>254,618</b>
Mission Support.....	344	344	121,245	344	344	119,220	324	334	119,823
Laboratory Facilities.....	136	136	133,731	136	136	133,943	107	121	92,243
Acquisition and Operations Analysis.....	-	-	47,103	-	-	45,852	-	-	42,552
<b>Procurement, Construction, and Improvements</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Laboratory Facilities.....	-	-	-	-	-	-	-	-	-
<b>Research and Development</b>	<b>-</b>	<b>-</b>	<b>474,574</b>	<b>-</b>	<b>-</b>	<b>472,675</b>	<b>-</b>	<b>-</b>	<b>372,706</b>
Research, Development and Innovation.....	-	-	434,850	-	-	432,951	-	-	342,982
University Programs.....	-	-	39,724	-	-	39,724	-	-	29,724



	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$	Pos.	FTE	\$\$\$
Net Discretionary	480	480	776,653	480	480	771,690	431	455	627,324
Adjusted Net Discretionary	480	480	776,653	480	480	771,690	431	455	627,324
<b>Domestic Nuclear Detection Office</b>	<b>137</b>	<b>137</b>	<b>347,036</b>	<b>137</b>	<b>137</b>	<b>342,059</b>	<b>158</b>	<b>144</b>	<b>330,440</b>
<b>Operations and Support</b>	<b>137</b>	<b>137</b>	<b>51,461</b>	<b>137</b>	<b>137</b>	<b>50,095</b>	<b>158</b>	<b>144</b>	<b>54,664</b>
Mission Support.....	137	137	51,461	137	137	50,095	158	144	54,664
<b>Procurement, Construction, and Improvements</b>	-	-	<b>88,289</b>	-	-	<b>87,096</b>	-	-	<b>87,096</b>
Large Scale Detection Systems.....	-	-	51,269	-	-	53,096	-	-	62,524
Human Portable Rad/Nuc Systems.....	-	-	37,020	-	-	34,000	-	-	24,572
<b>Research and Development</b>	-	-	<b>160,005</b>	-	-	<b>158,173</b>	-	-	<b>144,161</b>
Architecture Planning and Analysis.....	-	-	15,758	-	-	15,578	-	-	15,937
Transformational Research and Development.....	-	-	64,684	-	-	63,943	-	-	60,581
Detection Capability Development.....	-	-	21,029	-	-	20,788	-	-	15,155
Detection Capability Assessments.....	-	-	39,503	-	-	39,051	-	-	34,127
Nuclear Forensics.....	-	-	19,031	-	-	18,813	-	-	18,361
<b>Federal Assistance</b>	-	-	<b>47,281</b>	-	-	<b>46,695</b>	-	-	<b>44,519</b>
Federal, State, Local, Territorial, and Tribal Support.....	-	-	26,168	-	-	25,560	-	-	23,384
Securing the Cities.....	-	-	21,113	-	-	21,135	-	-	21,135
Net Discretionary	137	137	347,036	137	137	342,059	158	144	330,440
Adjusted Net Discretionary	137	137	347,036	137	137	342,059	158	144	330,440
<b>DEPARTMENT OF HOMELAND SECURITY</b>	<b>226,916</b>	<b>217,150</b>	<b>65,674,835</b>	<b>226,947</b>	<b>218,403</b>	<b>65,978,997</b>	<b>233,613</b>	<b>225,836</b>	<b>70,692,491</b>
Rescission of Prior Year Unobligated Balances (Discretionary - Appropriation)	-	-	(1,049,217)	-	-	(1,049,217)	-	-	(593,745)
[Net Discretionary - Fee]	[1,638]	[1,638]	[243,454]	[1,086]	[1,086]	[251,935]	[1,367]	[1,367]	[274,001]
Discretionary - Fee	430	400	441,007	592	562	348,365	598	594	394,359
Discretionary - Offsetting Fee	1,822	1,715	3,777,824	1,943	1,836	3,761,932	1,938	1,819	4,645,555
Discretionary - Major Disasters (DRF)	-	4,450	6,712,953	-	4,737	6,712,953	-	4,737	6,793,000
Net Discretionary	198,790	185,825	42,294,746	197,830	185,530	42,311,771	201,187	189,714	44,661,433
Adjusted Net Discretionary	198,790	185,825	41,241,529	197,830	185,530	41,258,554	201,187	189,714	44,063,688
Gross Discretionary	201,042	192,390	53,226,530	200,365	192,665	53,135,019	203,723	196,864	56,494,347
Adjusted Gross Discretionary	201,042	192,390	52,177,313	200,365	192,665	52,085,802	203,723	196,864	55,909,002
<b>Mandatory - Appropriation</b>	<b>14</b>	<b>14</b>	<b>2,342,276</b>	<b>14</b>	<b>14</b>	<b>2,335,263</b>	<b>19</b>	<b>19</b>	<b>2,428,104</b>
<b>Mandatory - Fees</b>	<b>25,860</b>	<b>24,746</b>	<b>10,106,029</b>	<b>26,568</b>	<b>25,724</b>	<b>10,508,715</b>	<b>29,871</b>	<b>28,953</b>	<b>11,770,040</b>
[Overseas Contingency Operations]	-	[366]	[160,002]	-	[366]	[160,002]	-	-	-
[Trust Funds]	-	-	[45,000]	-	-	[45,000]	-	-	[45,000]

**Department of Homeland Security**  
*Office of the Secretary and Executive Management*  
**Budget Overview**



**Fiscal Year 2018**  
**Congressional Justification**

## Table of Contents

<i>Office of the Secretary and Executive Management .....</i>	<b>1</b>
<b>Appropriation Organization Structure.....</b>	<b>3</b>
<b>Strategic Context.....</b>	<b>4</b>
Component Contributions to Achieving Departmental Missions .....	6
Mission 3: Enforce and Administer Our Immigration Laws .....	7
Mature and Strengthen Homeland Security .....	9
<b>Budget Comparison and Adjustments .....</b>	<b>11</b>
<b>Personnel Compensation and Benefits.....</b>	<b>13</b>
<b>Non Pay Budget Exhibits.....</b>	<b>14</b>
<b>Supplemental Budget Justification Exhibits .....</b>	<b>15</b>

---

## Office of the Secretary and Executive Management

---

### Appropriation Organization Structure

---

Organization Name	Level	Fund Type (* Includes Defense Funding)
Office of the Secretary and Executive Management	Component	
Operations and Support	Appropriation	
Office of the Secretary	PPA	Discretionary - Appropriation
Office of Policy	PPA	Discretionary - Appropriation
Office of Public Affairs	PPA	Discretionary - Appropriation
Office of Legislative Affairs	PPA	Discretionary - Appropriation
Office of Partnership and Engagement	PPA	Discretionary - Appropriation
Office of General Counsel	PPA	Discretionary - Appropriation
Office for Civil Rights and Civil Liberties	PPA	Discretionary - Appropriation
Office of the Citizenship and Immigration Services Ombudsman	PPA	Discretionary - Appropriation
Privacy Office	PPA	Discretionary - Appropriation

## Office of the Secretary and Executive Management Strategic Context

---

### Component Overview

The Office of the Secretary and Executive Management (OSEM) is comprised of the following mission-oriented programs that support achievement of the DHS strategic missions, goals, and objectives.

**Office of the Secretary:** The Office of the Secretary's role is to provide executive leadership, management, direction, and oversight for the Department's components. The Secretary represents the Department of Homeland Security (DHS) to the President, Congress, and the general public.

**Office of Policy:** The Office of Policy (PLCY) serves as a central resource to the Secretary and other Department leaders for policy development and review, strategic planning and analysis, and facilitation of decision-making on the full breadth of issues that may arise across the dynamic homeland security enterprise. PLCY is responsible for strengthening our Nation's homeland security by developing DHS-wide policies, programs, and planning to promote and ensure the highest level of performance, quality, consistency, and integration in the execution of all homeland security missions.

**Office of Public Affairs:** The Office of Public Affairs (OPA) is responsible for managing external and internal communications. The office responds to national media inquiries, maintains and updates the Department's website, writes speeches for senior Department officials, and coordinates speaking events for Department officials. OPA fosters strategic communication throughout the Department and with external stakeholders through development and coordination of major DHS announcements and rollouts as well as setting common goals to promote common objectives.

**Office of Legislative Affairs:** The Office of Legislative Affairs (OLA) serves as the Department's primary liaison to Congress. OLA advocates the policy interest of the Administration and the Secretary. OLA also ensures that all DHS Components are actively engaged with Congress in their specific areas of responsibility. OLA articulates views on behalf of DHS Components and their legislative initiatives and responds to requests and inquiries from congressional committees, individual members of Congress, and their staffs. OLA also participates in the Senate confirmation process for all DHS Presidential nominees.

**Office of Partnership and Engagement:** The Office of Partnership and Engagement (OPE) coordinates the Department of Homeland Security's outreach efforts with critical stakeholders nationwide, including state, local, tribal, territorial (SLTT) governments, SLTT elected officials, SLTT law enforcement, the private sector, and colleges and universities, ensuring a unified approach to external engagement. OPE advocates and represents interests of these stakeholders through the Department's policy making process and as a conduit for the Secretary to engage with stakeholders or share information.

***Office of the General Counsel:*** The Office of the General Counsel (OGC) is the chief legal officer for DHS and oversees and integrates more than 1,800 attorneys throughout the Department. OGC is responsible for ensuring that Departmental activities comply with applicable legal requirements, as well as establishing that the Department's efforts to secure the Nation are consistent with the civil rights and civil liberties of the public and observe the rule of law. OGC provides legal advice on areas such as national security, immigration, litigation, international law, maritime safety and security, transportation security, border security law, cyber security, fiscal and appropriations law, environmental law, and many others. OGC also provides legal services in areas where the law intersects with the achievement of mission goals, such as the coordination of the Department's rulemaking activities, managing interdepartmental clearance of proposed legislation, and providing legal training for law enforcement officers.

***Office for Civil Rights and Civil Liberties:*** The Office for Civil Rights and Civil Liberties (CRCL) supports the Department as it secures the nation while preserving individual liberty, fairness, and equality under the law. CRCL is involved in all of the Department's missions and performs four key functions to integrate civil rights and civil liberties into Departmental activities: 1) advising Department leadership, personnel, and partners about civil rights and civil liberties issues; ensuring respect for civil rights and civil liberties in policy decisions and in the implementation of those decisions; 2) Communicating with individuals and communities whose civil rights and civil liberties may be affected by DHS activities; 3) Investigating and resolving civil rights and civil liberties complaints filed by the public; and 4) leading the Department's equal employment opportunity programs and promoting personnel diversity and merit system principles.

***Citizenship and Immigration Services Ombudsman:*** The Citizenship and Immigration Services Ombudsman (CISOMB) assists individuals and employers in resolving problems connected with cases pending before United States Citizenship and Immigration Services (USCIS). In addition, as required by statute, CISOMB identifies common problems experienced by individuals and employers when seeking USCIS services, and proposes changes to mitigate such problems and improve the delivery of immigration services. In accomplishing each of these missions, the CISOMB works impartially, soliciting information and feedback from USCIS, other government agencies, immigration benefits applicants, and the immigration stakeholder community.

***Office of Privacy:*** The Privacy Office protects the collection, use, and disclosure of Personally Identifiable Information (PII) and departmental information. It ensures that appropriate access to information is consistent with the vision, strategic mission, and core values of the Department; and implements the policies of the Department to defend and protect individual rights, liberties, and information interests of our citizens. The Privacy Office has oversight of all privacy and disclosure policy matters, including compliance with the *Privacy Act of 1974*, the *Freedom of Information Act*, and the completion of privacy impact statements for all new programs and systems, as required by the *E-Government Act of 2002* and Section 222 of the *Homeland Security Act*. The DHS Privacy Office is the first statutorily-mandated Privacy Office within the Federal Government.



## Component Contributions to Achieving Departmental Missions

The table below shows the alignment of the OSEM programs to the DHS Missions and Mature and Strengthen Homeland Security.

Programs	DHS Missions					*Mature and Strengthen Homeland Security
	*Prevent Terrorism and Enhance Security	*Secure and Manage Our Borders	*Enforce and Administer Our Immigration Laws	*Safeguard and Secure Cyberspace	*Strengthen National Preparedness and Resilience	
Office of the Secretary						100%
Office of Policy						100%
Office of Public Affairs						100%
Office of Legislative Affairs						100%
Office of Partnership and Engagement						100%
Office of General Council						100%
Office for Civil Rights and Civil Liberties						100%
Citizenship and Immigration Services Ombudsman			46%			54%
Privacy Office						100%

*\*Totals account for rounding*

### Mission 3: Enforce and Administer Our Immigration Laws

#### *Resources Requested*

OSEM resources supporting *Enforce and Administer Our Immigration Laws* are provided in the table below.

Program Name	FY 2016 Revised Enacted		FY 2017 Annualized CR		FY 2018 President's Budget	
	\$	FTE	\$	FTE	\$	FTE
Citizenship and Immigration Services Ombudsman	3,073	15	2,784	14	2,762	13
<b>Total</b>	3,073	15	2,784	14	2,762	13

#### *Performance Measures*

For *Enforce and Administer Our Immigration Laws*, Management Measures are displayed to provide a more thorough context of expected performance results.

#### Management Measures

##### *Citizenship and Immigration Services Ombudsman*

<b>Measure:</b> Number of outreach activities conducted by the Ombudsman to obtain feedback on the delivery of citizenship and immigration services						
<b>Description:</b> This measure reports the number of outreach activities conducted by the Citizenship and Immigration Ombudsman (CISOMB) to capture feedback on the delivery of citizenship and immigration services by U.S. Citizenship and Immigration Services (USCIS). CISOMB regularly conducts outreach events to identify areas in which individuals and employers encounter problems dealing with USCIS to propose changes in its administrative practices and mitigate identified problems.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	50	85	90	95	100
<b>Result:</b>	N/A	99	100	103	N/A	N/A

<b>Measure:</b> Percent of case-related inquiries regarding the delivery of citizenship and immigration services that were acted on by USCIS after receiving a CIS Ombudsman inquiry						
<b>Description:</b> This measure reports the percent of CIS Ombudsman customers whose case was acted on by USCIS after a CIS Ombudsman inquiry. A case is considered to have been acted on when USCIS makes a decision to approve or deny the petition or benefit in question. It is intended to measure the timeliness of actions taken by the CIS Ombudsman's office when resolving a request for case assistance. This measure is also intended to gauge the value provided to customers of CIS Ombudsman case assistance services.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	N/A	N/A	70%	71%
<b>Result:</b>	N/A	N/A	N/A	N/A	N/A	N/A

<b>Measure:</b> Percent of case-related inquiries submitted to the Ombudsman regarding the delivery of citizenship and immigration services where action has been taken to resolve within 45 days of receipt						
<b>Description:</b> This measure reports the percent of requests for case assistance submitted to Citizenship and Immigration Services Ombudsman (CISOMB) regarding the delivery of citizenship and immigration services by U.S. Citizenship and Immigration Services (USCIS) where action has been taken by CISOMB to resolve the issue within 45 days of receipt. CISOMB takes action on requests for case assistance by inquiring with the responsible USCIS office to ensure the customer's concern is addressed. CISOMB's mission is to assist individuals and employers when they encounter difficulty with USCIS.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	85%	87%	88%	75%	76%
<b>Result:</b>	N/A	89%	93%	93% *	N/A	N/A

\*The CISOMB changed the requirement to take action on requests for case assistance from 90 days in FY 2016 to 45 days in FY 2017. Due to the shorter time period to take action, the CISOMB lowered the target for FY 2017.

## Mature and Strengthen Homeland Security

### *Resources Requested*

OSEM resources supporting *Mature and Strengthen Homeland Security* are provided in the table below.

Program Name	FY 2016 Revised Enacted		FY 2017 Annualized CR		FY 2018 President's Budget	
	\$	FTE	\$	FTE	\$	FTE
Office of the Secretary	18,697	67	18,525	69	18,043	68
Office of Policy	38,777	186	37,839	175	36,837	169
Office of Public Affairs	5,147	23	5,292	25	5,143	24
Office of Legislative Affairs	5,243	26	5,193	26	5,056	25
Office of Partnership and Engagement	21,301	48	12,833	47	12,603	45
Office of General Council	20,017	96	18,822	81	18,501	79
Office for Civil Rights and Civil Liberties	21,680	94	21,158	96	20,679	93
Citizenship and Immigration Services Ombudsman	3,550	15	3,315	14	3,183	13
Privacy Office	8,209	40	7,713	39	7,501	38
<b>Total</b>	142,621	595	130,690	572	127,546	554

### *Performance Measures*

For *Mature and Strengthen Homeland Security*, Management Measures are displayed to provide a more thorough context of expected performance results.

#### Management Measures

##### *The Office for Civil Rights and Civil Liberties*

<b>Measure:</b> Percent of Equal Employment Opportunity complaints timely adjudicated						
<b>Description:</b> This measure tracks CRCL's ability to adjudicate EEO claims in a timely manner. Timeliness is defined by the EEO regulations - CRCL has between 45 and 60 days to issue a Final Agency Decision, depending on the type of case. (See 29 C.F.R. sec. 1614).						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	40%	40%	45%	50%	40%	45%
<b>Result:</b>	41%	53%	41%	35%	N/A	N/A

<b>Measure:</b> Percent of the Office of Civil Rights and Civil Liberties (CRCL) reports of investigation in which CRCL's recommendations to the DHS components are implemented						
<b>Description:</b> CRCL reports of investigations include recommendations which, if accepted and implemented, will improve the respective program. This measure reflects the percent of recommendations made by CRCL that are accepted and implemented by the Department of Homeland Security (DHS). CRCL tracks the recommendations that are issued until they have been implemented.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	85%	86%	87%	87%	88%	89%
<b>Result:</b>	95%	100%	93%	N/A	N/A	N/A

## Office of the Secretary and Executive Management Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operations and Support	613	609	\$145,332	631	585	\$133,474	609	567	\$130,307	(22)	(18)	(\$3,167)
<b>Total</b>	<b>613</b>	<b>609</b>	<b>\$145,332</b>	<b>631</b>	<b>585</b>	<b>\$133,474</b>	<b>609</b>	<b>567</b>	<b>\$130,307</b>	<b>(22)</b>	<b>(18)</b>	<b>(\$3,167)</b>
Subtotal Discretionary - Appropriation	613	609	\$145,332	631	585	\$133,474	609	567	\$130,307	(22)	(18)	(\$3,167)



## Office of the Secretary and Executive Management Comparison of Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$137,466		
Transfers & Reprogrammings	\$8,227		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$361)		
<b>Revised Enacted/Request</b>	<b>\$145,332</b>	<b>\$133,474</b>	<b>\$130,307</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$145,332</b>	<b>\$133,474</b>	<b>\$130,307</b>
Collections – Reimbursable Resources	\$14,900	\$15,319	\$15,783
<b>Total Budget Resources</b>	<b>\$160,232</b>	<b>\$148,793</b>	<b>\$146,090</b>
Obligations (Actual/Projections/Estimates)	\$160,232	\$148,792	\$146,090
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	613	631	609
Enacted/Request FTE	609	585	567
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	716	712	691
FTE (Actual/Estimates/Projections)	681	666	649

## Office of the Secretary and Executive Management Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations and Support	613	609	\$85,342	\$138.56	631	585	\$90,414	\$152.17	609	567	\$92,954	\$161.3	(22)	(18)	\$2,540	\$9.13
<b>Total</b>	<b>613</b>	<b>609</b>	<b>\$85,342</b>	<b>\$138.56</b>	<b>631</b>	<b>585</b>	<b>\$90,414</b>	<b>\$152.17</b>	<b>609</b>	<b>567</b>	<b>\$92,954</b>	<b>\$161.3</b>	<b>(22)</b>	<b>(18)</b>	<b>\$2,540</b>	<b>\$9.13</b>
Discretionary - Appropriation	613	609	\$85,342	\$138.56	631	585	\$90,414	\$152.17	609	567	\$92,954	\$161.3	(22)	(18)	\$2,540	\$9.13

\* The FTE Rate calculation does not include Object Class 11.8-Special Personal Services Payments or 13.0-Benefits for Former Personnel.

### Pay by Object Class *Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$57,606	\$61,645	\$63,183	\$1,538
11.3 Other than Full-Time Permanent	\$6,651	\$4,836	\$5,184	\$348
11.5 Other Personnel Compensation	\$852	\$1,017	\$1,054	\$37
11.8 Special Personal Services Payments	\$912	\$1,394	\$1,497	\$103
12.1 Civilian Personnel Benefits	\$19,271	\$21,522	\$22,036	\$514
13.0 Benefits for Former Personnel	\$50	-	-	-
<b>Total - Personnel Compensation and Benefits</b>	<b>\$85,342</b>	<b>\$90,414</b>	<b>\$92,954</b>	<b>\$2,540</b>
<b>Positions and FTE</b>				
Positions - Civilian	613	631	609	(22)
FTE - Civilian	609	585	567	(18)

## Office of the Secretary and Executive Management Non Pay Budget Exhibits

### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations and Support	\$59,990	\$43,060	\$37,353	(\$5,707)
<b>Total</b>	<b>\$59,990</b>	<b>\$43,060</b>	<b>\$37,353</b>	<b>(\$5,707)</b>
Discretionary - Appropriation	\$59,990	\$43,060	\$37,353	(\$5,707)

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$3,824	\$4,192	\$4,006	(\$186)
23.1 Rental Payments to GSA	\$8,843	\$9,135	\$8,970	(\$165)
23.3 Communications, Utilities, and Misc. Charges	\$43	-	-	-
24.0 Printing and Reproduction	\$101	\$12	\$12	-
25.1 Advisory and Assistance Services	\$21,036	\$7,447	\$6,035	(\$1,412)
25.2 Other Services from Non-Federal Sources	\$7,499	\$4,944	\$4,031	(\$913)
25.3 Other Goods and Services from Federal Sources	\$17,372	\$16,106	\$12,907	(\$3,199)
25.4 Operation and Maintenance of Facilities	\$3	-	-	-
25.7 Operation and Maintenance of Equipment	\$387	\$475	\$684	\$209
26.0 Supplies and Materials	\$550	\$632	\$654	\$22
31.0 Equipment	\$309	\$117	\$54	(\$63)
42.0 Insurance Claims and Indemnities	\$23	-	-	-
<b>Total - Non Pay Object Classes</b>	<b>\$59,990</b>	<b>\$43,060</b>	<b>\$37,353</b>	<b>(\$5,707)</b>

**Office of the Secretary and Executive Management  
Supplemental Budget Justification Exhibits**

**Working Capital Fund**

*Dollars in Thousands*

<b>Appropriation and PPA</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
<b>Operations and Support</b>	<b>\$24,018</b>	<b>\$21,557</b>	<b>\$19,802</b>
Office of the Secretary	\$3,190	\$2,897	\$2,433
Office of Policy	\$6,070	\$4,963	\$4,687
Office of Public Affairs	\$1,110	\$955	\$1,075
Office of Legislative Affairs	\$1,092	\$949	\$897
Office of Partnership and Engagement	\$1,306	\$1,086	\$1,076
Office of General Counsel	\$4,191	\$4,501	\$3,860
Office for Civil Rights and Civil Liberties	\$4,210	\$3,724	\$3,575
Office of the Citizenship and Immigration Services Ombudsman	\$1,317	\$1,179	\$1,021
Privacy Office	\$1,532	\$1,303	\$1,178
<b>Total Working Capital Fund</b>	<b>\$24,018</b>	<b>\$21,557</b>	<b>\$19,802</b>

**Office of the Secretary and Executive Management**  
**Status of Congressionally Requested Studies, Reports and Evaluations**

<b>Fiscal Year</b>	<b>Due Date</b>	<b>Reference/Citation</b>	<b>Requirement</b>	<b>Status</b>
<b>2017</b>	1/30/2017	S1/S2 Travel-Q1- <b>HR 114-215</b>	p. 8 - Quarterly travel reports shall be provided to the Committee not later than 30 days after the end of each fiscal quarter. The report shall detail all direct and indirect costs of official and nonofficial travel by the Secretary and Deputy Secretary within each appropriation. p. 93 - Section 539. The Committee continues a provision related to the official travel costs of the Department's Secretary and the Deputy Secretary.	N/A
<b>2017</b>	4/30/2017	S1/S2 Travel-Q2- <b>HR 114-215</b>	p. 8 - Quarterly travel reports shall be provided to the Committee not later than 30 days after the end of each fiscal quarter. The report shall detail all direct and indirect costs of official and nonofficial travel by the Secretary and Deputy Secretary within each appropriation. p. 93 - Section 539. The Committee continues a provision related to the official travel costs of the Department's Secretary and the Deputy Secretary.	N/A
<b>2017</b>	7/30/2017	S1/S2 Travel-Q3- <b>HR 114-215</b>	p. 8 - Quarterly travel reports shall be provided to the Committee not later than 30 days after the end of each fiscal quarter. The report shall detail all direct and indirect costs of official and nonofficial travel by the Secretary and Deputy Secretary within each appropriation. p. 93 - Section 539. The Committee continues a provision related to the official travel costs of the Department's Secretary and the Deputy Secretary.	N/A
<b>2017</b>	10/30/2017	S1/S2 Travel-Q4- <b>HR 114-215</b>	p. 8 - Quarterly travel reports shall be provided to the Committee not later than 30 days after the end of each fiscal quarter. The report shall detail all direct and indirect costs of official and nonofficial travel by the Secretary and Deputy Secretary within each appropriation. p. 93 - Section 539. The Committee continues a provision related to the official travel costs of the Department's Secretary and the Deputy Secretary.	N/A
<b>2017</b>	Unspecified	Border Security Status Reports-Q1- <b>Public Law 114-4 Joint Explanatory Statement p. 4; Senate Report 113-198 p. 16</b>	p. 11 - The Committee continues its requirement that the Department submit quarterly Border Security Status reports...	With component for draft and review
<b>2017</b>	Unspecified	Border Security Status Reports-Q2- <b>Public Law 114-4 Joint Explanatory Statement p. 4; Senate Report 113-198 p. 16</b>	p. 11 - The Committee continues its requirement that the Department submit quarterly Border Security Status reports...	With component for draft and review

<b>2017</b>	Unspecified	Border Security Status Reports-Q3- <b>Public Law 114-4 Joint Explanatory Statement p. 4; Senate Report 113-198 p. 16</b>	p. 11 - The Committee continues its requirement that the Department submit quarterly Border Security Status reports...	With component for draft and review
<b>2017</b>	Unspecified	Border Security Status Reports-Q4- <b>Public Law 114-4 Joint Explanatory Statement p. 4; Senate Report 113-198 p. 16</b>	p. 11 - The Committee continues its requirement that the Department submit quarterly Border Security Status reports...	With component for draft and review
<b>2017</b>	2/15/2017	Overseas Personnel- <b>Public Law 114-4 Joint Explanatory Statement p. 4; Senate Report 113-198 p. 16</b>	p. 10 - In developing future budget requests for its international activities, the Office of Policy is directed to use the findings of the International Engagement Strategy footprint review, as well as objectives included in its Plan of Action and Milestones. By not later than February 15, 2017, the office shall provide a comprehensive review to the Committee of the number and locations of all DHS personnel deployed overseas; the amount of resources supporting the deployment; identifiable capability gaps including tracking and how these assignments support DHS strategic objectives.	N/A
<b>2017</b>	NLT 180 days AE	Use of International Mobile Subscriber Identity Catcher Technology- <b>SR 114-264</b>	p. 18 - The Committee directs the Department, including all of its agencies, to report to the appropriate congressional committees, within 180 days of the of the date enactment of this act, with the number of times International Mobile Subscriber Identity [IMSI] Catchers and similar surveillance technology devices have been deployed, how many individuals have been apprehended using IMSI Catchers and related technologies, and how many times IMSI Catchers and related technologies have been utilized to gather evidence relevant to a case against any apprehended individuals.	N/A
<b>2017</b>	With PB	Expenditure plans- <b>SR 14-68; HR 114-215</b>	p. 10 - The Committee expects the Department to provide complete justification materials with the fiscal year 2018 budget request, including expenditure plan data for the offices within this account.	Transmitted
<b>2017</b>	NLT 60 DAE	Countering Violent Extremism- <b>JES, HR 114-215</b>	p. 12 - The Office is directed to provide a detailed report on department-wide CVE programs and initiatives, including personnel and funding levels, not later than 60 days after the date of enactment of this Act. p. 16 - DHS shall keep the Committee apprised of its CVE efforts.	Transmitted



**Office of the Secretary and Executive Management  
Authorized/Unauthorized Appropriations**

*Dollars in Thousands*

Budget Activity	Last year of Authorization	Authorized Level	Appropriation in Last Year of Authorization	FY 2018 President's Budget
	Fiscal Year	Amount	Amount	Amount
<b>Operations and Support</b>				<b>\$19,802</b>
Office of the Secretary	2002			\$2,433
Office of Policy	2002			\$4,687
Office of Public Affairs	2002			\$1,075
Office of Legislative Affairs	2002			\$897
Office of Partnership and Engagement	2002			\$1,076
Office of General Counsel	2002			\$3,860
Office for Civil Rights and Civil Liberties	2002			\$3,575
Office of the Citizenship and Immigration Services Ombudsman	2002			\$1,021
Privacy Office	2002			\$1,178
<b>Total Direct Authorization/Appropriation</b>				<b>\$19,802</b>

**Office of the Secretary and Executive Management**  
**Proposed Legislative Language**  
**Operations and Support**

For necessary expenses of the Office of the Secretary of Homeland Security for operations and support, as authorized by section 102 of the Homeland Security Act of 2002 (6 U.S.C. 112), and executive management of the Department of Homeland Security, as authorized by law, [\$136,451,000] **\$130,307,000**: *Provided*, That not to exceed \$45,000 shall be for official reception and representation expenses.[ *Provided further*, That all official costs associated with the use of government aircraft by Department of Homeland Security personnel to support official travel of the Secretary and the Deputy Secretary shall be paid from amounts made available for the Immediate Office of the Secretary and the Immediate Office of the Deputy Secretary.] *Note.—A full-year 2017 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Further Continuing Appropriations Act, 2017 (P.L. 114-254). The amounts included for 2017 reflect the annualized level provided by the continuing resolution.*

Language Provision	Explanation
[\$136,451,000] <b><u>\$130,307,000</u></b>	Dollar change only. No substantial change proposed.
[ <i> Provided further</i> , That all official costs associated with the use of government aircraft by Department of Homeland Security personnel to support official travel of the Secretary and the Deputy Secretary shall be paid from amounts made available for the Immediate Office of the Secretary and the Immediate Office of the Deputy Secretary.]	Language removed from this section to be placed in the Administrative Provisions section.

## Office of the Secretary and Executive Management Reimbursable Resources

*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
<b>Department of Defense - Department of Defense</b>	<b>Source</b>	1	1	\$193	2	2	\$393	2	\$424	-	-	\$31
Operations and Support	Location	1	1	\$193	2	\$393	2	\$424	-	-	-	\$31
Office of the Secretary	Location	1	1	\$193	1	\$193	1	\$224	-	-	-	\$31
Office of Legislative Affairs	Location	-	-	-	1	\$200	1	\$200	-	-	-	-
<b>Department of Homeland Security - Department of Homeland Security</b>	<b>Source</b>	2	2	\$2,557	1	\$750	1	\$974	-	-	-	\$224
Operations and Support	Location	2	2	\$2,557	1	\$750	1	\$974	-	-	-	\$224
Office of Policy	Location	1	1	\$367	1	\$200	1	\$224	-	-	-	\$24
Office of Partnership and Engagement	Location	1	1	\$2,190	-	-	-	-	-	-	-	-
Privacy Office	Location	-	-	-	-	\$550	-	\$750	-	-	-	\$200
<b>Department of Homeland Security - Federal Emergency Management Agency</b>	<b>Source</b>	2	2	\$192	1	\$43	1	\$43	-	-	-	-
Operations and Support	Location	2	2	\$192	1	\$43	1	\$43	-	-	-	-
Office of General Counsel	Location	1	1	\$47	1	\$43	1	\$43	-	-	-	-
Privacy Office	Location	1	1	\$145	-	-	-	-	-	-	-	-
<b>Department of Homeland Security - Federal Law Enforcement Training Center</b>	<b>Source</b>	1	1	\$12	-	-	-	-	-	-	-	-
Operations and Support	Location	1	1	\$12	-	-	-	-	-	-	-	-
Office of the Citizenship and Immigration Services Ombudsman	Location	1	1	\$12	-	-	-	-	-	-	-	-
<b>Department of Homeland Security - Transportation Security Administration</b>	<b>Source</b>	2	1	\$142	2	\$24	2	\$24	-	-	-	-
Operations and Support	Location	2	1	\$142	2	\$24	2	\$24	-	-	-	-
Office of General Counsel	Location	2	1	\$142	2	\$24	2	\$24	-	-	-	-
<b>Department of Homeland Security - US Immigration and Customs Enforcement</b>	<b>Source</b>	5	5	\$914	2	\$1,637	3	\$1,837	1	1	\$200	\$200
Operations and Support	Location	5	5	\$914	2	\$1,637	3	\$1,837	1	1	\$200	\$200
Office of Partnership and Engagement	Location	1	1	\$150	-	\$1,500	-	\$1,500	-	-	-	-
Office of General Counsel	Location	2	2	\$430	2	\$137	2	\$137	-	-	-	-
Office for Civil Rights and Civil Liberties	Location	1	1	\$134	-	-	1	\$200	1	1	\$200	\$200
Privacy Office	Location	1	1	\$200	-	-	-	-	-	-	-	-
<b>Department of Homeland Security - Citizenship and Immigration Services</b>	<b>Source</b>	3	2	\$355	2	\$125	2	\$125	-	-	-	-
Operations and Support	Location	3	2	\$355	2	\$125	2	\$125	-	-	-	-
Office of General Counsel	Location	3	2	\$355	2	\$125	2	\$125	-	-	-	-
<b>Department of Homeland Security - Science and Technology</b>	<b>Source</b>	7	6	\$1,248	12	\$1,900	12	\$1,900	-	-	-	-
Operations and Support	Location	7	6	\$1,248	12	\$1,900	12	\$1,900	-	-	-	-
Office of General Counsel	Location	7	6	\$1,248	12	\$1,900	12	\$1,900	-	-	-	-
<b>Department of Homeland Security - United States Secret Service</b>	<b>Source</b>	1	1	\$50	1	\$43	1	\$43	-	-	-	-
Operations and Support	Location	1	1	\$50	1	\$43	1	\$43	-	-	-	-
Office of General Counsel	Location	1	1	\$50	1	\$43	1	\$43	-	-	-	-

Department of Homeland Security

Office of the Secretary and Executive Management

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
<b>Department of Homeland Security - United States Coast Guard</b> <b>Source</b>	1	1	\$70	1	1	\$61	1	1	\$61	-	-	-
Operations and Support	1	1	\$70	1	1	\$61	1	1	\$61	-	-	-
Office of General Counsel	1	1	\$70	1	1	\$61	1	1	\$61	-	-	-
<b>Department of Homeland Security - National Protection and Programs Directorate</b> <b>Source</b>	40	32	\$6,053	40	40	\$7,900	40	40	\$7,900	-	-	-
Operations and Support	40	32	\$6,053	40	40	\$7,900	40	40	\$7,900	-	-	-
Office of General Counsel	40	32	\$6,053	40	40	\$7,900	40	40	\$7,900	-	-	-
<b>Department of Homeland Security - US Customs and Border Protection</b> <b>Source</b>	21	2	\$515	2	2	\$95	2	2	\$95	-	-	-
Operations and Support	21	2	\$515	2	2	\$95	2	2	\$95	-	-	-
Office of Partnership and Engagement	1	1	\$500	-	-	-	-	-	-	-	-	-
Office of General Counsel	20	1	\$15	2	2	\$95	2	2	\$95	-	-	-
<b>Department of Homeland Security - Analysis and Operations</b> <b>Source</b>	9	8	\$1,492	9	9	\$1,200	9	9	\$1,200	-	-	-
Operations and Support	9	8	\$1,492	9	9	\$1,200	9	9	\$1,200	-	-	-
Office of Partnership and Engagement	1	1	\$360	-	-	-	-	-	-	-	-	-
Office of General Counsel	8	7	\$1,132	9	9	\$1,200	9	9	\$1,200	-	-	-
<b>Department of Justice - Department of Justice</b> <b>Source</b>	1	1	\$60	-	-	-	-	-	-	-	-	-
Operations and Support	1	1	\$60	-	-	-	-	-	-	-	-	-
Office of Partnership and Engagement	1	1	\$60	-	-	-	-	-	-	-	-	-
<b>Department of State - Department of State</b> <b>Source</b>	1	1	\$16	-	-	-	-	-	-	-	-	-
Operations and Support	1	1	\$16	-	-	-	-	-	-	-	-	-
Office of Policy	1	1	\$16	-	-	-	-	-	-	-	-	-
<b>Department of Interior - Department of the Interior</b> <b>Source</b>	1	1	\$2	-	-	-	-	-	-	-	-	-
Operations and Support	1	1	\$2	-	-	-	-	-	-	-	-	-
Office of Policy	1	1	\$2	-	-	-	-	-	-	-	-	-
<b>Department of Homeland Security - Office of Health Affairs</b> <b>Source</b>	2	2	\$355	2	2	\$452	2	2	\$452	-	-	-
Operations and Support	2	2	\$355	2	2	\$452	2	2	\$452	-	-	-
Office of Partnership and Engagement	1	1	\$100	-	-	-	-	-	-	-	-	-
Office of General Counsel	1	1	\$255	2	2	\$452	2	2	\$452	-	-	-
<b>Department of Homeland Security - Domestic Nuclear Detection Office</b> <b>Source</b>	2	2	\$465	3	3	\$481	3	3	\$481	-	-	-
Operations and Support	2	2	\$465	3	3	\$481	3	3	\$481	-	-	-
Office of General Counsel	2	2	\$465	3	3	\$481	3	3	\$481	-	-	-
<b>Office of Director of National Intelligence</b> <b>Source</b>	1	1	\$209	1	1	\$215	1	1	\$224	-	-	\$9
Operations and Support	1	1	\$209	1	1	\$215	1	1	\$224	-	-	\$9
Office of Policy	1	1	\$209	1	1	\$215	1	1	\$224	-	-	\$9
<b>Total Collections</b>	<b>103</b>	<b>72</b>	<b>\$14,900</b>	<b>81</b>	<b>81</b>	<b>\$15,319</b>	<b>82</b>	<b>82</b>	<b>\$15,783</b>	<b>1</b>	<b>1</b>	<b>\$464</b>

**Department of Homeland Security**  
*Office of the Secretary and Executive Management*  
*Operations and Support*



**Fiscal Year 2018**  
**Congressional Justification**

## Table of Contents

<b><i>Operations and Support</i></b> .....	<b>1</b>
Budget Comparison and Adjustments.....	4
Personnel Compensation and Benefits.....	16
Non Pay Budget Exhibits.....	19
<b><i>Office of the Secretary – PPA</i></b> .....	<b>21</b>
Budget Comparison and Adjustments .....	21
FY 2018 Expenditure Plan.....	26
Personnel Compensation and Benefits.....	28
Non Pay Budget Exhibits.....	30
<b><i>Office of Policy - PPA</i></b> .....	<b>32</b>
Budget Comparison and Adjustments .....	32
FY 2018 Expenditure Plan.....	38
Personnel Compensation and Benefits.....	41
Non Pay Budget Exhibits.....	42
<b><i>Office of Public Affairs - PPA</i></b> .....	<b>44</b>
Budget Comparison and Adjustments .....	44
FY 2018 Expenditure Plan.....	48
Personnel Compensation and Benefits.....	50
Non Pay Budget Exhibits.....	51
<b><i>Office of Legislative Affairs –PPA</i></b> .....	<b>53</b>
Budget Comparison and Adjustments .....	53
FY 2018 Expenditure Plan.....	58
Personnel Compensation and Benefits.....	60
Non Pay Budget Exhibits.....	61
<b><i>Office of Partnership and Engagement –PPA</i></b> .....	<b>63</b>



Budget Comparison and Adjustments .....	63
FY 2018 Expenditure Plan.....	70
Personnel Compensation and Benefits.....	73
Non Pay Budget Exhibits.....	74
<i>Office of General Counsel – PPA .....</i>	<i>76</i>
Budget Comparison and Adjustments .....	76
FY 2018 Expenditure Plan.....	84
Personnel Compensation and Benefits.....	86
Non Pay Budget Exhibits.....	87
<i>Office of Civil Rights and Civil Liberties – PPA .....</i>	<i>89</i>
Budget Comparison and Adjustments .....	89
FY 2018 Expenditure Plan.....	95
Personnel Compensation and Benefits.....	98
Non Pay Budget Exhibits.....	99
<i>Office of the Citizenship and Immigration Services Ombudsman Details – PPA.....</i>	<i>101</i>
Budget Comparison and Adjustments .....	101
FY 2018 Expenditure Plan.....	106
Personnel Compensation and Benefits.....	108
Non Pay Budget Exhibits.....	109
<i>Privacy Office– PPA .....</i>	<i>111</i>
Budget Comparison and Adjustments .....	111
FY 2018 Expenditure Plan.....	117
Personnel Compensation and Benefits.....	119
Non Pay Budget Exhibits.....	120

## Operations and Support

### Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Secretary	67	67	\$18,697	70	69	\$18,525	69	68	\$18,043	(1)	(1)	(\$482)
Office of Policy	186	186	\$38,777	186	175	\$37,839	180	169	\$36,837	(6)	(6)	(\$1,002)
Office of Public Affairs	23	23	\$5,147	27	25	\$5,292	26	24	\$5,143	(1)	(1)	(\$149)
Office of Legislative Affairs	26	26	\$5,243	28	26	\$5,193	27	25	\$5,056	(1)	(1)	(\$137)
Office of Partnership and Engagement	52	48	\$20,940	54	47	\$12,833	48	45	\$12,603	(6)	(2)	(\$230)
Office of General Counsel	96	96	\$20,017	91	81	\$18,822	89	79	\$18,501	(2)	(2)	(\$321)
Office for Civil Rights and Civil Liberties	94	94	\$21,680	102	96	\$21,158	99	93	\$20,679	(3)	(3)	(\$479)
Office of the Citizenship and Immigration Services Ombudsman	29	29	\$6,622	30	27	\$6,099	29	26	\$5,944	(1)	(1)	(\$155)
Privacy Office	40	40	\$8,209	43	39	\$7,713	42	38	\$7,501	(1)	(1)	(\$212)
<b>Total</b>	<b>613</b>	<b>609</b>	<b>\$145,332</b>	<b>631</b>	<b>585</b>	<b>\$133,474</b>	<b>609</b>	<b>567</b>	<b>\$130,307</b>	<b>(22)</b>	<b>(18)</b>	<b>(\$3,167)</b>
Subtotal Discretionary - Appropriation	613	609	\$145,332	631	585	\$133,474	609	567	\$130,307	(22)	(18)	(\$3,167)

### Overview

**Mission Statement:** With honor and integrity, we will safeguard the American people, our homeland, and our values.

### **Budget Activities:**

OSEM provides resources for nine Program, Project, and Activities (PPAs): Office of the Secretary, Office of Policy (PLCY), Office of Public Affairs (OPA), Office of Legislative Affairs (OLA), Office of Partnership and Engagement (OPE), Office of the General Counsel (OGC), Office for Civil Rights and Civil Liberties (CRCL), Office of the Citizenship and Immigration Services Ombudsman (CISOMB), and the Privacy Office (PRIV). Below are brief descriptive summaries of the PPAs.

*Office of the Secretary:* The Office of the Secretary's role is to provide executive leadership, management, direction, and oversight for the Department's Components. The Secretary represents DHS to the President, Congress, state, local, tribal and territorial partners, and the general public. The Deputy Secretary supports the Secretary by providing leadership to the Department, especially regarding internal management and direction. The Chief of Staff is responsible for coordinating policy initiatives and other actions of the Department's components, directorates, and offices. The Executive Secretary (ESEC) supports the Offices of the Secretary and Deputy Secretary with management of their correspondence, decision documents, and other written communications; Congressional

questions for the record, and testimony for all Departmental hearings. ESEC is charged with ensuring that all materials presented to the Secretary and Deputy Secretary for signature have been thoroughly cleared with all relevant components.

*Office of Policy:* The office serves as a central resource to the Secretary and other Department leaders for policy development and review, strategic planning and analysis, and facilitation of decision-making on the full breadth of issues that may arise across the dynamic homeland security enterprise. PLCY is responsible for strengthening our Nation's homeland security by developing DHS-wide policies, programs, and planning to promote and ensure the highest level of performance, quality, consistency, and integration in the execution of all homeland security missions. PLCY represents and coordinates the consolidated DHS position at White House interagency committee meetings. The Office develops and articulates the long-term strategic view of the Department and translates the Secretary's strategic priorities into the Quadrennial Homeland Security Review (QHSR), DHS Strategic Plan, and other planning products that drive increased operational effectiveness through integration, prioritization, and resource allocation.

*Office of Public Affairs:* OPA is responsible for managing the Department's external and internal communications. The office responds to media inquiries, maintains and updates the Department's website, writes speeches for senior Department officials, and coordinates speaking events. The office manages the Department's organizational identity program, which includes usage of the DHS seal and related guidelines. Also, the office oversees the Department's employee communication activities, which include coordinating communications for Department-wide initiatives, town hall meetings between management and employees, and the operation and management of an intranet site. Per the Homeland Security Presidential Directive (HSPD) 5, OPA's incident communications program guides overall Federal incident communication activity and coordinates with state, local, and international partners to ensure accurate and timely information is provided to the public during a crisis.

*Office of Legislative Affairs:* OLA serves as the Department's primary liaison to Congress. OLA advocates for the policy interests of the Administration and the Secretary. OLA also ensures that all DHS Components are actively engaged with Congress in their specific areas of responsibility. OLA articulates views on behalf of DHS Components and their legislative initiatives, responding to requests and inquiries from congressional committees, individual Members of Congress, and their staffs. OLA also participates in the Senate confirmation process for all DHS Presidential nominees.

*Office of Partnership and Engagement:* OPE coordinates DHS outreach efforts with critical stakeholders nationwide ensuring collective efforts and shared responsibilities of Federal, state, local, tribal, territorial (SLTT), nongovernmental, and private-sector partners as well as individuals, families, and communities, to maintain critical homeland security capabilities. In addition, OPE serves as an advocate & represents the interests of these stakeholders in the DHS policy making process.

*Office of the General Counsel:* The General Counsel is the chief legal officer for DHS and oversees and integrates more than 1,800 attorneys throughout the Department. OGC is responsible for ensuring that Departmental activities comply with applicable legal requirements, as well as establishing that the Department's efforts to secure the Nation are consistent with the civil rights and civil liberties of the public and observe the rule of law. OGC provides legal advice on areas such as national security, immigration, litigation, international law, maritime safety and security, transportation security, border security law, cyber security, fiscal and appropriations law, environmental law, and many others. OGC also provides legal services in several areas where the law intersects with the achievement of mission goals, such as the coordination of the Department's rulemaking activities, managing interdepartmental clearance of proposed legislation, and providing legal training for law enforcement officers. OGC provides legal counsel for all DHS offices (except those specifically excluded by statute).

*Office for Civil Rights and Civil Liberties:* CRCL supports the Department as it secures the Nation while preserving individual liberty, fairness, and equality under the law. CRCL performs four key functions to integrate civil rights and civil liberties into Departmental activities:

- Advising Department leadership, personnel, and partners about civil rights and civil liberties issues; ensuring respect for civil rights and civil liberties in policy decisions and in the implementation of those decisions.
- Communicating with individuals and communities whose civil rights and civil liberties may be affected by DHS activities, informing them about policies and avenues of redress, and promoting appropriate attention within the Department to their experiences and concerns.
- Investigating and resolving civil rights and civil liberties complaints filed by the public.
- Leading the Department's Equal Employment Opportunity (EEO) programs and promoting personnel diversity and merit system principles.

*Citizenship and Immigration Services Ombudsman:* CISOMB assists individuals and employers in resolving problems connected with pending United States Citizenship and Immigration Services (USCIS) cases. In addition, as required by statute, CISOMB identifies common problems experienced by individuals and employers when seeking USCIS services, and proposes changes to mitigate such problems and improve the delivery of immigration services. In accomplishing each of these missions, the CISOMB works impartially, soliciting information and feedback from USCIS, other government agencies, immigration benefits applicants, and the immigration stakeholder community.

*Privacy Office (PRIV):* PRIV protects the collection, use, and disclosure of Personally Identifiable Information (PII) and Departmental information. It ensures that appropriate access to information is consistent with the vision, strategic mission, and core values of the Department. PRIV also implements the policies of the Department to defend and protect individual rights, liberties, and information interests of the public. PRIV has oversight of all privacy and disclosure policy matters, including compliance with the Privacy Act of

1974, the Freedom of Information Act (FOIA), and the completion of privacy impact statements on all new programs and systems, as required by the E-Government Act of 2002 and Section 222 of the Homeland Security Act. The DHS Privacy Office is the first statutorily-mandated Privacy Office within the Federal Government.

**Operations and Support**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$137,466		
Transfers & Reprogrammings	\$8,227		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$361)		
<b>Revised Enacted/Request</b>	<b>\$145,332</b>	<b>\$133,474</b>	<b>\$130,307</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$145,332</b>	<b>\$133,474</b>	<b>\$130,307</b>
Collections – Reimbursable Resources	\$14,900	\$15,319	\$15,783
<b>Total Budget Resources</b>	<b>\$160,232</b>	<b>\$148,793</b>	<b>\$146,090</b>
Obligations (Actual/Projections/Estimates)	\$160,232	\$148,792	\$146,090
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	613	631	609
Enacted/Request FTE	609	585	567
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	716	712	691
FTE (Actual/Estimates/Projections)	681	666	649

\*The total Onboard and FTE counts show here include reimbursable FTE and positions.

**Budget Request Summary:** The Office of the Secretary and Executive Management requests 609 positions, 567 full-time equivalents (FTE), and \$130.307 million in FY 2018 to continue providing central leadership, management, direction, and oversight over all of the Department's Components. Included in this submission is 82 reimbursable positions, 82 reimbursable FTE, and \$15.783 million in reimbursable resources.

## Operations and Support Collections – Reimbursable Resources

*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Defense - Department of Defense Source	1	1	\$193	2	2	\$393	2	2	\$424
Department of Homeland Security - Department of Homeland Security Source	2	2	\$2,557	1	1	\$750	1	1	\$974
Department of Homeland Security - Federal Emergency Management Agency Source	2	2	\$192	1	1	\$43	1	1	\$43
Department of Homeland Security - Federal Law Enforcement Training Center Source	1	1	\$12	-	-	-	-	-	-
Department of Homeland Security - Transportation Security Administration Source	2	1	\$142	2	2	\$24	2	2	\$24
Department of Homeland Security - US Immigration and Customs Enforcement Source	5	5	\$914	2	2	\$1,637	3	3	\$1,837
Department of Homeland Security - Citizenship and Immigration Services Source	3	2	\$355	2	2	\$125	2	2	\$125
Department of Homeland Security - Science and Technology Source	7	6	\$1,248	12	12	\$1,900	12	12	\$1,900
Department of Homeland Security - United States Secret Service Source	1	1	\$50	1	1	\$43	1	1	\$43
Department of Homeland Security - United States Coast Guard Source	1	1	\$70	1	1	\$61	1	1	\$61
Department of Homeland Security - National Protection and Programs Directorate Source	40	32	\$6,053	40	40	\$7,900	40	40	\$7,900
Department of Homeland Security - US Customs and Border Protection Source	21	2	\$515	2	2	\$95	2	2	\$95
Department of Homeland Security - Analysis and Operations Source	9	8	\$1,492	9	9	\$1,200	9	9	\$1,200
Department of Justice - Department of Justice Source	1	1	\$60	-	-	-	-	-	-
Department of State - Department of State Source	1	1	\$16	-	-	-	-	-	-
Department of Interior - Department of the Interior Source	1	1	\$2	-	-	-	-	-	-
Department of Homeland Security - Office of Health Affairs Source	2	2	\$355	2	2	\$452	2	2	\$452
Department of Homeland Security - Domestic Nuclear Detection Office Source	2	2	\$465	3	3	\$481	3	3	\$481
Office of Director of National Intelligence Source	1	1	\$209	1	1	\$215	1	1	\$224
<b>Total Collections</b>	<b>103</b>	<b>72</b>	<b>\$14,900</b>	<b>81</b>	<b>81</b>	<b>\$15,319</b>	<b>82</b>	<b>82</b>	<b>\$15,783</b>



**Operations and Support**  
**Summary of Budget Changes**  
*Dollars in Thousands*

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2016 Enacted</b>	<b>613</b>	<b>609</b>	<b>\$137,466</b>
Transfer in for CVE	-	-	\$8,227
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>\$8,227</b>
Recission of Prior Year Lapse Balance	-	-	(\$361)
<b>Total Rescissions</b>	<b>-</b>	<b>-</b>	<b>(\$361)</b>
<b>FY 2016 Revised Enacted</b>	<b>613</b>	<b>609</b>	<b>\$145,332</b>
<b>FY 2017 Annualized CR</b>	<b>631</b>	<b>585</b>	<b>\$133,474</b>
<b>FY 2018 Base Budget</b>	<b>631</b>	<b>585</b>	<b>\$133,474</b>
Transfer to A&O from OSEM/CRCL due to A&O WCF Activity Costs Removal	-	-	(\$2)
Transfer to A&O from OSEM/OGC due to A&O WCF Activity Costs Removal	-	-	(\$3)
Transfer to A&O from OSEM/PLCY due to A&O WCF Activity Costs Removal	-	-	(\$9)
Transfer to A&O from OSEM/PRIV due to A&O WCF Activity Costs Removal	-	-	(\$1)
Transfer to A&O from OSEM/SEC due to A&O WCF Activity Costs Removal	-	-	(\$2)
Transfer to OSEM/OGC from CBP due to OGC WCF Activity Costs Removal	-	-	\$30
Transfer to OSEM/OGC from DNDO due to OGC WCF Activity Costs Removal	-	-	\$1
Transfer to OSEM/OGC from FEMA due to OGC WCF Activity Costs Removal	-	-	\$30
Transfer to OSEM/OGC from FLETC due to OGC WCF Activity Costs Removal	-	-	\$3
Transfer to OSEM/OGC from ICE due to OGC WCF Activity Costs Removal	-	-	\$30
Transfer to OSEM/OGC from OHA due to OGC WCF Activity Costs Removal	-	-	\$3
Transfer to OSEM/OGC from OIG due to OGC WCF Activity Costs Removal	-	-	\$2
Transfer to OSEM/OGC from S&T due to OGC WCF Activity Costs Removal	-	-	\$3
Transfer to OSEM/OGC from TSA due to OGC WCF Activity Costs Removal	-	-	\$15
Transfer to OSEM/OGC from USCG due to OGC WCF Activity Costs Removal	-	-	\$114
Transfer to OSEM/OGC from USM due to OGC WCF Activity Costs Removal	-	-	\$28
Transfer to OSEM/OGC from USSS due to OGC WCF Activity Costs Removal	-	-	\$3
Transfer to USM/CHCO from OSEM/CISOMB due to CHCO WCF Activity Costs Removal	-	-	(\$5)
Transfer to USM/CHCO from OSEM/CRCL due to CHCO WCF Activity Costs Removal	-	-	(\$5)

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
Transfer to USM/CHCO from OSEM/OGC due to CHCO WCF Activity Costs Removal	-	-	(\$25)
Transfer to USM/CHCO from OSEM/OLA due to CHCO WCF Activity Costs Removal	-	-	(\$3)
Transfer to USM/CHCO from OSEM/OPA due to CHCO WCF Activity Costs Removal	-	-	(\$5)
Transfer to USM/CHCO from OSEM/OPE due to CHCO WCF Activity Costs Removal	-	-	(\$3)
Transfer to USM/CHCO from OSEM/PLCY due to CHCO WCF Activity Costs Removal	-	-	(\$21)
Transfer to USM/CHCO from OSEM/PRIV due to CHCO WCF Activity Costs Removal	-	-	(\$3)
Transfer to USM/CHCO from OSEM/SEC due to CHCO WCF Activity Costs Removal	-	-	(\$30)
Transfer to USM/CIO from OSEM/CISOMB due to CIO WCF Activity Costs Removal	-	-	(\$40)
Transfer to USM/CIO from OSEM/CRCL due to CIO WCF Activity Costs Removal	-	-	(\$125)
Transfer to USM/CIO from OSEM/OGC due to CIO WCF Activity Costs Removal	-	-	(\$186)
Transfer to USM/CIO from OSEM/OLA due to CIO WCF Activity Costs Removal	-	-	(\$36)
Transfer to USM/CIO from OSEM/OPA due to CIO WCF Activity Costs Removal	-	-	(\$51)
Transfer to USM/CIO from OSEM/OPE due to CIO WCF Activity Costs Removal	-	-	(\$55)
Transfer to USM/CIO from OSEM/PLCY due to CIO WCF Activity Costs Removal	-	-	(\$242)
Transfer to USM/CIO from OSEM/PRIV due to CIO WCF Activity Costs Removal	-	-	(\$48)
Transfer to USM/CIO from OSEM/SEC due to CIO WCF Activity Costs Removal	-	-	(\$128)
Transfer to USM/CRSO from OSEM/CISOMB due to CRSO WCF Activity Costs Removal	-	-	(\$32)
Transfer to USM/CRSO from OSEM/CRCL due to CRSO WCF Activity Costs Removal	-	-	(\$93)
Transfer to USM/CRSO from OSEM/OGC due to CRSO WCF Activity Costs Removal	-	-	(\$141)
Transfer to USM/CRSO from OSEM/OLA due to CRSO WCF Activity Costs Removal	-	-	(\$30)
Transfer to USM/CRSO from OSEM/OPA due to CRSO WCF Activity Costs Removal	-	-	(\$33)
Transfer to USM/CRSO from OSEM/OPE due to CRSO WCF Activity Costs Removal	-	-	(\$35)
Transfer to USM/CRSO from OSEM/PLCY due to CRSO WCF Activity Costs Removal	-	-	(\$241)
Transfer to USM/CRSO from OSEM/PRIV due to CRSO WCF Activity Costs Removal	-	-	(\$50)
Transfer to USM/CRSO from OSEM/SEC due to CRSO WCF Activity Costs Removal	-	-	(\$290)
Transfer to USM/CSO from OSEM/CRCL due to CSO WCF Activity Costs Removal	-	-	(\$2)
Transfer to USM/CSO from OSEM/OGC due to CSO WCF Activity Costs Removal	-	-	(\$2)
Transfer to USM/CSO from OSEM/PLCY due to CSO WCF Activity Costs Removal	-	-	(\$3)
<b>Total Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$1,718)</b>
2018 Pay Raise	-	-	\$1,286
Annualization of 2017 Pay Raise	-	-	\$475

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
Reduction to OCP for Positions and Funding not Annualized in FY2017	(4)	-	-
<b>Total, Pricing Increases</b>	<b>(4)</b>	<b>-</b>	<b>\$1,761</b>
<b>Total Adjustments-to-Base</b>	<b>(4)</b>	<b>-</b>	<b>\$43</b>
<b>FY 2018 Current Services</b>	<b>627</b>	<b>585</b>	<b>\$133,517</b>
Base Absorption of Pay Raises	(8)	(8)	(\$1,761)
Reduction Due to Hiring Freeze	(10)	(10)	(\$1,449)
<b>Total, Program Decreases</b>	<b>(18)</b>	<b>(18)</b>	<b>(\$3,210)</b>
<b>FY 2018 Request</b>	<b>609</b>	<b>567</b>	<b>\$130,307</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(22)</b>	<b>(18)</b>	<b>(\$3,167)</b>

## Operations and Support Justification of Pricing Changes

*Dollars in Thousands*

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
<b>Pricing Change 1 - 2018 Pay Raise</b>	-	-	<b>\$1,286</b>
Office of the Secretary	-	-	\$133
Office of Policy	-	-	\$363
Office of Public Affairs	-	-	\$53
Office of Legislative Affairs	-	-	\$65
Office of Partnership and Engagement	-	-	\$103
Office of General Counsel	-	-	\$206
Office for Civil Rights and Civil Liberties	-	-	\$218
Office of the Citizenship and Immigration Services Ombudsman	-	-	\$66
Privacy Office	-	-	\$79
<b>Pricing Change 2 - Annualization of 2017 Pay Raise</b>	-	-	<b>\$475</b>
Office of the Secretary	-	-	\$50
Office of Policy	-	-	\$134
Office of Public Affairs	-	-	\$20
Office of Legislative Affairs	-	-	\$24
Office of Partnership and Engagement	-	-	\$38
Office of General Counsel	-	-	\$76
Office for Civil Rights and Civil Liberties	-	-	\$80
Office of the Citizenship and Immigration Services Ombudsman	-	-	\$24
Privacy Office	-	-	\$29
<b>Pricing Change 3 - Reduction to OCP for Positions and Funding not Annualized in FY2017</b>	<b>(4)</b>	-	-
Office of Partnership and Engagement	(4)	-	-
<b>Total Pricing Changes</b>	<b>(4)</b>	-	<b>\$1,761</b>

### Pricing Changes:

- Pay Raises – The Office of the Secretary and Executive Management calculated the annualization of the 2017 Pay Raise at 2.1% for one quarter of the fiscal year and a total of \$475 thousand and calculated the 2018 Pay Raise at 1.9% for three quarters of the fiscal year and a total of \$1.286 million.
- Office of Community Partnerships – The Consolidated Appropriations Act of 2016, Public Law 114-113, funded the Office of Community Partnerships at the level of \$3.108 million, 16 positions, 12 FTE. At the time the budget request was prepared, DHS had not received a 2017 enacted appropriation. As a result, OCP will reduce 4 positions/FTE to a level of 12 positions/FTE.

**Operations and Support**  
**Justification of Program Changes**  
*Dollars in Thousands*

Program Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
<b>Program Change 1 - Base Absorption of Pay Raises</b>	<b>(8)</b>	<b>(8)</b>	<b>(\$1,761)</b>
Office of the Secretary	(1)	(1)	(\$183)
Office of Policy	(3)	(3)	(\$497)
Office of Public Affairs	-	-	(\$73)
Office of Legislative Affairs	-	-	(\$89)
Office of Partnership and Engagement	(1)	(1)	(\$141)
Office of General Counsel	(1)	(1)	(\$282)
Office for Civil Rights and Civil Liberties	(2)	(2)	(\$298)
Office of the Citizenship and Immigration Services Ombudsman	-	-	(\$90)
Privacy Office	-	-	(\$108)
<b>Program Change 2 - Reduction Due to Hiring Freeze</b>	<b>(10)</b>	<b>(10)</b>	<b>(\$1,449)</b>
Office of the Secretary	-	-	(\$32)
Office of Policy	(3)	(3)	(\$473)
Office of Public Affairs	(1)	(1)	(\$60)
Office of Legislative Affairs	(1)	(1)	(\$68)
Office of Partnership and Engagement	(1)	(1)	(\$137)
Office of General Counsel	(1)	(1)	(\$251)
Office for Civil Rights and Civil Liberties	(1)	(1)	(\$247)
Office of the Citizenship and Immigration Services Ombudsman	(1)	(1)	(\$76)
Privacy Office	(1)	(1)	(\$105)
<b>Total Program Changes</b>	<b>(18)</b>	<b>(18)</b>	<b>(\$3,210)</b>

**Program Change****OSEM - Absorption of Pay Raises and Civilian Hiring Freeze****Description**

The Office of the Secretary and Executive Management (OSEM) requests a decrease of 8 positions, 8 FTE, and \$1.8 million in order to cover the cost of the FY 2018 pay raise and the Annualization of the FY 2017 pay raise. This reduction will be achieved through attrition of positions and reduction of general expenses such as contracts, travel, and supplies.

Further, in accordance with the freeze on the hiring of Federal civilian employees as directed by the President on January 23, 2017, OSEM is requesting a reduction of 10 positions, 10 FTE, and \$1.4 million. This savings will be achieved by strategic workforce reduction through attrition.

### **Justification**

#### **Absorption of pay raises**

OSEM has conducted a “personnel compensation and benefits” assessment for each office including all personnel currently on-board or in the pipeline and including projections for pay raises, within grade increases, overtime, awards, promotions, etc. The results of this assessment indicated that in order to fully cover the pay increase the OSEM offices must decrease staffing in order to cover the FY18 pay raise and annualization of the FY17 pay raise. The offices will do this through a combination of attrition and strategic elimination of vacant positions in order to ensure Department priorities will remain intact to the greatest extent possible. In some cases personnel may be shifted from one program to another within a PPA, however it is not known exactly where those shifts will occur at this time as we do not know exactly where attrition will occur.

#### **Civilian Hiring Freeze**

In addition to the reductions taken to absorb pay raise, OSEM offices will look for more reductions in accordance with the guidance outlined in OMB Memorandum 17-22 dated April 11, 2017. In order to meet the initial requirements set forth, OSEM has applied the hiring freeze reductions proportionately across each of the PPAs. As we continue to examine how many people are required to perform tasks at the level required within each program area these numbers may change. OSEM offices will conduct a review as each position becomes vacant to determine the following:

- Whether the duties of the position, qualifications and skills requirements, or organizational placement of the duties reflects current mission needs;
- Whether duties can be reassigned to lower organizational levels and replacement, if needed, at a lower grade; and
- How any appropriate changes to the position can be accomplished in a timely and efficient manner.

### **Performance**

OSEM offices will work to maintain current performance levels throughout this process.

## Operations and Support Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Secretary	67	67	\$9,011	\$120.52	70	69	\$9,505	\$117.93	69	68	\$10,214	\$128.59	(1)	(1)	\$709	\$10.66
Office of Policy	186	186	\$24,226	\$130.25	186	175	\$25,177	\$143.87	180	169	\$26,861	\$158.94	(6)	(6)	\$1,684	\$15.07
Office of Public Affairs	23	23	\$3,401	\$147.87	27	25	\$3,705	\$148.2	26	24	\$3,636	\$151.5	(1)	(1)	(\$69)	\$3.3
Office of Legislative Affairs	26	26	\$3,744	\$144	28	26	\$4,140	\$159.23	27	25	\$3,936	\$157.44	(1)	(1)	(\$204)	(\$1.79)
Office of Partnership and Engagement	52	48	\$5,960	\$124.17	54	47	\$7,272	\$154.72	48	45	\$7,119	\$158.2	(6)	(2)	(\$153)	\$3.48
Office of General Counsel	96	96	\$14,459	\$150.34	91	81	\$14,720	\$181.41	89	79	\$14,767	\$186.58	(2)	(2)	\$47	\$5.17
Office for Civil Rights and Civil Liberties	94	94	\$14,093	\$149.93	102	96	\$15,706	\$163.6	99	93	\$16,347	\$175.77	(3)	(3)	\$641	\$12.17
Office of the Citizenship and Immigration Services Ombudsman	29	29	\$4,570	\$157.59	30	27	\$4,380	\$162.22	29	26	\$4,034	\$155.15	(1)	(1)	(\$346)	(\$7.07)
Privacy Office	40	40	\$5,878	\$146.95	43	39	\$5,809	\$148.95	42	38	\$6,040	\$158.95	(1)	(1)	\$231	\$10
<b>Total</b>	<b>613</b>	<b>609</b>	<b>\$85,342</b>	<b>\$138.56</b>	<b>631</b>	<b>585</b>	<b>\$90,414</b>	<b>\$152.17</b>	<b>609</b>	<b>567</b>	<b>\$92,954</b>	<b>\$161.3</b>	<b>(22)</b>	<b>(18)</b>	<b>\$2,540</b>	<b>\$9.13</b>
Discretionary - Appropriation	613	609	\$85,342	\$138.56	631	585	\$90,414	\$152.17	609	567	\$92,954	\$161.3	(22)	(18)	\$2,540	\$9.13

\* The FTE Rate calculation does not include Object Class 11.8-Special Personal Services Payments or 13.0-Benefits for Former Personnel.

The Office of the Secretary and Executive Management conducted an assessment of the number of positions and FTE across each PPA. The requested level of FTE in each PPA directly corresponds to the requested level of dollars for personnel compensation and benefits. The amount of funding requested equates to fully burning the number of requested FTE over the course of the fiscal year. The position level for each PPA accounts for the projected number of onboard positions in an office. As a result of attrition and gaps in backfilling, the number of positions in an office will generally be higher than the number of FTE.



**Operations and Support**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$57,606	\$61,645	\$63,183	\$1,538
11.3 Other than Full-Time Permanent	\$6,651	\$4,836	\$5,184	\$348
11.5 Other Personnel Compensation	\$852	\$1,017	\$1,054	\$37
11.8 Special Personal Services Payments	\$912	\$1,394	\$1,497	\$103
12.1 Civilian Personnel Benefits	\$19,271	\$21,522	\$22,036	\$514
13.0 Benefits for Former Personnel	\$50	-	-	-
<b>Total - Personnel Compensation and Benefits</b>	<b>\$85,342</b>	<b>\$90,414</b>	<b>\$92,954</b>	<b>\$2,540</b>
<b>Positions and FTE</b>				
Positions - Civilian	613	631	609	(22)
FTE - Civilian	609	585	567	(18)

## Operations and Support

### Permanent Positions by Grade – Appropriation

Grades and Salary Range	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
Total, SES	66	84	80	-4
Total, EX	4	-	-	-
GS-15	174	178	169	-9
GS-14	145	142	136	-6
GS-13	69	88	85	-3
GS-12	58	61	61	-
GS-11	52	31	31	-
GS-9	29	36	36	-
GS-8	4	1	1	-
GS-7	8	6	6	-
GS-5	1	3	3	-
GS-4	3	1	1	-
<b>Total Permanent Positions</b>	<b>613</b>	<b>631</b>	<b>609</b>	<b>-22</b>
Unfilled Positions EOY	98	-	-	-
<b>Position Locations</b>				
Headquarters	609	626	604	-22
Foreign Field	4	5	5	-
<b>Averages</b>				
Average Personnel Costs, ES Positions	170,459	172,675	172,500	-175
Average Personnel Costs, GS Positions	112,261	113,721	107,556	-6,165
Average Grade, GS Positions	14	14	13	-1

## Operations and Support Non Pay Budget Exhibits

### Non Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Secretary	\$9,686	\$9,020	\$7,829	(\$1,191)
Office of Policy	\$14,551	\$12,662	\$9,976	(\$2,686)
Office of Public Affairs	\$1,746	\$1,587	\$1,507	(\$80)
Office of Legislative Affairs	\$1,499	\$1,053	\$1,120	\$67
Office of Partnership and Engagement	\$14,980	\$5,561	\$5,484	(\$77)
Office of General Counsel	\$5,558	\$4,102	\$3,734	(\$368)
Office for Civil Rights and Civil Liberties	\$7,587	\$5,452	\$4,332	(\$1,120)
Office of the Citizenship and Immigration Services Ombudsman	\$2,052	\$1,719	\$1,910	\$191
Privacy Office	\$2,331	\$1,904	\$1,461	(\$443)
<b>Total</b>	<b>\$59,990</b>	<b>\$43,060</b>	<b>\$37,353</b>	<b>(\$5,707)</b>
Discretionary - Appropriation	\$59,990	\$43,060	\$37,353	(\$5,707)

## Operations and Support Non Pay by Object Class

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$3,824	\$4,192	\$4,006	(\$186)
23.1 Rental Payments to GSA	\$8,843	\$9,135	\$8,970	(\$165)
23.3 Communications, Utilities, and Misc. Charges	\$43	-	-	-
24.0 Printing and Reproduction	\$101	\$12	\$12	-
25.1 Advisory and Assistance Services	\$21,036	\$7,447	\$6,035	(\$1,412)
25.2 Other Services from Non-Federal Sources	\$7,499	\$4,944	\$4,031	(\$913)
25.3 Other Goods and Services from Federal Sources	\$17,372	\$16,106	\$12,907	(\$3,199)
25.4 Operation and Maintenance of Facilities	\$3	-	-	-
25.7 Operation and Maintenance of Equipment	\$387	\$475	\$684	\$209
26.0 Supplies and Materials	\$550	\$632	\$654	\$22
31.0 Equipment	\$309	\$117	\$54	(\$63)
42.0 Insurance Claims and Indemnities	\$23	-	-	-
<b>Total - Non Pay Object Classes</b>	<b>\$59,990</b>	<b>\$43,060</b>	<b>\$37,353</b>	<b>(\$5,707)</b>

*Office of the Secretary – PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Secretary	67	67	\$18,697	70	69	\$18,525	69	68	\$18,043	(1)	(1)	(\$482)
<b>Total</b>	<b>67</b>	<b>67</b>	<b>\$18,697</b>	<b>70</b>	<b>69</b>	<b>\$18,525</b>	<b>69</b>	<b>68</b>	<b>\$18,043</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$482)</b>
Subtotal Discretionary - Appropriation	67	67	\$18,697	70	69	\$18,525	69	68	\$18,043	(1)	(1)	(\$482)

## Office of the Secretary – PPA Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$18,967		
Transfers & Reprogrammings	(\$270)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$18,697</b>	<b>\$18,525</b>	<b>\$18,043</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$18,697</b>	<b>\$18,525</b>	<b>\$18,043</b>
Collections – Reimbursable Resources	\$193	\$193	\$224
<b>Total Budget Resources</b>	<b>\$18,890</b>	<b>\$18,718</b>	<b>\$18,267</b>
Obligations (Actual/Projections/Estimates)	\$18,890	\$18,718	\$18,267
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	67	70	69
Enacted/Request FTE	67	69	68
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	68	71	70
FTE (Actual/Estimates/Projections)	68	70	69

**Office of the Secretary – PPA**  
**Collections - Reimbursable Resources**

*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Defense - Department of Defense Source	1	1	\$193	1	1	\$193	1	1	\$224
Total Collections	1	1	\$193	1	1	\$193	1	1	\$224



## Office of the Secretary – PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>67</b>	<b>67</b>	<b>\$18,967</b>
OSEM BTR	-	-	(\$270)
<b>Total Below Threshold Reprogrammings</b>	-	-	<b>(\$270)</b>
<b>FY 2016 Revised Enacted</b>	<b>67</b>	<b>67</b>	<b>\$18,697</b>
<b>FY 2017 Annualized CR</b>	<b>70</b>	<b>69</b>	<b>\$18,525</b>
<b>FY 2018 Base Budget</b>	<b>70</b>	<b>69</b>	<b>\$18,525</b>
Transfer to A&O from OSEM/SEC due to A&O WCF Activity Costs Removal	-	-	(\$2)
Transfer to USM/CHCO from OSEM/SEC due to CHCO WCF Activity Costs Removal	-	-	(\$30)
Transfer to USM/CIO from OSEM/SEC due to CIO WCF Activity Costs Removal	-	-	(\$128)
Transfer to USM/CRSO from OSEM/SEC due to CRSO WCF Activity Costs Removal	-	-	(\$290)
<b>Total Transfers</b>	-	-	<b>(\$450)</b>
2018 Pay Raise	-	-	\$133
Annualization of 2017 Pay Raise	-	-	\$50
<b>Total, Pricing Increases</b>	-	-	<b>\$183</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>(\$267)</b>
<b>FY 2018 Current Services</b>	<b>70</b>	<b>69</b>	<b>\$18,258</b>
Base Absorption of Pay Raises	(1)	(1)	(\$183)
Reduction Due to Hiring Freeze	-	-	(\$32)
<b>Total, Program Decreases</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$215)</b>
<b>FY 2018 Request</b>	<b>69</b>	<b>68</b>	<b>\$18,043</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$482)</b>

### PPA Description

#### *Office of the Secretary*

The Secretary is appointed by the President and confirmed by the Senate to lead DHS and act as the principal adviser to the President on homeland security matters. The Secretary ensures a coordinated national effort for the accomplishment of all DHS mission requirements, which include but are not limited to the prevention of terrorist attacks in the United States, the reduction of vulnerability

to and minimization of impacts from catastrophic events, and the recovery from damage that may occur. The Secretary is a member of the Homeland Security Council, and serves as the principal spokesperson on homeland security issues for the Administration when testifying before the House Homeland Security Committee, the Senate Homeland Security and Government Affairs Committee, and the House and Senate Appropriations Committees.

***Joint Requirement Council***

The Joint Requirements Council (JRC) formulates recommendations to DHS leadership on options to meet the capability needs of DHS operators and provide a vital link between strategic guidance and investments. The JRC will look at cross-component requirements and develop recommendations for investment, as well as changes to training, organization, operational processes and procedures, and proposed law changes. Additionally, the JRC will improve traceability and defensibility of DHS resource decision making to committee oversight and Components.

***Office of the Deputy Secretary***

The Immediate Office of the Deputy Secretary supports the Secretary by providing leadership with a focus on the internal management and direction of the Department to ensure its efficient and effective operation. The Deputy Secretary's role is to provide internal oversight of all Departmental operations, which allows the Secretary to focus on external matters concerning homeland security and DHS

***Chief of Staff***

The COS is responsible for coordinating policy initiatives and other actions of the Department's components, directorates, and offices. The COS oversees DHS activities, assists the Deputy in managing DHS operations, and supports the Secretary.

***Executive Secretary***

ESEC establishes effective and efficient protocols for processing all internal communications, decision management briefings, Congressional questions for the record and reports, and Department-wide testimony. ESEC is the principal liaison between the Department and its Components, and coordinates all external correspondence for the Immediate Office of the Secretary and all directorates.

**Adjustments to Base Justification**

Adjustments to base include funding transfers out due to the removal of activities from the Working Capital Fund and reductions to non-pay cost categories to account for the annualization of the 2017 Pay Raise and the 2018 Pay Raise within base funding.

## Office of the Secretary – PPA FY 2018 Expenditure Plan

*Dollars in Thousands*

In response to direction provided in Senate Report 114-68, accompanying the FY 2016 Consolidated Appropriation Act (P.L. 114-113), expenditure plan information is being included for all PPAs within this account.

Office of the Secretary Planned Obligations:							
Program Areas	Positions	Salaries and Benefits	Travel	Contracts/ IAAs	Other Expenses	Working Capital Fund (WCF)	Totals by Office
Secretary	4	974	2,107	105	183	386	<b>3,755</b>
Deputy Secretary	6	996	300	38	34	257	<b>1,625</b>
Chief of Staff	12	1,855	176	4	30	444	<b>2,509</b>
Executive Secretary	35	4,348	5	7	83	846	<b>5,289</b>
Joint Requirements Council	12	2,041	15	2,287	21	501	<b>4,865</b>
<b>Total</b>	<b>69</b>	<b>10,214</b>	<b>2,603</b>	<b>2,441</b>	<b>351</b>	<b>2,434</b>	<b>18,043</b>

### Contracts & Interagency Agreements

FY 2018 Contracts/ Interagency Agreements			
Office	Contract Description	Planned Obligation Amounts	Expected Contract Award Date (Quarter)
Joint Requirements Council	Analytic and Programmatic Support (FFRDC)	2,287	Q1
Secretary, Deputy Secretary, COS, and ESEC	SES Employee Engagement Initiative	6	Q2
Secretary, Deputy Secretary, COS, and ESEC	Federal Occupational Health	9	Q2

FY 2018 Contracts/ Interagency Agreements			
Office	Contract Description	Planned Obligation Amounts	Expected Contract Award Date (Quarter)
Secretary, Deputy Secretary, COS, and ESEC	OPM Credit Monitoring	4	Q2
<b>Total Planned Contracts</b>		<b>2,306</b>	
Secretary	International Fund Cites - Dept. of State	100	Q1,Q2,Q3,Q4
Deputy Secretary	International Fund Cites - Dept. of State	35	Q1,Q2,Q3,Q4
<b>Total Planned IAAs</b>		<b>135</b>	
<b>TOTAL</b>		<b>2,441</b>	

### Obligation Schedule

	Q1 FY 2018 Planned	Q2 FY 2018 Planned	Q3 FY 2018 Planned	Q4 FY 2018 Planned
Obligations	\$6,187.50	\$3,919.50	\$3,900.50	\$4,035.50
Obligations By Percent	34%	22%	22%	22%

### Appropriated Funds Comparison

	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 Projected
Personnel Compensation & Benefits	9,011	9,505	10,214
Travel	2,217	2,683	2,603
Contracts & IAAs	4,060	3,186	2,441
Other	219	254	351
WCF	3,190	2,897	2,434
<b>Total</b>	<b>18,697</b>	<b>18,525</b>	<b>18,043</b>

## Office of the Secretary – PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Secretary	67	67	\$9,011	\$120.52	70	69	\$9,505	\$117.93	69	68	\$10,214	\$128.59	(1)	(1)	\$709	\$10.66
<b>Total</b>	<b>67</b>	<b>67</b>	<b>\$9,011</b>	<b>\$120.52</b>	<b>70</b>	<b>69</b>	<b>\$9,505</b>	<b>\$117.93</b>	<b>69</b>	<b>68</b>	<b>\$10,214</b>	<b>\$128.59</b>	<b>(1)</b>	<b>(1)</b>	<b>\$709</b>	<b>\$10.66</b>
Discretionary - Appropriation	67	67	\$9,011	\$120.52	70	69	\$9,505	\$117.93	69	68	\$10,214	\$128.59	(1)	(1)	\$709	\$10.66

\* The FTE Rate calculation does not include Object Class 11.8-Special Personal Services Payments or 13.0-Benefits for Former Personnel.

### NARRATIVE EXPLANATION OF CHANGES

**FTE Change FY 2017-2018:** The 2018 FTE request includes a decrease of 1 FTE resulting from a reduction in funding due to the hiring freeze.

**PCB Change FY 2017-2018:** The 2018 pay request reflects an increase associated with the annualization of 2017 pay increase, and a 2018 pay raise of 1.9 percent.

**Average Cost Change FY 2017-2018:** The 2018 pay request reflects an increased average cost change associated with the annualization of 2017 pay increase, and a 2018 pay raise of 1.9 percent.

**Office of the Secretary-PPA**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$4,734	\$4,179	\$4,491	\$312
11.3 Other than Full-Time Permanent	\$1,533	\$1,008	\$1,083	\$75
11.5 Other Personnel Compensation	\$48	\$59	\$63	\$4
11.8 Special Personal Services Payments	\$886	\$1,368	\$1,470	\$102
12.1 Civilian Personnel Benefits	\$1,760	\$2,891	\$3,107	\$216
13.0 Benefits for Former Personnel	\$50	-	-	-
<b>Total - Personnel Compensation and Benefits</b>	<b>\$9,011</b>	<b>\$9,505</b>	<b>\$10,214</b>	<b>\$709</b>
<b>Positions and FTE</b>				
Positions - Civilian	67	70	69	(1)
FTE - Civilian	67	69	68	(1)

## Office of the Secretary – PPA Non Pay Budget Exhibits

### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Secretary	\$9,686	\$9,020	\$7,829	(\$1,191)
<b>Total</b>	<b>\$9,686</b>	<b>\$9,020</b>	<b>\$7,829</b>	<b>(\$1,191)</b>
Discretionary - Appropriation	\$9,686	\$9,020	\$7,829	(\$1,191)

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$2,217	\$2,683	\$2,603	(\$80)
23.1 Rental Payments to GSA	\$1,010	\$1,041	\$1,013	(\$28)
24.0 Printing and Reproduction	\$18	\$2	\$2	-
25.1 Advisory and Assistance Services	\$3,479	\$2,648	\$2,287	(\$361)
25.2 Other Services from Non-Federal Sources	\$567	\$82	\$154	\$72
25.3 Other Goods and Services from Federal Sources	\$2,244	\$2,330	\$1,501	(\$829)
26.0 Supplies and Materials	\$132	\$215	\$250	\$35
31.0 Equipment	\$19	\$19	\$19	-
<b>Total - Non Pay Object Classes</b>	<b>\$9,686</b>	<b>\$9,020</b>	<b>\$7,829</b>	<b>(\$1,191)</b>



## Office of the Secretary – PPA Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Travel	\$2,217	\$2,683	\$2,603	\$(80)
Inter/Intra Agency Agreements (IAAs) and Contractual Services	\$4,060	\$2,415	\$2,441	\$26
Services from Federal Sources (WCF)	\$3,190	\$3,668	\$2,434	\$(1,234)
Other Costs	\$219	\$254	\$351	\$97
<b>Total – Non Pay Cost Drivers</b>	<b>\$9,686</b>	<b>\$9,020</b>	<b>\$7,829</b>	<b>\$( 1,191)</b>

### **NARRATIVE EXPLANATION OF CHANGES**

**FY 2018 Non- Pay Cost Driver- Travel:** Travel expenses consist of airfare, lodging, meals, and miscellaneous and incidentals expenses. The Office of the Secretary travels via executive aircraft, Acela train, and helicopter. These travel expenses are paid for by funding made available to the Secretary and Deputy Secretary.

**FY 2018 Non- Pay Cost Driver- IAAs and Contracts:** The Joint Requirements Council, a branch within the Secretary's office, utilizes contractor support to assist in analytic and programmatic support in validating and prioritizing DHS' operational capability investments in addition the Secretary's office contribute a proportionate amount to several shared services contracts. See the chart labeled "Contracts & Interagency Agreements" above for more details.

**FY 2018 Non- Pay Cost Driver- Services from Federal Sources (WCF):** The Office of the Secretary incurs expenses payable to the DHS Working Capital Fund (WCF), which is a fully reimbursable fund that finances a full range of support services to DHS for services provided. This centrally-managed account provides Department-wide functions, of which the top five activity costs are the following: GSA Rent; financial and accounting shared services; information technology; CLAN operations; and mail services. WCF allocates costs based on various algorithms, depending on the service provided.

**FY 2018 Non- Pay Cost Driver- Other Costs:** The Office of the Secretary incurs expenses for items such as paper, toner, educational tools, printing, and other office supplies and equipment.

*Office of Policy - PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of Policy	186	186	\$38,777	186	175	\$37,839	180	169	\$36,837	(6)	(6)	(\$1,002)
<b>Total</b>	<b>186</b>	<b>186</b>	<b>\$38,777</b>	<b>186</b>	<b>175</b>	<b>\$37,839</b>	<b>180</b>	<b>169</b>	<b>\$36,837</b>	<b>(6)</b>	<b>(6)</b>	<b>(\$1,002)</b>
Subtotal Discretionary - Appropriation	186	186	\$38,777	186	175	\$37,839	180	169	\$36,837	(6)	(6)	(\$1,002)

**Office of Policy-PPA**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$39,077		
Transfers & Reprogrammings	(\$300)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$38,777</b>	<b>\$37,839</b>	<b>\$36,837</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$38,777</b>	<b>\$37,839</b>	<b>\$36,837</b>
Collections – Reimbursable Resources	\$594	\$415	\$448
<b>Total Budget Resources</b>	<b>\$39,371</b>	<b>\$38,254</b>	<b>\$37,285</b>
Obligations (Actual/Projections/Estimates)	\$39,371	\$38,254	\$37,285
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	186	186	180
Enacted/Request FTE	186	175	169
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	190	188	182
FTE (Actual/Estimates/Projections)	190	177	171

## Office of Policy-PPA

### Collections – Reimbursable Resources

*Dollars in Thousands*

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Department of Homeland Security	Source	1	1	\$367	1	1	\$200	1	1	\$224
Department of State - Department of State	Source	1	1	\$16	-	-	-	-	-	-
Department of Interior - Department of the Interior	Source	1	1	\$2	-	-	-	-	-	-
Office of Director of National Intelligence	Source	1	1	\$209	1	1	\$215	1	1	\$224
Total Collections		4	4	\$594	2	2	\$415	2	2	\$448

**Office of Policy - PPA**  
**Summary of Budget Changes**  
*Dollars in Thousands*

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2016 Enacted</b>	<b>186</b>	<b>186</b>	<b>\$39,077</b>
OSEM BTR	-	-	(\$300)
<b>Total Below Threshold Reprogrammings</b>	<b>-</b>	<b>-</b>	<b>(\$300)</b>
<b>FY 2016 Revised Enacted</b>	<b>186</b>	<b>186</b>	<b>\$38,777</b>
<b>FY 2017 Annualized CR</b>	<b>186</b>	<b>175</b>	<b>\$37,839</b>
<b>FY 2018 Base Budget</b>	<b>186</b>	<b>175</b>	<b>\$37,839</b>
Realignment to OSEM/OGC from OSEM/PLCY due to OGC WCF Activity Costs Removal	-	-	(\$13)
Transfer to A&O from OSEM/PLCY due to A&O WCF Activity Costs Removal	-	-	(\$9)
Transfer to USM/CHCO from OSEM/PLCY due to CHCO WCF Activity Costs Removal	-	-	(\$21)
Transfer to USM/CIO from OSEM/PLCY due to CIO WCF Activity Costs Removal	-	-	(\$242)
Transfer to USM/CRSO from OSEM/PLCY due to CRSO WCF Activity Costs Removal	-	-	(\$241)
Transfer to USM/CSO from OSEM/PLCY due to CSO WCF Activity Costs Removal	-	-	(\$3)
<b>Total Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$529)</b>
2018 Pay Raise	-	-	\$363
Annualization of 2017 Pay Raise	-	-	\$134
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$497</b>
<b>Total Adjustments-to-Base</b>	<b>-</b>	<b>-</b>	<b>(\$32)</b>
<b>FY 2018 Current Services</b>	<b>186</b>	<b>175</b>	<b>\$37,807</b>
Base Absorption of Pay Raises	(3)	(3)	(\$497)
Reduction Due to Hiring Freeze	(3)	(3)	(\$473)
<b>Total, Program Decreases</b>	<b>(6)</b>	<b>(6)</b>	<b>(\$970)</b>
<b>FY 2018 Request</b>	<b>180</b>	<b>169</b>	<b>\$36,837</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(6)</b>	<b>(6)</b>	<b>(\$1,002)</b>

**PPA Description*****Office of Policy***

The Office of Policy (PLCY) serves as the Department's principal source of policy development and decision analysis for DHS senior leadership and Secretarial initiatives and for other critical matters that may arise in a dynamic threat environment. PLCY includes five sub-offices, all of which are managed by the PLCY Executive Office.

***Office of Policy Executive Office***

The Executive Office includes the Assistant Secretary and Principal Deputy Assistant Secretary positions and also manages the following: the Executive Secretariat functions; training and education programs, which include intern and Presidential Management Fellow programs; operations and resource management; Freedom of Information Act requests and inquiries; Privacy and Audit Liaison functions; and the Department's coordination process for Policy Coordination Committees (PCCs). Moreover, The Executive Office provides a centralized coordination point for developing and communicating policies across multiple sub-offices within PLCY, throughout the Department, and across the homeland security enterprise. The Assistant Secretary serves as the coordinator of Department-wide policies and planning to advance and ensure consistency and integration among DHS missions.

***Threat Prevention & Security Policy***

Threat Prevention and Security Policy (TPSP) is responsible for the policy development and policy coordination in all DHS mission areas related to screening coordination, law enforcement, and information sharing policies. DHS has substantial federal law enforcement responsibilities, and TPSP ensures coordination and consistency across the Department's law enforcement agencies and with other U.S. Government law enforcement agencies. TPSP also works to improve screening coordination and risk-based programs and policies to allow the Department to interdict threats at the earliest opportunities. DHS is both a producer and a consumer of information used by the national security, intelligence, and military communities, and TPSP ensures proper sharing and coordination of information essential to DHS's ability to fulfill its mission.

***Strategy, Plans, Analysis & Risk***

Strategy, Plans, Analysis & Risk (SPAR) provides the Department with an integrated and DHS-wide capability for strategy development, strategic planning, long-term assessment, and decision analysis, including statistical and economic analysis and risk assessment and modeling. SPAR serves as the Department's primary point of contact for strategy and policy planning offices in DHS Components, other federal departments and agencies, and the White House. SPAR also represents DHS on the National Security Council's Strategic Planning Policy Coordination Committee (PCC) and major interagency strategy reviews. SPAR serves a leading role in implementing the Secretary's Guidance to Results' efforts within the Department to link strategy and policy with capabilities and joint requirements analysis, programming and budgeting, operational planning and major investment oversight. SPAR is also leading many initiatives, intended to build and mature the Department into one that is greater than the sum of its parts, enhancing

traceability between strategic objectives, budgeting, acquisition decisions, operational planning and mission execution, in order to improve both Departmental cohesiveness and operational effectiveness.

***Border, Immigration & Trade Policy***

Border, Immigration & Trade (BIT) provides policy development and analysis across the Department's mission priorities, including foreign investment, trade, transport security, immigration, and America's policies. BIT develops and coordinates policy for security of transportation systems and the global supply chain and advises on policy matters and leadership decisions regarding the impact of trade and immigration/migration flows on border and cargo security. BIT leads DHS engagement with governments, international organizations, and regional groups in the Western Hemisphere on the full range of issues within the DHS portfolio. BIT serves as the Department's primary representative to the National Security Council PCCs related to the topics outlined above and to include Transborder Security, Maritime Security, Immigration, the Arctic, Unmanned Aircraft System, country-specific PCCs for Western Hemisphere Countries, Beyond the Border, 21<sup>st</sup> Century Border, and North American Leaders' Summit. BIT also supports the Department's engagement with Western Hemisphere countries and leads intra-DHS policy deliberations and processes.

***International Engagement***

International Engagement provides the Department with planning, integration, and facilitation of international engagement activities and serves as the principal coordinator to the Office of the Secretary and other leadership of the Department for cross-Component international activities outside of the Western Hemisphere. Additionally, International Engagement coordinates, integrates, and facilitates the strategic development and execution of the Department's international plans and policies, including international relations, initiatives, training, visits, and preparation and placement of personnel abroad, for the countries of Africa, Asia, Europe, and the Middle East.

International Engagement conducts, coordinates, and facilitates DHS multilateral, regional, and bilateral relations with foreign governments, international organizations, and international non-governmental organizations, as well as serves as a lead departmental representative in coordinating DHS positions in interagency policy deliberations affecting foreign relations, for countries outside of the Western Hemisphere. In addition, OIE leverages DHS expertise enterprise-wide to expand the scope of DHS international training and technical assistance ("Security Sector Assistance").

**Adjustments to Base Justification**

Adjustments to base include funding transfers out due to the removal of activities from the Working Capital Fund and reductions to non-pay cost categories to account for the annualization of the 2017 Pay Raise and the 2018 Pay Raise within base funding.



## Office of Policy – PPA FY 2018 Expenditure Plan

*Dollars in Thousands*

In response to direction provided in Senate Report 114-68, accompanying the FY 2016 Consolidated Appropriation Act (P.L. 114-113), expenditure plan information is being included for all PPAs within this account.

Office of Policy Planned Obligations:							
Program Areas	Positions	Salaries and Benefits	Travel	Contracts/ IAAs	Other Expenses	Working Capital Fund (WCF)	Totals by Office
Policy Executive Office	24	\$3,581	\$60	\$0	\$43	\$625	<b>\$4,309</b>
Threat Prevention & Security Policy	37	\$5,521	\$144	\$0	\$66	\$963	<b>\$6,695</b>
Strategy, Plans, Analysis & Risk	41	\$6,118	\$48	\$400	\$73	\$1,068	<b>\$7,707</b>
Border, Immigration & Trade Policy	54	\$8,058	\$108	\$2,424	\$96	\$1,406	<b>\$12,092</b>
International Engagement	15	\$2,238	\$210	\$1,545	\$27	\$391	<b>\$4,411</b>
Cyber, Infrastructure & Resilience Policy	9	\$1,343	\$30	-	\$16	\$234	<b>\$1,623</b>
<b>Total</b>	<b>180</b>	<b>\$26,861</b>	<b>\$600</b>	<b>\$4,369</b>	<b>\$320</b>	<b>\$4,687</b>	<b>\$36,837</b>

### Contracts & Interagency Agreements

FY 2018 Contracts/ Interagency Agreements			
Office	Contract Description	Planned Obligation Amounts	Expected Contract Award Date (Quarter)
Border, Immigration & Trade Policy	CFIUS case management support	\$1,400	Q3
Border, Immigration & Trade Policy	License fee for maintaining statistical analysis software	\$44	Q2

FY 2018 Contracts/ Interagency Agreements			
Office	Contract Description	Planned Obligation Amounts	Expected Contract Award Date (Quarter)
Border, Immigration & Trade Policy	Contract support for OIS's Data Integration Initiative	\$700	Q4
Border, Immigration & Trade Policy	Technical document layout and 508 remediation for OIS publications	\$60	Q4
Border, Immigration & Trade Policy	OIS computer support at DC1	\$220	Q2
<b>Total Planned Contracts</b>		<b>\$2,424</b>	
International Engagement	Attaché Funding	\$600	Q1/Q2/Q3/Q4
International Engagement	(1) International Cooperative Administrative Support Services and (2) Capital Security Cost Sharing & Maintenance Cost Sharing	\$900	
International Engagement	Support provided by DOS posts abroad for TDY visits	\$15	Q1/Q2/Q3/Q4
International Engagement	Interpretation and translation service provided by DOS	\$30	Q1
Strategy, Plans, Analysis & Risk	PM support to the QHSR	\$400	Q1
<b>Total Planned IAAs</b>		<b>\$1,945</b>	
<b>TOTAL</b>		<b>\$4,369</b>	

### Obligation Schedule

	Q1 FY 2018 Planned	Q2 FY 2018 Planned	Q3 FY 2018 Planned	Q4 FY 2018 Planned
Obligations	\$8,547	\$8,381	\$10,417	\$9,492
Obligations By Percent	23%	23%	28%	26%

**Appropriated Funds Comparison**

	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 Projected</b>
Personnel Compensation & Benefits	\$24,226	\$25,177	\$26,861
Travel	\$604	\$615	\$600
Contracts & IAAs	\$7,579	\$6,767	\$4,369
Other	\$298	\$317	\$320
WCF	\$6,070	\$4,963	\$4,687
<b>Total</b>	<b>\$38,777</b>	<b>\$37,839</b>	<b>\$36,837</b>

**Office of Policy – PPA**  
**Personnel Compensation and Benefits**

**Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of Policy	186	186	\$24,226	\$130.25	186	175	\$25,177	\$143.87	180	169	\$26,861	\$158.94	(6)	(6)	\$1,684	\$15.07
<b>Total</b>	<b>186</b>	<b>186</b>	<b>\$24,226</b>	<b>\$130.25</b>	<b>186</b>	<b>175</b>	<b>\$25,177</b>	<b>\$143.87</b>	<b>180</b>	<b>169</b>	<b>\$26,861</b>	<b>\$158.94</b>	<b>(6)</b>	<b>(6)</b>	<b>\$1,684</b>	<b>\$15.07</b>
Discretionary - Appropriation	186	186	\$24,226	\$130.25	186	175	\$25,177	\$143.87	180	169	\$26,861	\$158.94	(6)	(6)	\$1,684	\$15.07

**NARRATIVE EXPLANATION OF CHANGES**

**FTE Change FY 2017-2018:** The 2018 FTE request includes a total decrease of 6 FTE which consists of a reduction of 3 FTE to cover the annualization of the 2017 pay increase and 2018 pay raise within base resources and a reduction of 3 FTE due to the hiring freeze.

**PCB Change FY 2017-2018:** The 2018 pay request reflects a decrease associated with the overall reduction in funding.

**Average Cost Change FY 2017-2018:** The 2018 pay request reflects an increased average cost change associated with the annualization of 2017 pay increase, and a 2018 pay raise of 1.9 percent.

**Pay by Object Class**

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$17,444	\$18,021	\$19,226	\$1,205
11.3 Other than Full-Time Permanent	\$964	\$1,033	\$1,102	\$69
11.5 Other Personnel Compensation	\$289	\$415	\$443	\$28
12.1 Civilian Personnel Benefits	\$5,529	\$5,708	\$6,090	\$382
<b>Total - Personnel Compensation and Benefits</b>	<b>\$24,226</b>	<b>\$25,177</b>	<b>\$26,861</b>	<b>\$1,684</b>
<b>Positions and FTE</b>				
Positions - Civilian	186	186	180	(6)
FTE - Civilian	186	175	169	(6)

## Office of Policy – PPA Non Pay Budget Exhibits

### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Policy	\$14,551	\$12,662	\$9,976	(\$2,686)
<b>Total</b>	<b>\$14,551</b>	<b>\$12,662</b>	<b>\$9,976</b>	<b>(\$2,686)</b>
Discretionary - Appropriation	\$14,551	\$12,662	\$9,976	(\$2,686)

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$604	\$615	\$600	(\$15)
23.1 Rental Payments to GSA	\$1,742	\$1,812	\$1,832	\$20
24.0 Printing and Reproduction	\$8	\$10	\$10	-
25.1 Advisory and Assistance Services	\$4,940	\$3,021	\$2,160	(\$861)
25.2 Other Services from Non-Federal Sources	\$1,035	\$58	\$74	\$16
25.3 Other Goods and Services from Federal Sources	\$5,932	\$6,753	\$4,983	(\$1,770)
25.4 Operation and Maintenance of Facilities	\$3	-	-	-
25.7 Operation and Maintenance of Equipment	\$122	\$220	\$220	-
26.0 Supplies and Materials	\$72	\$80	\$67	(\$13)
31.0 Equipment	\$93	\$93	\$30	(\$63)
<b>Total - Non Pay Object Classes</b>	<b>\$14,551</b>	<b>\$12,662</b>	<b>\$9,976</b>	<b>(\$2,686)</b>

## Office of Policy – PPA Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Travel	\$604	\$615	\$600	(\$15)
Inter/Intra Agency Agreements and Contractual Services	\$7,579	\$6,767	\$4,369	(\$2,398)
Services from Federal Sources (WCF)	\$6,070	\$4,963	\$4,687	\$(276)
Other Costs	\$298	\$317	\$320	\$3
<b>Total – Non Pay Cost Drivers</b>	<b>\$14,551</b>	<b>\$12,662</b>	<b>\$9,976</b>	<b>(\$2,686)</b>

### NARRATIVE EXPLANATION OF CHANGES

**FY 2018 Non- Pay Cost Driver- Travel:** Travel expenses consist of airfare, lodging, meals, and miscellaneous and incidentals expenses. PLCY personnel travel in direct support of the Department's priorities related to raising international aviation security standards, improving global cargo and supply chain security, enhancing domestic and foreign security operations, and expanding international collaboration in travel, border security, and cybersecurity. In addition, travel plays a key role in enforcing congressionally mandated initiatives, including Visa Waiver Program negotiations, compliance, and enforcement as well as CFIUS monitoring, compliance, and enforcement.

**FY 2018 Non- Pay Cost Driver- IAAs and Contracts:** Several divisions within the Office of Policy leverage contract support and interagency agreements to procure a variety of different services. See the chart labeled "Contracts & Interagency Agreements" above for more details.

**FY 2018 Non- Pay Cost Driver- Services from Federal Sources (WCF):** PLCY incurs expenses payable to the DHS Working Capital Fund (WCF), which is a fully reimbursable fund that finances a full range of support services to DHS for services provided. This centrally-managed account provides Department-wide functions, of which the top five activity costs are the following: GSA Rent; financial and accounting shared services; information technology; CLAN operations; and mail services. WCF allocates costs based on various algorithms, depending on the service provided.

**FY 2018 Non- Pay Cost Driver- Other Costs:** PLCY has budgeted for items such as training, paper, toner, training tools, books, and other office supplies and equipment.

*Office of Public Affairs - PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of Public Affairs	23	23	\$5,147	27	25	\$5,292	26	24	\$5,143	(1)	(1)	(\$149)
<b>Total</b>	<b>23</b>	<b>23</b>	<b>\$5,147</b>	<b>27</b>	<b>25</b>	<b>\$5,292</b>	<b>26</b>	<b>24</b>	<b>\$5,143</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$149)</b>
Subtotal Discretionary - Appropriation	23	23	\$5,147	27	25	\$5,292	26	24	\$5,143	(1)	(1)	(\$149)



**Office of Public Affairs – PPA**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$5,472		
Transfers & Reprogrammings	(\$325)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$5,147</b>	<b>\$5,292</b>	<b>\$5,143</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$5,147</b>	<b>\$5,292</b>	<b>\$5,143</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$5,147</b>	<b>\$5,292</b>	<b>\$5,143</b>
Obligations (Actual/Projections/Estimates)	\$5,147	\$5,292	\$5,143
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	23	27	26
Enacted/Request FTE	23	25	24
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	23	27	26
FTE (Actual/Estimates/Projections)	23	25	24

## Office of Public Affairs – PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>23</b>	<b>23</b>	<b>\$5,472</b>
OSEM BTR	-	-	(\$325)
<b>Total Below Threshold Reprogrammings</b>	-	-	<b>(\$325)</b>
<b>FY 2016 Revised Enacted</b>	<b>23</b>	<b>23</b>	<b>\$5,147</b>
<b>FY 2017 Annualized CR</b>	<b>27</b>	<b>25</b>	<b>\$5,292</b>
<b>FY 2018 Base Budget</b>	<b>27</b>	<b>25</b>	<b>\$5,292</b>
Transfer to USM/CHCO from OSEM/OPA due to CHCO WCF Activity Costs Removal	-	-	(\$5)
Transfer to USM/CIO from OSEM/OPA due to CIO WCF Activity Costs Removal	-	-	(\$51)
Transfer to USM/CRSO from OSEM/OPA due to CRSO WCF Activity Costs Removal	-	-	(\$33)
<b>Total Transfers</b>	-	-	<b>(\$89)</b>
2018 Pay Raise	-	-	\$53
Annualization of 2017 Pay Raise	-	-	\$20
<b>Total, Pricing Increases</b>	-	-	<b>\$73</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>(\$16)</b>
<b>FY 2018 Current Services</b>	<b>27</b>	<b>25</b>	<b>\$5,276</b>
Base Absorption of Pay Raises	-	-	(\$73)
Reduction Due to Hiring Freeze	(1)	(1)	(\$60)
<b>Total, Program Decreases</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$133)</b>
<b>FY 2018 Request</b>	<b>26</b>	<b>24</b>	<b>\$5,143</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$149)</b>

### **PPA Description**

#### *Office of Public Affairs*

The Office of Public Affairs (OPA) is responsible for oversight and management of all external and internal communications. On a daily basis, OPA responds to media inquiries, maintains and updates the Department's website, writes speeches for principals and reviews and coordinates speaking events for Department officials. OPA fosters strategic communication throughout DHS and with external stakeholders.

***Incident Communications***

This division brings unity of effort to crisis communications between the Federal interagency community and its many partners at the state, local, tribal, nongovernmental, and private-sector levels.

***Strategic Communications***

This division provides overall management for implementation of communication plans relating to DHS programs and policies, rules/regulations, and complex domestic and international issues requiring extensive outreach and public education.

***Press Secretary***

This division coordinates media relations and serve as the spokespersons for the Secretary, senior leadership, and the Department.

***Communications Operations***

This division provide information directly to the public through our Department and components websites. Coordinating, integrating and synchronizing employee communications efforts of the Components and DHS headquarters

***Missions Support***

This division provides day to day oversight and support to the office of public affairs.

**Adjustments to Base Justification**

Adjustments to base include funding transfers out due to the removal of activities from the Working Capital Fund and reductions to non-pay cost categories to account for the annualization of the 2017 Pay Raise and the 2018 Pay Raise within base funding.

## Office of Public Affairs PPA FY 2018 Expenditure Plan

*Dollars in Thousands*

In response to direction provided in Senate Report 114-68, accompanying the FY 2016 Consolidated Appropriation Act (P.L. 114-113), expenditure plan information is being included for all PPAs within this account.

Office of Public Affairs Planned Obligations:							
Program Areas	Positions	Salaries and Benefits	Travel	Contracts/ IAA's	Other Expenses	Working Capital Fund (WCF)	Totals by Office
Public Affairs	26	\$3,636	\$50	\$358	\$24	\$1,075	<b>\$5,143</b>
<b>Total</b>	<b>26</b>	<b>\$3,636</b>	<b>\$50</b>	<b>\$358</b>	<b>\$24</b>	<b>\$1,075</b>	<b>\$5,143</b>

### Contracts & Interagency Agreements

FY 2018 Contracts/ Interagency Agreements			
Office	Contract Description	Planned Obligation Amounts	Expected Contract Award Date (Quarter)
OPA	Bulletin News	\$249	Q4
OPA	Credit Monitoring	\$1	Q1
OPA	Federal Occupational Health	\$2	Q1
<b>Total Planned Contracts</b>		<b>\$252</b>	
OPA	IAA with USCG (photographer)	\$106	Q1,Q2,Q3,Q4
<b>Total Planned IAAs</b>		<b>\$106</b>	
<b>TOTAL</b>		<b>\$358</b>	

**Obligation Schedule**

	<b>Q1 FY 2018 Planned</b>	<b>Q2 FY 2018 Planned</b>	<b>Q3 FY 2018 Planned</b>	<b>Q4 FY 2018 Planned</b>
Obligations	\$1,197	\$1,198	\$1,302	\$1,445
Obligations By Percent	23%	23%	25%	28%

**Appropriated Funds Comparison**

	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 Projected</b>
Personnel Compensation & Benefits	\$3,401	\$3,705	\$3,636
Travel	\$85	\$45	\$50
Contracts & IAAs	\$504	\$567	\$358
Other	\$47	\$20	\$24
WCF	\$1,110	\$955	\$1,075
<b>Total</b>	<b>\$5,147</b>	<b>\$5,292</b>	<b>\$5,143</b>

**Office of Public Affairs PPA**  
**Personnel Compensation and Benefits**

**Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of Public Affairs	23	23	\$3,401	\$147.87	27	25	\$3,705	\$148.2	26	24	\$3,636	\$151.5	(1)	(1)	(\$69)	\$3.3
<b>Total</b>	<b>23</b>	<b>23</b>	<b>\$3,401</b>	<b>\$147.87</b>	<b>27</b>	<b>25</b>	<b>\$3,705</b>	<b>\$148.2</b>	<b>26</b>	<b>24</b>	<b>\$3,636</b>	<b>\$151.5</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$69)</b>	<b>\$3.3</b>
Discretionary - Appropriation	23	23	\$3,401	\$147.87	27	25	\$3,705	\$148.2	26	24	\$3,636	\$151.5	(1)	(1)	(\$69)	\$3.3

**NARRATIVE EXPLANATION OF CHANGES**

**FTE Change FY 2017-2018:** The 2018 FTE request includes a decrease of 1 FTE resulting from a reduction in funding due to the hiring freeze.

**PCB Change FY 2017-2018:** The 2018 pay request reflects a decrease associated with the overall reduction in funding.

**Average Cost Change FY 2017-2018:** The 2018 pay request reflects an increased average cost change associated with the annualization of 2017 pay increase, and a 2018 pay raise of 1.9 percent.

**Pay by Object Class**

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$1,776	\$1,926	\$1,899	(\$27)
11.3 Other than Full-Time Permanent	\$840	\$864	\$878	\$14
11.5 Other Personnel Compensation	\$1	\$21	\$21	-
12.1 Civilian Personnel Benefits	\$784	\$894	\$838	(\$56)
<b>Total - Personnel Compensation and Benefits</b>	<b>\$3,401</b>	<b>\$3,705</b>	<b>\$3,636</b>	<b>(\$69)</b>
<b>Positions and FTE</b>				
Positions - Civilian	23	27	26	(1)
FTE - Civilian	23	25	24	(1)

## Office of Public Affairs – PPA

### Non Pay Budget Exhibits

### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Public Affairs	\$1,746	\$1,587	\$1,507	(\$80)
<b>Total</b>	<b>\$1,746</b>	<b>\$1,587</b>	<b>\$1,507</b>	<b>(\$80)</b>
Discretionary - Appropriation	\$1,746	\$1,587	\$1,507	(\$80)

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$85	\$45	\$50	\$5
23.1 Rental Payments to GSA	\$524	\$543	\$549	\$6
25.1 Advisory and Assistance Services	\$13	\$3	\$3	-
25.2 Other Services from Non-Federal Sources	\$403	\$564	\$249	(\$315)
25.3 Other Goods and Services from Federal Sources	\$674	\$412	\$632	\$220
26.0 Supplies and Materials	\$47	\$20	\$24	\$4
<b>Total - Non Pay Object Classes</b>	<b>\$1,746</b>	<b>\$1,587</b>	<b>\$1,507</b>	<b>(\$80)</b>



## Office of Public Affairs – PPA

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Travel	\$85	\$45	\$50	\$5
Inter/Intra Agency Agreements and Contractual Services	\$504	\$567	\$358	\$81
Services from Federal Sources (WCF)	\$1,110	\$955	\$1,075	(\$170)
Other Costs	\$47	\$20	\$24	\$4
<b>Total – Non Pay Cost Drivers</b>	<b>\$1,746</b>	<b>\$1,587</b>	<b>\$1,507</b>	<b>\$(80)</b>

### NARRATIVE EXPLANATION OF CHANGES

**FY 2018 Non- Pay Cost Driver- Travel:** Travel expenses consist of airfare, lodging, meals, and miscellaneous and incidentals expenses. OPA travel will be conducted throughout the year to oversee and coordinate the Department of Homeland Security's public outreach and media relations efforts and serve as the principal communications advisor to the secretary.

**FY 2018 Non- Pay Cost Driver- IAAs and Contracts:** Office of Public Affairs leverages contract support and interagency agreements to procure a variety of different services. See the chart labeled "Contracts & Interagency Agreements" above for more details.

**FY 2018 Non- Pay Cost Driver- Services from Federal Sources (WCF):** OPA incurs expenses payable to the DHS Working Capital Fund (WCF), which is a fully reimbursable fund that finances a full range of support services to DHS for services provided. This centrally-managed account provides Department-wide functions, of which the top five activity costs are the following: GSA Rent; financial and accounting shared services; information technology; CLAN operations; and mail services. WCF allocates costs based on various algorithms, depending on the service provided.

**FY 2018 Non- Pay Cost Driver- Other Costs:** OPA has budgeted for items such as training, paper, toner, training tools, books, and other office supplies and equipment.

*Office of Legislative Affairs –PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of Legislative Affairs	26	26	\$5,243	28	26	\$5,193	27	25	\$5,056	(1)	(1)	(\$137)
<b>Total</b>	<b>26</b>	<b>26</b>	<b>\$5,243</b>	<b>28</b>	<b>26</b>	<b>\$5,193</b>	<b>27</b>	<b>25</b>	<b>\$5,056</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$137)</b>
Subtotal Discretionary - Appropriation	26	26	\$5,243	28	26	\$5,193	27	25	\$5,056	(1)	(1)	(\$137)

## Office of Legislative Affairs – PPA Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$5,363		
Transfers & Reprogrammings	(\$120)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$5,243</b>	<b>\$5,193</b>	<b>\$5,056</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$5,243</b>	<b>\$5,193</b>	<b>\$5,056</b>
Collections – Reimbursable Resources	-	\$200	\$200
<b>Total Budget Resources</b>	<b>\$5,243</b>	<b>\$5,393</b>	<b>\$5,256</b>
Obligations (Actual/Projections/Estimates)	\$5,243	\$5,393	\$5,256
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	26	28	27
Enacted/Request FTE	26	26	25
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	26	29	28
FTE (Actual/Estimates/Projections)	26	27	26

**Office of Legislative Affairs – PPA  
Collections – Reimbursable Resources**

*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Defense - Department of Defense Source	-	-	-	1	1	\$200	1	1	\$200
<b>Total Collections</b>	-	-	-	<b>1</b>	<b>1</b>	<b>\$200</b>	<b>1</b>	<b>1</b>	<b>\$200</b>

## Office of Legislative Affairs –PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>26</b>	<b>26</b>	<b>\$5,363</b>
OSEM BTR	-	-	(\$120)
<b>Total Below Threshold Reprogrammings</b>	-	-	<b>(\$120)</b>
<b>FY 2016 Revised Enacted</b>	<b>26</b>	<b>26</b>	<b>\$5,243</b>
<b>FY 2017 Annualized CR</b>	<b>28</b>	<b>26</b>	<b>\$5,193</b>
<b>FY 2018 Base Budget</b>	<b>28</b>	<b>26</b>	<b>\$5,193</b>
Transfer to USM/CHCO from OSEM/OLA due to CHCO WCF Activity Costs Removal	-	-	(\$3)
Transfer to USM/CIO from OSEM/OLA due to CIO WCF Activity Costs Removal	-	-	(\$36)
Transfer to USM/CRSO from OSEM/OLA due to CRSO WCF Activity Costs Removal	-	-	(\$30)
<b>Total Transfers</b>	-	-	<b>(\$69)</b>
2018 Pay Raise	-	-	\$65
Annualization of 2017 Pay Raise	-	-	\$24
<b>Total, Pricing Increases</b>	-	-	<b>\$89</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>\$20</b>
<b>FY 2018 Current Services</b>	<b>28</b>	<b>26</b>	<b>\$5,213</b>
Base Absorption of Pay Raises	-	-	(\$89)
Reduction Due to Hiring Freeze	(1)	(1)	(\$68)
<b>Total, Program Decreases</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$157)</b>
<b>FY 2018 Request</b>	<b>27</b>	<b>25</b>	<b>\$5,056</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$137)</b>

### **PPA Description**

#### *Office of Legislative Affairs*

OLA serves as the Department's primary liaison to Congress and advocates for the policy interests of the Administration and the Secretary. OLA ensures that all DHS Components are actively engaged with Congress in their specific areas of responsibility. OLA responds to requests and inquiries from congressional committees, individual Members of Congress, and their staffs, and participates in the Senate confirmation process for all DHS Presidential nominees.

***Office of the Assistant Secretary***

OLA is led by an Assistant Secretary, who reports directly to the Secretary of Homeland Security and serves as the Department's primary point of contact with the Congress. Additionally, the Assistant Secretary serves as the principle point of contact between OLA and the White House Office of Legislative Affairs.

***Directorate of Operations / Finance***

This Directorate of Operations / Finance oversees the daily operations of the office, including managing and overseeing the Operations Support Staff, which includes Budget, Human Resources, Performance Management, Travel, Executive Secretariat and Administrative services. This organization insures that all personnel & promotions are handled in a confidential and timely manner. This division also works diligently with DHS stakeholders ensuring focus on items critical to continuity of operations for the office. To meet the many needs of Congress, this Directorate collaborates with other components within DHS to negotiate staffing of detailed personnel to fulfill staffing requirements. This Directorate monitors the budget closely, ensuring proper allocations of funds and staying fiscally solvent.

***Legislative and Congressional Affairs***

Primary liaison to Congress and advocates for the policy interests of the Administration and the Secretary, ensures that all DHS Components are actively engaged with Congress, responds to requests and inquiries from congressional committees, individual Members of Congress, and their staffs, and participates in the Senate confirmation process for all DHS Presidential nominees.

**Adjustments to Base Justification**

Adjustments to base include funding transfers out due to the removal of activities from the Working Capital Fund and reductions to non-pay cost categories to account for the annualization of the 2017 Pay Raise and the 2018 Pay Raise within base funding.

## Office of Legislative Affairs – PPA FY 2018 Expenditure Plan

*Dollars in Thousands*

In response to direction provided in Senate Report 114-68, accompanying the FY 2016 Consolidated Appropriation Act (P.L. 114-113), expenditure plan information is being included for all PPAs within this account.

Office of Legislative Affairs Planned Obligations:							
Program Areas	Positions	Salaries and Benefits	Travel	Contracts/ IAAs	Other Expenses	Working Capital Fund (WCF)	Totals by Office
Office of the Assistant Secretary	5	\$729	\$23	\$36	\$8	\$166	<b>\$962</b>
Directorate of Operations / Finance	6	\$875	\$2	\$2	\$10	\$199	<b>\$1,088</b>
Legislative and Congressional Affairs	16	\$2,332	\$27	\$90	\$25	\$531	<b>\$3,006</b>
<b>Total</b>	<b>27</b>	<b>\$3,936</b>	<b>\$52</b>	<b>\$128</b>	<b>\$43</b>	<b>\$897</b>	<b>\$5,056</b>

### Contracts & Interagency Agreements

FY 2018 Contracts/ Interagency Agreements			
Office	Contract Description	Planned Obligation Amounts	Expected Contract Award Date (Quarter)
Legislative Affairs	National Journal Subscription	\$11	Q4
Legislative Affairs	Congressional Quarterly Transcript Service	\$116	Q4
Legislative Affairs	Lexis Nexis-Legal Research Subscription	\$1	Q4
<b>TOTAL</b>		<b>\$128</b>	

**Obligation Schedule**

	<b>Q1 FY 2018 Planned</b>	<b>Q2 FY 2018 Planned</b>	<b>Q3 FY 2018 Planned</b>	<b>Q4 FY 2018 Planned</b>
Obligations	\$1,232	\$1,232	\$1,232	\$1,360
Obligations By Percent	24%	24%	24%	27%

**Appropriated Funds Comparison**

	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 Projected</b>
Personnel Compensation & Benefits	\$3,744	\$4,140	\$3,936
Travel	\$20	\$30	\$52
Contracts & IAAs	\$345	\$80	\$128
Other	\$43	\$36	\$43
WCF	\$1,091	\$907	\$897
<b>Total</b>	<b>\$5,243</b>	<b>\$5,193</b>	<b>\$5,056</b>



## Office of Legislative Affairs – PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of Legislative Affairs	26	26	\$3,744	\$144	28	26	\$4,140	\$159.23	27	25	\$3,936	\$157.44	(1)	(1)	(\$204)	(\$1.79)
<b>Total</b>	<b>26</b>	<b>26</b>	<b>\$3,744</b>	<b>\$144</b>	<b>28</b>	<b>26</b>	<b>\$4,140</b>	<b>\$159.23</b>	<b>27</b>	<b>25</b>	<b>\$3,936</b>	<b>\$157.44</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$204)</b>	<b>(\$1.79)</b>
Discretionary - Appropriation	26	26	\$3,744	\$144	28	26	\$4,140	\$159.23	27	25	\$3,936	\$157.44	(1)	(1)	(\$204)	(\$1.79)

### NARRATIVE EXPLANATION OF CHANGES

**FTE Change FY 2017-2018:** The 2018 FTE request includes a decrease of 1 FTE resulting from a reduction in funding due to the hiring freeze.

**PCB Change FY 2017-2018:** The 2018 pay request reflects an increase associated with the annualization of 2017 pay increase, and a 2018 pay raise of 1.9 percent.

**Average Cost Change FY 2017-2018:** The 2018 pay request reflects an increased average cost change associated with the annualization of 2017 pay increase, and a 2018 pay raise of 1.9 percent.

### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$2,412	\$2,797	\$2,536	(\$261)
11.3 Other than Full-Time Permanent	\$444	\$300	\$467	\$167
11.5 Other Personnel Compensation	\$19	\$19	\$19	-
12.1 Civilian Personnel Benefits	\$869	\$1,024	\$914	(\$110)
<b>Total - Personnel Compensation and Benefits</b>	<b>\$3,744</b>	<b>\$4,140</b>	<b>\$3,936</b>	<b>(\$204)</b>
<b>Positions and FTE</b>				
Positions - Civilian	26	28	27	(1)
FTE - Civilian	26	26	25	(1)

**Office of Legislative Affairs – PPA**  
**Non Pay Budget Exhibits**

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Legislative Affairs	\$1,499	\$1,053	\$1,120	\$67
<b>Total</b>	<b>\$1,499</b>	<b>\$1,053</b>	<b>\$1,120</b>	<b>\$67</b>
Discretionary - Appropriation	\$1,499	\$1,053	\$1,120	\$67

**Non Pay by Object Class**

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$20	\$30	\$52	\$22
23.1 Rental Payments to GSA	\$470	\$484	\$498	\$14
25.1 Advisory and Assistance Services	\$168	-	-	-
25.2 Other Services from Non-Federal Sources	\$125	\$84	\$132	\$48
25.3 Other Goods and Services from Federal Sources	\$624	\$423	\$399	(\$24)
25.7 Operation and Maintenance of Equipment	\$49	-	-	-
26.0 Supplies and Materials	\$43	\$32	\$39	\$7
<b>Total - Non Pay Object Classes</b>	<b>\$1,499</b>	<b>\$1,053</b>	<b>\$1,120</b>	<b>\$67</b>

## Office of Legislative Affairs – PPA Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Travel	\$20	\$30	\$52	\$22
Inter/Intra Agency Agreements and Contractual Services	\$345	\$80	\$128	\$48
Services from Federal Sources (WCF)	\$1,091	\$907	\$897	(\$10)
Other Costs	\$43	\$36	\$43	\$7
<b>Total – Non Pay Cost Drivers</b>	<b>\$1,499</b>	<b>\$1,053</b>	<b>\$1,120</b>	<b>\$67</b>

### NARRATIVE EXPLANATION OF CHANGES

**FY 2018 Non- Pay Cost Driver- Travel:** Travel expenses consist of airfare, lodging, meals, and miscellaneous and incidentals expenses. OLA Travel will be conducted throughout the year to accomplish the mission and goals of the Office

**FY 2018 Non- Pay Cost Driver- IAAs and Contracts:** Office of Legislative Affairs leverages contract support and interagency agreements to procure a variety of different services. See the chart labeled “Contracts & Interagency Agreements” above for more details.

**FY 2018 Non- Pay Cost Driver- Services from Federal Sources (WCF):** OLA incurs expenses payable to the DHS Working Capital Fund (WCF), which is a fully reimbursable fund that finances a full range of administrative support services to DHS for services provided. This centrally-managed account provides Department-wide functions, such as: finance, budget, and accounting support; information technology; and personnel administration. WCF allocates costs based on various algorithms, depending on the service provided.

**FY 2018 Non- Pay Cost Driver- Other Costs:** OLA has budgeted for items such as training, paper, toner, training tools, books, and other office supplies and equipment.

---

*Office of Partnership and Engagement –PPA*

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of Partnership and Engagement	52	48	\$20,940	54	47	\$12,833	48	45	\$12,603	(6)	(2)	(\$230)
<b>Total</b>	<b>52</b>	<b>48</b>	<b>\$20,940</b>	<b>54</b>	<b>47</b>	<b>\$12,833</b>	<b>48</b>	<b>45</b>	<b>\$12,603</b>	<b>(6)</b>	<b>(2)</b>	<b>(\$230)</b>
Subtotal Discretionary - Appropriation	52	48	\$20,940	54	47	\$12,833	48	45	\$12,603	(6)	(2)	(\$230)

## Office of Partnership and Engagement -PPA

### Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$13,074		
Transfers & Reprogrammings	\$8,227		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$361)		
<b>Revised Enacted/Request</b>	<b>\$20,940</b>	<b>\$12,833</b>	<b>\$12,603</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$20,940</b>	<b>\$12,833</b>	<b>\$12,603</b>
Collections – Reimbursable Resources	\$3,360	\$1,500	\$1,500
<b>Total Budget Resources</b>	<b>\$24,300</b>	<b>\$14,333</b>	<b>\$14,103</b>
Obligations (Actual/Projections/Estimates)	\$24,300	\$14,332	\$14,103
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	52	54	48
Enacted/Request FTE	48	47	45
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	58	54	48
FTE (Actual/Estimates/Projections)	54	47	45

## Office of Partnership and Engagement -PPA Collections – Reimbursable Resources

*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Department of Homeland Security Source	1	1	\$2,190	-	-	-	-	-	-
Department of Homeland Security - US Immigration and Customs Enforcement Source	1	1	\$150	-	-	\$1,500	-	-	\$1,500
Department of Homeland Security - US Customs and Border Protection Source	1	1	\$500	-	-	-	-	-	-
Department of Homeland Security - Analysis and Operations Source	1	1	\$360	-	-	-	-	-	-
Department of Justice - Department of Justice Source	1	1	\$60	-	-	-	-	-	-
Department of Homeland Security - Office of Health Affairs Source	1	1	\$100	-	-	-	-	-	-
<b>Total Collections</b>	<b>6</b>	<b>6</b>	<b>\$3,360</b>	<b>-</b>	<b>-</b>	<b>\$1,500</b>	<b>-</b>	<b>-</b>	<b>\$1,500</b>

## Office of Partnership and Engagement –PPA

### Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>52</b>	<b>48</b>	<b>\$13,074</b>
Transfer in for CVE	-	-	\$8,227
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>\$8,227</b>
Recission of Prior Year Lapse Balance	-	-	(\$361)
<b>Total Rescissions</b>	<b>-</b>	<b>-</b>	<b>(\$361)</b>
<b>FY 2016 Revised Enacted</b>	<b>52</b>	<b>48</b>	<b>\$20,940</b>
<b>FY 2017 Annualized CR</b>	<b>54</b>	<b>47</b>	<b>\$12,833</b>
<b>FY 2018 Base Budget</b>	<b>54</b>	<b>47</b>	<b>\$12,833</b>
Transfer to USM/CHCO from OSEM/OPE due to CHCO WCF Activity Costs Removal	-	-	(\$3)
Transfer to USM/CIO from OSEM/OPE due to CIO WCF Activity Costs Removal	-	-	(\$55)
Transfer to USM/CRSO from OSEM/OPE due to CRSO WCF Activity Costs Removal	-	-	(\$35)
<b>Total Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$93)</b>
2018 Pay Raise	-	-	\$103
Annualization of 2017 Pay Raise	-	-	\$38
Reduction to OCP for Positions and Funding not Annualized in FY2017	(4)	-	-
<b>Total, Pricing Increases</b>	<b>(4)</b>	<b>-</b>	<b>\$141</b>
<b>Total Adjustments-to-Base</b>	<b>(4)</b>	<b>-</b>	<b>\$48</b>
<b>FY 2018 Current Services</b>	<b>50</b>	<b>47</b>	<b>\$12,881</b>
Base Absorption of Pay Raises	(1)	(1)	(\$141)
Reduction Due to Hiring Freeze	(1)	(1)	(\$137)
<b>Total, Program Decreases</b>	<b>(2)</b>	<b>(2)</b>	<b>(\$278)</b>
<b>FY 2018 Request</b>	<b>48</b>	<b>45</b>	<b>\$12,603</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(6)</b>	<b>(2)</b>	<b>(\$230)</b>

**PPA Description*****Office of Partnership and Engagement***

The Office of Partnership and Engagement (OPE) serves as the Department's lead for engagement with external stakeholders to include Governors, Mayors, Tribal Officials, County officials, law enforcement, private sector and business leaders, academic institutions, as well as all the national associations that represent all of these stakeholders. Also, the Assistance Secretary for OPE has been designated as the Chair of the DHS Blue Campaign.

OPE consists of the Office of Intergovernmental Affairs, Office for State and Local Law Enforcement, Private Sector Office, Office of Academic Engagement, Committee Management Office, Secretary's Homeland Security Advisory Council, the Blue Campaign, Office of Community Partnership, as well as the "If You See Something, Say Something<sup>TM</sup>" public awareness campaign.

***Office of Intergovernmental Affairs***

The Office of Intergovernmental Affairs (IGA) promotes an integrated national approach to homeland security by coordinating and advancing DHS interaction with state, local, tribal, and territorial (SLTT) governments. IGA is responsible for opening the homeland security dialogue with executive-level partners, including elected officials, at the SLTT level, along with the national associations that represent them.

SLTT governments play an important role in the creation and implementation of national policy, and IGA strives to provide a readily accessible method of direct communication for SLTT officials to raise awareness of their concerns. IGA also houses the below two programs within OPE.

***"If You See Something, Say Something<sup>TM</sup>" Public Awareness Campaign***

The nationwide "If You See Something, Say Something<sup>TM</sup>" public awareness campaign is a simple and effective program to raise public awareness of indicators of terrorism and terrorism-related crime, and to emphasize the importance of reporting suspicious activity to the proper local law enforcement authorities. Recent expansions of the "If You See Something, Say Something<sup>TM</sup>" campaign include partnership with numerous sports teams and leagues, transportation agencies, private sector partners, states, cities, law enforcement, and universities.

***DHS Blue Campaign***

The Blue Campaign, as the unified voice for DHS efforts to combat human trafficking, works in collaboration with law enforcement, government, non-governmental organizations, and private industry to pursue the Department's objective of identifying, investigating, and disrupting illicit activity. Through the Blue Campaign, DHS raises awareness about human trafficking by leveraging partnerships to educate the public to recognize human trafficking indicators and report suspected instances to law enforcement. It offers training to



law enforcement, the public, and community members to increase detection and investigation of human trafficking, as well as to protect victims and bring suspected traffickers to justice. Below is a summary of fiscal year 2016 spending by line item. In FY 2016 the program management office personnel were non-reimbursable detailees.

**FY 2016 Blue Campaign Spending**

Requirement	Amount (\$K)
GOVLOOP IAA with DOI for development and maintenance of training materials and courses	\$176
FLETC IAA for training	\$150
CBP IAA for printing services	\$400
BPA Task Order for marketing and advertising contract support	\$4,425
<b>Total</b>	<b>\$5,151</b>

***Office for State and Local Law Enforcement***

The Office for State and Local Law Enforcement provides the Department with primary coordination, liaison, and advocacy for state, local, tribal, and territorial law enforcement agencies. The office leads the coordination of Department-wide activities relating to the role of state and local law enforcement in preventing, preparing for, protecting against, and responding to natural disasters, acts of terrorism, and other incidents within the United States.

***Private Sector Office***

The Private Sector Office (PSO) provides the Secretary and Department leaders with advice on issues relevant to the private sector, including academia, non-profits, Non-Governmental Organizations, and businesses. PSO also coordinates active engagement between DHS and the private sector to build strong partnership and enhance internal and external dialogue.

***Office of Academic Engagement***

The Office of Academic Engagement (OAE) manages the Homeland Security Academic Advisory Council (HSAAC) which provides advice and recommendations to the Secretary and senior leadership on matters related to homeland security and the academic community. Additionally OAE works with academia and the Department on issues related to campus resiliency at the Federal Emergency Management Agency (FEMA), academic research at Science and Technology (S&T), student intern program, as well as working with Immigration and Customs Enforcement (ICE) on the Student and Exchange Visitor Program.

***Committee Management Office***

The Committee Management Office (CMO) exercises control and lends oversight to all DHS Federal Advisory Committee Act (FACA) related committees; equips the Designated Federal Officials (DFO) and Alternate Designated Official (DFO) of each committee with the tools necessary to carry out their committee duties, facilitates stakeholder discussions; offers innovative solutions to FACA issues; and routinely provides the Department's senior leaders with a snapshot of the FACA program.

***Homeland Security Advisory Council***

The Homeland Security Advisory Council is composed of external senior leaders who provide advice and recommendations to the Secretary on matters related to homeland security. The council's subcommittees address several key homeland security issues including: enhancing DHS's cybersecurity workforce; collaboration between CBP and public/private partners on improving border-crossing infrastructure through the Donation Acceptance Program; and improving information sharing with faith-based communities.

***Office of Community Partnerships***

The Office of Community Partnerships (OCP) is dedicated to the mission of countering violent extremism (CVE) and the building of community partnerships necessary to support CVE efforts. This will foster greater cooperation with the technology industry, philanthropic support for private CVE efforts, and position DHS to coordinate both its internal CVE efforts as well as those in coordination with other federal agencies, including through the interagency CVE Task Force.

**Adjustments to Base Justification**

Adjustments to base include funding transfers out due to the removal of activities from the Working Capital Fund and reductions to non-pay cost categories to account for the annualization of the 2017 Pay Raise and the 2018 Pay Raise within base funding.

## Office of Partnership and Engagement – PPA FY 2018 Expenditure Plan

*Dollars in Thousands*

In response to direction provided in Senate Report 114-68, accompanying the FY 2016 Consolidated Appropriation Act (P.L. 114-113), expenditure plan information is being included for all PPAs within this account.

Office of Partnership & Engagement Planned Obligations:							
Program Areas	Positions	Salaries and Benefits	Travel	Contracts/ IAAs	Other Expenses	Working Capital Fund (WCF)	Totals by Office
Intergovernmental Affairs	16	\$2,256	\$121	\$3,388	\$40	\$341	<b>\$5,974</b>
State & Local Law Enforcement	7	\$987	\$75	\$0	\$18	\$149	<b>\$1,289</b>
Private Sector Office	6	\$846	\$65	\$0	\$15	\$128	<b>\$1,105</b>
Homeland Security Advisory Council	2	\$282	\$5	\$0	\$5	\$43	<b>\$352</b>
Committee Management Office	3	\$423	\$10	\$0	\$8	\$64	<b>\$530</b>
Office of Academic Engagement	2	\$281	\$10	\$0	\$5	\$42	<b>\$356</b>
Office of Community Partnerships	12	\$2,044	\$0	\$644	\$0	\$309	<b>\$2,997</b>
<b>Total</b>	<b>48</b>	<b>\$7,119</b>	<b>\$286</b>	<b>\$4,032</b>	<b>\$90</b>	<b>\$1,076</b>	<b>\$12,603</b>

**Contracts & Interagency Agreements**

<b>FY 2018 Contracts/ Interagency Agreements</b>			
<b>Office</b>	<b>Contract Description</b>	<b>Planned Obligation Amounts</b>	<b>Expected Contract Award Date (Quarter)</b>
“See, Say” Public Awareness Campaign office	“See Something, Say Something” Campaign	\$3,030	Q4
OPE	PALMS	\$3	Q1
OPE	SES Development	\$3	Q4
OPE	Credit Monitoring	\$3	Q1
OPE	CRM Database O&M	\$309	Q4
IGA	Sign Language contract	\$40	Q4
<b>Total Planned Contracts</b>		<b>\$3,388</b>	
OCP	Rent for OCP	\$350	Q1/Q2
OCP	Anticipated WCF Increase for A-LAN/C-LAN	\$294	Q3
<b>Total Planned IAAs</b>		<b>\$644</b>	
<b>TOTAL</b>		<b>\$4,032</b>	

**Obligation Schedule**

	<b>Q1 FY 2018 Planned</b>	<b>Q2 FY 2018 Planned</b>	<b>Q3 FY 2018 Planned</b>	<b>Q4 FY 2018 Planned</b>
Obligations	\$2,493	\$2,143	\$2,440	\$5,528
Obligations By Percent	20%	17%	19%	44%

**Appropriated Funds Comparison**

	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 Projected</b>
Personnel Compensation & Benefits	\$5,960	\$7,272	\$7,119
Travel	\$299	\$283	\$286
Contracts & IAAs	\$13,482	\$4,146	\$4,032
Other	\$254	\$45	\$90
WCF	\$1,306	\$1,087	\$1,076
<b>Total</b>	<b>\$21,301</b>	<b>\$12,833</b>	<b>\$12,603</b>

\* FY 2016 amount does not include the \$361 thousand for a Sec. 505 rescission.

## Office of Partnership and Engagement – PPA

### Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of Partnership and Engagement	52	48	\$5,960	\$124.17	54	47	\$7,272	\$154.72	48	45	\$7,119	\$158.2	(6)	(2)	(\$153)	\$3.48
<b>Total</b>	<b>52</b>	<b>48</b>	<b>\$5,960</b>	<b>\$124.17</b>	<b>54</b>	<b>47</b>	<b>\$7,272</b>	<b>\$154.72</b>	<b>48</b>	<b>45</b>	<b>\$7,119</b>	<b>\$158.2</b>	<b>(6)</b>	<b>(2)</b>	<b>(\$153)</b>	<b>\$3.48</b>
Discretionary - Appropriation	52	48	\$5,960	\$124.17	54	47	\$7,272	\$154.72	48	45	\$7,119	\$158.2	(6)	(2)	(\$153)	\$3.48

### NARRATIVE EXPLANATION OF CHANGES

**FTE Change FY 2017-2018:** The 2018 FTE request includes a decrease of 2 FTE resulting from a reduction in funding due to the hiring freeze.

**PCB Change FY 2017-2018:** The 2018 pay request reflects a decrease of 6 FTP associated with the overall reduced funding level for OPE.

**Average Cost Change FY 2017-2018:** The 2018 pay request reflects an increased average cost change associated with the annualization of 2017 pay increase, and a 2018 pay raise of 1.9 percent.

### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$3,325	\$5,454	\$5,339	(\$115)
11.3 Other than Full-Time Permanent	\$1,205	\$144	\$141	(\$3)
11.5 Other Personnel Compensation	\$34	\$34	\$33	(\$1)
12.1 Civilian Personnel Benefits	\$1,396	\$1,640	\$1,606	(\$34)
<b>Total - Personnel Compensation and Benefits</b>	<b>\$5,960</b>	<b>\$7,272</b>	<b>\$7,119</b>	<b>(\$153)</b>
<b>Positions and FTE</b>				
Positions - Civilian	52	54	48	(6)
FTE - Civilian	48	47	45	(2)

## Office of Partnership and Engagement – PPA

### Non Pay Budget Exhibits

### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Partnership and Engagement	\$14,980	\$5,561	\$5,484	(\$77)
<b>Total</b>	<b>\$14,980</b>	<b>\$5,561</b>	<b>\$5,484</b>	<b>(\$77)</b>
Discretionary - Appropriation	\$14,980	\$5,561	\$5,484	(\$77)

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$299	\$283	\$286	\$3
23.1 Rental Payments to GSA	\$478	\$501	\$506	\$5
23.3 Communications, Utilities, and Misc. Charges	\$43	-	-	-
25.1 Advisory and Assistance Services	\$9,771	\$539	\$40	(\$499)
25.2 Other Services from Non-Federal Sources	\$3,350	\$3,047	\$3,039	(\$8)
25.3 Other Goods and Services from Federal Sources	\$828	\$1,146	\$1,214	\$68
25.7 Operation and Maintenance of Equipment	\$154	-	\$309	\$309
26.0 Supplies and Materials	\$49	\$45	\$90	\$45
31.0 Equipment	\$8	-	-	-
<b>Total - Non Pay Object Classes</b>	<b>\$14,980</b>	<b>\$5,561</b>	<b>\$5,484</b>	<b>(\$77)</b>

\*GSA Rent increases from FY2017 to FY2018 due to OCP's anticipated move at the end of FY2017. OCP was previously paying for rent outside the WCF.

## Office of Partnership and Engagement – PPA

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Travel	\$299	\$283	\$286	\$3
Inter/Intra Agency Agreements and Contractual Services	\$13,482	\$4,146	\$4,032	(\$114)
Services from Federal Sources (WCF)	\$1,306	\$1,087	\$1,076	(\$11)
Other Costs	\$254	\$45	\$90	\$45
<b>Total – Non Pay Cost Drivers</b>	<b>\$15,341</b>	<b>\$5,561</b>	<b>\$5,484</b>	<b>(\$77)</b>

#### **NARRATIVE EXPLANATION OF CHANGES**

**FY 2018 Non- Pay Cost Driver- Travel:** Travel expenses consist of airfare, lodging, meals, and miscellaneous and incidentals expenses. Travel is used to directly support the Department's priorities related to OPE's mission requirements. OPE senior leadership and staff travel throughout the country to facilitate communication and serve as Departmental liaisons between DHS, SLTT governments, law enforcement, academia, the private sector, local community members, and the organizations that represent them. OPE's participation at meetings, regional summits, and other conferences to discuss the Administration's and Departmental goals and priorities demonstrates to stakeholders the Department's commitment to collaborate with them, as well as provides useful information about Department efforts and programs available to stakeholders. DHS stakeholders have communicated the importance of DHS's presence at these local meetings, summits, and on the ground engagement because DHS is able to see firsthand the challenges stakeholders face.

**FY 2018 Non- Pay Cost Driver- IAAs and Contracts:** Office of Partnership and Engagement leverages contract support and interagency agreements to procure a variety of different services. See the chart labeled "Contracts & Interagency Agreements" above for more details.

**FY 2018 Non- Pay Cost Driver- Services from Federal Sources (WCF):** OPE incurs expenses payable to the DHS Working Capital Fund (WCF), which is a fully reimbursable fund that finances a full range of support services to DHS for services provided. This centrally-managed account provides Department-wide functions, of which the top five activity costs are the following: GSA Rent; financial and accounting shared services; information technology; CLAN operations; and mail services. WCF allocates costs based on various algorithms, depending on the service provided.

**FY 2018 Non- Pay Cost Driver- Other Costs:** OPE has budgeted for items such as training, paper, toner, training tools, books, and other office supplies and equipment.



*Office of General Counsel – PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of General Counsel	96	96	\$20,017	91	81	\$18,822	89	79	\$18,501	(2)	(2)	(\$321)
<b>Total</b>	<b>96</b>	<b>96</b>	<b>\$20,017</b>	<b>91</b>	<b>81</b>	<b>\$18,822</b>	<b>89</b>	<b>79</b>	<b>\$18,501</b>	<b>(2)</b>	<b>(2)</b>	<b>(\$321)</b>
Subtotal Discretionary - Appropriation	96	96	\$20,017	91	81	\$18,822	89	79	\$18,501	(2)	(2)	(\$321)

## Office of General Counsel – PPA Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$19,472		
Transfers & Reprogrammings	\$545		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$20,017</b>	<b>\$18,822</b>	<b>\$18,501</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$20,017</b>	<b>\$18,822</b>	<b>\$18,501</b>
Collections – Reimbursable Resources	\$10,262	\$12,461	\$12,461
<b>Total Budget Resources</b>	<b>\$30,279</b>	<b>\$31,283</b>	<b>\$30,962</b>
Obligations (Actual/Projections/Estimates)	\$30,279	\$31,283	\$30,962
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	96	91	89
Enacted/Request FTE	96	81	79
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	184	168	166
FTE (Actual/Estimates/Projections)	153	158	156

## Office of General Counsel – PPA Collections – Reimbursable Resources

*Dollars in Thousands*

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Emergency Management Agency	Source	1	1	\$47	1	1	\$43	1	1	\$43
Department of Homeland Security - Transportation Security Administration	Source	2	1	\$142	2	2	\$24	2	2	\$24
Department of Homeland Security - US Immigration and Customs Enforcement	Source	2	2	\$430	2	2	\$137	2	2	\$137
Department of Homeland Security - Citizenship and Immigration Services	Source	3	2	\$355	2	2	\$125	2	2	\$125
Department of Homeland Security - Science and Technology	Source	7	6	\$1,248	12	12	\$1,900	12	12	\$1,900
Department of Homeland Security - United States Secret Service	Source	1	1	\$50	1	1	\$43	1	1	\$43
Department of Homeland Security - United States Coast Guard	Source	1	1	\$70	1	1	\$61	1	1	\$61
Department of Homeland Security - National Protection and Programs Directorate	Source	40	32	\$6,053	40	40	\$7,900	40	40	\$7,900
Department of Homeland Security - US Customs and Border Protection	Source	20	1	\$15	2	2	\$95	2	2	\$95
Department of Homeland Security - Analysis and Operations	Source	8	7	\$1,132	9	9	\$1,200	9	9	\$1,200
Department of Homeland Security - Office of Health Affairs	Source	1	1	\$255	2	2	\$452	2	2	\$452
Department of Homeland Security - Domestic Nuclear Detection Office	Source	2	2	\$465	3	3	\$481	3	3	\$481
<b>Total Collections</b>		<b>88</b>	<b>57</b>	<b>\$10,262</b>	<b>77</b>	<b>77</b>	<b>\$12,461</b>	<b>77</b>	<b>77</b>	<b>\$12,461</b>

## Office of General Counsel PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>96</b>	<b>96</b>	<b>\$19,472</b>
OSEM BTR	-	-	\$545
<b>Total Below Threshold Reprogrammings</b>	<b>-</b>	<b>-</b>	<b>\$545</b>
<b>FY 2016 Revised Enacted</b>	<b>96</b>	<b>96</b>	<b>\$20,017</b>
<b>FY 2017 Annualized CR</b>	<b>91</b>	<b>81</b>	<b>\$18,822</b>
<b>FY 2018 Base Budget</b>	<b>91</b>	<b>81</b>	<b>\$18,822</b>
Realignment to OSEM/OGC from OSEM/CISOMB due to OGC WCF Activity Costs Removal	-	-	\$2
Realignment to OSEM/OGC from OSEM/CRCL due to OGC WCF Activity Costs Removal	-	-	\$5
Realignment to OSEM/OGC from OSEM/PLCY due to OGC WCF Activity Costs Removal	-	-	\$13
Realignment to OSEM/OGC from OSEM/PRIV due to OGC WCF Activity Costs Removal	-	-	\$5
Transfer to A&O from OSEM/OGC due to A&O WCF Activity Costs Removal	-	-	(\$3)
Transfer to OSEM/OGC from CBP due to OGC WCF Activity Costs Removal	-	-	\$30
Transfer to OSEM/OGC from DNDO due to OGC WCF Activity Costs Removal	-	-	\$1
Transfer to OSEM/OGC from FEMA due to OGC WCF Activity Costs Removal	-	-	\$30
Transfer to OSEM/OGC from FLETC due to OGC WCF Activity Costs Removal	-	-	\$3
Transfer to OSEM/OGC from ICE due to OGC WCF Activity Costs Removal	-	-	\$30
Transfer to OSEM/OGC from OHA due to OGC WCF Activity Costs Removal	-	-	\$3
Transfer to OSEM/OGC from OIG due to OGC WCF Activity Costs Removal	-	-	\$2
Transfer to OSEM/OGC from S&T due to OGC WCF Activity Costs Removal	-	-	\$3
Transfer to OSEM/OGC from TSA due to OGC WCF Activity Costs Removal	-	-	\$15
Transfer to OSEM/OGC from USCG due to OGC WCF Activity Costs Removal	-	-	\$114
Transfer to OSEM/OGC from USM due to OGC WCF Activity Costs Removal	-	-	\$28
Transfer to OSEM/OGC from USSS due to OGC WCF Activity Costs Removal	-	-	\$3
Transfer to USM/CHCO from OSEM/OGC due to CHCO WCF Activity Costs Removal	-	-	(\$25)
Transfer to USM/CIO from OSEM/OGC due to CIO WCF Activity Costs Removal	-	-	(\$186)
Transfer to USM/CRSO from OSEM/OGC due to CRSO WCF Activity Costs Removal	-	-	(\$141)
Transfer to USM/CSO from OSEM/OGC due to CSO WCF Activity Costs Removal	-	-	(\$2)

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>Total Transfers</b>	-	-	<b>(\$70)</b>
2018 Pay Raise	-	-	\$206
Annualization of 2017 Pay Raise	-	-	\$76
<b>Total, Pricing Increases</b>	-	-	<b>\$282</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>\$212</b>
<b>FY 2018 Current Services</b>	<b>91</b>	<b>81</b>	<b>\$19,034</b>
Base Absorption of Pay Raises	(1)	(1)	(\$282)
Reduction Due to Hiring Freeze	(1)	(1)	(\$251)
<b>Total, Program Decreases</b>	<b>(2)</b>	<b>(2)</b>	<b>(\$533)</b>
<b>FY 2018 Request</b>	<b>89</b>	<b>79</b>	<b>\$18,501</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(2)</b>	<b>(2)</b>	<b>(\$321)</b>

### **PPA Description**

#### ***OGC Front Office***

The OGC Front Office includes a Presidentially-appointed and Senate-confirmed General Counsel, a Principal Deputy General Counsel, two Deputy General Counsels, a Counselor to the General Counsel, a Confidential Assistant, and two administrative employees. The General Counsel is the Department's chief legal officer and is the principal legal advisor to the Secretary of Homeland Security, and is responsible for overseeing approximately 1,800 DHS attorneys in 90 cities throughout the country. Each Deputy General Counsel (including the Principal Deputy) manages a portfolio that oversees several legal divisions within OGC as well as several Component Chief Counsel Offices.

#### ***The General Law Division***

The General Law Division advises the Secretary and other senior Department leaders on legal issues associated with the management and operation of the Department, including administrative law, fiscal law, appropriations, the Vacancy Reform Act, grants, labor and employment law, torts, acquisition and procurement law, delegations and authorities, and environmental and property law matters. The General Law Division also regularly coordinates with counsel in the operating components on critical legal issues in these areas that are relevant to multiple DHS components. Additionally, the General Law Division operates and oversees the Board for Correction of Military Records of the United States Coast Guard.

***Regulatory Affairs Law Division***

The Regulatory Affairs Law Division advises the Secretary and other senior Department leaders on legal and economic issues associated with DHS regulatory actions and ensures that those actions comply with constitutional, statutory, and other legal requirements. The Regulatory Affairs Law Division manages the DHS regulatory docket, oversees the regulatory process for the Department and its components, and provides leadership for regulatory and administrative law practice matters. For example, this Division provides substantive legal review of numerous DHS regulations and manages clearance of hundreds of interagency regulations each year.

***The Operations and Enforcement Law Division***

The Operations and Enforcement Law Division advises the Secretary and other senior Department leaders on legal issues associated with enforcement and operational activities designed to protect the United States from, respond to, and recover from both natural and man-made threats. The Operations and Enforcement Law Division becomes involved in operations and enforcement legal issues that concern Secretarial authorities, two or more DHS components, or the Department's role in relation to the interagency.

***Intelligence Law Division***

The Intelligence Law Division supports the Intelligence and Analysis (I&A) Directorate, which is led by a Senate-confirmed Under Secretary. The Intelligence Law Division advises I&A as well as other senior DHS leadership on the legal issues associated with Departmental and national intelligence activities and information safeguarding, including extensive legal support for the Department's data and information sharing initiatives. The Intelligence Law Division also represents DHS in engagements with counterparts in other agencies and throughout Federal, state and local governments, to address intelligence law matters in a coordinated manner.

***Technology Programs Law Division***

The Technology Programs Law Division supports the Science and Technology Directorate, which is led by a Senate-confirmed Under Secretary. The Technology Programs Law Division also provides legal support for the Office of Health Affairs and the Domestic Nuclear Detection Office. This Division addresses legal issues related to research and development, compliance, grants, acquisition, technology transfer, and medical and health security matters, including biodefense and bio-surveillance. The Technology Programs Law Division also works with its clients on international cooperative agreements; medical and public health matters; biodefense and bio-surveillance; Federally Funded Research and Development Centers; and technology transfers. Additionally, the Technology Programs Law Division is home to the Department's Intellectual Property Group, which provides Department-wide legal support for intellectual property law matters, including but not limited to patent, trademark, copyright, data rights, and litigation issues.

***Immigration Law Division***

The Immigration Law Division advises the Secretary and other senior Department leaders on immigration and nationality law. The Immigration Law Division works on legal issues related to removal, arrest and detention, national security, asylum, refugees, unaccompanied minors and victims of human trafficking, visa adjudication, and international human rights treaty obligations. The Immigration Law Division also assists with immigration-related administrative and federal court litigation and legislative, regulatory and policy initiatives. The Immigration Law Division coordinates agency views on immigration law matters, especially when different views throughout the operational components may conflict and thus require Department level resolution.

***Legal Counsel Division***

The Legal Counsel Division advises the Secretary and other senior Department leaders on legal issues associated with significant litigation, legislation, the Freedom of Information Act, civil rights and civil liberties, privacy, and oversight matters involving Congress, the U.S. Government Accountability Office, and the DHS Inspector General. The Legal Counsel Division regularly coordinates agency positions across the Department in high profile legislative and litigation matters, including numerous cases before the Supreme Court, that have large-scale implications for DHS and its components.

***Ethics Division***

The Ethics Division advises the Secretary, other senior Department leaders, and headquarters employees on the application of conflict of interest statutes and regulations, ethics regulations, and Departmental ethics policy. Critical legal issues handled by this Division include advice regarding gift acceptance, endorsement and preferential treatment mitigation, impartiality, misuse of position, post-Government employment and rules about teaching, speaking and writing engagements. The Ethics Division also coordinates and manages the DHS Ethics Program, including training and implementation of the financial disclosure program for over 3,000 DHS employees.

***Management Division***

The Management Division, which is led by the OGC Chief of Staff, provides management, operational, and mission support for OGC headquarters (HQ). Specific responsibilities include financial oversight and budget planning, personnel management, employee training, management of controlled and executive correspondence through the Executive Secretary, systems management, and strategic planning. The Division also regularly engages with component counsel and with counterparts in other DHS HQ offices on cross-cutting management issues that affect multiple DHS offices and interests.

***Secretary's Honors Program***

The Secretary's Honors Program for Attorneys (Honors Attorney Program) is the cornerstone program for entry-level attorney hiring within DHS OGC. This program has been an integral part of OGC's attorney recruitment and training process since 2007.

Approximately 90% of the honors attorneys continue with DHS after completion of the program. The Honors Attorney Program offers entry-level attorneys the opportunity to practice law in a variety of subject areas at the Department either directly after graduation or following a judicial clerkship. Honors Attorneys are hired for a two-year term during which they participate in four six-month rotations at OGC Headquarters and in the component legal offices. At the end of the two years, these attorneys move into open attorney positions either at OGC Headquarters or in one of the component legal offices. OGC is responsible for the program operation, salary and benefits, recruitment, hiring, training and management of participating attorneys.

**Adjustments to Base Justification**

Adjustments to base include funding transfers out and transfers in due to the removal of activities from the Working Capital Fund and reductions to non-pay cost categories to account for the annualization of the 2017 Pay Raise and the 2018 Pay Raise within base funding.



## Office of General Counsel – PPA FY 2018 Expenditure Plan

*Dollars in Thousands*

In response to direction provided in Senate Report 114-68, accompanying the FY 2016 Consolidated Appropriation Act (P.L. 114-113), expenditure plan information is being included for all PPAs within this account.

<b>Office of General Counsel Engagement Planned Obligations:</b>							
<b>Program Areas</b>	<b>Positions</b>	<b>Salaries and Benefits</b>	<b>Travel</b>	<b>Contracts/ IAAs</b>	<b>Other Expenses</b>	<b>Working Capital Fund (WCF)<sup>1</sup></b>	<b>Totals by Office</b>
OGC Front Office	10	\$1,659	\$20	\$56	\$9	\$334	<b>\$2,079</b>
General Law	16	\$2,655	\$32	\$90	\$14	\$535	<b>\$3,326</b>
Regulatory Affairs Law	11	\$1,825	\$22	\$62	\$10	\$368	<b>\$2,287</b>
Operations and Enforcement Law	9	\$1,493	\$18	\$50	\$8	\$301	<b>\$1,871</b>
Intelligence Law	1	\$166	\$2	\$6	\$1	\$33	<b>\$208</b>
Technology Programs Law	4	\$664	\$8	\$22	\$4	\$134	<b>\$832</b>
Immigration Law	5	\$830	\$10	\$28	\$4	\$167	<b>\$1,039</b>
Legal Counsel	10	\$1,659	\$20	\$56	\$9	\$334	<b>\$2,079</b>
Ethics	7	\$1,161	\$14	\$39	\$6	\$234	<b>\$1,455</b>
Management	14	\$2,323	\$28	\$78	\$13	\$468	<b>\$2,910</b>
Secretary's Honors Program for Attorneys	2	\$332	\$4	\$11	\$2	\$67	<b>\$416</b>
<b>Total</b>	<b>89</b>	<b>\$14,767</b>	<b>\$180</b>	<b>\$499</b>	<b>\$80</b>	<b>\$2,975</b>	<b>\$18,501</b>

<sup>1</sup>OGC receives reimbursable funding for attorney's detailed to other components, of which a portion covers OGCs WCF expenses. This results in a difference between the total (including reimbursable) OGC WCF amount of \$3.86 million shown in the WCF tables and the OGC WCF direct expenses of \$2.975 million displayed in this section.

**Contracts & Interagency Agreements**

<b>FY 2018 Contracts/ Interagency Agreements</b>			
<b>Office</b>	<b>Contract Description</b>	<b>Planned Obligation Amounts</b>	<b>Expected Contract Award Date (Quarter)</b>
General Counsel	Legal Subscriptions: West Legal Ed, West Print, Bloomberg	\$59	Q3
<b>Total Planned Contracts</b>		<b>\$59</b>	
General Counsel	Intra-agency Agreements for SES Career Development Program, Credit Monitoring, IT Infrastructure	\$153	Q1,Q2,Q3,Q4
General Counsel	e-Docket Regulatory Services	\$287	Q2
<b>Total Planned IAAs</b>		<b>\$440</b>	
<b>TOTAL</b>		<b>\$499</b>	

**Obligation Schedule**

	<b>Q1 FY 2018 Planned</b>	<b>Q2 FY 2018 Planned</b>	<b>Q3 FY 2018 Planned</b>	<b>Q4 FY 2018 Planned</b>
Obligations	\$4,941	\$4,560	\$4,501	\$4,501
Obligations By Percent	27%	25%	24%	24%

**Appropriated Funds Comparison**

	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 Projected</b>
Personnel Compensation & Benefits	\$14,459	\$14,720	\$14,767
Travel	\$150	\$180	\$180
Contracts & IAAs	\$1,128	\$233	\$499
Other	\$89	\$155	\$80
WCF	\$4,191	\$3,534	\$2,975
<b>Total</b>	<b>\$20,017</b>	<b>\$18,822</b>	<b>\$18,501</b>

## Office of General Counsel – PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of General Counsel	96	96	\$14,459	\$150.34	91	81	\$14,720	\$181.41	89	79	\$14,767	\$186.58	(2)	(2)	\$47	\$5.17
<b>Total</b>	<b>96</b>	<b>96</b>	<b>\$14,459</b>	<b>\$150.34</b>	<b>91</b>	<b>81</b>	<b>\$14,720</b>	<b>\$181.41</b>	<b>89</b>	<b>79</b>	<b>\$14,767</b>	<b>\$186.58</b>	<b>(2)</b>	<b>(2)</b>	<b>\$47</b>	<b>\$5.17</b>
Discretionary - Appropriation	96	96	\$14,459	\$150.34	91	81	\$14,720	\$181.41	89	79	\$14,767	\$186.58	(2)	(2)	\$47	\$5.17

\* The FTE Rate calculation does not include Object Class 11.8-Special Personal Services Payments or 13.0-Benefits for Former Personnel.

### NARRATIVE EXPLANATION OF CHANGES

**FTE Change FY 2017-2018:** The 2018 FTE request includes a decrease of 2 FTE resulting from a reduction in funding due to the hiring freeze.

**PCB Change FY 2017-2018:** The 2018 pay request reflects an increase associated with the annualization of 2017 pay increase, and a 2018 pay raise of 1.9 percent.

**Average Cost Change FY 2017-2018:** The 2018 pay request reflects an increased average cost change associated with the annualization of 2017 pay increase, and a 2018 pay raise of 1.9 percent.

### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$10,146	\$10,329	\$10,362	\$33
11.3 Other than Full-Time Permanent	\$828	\$843	\$846	\$3
11.5 Other Personnel Compensation	\$250	\$255	\$255	-
11.8 Special Personal Services Payments	\$26	\$26	\$27	\$1
12.1 Civilian Personnel Benefits	\$3,209	\$3,267	\$3,277	\$10
<b>Total - Personnel Compensation and Benefits</b>	<b>\$14,459</b>	<b>\$14,720</b>	<b>\$14,767</b>	<b>\$47</b>
<b>Positions and FTE</b>				
Positions - Civilian	96	91	89	(2)
FTE - Civilian	96	81	79	(2)

## Office of General Counsel - PPA Non Pay Budget Exhibits

### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of General Counsel	\$5,558	\$4,102	\$3,734	(\$368)
<b>Total</b>	<b>\$5,558</b>	<b>\$4,102</b>	<b>\$3,734</b>	<b>(\$368)</b>
Discretionary - Appropriation	\$5,558	\$4,102	\$3,734	(\$368)

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$150	\$180	\$180	-
23.1 Rental Payments to GSA	\$1,660	\$1,720	\$1,499	(\$221)
24.0 Printing and Reproduction	\$25	-	-	-
25.1 Advisory and Assistance Services	\$148	\$246	\$440	\$194
25.2 Other Services from Non-Federal Sources	\$810	\$90	\$81	(\$9)
25.3 Other Goods and Services from Federal Sources	\$2,701	\$1,814	\$1,476	(\$338)
25.7 Operation and Maintenance of Equipment	-	\$5	\$5	-
26.0 Supplies and Materials	\$41	\$42	\$48	\$6
31.0 Equipment	\$13	\$5	\$5	-
42.0 Insurance Claims and Indemnities	\$10	-	-	-
<b>Total - Non Pay Object Classes</b>	<b>\$5,558</b>	<b>\$4,102</b>	<b>\$3,734</b>	<b>(\$368)</b>

## Office of General Counsel – PPA Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Travel	\$150	\$180	\$180	\$0
Inter/Intra Agency Agreements and Contractual Services	\$1,128	\$233	\$499	\$266
Services from Federal Sources (WCF) <sup>2</sup>	\$4,191	\$3,534	\$2,975	(\$559)
Other Costs	\$89	\$155	\$80	(\$75)
<b>Total – Non Pay Cost Drivers</b>	<b>\$5,558</b>	<b>\$4,102</b>	<b>\$3,734</b>	<b>(\$368)</b>

### NARRATIVE EXPLANATION OF CHANGES

**FY 2018 Non- Pay Cost Driver- Travel:** OGC travels in direct support of the Department's priorities related to providing legal counsel for all Departmental offices. Travel requirements for FY 2018 include, but are not limited to, OGC Leadership site visits to operating component regional offices, international travel to support pre-clearance agreement negotiations, travel to support the Committee on Foreign Investment in the United States (CFIUS) program, and travel to conduct training at the Federal Law Enforcement Training Center.

**FY 2018 Non- Pay Cost Driver- IAAs and Contracts:** OGC leverages contract support and interagency agreements to procure a variety of different services. See the chart labeled "Contracts & Interagency Agreements" above for more details.

**FY 2018 Non- Pay Cost Driver- Services from Federal Sources (WCF):** OGC incurs expenses payable to the DHS Working Capital Fund (WCF), which is a fully reimbursable fund that finances a full range of support services to DHS for services provided. This centrally-managed account provides Department-wide functions, of which the top five activity costs are the following: GSA Rent; financial and accounting shared services; information technology; CLAN operations; and mail services. WCF allocates costs based on various algorithms, depending on the service provided.

**FY 2018 Non- Pay Cost Driver- Other Costs:** OGC has budgeted for items such as training, paper, toner, training tools, books, and other office supplies and equipment.

<sup>2</sup> OGC receives reimbursable funding for attorney's detailed to other components, of which a portion covers OGCs WCF expenses. This results in a difference between the total (including reimbursable) OGC WCF amount of \$3.86 million shown in the WCF tables and the OGC WCF direct expenses of \$2.975 million displayed in this section.

---

*Office of Civil Rights and Civil Liberties – PPA*

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office for Civil Rights and Civil Liberties	94	94	\$21,680	102	96	\$21,158	99	93	\$20,679	(3)	(3)	(\$479)
<b>Total</b>	<b>94</b>	<b>94</b>	<b>\$21,680</b>	<b>102</b>	<b>96</b>	<b>\$21,158</b>	<b>99</b>	<b>93</b>	<b>\$20,679</b>	<b>(3)</b>	<b>(3)</b>	<b>(\$479)</b>
Subtotal Discretionary - Appropriation	94	94	\$21,680	102	96	\$21,158	99	93	\$20,679	(3)	(3)	(\$479)

## Office of Civil Rights and Civil Liberties – PPA Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$21,800		
Transfers & Reprogrammings	(\$120)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$21,680</b>	<b>\$21,158</b>	<b>\$20,679</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$21,680</b>	<b>\$21,158</b>	<b>\$20,679</b>
Collections – Reimbursable Resources	\$134	-	\$200
<b>Total Budget Resources</b>	<b>\$21,814</b>	<b>\$21,158</b>	<b>\$20,879</b>
Obligations (Actual/Projections/Estimates)	\$21,814	\$21,158	\$20,879
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	94	102	99
Enacted/Request FTE	94	96	93
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	95	102	100
FTE (Actual/Estimates/Projections)	95	96	94

**Office of Civil Rights and Civil Liberties – PPA  
Collections – Reimbursable Resources**

*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - US Immigration and Customs Enforcement Source	1	1	\$134	-	-	-	1	1	\$200
<b>Total Collections</b>	<b>1</b>	<b>1</b>	<b>\$134</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>\$200</b>



## Office of Civil Rights and Civil Liberties – PPA

### Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>94</b>	<b>94</b>	<b>\$21,800</b>
OSEM BTR	-	-	(\$120)
<b>Total Below Threshold Reprogrammings</b>	-	-	<b>(\$120)</b>
<b>FY 2016 Revised Enacted</b>	<b>94</b>	<b>94</b>	<b>\$21,680</b>
<b>FY 2017 Annualized CR</b>	<b>102</b>	<b>96</b>	<b>\$21,158</b>
<b>FY 2018 Base Budget</b>	<b>102</b>	<b>96</b>	<b>\$21,158</b>
Realignment to OSEM/OGC from OSEM/CRCL due to OGC WCF Activity Costs Removal	-	-	(\$5)
Transfer to A&O from OSEM/CRCL due to A&O WCF Activity Costs Removal	-	-	(\$2)
Transfer to USM/CHCO from OSEM/CRCL due to CHCO WCF Activity Costs Removal	-	-	(\$5)
Transfer to USM/CIO from OSEM/CRCL due to CIO WCF Activity Costs Removal	-	-	(\$125)
Transfer to USM/CRSO from OSEM/CRCL due to CRSO WCF Activity Costs Removal	-	-	(\$93)
Transfer to USM/CSO from OSEM/CRCL due to CSO WCF Activity Costs Removal	-	-	(\$2)
<b>Total Transfers</b>	-	-	<b>(\$232)</b>
2018 Pay Raise	-	-	\$218
Annualization of 2017 Pay Raise	-	-	\$80
<b>Total, Pricing Increases</b>	-	-	<b>\$298</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>\$66</b>
<b>FY 2018 Current Services</b>	<b>102</b>	<b>96</b>	<b>\$21,224</b>
Base Absorption of Pay Raises	(2)	(2)	(\$298)
Reduction Due to Hiring Freeze	(1)	(1)	(\$247)
<b>Total, Program Decreases</b>	<b>(3)</b>	<b>(3)</b>	<b>(\$545)</b>
<b>FY 2018 Request</b>	<b>99</b>	<b>93</b>	<b>\$20,679</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(3)</b>	<b>(3)</b>	<b>(\$479)</b>

**PPA Description*****Office for Civil Rights and Civil Liberties***

CRCL's staff is organized into eight functional units that focus on civil rights and liberties issues that are affected by the Department's activities.

***CRCL Front Office***

The CRCL Front Office is comprised of CRCL leadership and senior advisors who provide DHS leadership on civil rights and civil liberties issues impacting the DHS programs and/or activities.

***Business Operations Division***

The Business Operations Division provides day-to-day operational support in the following areas: space and facility management, emergency preparedness programs, budget and procurement, Freedom of Information Act (FOIA) and records management, internal and external communications, and human resources.

***HQ Equal Employment Opportunity Office***

The HQ Equal Employment Opportunity Office strives to ensure that all DHS HQ employees and applicants for employment enjoy equal opportunity and employment decisions free from discrimination. HQ EEO also seeks to attain a Model EEO Program as outlined in Management Directive 715, and to identify barriers to equal employment opportunity.

***Equal Employment Opportunity Branch and the Diversity Management Branch***

The Equal Employment Opportunity Branch and the Diversity Management Branch lead the Department's efforts toward ensuring that all DHS employees and applicants enjoy equal employment opportunity, and issue final agency decisions on complaints of employment discrimination brought by DHS employees and applicants.

***Programs Branch***

The Programs Branch provides policy advice to the Department on civil rights and civil liberties issues; conducts training of DHS personnel and state and local law enforcement partners; and coordinates outreach and engagement activities in communities whose civil rights and civil liberties are particularly affected by DHS programs. The Programs Branch has four sections: Community Engagement; Immigration; Security, Intelligence, and Information Policy; and the Civil Rights and Civil Liberties Institute.

***Compliance Branch***

The Compliance Branch investigates complaints from the public alleging violations of civil rights or civil liberties by DHS personnel, programs, or activities.

***Anti-Discrimination Group***

The Anti-Discrimination Group works to ensure that the Department's programs and activities do not discriminate or prohibit access to the Department's programs against individuals on the basis of race, color, national origin, limited English proficiency, age, sex, or disability.

**Adjustments to Base Justification**

Adjustments to base include funding transfers out due to the removal of activities from the Working Capital Fund and reductions to non-pay cost categories to account for the annualization of the 2017 Pay Raise and the 2018 Pay Raise within base funding.

## Office of Civil Rights and Civil Liberties – PPA FY 2018 Expenditure Plan

*Dollars in Thousands*

In response to direction provided in Senate Report 114-68, accompanying the FY 2016 Consolidated Appropriation Act (P.L. 114-113), expenditure plan information is being included for all PPAs within this account.

<b>Office for Civil Rights &amp; Civil Liberties Planned Obligations:</b>							
<b>Program Areas</b>	<b>Positions</b>	<b>Salaries and Benefits</b>	<b>Travel</b>	<b>Contracts/ IAAs</b>	<b>Other Expenses</b>	<b>Working Capital Fund (WCF)</b>	<b>Totals by Office</b>
CRCL Front Office	4	\$660	\$8	\$0	\$0	\$144	<b>\$812</b>
Business Operations	10	\$1,651	\$0	\$238	\$40	\$361	<b>\$2,290</b>
Programs and Compliance -Front Office	5	\$826	\$0	\$0	\$0	\$181	<b>\$1,007</b>
Programs Branch	26	\$4,293	\$85	\$0	\$0	\$939	<b>\$5,317</b>
Compliance Section	19	\$3,137	\$8	\$234	\$0	\$686	<b>\$4,065</b>
Equal Employment - Front Office	5	\$826	\$0	\$5	\$0	\$181	<b>\$1,012</b>
HQ Equal Employment Office	7	\$1,156	\$0	\$119	\$0	\$253	<b>\$1,528</b>
EEO-Diversity Management Section	6	\$991	\$0	\$0	\$0	\$217	<b>\$1,208</b>
EEO - Complaints Management	16	\$2,642	\$0	\$0	\$0	\$578	<b>\$3,220</b>
EEO - Alternative Dispute Resolution	1	\$165	\$14	\$6	\$0	\$36	<b>\$221</b>
<b>Total</b>	<b>99</b>	<b>\$16,347</b>	<b>\$115</b>	<b>\$602</b>	<b>\$40</b>	<b>\$3,575</b>	<b>\$20,679</b>

## Contracts &amp; Interagency Agreements

FY 2018 Contracts/ Interagency Agreements			
Office	Contract Description	Planned Obligation Amounts	Expected Contract Award Date (Quarter)
Compliance	Compliance Support Investigators	\$84	Q4
Compliance	Suicide Prevention SME	\$10	Q2
Compliance	Medical SME	\$50	Q4
Compliance	Penology SME	\$50	Q4
Compliance	Mental Health SME	\$20	Q4
Compliance	Nursing SME	\$20	Q4
HQ EEO	EEO HQ Investigation and Counseling Services	\$79	Q4
EEO ADR	EEO Mediation	\$6	Q4
HQ EEO	Sign Language BPA	\$40	Q4
Business Operation Section	Language Services BPA	\$25	Q4
Business Operation Section	CHCO Employee Engagement Initiative	\$5	Q4
EEO Section	Final Agency Decision (FAD)	\$50	Q3
Business Operation Section	Facilities Equipment	\$10	Q4
Business Operation Section	GSA Move Services Contract	\$5	Q1
Business Operation Section	Overtime Utility Payment	\$27	Q4
<b>Total Planned Contracts</b>		<b>\$ 481</b>	
Business Operation Section	MicroPact IAA w/ OCIO	\$61	Q4
Business Operation Section	Attorney Staff IAA w/ OGC	\$59	Q1
Business Operation Section	FOIA Appeals IAA w/ USCG	\$1	Q4
<b>Total Planned IAAs</b>		<b>\$ 121</b>	
<b>TOTAL</b>		<b>\$602</b>	

**Obligation Schedule**

	<b>Q1 FY 2018 Planned</b>	<b>Q2 FY 2018 Planned</b>	<b>Q3 FY 2018 Planned</b>	<b>Q4 FY 2018 Planned</b>
Obligations	\$5,083	\$5,029	\$5,069	\$5,497
Obligations By Percent	25%	24%	25%	27%

**Appropriated Funds Comparison**

	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 Projected</b>
Personnel Compensation & Benefits	\$14,093	\$15,706	\$16,347
Travel	\$318	\$257	\$115
Contracts & IAAs	\$2,907	\$1,405	\$602
Other	\$152	\$65	\$40
WCF	\$4,210	\$3,725	\$3,575
<b>Total</b>	<b>\$21,680</b>	<b>\$21,158</b>	<b>\$20,679</b>

## Office of Civil Rights and Civil Liberties – PPA

### Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office for Civil Rights and Civil Liberties	94	94	\$14,093	\$149.93	102	96	\$15,706	\$163.6	99	93	\$16,347	\$175.77	(3)	(3)	\$641	\$12.17
<b>Total</b>	<b>94</b>	<b>94</b>	<b>\$14,093</b>	<b>\$149.93</b>	<b>102</b>	<b>96</b>	<b>\$15,706</b>	<b>\$163.6</b>	<b>99</b>	<b>93</b>	<b>\$16,347</b>	<b>\$175.77</b>	<b>(3)</b>	<b>(3)</b>	<b>\$641</b>	<b>\$12.17</b>
Discretionary - Appropriation	94	94	\$14,093	\$149.93	102	96	\$15,706	\$163.6	99	93	\$16,347	\$175.77	(3)	(3)	\$641	\$12.17

### NARRATIVE EXPLANATION OF CHANGES

**FTE Change FY 2017-2018:** The 2018 FTE request includes a decrease of 3 FTE resulting from a reduction in funding due to the hiring freeze.

**PCB Change FY 2017-2018:** The 2018 pay request reflects an increase associated with the annualization of 2017 pay increase, and a 2018 pay raise of 1.9 percent.

**Average Cost Change FY 2017-2018:** The 2018 pay request reflects an increased average cost change associated with the annualization of 2017 pay increase, and a 2018 pay raise of 1.9 percent.

### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$10,300	\$11,588	\$12,061	\$473
11.3 Other than Full-Time Permanent	\$453	\$291	\$303	\$12
11.5 Other Personnel Compensation	\$128	\$135	\$141	\$6
12.1 Civilian Personnel Benefits	\$3,212	\$3,692	\$3,842	\$150
<b>Total - Personnel Compensation and Benefits</b>	<b>\$14,093</b>	<b>\$15,706</b>	<b>\$16,347</b>	<b>\$641</b>
<b>Positions and FTE</b>				
Positions - Civilian	94	102	99	(3)
FTE - Civilian	94	96	93	(3)

## Office of Civil Rights and Civil Liberties – PPA

### Non Pay Budget Exhibits

### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office for Civil Rights and Civil Liberties	\$7,587	\$5,452	\$4,332	(\$1,120)
<b>Total</b>	<b>\$7,587</b>	<b>\$5,452</b>	<b>\$4,332</b>	<b>(\$1,120)</b>
Discretionary - Appropriation	\$7,587	\$5,452	\$4,332	(\$1,120)

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$318	\$257	\$115	(\$142)
23.1 Rental Payments to GSA	\$1,884	\$1,942	\$1,995	\$53
24.0 Printing and Reproduction	\$25	-	-	-
25.1 Advisory and Assistance Services	\$1,865	\$990	\$602	(\$388)
25.2 Other Services from Non-Federal Sources	\$885	\$415	-	(\$415)
25.3 Other Goods and Services from Federal Sources	\$2,456	\$1,783	\$1,580	(\$203)
25.7 Operation and Maintenance of Equipment	\$27	-	-	-
26.0 Supplies and Materials	\$105	\$65	\$40	(\$25)
31.0 Equipment	\$10	-	-	-
42.0 Insurance Claims and Indemnities	\$12	-	-	-
<b>Total - Non Pay Object Classes</b>	<b>\$7,587</b>	<b>\$5,452</b>	<b>\$4,332</b>	<b>(\$1,120)</b>



## Office of Civil Rights and Civil Liberties – PPA

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Travel	\$318	\$257	\$115	(\$142)
Inter/Intra Agency Agreements and Contractual Services	\$2,907	\$1,405	\$602	(\$803)
Services from Federal Sources (WCF)	\$4,210	\$3,725	\$3,575	(\$150)
Other Costs	\$152	\$65	\$40	(\$25)
<b>Total – Non Pay Cost Drivers</b>	<b>\$7,587</b>	<b>\$5,452</b>	<b>\$4,332</b>	<b>\$(1,120)</b>

### NARRATIVE EXPLANATION OF CHANGES

**FY 2018 Non- Pay Cost Driver- Travel:** CRCL travels in direct support of the Department’s priorities related to its Community Engagement and countering violent extremism outreach efforts. The Community Engagement Section expects to coordinate and participate in engagement events in at least 17 metropolitan areas with 15 regularly held roundtable meetings, and maintain engagement in Washington, DC; Chicago, IL; Los Angeles, CA; Boston, MA; Detroit, MI; Tampa/Orlando, FL; Columbus, OH; Seattle, WA; Atlanta, GA; Denver, CO; Houston, TX; New York, NY; Phoenix, AZ; and Minneapolis, MN.

**FY 2018 Non- Pay Cost Driver- IAAs and Contracts:** CRCL leverages contract support and interagency agreements to procure a variety of different services. See the chart labeled “Contracts & Interagency Agreements” above for more details.

**FY 2018 Non- Pay Cost Driver- Services from Federal Sources (WCF):** CRCL incurs expenses payable to the DHS Working Capital Fund (WCF), which is a fully reimbursable fund that finances a full range of support services to DHS for services provided. This centrally-managed account provides Department-wide functions, of which the top five activity costs are the following: GSA Rent; financial and accounting shared services; information technology; CLAN operations; and mail services. WCF allocates costs based on various algorithms, depending on the service provided.

**FY 2018 Non- Pay Cost Driver- Other Costs:** CRCL has budgeted for items such as training, paper, toner, training tools, books, and other office supplies and equipment.

---

***Office of the Citizenship and Immigration Services Ombudsman Details – PPA***

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Citizenship and Immigration Services Ombudsman	29	29	\$6,622	30	27	\$6,099	29	26	\$5,944	(1)	(1)	(\$155)
<b>Total</b>	<b>29</b>	<b>29</b>	<b>\$6,622</b>	<b>30</b>	<b>27</b>	<b>\$6,099</b>	<b>29</b>	<b>26</b>	<b>\$5,944</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$155)</b>
Subtotal Discretionary - Appropriation	29	29	\$6,622	30	27	\$6,099	29	26	\$5,944	(1)	(1)	(\$155)

## Office of the Citizenship and Immigration Services Ombudsman Details – PPA Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$6,272		
Transfers & Reprogrammings	\$350		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$6,622</b>	<b>\$6,099</b>	<b>\$5,944</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$6,622</b>	<b>\$6,099</b>	<b>\$5,944</b>
Collections – Reimbursable Resources	\$12	-	-
<b>Total Budget Resources</b>	<b>\$6,634</b>	<b>\$6,099</b>	<b>\$5,944</b>
Obligations (Actual/Projections/Estimates)	\$6,634	\$6,099	\$5,944
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	29	30	29
Enacted/Request FTE	29	27	26
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	30	30	29
FTE (Actual/Estimates/Projections)	30	27	26

## Office of the Citizenship and Immigration Services Ombudsman Details – PPA Collections – Reimbursable Resources

*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Law Enforcement Training Center Source	1	1	\$12	-	-	-	-	-	-
Total Collections	1	1	\$12	-	-	-	-	-	-

## Office of the Citizenship and Immigration Services Ombudsman Details – PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>29</b>	<b>29</b>	<b>\$6,272</b>
OSEM BTR	-	-	\$350
<b>Total Below Threshold Reprogrammings</b>	-	-	<b>\$350</b>
<b>FY 2016 Revised Enacted</b>	<b>29</b>	<b>29</b>	<b>\$6,622</b>
<b>FY 2017 Annualized CR</b>	<b>30</b>	<b>27</b>	<b>\$6,099</b>
<b>FY 2018 Base Budget</b>	<b>30</b>	<b>27</b>	<b>\$6,099</b>
Realignment to OSEM/OGC from OSEM/CISOMB due to OGC WCF Activity Costs Removal	-	-	(\$2)
Transfer to USM/CHCO from OSEM/CISOMB due to CHCO WCF Activity Costs Removal	-	-	(\$5)
Transfer to USM/CIO from OSEM/CISOMB due to CIO WCF Activity Costs Removal	-	-	(\$40)
Transfer to USM/CRSO from OSEM/CISOMB due to CRSO WCF Activity Costs Removal	-	-	(\$32)
<b>Total Transfers</b>	-	-	<b>(\$79)</b>
2018 Pay Raise	-	-	\$66
Annualization of 2017 Pay Raise	-	-	\$24
<b>Total, Pricing Increases</b>	-	-	<b>\$90</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>\$11</b>
<b>FY 2018 Current Services</b>	<b>30</b>	<b>27</b>	<b>\$6,110</b>
Base Absorption of Pay Raises	-	-	(\$90)
Reduction Due to Hiring Freeze	(1)	(1)	(\$76)
<b>Total, Program Decreases</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$166)</b>
<b>FY 2018 Request</b>	<b>29</b>	<b>26</b>	<b>\$5,944</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$155)</b>

### PPA Description

#### *Office of the Citizenship and Immigration Services Ombudsman*

CISOMB's staff is organized into four functional units that focus on assisting individuals and employers in resolving problems with U.S. Citizenship and Immigration Services (USCIS); identifying areas in which individuals and employers are experiencing systemic

issues with USCIS; and proposing changes in the administrative practices of USCIS to mitigate “pervasive and serious” problems. CISOMB works to resolve requests for assistance, issues policy recommendations to USCIS, engages with stakeholders in various ways including hosting an annual conference, and submits an Annual Report directly to Congress each year.

***Executive Division***

The CISOMB Executive Division functions as the liaison between the Ombudsman and DHS leaders, as well as the USCIS front office. The Executive Division approves policies and procedures, establishes program level priorities and deadlines, oversees planning, and provides guidance to the other divisions of the office. It also coordinates and directs dialogue with external stakeholders and facilitates interagency collaboration. This division conducts outreach through meetings and teleconferences with individuals, community-based organizations and other external stakeholders across the country.

***Operational Division***

This division provides programmatic support in the areas of human capital, budget, property and facilities; and monitors administrative policy implementation and compliance.

***Case Work Division***

This division assists individuals and employers in resolving case-specific immigration benefits problems in the areas of humanitarian, family, employment, and USCIS customer service/integrity.

***Policy Division***

This division analyzes stakeholder complaints and requests for assistance to identify trends and systemic issues; performs research and makes formal and informal recommendations to USCIS; drafts an annual report to Congress; and organizes the annual conference.

**Adjustments to Base Justification**

Adjustments to base include funding transfers out due to the removal of activities from the Working Capital Fund and reductions to non-pay cost categories to account for the annualization of the 2017 Pay Raise and the 2018 Pay Raise within base funding.

## Office of the Citizenship and Immigration Services Ombudsman Details - PPA FY 2018 Expenditure Plan

*Dollars in Thousands*

In response to direction provided in Senate Report 114-68, accompanying the FY 2016 Consolidated Appropriation Act (P.L. 114-113), expenditure plan information is being included for all PPAs within this account.

Office of Citizenship & Immigration Services Ombudsman Planned Obligations:							
Program Areas	Positions	Salaries and Benefits	Travel	Contracts/ IAAs	Other Expenses	Working Capital Fund (WCF)	Totals by Office
Executive Division	3	\$416	\$27	\$110	\$17	\$106	<b>\$675</b>
Policy Division	4	\$556	\$22	\$146	\$22	\$141	<b>\$886</b>
Casework Division	17	\$2,365	\$22	\$404	\$94	\$598	<b>\$3,483</b>
Operations Division	5	\$697	\$0	\$0	\$28	\$176	<b>\$901</b>
<b>Total</b>	<b>29</b>	<b>\$4,034</b>	<b>\$70</b>	<b>\$659</b>	<b>\$160</b>	<b>\$1,021</b>	<b>\$5,944</b>

### Contracts & Interagency Agreements

FY 2018 Contracts/ Interagency Agreements			
Office	Contract Description	Planned Obligation Amounts	Expected Contract Award Date (Quarter)
Policy Division	Annual Report costs	\$31	Q1
Policy Division	Annual Conference Rental	\$6	Q1
Executive Division	Mission Support Contractors	\$95	Q4
Policy Division	Mission Support Contractors	\$95	Q4
Casework Division	Mission Support Contractors	\$284	Q4
<b>Total Planned Contracts</b>		<b>\$509</b>	
Executive, Policy, Casework Divisions	Case Assistance Analytics and Data Integration (CAADI) O&M	\$150	Q2
<b>Total Planned IAAs</b>		<b>\$150</b>	
<b>TOTAL</b>		<b>\$659</b>	

**Obligation Schedule**

	<b>Q1 FY 2018 Planned</b>	<b>Q2 FY 2018 Planned</b>	<b>Q3 FY 2018 Planned</b>	<b>Q4 FY 2018 Planned</b>
Obligations	\$1,358	\$1,472	\$1,322	\$1,795
Obligations By Percent	23%	25%	22%	30%

**Appropriated Funds Comparison**

	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 Projected</b>
Personnel Compensation & Benefits	\$4,570	\$4,380	\$4,034
Travel	\$76	\$66	\$70
Contracts & IAAs	\$515	\$391	\$659
Other	\$144	\$169	\$160
WCF	\$1,317	\$1,093	\$1,021
<b>Total</b>	<b>\$6,622</b>	<b>\$6,099</b>	<b>\$5,944</b>

.



## Office of the Citizenship and Immigration Services Ombudsman Details – PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Citizenship and Immigration Services Ombudsman	29	29	\$4,570	\$157.59	30	27	\$4,380	\$162.22	29	26	\$4,034	\$155.15	(1)	(1)	(\$346)	(\$7.07)
<b>Total</b>	<b>29</b>	<b>29</b>	<b>\$4,570</b>	<b>\$157.59</b>	<b>30</b>	<b>27</b>	<b>\$4,380</b>	<b>\$162.22</b>	<b>29</b>	<b>26</b>	<b>\$4,034</b>	<b>\$155.15</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$346)</b>	<b>(\$7.07)</b>
Discretionary - Appropriation	29	29	\$4,570	\$157.59	30	27	\$4,380	\$162.22	29	26	\$4,034	\$155.15	(1)	(1)	(\$346)	(\$7.07)

### NARRATIVE EXPLANATION OF CHANGES

**FTE Change FY 2017-2018:** The 2018 FTE request includes a decrease of 1 FTE resulting from a reduction in funding due to the hiring freeze.

**PCB Change FY 2017-2018:** The 2018 pay request reflects a decrease associated with the reduction of 1 FTE.

**Average Cost Change FY 2017-2018:** The 2018 pay request reflects a decreased average cost change associated with reduction of FTE and average grade.

### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$3,344	\$3,156	\$2,907	(\$249)
11.3 Other than Full-Time Permanent	\$110	\$28	\$26	(\$2)
11.5 Other Personnel Compensation	\$21	\$26	\$24	(\$2)
12.1 Civilian Personnel Benefits	\$1,095	\$1,170	\$1,077	(\$93)
<b>Total - Personnel Compensation and Benefits</b>	<b>\$4,570</b>	<b>\$4,380</b>	<b>\$4,034</b>	<b>(\$346)</b>
<b>Positions and FTE</b>				
Positions - Civilian	29	30	29	(1)
FTE - Civilian	29	27	26	(1)

## Office of the Citizenship and Immigration Services Ombudsman Details – PPA Non Pay Budget Exhibits

### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Citizenship and Immigration Services Ombudsman	\$2,052	\$1,719	\$1,910	\$191
<b>Total</b>	<b>\$2,052</b>	<b>\$1,719</b>	<b>\$1,910</b>	<b>\$191</b>
Discretionary - Appropriation	\$2,052	\$1,719	\$1,910	\$191

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$76	\$66	\$70	\$4
23.1 Rental Payments to GSA	\$571	\$588	\$564	(\$24)
24.0 Printing and Reproduction	\$25	-	-	-
25.1 Advisory and Assistance Services	\$508	-	\$503	\$503
25.2 Other Services from Non-Federal Sources	\$36	\$99	\$95	(\$4)
25.3 Other Goods and Services from Federal Sources	\$753	\$646	\$458	(\$188)
25.7 Operation and Maintenance of Equipment	\$35	\$250	\$150	(\$100)
26.0 Supplies and Materials	\$35	\$70	\$70	-
31.0 Equipment	\$13	-	-	-
<b>Total - Non Pay Object Classes</b>	<b>\$2,052</b>	<b>\$1,719</b>	<b>\$1,910</b>	<b>\$191</b>

## Office of the Citizenship and Immigration Services Ombudsman Details – PPA Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Travel	\$76	\$66	\$70	\$4
Inter/Intra Agency Agreements and Contractual Services	\$515	\$305	\$659	\$354
Services from Federal Sources (WCF)	\$1,317	\$1,179	\$1,021	(\$158)
Other Costs	\$144	\$169	\$160	(\$9)
<b>Total – Non Pay Cost Drivers</b>	<b>\$2,052</b>	<b>\$1,719</b>	<b>\$1,910</b>	<b>\$191</b>

### NARRATIVE EXPLANATION OF CHANGES

**FY 2018 Non- Pay Cost Driver- Travel:** CISOMB travel is directly related to its statutory mission to identify systemic issues. The Ombudsman travels to meet with a variety of stakeholders across the country, including USCIS leadership at their facilities. Site visits are critical to the office's review of USCIS' operations, practices, and procedures, providing the opportunity for the Ombudsman to learn important information used in the drafting of recommendations and other policy work.

**FY 2018 Non- Pay Cost Driver- IAAs and Contracts:** CISOMB leverages contract support and interagency agreements to procure a variety of different services. See the chart labeled "Contracts & Interagency Agreements" above for more details.

**FY 2018 Non- Pay Cost Driver- Services from Federal Sources (WCF):** CISOMB incurs expenses payable to the DHS Working Capital Fund (WCF), which is a fully reimbursable fund that finances a full range of support services to DHS for services provided. This centrally-managed account provides Department-wide functions, of which the top five activity costs are the following: GSA Rent; financial and accounting shared services; information technology; CLAN operations; and mail services. WCF allocates costs based on various algorithms, depending on the service provided.

**FY 2018 Non- Pay Cost Driver- Other Costs:** CISOMB has budgeted for items such as training, paper, toner, training tools, books, and other office supplies and equipment.

*Privacy Office– PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Privacy Office	40	40	\$8,209	43	39	\$7,713	42	38	\$7,501	(1)	(1)	(\$212)
<b>Total</b>	<b>40</b>	<b>40</b>	<b>\$8,209</b>	<b>43</b>	<b>39</b>	<b>\$7,713</b>	<b>42</b>	<b>38</b>	<b>\$7,501</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$212)</b>
Subtotal Discretionary - Appropriation	40	40	\$8,209	43	39	\$7,713	42	38	\$7,501	(1)	(1)	(\$212)

**Privacy Office – PPA**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$7,969		
Transfers & Reprogrammings	\$240		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$8,209</b>	<b>\$7,713</b>	<b>\$7,501</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$8,209</b>	<b>\$7,713</b>	<b>\$7,501</b>
Collections – Reimbursable Resources	\$345	\$550	\$750
<b>Total Budget Resources</b>	<b>\$8,554</b>	<b>\$8,263</b>	<b>\$8,251</b>
Obligations (Actual/Projections/Estimates)	\$8,554	\$8,263	\$8,251
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	40	43	42
Enacted/Request FTE	40	39	38
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	42	43	42
FTE (Actual/Estimates/Projections)	42	39	38

## Privacy Office – PPA Collections – Reimbursable Resources

*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Department of Homeland Security Source	-	-	-	-	-	\$550	-	-	\$750
Department of Homeland Security - Federal Emergency Management Agency Source	1	1	\$145	-	-	-	-	-	-
Department of Homeland Security - US Immigration and Customs Enforcement Source	1	1	\$200	-	-	-	-	-	-
<b>Total Collections</b>	<b>2</b>	<b>2</b>	<b>\$345</b>	<b>-</b>	<b>-</b>	<b>\$550</b>	<b>-</b>	<b>-</b>	<b>\$750</b>

**Privacy Office – PPA**  
**Summary of Budget Changes**  
*Dollars in Thousands*

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2016 Enacted</b>	<b>40</b>	<b>40</b>	<b>\$7,969</b>
OSEM BTR	-	-	\$240
<b>Total Below Threshold Reprogrammings</b>	-	-	<b>\$240</b>
<b>FY 2016 Revised Enacted</b>	<b>40</b>	<b>40</b>	<b>\$8,209</b>
<b>FY 2017 Annualized CR</b>	<b>43</b>	<b>39</b>	<b>\$7,713</b>
<b>FY 2018 Base Budget</b>	<b>43</b>	<b>39</b>	<b>\$7,713</b>
Realignment to OSEM/OGC from OSEM/PRIV due to OGC WCF Activity Costs Removal	-	-	(\$5)
Transfer to A&O from OSEM/PRIV due to A&O WCF Activity Costs Removal	-	-	(\$1)
Transfer to USM/CHCO from OSEM/PRIV due to CHCO WCF Activity Costs Removal	-	-	(\$3)
Transfer to USM/CIO from OSEM/PRIV due to CIO WCF Activity Costs Removal	-	-	(\$48)
Transfer to USM/CRSO from OSEM/PRIV due to CRSO WCF Activity Costs Removal	-	-	(\$50)
<b>Total Transfers</b>	-	-	<b>(\$107)</b>
2018 Pay Raise	-	-	\$79
Annualization of 2017 Pay Raise	-	-	\$29
<b>Total, Pricing Increases</b>	-	-	<b>\$108</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>\$1</b>
<b>FY 2018 Current Services</b>	<b>43</b>	<b>39</b>	<b>\$7,714</b>
Base Absorption of Pay Raises	-	-	(\$108)
Reduction Due to Hiring Freeze	(1)	(1)	(\$105)
<b>Total, Program Decreases</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$213)</b>
<b>FY 2018 Request</b>	<b>42</b>	<b>38</b>	<b>\$7,501</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(1)</b>	<b>(1)</b>	<b>(\$212)</b>

**PPA Description*****Privacy Office***

The DHS Privacy Office is the first statutorily created privacy office in any Federal agency, as set forth in Section 222 of the Homeland Security Act, as amended. The mission of the Privacy Office is to protect individuals by embedding and enforcing privacy protections and transparency in all DHS activities. Since its inception, the Privacy Office has implemented its statutory mandate to ensure that privacy protections and transparency are embedded into the lifecycle of homeland security programs, systems, processes and services.

The work of the Privacy Office supports all DHS missions. We work with every component to foster a culture of disclosure and to ensure that privacy considerations are addressed when planning or updating any program, system, or initiative. In particular, we strive to ensure that technologies used at the Department sustain, and do not erode, privacy protections. To do this, we use the DHS Fair Information Practice Principles as our policy framework to enhance privacy protections by assessing the nature and purpose for all personally identifiable information collected to fulfill the Department's mission. Additionally, through training, outreach, and participation in program development and key departmental agreements, the office advances and supports the important cross-cutting privacy and disclosure issues faced by the Department.

***FOIA Team***

The FOIA Team coordinates Department-level compliance with FOIA by developing Department-wide policy needed to implement important FOIA initiatives. Additionally, the FOIA Team performs coordination and oversight of Component FOIA operations, provides FOIA training, and prepares required annual reports of the Department's FOIA performance activities. The FOIA Team also processes initial FOIA and Privacy Act requests on behalf of the Office of the Secretary and nine DHS Components.

***Policy and Oversight Team***

The Policy and Oversight Team bears primary responsibility for the development of DHS privacy policy, as well as providing subject matter expertise and support for policy development throughout the Department in areas that affect individual privacy. It will implement accountability and continuous improvement of DHS privacy processes and programs by conducting Privacy Compliance Reviews and investigations, managing privacy incidents, and providing response and redress for privacy complaints. In addition, it carries out critical functions involving privacy training and outreach.

***Security, Safeguarding and Information Sharing Team***

The Security, Safeguarding and Information Sharing Team provides subject matter expertise and support for policy development throughout the Department in areas that affect individual privacy such as information sharing, enterprise data management, cybersecurity, and international engagement.



***Compliance Team***

The Compliance Team oversees the privacy compliance activities for the Department, including supporting Component privacy professionals and programs in completing the required privacy documentation and reporting. In addition, team responsibilities include managing reviews of intelligence products, and providing privacy support for DHS intelligence activities.

***Privacy Administrative Coordination Team***

The Privacy Administrative Coordination Team (PACT) focuses on ensuring the efficiency of office operations and recruiting and maintaining a superior workforce of talented subject-matter experts. In addition to providing administrative support for key Privacy Office functions, this team manages resources, planning, official correspondence, workforce policy, staff development, resilience, and infrastructure requirements.

**Adjustments to Base Justification**

Adjustments to base include funding transfers out due to the removal of activities from the Working Capital Fund and reductions to non-pay cost categories to account for the annualization of the 2017 Pay Raise and the 2018 Pay Raise within base funding.

**Privacy Office – PPA**  
**FY 2018 Expenditure Plan**  
*Dollars in Thousands*

In response to direction provided in Senate Report 114-68, accompanying the FY 2016 Consolidated Appropriation Act (P.L. 114-113), expenditure plan information is being included for all PPAs within this account.

<b>Privacy Office Planned Obligations:</b>							
<b>Program Areas</b>	<b>Positions</b>	<b>Salaries and Benefits</b>	<b>Travel</b>	<b>Contracts/ IAAs</b>	<b>Other Expenses</b>	<b>Working Capital Fund (WCF)</b>	<b>Totals by Office</b>
PRIV Front Office	4	\$575	\$50	\$207	\$2	\$112	<b>\$947</b>
Administrative Coordination Team	5	\$719	\$0	\$0	\$3	\$140	<b>\$862</b>
FOIA	14	\$2,013	\$0	\$0	\$9	\$393	<b>\$2,414</b>
Policy and Oversight	8	\$1,150	\$0	\$0	\$5	\$224	<b>\$1,379</b>
Compliance	5	\$719	\$0	\$0	\$3	\$140	<b>\$862</b>
Security, Information Sharing and Safeguarding	6	\$864	\$0	\$0	\$4	\$169	<b>\$1,036</b>
<b>Total</b>	<b>42</b>	<b>\$6,040</b>	<b>\$50</b>	<b>\$207</b>	<b>\$26</b>	<b>\$1,178</b>	<b>\$7,501</b>

**Contracts & Interagency Agreements**

<b>FY 2018 Contracts/ Interagency Agreements</b>			
<b>Office</b>	<b>Contract Description</b>	<b>Planned Obligation Amounts</b>	<b>Expected Contract Award Date (Quarter)</b>
PRIV Front Office	International Association of Privacy Professionals	\$10	Q3
PRIV Front Office	Tech Op Solutions	\$184	Q1
PRIV Front Office	OPM Credit Monitoring	\$1	Q2
PRIV Front Office	SES Employee Engagement Initiative / PALMS	\$7	Q2

FY 2018 Contracts/ Interagency Agreements			
Office	Contract Description	Planned Obligation Amounts	Expected Contract Award Date (Quarter)
<b>Total Planned Contracts</b>		<b>\$202</b>	
PRIV Front Office	IAA with the USCG for FOIA Appeals	\$5	Q1
<b>Total Planned IAAs</b>		<b>\$5</b>	
<b>TOTAL</b>		<b>\$207</b>	

### Obligation Schedule

	Q1 FY 2018 Planned	Q2 FY 2018 Planned	Q3 FY 2018 Planned	Q4 FY 2018 Planned
Obligations	\$2,013	\$1,832	\$1,834	\$1,824
Obligations By Percent	27%	24%	24%	24%

### Appropriated Funds Comparison

	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 Projected
Personnel Compensation & Benefits	\$5,878	\$5,809	\$6,040
Travel	\$55	\$33	\$50
Contracts & IAAs	\$512	\$505	\$207
Other	\$232	\$63	\$26
WCF	\$1,532	\$1,303	\$1,178
<b>Total</b>	<b>\$8,209</b>	<b>\$7,713</b>	<b>\$7,501</b>

## Privacy Office - PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Privacy Office	40	40	\$5,878	\$146.95	43	39	\$5,809	\$148.95	42	38	\$6,040	\$158.95	(1)	(1)	\$231	\$10
<b>Total</b>	<b>40</b>	<b>40</b>	<b>\$5,878</b>	<b>\$146.95</b>	<b>43</b>	<b>39</b>	<b>\$5,809</b>	<b>\$148.95</b>	<b>42</b>	<b>38</b>	<b>\$6,040</b>	<b>\$158.95</b>	<b>(1)</b>	<b>(1)</b>	<b>\$231</b>	<b>\$10</b>
Discretionary - Appropriation	40	40	\$5,878	\$146.95	43	39	\$5,809	\$148.95	42	38	\$6,040	\$158.95	(1)	(1)	\$231	\$10

### NARRATIVE EXPLANATION OF CHANGES

**FTE Change FY 2017-2018:** The 2018 FTE request includes a decrease of 1 FTE resulting from a reduction in funding due to the hiring freeze.

**PCB Change FY 2017-2018:** The 2018 pay request reflects an increase associated with the annualization of 2017 pay increase, and a 2018 pay raise of 1.9 percent.

**Average Cost Change FY 2017-2018:** The 2018 pay request reflects an increased average cost change associated with the annualization of 2017 pay increase, and a 2018 pay raise of 1.9 percent.

### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$4,125	\$4,195	\$4,362	\$167
11.3 Other than Full-Time Permanent	\$274	\$325	\$338	\$13
11.5 Other Personnel Compensation	\$62	\$53	\$55	\$2
12.1 Civilian Personnel Benefits	\$1,417	\$1,236	\$1,285	\$49
<b>Total - Personnel Compensation and Benefits</b>	<b>\$5,878</b>	<b>\$5,809</b>	<b>\$6,040</b>	<b>\$231</b>
<b>Positions and FTE</b>				
Positions - Civilian	40	43	42	(1)
FTE - Civilian	40	39	38	(1)

**Privacy Office – PPA**  
**Non Pay Budget Exhibits**

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Privacy Office	\$2,331	\$1,904	\$1,461	(\$443)
<b>Total</b>	<b>\$2,331</b>	<b>\$1,904</b>	<b>\$1,461</b>	<b>(\$443)</b>
Discretionary - Appropriation	\$2,331	\$1,904	\$1,461	(\$443)

**Non Pay by Object Class**

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$55	\$33	\$50	\$17
23.1 Rental Payments to GSA	\$504	\$504	\$514	\$10
25.1 Advisory and Assistance Services	\$144	-	-	-
25.2 Other Services from Non-Federal Sources	\$288	\$505	\$207	(\$298)
25.3 Other Goods and Services from Federal Sources	\$1,160	\$799	\$664	(\$135)
26.0 Supplies and Materials	\$26	\$63	\$26	(\$37)
31.0 Equipment	\$153	-	-	-
42.0 Insurance Claims and Indemnities	\$1	-	-	-
<b>Total - Non Pay Object Classes</b>	<b>\$2,331</b>	<b>\$1,904</b>	<b>\$1,461</b>	<b>(\$443)</b>

## Privacy Office – PPA Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Travel	\$55	\$33	\$50	\$17
Inter/Intra Agency Agreements and Contractual Services	\$512	\$505	\$207	(\$298)
Services from Federal Sources (WCF)	\$1,532	\$1,303	\$1,178	(\$125)
Other Costs	\$232	\$63	\$26	(\$37)
<b>Total – Non Pay Cost Drivers</b>	<b>\$2,331</b>	<b>\$1,904</b>	<b>\$1,461</b>	<b>(\$443)</b>

### NARRATIVE EXPLANATION OF CHANGES

**FY 2018 Non- Pay Cost Driver- Travel:** PRIV travels to directly support the Department's priorities related to: training DHS units, and other law enforcement agencies pursuant to the 9/11 Commission Act; engagement with international counterparts to negotiate information-sharing agreements; and the conduct of in-person meetings of the Data Privacy and Integrity Advisory Committee, comprised of private-sector and nonprofit experts.

**FY 2018 Non- Pay Cost Driver- IAAs and Contracts:** PRIV leverages contract support and interagency agreements to procure a variety of different services. See the chart labeled "Contracts & Interagency Agreements" above for more details.

**FY 2018 Non- Pay Cost Driver- Services from Federal Sources (WCF):** PRIV incurs expenses payable to the DHS Working Capital Fund (WCF), which is a fully reimbursable fund that finances a full range of support services to DHS for services provided. This centrally-managed account provides Department-wide functions, of which the top five activity costs are the following: GSA Rent; financial and accounting shared services; information technology; CLAN operations; and mail services. WCF allocates costs based on various algorithms, depending on the service provided.

**FY 2018 Non- Pay Cost Driver- Other Costs:** PRIV has budgeted for items such as training, paper, toner, training tools, books, and other office supplies and equipment.

**Department of Homeland Security**  
*Office of the Under Secretary for Management*  
**Budget Overview**



**Fiscal Year 2018**  
**Congressional Justification**

## Table of Contents

<i>Office of the Under Secretary for Management .....</i>	<b>1</b>
<b>Appropriation Organization Structure.....</b>	<b>3</b>
<b>Strategic Context.....</b>	<b>4</b>
Component Contributions to Achieving Departmental Missions .....	6
Mature and Strengthen Homeland Security .....	7
<b>Budget Comparison and Adjustments .....</b>	<b>17</b>
<b>Personnel Compensation and Benefits.....</b>	<b>19</b>
<b>Non Pay Budget Exhibits.....</b>	<b>20</b>
<b>Supplemental Budget Justification Exhibits .....</b>	<b>21</b>



## Office of the Under Secretary for Management

### Appropriation Organization Structure

Organization Name	Level	Fund Type (* Includes Defense Funding)
<b>Office of the Under Secretary for Management</b>	<b>Component</b>	
<b>Operations and Support</b>	<b>Appropriation</b>	
Immediate Office of the Under Secretary of Management	PPA	Discretionary - Appropriation
Office of the Chief Readiness Support Officer	PPA	Discretionary - Appropriation
Office of the Chief Human Capital Officer	PPA	Discretionary - Appropriation
Office of the Chief Security Officer	PPA	Discretionary - Appropriation
Office of the Chief Procurement Officer	PPA	Discretionary - Appropriation
Office of the Chief Financial Officer	PPA	Discretionary - Appropriation
Office of the Chief Information Officer	PPA	Discretionary - Appropriation
<b>Procurement, Construction, and Improvements</b>	<b>Appropriation</b>	
Construction and Facility Improvements	PPA	Discretionary - Appropriation
Mission Support Assets and Infrastructure	PPA	Discretionary - Appropriation
<b>Research and Development</b>	<b>Appropriation</b>	Discretionary - Appropriation

## Office of the Under Secretary for Management Strategic Context

---

### Component Overview

The Under Secretary for Management (USM) is comprised of the following mission-oriented programs that support achievement of the DHS strategic missions, goals, and objectives.

***Under Secretary for Management:*** The Under Secretary for Management (USM) program is responsible for Department-wide mission support services and oversight for all management functions. Key capabilities include information technology, budget and financial management, procurement and acquisition, human capital, security, and logistics and facilities.

***Immediate Office of the Under Secretary for Management:*** The Immediate Office of the Under Secretary for Management's primary mission is to provide leadership and oversight for all Departmental management line of business functions, including information technology, security, budget and financial management, procurement and acquisition, human capital, and administrative services.

***Office of the Chief Readiness Support Officer:*** The Office of the Chief Readiness Support Officer (OCRSO) is responsible for the overall leadership, internal controls and oversight of Department-wide logistics; asset life-cycle management, including aircraft, motor vehicles, ships, boats and sensitive assets, real property, personal property, environmental management, historic preservation, and energy. The OCRSO focuses on delivering affordable readiness by providing economical support products and services that enable employees across DHS the ability to perform the missions of the Department effectively. The OCRSO team accomplishes this through building partnerships and collaboration, leveraging best practices, and fostering innovation.

***Office of the Chief Human Capital Officer:*** 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 the OCHCO is critical to supporting and enabling the Secretary's workforce strategy, which centers around four key goals: building an effective, mission-focused, diverse, and inspiring cadre of leaders; recruiting a highly qualified and diverse workforce; retaining an engaged workforce; and solidifying a unified DHS culture of mission performance, adaptability, accountability, and results.

***Office of the Chief Procurement Officer:*** The Office of the Chief Procurement Officer (OCPO) is responsible for the overall management, administration, and oversight of Department-wide acquisition, financial assistance, strategic sourcing, and competitive sourcing programs, including direct management and oversight of the Office of Procurement Operations. OCPO activities include oversight and strategic support; policy and acquisition workforce issues; procurement ombudsman and industry liaison; and, small and disadvantaged business utilization. The DHS procurement mission is to effectively deliver mission capability through the contracting of critical supplies and services.

***Office of the Chief Security Officer:*** The Office of the Chief Security Officer (OCSO) leads the collaborative security program to safeguard DHS people, information, and property. The office develops, implements, and oversees the Department's security policies, programs, and standards; delivers security training and education to DHS personnel; and provides security support to DHS Components. The office manages operational security systems and HSPD-12 card issuance for the Department. Additionally, the OCSO provides liaison support to the intelligence community on security matters affecting DHS.

***Office of the Chief Financial Officer:*** The mission of the Office of the Chief Financial Officer (OCFO) is to ensure that the funds necessary to carry out the Department's mission are obtained, allocated, and spent in support of the Department's priorities and in accordance with law and policies. The OCFO provides timely, accurate, and actionable financial information to decision makers and stakeholders; integrates performance and develop program plans and budgets that are well-justified and balanced to support DHS priorities; provides assurance that internal controls are effective; provides quality, cost-effective financial management services and operations; develops and maintains financial and resource management skillsets to ensure sustained achievement of the DHS CFO mission; and strengthens financial assistance accountability.

***Office of the Chief Information Officer:*** The Department of Homeland Security (DHS) Office of the Chief Information Officer (OCIO), in collaboration with the DHS Chief Information Officer Council, is responsible for implementing the programs necessary to align DHS's Information Technology (IT) personnel, resources, and assets, including all systems and infrastructure, to support Department-wide missions and activities. OCIO's mission is to provide DHS and its partners with the IT services required to lead a unified national effort to prevent and deter terrorist attacks as well as protect against and respond to threats and hazards.

***Mission Support Assets and Infrastructure:*** The Mission Support Assets and Infrastructure program acquires the enterprise assets and information technology systems and services that support business administrative services and back office operations.

***Construction and Facility Improvements:*** The Construction and Facility Improvements program supports the improvement of existing owned or leased facilities and real property, and the construction of new facilities.

### Component Contributions to Achieving Departmental Missions

The table below shows the alignment of the DMO programs to the DHS Missions and Mature and Strengthen Homeland Security.

Programs	DHS Missions					*Mature and Strengthen Homeland Security
	*Prevent Terrorism and Enhance Security	*Secure and Manage Our Borders	*Enforce and Administer Our Immigration Laws	*Safeguard and Secure Cyberspace	*Strengthen National Preparedness and Resilience	
Immediate Office of the Under Secretary for Management						100%
Office of the Chief Readiness Support Officer						100%
Office of the Chief Human Capital Officer						100%
Office of the Chief Procurement Officer						100%
Office of the Chief Security Officer						100%
Office of the Chief Financial Officer						100%
Office of the Chief Information Officer						100%
Mission Support Assets and Infrastructure						100%
Construction and Facility Improvements						100%

*\*Totals account for rounding*

## Mature and Strengthen Homeland Security

### *Resources Requested*

DMO resources supporting *Mature and Strengthen Homeland Security* are provided in the table below.

\$ in thousands

Program Name	FY 2016 Revised Enacted		FY 2017 Annualized CR		FY 2018 President's Budget	
	\$	FTE	\$	FTE	\$	FTE
Immediate Office of the Under Secretary for Management	3,732	17	3,291	17	6,867	24
Office of the Chief Readiness Support Officer	124,518	103	119,585	103	70,900	120
Office of the Chief Human Capital Officer	29,652	137	39,635	208	56,852	270
Office of the Chief Procurement Officer	60,369	308	96,000	558	102,615	533
Office of the Chief Security Officer	68,991	257	67,246	257	74,963	298
Office of the Chief Financial Officer	56,394	228	60,142	270	66,369	275
Office of the Chief Information Officer	396,692	382	379,115	401	320,110	495
Mission Support Assets and Infrastructure	70,932	-	71,558	-	69,988	-
Construction and Facility Improvements	125,801	-	125,562	-	-	-
<b>Total</b>	937,081	1,432	962,134	1,814	768,664	2,015

### *Performance Measures*

For *Mature and Strengthen Homeland Security*, Management Measures are displayed to provide a more thorough context of expected performance results.

Management Measures*The Office of the Chief Financial Officer*

<b>Measure:</b> Cost per vendor invoice						
<b>Description:</b> This measure is an indicator of how efficiently the Department pays invoices and is intended to help Chief Financial Officers determine the unit cost for processing invoices. Due to the high number of vendor invoices paid by the Department, small increases in efficiency can impact the results. The elements that are included in the calculation are the total direct cost of the accounts payable function, which is the total cost for providing services to pay vendor invoices, and the number of invoices paid to contractors and service providers.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	<=\$56	<=\$62	<=\$62	<=\$61
<b>Result:</b>	N/A	N/A	\$57.38	\$52.95	N/A	N/A

<b>Measure:</b> Interest penalties paid on all invoices (per \$1 million in total payments)						
<b>Description:</b> This measure reflects the amount of interest penalties incurred by the Department of Homeland Security for late payment of invoices submitted by vendors that provided goods and services to the Government. The Prompt Payment Act requires that Federal agencies pay all approved vendor invoices in a timely manner. The Act assesses late interest penalties against agencies that pay vendors after a payment due date. Reducing the amount of interest paid ensures that all Department of Homeland Security vendors are paid in a timely manner without additional cost to the Government.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	<=\$160	<=\$160	<=\$150	<=\$50	<=\$50	<=\$50
<b>Result:</b>	\$68.64	\$113.67	\$23.89	\$52.81	N/A	N/A

<b>Measure:</b> Percent of vendors paid electronically						
<b>Description:</b> This measure reflects the percent of vendors that are paid using Electronic Funds Transfer for payment of invoices. The Debt Collection Improvement Act requires the use of Electronic Funds Transfer for most Federal payments. An Electronic Funds Transfer is any transmission of monies, other than by cash, check, or similar paper, made through an electronic means. The Treasury Department indicates that it costs the Government \$0.98 to issue a payment by check and \$0.10 to issue an Electronic Funds Transfer payment. Payments made electronically reduce the administrative cost to the Government.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	98%	98%	98%	98%	98%	98%
<b>Result:</b>	99.9%	99.8%	99.5%	99.9%	N/A	N/A

<b>Measure:</b> Total instances of material weakness conditions identified by the independent auditor in their report on the DHS financial statements						
<b>Description:</b> The number reported is the total instances of material weakness conditions in both the DHS Office of Financial Management and DHS components identified in the integrated financial statement audit by the independent public auditor. A material weakness is a deficiency significant enough to be reported outside the agency.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	<9	<5	<2	<2	<2	<2
<b>Result:</b>	2	2	5	3	N/A	N/A

*The Office of the Chief Human Capital Officer*

<b>Measure:</b> Percent of favorable responses by DHS employees on the annual employee survey						
<b>Description:</b> This measure reflects the average percent of positive responses to the 39 questions which make up the four Human Capital Assessment and Accountability Framework Indices (HCAAF) on the annual employee survey. The U.S. Office of Personnel Management (OPM) has determined the make up of the four HCAAF Indices as: Leadership and Knowledge Management; Results-Oriented Performance Culture; Talent Management; and Job Satisfaction. Employee surveys are conducted annually to gauge employees' perceptions on whether they are effectively led and managed, if they have opportunities to grow professionally and advance in their careers, and if their contributions are valued and recognized. The survey results are used by DHS agency managers to address human capital management issues and improve agency performance in these areas.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	53%	54%	55%	56%	57%	58%
<b>Result:</b>	50%	48%	47%	50%	N/A	N/A
<b>Measure:</b> Percent of favorable responses by DHS employees on the Employee Engagement Index of the annual employee survey						
<b>Description:</b> This measure is based on positive response rates by DHS employees to the Employee Engagement Index of the annual Federal Employee Viewpoint Survey administered by the Office of Personnel Management. The Employee Engagement Index is comprised of three sub-indices – Leaders Lead, Supervisors, and Intrinsic Work Experiences.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	N/A	56%	57%	58%
<b>Result:</b>	N/A	N/A	N/A	56%	N/A	N/A

<b>Measure:</b> Percent of planned USSS Special Agents in the workforce						
<b>Description:</b> This measure gauges DHS's ability to hire and retain an adequate number of USSS special agents (federal job series 1811) to perform their protective and investigative missions. USSS special agents perform a highly visible and critical mission that requires a specialized skill set that is often difficult to hire into the DHS workforce. This measure reflects the ability to both hire and retain special agents compared to the planned staffing level projected by the USSS. The fill rate measure is particularly useful for it gauges both our ability to hire and retain special agents compared to the planned staffing level projected by the USSS. These agents are critical to goals related to protecting the President and other key leaders, visiting dignitaries, special events, and a number of investigative activities.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	N/A	N/A	98.5%	98.5%
<b>Result:</b>	N/A	N/A	N/A	N/A	N/A	N/A

<b>Measure:</b> Percent of veteran hires among total DHS hires in each fiscal year						
<b>Description:</b> This measure reflects the percentage of new Veteran hires for each fiscal year based on the total number of DHS new hires. As part of the President's Executive Order 13518 (November 9, 2009), on the Employment of Veterans in the Federal Government, the Council on Veterans Employment is required to establish performance goals to assess the effectiveness of the government-wide Veterans Employment Initiative.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	25%	25%	25%	25%	25%	25%
<b>Result:</b>	24.5%	27.6%	27.1%	24.1%	N/A	N/A

*The Office of the Chief Information Officer*

<b>Measure:</b> Cost per help desk ticket						
<b>Description:</b> This measure identifies the relative efficiency of help desk support and evaluate decisions on alternate service providers in support of cost savings and efficiency. In this measure, the total spend for help desk operations is divided by the total count of help desk tickets opened for the period being measured. The result is the average cost per ticket to deliver help desk services to end users, and is the DHS aggregate from all the Components.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	<=\$27	<=\$24	<=\$22	<=\$22
<b>Result:</b>	N/A	N/A	\$15.79	\$22.59	N/A	N/A



<b>Measure:</b> DHS enterprise architecture maturity score						
<b>Description:</b> Based on GAO standards, this measure reflects the overall capability of DHS to mature its Enterprise Architecture (EA). The development of the EA's maturity is based on a scale of 1 to 6 representing the stages of maturity in GAO's Framework for Assessing and Improving Enterprise Architecture Management (GAO-10-846G), with 5 being the end target for "fully capable to mature" where the enterprise is expanding and evolving the EA and its use for institutional transformation. Enterprise architecture defines the relationship between an agency's mission, business processes, information, and supporting technologies. It illustrates how the business processes and technology support the mission. Having a clearly documented, mature EA is critical to the organization's success because it describes the technology and information needed to perform the mission, and includes descriptions of how the architecture of the organization should be changed in order to respond to changes in the mission.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	5	5	4.6	4.7	4.8	4.9
<b>Result:</b>	4.22	4.56	4.6	4.7	N/A	N/A

<b>Measure:</b> Percent of DHS users that are required to use PIV cards for network access						
<b>Description:</b> This measure tracks the percent of DHS employees and contractors that are required to use their Personal Identity Verification (PIV) card to access the DHS network.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	90%	100%	100%	100%
<b>Result:</b>	N/A	N/A	95%	98%	N/A	N/A

<b>Measure:</b> Percent of information technology endpoint assets migrated to the DHS Continuous Diagnostic and Mitigation dashboard (QTRLY)						
<b>Description:</b> This measure gauges the percent of IT endpoint assets, such as workstations, servers, and laptops that have implemented or receive coverage from the tools selected by DHS for the Federal Continuous Diagnostic and Mitigation (CDM) Phase I Program to replace the current DHS tools implemented by the Components that are disparate and cannot be normalized efficiently. This will create one tool set that all of DHS IT endpoints will be using to continuously monitor their assets' security and mitigate vulnerabilities. The current expectation is to implement the tools at the Components through FY 2017. Implementing this also automates reporting to the Office of Management and Budget and Federal Network Resilience for Federal Information Security Management Act reporting.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	N/A	N/A	40%	75%
<b>Result:</b>	N/A	N/A	N/A	N/A	N/A	N/A

*The Office of the Chief Procurement Officer*

<b>Measure:</b> Average rating from Small Business Administration (SBA) Small Business Procurement Scorecard						
<b>Description:</b> This measure reflects an overall performance assessment rating for the DHS Socio-Economic Contracting Program from SBA on an annual basis. The letter rating is an aggregate assessment for DHS across three program areas: prime contracting achievement, subcontracting achievement, and progress plan towards meeting specific prime and subcontracting goals. The measure is derived from applying a weighted assessment across all three areas, with six potential grade ranges and is converted to a numerical score to the purposes of reporting internally. (A+=5, A=4, B=3, C=2, D=1, F=0).						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	4	4	4	4	4	4
<b>Result:</b>	4	4	4	4	N/A	N/A

<b>Measure:</b> Past Performance Information Retrieval System (PPIRS) compliance rate						
<b>Description:</b> This measure depicts compliance with the requirement to evaluate and document federal contractor's performance. These evaluations are performed in the Contractor Performance Assessment Reporting System and maintained in the Past Performance Information Retrieval System. The evaluations are used to inform future award decisions to ensure the government contracts with quality companies. This measure assesses component and overall DHS compliance with conducting contractor performance evaluations.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	83%	86%	89%	92%
<b>Result:</b>	N/A	N/A	83.1%	86.9%	N/A	N/A

<b>Measure:</b> Percent compliance rate for data in Federal Procurement Data System - Next Generation						
<b>Description:</b> This measure reflects the overall accuracy of data in the Federal Procurement Data System (FPDS). The data accuracy is measured based on a statistical review of data elements specified by the Office of Management and Budget. FPDS contains detailed information on DHS contract actions. The accuracy of this data is extremely important because it is the central source of data used by Congress, DHS management, oversight organizations, and the public.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	94%	95%	95%	95%	95%	95%
<b>Result:</b>	94%	95%	95%	96%	N/A	N/A

<b>Measure:</b> Percent of contracts awarded on the basis of full and open competition						
<b>Description:</b> This measure gauges the percent of contracts issued by DHS that meet agreed upon standards set by the Office of Management and Budget (OMB), Office of Federal Procurement Policy, for competition level. This competition assessment assists in determining agency compliance with the Competition in Contracting Act and provides a qualitative measure for reviewing high risk contracts.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	67%	68%	65%	68%	69%	69%
<b>Result:</b>	70%	72.3%	70.5%	70.9%	N/A	N/A

<b>Measure:</b> Percent of environmentally preferable and sustainable purchasing actions						
<b>Description:</b> This measures gauges green purchases for sustainable acquisition. Green purchases are those products and services that utilize renewable energy technologies, energy efficiency, including using products containing energy-efficient standby power devices, and products that contain the use of recovered material, biobased products, and other materials that are environmentally preferable, and/or energy- and water-efficient. This measure helps to ensure compliance with the Office of Management and Budget's guidance to meet Presidential priorities for sustainable purchasing, which will promote energy and water efficiency, renewable energy, and foster markets for emerging technologies.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	95%	95%	95%	95%	95%	95%
<b>Result:</b>	99%	97%	100%	99%	N/A	N/A

*The Office of the Chief Readiness and Support Officer*

<b>Measure:</b> Annual cost savings from the Affordable Readiness Program						
<b>Description:</b> This measure captures the annual cost savings from Affordable Readiness program initiatives that seek to achieve optimum efficiencies/cost savings without harming mission readiness. Affordable Readiness initiatives focus on such DHS administrative operations as real property, personal property, mobile assets, and environmental management. This measure reflects two types of cost savings (reduction and avoidance). Cost reductions are a net reduction in expenditures for products or services procured when compared to expenditures for the prior 12 months or a change to lower cost alternatives. Cost avoidance refers to cost savings that do not lower expenditures for products or services when compared against historical results, but rather minimize or avoid entirely the negative impact to the bottom line that a price increase would have caused.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	\$200,473	\$1,583,721	\$3,307,418	\$3,829,902	\$3,853,717
<b>Result:</b>	N/A	\$441,156	\$4,845,630	\$4,455,764	N/A	N/A

<b>Measure:</b> Percent reduction in scope 1 & 2 greenhouse gas emissions						
<b>Description:</b> The measure captures the percent reduction of greenhouse gas (GHG) emissions across the Department of Homeland Security. This percentage only includes scope 1 & 2 GHG emissions. This is an annual DHS measure calculated in Q2 of each year. This is also an OMB sustainability scorecard measure and is used to drive Government-wide reduction of GHG 1 & 2 emissions by Federal agencies. DHS's target is to reduce emissions 25% by 2020 as compared to the 2008 baseline numbers.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	4%	5%	7%	11%	26%	29%
<b>Result:</b>	6%	30%	21%	20%	N/A	N/A

<b>Measure:</b> Square feet per person						
<b>Description:</b> This is an Office of Management and Budget (OMB) real property benchmark measure defined to compare performance across agencies. This measure tracks the square feet per person for agency office space, as defined by the new OMB MAX data center. The objective, over time, is to reduce the square feet per person and the real estate footprint in order to meet the goals of the OMB Presidential Management Agenda. It is anticipated there will be cost savings as square feet per person gradually reduces across the real property inventory. Lower square feet per person will be realized as leases expire, new workspace strategies are deployed and less space is acquired. It is realistic to expect little change in real property measure targets for 5 years (the average lease length) beginning from date of substantial implementation of workplace initiatives such as telework, IT mobility tools, efficient space design, and the principles in the new workplace strategies outlined in the DHS Workspace Stand						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	<=234	<=233	<=228	<=227
<b>Result:</b>	N/A	N/A	234	229	N/A	N/A

*The Office of the Chief Security Officer*

<b>Measure:</b> Average number of days to conduct a suitability assessment to determine an employee's eligibility to begin work						
<b>Description:</b> All federal and contractor applicants are subject to a suitability / fitness determination based on an investigation of their background. As defined by OPM, suitability is defined as identifiable character traits and conduct sufficient to decide whether an individual is likely or not likely to be able to carry out the duties of a federal job with appropriate integrity, efficiency, and effectiveness. The term fitness is used in exchange for contractor employees. An Entry on Duty (EOD) determination is a preliminary risk management decision either approving or delaying the individual to start work before their full background investigation has been completed. This decision is determined by position requirements and by reviewing the results of preliminary background checks. This measure gauges the processing time from when the Personnel Security Division (PSD) receives the completed paperwork and a suitability/fitness decision is made.						

<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	<=12	<=10	<=8	<=14	<=14
<b>Result:</b>	N/A	10	12	23*	N/A	N/A

\*The Chief Security Officer (CSO) implemented a change in business process to more thoroughly investigate derogatory information that increased the time to conduct a suitability assessment in FY 2016. The CSO anticipates a decreased processing time in FY 2017.

<b>Measure:</b> Percent of Security Compliance reviews (SCR) required actions that are resolved within 60 days for state, local, tribal, and territorial partners						
<b>Description:</b> This measure tracks the percent of required actions from Security Compliant Reviews that are resolved within 60 days. This measure assesses compliance with the directives, regulations and executive orders that govern the effective management, implementation and oversight of a security program designed to protect classified national security information shared by the Federal government with our state, local, and tribal partners.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	90%	95%	100%	100%
<b>Result:</b>	N/A	N/A	90%	98%	N/A	N/A

*The Office of Program Accountability and Risk Management*

<b>Measure:</b> Percent of Level 1 & 2 acquisition programs between Program Approval (ADE-2A) and Final Operating Capability (FOC) delivery with an approved Acquisition Program Baseline						
<b>Description:</b> The measure examines Level 1 and Level 2 programs listed on the Master Acquisition Oversight List (MAOL) and which are between Acquisition Decision Event (ADE) 2A of the DHS Acquisition Life Cycle Framework (ALF) and Final Operating Capability (FOC). Programs in this status without an approved APB are identified and compared to all “Obtain Phase” MAOL programs.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	N/A	95%	100%	100%
<b>Result:</b>	N/A	N/A	N/A	100%	N/A	N/A

**Measure:** Percent of Level 1 & 2 acquisition programs in breach of their Acquisition Program Baseline cost, schedule, or performance targets

**Description:** PARM captures data concerning whether a program has breached its Acquisition Program Baseline (APB) values for cost, schedule, or performance. This measure calculates the percentage of Level 1 and 2 programs on the Master Acquisition Oversight List (MAOL) that are currently in the Obtain Phase of the DHS Acquisition Life Cycle Framework (ALF) and are in breach of cost, schedule, or performance targets in the Acquisition Program Baseline (APB).

It is essential that instances of breach be kept as low and as short as possible to limit wasteful spending, deliver needed capabilities in support of the DHS mission, and to enhance DHS' reputation as an effectively managed organization. PARM analysts advise Component Acquisition Executives (CAEs) and program officials to improve their Risk Management plans and may aid in the identification of emerging threats to a program's APB.

<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	N/A	<=9%	<=8%	<=7%
<b>Result:</b>	N/A	N/A	N/A	7%	N/A	N/A

## Office of the Under Secretary for Management Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operations and Support	1,457	1,432	\$737,848	1,814	1,814	\$762,518	2,070	2,015	\$696,131	256	201	(\$66,387)
Procurement, Construction, and Improvements	-	-	\$196,733	-	-	\$197,120	-	-	\$69,988	-	-	(\$127,132)
Research and Development	-	-	\$2,500	-	-	\$2,495	-	-	\$2,545	-	-	\$50
<b>Total</b>	<b>1,457</b>	<b>1,432</b>	<b>\$937,081</b>	<b>1,814</b>	<b>1,814</b>	<b>\$962,133</b>	<b>2,070</b>	<b>2,015</b>	<b>\$768,664</b>	<b>256</b>	<b>201</b>	<b>(\$193,469)</b>
Subtotal Discretionary - Appropriation	1,457	1,432	\$937,081	1,814	1,814	\$962,133	2,070	2,015	\$768,664	256	201	(\$193,469)

## Office of the Under Secretary for Management Comparison of Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$931,862		
Transfers & Reprogrammings	\$5,900		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$681)		
<b>Revised Enacted/Request</b>	<b>\$937,081</b>	<b>\$962,133</b>	<b>\$768,664</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$69,772	\$252,769	\$143,500
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$1,006,853</b>	<b>\$1,214,902</b>	<b>\$912,164</b>
Collections – Reimbursable Resources	\$75,413	\$61,506	\$79,849
<b>Total Budget Resources</b>	<b>\$1,082,266</b>	<b>\$1,276,408</b>	<b>\$992,013</b>
Obligations (Actual/Projections/Estimates)	\$901,755	\$1,010,017	\$935,670
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	1,457	1,814	2,070
Enacted/Request FTE	1,432	1,814	2,015
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	1,192	1,814	2,070
FTE (Actual/Estimates/Projections)	1,100	1,814	2,014



## Office of the Under Secretary for Management Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations and Support	1,457	1,432	\$195,986	\$136.86	1,814	1,814	\$250,528	\$138.11	2,070	2,015	\$306,171	\$151.95	256	201	\$55,643	\$13.84
<b>Total</b>	<b>1,457</b>	<b>1,432</b>	<b>\$195,986</b>	<b>\$136.86</b>	<b>1,814</b>	<b>1,814</b>	<b>\$250,528</b>	<b>\$138.11</b>	<b>2,070</b>	<b>2,015</b>	<b>\$306,171</b>	<b>\$151.95</b>	<b>256</b>	<b>201</b>	<b>\$55,643</b>	<b>\$13.84</b>
Discretionary - Appropriation	1,457	1,432	\$195,986	\$136.86	1,814	1,814	\$250,528	\$138.11	2,070	2,015	\$306,171	\$151.95	256	201	\$55,643	\$13.84

### Pay by Object Class *Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$147,005	\$184,482	\$223,586	\$39,104
11.3 Other than Full-Time Permanent	\$2,344	\$3,048	\$2,215	(\$833)
11.5 Other Personnel Compensation	\$1,870	\$2,071	\$2,926	\$855
12.1 Civilian Personnel Benefits	\$44,767	\$60,927	\$77,444	\$16,517
<b>Total - Personnel Compensation and Benefits</b>	<b>\$195,986</b>	<b>\$250,528</b>	<b>\$306,171</b>	<b>\$55,643</b>
<b>Positions and FTE</b>				
Positions - Civilian	1,457	1,814	2,070	256
FTE - Civilian	1,432	1,814	2,015	201

## Office of the Under Secretary for Management

### Non Pay Budget Exhibits

#### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations and Support	\$541,862	\$511,990	\$389,960	(\$122,030)
Procurement, Construction, and Improvements	\$196,733	\$197,120	\$69,988	(\$127,132)
Research and Development	\$2,500	\$2,495	\$2,545	\$50
<b>Total</b>	<b>\$741,095</b>	<b>\$711,605</b>	<b>\$462,493</b>	<b>(\$249,112)</b>
Discretionary - Appropriation	\$741,095	\$711,605	\$462,493	(\$249,112)

#### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$1,013	\$1,055	\$1,742	\$687
23.1 Rental Payments to GSA	\$22,664	\$16,419	\$16,867	\$448
23.2 Rental Payments to Others	\$1,603	\$1,014	\$893	(\$121)
23.3 Communications, Utilities, and Misc. Charges	\$6	\$6	\$138	\$132
24.0 Printing and Reproduction	\$104	\$123	\$92	(\$31)
25.1 Advisory and Assistance Services	\$237,448	\$206,221	\$139,146	(\$67,075)
25.2 Other Services from Non-Federal Sources	\$9,093	\$28,106	\$42,207	\$14,101
25.3 Other Goods and Services from Federal Sources	\$318,559	\$312,323	\$138,521	(\$173,802)
25.4 Operation and Maintenance of Facilities	\$2,816	\$773	\$2,220	\$1,447
25.5 Research and Development Contracts	\$2,500	\$2,495	\$2,545	\$50
25.6 Medical Care	\$27	\$27	\$45	\$18
25.7 Operation and Maintenance of Equipment	\$123,432	\$134,002	\$106,878	(\$27,124)
26.0 Supplies and Materials	\$1,416	\$1,646	\$930	(\$716)
31.0 Equipment	\$20,075	\$7,395	\$10,269	\$2,874
94.0 Financial Transfers	\$339	-	-	-
<b>Total - Non Pay Object Classes</b>	<b>\$741,095</b>	<b>\$711,605</b>	<b>\$462,493</b>	<b>(\$249,112)</b>

**Office of the Under Secretary for Management  
Supplemental Budget Justification Exhibits**

**Working Capital Fund**

*Dollars in Thousands*

<b>Appropriation and PPA</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
<b>Operations and Support</b>	<b>\$103,085</b>	<b>\$81,372</b>	<b>\$80,886</b>
Immediate Office of the Under Secretary of Management	\$981	\$832	\$1,183
Office of the Chief Readiness Support Officer	\$3,604	\$3,192	\$4,219
Office of the Chief Human Capital Officer	\$8,390	\$8,380	\$8,045
Office of the Chief Security Officer	\$10,113	\$8,265	\$9,088
Office of the Chief Procurement Officer	\$10,085	\$13,971	\$12,944
Office of the Chief Financial Officer	\$9,175	\$7,785	\$6,933
Office of the Chief Information Officer	\$60,737	\$38,947	\$38,474
<b>Total Working Capital Fund</b>	<b>\$103,085</b>	<b>\$81,372</b>	<b>\$80,886</b>

## Office of the Under Secretary for Management

### Status of Congressionally Requested Studies, Reports and Evaluations

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
2016	11/30/2016	Monthly Budget Execution and Staffing Report 1- October 2016- PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	Transmitted
2016	12/30/2016	Monthly Budget Execution and Staffing Report 2- November 2016 PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	Transmitted
2017	1/30/2017	Monthly Budget Execution and Staffing report 3- Decemebr 2016 PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	Transmitted
2017	3/2/2017	Monthly Budget Execution and Staffing Report 4- January 2017 PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p>	Transmitted

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			<p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	
2017	3/30/2017	Monthly Budget Execution and Staffing Report 5- February 2017 PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month</p>	Transmitted
2017	4/30/2017	Monthly Budget Execution and Staffing Report 6- March 2017 PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	Transmitted
2017	5/30/2017	Monthly Budget Execution and Staffing Report 7- April 2017 PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	In the component for draft and review
2017	6/30/2017	Monthly Budget Execution and Staffing Report 8-	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on</p>	In the component for draft and

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
		May 2017 PL 114-113	October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates. p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month. p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision. p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.	review
2017	7/30/2017	Monthly Budget Execution and Staffing Report 9-June 2017 PL 114-113	p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates. p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month. p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision. p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.	In the component for draft and review
2017	8/30/2017	Monthly Budget Execution and Staffing Report 10-July 2017- PL 114-113	p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates. p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month. p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision. p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.	In the component for draft and review
2017	9/30/2017	Monthly Budget Execution and Staffing Report 11-August 2017 PL 114-113	p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates. p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month. p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision. p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.	In the component for draft and review
2017	10/30/2017	Monthly Budget	p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the	In the

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
		Execution and Staffing Report 12-September 2017 PL 114-113	Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates. p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month. p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision. p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month	component for draft and review
2017	1/31/2017	Component Obligation Plans-Q1-JES to PL 114-113	p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates. p. 22 - With regard to direction on the submission of expenditure plans provided under the Office of the Chief Financial Officer heading in title I of this report, the Committee directs that CBP’s plan also include obligation and budget execution data by PPA, sub-PPA, project, and subproject or severable end item for multi-year funding appropriated in prior years, anticipated carryover, and the planned obligation of carryover in future years until all funds are obligated. p. 24 - The Department shall continue submitting obligation plans on a quarterly basis consistent with direction provided in the explanatory statement accompanying Public Law 114–113, including ensuring that the obligation plans are connected to activity-level details in the budget justification materials. For fiscal year 2017, the Committee expects these plans to be timely given the established routine. p. 27 - ANNUAL BUDGET JUSTIFICATIONS AND OBLIGATION PLANS - The Committee expects to receive the same level of information for the Department’s classified budget as is required under the Chief Financial Officer both in annual budget justifications and quarterly obligation plans. Additionally, while the Committee does not require an Intelligence Expenditure Plan for fiscal year 2017, the I&A quarterly obligation plans shall include cost data for individual programs and projects.	N/A
2017	3/31/2017	Component Obligation Plans-Q1-JES to PL 114-113	p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates. p. 22 - With regard to direction on the submission of expenditure plans provided under the Office of the Chief Financial Officer heading in title I of this report, the Committee directs that CBP’s plan also include obligation and budget execution data by PPA, sub-PPA, project, and subproject or severable end item for multi-year funding appropriated in prior years, anticipated carryover, and the planned obligation of carryover in future years until all funds are obligated. p. 24 - The Department shall continue submitting obligation plans on a quarterly basis consistent with direction provided in the explanatory statement accompanying Public Law 114–113, including ensuring that the obligation plans are connected to activity-level details in the budget justification materials. For fiscal year 2017, the	N/A

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			Committee expects these plans to be timely given the established routine. p. 27 - ANNUAL BUDGET JUSTIFICATIONS AND OBLIGATION PLANS - The Committee expects to receive the same level of information for the Department's classified budget as is required under the Chief Financial Officer both in annual budget justifications and quarterly obligation plans. Additionally, while the Committee does not require an Intelligence Expenditure Plan for fiscal year 2017, the I&A quarterly obligation plans shall include cost data for individual programs and projects.	
2017	6/30/2017	Component Obligation Plans-Q2 JES to PL 114-113	p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates. p. 22 - With regard to direction on the submission of expenditure plans provided under the Office of the Chief Financial Officer heading in title I of this report, the Committee directs that CBP's plan also include obligation and budget execution data by PPA, sub-PPA, project, and subproject or severable end item for multi-year funding appropriated in prior years, anticipated carryover, and the planned obligation of carryover in future years until all funds are obligated. p. 24 - The Department shall continue submitting obligation plans on a quarterly basis consistent with direction provided in the explanatory statement accompanying Public Law 114-113, including ensuring that the obligation plans are connected to activity-level details in the budget justification materials. For fiscal year 2017, the Committee expects these plans to be timely given the established routine. p. 27 - ANNUAL BUDGET JUSTIFICATIONS AND OBLIGATION PLANS - The Committee expects to receive the same level of information for the Department's classified budget as is required under the Chief Financial Officer both in annual budget justifications and quarterly obligation plans. Additionally, while the Committee does not require an Intelligence Expenditure Plan for fiscal year 2017, the I&A quarterly obligation plans shall include cost data for individual programs and projects.	In the component for draft and review
2017	9/29/2017	Component Obligation Plans-Q3 JES to PL 114-113	p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates. p. 22 - With regard to direction on the submission of expenditure plans provided under the Office of the Chief Financial Officer heading in title I of this report, the Committee directs that CBP's plan also include obligation and budget execution data by PPA, sub-PPA, project, and subproject or severable end item for multi-year funding appropriated in prior years, anticipated carryover, and the planned obligation of carryover in future years until all funds are obligated. p. 24 - The Department shall continue submitting obligation plans on a quarterly basis consistent with direction provided in the explanatory statement accompanying Public Law 114-113, including ensuring that the obligation plans are connected to activity-level details in the budget justification materials. For fiscal year 2017, the Committee expects these plans to be timely given the established routine. p. 27 - ANNUAL BUDGET JUSTIFICATIONS AND OBLIGATION PLANS - The Committee expects to receive the same level of information for the Department's classified budget as is required under the Chief Financial Officer both in annual budget justifications and quarterly obligation plans. Additionally, while the Committee	In the component for draft and review



Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			does not require an Intelligence Expenditure Plan for fiscal year 2017 the I&A quarterly obligation plans shall include cost data for individual programs and projects.	
2017	12/29/2017	Component Obligation Plans-Q4 JES to PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 22 - With regard to direction on the submission of expenditure plans provided under the Office of the Chief Financial Officer heading in title I of this report, the Committee directs that CBP's plan also include obligation and budget execution data by PPA, sub-PPA, project, and subproject or severable end item for multi-year funding appropriated in prior years, anticipated carryover, and the planned obligation of carryover in future years until all funds are obligated.</p> <p>p. 24 - The Department shall continue submitting obligation plans on a quarterly basis consistent with direction provided in the explanatory statement accompanying Public Law 114-113, including ensuring that the obligation plans are connected to activity-level details in the budget justification materials. For fiscal year 2017, the Committee expects these plans to be timely given the established routine.</p> <p>p. 27 - ANNUAL BUDGET JUSTIFICATIONS AND OBLIGATION PLANS - The Committee expects to receive the same level of information for the Department's classified budget as is required under the Chief Financial Officer both in annual budget justifications and quarterly obligation plans. Additionally, while the Committee does not require an Intelligence Expenditure Plan for fiscal year 2017, the I&amp;A quarterly obligation plans shall include cost data for individual programs and projects.</p>	In the component for draft and review
2017	NTL 90 DAE	St. Elizabeth's Expenditure Plan	p. 22 - A general provision is included in the bill providing \$225,532,000 for costs associated with headquarters and mission support consolidation. The bulk of the fiscal year 2017 request is for a new FEMA headquarters at St. Elizabeths that is timed to address FEMA's lease expirations and will consolidate FEMA's current seven locations in Washington, DC. The Under Secretary shall submit an expenditure plan not later than 90 days after the date of enactment of this act detailing how these funds will be allocated, including a revised schedule and cost estimates for headquarters consolidation. The Department shall notify the Committee within 30 days of any deviation from the expenditure plan.	In DHS Clearance
2017	Within 30 days of deviation	St. Elizabeths Expenditure Plan- Notification of Deviation	p. 22 - A general provision is included in the bill providing \$225,532,000 for costs associated with headquarters and mission support consolidation. The bulk of the fiscal year 2017 request is for a new FEMA headquarters at St. Elizabeths that is timed to address FEMA's lease expirations and will consolidate FEMA's current seven locations in Washington, DC. The Under Secretary shall submit an expenditure plan not later than 90 days after the date of enactment of this act detailing how these funds will be allocated, including a revised schedule and cost estimates for headquarters consolidation. The Department shall notify the Committee within 30 days of any deviation from the expenditure plan.	In DHS Clearance
2017	11/14/2017	Conference Spending	p. 17 - Pursuant to section 739 of division E of Public Law 114-113 and prior appropriations Acts, the Department must submit reports to OIG regarding certain conference spending. To facilitate OIG's reporting to this Committee, the Department shall submit its annual report to OIG not later than 45 days after the end of the fiscal year.	In the component for draft and review
2017	With PB	Purchase of Usage of Ammunition-JES to PL 114-113	p. 25 - In addition, the Department shall adhere to statutory weapons and ammunition reporting requirement in Public Laws 113-76 and 114-4 respectively.	Transmitted

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
2017	With PB	Purchase and Usage of Weapons- Public law 114-4 pg. 87; House Report 113-481 p. 14; Senate Report 113-198, p. 20	p. 25 - In addition, the Department shall adhere to statutory weapons and ammunition reporting requirement in Public Laws 113-76 and 114-4 respectively.	Transmitted
2017	3/31/2017	Reception and Representation Expenses-Q1- SR 114-68	Page 10 - The Department shall continue to submit quarterly obligation reports to the Committee for all DHS reception and representation expenses as required in prior years. The Department shall refrain from using funds available for reception and representation to purchase unnecessary collectibles or memorabilia	Transmitted
2017	6/30/2017	Reception and Representation- Expenses-Q2-SR 114-68	Page 10 - The Department shall continue to submit quarterly obligation reports to the Committee for all DHS reception and representation expenses as required in prior years. The Department shall refrain from using funds available for reception and representation to purchase unnecessary collectibles or memorabilia.	In the component for draft and review
2017	9/29/2017	Reception and Representation Expenses-Q3-SR 114-68	Page 10 - The Department shall continue to submit quarterly obligation reports to the Committee for all DHS reception and representation expenses as required in prior years. The Department shall refrain from using funds available for reception and representation to purchase unnecessary collectibles or memorabilia.	In the component for draft and review
2017	12/29/2017	Reception and Representation Expenses-Q4-SR 114-68	Page 10 - The Department shall continue to submit quarterly obligation reports to the Committee for all DHS reception and representation expenses as required in prior years. The Department shall refrain from using funds available for reception and representation to purchase unnecessary collectibles or memorabilia.	In the component for draft and review
2017	1/30/2017	WCF-Quarterly Execution Report-Q1- PL 114-113	p. 137. Section 504. The bill includes a provision relating to the Department's Working Capital Fund [WCF] that: extends the authority of the Department's WCF in fiscal year 2017; prohibits funds appropriated or otherwise made available to the Department from being used to make payments to the WCF, except for the activities and amounts allowed in the President's fiscal year 2017 budget; makes WCF funds available until expended; ensures departmental components are only charged for direct usage of each WCF service; makes funds provided to the WCF available only for purposes consistent with the contributing component; and requires the WCF to be paid in advance or reimbursed at rates which will return the full cost of each service. The WCF table included in the Department's congressional justification accompanying the President's fiscal year 2017 budget shall serve as the control level for quarterly execution reports submitted to the Committee not later than 30 days after the end of each quarter. These reports shall identify any activity added or removed from the fund.	N/A
2017	4/30/2017	WCF-Quarterly Execution Report-Q2- PL 114-113	p. 137. Section 504. The bill includes a provision relating to the Department's Working Capital Fund [WCF] that: extends the authority of the Department's WCF in fiscal year 2017; prohibits funds appropriated or otherwise made available to the Department from being used to make payments to the WCF, except for the activities and amounts allowed in the President's fiscal year 2017 budget; makes WCF funds available until expended; ensures departmental components are only charged for direct usage of each WCF service; makes funds provided to the WCF available only for purposes consistent with the contributing component; and requires the WCF to be paid in advance or reimbursed at rates which will return the full cost of each service. The WCF table included in the Department's congressional justification accompanying the President's fiscal year 2017 budget shall serve as the control level for quarterly execution reports submitted to the Committee not later than 30 days after the end of each quarter. These reports shall identify any activity added or removed from the fund.	N/A

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
2017	7/30/2017	WCF-Quarterly Execution Report-Q3- PL 114-113	p. 137. Section 504. The bill includes a provision relating to the Department's Working Capital Fund [WCF] that: extends the authority of the Department's WCF in fiscal year 2017; prohibits funds appropriated or otherwise made available to the Department from being used to make payments to the WCF, except for the activities and amounts allowed in the President's fiscal year 2017 budget; makes WCF funds available until expended; ensures departmental components are only charged for direct usage of each WCF service; makes funds provided to the WCF available only for purposes consistent with the contributing component; and requires the WCF to be paid in advance or reimbursed at rates which will return the full cost of each service. The WCF table included in the Department's congressional justification accompanying the President's fiscal year 2017 budget shall serve as the control level for quarterly execution reports submitted to the Committee not later than 30 days after the end of each quarter. These reports shall identify any activity added or removed from the fund.	In the component for draft and review
2017	10/30/2017	WCF-Quarterly Execution Report-Q4- PL 114-113	p. 137. Section 504. The bill includes a provision relating to the Department's Working Capital Fund [WCF] that: extends the authority of the Department's WCF in fiscal year 2017; prohibits funds appropriated or otherwise made available to the Department from being used to make payments to the WCF, except for the activities and amounts allowed in the President's fiscal year 2017 budget; makes WCF funds available until expended; ensures departmental components are only charged for direct usage of each WCF service; makes funds provided to the WCF available only for purposes consistent with the contributing component; and requires the WCF to be paid in advance or reimbursed at rates which will return the full cost of each service. The WCF table included in the Department's congressional justification accompanying the President's fiscal year 2017 budget shall serve as the control level for quarterly execution reports submitted to the Committee not later than 30 days after the end of each quarter. These reports shall identify any activity added or removed from the fund.	In the component for draft and review
2017	With PB	Future Years Homeland Security Program- PL 114-113	p. 25 - A statutory provision is also retained requiring the Secretary to submit a Future Years Homeland Security Program budget as part of the fiscal year 2018 budget justification. The report shall be provided in the same manner as prior year requirements and shall be in unclassified form so as to be accessible to the general public.	Transmitted
2017	Unspecified	Hiring Delays-Q1- Public Law 114-4 Joint Explanatory Statement p. 9; Senate Report 113-198 p. 23	p. 13 - As directed in a title I administrative provision, USM shall continue to provide updates on the hiring corrective plan and the development of hiring metrics, as detailed in the explanatory statement accompanying Public Law 114-113. p. 21 - HIRING DELAYS - Further, the Committee remains convinced that DHS needs better insights into its hiring processes, including regular monitoring of the time each step takes in the process, so that the process is transparent and appropriate officials are held accountable. The Committee directs the Department to continue working with all its components to develop consistent, repeatable metrics on hiring, attrition, and the onboarding process. CBP has made great strides in documenting its process, identifying chokepoints, attacking inefficiencies, and seeking new ways to bring qualified people on board, such as 'hiring hubs' which streamline the hiring process for qualified applicants. CBP's multi-pronged approach, starting with the collection of relevant metrics, and follow-on efforts should be a model to other components. DHS is to brief the Committee not later than 60 days after the date of enactment of this act on its strategy to decrease the number of days it takes to hire, provide quarterly metrics by component, and move toward monthly metrics reporting. CBP shall continue monthly reporting.	Transmitted
2017	Unspecified	Hiring Delays-Q2- Public Law 114-4 Joint Explanatory Statement p. 9;	p. 13 - As directed in a title I administrative provision, USM shall continue to provide updates on the hiring corrective plan and the development of hiring metrics, as detailed in the explanatory statement accompanying Public Law 114-113. p. 21 - HIRING DELAYS - Further, the Committee remains convinced that DHS needs better insights into its	In the component for draft and review

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
		Senate Report 113-198 p. 23	hiring processes, including regular monitoring of the time each step takes in the process, so that the process is transparent and appropriate officials are held accountable. The Committee directs the Department to continue working with all its components to develop consistent, repeatable metrics on hiring, attrition, and the onboarding process. CBP has made great strides in documenting its process, identifying chokepoints, attacking inefficiencies, and seeking new ways to bring qualified people on board, such as ‘hiring hubs’ which streamline the hiring process for qualified applicants. CBP’s multi-pronged approach, starting with the collection of relevant metrics, and follow-on efforts should be a model to other components. DHS is to brief the Committee not later than 60 days after the date of enactment of this act on its strategy to decrease the number of days it takes to hire, provide quarterly metrics by component, and move toward monthly metrics reporting. CBP shall continue monthly reporting.	
2017	Unspecified	Hiring Delays-Q3-Public Law 114-4 Joint Explanatory Statement p. 9; Senate Report 113-198 p. 23	p. 13 - As directed in a title I administrative provision, USM shall continue to provide updates on the hiring corrective plan and the development of hiring metrics, as detailed in the explanatory statement accompanying Public Law 114–113. p. 21 - HIRING DELAYS - Further, the Committee remains convinced that DHS needs better insights into its hiring processes, including regular monitoring of the time each step takes in the process, so that the process is transparent and appropriate officials are held accountable. The Committee directs the Department to continue working with all its components to develop consistent, repeatable metrics on hiring, attrition, and the onboarding process. CBP has made great strides in documenting its process, identifying chokepoints, attacking inefficiencies, and seeking new ways to bring qualified people on board, such as ‘hiring hubs’ which streamline the hiring process for qualified applicants. CBP’s multi-pronged approach, starting with the collection of relevant metrics, and follow-on efforts should be a model to other components. DHS is to brief the Committee not later than 60 days after the date of enactment of this act on its strategy to decrease the number of days it takes to hire, provide quarterly metrics by component, and move toward monthly metrics reporting. CBP shall continue monthly reporting.	In the component for draft and review
2017	Unspecified	Hiring Delays-Q4-Public Law 114-4 Joint Explanatory Statement p. 9; Senate Report 113-198 p. 23	p. 13 - As directed in a title I administrative provision, USM shall continue to provide updates on the hiring corrective plan and the development of hiring metrics, as detailed in the explanatory statement accompanying Public Law 114–113. p. 21 - HIRING DELAYS - Further, the Committee remains convinced that DHS needs better insights into its hiring processes, including regular monitoring of the time each step takes in the process, so that the process is transparent and appropriate officials are held accountable. The Committee directs the Department to continue working with all its components to develop consistent, repeatable metrics on hiring, attrition, and the onboarding process. CBP has made great strides in documenting its process, identifying chokepoints, attacking inefficiencies, and seeking new ways to bring qualified people on board, such as ‘hiring hubs’ which streamline the hiring process for qualified applicants. CBP’s multi-pronged approach, starting with the collection of relevant metrics, and follow-on efforts should be a model to other components. DHS is to brief the Committee not later than 60 days after the date of enactment of this act on its strategy to decrease the number of days it takes to hire, provide quarterly metrics by component, and move toward monthly metrics reporting. CBP shall continue monthly reporting.	In the component for draft and review
2017	Unspecified	Administrative Leave 1-October 2016-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	Transmitted
2017	Unspecified	Administrative Leave	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department	Transmitted

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
		2-November 2016-SR 114-264	shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	
2017	Unspecified	Administrative Leave 3-December 2016-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	Transmitted
2017	Unspecified	Administrative Leave 4-January 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	Transmitted
2017	Unspecified	Administrative Leave 5-February 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	Transmitted
2017	Unspecified	Administrative Leave 6-March 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	Transmitted
2017	Unspecified	Administrative Leave 7-April 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	In the component for draft and review
2017	Unspecified	Administrative Leave 8-May 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	In the component for draft and review
2017	Unspecified	Administrative Leave 9-June 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	In the component for draft and review
2017	Unspecified	Administrative Leave 10-July 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	In the component for draft and review
2017	Unspecified	Administrative Leave 11-August 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	In the component for draft and review
2017	Unspecified	Administrative Leave 12-August 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	In the component for draft and review
2017	NLT 120 DAE	Long-Term Details-SR 114-264	p. 22 - In addition, the Committee is interested in understanding the number of long-term detail assignments outside an employee's home office or component that last longer than 3 years, to include assignments in other departments, agencies, and entities. Therefore, the Department is directed to provide data regarding long-term detailees not later than 120 days after the date of enactment of this act, to include a break-down by home office or	N/A

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			component, the receiving office or component, the grade level of the employees, and the authority for such detail. To the extent these details are reimbursable or the home office or component is not supporting the employee's salary and benefit costs, the data should note that fact.	
2017		Cybersecurity Improvements Expenditure Plan Execution		In the component for draft and review
2017		Cybersecurity Improvements Expenditure Plan Obligations-First Half		In the component for draft and review d
2017		Cybersecurity Improvements Expenditure Plan Obligations-Second Half		In DHS Clearance
2017	Unspecified	Independent Verification and Validation Agent- HR114-668	p. 17 - The Chief Information Officer, in coordination with the Chief Financial Officer and the Chief Procurement Officer, is directed to certify that an independent verification and validation agent is currently under contract for major information technology investments.	Transmitted
2017	NLT 90 DAE	Field Office Consolidation- HR114-668	p. 13 - Not later than 90 days after the date of enactment of this Act, DHS shall provide a plan to the Committee requiring all component-level field offices to consolidate space, services, and assets. This plan shall include a description of the departmental mechanisms used to direct the field offices to conduct these reviews such as existing and desired legislative authorities, management directives, and regional working groups, and a description of the methods the Department plans to use to ensure compliance.	Transmitted
2017	10/16/2017	Grants or Contracts- SR 114-264	p. 138 - Section 516. The bill includes a provision requiring the Secretary to submit a report to OIG listing all grants or contracts awarded by any means other than full and open competition for fiscal years 2017 and 2018. OIG is required to review the report to assess departmental compliance with applicable laws and regulations and report the results to the Committees on Appropriations no later than February 15, 2019.	In the component for draft and review

**Office of the Under Secretary for Management  
Authorized/Unauthorized Appropriations**

*Dollars in Thousands*

Budget Activity	Last year of Authorization	Authorized Level	Appropriation in Last Year of Authorization	FY 2018 President's Budget
	Fiscal Year	Amount	Amount	Amount
<b>Operations and Support</b>	2002	N/A	N/A	\$696,131
Immediate Office of the Under Secretary	2002	N/A	N/A	\$6,867
Office of the Chief Readiness Officer	2002	N/A	N/A	\$70,900
Office of the Chief Human Capital Officer	2002	N/A	N/A	\$56,852
Office of the Chief Security Officer	2002	N/A	N/A	\$74,963
Office of the Chief Procurement Officer	2002	N/A	N/A	\$102,615
Office of the Chief Financial Officer	2002	N/A	N/A	\$66,369
Office of the Chief Information Officer	2002	N/A	N/A	\$317,565
<b>Procurement, Construction, and Improvements</b>	2002	N/A	N/A	\$69,988
Construction and Facilities Improvements	2002	N/A	N/A	\$ -
Mission Support Assets and Infrastructure	2002	N/A	N/A	\$69,988
<b>Research and Development</b>	2002	N/A	N/A	\$2,545
<b>Total Direct Authorization/Appropriation</b>		N/A	N/A	<b>\$768,664</b>

**Office of the Under Secretary for Management**  
**Proposed Legislative Language**  
**Operations and Support**

For necessary expenses of the Office of the Under Secretary for Management for operations and support, as authorized by sections 103 and 701 through 705 of the Homeland Security Act of 2002 (6 U.S.C. 113; 6 U.S.C. 341 through 345), [\$727,771,000] ~~\$696,131,000~~, of which not to exceed \$2,000 shall be for official reception and representation expenses, **and of which \$227,516,000 shall remain available until September 30, 2019.** [: *Provided*, That of the total amount made available under this heading, \$102,513,000 shall be for minor procurements, construction, and improvements necessary for the operations and sustainment of Departmental facilities, of which \$2,931,000 shall remain available until September 30, 2018, solely for such expenses at the Nebraska Avenue Complex: *Provided further*, That \$227,576,000 shall remain available until September 30, 2018, for development and acquisition of information technology equipment including \$5,522,000 for the Human Resources Information Technology program and \$41,215,000 for Financial Systems Modernization: *Provided further*, that 15 days after the Committees on Appropriations of the Senate and the House of Representatives are notified, funds for Financial Systems Modernization may be transferred by the Secretary of Homeland Security between appropriations for the same purpose, notwithstanding section 503 of this Act: *Provided further*, That the Under Secretary for Management shall include in the President's budget proposal for fiscal year 2018, submitted pursuant to section 1105(a) of title 31, United States Code, a Comprehensive Acquisition Status Report, which shall include the information required under the heading "Office of the Under Secretary for Management" under title I of division D of the Consolidated Appropriations Act, 2012 (Public Law 112–74), and shall submit quarterly updates to such report not later than 45 days after the completion of each quarter.]



Language Provision	Explanation
... [\$727,771,000] <b><u>\$696,131,000</u></b> , ...	Dollar change only. No substantial change proposed.
... , and of which <b>\$227,516,000 shall remain available until September 30, 2019.</b> [: <i>Provided</i> , That of the total amount made available under this heading, \$102,513,000 shall be for minor procurements, construction, and improvements necessary for the operations and sustainment of Departmental facilities, of which \$2,931,000 shall remain available until September 30, 2018, solely for such expenses at the Nebraska Avenue Complex: <i>Provided further</i> , That \$227,576,000 shall remain available until September 30, 2018, for development and acquisition of information technology equipment including \$5,522,000 for the Human Resources Information Technology program and \$41,215,000 for Financial Systems Modernization:]	Simplifying and consolidating the language for the O&S two year funds. Dollar amount and dates updated. Human Resource Information Technology funds in the O&S account are now one-year funds.
[ <i>Provided further</i> , that 15 days after the Committees on Appropriations of the Senate and the House of Representatives are notified, funds for Financial Systems Modernization may be transferred by the Secretary of Homeland Security between appropriations for the same purpose, notwithstanding section 503 of this Act:]	Financial Systems Modernization funds are requested within the USM PC&I account.
[ <i>Provided further</i> , That the Under Secretary for Management shall include in the President's budget proposal for fiscal year 2018, submitted pursuant to section 1105(a) of title 31, United States Code, a Comprehensive Acquisition Status Report, which shall include the information required under the heading "Office of the Under Secretary for Management" under title I of division D of the Consolidated Appropriations Act, 2012 (Public Law 112–74), and shall submit quarterly updates to such report not later than 45 days after the completion of each quarter.]	Pursuant to the report language accompanying the FY 2017 DHS Appropriations Act, reporting requirements for an independent Comprehensive Acquisition Status Report were removed.

**Procurement, Construction, and Improvements**

For necessary expenses of the Office of the Under Secretary for Management for procurement, construction, and improvements, as authorized by sections 103 and 701 through 705 of the Homeland Security Act of 2002 (6 U.S.C. 113; 6 U.S.C. 341 through 345), [\$144,789,000] **\$69,988,000**, to remain available until September 30, 2019.[: *Provided*, That of the total amount made available under this heading, \$125,950,000 shall remain available until expended for necessary expenses to plan, acquire, construct, renovate, remediate, equip, furnish, and occupy buildings and facilities for the consolidation of department headquarters at St. Elizabeths; and \$18,839,000 shall remain available until September 30, 2018, for development and acquisition of information technology equipment, software, services, and related activities for the Department of Homeland Security including \$4,079,000 for the Human Resources Information Technology program.]

Language Provision	Explanation
...[\$144,789,000] <b><u>\$69,988,000</u></b> ,...	Dollar change only. No substantial change proposed.
[: <i>Provided</i> , That of the total amount made available under this heading, \$125,950,000 shall remain available until expended for necessary expenses to plan, acquire, construct, renovate, remediate, equip, furnish, and occupy buildings and facilities for the consolidation of department headquarters at St. Elizabeths; and \$18,839,000 shall remain available until September 30, 2018, for development and acquisition of information technology equipment, software, services, and related activities for the Department of Homeland Security including \$4,079,000 for the Human Resources Information Technology program.]	Simplifying and consolidating the language for PC&I as two year funds.

**Research and Development**

For necessary expenses of the Office of the Under Secretary for Management for research and development, as authorized by sections 103 and 701 through 705 of the Homeland Security Act of 2002 (6 U.S.C. 113; 6 U.S.C. 341 through 345), [and Department-wide technology investments, ][\$2,500,000] **\$2,545,000**, to remain available until September 30, [2018] **2019**.

Language Provision	Explanation
... [and Department-wide technology investments, ] ...	
... [\$2,500,000] <b><u>\$2,545,000</u></b> ...	Dollar change only. No substantial change proposed.
... [2018] <b><u>2019</u></b> .	Date change only. No substantial change proposed.

## Office of the Under Secretary for Management Reimbursable Resources

*Dollars in Thousands*

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
<b>Department of Energy - Department of Energy</b>	<b>Source</b>	-	-	-	-	-	\$200	-	-	-	-	-	(\$200)
Operations and Support	Location	-	-	-	-	-	\$200	-	-	-	-	-	(\$200)
Office of the Chief Financial Officer	Location	-	-	-	-	-	\$200	-	-	-	-	-	(\$200)
<b>Department of Homeland Security - Federal Emergency Management Agency</b>	<b>Source</b>	-	-	\$3,243	-	-	\$2,782	-	-	\$6,118	-	-	\$3,336
Operations and Support	Location	-	-	\$3,243	-	-	\$2,782	-	-	\$6,118	-	-	\$3,336
Office of the Chief Readiness Support Officer	Location	-	-	\$106	-	-	\$30	-	-	\$656	-	-	\$626
Office of the Chief Human Capital Officer	Location	-	-	\$53	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	-	\$769	-	-	-	-	-	\$212	-	-	\$212
Office of the Chief Financial Officer	Location	-	-	\$220	-	-	\$985	-	-	\$1,034	-	-	\$49
Office of the Chief Information Officer	Location	-	-	\$2,095	-	-	\$1,767	-	-	\$4,216	-	-	\$2,449
<b>Department of Homeland Security - Federal Law Enforcement Training Center</b>	<b>Source</b>	-	-	\$950	-	-	\$858	-	-	\$1,446	-	-	\$588
Operations and Support	Location	-	-	\$950	-	-	\$858	-	-	\$1,446	-	-	\$588
Office of the Chief Readiness Support Officer	Location	-	-	\$75	-	-	\$603	-	-	\$106	-	-	(\$497)
Office of the Chief Human Capital Officer	Location	-	-	\$1	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	-	\$78	-	-	-	-	-	\$82	-	-	\$82
Office of the Chief Financial Officer	Location	-	-	\$269	-	-	\$150	-	-	\$158	-	-	\$8
Office of the Chief Information Officer	Location	-	-	\$527	-	-	\$105	-	-	\$1,100	-	-	\$995
<b>Department of Homeland Security - Transportation Security Administration</b>	<b>Source</b>	-	-	\$7,059	-	-	\$15,453	-	-	\$16,686	-	-	\$1,233
Operations and Support	Location	-	-	\$7,059	-	-	\$15,453	-	-	\$16,686	-	-	\$1,233
Office of the Chief Readiness Support Officer	Location	-	-	\$106	-	-	-	-	-	-	-	-	-
Office of the Chief Human Capital Officer	Location	-	-	\$1,134	-	-	\$183	-	-	\$183	-	-	-
Office of the Chief Security Officer	Location	-	-	\$282	-	-	-	-	-	\$279	-	-	\$279
Office of the Chief Financial Officer	Location	-	-	\$1,047	-	-	\$13,547	-	-	\$14,224	-	-	\$677
Office of the Chief Information Officer	Location	-	-	\$4,490	-	-	\$1,723	-	-	\$2,000	-	-	\$277
<b>Department of Homeland Security - US Immigration and Customs Enforcement</b>	<b>Source</b>	-	-	\$20,144	-	-	\$2,523	-	-	\$4,344	-	-	\$1,821
Operations and Support	Location	-	-	\$20,144	-	-	\$2,523	-	-	\$4,344	-	-	\$1,821
Office of the Chief Readiness Support Officer	Location	-	-	\$138	-	-	\$34	-	-	\$201	-	-	\$167
Office of the Chief Human Capital Officer	Location	-	-	\$35	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	-	\$238	-	-	-	-	-	\$285	-	-	\$285
Office of the Chief Financial Officer	Location	-	-	\$178	-	-	\$436	-	-	\$458	-	-	\$22
Office of the Chief Information Officer	Location	-	-	\$19,555	-	-	\$2,053	-	-	\$3,400	-	-	\$1,347
<b>Department of Homeland Security - Citizenship and Immigration Services</b>	<b>Source</b>	-	-	\$5,982	-	-	\$5,923	-	-	\$7,846	-	-	\$1,923
Operations and Support	Location	-	-	\$5,982	-	-	\$5,923	-	-	\$7,846	-	-	\$1,923
Office of the Chief Readiness Support Officer	Location	-	-	\$106	-	-	\$162	-	-	\$64	-	-	(\$98)
Office of the Chief Human Capital Officer	Location	-	-	\$86	-	-	\$25	-	-	\$604	-	-	\$579
Office of the Chief Security Officer	Location	-	-	\$378	-	-	-	-	-	\$600	-	-	\$600
Office of the Chief Procurement Officer	Location	-	-	-	-	-	\$344	-	-	\$538	-	-	\$194
Office of the Chief Financial Officer	Location	-	-	\$172	-	-	\$141	-	-	\$144	-	-	\$3

Department of Homeland Security

Office of the Under Secretary for Management

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Information Officer	Location	-	-	\$5,240	-	-	\$5,251	-	-	\$5,896	-	-	\$645
<b>Department of Homeland Security - Science and Technology</b>	<b>Source</b>	-	-	\$2,110	-	-	\$1,054	-	-	\$2,033	-	-	\$979
Operations and Support	Location	-	-	\$2,110	-	-	\$1,054	-	-	\$2,033	-	-	\$979
Office of the Chief Readiness Support Officer	Location	-	-	-	-	-	-	-	-	\$91	-	-	\$91
Office of the Chief Human Capital Officer	Location	-	-	\$65	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	-	\$677	-	-	-	-	-	\$695	-	-	\$695
Office of the Chief Financial Officer	Location	-	-	\$44	-	-	\$45	-	-	\$47	-	-	\$2
Office of the Chief Information Officer	Location	-	-	\$1,324	-	-	\$1,009	-	-	\$1,200	-	-	\$191
<b>Department of Homeland Security - United States Secret Service</b>	<b>Source</b>	-	-	\$558	-	-	\$85	-	-	\$259	-	-	\$174
Operations and Support	Location	-	-	\$558	-	-	\$85	-	-	\$259	-	-	\$174
Office of the Chief Readiness Support Officer	Location	-	-	\$106	-	-	-	-	-	\$102	-	-	\$102
Office of the Chief Human Capital Officer	Location	-	-	\$11	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	-	-	-	-	-	-	-	\$67	-	-	\$67
Office of the Chief Information Officer	Location	-	-	\$441	-	-	\$85	-	-	\$90	-	-	\$5
<b>Department of Homeland Security - Office of the Inspector General</b>	<b>Source</b>	-	-	\$998	-	-	-	-	-	\$397	-	-	\$397
Operations and Support	Location	-	-	\$998	-	-	-	-	-	\$397	-	-	\$397
Office of the Chief Readiness Support Officer	Location	-	-	-	-	-	-	-	-	\$223	-	-	\$223
Office of the Chief Human Capital Officer	Location	-	-	\$103	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	-	\$206	-	-	-	-	-	\$2	-	-	\$2
Office of the Chief Information Officer	Location	-	-	\$689	-	-	-	-	-	\$172	-	-	\$172
<b>Department of Homeland Security - United States Coast Guard</b>	<b>Source</b>	-	-	\$3,883	-	-	\$7,604	-	-	\$9,002	-	-	\$1,398
Operations and Support	Location	-	-	\$3,883	-	-	\$7,604	-	-	\$9,002	-	-	\$1,398
Office of the Chief Readiness Support Officer	Location	-	-	\$106	-	-	-	-	-	\$303	-	-	\$303
Office of the Chief Human Capital Officer	Location	-	-	\$36	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	-	\$113	-	-	-	-	-	\$131	-	-	\$131
Office of the Chief Financial Officer	Location	-	-	\$3,129	-	-	\$7,208	-	-	\$7,568	-	-	\$360
Office of the Chief Information Officer	Location	-	-	\$499	-	-	\$396	-	-	\$1,000	-	-	\$604
<b>Department of Homeland Security - National Protection and Programs Directorate</b>	<b>Source</b>	-	-	\$13,745	-	-	\$14,054	-	-	\$17,049	-	-	\$2,995
Operations and Support	Location	-	-	\$13,745	-	-	\$14,054	-	-	\$17,049	-	-	\$2,995
Office of the Chief Readiness Support Officer	Location	-	-	\$173	-	-	\$59	-	-	\$793	-	-	\$734
Office of the Chief Human Capital Officer	Location	-	-	\$419	-	-	\$700	-	-	\$861	-	-	\$161
Office of the Chief Security Officer	Location	-	-	\$3,425	-	-	\$4,560	-	-	\$3,027	-	-	(\$1,533)
Office of the Chief Procurement Officer	Location	-	-	-	-	-	-	-	-	\$42	-	-	\$42
Office of the Chief Financial Officer	Location	-	-	\$638	-	-	\$1,299	-	-	\$1,364	-	-	\$65
Office of the Chief Information Officer	Location	-	-	\$9,090	-	-	\$7,436	-	-	\$10,962	-	-	\$3,526
<b>Department of Homeland Security - US Customs and Border Protection</b>	<b>Source</b>	-	-	\$5,127	-	-	\$3,866	-	-	\$2,921	-	-	(\$945)
Operations and Support	Location	-	-	\$5,127	-	-	\$3,866	-	-	\$2,921	-	-	(\$945)
Office of the Chief Readiness Support Officer	Location	-	-	\$453	-	-	\$553	-	-	\$26	-	-	(\$527)
Office of the Chief Human Capital Officer	Location	-	-	\$79	-	-	\$82	-	-	\$82	-	-	-
Office of the Chief Security Officer	Location	-	-	\$2,096	-	-	\$1,665	-	-	\$288	-	-	(\$1,377)
Office of the Chief Financial Officer	Location	-	-	\$48	-	-	-	-	-	\$125	-	-	\$125
Office of the Chief Information Officer	Location	-	-	\$2,451	-	-	\$1,566	-	-	\$2,400	-	-	\$834

Department of Homeland Security

Office of the Under Secretary for Management

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
<b>Department of Homeland Security - Office of the Secretary &amp; Executive Management</b>	<b>Source</b>	-	-	-	-	-	\$413	-	-	\$425	-	-	\$12
Operations and Support	Location	-	-	-	-	-	\$413	-	-	\$425	-	-	\$12
Office of the Chief Information Officer	Location	-	-	-	-	-	\$413	-	-	\$425	-	-	\$12
<b>Department of Homeland Security - Office of the Under Secretary for Management</b>	<b>Source</b>	-	-	\$32	-	-	\$2,571	-	-	\$3,000	-	-	\$429
Operations and Support	Location	-	-	\$32	-	-	\$2,571	-	-	\$3,000	-	-	\$429
Office of the Chief Information Officer	Location	-	-	\$32	-	-	\$2,571	-	-	\$3,000	-	-	\$429
<b>Department of Homeland Security - Analysis and Operations</b>	<b>Source</b>	-	-	\$8,854	-	-	\$2,532	-	-	\$4,443	-	-	\$1,911
Operations and Support	Location	-	-	\$8,854	-	-	\$2,532	-	-	\$4,443	-	-	\$1,911
Office of the Chief Readiness Support Officer	Location	-	-	\$68	-	-	\$203	-	-	\$216	-	-	\$13
Office of the Chief Human Capital Officer	Location	-	-	\$102	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	-	\$206	-	-	-	-	-	\$689	-	-	\$689
Office of the Chief Financial Officer	Location	-	-	\$35	-	-	\$36	-	-	\$38	-	-	\$2
Office of the Chief Information Officer	Location	-	-	\$8,443	-	-	\$2,293	-	-	\$3,500	-	-	\$1,207
<b>Department of Interior - Department of the Interior</b>	<b>Source</b>	-	-	\$3	-	-	-	-	-	\$205	-	-	\$205
Operations and Support	Location	-	-	\$3	-	-	-	-	-	\$205	-	-	\$205
Office of the Chief Readiness Support Officer	Location	-	-	\$3	-	-	-	-	-	\$205	-	-	\$205
<b>Department of Transportation - Department of Transportation</b>	<b>Source</b>	-	-	-	-	-	\$145	-	-	\$150	-	-	\$5
Operations and Support	Location	-	-	-	-	-	\$145	-	-	\$150	-	-	\$5
Office of the Chief Information Officer	Location	-	-	-	-	-	\$145	-	-	\$150	-	-	\$5
<b>Executive Office of the President - Executive Office of the President</b>	<b>Source</b>	-	-	\$378	-	-	-	-	-	\$128	-	-	\$128
Operations and Support	Location	-	-	\$378	-	-	-	-	-	\$128	-	-	\$128
Office of the Chief Security Officer	Location	-	-	\$378	-	-	-	-	-	\$128	-	-	\$128
<b>General Services Administration - General Services Administration</b>	<b>Source</b>	-	-	-	-	-	-	-	-	\$106	-	-	\$106
Operations and Support	Location	-	-	-	-	-	-	-	-	\$106	-	-	\$106
Office of the Chief Readiness Support Officer	Location	-	-	-	-	-	-	-	-	\$106	-	-	\$106
<b>Department of Homeland Security - Office of Health Affairs</b>	<b>Source</b>	-	-	\$546	-	-	-	-	-	\$155	-	-	\$155
Operations and Support	Location	-	-	\$546	-	-	-	-	-	\$155	-	-	\$155
Office of the Chief Readiness Support Officer	Location	-	-	\$280	-	-	-	-	-	-	-	-	-
Office of the Chief Human Capital Officer	Location	-	-	\$13	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	-	\$3	-	-	-	-	-	\$5	-	-	\$5
Office of the Chief Information Officer	Location	-	-	\$250	-	-	-	-	-	\$150	-	-	\$150
<b>Department of Homeland Security - Domestic Nuclear Detection Office</b>	<b>Source</b>	-	-	\$1,053	-	-	\$1,063	-	-	\$862	-	-	(\$201)
Operations and Support	Location	-	-	\$1,053	-	-	\$1,063	-	-	\$862	-	-	(\$201)
Office of the Chief Readiness Support Officer	Location	-	-	\$20	-	-	\$850	-	-	\$106	-	-	(\$744)
Office of the Chief Human Capital Officer	Location	-	-	\$19	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	-	\$2	-	-	-	-	-	\$4	-	-	\$4
Office of the Chief Financial Officer	Location	-	-	\$15	-	-	\$166	-	-	\$174	-	-	\$8
Office of the Chief Information Officer	Location	-	-	\$997	-	-	\$47	-	-	\$578	-	-	\$531

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
<b>Department of Homeland Security - Federal Protective Service</b>	<b>Source</b>	-	-	-	-	-	\$380	-	-	\$1,273	-	-	\$893
Operations and Support	Location	-	-	-	-	-	\$380	-	-	\$1,273	-	-	\$893
Office of the Chief Readiness Support Officer	Location	-	-	-	-	-	-	-	-	\$234	-	-	\$234
Office of the Chief Human Capital Officer	Location	-	-	-	-	-	\$333	-	-	\$396	-	-	\$63
Office of the Chief Security Officer	Location	-	-	-	-	-	-	-	-	\$220	-	-	\$220
Office of the Chief Procurement Officer	Location	-	-	-	-	-	\$20	-	-	\$20	-	-	-
Office of the Chief Financial Officer	Location	-	-	-	-	-	\$27	-	-	\$396	-	-	\$369
Office of the Chief Information Officer	Location	-	-	-	-	-	-	-	-	\$7	-	-	\$7
<b>Office of the Director of National Intelligence</b>	<b>Source</b>	-	-	\$748	-	-	-	-	-	\$1,000	-	-	\$1,000
Operations and Support	Location	-	-	\$748	-	-	-	-	-	\$1,000	-	-	\$1,000
Office of the Chief Security Officer	Location	-	-	\$748	-	-	-	-	-	\$1,000	-	-	\$1,000
<b>Total Collections</b>		-	-	<b>\$75,413</b>	-	-	<b>\$61,506</b>	-	-	<b>\$79,849</b>	-	-	<b>\$18,343</b>

**Department of Homeland Security**  
*Office of the Under Secretary for Management*  
*Operations and Support*



**Fiscal Year 2018**  
**Congressional Justification**



## Table of Contents

<b><i>Operations and Support</i></b> .....	<b>1</b>
Budget Comparison and Adjustments.....	4
Personnel Compensation and Benefits.....	53
Non Pay Budget Exhibits.....	56
<b><i>Immediate Office of the Under Secretary of Management – PPA</i></b> .....	<b>58</b>
Budget Comparison and Adjustments .....	58
Personnel Compensation and Benefits.....	62
Non Pay Budget Exhibits.....	64
<b><i>Office of the Chief Readiness Support Officer - PPA</i></b> .....	<b>67</b>
Budget Comparison and Adjustments .....	67
Personnel Compensation and Benefits.....	77
Non Pay Budget Exhibits.....	79
<b><i>Office of the Chief Human Capital Officer - PPA</i></b> .....	<b>82</b>
Budget Comparison and Adjustments .....	82
Personnel Compensation and Benefits.....	90
Non Pay Budget Exhibits.....	92
<b><i>Office of the Chief Security Officer –PPA</i></b> .....	<b>95</b>
Budget Comparison and Adjustments .....	95
Personnel Compensation and Benefits.....	103
Non Pay Budget Exhibits.....	105
<b><i>Office of the Chief Procurement Officer –PPA</i></b> .....	<b>108</b>
Budget Comparison and Adjustments .....	108
Personnel Compensation and Benefits.....	118
Non Pay Budget Exhibits.....	120
<b><i>Office of the Financial Officer – PPA</i></b> .....	<b>123</b>

Budget Comparison and Adjustments .....	123
Personnel Compensation and Benefits.....	131
Non Pay Budget Exhibits.....	133
<i>Office of the Chief Information Officer– PPA</i> .....	136
Budget Comparison and Adjustments .....	136
Personnel Compensation and Benefits.....	155
Non Pay Budget Exhibits.....	157

## Operations and Support

### Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Immediate Office of the Under Secretary of Management	17	17	\$3,732	17	17	\$3,291	31	24	\$6,867	14	7	\$3,576
Office of the Chief Readiness Support Officer	103	103	\$124,518	103	103	\$119,585	123	120	\$70,900	20	17	(\$48,685)
Office of the Chief Human Capital Officer	144	137	\$29,652	208	208	\$39,635	293	270	\$56,852	85	62	\$17,217
Office of the Chief Security Officer	257	257	\$68,991	257	257	\$67,246	313	298	\$74,963	56	41	\$7,717
Office of the Chief Procurement Officer	308	308	\$60,369	558	558	\$96,000	536	533	\$102,615	(22)	(25)	\$6,615
Office of the Chief Financial Officer	230	228	\$56,394	270	270	\$60,142	279	275	\$66,369	9	5	\$6,227
Office of the Chief Information Officer	398	382	\$394,192	401	401	\$376,619	495	495	\$317,565	94	94	(\$59,054)
<b>Total</b>	<b>1,457</b>	<b>1,432</b>	<b>\$737,848</b>	<b>1,814</b>	<b>1,814</b>	<b>\$762,518</b>	<b>2,070</b>	<b>2,015</b>	<b>\$696,131</b>	<b>256</b>	<b>201</b>	<b>(\$66,387)</b>
Subtotal Discretionary - Appropriation	1,457	1,432	\$737,848	1,814	1,814	\$762,518	2,070	2,015	\$696,131	256	201	(\$66,387)

### Overview

The Operations & Support appropriation includes seven Program, Project, Activities (PPA), the PPAs are within the Under Secretary for Management (USM) and they are: Immediate Office of the Under Secretary for Management, Office of the Chief Readiness Support Officer, Office of the Chief Human Capital Officer, Office of the Chief Procurement Officer, Office of the Chief Financial Officer, Office of the Chief Information Officer, and Office of the Chief Security Officer.

The Department of Homeland Security (DHS) Management Directorate ensures delivery of effective and efficient business and management services throughout the Department, to enable the Department to achieve its mission to lead the unified national effort to secure America. It does so by providing policy, guidance, operational oversight and support, and innovative solutions for the management needs of the entire Department.

### Immediate Office of the Under Secretary for Management

The primary mission of the Immediate Office of the Under Secretary for Management (IOUSM) is to provide leadership and oversight for all Departmental management lines of business including information technology, security, budget and financial management, procurement and acquisition, human capital, and administrative services.

**Office of the Chief Readiness Support Officer**

The Office of the Chief Readiness Support Officer (OCRSO) is responsible for the overall leadership, internal controls, and oversight of Department-wide logistics; asset life-cycle management, including aircraft, motor vehicles, ships, boats and sensitive assets, real property, personal property, environmental management, historic preservation, and energy. The OCRSO focuses on delivering affordable readiness by providing economical support products and services that enable employees across DHS the ability to effectively perform the missions of the Department. The OCRSO team accomplishes this through building partnerships and collaboration, leveraging best practices, and fostering innovation.

**Office of the Chief Human Capital Officer**

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 the OCHCO is critical to supporting and enabling the Secretary's workforce strategy, which centers around four key goals: building an effective, mission-focused, diverse, and inspiring cadre of leaders; recruiting a highly qualified and diverse workforce; retaining an engaged workforce; and solidifying a unified DHS culture of mission performance, adaptability, accountability, and results.

**Office of the Chief Procurement Officer**

The Office of the Chief Procurement Officer (OCPO) is responsible for the overall management, administration, and oversight of Department-wide acquisition, financial assistance, strategic sourcing, and competitive sourcing programs, including direct management and oversight of the Office of Procurement Operations. OCPO activities include oversight and strategic support; policy and acquisition workforce issues; procurement ombudsman and industry liaison; and small and disadvantaged business utilization. The DHS procurement mission is to effectively deliver mission capability through the contracting of critical supplies and services.

The Office of Program Accountability and Risk Management (PARM) is responsible for supporting major investment programs as part of the Department's effort to ensure effective and efficient program execution. PARM serves as the Management Directorate's executive office for program execution, and is responsible for program governance and acquisition policy. PARM assists DHS partners in building the Department's acquisition and program management capabilities.

**Office of the Chief Security Officer**

The Office of the Chief Security Officer (OCSO) leads the collaborative security program to safeguard DHS employees, information, and property. The office develops, implements, and oversees the Department's security policies, programs, and standards; delivers security training and education to DHS personnel; and provides security support to DHS Components.

Office of the Chief Financial Officer

The mission of the Office of the Chief Financial Officer (OCFO) is to ensure that the funds necessary to carry out the Department's mission are obtained, allocated, and spent in support of the Department's priorities and in accordance with law and policies. The OCFO provides timely, accurate, and actionable financial information to decision makers and stakeholders; integrates performance and develops program plans and budgets that are well-justified and balanced to support DHS priorities; provides assurance that internal controls are effective; provides quality, cost-effective financial management services and operations; develops and maintains financial and resource management skillsets to ensure sustained achievement of the DHS CFO mission; and strengthens financial assistance accountability.

Office of the Chief Information Officer

The DHS Office of the Chief Information Officer (OCIO), in collaboration with the DHS Chief Information Officer Council, is responsible for implementing programs necessary to align DHS's Information Technology (IT) personnel, resources, and assets, including all systems and infrastructure, to support Department-wide missions and activities. OCIO's mission is to provide DHS and its partners with IT services required to lead a unified national effort to prevent and deter terrorist attacks as well as protect against and respond to threats and hazards.

The Undersecretary for Management requests 2,070 positions, 2,015 full-time equivalents (FTE), and \$696.131 million for 2018 to continue its objective as outlined above in the Operations & Support appropriation.

**Operations and Support**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$732,629		
Transfers & Reprogrammings	\$5,900		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$681)		
<b>Revised Enacted/Request</b>	<b>\$737,848</b>	<b>\$762,518</b>	<b>\$696,131</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$54,804	\$223,494	\$93,500
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$792,652</b>	<b>\$986,012</b>	<b>\$789,631</b>
Collections – Reimbursable Resources	\$75,413	\$61,506	\$79,849
<b>Total Budget Resources</b>	<b>\$868,065</b>	<b>\$1,047,518</b>	<b>\$869,480</b>
Obligations (Actual/Projections/Estimates)	\$780,234	\$959,224	\$840,678
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	1,457	1,814	2,070
Enacted/Request FTE	1,432	1,814	2,015
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	1,192	1,814	2,070
FTE (Actual/Estimates/Projections)	1,100	1,814	2,015

## Operations and Support Collections - Reimbursable Resources

*Dollars in Thousands*

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Energy - Department of Energy	Source	-	-	-	-	-	\$200	-	-	-
Department of Homeland Security - Federal Emergency Management Agency	Source	-	-	\$3,243	-	-	\$2,782	-	-	\$6,118
Department of Homeland Security - Federal Law Enforcement Training Center	Source	-	-	\$950	-	-	\$858	-	-	\$1,446
Department of Homeland Security - Transportation Security Administration	Source	-	-	\$7,059	-	-	\$15,453	-	-	\$16,686
Department of Homeland Security - US Immigration and Customs Enforcement	Source	-	-	\$20,144	-	-	\$2,523	-	-	\$4,344
Department of Homeland Security - Citizenship and Immigration Services	Source	-	-	\$5,982	-	-	\$5,923	-	-	\$7,846
Department of Homeland Security - Science and Technology	Source	-	-	\$2,110	-	-	\$1,054	-	-	\$2,033
Department of Homeland Security - United States Secret Service	Source	-	-	\$558	-	-	\$85	-	-	\$259
Department of Homeland Security - Office of the Inspector General	Source	-	-	\$998	-	-	-	-	-	\$397
Department of Homeland Security - United States Coast Guard	Source	-	-	\$3,883	-	-	\$7,604	-	-	\$9,002
Department of Homeland Security - National Protection and Programs Directorate	Source	-	-	\$13,745	-	-	\$14,054	-	-	\$17,049
Department of Homeland Security - US Customs and Border Protection	Source	-	-	\$5,127	-	-	\$3,866	-	-	\$2,921
Department of Homeland Security - Office of the Secretary & Executive Management	Source	-	-	-	-	-	\$413	-	-	\$425
Department of Homeland Security - Office of the Under Secretary for Management	Source	-	-	\$32	-	-	\$2,571	-	-	\$3,000
Department of Homeland Security - Analysis and Operations	Source	-	-	\$8,854	-	-	\$2,532	-	-	\$4,443
Department of Interior - Department of the Interior	Source	-	-	\$3	-	-	-	-	-	\$205
Department of Transportation - Department of Transportation	Source	-	-	-	-	-	\$145	-	-	\$150
Executive Office of the President - Executive Office of the President	Source	-	-	\$378	-	-	-	-	-	\$128
General Services Administration - General Services Administration	Source	-	-	-	-	-	-	-	-	\$106
Department of Homeland Security - Office of Health Affairs	Source	-	-	\$546	-	-	-	-	-	\$155
Department of Homeland Security - Domestic Nuclear Detection Office	Source	-	-	\$1,053	-	-	\$1,063	-	-	\$862
Department of Homeland Security - Federal Protective Service	Source	-	-	-	-	-	\$380	-	-	\$1,273
Office of the Director of National Intelligence	Source	-	-	\$748	-	-	-	-	-	\$1,000
<b>Total Collections</b>		-	-	<b>\$75,413</b>	-	-	<b>\$61,506</b>	-	-	<b>\$79,849</b>

**Operations and Support**  
**Summary of Budget Changes**  
*Dollars in Thousands*

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2016 Enacted</b>	<b>1,457</b>	<b>1,432</b>	<b>\$732,629</b>
Reprogramming from CBP to CRSO	-	-	\$2,900
Reprogramming from CRSO - OneNet	-	-	\$2,900
Reprogramming from NAC to CRSO	-	-	\$100
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>\$5,900</b>
FY 2016 Rescission	-	-	(\$681)
<b>Total Rescissions</b>	<b>-</b>	<b>-</b>	<b>(\$681)</b>
<b>FY 2016 Revised Enacted</b>	<b>1,457</b>	<b>1,432</b>	<b>\$737,848</b>
<b>FY 2017 Annualized CR</b>	<b>1,814</b>	<b>1,814</b>	<b>\$762,518</b>
<b>FY 2018 Base Budget</b>	<b>1,814</b>	<b>1,814</b>	<b>\$762,518</b>
<b>Technical Adjustment</b>	<b>(37)</b>	<b>(37)</b>	<b>-</b>
Realignment to CHCO from CIO due to CHCO WCF Activity Costs Removal	-	-	\$1
Transfer from PCI/CIO for the Policy, Architecture, and Governance Program	-	-	\$1,148
Transfer to A&O from CIO due to A&O WCF Activity Costs Removal	-	-	(\$22)
Transfer to A&O from CPO due to A&O WCF Activity Costs Removal	-	-	(\$4)
Transfer to A&O from CSO due to A&O WCF Activity Costs Removal	-	-	(\$10)
Transfer to CIO from A&O due to CIO WCF Activity Costs Removal	-	-	\$1,484
Transfer to CIO from OIG due to CIO WCF Activity Costs Removal	-	-	\$9
Transfer to CIO from S&T due to CIO WCF Activity Costs Removal	-	-	\$1,309
Transfer to OSEM/OGC from CFO due to OGC WCF Activity Costs Removal	-	-	(\$2)
Transfer to OSEM/OGC from CHCO due to OGC WCF Activity Costs Removal	-	-	(\$3)
Transfer to OSEM/OGC from CIO due to OGC WCF Activity Costs Removal	-	-	(\$5)
Transfer to OSEM/OGC from CPO due to OGC WCF Activity Costs Removal	-	-	(\$13)
Transfer to OSEM/OGC from CRSO due to OGC WCF Activity Costs Removal	-	-	(\$2)
Transfer to OSEM/OGC from CSO due to OGC WCF Activity Costs Removal	-	-	(\$2)
Transfer to USM/CFO from NPPD due to FY 17 CJ WCF transfers for Financial Ops	-	-	\$117
Transfer to USM/CFO from NPPD due to FY 17 CJ WCF transfers for WCF Ops	-	-	\$126



Budget Formulation Activity	Positions	FTE	Amount
Transfer to USM/CFO from USCG due to FY 17 CJ WCF transfers for Financial Ops	-	-	\$18
Transfer to USM/CFO from USCG due to FY 17 CJ WCF transfers for WCF Ops	-	-	\$174
Transfer to USM/CHCO from A&O due to CHCO WCF Activity Costs Removal	-	-	\$49
Transfer to USM/CHCO from CBP due to CHCO WCF Activity Costs Removal	-	-	\$2,015
Transfer to USM/CHCO from DNDO due to CHCO WCF Activity Costs Removal	-	-	\$35
Transfer to USM/CHCO from FEMA due to CHCO WCF Activity Costs Removal	-	-	\$414
Transfer to USM/CHCO from FLETC due to CHCO WCF Activity Costs Removal	-	-	\$46
Transfer to USM/CHCO from ICE due to CHCO WCF Activity Costs Removal	-	-	\$784
Transfer to USM/CHCO from NPPD due to FY 17 CJ WCF transfers for HQ HCS	-	-	\$552
Transfer to USM/CHCO from NPPD OBIM due to CHCO WCF Activity Costs Removal	-	-	\$5
Transfer to USM/CHCO from OHA due to CHCO WCF Activity Costs Removal	-	-	\$8
Transfer to USM/CHCO from OIG due to CHCO WCF Activity Costs Removal	-	-	\$49
Transfer to USM/CHCO from OSEM to CHCO WCF Activity Costs Removal	-	-	\$99
Transfer to USM/CHCO from S&T due to CHCO WCF Activity Costs Removal	-	-	\$55
Transfer to USM/CHCO from TSA due to CHCO WCF Activity Costs Removal	-	-	\$1,802
Transfer to USM/CHCO from USCG due to CHCO WCF Activity Costs Removal	-	-	\$242
Transfer to USM/CHCO from USCG due to FY 17 CJ WCF transfers for HQ HCS	-	-	\$29
Transfer to USM/CHCO from USSS due to CHCO WCF Activity Costs Removal	-	-	\$438
Transfer to USM/CHCO of the WCF FTE due to CHCO WCF Activity Removal	37	37	-
Transfer to USM/CIO from OSEM due to CIO WCF Activity Costs Removal	-	-	\$911
Transfer to USM/CIO from CBP due to CIO WCF Activity Costs Removal	-	-	\$1,695
Transfer to USM/CIO from DNDO due to CIO WCF Activity Costs Removal	-	-	\$426
Transfer to USM/CIO from FEMA due to CIO WCF Activity Costs Removal	-	-	\$322
Transfer to USM/CIO from FLETC due to CIO WCF Activity Costs Removal	-	-	\$50
Transfer to USM/CIO from ICE due to CIO WCF Activity Costs Removal	-	-	\$755
Transfer to USM/CIO from NPPD due to FY 17 CJ WCF transfers for ELA	-	-	\$16
Transfer to USM/CIO from NPPD OBIM due to CIO WCF Activity Costs Removal	-	-	\$1
Transfer to USM/CIO from OHA due to CIO WCF Activity Costs Removal	-	-	\$238
Transfer to USM/CIO from TSA due to CIO WCF Activity Costs Removal	-	-	\$756
Transfer to USM/CIO from USCG due to CIO WCF Activity Costs Removal	-	-	\$325
Transfer to USM/CIO from USCG due to FY 17 CJ WCF transfers for Disaster Mgt	-	-	\$556

Budget Formulation Activity	Positions	FTE	Amount
Transfer to USM/CIO from USCG due to FY 17 CJ WCF transfers for ELA	-	-	\$207
Transfer to USM/CIO from USSS due to CIO WCF Activity Costs Removal	-	-	\$250
Transfer to USM/CIO of the WCF FTE due to CIO WCF Activity Removal	94	94	-
Transfer to USM/CPO from A&O due to CPO WCF Activity Costs Removal	-	-	\$2
Transfer to USM/CPO from CBP due to CPO WCF Activity Costs Removal	-	-	\$523
Transfer to USM/CPO from DNDO due CPO WCF Activity Costs Removal	-	-	\$20
Transfer to USM/CPO from FEMA due to CPO WCF Activity Costs Removal	-	-	\$120
Transfer to USM/CPO from FLETC due to CPO WCF Activity Costs Removal	-	-	\$86
Transfer to USM/CPO from ICE due to CPO WCF Activity Costs Removal	-	-	\$184
Transfer to USM/CPO from NPPD due to FY 17 CJ WCF transfers for Procurement Ops	-	-	\$6,083
Transfer to USM/CPO from OHA due to CPO WCF Activity Costs Removal	-	-	\$9
Transfer to USM/CPO from S&T due to CPO WCF Activity Costs Removal	-	-	\$151
Transfer to USM/CPO from TSA due to CPO WCF Activity Costs Removal	-	-	\$235
Transfer to USM/CPO from USCG due to CPO WCF Activity Costs Removal	-	-	\$273
Transfer to USM/CPO from USSS due to CPO WCF Activity Costs Removal	-	-	\$46
Transfer to USM/CPO of the WCF FTE due to CPO WCF Activity Removal	7	7	-
Transfer to USM/CRSO from A&O due to CRSO WCF Activity Costs Removal	-	-	\$585
Transfer to USM/CRSO from CBP due to CRSO WCF Activity Costs Removal	-	-	\$98
Transfer to USM/CRSO from DNDO due to CRSO WCF Activity Costs Removal	-	-	\$92
Transfer to USM/CRSO from FEMA due to CRSO WCF Activity Costs Removal	-	-	\$176
Transfer to USM/CRSO from FLETC due to CRSO WCF Activity Costs Removal	-	-	\$1
Transfer to USM/CRSO from ICE due to CRSO WCF Activity Costs Removal	-	-	\$65
Transfer to USM/CRSO from NPPD OBIM due to CRSO WCF Activity Costs Removal	-	-	\$74
Transfer to USM/CRSO from OHA due to CRSO WCF Activity Costs Removal	-	-	\$109
Transfer to USM/CRSO from OIG due to CRSO WCF Activity Costs Removal	-	-	\$4
Transfer to USM/CRSO from OSEM to CRSO WCF Activity Costs Removal	-	-	\$946
Transfer to USM/CRSO from S&T due to CRSO WCF Activity Costs Removal	-	-	\$248
Transfer to USM/CRSO from TSA due to CRSO WCF Activity Costs Removal	-	-	\$58
Transfer to USM/CRSO from USCG due to CRSO WCF Activity Costs Removal	-	-	\$515
Transfer to USM/CRSO of the WCF FTE due to CRSO WCF Activity Removal	13	13	-
Transfer to USM/CSO from FLETC due to CSO WCF Activity Costs Removal	-	-	\$47

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
Transfer to USM/CSO from A&O due to CSO WCF Activity Costs Removal	-	-	\$23
Transfer to USM/CSO from CBP due to CSO WCF Activity Costs Removal	-	-	\$1,060
Transfer to USM/CSO from DNDO due CSO WCF Activity Costs Removal	-	-	\$5
Transfer to USM/CSO from FEMA due to CSO WCF Activity Costs Removal	-	-	\$703
Transfer to USM/CSO from ICE due to CSO WCF Activity Costs Removal	-	-	\$593
Transfer to USM/CSO from NPPD OBIM due to CSO WCF Activity Costs Removal	-	-	\$9
Transfer to USM/CSO from OHA due to CSO WCF Activity Costs Removal	-	-	\$3
Transfer to USM/CSO from OIG due to CSO WCF Activity Costs Removal	-	-	\$11
Transfer to USM/CSO from OSEM due CSO WCF Activity Costs Removal	-	-	\$7
Transfer to USM/CSO from S&T due to CSO WCF Activity Costs Removal	-	-	\$18
Transfer to USM/CSO from TSA due to CSO WCF Activity Costs Removal	-	-	\$1,255
Transfer to USM/CSO from USSS due to CSO WCF Activity Costs Removal	-	-	\$118
Transfer to USM/CSO of the WCF FTE due to CSO WCF Activity Removal	26	26	-
<b>Total Transfers</b>	<b>177</b>	<b>177</b>	<b>\$32,008</b>
2017 Pay Annualization	-	-	\$1,309
2018 Pay Increase	-	-	\$3,353
Contract Cost Increases	-	-	\$1,321
FY 17 FPS Increases	-	-	\$508
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$6,491</b>
Non - Recur Continuous Monitoring	-	-	(\$2,000)
Non - Recur Cyber	-	-	(\$100,000)
Non - Recur for Data Act	-	-	(\$1,230)
Non - Recur for PARM enhancements	-	-	(\$196)
Non - Recur NAC Security Assessment	-	-	(\$3,979)
Non - Recur St. Es Development	-	-	(\$18,319)
Non - Recur St. Es TIP	-	-	(\$35,020)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$160,744)</b>
<b>Total Adjustments-to-Base</b>	<b>140</b>	<b>140</b>	<b>(\$122,245)</b>
<b>FY 2018 Current Services</b>	<b>1,954</b>	<b>1,954</b>	<b>\$640,273</b>
USM - Center for International Safety and Security	10	5	\$1,528
USM - Data Management Integration	3	2	\$1,582

Budget Formulation Activity	Positions	FTE	Amount
USM - DHS One-Number	6	3	\$2,635
USM - DHS OneNet Enhancement	-	-	\$16,750
USM - Engagement and Effectiveness	8	4	\$1,000
USM - Enterprise Security Operation Center	-	-	\$11,000
USM - Human Resource Management Service Personnel	6	3	\$407
USM - Insider Threat	20	10	\$3,300
USM - Joint Duty Program	7	4	\$1,000
USM - Manpower Analysis and Requirements Program	13	7	\$4,504
USM - NAC Guard Force	-	-	\$4,000
USM - PARM Analytics Enhancement	8	5	\$2,710
USM - Regional Support	4	2	\$541
USM - Workforce Rightsizing	31	16	\$11,351
<b>Total, Program Increases</b>	<b>116</b>	<b>61</b>	<b>\$62,308</b>
USM - FY 17 Hiring freeze Reduction	-	-	(\$6,450)
<b>Total, Program Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$6,450)</b>
<b>FY 2018 Request</b>	<b>2,070</b>	<b>2,015</b>	<b>\$696,131</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>256</b>	<b>201</b>	<b>(\$66,387)</b>

The following Adjustments-to-Base are within the O&S appropriation:

- Transfer of \$0.4 million to CFO from the United States Coast Guard (USCG) and National Protection and Programs Directorate (NPPD) due to removing the Financial Operations and Working Capital Fund (WCF) Operations activities from the WCF and into direct appropriations in FY 17 budget request
- Transfers of \$0.6 million to CHCO from USCG and NPPD due to removing the Headquarters Human Capital Services activity from the WCF and into direct appropriations in FY 17 budget request
- Transfers of \$6.1 million to CPO from NPPD due to removing the Procurement Operations activity from the WCF and into direct appropriations in FY 17 budget request
- Transfers of \$0.8 million to CIO from USCG and NPPD due to removing the Enterprise License Agreement activity and the Disaster Management Activity from the WCF and into direct appropriations in FY 17 budget request.
- Transfers of \$23 million from various DHS components to USM due the removal of FTE and/or activities from the Working Capital Fund.

- Realignment of \$23.9 million from CRSO St. Es Development costs to CRSO St. Elizabeths Support Costs
- Transfer of \$1.1 million from PC&I/CIO due to Policy, Architecture, and Governance program containing OS specific requirements
- Increase of \$0.5million for an increase in the Federal Protective Service fees
- Increase of \$3.4 million for 2018 pay increase
- Increase of \$1.3 million for annualization of 2017 pay raise
- Increase of \$1.3 million due to contract cost increases
- Non-Recur of \$2 million for CSO Continuous Monitoring
- Non-Recur of \$100 million for CIO Cyber Security Fund
- Non-Recur of \$4 million for CSO and CRSO NAC Security Assessment costs
- Non-Recur of \$53.3 million for CRSO St. Elizabeths Development
- Non-Recur of \$1.2 million for CPO Data Act
- Non-Recur of \$0.2 million for CPO PARM

The following Program Changes are within the O&S:

- Increase of \$4.5 million and 13/7 FTP/FTE for CFO/CHCO Manpower Analysis and Requirements program
- Increase of \$11.4 million and 31/16 FTP/FTE for IOUSM/CHCO Rightsizing Workforce
- Increase of \$1 million and 8/4 FTP/FTE for CHCO Engagement and Effectiveness
- Increase of \$1 million and 7/4 FTP/FTE for CHCO Joint Duty Program
- Increase of \$0.4 million and 6/3 FTP/FTE for CHCO Human Resource Management Service Personnel
- Increase of \$11 million for CIO Enterprise Security Operations Support
- Increase of \$16.8 million for CIO DHS OneNet
- Increase of \$2.7 million and 8/5 FTP/FTE for PARM Enhancement for Analytics
- Increase of \$1.6 million and 3/2 FTP/FTE for CRSO Data Management
- Increase of \$0.5million and 4/2 FTP/FTE for CRSO Regional Support
- Increase of \$1.5 million and 10/5 FTP/FTE for CSO Center for International Safety and Security
- Increase of \$3.3 million and 20/10 FTP/FTE for CSO Insider Threat Program
- Increase of \$2.6 million and 6/3 FTP/FTE for CFO DHS One-Number
- Increase of \$4 million for CSO NAC Guard Force
- Decrease of \$6.5 million required by the FY 17 Hiring Freeze
- Decrease of 37 FTP/FTE in a technical adjustment for CPO hollow positions

**Working Capital Fund Transfers:**

Requested transfers related to the DHS Working Capital Fund (WCF) are due to the efficiency reviews started in FY 2014 by the WCF team, the WCF Governance Board, and DHS senior leadership. The Department is seeking to streamline processes and alleviate issues created by funding through the WCF due to circular billing. For example, a service provider (Activity A) provides services to the FTE funded by another WCF activity (Activity B). Activity A is also a customer of the WCF who receives services from Activity B for IT services. When the Activity A increases its services it must bill Activity B, who has to recoup their full cost and therefore has to bill their customers for the increase; which includes Activity A. The Department has decided to remove the FTE and FTE related costs from the WCF and move to direct funding within the PPA responsible for providing the service. All services will continue to be provided by the applicable PPA to their current customer base, but the movement of funds from the WCF to the direct appropriation will allow for better management, flexibility, and customer service. Below is a summary of the WCF criteria for inclusion in the fund, per the DHS WCF Charter, and detail on the activities that were affected in FY 2018 WCF transfers.

The following standard criteria will be used to determine whether a service, program or activity may be financed through the WCF:

- Must provide goods or services needed on a recurring and relatively predictable basis within DHS and/or other federal government entities or other sources.
- Operation as a DHS WCF business area will result in a better service, improved value, and/or decreased costs to the federal government.
- Demand for goods or services must be from multiple customers within DHS and/or other federal government entities or other sources.
- Must use “Full Cost” methodology to identify costs of goods and services.
- Must possess the capability to charge fair and equitable prices to fully recover the full costs of the provided goods and services.

**Rationale:**

Based on the criteria noted above from the WCF Charter, the Department decided to remove certain activities which are noted below based on the following rationale:

- The activity does not result in better service, improved value, or decreased costs.
- Costs for operating the activity are not tied to customer demand, especially in the year of execution; yet bills are changed in the year of execution to redistribute costs.

- The activity does not provide needed flexibility to operate more effectively and efficiently and realign activities between customers as demand dictates.
- The activity causes numerous mid-year adjustments to customer bills based on actual use.

Activities where FTE were removed and program costs remain in the WCF:

- OCIO - DHS OneNet and NCRIIO
- OCHCO - Human Capital Business Systems (HCBS), NFC Payroll, and e-Training
- OCSO - HSPD-12
- A&O - CLAN Operations
- OCRSO - Transit, Parking, Mail, and GSA Rent
- OCIO - Research Library Information Services (RLIS)

Activities which were entirely removed from the WCF:

- OSEM/OGC - Regulatory Services
- OCPO - Strategic Sourcing
- OCHCO - SES CDP and National Defense University (NDU)
- OCRSO - Sedan and Shuttle Services

## Operations and Support Justification of Pricing Changes

*Dollars in Thousands*

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
<b>Pricing Change 1 - 2017 Pay Annualization</b>	-	-	<b>\$1,309</b>
Immediate Office of the Under Secretary of Management	-	-	\$14
Office of the Chief Readiness Support Officer	-	-	\$82
Office of the Chief Human Capital Officer	-	-	\$99
Office of the Chief Security Officer	-	-	\$173
Office of the Chief Procurement Officer	-	-	\$375
Office of the Chief Financial Officer	-	-	\$205
Office of the Chief Information Officer	-	-	\$361
<b>Pricing Change 2 - 2018 Pay Increase</b>	-	-	<b>\$3,353</b>
Immediate Office of the Under Secretary of Management	-	-	\$35
Office of the Chief Readiness Support Officer	-	-	\$245
Office of the Chief Human Capital Officer	-	-	\$333
Office of the Chief Security Officer	-	-	\$519
Office of the Chief Procurement Officer	-	-	\$709
Office of the Chief Financial Officer	-	-	\$556
Office of the Chief Information Officer	-	-	\$956
<b>Pricing Change 3 - Contract Cost Increases</b>	-	-	<b>\$1,321</b>
Office of the Chief Information Officer	-	-	\$1,321
<b>Pricing Change 4 - FY 17 FPS Increases</b>	-	-	<b>\$508</b>
Immediate Office of the Under Secretary of Management	-	-	\$18
Office of the Chief Readiness Support Officer	-	-	\$21
Office of the Chief Human Capital Officer	-	-	\$55
Office of the Chief Security Officer	-	-	\$107
Office of the Chief Procurement Officer	-	-	\$69
Office of the Chief Financial Officer	-	-	\$55
Office of the Chief Information Officer	-	-	\$183
<b>Pricing Change 5 - Non - Recur Continuous Monitoring</b>	-	-	<b>(\$2,000)</b>
Office of the Chief Security Officer	-	-	(\$2,000)
<b>Pricing Change 6 - Non - Recur Cyber</b>	-	-	<b>(\$100,000)</b>
Office of the Chief Information Officer	-	-	(\$100,000)
<b>Pricing Change 7 - Non - Recur NAC Security Assessment</b>	-	-	<b>(\$3,979)</b>
Office of the Chief Readiness Support Officer	-	-	(\$1,525)



Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Office of the Chief Security Officer	-	-	(\$2,454)
<b>Pricing Change 8 - Non - Recur St. Es Development</b>	-	-	<b>(\$18,319)</b>
Office of the Chief Readiness Support Officer	-	-	(\$18,319)
<b>Pricing Change 9 - Non - Recur St. Es TIP</b>	-	-	<b>(\$35,020)</b>
Office of the Chief Readiness Support Officer	-	-	(\$35,020)
<b>Pricing Change 10 - Non - Recur for Data Act</b>	-	-	<b>(\$1,230)</b>
Office of the Chief Procurement Officer	-	-	(\$1,230)
<b>Pricing Change 11 - Non - Recur for PARM enhancements</b>	-	-	<b>(\$196)</b>
Office of the Chief Procurement Officer	-	-	(\$196)
<b>Total Pricing Changes</b>	-	-	<b>(\$154,253)</b>

**Pricing Change Major Categories Definitions:**

**Pay Annualization:** These costs are due to the timing of pay raises being on a calendar year and budgets are based on a fiscal year. The 25% of the fiscal year not requested in the previous year's request is requested here.

**Pay Increases:** These costs relate directly to the FY 2017 and FY 2018 pay raises approved by the President of the United States.

**Contract Cost Increases:** These costs are related to contract support where the contract costs are estimated to increase.

**Non-Recur:** Non-Recur costs are associated with costs of the program that are no longer needed due to pricing changes.

**FPS Fee Increases:** These costs represent approved fee increases for FPS services. FPS received approval to raise fees in FY 2017 and therefore there is an increase in pricing for the customers.

## Operations and Support Justification of Program Changes

*Dollars in Thousands*

Program Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
<b>Program Change 1 - USM - Center for International Safety and Security</b>	<b>10</b>	<b>5</b>	<b>\$1,528</b>
Office of the Chief Security Officer	10	5	\$1,528
<b>Program Change 2 - USM - DHS One-Number</b>	<b>6</b>	<b>3</b>	<b>\$2,635</b>
Office of the Chief Financial Officer	6	3	\$2,635
<b>Program Change 3 - USM - DHS OneNet Enhancement</b>	<b>-</b>	<b>-</b>	<b>\$16,750</b>
Office of the Chief Information Officer	-	-	\$16,750
<b>Program Change 4 - USM - Data Management Integration</b>	<b>3</b>	<b>2</b>	<b>\$1,582</b>
Office of the Chief Readiness Support Officer	3	2	\$1,582
<b>Program Change 5 - USM - Engagement and Effectiveness</b>	<b>8</b>	<b>4</b>	<b>\$1,000</b>
Office of the Chief Human Capital Officer	8	4	\$1,000
<b>Program Change 6 - USM - Enterprise Security Operation Center</b>	<b>-</b>	<b>-</b>	<b>\$11,000</b>
Office of the Chief Information Officer	-	-	\$11,000
<b>Program Change 7 - USM - FY 17 Hiring freeze Reduction</b>	<b>-</b>	<b>-</b>	<b>(\$6,450)</b>
Office of the Chief Readiness Support Officer	-	-	(\$306)
Office of the Chief Human Capital Officer	-	-	(\$949)
Office of the Chief Security Officer	-	-	(\$683)
Office of the Chief Procurement Officer	-	-	(\$2,779)
Office of the Chief Financial Officer	-	-	(\$330)
Office of the Chief Information Officer	-	-	(\$1,403)
<b>Program Change 8 - USM - Human Resource Management Service Personnel</b>	<b>6</b>	<b>3</b>	<b>\$407</b>
Office of the Chief Human Capital Officer	6	3	\$407
<b>Program Change 9 - USM - Insider Threat</b>	<b>20</b>	<b>10</b>	<b>\$3,300</b>
Office of the Chief Security Officer	20	10	\$3,300
<b>Program Change 10 - USM - Joint Duty Program</b>	<b>7</b>	<b>4</b>	<b>\$1,000</b>
Office of the Chief Human Capital Officer	7	4	\$1,000
<b>Program Change 11 - USM - Manpower Analysis and Requirements Program</b>	<b>13</b>	<b>7</b>	<b>\$4,504</b>
Office of the Chief Human Capital Officer	10	5	\$1,248
Office of the Chief Financial Officer	3	2	\$3,256
<b>Program Change 12 - USM - NAC Guard Force</b>	<b>-</b>	<b>-</b>	<b>\$4,000</b>
Office of the Chief Security Officer	-	-	\$4,000
<b>Program Change 13 - USM - PARM Analytics Enhancement</b>	<b>8</b>	<b>5</b>	<b>\$2,710</b>
Office of the Chief Procurement Officer	8	5	\$2,710

Program Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
<b>Program Change 14 - USM - Regional Support</b>	<b>4</b>	<b>2</b>	<b>\$541</b>
Office of the Chief Readiness Support Officer	4	2	\$541
<b>Program Change 15 - USM - Workforce Rightsizing</b>	<b>31</b>	<b>16</b>	<b>\$11,351</b>
Immediate Office of the Under Secretary of Management	14	7	\$3,696
Office of the Chief Human Capital Officer	17	9	\$7,655
<b>Total Program Changes</b>	<b>116</b>	<b>61</b>	<b>\$55,858</b>

### Program Changes

#### **#1 - CSO - Center for International Safety and Security (CISS)**

#### Description

The OCSO is requesting \$1.5 million and 10 FTP/5 FTE to enhance and streamline the Department's protective activities associated with foreign national access to DHS information, facilities, programs, systems, and personnel. The CISS will provide capabilities and services for a collaborative security, intelligence, diplomatic, and immigration program to centrally manage foreign access screening, tracking, analysis, information sharing, issue resolution, and training services within the Department and partner agencies. It will create a dedicated link between DHS and external foreign access programs, with a common understanding of the threat environment through improved information sharing.

In addition, the program change will allow for the following new or expanded capabilities:

- New: Conducting risk based assessments and security support of critical programs associated with DHS Mission Essential Functions.
- New: Institutionalizing the prompt and thorough screening of foreign nationals and foreign entities officially engaging with DHS.
- New: Enhancing DHS's ability to counter the risks posed by direct access to foreign nationals and foreign entities through facilitating the creation and the broad dissemination of reports and alerts, preparing strategic assessments, and coordinating select initiatives.
- New: Reducing name check redundancies using a consistent methodology for identity verification and discrepancy reporting.
- Expanded: Enhancing DHS diplomacy by eliminating inconsistencies in security protocols and facilitating a more expedient and uniform screening process.

- Expanded: Providing expanded oversight that includes trend and risk analysis and prompt response to foreign access issues across the Department.
- Expanded: Conducting standardized methodology of screening foreign nationals and entities accessing DHS by creating a dedicated link between DHS and external foreign access programs.
- Expanded: Fostering and maintaining collaborative activities with stakeholders affected by foreign interaction and collaborate on the development of government-wide policy and guidance.

### **Justification**

Pursuant to the intent of the DHS Foreign Access Management (FAM) Center of Excellence (COE), approved by the Secretary of Homeland Security in March 2014, the OCSO established the Center for International Security & Safety (CISS) concept. The objective of the CISS is to provide government-wide Foreign Access Management capabilities to support the needs of DHS and partner agencies.

The strategic objectives that guide the development of FAM capabilities are primarily twofold: to expand and expedite the delivery of risk-based security measures through real-time collaborative efforts, and to eliminate inefficiencies and unnecessary duplications of resources across DHS and partner agencies.

The CISS construct directly fosters and supports this strategic priority, addressing both mission and enabling objectives to address the full range of capabilities needed for FAM across DHS. It embodies a centralized strategy to oversee and manage foreign interaction with DHS, focusing on the ability to manage, track, screen, share information, and mitigate potential issues to ensure the protection of DHS assets, personnel, and information, and support the FAM needs of partner agencies.

As applied in other operational areas of the Department, the FAM enterprise can be more flexible, adaptive, and efficient in addressing diverse challenges if it acts as an integrated, mutually supporting network. Shared efforts will promote security and risk reduction approaches that are responsive to mission needs. The DHS ability to share and store information on foreign visits will increase our current capability to identify, deter, and detect unlawful activity that could cost the government millions of dollars in economic espionage, or compromise national security. An expanded FAM enterprise will generate an unprecedented amount of unclassified information that can be leverage by the Immigration enterprise.

Category	FY18 Request
Salaries & Expenses	\$973
Integrated Security Management System	\$555
Total Funding	<b>\$1,528</b>

**Performance**

Creation of a dedicated link between DHS Components and external programs in order to create a common understanding of the threat environment through improved intelligence and information sharing will result in:

- Reduction in screening processing time of cases;
- Reduction in both the administrative burden and cost avoidance associated with redundant screening activities, specifically those fee-based namecheck services procured from external agencies;
- Increased confidence in the completeness and accuracy of screening results;
- Provide decision-making support to organizational and immigration processes that would otherwise not have access to known derogatory data about a foreign individual;
- Provide in-house immigration expertise for the prompt identification of potential identity and immigration discrepancies.

**#2 – CFO - Planning, Programming, Budgeting, and Execution (PPBE) “One-Number” Program****Description**

The OCFO requests \$2.6 million, 6 FTP, and 3 FTE to begin implementation of PPBE One-Number capability. The One-Number system shall provide DHS Headquarters and Component resource personnel with consistent, accurate, and timely decision support data and tools to streamline major recurring processes and enhance stakeholder product delivery and reporting. System capability shall include maintaining prior, current, and future year(s) resource and performance data, producing annual and periodic reports and products (e.g. Congressional Justification, prior years, out-year planning/programming, and performance management reports), capturing point in time positions, decisions, and reprogramming. In addition, the system shall have the capability to automate performance management procedures, query and report data, upload execution data from financial systems, and perform what-if scenarios and workforce modeling/pricing based on full time equivalent counts/payroll data and out-year inflation assumptions. Further, the system shall import and store actual financial execution data for analysis and decision making. DHS will acquire a solution with vendor expertise to deliver DHS required capability: 1) a foundational resource system with Planning and Programming functionality and PPBE structure, 2) budget-specific, execution data importing, and analysis forecasting tool functionality, and 3) performance management functionality. Delivery shall include pilot programs, test and evaluation and just-in-time training and materials for up to 600 personnel.

**Justification**

The DHS Financial Accountability Act of 2004 established the need for a PPBE system to enable DHS to effectively plan for, and request public funds. Currently, DHS OCFO uses commercial software (e.g. Microsoft Excel) and multiple business systems—Future Years Homeland Security Program (FYHSP) system and Budget Formulation Execution Manager (BFEM) system—to accomplish resourcing processes. The current state creates separate, multiple source records requiring on-going reconciliation and explanations of reported PPBE information. Additionally, the current capability provides limited data and drives multiple Headquarters to Component resource data calls. DHS requires one efficient system to support and automate PPBE policies and procedures, standardize and streamline business processes across the enterprise, and provide structure and tools to enhance resource decisions and reporting.

**Impact on Performance**

Implementing the PPBE One-Number system shall increase DHS Headquarters and Component resourcing performance to include:

- Standardize the multi-year PPB formulation process and provide a resource structure to build a 20-year plan, 5-year program, and 1-year Budget as well as store actual execution data in one system that allows information for each of the PPBE phases to compliment and inform the other phases for enhanced decisions
- Produce products to include the congressional justifications and annual performance reports
- Maintain a data repository of all resource allocation decision and subsequent budget adjustments

- Automate budget formulation work flow between the DHS OCFO and the Components

Provide reporting, query, what-if, work-year modeling and pricing functions

**#3 - CIO – DHS OneNet Enhancement****Description**

The CIO is requesting \$16.8 million to perform technical and security modernization to OneNet to maintain the critical integration and data exchange functions and to sustain federal security mandates necessary for safe and secure data exchange among Components including Trusted Internet Connection (TIC) 2.0 compliance. The OneNet network represents the Department's full-scale move toward a DHS-consolidated information technology infrastructure, supporting the cross-organizational missions of protecting the homeland, deterring crime, detecting and countering threats, responding to natural disasters and myriad other responsibilities. This network implements the DHS CIO's vision of "One Infrastructure," by unifying disparate Component information technology networks, platforms, and services into a set of enterprise-wide IT Services and serves as a controlled gateway for Department level authentication and an authorized data exchange with other federal agency networks. This technology infrastructure and its supporting services provides network segmentation between Components to protect the various categories of controlled unclassified and classified information and streamlines appropriate sharing and discovery of information within the Departments and associated stakeholders.

The following are representative hardware and software modernizations necessary to ensure a future ability to meet customer and mission demands:

- OneNet Cisco Core Routers and Switches - \$3 million
- Cisco Enhanced Services and Maintenance Support - \$2.5 million
- OneNet VPN Refresh - \$1 million
- Policy Enforcement Point Redesign - \$4 million
- Enhanced Network and Application Monitoring and Reporting \$6.25 million

**Justification**

Additional funding for the OneNet program will allow DHS to continue modernizing the core network infrastructure, while optimizing performance to meet global mission needs; while still being mindful of information security, cost of ownership, reliability, individual needs, and user satisfaction. Moreover, this funding will allow the OneNet program to improve network support for DHS's diverse mission needs in an increasingly complex environment.

The DHS OneNet is a Mission Essential System (MES) system that has continued to grow; adding connections to the network, larger bandwidth circuits, and increased throughput and capability as DHS's mission requirements change. OneNet has also grown more complex with the addition of Managed Trusted Internet Protocol Service (MTIPS), Office365 connections and the movement of critical Component systems to Cloud service providers. The more complex the technology structure and architecture, the greater the



modernization investment to maintain parity with acceptable performance and reliability. The MTIPS provides new infrastructure for the aging Trusted Internet Connection for DHS and is a critical to the OneNet core infrastructure refresh plan.

Modernizing OneNet is vital in meeting customer mission needs for DHS and all Components. This additional funding will ensure the OneNet core infrastructure is modernized and maintained at levels compatible with current technology standards. The OneNet network is aging, with the average age of equipment (switches, routers, firewalls) between 7-11 years old. Industry best practices for network equipment modernization recommends that modernization of network components take place over 5-7 year cycles. Clearly, the gap needs to be closed if OneNet is to remain an integral and critical Mission Essential System across DHS.

### **Impact to Performance**

Without funding to support modernization, there would be an adverse impact in OneNet's ability to provide reliable data sharing services to supported users resulting from increased latencies caused by circuit/bandwidth reductions and/or resizing. The foundational core of the network and application infrastructure (WAN, Internet, Remote Access) would be negatively impacted, resulting in DHS inability to continue to meet secure data sharing needs resulting from expanded global missions.

Without modernizing elements of the infrastructure and components that are reaching End of Life (EOL) support, DHS data exchange will be exposed to security vulnerabilities while users will experience increased network outages and latency. Furthermore, DHS will be limited in employing future network efficiency opportunities, unable to support increased Department and Component mission needs as mission services are migrated to the Cloud.

Delaying or ignoring technical modernization and servicing of end of life equipment will jeopardize the ability to provide appropriate and timely access and information sharing for other Federal, State, local, and tribal organizations and inherently impact DHS' ability to support mission needs. Specifically, this will result in equipment failures, performance delays, poor user experience, security vulnerabilities, and the inability to support mission users. The OneNet program supports immediate mission requirements for secure and reliable data exchange; however, without proper modernization of the core infrastructure it will succumb to security vulnerabilities, failure to comply with user service agreements and the inability to support a single consistent governance model centrally administered by the OCIO, with well-understood publicized and enforced policies and standards.

#### #4 – CRSO - Data Management Integration

##### **Description**

The OCRSO requests \$1.6 million and 3 FTP/2FTE for the addition of operational data & research analysts and for Consolidated Asset Portfolio & Sustainability Information System (CAPSIS) data warehousing, maintenance, and hosting. The new analysts will go to the Systems and Information Integration Office in support of the DHS mission, mission support integration, field efficiency, and asset management initiatives. These analysts, who are targeted at the GS-12/13 level, are necessary for MGMT and OCRSO to execute Priority #5 of the Resource Planning Guidance, “Strengthen Analytic and Requirements Capabilities to Inform Decisions.”

Data and information is foundational to everything OCRSO does and is used to support the following:

- Directly supports the Field Efficiency initiative which looks across the Department’s entire 100 million square foot real property portfolio to find opportunities for co-location and consolidation and vastly reduce our owned and leased real property footprint.
- Collects the utility invoices for the energy operations and sustainability performance of the DHS real estate portfolio to allow for nation-wide analysis and negotiation of energy rates.
- OCRSO will soon complete an initiative that provides current data on DHS personnel in our facilities to include numbers and series. This information is not only critical for space utilization, but also for responding to national events, so we can provide full visibility and impacts into Departmental capabilities, and input into the Department’s Common Operating Picture and Continuity of Operations.
- OCRSO has begun outfitting 52,000 DHS motor vehicles with telematics (over 10,000 vehicles are already equipped). This technology generates huge amounts of vehicle data daily, including fuel consumption, vehicle maintenance requirements, and utilization.. This ensures that the Department is better able to oversee and manage DHS vehicle data.
- All DHS aviation and marine assets and their related performance, inventory, and utilization details will be tracked within our data systems.
- The entire DHS personal property inventory, including sensitive assets such as firearms, is tracked in our expanding data system. This accounts for approximately 3.5 million inventory items that are updated on a periodic basis ranging from nightly to monthly.
- OCRSO is testing innovative data visualization opportunities that will combine all the data we collect in DHS and layer that with other geospatial information available from other government sources to provide a near real-time view of our entire asset portfolio and allow for unprecedented planning and response capabilities.

The above represents a massive amount of incoming data that must be properly managed, monitored and interpreted to be useful to DHS leadership across all Components.

**Justification**

OCRSO has developed an enterprise asset and sustainability database that houses enterprise-wide data for DHS buildings, vehicles, aviation, marine, people, and all other major assets. This foundational system, the CAPSIS, also feeds the USM's MGMT Cube system. CAPSIS requires the capability to operate as the day-to-day centralized information management hub that matures information technology systems, data, processes, services, and governance that drive affordable readiness and integration across OCRSO missions, programs, and stakeholders. Further, this item implements the DHS Analytic Agenda and provides OCRSO and USM the capability to allow the Department to take full advantage of its vast data resources to inform decision-making across DHS missions.

Category	FY18 Request
Salaries & Expenses	\$210
Data Warehouse Maintenance & Support contract	\$800
hosting services	\$572
Total Funding	<b>\$1,582</b>

**Performance**

This resource request is essential for OCRSO deliver systems and data management, integration, and to position data and information as a strategic asset for decision-making. These resources are necessary to facilitate the DHS enterprise analytic agenda and associated activities, such as:

- Manage the performance metrics information for the entire DHS motor vehicle fleet, including daily fuel consumption and other telematics information for 52,000 vehicles;
- Improve information management for all DHS aviation and marine assets; capture and synthesize information from every DHS Component's real property system to better analyze and manage consolidation and colocation opportunities across a one million square foot real property portfolio in support of OMB's "Reduce the Footprint" requirement and the Department's Field Efficiency initiative.

The data & research analysts will perform the following functions:

- Understand fundamentals and data architecture and forecast the relative impacts of changes to data variables on existing data systems
- Estimate cost, sustainability, resiliency and operational efficacy impacts of proposed changes to the DHS real and personal

property portfolios

- Model real and personal property data and their associated variables (e.g., cost, sustainability, resiliency and operational efficacy) to forecast future outcomes and conduct predictive analyses
- Ingest decentralized data from dozens of disparate Component system and convert it into interoperable, uniform information that can be leveraged by DHS leaders to make decisions about the DHS real and personal property portfolios
- Enhance outcome measurement across the management lines business (e.g., finance, information technology, procurement, etc.)
- Develop comprehensive performance dashboards to support strategic-level decision making across management lines of business (e.g., finance, information technology, procurement, etc.)
- Incorporate data results into models with the capability to forecast future outcomes and conduct predictive analyses
- Enhance the development of standard performance measurement as applied to the multi-billion dollar DHS real and personal property portfolios

OCRSO has embarked on an aggressive strategy to better integrate its vast real property and asset portfolio. Improved data management and analytics are foundational to the success of this strategy. OCRSO is harnessing innovative data management technologies, has begun positioning the Department to provide valuable data across all asset categories and is becoming the primary source for integrating all that data. However, data and information without skilled professionals to creatively manipulate, interpret, and employ it in innovative ways leaves the Department in a weaker position. Without the people to manage the increasing amounts of information being drawn from our Components, OCRSO cannot effectively execute its mission and properly manage its asset portfolio. Additionally, it would improve the ability to utilize data as a means to drive decision making in strategic areas such as mission support integration, field efficiency, and asset management initiatives.

**#5 – CHCO - Engagement and Effectiveness****Description**

The Office of the Chief Human Capital Officer requests \$1 million and 8 FTP/4 FTE to better serve the Department's needs in developing and managing an engagement strategy with DHS employees. MGMT is moving from a Federal Employee Viewpoint Survey (FEVS) administration and analysis function to standing up a dedicated integrated engagement function under the Chief Learning Officer's Strategic Learning and Development organization.

**Justification**

DHS consistently ranks at the bottom of government-wide FEVS scores, garnering significant attention from oversight bodies, press, and taxpayers. Despite efforts within DHS components to increase training effectiveness and improve communication vehicles, employee satisfaction with factors that primarily involve issues of pay, reward, performance management, training, and leadership continue to receive low scores. Currently, FEVS survey administration is resourced with 3 FTE. To support the development of a Department-wide Engagement and Effectiveness (EE) function, resources and funding are required.

The requested resources are necessary to provide and support:

- Strategic Integration - liaison between human capital functions, DHS reporting, innovator, communication, and change management;
- FEVS Survey Administration - results/analysis, and required action plans;
- Innovation Lab and Studies - designing and supporting interventions to identify model organizations, and increase performance and engagement in at-risk organizations.

Requested funding for contract support will provide instruction, program facilitation, delivery of the product, and manage logistics related to Annual FEVS Data Analysis; Annual Innovation Lab & Studies; and Annual Communications & Change Management.

Category	FY18 Request
Salaries & Expenses	\$615
Travel	\$2
Training	\$2
Working Capital Fund	\$81
Contract Support	\$300
Total Funding	<b>\$1,000</b>

**Performance**

Currently, OCHCO is resourced solely for FEVS administration, data review, and data for Congressional and other oversight reporting. As such, OCHCO is not able to create, develop, implement, and manage initiatives that the survey reveals would benefit the Department by increasing engagement. Additionally, OCHCO is not resourced to play an integrative role between the many disciplines that impact engagement, or lead components in a strategic path forward to bring economies of scale or efficiencies to bear.

The EE function will be aligned to the Strategic Learning Development & Engagement's (SLDE) Leader Development and Effectiveness Program, to ensure a systems-focused emphasis on the critical role that leaders play in creating an environment and practices that foster an engaged, high-performing workforce. Additionally, the EE function will serve both as a policy and strategy organization, providing direction and support to component-level engagement efforts, and will further fill a vacuum within OCHCO as an integrator between the Learning & Development, Diversity & Inclusion, Leader & Executive Effectiveness, Executive Resources, and Performance Management functions, ensuring that DHS-wide efforts, taskings, and outcomes reflect a synergistic efficiency between these overlapping functional areas, that are too often currently siloed in their approach to component relations and leadership.

**#6 - CIO - Enterprise Security Operations Center (ESOC)****Description**

The OCIO requests \$11 million in the DHS Enterprise Security Operations Center (ESOC). The ESOC is the first line of defense for the DHS enterprise. ESOC monitors networks, servers, databases, desktops and other endpoints. In the past year, the ESOC has seen an increase in intrusion attempts through various means such as phishing and social engineering. ESOC also has a new mission responsibility for assessing and inspecting over 1400 contractors' networks that process, store, and/or transmit DHS data.

Increased funding will provide specialized contractor staffing and software tools to keep pace with the contemporary threat environment. In addition to staffing support, the ESOC will also upgrade software and hardware to operate and maintain its intrusion detection and prevention systems, email and web traffic security tools, malware reversing tools, as well as upgrade licenses for network logs and increase data storage capacity.

**Justification**

In response to the 2015 Office of Personnel Management cybersecurity breach, departments and agencies have sought to significantly enhance their network security. Ever-evolving operational threats combined with new mandates require additional funding to enable ESOC to stay abreast of potential breaches. The DHS Chief Procurement Officer issued class deviation from the Homeland Security Acquisition Regulation (HSAR 15-01), *Safeguarding of Sensitive Information*, requiring all DHS contractors working on contracts that have been determined to be "high risk" to safeguard sensitive information and to maintain certain cyber security standards. To comply with HSAR 15-01, the DHS ESOC is responsible for assessing and inspecting over 1400 contractors' networks that process, store, and/or transmit DHS data.

To comply with HSAR 15-01, DHS ESOC requires \$1.5M for the following:

- \$1.0M - Incident Response and Triage expertise
- \$ .5M - Remote incident response fly-away kit maintenance and upgrades

The ESOC is challenged with insufficient analysis and oversight to maintain DHS's defense against new technologies, tactics and adversaries. To respond effectively to the rapidly changing and increasingly complex threat landscape, the DHS ESOC requires \$9M to enhance the following capabilities:

- \$7M - Event logging: Event logging provides a standard, centralized way for applications and operating systems to record important software and hardware events. They are essential for security operations. Current estimates project that, due to the addition of Managed Trusted Internet Protocol Service (MTIPS) and OneNet logs, the DHS ESOC's logging retention

window will be reduced from approximately 30 days to approximately 7 days. In order to adhere to DHS log retention policy and to aid with investigations, the ESOC needs to procure the following:

- \$5M – Expand event logging licenses (Splunk software)
- \$2M - Storage Area Network hardware for increased log retention
- \$1M - Malware Analysis: The DHS ESOC currently has a deficiency due to its inability to detonate and analyze malicious web-based content prior to it entering DHS networks. To address this, we need to procure FireEye Web and Incident Response software tools and licenses.
- \$1M Event/Incident logging and web-based malware expertise.

This specific request is one of many pieces required to achieve ESOC's strategic vision and is part of the strategic vision in that it supports the Department's ultimate enterprise logging strategy. The enterprise logging strategy seeks to leverage the Departments' buying power to purchase licenses and storage to log events across the 7 operational components and DHS HQ. The ESOC's five-year strategy includes finding efficiencies and eliminating redundancies across the twelve component SOC's in order to improve the Department's security posture in the most cost-efficient manner.

### **Performance**

Without operating and maintaining the DHS ESOC's technology in fiscal year 2018, the Department will be exposed to vulnerabilities as the attacks, and the sophistication of those attacks, continue to grow every year. Additionally, this highly specialized technical expertise is not readily available within the federal workforce. Demand among other federal agencies for the limited quantity of skilled federal employees is high and leads to hiring backlogs which impact mission accomplishment. The additional contract support will enable the DHS ESOC to:

- Improve detection and analysis of cyber-attacks by capturing all network traffic.
- Eliminate current blind spots and enhance visibility in trusted internet traffic by decrypting advanced malware.
- Strengthen intrusion, detection and prevention of cyber-attacks and safely provide access to internet applications by enabling the Department to detect and respond to network intrusions.
- Protect against advanced malicious logic by inspecting and stopping malicious content.
- Take a proactive security posture by tracking the evolution of cyber threats through the auditing of security logs and records.
- Employ additional security engineers to install and manage cybersecurity tools.
- Improve the operational reliability and the security posture of its E-mail Secure Gateway capabilities – one of the major threat vectors.
- Implement and integrate Trusted Internet Connection 2.0 Hygiene (TIC 2.0) and Eisenstein E3A capabilities, to further enhance existing Cybersecurity features, such as Anti-Virus, Malware, and Data Loss Prevention (DLP) capabilities.



**#7 – USM – FY 17 Hiring Freeze Reductions****Description**

In FY 2017, the President issued a Presidential Memorandum which ordered a freeze on federal hiring in most federal agencies. This affected the Department in that it caused a 3 month pause in hiring. As a result, the FY 2018 budget submission was reduced by \$6.5 million. All USM Lines of Business applied the reduction to existing programs to minimize the effects of the change without reducing FTP or FTE.

**Justification**

In the FY 2018 budget request, the USMs offices have made a concerted effort to fully fund all positions in order to achieve their long time hiring goals. The office's costed out actual on boards, as of the end of March 2017, current vacancies, and new positions. The offices made decisions to reduce general expenditures (travel, supplies, contracts, etc.) in order to meet the office's topline budget, while fully funding their requested positions.

Specifically, the USMs offices took reductions in the following:

- Training programs
- Maintenance office supplies
- Supplies
- Various Subscriptions
- Licenses
- Internship programs
- Recruitment events
- Continuous Evaluation
- Independent Studies
- Policy Development
- Contractor Support

**Impact on Performance**

The USM will be able to manage the mandated \$6.5 million reduction through natural attrition and expenses reduction. The leadership's priority is to hire the workforce that has been severely lacking in the past few years and therefore will work to fund all positions and take necessary reductions where applicable to achieve that goal.

**#8 - CHCO - Human Resource Management Service Personnel****Description**

The Office of the Chief Human Capital Officer requests \$0.4 million, and 6 FTP/3 FTE to support the Drug-Free Workplace Program as well as Human Resources Classification, Staffing, Recruiting, Payroll, and Performance Management functions within the Human Resource Management Service Division (HRMS). Specifically these positions will perform functions related to the following:

- Delegated examining
- Government-wide mandatory coding for all identified Cyber positions
- Mandatory guidance and use of the Office Personnel Management (OPM) Position Sensitivity Designation Tool
- Increased emphasis on implementing and ensuring security of personnel data and other PII/SPII ,
- Identification of competitive levels for all serviced positions
- Preparation and implementation of DHS' Strategic Workforce Planning and manpower requirements and allocations program

**Justification**

HRMS is currently beyond maximum capacity in all functional areas. Staff members work excessive hours to try to meet customer demands, but are still not satisfying many of their needs. This is exacerbated by the competition for human resources professionals, currently a mission critical occupation. Backfilling positions at appropriate grade levels, implementing sound position management to maintain those employees, and ensuring proper/ongoing training will ensure consistency in operations and sound succession management. This strategy further supports engagement, and thereby, should lead to higher Federal Employee Viewpoint Survey scores.

The needs of our servicing components continue to increase and additional positions are needed to match the recruitment efforts. Requests for filling vacancies has more than doubled since FY 2015 (from approximately 49 per month in FY 2015 to approximately 118 per month in FY 2017) as the Department emphasizes the hiring of critical personnel and therefore OCHCO is estimating that the number of recruitment actions will continue to increase. Therefore the demand on OCHCO to for filling positions as quickly as possible will need to be met by the HRMS personnel. The Chief Human Capital Officer has set an expectation that HRMS fill the positions in a timely manner; adding the additional FTEs will ensure that this expectation is fulfilled.

**Performance**

HRMS was recently audited by the OPM and certified as compliant. Our goals are to continue to maintain a compliant program; ensure staff have the resources to do their jobs effectively and smartly; stabilize hiring/retention; continue to improve efficiencies and processes; and implement new laws, rules, regulations, and best practices. Additional resources will ensure that HRMS is able to reduce time-to-hire for supported HQ organizations as well as fully implement and appropriately resource strategic initiatives, such as

enhanced manpower tracking, the HQ and HRMS Human Capital Strategic Plans, Drug Testing Program, and Employee Engagement/Performance/Awards ceremonies and activities.

Additional CHCO staff is required to meet the Department's human capital needs. With additional staff, CHCO will be able to provide greater human resource guidance, streamline functions, and develop and implement best practices to ensure that all organizations within the Department are appropriately staffed to fulfill their respective mission set. As we lean forward, we will be able to help our customers project and meet their future staffing goals and assist with alignment to budgets to personnel.

**#9 – CSO - Insider Threat Program (ITP)****Description**

The CSO is requesting \$3.3 million and 20 FTP/10 FTE to increase its manpower; refresh current hardware and software for the Douglas System; design and create an effective Data Management System; and gain warm/hot backup capability. The 20 FTP are planned as follows: (4) GS-14s, (10) GS12-13s and (6) GS-7/9/11. The request would provide critical augmentation to current staffing levels to cover the expansive growth of the program. The additional staff will allow the DHS ITP to mitigate insider threats that could generate from many different vectors. The current level of staffing is inadequate to properly address rising threats, obligations, and responsibilities required for the DHS ITP. Movement to another secure facility within the area of the NAC is required since the DHS ITP has outgrown the space in its current location. New areas have been identified and Concept of Operations (CONOPS) as well as plans for movement are underway. The technical refresh of equipment/hardware for the Douglas System is required to keep operational levels current and to absorb the expected workload growth once coverage on the unclassified networks is realized. A proper Data Management system is required to successfully document, record, and store functional requirements, events, inquiries, and investigations that will be shared with other DHS entities. Finally, a backup system that features warm/hot backup capability is necessary in the event of a Continuity of Operations/Continuity of Government (COOP/COG) event that would require little to no down time for the ITP tools and systems.

**Justification**

The Secretary of DHS signed a memorandum effectively increasing the scope of the Insider Threat Program (ITP) mission from safeguarding and protecting classified information and systems to all unclassified and classified threats by DHS personnel. This change of definition will require all functional areas to be covered to protect DHS information, personnel, and assets. Movement from a small community of coverage to that of a much larger scale will bring with it significant challenges that will not be met unless proper personnel, space, refreshed systems, and upgraded capabilities are realized. If these changes are not funded or met, the program will not be able to successfully fulfill its mission requirements or mandates.

Category	FY18 Request
Salaries & Expenses	\$1,700
Hardware/Software Refresh	\$1,100
Data Mgt Syst Design	\$500
Total Funding	<b>\$3,300</b>

**Performance**

The DHS Insider Threat Program (ITP), through the Insider Threat Operations Center (ITOC), is charged with covering all insider threats across the DHS enterprise. This is in response to a memorandum signed by the Secretary of DHS that changes the definition of the DHS ITP from covering insider threats by covered individuals on only classified networks; to all threats across the department on all networks. The operational impact of receiving these positions will be immediate and allow the ITOC to provide coverage to all networks from an analytical, management and threat analysis standpoint. It will provide necessary assets to mitigate possible threats from acts of terrorism, espionage, sabotage, unauthorized disclosure, workplace violence, organized crime activity, and support to lawful investigations. Should this measure not be funded, an equally or greater negative impact in terms of risk to the department and the inability to effectively cover the mandate set down by the DHS Secretary will be realized. Fewer analysts, program/project leads and integrated support will not allow the DHS ITP to fulfill critical mission tasks as currently identified. Additionally, this funding will be used for movement of the ITP to a different location at the NAC that will accommodate all staff since the current placement is inadequate to house all ITP staff members. A refresh of software and hardware for the Douglas system will be required as well as the purchase of a proper Data Management System.

**#10 – CHCO - Joint Duty Program****Description**

The Office of the Chief Human Capital Officer requests \$1 million and 7 FTP/4 FTE to establish and implement a Joint Duty (JD) Program. This funding will allow OCHCO to develop program policy, structure, and operations to enable enterprise-wide management/administration of the program in a similar fashion as the Senior Executive Service Candidate Development Program (SES-CDP) program. The funding will allow for staffing and minor contractual support related to developing/integrating/enabling a system to manage a Joint-Duty model for the application, and selection process for reimbursable and non-reimbursable details within DHS. The purpose of the program is to allow for cross-component staffing (such as temporary details and rotational opportunities) for the purpose of including broader perspectives in the performance of the work, especially from other operational components.

The JD Program will target joint rotational opportunities for GS 13 – SES (and equivalent) of 1-2 years in length, and will provide employees who successfully complete requirements with a “JD credit/designation” that may provide preferences in promotional opportunities. This program will also be one vehicle to meet the requirements in the Executive Order on Strengthening the Senior Executive Service specifying 15% of an agency’s SES population must utilize rotations. The JD work group has recommended the addition of resources to stand up the Office of Primary Responsibility (OPR), run the JD and Rotations program, and implement the SES-specific portion of these programs.

**Justification**

The April 22, 2014, Memorandum on Strengthening Departmental Unity of Effort, the 2014 Quadrennial Homeland Security Report (QHSR), and other associated documents have established the need to enhance the Department’s effectiveness and efficiency through greater unity of effort. A cadre of leaders and staff experienced and trained in conducting multi-Component activities can serve as a critical enabler towards that goal. To that end, the FY2017-2021 DHS Resource Planning Guidance directed a Winter Study to review federal joint duty programs and best practices and to determine how the Department could leverage a comprehensive joint duty program to: 1) enhance operations and mission execution; 2) support unity of effort; and 3) enhance leadership and professional development opportunities.

The Winter Study concluded that a joint duty program could be successfully implemented across the Department’s operational Components and headquarters elements. The JD Program will be implemented by: establishing a centralized capability to manage a joint duty program; developing governance documents such as a JD Policy, Management Directive and Instruction; and developing a detailed, phased approach to implementation.

The JD Program will develop a cadre of 21st century DHS leadership that is experienced and qualified in multi-component and/or multi-agency operations and trained in cross-cutting, multi-disciplined homeland security skill sets. The Program will be applicable to

all DHS Components, and will focus on increasing Operating Component representation in DHS Headquarters Components, the Joint Task Forces, and other joint organizations as appropriate. The JD Program manager, in coordination with Components, will identify the specific billets in Headquarters Components and other joint organizations to be filled by joint staff.

Category	FY18 Request
Salaries & Expenses	\$677
Travel	\$10
Training	\$7
Supplies	\$2
Working Capital Fund	\$70
Contract Support	\$234
Total Funding	<b>\$1,000</b>

### **Performance**

The requested resources will allow DHS to develop a culture of a unified DHS workforce that has the perspective and capability to think globally and act locally. It requires a focused investment in career-broadening experiences that build unity in DHS leaders (program targets GS 13 – SES, and equivalent). Future leaders benefit from cross-component opportunities that develop their skills and competencies in such a way that they bring a greater breadth and depth of synergized knowledge to their decisions, promoting desired results. DHS would benefit from a workforce with greater agility, which enhances the ability to manage not only day-to-day integrated priorities, but also to more easily mobilize and bring necessary talent to bear on multiple fronts when preparing for or addressing crisis.

**#11 – CFO/CHCO - Manpower Analysis and Requirements Program****Description**

The OCFO requests \$3.3 million, 3 FTP, and 2 FTE and the OCHCO requests \$1.2 million, 10 FTP, and 5 FTE to establish an effective program to standardize manpower management across the Components, to integrate staffing requirements, position management, and organizational structure with the Planning, Programming, Budgeting and Execution (PPBE) process, and facilitate ad hoc reporting and analysis among the OCFO, OCHCO, and Components. Fundamentally, this requires a corporate adoption of an automated position management tool, or database, that can document staffing requirements, authorized (affordable) staffing levels, and onboard staffing. Dissemination of this tool across the DHS enterprise, along with its maintenance and enhancements, will require IT support and expertise from multiple organizations within the Under Secretary for Management portfolio (particularly, OCFO, OCHCO, and OCIO), and coordination among related equities across the Components. This cost and effort will be most predominant at ramp-up and rollout, but will subside as the tool and business processes mature in the O&M phase. This initiative does not create a new system, but rather modifies and assumes the cost avoidance of creating a new database by using an existing and extremely useful tool that is already in place and working within the Department.

**Justification**

In April 2015, the Deputy's Management Action Group (DMAG) directed USM to conduct two studies entitled the Workforce Mix and Baseline studies. The purpose of the Workforce Mix study was to identify the tools and processes used throughout to determine the need for staffing to perform DHS missions. A key objective of this study was to identify the extent to which statistically-based models and other techniques were used to compute and forecast staffing requirements. The intent of the Workforce Baseline study was to determine the extent to which the Department had integrated its human capital and financial management processes, particularly regarding position documentation and workforce pricing.

The Workforce Baseline study revealed considerable inconsistencies across the department with respect to workforce pricing. As discussed earlier, position documentation, and in turn, financial management is not informed by statements of staffing requirements. The Workforce Baseline study consequently bridges the gap from staffing requirements, determined through tools identified during the Workforce Mix study, and position documentation to financial pricing and budget execution.

Since the Department's inception in 2003, DHS's human capital management efforts have received considerable scrutiny from Congress and other oversight bodies. The lack of clear policies and a single office of primary responsibility for manpower management has led to inconsistent and poorly documented organizational structures, and the lack of taxonomy for functional analysis, other than occupational series. Establishing a manpower and organization (M&O) capability for the Department, along with



a program management staff that develops and acculturates consistent, operationally-focused policies for managing manpower, will improve the effectiveness of DHS's management programs by ensuring manpower resources are directed to the department's most critical priorities.

To better determine staffing requirements across DHS and manage positions and budget, DHS must invest in new, overarching policy and reporting management, as well as standardize position and manpower management, to provide accurate data to better justify agency staffing resource needs within the PPBE framework. Providing additional staffing to develop a DHS-wide manpower management capability will help clarify the differences between positions (spaces) and people (faces) throughout the Department. Clear documentation of staffing needs, including the rules governing the linkage of missions and functions to staffing via mathematical models, and tools and processes to link staffing to financial requirements, are essential to ensure current and future DHS missions are adequately resourced.

Category	FY18 Request
CFO - Salaries & Expenses	\$255
CFO – Contract Support	\$3,000
CHCO - Salaries & Expenses	\$1,249
Total Funding	<b>\$4,504</b>

### **Performance**

Implementing a manpower management program for the Department will facilitate pre-planning of hiring and financial planning, thereby improving the Department's ability to posture human and financial resources to meet operational needs. A key benefit of this proposal will be providing the ability to incorporate the results of component staffing models into position documentation.

Developing a position documentation system with clear DHS-wide rules understood by all will allow the Department to identify how many positions will be required in what timeframe, at what location, and what grade level to accommodate the increased workload. This visibility, in turn, gives the human resources community visibility of future resource requirements, allowing them to partner with their customers to provide consultative services.

The additional resources and funding for the CFO office will be used to provide manpower modeling and financial analysis capability. These positions will be added to the Program Analysis and Evaluation (PA&E) Division within CFO. The contract services will provide for the development and implementation of a workforce staffing modeling system. The additional resources and funding for the CHCO office will be used to develop centralized DHS policy, provide technical direction and support (particularly in model development and integration), and cross-pollination of component practices to develop DHS-wide policies and procedures. The CHCO investment will serve as a force multiplier by providing tools and techniques to integrate staffing models into position documentation, which will in turn enhance hiring planning and budget/financial planning and programming.

**#12 - CSO – NAC GUARD FORCE****Description of Item**

The OCSO requests \$4 million to increase the guard service at the Nebraska Avenue Complex (NAC). In FY 2015, the United States Secret Service (USSS) was requested to conduct a security assessment of the NAC. Following the completion of this assessment, several recommendations were provided to address the security vulnerabilities and risks of its findings. A need to increase the physical security presence to deter and detect unlawful entry, increase response capabilities and awareness, and increase response timelines in the event of an emergency were identified. These recommendations were taken into consideration when requesting vendor proposals for a new contract. In light of the new requirements, the annual cost of the contract was significantly higher than previously estimated. The Office of the Chief Security Officer is requesting an additional \$4 million to fund the increased post hours and presence at the campus for the protection of DHS personnel, assets, and information.

**Justification**

The NAC serves as the Department's headquarters and is vital to the success of the Department's mission to secure the homeland. As the Department's headquarters, it houses several key executive personnel including the Secretary and the DHS Chief of Intelligence. As a level 5 security campus, the NAC is required to stay in compliance with the security requirements to effectively mitigate any security risks posed to the Department. The ability to mitigate emergencies, control access, and manage an in-depth security approach is critical to safeguarding the Department's information and personnel that are critical to national security.

**Performance Impact**

The completed technical evaluation of the new contract included the enhanced security recommendations of the USSS assessment. If the additional funding is not provided, the OCSO will be required to reduce the post hours, and manpower, required to secure the campus. This would degrade the ability to deter and detect unlawful entry, increase response times to emergencies, and provide insufficient countermeasures during a crisis event. Overall, the campus security vulnerabilities would not be addressed and leave the campus at risk to a national security incident.

**#13 – CPO - PARM Analytics Enhancement**

The OCPO is requesting \$2.7 million and 8/5 FTP/FTE in order to maintain and expand upon the current level of services the Office of Program Accountability and Risk Management (PARM) provides to the DHS acquisition community. Obtaining this additional funding would provide for the following:

- **Scheduling Cell:** The scheduling personnel (5 FTP) will establish a scheduling capability within PARM. This scheduling subject matter expert (SME) will review and evaluate every major acquisition program's integrated master schedule, support improved schedule planning, maintain consistent monitoring of acquisition program schedules and develop/provide the scheduling training to the acquisition community.
- **IT/Technology Tools:** The IT Specialist will provide PARM with enhanced ability to oversee the Department's information technology acquisitions. Information technology programs makeup more than half of the programs on the Master Acquisition Oversight List. Additionally, this staff will support the development of processes and tools to support improved acquisition monitoring and reporting, as well as automation of new and existing processes.
- **System Engineering:** The Systems Engineering SMEs (3 FTP) will provide improved support for acquisition program system engineering planning. Further, the Systems Engineers will review, evaluate and monitor the ongoing systems engineering reviews of each program and report on the programs progress towards meeting its execution goals. This SME will develop and provide the systems engineering training to the acquisition community.
- **Logistics:** The Logistics SME will support program logistics planning, as well as review, evaluate and monitor the ongoing logistics activities of the Department's acquisition programs. The Logistics SME will ensure programs are properly tracking spares and other logistical items to maintain the functionality of systems. The Logistics SME will develop/provide the logistics training to the acquisition community.
- **Contracting Officer's Representative (COR):** The Contract Specialist will review all program acquisition plans to ensure compliance and coordination with other acquisition planning activities. Additionally, the Contract Specialist will coordinate development of PARM contracts and monitor contractor performance through the life of PARM contract.
- **Financial Management:** The Financial Management Specialist will provide increased financial management support, review, and oversight for the Department's acquisition programs.
- **Tracking Support:** These resources will provide tracking and monitoring action items, acquisition documentation, acquisition decision memoranda, and other acquisition process activities such as Acquisition Review Board Scheduling. Additional support will provide tracking and monitoring of Government Accountability Office and Inspector General audit recommendations, Congressional responses and other necessary Senior Leadership and oversight inquiries.

**Justification**

The additional personnel will increase PARM's ability to perform Red Teaming activities. Red Teams are groups of subject matter experts (SME) that review, evaluate and support new or troubled programs. PARM will deploy Red Teams to address both broad and specific issues in the establishment of new programs, as well as, provide corrective action for troubled programs and those in breach.

**Impact on Performance**

Without the additional personnel, PARM will not be able to effectively address both broad and specific issues in the establishment of new programs. Additionally, it will not be able to provide corrective actions for troubled programs and those in breach.

**#14 – OCRSO - Regional Support****Description**

The OCRSO requests \$0.5 million and 4 FTP/2 FTE to establish regional mission support coordinator positions that will work in key areas to serve as a conduit across Components. By working in the region, the mission support coordinators will reduce DHS mission support costs and provide the Management Directorate with better understanding and knowledge of day to day functions and needs of DHS Operational Components.

When implemented, the program will increase the rate in which real property costs are reduced through increased square foot per person utilization and regional cross-Component colocation by facilitating and coordinating real property planning as a single DHS portfolio. Presently, Components independently manage and regionally plan real property, which hampers the sharing of office space, and causes inefficient administrative redundancies when planning with GSA and opportunity costs when investing in workplace transformation tools and services such as IT equipment and modern furniture.

Additionally, this program will increase efficiencies and avoid costs through integrated workplace planning by leveraging colocation opportunities to introduce shared services, such as facility maintenance services, and consolidate/coordinate assets, such as warehouses and SCIFs.

**Justification**

In FY 2015, CRSO began a program to increase efficiencies in the field. They began pilot programs to coordinate efforts across a region to minimize duplication where efficiencies could be found in the area of services and facilities (space utilization). In the FY 2017 House Report, the Department was directed to develop, and report on, a plan requiring all field offices to consolidate space, services, and assets.

This program is necessary in order to accomplish FY18-22 Resource Planning Guidance (RPG) objective 6, “Maturing & Strengthening: Mature and Strengthen Homeland Security,” by planning, facilitating, and implementing workspace and warehouse footprint reduction, regional support consolidation, and cost effective relocation of functions to strengthen department-wide logistical capabilities at lower operational costs.

By hiring and placing regional mission support coordinators in four key regions (to be determined), this program will reduce costs and strengthen the mission by integrating mission support in ways that:

- Improve homeland security capabilities;
- Integrate common business functions/services and logistics;
- Increase timely and coordinated mission support decision making;
- Reduce unnecessary administrative redundancy and costs.

Ultimately, the regional mission support coordinators, targeted at the GS-14 level, will ensure regional, integrated planning occurs across Components so that DHS mission requirements are delivered in the most efficient manner and at the lowest possible cost.

### **Performance**

This program will achieve the above priorities by placing mission support coordinators in key regions where DHS has multiple component operations to strengthen cross-Component missions by implementing Field Efficiency recommendations that achieve savings in areas/services that include:

- Property/Asset management,
- Vehicle fleet and motor pool services,
- Logistics management and planning.

This program will enable resources to be reinvested in the Department's highest priority operational activities outlined in the FY18-22 RPG by reducing regional administrative and logistical overlap, duplication, and inefficiencies. Additionally, this program will advance OMB goals that include Freeze the Footprint/Reduce the Footprint, government-wide shared services, and facility consolidation/colocation opportunities.

**#15 – IOUSM/OCHCO – Workforce Rightsizing****Description**

The IOUSM requests \$3.7 million, 14 FTP, and 7 FTE and OCHCO requests \$7.7 million, 17 FTP, and 9 FTE for FY 2018. IOUSMs request will fund positions that were previously covered by detailees, allow the office to rightsize the current workforce (i.e. FTE grade structure), and be used for development and operations and maintenance of automation tools (Exec Sec tool to assist in the Congressional clearance processes, the suspension and disbarment tool, and a Congressional reports dashboard). OCHCO positions will allow for maintaining current operational levels, sustain funding for vital programs that are critical to retaining a skilled workforce, and provide funding for critical vacancies to support hiring across the Department.

**Justification****IOUSM**

The IOUSM is supported by thirteen positions that are detailed from the other PPAs within the USM and sometimes other DHS Components. A staffing analysis was done to right-size the office, bringing important skillsets onto the team that do not currently exist (i.e., technical writer and event planner) and resuming the funding of the Deputy Under Secretary for Management position. The IOUSM is working to build a career path for interns to grow in offices such as Communications, Executive Secretariat, and Management Integration and requires the staffing and resources to support the initiatives.

The O&M funding relieves a burden created by the manual processes that are in place for tracking and maintaining Congressional requests for reports, getbacks, Questions for the Record (QFRs), and other materials. These items are currently tracked in manual spreadsheets across multiple lines of business. The process is cumbersome and causes significant room for error and backlog. The IOUSM needs an automated tracking tool that can be used by all lines of business. These tools will significantly reduce the manual processes, improve accountability and transparency, and allow staff efficiency.

Receiving these funds will also reduce the administrative burden on the MGMT lines of business and increase accountability of the IOUSM for time and attendance, performance management, and other administrative responsibilities. It will also enable IOUSM to quickly backfill vacancies without relying on the lines of business to advertise for us.



Category	FY18 Request
Salaries & Expenses	\$2,100
Automation Tool	\$400
Contract Support	\$800
Working Capital Fund	\$400
<b>Total Funding</b>	<b>\$3,700</b>

### OCHCO

The OCHCO provides overall management and administration for the Department's human capital. In FY 2015, the OCHCO issued the FY 2015-2019 Human Capital Strategic Plan, which includes four cross-cutting enterprise goals that address the human capital environment challenges and will help DHS to realize its human capital vision of becoming an employer of choice and to set the standard for human capital excellence.

The adjustment will allow OCHCO to maintain current operational levels, sustain funding for vital programs that are critical to retaining a skilled workforce, and provide funding for critical vacancies to support the OCHCO mission. Resources will be used to:

- Fund OCHCO salaries and benefits requirements to include rightsizing actual position/grade requirements and filling critical vacancies to support emergent requirements and skills gaps in support of the Department, and create the opportunity to use Voluntary Early Retirement Authority/Voluntary Separation Incentive Pay (VERA/VSIP) to restructure the organization, while also ensuring that sufficient staffing is in place to respond to implementation of executive orders.
- Provide vital programs that are critical to OCHCO's mission and have been funded previously only by forgoing filling vacant positions. These programs are:
  - SES Certification
  - SL/ST Performance Appraisal Assessment Tool (PAAT) Audit Support
  - SES Audit Support/ Find plans for Certification
  - Benchmarking Data Analytics Reporting
  - Systems Security/Compliance Fees
  - Tableau - Tableau organizes large datasets and displays them in simple ways that are accessible to the public.

Category	FY18 Request
Salaries & Expenses	\$3,000
Travel	\$3
Training	\$7
Supplies	\$3
Working Capital Fund	\$170
Contract Requirements	\$4,520
<b>Total Funding</b>	<b>\$7,700</b>

This funding will right-size OCHCO by correcting an error in grade distribution in previous years which allocated costs related to 40 positions at the GS-11 level and below resulting in a shortfall of salary and benefit funding, as well as appropriate level of expertise for positions that were required at the GS-13 and 14 levels. This distribution inaccurately reflected actual programmatic needs – analysis to improve organization structure against requirements resulted in the need to right-size the organization by reflecting updated grade distribution of positions ensuring that OCHCO can provide the right level of Department-wide expertise.

This funding will provide OCHCO with the necessary resources to assist Components in recruiting the right people with the right skill sets to meet the everyday challenges and growing demands being placed on the Department to secure the homeland from a broad range of threats – from terrorism to natural disasters. Specifically, additional funds will staff requirements that will directly improve time to hire, enable OCHCO to address mandatory initiatives to develop and implement either new programs (i.e. rotations, Succession Planning, Talent Management) or expand on existing programs (i.e. Joint Duty Onboarding), as well as expand and develop the Human Capital Policy Oversight Program. This funding is critical to ensure that DHS-wide labor and employee relations functions and programs throughout the Department in the Components are compatible and consistent with existing laws, regulations, directives and orders, and where deficiencies are recognized, appropriate measures are taken to correct them. Finally, with extensive growth and recruitment, OCHCO must be positioned to support personnel through the development and consistent implementation of Work Life and Employee Assistance Programs while ensuring that DHS-wide Employee Assistance Program functions and programs throughout the Department in the Components are compatible and consistent with existing laws, regulations, directives and orders, and where deficiencies are recognized, appropriate measures are taken to correct them.

**Performance**

The additional personnel and contracts are necessary to help improve the hiring within the Department; providing this funding to support these vacancies will help close gaps in critical areas and improve OCHCO's overall effectiveness by reducing time to hire, increase effectiveness in developing new programs such as succession planning/talent management, as well as expanding and improving existing programs such as cybersecurity initiatives, Labor Employee Relations, and public/private facing websites.

## Operations and Support

### Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Immediate Office of the Under Secretary of Management	17	17	\$2,202	\$129.53	17	17	\$2,481	\$145.94	31	24	\$4,204	\$175.17	14	7	\$1,723	\$29.23
Office of the Chief Readiness Support Officer	103	103	\$15,532	\$150.8	103	103	\$17,199	\$166.98	123	120	\$19,154	\$159.62	20	17	\$1,955	(\$7.36)
Office of the Chief Human Capital Officer	144	137	\$16,460	\$120.15	208	208	\$24,834	\$119.39	293	270	\$41,099	\$152.22	85	62	\$16,265	\$32.83
Office of the Chief Security Officer	257	257	\$35,581	\$138.45	257	257	\$36,390	\$141.6	313	298	\$40,341	\$135.37	56	41	\$3,951	(\$6.23)
Office of the Chief Procurement Officer	308	308	\$38,257	\$124.21	558	558	\$68,741	\$123.19	536	533	\$77,898	\$146.15	(22)	(25)	\$9,157	\$22.96
Office of the Chief Financial Officer	230	228	\$37,955	\$166.47	270	270	\$38,876	\$143.99	279	275	\$39,694	\$144.34	9	5	\$818	\$0.35
Office of the Chief Information Officer	398	382	\$49,999	\$130.89	401	401	\$62,007	\$154.63	495	495	\$83,781	\$169.25	94	94	\$21,774	\$14.62
<b>Total</b>	<b>1,457</b>	<b>1,432</b>	<b>\$195,986</b>	<b>\$136.86</b>	<b>1,814</b>	<b>1,814</b>	<b>\$250,528</b>	<b>\$138.11</b>	<b>2,070</b>	<b>2,015</b>	<b>\$306,171</b>	<b>\$151.95</b>	<b>256</b>	<b>201</b>	<b>\$55,643</b>	<b>\$13.84</b>
Discretionary - Appropriation	1,457	1,432	\$195,986	\$136.86	1,814	1,814	\$250,528	\$138.11	2,070	2,015	\$306,171	\$151.95	256	201	\$55,643	\$13.84

#### **Narrative Explanation of Changes by Organization – Pay Cost Drivers:**

- **FTE Change FY 2017-2018:** The major driver of the increase in FTE from FY 2017 to FY 2018 is due to the transfer of 177 FTE from the DHS Working Capital Fund to the USM direct appropriation and program change increases in all PPAs, except CIO, where FTE are requested. In addition, USM is requesting 116 new positions which contribute to the increased FTE.
- **PCB Change FY 2017-2018:** The major driver of the increase in PCB from FY 2017 to FY 2018 is due to the transfer of 177 FTE from the DHS Working Capital Fund to the USM direct appropriation and program change increases in all PPAs, except CIO, where FTE are requested.
- **Average Cost Change FY 2017-2018:** The major driver of the increase in Average Cost from FY 2017 to FY 2018 is due to the transfer of 177 FTE from the DHS Working Capital Fund to the USM direct appropriation and program change increases in all PPAs where FTE are requested. In addition, USM is requesting 116 new positions which contribute to the increased cost.

**Operations and Support**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$147,005	\$184,482	\$223,586	\$39,104
11.3 Other than Full-Time Permanent	\$2,344	\$3,048	\$2,215	(\$833)
11.5 Other Personnel Compensation	\$1,870	\$2,071	\$2,926	\$855
12.1 Civilian Personnel Benefits	\$44,767	\$60,927	\$77,444	\$16,517
<b>Total - Personnel Compensation and Benefits</b>	<b>\$195,986</b>	<b>\$250,528</b>	<b>\$306,171</b>	<b>\$55,643</b>
<b>Positions and FTE</b>				
Positions - Civilian	1,457	1,814	2,070	256
FTE - Civilian	1,432	1,814	2,015	201

## Operations and Support

### Permanent Positions by Grade-Appropriation

Grades and Salary Range	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
Total, SES	55	59	63	4
Total, EX	3	2	2	-
GS-15	381	452	484	32
GS-14	449	522	620	98
GS-13	274	352	422	70
GS-12	102	171	197	26
GS-11	47	112	122	10
GS-9	102	92	100	8
GS-8	2	4	4	-
GS-7	36	36	42	6
GS-6	2	-	-	-
GS-5	2	1	1	-
GS-4	2	11	12	1
Other Graded Positions	-	-	1	1
<b>Total Permanent Positions</b>	<b>1,457</b>	<b>1,814</b>	<b>2,070</b>	<b>256</b>
<b>Position Locations</b>				
Headquarters	1,457	1,814	2,070	256

## Operations and Support Non Pay Budget Exhibits

### Non Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Immediate Office of the Under Secretary of Management	\$1,530	\$810	\$2,663	\$1,853
Office of the Chief Readiness Support Officer	\$108,986	\$102,386	\$51,746	(\$50,640)
Office of the Chief Human Capital Officer	\$13,192	\$14,801	\$15,753	\$952
Office of the Chief Security Officer	\$33,410	\$30,856	\$34,622	\$3,766
Office of the Chief Procurement Officer	\$22,112	\$27,259	\$24,717	(\$2,542)
Office of the Chief Financial Officer	\$18,439	\$21,266	\$26,675	\$5,409
Office of the Chief Information Officer	\$344,193	\$314,612	\$233,784	(\$80,828)
<b>Total</b>	<b>\$541,862</b>	<b>\$511,990</b>	<b>\$389,960</b>	<b>(\$122,030)</b>
Discretionary - Appropriation	\$541,862	\$511,990	\$389,960	(\$122,030)

## Operations and Support Non Pay by Object Class

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$1,013	\$1,055	\$1,742	\$687
23.1 Rental Payments to GSA	\$22,664	\$16,419	\$16,867	\$448
23.2 Rental Payments to Others	\$1,603	\$1,014	\$893	(\$121)
23.3 Communications, Utilities, and Misc. Charges	\$6	\$6	\$138	\$132
24.0 Printing and Reproduction	\$104	\$123	\$92	(\$31)
25.1 Advisory and Assistance Services	\$166,516	\$145,790	\$85,712	(\$60,078)
25.2 Other Services from Non-Federal Sources	\$9,093	\$25,224	\$40,538	\$15,314
25.3 Other Goods and Services from Federal Sources	\$192,758	\$186,655	\$136,745	(\$49,910)
25.4 Operation and Maintenance of Facilities	\$2,816	\$773	\$2,220	\$1,447
25.6 Medical Care	\$27	\$27	\$45	\$18
25.7 Operation and Maintenance of Equipment	\$123,432	\$128,886	\$95,738	(\$33,148)
26.0 Supplies and Materials	\$1,416	\$1,540	\$816	(\$724)
31.0 Equipment	\$20,075	\$4,478	\$8,414	\$3,936
94.0 Financial Transfers	\$339	-	-	-
<b>Total - Non Pay Object Classes</b>	<b>\$541,862</b>	<b>\$511,990</b>	<b>\$389,960</b>	<b>(\$122,030)</b>



*Immediate Office of the Under Secretary of Management – PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Immediate Office of the Under Secretary of Management	17	17	\$3,732	17	17	\$3,291	31	24	\$6,867	14	7	\$3,576
<b>Total</b>	<b>17</b>	<b>17</b>	<b>\$3,732</b>	<b>17</b>	<b>17</b>	<b>\$3,291</b>	<b>31</b>	<b>24</b>	<b>\$6,867</b>	<b>14</b>	<b>7</b>	<b>\$3,576</b>
Subtotal Discretionary - Appropriation	17	17	\$3,732	17	17	\$3,291	31	24	\$6,867	14	7	\$3,576

## Immediate Office of the Under Secretary of Management – PPA Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$3,393		
Transfers & Reprogrammings	\$339		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$3,732</b>	<b>\$3,291</b>	<b>\$6,867</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$3,732</b>	<b>\$3,291</b>	<b>\$6,867</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$3,732</b>	<b>\$3,291</b>	<b>\$6,867</b>
Obligations (Actual/Projections/Estimates)	\$3,730	\$3,289	\$6,863
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	17	17	31
Enacted/Request FTE	17	17	24
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	10	17	31
FTE (Actual/Estimates/Projections)	13	17	24

## Immediate Office of the Under Secretary of Management – PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>17</b>	<b>17</b>	<b>\$3,393</b>
BTR to IOUSM	-	-	\$339
<b>Total Below Threshold Reprogrammings</b>	<b>-</b>	<b>-</b>	<b>\$339</b>
<b>FY 2016 Revised Enacted</b>	<b>17</b>	<b>17</b>	<b>\$3,732</b>
<b>FY 2017 Annualized CR</b>	<b>17</b>	<b>17</b>	<b>\$3,291</b>
<b>FY 2018 Base Budget</b>	<b>17</b>	<b>17</b>	<b>\$3,291</b>
Realignment to CHCO from IOUSM due to CHCO WCF Activity Costs Removal	-	-	(\$74)
Realignment to CIO from IOUSM due to CIO WCF Activity Costs Removal	-	-	(\$39)
Realignment to CRSO from IOUSM due to CRSO WCF Activity Costs Removal	-	-	(\$74)
<b>Total Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$187)</b>
2017 Pay Annualization	-	-	\$14
2018 Pay Increase	-	-	\$35
FY 17 FPS Increases	-	-	\$18
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$67</b>
<b>Total Adjustments-to-Base</b>	<b>-</b>	<b>-</b>	<b>(\$120)</b>
<b>FY 2018 Current Services</b>	<b>17</b>	<b>17</b>	<b>\$3,171</b>
USM - Workforce Rightsizing	14	7	\$3,696
<b>Total, Program Increases</b>	<b>14</b>	<b>7</b>	<b>\$3,696</b>
<b>FY 2018 Request</b>	<b>31</b>	<b>24</b>	<b>\$6,867</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>14</b>	<b>7</b>	<b>\$3,576</b>

### PPA Description

#### Immediate Office of the Under Secretary for Management

The IOUSM requests \$6.9 million, 31 FTP, and 24 FTE for FY 2018.

IOUSM ensures the offices within the USM function effectively and efficiently in support of the Department. The requested funding will allow the IOUSM to continue to oversee the functions of the Management Directorate offices; further DHS efforts to enhance functional integration; respond quickly to inquiries from within and outside the Department; and identify and track performance related to the responsibilities of the Department. The USM continues to use an integrated approach to the management of strategic investments and resource allocation decisions to build a strong and accountable management foundation, and remains committed to demonstrating measurable, sustained progress over the coming years in all management functions.

## Immediate Office of the Under Secretary of Management – PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Immediate Office of the Under Secretary of Management	17	17	\$2,202	\$129.53	17	17	\$2,481	\$145.94	31	24	\$4,204	\$175.17	14	7	\$1,723	\$29.23
<b>Total</b>	<b>17</b>	<b>17</b>	<b>\$2,202</b>	<b>\$129.53</b>	<b>17</b>	<b>17</b>	<b>\$2,481</b>	<b>\$145.94</b>	<b>31</b>	<b>24</b>	<b>\$4,204</b>	<b>\$175.17</b>	<b>14</b>	<b>7</b>	<b>\$1,723</b>	<b>\$29.23</b>
Discretionary - Appropriation	17	17	\$2,202	\$129.53	17	17	\$2,481	\$145.94	31	24	\$4,204	\$175.17	14	7	\$1,723	\$29.23

### NARRATIVE EXPLANATION OF CHANGES

#### **Immediate Office of the Under Secretary for Management:**

- **FTE Change FY 2017-2018:** The driver of this increase in FTE from FY 2017 to FY 2018 is the addition of 14 FTP to rightsize the IOUSM office and eliminate the reliance on detailees.
- **PCB Change FY 2017-2018:** The increase in PCB is due to the dollars that followed the FTE for the program change increase related to rightsizing IOUSM. In addition, there are increases for the 2017 annualization of FTE and the FY 2018 pay increase.
- **Average Cost Change FY 2017-2018:** The increase in FTP/FTE cost is due to the dollars that followed the FTE for the program change increase related to rightsizing IOUSM. In addition, there are increases for the 2017 annualization of FTE and the FY 2018 pay increase.

**Immediate Office of the Under Secretary of Management – PPA**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$1,402	\$1,586	\$3,002	\$1,416
11.3 Other than Full-Time Permanent	\$112	\$112	\$112	-
11.5 Other Personnel Compensation	\$39	\$39	\$39	-
12.1 Civilian Personnel Benefits	\$649	\$744	\$1,051	\$307
<b>Total - Personnel Compensation and Benefits</b>	<b>\$2,202</b>	<b>\$2,481</b>	<b>\$4,204</b>	<b>\$1,723</b>
<b>Positions and FTE</b>				
Positions - Civilian	17	17	31	14
FTE - Civilian	17	17	24	7

---

**Immediate Office of the Under Secretary of Management – PPA  
Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Immediate Office of the Under Secretary of Management	\$1,530	\$810	\$2,663	\$1,853
<b>Total</b>	<b>\$1,530</b>	<b>\$810</b>	<b>\$2,663</b>	<b>\$1,853</b>
Discretionary - Appropriation	\$1,530	\$810	\$2,663	\$1,853

## Immediate Office of the Under Secretary of Management – PPA

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$8	\$8	\$19	\$11
23.1 Rental Payments to GSA	\$346	-	-	-
25.1 Advisory and Assistance Services	\$3	\$3	\$3	-
25.2 Other Services from Non-Federal Sources	\$10	-	-	-
25.3 Other Goods and Services from Federal Sources	\$775	\$796	\$2,635	\$1,839
25.4 Operation and Maintenance of Facilities	\$18	-	-	-
25.7 Operation and Maintenance of Equipment	\$20	-	-	-
26.0 Supplies and Materials	\$11	\$3	\$6	\$3
94.0 Financial Transfers	\$339	-	-	-
<b>Total - Non Pay Object Classes</b>	<b>\$1,530</b>	<b>\$810</b>	<b>\$2,663</b>	<b>\$1,853</b>

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Working Capital Fund Contributions	\$981	\$810	\$1,183	\$373
Automation Tools	\$0	\$0	\$400	\$400
Contract Support	\$0	\$0	\$800	\$800
Other Costs	\$549	\$0	\$280	\$280
<b>Total – Non Pay Cost Drivers</b>	<b>\$1,530</b>	<b>\$810</b>	<b>\$2,663</b>	<b>\$1,853</b>



**NARRATIVE EXPLANATION OF CHANGES****Immediate Office of the Under Secretary for Management:**

- **FY 2018 Non- Pay Cost Driver-** Working Capital Fund Contributions – Contributions to the WCF for services provided.
- **FY 2018 Non- Pay Cost Driver-** Automation Tools – These are tools to streamline MGMT front office efforts in managing the Directorate’s many requirements for reporting and analysis. This is a new request for FY 2018.
- **FY 2018 Non- Pay Cost Driver-** Contract Support – These are program management support services. This is part of the effort to right-size the funding in the MGMT front office. Previously these were funded by the MGMT lines of business, which put a strain on their resources.

*Office of the Chief Readiness Support Officer - PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Readiness Support Officer	103	103	\$124,518	103	103	\$119,585	123	120	\$70,900	20	17	(\$48,685)
<b>Total</b>	<b>103</b>	<b>103</b>	<b>\$124,518</b>	<b>103</b>	<b>103</b>	<b>\$119,585</b>	<b>123</b>	<b>120</b>	<b>\$70,900</b>	<b>20</b>	<b>17</b>	<b>(\$48,685)</b>
Subtotal Discretionary - Appropriation	103	103	\$124,518	103	103	\$119,585	123	120	\$70,900	20	17	(\$48,685)

## Office of the Chief Readiness Support Officer – PPA

### Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$121,569		
Transfers & Reprogrammings	\$2,949		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$124,518</b>	<b>\$119,585</b>	<b>\$70,900</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$12,010	\$105,021	\$67,000
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$136,528</b>	<b>\$224,606</b>	<b>\$137,900</b>
Collections – Reimbursable Resources	\$1,740	\$2,494	\$3,432
<b>Total Budget Resources</b>	<b>\$138,268</b>	<b>\$227,100</b>	<b>\$141,332</b>
Obligations (Actual/Projections/Estimates)	\$90,831	\$160,028	\$124,000
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	103	103	123
Enacted/Request FTE	103	103	120
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	87	103	123
FTE (Actual/Estimates/Projections)	88	103	120

## Office of the Chief Readiness Support Officer – PPA Collections - Reimbursable Resources

*Dollars in Thousands*

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Emergency Management Agency	Source	-	-	\$106	-	-	\$30	-	-	\$656
Department of Homeland Security - Federal Law Enforcement Training Center	Source	-	-	\$75	-	-	\$603	-	-	\$106
Department of Homeland Security - Transportation Security Administration	Source	-	-	\$106	-	-	-	-	-	-
Department of Homeland Security - US Immigration and Customs Enforcement	Source	-	-	\$138	-	-	\$34	-	-	\$201
Department of Homeland Security - Citizenship and Immigration Services	Source	-	-	\$106	-	-	\$162	-	-	\$64
Department of Homeland Security - Science and Technology	Source	-	-	-	-	-	-	-	-	\$91
Department of Homeland Security - United States Secret Service	Source	-	-	\$106	-	-	-	-	-	\$102
Department of Homeland Security - Office of the Inspector General	Source	-	-	-	-	-	-	-	-	\$223
Department of Homeland Security - United States Coast Guard	Source	-	-	\$106	-	-	-	-	-	\$303
Department of Homeland Security - National Protection and Programs Directorate	Source	-	-	\$173	-	-	\$59	-	-	\$793
Department of Homeland Security - US Customs and Border Protection	Source	-	-	\$453	-	-	\$553	-	-	\$26
Department of Homeland Security - Analysis and Operations	Source	-	-	\$68	-	-	\$203	-	-	\$216
Department of Interior - Department of the Interior	Source	-	-	\$3	-	-	-	-	-	\$205
General Services Administration - General Services Administration	Source	-	-	-	-	-	-	-	-	\$106
Department of Homeland Security - Office of Health Affairs	Source	-	-	\$280	-	-	-	-	-	-
Department of Homeland Security - Domestic Nuclear Detection Office	Source	-	-	\$20	-	-	\$850	-	-	\$106
Department of Homeland Security - Federal Protective Service	Source	-	-	-	-	-	-	-	-	\$234
<b>Total Collections</b>		-	-	<b>\$1,740</b>	-	-	<b>\$2,494</b>	-	-	<b>\$3,432</b>

## Office of the Chief Readiness Support Officer – PPA

### Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>103</b>	<b>103</b>	<b>\$121,569</b>
Reprogramming from CBP to CRSO	-	-	\$2,900
Reprogramming from NAC to CRSO	-	-	\$100
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>\$3,000</b>
BTR to IOUSM	-	-	(\$51)
<b>Total Below Threshold Reprogrammings</b>	<b>-</b>	<b>-</b>	<b>(\$51)</b>
<b>FY 2016 Revised Enacted</b>	<b>103</b>	<b>103</b>	<b>\$124,518</b>
<b>FY 2017 Annualized CR</b>	<b>103</b>	<b>103</b>	<b>\$119,585</b>
<b>FY 2018 Base Budget</b>	<b>103</b>	<b>103</b>	<b>\$119,585</b>
Realignment to CHCO from CRSO due to CHCO WCF Activity Costs Removal	-	-	(\$10)
Realignment to CIO from CRSO due to CIO WCF Activity Costs Removal	-	-	(\$187)
Realignment to CPO from CRSO due to CPO WCF Activity Costs Removal	-	-	(\$4)
Realignment to CRSO from CFO due to CRSO WCF Activity Costs Removal	-	-	\$205
Realignment to CRSO from CHCO due to CRSO WCF Activity Costs Removal	-	-	\$117
Realignment to CRSO from CIO due to CRSO WCF Activity Costs Removal	-	-	\$391
Realignment to CRSO from CPO due to CRSO WCF Activity Costs Removal	-	-	\$274
Realignment to CRSO from CSO due to CRSO WCF Activity Costs Removal	-	-	\$188
Realignment to CRSO from IOUSM due to CRSO WCF Activity Costs Removal	-	-	\$74
Realignment to CSO from CRSO due to CSO WCF Activity Costs Removal	-	-	(\$3)
Transfer to OSEM/OGC from CRSO due to OGC WCF Activity Costs Removal	-	-	(\$2)
Transfer to USM/CRSO from A&O due to CRSO WCF Activity Costs Removal	-	-	\$585
Transfer to USM/CRSO from CBP due to CRSO WCF Activity Costs Removal	-	-	\$98
Transfer to USM/CRSO from DNDO due to CRSO WCF Activity Costs Removal	-	-	\$92
Transfer to USM/CRSO from FEMA due to CRSO WCF Activity Costs Removal	-	-	\$176
Transfer to USM/CRSO from FLETC due to CRSO WCF Activity Costs Removal	-	-	\$1
Transfer to USM/CRSO from ICE due to CRSO WCF Activity Costs Removal	-	-	\$65

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
Transfer to USM/CRSO from NPPD OBIM due to CRSO WCF Activity Costs Removal	-	-	\$74
Transfer to USM/CRSO from OHA due to CRSO WCF Activity Costs Removal	-	-	\$109
Transfer to USM/CRSO from OIG due to CRSO WCF Activity Costs Removal	-	-	\$4
Transfer to USM/CRSO from OSEM to CRSO WCF Activity Costs Removal	-	-	\$946
Transfer to USM/CRSO from S&T due to CRSO WCF Activity Costs Removal	-	-	\$248
Transfer to USM/CRSO from TSA due to CRSO WCF Activity Costs Removal	-	-	\$58
Transfer to USM/CRSO from USCG due to CRSO WCF Activity Costs Removal	-	-	\$515
Transfer to USM/CRSO of the WCF FTE due to CRSO WCF Activity Removal	13	13	-
<b>Total Transfers</b>	<b>13</b>	<b>13</b>	<b>\$4,014</b>
2017 Pay Annualization	-	-	\$82
2018 Pay Increase	-	-	\$245
FY 17 FPS Increases	-	-	\$21
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$348</b>
Non - Recur NAC Security Assessment	-	-	(\$1,525)
Non - Recur St. Es Development	-	-	(\$18,319)
Non - Recur St. Es TIP	-	-	(\$35,020)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$54,864)</b>
<b>Total Adjustments-to-Base</b>	<b>13</b>	<b>13</b>	<b>(\$50,502)</b>
<b>FY 2018 Current Services</b>	<b>116</b>	<b>116</b>	<b>\$69,083</b>
USM - Data Management Integration	3	2	\$1,582
USM - Regional Support	4	2	\$541
<b>Total, Program Increases</b>	<b>7</b>	<b>4</b>	<b>\$2,123</b>
USM - FY 17 Hiring freeze Reduction	-	-	(\$306)
<b>Total, Program Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$306)</b>
<b>FY 2018 Request</b>	<b>123</b>	<b>120</b>	<b>\$70,900</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>20</b>	<b>17</b>	<b>(\$48,685)</b>

**PPA Description**

The OCRSO requests \$70.9 million, 123 FTP, and 120 FTE for FY 2018.

<b>OCRSO detailed breakout: (In Thousands)</b>	<b>FY16 Revised Enacted</b>	<b>FY17 Annualized CR</b>	<b>FY18 President's Budget</b>
<b>Control Total</b>	<b>\$124,518</b>	<b>\$119,585</b>	<b>\$70,900</b>
Salaries & Benefits	\$15,532	\$17,199	\$20,739
Working Capital Fund	\$3,604	\$3,192	\$4,219
Front Office (travel, training, supplies, FO)	\$506	\$285	\$400
Sustainability & Environmental (SEP) Office	\$2,183	\$637	\$375
Facilities & Operations Support (F&OS)	\$1,641	\$1,680	\$2,600
Asset & Logistics (A&L)	\$6,718	\$3,954	\$3,268
HQ Consolidation - Construction	\$77,378	\$77,231	\$0
HQ Consolidation -Support	\$12,500	\$12,476	\$36,368
Nebraska Avenue Complex	\$4,456	\$2,931	\$2,931
1. FY 17 & 18 are budget estimates and may change with actual execution			

**Sustainability and Environmental Programs (SEP):** SEP provides oversight, assessment, and guidance over DHS sustainability and environmental programs, which include: Energy Management, Environmental Planning & Historic Preservation, and Environmental Compliance & Sustainability Programs. SEP responsibilities and authorities include: (1) the development and promulgation of consistent and correct policies to ensure Departmental compliance with laws, regulations, Executive Orders, and sound business practices; (2) consolidating DHS environmental, energy, and sustainability data into meaningful information and reporting at the Departmental level; (3) developing and deploying fact based analytical and planning processes; and (4) providing strategic guidance and oversight to ensure effective management of the Department's SEP program portfolios.

**Facilities & Operational Support (F&OS):** F&OS provides effective delivery of Department facilities, real property, and mission support services through integration and central management of corporate or shared services within the National Capitol Region (NCR). This allows common work practices to ensure the corporate services comply with the laws and DHS policies, and provides economic benefit due to consolidating like functions and economies of scale. The day-to-day services include mail screening and

delivery operations, the transit subsidy benefits program, employee parking, executive sedan, employee shuttle, executive dining facility, Federal Occupational Health clinics, occupational health and safety, facilities management, DHS switchboard, and real property oversight and support within the NCR.

F&OS is also responsible for managing the Financial and Business elements for the Office of the Chief Readiness Support Officer organization to ensure proper oversight and collaboration for all OCRSO funding. Additionally, the Office provides management of space assignments, occupancy agreements, and planning for all requirements, as well as project management, move management, furniture services, and cost controls for HQ NCR component offices. The Office of Headquarters Projects focuses on HQ consolidation at the St. Elizabeths campus as well as providing project management services for all DHS headquarters locations within the NCR. The Office of HQ Real Property is also responsible for providing oversight and guidance for the Department's 100 million square foot portfolio to include space standards, ensuring the Department is aligned to the "Reduce the Footprint" initiative, while working with GSA to develop regional footprint plans that mirror the Department's NCR real property portfolio plan. The approach of OCRSO is to strengthen these support services through an integrated portfolio approach and by building stronger relationships with other DHS support organizations while aggressively driving down costs without sacrificing readiness.

**Assets & Logistics (A&L):** A&L is responsible for the policy, management, and oversight of the DHS enterprise-wide real property portfolio (both owned and leased), including 52,000 motor vehicles, personal property, and aviation and marine assets. Specifically, the Real Property Office provides oversight and guidance for the Department's 100 million square foot portfolio, to include space standards, ensuring DHS is aligned to the "Reduce the Footprint" initiative, while working with GSA to develop regional footprint plans that mirror the Department's NCR real property portfolio plan. A&L also serves to integrate various logistics functions through its Logistics Integration Office, which focuses on fuel-sharing, vehicle telematics, and personal protective equipment. The Office of Plans leads the Department-wide Field Efficiency Initiative, which is focused on consolidation and colocation of facilities and mission support shared services. This is achieved through identifying opportunities for shared mission support services across the components, developing and implementing common business practices, achieving total asset visibility across all DHS asset categories, and making data-driven decisions. The goal in each of these areas is to identify opportunities for greater efficiency (e.g., shared facilities, greater standardization of assets) and then to guide the development and implementation of a plan to realize that efficiency. The efficiencies are focused on achieving affordable readiness meeting mission needs at the lowest cost.



**HEADQUARTERS CONSOLIDATION**

The HQ Consolidation Project requests \$36.4 million, 0 FTP, and 0 FTE for FY 2018.

<b>OCRSO HQ Consolidation detailed breakout: (In Thousands)</b>	<b>FY16 Revised Enacted</b>	<b>FY17 Annualized CR</b>	<b>FY18 President's Budget</b>
<b>Control Total</b>	<b>\$89,878</b>	<b>\$89,707</b>	<b>\$36,368</b>
<b>Construction:</b>	\$77,378	\$77,231	\$0
Fee: GSA Management Fee (MI)	\$5,989	\$7,205	\$0
Outfitting Costs	\$20,959	\$25,021	\$0
IT Equipment	\$23,269	\$26,416	\$0
Security Equipment	\$2,422	\$3,240	\$0
Construction Commissioning (Testing all systems)	\$701	\$1,326	\$0
Move Costs - Physical Move (Planner, boxes, equip, etc.)	\$6,432	\$5,116	\$0
Fee: GSA RWA fee	\$7,480	\$8,907	\$0
Decommissioning	\$2,000	\$0	\$0
Furniture	\$2,700	\$0	\$0
Information Technology	\$5,426	\$0	\$0
<b>Support Costs:</b>	<b>\$12,500</b>	<b>\$12,476</b>	<b>\$36,368</b>
Physical Security - Guard Services	\$7,800	\$9,726	\$21,655
Personnel Costs	\$0	\$750	\$2,343
IT O&M	\$2,500	\$2,000	\$4,618
Prior Occupancy Utilities	\$1,700	\$0	\$1,500
Campus O&M	\$500	\$0	\$6,252
1. FY 17 & 18 are budget estimates and may change with actual execution			

The focus of the DHS Headquarters (HQ) Consolidation Project funding in FY18 is sustaining the operational environment. DHS will continue to implement colocation of the Department and Component Headquarters through lease consolidation and build-out of the St. Elizabeths campus. The project enhances effectiveness through consolidation of HQ and Component executive leadership, operations coordination, policy and program management, and mission execution. DHS objective is to optimize the real estate portfolio by

increasing utilization efficiency with the integration of mobile workplace strategies.

This PPA supports the sustainment of efforts for the DHS Headquarters at St. Elizabeths for facility maintenance, project management, and space allocation and standards. According to the Enhanced Plan, St. Elizabeths will house 17,000 employees in 12,800 seats. The unification and consolidation of over 24 agencies will potentially reduce or eliminate 40 different DHS locations throughout the NCR, greatly reducing the DHS organizational footprint. All of the DHS community will play a role in the Colocation Plan, although some components may be affected more than others.

The majority of the funds requested in FY 2018 will support physical security operations campus wide. Completion of the Center Building in FY 2018 will cause an increase in the Interagency Security Committee (ISC) Level 5 operational perimeter as the active fence will be expanded to enclose the Center Building with the operational Munro Building. This will also include an expansion of the physical security infrastructure and end devices located in the Center Building (i.e. increase in cameras, access control devices, and SCIF areas, etc.).

A sub-set of the physical security is additional personnel required to mitigate the risks and vulnerabilities that an expanded operational campus, and current construction schedule, will impose on the physical security operations at St. Elizabeths. DHS's objective is to replicate the success, organizational structure, and function of the Nebraska Avenue Complex physical security operations by filling positions to provide access control, visitor management, force protection, and technical physical security services to the occupants of the campus.

This PPA will also continue to support the expanding electronic physical security systems operations and maintenance (O&M). With the expanding perimeter and increase in systems/devices to support the Center Building physical security, a proportionate increase is required to continue to operate and maintain these critical systems. Also upon installation of information technology and electronic physical security equipment (in advance of Center Building occupancy), GSA must energize the Heating, Ventilation and Air Conditioning (HVAC) systems to prevent overheating. During testing, burn-in etc., GSA requires the tenants to pay for these overtime utilities that support tenant installed equipment. While normal occupant related overtime utilities are charged in conjunction with rent, the cost of overtime utilities prior to occupancy must be paid from support costs.

Lastly, this PPA funds the campus operations and maintenance for all buildings and campus systems that require annual operations to ensure peak performance and maintain resiliency and prevent pre-mature failure.

The FY 2018 budget does not include funding for new development of the DHS Consolidated Headquarters at St. Elizabeths. The FY 2018 budget for St. Elizabeths only includes \$36.4 million in support costs.

**NEBRASKA AVENUE COMPLEX**

The DHS NAC requests \$2.9 million, 0 FTP, and 0 FTE for FY 2018.

<b>OCRSO Nebraska Ave Complex detailed breakout: (In Thousands)</b>	<b>FY16 Revised Enacted</b>	<b>FY17 Annualized CR</b>	<b>FY18 President's Budget</b>
<b>Control Total</b>	\$4,456	\$2,931	\$2,931
<b>Recurring Services include:</b>	<b>\$1,499</b>	<b>\$1,499</b>	<b>\$925</b>
Emergency Service Center	\$132	\$132	\$135
Elevator maintenance and upgrades	\$40	\$40	\$40
Escorts to support contractors to visit secure spaces	\$71	\$71	\$100
Moving contracts within NAC campus	\$350	\$350	\$500
Professional engineering & technical services	\$750	\$750	\$0
Emergency generator maintenance contract and services	\$156	\$156	\$150
HVAC/UPS repairs in LAN Rooms- place on maintenance contracts	\$892	\$892	\$1,580
Ongoing Renovations/Reconfigurations/ Facility Projects	\$238	\$238	\$300
Campus wide accessibility review and ADA related projects	\$10	\$10	\$0
Non-GSA O&M	\$150	\$150	\$45
Tree Trimming	\$30	\$30	\$15
Carpet and Paint Refresh	\$100	\$100	\$50
Gym Equipment Maintenance	\$12	\$12	\$16
NAC Security Assessment	\$1,525	\$0	\$0
1. FY 17 & 18 are budget estimates and may change with actual execution			

The NAC will continue to serve as the headquarters facility for DHS for the better part of FY 2018. The NAC and other locations operate at nearly full capacity in order to meet the Department's current space demands. . The NAC investments will be leveraged as the overall real estate portfolio is realigned to support DHS operations and integration in the NCR. Accordingly, DHS will need to continue to invest in the NAC to sustain operational capabilities. Funding is required to support facilities and operational maintenance of the NAC.

## Office of the Chief Readiness Support Officer – PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Readiness Support Officer	103	103	\$15,532	\$150.8	103	103	\$17,199	\$166.98	123	120	\$19,154	\$159.62	20	17	\$1,955	(\$7.36)
<b>Total</b>	<b>103</b>	<b>103</b>	<b>\$15,532</b>	<b>\$150.8</b>	<b>103</b>	<b>103</b>	<b>\$17,199</b>	<b>\$166.98</b>	<b>123</b>	<b>120</b>	<b>\$19,154</b>	<b>\$159.62</b>	<b>20</b>	<b>17</b>	<b>\$1,955</b>	<b>(\$7.36)</b>
Discretionary - Appropriation	103	103	\$15,532	\$150.8	103	103	\$17,199	\$166.98	123	120	\$19,154	\$159.62	20	17	\$1,955	(\$7.36)

### NARRATIVE EXPLANATION OF CHANGES

#### Office of the Chief Readiness Support Officer:

- **FTE Change FY 2017-2018:** The driver of the increase in FTE from FY 2017 to FY 2018 is the addition of 7 FTP related to the Data Mgt and Regional Support program changes and the transfer of 13 FTP/FTE from the CRSO WCF activities to the CRSO direct appropriation.
- **PCB Change FY 2017-2018:** The driver of the increase in PCB from FY 2017 to FY 2018 is the addition of 7 FTP related to the Data Mgt and Regional Support program changes and the transfer of 13 FTP/FTE from the CRSO WCF activities to the CRSO direct appropriation. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.
- **Average Cost Change FY 2017-2018:** The driver of the increase in FTP/FTE cost from FY 2017 to FY 2018 is the addition of 7 FTP related to the Data Mgt and Regional Support program changes and the transfer of 13 FTP/FTE from the CRSO WCF activities to the CRSO direct appropriation. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.

**Office of the Chief Readiness Support Officer-PPA**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$11,848	\$13,106	\$13,769	\$663
11.3 Other than Full-Time Permanent	\$179	\$179	\$20	(\$159)
11.5 Other Personnel Compensation	-	-	\$350	\$350
12.1 Civilian Personnel Benefits	\$3,505	\$3,914	\$5,015	\$1,101
<b>Total - Personnel Compensation and Benefits</b>	<b>\$15,532</b>	<b>\$17,199</b>	<b>\$19,154</b>	<b>\$1,955</b>
<b>Positions and FTE</b>				
Positions - Civilian	103	103	123	20
FTE - Civilian	103	103	120	17

---

**Office of the Chief Readiness Support Officer – PPA**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Chief Readiness Support Officer	\$108,986	\$102,386	\$51,746	(\$50,640)
<b>Total</b>	<b>\$108,986</b>	<b>\$102,386</b>	<b>\$51,746</b>	<b>(\$50,640)</b>
Discretionary - Appropriation	\$108,986	\$102,386	\$51,746	(\$50,640)

## Office of the Chief Readiness Support Officer – PPA

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$60	\$60	\$100	\$40
23.1 Rental Payments to GSA	\$7,549	\$1,618	\$1,500	(\$118)
24.0 Printing and Reproduction	\$5	\$5	\$5	-
25.1 Advisory and Assistance Services	\$3,615	\$3,124	\$3,206	\$82
25.2 Other Services from Non-Federal Sources	\$263	\$203	\$4,440	\$4,237
25.3 Other Goods and Services from Federal Sources	\$94,368	\$95,956	\$38,689	(\$57,267)
25.4 Operation and Maintenance of Facilities	\$1,525	-	\$643	\$643
25.7 Operation and Maintenance of Equipment	\$1,226	\$1,100	\$2,802	\$1,702
26.0 Supplies and Materials	\$127	\$110	\$98	(\$12)
31.0 Equipment	\$248	\$210	\$263	\$53
<b>Total - Non Pay Object Classes</b>	<b>\$108,986</b>	<b>\$102,386</b>	<b>\$51,746</b>	<b>(\$50,640)</b>

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
St. Es Development & Support Costs	\$89,878	\$89,707	\$36,368	(\$53,339)
Working Capital Fund Contributions	\$3,604	\$3,192	\$4,219	\$1,027
Nebraska Avenue Complex	\$4,456	\$2,931	\$2,931	\$0
HQ Sedan	\$0	\$0	\$1,384	\$1,384
HQ Shuttle	\$0	\$0	\$955	\$955
Other Costs	\$11,048	\$6,556	\$5,889	(\$667)
<b>Total – Non Pay Cost Drivers</b>	<b>\$108,986</b>	<b>\$102,386</b>	<b>\$51,746</b>	<b>(\$50,640)</b>

**NARRATIVE EXPLANATION OF CHANGES****Office of the Chief Readiness Support Officer:**

- **FY 2018 Non- Pay Cost Driver-** St. Elizabeths Development and Support Costs - Funds support physical security operations campus wide. Completion of the Center Building in FY 2018 will cause an increase in the Interagency Security Committee (ISC) Level 5 operational perimeter as the active fence will be expanded to enclose the Center Building with the operational Munro Building. This will also include an expansion of the physical security infrastructure and end devices located in the Center Building (i.e. increase in cameras, access control devices, and SCIF areas, etc.). The FY 2018 budget does not include funding for new development of the DHS Consolidated Headquarters at St. Elizabeths.
- **FY 2018 Non- Pay Cost Driver-** Working Capital Fund Contributions – Contributions to the WCF for services provided.
- **FY 2018 Non- Pay Cost Driver-** Nebraska Avenue Complex – HQ facility for DHS, this funding provides facilities and operational maintenance of the NAC.
- **FY 2018 Non- Pay Cost Driver-** HQ Sedan- CRSO administers the Executive Transportation Service for authorized senior officials who travel between various locations during the course of conducting their official Government duties. Cost reflects removal of FTE and Contract resources from WCF to direct appropriation.
- **FY 2018 Non- Pay Cost Driver-** HQ Shuttle- Provides DHS employees and its contractors a reliable and safe mode of transportation to the various DHS components throughout the NCR: Cost reflects removal of FTE and Contract resources from WCF to direct appropriation.



*Office of the Chief Human Capital Officer - PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Human Capital Officer	144	137	\$29,652	208	208	\$39,635	293	270	\$56,852	85	62	\$17,217
<b>Total</b>	<b>144</b>	<b>137</b>	<b>\$29,652</b>	<b>208</b>	<b>208</b>	<b>\$39,635</b>	<b>293</b>	<b>270</b>	<b>\$56,852</b>	<b>85</b>	<b>62</b>	<b>\$17,217</b>
Subtotal Discretionary - Appropriation	144	137	\$29,652	208	208	\$39,635	293	270	\$56,852	85	62	\$17,217

## Office of the Chief Human Capital Officer – PPA

### Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$29,697		
Transfers & Reprogrammings	(\$45)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$29,652</b>	<b>\$39,635</b>	<b>\$56,852</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$2,458	\$2,323	\$1,500
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$32,110</b>	<b>\$41,958</b>	<b>\$58,352</b>
Collections – Reimbursable Resources	\$2,156	\$1,323	\$2,126
<b>Total Budget Resources</b>	<b>\$34,266</b>	<b>\$43,281</b>	<b>\$60,478</b>
Obligations (Actual/Projections/Estimates)	\$31,829	\$41,781	\$59,400
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	144	208	293
Enacted/Request FTE	137	208	270
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	103	208	293
FTE (Actual/Estimates/Projections)	97	208	270

## Office of the Chief Human Capital Officer – PPA Collections - Reimbursable Resources

*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Emergency Management Agency Source	-	-	\$53	-	-	-	-	-	-
Department of Homeland Security - Federal Law Enforcement Training Center Source	-	-	\$1	-	-	-	-	-	-
Department of Homeland Security - Transportation Security Administration Source	-	-	\$1,134	-	-	\$183	-	-	\$183
Department of Homeland Security - US Immigration and Customs Enforcement Source	-	-	\$35	-	-	-	-	-	-
Department of Homeland Security - Citizenship and Immigration Services Source	-	-	\$86	-	-	\$25	-	-	\$604
Department of Homeland Security - Science and Technology Source	-	-	\$65	-	-	-	-	-	-
Department of Homeland Security - United States Secret Service Source	-	-	\$11	-	-	-	-	-	-
Department of Homeland Security - Office of the Inspector General Source	-	-	\$103	-	-	-	-	-	-
Department of Homeland Security - United States Coast Guard Source	-	-	\$36	-	-	-	-	-	-
Department of Homeland Security - National Protection and Programs Directorate Source	-	-	\$419	-	-	\$700	-	-	\$861
Department of Homeland Security - US Customs and Border Protection Source	-	-	\$79	-	-	\$82	-	-	\$82
Department of Homeland Security - Analysis and Operations Source	-	-	\$102	-	-	-	-	-	-
Department of Homeland Security - Office of Health Affairs Source	-	-	\$13	-	-	-	-	-	-
Department of Homeland Security - Domestic Nuclear Detection Office Source	-	-	\$19	-	-	-	-	-	-
Department of Homeland Security - Federal Protective Service Source	-	-	-	-	-	\$333	-	-	\$396
<b>Total Collections</b>	-	-	<b>\$2,156</b>	-	-	<b>\$1,323</b>	-	-	<b>\$2,126</b>

## Office of the Chief Human Capital Officer – PPA

### Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>144</b>	<b>137</b>	<b>\$29,697</b>
BTR to IOUSM	-	-	(\$45)
<b>Total Below Threshold Reprogrammings</b>	<b>-</b>	<b>-</b>	<b>(\$45)</b>
<b>FY 2016 Revised Enacted</b>	<b>144</b>	<b>137</b>	<b>\$29,652</b>
<b>FY 2017 Annualized CR</b>	<b>208</b>	<b>208</b>	<b>\$39,635</b>
<b>FY 2018 Base Budget</b>	<b>208</b>	<b>208</b>	<b>\$39,635</b>
Realignment to CHCO from CFO due to CHCO WCF Activity Costs Removal	-	-	\$16
Realignment to CHCO from CIO due to CHCO WCF Activity Costs Removal	-	-	\$23
Realignment to CHCO from CPO due to CHCO WCF Activity Costs Removal	-	-	\$26
Realignment to CHCO from CRSO due to CHCO WCF Activity Costs Removal	-	-	\$10
Realignment to CHCO from CSO due to CHCO WCF Activity Costs Removal	-	-	\$10
Realignment to CHCO from IOUSM due to CHCO WCF Activity Costs Removal	-	-	\$74
Realignment to CIO from CHCO due to CIO WCF Activity Costs Removal	-	-	(\$288)
Realignment to CPO from CHCO due to CPO WCF Activity Costs Removal	-	-	(\$1)
Realignment to CRSO from CHCO due to CRSO WCF Activity Costs Removal	-	-	(\$117)
Realignment to CSO from CHCO due to CSO WCF Activity Costs Removal	-	-	(\$3)
Transfer to OSEM/OGC from CHCO due to OGC WCF Activity Costs Removal	-	-	(\$3)
Transfer to USM/CHCO from A&O due to CHCO WCF Activity Costs Removal	-	-	\$49
Transfer to USM/CHCO from CBP due to CHCO WCF Activity Costs Removal	-	-	\$2,015
Transfer to USM/CHCO from DNDO due to CHCO WCF Activity Costs Removal	-	-	\$35
Transfer to USM/CHCO from FEMA due to CHCO WCF Activity Costs Removal	-	-	\$414
Transfer to USM/CHCO from FLETC due to CHCO WCF Activity Costs Removal	-	-	\$46
Transfer to USM/CHCO from ICE due to CHCO WCF Activity Costs Removal	-	-	\$784
Transfer to USM/CHCO from NPPD due to FY 17 CJ WCF transfers for HQ HCS	-	-	\$552
Transfer to USM/CHCO from NPPD OBIM due to CHCO WCF Activity Costs Removal	-	-	\$5
Transfer to USM/CHCO from OHA due to CHCO WCF Activity Costs Removal	-	-	\$8

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
Transfer to USM/CHCO from OIG due to CHCO WCF Activity Costs Removal	-	-	\$49
Transfer to USM/CHCO from OSEM to CHCO WCF Activity Costs Removal	-	-	\$99
Transfer to USM/CHCO from S&T due to CHCO WCF Activity Costs Removal	-	-	\$55
Transfer to USM/CHCO from TSA due to CHCO WCF Activity Costs Removal	-	-	\$1,802
Transfer to USM/CHCO from USCG due to CHCO WCF Activity Costs Removal	-	-	\$242
Transfer to USM/CHCO from USCG due to FY 17 CJ WCF transfers for HQ HCS	-	-	\$29
Transfer to USM/CHCO from USSS due to CHCO WCF Activity Costs Removal	-	-	\$438
Transfer to USM/CHCO of the WCF FTE due to CHCO WCF Activity Removal	37	37	-
<b>Total Transfers</b>	<b>37</b>	<b>37</b>	<b>\$6,369</b>
2017 Pay Annualization	-	-	\$99
2018 Pay Increase	-	-	\$333
FY 17 FPS Increases	-	-	\$55
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$487</b>
<b>Total Adjustments-to-Base</b>	<b>37</b>	<b>37</b>	<b>\$6,856</b>
<b>FY 2018 Current Services</b>	<b>245</b>	<b>245</b>	<b>\$46,491</b>
USM - Engagement and Effectiveness	8	4	\$1,000
USM - Human Resource Management Service Personnel	6	3	\$407
USM - Joint Duty Program	7	4	\$1,000
USM - Manpower Analysis and Requirements Program	10	5	\$1,248
USM - Workforce Rightsizing	17	9	\$7,655
<b>Total, Program Increases</b>	<b>48</b>	<b>25</b>	<b>\$11,310</b>
USM - FY 17 Hiring freeze Reduction	-	-	(\$949)
<b>Total, Program Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$949)</b>
<b>FY 2018 Request</b>	<b>293</b>	<b>270</b>	<b>\$56,852</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>85</b>	<b>62</b>	<b>\$17,217</b>

**PPA Description**

OCHCO requests \$56.9 million, 293 FTP, and 270 FTE for FY 2018.

<b>OCHCO detailed breakout: (In Thousands)</b>	<b>FY16 Revised Enacted</b>	<b>FY17 Annualized CR</b>	<b>FY18 President's Budget</b>
<b>Control Total</b>	<b>\$29,654</b>	<b>\$39,635</b>	<b>\$56,853</b>
Salaries & Benefits	\$16,460	\$24,834	\$37,592
Working Capital Fund	\$8,390	\$8,380	\$8,045
Cyber Initiative	\$305	\$1,571	\$3,500
HQ Human Capital Services	\$0	\$270	\$1,751
Human Capital Policy Programs	\$0	\$130	\$554
Strategic Workforce Planning & Analysis	\$0	\$81	\$493
Strategic Learning & Development	\$0	\$26	\$1,091
Human Resource Information Technology	\$4,499	\$4,343	\$3,827
1. FY 17 & 18 are budget estimates and may change with actual execution			

**Cyber Statutory Authority Program:**

The Cyber Statutory Authority Program (CSAP) was created to design and implement a new excepted service personnel system, as authorized by the Border Patrol Agent Pay Reform Act of 2014 (Pub. L. 113-277, Sec. 3). CSAP leads the Department's cybersecurity workforce planning and analysis efforts to gain better insight into the cybersecurity work being performed across DHS Components. CSAP supports the current and future DHS cybersecurity workforce by developing and implementing human capital strategies, policies, and programs related to recruitment, retention, training, workforce analysis, and pipeline development.

**Human Resources Management Services:**

Human Resources Management Services (HRMS) provide processing of personnel actions, employee labor relations, and benefits services to HQ customers only. HRMS encompasses staffing and recruitment; position classification/position management; performance management; payroll and personnel action processing; employee and labor relations support; retirements and benefits support; time and attendance support; delegated examining unit (DEU) administration, audits, and quality control services;

Employee Assistance Program (EAP) services; and new employee and other leadership/supervisory training to support ongoing initiatives.

**Human Capital Policy and Programs:**

Human Capital Policy and Programs (HCPP) develops and implements Department-wide policy, programs, and strategic human capital guidance. The program ensures policies are reinforced to the highest standards of commitment, performance excellence, integrity and accountability. This program also ensures that they align with mission priorities and comply with applicable laws and regulations. HCPP represents the Department to external stakeholders, participates in government-wide working groups and task forces, and serves as the liaison to OPM on human capital initiatives.

**Strategic Workforce Planning and Analysis:**

Strategic Workforce Planning and Analysis (SWPA) is responsible for providing an integrated and consistent strategic human capital framework, planning for the DHS workforce, ensuring the proper mix of federal employees and contractors, and determining the number of workers and specific competencies and skills needed to reduce the Department's mission risk. SWPA improves responsiveness, consistency, accuracy, and value of human capital data reporting by leading a DHS-wide human capital data governance process, deploying a dashboard with key performance measures, and conducting department-wide data analysis to enable sound workforce decisions in support of the DHS mission. SWPA will be establishing a manpower and organization (M&O) capability for the Department, along with a program management staff that develops and acculturates consistent, operationally-focused policies for managing manpower to improve the effectiveness of DHS's management programs by ensuring manpower resources are directed to the department's most critical priorities

**Strategic Learning and Development and Engagement:**

Strategic Learning and Development and Engagement (SLDE) coordinates Department-wide training and development strategies, policy, and programs in order to cultivate a capable workforce with the critical knowledge, skills, and abilities to lead DHS in mission accomplishment. Responsibilities include strategic leadership of the DHS-wide training community through leadership councils, the DHS Workforce Development Strategy, and support for the DHS-wide Performance and Learning Management System; and oversight of programs including the Pathways Program, Academic Programs (such as the DoD Advanced Education Program), Rotations, and Mandatory Training. SLDE also designs and manages DHS-wide employee engagement initiatives, a coaching community of practice, centralized cohort succession programs, and the five-level DHS Leader Development Program (LDP), which provides an integrated framework that sustains a high-performing, diverse, engaged, and inspiring cadre of leaders now and into the future. In FY18, SLDE will include the Employee Engagement and Effectiveness to work on the improvement of the Federal Employee Viewpoint Surveys, and the Joint Duty program to provide career enhancement opportunities, foster collaboration, and provide future leaders with Department-wide experience.

**Strategic Recruitment Diversity and Inclusion:**

The Office of Strategic Recruitment Diversity and Inclusion (SRDI) leads the execution of the Department's first comprehensive Diversity and Inclusion Strategic Plan in partnership with the Office for Civil Rights and Civil Liberties. SRDI designs, executes, and evaluates Department-wide strategic programs to recruit and retain a diverse workforce to promote workplace inclusion and to sustain leadership commitment and management accountability for diversity and inclusion policies and practices. The DHS Veterans Employment Program Office (VEPO) within SRDI leads the department's execution of the Government-wide Veterans Recruitment and Employment Strategic Plan, including leading efforts to meet the President's Council on Veterans Employment hiring goals for veterans and veterans with disabilities. Also, housed in SRDI is the DHS Headquarters Anti-Harassment Unit (DHS HQ AHU), which supports the Department's mission to provide an inclusive and harassment-free environment through independent and objective management fact-findings and harassment prevention awareness for DHS headquarters.

**Human Resource Information Technology:**

For FY 2018, DHS leadership made a strategic decision to leave the Human Resources Information Technology (HRIT) program in OCHO. HRIT personnel provide leadership and enterprise IT solutions to enable core HR functionality and data access efficiency. The program manages, in partnership with the Operational Components and the Office of the Chief Information Officer, the Department's HRIT portfolio and consolidates, integrates, and modernizes core HR systems by planning, acquiring, configuring, implementing, and supporting the ongoing operation of enterprise HRIT systems and services. The HRIT program in the Operations and Support account includes the operations and support of this program. For a description of the acquisition, please see the DMO Procurement, Construction, and Improvements Congressional Justification.



## Office of the Chief Human Capital Officer – PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Human Capital Officer	144	137	\$16,460	\$120.15	208	208	\$24,834	\$119.39	293	270	\$41,099	\$152.22	85	62	\$16,265	\$32.83
<b>Total</b>	<b>144</b>	<b>137</b>	<b>\$16,460</b>	<b>\$120.15</b>	<b>208</b>	<b>208</b>	<b>\$24,834</b>	<b>\$119.39</b>	<b>293</b>	<b>270</b>	<b>\$41,099</b>	<b>\$152.22</b>	<b>85</b>	<b>62</b>	<b>\$16,265</b>	<b>\$32.83</b>
Discretionary - Appropriation	144	137	\$16,460	\$120.15	208	208	\$24,834	\$119.39	293	270	\$41,099	\$152.22	85	62	\$16,265	\$32.83

### NARRATIVE EXPLANATION OF CHANGES

#### Office of the Chief Human Capital Officer:

- **FTE Change FY 2017-2018:** The driver of the increase in FTE from FY 2017 to FY 2018 is the addition of 25 FTP related to the EE, JD, Manpower, rightsizing, and HRMS program changes and the transfer of 37 FTP/FTE from the CHCO WCF activities to the CHCO direct appropriation.
- **PCB Change FY 2017-2018:** The driver of the increase in PCB from FY 2017 to FY 2018 is the addition of 25 FTP related to the EE, JD, Manpower, rightsizing, and HRMS program changes and the transfer of 37 FTP/FTE from the CHCO WCF activities to the CHCO direct appropriation. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.
- **Average Cost Change FY 2017-2018:** The driver of the increase in FTP/FTE cost from FY 2017 to FY 2018 is the addition of 25 FTP related to the EE, JD, Manpower, rightsizing, and HRMS program changes and the transfer of 37 FTP/FTE from the CHCO WCF activities to the CHCO direct appropriation. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.

**Office of the Chief Human Capital Officer – PPA**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$12,827	\$18,162	\$30,522	\$12,360
11.3 Other than Full-Time Permanent	-	\$625	\$19	(\$606)
11.5 Other Personnel Compensation	-	\$75	\$490	\$415
12.1 Civilian Personnel Benefits	\$3,633	\$5,972	\$10,068	\$4,096
<b>Total - Personnel Compensation and Benefits</b>	<b>\$16,460</b>	<b>\$24,834</b>	<b>\$41,099</b>	<b>\$16,265</b>
<b>Positions and FTE</b>				
Positions - Civilian	144	208	293	85
FTE - Civilian	137	208	270	62

---

**Office of the Chief Human Capital Officer – PPA**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Chief Human Capital Officer	\$13,192	\$14,801	\$15,753	\$952
<b>Total</b>	<b>\$13,192</b>	<b>\$14,801</b>	<b>\$15,753</b>	<b>\$952</b>
Discretionary - Appropriation	\$13,192	\$14,801	\$15,753	\$952

**Office of the Chief Human Capital Officer – PPA**  
**Non Pay by Object Class**

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$54	\$120	\$93	(\$27)
23.2 Rental Payments to Others	\$1,482	-	-	-
24.0 Printing and Reproduction	\$10	\$29	\$47	\$18
25.1 Advisory and Assistance Services	\$3,811	-	-	-
25.2 Other Services from Non-Federal Sources	-	\$4,455	\$5,373	\$918
25.3 Other Goods and Services from Federal Sources	\$7,719	\$9,945	\$10,073	\$128
25.4 Operation and Maintenance of Facilities	\$30	\$30	-	(\$30)
25.7 Operation and Maintenance of Equipment	\$1	\$1	-	(\$1)
26.0 Supplies and Materials	\$81	\$200	\$167	(\$33)
31.0 Equipment	\$4	\$21	-	(\$21)
<b>Total - Non Pay Object Classes</b>	<b>\$13,192</b>	<b>\$14,801</b>	<b>\$15,753</b>	<b>\$952</b>

**Non Pay Cost Drivers**

*Dollars in Thousands*

<b>Leading Non Pay Cost-Drivers</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Total Changes</b>
Working Capital Fund Contributions	\$8,390	\$8,380	\$8,045	\$(335)
Cyber Statutory Authority Implementation	\$0	\$1,571	\$3,500	\$1,929
Staffing Licenses	\$289	\$226	\$289	\$63
Staffing and Acquisition Services	\$760	\$375	\$375	\$0
Other Costs	\$3,753	\$4,249	\$3,544	\$(705)
<b>Total – Non Pay Cost Drivers</b>	<b>\$13,192</b>	<b>\$14,801</b>	<b>\$15,753</b>	<b>\$952</b>

**NARRATIVE EXPLANATION OF CHANGES****Office of the Chief Human Capital Officer:**

- **FY 2018 Non- Pay Cost Driver-** Working Capital Fund Contributions – Contributions to the WCF for services provided.
- **FY 2018 Non- Pay Cost Driver-** Cyber Security Authority Implementation Plan - to design and implement a new excepted service personnel system, as authorized by the Border Patrol Agent Pay Reform Act of 2014. Cyber Security Authority Implementation Plan - The current contract vehicle for the CyberStatutory Authority Program will be re-competed in FY2018 - the increase of \$49K represents a less than 2% inflation increase anticipated in the cost.
- **FY 2018 Non- Pay Cost Driver-** Staffing Licenses - Staffing Licenses, such as CyberFeds/Workers Comp, NFC Axis, Rumba, USA Staffing, will realize an increase based on two factors: Primarily the change in cost is related to updated cost per license by the provider; additional the \$63K includes additional licenses that will be needed to support work volume to support MGMT.
- **FY 2018 Non- Pay Cost Driver-** Staffing and Acquisition Services - These are services with OPM that are provided for functions that DHS does not have the onboard skill set to perform. This will remain at the same level from FY 2017 to FY 2018, as OCHCO is seeking to build capacity in-house to meet MGMT requirements; funding will enable OCHCO to surge as needed with contract support.

*Office of the Chief Security Officer –PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Security Officer	257	257	\$68,991	257	257	\$67,246	313	298	\$74,963	56	41	\$7,717
<b>Total</b>	<b>257</b>	<b>257</b>	<b>\$68,991</b>	<b>257</b>	<b>257</b>	<b>\$67,246</b>	<b>313</b>	<b>298</b>	<b>\$74,963</b>	<b>56</b>	<b>41</b>	<b>\$7,717</b>
Subtotal Discretionary - Appropriation	257	257	\$68,991	257	257	\$67,246	313	298	\$74,963	56	41	\$7,717

**Office of the Chief Security Officer – PPA**  
**Budget Authority and Obligations**

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$69,120		
Transfers & Reprogrammings	(\$129)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$68,991</b>	<b>\$67,246</b>	<b>\$74,963</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$68,991</b>	<b>\$67,246</b>	<b>\$74,963</b>
Collections – Reimbursable Resources	\$9,599	\$6,225	\$7,714
<b>Total Budget Resources</b>	<b>\$78,590</b>	<b>\$73,471</b>	<b>\$82,677</b>
Obligations (Actual/Projections/Estimates)	\$78,553	\$73,450	\$82,650
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	257	257	313
Enacted/Request FTE	257	257	298
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	227	257	313
FTE (Actual/Estimates/Projections)	219	257	298

## Office of the Chief Security Officer – PPA Collections - Reimbursable Resources

*Dollars in Thousands*

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Emergency Management Agency	Source	-	-	\$769	-	-	-	-	-	\$212
Department of Homeland Security - Federal Law Enforcement Training Center	Source	-	-	\$78	-	-	-	-	-	\$82
Department of Homeland Security - Transportation Security Administration	Source	-	-	\$282	-	-	-	-	-	\$279
Department of Homeland Security - US Immigration and Customs Enforcement	Source	-	-	\$238	-	-	-	-	-	\$285
Department of Homeland Security - Citizenship and Immigration Services	Source	-	-	\$378	-	-	-	-	-	\$600
Department of Homeland Security - Science and Technology	Source	-	-	\$677	-	-	-	-	-	\$695
Department of Homeland Security - United States Secret Service	Source	-	-	-	-	-	-	-	-	\$67
Department of Homeland Security - Office of the Inspector General	Source	-	-	\$206	-	-	-	-	-	\$2
Department of Homeland Security - United States Coast Guard	Source	-	-	\$113	-	-	-	-	-	\$131
Department of Homeland Security - National Protection and Programs Directorate	Source	-	-	\$3,425	-	-	\$4,560	-	-	\$3,027
Department of Homeland Security - US Customs and Border Protection	Source	-	-	\$2,096	-	-	\$1,665	-	-	\$288
Department of Homeland Security - Analysis and Operations	Source	-	-	\$206	-	-	-	-	-	\$689
Executive Office of the President - Executive Office of the President	Source	-	-	\$378	-	-	-	-	-	\$128
Department of Homeland Security - Office of Health Affairs	Source	-	-	\$3	-	-	-	-	-	\$5
Department of Homeland Security - Domestic Nuclear Detection Office	Source	-	-	\$2	-	-	-	-	-	\$4
Department of Homeland Security - Federal Protective Service	Source	-	-	-	-	-	-	-	-	\$220
Office of the Director of National Intelligence	Source	-	-	\$748	-	-	-	-	-	\$1,000
Total Collections		-	-	\$9,599	-	-	\$6,225	-	-	\$7,714



## Office of the Chief Security Officer – PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>257</b>	<b>257</b>	<b>\$69,120</b>
BTR to IOUSM	-	-	(\$129)
<b>Total Below Threshold Reprogrammings</b>	<b>-</b>	<b>-</b>	<b>(\$129)</b>
<b>FY 2016 Revised Enacted</b>	<b>257</b>	<b>257</b>	<b>\$68,991</b>
<b>FY 2017 Annualized CR</b>	<b>257</b>	<b>257</b>	<b>\$67,246</b>
<b>FY 2018 Base Budget</b>	<b>257</b>	<b>257</b>	<b>\$67,246</b>
Realignment to CHCO from CSO due to CHCO WCF Activity Costs Removal	-	-	(\$10)
Realignment to CIO from CSO due to CIO WCF Activity Costs Removal	-	-	(\$456)
Realignment to CPO from CSO due to CPO WCF Activity Costs Removal	-	-	(\$4)
Realignment to CRSO from CSO due to CRSO WCF Activity Costs Removal	-	-	(\$188)
Realignment to CSO from CFO due to CSO WCF Activity Costs Removal	-	-	\$5
Realignment to CSO from CHCO due to CSO WCF Activity Costs Removal	-	-	\$3
Realignment to CSO from CIO due to CSO WCF Activity Costs Removal	-	-	\$24
Realignment to CSO from CPO due to CSO WCF Activity Costs Removal	-	-	\$10
Realignment to CSO from CRSO due to CSO WCF Activity Costs Removal	-	-	\$3
Transfer to A&O from CSO due to A&O WCF Activity Costs Removal	-	-	(\$10)
Transfer to OSEM/OGC from CSO due to OGC WCF Activity Costs Removal	-	-	(\$2)
Transfer to USM/CSO from FLETC due to CSO WCF Activity Costs Removal	-	-	\$47
Transfer to USM/CSO from A&O due to CSO WCF Activity Costs Removal	-	-	\$23
Transfer to USM/CSO from CBP due to CSO WCF Activity Costs Removal	-	-	\$1,060
Transfer to USM/CSO from DNDO due CSO WCF Activity Costs Removal	-	-	\$5
Transfer to USM/CSO from FEMA due to CSO WCF Activity Costs Removal	-	-	\$703
Transfer to USM/CSO from ICE due to CSO WCF Activity Costs Removal	-	-	\$593
Transfer to USM/CSO from NPPD OBIM due to CSO WCF Activity Costs Removal	-	-	\$9
Transfer to USM/CSO from OHA due to CSO WCF Activity Costs Removal	-	-	\$3
Transfer to USM/CSO from OIG due to CSO WCF Activity Costs Removal	-	-	\$11

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
Transfer to USM/CSO from OSEM due CSO WCF Activity Costs Removal	-	-	\$7
Transfer to USM/CSO from S&T due to CSO WCF Activity Costs Removal	-	-	\$18
Transfer to USM/CSO from TSA due to CSO WCF Activity Costs Removal	-	-	\$1,255
Transfer to USM/CSO from USSS due to CSO WCF Activity Costs Removal	-	-	\$118
Transfer to USM/CSO of the WCF FTE due to CSO WCF Activity Removal	26	26	-
<b>Total Transfers</b>	<b>26</b>	<b>26</b>	<b>\$3,227</b>
2017 Pay Annualization	-	-	\$173
2018 Pay Increase	-	-	\$519
FY 17 FPS Increases	-	-	\$107
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$799</b>
Non - Recur Continuous Monitoring	-	-	(\$2,000)
Non - Recur NAC Security Assessment	-	-	(\$2,454)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$4,454)</b>
<b>Total Adjustments-to-Base</b>	<b>26</b>	<b>26</b>	<b>(\$428)</b>
<b>FY 2018 Current Services</b>	<b>283</b>	<b>283</b>	<b>\$66,818</b>
USM - Center for International Safety and Security	10	5	\$1,528
USM - Insider Threat	20	10	\$3,300
USM - NAC Guard Force	-	-	\$4,000
<b>Total, Program Increases</b>	<b>30</b>	<b>15</b>	<b>\$8,828</b>
USM - FY 17 Hiring freeze Reduction	-	-	(\$683)
<b>Total, Program Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$683)</b>
<b>FY 2018 Request</b>	<b>313</b>	<b>298</b>	<b>\$74,963</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>56</b>	<b>41</b>	<b>\$7,717</b>

**PPA Description**

The OCSO requests \$74.9 million, 313 FTP, and 298 FTE for FY 2018.

<b>OCSO detailed breakout:</b> <b>(In Thousands)</b>	<b>FY16 Revised Enacted</b>	<b>FY17 Annualized CR</b>	<b>FY18 President's Budget</b>
<b>Total</b>	<b>\$68,991</b>	<b>\$67,246</b>	<b>\$74,963</b>
Salaries & Benefits	\$35,581	\$36,390	\$40,343
Working Capital Fund	\$10,113	\$8,265	\$9,088
Executive Operations	\$70	\$70	\$80
Enterprise Security Operations and Support	\$224	\$188	\$228
Threat Management Operations	\$360	\$355	\$3,302
HQ Support	\$21,643	\$20,978	\$20,922
Security, Suitability, & Credentialing LoB	\$1,000	\$1,000	\$1,000
1. FY 17 & 18 are budget estimates and may change with actual execution			

The OCSO is the Department's designated Senior Agency Official (SAO) and Cognizant Security Authority (CSA) responsible for the governance, oversight, integration, and administration of the collaborative DHS security program. Through direct leadership and consultation with component chief security officials, the OCSO exercises its Department-wide authorities predominantly through the provision of operational security services to DHS Headquarter (HQ) Offices and Directorates; while also developing, implementing, and promulgating Department-wide policies, standards, and business practices designed to effectively and efficiently safeguard the Department's personnel, assets, facilities, and information.

The OCSO also provides a multitude of security services directly supporting the missions and objectives of DHS Components and DHS HQ Offices and Directorates. The integration of these services is provided within the following disciplines:

**Executive Operations:**

Executive Operations includes the Strategic Operations Division, Business Operations Division, and Emergency Preparedness. Strategic Operations identifies and manages security endeavors to bring about more inclusive, broader, and longer-range perspectives. Business Operations manages resources for the OCSO to include the budget, human capital services, as well as OCSO procurement

and office Logistics. It also includes the Special Access Program (SAP) enterprise office providing DHS-wide government and oversight activities, and the Emergency Preparedness program for continuity of operations and government support.

**Enterprise Security Operations & Support:**

Enterprise Security Operations & Support (ESOS) ensures that strategic and operational mandates for the DHS are optimally performed, to include identifying areas for performance measurement and quality improvement, as well as leading strategic development and administration of quality assurance activities throughout the OCSO. The ESOS is composed of the Compliance/Standards and Training Division, which provides training and compliance inspections for the Department. The National Security Services Division manages three principle areas of focus: physical security projects, industrial security oversight, and security policy for all disciplines. The Enterprise Security Services Division (ESSD) oversees two major enterprise capabilities: implementation and maintenance of the Integrated Security Management System used by the entire Department for suitability, fitness, and clearance processing; and the Personal Identity Verification card issuance infrastructure. ESSD also works with the Components to modernize the Physical Access Control Systems infrastructure across the Department.

**Threat Management Operations:**

Threat Management Operations is composed of the Internal Security Division (ISD) and the Center for International Safety and Security (CISS). The ISD conducts complex investigations for the protection of classified information and potential violations of law. ISD is responsible for the Insider Threat Program, Investigations, and Cyber Forensics. Cyber Forensics provides OCSO the capability to conduct investigations of electronic media. The CISS is responsible for executing the DHS's Foreign Access Management (FAM) mission and screens, tracks, correlates, and analyzes official foreign access to the U.S. Government. CISS includes the Technical Surveillance Countermeasures function with the capability to detect surveillance devices within DHS and other locations.

**Headquarters Support:**

Headquarters Support is composed of the Personnel Security Division (PSD), the Headquarters Security Services Division (HSSD), and the Nebraska Avenue Complex (NAC), Force Protection Division (NAC FPB). The PSD is responsible for planning, directing, and coordinating personnel security-related functions for headquarters DHS applicants, employees, and contractor background investigations. The HSSD is responsible for providing program direction, procedures, and oversight for DHS headquarters' Sensitive Classified Information Facilities and Sensitive Compartmented Information, and provides for the physical security management of headquarters' facilities, resources, or processes. NAC FPD is responsible for the physical security of the NAC, and visitor and access control of the campus.

**Security, Suitability, and Credentialing Line of Business (SSCLoB):**

As in previous years, OCSO will execute an expenditure transfer of \$1 million to the Office of Personnel Management (OPM) to support implementation efforts set forth in the 120 Day Suitability and Security Processes Report to the President and to support the ongoing reform efforts of the Performance Accountability Council (PAC).

## Office of the Chief Security Officer - PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Security Officer	257	257	\$35,581	\$138.45	257	257	\$36,390	\$141.6	313	298	\$40,341	\$135.37	56	41	\$3,951	(\$6.23)
<b>Total</b>	<b>257</b>	<b>257</b>	<b>\$35,581</b>	<b>\$138.45</b>	<b>257</b>	<b>257</b>	<b>\$36,390</b>	<b>\$141.6</b>	<b>313</b>	<b>298</b>	<b>\$40,341</b>	<b>\$135.37</b>	<b>56</b>	<b>41</b>	<b>\$3,951</b>	<b>(\$6.23)</b>
Discretionary - Appropriation	257	257	\$35,581	\$138.45	257	257	\$36,390	\$141.6	313	298	\$40,341	\$135.37	56	41	\$3,951	(\$6.23)

### NARRATIVE EXPLANATION OF CHANGES

#### Office of the Chief Security Officer:

- **FTE Change FY 2017-2018:** The driver of the increase in FTE from FY 2017 to FY 2018 is the addition of 30 FTP related to program changes for CISS and ITP, as well as the transfer of 26 FTP/FTE from the CSO WCF activities to the CSO direct appropriation.
- **PCB Change FY 2017-2018:** The driver of the increase in PCB from FY 2017 to FY 2018 is the addition of 30 FTP related to program changes for CISS and ITP, as well as the transfer of 26 FTP/FTE from the CSO WCF activities to the CSO direct appropriation. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.
- **Average Cost Change FY 2017-2018:** The driver of the decrease in FTP/FTE cost from FY 2017 to FY 2018 is due to the relative cost for the additional FTP, which are onboarding at lower grades, and the lapse of on board time.

**Office of the Chief Security Officer – PPA**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$26,205	\$26,803	\$27,540	\$737
11.3 Other than Full-Time Permanent	\$62	\$62	\$426	\$364
11.5 Other Personnel Compensation	\$866	\$884	\$323	(\$561)
12.1 Civilian Personnel Benefits	\$8,448	\$8,641	\$12,052	\$3,411
<b>Total - Personnel Compensation and Benefits</b>	<b>\$35,581</b>	<b>\$36,390</b>	<b>\$40,341</b>	<b>\$3,951</b>
<b>Positions and FTE</b>				
Positions - Civilian	257	257	313	56
FTE - Civilian	257	257	298	41

---

**Office of the Chief Security Officer – PPA**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Chief Security Officer	\$33,410	\$30,856	\$34,622	\$3,766
<b>Total</b>	<b>\$33,410</b>	<b>\$30,856</b>	<b>\$34,622</b>	<b>\$3,766</b>
Discretionary - Appropriation	\$33,410	\$30,856	\$34,622	\$3,766



## Office of the Chief Security Officer – PPA

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$190	\$190	\$227	\$37
23.1 Rental Payments to GSA	\$3,339	\$3,489	\$3,777	\$288
23.3 Communications, Utilities, and Misc. Charges	-	-	\$118	\$118
25.1 Advisory and Assistance Services	\$6,183	\$4,748	\$1,495	(\$3,253)
25.2 Other Services from Non-Federal Sources	-	\$9,421	\$18,275	\$8,854
25.3 Other Goods and Services from Federal Sources	\$22,798	\$12,680	\$10,124	(\$2,556)
25.6 Medical Care	-	-	\$18	\$18
25.7 Operation and Maintenance of Equipment	\$22	-	\$78	\$78
26.0 Supplies and Materials	\$184	\$184	\$207	\$23
31.0 Equipment	\$694	\$144	\$303	\$159
<b>Total - Non Pay Object Classes</b>	<b>\$33,410</b>	<b>\$30,856</b>	<b>\$34,622</b>	<b>\$3,766</b>

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
NAC Guard Force	\$10,153	\$9,755	\$16,413	\$6,658
Working Capital Fund Contributions	\$10,113	\$8,265	\$9,088	\$823
HQ Background Investigation	\$4,946	\$4,137	\$3,896	(\$241)
Insider Threat Program	\$0	\$0	\$2,030	\$2,030
Other Costs	\$8,198	\$8,699	\$3,195	(\$5,504)
<b>Total - Non Pay Cost Drivers</b>	<b>\$33,410</b>	<b>\$30,856</b>	<b>\$34,622</b>	<b>\$3,766</b>

**NARRATIVE EXPLANATION OF CHANGES****Office of the Chief Security Officer:**

- **FY 2018 Non- Pay Cost Driver-** NAC Guard Force – this contract supports the contractors needed to protect the DHS HQ. FY 2017 is the base year of new a contract. FY 2017 cost includes old contractor cost, transition cost and new contractor cost. The new contract has a 16 month period of performance.
- **FY 2018 Non- Pay Cost Driver-** Working Capital Fund Contributions – Contributions to the WCF for services provided.
- **FY 2018 Non- Pay Cost Driver-** HQ Background Investigations - Cost of Background Investigations through OPM.
- **FY 2018 Non- Pay Cost Driver-** Insider Threat - DHS Insider Threat Program (ITP), through the Insider Threat Operations Center (ITOC), is charged with covering all insider threats across the DHS enterprise. Increase is in order to refresh current hardware and software and design and create an effective Data Management System. This is a program change for FY 2018

***Office of the Chief Procurement Officer –PPA***

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Procurement Officer	308	308	\$60,369	558	558	\$96,000	536	533	\$102,615	(22)	(25)	\$6,615
<b>Total</b>	<b>308</b>	<b>308</b>	<b>\$60,369</b>	<b>558</b>	<b>558</b>	<b>\$96,000</b>	<b>536</b>	<b>533</b>	<b>\$102,615</b>	<b>(22)</b>	<b>(25)</b>	<b>\$6,615</b>
Subtotal Discretionary - Appropriation	308	308	\$60,369	558	558	\$96,000	536	533	\$102,615	(22)	(25)	\$6,615

## Office of the Chief Procurement Officer – PPA

### Budget Authority and Obligations

*Dollars in Thousands*

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$60,630		
Transfers & Reprogrammings	(\$114)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$147)		
<b>Revised Enacted/Request</b>	<b>\$60,369</b>	<b>\$96,000</b>	<b>\$102,615</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$60,369</b>	<b>\$96,000</b>	<b>\$102,615</b>
Collections – Reimbursable Resources	-	\$364	\$600
<b>Total Budget Resources</b>	<b>\$60,369</b>	<b>\$96,364</b>	<b>\$103,215</b>
Obligations (Actual/Projections/Estimates)	\$60,147	\$96,100	\$103,000
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	308	558	536
Enacted/Request FTE	308	558	533
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	241	558	536
FTE (Actual/Estimates/Projections)	225	558	533

## Office of the Chief Procurement Officer – PPA Collections - Reimbursable Resources

*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Citizenship and Immigration Services Source	-	-	-	-	-	\$344	-	-	\$538
Department of Homeland Security - National Protection and Programs Directorate Source	-	-	-	-	-	-	-	-	\$42
Department of Homeland Security - Federal Protective Service Source	-	-	-	-	-	\$20	-	-	\$20
<b>Total Collections</b>	-	-	-	-	-	<b>\$364</b>	-	-	<b>\$600</b>

## Office of the Chief Procurement Officer – PPA

### Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>308</b>	<b>308</b>	<b>\$60,630</b>
BTR to IOUSM	-	-	(\$114)
<b>Total Below Threshold Reprogrammings</b>	<b>-</b>	<b>-</b>	<b>(\$114)</b>
FY 2016 Rescission	-	-	(\$147)
<b>Total Rescissions</b>	<b>-</b>	<b>-</b>	<b>(\$147)</b>
<b>FY 2016 Revised Enacted</b>	<b>308</b>	<b>308</b>	<b>\$60,369</b>
<b>FY 2017 Annualized CR</b>	<b>558</b>	<b>558</b>	<b>\$96,000</b>
<b>FY 2018 Base Budget</b>	<b>558</b>	<b>558</b>	<b>\$96,000</b>
<b>Technical Adjustment</b>	<b>(37)</b>	<b>(37)</b>	<b>-</b>
Realignment to CHCO from CPO due to CHCO WCF Activity Costs Removal	-	-	(\$26)
Realignment to CIO from CPO due to CIO WCF Activity Costs Removal	-	-	(\$536)
Realignment to CPO from CFO due to CPO WCF Activity Costs Removal	-	-	\$3
Realignment to CPO from CHCO due to CPO WCF Activity Costs Removal	-	-	\$1
Realignment to CPO from CIO due to CPO WCF Activity Costs Removal	-	-	\$76
Realignment to CPO from CRSO due to CPO WCF Activity Costs Removal	-	-	\$4
Realignment to CPO from CSO due to CPO WCF Activity Costs Removal	-	-	\$4
Realignment to CRSO from CPO due to CRSO WCF Activity Costs Removal	-	-	(\$274)
Realignment to CSO from CPO due to CSO WCF Activity Costs Removal	-	-	(\$10)
Transfer to A&O from CPO due to A&O WCF Activity Costs Removal	-	-	(\$4)
Transfer to OSEM/OGC from CPO due to OGC WCF Activity Costs Removal	-	-	(\$13)
Transfer to USM/CPO from A&O due to CPO WCF Activity Costs Removal	-	-	\$2
Transfer to USM/CPO from CBP due to CPO WCF Activity Costs Removal	-	-	\$523
Transfer to USM/CPO from DNDO due CPO WCF Activity Costs Removal	-	-	\$20
Transfer to USM/CPO from FEMA due to CPO WCF Activity Costs Removal	-	-	\$120
Transfer to USM/CPO from FLETC due to CPO WCF Activity Costs Removal	-	-	\$86
Transfer to USM/CPO from ICE due to CPO WCF Activity Costs Removal	-	-	\$184
Transfer to USM/CPO from NPPD due to FY 17 CJ WCF transfers for Procurement Ops	-	-	\$6,083

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
Transfer to USM/CPO from OHA due to CPO WCF Activity Costs Removal	-	-	\$9
Transfer to USM/CPO from S&T due to CPO WCF Activity Costs Removal	-	-	\$151
Transfer to USM/CPO from TSA due to CPO WCF Activity Costs Removal	-	-	\$235
Transfer to USM/CPO from USCG due to CPO WCF Activity Costs Removal	-	-	\$273
Transfer to USM/CPO from USSS due to CPO WCF Activity Costs Removal	-	-	\$46
Transfer to USM/CPO of the WCF FTE due to CPO WCF Activity Removal	7	7	-
<b>Total Transfers</b>	<b>7</b>	<b>7</b>	<b>\$6,957</b>
2017 Pay Annualization	-	-	\$375
2018 Pay Increase	-	-	\$709
FY 17 FPS Increases	-	-	\$69
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$1,153</b>
Non - Recur for Data Act	-	-	(\$1,230)
Non - Recur for PARM enhancements	-	-	(\$196)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$1,426)</b>
<b>Total Adjustments-to-Base</b>	<b>(30)</b>	<b>(30)</b>	<b>\$6,684</b>
<b>FY 2018 Current Services</b>	<b>528</b>	<b>528</b>	<b>\$102,684</b>
USM - PARM Analytics Enhancement	8	5	\$2,710
<b>Total, Program Increases</b>	<b>8</b>	<b>5</b>	<b>\$2,710</b>
USM - FY 17 Hiring freeze Reduction	-	-	(\$2,779)
<b>Total, Program Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$2,779)</b>
<b>FY 2018 Request</b>	<b>536</b>	<b>533</b>	<b>\$102,615</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(22)</b>	<b>(25)</b>	<b>\$6,615</b>

**PPA Description**

The OCPO requests \$102.6 million, 536 FTP, and 533 FTE for FY 2018.

<b>OCPO detailed breakout: (In Thousands)</b>	<b>FY16 Revised Enacted</b>	<b>FY17 Annualized CR</b>	<b>FY18 President's Budget</b>
<b>Control Total</b>	<b>\$60,516</b>	<b>\$96,000</b>	<b>\$102,615</b>
Salaries and Benefits	\$38,257	\$68,741	\$77,307
Working Capital Fund	\$10,085	\$13,971	\$12,944
Front Office Support	\$3,064	\$1,075	\$1,126
Procurement Operations	\$1,940	\$2,042	\$1,126
Policy and Acquisition Workforce	\$2,463	\$2,322	\$2,447
Acquisition Professional Career Program	\$180	\$465	\$1,126
Oversight and Strategic Support	\$2,293	\$1,600	\$1,652
Strategic Programs Division	\$0	\$1,550	\$1,652
Office of Small and Disadvantage Business	\$116	\$116	\$116
Program Analysis and Risk Management	\$2,118	\$4,118	\$3,118
1. FY 16 Revised Enacted above does not include the Sec. 505 rescission. 2. FY 17 & 18 are budget estimates and may change with actual execution			

The OCPO manages and oversees the procurement function within the Department. OCPO activities include issuing acquisition policy for the Department, overseeing the contracting process, creating and managing DHS-wide strategic sourcing vehicles, growing the acquisition workforce through the Acquisition Professional Career Program (APCP), and leading the engagement effort to reach out to local and nationwide firms that seek to do business with the Department. Working collaboratively with the Office of Small and Disadvantaged Business Utilization (OSDBU), DHS has maximized contracting opportunities under all available socio-economic programs. OCPO's priority is to deliver results for its DHS customers in support of their missions and subsequently the broad mission of DHS.

**Front Office Support:**

The Office of the Chief of Staff (OCOS) provides resource management activities for the OCPO (500+ federal staff) to



include personnel management support, budget management, logistics, employee engagement, and special projects support. The OCOS team supports recruitment and staffing, individual development plan and training management, performance evaluation cycles tracking and reporting, and other related personnel management activities. The OCOS manages all budget activities for the OCPO, to include the administration and management of the OCPO annual budget. They also oversee and manage a robust employee engagement program for OCPO employees that take into consideration results of various personnel surveys. This program consists of activities at all levels within OCPO that are designed to empower employees and enhance creativity and productivity. The OCOS manages all logistical activities in support of the OCPO to include office space (existing and renovations), telephone services, information technology (IT) equipment, timecard management, training opportunities, and coordination and transit benefits. The OCOS also manages the Executive Assistants who support the Chief Procurement Officer and Deputy Chief Procurement Officer with calendar management, travel arrangements, car service coordination, and special projects. The OCOS manages the Executive Secretariat function for the OCPO that focuses on coordinating data calls, preparation of reports, and other initiatives and actions that include, but are not limited to, congressional, GAO, OIG, OMB, and industry inquiries, taskers, reports, and correspondence. Finally, the OCOS supports the OCPO's strategic goals and initiatives through special projects and leading efforts to achieve positive results

**Procurement Operations:**

OPO provides operational procurement services for all Headquarters offices, including the Office of the Secretary, the USM, Domestic Nuclear Detection Office, Science & Technology Directorate, Office of Health Affairs, and the National Protection and Programs Directorate.

OPO provides full service acquisition support to Headquarters (HQ) Components. This includes a range of activities from acquisition planning and awarding to contract administration, acquisition management services for Department-wide acquisition initiatives identified by both the Chief Information Officer, and the various commodity councils within DHS that promote cost savings and small business participation. OPO also awards and administers grants and cooperative agreements to support major research and development initiatives for DHS. As a business advisor, OPO provides a full spectrum of tools and support to ensure on-time and quality execution of acquisition requirements. OPO's focus is primarily the contracting functions; however, some of the support provided by OPO specializes in other business processes, such as small business support, cost and pricing, training support, systems support, workload and procurement metric tracking, and business operations.

**Policy and Acquisition Workforce:**

OCPO issues DHS's acquisition regulations and policies to sustain a transparent and fair procurement process. OCPO innovates to reduce processing times and reduces redundant steps in order to minimize the cost of awarding and administering DHS contracts.

**Homeland Security Acquisition Institute:**

OCPO leads career development and training initiatives for the DHS acquisition workforce via its Homeland Security Acquisition Institute (HSAI). HSAI certifies workforce members at increasing levels of competence and validates education, experience, and training requirements. HSAI hosts acquisition courses, workshops, and other learning opportunities for the DHS acquisition workforce and the workforces of other Federal agencies. To promote the efficiency and effectiveness of the HSAI program, OCPO partners with DHS OCHCO, the Federal Acquisition Institute, and the Defense Acquisition University to ensure training courses and materials are consistent, high quality, and available for delivery through multiple media (e.g., teleconferencing, webinars, etc.)

**Acquisition Professional Career Program:**

The OCPO's Acquisition Professional Career Program (APCP) centrally hires and trains a cadre of entry-level acquisition, IT, and business management workforce members to fill critical acquisition positions and support succession planning. Currently, the APCP grows professionals slotted for nine acquisition career fields, to include 1102 - the human capital job series number for contracting - and is currently preparing 116 professionals for permanent positions within the DHS' components within the next three years.

<b>OCPO detailed breakout APCP FTE:</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Total Number of APCP 1102s On-Board at Start of FY	52	72	91
Total Number of APCP non-1102s On-Board at Start of FY	18	44	14
Total Number of APCP 1102s Hired	20	20	7
Total Number of APCP non-1102s Hired	26	10	4
Total Number of APCP 1102s Graduated	0	26	0
Total Number of APCP non-1102s Graduated	0	4	0
<b><i>Total Number of APCP 1102s as of September 30</i></b>	<b><i>72</i></b>	<b><i>66</i></b>	<b><i>98</i></b>
<b><i>Total Number of APCP non-1102s as of September 30</i></b>	<b><i>44</i></b>	<b><i>50</i></b>	<b><i>18</i></b>
<b><i>Grand Total Number of APCPs as of September 30</i></b>	<b><i>116</i></b>	<b><i>116</i></b>	<b><i>116</i></b>

**Oversight, Systems and Support:**

OCPO provides internal controls over the acquisition process in accordance with Office of Management and Budget circular A-123 *Management's Responsibility for Internal Control*. OCPO ensures quality and compliance for nine contracting activities across DHS. OCPO periodically monitors performance metrics, performs scheduled and ad hoc reviews, and continuously engages with the contracting activities to ensure that all procurements are transparent, fair, and conducted in accordance with statutes and regulation. OCPO provides and manages information technology solutions (e.g., the DHS contract writing systems) that allow for the efficient

solicitation, award, and management of DHS's contracts. It also provides direct support to DHS major acquisition program offices and the contracting activities in planning and executing complex acquisition programs.

**Acquisition Systems:**

OCPO supports program customers across the DHS enterprise by managing acquisition management systems that process and capture data that is imperative to operations and planning. Examples of such systems include the contract writing systems, past performance information systems, and ad hoc systems to support the effective analysis and management of procurement information.

**Office of Small and Disadvantaged Business Utilization (OSDBU):**

The Small Business Act requires DHS to maximize small business procurement opportunities. OSDBU supports this mandate by assisting and counseling small businesses of all types with regard to doing business with DHS. The OSDBU works closely with each DHS Component to implement the Department's Small Business Procurement Assistance program. OSDBU assists OCPO in designing Department-wide contract vehicles that help DHS programs find and contract with outstanding small businesses.

**Program Accountability and Risk Management (PARM):**

PARM develops, updates, and maintains the Department's acquisition policies and the Business Intelligence/Knowledge management systems to support effective management and oversight of the Department's acquisition programs. PARM supports improvements in acquisition program management through program manager education and interaction. PARM assumes responsibility for the quarterly completion of the Acquisition Program Health Assessment (APHA) and the Congressionally-mandated Comprehensive Acquisition Status Report (CASR). PARM provides acquisition decision support for acquisitions with a Life Cycle Cost greater than \$300 million and other special interest acquisitions to the Chief Acquisition Officer (CAO) and Acquisition Review Board (ARB) in accordance with DHS Acquisition Policy. PARM monitors the planning and execution of major acquisition programs, including major system contracts throughout the entire acquisition lifecycle. PARM also provides proactive and on-call support to DHS program managers to assist them when planning and executing high risk acquisition programs.

**Strategic Programs:**

The OCPO strategic priorities are to deliver exceptional results, enhance mission capabilities, and promote meaningful communications. The implementation of these priorities is supported in large part through the OCPO Acquisition Innovation in Motion Framework, including the Procurement Innovation Lab, Industry Engagement activities, and a robust internal and external communications strategy. It is also supported through the OCPO strategic sourcing efforts to maximize the efficiency and effectiveness of DHS' common spend areas.

**Strategic Sourcing:**

OCPO saves DHS more than \$425 million each fiscal year by creating and managing DHS-wide contract vehicles. These strategic sourcing contracts reduce DHS's contract award transaction costs and leverage DHS' collective buying power for common products and services.

**Industry Engagement:**

OCPO is a recognized leader across the federal government in its engagement with firms that do business, or seek to do business, with the government. OCPO regularly hosts meetings and major events that facilitate the exchange of information between government and industry to provide insight into the plans and needs of DHS and identify ways to improve the procurement process.

## Office of the Chief Procurement Officer - PPA Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Procurement Officer	308	308	\$38,257	\$124.21	558	558	\$68,741	\$123.19	536	533	\$77,898	\$146.15	(22)	(25)	\$9,157	\$22.96
<b>Total</b>	<b>308</b>	<b>308</b>	<b>\$38,257</b>	<b>\$124.21</b>	<b>558</b>	<b>558</b>	<b>\$68,741</b>	<b>\$123.19</b>	<b>536</b>	<b>533</b>	<b>\$77,898</b>	<b>\$146.15</b>	<b>(22)</b>	<b>(25)</b>	<b>\$9,157</b>	<b>\$22.96</b>
Discretionary - Appropriation	308	308	\$38,257	\$124.21	558	558	\$68,741	\$123.19	536	533	\$77,898	\$146.15	(22)	(25)	\$9,157	\$22.96

### NARRATIVE EXPLANATION OF CHANGES

#### Office of the Chief Procurement Officer:

- **FTE Change FY 2017-2018:** The driver of the increase in FTE from FY 2017 to FY 2018 is the addition of 8 FTP related to the PARM program changes and the transfer of 7 FTP/FTE from the CPO WCF activities to the CPO direct appropriation. In the formulation of the FY 2018 budget, CPO determined they had a total of 37 hollow positions and therefore removed those positions.
- **PCB Change FY 2017-2018:** The driver of the decrease in PCB from FY 2017 to FY 2018 is the accurate costing of the FTP for FY 2018. In FY 2017 costs not related to PCB were included in the PCB budget object class reporting.
- **Average Cost Change FY 2017-2018:** The driver of the decrease in FTP/FTE cost from FY 2017 to FY 2018 is the accurate costing of the FTP for FY 2018. In FY 2017 costs not related to PCB were included in the PCB budget object class reporting, as well as the relative cost for the additional FTP are less due to lower grades and lapse of on board time.

**Office of the Chief Procurement Officer – PPA**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$29,983	\$51,449	\$58,784	\$7,335
11.3 Other than Full-Time Permanent	\$590	\$590	-	(\$590)
11.5 Other Personnel Compensation	\$267	\$267	\$847	\$580
12.1 Civilian Personnel Benefits	\$7,417	\$16,435	\$18,267	\$1,832
<b>Total - Personnel Compensation and Benefits</b>	<b>\$38,257</b>	<b>\$68,741</b>	<b>\$77,898</b>	<b>\$9,157</b>
<b>Positions and FTE</b>				
Positions - Civilian	308	558	536	(22)
FTE - Civilian	308	558	533	(25)

---

**Office of the Chief Procurement Officer – PPA**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Chief Procurement Officer	\$22,112	\$27,259	\$24,717	(\$2,542)
<b>Total</b>	<b>\$22,112</b>	<b>\$27,259</b>	<b>\$24,717</b>	<b>(\$2,542)</b>
Discretionary - Appropriation	\$22,112	\$27,259	\$24,717	(\$2,542)

## Office of the Chief Procurement Officer – PPA

## Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$186	\$50	\$27	(\$23)
23.2 Rental Payments to Others	\$65	\$65	-	(\$65)
24.0 Printing and Reproduction	\$50	\$50	-	(\$50)
25.1 Advisory and Assistance Services	\$5,018	\$5,115	\$8,791	\$3,676
25.2 Other Services from Non-Federal Sources	\$6,072	\$6,967	\$1,508	(\$5,459)
25.3 Other Goods and Services from Federal Sources	\$9,938	\$14,159	\$14,329	\$170
25.4 Operation and Maintenance of Facilities	\$89	\$89	-	(\$89)
25.7 Operation and Maintenance of Equipment	\$154	\$154	-	(\$154)
26.0 Supplies and Materials	\$540	\$610	\$60	(\$550)
31.0 Equipment	-	-	\$2	\$2
<b>Total - Non Pay Object Classes</b>	<b>\$22,112</b>	<b>\$27,259</b>	<b>\$24,717</b>	<b>(\$2,542)</b>

## Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Working Capital Fund Contributions	\$10,085	\$13,971	\$12,944	(\$1,027)
Contract Closeout	\$0	\$4,371	\$4,428	\$57
Certification of Acquisition Workforce	\$5,360	\$5,184	\$3,352	(\$1,832)
eContract filing system	\$2,566	\$2,100	\$2,566	\$466
Sev1Tech	\$1,148	\$1,148	\$1,168	\$20
Other Costs	\$3,100	\$485	\$259	(\$226)
<b>Total – Non Pay Cost Drivers</b>	<b>\$22,259</b>	<b>\$27,259</b>	<b>\$24,717</b>	<b>\$(2,524)</b>



**NARRATIVE EXPLANATION OF CHANGES****Office of the Chief Procurement Officer:**

- **FY 2018 Non- Pay Cost Driver** - Working Capital Fund Contributions – Contributions to the WCF for services provided.
- **FY 2018 Non- Pay Cost Driver** - Contract Closeout – This relates to the contract support used in OPO to work on closing out contracts. Fluctuation is due to increased workload.
- **FY 2018 Non- Pay Cost Driver** – This relates to the acquisition workforce certifications for DHS 1102s. Certifications are still required, however some classes are conducted virtually and do not need a classroom instructor.
- **FY 2018 Non- Pay Cost Driver** - eContract filing system - estimated due to the requirement to add software based on perceived need.
- **FY 2018 Non- Pay Cost Driver** - Sev1Tec - This is for PARM contractor support and is estimated to nominally increase due to administrative fees associated with the contract.

*Office of the Financial Officer – PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Financial Officer	230	228	\$56,394	270	270	\$60,142	279	275	\$66,369	9	5	\$6,227
<b>Total</b>	<b>230</b>	<b>228</b>	<b>\$56,394</b>	<b>270</b>	<b>270</b>	<b>\$60,142</b>	<b>279</b>	<b>275</b>	<b>\$66,369</b>	<b>9</b>	<b>5</b>	<b>\$6,227</b>
Subtotal Discretionary - Appropriation	230	228	\$56,394	270	270	\$60,142	279	275	\$66,369	9	5	\$6,227

**Office of the Chief Financial Officer – PPA**  
**Budget Authority and Obligations**

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$56,420		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$26)		
<b>Revised Enacted/Request</b>	<b>\$56,394</b>	<b>\$60,142</b>	<b>\$66,369</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$29,249	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$56,394</b>	<b>\$89,391</b>	<b>\$66,369</b>
Collections – Reimbursable Resources	\$5,795	\$24,240	\$25,731
<b>Total Budget Resources</b>	<b>\$62,189</b>	<b>\$113,631</b>	<b>\$92,100</b>
Obligations (Actual/Projections/Estimates)	\$62,156	\$112,495	\$92,015
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	230	270	279
Enacted/Request FTE	228	270	275
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	207	270	279
FTE (Actual/Estimates/Projections)	198	270	275

## Office of the Chief Financial Officer – PPA Collections - Reimbursable Resources

*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Energy - Department of Energy Source	-	-	-	-	-	\$200	-	-	-
Department of Homeland Security - Federal Emergency Management Agency Source	-	-	\$220	-	-	\$985	-	-	\$1,034
Department of Homeland Security - Federal Law Enforcement Training Center Source	-	-	\$269	-	-	\$150	-	-	\$158
Department of Homeland Security - Transportation Security Administration Source	-	-	\$1,047	-	-	\$13,547	-	-	\$14,224
Department of Homeland Security - US Immigration and Customs Enforcement Source	-	-	\$178	-	-	\$436	-	-	\$458
Department of Homeland Security - Citizenship and Immigration Services Source	-	-	\$172	-	-	\$141	-	-	\$144
Department of Homeland Security - Science and Technology Source	-	-	\$44	-	-	\$45	-	-	\$47
Department of Homeland Security - United States Coast Guard Source	-	-	\$3,129	-	-	\$7,208	-	-	\$7,568
Department of Homeland Security - National Protection and Programs Directorate Source	-	-	\$638	-	-	\$1,299	-	-	\$1,364
Department of Homeland Security - US Customs and Border Protection Source	-	-	\$48	-	-	-	-	-	\$125
Department of Homeland Security - Analysis and Operations Source	-	-	\$35	-	-	\$36	-	-	\$38
Department of Homeland Security - Domestic Nuclear Detection Office Source	-	-	\$15	-	-	\$166	-	-	\$174
Department of Homeland Security - Federal Protective Service Source	-	-	-	-	-	\$27	-	-	\$396
<b>Total Collections</b>	-	-	<b>\$5,795</b>	-	-	<b>\$24,240</b>	-	-	<b>\$25,731</b>

## Office of the Chief Financial Officer – PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>230</b>	<b>228</b>	<b>\$56,420</b>
FY 2016 Rescission	-	-	(\$26)
<b>Total Rescissions</b>	<b>-</b>	<b>-</b>	<b>(\$26)</b>
<b>FY 2016 Revised Enacted</b>	<b>230</b>	<b>228</b>	<b>\$56,394</b>
<b>FY 2017 Annualized CR</b>	<b>270</b>	<b>270</b>	<b>\$60,142</b>
<b>FY 2018 Base Budget</b>	<b>270</b>	<b>270</b>	<b>\$60,142</b>
Realignment to CHCO from CFO due to CHCO WCF Activity Costs Removal	-	-	(\$16)
Realignment to CIO from CFO due to CIO WCF Activity Costs Removal	-	-	(\$354)
Realignment to CPO from CFO due to CPO WCF Activity Costs Removal	-	-	(\$3)
Realignment to CRSO from CFO due to CRSO WCF Activity Costs Removal	-	-	(\$205)
Realignment to CSO from CFO due to CSO WCF Activity Costs Removal	-	-	(\$5)
Transfer to OSEM/OGC from CFO due to OGC WCF Activity Costs Removal	-	-	(\$2)
Transfer to USM/CFO from NPPD due to FY 17 CJ WCF transfers for Financial Ops	-	-	\$117
Transfer to USM/CFO from NPPD due to FY 17 CJ WCF transfers for WCF Ops	-	-	\$126
Transfer to USM/CFO from USCG due to FY 17 CJ WCF transfers for Financial Ops	-	-	\$18
Transfer to USM/CFO from USCG due to FY 17 CJ WCF transfers for WCF Ops	-	-	\$174
<b>Total Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$150)</b>
2017 Pay Annualization	-	-	\$205
2018 Pay Increase	-	-	\$556
FY 17 FPS Increases	-	-	\$55
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$816</b>
<b>Total Adjustments-to-Base</b>	<b>-</b>	<b>-</b>	<b>\$666</b>
<b>FY 2018 Current Services</b>	<b>270</b>	<b>270</b>	<b>\$60,808</b>
USM - DHS One-Number	6	3	\$2,635
USM - Manpower Analysis and Requirements Program	3	2	\$3,256
<b>Total, Program Increases</b>	<b>9</b>	<b>5</b>	<b>\$5,891</b>

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
USM - FY 17 Hiring freeze Reduction	-	-	(\$330)
<b>Total, Program Decreases</b>	-	-	<b>(\$330)</b>
<b>FY 2018 Request</b>	<b>279</b>	<b>275</b>	<b>\$66,369</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>9</b>	<b>5</b>	<b>\$6,227</b>

**PPA Description**

The OCFO requests \$66.4 million and 279 FTP, and 275 FTE for FY 2018.

<b>OCFO detailed breakout: (In Thousands)</b>	<b>FY16 Revise Enacted</b>	<b>FY17 Annualized CR</b>	<b>FY18 President's Budget</b>
<b>Control Total</b>	<b>\$56,420</b>	<b>\$60,142</b>	<b>\$66,369</b>
Salaries & Benefits	\$37,955	\$38,876	\$39,693
Working Capital Fund Contributions	\$9,175	\$7,785	\$6,933
Budget	\$181	\$181	\$719
Program, Analysis, & Evaluation	\$1,293	\$1,889	\$4,350
Cost Analysis Division	\$1,339	\$1,339	\$3,653
Financial Management	\$3,258	\$4,565	\$4,565
Financial Operations	\$19	\$119	\$1,077
Financial Assistance Policy Oversight	\$25	\$25	\$26
Risk Management & Assurance	\$2,681	\$3,588	\$3,588
GAO/OIG Audit Liaison	\$19	\$19	\$19
Resource Mgt Transformation Office	\$475	\$1,738	\$1,738
Workforce Development		\$8	\$8
1. FY 16 Revised enacted above does not include the Sec. 505 rescission. 2. FY 17 & 18 are budget estimates and may change with actual execution.			

**Budget Office:**

The Budget division serves the entire department by providing guidance for formulating all phases of budget and to ensure that the execution of budgets are effectively and efficiently completed, to include technical review analysis. They assist the OCFO and the components in the presentation of submissions to the Office of Management and Budget (OMB) and Congress. Through their efforts, and by working with component offices, they determine that sufficient resources are available to support activities of the appropriate fiscal year, to include coordinating and reviewing apportionments, reappropriations, and allotments for all DHS appropriations. The Budget Office coordinates and reviews budget execution for each Component and appropriation; conducts spend plan and execution reviews, and acts on requests for modifications. This division also conducts special studies and analyses of the execution of financial plans and recommends reprogramming as necessary for effective funds utilization. In addition, they collaborate with Program Analysis & Evaluation (PA&E) and DHS Components to formulate the 5-year resource allocation plans (RAP) submissions by ensuring the component submissions properly reflect DHS requirements. Finally, this division manages and coordinates components' input into MAX, the online budget data system, and analyzes budgetary impact of pending legislation, testimony, and other documents.

**Program Analysis and Evaluation (PA&E):**

The PA&E division develops and performs analyses and evaluations of alternative plans, programs, personnel levels, and budget submissions for the Department in relation to homeland security objectives, projected threats, vulnerability assessments, estimated costs, resource constraints, and the most recent homeland security strategy. They provide guidance and oversee the development of the Future Years Homeland Security Program (FYHSP) of the Department by leading the performance measurement and reporting for DHS mission-oriented programs and overseeing preparation of the DHS performance plan and other performance reporting. They develop and promote improved analytical tools and methods for analyzing homeland security planning and resource allocations. This division also integrates performance measurement into strategic planning, resource allocation, program evaluation, evaluation of management personnel, and the culture of DHS. They act as the Deputy Performance Improvement Officer (PIO) in order to supervise performance management activities, provide advice on program performance goals, convene responsible parties to assess and improve program performance, and guide the use of performance measures in personnel performance appraisals. Finally, this division improves strategic analysis and Department-wide acquisition decision-making through capabilities and requirements analysis.

**Cost Analysis Division (CAD):**

The Cost Analysis Division advises the Undersecretary for Management, Chief Financial Officer, and Component Acquisition Executives on cost estimating and analysis issues. They lead the Department in cost estimating and analysis policy, policy implementation, and guidance. They review, analyze, and evaluate Program Life Cycle Cost Estimates (LCCs) and ensure the cost of DHS programs are presented to the Acquisition Decision Authority and CFO accurately and completely to support

acquisition and resource decisions. Finally, they advise the Homeland Security Acquisition Institute (HSAI) on career field certification, training, and education for the cost estimating and analysis community.

**Financial Management (FM):**

The FM division develops and oversees departmental financial management policy, provides guidance for and oversees Financial Systems Modernization (FSM) efforts in conjunction with the Resource Management Transformation (RMT) Division, and coordinates the Department's participation in government-wide financial management initiatives. This division prepares the Department's consolidated financial statements and other required financial information, including the Annual Financial Report. They provide guidance and oversight to DHS Components on accounting and financial reporting requirements and administer the DHS Bankcard Program (purchase, travel, and fleet) by developing and documenting bankcard policy, providing training and internal controls that provide reasonable assurance that the objectives of the Bankcard Program are met, and ensuring that fraudulent or improper use and untimely payment are identified in a timely manner and appropriate corrective action is taken.

**Risk Management and Assurance (RM&A):**

The RM&A division leads the Department's assessment of internal controls by coordinating the development and implementation of Mission Action Plans to address material weaknesses and other significant conditions. They conduct reviews of key financial processes to ensure internal controls are designed and operating effectively, with the goal of identifying weaknesses before they become problems. They lead efforts to identify, recover, and prevent improper payments and issue guidance on, and coordinate preparation of, the Secretary's year-end Internal Control Assurance Statements.

**Financial Assistance Policy and Oversight (FAPO):**

The FAPO division advises senior DHS leadership regarding the situation-specific application of government-wide statutes, regulations, OMB circulars, Executive Orders, and DHS Financial Assistance Policy, as they relate to use of federal funds. This division defines the DHS Financial Assistance Line of Business, including streamlining and standardizing business models and business processes and developing supporting technology. They develop and distribute DHS Financial Assistance Policy for use across DHS to communicate legal requirements, regulation, circulars, Executive Directives, Comptroller General Decisions, and other legal issuances related to the use of federal funds. They provide oversight to ensure DHS and recipient compliance with requirements regarding the use of federal funds and assess high risk audit findings from Single Audits, resolve high risk findings backlog, and develop Cost Policy to assist recipients in avoiding repeat high risk findings. This division oversees the reporting requirements of the Federal Financial Accountability and Transparency Act of 2006 for the Department. They increase the accuracy, timeliness, and reliability of all DHS financial assistance award data and ensure any end-to-end system has auto reporting capabilities, including file transfer to public venues and robust ad hoc query capability, and develop and maintain



Grant Officer/Assistance Officer standards and qualifications.

**Financial Operations (FO):**

The FO division oversees budget formulation and execution for Departmental Management Operations (DMO) offices, which includes the Under Secretary for Management and the Offices of the Secretary and Executive Management (OSEM). They work closely with these offices to formulate the 5-year Resource Allocation Plans and the Budget submissions. They are responsible for all Congressional inquiries as it relates to USM and OSEM, to include Congressional reports, responses to inquiries, Questions for the Record (QFRs), and briefings. In addition, they provide budget execution, accounting, and financial management and reporting services for these offices, including managing apportionments, allotments, funds certifications, invoice processing, general ledger, payroll reconciliations, bank card, obligation management, payment management, and travel management. This division also oversees and manages the budget formulation and execution of the WCF. Additionally, Financial Operations performs all functions related to financial services, which include the payment, travel, obligation, and reimbursable management processes. They are responsible for working with offices to resolve any issues related to these areas, as well as the financial service provider who maintains the financial system. Lastly, this office performs internal control audits and financial statement audit follow-up for DMO offices that provide reasonable assurance on internal controls over financial reporting and operations.

**GAO and OIG Audit Liaison:**

This division coordinates the Department's engagement in Government Accountability Office (GAO) and Office of the Inspector General (OIG) audits, including entrance and exit conferences, and the Department's response to audit reports and findings. They are responsible for tracking the Department's implementation of audit recommendations as well as providing oversight and guidance to Component-level GAO and OIG audit liaison offices, and to DHS employees involved in audits, investigations, and inspections.

**Resource Management Transformation (RMT):**

RMT oversees and provides guidance for Financial Systems Modernization efforts in conjunction with the FM division. They also oversee and develop business intelligence activities and capabilities, including developing executive reporting capabilities and implementing tracking databases.

**Workforce Development (WDD):**

The WDD division provides the training and tools to support individual staff performance and career path development, and executes talent management initiatives to recruit the next generation of financial management leaders. They also provide experiences and opportunities designed to establish a strong foundation in financial management disciplines to optimize career building, which creates a pipeline of strong candidates for senior financial management leadership roles at DHS.

## Office of the Chief Financial Officer – PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Financial Officer	230	228	\$37,955	\$166.47	270	270	\$38,876	\$143.99	279	275	\$39,694	\$144.34	9	5	\$818	\$0.35
<b>Total</b>	<b>230</b>	<b>228</b>	<b>\$37,955</b>	<b>\$166.47</b>	<b>270</b>	<b>270</b>	<b>\$38,876</b>	<b>\$143.99</b>	<b>279</b>	<b>275</b>	<b>\$39,694</b>	<b>\$144.34</b>	<b>9</b>	<b>5</b>	<b>\$818</b>	<b>\$0.35</b>
Discretionary - Appropriation	230	228	\$37,955	\$166.47	270	270	\$38,876	\$143.99	279	275	\$39,694	\$144.34	9	5	\$818	\$0.35

### NARRATIVE EXPLANATION OF CHANGES

#### Office of the Chief Financial Officer:

- **FTE Change FY 2017-2018:** The driver of the increase in FTE from FY 2017 to FY 2018 is the addition of 3 FTP related to program changes for manpower analysis and 6 FTP increase due to One Number.
- **PCB Change FY 2017-2018:** The driver of the increase in PCB from FY 2017 to FY 2018 is the addition of 3 FTP related to program changes for manpower analysis. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.
- **Average Cost Change FY 2017-2018:** The driver of the increase in FTP/FTE cost from FY 2017 to FY 2018 is the addition of 3 FTP related to program changes for manpower analysis and the 6 FTP increase due to One Number. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.

## Office of the Chief Financial Officer – PPA

### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$27,972	\$27,771	\$28,195	\$424
11.3 Other than Full-Time Permanent	\$1,017	\$1,030	\$1,080	\$50
11.5 Other Personnel Compensation	\$351	\$356	\$373	\$17
12.1 Civilian Personnel Benefits	\$8,615	\$9,719	\$10,046	\$327
<b>Total - Personnel Compensation and Benefits</b>	<b>\$37,955</b>	<b>\$38,876</b>	<b>\$39,694</b>	<b>\$818</b>
<b>Positions and FTE</b>				
Positions - Civilian	230	270	279	9
FTE - Civilian	228	270	275	5

---

**Office of the Chief Financial Officer – PPA**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Chief Financial Officer	\$18,439	\$21,266	\$26,675	\$5,409
<b>Total</b>	<b>\$18,439</b>	<b>\$21,266</b>	<b>\$26,675</b>	<b>\$5,409</b>
Discretionary - Appropriation	\$18,439	\$21,266	\$26,675	\$5,409

## Office of the Chief Financial Officer – PPA

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$20	\$20	\$41	\$21
23.1 Rental Payments to GSA	\$2,387	\$2,386	\$2,390	\$4
23.2 Rental Payments to Others	\$56	\$56	-	(\$56)
24.0 Printing and Reproduction	\$35	\$35	\$36	\$1
25.1 Advisory and Assistance Services	\$6,250	\$8,811	\$6,977	(\$1,834)
25.2 Other Services from Non-Federal Sources	\$338	\$338	\$5,652	\$5,314
25.3 Other Goods and Services from Federal Sources	\$8,859	\$9,289	\$11,199	\$1,910
25.4 Operation and Maintenance of Facilities	\$96	\$96	\$96	-
25.6 Medical Care	\$27	\$27	\$27	-
26.0 Supplies and Materials	\$165	\$105	\$153	\$48
31.0 Equipment	\$206	\$103	\$104	\$1
<b>Total - Non Pay Object Classes</b>	<b>\$18,439</b>	<b>\$21,266</b>	<b>\$26,675</b>	<b>\$5,409</b>

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Working Capital Fund Contributions	\$9,175	\$7,785	\$6,933	(\$852)
Financial Management Program and Systems Support	\$3,258	\$5,398	\$4,373	(\$1,025)
Cost Estimating Support	\$1,339	\$1,294	\$4,303	\$3,009
Financial Management Contractor Support	\$3,507	\$1,850	\$3,362	\$1,512
DHS One-Number	\$0	\$0	\$2,635	\$2,635
Other Costs	\$18,465	\$21,266	\$26,675	\$5,409
<b>Total – Non Pay Cost Drivers</b>	<b>\$18,465</b>	<b>\$21,266</b>	<b>\$26,675</b>	<b>\$5,409</b>

**NARRATIVE EXPLANATION OF CHANGES****Office of the Chief Financial Officer:**

- **FY 2018 Non- Pay Cost Driver-** Working Capital Fund Contributions – Contributions to the WCF for services provided.
- **FY 2018 Non- Pay Cost Driver-** Program Management and Systems Support - Contractor support for eTravel, Financial Systems Modernization and Business Intelligence. Contracts were reduced to rebalance between pay and non-pay requirements.
- **FY 2018 Non- Pay Cost Driver-** Cost Estimating Support- Provides services to aid in accurate cost analysis and decision making.
- **FY 2018 Non- Pay Cost Driver-** Financial Management Contractor Support - Cost for accounting and financial management contractor support. Contracts increased due to increased support requirements needed.

***Office of the Chief Information Officer– PPA***

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Information Officer	398	382	\$394,192	401	401	\$376,619	495	495	\$317,565	94	94	(\$59,054)
<b>Total</b>	<b>398</b>	<b>382</b>	<b>\$394,192</b>	<b>401</b>	<b>401</b>	<b>\$376,619</b>	<b>495</b>	<b>495</b>	<b>\$317,565</b>	<b>94</b>	<b>94</b>	<b>(\$59,054)</b>
Subtotal Discretionary - Appropriation	398	382	\$394,192	401	401	\$376,619	495	495	\$317,565	94	94	(\$59,054)

## Office of the Chief Information Officer – PPA

### Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$391,800		
Transfers & Reprogrammings	\$2,900		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$508)		
<b>Revised Enacted/Request</b>	<b>\$394,192</b>	<b>\$376,619</b>	<b>\$317,565</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$40,336	\$86,901	\$25,000
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$434,528</b>	<b>\$463,520</b>	<b>\$342,565</b>
Collections – Reimbursable Resources	\$56,123	\$26,860	\$40,246
<b>Total Budget Resources</b>	<b>\$490,651</b>	<b>\$490,380</b>	<b>\$382,811</b>
Obligations (Actual/Projections/Estimates)	\$452,988	\$472,081	\$372,750
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	398	401	495
Enacted/Request FTE	382	401	495
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	317	401	495
FTE (Actual/Estimates/Projections)	260	401	495



## Office of the Chief Information Officer – PPA Collections – Reimbursable Resources

*Dollars in Thousands*

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Emergency Management Agency	Source	-	-	\$2,095	-	-	\$1,767	-	-	\$4,216
Department of Homeland Security - Federal Law Enforcement Training Center	Source	-	-	\$527	-	-	\$105	-	-	\$1,100
Department of Homeland Security - Transportation Security Administration	Source	-	-	\$4,490	-	-	\$1,723	-	-	\$2,000
Department of Homeland Security - US Immigration and Customs Enforcement	Source	-	-	\$19,555	-	-	\$2,053	-	-	\$3,400
Department of Homeland Security - Citizenship and Immigration Services	Source	-	-	\$5,240	-	-	\$5,251	-	-	\$5,896
Department of Homeland Security - Science and Technology	Source	-	-	\$1,324	-	-	\$1,009	-	-	\$1,200
Department of Homeland Security - United States Secret Service	Source	-	-	\$441	-	-	\$85	-	-	\$90
Department of Homeland Security - Office of the Inspector General	Source	-	-	\$689	-	-	-	-	-	\$172
Department of Homeland Security - United States Coast Guard	Source	-	-	\$499	-	-	\$396	-	-	\$1,000
Department of Homeland Security - National Protection and Programs Directorate	Source	-	-	\$9,090	-	-	\$7,436	-	-	\$10,962
Department of Homeland Security - US Customs and Border Protection	Source	-	-	\$2,451	-	-	\$1,566	-	-	\$2,400
Department of Homeland Security - Office of the Secretary & Executive Management	Source	-	-	-	-	-	\$413	-	-	\$425
Department of Homeland Security - Office of the Under Secretary for Management	Source	-	-	\$32	-	-	\$2,571	-	-	\$3,000
Department of Homeland Security - Analysis and Operations	Source	-	-	\$8,443	-	-	\$2,293	-	-	\$3,500
Department of Transportation - Department of Transportation	Source	-	-	-	-	-	\$145	-	-	\$150
Department of Homeland Security - Office of Health Affairs	Source	-	-	\$250	-	-	-	-	-	\$150
Department of Homeland Security - Domestic Nuclear Detection Office	Source	-	-	\$997	-	-	\$47	-	-	\$578
Department of Homeland Security - Federal Protective Service	Source	-	-	-	-	-	-	-	-	\$7
<b>Total Collections</b>		-	-	<b>\$56,123</b>	-	-	<b>\$26,860</b>	-	-	<b>\$40,246</b>

## Office of the Chief Information Officer – PPA

### Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>398</b>	<b>382</b>	<b>\$391,800</b>
Reprogramming from CRSO - OneNet	-	-	\$2,900
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>\$2,900</b>
FY 2016 Rescission	-	-	(\$508)
<b>Total Rescissions</b>	<b>-</b>	<b>-</b>	<b>(\$508)</b>
<b>FY 2016 Revised Enacted</b>	<b>398</b>	<b>382</b>	<b>\$394,192</b>
<b>FY 2017 Annualized CR</b>	<b>401</b>	<b>401</b>	<b>\$376,619</b>
<b>FY 2018 Base Budget</b>	<b>401</b>	<b>401</b>	<b>\$376,619</b>
Realignment to CHCO from CIO due to CHCO WCF Activity Costs Removal	-	-	(\$22)
Realignment to CIO from CFO due to CIO WCF Activity Costs Removal	-	-	\$354
Realignment to CIO from CHCO due to CIO WCF Activity Costs Removal	-	-	\$288
Realignment to CIO from CPO due to CIO WCF Activity Costs Removal	-	-	\$536
Realignment to CIO from CRSO due to CIO WCF Activity Costs Removal	-	-	\$187
Realignment to CIO from CSO due to CIO WCF Activity Costs Removal	-	-	\$456
Realignment to CIO from IOUSM due to CIO WCF Activity Costs Removal	-	-	\$39
Realignment to CPO from CIO due to CPO WCF Activity Costs Removal	-	-	(\$76)
Realignment to CRSO from CIO due to CRSO WCF Activity Costs Removal	-	-	(\$391)
Realignment to CSO from CIO due to CSO WCF Activity Costs Removal	-	-	(\$24)
Transfer from PCI/CIO for the Policy, Architecture, and Governance Program	-	-	\$1,148
Transfer to A&O from CIO due to A&O WCF Activity Costs Removal	-	-	(\$22)
Transfer to CIO from A&O due to CIO WCF Activity Costs Removal	-	-	\$1,484
Transfer to CIO from OIG due to CIO WCF Activity Costs Removal	-	-	\$9
Transfer to CIO from S&T due to CIO WCF Activity Costs Removal	-	-	\$1,309
Transfer to OSEM/OGC from CIO due to OGC WCF Activity Costs Removal	-	-	(\$5)
Transfer to USM/CIO from OSEM due to CIO WCF Activity Costs Removal	-	-	\$911
Transfer to USM/CIO from CBP due to CIO WCF Activity Costs Removal	-	-	\$1,695

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
Transfer to USM/CIO from DNDO due to CIO WCF Activity Costs Removal	-	-	\$426
Transfer to USM/CIO from FEMA due to CIO WCF Activity Costs Removal	-	-	\$322
Transfer to USM/CIO from FLETC due to CIO WCF Activity Costs Removal	-	-	\$50
Transfer to USM/CIO from ICE due to CIO WCF Activity Costs Removal	-	-	\$755
Transfer to USM/CIO from NPPD due to FY 17 CJ WCF transfers for ELA	-	-	\$16
Transfer to USM/CIO from NPPD OBIM due to CIO WCF Activity Costs Removal	-	-	\$1
Transfer to USM/CIO from OHA due to CIO WCF Activity Costs Removal	-	-	\$238
Transfer to USM/CIO from TSA due to CIO WCF Activity Costs Removal	-	-	\$756
Transfer to USM/CIO from USCG due to CIO WCF Activity Costs Removal	-	-	\$325
Transfer to USM/CIO from USCG due to FY 17 CJ WCF transfers for Disaster Mgt	-	-	\$556
Transfer to USM/CIO from USCG due to FY 17 CJ WCF transfers for ELA	-	-	\$207
Transfer to USM/CIO from USSS due to CIO WCF Activity Costs Removal	-	-	\$250
Transfer to USM/CIO of the WCF FTE due to CIO WCF Activity Removal	94	94	-
<b>Total Transfers</b>	<b>94</b>	<b>94</b>	<b>\$11,778</b>
2017 Pay Annualization	-	-	\$361
2018 Pay Increase	-	-	\$956
Contract Cost Increases	-	-	\$1,321
FY 17 FPS Increases	-	-	\$183
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$2,821</b>
Non - Recur Cyber	-	-	(\$100,000)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$100,000)</b>
<b>Total Adjustments-to-Base</b>	<b>94</b>	<b>94</b>	<b>(\$85,401)</b>
<b>FY 2018 Current Services</b>	<b>495</b>	<b>495</b>	<b>\$291,218</b>
USM - DHS OneNet Enhancement	-	-	\$16,750
USM - Enterprise Security Operation Center	-	-	\$11,000
<b>Total, Program Increases</b>	<b>-</b>	<b>-</b>	<b>\$27,750</b>
USM - FY 17 Hiring freeze Reduction	-	-	(\$1,403)
<b>Total, Program Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$1,403)</b>
<b>FY 2018 Request</b>	<b>495</b>	<b>495</b>	<b>\$317,565</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>94</b>	<b>94</b>	<b>(\$59,054)</b>

**PPA Description**

The OCIO requests \$317.6 million, 495 FTP, 495 FTE for FY 2018.

<b>OCIO detailed breakout: (in thousands)</b>	<b>FY 16 Revised Enacted</b>	<b>FY17 Annualized CR</b>	<b>FY18 President's Budget</b>
<b>Control Total</b>	<b>\$394,700</b>	<b>\$376,620</b>	<b>\$317,565</b>
Salaries & Benefits	\$49,999	\$62,006	\$83,782
Operations	\$68,011	\$43,048	\$45,566
Front Office	\$3,122	\$5,161	\$3,156
Secretary's Travel Team	\$1,008	\$839	\$1,013
Security Management	\$1,139	\$980	\$1,144
COOP	\$1,751	\$1,729	\$1,759
BPO	\$254	\$20	\$20
Working Capital Fund Contributions	\$60,737	\$34,319	\$38,474
IT Governance	\$4,812	\$4,593	\$4,523
Digital Services	\$1,159	\$1,159	\$1,999
Enterprise Architecture	\$7,684	\$9,841	\$7,469
Accessibility	\$3,736	\$2,019	\$1,993
Infrastructure Transformation Program	\$35,822	\$37,747	\$20,123
Continuous Diagnostic and Mitigation	\$0	\$2,500	\$5,000
Data Center Operations	\$8,367	\$7,694	\$6,387
Risk Management - Data Center Security	\$0	\$3,066	\$1,852
Information Security	\$101,085	\$76,600	\$15,264
Homeland Secure Data Network (HSDN)	\$40,494	\$40,601	\$39,879

Sharing and Safeguarding Classified Info (Post Wikileaks)	\$12,800	\$13,481	\$12,606
Communication Security	\$1,638	\$1,629	\$1,613
Information Sharing	\$59,093	\$70,636	\$69,509
Service Delivery	\$11,128	\$12,195	\$12,010
Records and Information Management (RIM)	\$107	\$108	\$0
Policy, Architecture, and Governance	\$3,880	\$8,911	\$4,575
Identity, Credential, and Access Management	\$6,461	\$11,460	\$11,286
DHS Data Framework	\$7,025	\$7,250	\$6,584
COP	\$2,462	\$3,001	\$3,236
HSIN	\$24,980	\$24,861	\$29,011
Geospatial	\$3,050	\$2,850	\$2,807
1. FY 16 Revised Enacted above does not include the Sec. 505 rescission. 2. FY 17 & 18 are budget estimates and may change with actual execution			

The OCIO office supports development, implementation, and maintenance of IT functional services, including enterprise architecture, DHS data framework, information sharing, IT strategic policy and planning, performance measurement, portfolio management, and digital transformation. It also covers geospatial technologies, application delivery, enterprise hosting, and portal consolidation. Also managed through this PPA is the Office of Accessible Systems & Technology (OAST). OAST provides guidance and oversight to all DHS Components on implementing and maintaining initiatives to ensure electronic and technological information is accessible to DHS employees and customers with disabilities.

This PPA provides funding for the following key program areas:

#### **Operations:**

The Front Office provides the salaries and benefits for the positions and FTE that support the programs within OCIO, overhead associated with the positions, and operational costs; such as travel for the Secretary's executive team, shared services, and payments to the DHS Working Capital Fund. Mission Support provides funding for executive leadership, technology management, acquisition and financial support functions for all offices within the OCIO. It covers payments for most WCF services, such as rent, mail services, contracting support, and financial management support received from other management lines of business. It also includes funding for the Secretary's executive travel team, which provides DHS leadership with secure telecommunications

capabilities.

In addition to salaries and expenses, the Front Office includes funding for IT security and continuity operations, providing alternate sites with necessary IT communications capabilities to support emergency operations during periods of activation by the President or the DHS Secretary for Continuity of Operations (COOP). In accordance with *Presidential Decision Directive 67, Federal Continuity Directive 1 (FCD1)*, and *Homeland Security Presidential Directive (HSPD)-20: National Continuity Policy*, Federal agencies are mandated to develop COOP plans. A COOP facilitates the performance of, and is crucial to, the business continuity of the Department's critical systems. A COOP functions during an emergency or any other situation that may disrupt normal operation. As such, IT is a critical element of business continuity.

### **IT Governance**

#### *Enterprise Business Management Office (EBMO)*

EBMO provides Information Technology program management support services to the OCIO, DHS Management, and Component programs to maximize DHS IT program efficiency and effectiveness. EBMO's program management support provides Departmental IT strategic planning, performance measurement, resource management and analysis, enterprise portfolio governance, program governance oversight, acquisition review assistance, policy and compliance support services. EBMO oversees the drafting, vetting and submission of IT policy aimed to support IT execution. EBMO also implements Information Technology portfolio reviews for the Department which include tracking and analyzing cost savings realized by the Department as a result of IT Reform initiatives. The office continues standing up Department-wide Executive Steering Committees (ESCs) to provide further visibility and program governance of major IT investments for senior leadership in support of the Department's overall mission. The ESCs are decision-making bodies that provide oversight and collaboration for respective programs. ESC membership consists of Senior Executive Leadership across the Department to ensure cross-functional participation.

In conjunction with the Office of the Chief Financial Officer, EBMO provides Capital Planning and Investment Control (CPIC) support to all Components to ensure effective resource allocation across the Department's IT investment portfolios. EBMO is responsible for conducting annual IT Portfolio Assessments. In conjunction with the Office of the Chief Financial Officer, EMBO works on the IT elements of the DHS budget during the PPBE process to ensure CIO oversight of budget request for IT Programs. EMBO submits the annual IT investment business cases – Exhibit 300s and Exhibit 53s to OMB and implements IT Reform Act initiatives including the Federal Information Technology Acquisition Reform Act (FITARA).

### **Digital Services**

The Office of the Chief Technology (OCTO) and DHS Digital Services are responsible for the Digital Transformation of DHS. This includes a combination of re-engineering and deployment of digital technology and uses design, technology, and data to improve performance. DHS Digital Service initiatives leverage advances in technology - such as cloud services, data analytics, mobility, artificial intelligence, and smart embedded devices - to improve mission performance, customer relationships, and internal processes.

Specifically, OCTO provides:

- **Program Oversight & Support:** The OCTO engages mission programs, leveraging oversight and collaboration mechanisms, to guide decisions towards digital transformation goals. The office provides expertise and resources to help programs improve outcomes, while encouraging innovation and modern best practices by providing program-level support for 'interventions' in acutely troubled programs. Specific examples include:
  - An iterative and incremental approach to developing IT capabilities where requirements and solutions evolve through collaboration between self-organizing and cross-functional teams. Agile development promotes continuous adaptive planning, development, testing, and delivery/integration, and encourages rapid and flexible response to change. Agile is not one specific methodology, but is a conceptual framework implemented through various agile methods that promote delivering working, tested, deployable IT solutions on an incremental basis to increase value, visibility, and adaptability, and to reduce program/project risk.
  - The current Agile Acquisition Pilot Programs include: Transportation Security Administration (TSA) Technology Infrastructure Modernization Program (TIM); Immigration and Customs Enforcement (ICE) Student Exchange Visitor Information System Modernization Program (SEVIS); Federal Emergency Management Agency (FEMA) National Flood Insurance Program (NFIP); United States Citizenship and Immigration Services (USCIS) Verification Modernization Program (VER MOD); and FEMA Grants Management Modernization Program (GMM). The overarching goals of the Agile Acquisition Pilot Program include: reducing acquisition cycle time, streamlining document processes, and enabling best practices and information sharing across the component programs. As of April 2017, the average reduction in cycle time is 30%, in some instances saving programs a year's worth of funding.
- **Process & Organizational Change:** OCTO leverages technology, data, and design to re-engineer and automate key processes, to improve collaboration and productivity, and provides an in-depth understanding of mission needs gained through Program Oversight and EA. OCTO drives changes in policy and organizational structures to support other elements of the Digital Transformation. Specific examples include: System Engineering Life Cycle (SELC) governance, Agile governance, analysis and compliance, and Agile program support.
- **Digital Talent:** In cooperation with Human Capital personnel and processes, OCTO facilitates the recruitment, selection, placement, and empowerment of a skilled digital workforce through modern tools and work environments. Specific examples

include: recruiting, onboarding, workforce development, and creating an innovative and inclusive culture.

This work is an important part of the Digital Services of DHS to enhance customer experience, mission delivery, and business processes by combining digital technology activity with strong business and technology leadership.

### **Enterprise Architecture:**

Enterprise Architecture (EA) establishes a Department-wide roadmap to improve mission effectiveness and efficiency, eliminate stove-piped or redundant systems, and increase system interoperability and information sharing. EA achieves this by providing a blueprint for systematically defining DHS's baseline IT environment, target environment, and transition plans for implementing mission-critical capabilities. EA ensures the essential evolution of information systems and the development of a common IT environment. Specific examples include: Enterprise Architecture Governance Board, Joint Requirements Council (JRC) enterprise architect support, data and EA modeling support, segment architecture, architecture consultation and analysis, Technology Reference Model, Enterprise Architecture Information Repository, Capabilities and Activities Catalogue, DHS collaborative architecture methodology, and data governance.

### **Accessibility**

The Office of Accessible Systems & Technology (OAST) is dedicated to guiding and supporting all DHS Components in removing barriers to information access and employment of qualified individuals with disabilities in accordance with Section 508 of the Rehabilitation Act requirements. OAST strives to ensure that electronic and information technology procured, developed, maintained, or used is accessible to DHS employees and customers with disabilities through a range of policy, training, technical assistance, and compliance activities. Every DHS employee and customer must be able to readily access information and data relevant to their job or needs including those with disabilities.

OAST consists of the Program Management Services (including reasonable accommodations assessments), IT Governance, the Accessibility Compliance Center of Excellence divisions, and the Interagency Trusted Tester Program, (ITTP). The Program Management division is responsible for: strategic planning, administrative support, contract management, asset management, administrative operations, Accessibility Help Desk operations, training and education, and outreach and awareness.

### **Infrastructure Transformation Program (ITP)**

ITP is responsible for implementing the Department's vision of "One Infrastructure." ITP is a major DHS investment with a Life Cycle Cost Estimate of \$2.6 billion. ITP provides support a reliable, resilient, and secure DHS-wide data network that streamlines appropriate sharing and discovery of information within the Department and associated organizations, such as State and local law enforcement agencies. The core of this unified environment is the consolidation of legacy networks into one enterprise-wide, integrated network called OneNet. Major services provided under ITP include:



- DHS Wide Area Network (WAN) services, including configuration management, engineering, technical requirements analysis and OneNet integration services;
- Network and security operations centers – Enterprise Network Operations Center (NOC) and Security Operation Center (SOC);
- Traffic modeling and performance analysis;
- Network Management and IP address administration.

The OneNet NOC and Enterprise SOC monitor and manage DHS's centralized systems and network infrastructure. Incident response and detection is coordinated and escalated within the network security and computing service groups, depending on the nature of the breach or failure. The OneNet NOC works with Component NOCs, Enterprise Data Operations Centers, and the Enterprise Operations Center to coordinate service restorations and troubleshooting. DHS is implementing enhancements to OneNet to meet unique Component security requirements and OMB mandates. These enhancements include the migration from the government owned and operated Trusted Internet Connections to a Managed Trusted Internet Protocol Service (MTIPS), High Assurance Gateway (HAG) upgrades to include utilizing Workplace as a Service (WPaaS), which is a managed Virtual Desktop Infrastructure (VDI), and Policy Enforcement Point upgrades to provide increased capacity, performance and capabilities. OneNet is also enabling seamless connectivity to the cloud service providers as more cloud services are procured by the DHS Components

The HAG provides selected DHS personnel with access to malicious and prohibited websites that would typically introduce risks into the Enterprise. The HAG allows access to information in a secure virtual environment, protects the user's workstation from any malicious attacks, and provides compensating controls for anonymous Internet site access.

Email services provide additional and comprehensive communication ability across DHS and to external Federal, state, local, tribal, international, and private sector partners. Email legacy systems are consolidated within DHS as the Email as a Service (EaaS) capability which is deployed at the Enterprise Data Centers (EDC). Email services enable personnel to access critical business communications and are designed to deliver greater security, availability, and reliability. Major email services include a consolidated DHS-wide Global Address List, a standard email-naming convention, and a DHS-wide email platform. DHS is also planning a migration to Microsoft Office 365 offered in the Microsoft cloud environment. This will provide enhanced capabilities as a service to DHS.

### **Continuous Diagnostics and Mitigation**

The Continuous Diagnostics and Mitigation (CDM) Program, centrally managed by the Department of Homeland Security is intended to create a common baseline of cybersecurity capability and protection across the Federal Government. The program provides federal departments and agencies with CDM-certified capabilities and tools that identify and prioritize cybersecurity risks on an ongoing basis and enable cybersecurity personnel to mitigate the most significant problems first. The CDM tools also allow departments and

agencies to better manage their IT assets, helping to reduce their overall attack surface.

The CDM tools provide near real-time awareness of DHS networks and environments. Data from the tools are automatically ingested into the Component CDM Dashboard. The DHS Dashboard provides current visibility into the overall organization's security posture based on a 72 hour data currency. With the full implementation of CDM, data from the individual agency dashboards across the federal government will be aggregated into one federal-level dashboard with planned synchronization every 8 hours. The Federal Dashboard is maintained by the Federal CDM Program Management Office and allows DHS to monitor and respond to federal cybersecurity threats and incidents much more quickly and efficiently.

The CDM Program is currently managed under three phases. Since FY 2013, Congress has supported all three phases of CDM.

Three Phases of CDM are:

- Phase 1 is “what is on your network.” The tools allow agencies figure out the number of agency computers, what software those computers run, and if they are vulnerable to attack. The result for this improved asset management is that it immediately reduces an agency's attack surface.
- Phase 2 is “who is on your network.” The tools allow agencies to better manage users and their accounts, including those privileged users with enhanced network access. There is a further reduction in an agency's attack surface by limiting user based vulnerabilities.
- Phase 3 is “what is happening on your network.” The tools allow agencies to strengthen the management of events/incidents, border protection, and the entire security lifecycle. In addition, the automation of the tools in phases 1, 2, and 3 will enable agencies to conduct ongoing assessment of their networks, leading directly to enabling agencies to manage assessment and accreditation of their networks on a close to real-time basis rather than periodic assessments.

Historically, it has taken agencies days or weeks to determine that cybersecurity incidents have occurred in their environment. Once fully deployed, the CDM Program will shorten this timeframe to hours and minutes.

DHS, through the CDM program, also provides support for training and governance activities, ensuring that CDM deployments and governance activities reinforce agency responsibilities for Information Security Continuous Monitoring as identified in OMB 14-03 as well as in the Federal Information Security Modernization Act of 2014.

**Data Center Operations**

DHS is in the process of consolidating the Department's legacy data centers into the Enterprise Data Centers (EDCs), known as DC1 Stennis, MS) and DC2 (Clarksville, VA). This is in alignment with the Federal Data Center Consolidation Initiative (FDCCI) and its follow-on, the Data Center Optimization Initiative (DCOI). Support at the EDC includes management and control of DC hardware, operating systems software, and environmental systems. In addition, both DCs are prepared to support a higher density virtual environment from both an infrastructure and managed-service perspective. The DCs support the delivery of private cloud and "as-a-service" offerings to customers seeking a scalable and secure virtual environment of configurable computing resources that can be rapidly provisioned with minimal cost of ownership. DC1 and DC2 have the ability to continuously synchronize applications based upon mission requirements. The purpose of DC consolidation is to ensure DHS has a seamless disaster recovery capability and to significantly enhance the cyber security posture of DHS systems. DHS DC capabilities provide personnel the tools to successfully and efficiently manage service delivery and support activities.

Major services provided by DC1 and DC2 include capacity and availability management; system management and administration; hardware/software maintenance; facility monitoring, security management; and disaster recovery management and testing. Infrastructure and Security Activities funds DC consolidation and assists migrating DC environments to the EDC. Data Center operations support the management and oversight of the EDC, including necessary maintenance, upgrades and infrastructure projects for HQ and Components.

**Information Security**

Through the Information Security Program, the Chief Information Security Officer (CISO) ensures a secure and trusted computing environment, which enables the Department to use information systems resources effectively to achieve its mission.

The Information Security Program ensures protection of sensitive information and allows sharing of all mission-related data. It also ensures compliance with the FISMA and with National Institute of Standards and Technology (NIST) security policies and requirements. The Information Security Program develops and documents Departmental information security requirements; develops enterprise security management tools; and oversees the implementation of information security systems supporting Departmental Operations.

Specifically, the Information Security Program provides:

- *Security Policy* and guidance to ensure protection of DHS information resources that help secure the Homeland. The CISO provides a waiver and exception process to document and manage mitigation of system control weaknesses. The program also develops the Department-wide system configuration guidance that provides baseline security configuration for the

Department's hardware and software.

- *Security Architecture* that supports development of secure enterprise information-sharing capabilities and their integration with the DHS Enterprise Architecture Technical Reference Model (TRM), System Engineering Life Cycle (SELC) methodology, and the Capital Planning and Investment Control (CPIC) and acquisition processes. The CISO supports the Department's mission by protecting its information and IT resources (e.g. systems, network resources, and supporting data).
- *Compliance and Technology* includes oversight, measurement, validation, and reporting of information systems security throughout the Department, including management of the FISMA System Inventory, Security Authorizations (Sas) and Plan of Actions and Milestones (POA&Ms), and IT audit management and Federal reporting. This includes FISMA reporting and the implementation of continuous monitoring for the Department.
- *DHS IT Security Awareness, Training, and Education* to ensure DHS complies with all Federal regulations and OMB and NIST guidance governing IT security training, and Departmental standardization of security training content development.
- *National Security Systems (NSS) Risk Management* to support risk acceptance and system authorization decisions for classified systems. The program supports secure integrated operations of classified systems and National Security Information across the Department and participates in National-level NSS governance.

### **Homeland Secure Data Network (HSDN)**

HSDN enables Department of Homeland Security offices and Components, other Federal departments and agencies, and state, local and tribal entities to collaborate and communicate effectively at the collateral Secret-classification level. HSDN is the primary means for communicating classified Secret information with the national network of State and Major Urban Area Fusion Centers. HSDN is strengthening its relationship to Secret Internet Protocol Router Network (SIPRNet) to enable trusted access by Fusion Centers to SIPRNet resources, Executive Order 13587: *Structural Reforms to Improve the Security of Classified Networks and the Responsible Sharing and Safeguarding of Classified Information* recognized HSDN as the primary Secret network for non-Defense and non-Intelligence Federal departments and agencies. HSDN is advancing its sharing and safeguarding posture by adopting the Department of Defense (DoD) as the Common Service Provider for hard-token based Public Key Infrastructure (PKI) authentication, advancing access management solutions, and improving auditing and monitoring capabilities.

HSDN has established 632 sites, comprised of 5,985 workstations, across the United States. The program has established user accounts for approximately 8,900 end-users who currently log on and exchange information across both HSDN and the broader Secret-level community in performing daily missions. Since April 2012, the number of HSDN workstations OCIO supports has increased by 211 percent and the number of HSDN end-users that OCIO supports has increased by 121 percent. HSDN currently

operates on a continuous basis, 24 hours a day, 7 days a week.

### **Sharing and Safeguarding Classified Information**

The Sharing and Safeguarding Classified Information program directly supports Executive Order 13587, which directs structural reforms to improve information security across the Federal Government. The program funds five DHS-wide initiatives related to safeguarding classified information: Removable Media, Reduce Anonymity, Access Control, Enterprise Audit, and Insider Threat:

- *Removable Media* is supported by four activities: automated lock down of drives, data loss prevention, system alerts, and cross domain services, all of which prevent DHS networks and information resources from being vulnerable to the mass removal of classified information.
- *Reduce Anonymity* is supported by three activities: Hard token PKI, authentication, and consolidation of information resources. This is critical to DHS's connection to all other Federal classified networks such as Joint Worldwide Intelligence Communications System (JWICS) and Secure Internet Protocol Router Network (SIPRnet). These programs enable DHS to ensure that all Federal agencies that use DHS HSDN and state, local, and tribal information sharing environment users gain access to mission critical data resident on servers that use PKI (e.g., DOD).
- *Access Control* is supported by two activities: access control (the ability to gain access to needed resources) and data discoverability (the ability to find resources and only the resources one is allowed). This allows DHS to maintain interoperability with other Federal networks which have implemented controls. With this interoperability, DHS will be able to provide adequate access control.
- *Enterprise Audit* is used to protect national intelligence, identify threats, detect and deter penetration of classified resources, and reveal misuse and identity usage trends, thereby tying all the other initiatives together. DHS will remain connected to other Department and agencies networks, (e.g., JWICS, SIPRnet) and comply with Federal mandates.
- *Insider Threat* is classified and additional information can be provided under separate cover.

### **Communication Security**

The Homeland Security Communications Security (COMSEC) Central Office of Record (COR) was established in accordance with national policy as delineated in the interagency *Committee on National Security Systems Instruction (CNSSI) 4005*. The DHS Management Directive 4300B provides guidance for administering the National Security Policies required to provide for accounting, safeguarding, and management control over COMSEC keying material, controlled cryptographic items, and secure communications

equipment. The COR provides consolidated COMSEC accounting services and training, and assists in acquisition and maintenance of COMSEC equipment for the Department. Additionally, the COR develops and publishes policy and procedures for the operation and use of COMSEC equipment and cryptographic keying material within DHS, ensuring compliance with National and Departmental policies and procedures.

To comply with the joint DoD and National Security Agency (NSA) Crypto Modernization program, DHS continues to migrate legacy encryptors, and COMSEC accounting infrastructure. The transition to modern cryptographic equipment and account management includes systems such as the Network-Centric Key Management Infrastructure (KMI) and the COMSEC Accounting, Reporting Distribution System (CARDS), both of which are emerging and critical components of the Global Information Grid. This migration is essential to the success of the Department by enabling and equipping the DHS COMSEC COR and accounts to migrate to new systems affording DHS the opportunity to automate, streamline, and restructure the COMSEC distribution and accounting infrastructure.

#### **Information Sharing and Services Office (IS<sup>2</sup>O)**

IS<sup>2</sup>O delivers the services required by the homeland security enterprise for mission, business management and information technology support. Public safety and homeland security professionals across the whole enterprise rely on IS<sup>2</sup>O systems and services like the Homeland Security Information Network (HSIN), the Geospatial Management Office (GMO) and the National Information Exchange Model (NIEM) and the Data Framework, to effectively carry out their missions. These programs provide a common vocabulary and processes to enable information to be accurately shared between systems, make it possible for information to be accessed and shared between systems without affecting data integrity, and enable easier access to information across jurisdictional boundaries, while ensuring security. IS<sup>2</sup>O identity and software solutions reduce the number of unique credentials homeland security professionals are required to remember and maintain, and consolidate identity, credential and access technologies so users can securely access information and resources through its Identity Services Branch (ISB). IS<sup>2</sup>O provides tailorable solutions for the DHS enterprise to share, analyze, present and store business management data, and streamlines infrastructure requirements to decrease costs while maintaining services levels, through its Enterprise Platform Systems and Services Branch (EPSS). IS<sup>2</sup>O also ensures efficient and effective management of DHS through its Information Management Services Branch (IMS). IMS equips DHS with effective and adaptive records and information management, making it easier to access operational data and respond to information requests. IMS maintains the DHS library and delivers subject matter expertise to strengthen and expand the information sharing environment, and provides high quality, cost effective, print, graphic and multimedia services for all of DHS. Finally, IS<sup>2</sup>O is updating and modernizing DHS' human resources information technology to increase its flexibility and responsiveness.

##### *Mission Systems and Services Division (MSSD)*

MSSD delivers mission-critical platforms and services for information sharing across the entire Homeland Security Enterprise.

*The DHS Data Framework* delivers data and information integration, and provides mission users the ability to access, search, manipulate and analyze different data sets, ensures that accurate and timely information is viewable and in a clear and accessible

format, pools mission-critical data on high and low sides, guaranteeing appropriate access, supports high-side vetting and entity correlation, uses dynamic access controls and data tags, and enforces full policy compliance.

*The Geospatial Management Office* delivers geospatial analysis, visualization, mapping and collaboration capabilities by providing enterprise access to mission-essential geospatial data, visualization and collaboration features, and training to support geospatial capabilities.

*The Homeland Security Information Network* delivers collaboration and situational awareness capabilities for the whole homeland security enterprise. It is currently used in all 78 fusion centers, delivering centralized Request for Information (RFI) services nationwide, direct support to major national events and unplanned incidents, and currently gaining 1200 new users per month.

*The National Information Exchange Model* delivers information exchange for the homeland security and public safety enterprise by ensuring data can cut across organizational boundaries using a common reusable vocabulary without loss of authority over home systems. NIEM is currently engaged in 19 federal agencies, delivering critical exchange for suspicious activity reporting, requests for information and general law enforcement data exchange, with over 3000 international users.

*Enterprise Information Technology Services Division (EITSD)*

IS<sup>2</sup>O's EITSD delivers IT services that enable key elements of secure, reliable information sharing across the DHS enterprise and its partners.

Identity Services Branch (ISB) provides identity and access management solutions through services that ensure trusted and secure information sharing, with a focus on meeting federal cybersecurity goals and improving the workday experience for thousands of department users. It does so in four overarching ways:

- By delivering Identity, Credential, and Access Management (ICAM) across the enterprise, ISB provides Department-wide ICAM coordination and implementation guidance in support of meeting federal and Department goals/objectives while maintaining consistency across Components. ISB ensures consistency of ICAM services across DHS Components through shared governance, reporting and processes, and provides support of ICAM services across all fabrics.
- By serving as the one stop shop for system access, IBS provides users the access required to perform necessary job duties and allows DHS to track appropriateness of access, increases visibility into user access and automates account creation and removal, enables detailees from other government agencies to access the DHS network using their other government agency issued credential, and allows users easier access to approved resources to perform job duties upon onboarding.

- ISB directly enables secure information sharing through delivery of digital certificates on Personal Identity Verification (PIV) card to provide secure and encrypted communication between DHS systems, applications, and users. Doing so supports faster, more reliable shared identity data through a secure data exchange, and provides a composite view of identity traits from multiple DHS systems/sources to support access control decisions based on real-time information.
- Finally, through delivery of strong authentication, IBS grants access based on who you are, reduces dependence on manual validation of need-to-know, provides secure one-time login for multiple applications on the DHS network with a user's PIV card, saves time and reduces cost and provides secure access to DHS resources on mobile devices, and increases productivity for a distributed workforce.

*Enterprise Platform & Software Services (EPSS), also called Service Delivery,* provides customer centric enterprise services for efficiently sharing, analyzing, presenting and storing of DHS business management data, in four key ways.

- By supporting Digital workflow efficiency, EPSS streamlines complex business process workflows, and provides multi-level Case and Relationship Management (CRM) that allows users to make informed decisions.
- By enabling decision support, EPSS provides tools to visualize data for information sharing and reporting, and integrates dashboards and reporting to enable decision making support.
- EPSS also supports DHS public web presence by providing an integrated secure platform, hosting, tools and processes supporting application lifecycle management for public-facing websites, and fast, reliable and secure content delivery offering protection against sophisticated attacks.
- Finally, EPSS supports robust and secure IT infrastructure by providing availability and capacity for multiple applications and streamlines application deployment and data migration, and enabling customers to respond faster to changing business requirements.

*Enterprise Business Services Division (EBSD)* delivers platforms, standards and applications for DHS enterprise business management solutions, for such functions as information management and human resources.

Information Management Services (IMS) provides the Department of Homeland Security enterprise-wide services and guidance required to effectively manage information according to federal and DHS regulations, mandates and policies. IMS consists of Records and Information Management, Research Library and Information Services and Printing & Graphics Services.

Records and Information Management (RIM) provides guidance on how to best apply RIM policies and processes supports standardizing and unifying practices and raising visibility and awareness of RIM within DHS organizations,



and agile, effective, and adaptive RIM resources to advance mission operations, increase accountability, preserve knowledge and foster public trust.

Printing & Graphics Management (PMG) provides highest quality, economical, effective and efficiently procured print, graphics and multimedia products and services to the DHS enterprise, sets policy on printing expectations and standards, and maintains policy on DHS formatting standards for optimized mission effectiveness through shared printing and graphics services and interoperability.

*Policy, Architecture and Governance, Information Assurance and Security Division, Support Services Division*

In addition to IS<sup>2</sup>O's three main divisions (MSSD, EITSD, and EBSD), its operations are supported by its Policy, Architecture and Governance group (PAG), its Information Assurance and Security Division (IASD), and its Systems Support Division (SSD).

*PAG* delivers IS<sup>2</sup>O strategic planning, coordination and enterprise architecture. It coordinates IS<sup>2</sup>O-wide policy development and compliance activities, supports all aspects of enterprise architecture, coordinates and manages IS<sup>2</sup>O governance bodies and activities, supports IS<sup>2</sup>O program assessment, strategic planning and program assessment, facilitates escalated business intake processes, manages IS<sup>2</sup>O's Executive Secretariat activities, and coordinates IS<sup>2</sup>O communications and branding strategy.

*IASD* serves as the security conduit for all of IS<sup>2</sup>O's divisions and customer programs. It provides security compliance support for all internal IS<sup>2</sup>O customers, security liaison support to IS<sup>2</sup>O enterprise customers, security program, engineering and software support, acts as steward for risk management, supports change and configuration management, and serves as IS<sup>2</sup>O liaison for DHS enterprise security stakeholders.

## Office of the Chief Information Officer – PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Information Officer	398	382	\$49,999	\$130.89	401	401	\$62,007	\$154.63	495	495	\$83,781	\$169.25	94	94	\$21,774	\$14.62
<b>Total</b>	<b>398</b>	<b>382</b>	<b>\$49,999</b>	<b>\$130.89</b>	<b>401</b>	<b>401</b>	<b>\$62,007</b>	<b>\$154.63</b>	<b>495</b>	<b>495</b>	<b>\$83,781</b>	<b>\$169.25</b>	<b>94</b>	<b>94</b>	<b>\$21,774</b>	<b>\$14.62</b>
Discretionary - Appropriation	398	382	\$49,999	\$130.89	401	401	\$62,007	\$154.63	495	495	\$83,781	\$169.25	94	94	\$21,774	\$14.62

### NARRATIVE EXPLANATION OF CHANGES

#### Office of the Chief Information Officer:

- **FTE Change FY 2017-2018:** The driver of the increase in FTE from FY 2017 to FY 2018 is the transfer of 94 FTP/FTE from the CIO WCF activities to the CIO direct appropriation.
- **PCB Change FY 2017-2018:** The driver of the increase in PCB from FY 2017 to FY 2018 is the transfer of 94 FTP/FTE from the CIO WCF activities to the CIO direct appropriation. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.
- **Average Cost Change FY 2017-2018:** The driver of the decrease in FTP/FTE cost from FY 2017 to FY 2018 is due to the relative cost for the additional FTP are less due to lower grades and lapse of on board time.

## Office of the Chief Information Officer – PPA

## Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$36,768	\$45,605	\$61,774	\$16,169
11.3 Other than Full-Time Permanent	\$384	\$450	\$558	\$108
11.5 Other Personnel Compensation	\$347	\$450	\$504	\$54
12.1 Civilian Personnel Benefits	\$12,500	\$15,502	\$20,945	\$5,443
<b>Total - Personnel Compensation and Benefits</b>	<b>\$49,999</b>	<b>\$62,007</b>	<b>\$83,781</b>	<b>\$21,774</b>
<b>Positions and FTE</b>				
Positions - Civilian	398	401	495	94
FTE - Civilian	382	401	495	94

---

**Office of the Chief Information Officer – PPA**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Chief Information Officer	\$344,193	\$314,612	\$233,784	(\$80,828)
<b>Total</b>	<b>\$344,193</b>	<b>\$314,612</b>	<b>\$233,784</b>	<b>(\$80,828)</b>
Discretionary - Appropriation	\$344,193	\$314,612	\$233,784	(\$80,828)

## Office of the Chief Information Officer – PPA

## Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$495	\$607	\$1,235	\$628
23.1 Rental Payments to GSA	\$9,043	\$8,926	\$9,200	\$274
23.2 Rental Payments to Others	-	\$893	\$893	-
23.3 Communications, Utilities, and Misc. Charges	\$6	\$6	\$20	\$14
24.0 Printing and Reproduction	\$4	\$4	\$4	-
25.1 Advisory and Assistance Services	\$141,636	\$123,989	\$65,240	(\$58,749)
25.2 Other Services from Non-Federal Sources	\$2,410	\$3,840	\$5,290	\$1,450
25.3 Other Goods and Services from Federal Sources	\$48,301	\$43,830	\$49,696	\$5,866
25.4 Operation and Maintenance of Facilities	\$1,058	\$558	\$1,481	\$923
25.7 Operation and Maintenance of Equipment	\$122,009	\$127,631	\$92,858	(\$34,773)
26.0 Supplies and Materials	\$308	\$328	\$125	(\$203)
31.0 Equipment	\$18,923	\$4,000	\$7,742	\$3,742
<b>Total - Non Pay Object Classes</b>	<b>\$344,193</b>	<b>\$314,612</b>	<b>\$233,784</b>	<b>(\$80,828)</b>

## Office of the Chief Information Officer – PPA

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Working Capital Fund Contributions	\$60,737	\$38,947	\$38,474	(\$473)
Homeland Secure Data Network (HSDN)	\$40,602	\$40,602	\$39,879	(\$723)
Infrastructure Transformation Program	\$40,137	\$37,747	\$33,094	(\$4,653)
Homeland Security Information Network (HSIN)	\$26,264	\$24,861	\$29,011	\$4,150
Sharing and Safeguarding Classified Information	\$13,481	\$13,481	\$12,606	(\$875)
Other Costs	\$163,480	\$158,975	\$80,719	(\$78,256)
<b>Total – Non Pay Cost Drivers</b>	<b>\$344,701</b>	<b>\$314,613</b>	<b>\$233,783</b>	<b>(\$80,830)</b>

### NARRATIVE EXPLANATION OF CHANGES

#### Office of the Chief Information Officer:

- **FY 2018 Non- Pay Cost Driver-** Working Capital Fund Contributions – Contributions to the WCF for services provided.
- **FY 2018 Non- Pay Cost Driver-** Homeland Secure Data Network (HSDN) - Procurement of engineering and hardware/software tools and maintenance for communicating classified Secret information with the national network of State and Major Urban Area Fusion Centers
- **FY 2018 Non- Pay Cost Driver-** Infrastructure Transformation Program - CIO will refresh aging network infrastructure and implement network performance enhancements
- **FY 2018 Non- Pay Cost Driver-** HSIN - Procurement of engineering and software tools to provide a secure and trusted national platform that enables Sensitive but Unclassified (SBU) information sharing and analysis
- **FY 2018 Non- Pay Cost Driver-** Sharing & Safeguarding - Support contracts in these offices were reduced to accommodate funding in other lines within OCIO

**Department of Homeland Security**  
*Office of the Under Secretary of Management*  
*Procurement, Construction, and Improvements*



**Fiscal Year 2018**  
**Congressional Justification**

## Table of Contents

<b><i>Procurement, Construction, and Improvements</i></b> .....	<b>1</b>
Budget Comparison and Adjustments .....	3
Non Pay Budget Exhibits.....	7
Capital Investments Exhibits .....	8
<i>Construction and Facility Improvements – PPA</i> .....	9
Budget Comparison and Adjustments .....	9
Non Pay Budget Exhibits.....	12
Capital Investments Exhibits .....	13
<i>St. Elizabeths Headquarters - Transition – Investment</i> .....	14
<i>Mission Support Assets and Infrastructure – PPA</i> .....	19
Budget Comparison and Adjustments .....	19
Non Pay Budget Exhibits.....	22
Capital Investments Exhibits .....	24
<i>Mission Support and Infrastructure End Items – Investment</i> .....	25
<i>Financial Systems Modernization – Investment</i> .....	40
<i>Human Resources Information Technology (HRIT) – Investment</i> .....	47
<i>Homeland Security Information Network– Investment</i> .....	52



**Procurement, Construction, and Improvements**  
**Budget Comparison and Adjustments**  
**Comparison of Budget Authority and Request**  
*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Construction and Facility Improvements	\$125,801	\$125,562	-	(\$125,562)
Mission Support Assets and Infrastructure	\$70,932	\$71,558	\$69,988	(\$1,570)
<b>Total</b>	<b>\$196,733</b>	<b>\$197,120</b>	<b>\$69,988</b>	<b>(\$127,132)</b>
Discretionary - Appropriation	\$196,733	\$197,120	\$69,988	(\$127,132)

### **Overview**

Within the Under Secretary for Management's Procurement, Construction, & Improvements (PC&I) appropriation there are multiple programs and investments managed by the Office of the Chief Information Officer (CIO), the Office of the Chief Human Capital Officer (CHCO), the Office of the Chief Financial Officer (CFO), and the Office of the Chief Readiness Support Officer (CRSO).

#### **Office of the Chief Resource Support Officer**

CRSO manages the Headquarters (HQ) Consolidation project for the National Capital Region (NCR). CRSO PC&I funds the effort to consolidate the Department's multiple scattered leases in the NCR to a significantly reduced number of co-located sites and consolidate the offices at the St. Elizabeth's campus. In conjunction with General Services Administration (GSA) funding, this appropriation contributes to the outfitting of the completed buildings in order to facilitate occupation. The purpose of the HQ Consolidation - Construction request is to continue development of the DHS Consolidated Headquarters at St. Elizabeths by providing the construction funds necessary for planning, operational development, and engineering prior to sustainment. The FY 2018 budget does not include funding to support new development of the DHS Consolidated Headquarters at St. Elizabeths.

#### **Office of the Chief Information Officer**

The Department of Homeland Security (DHS) CIO, in collaboration with the DHS Chief Information Officer Council, is responsible for implementing the programs necessary to align DHS's Information Technology (IT) personnel, resources, and assets, including all systems and infrastructure, to support Department-wide missions and activities. OCIO's mission is to provide DHS and its partners with the IT services required to lead a unified national effort to prevent and deter terrorist attacks as well as protect against and respond to threats and hazards. DHS has a vital mission: to secure the nation from the many threats it faces. The DHS vision is to ensure a homeland that is safe, secure, and resilient against terrorism and other hazards. These overarching goals are the basis for the

IT mission and IT vision set forth in this document; the strategies and actions of the DHS CIO community are rooted in and aligned with the founding principles and highest priorities of Homeland Security. CIO PC&I provides funds necessary for the planning, operational development, engineering, and purchase of one or more assets (which hereinafter also refers to end items) prior to sustainment. Information Technology (IT) - related PC&I consists of one or more end items which provide useful software and/or hardware in an operational (production) environment, including non-tangible assets.

Office of the Chief Financial Officer

CFO PC&I funding provides support to migrate DHS Components to a financial system that will improve systematic internal controls, audit sustainability, and the ability to effectively and efficiently process and report financial data. For FY 2018, Financial Systems Modernization (FSM) funding will be used to continue to implement a financial solution for the Federal Emergency Management Administration (FEMA), Transportation Security Administration (TSA), the United States Coast Guard (USCG), and the management of the current Domestic Nuclear Detection Office (DNDO) baseline solution.

Office of the Chief Human Capital Officer

CHCO PC&I funds the Human Resource Information Technology (HRIT) portfolio. HRIT is a collection of Information Technology programs, projects, and initiatives with the goal of improving Human Resources (HR) responsiveness, minimizing errors, and providing decision makers with visibility to the DHS workforce. In FY 2017, DHS senior leadership reviewed the HRIT program and made a strategic decision to leave the program with CHCO. FY 2018 HRIT funding will be used for three critical Human Capital Strategic Improvement Opportunities (SIOs): 1) End-to-End (E2) Hiring Security Classification and Background Investigation, 2) Human Capital Data Management, and 3) Onboarding/Off-boarding.

## Procurement, Construction, and Improvements Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$196,733		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$196,733</b>	<b>\$197,120</b>	<b>\$69,988</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$14,968	\$29,275	\$50,000
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$211,701</b>	<b>\$226,395</b>	<b>\$119,988</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$211,701</b>	<b>\$226,395</b>	<b>\$119,988</b>
Obligations (Actual/Projections/Estimates)	\$121,521	\$50,793	\$94,992
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

## Procurement, Construction, and Improvements

### Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	<b>\$196,733</b>
<b>FY 2016 Revised Enacted</b>	-	-	<b>\$196,733</b>
<b>FY 2017 Annualized CR</b>	-	-	<b>\$197,120</b>
<b>FY 2018 Base Budget</b>	-	-	<b>\$1,148</b>
Transfer from PCI/CIO for the Policy, Architecture, and Governance Program	-	-	(\$1,148)
<b>Total Transfers</b>	-	-	<b>(\$1,148)</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>(\$1,148)</b>
Common Operating Picture	-	-	\$1,164
Customer Engagement	-	-	\$4,516
Data Framework	-	-	\$3,451
DHS One Net	-	-	\$8,250
Financial Systems Modernization	-	-	\$42,233
Geospatial	-	-	\$1,453
Homeland Security Information Network	-	-	\$871
Human Resource Investment Technology	-	-	\$4,679
Identity, Credential, & Access Management	-	-	\$1,596
Innovation & Engineering	-	-	\$1,775
<b>Total Investment Elements</b>	-	-	<b>\$69,988</b>
<b>FY 2018 Request</b>	-	-	<b>\$69,988</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>(\$127,132)</b>

## Procurement, Construction, and Improvements

### Non Pay Budget Exhibits

#### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
25.1 Advisory and Assistance Services	\$70,932	\$60,431	\$53,434	(\$6,997)
25.2 Other Services from Non-Federal Sources	-	\$2,882	\$1,669	(\$1,213)
25.3 Other Goods and Services from Federal Sources	\$125,801	\$125,668	\$1,776	(\$123,892)
25.7 Operation and Maintenance of Equipment	-	\$5,116	\$11,140	\$6,024
26.0 Supplies and Materials	-	\$106	\$114	\$8
31.0 Equipment	-	\$2,917	\$1,855	(\$1,062)
<b>Total - Non Pay Object Classes</b>	<b>\$196,733</b>	<b>\$197,120</b>	<b>\$69,988</b>	<b>(\$127,132)</b>

**Procurement, Construction, and Improvements**  
**Capital Investments Exhibits**

**Capital Investments**  
*Dollars in Thousands*

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
St. Elizabeths Headquarters	024-000001025	2	Procurement	IT	Yes	\$125,801	\$125,562	-
Mission Support Assets and Infrastructure End Items	-	-	-	-	-	\$15,676	\$16,440	\$22,205
Financial Systems Modernization - Components	024-000001080	2	Procurement	IT	Yes	\$52,977	\$52,850	\$42,233
Human Resources Information Technology (HRIT)	024-000001226	2	Procurement	IT	Yes	\$2,279	\$2,268	\$4,679
Homeland Security Information Network (HSIN)	024-000009102	2	Procurement	IT	Yes	-	-	\$871

---

*Construction and Facility Improvements – PPA*

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
St. Elizabeths Headquarters	\$125,801	\$125,562	-	(\$125,562)
<b>Total</b>	<b>\$125,801</b>	<b>\$125,562</b>	-	<b>(\$125,562)</b>
Discretionary - Appropriation	\$125,801	\$125,562	-	(\$125,562)

## Construction and Facility Improvements – PPA

### Budget Authority and Obligations

*Dollars in Thousands*

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$125,801		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$125,801</b>	<b>\$125,562</b>	<b>-</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$125,801</b>	<b>\$125,562</b>	<b>-</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$125,801</b>	<b>\$125,562</b>	<b>-</b>
Obligations (Actual/Projections/Estimates)	\$64,896	-	-
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-



**Construction and Facility Improvements – PPA**  
**Summary of Budget Changes**

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	-	-	\$125,801
FY 2016 Revised Enacted	-	-	\$125,801
FY 2017 Annualized CR	-	-	\$125,562
FY 2018 Base Budget	-	-	-
FY 2018 Request	-	-	-
FY 2017 TO FY 2018 Change	-	-	(\$125,562)

**Construction and Facility Improvements – PPA****Non Pay Budget Exhibits****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
25.3 Other Goods and Services from Federal Sources	\$125,801	\$125,562	-	(\$125,562)
<b>Total - Non Pay Object Classes</b>	<b>\$125,801</b>	<b>\$125,562</b>	<b>-</b>	<b>(\$125,562)</b>

**Non Pay Cost Drivers***Dollars in Thousands*

<b>Leading Non Pay Cost-Drivers</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Total Changes</b>
St. Elizabeths Development	\$125,801	\$125,562	\$0	\$(125,562)
<b>Total – Non Pay Cost Drivers</b>	<b>\$125,801</b>	<b>\$125,562</b>	<b>\$0</b>	<b>\$(125,562)</b>

**NARRATIVE EXPLANATION OF CHANGES**

**FY 2018 Non- Pay Cost Driver-** The FY 2018 budget does not include funding to support new development of the DHS Consolidated Headquarters at St. Elizabeths.

---

**Construction and Facility Improvements – PPA**  
**Capital Investments Exhibits**

---

**Capital Investments**  
*Dollars in Thousands*

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
St. Elizabeths Headquarters	024-000001025	2	Procurement	IT	Yes	\$125,801	\$125,562	-

---

*St. Elizabeths Headquarters - Transition – Investment*

---

---

**Capital Investments Exhibits**

---

**Procurement/Acquisition Programs**

---

**St. Elizabeth's Headquarters****Procurement, Construction, and Improvements Funding**

N/A

**Investment Description**

The FY 2016 enacted and FY 2017 President's budget requests supported the HQ Consolidation's Enhanced Plan, created in 2014 by DHS and GSA, in coordination with the Office of Management and Budget (OMB), to re-evaluate the previous St. Elizabeths plan of record. The Enhanced Plan implements flexible workplace strategies and revised space standards to increase utilization, reduce overall construction and recover the schedule as possible due to reductions in FY 2011 through FY 2015 appropriations. The Enhanced Plan realigns the commercial lease expirations that have become out of sync. The plan focuses on the most pressing lease expirations in sequential order to avoid or minimize the potential for short term lease extensions, which cost more. The FY 2017 request addressed the next priority lease expirations with the construction of a new FEMA Headquarters at St. Elizabeths. This new facility will consolidate FEMA's current two locations.

DHS occupies over approximately 50 locations throughout the NCR which adversely affects critical communication and coordination across DHS Components. To support the incident management and command-and-control requirements of our mission, the Department plans to consolidate executive leadership and operational management at St. Elizabeths and realign and consolidate the real estate portfolio to reduce cost.

The original schedule was to complete the St. Elizabeths development in FY 2016. However, the plan was revised to a more fiscally manageable approach in FY 2013. The revised plan proposed to complete smaller segments that would extend the timeline to FY 2026 and increase the projected estimate from the original \$3.4 billion to \$4.5 billion due to inflationary increases only (no change in requirements). In 2014, GSA and DHS, in coordination with OMB, completed a further headquarters consolidation update, known as the Enhanced Plan, which increases efficiency and reduces the timeline for completion.

The focus of the DHS Headquarters Consolidation Project is the co-location of the Department through lease consolidation and build out of the St. Elizabeths campus. The DHS HQ Consolidation Project enhances effectiveness by consolidation of HQ and Component executive leadership, operations coordination, policy and program management, and "mission execution" personnel who require a

secure setting. DHS will optimize the real estate portfolio by increasing utilization efficiency by integrating mobile workplace strategies. The funding to support new development of the DHS Consolidated Headquarters at St. Elizabeths through construction funds necessary for planning, operational development, and engineering prior to sustainment was not included in FY 2018 budget.

<b>OCRSO HQ Consolidation detailed breakout (PCI): (In Thousands)</b>	<b>FY16 Revised Enacted</b>	<b>FY17 Annualized CR</b>	<b>FY18 President's Budget</b>
<b>Control Total</b>	\$125,801	\$125,562	\$0
<b>Construction:</b>			
Construction (Tenant Buildout of IT infrastructure)	\$42,489	\$47,237	\$0
Construction (Tenant Buildout of Security infrastructure)	\$4,422	\$4,916	\$0
Construction (Tenant Buildout of Office Space + Signage)	\$7,866	\$9,353	\$0
Construction (Tenant Buildout Special/Classified/SCIF)	\$46,046	\$50,803	\$0
Fee: A/E Design & Review	\$11,471	\$12,753	\$0
DHS Program Management Expenses	\$0	\$500	\$0
Shell Alterations (Munro)	\$600	\$0	\$0
Design (Munro)	\$800	\$0	\$0
Tenant Improvements (Munro)	\$2,200	\$0	\$0
Information Technology	\$9,907	\$0	\$0
<b>Total</b>	<b>\$125,801</b>	<b>\$125,562</b>	<b>\$0</b>
*NOTE: FY 17 & 18 are budget estimates and may change with actual execution			

### **Justification**

The FY 2018 budget does not include funding to support new development of the DHS Consolidated Headquarters at St. Elizabeths.

### **FY 2016 Key Milestone Events (Prior Year)**

- Milestone 1 - GSA awarded construction contract for the National Operations Center (NOC) build-out in the DHS Operations Centers (DOC) Block A facility
- Milestone 2 - Commenced design for Munro Optimization to house the Office of Health Affairs (OHA), Science and Technology Directorate (S&T), and DNDO along with Coast Guard Headquarters, Coast Guard Ballston offices and provisions to accommodate growth

### **FY 2017 Planned Key Milestone Events (Year of Execution)**

- Milestone 3 - GSA plans to award the Hitchcock Hall Renovation (Auditorium) with completion coordinated with Center

Building occupancy

- Milestone 4 - GSA plans to award the Center Building West Addition construction Design-Build Bridging contract with completion/occupancy planned for 4<sup>th</sup> quarter FY 2019

**FY 2018 Planned Key Milestone Events (Budget Year)**

- Milestone 5 - Substantial Construction Completion Center Building, 2<sup>st</sup> quarter FY 2018
- Milestone 6 - Commence tenant move into the Center Building , 4<sup>th</sup> quarter FY 2018

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support		\$89,878	\$89,707	\$36,358
Procurement, Construction, and Improvements		\$125,801	\$125,562	0
Research and Development		0	0	0
Project Funding	\$544,616	\$215,679	\$215,269	\$36,358
Obligations	\$538,871	113,675	4,000	0
Expenditures	\$462,190	10,229	3,524	0

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
B0766548	GSA	RWA	FY209	4/2009			\$97,578,000
N4000019	GSA	RWA	ARRA	4/2009			\$198,900,000
B5000908	GSA	RWA	FY11	7/19/2011			\$77,245,000
B5002375	GSA	RWA	FY12	6/28/12			\$55,979,000
B5004218	GSA	RWA	FY13	9/27/13			\$20,233,720
HSHQDC13X00163	GSA	IA	FY13	7/30/13			\$7,280,000
B5004726	GSA	RWA	FY14	7/31/14			\$24,102,889
HSHQDC14X00155	GSA	IA	FY14	7/31/14			\$10,897,120
B5006261	GSA	RWA	FY15	8/12/15			\$11,750,202
HSHQDC15X00099	GSA	IA	FY15	9/3/15			\$21,549,798
HSHQDC-14-X-00155	GSA	IAA	FY15	6/1/15			\$2,500,000
R1392843	GSA	RWA	FY15	10/1/14			\$1,000,000
N1363157	GSA	RWA	FY15	9/30/15			\$226,961
N1398782	GSA	RWA	FY15	9/30/15			\$216,798
N1400256	GSA	RWA	FY15	9/30/15			\$44,442
N1402704	GSA	RWA	FY15	9/30/15			\$76,618
N1399354	GSA	RWA	FY15	9/30/15			\$464,881
N1398038	GSA	RWA	FY15	9/29/15			\$95,251
WCFY15	GSA	RWA	FY15	10/1/15			\$8,730,817

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
B5006834	GSA	RWA	FY16	8/18/16			\$15,448,877
HSHQDC16X00234	GSA	IA	FY16	9/29/16			\$87,118,813
HSHQDC-15-X-00099	GSA	IA	FY16	4/20/16			\$2,194,141
HSHQDC-16-P-00047	GSA	PO	FY16	4/4/16			\$130,077
HSHQDC-16-F-00039	GSA	PO	FY16	3/31/16			\$305,859
N1398782	GSA	TO	FY16	9/30/15			\$30,000
R1575026	GSA	RWA	FY16	10/1/15			\$337,558
NUAS-16-00007	GSA	SWA	FY16	10/1/15			\$7,849,438
N1574124	GSA	RWA	FY16	9/16/16			\$259,831
NUAS-17-00046	GSA	SWA	FY17	10/1/16			\$4,000,000

### **Significant Changes to Investment since Prior Year Enacted**

The FY 2018 budget does not include funding to support new development of the DHS Consolidated Headquarters at St. Elizabeths.



*Mission Support Assets and Infrastructure – PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

<b>Organization</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Total Changes</b>
Mission Support Assets and Infrastructure End Items	\$15,676	\$16,440	\$22,205	\$5,765
Financial Systems Modernization - Components	\$52,977	\$52,850	\$42,233	(\$10,617)
Human Resources Information Technology (HRIT)	\$2,279	\$2,268	\$4,679	\$2,411
Homeland Security Information Network (HSIN)	-	-	\$871	\$871
<b>Total</b>	<b>\$70,932</b>	<b>\$71,558</b>	<b>\$69,988</b>	<b>(\$1,570)</b>
Discretionary - Appropriation	\$70,932	\$71,558	\$69,988	(\$1,570)

## Mission Support Assets and Infrastructure – PPA

### Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$70,932		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$70,932</b>	<b>\$71,558</b>	<b>\$69,988</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$14,968	\$29,275	\$50,000
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$85,900</b>	<b>\$100,833</b>	<b>\$119,988</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$85,900</b>	<b>\$100,833</b>	<b>\$119,988</b>
Obligations (Actual/Projections/Estimates)	\$56,625	\$50,793	\$94,992
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

## Mission Support Assets and Infrastructure – PPA

### Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	<b>\$70,932</b>
<b>FY 2016 Revised Enacted</b>	-	-	<b>\$70,932</b>
<b>FY 2017 Annualized CR</b>	-	-	<b>\$71,558</b>
<b>FY 2018 Base Budget</b>	-	-	<b>\$1,148</b>
Transfer from PCI/CIO for the Policy, Architecture, and Governance Program	-	-	(\$1,148)
<b>Total Transfers</b>	-	-	<b>(\$1,148)</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>(\$1,148)</b>
Common Operating Picture	-	-	\$1,164
Customer Engagement	-	-	\$4,516
Data Framework	-	-	\$3,451
DHS One Net	-	-	\$8,250
Financial Systems Modernization	-	-	\$42,233
Geospatial	-	-	\$1,453
Homeland Security Information Network	-	-	\$871
Human Resource Investment Technology	-	-	\$4,679
Identity, Credential, & Access Management	-	-	\$1,596
Innovation & Engineering	-	-	\$1,775
<b>Total Investment Elements</b>	-	-	<b>\$69,988</b>
<b>FY 2018 Request</b>	-	-	<b>\$69,988</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>(\$1,570)</b>

**Mission Support Assets and Infrastructure – PPA****Non Pay Budget Exhibits****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
25.1 Advisory and Assistance Services	\$70,932	\$60,431	\$53,434	(\$6,997)
25.2 Other Services from Non-Federal Sources	-	\$2,882	\$1,669	(\$1,213)
25.3 Other Goods and Services from Federal Sources	-	\$106	\$1,776	\$1,670
25.7 Operation and Maintenance of Equipment	-	\$5,116	\$11,140	\$6,024
26.0 Supplies and Materials	-	\$106	\$114	\$8
31.0 Equipment	-	\$2,917	\$1,855	(\$1,062)
<b>Total - Non Pay Object Classes</b>	<b>\$70,932</b>	<b>\$71,558</b>	<b>\$69,988</b>	<b>(\$1,570)</b>

**Non Pay Cost Drivers***Dollars in Thousands*

<b>Leading Non Pay Cost-Drivers</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Total Changes</b>
Financial System Modernization (FSM)	\$52,977	\$52,850	\$42,233	(\$10,617)
Human Resource Investment Technology (HRIT)	\$2,279	\$2,275	\$4,679	\$2,404
DHS One Net	\$0	\$0	\$8,250	\$8,250
DHS Data Framework	\$2,341	\$2,352	\$3,451	\$1,099
Identity, Credential, and Access Management (ICAM)	\$4,000	\$4,000	\$1,596	(\$2,404)
Other Costs	\$9,335	\$10,081	\$9,779	(\$302)
<b>Total – Non Pay Cost Drivers</b>	<b>\$70,932</b>	<b>\$71,558</b>	<b>\$69,988</b>	<b>(\$1,570)</b>

**NARRATIVE EXPLANATION OF CHANGES**

**FY 2018 Non- Pay Cost Driver - FSM** - Decrease in FSM is due to timing of commencement of Component implementation processes.

**FY 2018 Non- Pay Cost Driver - HRIT** - Program Support Implementation for three critical Human Capital Strategic Improvement Opportunities (SIOs) including End-to-End (E2) Hiring which will provide the capability to connect component Human Resource processing solutions to the Information Security Management System (ISMS), Onboarding/Off-boarding which will provide the capability to connect Component HR processing solution/on-boarding solution to ALM, and Human Capital Data Management which will provide the capability of data interchanges to support DHS-wide reporting for Time to Hire.

**FY 2018 Non- Pay Cost Driver - DHS One Net** - Contracted support of data storage and cloud migration infrastructure hardware and software management tools. This is a new request for FY 2018.

**FY 2018 Non- Pay Cost Driver - DHS Data Framework** - Engineering and software support of data and information integration for users to access, search, manipulate and analyze data sets.

**FY 2018 Non- Pay Cost Driver - ICAM** - provides contracted engineering support for identity and access management solutions that ensure trusted and secure information sharing.

---

**Mission Support Assets and Infrastructure – PPA**  
**Capital Investments Exhibits**

---

**Capital Investments***Dollars in Thousands*

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Mission Support Assets and Infrastructure End Items	-	-	-	-	-	\$15,676	\$16,440	\$22,205
Financial Systems Modernization - Components	024-000001080	2	Procurement	IT	Yes	\$52,977	\$52,850	\$42,233
Human Resources Information Technology (HRIT)	024-000001226	2	Procurement	IT	Yes	\$2,279	\$2,268	\$4,679
Homeland Security Information Network (HSIN)	024-000009102	2	Procurement	IT	Yes	-	-	\$871

*Mission Support and Infrastructure End Items – Investment***Capital Investments Exhibits****Itemized Procurement – Greater than \$250 Thousand**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Mission Support Assets and Infrastructure End Items	-	-	-	-	-	\$15,676	\$16,440	\$22,205

<b>OCIO detailed breakout (PCD): in thousands</b>	<b>FY 16 Revised Enacted</b>	<b>FY17 Annualized CR</b>	<b>FY18 President's Budget</b>
<b>Control Total</b>	<b>\$15,676</b>	<b>\$16,433</b>	<b>\$23,076</b>
Information Sharing	\$4,960	\$4,960	\$1,596
Policy, Architecture, and Governance	\$960	\$960	\$0
ICAM	\$4,000	\$4,000	\$1,596
Customer Engagement	\$3,587	\$3,587	\$4,516
Innovation & Engineering	\$1,722	\$1,722	\$1,775
DHS Data Framework	\$2,341	\$3,098	\$3,451
COP	\$2,169	\$2,169	\$1,164
HSIN <sup>2</sup>	\$0	\$0	\$871
Infrastructure Transformation Program	\$0	\$0	\$8,250
Geospatial	\$897	\$897	\$1,453
1. FY 17 & 18 are budget estimates and may change with actual execution 2. HSIN is displayed here as part of the FY 2018 OCIO budget, but is provided as a separate investment below.			

**Identity Credential and Access Management (ICAM), \$1.6 million****Investment Description:**

This investment funds capabilities that provide mission delivery and management support targeted to achieve the DHS Strategic Plan, FY 2012 – 2016 Goal: Enhance Intelligence, Information Sharing, and Integrated Operations: Institute optimal mechanisms to integrate the Department’s intelligence elements, increase operational capability and harmonize operations. Currently, DHS is working to have consistent, formal policies, processes, procedures, and technological capabilities that ensure “trusted relationships” across the DHS Enterprise, among its Component organizations, or within the mission domain of homeland security among its operational partners necessary for the sharing of “homeland security information”. Although DHS has made great strides in enterprise-wide capabilities assuring access to DHS resources (logical or physical), work remains. For example, DHS reached 99% compliance for privileged and unprivileged user mandatory PIV usage, but has to close the gap on remote user’s mandatory use of PIV, and significant work remains on PIV enabling Mission Essential Systems, Financial Systems and High Valued Assets. In addition, DHS made great progress during the 2015 CyberSprint and will build on that success to realize the full potential of the Continuous Diagnostics and Monitoring (CDM) Phase II program. Finally, two key capabilities, Access Lifecycle Management (ALM) and Derived PIV Credentials (DPC) are approaching initial operating capability (IOC). These capabilities are in high demand and need continued investment to reach full potential.

The ICAM investment closes these performance gaps by creating capabilities that employ an information access management approach that controls access to data; provides directory services incorporating protections for individuals’ privacy and civil liberties, and strong mechanisms to enhance accountability and facilitate oversight; and includes audit, authentication, and access control across the DHS Enterprise and within the mission domain of homeland security. Continued investment will ensure that the Department takes another step towards closing access control audit requirements and strong mobile authentication.

By failing to adequately resource this investment, Department-wide efforts for the implementation and operations of ICAM capabilities not realize its full potential and the opportunity to build on its many successes will be missed or delayed. The Department will continue to experience limited integrated ICAM capability and functionality necessary for meeting the full spectrum of ICAM mandates, achievement of efficiencies, and benefits to overall mission performance.

**Justification**

Funding in the ICAM end item will be used for the following:

1. Increased protection of personally identifiable information (PII) by securing authentication credential, which is accomplished by eliminating use of username and password for network authentication.
2. Increased security, which correlates directly to reduction in identity theft, data breaches, and trust violations. Increased efficiency and productivity through providing self-service access request and automation of approval workflows and



provisioning activities. Increased security posture from prompt detection and removal of access acquired through unapproved channels and increased situational awareness, and visibility of the entire access lifecycle.

3. Compliance with laws, regulations, and standards (e.g. HSPD-12, OMB Memorandum 11-11 and the National Institute of Standards and Technology (NIST) Special Publication 800-157) as well as resolution of issues highlighted in Government Accountability Office (GAO) reports of DHS progress.
4. Reduced costs through the elimination of redundancy, both through DHS consolidation of processes and workflow and the provision of government-wide services to support ICAM processes.
5. Improved interoperability, specifically between agencies using Personnel Identify Verification (PIV) credentials along with other partners carrying PIV-interoperable or third party credentials that meet the requirements of the federal trust framework.
6. Enable sensitive data to be securely accessed from mobile devices without the use of smart card readers.

DHS Access, which includes both Access Lifecycle Management (ALM) and Derived Personal Identity Verification (PIV) Credentials (DPC), generates a potential total cost avoidance of \$115.2 million from FY 2017-FY 2021 by establishing an enterprise service with efficiencies that reduce manual processes, reduce duplicate collection of PII, increase user productivity, increase the DHS security posture, enable secure mobile access, and integrate with other critical DHS priorities such as Continuous Diagnostics and Mitigation (CDM). The cost avoidance will be realized once the full operating capabilities are in production and enterprise adoption hits critical mass. The Initial Operating Capability (IOC) is anticipated the later part of FY 2017 and the beginning of FY 2018.

#### **FY 2016 Key Milestone Events (Prior Year)**

- Milestone 1 – Enabled Single Sign-On (SSO) for three major systems (ICE BASS, INVEST, and TEAOFF) providing secure and convenient user login experience for critical applications
- Milestone 2 – Improved interoperable access -- ability to share user login and password authentication data across component networks as a foundation for information sharing to applications -- by joining 22 applications to AppAuth and joining an additional 60 SSO Active Directory Federated Services (ADFS) applications.
- Milestone 3 – Documented as-is onboarding/off-boarding processes and developed target state processes for pilot of ALM initiative
- Milestone 4 – Achieved Trusted Identity Exchange (TIE) Full Operating Capability (FOC) to provide enterprise capability for secure sharing of identity attributes; On-boarded 5 attribute providers; 3 attribute consumers

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Milestone 5 – Access Lifecycle Management service in production Initial Operating Capability (IOC)
- Milestone 6 – Other Government Agency Validation Services Initial Operating Capability in DHS HQ
- Milestone 7 – Increase Trusted Identity Exchange Data providers and Component consumers On-boarded – FY17 target - 7 attribute consumers
- Milestone 8 – Improved interoperable access to applications across Components by joining 10 applications to AppAuth

**FY 2018 Planned Key Milestone Events (Budget year)**

- Milestone 9 – Access Lifecycle Management Release 3 and 4 (include additional application onboarding to remediate audit findings)
- Milestone 10 – Other Government Agency (OGA) PIV expand capability to other Component users and other use cases
- Milestone 11 – Complete Dev and Test environments for AppAuth services for both data centers and all Components.
- Milestone 12 – Complete Venafi application roll-out to remaining components.
- Milestone 13 – Derived Credential implementation of a Mobile Provisioning Service (MPS) leveraging additional Mobile Device Managers

**Customer Engagement, \$4.5 million****Investment Description:**

This investment allows for the rapid delivery of high-quality and secure applications and services for the DHS Headquarters. This funding supports customer engagement for business process improvement and small application development necessary to improve management functions, in particular focused on the Executive Secretary functions and integration of capability across the Management Lines of Business using existing enterprise platforms (Business Intelligence, Customer and Relationship Management, SharePoint, and Web Content Management). This funding allows for a small set of developers and business analysts to proactively work issues, develop solutions, prepare lessons learned, manage code and template libraries; and manage the overall intake process for application development of customer funded or sponsored projects.

With a small dedicated staff, OCIO will be able to build and delivery small applications in weeks or months in support of fast moving requirements. The Customer Engagement activity works to improve application and service delivery and to strengthen the security of the small applications. Projects that have benefitted from this support include Management Directories tasking and document management system, and the DHS Executive Secretary's pilot for a replacement of the enterprise tasking and document management system.

**Justification**

The Customer Engagement activity ensures that OCIO Information Sharing and Services Office (IS<sup>2</sup>O) has the expertise and capabilities required to address DHS priorities for the quick identification, development and implementation of effective, efficient and reusable business solutions for the administration of the DHS Management Directorate and the greater DHS management community. Funding the Customer Engagement activity will enable the DHS OCIO to build a small application and business process improvement strategy that takes full advantage of current IT best practices, internal services, and will be able to react quickly to the evolving and future needs of DHS' business administration goals. This will include the delivery of an Initial Operating Capability for an integrated tasking and document management for across the MGMT lines of business and an approach to deploy similar capabilities across HQ entities. Without funding and an enterprise approach to small application development, the number of small applications developed outside of OCIO will result in increased inefficiencies across DHS Headquarters and may result in increased security and data privacy vulnerabilities.

**FY 2016 Key Milestone Events (Prior Year)**

- Milestone 1 – Pilot for the USM's correspondence tracking management system
- Milestone 2 – Enhancements to OCIO correspondence tracking management system
- Milestone 3 – Sharepoint customization for reporting tools in OCIO, USM and the DHS Leadership

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Milestone 3 – Successfully delivering a framework for modernizing all MGMT and DHS Leadership correspondence tracking management system for DHS Headquarters.
- Milestone 4 – Improving the Department’s ability to respond to Congressional inquiries.
- Milestone 5 – Providing data integration across CRSO, CHCO, CPO and CIO with reporting and data analysis system known as the Management Cube. 4 planned data integration across LOBs including integration of CHCO workforce planning outputs with financial costs of employees from CFO for budget planning and programing.

**FY 2018 Planned Key Milestone Events (Budget year)**

- Milestone 6 – Deliver a modern correspondence tracking management system, retire the current outdated and end of life system used by DHS Leadership.
- Milestone 7 - Deploy 5-7 small applications or SharePoint customizations to answer priority service requests from the USM and DHS Leadership.

**Innovation and Engineering (I&E), \$1.8 million****Investment Description:**

Innovation and Engineering supports the Department's aggressive move to a Cloud-based, on-demand set of service offerings as part of government-wide Data Center Migration, Cloud First, and Open Data and Digital Government strategies. The benefits of adopting Cloud-type architectures include, but are not limited to, a reduction in the time-to-market for new capabilities, increased efficiencies by reusing existing capabilities (e.g., platforms, code), enhanced adoption of green technologies, and streamlined governance requirements. I&E leads the transformation through innovation by planning and delivering secure, high-quality enterprise application services for DHS customers as part of the DHS Private and Public Cloud initiatives. The request ensures identified DHS CIO High Priority Initiatives are executed by establishing robust Cloud services which meet business requirements and by deploying a Department-wide catalog of services that are provided to enhance the consumer experience for DHS services.

I&E funding supports the development and deployment of the DHS mobile development environment throughout both the Enterprise Data Centers and our Public Cloud Federal Risk and Authorization Management Program (FedRAMP) authorized environments. FedRAMP is a government-wide program that provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services. This approach uses a "do once, use many times" framework that saves an estimated 30-40% of government costs, as well as both time and staff required to conduct redundant agency security assessments. FedRAMP is the result of close collaboration with cybersecurity and cloud experts from the General Services Administration (GSA), National Institute of Standards and Technology (NIST), Department of Homeland Security (DHS), Department of Defense (DOD), National Security Agency (NSA), Office of Management and Budget (OMB), the Federal Chief Information Officer (CIO) Council and its working groups, as well as private industry.

The mobile development environment directly supports the Digital Strategy. In addition, I&E funding provides unique engineering tools for evaluating new technologies and services for direct application within DHS. For example, quick engineering response teams support projects across the Department. These teams are used to bring in high-end engineering support to resolve issues across DHS, such as production outages, and disengage once these issues are resolved.

**Justification**

Innovation and Engineering (I&E) supports the Department's aggressive move to a Cloud-based, on-demand set of service offerings as part of government-wide Data Center Migration, Cloud First, and the Open Data and Digital Government strategies. The benefits of adopting Cloud-type architectures include, but are not limited to, a reduction in the time-to-market for new capabilities, increased efficiencies by reusing existing capabilities (e.g., platforms, code), enhanced adoption of green technologies, and streamlined governance requirements. I&E leads the transformation through innovation by planning and delivering secure, high-quality enterprise application services for DHS customers as part of the DHS Private and Public Cloud initiatives. The request ensures identified DHS

CIO High Priority Initiatives are executed by establishing robust Cloud services which meet business requirements and by deploying a Department-wide catalog of services that are provided to enhance the consumer experience for DHS services.

The FY18 request supports the development and deployment of the DHS technology exploration and testing environment throughout both the Enterprise Data Centers and our Public Cloud FedRAMP authorized environments. In addition, I&E funding provides unique engineering tools for evaluating new technologies and services for direct application within DHS. For example, quick engineering response teams support projects across the Department. These teams are used to bring in high-end engineering support to resolve issues across DHS, such as production outages, and disengage once these issues are resolved.

**FY 2016 Key Milestone Events (Prior Year)**

- Milestone 1 – Deliver updates to the DHS CarWash incorporating improved mobile application security monitoring. Have at least seven DHS Components and five other Government agencies to use CarWash.
- Milestone 2 – Build and execute streamlined and responsive intake processes to support DHS OCIO customers in research and delivery of high-quality applications and services.

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Milestone 3 – Cloud Foundations (Software licensing, design/install) - Approach and implementation of a cloud managed infrastructure and shared services. Activities include gathering requirements, design, development and testing of the target architecture. This FY2017 milestone will deliver interim (IOC) capabilities in cloud advisory and support of managed repositories, automated validation of infrastructure and code, image and container creation, active and passive security controls, configuration management, environment hosting and supply chain orchestration. Procurement of software licensing is essential in the achievement of full automation of the target solution through continuous integration and continuous delivery.
- Milestone 4 – Market Intelligence (Database design) - Work with stakeholders such as IT program staff and CPO to design an information sharing platform to capture IT market feedback, opportunities and challenges. The team will design a database to serve as a source system for an information sharing platform to increase awareness across the office, and aide in the necessary decision making for investment in proof of concept activities.
- Milestone 5 – Technology Roadmap (Analysis and Design) - Deliver analysis and design for the DHS Technology Roadmap. This will require Solution Architects who are familiar with the infrastructure and modern technology approaches to advance the current architecture of the network through sound engineering principles and enterprise architecture approaches.

**FY 2018 Planned Key Milestone Events (Budget year)**

- Milestone 6 - Cloud Foundations (Continued install, IOC to FOC labor) - Implement the target architecture (FOC) comprised of several solutions and applications to address computer, network, storage, cybersecurity and performance. The solution stack is designed to be Cloud Service Provider agnostic, which encourages a composable environment supporting economies of scale. The solution will be highly automated, secure, and reliable to facilitate rapid deployment and test a wide variety of environments.
- Milestone 7 – Market Intelligence (Database/Information Repository configuration/install, Minimally Viable Product (MVP), continued development) - Utilizing the design documentation, deliver the implementation plan, purchase of software and labor to implement the knowledge repository and processes for market intelligence, the team will work with stakeholders to ensure the target solution is capturing and reporting the data which can be shared with OCIO leadership and the respective mission areas. The goal is to improve the awareness and elevate the conversation around problems experienced in the field and viable solutions to reduce the gaps. The team will also coordinate with the proper offices to move forward with any Authority to Operate required along with additional security requirement needs. Once established, the team will continue to iterate based on feedback from leadership and the mission areas.
- Milestone 8 – Technology Roadmap (Targeted prototyping/piloting analysis) - Deliver at least three (3) proof of concept (POC) initiatives intended to inform the roadmap activities leading to enhanced adoption of modern best practices. This includes utilization of cloud services, incorporation of hyper convergence at the data centers and analysis of the software defined infrastructure to provide improved performance and reduce overall investment in operations and maintenance costs.

**DHS Data Framework (DF), \$3.5 million****Investment Description:**

The FY 2018 Data Framework (DF) PC&I funding request will provide development and implementation support for the DF capabilities, services, systems, platforms, infrastructure, configured software, and tools in both the unclassified and classified environments. The DHS DF provides an information-sharing platform in which homeland security intelligence analysts and mission operators have controlled, near real-time access to consolidated homeland security data on classified and unclassified environments in a manner consistent with applicable law and policy while protecting individuals' privacy, civil rights, and liberties.

**Justification**

The DF PC&I funding request will 1) support the development and implementation of a continuously evolving environment that enables the DF Program to provide mature IT integration capabilities that focus on management and maintenance of IT assets and 2) support the secure rapid-sharing of information that is timely, accurate and reliable in support of enterprise mission capabilities. Collectively, these enhancements will:

- Mature the DF Program's IT service processes and activities including critical linkages ranging from systems development and testing, and delivery management of changes to the system and infrastructure to support end users
- Procure, install, and configure applications and platform component management to enable maximized performance and alignment with required continuity and system security compliance activities as changes are made to the system and capabilities mature.
- Provide high quality mission operator end user support through process management, knowledge management, documentation, and maximizing customer satisfaction

**FY 2016 Key Milestone Events (Prior Year)**

- Milestone 1 – Ingest additional Component datasets into the DF

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Milestone 2 – Q1FY17 - Develop data quality/data management release
- Milestone 3 – Q2FY17 – Upgrade DF software capabilities/implement security patches
- Milestone 4 – Maximize use of existing DF Infrastructure
- Milestone 5 - Implement unclassified search capability

**FY 2018 Planned Key Milestone Events (Budget year)**

- Milestone 6 – Implement entity resolution capability
  - This service supports the process of identifying relationships between person entities within and across disparate data sets.
- Milestone 7 – Provide disaster recovery instance



**Common Operating Picture (COP), \$1.2 million****Investment Description**

The purpose of the COP program is to support the DHS mission of responding to threats and hazards to the Nation by collecting, sharing and displaying multi-dimensional information that facilitates collaborative planning and responses to these threats. The COP program provides the National Operations Center (NOC) an automated tool that allows data ingestion, data analysis, data sharing and alerts. It addresses the challenges in the expanding information environment by harnessing information and rapidly finding and applying the relevant contextual relationships needed to determine the implications of this information. This situational awareness capability, utilized by NOC, supports decision-makers such as the White House, DHS Secretary and Deputy Secretary, DHS Operations leadership as well as other key staff at the Federal, State, tribal, and local levels.

**Justification**

The COP PC&I funding request will support development of classified COP capabilities on the Homeland Security Data Network (HSDN) and Request for Information (RFI) capabilities on C-LAN. These efforts include 1) development of COP capabilities on HSDN, 2) enhancements to integrate Continuity of Operations reporting, 3) procurement of data appliances, 4) procurement of support from Enterprise Network Support Services (ENSS), and 5) procurement of cross domain services. Collectively, these enhancements will:

- Deliver new COP capabilities for DHS operations centers on classified networks for reporting, asset management, continuity of operations, and decision making.
- Improve efficiency by achieving a single integrated, comprehensive picture for overall Homeland Security across classification domains.
- Reduce the risk of error by reviewing multiple sources of information, additionally it will significantly reduce the time required to review multiple sources of information manually.
- Allow automated ingestion of data feeds from multiple sources, which will increase operational and cost efficiencies.
- Satisfy OMB performance measure to generate the required incident reports for dissemination using the COP. The OMB mandate specifies an initial incident report must be generated within 25 minutes of the occurrence.
- Allow the COP program to meet key operational requirements with the validated Operational Requirements Document (ORD).

**FY 2016 Key Milestone Events (Prior Year)**

- Milestone 1 - Continuity of Operations Reporting Prototype

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Milestone 2 - HSDN COP Pilot Capability
- Milestone 3 - HSDN COP Initial Operational Capability
- Milestone 4 - RFI on C-LAN Initial Operational Capability

**FY 2018 Planned Key Milestone Events (Budget year)**

- Milestone 5 - HSDN COP Full Operational Capability
- Milestone 6 - RFI on C-LAN Full Operational Capability
- Milestone 7 - Leverage enterprise cross domain services

**Infrastructure Transformation Program, \$8.3 million****Investment Description**

The CIO is requesting funding to perform technical and security modernization to One Net. The One Net network represents the Department's full-scale move toward a DHS-consolidated information technology infrastructure, supporting the cross-organizational missions of protecting the homeland, deterring crime, detecting and countering threats, responding to natural disasters and myriad other responsibilities. This network implements the DHS CIO's vision of "One Infrastructure," by unifying disparate Component information technology networks, platforms, and services into a set of enterprise-wide IT Services and serves as a controlled gateway for Department level authentication and an authorized data exchange with other federal agency networks. This technology infrastructure and its supporting services provides network segmentation between Components to protect the various categories of controlled unclassified and classified information and streamlines appropriate sharing and discovery of information within the Departments and associated stakeholders.

The following are representative hardware and software modernizations necessary to ensure a future ability to meet customer and mission demands:

- Log Storage Redesign - \$0.5 million
- Enhanced Core Infrastructure to continue to support DHS' move to Cloud Services - \$6 million
- Redesign, re-architecture of One Net \$1.75 million

**Justification**

The One Net program supports immediate and real time mission requirements for secure and reliable data exchange and it is our transport for classified traffic. The upgrades sustain federal security and OMB mandates for Trusted Internet Connection (TIC) 2.0 compliance. Additional funding for the One Net program will allow DHS to continue modernizing the core network infrastructure, provide a modernized infrastructure to support Cloud migration and enhance and optimize network performance to meet emerging global mission needs – mindful of information security, cost of ownership, reliability, individual needs, and user satisfaction.

Without a program to continuously modernize the technology and services environment the underlying infrastructure would reach End of Life (EOL) and DHS would be vulnerable to security, performance, operations reliability and availability issues. Furthermore, DHS would be placing mission essential tasks at risk due to deterioration of the core integration infrastructure. Finally, the Department would be limited in pursuing and deploying future network efficiencies and unable to support increased Department and Component mission needs as mission services are migrated to the Cloud.

**Impacts to Performance**

Without funding to support modernization, there would be an adverse impact in OneNet's ability to provide reliable data sharing services to supported users resulting from increased latencies caused by circuit/bandwidth reductions and/or resizing. The foundational core of the network and application infrastructure (WAN, Internet, Remote Access) would be negatively impacted, resulting in DHS inability to continue to meet secure data sharing needs resulting from expanded global missions.

Without modernizing elements of the infrastructure and components that are reaching End of Life (EOL) support, DHS data exchange will be exposed to security vulnerabilities while users will experience increased network outages and latency. Furthermore, DHS will be limited in employing future network efficiency opportunities, unable to support increased Department and Component mission needs as mission services are migrated to the Cloud.

Delaying or ignoring technical modernization and servicing of end of life equipment will jeopardize the ability to provide appropriate and timely access and information sharing for other Federal, State, local, and tribal organizations and inherently impact DHS' ability to support mission needs. Specifically, this will result in equipment failures, performance delays, poor user experience, security vulnerabilities, and the inability to support mission users. The OneNet program supports immediate mission requirements for secure and reliable data exchange; however, without proper modernization of the core infrastructure it will succumb to security vulnerabilities, failure to comply with user service agreements and the inability to support a single consistent governance model centrally administered by the OCIO, with well-understood publicized and enforced policies and standards.

**FY 2016 Key Milestone Events (Prior Year)**

- Milestone 1 – N/A

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Milestone 2 – N/A

**FY 2018 Planned Key Milestone Events (Budget year)**

- Milestone 3 - OneNet core infrastructure stabilization completed Q1 FY18
- Milestone 4 – Deliver OneNet core infrastructure security enhancements to facilitate secure interconnectivity to multiple cloud service providers (CSPs) Q2 FY18
- Milestone 5 – Conduct study to redesign and re-architect OneNet to the next generation network Q4 FY18

**Geospatial, \$1.5 million****Investment Description**

The FY 2018 Geospatial PC&I funding request will provide enhancements to the Department of Homeland Security (DHS) Geospatial Information Infrastructure (GII). The DHS GII provides DHS Components, Operation Centers, Joint Task Forces, Fusion Centers and Federal, state, local, tribal, and territorial (FSLTT) mission partners a secure and reliable Sensitive but Unclassified (SBU)-level platform for hosting geospatial technology and information required by DHS mission partners for geospatial analysis, visualization, mapping, and collaboration on diverse sets of mission critical data.

**Justification**

The Geospatial PCI funding request will support server upgrades and cloud migration efforts which will 1) increase scalability, reliability, and disaster recovery, 2) lower long term costs associated with maintaining the GII within DHS Data Centers, and 3) enhance the Departments analytical and visualization capabilities, and 4) increase timely geospatial information sharing across DHS and FSLTT Partners. Collectively, these enhancements will:

- Facilitate timely decision support prior to, or in the aftermath of a natural disaster, act of terrorism, or man-made disaster.
- Provide actionable information, enhance asset tracking and reporting, and increase situational awareness.

**FY 2016 Key Milestone Events (Prior Year)**

- Milestone 1 – Q2FY16 - Enhanced server software and federated search capabilities
- Milestone 2 – Q4FY16 - Enhanced encryption token and federation ability with internal and external DHS systems

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Milestone 3 – Q1FY17 - Implemented Information Security Virtual Machine (ISVM) Security Patches
- Milestone 4 – Q2FY17 – Enhanced server software and analytic capabilities
- Milestone 5 – Q3FY17 – Upgrade Server Hardware

**FY 2018 Planned Key Milestone Events (Budget year)**

- Milestone 6 – Q2FY18 - Migrate to Amazon Web Services (AWS) Cloud to increase scalability, reliability, and disaster recovery
- Milestone 7 – Q2FY18 - Enhance server software and analytic capabilities
- Milestone 8 – Q3FY18 - Enhance enterprise geocoding and map services for DHS systems to leverage

*Financial Systems Modernization – Investment***Capital Investments Exhibits****Procurement/Acquisition Programs****Financial Systems Modernization (FSM)****Procurement, Construction, and Improvements Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Financial Systems Modernization - Components	024-000001080	2	Procurement	IT	Yes	\$52,977	\$52,850	\$42,233

**Investment Description**

DHS is in the process of modernizing its outdated legacy financial management systems to overcome current functionality challenges, support strong integrated internal controls, and enhance efficiency and security. The FSM program supports the DHS clean audit opinion and clean internal control over financial reporting opinion.

DHS will invest in modernizing Component financial management systems in order to improve financial accountability and financial reporting, mitigate financial risk, and enable business processes standardization. Funds will be used to continue the implementation of financial management solution that meets the operational requirements for the Transportation Security Administration (TSA) and U.S. Coast Guard (USCG), and the management of the current DNDO baseline solution. The implementation will include, TSA user licenses, system design and development, project coordination tasks as well as system infrastructure costs. A portion of the DNDO, TSA and USCG costs are associated with relocating the DHS solution from the Department of Interior's (DOI) Interior Business Center, and establishing at a new hosting site. Funds will be also used to support FEMA's pre-implementation engagement phase with a Federal Shared Service Provider (FSSP) in FY 2018.

**Justification**

The FSM initiative improves our ability to provide complete, accurate, and useful financial information to DHS leaders and stakeholders through modernized financial systems and expanded business intelligence capabilities. Better systems will translate into better management of the Department's resources, more efficient financial operations, and improvements in our ability to provide timely and accurate reporting—all of which promote efficient stewardship of taxpayer dollars.

This funding will allow DHS to support the migration of these Components to a financial system that will address areas such as systematic internal control weaknesses, audit sustainability, and improve the Department's ability to effectively and efficiently process

and report financial data. DHS considers the FSM initiative a high priority and all stakeholders are committed to its success. DHS actions are ongoing and include:

- Establishing governance and senior level sponsorship at DHS Headquarters;
- Working with GSA's Unified Shared Services Management (USSM) Office to address financial systems needs for each DHS Component;
- Working with Components to draft key documents for the financial systems modernization initiatives;
- Coordinating FSM efforts across DHS lines of business; and enhancing business intelligence to support management decisions

Modernization of the DHS financial systems is critical to sustaining progress in financial management at DHS and maintaining a clean audit opinion. By closing capability gaps, DHS will be able to better manage its resources, provide Department-level information more quickly in order to support critical decision making, promote good business practices through the standardization of processes and data where possible, and to allow TSA, USCG, DNDO, and FEMA to focus on their core missions in FY 2018 and the future. Performance improvement opportunities and benefits from FSM include:

- Integration between financial, acquisition, and asset management systems to reduce dual entry, prevent reconciliation errors, and promote efficiency in DHS business operations.
- Leverage Business Intelligence/Analytics tools, where appropriate, to ensure that decision makers are using consistent, timely data and to reduce overall costs by minimizing duplicative efforts
- Common Mixed Systems/Services - reduce the number of separate solutions to decrease overall licensing and maintenance costs
- Performance Measurement - Improve monitoring and reporting of financial management accomplishments and progress towards pre-established goals

<b>OCFO detailed breakout (FSM): (In Thousands)</b>	<b>FY16 Revised Enacted</b>	<b>FY17 Annualized CR</b>	<b>FY18 President's Budget</b>
<b>Control Total</b>	\$52,977	\$52,850	\$42,233
CBP	\$0	\$0	\$0
USCG	\$8,032	\$12,371	\$1,618
TSA	\$11,003	\$20,374	\$22,142
DNDO	\$5,963	\$6,505	\$6,392
S&T	\$9,634	\$0	
DMO	\$6,415	\$0	
NPPD	\$4,980	\$0	
FEMA	\$0	\$0	\$5,000
Cross-Cutting Support	\$4,950	\$12,462	\$7,081
FSM Business Intelligence/CFO Horizon	\$2,000	\$1,138	
*NOTE: FY 17 & 18 are budget estimates and may change with actual execution			



FSM Detailed Breakout (In Thousands)	FY18 President's Budget
<b>Total</b>	<b>\$42,233</b>
<b><u>USCG</u></b>	<b>\$1,618</b>
<i>Design support</i>	\$1,618
<b><u>TSA</u></b>	<b>\$22,142</b>
<i>User Licenses</i>	\$5,414
<i>Infrastructure Licenses</i>	\$1,786
<i>Design Support</i>	\$14,942
<b><u>DNDO</u></b>	<b>\$6,392</b>
<i>Operation and Support</i>	\$1,815
<i>Infrastructure licenses</i>	\$765
<i>Design support</i>	\$3,812
<b><u>FEMA</u></b>	<b>\$5,000</b>
<i>Design support</i>	\$5,000
<b><u>Cross-Cutting Support</u> **</b>	<b>\$7,081</b>
<i>Program management, quality assurance, and design support</i>	\$7,081

**FY 2016 Key Milestone Events (Prior Year)**

- Milestone 1 - The DNDO went live with financials and project accounting modules of the Federal shared service solution in November 2015 and their procurement solution in April 2016.
- Milestone 2 - Completion of global configuration and common Reports, Interfaces, Conversions, Extensions and Workflow (RICE-W) phases for the DNDO, TSA and USCG in March 2016.

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Milestone 3 - Completion of an Alternatives Analysis and establishment of an Interagency Agreement (IAA) with a Shared Service Provider to enter into a pre-implementation engagement phase for the FEMA.
- Milestone 4 - The U.S. Secret Service is proceeding to go live with an Oracle upgrade to their TOPS financial systems in October.
- Milestone 5 - Establishment of a DHS Headquarters level joint Program Management Office (PMO), with DHS and Component personnel, to better lead the FSM program.

**FY 2018 Planned Key Milestone Events (Budget year)**

- Milestone 6 - Complete implementation of the shared service solution for the Transportation Security Administration..
- Milestone 7 - Track progress to successful go-live using ongoing Unified Shared Services Management (USSM) tollgates.
- Milestone 8 - Transition out of the current DNDO, TSA, and USCG implementation IAA with DOI/IBC and establish a DHS financial solution in a new location serviced by a new service provider.

**Overall Investment Funding**

	Prior Years	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
Operations and Support				
Procurement, Construction, and Improvements		\$52,977	\$52,850	\$42,233
Research and Development				
Project Funding	\$112,800	\$52,977	\$52,850	\$42,233
Obligations	\$97,800	\$22,977		
Expenditures	\$97,800	\$22,977		

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
HSHQDC-14-X-00216	DOI/IBC	FFP	9/6/2014	9/6/2014	1/12/2018		\$120M
HSHQDC-15-J-00015	TestPros, Inc	FFP	1/12/2016	1/12/2016	1/11/2018		\$4M
HSHQDC-12-F-00063	BAE	T&M	5/15/2017	5/15/2017	8/15/2017		\$3.5M
HSHQDC-16-F-00052	Kearney	T&M	5/1/2016	5/1/2016	5/1/2017		\$1.8

**Significant Changes to Investment since Prior Year Enacted**

DNDO went live with financials and project accounting on a Federal shared service solution in November 2015, but a myriad of production issues and subsequent service requests remained unresolved. As a result, “Quick Reference Guides” were created to outline workarounds for the DNDO user community. Interior Business Center (IBC) kicked off the TSA Financial System Replacement (FSR) project and moved beyond the functional requirements definition, as they were targeting to go-live in October 2017. However, in April 2016, DOI informed DHS that it could not deliver a fully auditable solution for TSA in Q1 of FY17 as planned. As a result, a joint re-planning effort for the TSA implementation was started to assess potential courses of action to reduce audit risk, ensure adequate resources are available, and allow the DNDO production environment to stabilize. This delay and TSA re-plan resulted in a significant funding increase for FY16 and 17.

**Investment Schedule**

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
	<b>FY 2016</b>			
DNDO went live with the IBC Oracle Federal Financial system combined with the procurement solution.	9/5/2014	3/16/15	12/31/2015	11/30//2016
Complete a global configuration and RICE-W phases for DNDO.	9/5/2014	3/16/16	12/31/2015	11/30//2016
	<b>FY 2017</b>			
Complete the testing and mock conversions planned for TSA and USCG with IBC.	N/A	N/A	5/1/2017	9/30/2017 (Planned)
FEMA establish IAA to start pre-discovery activities.	6/8/2016	TBD	N/A	N/A
DNDO achieves the full operating capability by the end of FY2017.	N/A	N/A	10/1/2016	9/30/2017 (Planned)
	<b>FY 2018</b>			
Complete TSA user training.	1/30/2017	4/30/2018	TBD	9/30/2018 (Planned)
TSA go-live at the new hosting site.	10/1/2018	12/31/2018	TBD	9/30/2018 (Planned)
Establishment of JPMO.	9/30/2016	12/30/2016	1/15/2017	9/30/2018 (Planned)

***Human Resources Information Technology (HRIT) – Investment*****Capital Investments Exhibits****Procurement/Acquisition Programs****Human Resources Information Technology (HRIT)****Procurement, Construction, and Improvements Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Human Resources Information Technology (HRIT)	024-000001226	2	Procurement	IT	Yes	\$2,279	\$2,268	\$4,679

**Investment Description**

The Department of Homeland Security (DHS) Human Resource Information Technology (HRIT) portfolio is a collection of Information Technology programs, projects, and initiatives with the goal of improving HR responsiveness, minimizing errors, and providing decision makers with visibility to the DHS workforce.

In FY 2017, the senior leadership reviewed the HRIT program and made a strategic decision to leave the program with the OCHCO. Therefore, although it was transferred to OCIO in the FY 2017 request, it will remain in the OCHCO office.

The FY 2018 HRIT Procurement, Construction and Improvement request represents funding for multi-year, approved HR enterprise projects and services, strategic sourcing and investment planning.

OCHCO detailed breakout (PCI):	FY 16 Enacted	FY17 Annualized CR	FY18 President's Budget
<b>Human Resource Information Technology</b>	<b>\$2,279</b>	<b>\$2,275</b>	<b>\$4,679</b>
Program Support	\$402	\$1,575	\$1,500
Program Support Implementation for SIOs 3,5 & 6	\$0	\$0	\$2,829
PALMs Enhancements	\$185	\$350	\$0
ETMS PALMS PM VIP PMO	\$314	\$0	\$0
PALMS PM Enhancement Services (VIP)	\$90	\$0	\$0
PALMS LM Enhancement Services (VIP)	\$33	\$0	\$0
PALMS EIE Enhancement Services (VIP)	\$18	\$0	\$0
PALMS Performance Mgmt Pilot Support (BAH)	\$167	\$0	\$0
PALMS USSS Implementation	\$870	\$0	\$0
Security	\$200	\$350	\$350
*NOTE: FY 17 & 18 are budget estimates and may change with actual execution			

### **Justification**

DHS requests resources for the implementation of solutions for three critical Human Capital Strategic Improvement Opportunities (SIOs) to support Executive Orders. These include, End-to-End (E2) Hiring Security Classification and Background Investigation, Human Capital Data Management, and Onboarding/Off-boarding.

1. *SIO3 : End-to-End (E2E) II: Integrated Clearance/Hiring Process*: The funding will be used implement information exchanges to connect the systems used to process the security, the Integrated Security Management System (ISMS), with the Human Resource Management Systems used to manage the applicant processing. This function will eliminate the manual data entry associated with transferring information on transactions and increase the speed to onboard personnel to meet the 80-day hiring timeline.
2. *SIO 5 : Human Capital Data Management*: Data Management further addresses two GAO High Risk issues by providing a method to consolidate disparate HR data:
  - o IT Management – Helps to improve IT program and portfolio management by providing and strengthening the enterprise HC reporting capability. As a result, it eliminates the need for duplicative HC systems with disparate reporting, and provides a potential savings for the HRIT Portfolios. Consistent HC reporting will also be a result.

- Human Capital Management – Provides human capital (HC) data through an authoritative source and automated processes to support workforce planning efforts. The Department will be able to identify and document performance measures, assess workforce planning, and provide statistical analysis.
- 3. *SIO 6: Onboarding/Off-boarding*: Automating these information exchanges will eliminate the manual data entry or batch processing associated with transferring information on transactions, and increase the speed of onboarding personnel to meet the 80-day hiring timeline. This automation is expected to decrease the time to one day, that a DHS employee is onboard and without access to the information or systems he/she needs instead of the current two week time period. In addition to the reduction of time to hire and efficiency in processing, this capability addresses cyber security threats of orphaned accounts, accounts still active after employees have separated from DHS.

**FY 2016 Key Milestone Events (Prior Year)**

- Milestone 1 - Reestablished Executive Steering Committee
- Milestone 2 - Completed implementation of PALMS for ICE
- Milestone 3 - Continuing implementation of PALMS for USCIS and USSS
- Milestone 4 - Finalized Decision for use of PALMS for USCG, TSA and FEMA
- Milestone 5 - Re-baselined Strategic Improvement Opportunities

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Milestone 6 - End-to-end Hiring/Security Classification and Background Investigation: Complete development of project plan and requirements to implement solution to integrate HR systems to Identity and Security Management Systems (ISMS)
- Milestone 7 - Data Management and HC Reporting: Complete development of a project plan and requirements to implement solution to provide Time to hire reporting across DHS.
- Milestone 8 - Onboarding/Offboarding : Complete development of a project plan and requirements to implement solution to connects component HR systems with ALM

**FY 2018 Planned Key Milestone Events (Budget year)**

- Milestone 9 - End-to-end Hiring/Security Classification and Background Investigation: Implement capability to connect component HR processing solutions to ISMS
- Milestone 10 - Data Management and HC Reporting: Implement data interchanges to support DHS-wide reporting for Time to Hire
- Milestone 11 - Onboarding / Offboarding: Implement capability to connect Component HR processing solution/on-boarding solution to ALM Data

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support		\$5,499	\$5,343	\$5,027
Procurement, Construction, and Improvements		\$2,279	\$2,275	\$4,679
Research and Development				
Project Funding	\$89,013	\$7,778	\$7,618	\$9,706
Obligations	\$72,186	\$1,816	\$545	
Expenditures	\$70,000	\$3,639	\$545	

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
TBD	Ambit	Firm Fixed Price	9/2017	9/2017	9/2018	0	1,575
N/A	DHS Enterprise Services	Customer Coordination Form	6/2017	6/2017	5/2018	0	350
TBD	VIP	Firm Fix Price	6/2017	6/2017	12/2017	0	350
TBD	TBD	Firm Fix Price	TBD	1/2019	12/2019	0	1500
N/A	DHS Enterprise Services	Customer Coordination Form	6/2018	6/2018	5/2019	0	350
TBD	TBD	TBD	TBD	1/2019	12/2019	TBD	2829



**Significant Changes to Investment since Prior Year Enacted**

In the 1<sup>st</sup> quarter of FY16, the Acquisition Review Board (ARB) reviewed the OCIO and OCHCO HRIT portfolio. The objective of this program review was to update the stakeholders on the progress and status of the HRIT portfolio since the 2010 baseline, update the status of the 15 Strategic Improvement Opportunities (SIOs), and for DHS leadership to provide direction to the HRIT portfolio going forward. As a result of the program review, the HRIT portfolio was rebaselined to focus on 9 SIOs and the Human Capital Segment Architecture was updated to reflect those changes. One major action from the rebaselining of the SIOs was to provide project scopes, schedules and costs for each of the SIOs. The HRIT Program awarded a support services contract in FY16 with an optional year for projects under the HRIT Portfolio and the related program operations. This contract is allowing the HRIT Program to plan the approved SIO's according to industry standards while also completing GAO and Congressional mandates. The result of this initiative is a series of well-planned initiatives that strengthen the technology deployed to the Human Capital community across DHS. The HRIT program is currently in its planning phase of the acquisition lifecycle with the goal implementing SIO 3: End-to-End (E2E) II, SIO 5: Human Capital Data Management and SIO 6: Onboarding/Off-boarding in FY18.

The HRIT Program is planning the level of details required to produce an investment schedule. The estimated completion date to produce an investment schedule is May 31, 2017.

*Homeland Security Information Network– Investment***Capital Investments Exhibits****Procurement/Acquisition Programs****Homeland Security Information Network****Procurement, Construction, and Improvements Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Homeland Security Information Network (HSIN)	024-000009102	2	Procurement	IT	Yes	-	-	\$871

**Investment Description**

HSIN provides an information sharing platform that connects all homeland security mission partners. HSIN's stakeholders are comprised of FSLTT, International and Private Sector officials engaged in law enforcement, emergency response, incident management, critical infrastructure protection, immigration control, and other homeland security missions. HSIN supports the implementation of the DHS Operational Information Sharing Environment through an integrated, appropriately resourced homeland security information sharing platform; continuously improving the users experience by improving the flow of information among all stakeholders; and implementing effective knowledge management strategies that support a secure access for actionable and discoverable information. HSIN is a DHS Mission Essential system that provides a secure and trusted national platform that enables Sensitive but Unclassified (SBU) information sharing and analysis.

**Justification**

For over 10 years, HSIN has been the DHS target portal for SBU information sharing with partners across all jurisdictions and mission areas. Since 2010, thirteen portals have been consolidated onto the HSIN platform saving the Department millions each year. These users depend on HSIN for their daily information sharing and also use HSIN to support their information sharing and collaboration during major exercises, events, and incidents. The HSIN program provides best practices to support planning and operations for every major national level security event. The HSIN Exchange tool supports requests for information across all fusion centers and the Terrorist Screening Center. Other users have incorporated HSIN into their operations for collaboration and communication. The program is working to reduce operating costs while at the same time increasing the user base and federating with other information sharing platforms.

**FY 2016 Key Milestone Events (Prior Year)**

- Milestone 1 - Planned HSIN Cloud Migration
- Milestone 2 – Prepared for Authorization to Operate (ATO)

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Milestone 3 – Set up HSIN Cloud Services with Amazon Web Service
- Milestone 4 – Complete Full Migration of the HSIN system to the Cloud.

**FY 2018 Planned Key Milestone Events (Budget year)**

- Milestone 5 – Complete Process Improvements and Support Procedures for the HSIN Cloud Solution.
- Milestone 6 – Conduct Operations and Support Activities for the HSIN Cloud Investment.

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support		24,980	23,698	29,011
Procurement, Construction, and Improvements				871
Research and Development				
Project Funding	\$311,046			871
Obligations	\$311,046	16,624	15,471	
Expenditures	\$311,046	8,840	8,226	

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
TBD	DHS SCIENCE & TECHN DIRECTORATE	TBD	05/01/2018	05/01/2018	04/30/2019		2.307
TBD	TBD	FFP	12/27/2017	12/27/2017	12/26/2018		12,902
TBD	ARC ASPICIO LLC	OPTION	9/26/2018	9/26/2018	9/25/2019		668
TBD	HILLMER INC	OPTION	7/22/2018	7/22/2018	7/21/2019		857
TBD	JPI	OPTION	11/27/2017	11/27/2017	11/26/2018		4,141
TBD	MYTHICS INC	OPTION	6/1/2018	6/1/2018	5/31/2019		1,931
TBD	VERIZON	OPTION	3/1/2018	3/1/2018	2/28/2019		49

**Significant Changes to Investment since Prior Year Enacted**

HSIN will procure Amazon Web Services in order to migrate the platform to a private cloud solution. Though HSIN's system performance has continued to improve within Data Center 2 (DC2; Clarksville, VA), the HSIN Program determined that a private cloud solution would produce additional efficiencies around infrastructure costs and deployment flexibility. O&S system infrastructure costs will be reduced and processes and infrastructure can be tailored to HSIN needs rather than the needs of the entire

DC2 user base, thereby offering improved efficiencies. HSIN needs to deliver new capabilities to HSIN users in days rather than months as evidenced in the DC2. With a cloud solution, HSIN will be able to support 24x7 operations as required for National Special Security Events and strengthen its cyber posture. Moving to lower cost infrastructure will allow HSIN to stay perform critical operating system and antivirus patching required during operational deployments which often require up to two 8 hour service interruptions during peak operational. By using cloud-based resources, HSIN can implement a more effective Continuity of Operations (COOP) capability can be provided at a fraction of the cost of dedicated datacenter systems. Initial costs to set up the HSIN cloud solution in FY 2017 and in support and improvements in FY 2018 will be offset by avoiding the costs of DC2 infrastructure support.

**Investment Schedule**

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
	<b>FY 2016</b>			
Plan HSIN Cloud Migration	1QFY16	4QFY16		
Prepare for Authorization to Operate	3QFY16	4QFY16		
	<b>FY 2017</b>			
Set up HSIN Cloud Services with Amazon Web Service			1QFY17	4QFY17
Complete Full Migration of the HSIN system to the Cloud			2QFY17	4QFY17
	<b>FY 2018</b>			
Complete Process Improvements and Support Procedures for the Cloud Solution			1QFY18	3QFY18
Conduct Operations and Support Activities for the HSIN Cloud Investment			1QFY18	4QFY18

**Department of Homeland Security**  
*Office of Under Secretary of Management*  
*Research and Development*



**Fiscal Year 2018**  
**Congressional Justification**

## Table of Contents

<b><i>Research and Development</i></b> .....	<b>1</b>
Budget Comparison and Adjustments.....	3
Non Pay Budget Exhibits.....	8
Technology Readiness Level Exhibit .....	10



**Research and Development**

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Research and Development	-	-	\$2,500	-	-	\$2,495	-	-	\$2,545	-	-	\$50
<b>Total</b>	-	-	<b>\$2,500</b>	-	-	<b>\$2,495</b>	-	-	<b>\$2,545</b>	-	-	<b>\$50</b>
Subtotal Discretionary - Appropriation	-	-	\$2,500	-	-	\$2,495	-	-	\$2,545	-	-	\$50

## **Overview**

### **Under Secretary for Management – Research and Development:**

The Office of the Under Secretary for Management (USM) – Research and Development (R&D) account provides funding for rapid “proof of concept” prototype applications, technical demonstrations, planning, and development of emerging technologies that can be used to support Department of Homeland Security mission needs. All funding within the USM-R&D account is oriented towards the Office of the Chief Information Officer (OCIO).

The OCIO, in collaboration with the DHS Chief Information Officer Council, is responsible for implementing the programs necessary to align DHS’s Information Technology (IT) personnel, resources, and assets, including all systems and infrastructure, to support Department-wide missions and activities. OCIO’s charge is to support the DHS mission through excellence in information technology by enabling secure, resilient capabilities to achieve interoperability, information sharing, and unity of effort for DHS and its partners.

DHS continues to implement the Office of Management and Budget (OMB) initiatives to improve IT management, reduce duplication and costs, and improve services to the public with ongoing TechStat reviews, monthly reporting to the Federal IT Dashboard, and leveraging strategic sourcing opportunities. The Department will bring further transparency and accountability to programs through the implementation of the Federal Information Technology Acquisition Reform Act (FITARA) and support of the DHS Joint Requirements Council (JRC).

## Research and Development Budget Authority and Obligations

*Dollars in Thousands*

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$2,500		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$2,500</b>	<b>\$2,495</b>	<b>\$2,545</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$2,500</b>	<b>\$2,495</b>	<b>\$2,545</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$2,500</b>	<b>\$2,495</b>	<b>\$2,545</b>
Obligations (Actual/Projections/Estimates)	-	-	-
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

The Office of the Chief Technology (OCTO) is responsible for the Digital Transformation of DHS. This includes a combination of re-engineering and deployment of digital technology and uses design, technology, and data to improve performance. DHS Digital Transformation initiatives leverage advances in technology - such as cloud services, data analytics, mobility, artificial intelligence, and smart embedded devices - to improve mission performance, customer relationships, and internal processes. DHS constantly monitors technology and assesses those developments for transformational opportunities. OCTO supports digital transformation by identifying prioritized initiatives for consideration, developing and managing digital innovation, proving enterprise architecture, facilitating program oversight and support, supporting process and organizational change, and recruiting and retaining digital talent. OCTO continuously monitors the state of modern and emerging digital technologies across the public and private sectors. The office

identifies and incubates key technology products and solutions aligned with mission needs, and facilitates operationalization. Specific examples include:

- Cloud Foundations: one of the newest initiatives within the Office of the Chief Technology Officer, offering industry-level cloud deployment of managed infrastructure and shared services as an enterprise solution. Cloud Foundation provides a highly automated, secure, reliable set of managed services which are designed to facilitate the rapid deployment and subsequent support to understand and test within a wide variety of environments without the risks associated with traditionally providing these services through internal infrastructure. We offer cloud advisory and support of managed registries and repositories, automated validation of infrastructure and code, image and container creation, active and passive security controls, configuration management, environment hosting and supply chain orchestration. Our solution stack is designed as Cloud Service Provider agnostic, which encourages a compostable environment supporting economies of scale.
- Application Lifecycle Management Shared Services (ALMSS): a DHS accredited platform that provides federal project teams and programs with a project management, collaboration, source code management, continuous integration, build, and issue tracking environment. We support more than 2,100 active users across the DHS channel, as well as several hundred project teams – which reduces costs by preventing duplicative, unnecessary environments. The core goal of ALMSS is to offer a team collaboration environment to enable efficient project management, requirements management, automation, and communication among project teams, thus supporting DevOps processes. Current tools that are being hosted and offered in ALMSS to support end to end software development are GitHub Enterprise, Atlassian: JIRA, Confluence, BitBucket, and Bamboo.
- Carwash: the mobile application security scanning service that leverages industry tools to run comprehensive security vulnerability scans on a consistent or requested basis. Carwash allows development teams to quickly identify, understand and if necessary, correct any known security vulnerabilities prior to releasing services into production. This reduces probabilities of malicious attacks, and continuously improves the development process for all users. Carwash is also used often as a vetting tool for components seeking to install software and apps on mobile devices, scanning the technology for known or undetermined potential risks. Each month, Carwash conducts up to approximately 40 scans, which, depending on the request and tool in question, can take from one hour to a week to produce the full vulnerability report and associated advisory information.
- Enterprise Mobile Strategy: The Mobility Center of Excellence (MCOE) was established to develop the enterprise mobility strategy and facilitate collaboration on launching mobile initiatives across the DHS enterprise. The MCOE serves as the technical partner for the DHS Cellular, Wireless Managed Services (CWMS) acquisition and OMB's management's category team for mobile. The goal of the MCOE is to provide the technical vision, component engagement, alignment with OCIO stakeholders and evaluate emerging mobile technologies. The mobility ecosystem consists of mobile devices, operating systems, applications, usability, and mobile security. Current MCOE services include a managed headquarters mobile platform, mobile software approval policy, and mobility pilots.

**Research and Development**  
**Summary of Budget Changes**  
*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	<b>\$2,500</b>
<b>FY 2016 Revised Enacted</b>	-	-	<b>\$2,500</b>
<b>FY 2017 Annualized CR</b>	-	-	<b>\$2,495</b>
<b>FY 2018 Base Budget</b>	-	-	<b>\$2,495</b>
Inflation on Contract Support	-	-	\$50
<b>Total, Pricing Increases</b>	-	-	<b>\$50</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>\$50</b>
<b>FY 2018 Current Services</b>	-	-	<b>\$2,545</b>
<b>FY 2018 Request</b>	-	-	<b>\$2,545</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>\$50</b>

**Research and Development**  
**Justification of Pricing Changes**  
*Dollars in Thousands*

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Pricing Change 1 - Inflation on Contract Support	-	-	\$50
Total Pricing Changes	-	-	\$50

**Contract Cost Increase:** The current contract used to support this effort is the Enterprise System Development Office (ESDO) Blanket Purchase Agreement (BPA) Office of the Chief Technology Officer (OCTO) Engineering Support Services (ESS) Task Order (TO). There is anticipated increase to the contract in the out years associated to demand across the agency based on operations and support, product evaluations and innovative advancements across the federal civilian government.

---

**Research and Development  
Non Pay Budget Exhibits**

---

**Non Pay Summary**  
*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Research and Development	\$2,500	\$2,495	\$2,545	\$50
<b>Total</b>	<b>\$2,500</b>	<b>\$2,495</b>	<b>\$2,545</b>	<b>\$50</b>
Discretionary - Appropriation	\$2,500	\$2,495	\$2,545	\$50

## Research and Development Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
25.5 Research and Development Contracts	\$2,500	\$2,495	\$2,545	\$50
<b>Total - Non Pay Object Classes</b>	<b>\$2,500</b>	<b>\$2,495</b>	<b>\$2,545</b>	<b>\$50</b>

## Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Contract Support	0	\$2,495	\$2,545	\$50
<b>Total – Non Pay Cost Drivers</b>	<b>0</b>	<b>\$2,495</b>	<b>\$2,545</b>	<b>\$50</b>

### NARRATIVE EXPLANATION OF CHANGES

**FY 2018 Non- Pay Cost Driver-** Estimated contract cost increases

---

## Research and Development

---

### Technology Readiness Level Exhibit

---

**Project Description:**

- **Problem:** To effectively support innovation across the DHS CIO and business/mission communities, alignment of technologies with mission needs must be gathered, researched, developed and tested to determine viability in the operational or production environments.
- **Solution:** A relatively small amount of funding will be used to conduct activities supporting the outreach, analysis, and construction of the necessary foundational structures to enable the traditional technical R&D activities such as data management, analytics, and development and testing environments. Several mission components desire to move to a modern cloud infrastructure and develop a continuous integration/continuous delivery environment. Additionally, funding will be utilized to engage in strategic industry and/or academic partnerships to facilitate progress on specific mission needs not readily present in the market to include the venture capital community, governmental think tanks, non-governmental organizations (NGOs) and federally funded research and development organizations (FFRDCs) on innovative research to include cloud access security, artificial intelligence, machine learning and block chain cybersecurity. There are solutions in the market across a number of spaces. The challenge is maturity of the product, alignment with the mission, integration across the infrastructure and ability to scale. Our organization will be able to work with the respective organizations to address specific use cases. Utilizing partnerships throughout the CIO and business communities, as well as our S&T organization, OCIO Office of the Chief Technology Officer (OCTO) plans to facilitate the necessary activities to support the Enterprise Architecture Technology portfolio and the Technical Roadmap for the organization.
- **Impact:** High – this capability is critical to fielding viable technologies that align to mission needs effectively and efficiently. Establishing the supporting mechanisms to yield well researched, developed and tested capabilities is crucial to achieving the level of maturity necessary to become a reliable partner in delivering mission success.

**Sub Project**

- Projects will include establishing and maintaining the necessary business and technology functions and frameworks to yield well researched, aligned, developed and tested IT capabilities. At present, projects include:
  - Mission engagement strategy – Engage mission business and technical organizations across the agency to gather and analyze mission needs, projected investments, strategic objectives and alignment with technology roadmaps
  - Market Intelligence – Market Intelligence will unify three pillars of implementation to intelligently bring technology into DHS in a timely manner, 1) define and prioritize mission needs into a formal scope 2) discover appropriate sources from which to target potential solutions 3) determine which solution(s) fit needs based on a technical methodology



- around due diligence which include gathering information from private sector.
- Cloud Foundations – Cloud Foundation is a provider agnostic industry-level cloud deployment of managed infrastructure, shared services as an enterprise solution and cloud advisory support.
- Industry/Academia/Venture Partnerships – OCTO will partner with industry, academia and the venture capital community based on small incremental investments to conduct proof of concept activities to address mission needs and technology gaps.

**FY 2016 Key Milestone Events (Prior Year)**

- Milestone 1 – Stood up office of the CTO
  - The mission of the DHS Office of the Chief Technology Officer are (1) Engineer the Digital Transformation of DHS by optimizing operational processes, empowering customers, transforming mission capabilities, and enabling the workforce of the future and (2) Ensure optimal delivery of technology-enabled capabilities by streamlining oversight and driving adoption of proven, modern practices.
  - The pre-approved OCTO organization is currently comprised of 60 Government FTEs and 78 Contractors.

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Milestone 2 – Mission Engagement Strategy CONOPS and Minimum Viable Product (MVP)
  - The Mission Engagement Strategy CONOPS and MVP will consist of an understanding of the mission stakeholders, needs, processes and deliverables to address engagement of mission components across the agency to gather and analyze mission needs, projected investments, strategic objectives and alignment with technology roadmaps.
- Milestone 3 – Market Intelligence CONOPS
  - The Market Intelligence CONOPS will account for several use cases to reduce the time, costs and human capital on extraneous activities traditionally expended from the moment mission needs are defined to the moment an innovative solution is implemented. The Market Intelligence CONOPS will address approaches to interact closely with external sources to watch ever-changing trends and threats, offer intelligence forecasts, innovation advisory services and knowledge-sharing opportunities to increase our colleague awareness around new technologies available in the market today.
- Milestone 4 – Cloud Foundations CONOPS and MVP
  - The Cloud Foundation CONOPS will address the approach and implementation of an industry-level cloud deployment of managed infrastructure and shared services as an enterprise solution. Cloud Foundation CONOPS will address a highly automated, secure, reliable set of managed services which are designed to facilitate the rapid deployment and subsequent support to understand and test within a wide variety of environments without the risks associated with traditionally providing these services through internal infrastructure. The team will offer cloud advisory and support of managed registries and repositories, automated validation of infrastructure and code, image and container creation,

active and passive security controls, configuration management, environment hosting and supply chain orchestration. Our solution stack is designed as Cloud Service Provider agnostic, which encourages a compostable environment supporting economies of scale.

**FY 2018 Planned Key Milestone Events (Budget year)**

- Milestone 5 – Mission Engagement Strategy Full Operational Capability (FOC)
  - The Mission Engagement Strategy FOC will be approved by CIO leadership to engage mission business and technical organizations across the agency to gather and analyze mission needs, projected investments, strategic objectives and alignment with technology roadmaps.
- Milestone 6 – Market Intelligence FOC
  - The Market Intelligence FOC will unify three pillars of implementation to intelligently bring technology into DHS in a timely manner, 1) define and prioritize mission needs into a formal scope 2) discover appropriate sources from which to target potential solutions 3) determine which solution(s) fit needs based on a technical methodology around due diligence. Market Intelligence will interact closely with external sources on trends and threats, offer intelligence forecasts, innovation advisory services and knowledge-sharing opportunities to increase our colleague awareness around new technologies available in the market today.
- Milestone 7 – Cloud Foundations FOC
  - Cloud Foundation FOC will be highly automated, secure, reliable set of managed services with the ability to facilitate rapid deployment and test a wide variety of environments. The team will also offer cloud advisory and support of managed registries and repositories, automated validation of infrastructure and code, image and container creation, active and passive security controls, configuration management, environment hosting and supply chain orchestration. Our solution stack is designed as Cloud Service Provider agnostic, however, will be leveraging cloud environment market leaders to validate use cases and solutions.
- Milestone 8 – At least one (1) strategic investment with each market segment (Industry, Academia, Venture) aligned to emerging mission need
  - OCTO will put mission needs through an incubation process which will inform a market intelligence approach to inform strategic investments based on the identified technology gap which will align with specific use cases and measurable outcomes.

**Delayed Milestones**

- N/A

**Overall Project Funding**

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Project Funding			\$2,500	\$2,495	\$2,545
Obligations			\$2,500		

**Project Schedule**

Research & Development Description	Planned Start Date	Planned Completion
FY 2016		
N/A	N/A	N/A
FY 2017		
Mission Engagement Strategy CONOPS/MVP	10/1/2016	9/30/2017
Market Intelligence CONOPS	10/1/2016	9/30/2017
Cloud Foundations CONOPS/MVP	10/1/2016	9/30/2017
FY 2018		
Mission Engagement Strategy FOC	10/1/2017	9/30/2018
Market Intelligence FOC	10/1/2017	9/30/2018
Cloud Foundations FOC	10/1/2017	9/30/18
Strategic Investments	10/1/2017	9/30/18

**Type of Research**

Applied Research

**Technology Readiness Level**

Level 4

**Transition Plans**

At the achievement of Final Operating Capability (FOC) for Cloud Foundations in Q4FY18, CIO will increase outreach to components to further solicit needs based on the Mission Engagement Strategy while assessing capabilities Market Intelligence with academic institutions, private industry and the venture capital community to explore opportunities to conduct proof of concept engagements. A Strategic Investments procurement request for operations and support (O&S) funding will be applied to an acquisition vehicle to conduct proof of concept (POC) activities in support of mission needs. The output of these engagements will support the Enterprise Architecture Technology portfolio and the Technical Roadmap for the organization.

# Department of Homeland Security

## *Working Capital Fund*



**Fiscal Year 2018  
Congressional Justification**

## Table of Contents

<b><i>Working Capital Fund</i></b> .....	<b>1</b>
Budget Comparison and Adjustments.....	3
Personnel Compensation and Benefits.....	13
Non Pay Budget Exhibits.....	18
<i>Fee for Service Activity – PPA</i> .....	20
Budget Comparison and Adjustments .....	20
Personnel Compensation and Benefits.....	37
Non Pay Budget Exhibits.....	39
<i>Government Wide Mandated Service Activity - PPA</i> .....	42
Budget Comparison and Adjustments .....	42
Non Pay Budget Exhibits.....	53
<i>DHS Cross Cutting Activities - PPA</i> .....	55
Budget Comparison and Adjustments .....	55
Personnel Compensation and Benefits.....	59
Non Pay Budget Exhibits.....	61
<i>Working Capital Fund Management Activity - PPA</i> .....	63
Budget Comparison and Adjustments .....	63
Personnel Compensation and Benefits.....	66
Non Pay Budget Exhibits.....	68

## Working Capital Fund

### Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Working Capital Fund			FY 2017 Working Capital Fund			FY 2018 Working Capital Fund			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Fee for Service Activity	514	514	\$745,360	170	170	\$499,667	-	-	\$486,133	(170)	(170)	(\$13,534)
Government Wide Mandated Service Activity	-	-	\$20,495	-	-	\$9,325	-	-	\$8,089	-	-	(\$1,236)
DHS Cross Cutting Activities	7	7	\$14,585	7	7	\$14,585	-	-	\$11,913	(7)	(7)	(\$2,672)
Working Capital Fund Management Activity	8	8	\$1,336	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>529</b>	<b>529</b>	<b>\$781,776</b>	<b>177</b>	<b>177</b>	<b>\$523,577</b>	<b>-</b>	<b>-</b>	<b>\$506,135</b>	<b>(177)</b>	<b>(177)</b>	<b>(\$17,442)</b>
Subtotal Discretionary - Appropriation	529	529	\$781,776	177	177	\$523,577	-	-	\$506,135	(177)	(177)	(\$17,442)

### Overview

The Working Capital Fund's (WCF) mission is to deliver cost-effective support services throughout DHS. The goal of the Working Capital Fund, managed by the Under Secretary for Management, is to maintain and operate a fund that promotes economy, efficiency, accountability, and to apply best practices from the public and private sectors for improving organizational performance, operational efficiencies, and ensure full cost recovery of goods and services for selected DHS costs associated with agency-wide programs, activities, and services.

The goals of the WCF include: increasing efficiency of the Department's operations by centralizing administrative services where cost effectiveness can be demonstrated through well-structured business cases; ensuring greater value to Components by continuing to drive down costs through the centralized management of Department-wide services; improving the management of administrative services through the use of accountable business-like management of service methods; and providing an accurate full-cost budget and expenditure plan for programs and activities.

The WCF is continually evaluating its programs and operations with the goal of achieving across-the-board economies of scale that result in increased efficiencies and cost savings by the Working Capital Fund Governance Board (WCFGB). The WCFGB is comprised of permanent senior management officials from the DHS Headquarters Offices and rotating members from DHS Components. The board is responsible for establishing and overseeing financial and managerial policies and procedures related to services in the WCF.

**Working Capital Fund**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	-		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$781,776</b>	<b>\$523,577</b>	<b>\$506,135</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$106,224	\$41,493	\$61,490
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$888,000</b>	<b>\$565,070</b>	<b>\$567,625</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$888,000</b>	<b>\$565,070</b>	<b>\$567,625</b>
Obligations (Actual/Projections/Estimates)	\$849,016	\$523,577	\$506,135
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	529	177	-
Enacted/Request FTE	529	177	-
<b>Onboard and Actual FTE Including Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	453	177	-
FTE (Actual/Estimates/Projections)	453	177	-

**Working Capital Fund**  
**Summary of Budget Changes**  
*Dollars in Thousands*

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2016 Enacted</b>	<b>529</b>	<b>529</b>	<b>\$781,776</b>
<b>FY 2016 Working Capital Fund</b>	<b>529</b>	<b>529</b>	<b>\$781,776</b>
<b>FY 2017 Working Capital Fund</b>	<b>177</b>	<b>177</b>	<b>\$523,577</b>
<b>FY 2018 Base Budget</b>	<b>177</b>	<b>177</b>	<b>\$523,577</b>
Transfer to USM/CHCO due to e-Training FTE Removal	(7)	(7)	(\$1,146)
Transfer to USM/CHCO due to HCBS FTE WCF Removal	(22)	(22)	(\$4,141)
Transfer to USM/CHCO due to NDU FTE Removal	(4)	(4)	(\$854)
Transfer to USM/CHCO due to SES CDP WCF Removal	(4)	(4)	(\$909)
Transfer to USM/CIO due to DHS One Net FTE Removal	(17)	(17)	(\$4,328)
Transfer to USM/CIO due to NCRIO FTE Removal	(71)	(71)	(\$11,745)
Transfer to USM/CIO due to RLIS FTE Removal	(4)	(4)	(\$706)
Transfer to USM/CPO due to Strategic Sourcing WCF Removal	(7)	(7)	(\$1,974)
Transfer to USM/CRSO due to GSA Rent FTE Removal	(5)	(5)	(\$1,330)
Transfer to USM/CRSO due to Mail FTE Removal	(2)	(2)	(\$440)
Transfer to USM/CRSO due to Parking FTE Removal	(1)	(1)	(\$184)
Transfer to USM/CRSO due to Sedan WCF Removal	(2)	(2)	(\$1,670)
Transfer to USM/CRSO due to Shuttle WCF Removal	(1)	(1)	(\$1,171)
Transfer to USM/CRSO due to Transit FTE Removal	(2)	(2)	(\$346)
Transfer to USM/CSO due to HSPD-12 FTE Removal	(26)	(26)	(\$4,467)
Transfer to USM/I&A due to C-LAN FTE Removal	(2)	(2)	(\$515)
Transfer to USM/OGC to Regulatory WCF Removal	-	-	(\$400)
<b>Total Transfers</b>	<b>(177)</b>	<b>(177)</b>	<b>(\$36,326)</b>
Fee for Service Cost Increases	-	-	\$19,460
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$19,460</b>
DHS Crosscutting PPA Pricing Decrease	-	-	(\$698)
Government-Wide PPA Pricing Decrease	-	-	(\$1,236)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$1,934)</b>



<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>Total Adjustments-to-Base</b>	(177)	(177)	(\$18,800)
<b>FY 2018 Current Services</b>	-	-	<b>\$504,777</b>
WCF - HSPD-12	-	-	\$1,358
<b>Total, Program Increases</b>	-	-	<b>\$1,358</b>
<b>FY 2018 Request</b>	-	-	<b>\$506,135</b>
<b>FY 2017 TO FY 2018 Change</b>	(177)	(177)	(\$17,442)

The DHS WCF operating requirements for FY 2018 are estimated at \$506.1 million in reimbursable authority. This is a net change of \$17.4 million and 177 FTE compared to the FY 2017 Annualized CR level. This change is due to a transfer from the WCF to the Office of the Under Secretary for Management (OUSM), Office of the Security Executive Management, and Analysis & Operations direct appropriation.

**Working Capital Fund**  
**Justification of Pricing Changes**  
*Dollars in Thousands*

Pricing Changes	FY 2018 Working Capital Fund		
	Positions	FTE	Amount
<b>Pricing Change 1 - DHS Crosscutting PPA Pricing Decrease</b>	-	-	<b>(\$698)</b>
DHS Cross Cutting Activities	-	-	(\$698)
<b>Pricing Change 2 - Fee for Service Cost Increases</b>	-	-	<b>\$19,460</b>
Fee for Service Activity	-	-	\$19,460
<b>Pricing Change 3 - Government-Wide PPA Pricing Decrease</b>	-	-	<b>(\$1,236)</b>
Government Wide Mandated Service Activity	-	-	(\$1,236)
<b>Total Pricing Changes</b>	-	-	<b>\$17,526</b>

**Pricing Changes 1 and 3:** These are a direct result of the WCF transfers out to direct to appropriation.

**Pricing Change 2:** This change is due to the net increase in the cost of providing services in several activities. The majority of this increase, \$18 million, is due to the inclusion of increased costs in the GSA Rent activity due to the delay of moving to the St. Elizabeth's campus. The offices impacted the most are the Office of Health Affairs (OHA), Domestic Nuclear Detection Office (DNDO), Science and Technology Directorate (S&T), and the US Coast Guard (USCG).

**Working Capital Fund**  
**Justification of Program Changes**  
*Dollars in Thousands*

Program Changes	FY 2018 Working Capital Fund		
	Positions	FTE	Amount
<b>Program Change 1 - WCF - HSPD-12</b>	-	-	<b>\$1,358</b>
Fee for Service Activity	-	-	\$1,358
<b>Total Program Changes</b>	-	-	<b>\$1,358</b>

**Program Change: Homeland Security Presidential Directive 12 (HSPD-12)**

**Description**

HSPD-12 Infrastructure Support, through the Identity Management Division (IMD) of the Chief Security Officer, is a central headquarters program that is charged with managing HSPD-12 implementation across DHS through the issuance of a secure and reliable form of identification for its workforce, employees, and contractors located within an estimated 16,000 DHS facilities and sites. The IMD will provide the necessary guidance and tools to facilitate this Department-wide program, creating a unified approach and solution.

The IMD business activity supports DHS with services and technology to establish the DHS HSPD-12 infrastructure and issue credentials in the following areas:

- Identity Management System (IDMS)
- Card Management System (CMS)
- Enrollment and Card Issuance Work Stations (EIWS), including printers and work station consumables
- DHS Personal Identity Verification (PIV) Card Stock, including Security Printing and laminate
- Installation and Maintenance of the EIWS
- Hosting, Backup, Disaster Recovery, and Test Environment Server Support
- Certification and Accreditation (C&A) Support
- O&M Support, including Service Support/Help Desk
- Appointment Scheduling Hosting and Support
- Onsite Training Support
- DHS Authoritative Databases Interface and Support
- Open Interfaces/Modules for HSPD-12/DHS IDMS and CMS

- Public Key Infrastructure (PKI) Certificates: These services have been and are currently provided for all DHS users of the Identity Management System.

In addition, the IMD business activity coordinates:

- The card issuance functions at 322 DHS PIV Card Issuance Facilities nationwide
- HSPD-12 technology evaluation for future DHS use
- Continuous project management support for the deployment of EIWS to DHS facilities/sites nationwide
- Vendor management and oversight of existing contracts
- Budget and financial management

### **Justification**

#### *HSPD-12 Business Continuity:*

In order to successfully perform as the Devolution partner for the HSPD-12 Program, the Federal Law Enforcement Training Centers (FLETC) need to have a baseline capability for sustaining PIV Card Issuer (PCI) operations that involve technical support, card issuance functionality as a PIV Card Issuance Facility (PCIF), as well as help desk (customer service and communications) services. A certain level of technical capability and expertise will be required in order to establish the ability to process employees and contractors for PIV card issuance, as this function is highly dependent on access to the DHS Identity Management System (IDMS) and card/credential enrollment and issuance hardware/software (EIWS). Reliable internet connectivity and sustained power supply are critical in order to run all the required equipment. FLETC is at an advantage in this respect due to its location, infrastructure support, and high level of physical security, in addition to currently operating as a PCIF and having access to an official credential issuer. As a PCIF, FLETC already has staff onboard that have been trained in the business processes and technical operations necessary to sustain PIV card issuance operations, although the exact level of staffing and skills sets required remains to be determined.

A customer service capability will also be necessary to answer calls from Component field locations and the network of PCIFs located worldwide that would normally rely on the customer service help desk provided by the PCI in Washington, D.C.

FY 2018 additional request will fund:

1. Total Facility Cost: Cost includes a fully loaded space cost of:
  - 900-1400 ft<sup>2</sup> of space
  - 200-300 ft<sup>2</sup> of lockable storage
  - 700-1100 ft<sup>2</sup> of business space
  - IT requirements (e.g. computer workstations, telecommunications equipment, general office supplies, etc.)

*Federal Public Key Infrastructure (FPKI) Cost Recovery:*

DHS must cooperate with other agencies to promote and expedite common identity and access management policies for security physical and logical access, document sharing, and communications across federal agencies and between external business partners. Annual Interagency Agreements with the GSA FPKI Management Authority Program Management Office (PMO) are designed to fulfill a mandate in the OMB Passback 2011 that agencies will fund the operation of the Federal Public Key Infrastructure Management Authority. This is accomplished by obligating funding for the FPKI PMO services in the GSA Acquisition Services Fund.

Through these Interagency Agreements, the GSA FPKI PMO is responsible for all project, acquisition, and financial management necessary to provide end-to-end service for providing PKI trust infrastructure services. As the managing partner, GSA provides the best and most cost-effective Trust Infrastructure services to federal agencies. GSA's primary focus is to ensure that common identity and access management policies for secure physical and logical access, document sharing, and communications across federal agencies and between external business partners, are realized through the execution and management of digital certificate policies and standards.

2. The FPKI PMO annual cost of \$5,500,000 is shared among 20 agencies, whereas DHS has 392,079 (7%) of the 5,678,450 PIV credentials managed by the GSA PKI Management Authority.

*DHS PIV-Interoperable (PIV-I) and PIV-Official (PIV-O) Credentials:*

The time-sensitive nature of disaster operations requires rapid on-boarding of temporary disaster employees (e.g., local hires, housing inspectors, etc.) to support various aspects of the disaster. During a disaster, these temporary disaster employees often require IT access to complete their work, and cannot wait the 180+ days for a favorably adjudicated background investigation. To require these individuals to wait for a favorably adjudicated background investigation before they can access IT systems and complete their work would prevent FEMA from completing their mission in disaster environments. Temporary disaster employees (less than 180 days of service) are currently granted access to a disaster site on the basis of favorably adjudicated fingerprints. The background investigation, however, takes more than 180 days to complete on average, and until the investigation is complete, FEMA is relying on the adjudication of the Criminal Background (fingerprint) Check. In most cases, by the time the investigations are complete, the temporary disaster employees have completed their term of service. Funding for PIV-I operations will allow for storage and management of PIV-I credentials in the OCSO-EIMO managed DHS Identity Management System (IDMS), therefore allowing credential-holders to be identified if they attempt to obtain another FEMA identification card at a different disaster.

The PIV-O project is an HSPD-12 initiative that aims to improve security, operational efficiency, reduce costs, and engender greater trust between Component personnel by tying the process of paper official credential issuance and verification to the OCSO-EIMO managed DHS IDMS. Each DHS Component has a different management system for the issuance and management of printed official credentials used by personnel in an official capacity in the field. Disparate processes and standards raise concerns related to both security and cost inefficiencies. This project will define policy through the implementation of a centralized issuance and revocation authority and by standardizing what is otherwise a wide variety of mismatching paper credential templates used by different components. The first phase of this project will include the implementation of the IDMS as the enterprise solution for official credential validation and the back-end system used to issue PIV-O cards. Phase 2 will see EIMO assuming responsibility for the operations and maintenance of all related consumables and printing infrastructure for PIV-O.

3. Additional PIV Requirements:

- PIV-I will require operational and maintenance costs
  - This figure is based on the number of required PIV-I credentials
- PIV-O will require
  - Derived from 42,000 paper credentials issued per year, and a projected 125,000 “active” PIV-O credentials per year.
  - IT Infrastructure maintenance costs (includes engineering labor hours, data center infrastructure, connection maintenance costs)
  - Consumables (does not include the *hard shield*): \$5.20 per credential
  - FY18-FY22 Tech Refresh
  - Warranty and maintenance costs
  - Printer Procurement, FY18 only

### **Performance**

#### *HSPD-12 Business Continuity:*

The continuous availability and effective operation of the OCSO PIV Card Issuer (PCI) function and its ability to provide secure PIV card/credential and identity management services to the DHS enterprise must be sustained in the face of adverse events, either man-made (e.g. an act of terrorism) or as a result of a natural disaster. The OCSO PCI function has been designated as one of the departmental Essential Functions (EF) by the OUSM in its Continuity of Operations (COOP) plans and guidance. The immediate goal of OCSO is to establish an at-the-ready Devolution partner and site that has the capability to sustain OCSO PCI operations and to take over some or all HSPD-12 program functions in the unlikely event that the principle office at DHS HQ and/or its staff become incapacitated and unable to perform normal duties. If this initiative is not funded, all functions required to produce, issue, and maintain PIV cards and all related operations and logistics will be vulnerable to a loss of operational continuity.

*Federal Public Key Infrastructure (FPKI) Cost Recovery:*

The GSA FPKI Management Authority PMO derives its financing from the Acquisition Services Fund, a revolving fund established under the authority of 40 U.S.C. 321. Each fiscal year, OCSO HSPD-12 is requested to obligate funding for the FPKI PMO services in the GSA Acquisition Services Fund. The collection of fees was agreed to by OMB Passback 2011 for the operation of the Federal Public Key Infrastructure Management Authority (FPKIMA). This effort proposes DHS continue with using FPKI PMO services, as they are responsible for all project, acquisition, and financial management necessary to provide end-to-end service for providing PKI trust infrastructure services. As the managing partner, GSA provides the best and most cost-effective Trust Infrastructure services to federal agencies. GSA's primary focus is to ensure that common identity and access management policies for secure physical and logical access, document sharing, and communications across federal agencies and between external business partners, are realized through the execution and management of digital certificate policies and standards. If this initiative is not funded, DHS will still be required to identify funding sources within the HSPD-12 community to meet this mandate.

*DHS PIV-Interoperable (PIV-I) and PIV-Official (PIV-O) Credentials:*

The time-sensitive nature of disaster operations requires rapid badge issuance to temporary disaster employees (e.g., local hires, housing inspectors, etc.) to grant appropriate access to FEMA facilities and FEMA IT resources. The Federal Information Processing Standard (FIPS) 201 requirement for the issuance of a PIV card is the successful adjudication of a criminal background check and the initiation of a National Agency Check with Inquires (NACI). DHS 4300A only requires the criminal background check and the initiation of a background investigation for employees and contractors in Moderate risk positions to be given IT access. Based upon these minimum requirements, there is no additional background information obtained prior to the issuance of the PIV Card beyond the criminal background check. However, both background investigation types will take an average of six months to complete and return to DHS for adjudication. PIV-I issuance aims to streamline this process and improve upon the time taken to issue standard PIV cards.

Similarly, PIV-O issuance aims to improve the process of producing existing official credentials while enhancing security by leveraging the DHS IDMS as a means to manage these official credentials. Interoperability and trust across all DHS Components will have a major functional impact in the field and costs will be reduced through the consolidation of proprietary issuance systems into one enterprise system.

## Working Capital Fund Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Working Capital Fund				FY 2017 Working Capital Fund				FY 2018 Working Capital Fund				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Fee for Service Activity	514	514	\$94,387	\$183.63	170	170	\$24,150	\$140.32	-	-	-	-	(170)	(170)	(\$24,150)	(\$140.32)
DHS Cross Cutting Activities	7	7	\$1,536	\$219.43	7	7	\$1,441	\$205.86	-	-	-	-	(7)	(7)	(\$1,441)	(\$205.86)
Working Capital Fund Management Activity	8	8	\$1,168	\$146	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>529</b>	<b>529</b>	<b>\$97,091</b>	<b>\$183.54</b>	<b>177</b>	<b>177</b>	<b>\$25,591</b>	<b>\$142.91</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(177)</b>	<b>(177)</b>	<b>(\$25,591)</b>	<b>(\$142.91)</b>
Discretionary - Appropriation	529	529	\$97,091	\$183.54	177	177	\$25,591	\$142.91	-	-	-	-	(177)	(177)	(\$25,591)	(\$142.91)



**Working Capital Fund**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Working Capital Fund</b>	<b>FY 2017 Working Capital Fund</b>	<b>FY 2018 Working Capital Fund</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$72,576	\$20,227	-	(\$20,227)
11.3 Other than Full-Time Permanent	\$1,269	\$946	-	(\$946)
11.5 Other Personnel Compensation	\$710	\$55	-	(\$55)
11.8 Special Personal Services Payments	-	\$296	-	(\$296)
12.1 Civilian Personnel Benefits	\$22,536	\$4,067	-	(\$4,067)
<b>Total - Personnel Compensation and Benefits</b>	<b>\$97,091</b>	<b>\$25,591</b>	<b>-</b>	<b>(\$25,591)</b>
<b>Positions and FTE</b>				
Positions - Civilian	529	177	-	(177)
FTE - Civilian	529	177	-	(177)

**EXPLANATION OF CHANGES PAY & NON-PAY COST DRIVERS:**

Requested transfers related to the DHS Working Capital Fund (WCF) are a result of efficiency reviews in that DHS began in FY 2014. They involved the WCF team, the WCF Governance Board, and DHS senior leadership. The Department is seeking to streamline processes and alleviate issues created by funding through the WCF due to circular billing. For example, a service provider (Activity A) provides services to the FTE funded by another WCF activity (Activity B). Activity A is also a customer of the WCF who receives services from Activity B for IT services. When the Activity A increases its services it must bill Activity B, who has to recoup their full cost and therefore has to bill their customers for the increase; which includes Activity A. The Department has decided to remove the FTE and FTE related costs from the WCF and move to direct funding within the PPA responsible for providing the service. All services will continue to be provided by the applicable PPA to their current customer base, but the movement of funds from the WCF to the direct to appropriation will allow for better management, flexibility, and customer service. Below is a summary of the WCF criteria for inclusion in the fund, per the DHS WCF Charter, and detail on the activities that were affected in FY 2018 WCF transfers.

The following standard criteria will be used to determine whether a service, program or activity may be financed through the WCF:

- Must provide goods or services needed on a recurring and relatively predictable basis within DHS and/or other federal government entities or other sources.
- Operation as a DHS WCF business area will result in a better service, improved value, and/or decreased costs to the federal government.
- Demand for goods or services must be from multiple customers within DHS and/or other federal government entities or other sources.
- Must use “Full Cost” methodology to identify costs of goods and services.
- Must possess the capability to charge fair and equitable prices to fully recover the full costs of the provided goods and services.

**Rationale:**

Based on the criteria noted above from the WCF Charter, the determinations by activity noted below were based on the following rationale:

- Does not result in better service, improved value, or decreased costs.
- Costs of operations are not tied to customer demand, especially in the year of execution; yet bills are changed in the year of execution to redistribute costs.
- Does not provide needed flexibility to operate more effectively and efficiently and realign activities between customers as demand dictates.
- Causes numerous mid-year adjustments to customer bills based on actual use.

Activities where FTE were removed and program costs remain in the WCF:

- CIO - DHS One Net & NCRIO
- CHCO – Human Capital Business Systems (HCBS), NFC Payroll, e-Training
- CSO - HSPD-12
- A&O - CLAN Operations
- CRSO - Transit, Parking, Mail, and GSA Rent
- CIO – Research Library Information Services (RLIS)

Activities which were entirely removed from the WCF:

- OSEM/OGC - Regulatory Services
- CPO - Strategic Sourcing
- CHCO - SES CDP, National Defense University (NDU)
- CRSO - Sedan and Shuttle Services

**Working Capital Fund**  
**Permanent Positions by Grade – Appropriation**

<b>Grades and Salary Range</b>	<b>FY 2016 Working Capital Fund</b>	<b>FY 2017 Working Capital Fund</b>	<b>FY 2018 Working Capital Fund</b>	<b>FY 2017 to FY 2018 Change</b>
Total, SES	5	2	-	-2
Total, EX	137	39	-	-39
GS-15	148	74	-	-74
GS-14	102	34	-	-34
GS-13	89	19	-	-19
GS-12	15	-	-	-
GS-11	14	-	-	-
GS-10	3	1	-	-1
GS-9	11	-	-	-
GS-8	1	-	-	-
GS-7	2	-	-	-
GS-6	1	-	-	-
GS-5	1	8	-	-8
<b>Total Permanent Positions</b>	<b>529</b>	<b>177</b>	<b>-</b>	<b>-177</b>
<b>Position Locations</b>				
Headquarters	529	177	-	-177

---

**Working Capital Fund**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**  
*Dollars in Thousands*

Organization	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Total Changes
Fee for Service Activity	\$650,973	\$475,517	\$486,133	\$10,616
Government Wide Mandated Service Activity	\$20,495	\$9,325	\$8,089	(\$1,236)
DHS Cross Cutting Activities	\$13,049	\$13,144	\$11,913	(\$1,231)
Working Capital Fund Management Activity	\$168	-	-	-
<b>Total</b>	<b>\$684,685</b>	<b>\$497,986</b>	<b>\$506,135</b>	<b>\$8,149</b>
Discretionary - Appropriation	\$684,685	\$497,986	\$506,135	\$8,149

## Working Capital Fund Non Pay by Object Class

*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Working Capital Fund</b>	<b>FY 2017 Working Capital Fund</b>	<b>FY 2018 Working Capital Fund</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$96	\$149	\$130	(\$19)
22.0 Transportation of Things	\$150	\$40	\$150	\$110
23.1 Rental Payments to GSA	\$130,205	\$122,083	\$146,898	\$24,815
23.3 Communications, Utilities, and Misc. Charges	\$21,447	\$21,061	\$467	(\$20,594)
24.0 Printing and Reproduction	\$2,469	-	\$21,107	\$21,107
25.1 Advisory and Assistance Services	\$36,992	\$33,449	\$34,847	\$1,398
25.2 Other Services from Non-Federal Sources	\$82,078	\$59,437	\$43,406	(\$16,031)
25.3 Other Goods and Services from Federal Sources	\$130,916	\$162,482	\$154,177	(\$8,305)
25.6 Medical Care	\$1	-	\$1	\$1
25.7 Operation and Maintenance of Equipment	\$273,265	\$92,983	\$98,079	\$5,096
26.0 Supplies and Materials	\$2,592	\$1,685	\$2,593	\$908
31.0 Equipment	\$4,474	\$3,858	\$4,280	\$422
32.0 Land and Structures	-	\$759	-	(\$759)
<b>Total - Non Pay Object Classes</b>	<b>\$684,685</b>	<b>\$497,986</b>	<b>\$506,135</b>	<b>\$8,149</b>

*Fee for Service Activity – PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Working Capital Fund			FY 2017 Working Capital Fund			FY 2018 Working Capital Fund			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Fee for Service Activity	514	514	\$745,360	170	170	\$499,667	-	-	\$486,133	(170)	(170)	(\$13,534)
<b>Total</b>	<b>514</b>	<b>514</b>	<b>\$745,360</b>	<b>170</b>	<b>170</b>	<b>\$499,667</b>	<b>-</b>	<b>-</b>	<b>\$486,133</b>	<b>(170)</b>	<b>(170)</b>	<b>(\$13,534)</b>
Subtotal Discretionary - Appropriation	514	514	\$745,360	170	170	\$499,667	-	-	\$486,133	(170)	(170)	(\$13,534)

**Fee for Service Activity – PPA**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	-		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$745,360</b>	<b>\$499,667</b>	<b>\$486,133</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$96,609	\$38,746	\$58,746
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$841,969</b>	<b>\$538,413</b>	<b>\$544,879</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$841,969</b>	<b>\$538,413</b>	<b>\$544,879</b>
Obligations (Actual/Projections/Estimates)	\$806,190	\$499,667	\$486,133
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	514	170	-
Enacted/Request FTE	514	170	-
<b>Onboard and Actual FTE Including Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	445	170	-
FTE (Actual/Estimates/Projections)	445	170	-



## Fee for Service Activity – PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>514</b>	<b>514</b>	<b>\$745,360</b>
<b>FY 2016 Working Capital Fund</b>	<b>514</b>	<b>514</b>	<b>\$745,360</b>
<b>FY 2017 Working Capital Fund</b>	<b>170</b>	<b>170</b>	<b>\$499,667</b>
<b>FY 2018 Base Budget</b>	<b>170</b>	<b>170</b>	<b>\$499,667</b>
Transfer to USM/CHCO due to e-Training FTE Removal	(7)	(7)	(\$1,146)
Transfer to USM/CHCO due to HCBS FTE WCF Removal	(22)	(22)	(\$4,141)
Transfer to USM/CHCO due to NDU FTE Removal	(4)	(4)	(\$854)
Transfer to USM/CHCO due to SES CDP WCF Removal	(4)	(4)	(\$909)
Transfer to USM/CIO due to DHS One Net FTE Removal	(17)	(17)	(\$4,328)
Transfer to USM/CIO due to NCRIO FTE Removal	(71)	(71)	(\$11,745)
Transfer to USM/CIO due to RLIS FTE Removal	(4)	(4)	(\$706)
Transfer to USM/CRSO due to GSA Rent FTE Removal	(5)	(5)	(\$1,330)
Transfer to USM/CRSO due to Mail FTE Removal	(2)	(2)	(\$440)
Transfer to USM/CRSO due to Parking FTE Removal	(1)	(1)	(\$184)
Transfer to USM/CRSO due to Sedan WCF Removal	(2)	(2)	(\$1,670)
Transfer to USM/CRSO due to Shuttle WCF Removal	(1)	(1)	(\$1,171)
Transfer to USM/CRSO due to Transit FTE Removal	(2)	(2)	(\$346)
Transfer to USM/CSO due to HSPD-12 FTE Removal	(26)	(26)	(\$4,467)
Transfer to USM/I&A due to C-LAN FTE Removal	(2)	(2)	(\$515)
Transfer to USM/OGC to Regulatory WCF Removal	-	-	(\$400)
<b>Total Transfers</b>	<b>(170)</b>	<b>(170)</b>	<b>(\$34,352)</b>
Fee for Service Cost Increases	-	-	\$19,460
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$19,460</b>
<b>Total Adjustments-to-Base</b>	<b>(170)</b>	<b>(170)</b>	<b>(\$14,892)</b>
<b>FY 2018 Current Services</b>	<b>-</b>	<b>-</b>	<b>\$484,775</b>
WCF - HSPD-12	-	-	\$1,358
<b>Total, Program Increases</b>	<b>-</b>	<b>-</b>	<b>\$1,358</b>

Budget Formulation Activity	Positions	FTE	Amount
FY 2018 Request	-	-	\$486,133
FY 2017 TO FY 2018 Change	(170)	(170)	(\$13,534)

### **PPA Description**

The Fee for Service activity includes 18 separate activities, which provide or coordinate delivery of a specific service or benefit to DHS Components. The benefit/cost for providing the WCF activity is tangible and is directly linked to a Component's use of services or products. These WCF activities are reimbursed for the provision of services, and have characteristics typical of a business enterprise. The costs for operating the business are reimbursed by billing customers for the provision of goods and services briefed and approved by the WCF Governance Board. Each fee for service activity is expected to recover its operational expenses, in which Components can benefit from economies of scale. Examples include: General Services Administration (GSA) rent and real estate services, IT and telecommunication services, and human resource services.

The Working Capital Fund requests \$486.1 million for the Fee for Service activity in FY 2018. This is a net decrease of \$13.5 million from the FY 2017 Annualized CR level, due to the removal of the FTE from the WCF and the removal of 5 activities.

### **GSA Rent**

**Description of Service:** The WCF Rent Activity assists customers with initiating requests for new space and working with the General Services Administration (GSA) to identify, procure, and construct appropriate office space. The WCF Rent Activity also manages space assignments and growth requirements for all existing locations within the DHS National Capital Region (NCR) portfolio, as well as reducing the DHS footprint through consolidation and telework initiatives. Along with space management, the activity is also tasked with fairly allocating the rent costs incurred for each location among the components. Costs include rental payments to GSA, Federal Protective Service (FPS) charges, and funding reimbursable agreements with GSA for overtime utilities. Centrally managing these costs and transactions through the WCF enables the Department to provide greater efficiency to its Components.

Other responsibilities of the WCF Rent Activity include managing and forecasting space and budget requirements and developing Housing Occupancy Plans to maximize the utilization of space. As effective stewards of the GSA Rent Activity, a space/rent Analyst is assigned to each Customer in order to provide and meet all space related requirements, (i.e., reducing and expanding space by identifying personnel counts).

**Managing Office:** Office of the Chief Readiness Support Officer (OCRSO)

**Pricing Basis:** Pricing is based on prior year actuals plus lease escalations between 1.01 and 1.04 for the future years. New locations are based on the Occupancy Agreement amounts and a base security charge of \$.74/sq. ft. plus escalation charges.

**Cost Allocation Methodology:** Customers are charged on the space they occupy in each building. The square footage is multiplied by the price per rentable square foot cost for each building. The per building rentable square foot price is based on GSA rent and includes FPS charges, overtime utilities, antenna charges, and DHS shared space.

### **Research Library & Information Services (RLIS)**

**Description of Service:** The DHS Library and Information Services mission is to provide DHS program managers and their end users with timely desktop access to mission critical, authoritative, commercial information content, products and services.

The activity was established in 2004 to implement DHS-wide information assets supporting decision making, enforcement, investigation, and research and academic information gathering activities of the DHS workforce.

The activity collaborates with the Library of Congress (LOC) program through which the LOC shares its expertise in information services and consolidates buying power for Federal agencies.

**Managing Office:** Office of the Chief Information Officer (OCIO)

**Pricing Basis:** Pricing is based on stakeholders selected subscriptions and a cost proposal received from the vendor.

**Cost Allocation Methodology:** The costing algorithm is based on three differing service types: enterprise-wide availability, account specific availability, and percentage of use.

*Enterprise-wide Availability:* Services are available enterprise-wide and made available to all DHS personnel as identified by Internet Protocol (IP) authentication. The cost distribution for these services is based on FTE numbers approved by the Office of the Chief Financial Officer. Examples of products provided under the enterprise-wide service plan include subscriptions to Leadership Directories, Newsbank, EBSCO, ASTM, National Fire and Protection Association, and the Oxford English Dictionary.

*Account Specific Availability:* Services are available based on specific account availability and accessed using vendor provided user names and passwords. The cost for these services is distributed based on the actual cost of the user subscription service including applicable LOC fees. West Government Services is one of the products provided under this type of service plan and only used by certain DHS Components.

*Percentage of use:* Under this service plan, products and subscriptions can be accessed by all DHS Components using their user names and passwords. The cost for these services is distributed to each component organization based on prior usage percentages related to the annual product cost. Westlaw is one of the products provided under this type of service plan.

**Finance & Accounting Shared Services**

**Description of Service:** The Immigration and Customs Enforcement (ICE)/Office of Financial Management (OFM) provide the following services for its DHS Component customers: Financial Processing, Financial Analysis & Reporting, Financial Policy and Procedure, Administration, and External Reviews & Inquiries.

- Financial processing activities include: Cash management, Debit voucher processing, Reimbursable & receivables, Intra-Governmental Payment and Collection (IPAC) & Non-224 (Collection and Disbursement), Obligation Management, Payroll Accounting, Permanent Change Station Coordination, Government Cards Processing, Invoice Payment, Federal Financial Management System (FFMS) On-site Support, collections and reimbursable agreements, and budgetary resources.
- Financial statements reporting and issue resolution include General ledger maintenance, DHS & Treasury Financial Reporting, Financial data management, Financial analysis, Audit Support, Trading Partner Reconciliation, and Capitalized Property.
- Financial Policies and Procedures: In conjunction with all involved parties, ICE supports the implementation of any new or modified financial management procedure for processing and reporting financial transactions. In addition, ICE works to establish appropriate policies, procedures, and standards for business process activities.
- Administration (including Customer Service): ICE provides administrative tasks associated with ongoing management and resourcing of financial operations on behalf of the DHS customers. Examples of these activities include Continuity of Operations Planning (COOP), customer outreach and evaluation of services, and financial management group meetings.
- External Reviews and Inquiries: When appropriate, ICE provides responses to financial management and reporting related questions and data requests from external sources including independent auditors, the Inspector General's Office (IG), Government Accountability Office (GAO), and Congressional offices and staff.
- Financial Systems: ICE provides financial system support tasks to include hosting and maintenance of FFMS; administration of contract for FFMS training; FFMS and E-travel User Access; FFMS and E-travel Help Desk; Support of DHS systems modernization efforts; and system updates and enhancements.

**Managing Office:** Immigration and Customs Enforcement (ICE)

**Pricing Basis:** Pricing is based on the actual cost derived from the Customer Billing Model (CBM) of the prior year plus an inflation rate set by DHS guidelines.

**Cost Allocation Methodology:** The cost allocation methodology for this activity is based on the historical cost of providing the following seven categories of financial support to each participating component: (1) financial reports, (2) obligations and payment processing, (3) system usage, (4) receipts, (5) payroll, (6) overhead, and (7) travel and cash management services.

**Integrated Audit**

**Description of Service:** The DHS Office of the Inspector General (OIG) awards a contract to an independent Certified Public Accounting (CPA) firm to perform an integrated audit. An integrated audit combines a financial statement audit with an audit of internal control over financial reporting. The costs under the contract include travel and incidental expenses associated with the performance of the audit as permitted by the contract and maintained by the OIG as the Contracting Officer Representative (COR). The award is made under a GSA schedule contract.

The Office of the Chief Financial Officer (CFO) coordinates and prepares the DHS consolidated financial statements, coordinates the assessment process to support management's assertion on internal controls, and acts as primary liaison for the auditors. All DHS CFOs coordinate with the OCFO Director of Financial Management to prepare financial statements and satisfy the audit requirements and the Director of the Risk Management and Assurance on management's assessment of internal controls.

The OIG is the COR for the Integrated Audit contract. The OIG provides oversight of the contract auditor and established the scope of the work in order to estimate cost information for performing the audit. The cost includes billable hours, travel and incidental expenses associated with the performance of the audit based on the scope of audit work to be performed each year.

**Cost Allocation Methodology:** The costs are a result of the Independent Auditor's billable hours, travel, and incidental costs associated with the performance of the audit as permitted by the contract maintained by the OIG as the COR. The OIG prepares the scope of work and the audit firm provides their estimate for completing the work. The cost allocation methodology is the estimated auditor's billable hours per Component multiplied by the hourly rate plus travel and incidental costs.

**Managing Office:** OCFO

**Pricing Basis:** Pricing is based on prior year actual audit costs, which is derived by an estimate for the current year's audit contract submitted by the OIG.

**Bankcard Program**

DHS has selected Customs and Border Protection (CBP) as the servicing agent to provide a centralized bankcard invoicing and payment system for components within DHS. CBP has developed and implemented a system that supports the receipt of daily bankcard invoices for all of DHS.

This system assures payment of invoices within one business day of receipt, and provides transmission of an electronic file containing transaction data to each component's accounting system.

**Managing Office:** OCFO

**Pricing Basis:** Pricing is based on estimates established in a Memorandum of Understanding (MOU) between DMO and CBP, the servicing agent, and consists of personnel costs to process daily bankcard transactions.

**Cost Allocation Methodology:** The cost allocation methodology for this activity is based on an estimate of the time it takes CBP personnel to process daily bills for Components and the number of special reports requested by Components.

#### **Treasury Information Executive Repository (TIER)**

**Description of Service:** The DHS CFO's office is responsible for creating the Department-wide financial statements. TIER is the application used by the DHS OCFO to create automated Department-wide financial statements. TIER is critical for monthly, quarterly, and annual reporting requirements, meeting accelerated timeframes for integrated audit deliverables and producing the Agency Financial Report. DHS's use of TIER has benefited the entire Department by the cost and resource savings involved in being able to produce financial statements in a timely, automated manner.

**Managing Office:** OCFO

**Pricing Basis:** Pricing is based on the IT hosting and software licensing costs, which are set by the Office of the Chief Information Officer (OCIO) and external software vendors. The operations and maintenance support contract is based on an established firm, fixed-price contract with discounted rates.

**Cost Allocation Methodology:** The cost allocation methodology for this activity is estimated cost equally distributed to the 15 financial reporting Components.

#### **National Finance Center (NFC) Payroll Services & Reporting**

**Description of Service:** NFC provides the payroll operational support for the Department. The Department of Agriculture's NFC provides Payroll/Personnel services utilizing their legacy mainframe systems (payroll), WebTA (time and attendance) and EmpowHR PeopleSoft application (personnel). In addition, NFC provides Payroll/Personnel policy support and benefits reconciliation, tax reporting, and payroll problem resolution. NFC Payroll/Personnel services billed to DHS components include Earnings and Leave and Personnel Benefits statements, USDA OIG oversight of non-USDA Payroll processing, Payroll Operations branch support, claims, ad-hoc reporting, and debt management. Along with NFC Payroll/Personnel services and EmpowHR hosting, NFC provides hosting services for the WebTA application.

**Managing Office:** Office of the Chief Human Capital Officer (OCHCO)

**Pricing Basis:** Pricing is based on known requirements/changes for the budgeted FY. For example, the deployment of EmpowHR by FEMA has been built into internal documents for 2-3 years, in addition to changes in other cost categories.

**Cost Allocation Methodology:** Component's cost allocation methodology is based on four main billable cost areas, Baseline EmpowHR Operations and Maintenance Services, Baseline WebTA Hosting Plus Services, Baseline Payroll/Personnel Processing Services and Additional Payroll/Personnel Processing Services. Within the four main billable cost areas are sub cost areas and cost drivers which determines the Components bill; for example, Baseline EmpowHR Operations and Maintenance Services is determined by the number of W-2's processed for the Component. The detail cost area and the cost drivers associated with this activity are as follows:

Cost Area	Cost Driver
<b>1. Baseline EmpowHR Operations and Maintenance Services</b>	Number of W-2's
a. Oracle Licenses - EmpowHR	Percentage of Component's licenses of DHS EmpowHR licenses users as a whole
<b>2. Baseline WebTA Hosting Plus Services</b>	Number of W-2's
<b>3. Baseline Payroll/Personnel Processing Services</b>	Avg. Number of Bi-Weekly Employment Payments
a. OIG Oversight of Payroll/Personnel Processing	Avg. Number of Bi-Weekly Employment Payments
<b>4. Additional Payroll/Personnel Processing Services</b>	
a. Postage - Earnings and Leave Statements	Pieces of Mail
b. Postage - W-2's	Number of W-2's
c. Treasury FMS Postages Charges for Single Address Checks	Checks Mailed
d. Recertification Processing	Avg. Number of Bi-Weekly Employee Payments
e. Debt Management	Weighted Avg. of Receivables Established
f. Federal Erroneous Retirement Coverage Corrections Act	Number of Claims Processed
g. Claims	Number of Claims Processed
h. Third Party Garnishment Processing	Manual Garnishment Accounts Established
i. Post 56- Retirement Processing	Manual Post-56 Accounts Established
j. Ad-Hoc Reporting (FOCUS and CULPRPT)	Number of CPU Minutes Used
k. International Organizational Appointments	Number of International Organizational Employees
l. Retirement/Separation Processing	Number of Retirement/Separation Processed
m. Payroll Manual Payments Processing	Number of Payroll Manual Payments Processed
n. Time and Attendance Suspense Corrections	Number Time and Attendance Suspense of Processed
o. Payroll Enhancements	Percentage of employees of DHS as a whole
p. webTA Archiving Services	Percentage of employees of DHS as a whole

### **Human Capital Business Systems (HCBS)**

**Description of Service:** The mission of the HCBS activity is to maintain and support DHS enterprise-wide human capital business systems by meeting the requirements specified by the user-community and provide services in a timely and cost-effective manner by avoiding considerable duplicative costs if DHS components proceeded independently.

HCBS supports several enterprise-wide systems to include: web-based Time & Attendance; Personnel and Payroll; the Department's Balance Workforce Strategy (BWS) and Balance Workforce Assessment Tool (BWAT) and the Enterprise Integration Environment (EIE) which allows hosting and integration of enterprise application data.

HCBS supports the Department's BWAT and BWS/BWAT support services. This includes resources that support the BWAT project manager within OCHCO focuses on assessing and eliminating potential overreliance on contractors, and resulting in an appropriate balance of federal staff to contractors. BWAT ensures the existence of a detailed and robust contract data repository that can be easily accessed as needed. The efficiencies gained through Operations and Maintenance (O&M) will decrease the level of effort expended by the components, improve the accuracy and consistency of the analysis results and report outputs, and enable components and the department to routinely meet internal and external deadlines with reliable information.

**Managing Office:** OCHCO

**Pricing Basis:** Pricing is based on operations & maintenance costs, contracts, and IT licenses.

**Cost Allocation Methodology:** Costs are based on three billable areas: (1) FTE costs; (2) operations and maintenance of the HR systems and hosting environment; (3) contract labor hours and reporting; and (4) the pro-rata share of each Component's contract value (based on the # of contracts each Component is required to analyze) divided by their total cost and multiplied by the total cost of the activity (BWS/BWAT).

### **Flexible Spending Accounts (FSA)**

**Description of Service:** FSAs are employee-funded accounts that are used by the employee account holders to pay for medical expenses and dependent care costs that are not reimbursed by another source. Contributions to the account come from an employee's pre-taxed salary. There is a fee that is charged by the administrator of these accounts. Effective FY 2008, the law requires that an agency pay these fees on behalf of their employees.

**Managing Office:** OCHCO

**Pricing Basis:** Pricing is based on the most recent bill received from Office of Personnel Management (OPM) with an adjustment for inflation.

**Cost Allocation Methodology:** The cost allocation methodology is based on components' current year (at the time of planning) participation rates. The costs for this program are based on actual invoices received in October and March of each calendar year. The March bill includes employees of record as of January 1 of the calendar year. The October bill makes an adjustment for all new employees who have entered the program since January 1. The invoice process is managed by ADP Benefits and costs are billed to components based on actual invoices received from the vendor.



**HQ Leadership Development Program (HQ LDP)**

The purpose of the HQ LDP is to provide leadership training to leaders at DHS Headquarters who are GS-14s, 15s, or members of the Senior Executive Service (SES) and to provide them with executive-level training to close potential competency gaps. A well-executed Executive Leadership Program is a key element in sustaining a leadership community that shares information and implements processes with a common DHS focus.

The HQ LDP includes the Treasury Executive Institute (TEI). The TEI provides continuous learning and growth opportunities that meet the learning needs of Department executives, executive development candidates, and senior managers. TEI brings executives to the marketplace of ideas by exposing them to best practices in leadership models, new technologies, and executive competencies. TEI programs have provided both education and knowledge sharing opportunities among executives throughout the government since the creation of the Program in 1983. This Program is offered to DHS HQ Executives, GS-15s and GS-14s (at no additional charge).

**Managing Office:** OCHCO

**Pricing Basis:** Pricing is based on a firm fixed price contract with the TEI.

**Cost Allocation Methodology:** The cost allocation methodology is based on the total cost divided by the total population serviced and then multiplied by the Component percentage of the population.

**DHS OneNet**

**Description of Service:** DHS OneNet is a group of interrelated initiatives designed to improve the Department's IT infrastructure by unifying disparate Component information technology networks, platforms, and services into a set of enterprise-wide IT Services. DHS OneNet includes Network Services (Email as a Service (EaaS), Email Secure Gateway (EMSG), and the Trusted Internet Connection (TIC)/Policy Enforcement Points (PEP).

OneNet is the core unified environment and consolidation of legacy networks into one enterprise-wide, integrated network. OneNet provides the foundation for DHS's Information Sharing Environment (ISE). DHS's unclassified, classified, and secret networks utilize OneNet for information transport. Major services provided under OneNet include:

- DHS Wireless Access Network (WAN) services, including configuration management, engineering, technical requirements analysis and OneNet integration services
- Network and security operations centers - Enterprise Network Operations Center (NOC) and Security Operation Center (SOC)
- Traffic modeling and performance analysis
- Network Management and IP address administration

The OneNet network and security operations centers monitor and manage DHS's centralized systems and network infrastructure. Incident response and detection is coordinated and escalated within the network security and computing service groups, depending on the nature of the breach or failure. The OneNet NOC works with Component NOCs, Enterprise Data Operations Centers, and the Enterprise Operations Center to coordinate service restorations and troubleshooting. DHS is implementing enhancements to OneNet to meet unique Component security requirements and OMB mandates. These enhancements include TIC which includes High Assurance Gateways (HAG) and PEP.

**Managing Office:** OCIO

**Pricing Basis:** Pricing is based on the ITP Network Services using the Independent Government Cost Estimates (IGCEs) and the Bill of Materials (BOM).

**Cost Allocation Methodology:** The cost of Component contributions is based on an Aggregate Bandwidth Model i.e. Customer Bandwidth percent is equal to Component Bandwidth Capacity divide by total DHS Bandwidth Capacity. Customer charges equals Customer percent of the total DHS Bandwidth Capacity multiplied by total charges.

#### **National Capital Region Infrastructure Operations (NCRIO)**

**Description of Service:** The NCRIO serves the DHS Headquarters (HQ), select Department Components, and field offices for:

- Sensitive but Unclassified Network and internet/intranet access;
- Management and delivery of unclassified desktop computing applications, equipment, email, wireless; communications, video (VTC), voice (phone) and messaging;
- Communications security and IT operations;
- Disaster planning and mitigation to ensure continuous operations.

The NCRIO manages and maintains all desktop applications for full functionality and continuous availability of unclassified networks, as well as full functionality of file and data storage and retrieval, printing, and remote access. The NCRIO coordinates management and delivery of these services, supports build-out of new facilities, and provides customer service through a 24/7 help desk.

The NCRIO delivers IT services to end users. It does so by subscribing to and integrating enterprise services with locally operated and maintained IT infrastructure. More specifically, the NCRIO subscribes to:

- Data Center hosting where it maintains its own user enclave for A-LAN,
- OneNet WAN, TIC and PEP services,
- Enterprise services such as Email as a Service and Public Key Infrastructure.

**Managing Office:** OCIO

**Pricing Basis:** The activity uses independent government cost estimates and industry IT benchmark data to evaluate the level of effort needed to support each network. Historical actual cost estimates and current negotiated contract rates are also used to develop the annual operations and maintenance cost. Future year cost increases for growth in user base is estimated with historical FTE growth trends.

**Cost Allocation Methodology:** This activity is based on the number of users accessing each network and the hardware, software and services needed to support each network's infrastructure, security requirements, end user computing and telecommunications needs. Costs are allocated among the participating organizational Components based on their total number of accounts on the network as determined by the Global Address List (GAL). For Unclassified Local Area Network (A-LAN), the non-discrete costs are shared across the total number of network accounts, with the Component being charged for their pro-rated share of the total network accounts. A Component's discrete costs; e.g. wireless and circuits, are billed directly to the Component based on their actual consumption of these services

### **CLAN Operations**

**Description of Service:** The C-LAN Operations activity would serve Top Secret/Sensitive Compartment Information (TS/SCI) Enterprise users at DHS HQ, select Department Major and Sub-Components and field offices for:

- TS/SCI network and internet/intranet access;
- Management and delivery of desktop computing applications, equipment, email, communications, secure video (VTC), voice (phone) and messaging for TS/SCI networks;
- Communications security and IT operations; and
- Data Center, Disaster Recovery planning and mitigation to ensure continuous operations.

This activity manages delivery of IT services to TS/SCI end users, subscribing to and integrating enterprise services with a locally operated and maintained IT enterprise infrastructure. More specifically, C-LAN Operations provides:

- Data Center hosting for C-LAN infrastructure, data storage, applications and CORE functions;
- CAN, OneNet WAN, TIC and PEP services;
- Enterprise services such as Enterprise Cross Domain Services, Public Key Infrastructure, Think Analyze Connect (TAC), and an enterprise attribute hub for attribute based access controls (SPEAR); and
- Provide responsive compliant solutions to the Office of Management and Budget (OMB) and the Office of the Director of National Intelligence (ODNI) Information Sharing and Safeguarding (IS&S) directives/policies applicable to TS/SCI networks.

**Managing Office:** The C-LAN activity is managed by the DHS Office of Intelligence and Analysis.

**Pricing Basis:** The pricing for this activity is based on the number of users accessing each network and the hardware, software and

services needed to support each network's infrastructure, security requirements, end user computing, and telecommunications needs. The activity uses independent government cost estimates and industry IT benchmark data to evaluate the level of effort needed to support each network. Historical actual cost estimates and current negotiated contract rates are also used to develop the annual operations and maintenance cost. Future year cost increases for growth in user base is estimated with historical FTE growth trends.

**Cost Allocation Methodology:** The C-LAN Operations activity consists of multiple cost allocations. Costs are allocated among the participating organizational Components based on their total number of accounts on the Classified network, the total number of C-LAN devices (e.g., desktop computers, desktop VTC), and/or portion of an auxiliary service consumed (e.g., Cross Domain). For the C-LAN, the non-discrete costs are shared across the total number of C-LAN network accounts, with the Component being charged for their pro-rated share of the total accounts. In addition, the costs associated with the C-LAN devices or auxiliary services are added to the Component bill for those offices that actually possess a C-LAN device or consume an auxiliary service.

### **HSPD-12 Infrastructure Support**

**Description of Service:** HSPD-12 Infrastructure Support, through the Identity Management Division (IMD) of the Chief Security Officer (OCSO), is a central headquarters program that is charged with managing HSPD-12 implementation across DHS through the issuance of a secure and reliable form of identification for its workforce, employees, and contractors located within an estimated 16,000 DHS facilities and sites. The IMD will provide the necessary guidance and tools to facilitate this Department-wide program, creating a unified approach and solution.

The IMD business activity supports DHS with services and technology to establish the DHS HSPD-12 infrastructure and issue credentials in the following areas:

- Identity Management System (IDMS)
- Card Management System (CMS)
- Enrollment and Card Issuance Work Stations (EIWS) including printers and work station consumables
- DHS Personal Identity Verification (PIV) Card Stock including Security Printing and laminate
- Installation and Maintenance of the EIWS
- Hosting, Backup, Disaster Recovery, and Test Environment Server Support
- Certification and Accreditation (C&A) Support
- O&M Support including Service Support/Help Desk
- Appointment Scheduling Hosting and Support
- Onsite Training Support
- DHS Authoritative Databases Interface and Support
- Open Interfaces/Modules for HSPD-12/DHS IDMS and CMS

- Public Key Infrastructure (PKI) Certificates

These services have been and are currently provided for all DHS users of the Identity Management System. In addition, the IMD business activity coordinates:

- The card issuance functions at 322 DHS PIV Card Issuance Facilities nationwide
- HSPD-12 technology evaluation for future DHS use
- Continuous project management support for the deployment of EIWS to DHS facilities/sites nationwide
- Vendor management and oversight of existing contracts
- Budget and financial management

**Managing Office:** OCSO

**Pricing Basis:** Pricing is based on the number of active identities in the DHS HSPD-12 IDMS, which include costs associated with the collection/enrollment/sharing of biographic/biometric information, identity document validations, PKI certificates, and the lifecycle management of DHS PIV Cards.

**Cost Allocation Methodology:** Components cost allocation methodology is based on the following factors:

- Number of Federal and Contractor employees within each Component at the beginning of the fiscal year
- Sum of all costs associated with the DHS PIV Card Program supporting Components
- Percentage of Component identities compared to the DHS total identities

**e-Training**

**Description of Service:** e-Training provides an enterprise approach to leveraging technology to support learning and development programs, initiatives, and capabilities. This includes an enterprise architecture approach to modernize and reduce the complexity of DHS Learning Management Systems (LMS); building enhanced capability through tools such as web conferencing; and closing existing and future gaps in structured learning opportunities by providing every DHS employee access to over 3,000 online courses and 12,000 online books. Benefits derived from this activity include:

- Centralized procurement of primary DHS LMS in use, providing greater visibility to CFOs, CIOs, and all DHS management regarding costs;
- Consistent, standardized delivery of all legislatively-mandated training to all DHS employees (and contractors where appropriate), launched IT security courses mapped to the Government Information Security Reform Act (GISRA) and the National Institute of Standards and Technology requirements;
- A 21<sup>st</sup> Century approach to training in critical areas such as Emergency Medical Technician training by assisting in the coordination of DHS Modeling and Simulation activity in regards to training; and

- Compliance with OPM and OMB requirements for reporting Enterprise Human Resources Integration training data for all DHS Federal civilian employees.

In FY 2017, the overall enterprise cost for e-training will be reduced as Components migrate to the Performance and Learning Management System (PALMS) and fund the O&M tail of the integrated Performance Management (PM) and Learning Management (LM) system within their respective Component budgets.

**Managing Office:** OCHCO

**Pricing Basis:** Pricing is based on costs to maintain services in ETMS, PMO, Plateau, Skillsoft, and EMS Training systems.

**Cost Allocation Methodology:** The cost allocation methodology for this activity is a pro-rata share based on the percentage derived from dividing each component's FTE by DHS's total FTE (including USCG military for some activities) multiplied by total estimated cost of the activity. Customers are only billed for services received. Additionally, DHS Components using EMS training will only be charged based on usage.

### **Mail Services**

**Description of Service:** The Mail Service operates a Consolidated Remote Delivery Site (CRDS) for receiving, screening, processing, courier servicing, and delivery of safe mail to DHS Headquarters and Component HQ facilities in the National Capital Region (NCR). With the exception of the United States Secret Service (USSS), all DHS Components currently participate in the CRDS mail shared service support activity.

The CRDS currently receives and screens approximately 1.5 million pieces of inbound mail and delivers it to nearly 100 DHS mail delivery locations within the NCR. It processes over 8 million pieces of outbound mail and provides over 6,000 trips of courier services. The CRDS is also supported by an Inter-Agency Agreement with DHS Office of Health Affairs for biological detection services.

**Managing Office:** OCRSO

**Pricing Basis:** Pricing is based on current contracts negotiated with the service providers. The cost of mail services contract includes mail chemical, biological, radiological, nuclear and explosive screening, delivery services, onsite customer service, and courier services.

**Cost Allocation Methodology:** Pricing is based on a pro-rata share of the volume of mail delivered, the number of mail stops that receive mail, the number of locations with mail delivery, onsite customer service support, the number of courier services, and the cost of screening incoming mail for safety and security threats.

**Parking Services**

**Description of Service:** The Parking Service is available to eligible DHS HQs employees based on space availability, parking need accessibility under American Disability Act (ADA); employee's position; employee's required work schedules; and funding approval from Office/Directorate. Permit types in order of priority are: Law Enforcement vehicles; official government vehicles (owned, leased, or rented); employees with disabilities; executive parking; unusual work hours; and carpool/vanpool. There are currently nine (9) commercial parking garages providing over 275 parking spaces, one government-run parking garage providing 37 parking spaces, and one parking lot of 1,197 spaces

**Managing Office:** OCRSO

**Pricing Basis:** Pricing is based on firm-fixed pricing, which includes garages that are within a 0.25 or 1 block radius from the DHS site. The contract is awarded by the number of unreserved and reserved spaces (handicap parkers only) for each DHS Headquarters organization.

**Cost Allocation Methodology:** The cost allocation methodology is a pro-rata share based on the number of spaces utilized.

**Transit Subsidy Services**

**Description of Service:** The Transit Subsidy Program encourages Federal employees to commute to work via public transportation. This program provides a subsidy to all eligible Federal employees who commute to and from work on a regular basis using rapid transit, public or commuter buses, commuter rail, incorporated vanpools, or any combination of the above. This helps reduce petroleum consumption, traffic congestion, and air pollution by taking vehicles off the road that are otherwise used in daily commuting.

**Managing Office:** OCRSO

**Pricing Basis:** Pricing is based on contract negotiations with the Sole Source Contract (The Washington Metropolitan Area Transit Authority - WMATA) and IAA with the Department of Transportation (DOT) service providers.

**Cost Allocation Methodology:** The cost allocation methodology is a pro-rata share based on participant usage.

## Fee for Service Activity – PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Working Capital Fund				FY 2017 Working Capital Fund				FY 2018 Working Capital Fund				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Fee for Service Activity	514	514	\$94,387	\$183.63	170	170	\$24,150	\$140.32	-	-	-	-	(170)	(170)	(\$24,150)	(\$140.32)
<b>Total</b>	<b>514</b>	<b>514</b>	<b>\$94,387</b>	<b>\$183.63</b>	<b>170</b>	<b>170</b>	<b>\$24,150</b>	<b>\$140.32</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(170)</b>	<b>(170)</b>	<b>(\$24,150)</b>	<b>(\$140.32)</b>
Discretionary - Appropriation	514	514	\$94,387	\$183.63	170	170	\$24,150	\$140.32	-	-	-	-	(170)	(170)	(\$24,150)	(\$140.32)

### NARRATIVE EXPLANATION OF CHANGES

In FY 2017, a decision was made by the WCF Governance Board and DHS senior leadership to remove the positions and related costs for positions from the WCF and move them directly to the appropriation in the PPA that is providing the service.



**Fee for Service Activity – PPA**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Working Capital Fund</b>	<b>FY 2017 Working Capital Fund</b>	<b>FY 2018 Working Capital Fund</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$70,100	\$19,086	-	(\$19,086)
11.3 Other than Full-Time Permanent	\$1,269	\$946	-	(\$946)
11.5 Other Personnel Compensation	\$710	\$55	-	(\$55)
11.8 Special Personal Services Payments	-	\$296	-	(\$296)
12.1 Civilian Personnel Benefits	\$22,308	\$3,767	-	(\$3,767)
<b>Total - Personnel Compensation and Benefits</b>	<b>\$94,387</b>	<b>\$24,150</b>	-	<b>(\$24,150)</b>
<b>Positions and FTE</b>				
Positions - Civilian	514	170	-	(170)
FTE - Civilian	514	170	-	(170)

---

**Fee for Service Activity – PPA**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Total Changes
Fee for Service Activity	\$650,973	\$475,517	\$486,133	\$10,616
<b>Total</b>	<b>\$650,973</b>	<b>\$475,517</b>	<b>\$486,133</b>	<b>\$10,616</b>
Discretionary - Appropriation	\$650,973	\$475,517	\$486,133	\$10,616

**Fee for Service Activity – PPA**  
**Non Pay by Object Class**

*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Working Capital Fund</b>	<b>FY 2017 Working Capital Fund</b>	<b>FY 2018 Working Capital Fund</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$76	\$133	\$130	(\$3)
22.0 Transportation of Things	\$150	\$40	\$150	\$110
23.1 Rental Payments to GSA	\$130,205	\$122,083	\$146,898	\$24,815
23.3 Communications, Utilities, and Misc. Charges	\$21,447	\$21,061	\$467	(\$20,594)
24.0 Printing and Reproduction	\$2,469	-	\$21,107	\$21,107
25.1 Advisory and Assistance Services	\$24,036	\$25,359	\$21,902	(\$3,457)
25.2 Other Services from Non-Federal Sources	\$68,336	\$53,296	\$43,326	(\$9,970)
25.3 Other Goods and Services from Federal Sources	\$123,924	\$154,443	\$147,200	(\$7,243)
25.6 Medical Care	\$1	-	\$1	\$1
25.7 Operation and Maintenance of Equipment	\$273,265	\$92,983	\$98,079	\$5,096
26.0 Supplies and Materials	\$2,590	\$1,685	\$2,593	\$908
31.0 Equipment	\$4,474	\$3,675	\$4,280	\$605
32.0 Land and Structures	-	\$759	-	(\$759)
<b>Total - Non Pay Object Classes</b>	<b>\$650,973</b>	<b>\$475,517</b>	<b>\$486,133</b>	<b>\$10,616</b>

**NARRATIVE EXPLANATION OF CHANGES**

In FY 2017, a decision was made by the WCF Governance Board and DHS senior leadership to remove the positions and related costs for positions from the WCF and move them to direct to appropriation in the PPA that is providing the service. This decision was made after business cases were reviewed in comparison to the WCF Charter, which details the criteria for inclusion in the WCF. The decision eliminates the circular billing for positions and related costs and allows the service providers and customers to run the program more efficiently.

Description of Activities completely removed from the WCF in FY 2018:

**Regulatory Services** includes the shared costs associated with the operation of the Department's and components' regulatory programs. The Regulatory Services umbrella consists of the following two activities: (1) operation and maintenance of the Regulatory Affairs Management System (RAMS) and (2) e-Docket Support Services (an existing WCF sub-activity moving from the eRulemaking umbrella to the Regulatory Services umbrella). This activity was completely transferred out of the WCF to direct

appropriation within OSEM in FY 2018.

**National Defense University** covers the cost of 4 professors that design, develop, and lead homeland security-related courses and events. In addition, DHS faculty serves as advisors/mentors to all DHS employees who are enrolled as Master's Degree candidates each year. This activity was completely transferred out of the WCF to direct appropriation within OCHCO in FY 2018.

**The DHS Senior Executive Service Candidate Development Program (SES CDP)** is a program approved by the Office of Personnel Management (OPM) which permits the certification of the executive qualifications of graduates by the OPM Qualifications Review Board (QRB) and selection for the SES without further competition. This activity was completely transferred out of the WCF to direct appropriation within OCHCO in FY 2018.

**The Shuttle Service** provides a safe and effective means of transporting employees between DHS buildings throughout the NCR. The services consist of 6 routes (North, Tenley A/B, Glebe Rd) and are limited to the conduct of official business. This activity was completely transferred out of the WCF to direct appropriation within OCRSO in FY 2018.

**The Executive Sedan Service** provides executive level transportation for authorized senior officials who travel between various locations during the course of official Government duties. It allows senior officials to conduct official business while in transit, which may not be possible on Metro or in taxicabs. This activity was completely transferred out of the WCF to direct appropriation within OCRSO in FY 2018.

Activity Detail where FTE were removed but program costs remain in the WCF (see detail above within PPA narrative):

- CIO - DHS One Net and NCRIO
- CHCO – HCBS, NFC Payroll, and e-Training
- CSO - HSPD-12
- A&O - CLAN Operations
- CRSO - Transit, Parking, Mail, and GSA Rent
- CIO – RLIS

*Government Wide Mandated Service Activity - PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016			FY 2017			FY 2018			FY 2017 to FY 2018		
	Working Capital Fund			Working Capital Fund			Working Capital Fund			Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Government Wide Mandated Service Activity	-	-	\$20,495	-	-	\$9,325	-	-	\$8,089	-	-	(\$1,236)
<b>Total</b>	-	-	<b>\$20,495</b>	-	-	<b>\$9,325</b>	-	-	<b>\$8,089</b>	-	-	<b>(\$1,236)</b>
Subtotal Discretionary - Appropriation	-	-	\$20,495	-	-	\$9,325	-	-	\$8,089	-	-	(\$1,236)

## Government Wide Mandated Service Activity – PPA Budget Authority and Obligations

*Dollars in Thousands*

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	-		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$20,495</b>	<b>\$9,325</b>	<b>\$8,089</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$1,217	\$399	\$399
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$21,712</b>	<b>\$9,724</b>	<b>\$8,488</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$21,712</b>	<b>\$9,724</b>	<b>\$8,488</b>
Obligations (Actual/Projections/Estimates)	\$21,299	\$9,325	\$8,089
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE Including Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

## Government Wide Mandated Service Activity – PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	-	-	\$20,495
FY 2016 Working Capital Fund	-	-	\$20,495
FY 2017 Working Capital Fund	-	-	\$9,325
FY 2018 Base Budget	-	-	\$9,325
Government-Wide PPA Pricing Decrease	-	-	(\$1,236)
<b>Total, Pricing Decreases</b>	-	-	<b>(\$1,236)</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>(\$1,236)</b>
FY 2018 Current Services	-	-	\$8,089
FY 2018 Request	-	-	\$8,089
FY 2017 TO FY 2018 Change	-	-	(\$1,236)

### **PPA Description**

Government-wide Mandated Service Activities include 12 activities which are Administration-sponsored initiatives managed by a designated Federal department to improve overall government performance. Customers are assessed for the cost of supporting the activity. The activities should also provide a direct benefit to participating Components. Examples include government-wide e-Government initiatives and the OMB-sponsored Interagency Councils, such as Human Resources Line of Business, Financial Management Line of Business, and e-Gov Benefits.

The Working Capital Fund requests \$8.089 million and 0 FTE for this PPA in FY 2018. This is a net decrease of \$1.2 million from the FY 2017 Annualized CR level, as a result of anticipated programmatic net pricing decreases.

**Interagency Council Funding**

**Description of Service:** GSA provides oversight and administers the Interagency Council funds in consultation with the Chief Financial Officers Council, the Chief Information Officers Council, the Federal Acquisition Council and the Chief Human Capital Officers Council.

- CFO Council funding supports the following activities:
  - Federal Audit Clearing House (FAC) - Disseminates audit information to Federal agencies and the public, supports OMB oversight and assessment of Federal award audit requirements, and assists Federal cognizant and oversight agencies in obtaining OMB Circular A-133 data and reporting packages.
  - Grants Streamlining – Implements P. L. 106-107, the Federal Financial Assistance Management Improvement Act of 1999. It also proposes a standard format for Federal agency use in announcing discretionary grant and cooperative agreement funding opportunities.
- CIO Council funding supports the following activities:
  - A contract to support the Portfolio Management Office for the ongoing e-government initiatives efforts.
  - Federal Enterprise Architecture (FEA) —identifies and develops collaboration and consolidation opportunities across Federal agencies.
- Federal Acquisition Council (FAC) funding supports the following activities:
  - The Federal Competitive Sourcing Database (FCSD) facilitates comprehensive, consistent, and timely reporting of government actions related to competitive sourcing.
  - Acquisition Workforce Competency Development and Training - Funds the Acquisition Career Management Information System (ACMIS) database which provides workforce training data and OPM data to make strategic workforce decisions that affect the agency's training and certification requirements.
  - Government-wide Performance Measures for Socio-Economic Goals - Small business success is currently measured by meeting established statutory goals.
  - The Service Acquisition Reform Act (SARA), Acquisition Advisory Panel and Report to Congress - Section 1423 of SARA requires the Administrator of OMB Office of Federal Procurement Policy to establish an advisory panel of recognized experts in acquisition law and policy to review laws and regulations regarding the use of commercial practices, performance-based contracting, the performance of acquisition functions across agency lines of responsibility, and the use of government-wide contracts.
  - Acquisition Center of Excellence - SARA mandates the development and maintenance of a Center of Excellence in Contracting for Services



- CHCO funding supports the following activity:
  - CHCO website - Provides a vehicle for sharing and exchanging information of interest to the Federal human resource management community. The system provides a forum for the exchange of information among members of the Council in both a public and private manner.

**Managing Partner:** General Services Administration

**Managing Office:** OCFO

**Pricing Basis:** This is a government-wide mandated program in which the managing partner assigns costs.

**Cost Allocation Methodology:** The cost allocation methodology for this activity is pro-rata share based on the percent of each component's adjusted total budget (excluding grant funding) divided by DHS's total adjusted budget multiplied by the total estimated cost of the activity.

### **USAJOBS**

**Description of Service:** The USAJOBS initiative is a government-wide initiative led by the OPM. All agencies fund their portion of this program (based on employment levels). Regulations contained in 5 CFR Parts 330, 333 and 335 implement section 4 of Public Law 1054-52 and authorizes OPM to charge fees to agencies in order to pay the cost of providing Federal employment information and services.

USAJOBS delivers state-of-the-art on-line recruitment services to job seekers, simplifying the process of locating and applying for Federal jobs. It delivers a number of job seeker focused features including intuitive job searching; clean, concise, understandable and attractive job announcements; on-line resume submission; applicant data-mining; and on-line feedback on status and eligibility.

**Managing Partner:** Office of Personnel Management

**Managing Office:** OCHCO

**Pricing Basis:** This is a government-wide mandated program in which the managing partner assigns costs.

**Cost Allocation Methodology:** Component's cost allocation methodology is based on the following factors:

- Pro-rata share based on the percentage of each component's FTE divided by DHS' total FTE multiplied by the total estimated cost of the activity.
- This activity only benefits civilian personnel. Military FTE is not included in the cost allocation methodology.

**Enterprise Human Resources Integration (EHRI)**

**Description of Service:** EHRI is a collaborative e-Government initiative designed to transform the way Federal HR Specialists and managers access human resource information and the way all Federal employees access their personnel file information. EHRI is in the process of replacing the current paper based Official Personnel Folder (OPF) with an electronic employee record for all executive branch employees, resulting in a comprehensive electronic personnel data repository covering the entire life cycle of Federal employment. In addition to streamlining personnel management actions, EHRI provides HR managers and specialists with powerful workforce analytic and planning capabilities.

**Managing Partner:** Office of Personnel Management

**Managing Office:** OCHCO

**Pricing Basis:** This is a government-wide mandated program in which the managing partner assigns costs.

**Cost Allocation Methodology:** Component's cost allocation methodology is based on the following factors:

- Costs for products and services will be recovered by EHRI from all agencies on an equitable basis related to the size and usage of each participating agency.
- Charges are based on distributing total EHRI costs to all clients on the basis of the number of Official Personnel Folder's or on the basis of actual cost, depending on the service.

**e-Rulemaking**

**Description of Service:** e-Rulemaking is a collaborative, interagency activity designed to establish a function. The activity consolidates rulemaking systems at the various departments and agencies and is centrally managed through a web-based environment offering functionality such as one-stop access, search capabilities, and public commenting. e-Rulemaking activities include:

- Expanding public understanding of the rulemaking process
- Improving the quality of Federal rulemaking decisions
- Increasing the amount, breadth, and ease of citizen and intergovernmental participation in rulemaking
- Administering Regulations.gov, a cross-agency, front-end Web application that posts and allows comments on proposed Federal agency rules
- Writing memoranda to the President's Management Council (PMC), directing agencies to include a link to Regulations.gov on agency homepages and in the synopsis of the notice of any regulatory action requesting public comment
- Posting the dockets for nearly 300 Federal agencies, including DHS, on EPA's online system.

**Managing Partner:** Environmental Protection Agency

**Managing Office:** OCIO

**Pricing Basis:** This is a government-wide mandated program in which the managing partner assigns costs.

**Cost Allocation Methodology:** The cost allocation methodology for this activity is pro-rata share based on the percent of each participating component's adjusted total budget (excluding grant funding) divided by DHS's total adjusted budget multiplied by the total estimated cost of the activity.

### **Human Resources Line of Business (HRLoB)**

**Description of Service:** The HR LOB provides the Federal Government with an infrastructure to support pay-for-performance systems, modernized HR systems, and the core functionality necessary for the strategic management of human capital.

The HR LoB offers a cost-effective, standardized, and interoperable HR solution which allows Federal departments and agencies to work more efficiently and effectively, while providing managers and executives with an improved means to meeting strategic objectives. The HR LoB initiative seeks to accomplish the following four goals: 1) Improved Management, 2) Operational Efficiencies, 3) Cost Savings/Avoidance, and 4) Improved Customer Service.

By focusing on the strategic management of human capital and addressing duplicative HR systems and processes, the HR LoB initiative will enable faster decision-making and more informed policy-making capability; improved service ratio/response times and reduced cycle times; increased cost savings/avoidance through reducing duplicative software, hardware, and labor resources; and improved communication and responsiveness through enhanced quality, timeliness, accuracy and consistency.

**Managing Partner:** Office of Personnel Management

**Managing Office:** OCHCO

**Pricing Basis:** This is a government-wide mandated program in which the managing partner assigns costs.

**Cost Allocation Methodology:** Component's cost allocation methodology is based on the following factors:

- Pro-rata share based on the percent of each component FTE divided by DHS's total FTE multiplied by the total estimated cost of the activity.
- This activity only benefits civilian personnel. Military FTE is not included in the cost allocation methodology.

### **e-Gov Benefits**

**Description of Service:** The e-Gov Benefits activity provides a single point of access for citizens to locate and determine eligibility for government benefits and services, GovBenefits.gov. The site's core function is the eligibility prescreening questionnaire or "Benefit Finder." Answers to the questionnaire are used to evaluate a visitor's situation and compare it with the eligibility criteria for more than 1,000 Federally-funded benefit and assistance programs. Each program description provides citizens with the next steps to apply for any benefit program of interest.

**Managing Partner:** Department of Labor

**Managing Office:** OCIO

**Pricing Basis:** This is a government-wide mandated program in which the managing partner assigns costs.

**Cost Allocation Methodology:** The cost allocation methodology for this activity is a pro-rata share based on the percent of each component's civilian FTE divided by DHS's total civilian FTE multiplied by total estimated cost of the activity.

**Financial Management Line of Business (FMLoB)**

**Description of Service:** The FMLoB goals are to define, analyze, and implement options that will enhance cost savings in the financial management systems, provide for standardization of business processes and data models, promote seamless data exchange between Federal agencies, and strengthen internal controls through integration of core financial and subsidiary systems. The FMLoB's current objective is to improve the cost, quality, and performance of financial management reducing the number of noncompliant systems by leveraging common standards, shared service solutions, and implementing other government-wide reforms that foster efficiencies in Federal financial operations.

**Managing Partner:** General Services Administration

**Managing Office:** OCIO

**Pricing Basis:** This is a government-wide mandated program in which the managing partner assigns costs.

**Cost Allocation Methodology:** The cost allocation methodology for this activity is a pro-rata share based on the percent of each component's adjusted total budget (excluding grant funding), divided by DHS' adjusted total budget and multiplied by total estimated cost of the activity.

**Geospatial Line of Business (LoB)**

**Description of Service:** The Geospatial LoB is designed to further refine the opportunities for optimizing and consolidating Federal geospatial-related investments to reduce the cost of government and, improve services to citizens. Cross-agency coordination of geospatial activities can identify, consolidate, and reduce or eliminate redundant geospatial investments. The Geospatial LoB will result in a more coordinated approach to producing, maintaining, and using geospatial data, and will ensure sustainable participation from Federal partners to establish a collaborative model for geospatial-related activities and investments.

**Managing Partner:** Department of Interior

**Managing Office:** OCIO

**Pricing Basis:** This is a government-wide mandated program in which the managing partner assigns costs.

**Cost Allocation Methodology:** The cost allocation methodology for this activity is a pro-rata share based on the percent of each component's adjusted total budget (excluding grant funding) divided by DHS's adjusted total budget multiplied by total estimated cost of the activity.

### **Budget Formulation and Execution Line of Business (BFELoB)**

**Description of Service:** The focus of the BFELoB is to build a budget of the future by promoting information sharing across government agency budget offices and building a "community of practice." With this collaboration, the budget community can start to identify best practices for all aspects of budget formulation and execution. The BFELoB strives to find solutions that link budget formulation, execution, planning, performance, and financial information. Areas of particular interest include technology, budget performance integration, data collection and tracking, financial management integration, and human capital.

**Managing Partner:** Department of Education

**Managing Office:** OCIO

**Pricing Basis:** This is a government-wide mandated program in which the managing partner assigns costs.

**Cost Allocation Methodology:** The cost allocation methodology for this activity is a pro-rata share based on the percent of each Component's adjusted total budget (excluding grant funding) divided by DHS's adjusted total budget multiplied by total estimated cost of the activity.

### **e-Gov Integrated Awards Environment**

**Description of Service:** This activity is a result of merging the e-Gov Integrated Acquisition Environment Loans And Grants with the e-Integrated Financial Assistance Environment activity. The Federal Funding Accountability and Transparency Act of 2006 (FFATA) requires OMB to "ensure the existence and operation of a single searchable website, accessible by the public at no cost that includes information on each Federal award. The law specifically requires a unique identifier for the entity receiving the award and of the parent entity of the recipient, should the entity be owned by another entity. Some contracts (and some grants) already require Data Universal Numbering System (DUNS) numbers. This will allow those areas to feed information into the FFATA portal. As a result, this activity collaborates to establish common automated and integrated approaches to managing the Federal government's financial assistance function. The activity combines government-wide financial assistance systems, i.e., USA spending, Grants.gov, and the Federal Audit Clearinghouse System (FACS), at the various departments and agencies and is centrally managed by OMB through assignment of each system to an agency for day to day operations.

- Grants.gov creates a single portal for all Federal financial grant and cooperative agreement program applicants to find and apply for funding on-line. This provides electronic functionality for applicants while reducing paper-based processes that

previously challenged the Federal grants and cooperative agreement program environment.

- FACS is the government-wide repository into which independent auditors post the annual OMB Circular A-133 Audits of federal financial assistance (FA) awardees for subsequent retrieval by federal agencies.
- USA spending is the site where all Federal award data is posted per the requirements set forth the FFATA.

This activity is designed to reduce inefficiencies, meet e-Gov goals, and provide benefits to both citizens and the government. Specifically, the initiative enables the government to implement streamlining activities developed by the OMB lead Committee for Financial Assistance Reform (COFAR) on which DHS is one of the eight primary funding agencies represented.

**Managing Partners:** Grants.gov; Department of Health and Human Services; USAspending.gov; OMB; and FACS: Commerce Department, Census Bureau Development

**Managing Office:** OCFO - Financial Assistance Policy and Oversight (FAPO)

**Pricing Basis:** This is a government-wide mandated program in which the managing partner assigns costs.

**Cost Allocation Methodology:** The cost allocation methodology is a pro-rata share based on systems' usage plus a base fee when appropriate.

#### **Performance Management Line of Business (PMLoB)**

**Description of Service:** The focus of the PMLoB is to facilitate transition from print-based Government Performance and Results Act (GPRA) performance plans and reports to a shared, web-based, Government-wide performance portal, as required by the GPRA Modernization Act (Sec 7 and Sec. 10), The PMLoB will help agencies efficiently meet legal requirements through a shared solution and avoid redundant stove-piped agency development and operations costs.

**Managing Partner:** PMLoB Steering Committee comprised of agency representatives, OMB, and GSA.

**Managing Office:** Office of the Chief Financial Officer

**Pricing Basis:** This is a government-wide mandated program in which the managing partner assigns costs.

**Cost Allocation Methodology:** The cost allocation methodology for this activity is a pro-rata share based on the percent of each Component's adjusted total budget divided by DHS's adjusted total budget multiplied by total estimated cost of the activity.

#### **e-Gov Integrated Financial Assistance Environment**

**Description of Service:** The e-Integrated Financial Assistance Environment Activity is a collaborative, interagency activity designed to establish common, automated, and integrated approaches to managing the Federal government's financial assistance function. The activity combines government-wide financial assistance systems, i.e., USA spending, Grants.gov, and the Federal Audit

Clearinghouse System (FACS), at the various departments and agencies and is centrally managed by OMB through assignment of each system to an agency for day to day operations. Grants.gov creates a single portal for all Federal financial grant and cooperative agreement program applicants to find and apply for funding on-line. This provides electronic functionality for applicants while reducing paper-based processes that previously challenged the Federal grants and cooperative agreement program environment. FACS is the government-wide repository into which independent auditors post the annual OMB Circular A-133 Audits of federal financial assistance (FA) awardees for subsequent retrieval by federal agencies. USA spending is the site where all Federal award data is posted per the requirements set forth the Federal Financial Accountability and Transparency Act.

This activity is designed to reduce inefficiencies, meet e-Gov goals, and provide benefits to both citizens and the government. Specifically, the initiative enables the government to implement streamlining activities developed by the OMB lead Committee for Financial Assistance Reform (COFAR) on which DHS is one of the eight primary funding agencies represented.

**Managing Partners:** Department of Health and Human Services; Commerce Department, Census Bureau

**Managing Office:** OCFO

**Pricing Basis:** This is a government-wide mandated program in which the managing partner assigns costs.

**Cost Allocation Methodology:** The cost allocation methodology is a pro-rata share based on systems' usage plus a base fee when appropriate.

---

**Government Wide Mandated Service Activity – PPA**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Total Changes
Government Wide Mandated Service Activity	\$20,495	\$9,325	\$8,089	(\$1,236)
<b>Total</b>	<b>\$20,495</b>	<b>\$9,325</b>	<b>\$8,089</b>	<b>(\$1,236)</b>
Discretionary - Appropriation	\$20,495	\$9,325	\$8,089	(\$1,236)



**Government Wide Mandated Service Activity – PPA**  
**Non Pay by Object Class**

*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Working Capital Fund</b>	<b>FY 2017 Working Capital Fund</b>	<b>FY 2018 Working Capital Fund</b>	<b>FY 2017 to FY 2018 Change</b>
25.1 Advisory and Assistance Services	-	\$873	\$1,032	\$159
25.2 Other Services from Non-Federal Sources	\$13,670	\$413	\$80	(\$333)
25.3 Other Goods and Services from Federal Sources	\$6,825	\$8,039	\$6,977	(\$1,062)
<b>Total - Non Pay Object Classes</b>	<b>\$20,495</b>	<b>\$9,325</b>	<b>\$8,089</b>	<b>(\$1,236)</b>

*DHS Cross Cutting Activities - PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016			FY 2017			FY 2018			FY 2017 to FY 2018		
	Working Capital Fund			Working Capital Fund			Working Capital Fund			Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
DHS Cross Cutting Activities	7	7	\$14,585	7	7	\$14,585	-	-	\$11,913	(7)	(7)	(\$2,672)
<b>Total</b>	<b>7</b>	<b>7</b>	<b>\$14,585</b>	<b>7</b>	<b>7</b>	<b>\$14,585</b>	<b>-</b>	<b>-</b>	<b>\$11,913</b>	<b>(7)</b>	<b>(7)</b>	<b>(\$2,672)</b>
Subtotal Discretionary - Appropriation	7	7	\$14,585	7	7	\$14,585	-	-	\$11,913	(7)	(7)	(\$2,672)

## DHS Cross Cutting Activities – PPA Budget Authority and Obligations

*Dollars in Thousands*

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	-		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$14,585</b>	<b>\$14,585</b>	<b>\$11,913</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$8,316	\$2,345	\$2,345
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$22,901</b>	<b>\$16,930</b>	<b>\$14,258</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$22,901</b>	<b>\$16,930</b>	<b>\$14,258</b>
Obligations (Actual/Projections/Estimates)	\$20,109	\$14,585	\$11,913
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	7	7	-
Enacted/Request FTE	7	7	-
<b>Onboard and Actual FTE Including Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	3	7	-
FTE (Actual/Estimates/Projections)	3	7	-

## DHS Cross Cutting Activities – PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	7	7	\$14,585
<b>FY 2016 Working Capital Fund</b>	7	7	\$14,585
<b>FY 2017 Working Capital Fund</b>	7	7	\$14,585
<b>FY 2018 Base Budget</b>	7	7	\$14,585
Transfer to USM/CPO due to Strategic Sourcing WCF Removal	(7)	(7)	(\$1,974)
<b>Total Transfers</b>	(7)	(7)	(\$1,974)
DHS Crosscutting PPA Pricing Decrease	-	-	(\$698)
<b>Total, Pricing Decreases</b>	-	-	(\$698)
<b>Total Adjustments-to-Base</b>	(7)	(7)	(\$2,672)
<b>FY 2018 Current Services</b>	-	-	\$11,913
<b>FY 2018 Request</b>	-	-	\$11,913
<b>FY 2017 TO FY 2018 Change</b>	(7)	(7)	(\$2,672)

### PPA Description

The DHS crosscutting activities include three activities which are Department-wide programs managed by a single office that yield some benefit to all DHS Components. Customers are assessed for the cost of supporting the activity. The two activities within this PPA are Capital Planning and Investment Control and CPO Shared Reporting. The actual costs of the programs are recouped by redistributing the costs to the Components based on their share of the discretionary budget, staffing, or some other fair and equitable pro-rata basis.

The Working Capital Fund requests \$11.9 million for DHS Cross-Cutting Activities in FY 2018. This is a net decrease of \$2.7 million from the FY 2017 Annualized CR level, due to the removal of the Strategic Sourcing activity and cross-cutting price decreases.

**Capital Planning And Investment Control (CPIC)**

**Description of Service:** The CPIC activity is required to comply with budget preparation guidance provided by OMB Circular A-11 and management guidance provided by OMB Circular A-130. This Activity provides services to support these efforts, including automated tools to assist with portfolio analyses, document preparation, and document review and scoring, formal training, informational briefings, and remedial coaching to improve business case quality. It supports the project management offices in preparing decision packages for DHS investment review boards at key acquisition decision points in their projects life cycle. CPIC is also the central point for the Department's response to OMB initiatives and priorities on investment management, currently focusing on such control phase areas as consolidation, earned value management, and periodic project review.

**Managing Office:** Office of the Chief Information Officer

**Pricing Basis:** Pricing is based on operations, maintenance and annual modification support to the software applications that support CPIC reporting; annual licenses for software based on number of users; data center hosting fees for servers; number of FTE's needed to support scoring and work help desk tickets; number of planned training classes for system users.

**Cost Allocation Methodology:** The Component's cost allocation methodology is based on the number of Component Major Business Cases divided by the total number of DHS Business Cases submitted for the Budget Year (BY). This equals the percentage for the Component. It is then multiplied by the total cost of the CPIC Activity to get the Component allocation for the BY. It is then multiplied by the total cost of the CPIC activity.

**CPO Shared Reporting**

**Description of Services:** The CPO Shared Reporting activity provides the DHS acquisition workforce with eProcurement systems and tools which leverage investment costs and promote competition, transparency, integrity and consistency.

**Managing Office:** Office of the Chief Procurement Officer

**Pricing Basis:** Pricing is based on existing contracts; system licensing fees; and necessary system security services, maintenance and operations. Systems include the Enterprise PRISM Instance, Enterprise Reporting Application, Electronic Procurement Information Center, Electronic Contract Filing System, and Acquisition Planning and Forecast System. Contractual support includes licenses, hosting services (production, staging, training, testing and continuity of operations), Information Systems Security Services and systems maintenance and operations.

**Cost Allocation Methodology:** The cost allocation methodology for this activity is a pro-rata share based on the average percentage of each Component's number of procurement transactions, dollar value of procurement transactions, and number of procurement personnel.

## DHS Cross Cutting Activities – PPA Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Working Capital Fund				FY 2017 Working Capital Fund				FY 2018 Working Capital Fund				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
DHS Cross Cutting Activities	7	7	\$1,536	\$219.43	7	7	\$1,441	\$205.86	-	-	-	-	(7)	(7)	(\$1,441)	(\$205.86)
<b>Total</b>	<b>7</b>	<b>7</b>	<b>\$1,536</b>	<b>\$219.43</b>	<b>7</b>	<b>7</b>	<b>\$1,441</b>	<b>\$205.86</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(7)</b>	<b>(7)</b>	<b>(\$1,441)</b>	<b>(\$205.86)</b>
Discretionary - Appropriation	7	7	\$1,536	\$219.43	7	7	\$1,441	\$205.86	-	-	-	-	(7)	(7)	(\$1,441)	(\$205.86)

### NARRATIVE EXPLANATION OF CHANGES

In FY 2017, a decision was made by the WCF Governance Board and DHS senior leadership to remove the positions and related costs for positions from the WCF and move them directly to appropriation in the PPA that is providing the service.

**DHS Cross Cutting Activities – PPA**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Working Capital Fund</b>	<b>FY 2017 Working Capital Fund</b>	<b>FY 2018 Working Capital Fund</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$1,536	\$1,141	-	(\$1,141)
12.1 Civilian Personnel Benefits	-	\$300	-	(\$300)
<b>Total - Personnel Compensation and Benefits</b>	<b>\$1,536</b>	<b>\$1,441</b>	-	<b>(\$1,441)</b>
<b>Positions and FTE</b>				
Positions - Civilian	7	7	-	(7)
FTE - Civilian	7	7	-	(7)

---

**DHS Cross Cutting Activities – PPA**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary***Dollars in Thousands*

Organization	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Total Changes
DHS Cross Cutting Activities	\$13,049	\$13,144	\$11,913	(\$1,231)
<b>Total</b>	<b>\$13,049</b>	<b>\$13,144</b>	<b>\$11,913</b>	<b>(\$1,231)</b>
Discretionary - Appropriation	\$13,049	\$13,144	\$11,913	(\$1,231)



## DHS Cross Cutting Activities – PPA Non Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$20	\$16	-	(\$16)
25.1 Advisory and Assistance Services	\$12,956	\$7,217	\$11,913	\$4,696
25.2 Other Services from Non-Federal Sources	\$72	\$5,728	-	(\$5,728)
26.0 Supplies and Materials	\$1	-	-	-
31.0 Equipment	-	\$183	-	(\$183)
<b>Total - Non Pay Object Classes</b>	<b>\$13,049</b>	<b>\$13,144</b>	<b>\$11,913</b>	<b>(\$1,231)</b>

### NARRATIVE EXPLANATION OF CHANGES TO PAY AND NON-PAY

In FY 2017 a decision was made by the WCF Governance Board and DHS senior leadership to remove the positions and related costs for positions from the WCF and move them to direct appropriation within the PPA that is providing the service. This decision was made after business cases were reviewed in comparison to the WCF Charter, which details the criteria for inclusion in the WCF. The decision eliminates the circular billing for positions and related costs and allows the service providers and customers to focus on the functions to run the program. In this PPA, the Strategic Sourcing activity was completely removed, as it is solely related to positions.

**The Strategic Sourcing Program Office (SSPO)** is responsible for implementing a Department-wide approach to acquiring goods and services. SSPO provides DHS stakeholders economic and performance benefits through collaboration, rigorous analysis, and enterprise planning for acquisition initiatives. The SSPO collaborates with stakeholders to develop, deploy, and maintain sourcing strategies that enhance mission performance, improve acquisition efficiency, and optimize commodity management. This activity was completely transferred out of the WCF to direct appropriation within OCPO in FY 2018.

## *Working Capital Fund Management Activity - PPA*

### **Budget Comparison and Adjustments**

### **Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Working Capital Fund			FY 2017 Working Capital Fund			FY 2018 Working Capital Fund			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Working Capital Fund Management Activity	8	8	\$1,336	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>8</b>	<b>8</b>	<b>\$1,336</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Subtotal Discretionary - Appropriation	8	8	\$1,336	-	-	-	-	-	-	-	-	-

The WCF Management Activity is comprised of one activity for WCF operations, which includes funding for the staff that develops WCF policy and procedures, formulates and executes the WCF budget, and facilitates dispute resolution of issues between service providers and customers.

The Working Capital Fund requests \$0 and 0 FTE for DHS Working Capital Fund Management Activity in FY 2018.

## Working Capital Fund Management Activity – PPA Budget Authority and Obligations

*Dollars in Thousands*

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	-		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$1,336</b>	-	-
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$82	\$3	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$1,418</b>	<b>\$3</b>	-
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$1,418</b>	<b>\$3</b>	-
Obligations (Actual/Projections/Estimates)	\$1,418	-	-
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	8	-	-
Enacted/Request FTE	8	-	-
<b>Onboard and Actual FTE Including Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	5	-	-
FTE (Actual/Estimates/Projections)	5	-	-

**Working Capital Fund Management Activity – PPA**  
**Summary of Budget Changes**

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	8	8	\$1,336
FY 2016 Working Capital Fund	8	8	\$1,336
FY 2017 Working Capital Fund	-	-	-
FY 2018 Base Budget	-	-	-
FY 2018 Request	-	-	-
FY 2017 TO FY 2018 Change	-	-	-

## Working Capital Fund Management Activity – PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Working Capital Fund				FY 2017 Working Capital Fund				FY 2018 Working Capital Fund				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Working Capital Fund Management Activity	8	8	\$1,168	\$146	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>8</b>	<b>8</b>	<b>\$1,168</b>	<b>\$146</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Discretionary - Appropriation	8	8	\$1,168	\$146	-	-	-	-	-	-	-	-	-	-	-	-

### NARRATIVE EXPLANATION OF CHANGES

The program within this PPA was transferred to OCFO in FY 2017.

**Working Capital Fund Management Activity – PPA**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Working Capital Fund</b>	<b>FY 2017 Working Capital Fund</b>	<b>FY 2018 Working Capital Fund</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$940	-	-	-
12.1 Civilian Personnel Benefits	\$228	-	-	-
<b>Total - Personnel Compensation and Benefits</b>	<b>\$1,168</b>	-	-	-
<b>Positions and FTE</b>				
Positions - Civilian	8	-	-	-
FTE - Civilian	8	-	-	-

The program within this PPA was transferred to OCFO in FY 2017.

---

**Working Capital Fund Management Activity – PPA**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Total Changes
Working Capital Fund Management Activity	\$168	-	-	-
<b>Total</b>	<b>\$168</b>	-	-	-
Discretionary - Appropriation	\$168	-	-	-

The program within this PPA was transferred to OCFO in FY 2017.

**Working Capital Fund Management Activity – PPA**  
**Non Pay by Object Class**

*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Working Capital Fund</b>	<b>FY 2017 Working Capital Fund</b>	<b>FY 2018 Working Capital Fund</b>	<b>FY 2017 to FY 2018 Change</b>
25.3 Other Goods and Services from Federal Sources	\$167	-	-	-
26.0 Supplies and Materials	\$1	-	-	-
<b>Total - Non Pay Object Classes</b>	<b>\$168</b>	<b>-</b>	<b>-</b>	<b>-</b>

**NARRATIVE EXPLANATION OF CHANGES**

The program within this PPA was transferred to OCFO in FY 2017.



**Department of Homeland Security**  
**Working Capital Fund**

	FY 2016 Revised Enacted		FY 2017 Annualized CR		FY 2018 Request		Delta FY2017- FY 2018	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
CSA RENT	5	\$141,376,887	5	\$141,376,887	-	\$150,654,774	(5)	\$9,277,887
Finance Accounting & Shared Services (FASS)	-	\$24,000,000	-	\$24,000,000	-	\$24,527,923	-	\$527,923
Integrated Audit	-	\$14,185,091	-	\$14,185,091	-	\$14,185,091	-	\$0
Financial Management (OFO)	32	\$7,205,000	-	\$0	-	\$0	-	\$0
Bankcard Program	-	\$47,000	-	\$47,000	-	\$49,367	-	\$2,367
Treasury Information Executive Repository (TIER)	-	\$951,000	-	\$951,000	-	\$946,944	-	-\$4,056
NFC Payroll Services & Reporting	-	\$37,670,899	-	\$37,670,899	-	\$38,950,700	-	\$1,279,801
HQ Human Capital Services	81	\$12,859,132	-	\$0	-	\$0	-	\$0
Human Capital Business Systems (HCBS)	21	\$7,226,769	22	\$7,226,769	-	\$4,816,417	(22)	-\$2,410,352
Flexible Spending Plan (FSP)	-	\$1,286,455	-	\$1,286,455	-	\$800,000	-	-\$486,455
DHS EXEC LEAD (SES CDP)	4	\$2,175,029	4	\$2,175,029	-	\$0	(4)	-\$2,175,029
HQ Leadership Development Program (HQ LDP)	-	\$169,931	-	\$169,930	-	\$196,841	-	\$26,911
Research Library & Information Services (RLIS)	4	\$10,594,678	4	\$10,594,678	-	\$8,939,632	(4)	-\$1,655,046
DHS One Net	17	\$67,547,629	17	\$67,547,629	-	\$68,155,333	(17)	\$607,704
NCR Infrastructure Operations (NCRIO)	71	\$115,740,961	71	\$115,740,961	-	\$104,328,985	(71)	-\$11,411,976
CLAN Operations	2	\$23,586,136	2	\$23,586,136	-	\$24,948,718	(2)	\$1,362,582
Enterprise License Agreements (ELA)	3	\$181,432,681	-	\$0	-	\$0	-	\$0
Procurement Operations	246	\$44,196,795	-	\$0	-	\$0	-	\$0
HSPD-12	9	\$22,416,352	26	\$22,416,352	-	\$19,366,007	(26)	-\$3,050,345
e-Training	7	\$8,447,297	7	\$8,447,297	-	\$6,940,554	(7)	-\$1,506,743
Mail Services	2	\$12,606,718	2	\$12,606,718	-	\$12,594,353	(2)	-\$12,365
Parking Services	1	\$867,108	1	\$867,108	-	\$467,031	(1)	-\$400,077
Sedan Services	2	\$1,481,050	2	\$1,481,050	-	\$0	(2)	-\$1,481,050
Shuttle Services	1	\$1,095,494	1	\$1,095,494	-	\$0	(1)	-\$1,095,494
Transit Subsidy Services	2	\$4,922,331	2	\$4,922,331	-	\$5,264,264	(2)	\$341,933
National Defense University	4	\$829,138	4	\$829,138	-	\$0	(4)	-\$829,138
Regulatory Services	-	\$442,862	-	\$442,862	-	\$0	-	-\$442,862
<b>Fee for Service Activity Sub-Total</b>	<b>514</b>	<b>\$745,360,423</b>	<b>170</b>	<b>\$499,666,814</b>	<b>-</b>	<b>\$486,132,934</b>	<b>(170)</b>	<b>-\$13,533,880</b>
	FY 2016 Revised Enacted		FY 2017 Annualized CR		FY 2018 Request		Delta FY2017- FY 2018	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
<b>Government-wide Mandated Service Activity</b>								
Interagency Council Funding	-	873,052	-	873,052	-	833,830	-	(39,222)
USAJobs	-	1,127,719	-	1,127,719	-	1,210,854	-	83,135
Enterprise HR Integration (EHR)	-	3,115,342	-	3,115,342	-	3,329,102	-	213,760
e-Rulemaking	-	725,532	-	725,532	-	348,117	-	(377,415)
Human Resources Line of Business	-	260,870	-	260,870	-	273,913	-	13,043
e-govBenefits	-	226,453	-	226,453	-	161,739	-	(64,714)
Financial Management Line of Business	-	187,342	-	187,342	-	187,342	-	-
Geospatial Line of Business	-	225,000	-	225,000	-	225,000	-	-
Budget Formulation and Execution LoB	-	110,000	-	110,000	-	110,000	-	-
e-gov.Integrated Acquisition Environment	-	1,727,136	-	-	-	-	-	-
Disaster Management (DisasterHelp.gov)	-	11,170,000	-	-	-	-	-	-
IAE Loans & Grants	-	220,784	-	-	-	-	-	-
eIntegrated Financial Assistance Environment	-	472,485	-	472,485	-	472,485	-	-
Performance Management Line of Business	-	53,000	-	53,000	-	79,800	-	26,800
e-Gov Integrated Awards Environment	-	-	-	1,947,920	-	857,210	-	(1,090,710)
<b>Government-wide Mandated Service Activity Sub-Total</b>	<b>-</b>	<b>20,494,715</b>	<b>-</b>	<b>9,324,715</b>	<b>-</b>	<b>8,089,392</b>	<b>-</b>	<b>(1,235,323)</b>
	FY 2016 Revised Enacted		FY 2017 Annualized CR		FY 2018 Request		Delta FY2017- FY 2018	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Capital Planning and Investment Control (CPIC)	-	6,946,416	-	6,946,416	-	6,946,416	-	-
Strategic Sourcing	7	1,910,169	7	1,910,169	-	-	(7)	(1,910,169)
CPO Shared Reporting	-	5,728,015	-	5,728,015	-	4,966,443	-	(761,572)
<b>DHS Crosscutting Activity Sub-Total</b>	<b>7</b>	<b>14,584,600</b>	<b>7</b>	<b>14,584,600</b>	<b>-</b>	<b>11,912,859</b>	<b>(7)</b>	<b>(2,671,741)</b>
	FY 2016 Revised Enacted		FY 2017 Annualized CR		FY 2018 Request		Delta FY2017- FY 2018	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Working Capital Fund Operations	8	1,335,671	-	-	-	-	-	-
<b>Working Capital Fund Operations Sub-Total</b>	<b>8</b>	<b>1,335,671</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Totals</b>	<b>529</b>	<b>781,775,409</b>	<b>177</b>	<b>523,576,129</b>	<b>-</b>	<b>506,135,185</b>	<b>(177)</b>	<b>(17,440,944)</b>

**Department of Homeland Security**  
**Working Capital Fund**

DHS Working Capital Fund Components	FY16 Revised Enacted	FY17 Annualized CR	FY 18 President's budget request	Delta FY18-FY17
U.S. Customs & Border Protection	\$113,616,791	\$58,400,569	\$59,446,776	\$1,046,207
U.S. Customs & Border Protection (USVISIT)	\$122,049	\$0	\$0	\$0
CBP - OBIM	\$0	\$92,767	\$0	-\$92,767
Federal Law Enforcement Training Center	\$3,116,297	\$2,121,760	\$1,783,317	-\$338,443
U.S. Immigration & Customs Enforcement	\$40,922,286	\$26,775,134	\$29,021,669	\$2,246,535
U.S. Immigration & Customs Enforcement (USVISIT)	\$57,182	\$0	\$0	\$0
Transportation Security Administration	\$76,884,273	\$44,874,932	\$36,018,023	-\$8,856,909
Federal Emergency Management Agency	\$43,358,742	\$22,589,631	\$18,852,338	-\$3,737,293
National Protection and Program Directorate	\$76,312,252	\$64,718,267	\$61,523,183	-\$3,195,084
Office of Health Affairs	\$9,905,273	\$7,774,669	\$7,977,321	\$202,652
Operations Coordination and Intel & Analysis	\$35,746,027	\$29,557,312	\$29,588,228	\$30,916
Office of the Inspector General	\$1,480,911	\$831,500	\$741,716	-\$89,784
Science & Technology Directorate	\$38,143,634	\$26,754,606	\$27,793,340	\$1,038,734
Domestic Nuclear Detection Office	\$13,790,631	\$9,903,734	\$10,499,161	\$595,427
U.S. Coast Guard	\$101,567,608	\$74,965,342	\$69,618,401	-\$5,346,941
U.S. Citizenship & Immigration Services	\$42,427,160	\$22,628,226	\$28,856,403	\$6,228,177
U.S. Secret Service	\$13,075,007	\$8,801,348	\$7,147,420	-\$1,653,928
NPPD - OBIM	\$9,788,931	\$5,687,657	\$5,104,880	-\$582,777
Federal Protective Service	\$10,176,736	\$9,894,041	\$11,474,078	\$1,580,037
MGT - Office of the Under Secretary for Management	\$981,385	\$831,714	\$1,183,107	\$351,393
MGT - Chief Security Officer	\$10,112,971	\$8,264,865	\$9,087,897	\$823,032
MGT - Chief Readiness Support Officer	\$4,978,638	\$3,191,758	\$4,218,783	\$1,027,025
MGT - Chief Human Capital Officer	\$8,389,820	\$8,379,887	\$8,044,989	-\$334,898
MGT - Chief Procurement Officer	\$10,085,321	\$13,970,682	\$12,943,937	-\$1,026,745
MGT - Chief Financial Officer	\$9,175,493	\$7,784,965	\$6,932,916	-\$852,049
MGT - Chief Information Officer	\$60,737,369	\$38,947,465	\$38,474,466	-\$472,999
OSEM - Office of the Secretary	\$880,918	\$832,418	\$886,554	\$54,136
OSEM - Office of the Deputy Secretary	\$336,014	\$305,554	\$257,330	-\$48,224
OSEM - Chief of Staff	\$639,843	\$549,917	\$443,816	-\$106,101
OSEM - Civil Rights & Liberties	\$4,335,672	\$3,723,521	\$3,574,774	-\$148,747
OSEM - Executive Secretariat	\$1,499,467	\$1,208,999	\$845,671	-\$363,328
OSEM - General Counsel	\$5,171,598	\$4,500,679	\$3,860,218	-\$640,461
OSEM - Citizenship & Immigration Ombudsman	\$1,362,863	\$1,179,152	\$1,020,696	-\$158,456
OSEM - Legislative Affairs	\$1,121,533	\$949,216	\$897,425	-\$51,791
OSEM - Public Affairs	\$1,147,494	\$955,181	\$1,074,878	\$119,697
OSEM - Privacy	\$1,575,373	\$1,302,738	\$1,177,846	-\$124,892
OSEM - Office of Policy	\$6,247,916	\$4,962,773	\$4,687,143	-\$275,630
OSEM - Office of Partnership and Engagement	\$1,254,291	\$1,086,826	\$1,076,485	-\$10,341
WCF - GSA Rent	\$555,163	\$527,609	\$0	-\$527,609
WCF - RLIS	\$109,788	\$88,318	\$0	-\$88,318
WCF - OFO	\$564,516	\$0	\$0	\$0
WCF - HQ HCS	\$2,583,916	\$0	\$0	\$0
WCF - HCBS	\$906,795	\$793,508	\$0	-\$793,508
WCF - SES CDP	\$109,052	\$87,584	\$0	-\$87,584
WCF - OneNet	\$612,479	\$520,980	\$0	-\$520,980
WCF - NCRI	\$4,973,505	\$772,471	\$0	-\$772,471
WCF - CLAN	\$88,981	\$78,186	\$0	-\$78,186
WCF - ELA	\$365,888	\$0	\$0	\$0
WCF - eTrain	\$198,276	\$160,692	\$0	-\$160,692
WCF - OPO	\$8,235,419	\$0	\$0	\$0
WCF - SS	\$122,907	\$85,452	\$0	-\$85,452
WCF - WCF Ops	\$180,038	\$0	\$0	\$0
WCF - HSPD-12	\$1,269,066	\$852,162	\$0	-\$852,162
WCF - Mail	\$106,495	\$95,670	\$0	-\$95,670
WCF - Parking	\$28,832	\$23,463	\$0	-\$23,463
WCF - Sedan	\$52,321	\$41,589	\$0	-\$41,589
WCF - Shuttle	\$43,463	\$38,069	\$0	-\$38,069
WCF - Transit	\$66,567	\$55,810	\$0	-\$55,810
WCF - NDU	\$76,173	\$54,761	\$0	-\$54,761
<b>DHS Working Capital Fund - Total Components</b>	<b>\$781,775,409</b>	<b>\$523,576,129</b>	<b>\$506,135,185</b>	<b>-\$17,440,944</b>

## Department of Homeland Security Working Capital Fund

Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$141,376,887	\$141,376,887	\$150,654,774	\$9,277,887
ICE	Financial and Accounting Shared Services	\$24,000,000	\$24,000,000	\$24,527,923	\$527,923
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$14,185,091	\$14,185,091	\$14,185,091	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$7,205,000	\$0	\$0	\$0
CFO	Bankcard Program	\$47,000	\$47,000	\$49,367	\$2,367
CFO	Treasury Information Executive Repository	\$951,000	\$951,000	\$946,944	-\$4,056
CHCO	NFC Payroll Services and Reporting	\$37,670,899	\$37,670,899	\$38,950,700	\$1,279,801
CHCO	HQ Human Capital Services	\$12,859,132	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$7,226,769	\$7,226,769	\$4,816,417	-\$2,410,352
CHCO	Flexible Spending Plan	\$1,286,455	\$1,286,455	\$800,000	-\$486,455
CHCO	DHS EXEC LEAD	\$2,175,029	\$2,175,029	\$0	-\$2,175,029
CHCO	HQ Leadership Development Program	\$169,931	\$169,930	\$196,841	\$26,911
CHCO	National Defense University	\$829,138	\$829,138	\$0	-\$829,138
CIO	Research Library & Information Services	\$10,594,678	\$10,594,678	\$8,939,632	-\$1,655,046
CIO	DHS One Net	\$67,547,629	\$67,547,629	\$68,155,333	\$607,704
CIO	NCR Infrastructure Operations	\$115,740,961	\$115,740,961	\$104,328,985	-\$11,411,976
I&A	CLAN Operations	\$23,586,136	\$23,586,136	\$24,948,718	\$1,362,582
CIO	Enterprise License Agreements	\$181,432,681	\$0	\$0	\$0
CPO	Procurement Operations	\$44,196,795	\$0	\$0	\$0
CSO	HSPD-12	\$22,416,352	\$22,416,352	\$19,366,007	-\$3,050,345
CHCO	e-Training	\$8,447,297	\$8,447,297	\$6,940,554	-\$1,506,743
CRSO	Mail Services	\$12,606,718	\$12,606,718	\$12,594,353	-\$12,365
CRSO	Parking Services	\$867,108	\$867,108	\$467,031	-\$400,077
CRSO	Sedan Services	\$1,481,050	\$1,481,050	\$0	-\$1,481,050
CRSO	Shuttle Services	\$1,095,494	\$1,095,494	\$0	-\$1,095,494
CRSO	Transit Subsidy	\$4,922,331	\$4,922,331	\$5,264,264	\$341,933
OGC	Regulatory Services	\$442,862	\$442,862	\$0	-\$442,862
<b>Fee-for Service Subtotal</b>		<b>\$745,360,423</b>	<b>\$499,666,814</b>	<b>\$486,132,934</b>	<b>-\$13,533,880</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$873,052	\$873,052	\$833,830	-\$39,222
CHCO	USAJOBS	\$1,127,719	\$1,127,719	\$1,210,854	\$83,135
CHCO	Enterprise HR Integration	\$3,115,342	\$3,115,342	\$3,329,102	\$213,760
CIO	e-Rulemaking	\$725,532	\$725,532	\$348,117	-\$377,415
CHCO	Human Resources LOB	\$260,870	\$260,870	\$273,913	\$13,043
CIO	e-Gov Benefits.Gov	\$226,453	\$226,453	\$161,739	-\$64,714
CIO	Financial Management LOB	\$187,342	\$187,342	\$187,342	\$0
CIO	Geospatial LOB	\$225,000	\$225,000	\$225,000	\$0
CIO	Budget Formulation and Execution LOB	\$110,000	\$110,000	\$110,000	\$0
CPO	e-Gov Integrated Acquisition Environment	\$1,727,136	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$11,170,000	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$220,784	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$472,485	\$472,485	\$472,485	\$0
CFO	Performance Management LOB	\$53,000	\$53,000	\$79,800	\$26,800
CPO	e Gov Integrated Awards Environment	\$0	\$1,947,920	\$857,210	-\$1,090,710
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$20,494,715</b>	<b>\$9,324,715</b>	<b>\$8,089,392</b>	<b>-\$1,235,323</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$6,946,416	\$6,946,416	\$6,946,416	\$0
CPO	Strategic Sourcing	\$1,910,169	\$1,910,169	\$0	-\$1,910,169
CPO	CPO Shared Reporting	\$5,728,015	\$5,728,015	\$4,966,443	-\$761,572
<b>DHS Crosscutting Service Subtotal</b>		<b>\$14,584,600</b>	<b>\$14,584,600</b>	<b>\$11,912,859</b>	<b>-\$2,671,741</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$1,335,671	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$1,335,671</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$781,775,409</b>	<b>\$523,576,129</b>	<b>\$506,135,185</b>	<b>-\$17,440,944</b>

# Department of Homeland Security Working Capital Fund

U.S. Customs & Border Protection					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$3,523,681	\$3,523,681	\$3,734,182	\$210,501
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$1,301	\$1,301
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$7,445,364	\$7,456,923	\$13,124,881	\$5,667,958
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$2,179,748	\$2,182,836	\$1,622,692	-\$560,144
CHCO	Flexible Spending Plan	\$432,701	\$433,234	\$269,567	-\$163,667
CHCO	DHS EXEC LEAD	\$463,965	\$463,965	\$0	-\$463,965
CHCO	HQ Leadership Development Program	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$134,098	\$134,098	\$0	-\$134,098
CIO	Research Library & Information Services	\$1,227,337	\$1,228,414	\$1,112,422	-\$115,992
CIO	DHS One Net	\$25,631,618	\$25,631,618	\$22,542,714	-\$3,088,904
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$2,230,507	\$2,230,507	\$2,738,766	\$508,259
CIO	Enterprise License Agreements	\$54,154,228	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$5,316,422	\$5,322,478	\$4,599,020	-\$723,458
CHCO	e-Training	\$2,429,377	\$2,432,371	\$2,851,737	\$419,366
CRSO	Mail Services	\$2,693,390	\$2,693,390	\$2,690,749	-\$2,641
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$22,000	\$22,000	\$0	-\$22,000
<b>Fee-for Service Subtotal</b>		<b>\$107,947,836</b>	<b>\$53,818,915</b>	<b>\$55,351,161</b>	<b>\$1,532,246</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$194,131	\$194,437	\$208,598	\$14,161
CHCO	USAJOBS	\$379,312	\$379,779	\$408,013	\$28,234
CHCO	Enterprise HR Integration	\$1,047,852	\$1,049,143	\$1,121,776	\$72,633
CIO	e-Rulemaking	\$161,371	\$161,625	\$84,598	-\$77,027
CHCO	Human Resources LOB	\$87,745	\$87,853	\$92,293	\$4,440
CIO	e-Gov Benefits.Gov	\$76,172	\$76,266	\$54,500	-\$21,766
CIO	Financial Management LOB	\$41,667	\$41,733	\$45,527	\$3,794
CIO	Geospatial LOB	\$50,043	\$50,122	\$54,678	\$4,556
CIO	Budget Formulation and Execution LOB	\$24,464	\$24,503	\$26,732	\$2,229
CPO	e-Gov Integrated Acquisition Environment	\$220,531	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$895,843	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$13,898	\$13,898	\$18,005	\$4,107
CPO	e Gov Integrated Awards Environment	\$0	\$220,531	\$82,090	-\$138,441
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$3,193,029</b>	<b>\$2,299,890</b>	<b>\$2,196,810</b>	<b>-\$103,080</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$1,362,043	\$1,362,043	\$1,587,752	\$225,709
CPO	Strategic Sourcing	\$555,602	\$555,602	\$0	-\$555,602
CPO	CPO Shared Reporting	\$364,119	\$364,119	\$311,053	-\$53,066
<b>DHS Crosscutting Service Subtotal</b>		<b>\$2,281,764</b>	<b>\$2,281,764</b>	<b>\$1,898,805</b>	<b>-\$382,959</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$194,162	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$194,162</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$113,616,791</b>	<b>\$58,400,569</b>	<b>\$59,446,776</b>	<b>\$1,046,207</b>

**Department of Homeland Security**  
**Working Capital Fund**

CBP - OBIM					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$8,945	\$8,945	\$0	-\$8,945
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$2,890	\$2,890	\$0	-\$2,890
CHCO	Flexible Spending Plan	\$499	\$499	\$0	-\$499
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$1,008	\$1,008	\$0	-\$1,008
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$5,634	\$5,634	\$0	-\$5,634
CHCO	e-Training	\$2,802	\$2,802	\$0	-\$2,802
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$21,778</b>	<b>\$21,778</b>	<b>\$0</b>	<b>-\$21,778</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$433	\$433	\$0	-\$433
CHCO	USAJOBS	\$437	\$437	\$0	-\$437
CHCO	Enterprise HR Integration	\$1,208	\$1,208	\$0	-\$1,208
CIO	e-Rulemaking	\$360	\$360	\$0	-\$360
CHCO	Human Resources LOB	\$101	\$101	\$0	-\$101
CIO	e-Gov Benefits.Gov	\$88	\$88	\$0	-\$88
CIO	Financial Management LOB	\$93	\$93	\$0	-\$93
CIO	Geospatial LOB	\$112	\$112	\$0	-\$112
CIO	Budget Formulation and Execution LOB	\$55	\$55	\$0	-\$55
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$29,073	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$31,960</b>	<b>\$2,887</b>	<b>\$0</b>	<b>-\$2,887</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$68,102	\$68,102	\$0	-\$68,102
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$68,102</b>	<b>\$68,102</b>	<b>\$0</b>	<b>-\$68,102</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$209	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$209</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$122,049</b>	<b>\$92,767</b>	<b>\$0</b>	<b>-\$92,767</b>

# Department of Homeland Security Working Capital Fund

Federal Law Enforcement Training Center					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$315,162	\$315,162	\$335,660	\$20,498
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$5,262	\$5,262	\$6,531	\$1,269
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$293,476	\$293,476	\$35,971	-\$257,505
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$43,931	\$43,931	\$4,447	-\$39,484
CHCO	Flexible Spending Plan	\$7,513	\$7,513	\$739	-\$6,774
CHCO	DHS EXEC LEAD	\$43,846	\$43,846	\$0	-\$43,846
CHCO	HQ Leadership Development Program	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$4,621	\$4,621	\$0	-\$4,621
CIO	Research Library & Information Services	\$28,170	\$28,170	\$23,564	-\$4,606
CIO	DHS One Net	\$594,755	\$594,755	\$756,182	\$161,427
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$99,015	\$99,015	\$99,130	\$115
CIO	Enterprise License Agreements	\$989,212	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$236,452	\$236,452	\$204,051	-\$32,401
CHCO	e-Training	\$42,180	\$42,180	\$8,227	-\$33,953
CRSO	Mail Services	\$34,837	\$34,837	\$34,803	-\$34
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$2,500	\$2,500	\$0	-\$2,500
<b>Fee-for Service Subtotal</b>		<b>\$2,804,332</b>	<b>\$1,815,120</b>	<b>\$1,572,435</b>	<b>-\$242,685</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$4,168	\$4,168	\$3,570	-\$598
CHCO	USAJOBS	\$6,586	\$6,586	\$1,118	-\$5,468
CHCO	Enterprise HR Integration	\$18,193	\$18,193	\$3,074	-\$15,119
CIO	e-Rulemaking	\$3,463	\$3,463	\$1,505	-\$1,958
CHCO	Human Resources LOB	\$1,523	\$1,523	\$253	-\$1,270
CIO	e-Gov Benefits.Gov	\$1,322	\$1,322	\$149	-\$1,173
CIO	Financial Management LOB	\$894	\$894	\$810	-\$84
CIO	Geospatial LOB	\$1,074	\$1,074	\$973	-\$101
CIO	Budget Formulation and Execution LOB	\$525	\$525	\$475	-\$50
CPO	e-Gov Integrated Acquisition Environment	\$45,172	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$332	\$332	\$367	\$35
CPO	e Gov Integrated Awards Environment	\$0	\$45,172	\$26,540	-\$18,632
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$83,252</b>	<b>\$83,252</b>	<b>\$38,834</b>	<b>-\$44,418</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$21,864	\$21,864	\$0	-\$21,864
CPO	CPO Shared Reporting	\$201,524	\$201,524	\$172,048	-\$29,476
<b>DHS Crosscutting Service Subtotal</b>		<b>\$223,388</b>	<b>\$223,388</b>	<b>\$172,048</b>	<b>-\$51,340</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$5,325	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$5,325</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$3,116,297</b>	<b>\$2,121,760</b>	<b>\$1,783,317</b>	<b>-\$338,443</b>

## Department of Homeland Security Working Capital Fund

U.S. Immigration & Customs Enforcement					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$1,221,930	\$1,221,930	\$1,292,277	\$70,347
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$6,087	\$6,087	\$6,243	\$156
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$2,878,265	\$2,878,265	\$4,208,450	\$1,330,185
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$768,977	\$768,977	\$520,311	-\$248,666
CHCO	Flexible Spending Plan	\$131,621	\$131,621	\$86,436	-\$45,185
CHCO	DHS EXEC LEAD	\$131,726	\$131,726	\$0	-\$131,726
CHCO	HQ Leadership Development Program	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$133,200	\$133,200	\$0	-\$133,200
CIO	Research Library & Information Services	\$4,373,289	\$4,373,289	\$2,942,775	-\$1,430,514
CIO	DHS One Net	\$7,036,274	\$7,036,274	\$10,520,055	\$3,483,781
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$1,914,929	\$1,914,929	\$2,175,552	\$260,623
CIO	Enterprise License Agreements	\$13,181,377	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$2,972,202	\$2,972,202	\$2,568,539	-\$403,663
CHCO	e-Training	\$738,981	\$738,981	\$962,455	\$223,474
CRSO	Mail Services	\$1,812,473	\$1,812,473	\$1,810,695	-\$1,778
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$22,000	\$22,000	\$0	-\$22,000
<b>Fee-for Service Subtotal</b>		<b>\$37,386,731</b>	<b>\$24,205,354</b>	<b>\$27,156,918</b>	<b>\$2,951,564</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$81,713	\$81,713	\$86,232	\$4,519
CHCO	USAJOBS	\$115,380	\$115,380	\$130,827	\$15,447
CHCO	Enterprise HR Integration	\$318,740	\$318,740	\$359,695	\$40,955
CIO	e-Rulemaking	\$67,906	\$67,906	\$36,344	-\$31,562
CHCO	Human Resources LOB	\$26,690	\$26,690	\$29,595	\$2,905
CIO	e-Gov Benefits.Gov	\$23,169	\$23,169	\$17,475	-\$5,694
CIO	Financial Management LOB	\$17,534	\$17,534	\$19,559	\$2,025
CIO	Geospatial LOB	\$21,059	\$21,059	\$23,491	\$2,432
CIO	Budget Formulation and Execution LOB	\$10,295	\$10,295	\$11,484	\$1,189
CPO	e-Gov Integrated Acquisition Environment	\$206,696	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$895,843	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$76,303	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$19	\$19	\$20	\$1
CFO	Performance Management LOB	\$6,405	\$6,405	\$7,576	\$1,171
CPO	e Gov Integrated Awards Environment	\$0	\$282,999	\$65,116	-\$217,883
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$1,867,752</b>	<b>\$971,909</b>	<b>\$787,414</b>	<b>-\$184,495</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$476,715	\$476,715	\$529,251	\$52,536
CPO	Strategic Sourcing	\$128,074	\$128,074	\$0	-\$128,074
CPO	CPO Shared Reporting	\$993,082	\$993,082	\$548,086	-\$444,996
<b>DHS Crosscutting Service Subtotal</b>		<b>\$1,597,871</b>	<b>\$1,597,871</b>	<b>\$1,077,337</b>	<b>-\$520,534</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$69,932	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$69,932</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$40,922,286</b>	<b>\$26,775,134</b>	<b>\$29,021,669</b>	<b>\$2,246,535</b>



**Department of Homeland Security**  
**Working Capital Fund**

U.S. Immigration & Customs Enforcement (USVISIT)					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$11,559	\$0	\$0	\$0
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$3,088	\$0	\$0	\$0
CHCO	Flexible Spending Plan	\$533	\$0	\$0	\$0
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$1,077	\$0	\$0	\$0
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$6,056	\$0	\$0	\$0
CHCO	e-Training	\$2,994	\$0	\$0	\$0
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$25,307</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$306	\$0	\$0	\$0
CHCO	USAJOBS	\$467	\$0	\$0	\$0
CHCO	Enterprise HR Integration	\$1,291	\$0	\$0	\$0
CIO	e-Rulemaking	\$254	\$0	\$0	\$0
CHCO	Human Resources LOB	\$108	\$0	\$0	\$0
CIO	e-Gov Benefits.Gov	\$94	\$0	\$0	\$0
CIO	Financial Management LOB	\$66	\$0	\$0	\$0
CIO	Geospatial LOB	\$79	\$0	\$0	\$0
CIO	Budget Formulation and Execution LOB	\$39	\$0	\$0	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$29,073	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$31,777</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$98	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$98</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$57,182</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



# Department of Homeland Security Working Capital Fund

Transportation Security Administration					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$1,385,048	\$1,385,048	\$1,248,632	-\$136,416
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$3,044	\$3,044	\$3,122	\$78
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$16,744,848	\$16,744,848	\$11,001,281	-\$5,743,567
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$2,266,868	\$2,266,868	\$1,360,141	-\$906,727
CHCO	Flexible Spending Plan	\$380,139	\$380,139	\$225,953	-\$154,186
CHCO	DHS EXEC LEAD	\$319,485	\$319,485	\$0	-\$319,485
CHCO	HQ Leadership Development Program	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$112,204	\$112,204	\$0	-\$112,204
CIO	Research Library & Information Services	\$1,104,663	\$1,104,663	\$968,637	-\$136,026
CIO	DHS One Net	\$6,878,615	\$6,878,615	\$8,467,735	\$1,589,120
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$2,467,862	\$2,467,862	\$2,172,920	-\$294,942
CIO	Enterprise License Agreements	\$30,917,533	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$6,308,253	\$6,308,253	\$5,448,412	-\$859,841
CHCO	e-Training	\$2,134,272	\$2,134,272	\$733,404	-\$1,400,868
CRSO	Mail Services	\$1,555,568	\$1,555,568	\$1,554,041	-\$1,527
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$15,000	\$15,000	\$0	-\$15,000
<b>Fee-for Service Subtotal</b>		<b>\$72,656,802</b>	<b>\$41,739,269</b>	<b>\$33,247,408</b>	<b>-\$8,491,861</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$113,596	\$113,596	\$101,790	-\$11,806
CHCO	USAJOBS	\$333,233	\$333,233	\$341,992	\$8,759
CHCO	Enterprise HR Integration	\$920,563	\$920,563	\$940,275	\$19,712
CIO	e-Rulemaking	\$94,401	\$94,401	\$42,902	-\$51,499
CHCO	Human Resources LOB	\$77,085	\$77,085	\$77,364	\$279
CIO	e-Gov Benefits.Gov	\$66,915	\$66,915	\$45,682	-\$21,233
CIO	Financial Management LOB	\$24,376	\$24,376	\$23,088	-\$1,288
CIO	Geospatial LOB	\$29,275	\$29,275	\$27,729	-\$1,546
CIO	Budget Formulation and Execution LOB	\$14,312	\$14,312	\$13,556	-\$756
CPO	e-Gov Integrated Acquisition Environment	\$146,420	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$960,420	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$9,005	\$9,005	\$10,327	\$1,322
CPO	e Gov Integrated Awards Environment	\$0	\$146,420	\$44,687	-\$101,733
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$2,789,601</b>	<b>\$1,829,181</b>	<b>\$1,669,392</b>	<b>-\$159,789</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$817,226	\$817,226	\$860,032	\$42,806
CPO	Strategic Sourcing	\$247,693	\$247,693	\$0	-\$247,693
CPO	CPO Shared Reporting	\$241,563	\$241,563	\$241,191	-\$372
<b>DHS Crosscutting Service Subtotal</b>		<b>\$1,306,482</b>	<b>\$1,306,482</b>	<b>\$1,101,223</b>	<b>-\$205,259</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$131,388	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$131,388</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$76,884,273</b>	<b>\$44,874,932</b>	<b>\$36,018,023</b>	<b>-\$8,856,909</b>

## Department of Homeland Security Working Capital Fund

Federal Emergency Management Agency					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$3,106,093	\$3,106,093	\$3,258,251	\$152,158
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$4,153	\$4,153	\$4,826	\$673
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$3,618,610	\$3,618,610	\$1,994,919	-\$1,623,691
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$511,020	\$511,020	\$246,642	-\$264,378
CHCO	Flexible Spending Plan	\$83,195	\$83,195	\$40,973	-\$42,222
CHCO	DHS EXEC LEAD	\$158,863	\$158,863	\$0	-\$158,863
CHCO	HQ Leadership Development Program	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$73,399	\$73,399	\$0	-\$73,399
CIO	Research Library & Information Services	\$245,463	\$245,463	\$205,033	-\$40,430
CIO	DHS One Net	\$4,899,920	\$4,899,920	\$4,403,160	-\$496,760
CIO	NCR Infrastructure Operations	\$60,829	\$60,829	\$0	-\$60,829
I&A	CLAN Operations	\$983,156	\$983,156	\$849,902	-\$133,254
CIO	Enterprise License Agreements	\$15,465,962	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$3,489,286	\$3,489,286	\$3,046,968	-\$442,318
CHCO	e-Training	\$646,605	\$646,605	\$132,992	-\$513,613
CRSO	Mail Services	\$1,160,079	\$1,160,079	\$1,158,941	-\$1,138
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$122,643	\$122,643	\$0	-\$122,643
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$22,000	\$22,000	\$0	-\$22,000
<b>Fee-for Service Subtotal</b>		<b>\$34,714,676</b>	<b>\$19,248,714</b>	<b>\$15,405,737</b>	<b>-\$3,842,977</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$205,939	\$205,939	\$152,876	-\$53,063
CHCO	USAJOBS	\$72,929	\$72,929	\$62,016	-\$10,913
CHCO	Enterprise HR Integration	\$201,468	\$201,468	\$170,505	-\$30,963
CIO	e-Rulemaking	\$171,632	\$171,632	\$64,433	-\$107,199
CHCO	Human Resources LOB	\$16,870	\$16,870	\$14,029	-\$2,841
CIO	e-Gov Benefits.Gov	\$14,645	\$14,645	\$8,284	-\$6,361
CIO	Financial Management LOB	\$44,318	\$44,318	\$34,675	-\$9,643
CIO	Geospatial LOB	\$53,226	\$53,226	\$41,645	-\$11,581
CIO	Budget Formulation and Execution LOB	\$26,022	\$26,022	\$20,360	-\$5,662
CPO	e-Gov Integrated Acquisition Environment	\$193,542	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$5,229,053	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$48,229	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$459,652	\$459,652	\$459,651	-\$1
CFO	Performance Management LOB	\$4,785	\$4,785	\$21,095	\$16,310
CPO	e Gov Integrated Awards Environment	\$0	\$241,771	\$148,970	-\$92,801
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$6,742,310</b>	<b>\$1,513,257</b>	<b>\$1,198,539</b>	<b>-\$314,718</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$749,123	\$749,123	\$727,720	-\$21,403
CPO	Strategic Sourcing	\$142,138	\$142,138	\$0	-\$142,138
CPO	CPO Shared Reporting	\$936,399	\$936,399	\$1,520,342	\$583,943
<b>DHS Crosscutting Service Subtotal</b>		<b>\$1,827,660</b>	<b>\$1,827,660</b>	<b>\$2,248,062</b>	<b>\$420,402</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$74,096	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$74,096</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$43,358,742</b>	<b>\$22,589,631</b>	<b>\$18,852,338</b>	<b>-\$3,737,293</b>

## Department of Homeland Security Working Capital Fund

National Protection and Program Directorate					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$18,861,971	\$18,861,971	\$22,295,580	\$3,433,609
ICE	Financial and Accounting Shared Services	\$3,704,623	\$3,704,623	\$3,913,176	\$208,553
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$79,722	\$79,722	\$80,240	\$518
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$1,275	\$1,275	\$1,301	\$26
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$333,256	\$333,256	\$450,500	\$117,244
CHCO	HQ Human Capital Services	\$291,545	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$59,122	\$59,122	\$55,697	-\$3,425
CHCO	Flexible Spending Plan	\$10,193	\$10,193	\$9,253	-\$940
CHCO	DHS EXEC LEAD	\$104,401	\$104,401	\$0	-\$104,401
CHCO	HQ Leadership Development Program	\$35,572	\$35,572	\$10,375	-\$25,197
CHCO	National Defense University	\$63,193	\$63,193	\$0	-\$63,193
CIO	Research Library & Information Services	\$20,563	\$20,563	\$19,340	-\$1,223
CIO	DHS One Net	\$784,387	\$784,387	\$281,234	-\$503,153
CIO	NCR Infrastructure Operations	\$34,410,881	\$34,410,881	\$27,821,321	-\$6,589,560
I&A	CLAN Operations	\$3,833,918	\$3,833,918	\$4,429,865	\$595,947
CIO	Enterprise License Agreements	\$3,086,544	\$0	\$0	\$0
CPO	Procurement Operations	\$8,085,486	\$0	\$0	\$0
CSO	HSPD-12	\$154,885	\$154,885	\$134,879	-\$20,006
CHCO	e-Training	\$56,371	\$56,371	\$101,820	\$45,449
CRSO	Mail Services	\$354,134	\$354,134	\$353,786	-\$348
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$207,550	\$207,550	\$0	-\$207,550
CRSO	Shuttle Services	\$11,421	\$11,421	\$0	-\$11,421
CRSO	Transit Subsidy	\$930,762	\$930,762	\$995,868	\$65,106
OGC	Regulatory Services	\$17,000	\$17,000	\$0	-\$17,000
<b>Fee-for Service Subtotal</b>		<b>\$75,562,175</b>	<b>\$64,098,600</b>	<b>\$61,017,365</b>	<b>-\$3,081,235</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$16,075	\$16,075	\$23,597	\$7,522
CHCO	USAJOBS	\$8,935	\$8,935	\$14,005	\$5,070
CHCO	Enterprise HR Integration	\$24,683	\$24,683	\$38,504	\$13,821
CIO	e-Rulemaking	\$13,359	\$13,359	\$9,946	-\$3,413
CHCO	Human Resources LOB	\$2,067	\$2,067	\$3,168	\$1,101
CIO	e-Gov Benefits.Gov	\$1,794	\$1,794	\$1,871	\$77
CIO	Financial Management LOB	\$3,450	\$3,450	\$5,352	\$1,902
CIO	Geospatial LOB	\$4,143	\$4,143	\$6,428	\$2,285
CIO	Budget Formulation and Execution LOB	\$2,025	\$2,025	\$3,143	\$1,118
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$5,909	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$1,174	\$1,174	\$1,174	\$0
CFO	Performance Management LOB	\$1,935	\$1,935	\$1,692	-\$243
CPO	e Gov Integrated Awards Environment	\$0	\$5,909	\$0	-\$5,909
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$85,549</b>	<b>\$85,549</b>	<b>\$108,880</b>	<b>\$23,331</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$476,715	\$476,715	\$396,938	-\$79,777
CPO	Strategic Sourcing	\$57,403	\$57,403	\$0	-\$57,403
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$534,118</b>	<b>\$534,118</b>	<b>\$396,938</b>	<b>-\$137,180</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$130,410	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$130,410</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$76,312,252</b>	<b>\$64,718,267</b>	<b>\$61,523,183</b>	<b>-\$3,195,084</b>

**Department of Homeland Security**  
**Working Capital Fund**

Office of Health Affairs					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$3,849,640	\$3,849,640	\$4,175,623	\$325,983
ICE	Financial and Accounting Shared Services	\$1,174,468	\$1,174,468	\$1,240,585	\$66,117
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$22,544	\$22,544	\$23,903	\$1,359
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$1,275	\$1,275	\$1,301	\$26
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$25,587	\$25,587	\$20,555	-\$5,032
CHCO	HQ Human Capital Services	\$305,946	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$3,930	\$3,930	\$2,541	-\$1,389
CHCO	Flexible Spending Plan	\$677	\$677	\$422	-\$255
CHCO	DHS EXEC LEAD	\$3,518	\$3,518	\$0	-\$3,518
CHCO	HQ Leadership Development Program	\$2,362	\$2,362	\$473	-\$1,889
CHCO	National Defense University	\$2,101	\$2,101	\$0	-\$2,101
CIO	Research Library & Information Services	\$1,366	\$1,366	\$1,694	\$328
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$2,198,718	\$2,198,718	\$2,105,619	-\$93,099
I&A	CLAN Operations	\$99,458	\$99,458	\$112,564	\$13,106
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$1,807,731	\$0	\$0	\$0
CSO	HSPD-12	\$14,164	\$14,164	\$12,096	-\$2,068
CHCO	e-Training	\$3,800	\$3,800	\$4,645	\$845
CRSO	Mail Services	\$26,968	\$26,968	\$26,941	-\$27
CRSO	Parking Services	\$67,976	\$67,976	\$36,612	-\$31,364
CRSO	Sedan Services	\$56,505	\$56,505	\$0	-\$56,505
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$131,720	\$131,720	\$140,933	\$9,213
OGC	Regulatory Services	\$250	\$250	\$0	-\$250
<b>Fee-for Service Subtotal</b>		<b>\$9,864,104</b>	<b>\$7,750,427</b>	<b>\$7,969,637</b>	<b>\$219,210</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$2,024	\$2,024	\$1,782	-\$242
CHCO	USAJOBS	\$593	\$593	\$639	\$46
CHCO	Enterprise HR Integration	\$1,639	\$1,639	\$1,757	\$118
CIO	e-Rulemaking	\$1,682	\$1,682	\$751	-\$931
CHCO	Human Resources LOB	\$137	\$137	\$145	\$8
CIO	e-Gov Benefits.Gov	\$119	\$119	\$85	-\$34
CIO	Financial Management LOB	\$434	\$434	\$404	-\$30
CIO	Geospatial LOB	\$522	\$522	\$485	-\$37
CIO	Budget Formulation and Execution LOB	\$255	\$255	\$237	-\$18
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$392	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$1,221	\$1,221	\$1,221	\$0
CFO	Performance Management LOB	\$161	\$161	\$178	\$17
CPO	e Gov Integrated Awards Environment	\$0	\$392	\$0	-\$392
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$9,179</b>	<b>\$9,179</b>	<b>\$7,684</b>	<b>-\$1,495</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$15,063	\$15,063	\$0	-\$15,063
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$15,063</b>	<b>\$15,063</b>	<b>\$0</b>	<b>-\$15,063</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$16,927	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$16,927</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$9,905,273</b>	<b>\$7,774,669</b>	<b>\$7,977,321</b>	<b>\$202,652</b>

## Department of Homeland Security Working Capital Fund

Operations Coordination and Intel & Analysis					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$7,820,443	\$7,820,443	\$7,885,766	\$65,323
ICE	Financial and Accounting Shared Services	\$0	\$0	\$91,933	\$91,933
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$18,710	\$18,710	\$19,838	\$1,128
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$4,767	\$4,767	\$6,011	\$1,244
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$220,202	\$220,202	\$171,935	-\$48,267
CHCO	HQ Human Capital Services	\$2,482,102	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$31,824	\$31,824	\$21,252	-\$10,572
CHCO	Flexible Spending Plan	\$5,448	\$5,448	\$3,532	-\$1,916
CHCO	DHS EXEC LEAD	\$43,029	\$43,029	\$0	-\$43,029
CHCO	HQ Leadership Development Program	\$20,329	\$20,329	\$3,961	-\$16,368
CHCO	National Defense University	\$17,946	\$17,946	\$0	-\$17,946
CIO	Research Library & Information Services	\$149,932	\$149,932	\$137,504	-\$12,428
CIO	DHS One Net	\$4,062	\$4,062	\$42,701	\$38,639
CIO	NCR Infrastructure Operations	\$13,097,692	\$13,097,692	\$13,135,375	\$37,683
I&A	CLAN Operations	\$6,938,732	\$6,938,732	\$7,497,903	\$559,171
CIO	Enterprise License Agreements	\$245,890	\$0	\$0	\$0
CPO	Procurement Operations	\$2,830,668	\$0	\$0	\$0
CSO	HSPD-12	\$114,361	\$114,361	\$97,436	-\$16,925
CHCO	e-Training	\$30,089	\$30,089	\$39,319	\$9,230
CRSO	Mail Services	\$102,315	\$102,315	\$102,215	-\$100
CRSO	Parking Services	\$38,230	\$38,230	\$20,591	-\$17,639
CRSO	Sedan Services	\$160,379	\$160,379	\$0	-\$160,379
CRSO	Shuttle Services	\$293,618	\$293,618	\$0	-\$293,618
CRSO	Transit Subsidy	\$202,468	\$202,468	\$216,630	\$14,162
OGC	Regulatory Services	\$2,500	\$2,500	\$0	-\$2,500
<b>Fee-for Service Subtotal</b>		<b>\$34,939,136</b>	<b>\$29,380,476</b>	<b>\$29,557,032</b>	<b>\$176,556</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$4,721	\$4,721	\$4,286	-\$435
CHCO	USAJOBS	\$4,776	\$4,776	\$5,345	\$569
CHCO	Enterprise HR Integration	\$13,194	\$13,194	\$14,696	\$1,502
CIO	e-Rulemaking	\$3,434	\$3,434	\$1,807	-\$1,627
CHCO	Human Resources LOB	\$1,105	\$1,105	\$1,209	\$104
CIO	e-Gov Benefits.Gov	\$959	\$959	\$714	-\$245
CIO	Financial Management LOB	\$887	\$887	\$972	\$85
CIO	Geospatial LOB	\$1,065	\$1,065	\$1,168	\$103
CIO	Budget Formulation and Execution LOB	\$521	\$521	\$571	\$50
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$568,969	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$386	\$386	\$428	\$42
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$600,017</b>	<b>\$31,048</b>	<b>\$31,196</b>	<b>\$148</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$136,204	\$136,204	\$0	-\$136,204
CPO	Strategic Sourcing	\$9,584	\$9,584	\$0	-\$9,584
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$145,788</b>	<b>\$145,788</b>	<b>\$0</b>	<b>-\$145,788</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$61,086	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$61,086</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$35,746,027</b>	<b>\$29,557,312</b>	<b>\$29,588,228</b>	<b>\$30,916</b>

# Department of Homeland Security Working Capital Fund

Office of the Inspector General					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$111,341	\$111,341	\$186,923	\$75,582
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$27,536	\$27,536	\$23,111	-\$4,425
CHCO	Flexible Spending Plan	\$4,655	\$4,655	\$3,839	-\$816
CHCO	DHS EXEC LEAD	\$11,432	\$11,432	\$0	-\$11,432
CHCO	HQ Leadership Development Program	\$0	\$0	\$4,306	\$4,306
CHCO	National Defense University	\$4,823	\$4,823	\$0	-\$4,823
CIO	Research Library & Information Services	\$17,921	\$17,921	\$17,116	-\$805
CIO	DHS One Net	\$225,093	\$225,093	\$82,456	-\$142,637
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$73,969	\$73,969	\$84,735	\$10,766
CIO	Enterprise License Agreements	\$646,880	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$53,531	\$53,531	\$46,135	-\$7,396
CHCO	e-Training	\$25,747	\$25,747	\$42,248	\$16,501
CRSO	Mail Services	\$123,352	\$123,352	\$123,232	-\$120
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$2,750	\$2,750	\$0	-\$2,750
<b>Fee-for Service Subtotal</b>		<b>\$1,392,430</b>	<b>\$745,550</b>	<b>\$677,231</b>	<b>-\$68,319</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$2,200	\$2,200	\$2,667	\$467
CHCO	USAJOBS	\$4,081	\$4,081	\$5,811	\$1,730
CHCO	Enterprise HR Integration	\$11,274	\$11,274	\$15,976	\$4,702
CIO	e-Rulemaking	\$1,829	\$1,829	\$1,124	-\$705
CHCO	Human Resources LOB	\$944	\$944	\$1,315	\$371
CIO	e-Gov Benefits.Gov	\$819	\$819	\$776	-\$43
CIO	Financial Management LOB	\$472	\$472	\$605	\$133
CIO	Geospatial LOB	\$567	\$567	\$726	\$159
CIO	Budget Formulation and Execution LOB	\$277	\$277	\$355	\$78
CPO	e-Gov Integrated Acquisition Environment	\$3,317	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$3,317	\$2,848	-\$469
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$25,780</b>	<b>\$25,780</b>	<b>\$32,203</b>	<b>\$6,423</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$60,170	\$60,170	\$32,282	-\$27,888
<b>DHS Crosscutting Service Subtotal</b>		<b>\$60,170</b>	<b>\$60,170</b>	<b>\$32,282</b>	<b>-\$27,888</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$2,531	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$2,531</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$1,480,911</b>	<b>\$831,500</b>	<b>\$741,716</b>	<b>-\$89,784</b>

**Department of Homeland Security**  
**Working Capital Fund**

Science & Technology Directorate					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$10,203,161	\$10,203,161	\$11,068,995	\$865,834
ICE	Financial and Accounting Shared Services	\$3,156,584	\$3,156,584	\$3,334,285	\$177,701
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$43,751	\$43,751	\$50,481	\$6,730
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$3,044	\$3,044	\$3,122	\$78
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,129	-\$271
CHCO	NFC Payroll Services and Reporting	\$119,997	\$119,997	\$102,990	-\$17,007
CHCO	HQ Human Capital Services	\$1,448,686	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$18,781	\$18,781	\$12,734	-\$6,047
CHCO	Flexible Spending Plan	\$3,206	\$3,206	\$2,115	-\$1,091
CHCO	DHS EXEC LEAD	\$55,279	\$55,279	\$0	-\$55,279
CHCO	HQ Leadership Development Program	\$11,143	\$11,143	\$2,372	-\$8,771
CHCO	National Defense University	\$11,336	\$11,336	\$0	-\$11,336
CIO	Research Library & Information Services	\$6,457	\$6,457	\$5,895	-\$562
CIO	DHS One Net	\$39,269	\$39,269	\$0	-\$39,269
CIO	NCR Infrastructure Operations	\$11,014,206	\$11,014,206	\$11,589,523	\$575,317
I&A	CLAN Operations	\$791,606	\$791,606	\$604,228	-\$187,378
CIO	Enterprise License Agreements	\$894,558	\$0	\$0	\$0
CPO	Procurement Operations	\$8,803,081	\$0	\$0	\$0
CSO	HSPD-12	\$89,164	\$89,164	\$76,344	-\$12,820
CHCO	e-Training	\$18,001	\$18,001	\$23,277	\$5,276
CRSO	Mail Services	\$107,910	\$107,910	\$107,803	-\$107
CRSO	Parking Services	\$135,951	\$135,951	\$73,224	-\$62,727
CRSO	Sedan Services	\$103,775	\$103,775	\$0	-\$103,775
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$529,859	\$529,859	\$566,921	\$37,062
OGC	Regulatory Services	\$2,750	\$2,750	\$0	-\$2,750
<b>Fee-for Service Subtotal</b>		<b>\$37,674,955</b>	<b>\$26,528,630</b>	<b>\$27,687,438</b>	<b>\$1,158,808</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$23,454	\$23,454	\$11,169	-\$12,285
CHCO	USAJOBS	\$2,811	\$2,811	\$3,202	\$391
CHCO	Enterprise HR Integration	\$7,764	\$7,764	\$8,803	\$1,039
CIO	e-Rulemaking	\$19,491	\$19,491	\$4,707	-\$14,784
CHCO	Human Resources LOB	\$650	\$650	\$724	\$74
CIO	e-Gov Benefits.Gov	\$564	\$564	\$428	-\$136
CIO	Financial Management LOB	\$5,033	\$5,033	\$2,533	-\$2,500
CIO	Geospatial LOB	\$6,045	\$6,045	\$3,043	-\$3,002
CIO	Budget Formulation and Execution LOB	\$2,955	\$2,955	\$1,487	-\$1,468
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$177,519	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$1,859	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$2,132	\$2,132	\$2,132	\$0
CFO	Performance Management LOB	\$1,369	\$1,369	\$1,518	\$149
CPO	e Gov Integrated Awards Environment	\$0	\$1,859	\$0	-\$1,859
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$251,646</b>	<b>\$74,127</b>	<b>\$39,746</b>	<b>-\$34,381</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$68,102	\$68,102	\$66,156	-\$1,946
CPO	Strategic Sourcing	\$83,747	\$83,747	\$0	-\$83,747
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$151,849</b>	<b>\$151,849</b>	<b>\$66,156</b>	<b>-\$85,693</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$65,184	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$65,184</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$38,143,634</b>	<b>\$26,754,606</b>	<b>\$27,793,340</b>	<b>\$1,038,734</b>



# Department of Homeland Security

## Working Capital Fund

Domestic Nuclear Detection Office					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$5,151,041	\$5,151,041	\$5,874,998	\$723,957
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$1,275	\$1,275	\$1,301	\$26
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,129	-\$271
CHCO	NFC Payroll Services and Reporting	\$27,315	\$27,315	\$31,261	\$3,946
CHCO	HQ Human Capital Services	\$392,476	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$5,044	\$5,044	\$3,865	-\$1,179
CHCO	Flexible Spending Plan	\$868	\$868	\$642	-\$226
CHCO	DHS EXEC LEAD	\$7,035	\$7,035	\$0	-\$7,035
CHCO	HQ Leadership Development Program	\$3,030	\$3,030	\$720	-\$2,310
CHCO	National Defense University	\$3,676	\$3,676	\$0	-\$3,676
CIO	Research Library & Information Services	\$1,752	\$1,752	\$2,173	\$421
CIO	DHS One Net	\$37,915	\$37,915	\$45,645	\$7,730
CIO	NCR Infrastructure Operations	\$3,869,559	\$3,869,559	\$3,743,325	-\$126,234
I&A	CLAN Operations	\$347,769	\$347,769	\$420,898	\$73,129
CIO	Enterprise License Agreements	\$219,990	\$0	\$0	\$0
CPO	Procurement Operations	\$3,250,864	\$0	\$0	\$0
CSO	HSPD-12	\$26,381	\$26,381	\$22,672	-\$3,709
CHCO	e-Training	\$4,802	\$4,802	\$7,149	\$2,347
CRSO	Mail Services	\$34,126	\$34,126	\$34,092	-\$34
CRSO	Parking Services	\$58,726	\$58,726	\$31,631	-\$27,095
CRSO	Sedan Services	\$28,302	\$28,302	\$0	-\$28,302
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$185,671	\$185,671	\$198,658	\$12,987
OGC	Regulatory Services	\$250	\$250	\$0	-\$250
<b>Fee-for Service Subtotal</b>		<b>\$13,721,267</b>	<b>\$9,857,937</b>	<b>\$10,482,159</b>	<b>\$624,222</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$4,473	\$4,473	\$5,215	\$742
CHCO	USAJOBS	\$761	\$761	\$972	\$211
CHCO	Enterprise HR Integration	\$2,102	\$2,102	\$2,672	\$570
CIO	e-Rulemaking	\$3,717	\$3,717	\$2,198	-\$1,519
CHCO	Human Resources LOB	\$176	\$176	\$220	\$44
CIO	e-Gov Benefits.Gov	\$153	\$153	\$130	-\$23
CIO	Financial Management LOB	\$960	\$960	\$1,183	\$223
CIO	Geospatial LOB	\$1,153	\$1,153	\$1,421	\$268
CIO	Budget Formulation and Execution LOB	\$564	\$564	\$695	\$131
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$503	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$1,865	\$1,865	\$1,865	\$0
CFO	Performance Management LOB	\$389	\$389	\$431	\$42
CPO	e Gov Integrated Awards Environment	\$0	\$503	\$0	-\$503
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$16,816</b>	<b>\$16,816</b>	<b>\$17,002</b>	<b>\$186</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$28,981	\$28,981	\$0	-\$28,981
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$28,981</b>	<b>\$28,981</b>	<b>\$0</b>	<b>-\$28,981</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$23,567	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$23,567</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$13,790,631</b>	<b>\$9,903,734</b>	<b>\$10,499,161</b>	<b>\$595,427</b>



# Department of Homeland Security

## Working Capital Fund

U.S. Coast Guard					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$52,135,448	\$52,135,448	\$53,905,595	\$1,770,147
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$3,458,160	\$3,458,160	\$3,198,054	-\$260,106
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$3,044	\$3,044	\$3,122	\$78
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,129	-\$271
CHCO	NFC Payroll Services and Reporting	\$2,162,215	\$2,162,215	\$1,616,148	-\$546,067
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$363,465	\$363,465	\$199,812	-\$163,653
CHCO	Flexible Spending Plan	\$61,189	\$61,189	\$33,194	-\$27,995
CHCO	DHS EXEC LEAD	\$53,520	\$53,520	\$0	-\$53,520
CHCO	HQ Leadership Development Program	\$0	\$0	\$37,228	\$37,228
CHCO	National Defense University	\$61,601	\$61,601	\$0	-\$61,601
CIO	Research Library & Information Services	\$666,848	\$666,848	\$616,829	-\$50,019
CIO	DHS One Net	\$9,008,821	\$9,008,821	\$4,555,211	-\$4,453,610
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$377,204	\$377,204	\$352,104	-\$25,100
CIO	Enterprise License Agreements	\$24,791,887	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$0	\$0	\$0	\$0
CHCO	e-Training	\$1,240,410	\$1,240,410	\$665,330	-\$575,080
CRSO	Mail Services	\$1,575,152	\$1,575,152	\$1,573,608	-\$1,544
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$190,000	\$190,000	\$0	-\$190,000
<b>Fee-for Service Subtotal</b>		<b>\$96,212,364</b>	<b>\$71,420,477</b>	<b>\$66,819,364</b>	<b>-\$4,601,113</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$97,775	\$97,775	\$102,848	\$5,073
CHCO	USAJOBS	\$53,639	\$53,639	\$50,241	-\$3,398
CHCO	Enterprise HR Integration	\$148,179	\$148,179	\$138,132	-\$10,047
CIO	e-Rulemaking	\$81,254	\$81,254	\$43,348	-\$37,906
CHCO	Human Resources LOB	\$12,408	\$12,408	\$11,365	-\$1,043
CIO	e-Gov Benefits.Gov	\$10,771	\$10,771	\$6,711	-\$4,060
CIO	Financial Management LOB	\$20,981	\$20,981	\$23,328	\$2,347
CIO	Geospatial LOB	\$25,198	\$25,198	\$28,017	\$2,819
CIO	Budget Formulation and Execution LOB	\$12,319	\$12,319	\$13,697	\$1,378
CPO	e-Gov Integrated Acquisition Environment	\$510,031	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$1,636,810	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$35,472	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$5,461	\$5,461	\$5,461	\$0
CFO	Performance Management LOB	\$10,415	\$10,415	\$8,995	-\$1,420
CPO	e Gov Integrated Awards Environment	\$0	\$545,503	\$328,704	-\$216,799
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$2,660,713</b>	<b>\$1,023,903</b>	<b>\$760,847</b>	<b>-\$263,056</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$1,362,042	\$1,362,042	\$1,323,127	-\$38,915
CPO	Strategic Sourcing	\$316,217	\$316,217	\$0	-\$316,217
CPO	CPO Shared Reporting	\$842,703	\$842,703	\$715,063	-\$127,640
<b>DHS Crosscutting Service Subtotal</b>		<b>\$2,520,962</b>	<b>\$2,520,962</b>	<b>\$2,038,190</b>	<b>-\$482,772</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$173,569	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$173,569</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$101,567,608</b>	<b>\$74,965,342</b>	<b>\$69,618,401</b>	<b>-\$5,346,941</b>

## Department of Homeland Security Working Capital Fund

U.S. Citizenship & Immigration Services					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$6,636,600	\$6,636,600	\$7,010,209	\$373,609
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$737,495	\$737,495	\$651,574	-\$85,921
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$3,044	\$3,044	\$3,122	\$78
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,129	-\$271
CHCO	NFC Payroll Services and Reporting	\$1,641,411	\$1,641,411	\$3,674,231	\$2,032,820
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$511,772	\$511,772	\$454,263	-\$57,509
CHCO	Flexible Spending Plan	\$89,901	\$89,901	\$75,464	-\$14,437
CHCO	DHS EXEC LEAD	\$88,697	\$88,697	\$0	-\$88,697
CHCO	HQ Leadership Development Program	\$0	\$0	\$84,635	\$84,635
CHCO	National Defense University	\$90,559	\$90,559	\$0	-\$90,559
CIO	Research Library & Information Services	\$1,952,175	\$1,952,175	\$2,173,572	\$221,397
CIO	DHS One Net	\$4,512,460	\$4,512,460	\$8,714,132	\$4,201,672
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$778,738	\$778,738	\$619,546	-\$159,192
CIO	Enterprise License Agreements	\$18,963,972	\$0	\$0	\$0
CPO	Procurement Operations	\$300,000	\$0	\$0	\$0
CSO	HSPD-12	\$1,562,259	\$1,562,259	\$1,337,669	-\$224,590
CHCO	e-Training	\$497,203	\$497,203	\$840,281	\$343,078
CRSO	Mail Services	\$1,794,089	\$1,794,089	\$1,792,330	-\$1,759
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$82,995	\$82,995	\$0	-\$82,995
<b>Fee-for Service Subtotal</b>		<b>\$40,306,770</b>	<b>\$21,042,798</b>	<b>\$27,494,157</b>	<b>\$6,451,359</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$49,433	\$49,433	\$59,150	\$9,717
CHCO	USAJOBS	\$78,808	\$78,808	\$114,220	\$35,412
CHCO	Enterprise HR Integration	\$217,708	\$217,708	\$314,035	\$96,327
CIO	e-Rulemaking	\$41,080	\$41,080	\$24,930	-\$16,150
CHCO	Human Resources LOB	\$18,230	\$18,230	\$25,838	\$7,608
CIO	e-Gov Benefits.Gov	\$15,825	\$15,825	\$15,257	-\$568
CIO	Financial Management LOB	\$10,607	\$10,607	\$13,416	\$2,809
CIO	Geospatial LOB	\$12,740	\$12,740	\$16,113	\$3,373
CIO	Budget Formulation and Execution LOB	\$6,228	\$6,228	\$7,878	\$1,650
CPO	e-Gov Integrated Acquisition Environment	\$85,223	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$462,458	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$52,117	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$961	\$961	\$961	\$0
CFO	Performance Management LOB	\$172	\$172	\$4,609	\$4,437
CPO	e Gov Integrated Awards Environment	\$0	\$137,340	\$32,095	-\$105,245
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$1,051,590</b>	<b>\$589,132</b>	<b>\$628,502</b>	<b>\$39,370</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$544,817	\$544,817	\$529,251	-\$15,566
CPO	Strategic Sourcing	\$155,901	\$155,901	\$0	-\$155,901
CPO	CPO Shared Reporting	\$295,578	\$295,578	\$204,493	-\$91,085
<b>DHS Crosscutting Service Subtotal</b>		<b>\$996,296</b>	<b>\$996,296</b>	<b>\$733,744</b>	<b>-\$262,552</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$72,504	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$72,504</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$42,427,160</b>	<b>\$22,628,226</b>	<b>\$28,856,403</b>	<b>\$6,228,177</b>

**Department of Homeland Security**  
**Working Capital Fund**

U.S. Secret Service					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$229,063	\$229,063	\$237,179	\$8,116
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$6,412	\$6,412	\$4,942	-\$1,470
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,129	-\$271
CHCO	NFC Payroll Services and Reporting	\$1,027,499	\$1,027,499	\$1,434,791	\$407,292
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$266,127	\$266,127	\$177,390	-\$88,737
CHCO	Flexible Spending Plan	\$45,836	\$45,836	\$29,469	-\$16,367
CHCO	DHS EXEC LEAD	\$468,113	\$468,113	\$0	-\$468,113
CHCO	HQ Leadership Development Program	\$0	\$0	\$33,050	\$33,050
CHCO	National Defense University	\$60,098	\$60,098	\$0	-\$60,098
CIO	Research Library & Information Services	\$374,826	\$374,826	\$328,931	-\$45,895
CIO	DHS One Net	\$4,339,702	\$4,339,702	\$3,465,221	-\$874,481
CIO	NCR Infrastructure Operations	\$41,825	\$41,825	\$0	-\$41,825
I&A	CLAN Operations	\$289,611	\$289,611	\$25,912	-\$263,699
CIO	Enterprise License Agreements	\$4,001,879	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$597,565	\$597,565	\$510,888	-\$86,677
CHCO	e-Training	\$416,654	\$416,654	\$324,286	-\$92,368
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$2,750	\$2,750	\$0	-\$2,750
<b>Fee-for Service Subtotal</b>		<b>\$12,231,360</b>	<b>\$8,229,481</b>	<b>\$6,635,188</b>	<b>-\$1,594,293</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$27,659	\$27,659	\$26,101	-\$1,558
CHCO	USAJOBS	\$40,180	\$40,180	\$44,603	\$4,423
CHCO	Enterprise HR Integration	\$110,998	\$110,998	\$122,631	\$11,633
CIO	e-Rulemaking	\$22,986	\$22,986	\$11,001	-\$11,985
CHCO	Human Resources LOB	\$9,295	\$9,295	\$10,090	\$795
CIO	e-Gov Benefits.Gov	\$8,068	\$8,068	\$5,958	-\$2,110
CIO	Financial Management LOB	\$5,935	\$5,935	\$5,920	-\$15
CIO	Geospatial LOB	\$7,128	\$7,128	\$7,110	-\$18
CIO	Budget Formulation and Execution LOB	\$3,485	\$3,485	\$3,476	-\$9
CPO	e-Gov Integrated Acquisition Environment	\$34,224	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$249,436	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$2,090	\$2,090	\$2,680	\$590
CPO	e Gov Integrated Awards Environment	\$0	\$34,224	\$21,259	-\$12,965
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$521,484</b>	<b>\$272,048</b>	<b>\$260,829</b>	<b>-\$11,219</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$204,306	\$204,306	\$198,469	-\$5,837
CPO	Strategic Sourcing	\$38,942	\$38,942	\$0	-\$38,942
CPO	CPO Shared Reporting	\$56,571	\$56,571	\$52,934	-\$3,637
<b>DHS Crosscutting Service Subtotal</b>		<b>\$299,819</b>	<b>\$299,819</b>	<b>\$251,403</b>	<b>-\$48,416</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$22,344	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$22,344</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$13,075,007</b>	<b>\$8,801,348</b>	<b>\$7,147,420</b>	<b>-\$1,653,928</b>

## Department of Homeland Security Working Capital Fund

NPPD - OBIM					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$4,309,959	\$4,309,959	\$4,600,870	\$290,911
ICE	Financial and Accounting Shared Services	\$779,292	\$779,292	\$0	-\$779,292
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$1,274	\$1,274	\$0	-\$1,274
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$45,597	\$45,597	\$39,826	-\$5,771
CHCO	HQ Human Capital Services	\$39,889	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$8,077	\$8,077	\$4,924	-\$3,153
CHCO	Flexible Spending Plan	\$1,395	\$1,395	\$818	-\$577
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$4,867	\$4,867	\$0	-\$4,867
CHCO	National Defense University	\$2,490	\$2,490	\$0	-\$2,490
CIO	Research Library & Information Services	\$2,814	\$2,814	\$2,371	-\$443
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$2,899	\$2,899	\$3,647	\$748
CIO	Enterprise License Agreements	\$2,402,026	\$0	\$0	\$0
CPO	Procurement Operations	\$1,642,631	\$0	\$0	\$0
CSO	HSPD-12	\$42,471	\$42,471	\$35,619	-\$6,852
CHCO	e-Training	\$7,713	\$7,713	\$6,453	-\$1,260
CRSO	Mail Services	\$268,684	\$268,684	\$268,420	-\$264
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$9,434	\$9,434	\$0	-\$9,434
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$119,265	\$119,265	\$127,607	\$8,342
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$9,690,777</b>	<b>\$5,606,231</b>	<b>\$5,090,555</b>	<b>-\$515,676</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$3,374	\$3,374	\$4,498	\$1,124
CHCO	USAJOBS	\$1,222	\$1,222	\$1,238	\$16
CHCO	Enterprise HR Integration	\$3,377	\$3,377	\$3,404	\$27
CIO	e-Rulemaking	\$2,804	\$2,804	\$1,896	-\$908
CHCO	Human Resources LOB	\$283	\$283	\$280	-\$3
CIO	e-Gov Benefits.Gov	\$245	\$245	\$165	-\$80
CIO	Financial Management LOB	\$724	\$724	\$1,020	\$296
CIO	Geospatial LOB	\$870	\$870	\$1,225	\$355
CIO	Budget Formulation and Execution LOB	\$425	\$425	\$599	\$174
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$13,324</b>	<b>\$13,324</b>	<b>\$14,325</b>	<b>\$1,001</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$68,102	\$68,102	\$0	-\$68,102
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$68,102</b>	<b>\$68,102</b>	<b>\$0</b>	<b>-\$68,102</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$16,728	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$16,728</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$9,788,931</b>	<b>\$5,687,657</b>	<b>\$5,104,880</b>	<b>-\$582,777</b>

## Department of Homeland Security Working Capital Fund

Federal Protective Service					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$3,394,149	\$3,394,149	\$5,082,013	\$1,687,864
ICE	Financial and Accounting Shared Services	\$4,233,577	\$4,233,577	\$4,471,907	\$238,330
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$306,434	\$306,434	\$296,765	-\$9,669
CHCO	HQ Human Capital Services	\$268,081	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$53,809	\$53,809	\$36,691	-\$17,118
CHCO	Flexible Spending Plan	\$9,372	\$9,372	\$6,095	-\$3,277
CHCO	DHS EXEC LEAD	\$6,156	\$6,156	\$0	-\$6,156
CHCO	HQ Leadership Development Program	\$32,712	\$32,712	\$6,836	-\$25,876
CHCO	National Defense University	\$3,723	\$3,723	\$0	-\$3,723
CIO	Research Library & Information Services	\$26,533	\$26,533	\$24,159	-\$2,374
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$1,110,892	\$1,110,892	\$953,150	-\$157,742
CHCO	e-Training	\$52,620	\$52,620	\$67,869	\$15,249
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$156,820	\$156,820	\$0	-\$156,820
CRSO	Transit Subsidy	\$354,213	\$354,213	\$378,989	\$24,776
OGC	Regulatory Services	\$250	\$250	\$0	-\$250
<b>Fee-for Service Subtotal</b>		<b>\$10,009,341</b>	<b>\$9,741,260</b>	<b>\$11,324,474</b>	<b>\$1,583,214</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$19,989	\$19,989	\$21,248	\$1,259
CHCO	USAJOBS	\$8,216	\$8,216	\$9,225	\$1,009
CHCO	Enterprise HR Integration	\$22,696	\$22,696	\$25,364	\$2,668
CIO	e-Rulemaking	\$16,611	\$16,611	\$8,956	-\$7,655
CHCO	Human Resources LOB	\$1,901	\$1,901	\$2,087	\$186
CIO	e-Gov Benefits.Gov	\$1,650	\$1,650	\$1,232	-\$418
CIO	Financial Management LOB	\$4,289	\$4,289	\$4,819	\$530
CIO	Geospatial LOB	\$5,151	\$5,151	\$5,788	\$637
CIO	Budget Formulation and Execution LOB	\$2,518	\$2,518	\$2,830	\$312
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$1,658	\$1,658	\$1,899	\$241
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$84,679</b>	<b>\$84,679</b>	<b>\$83,448</b>	<b>-\$1,231</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$68,102	\$68,102	\$66,156	-\$1,946
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$68,102</b>	<b>\$68,102</b>	<b>\$66,156</b>	<b>-\$1,946</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$14,614	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$14,614</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$10,176,736</b>	<b>\$9,894,041</b>	<b>\$11,474,078</b>	<b>\$1,580,037</b>

# Department of Homeland Security

## Working Capital Fund

MGT - Office of the Under Secretary for Management					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$339,703	\$339,703	\$457,116	\$117,413
ICE	Financial and Accounting Shared Services	\$8,413	\$8,413	\$13,571	\$5,158
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$49,070	\$0	\$0	\$0
CFO	Bankcard Program	\$3,044	\$3,044	\$3,122	\$78
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,129	-\$271
CHCO	NFC Payroll Services and Reporting	\$4,394	\$4,394	\$4,068	-\$326
CHCO	HQ Human Capital Services	\$52,536	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$673	\$673	\$503	-\$170
CHCO	Flexible Spending Plan	\$116	\$116	\$84	-\$32
CHCO	DHS EXEC LEAD	\$4,397	\$4,397	\$0	-\$4,397
CHCO	HQ Leadership Development Program	\$406	\$406	\$94	-\$312
CHCO	National Defense University	\$350	\$350	\$0	-\$350
CIO	Research Library & Information Services	\$235	\$235	\$242	\$7
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$308,957	\$308,957	\$344,674	\$35,717
I&A	CLAN Operations	\$32,678	\$32,678	\$277,317	\$244,639
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$885	\$0	\$0	\$0
CSO	HSPD-12	\$1,354	\$1,354	\$1,155	-\$199
CHCO	e-Training	\$643	\$643	\$919	\$276
CRSO	Mail Services	\$14,425	\$14,425	\$14,411	-\$14
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$37,736	\$37,736	\$0	-\$37,736
CRSO	Shuttle Services	\$8,328	\$8,328	\$0	-\$8,328
CRSO	Transit Subsidy	\$1,933	\$1,933	\$2,069	\$136
OGC	Regulatory Services	\$10,000	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$943,676</b>	<b>\$831,185</b>	<b>\$1,182,474</b>	<b>\$351,289</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$42	\$42	\$55	\$13
CHCO	USAJOBS	\$102	\$102	\$126	\$24
CHCO	Enterprise HR Integration	\$281	\$281	\$348	\$67
CIO	e-Rulemaking	\$35	\$35	\$23	-\$12
CHCO	Human Resources LOB	\$24	\$24	\$29	\$5
CIO	e-Gov Benefits.Gov	\$20	\$20	\$17	-\$3
CIO	Financial Management LOB	\$9	\$9	\$13	\$4
CIO	Geospatial LOB	\$11	\$11	\$15	\$4
CIO	Budget Formulation and Execution LOB	\$5	\$5	\$7	\$2
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$35,503	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$36,032</b>	<b>\$529</b>	<b>\$633</b>	<b>\$104</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$1,677	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$1,677</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$981,385</b>	<b>\$831,714</b>	<b>\$1,183,107</b>	<b>\$351,393</b>

## Department of Homeland Security Working Capital Fund

MGT - Chief Security Officer					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$3,288,821	\$3,288,821	\$3,635,812	\$346,991
ICE	Financial and Accounting Shared Services	\$205,911	\$205,911	\$302,205	\$96,294
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$743,916	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$65,647	\$65,647	\$60,595	-\$5,052
CHCO	HQ Human Capital Services	\$798,669	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$10,126	\$10,126	\$7,439	-\$2,687
CHCO	Flexible Spending Plan	\$1,771	\$1,771	\$1,244	-\$527
CHCO	DHS EXEC LEAD	\$4,397	\$4,397	\$0	-\$4,397
CHCO	HQ Leadership Development Program	\$6,060	\$6,060	\$1,396	-\$4,664
CHCO	National Defense University	\$3,546	\$3,546	\$0	-\$3,546
CIO	Research Library & Information Services	\$3,545	\$3,545	\$5,303	\$1,758
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$3,724,751	\$3,724,751	\$4,129,791	\$405,040
I&A	CLAN Operations	\$388,197	\$388,197	\$505,070	\$116,873
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$288,238	\$0	\$0	\$0
CSO	HSPD-12	\$25,017	\$25,017	\$21,275	-\$3,742
CHCO	e-Training	\$9,792	\$9,792	\$13,695	\$3,903
CRSO	Mail Services	\$128,160	\$128,160	\$128,034	-\$126
CRSO	Parking Services	\$27,139	\$27,139	\$14,617	-\$12,522
CRSO	Sedan Services	\$37,736	\$37,736	\$0	-\$37,736
CRSO	Shuttle Services	\$90,179	\$90,179	\$0	-\$90,179
CRSO	Transit Subsidy	\$230,061	\$230,061	\$251,151	\$21,090
OGC	Regulatory Services	\$250	\$250	\$0	-\$250
<b>Fee-for Service Subtotal</b>		<b>\$10,081,929</b>	<b>\$8,251,106</b>	<b>\$9,077,627</b>	<b>\$826,521</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$1,028	\$1,028	\$1,232	\$204
CHCO	USAJOBS	\$1,552	\$1,552	\$1,884	\$332
CHCO	Enterprise HR Integration	\$4,288	\$4,288	\$5,179	\$891
CIO	e-Rulemaking	\$854	\$854	\$519	-\$335
CHCO	Human Resources LOB	\$359	\$359	\$426	\$67
CIO	e-Gov Benefits.Gov	\$312	\$312	\$251	-\$61
CIO	Financial Management LOB	\$221	\$221	\$279	\$58
CIO	Geospatial LOB	\$265	\$265	\$336	\$71
CIO	Budget Formulation and Execution LOB	\$130	\$130	\$164	\$34
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$9,009</b>	<b>\$9,009</b>	<b>\$10,270</b>	<b>\$1,261</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$4,750	\$4,750	\$0	-\$4,750
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$4,750</b>	<b>\$4,750</b>	<b>\$0</b>	<b>-\$4,750</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$17,283	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$17,283</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$10,112,971</b>	<b>\$8,264,865</b>	<b>\$9,087,897</b>	<b>\$823,032</b>



## Department of Homeland Security

### Working Capital Fund

MGT - Chief Readiness Support Officer					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$953,294	\$953,294	\$1,025,014	\$71,720
ICE	Financial and Accounting Shared Services	\$108,419	\$108,419	\$1,069,563	\$961,144
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$325,077	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$28,430	\$28,430	\$24,837	-\$3,593
CHCO	HQ Human Capital Services	\$337,196	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$4,393	\$4,393	\$3,041	-\$1,352
CHCO	Flexible Spending Plan	\$745	\$745	\$510	-\$235
CHCO	DHS EXEC LEAD	\$7,915	\$7,915	\$0	-\$7,915
CHCO	HQ Leadership Development Program	\$2,625	\$2,625	\$573	-\$2,052
CHCO	National Defense University	\$3,020	\$3,020	\$0	-\$3,020
CIO	Research Library & Information Services	\$4,495	\$4,495	\$4,599	\$104
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$1,725,970	\$1,725,970	\$1,792,753	\$66,783
I&A	CLAN Operations	\$22,890	\$22,890	\$25,622	\$2,732
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$1,115,322	\$0	\$0	\$0
CSO	HSPD-12	\$13,412	\$13,412	\$11,854	-\$1,558
CHCO	e-Training	\$4,121	\$4,121	\$5,612	\$1,491
CRSO	Mail Services	\$25,538	\$25,538	\$25,512	-\$26
CRSO	Parking Services	\$47,702	\$47,702	\$25,693	-\$22,009
CRSO	Sedan Services	\$37,736	\$37,736	\$0	-\$37,736
CRSO	Shuttle Services	\$8,566	\$8,566	\$0	-\$8,566
CRSO	Transit Subsidy	\$111,009	\$111,009	\$125,313	\$14,304
OGC	Regulatory Services	\$250	\$2,250	\$0	-\$2,250
<b>Fee-for Service Subtotal</b>		<b>\$4,888,125</b>	<b>\$3,112,530</b>	<b>\$4,140,496</b>	<b>\$1,027,966</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$541	\$541	\$4,361	\$3,820
CHCO	USAJOBS	\$653	\$653	\$772	\$119
CHCO	Enterprise HR Integration	\$1,804	\$1,804	\$2,124	\$320
CIO	e-Rulemaking	\$450	\$450	\$1,836	\$1,386
CHCO	Human Resources LOB	\$151	\$151	\$176	\$25
CIO	e-Gov Benefits.Gov	\$131	\$131	\$104	-\$27
CIO	Financial Management LOB	\$116	\$116	\$990	\$874
CIO	Geospatial LOB	\$139	\$139	\$1,188	\$1,049
CIO	Budget Formulation and Execution LOB	\$68	\$68	\$580	\$512
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$4,053</b>	<b>\$4,053</b>	<b>\$12,131</b>	<b>\$8,078</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$68,102	\$68,102	\$66,156	-\$1,946
CPO	Strategic Sourcing	\$7,073	\$7,073	\$0	-\$7,073
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$75,175</b>	<b>\$75,175</b>	<b>\$66,156</b>	<b>-\$9,019</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$11,285	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$11,285</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$4,978,638</b>	<b>\$3,191,758</b>	<b>\$4,218,783</b>	<b>\$1,027,025</b>



**Department of Homeland Security**  
**Working Capital Fund**

<b>MGT - Chief Human Capital Officer</b>					
<b>Manager</b>	<b>DHS Working Capital Fund Activities</b>	<b>FY16 Revised Enacted</b>	<b>FY 17 Annualized CR</b>	<b>FY 18 President's Budget Request</b>	<b>Delta FY18 - FY17</b>
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$2,656,060	\$3,912,670	\$4,317,308	\$404,638
ICE	Financial and Accounting Shared Services	\$96,207	\$138,130	\$203,677	\$65,547
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$474,138	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$35,666	\$56,601	\$48,392	-\$8,209
CHCO	HQ Human Capital Services	\$423,727	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$5,478	\$8,685	\$7,027	-\$1,658
CHCO	Flexible Spending Plan	\$937	\$1,491	\$995	-\$496
CHCO	DHS EXEC LEAD	\$7,037	\$7,037	\$0	-\$7,037
CHCO	HQ Leadership Development Program	\$3,294	\$5,226	\$1,116	-\$4,110
CHCO	National Defense University	\$5,383	\$5,383	\$0	-\$5,383
CIO	Research Library & Information Services	\$4,881	\$5,999	\$6,695	\$696
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$2,767,621	\$3,649,312	\$2,915,317	-\$733,995
I&A	CLAN Operations	\$35,577	\$35,577	\$18,233	-\$17,344
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$1,498,570	\$0	\$0	\$0
CSO	HSPD-12	\$11,667	\$17,385	\$17,140	-\$245
CHCO	e-Training	\$5,258	\$8,320	\$13,597	\$5,277
CRSO	Mail Services	\$14,718	\$101,884	\$101,785	-\$99
CRSO	Parking Services	\$88,836	\$88,836	\$47,847	-\$40,989
CRSO	Sedan Services	\$37,736	\$37,736	\$0	-\$37,736
CRSO	Shuttle Services	\$476	\$476	\$0	-\$476
CRSO	Transit Subsidy	\$120,179	\$212,559	\$271,815	\$59,256
OGC	Regulatory Services	\$250	\$2,250	\$0	-\$2,250
<b>Fee-for Service Subtotal</b>		<b>\$8,293,696</b>	<b>\$8,295,557</b>	<b>\$7,970,944</b>	<b>-\$324,613</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$480	\$689	\$829	\$140
CHCO	USAJOBS	\$821	\$1,306	\$1,505	\$199
CHCO	Enterprise HR Integration	\$2,268	\$3,609	\$4,136	\$527
CIO	e-Rulemaking	\$399	\$573	\$350	-\$223
CHCO	Human Resources LOB	\$190	\$302	\$341	\$39
CIO	e-Gov Benefits.Gov	\$165	\$262	\$202	-\$60
CIO	Financial Management LOB	\$103	\$148	\$189	\$41
CIO	Geospatial LOB	\$124	\$178	\$226	\$48
CIO	Budget Formulation and Execution LOB	\$61	\$87	\$111	\$24
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$4,611</b>	<b>\$7,154</b>	<b>\$7,889</b>	<b>\$735</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$68,102	\$68,102	\$66,156	-\$1,946
CPO	Strategic Sourcing	\$9,074	\$9,074	\$0	-\$9,074
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$77,176</b>	<b>\$77,176</b>	<b>\$66,156</b>	<b>-\$11,020</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$14,337	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$14,337</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$8,389,820</b>	<b>\$8,379,887</b>	<b>\$8,044,989</b>	<b>-\$334,898</b>

**Department of Homeland Security**  
**Working Capital Fund**

<b>MGT - Chief Procurement Officer</b>					
<b>Manager</b>	<b>DHS Working Capital Fund Activities</b>	<b>FY16 Revised Enacted</b>	<b>FY 17 Annualized CR</b>	<b>FY 18 President's Budget Request</b>	<b>Delta FY18 - FY17</b>
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$3,336,481	\$5,224,318	\$5,298,647	\$74,329
ICE	Financial and Accounting Shared Services	\$194,697	\$335,648	\$373,346	\$37,698
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$1,175,253	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$91,234	\$154,813	\$120,976	-\$33,837
CHCO	HQ Human Capital Services	\$1,063,461	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$13,663	\$23,424	\$14,942	-\$8,482
CHCO	Flexible Spending Plan	\$2,345	\$4,027	\$2,485	-\$1,542
CHCO	DHS EXEC LEAD	\$7,915	\$7,915	\$0	-\$7,915
CHCO	HQ Leadership Development Program	\$8,423	\$14,293	\$2,787	-\$11,506
CHCO	National Defense University	\$5,209	\$5,209	\$0	-\$5,209
CIO	Research Library & Information Services	\$4,788	\$64,167	\$42,771	-\$21,396
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$2,622,231	\$4,934,923	\$4,801,462	-\$133,461
I&A	CLAN Operations	\$187,682	\$187,682	\$188,184	\$502
CIO	Enterprise License Agreements	\$429,353	\$0	\$0	\$0
CPO	Procurement Operations	\$343,762	\$0	\$0	\$0
CSO	HSPD-12	\$30,374	\$48,449	\$42,306	-\$6,143
CHCO	e-Training	\$12,968	\$22,269	\$27,342	\$5,073
CRSO	Mail Services	\$34,056	\$65,808	\$65,743	-\$65
CRSO	Parking Services	\$64,074	\$145,952	\$78,611	-\$67,341
CRSO	Sedan Services	\$47,171	\$47,171	\$0	-\$47,171
CRSO	Shuttle Services	\$35,929	\$89,941	\$0	-\$89,941
CRSO	Transit Subsidy	\$322,495	\$553,207	\$591,904	\$38,697
OGC	Regulatory Services	\$250	\$2,250	\$0	-\$2,250
<b>Fee-for Service Subtotal</b>		<b>\$10,033,814</b>	<b>\$11,931,466</b>	<b>\$11,651,506</b>	<b>-\$279,960</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$1,022	\$1,726	\$1,521	-\$205
CHCO	USAJOBS	\$2,055	\$3,529	\$3,761	\$232
CHCO	Enterprise HR Integration	\$5,678	\$9,750	\$10,340	\$590
CIO	e-Rulemaking	\$808	\$1,393	\$641	-\$752
CHCO	Human Resources LOB	\$475	\$816	\$851	\$35
CIO	e-Gov Benefits.Gov	\$413	\$709	\$502	-\$207
CIO	Financial Management LOB	\$209	\$360	\$345	-\$15
CIO	Geospatial LOB	\$250	\$431	\$415	-\$16
CIO	Budget Formulation and Execution LOB	\$122	\$211	\$203	-\$8
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$281,980	\$104,901	-\$177,079
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$11,032</b>	<b>\$300,905</b>	<b>\$123,480</b>	<b>-\$177,425</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$2,023	\$2,005	\$0	-\$2,005
CPO	CPO Shared Reporting	\$21,217	\$1,736,306	\$1,168,951	-\$567,355
<b>DHS Crosscutting Service Subtotal</b>		<b>\$23,240</b>	<b>\$1,738,311</b>	<b>\$1,168,951</b>	<b>-\$569,360</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$17,235	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$17,235</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$10,085,321</b>	<b>\$13,970,682</b>	<b>\$12,943,937</b>	<b>-\$1,026,745</b>

# Department of Homeland Security

## Working Capital Fund

MGT - Chief Financial Officer					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$2,626,290	\$2,731,052	\$2,802,609	\$71,557
ICE	Financial and Accounting Shared Services	\$161,753	\$178,198	\$361,271	\$183,073
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$21,866	\$21,866	\$27,410	\$5,544
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$616,287	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$53,759	\$64,097	\$58,025	-\$6,072
CHCO	HQ Human Capital Services	\$672,972	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$8,635	\$10,219	\$7,174	-\$3,045
CHCO	Flexible Spending Plan	\$1,497	\$1,771	\$1,192	-\$579
CHCO	DHS EXEC LEAD	\$46,484	\$46,484	\$0	-\$46,484
CHCO	HQ Leadership Development Program	\$4,963	\$5,918	\$1,337	-\$4,581
CHCO	National Defense University	\$6,128	\$6,128	\$0	-\$6,128
CIO	Research Library & Information Services	\$2,959	\$3,512	\$3,319	-\$193
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$3,591,828	\$4,027,231	\$3,131,881	-\$895,350
I&A	CLAN Operations	\$51,245	\$51,245	\$36,466	-\$14,779
CIO	Enterprise License Agreements	\$106,356	\$0	\$0	\$0
CPO	Procurement Operations	\$583,364	\$0	\$0	\$0
CSO	HSPD-12	\$20,017	\$22,840	\$19,633	-\$3,207
CHCO	e-Training	\$8,280	\$9,792	\$13,115	\$3,323
CRSO	Mail Services	\$23,242	\$23,242	\$23,219	-\$23
CRSO	Parking Services	\$69,356	\$69,356	\$37,355	-\$32,001
CRSO	Sedan Services	\$37,736	\$37,736	\$0	-\$37,736
CRSO	Shuttle Services	\$87,324	\$87,324	\$0	-\$87,324
CRSO	Transit Subsidy	\$346,146	\$372,424	\$398,473	\$26,049
OGC	Regulatory Services	\$0	\$2,000	\$0	-\$2,000
<b>Fee-for Service Subtotal</b>		<b>\$9,148,487</b>	<b>\$7,772,435</b>	<b>\$6,922,479</b>	<b>-\$849,956</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$807	\$889	\$1,473	\$584
CHCO	USAJOBS	\$1,312	\$1,552	\$1,804	\$252
CHCO	Enterprise HR Integration	\$3,625	\$4,287	\$4,959	\$672
CIO	e-Rulemaking	\$671	\$739	\$621	-\$118
CHCO	Human Resources LOB	\$304	\$359	\$408	\$49
CIO	e-Gov Benefits.Gov	\$264	\$313	\$241	-\$72
CIO	Financial Management LOB	\$173	\$190	\$334	\$144
CIO	Geospatial LOB	\$208	\$229	\$401	\$172
CIO	Budget Formulation and Execution LOB	\$102	\$112	\$196	\$84
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$7,466</b>	<b>\$8,670</b>	<b>\$10,437</b>	<b>\$1,767</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$3,860	\$3,860	\$0	-\$3,860
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$3,860</b>	<b>\$3,860</b>	<b>\$0</b>	<b>-\$3,860</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$15,680	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$15,680</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$9,175,493</b>	<b>\$7,784,965</b>	<b>\$6,932,916</b>	<b>-\$852,049</b>

# Department of Homeland Security Working Capital Fund

MGT - Chief Information Officer					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$8,924,917	\$8,929,777	\$9,257,786	\$328,009
ICE	Financial and Accounting Shared Services	\$1,106,968	\$1,410,378	\$1,649,441	\$239,063
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$21,866	\$21,866	\$27,410	\$5,544
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$878,739	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$70,816	\$71,592	\$111,554	\$39,962
CHCO	HQ Human Capital Services	\$915,344	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$11,756	\$11,870	\$13,603	\$1,733
CHCO	Flexible Spending Plan	\$2,044	\$2,065	\$2,292	\$227
CHCO	DHS EXEC LEAD	\$8,794	\$8,794	\$0	-\$8,794
CHCO	HQ Leadership Development Program	\$6,538	\$6,610	\$2,570	-\$4,040
CHCO	National Defense University	\$10,986	\$10,986	\$0	-\$10,986
CIO	Research Library & Information Services	\$3,983	\$4,025	\$5,166	\$1,141
CIO	DHS One Net	\$3,554,738	\$3,554,738	\$4,278,887	\$724,149
CIO	NCR Infrastructure Operations	\$22,470,168	\$22,502,823	\$20,768,136	-\$1,734,687
I&A	CLAN Operations	\$864,369	\$864,369	\$962,513	\$98,144
CIO	Enterprise License Agreements	\$7,120,271	\$0	\$0	\$0
CPO	Procurement Operations	\$13,123,075	\$0	\$0	\$0
CSO	HSPD-12	\$121,118	\$121,330	\$110,323	-\$11,007
CHCO	e-Training	\$11,304	\$11,417	\$25,214	\$13,797
CRSO	Mail Services	\$130,498	\$130,498	\$130,370	-\$128
CRSO	Parking Services	\$81,988	\$81,988	\$44,159	-\$37,829
CRSO	Sedan Services	\$75,473	\$75,473	\$0	-\$75,473
CRSO	Shuttle Services	\$191,780	\$191,780	\$0	-\$191,780
CRSO	Transit Subsidy	\$414,309	\$417,579	\$527,729	\$110,150
OGC	Regulatory Services	\$0	\$2,000	\$0	-\$2,000
<b>Fee-for Service Subtotal</b>		<b>\$60,121,842</b>	<b>\$38,431,958</b>	<b>\$37,917,153</b>	<b>-\$514,805</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$5,526	\$7,041	\$6,723	-\$318
CHCO	USAJOBS	\$1,792	\$1,810	\$3,469	\$1,659
CHCO	Enterprise HR Integration	\$4,950	\$5,000	\$9,534	\$4,534
CIO	e-Rulemaking	\$4,592	\$5,851	\$2,834	-\$3,017
CHCO	Human Resources LOB	\$414	\$418	\$785	\$367
CIO	e-Gov Benefits.Gov	\$360	\$364	\$462	\$98
CIO	Financial Management LOB	\$1,186	\$1,511	\$1,526	\$15
CIO	Geospatial LOB	\$1,424	\$1,814	\$1,831	\$17
CIO	Budget Formulation and Execution LOB	\$696	\$887	\$897	\$10
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$20,940</b>	<b>\$24,696</b>	<b>\$28,061</b>	<b>\$3,365</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$408,613	\$408,613	\$529,252	\$120,639
CPO	Strategic Sourcing	\$82,180	\$82,198	\$0	-\$82,198
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$490,793</b>	<b>\$490,811</b>	<b>\$529,252</b>	<b>\$38,441</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$103,794	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$103,794</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$60,737,369</b>	<b>\$38,947,465</b>	<b>\$38,474,466</b>	<b>-\$472,999</b>

# Department of Homeland Security

## Working Capital Fund

OSEM - Office of the Secretary					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$367,268	\$367,268	\$471,687	\$104,419
ICE	Financial and Accounting Shared Services	\$28,077	\$28,077	\$44,880	\$16,803
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$20,223	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,550	\$1,550	\$5,353	\$3,803
CHCO	HQ Human Capital Services	\$26,772	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$372	\$372	\$662	\$290
CHCO	Flexible Spending Plan	\$62	\$62	\$110	\$48
CHCO	DHS EXEC LEAD	\$2,638	\$2,638	\$0	-\$2,638
CHCO	HQ Leadership Development Program	\$143	\$143	\$123	-\$20
CHCO	National Defense University	\$87	\$87	\$0	-\$87
CIO	Research Library & Information Services	\$108	\$108	\$142	\$34
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$337,508	\$337,508	\$355,166	\$17,658
I&A	CLAN Operations	\$23,813	\$23,813	\$3,647	-\$20,166
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$1,075	\$1,075	\$912	-\$163
CHCO	e-Training	\$340	\$340	\$1,210	\$870
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$56,605	\$56,605	\$0	-\$56,605
CRSO	Shuttle Services	\$10,707	\$10,707	\$0	-\$10,707
CRSO	Transit Subsidy	\$1,499	\$1,499	\$1,603	\$104
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$878,847</b>	<b>\$831,852</b>	<b>\$885,495</b>	<b>\$53,643</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$140	\$140	\$183	\$43
CHCO	USAJOBS	\$54	\$54	\$166	\$112
CHCO	Enterprise HR Integration	\$149	\$149	\$458	\$309
CIO	e-Rulemaking	\$116	\$116	\$77	-\$39
CHCO	Human Resources LOB	\$12	\$12	\$38	\$26
CIO	e-Gov Benefits.Gov	\$11	\$11	\$22	\$11
CIO	Financial Management LOB	\$30	\$30	\$41	\$11
CIO	Geospatial LOB	\$36	\$36	\$50	\$14
CIO	Budget Formulation and Execution LOB	\$18	\$18	\$24	\$6
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$566</b>	<b>\$566</b>	<b>\$1,059</b>	<b>\$493</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$1,505	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$1,505</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$880,918</b>	<b>\$832,418</b>	<b>\$886,554</b>	<b>\$54,136</b>

# Department of Homeland Security Working Capital Fund

OSEM - Office of the Deputy Secretary					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$120,025	\$120,025	\$81,961	-\$38,064
ICE	Financial and Accounting Shared Services	\$5,604	\$5,604	\$6,262	\$658
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$14,434	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,292	\$1,292	\$1,285	-\$7
CHCO	HQ Human Capital Services	\$15,452	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$213	\$213	\$158	-\$55
CHCO	Flexible Spending Plan	\$34	\$34	\$26	-\$8
CHCO	DHS EXEC LEAD	\$1,759	\$1,759	\$0	-\$1,759
CHCO	HQ Leadership Development Program	\$119	\$119	\$30	-\$89
CHCO	National Defense University	\$44	\$44	\$0	-\$44
CIO	Research Library & Information Services	\$70	\$70	\$105	\$35
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$152,360	\$152,360	\$164,556	\$12,196
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$635	\$635	\$547	-\$88
CHCO	e-Training	\$189	\$189	\$290	\$101
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$18,868	\$18,868	\$0	-\$18,868
CRSO	Shuttle Services	\$2,379	\$2,379	\$0	-\$2,379
CRSO	Transit Subsidy	\$1,769	\$1,769	\$1,893	\$124
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$335,246</b>	<b>\$305,360</b>	<b>\$257,113</b>	<b>-\$48,247</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$28	\$28	\$26	-\$2
CHCO	USAJOBS	\$30	\$30	\$40	\$10
CHCO	Enterprise HR Integration	\$83	\$83	\$110	\$27
CIO	e-Rulemaking	\$23	\$23	\$11	-\$12
CHCO	Human Resources LOB	\$7	\$7	\$9	\$2
CIO	e-Gov Benefits.Gov	\$6	\$6	\$5	-\$1
CIO	Financial Management LOB	\$6	\$6	\$6	\$0
CIO	Geospatial LOB	\$7	\$7	\$7	\$0
CIO	Budget Formulation and Execution LOB	\$4	\$4	\$3	-\$1
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$194</b>	<b>\$194</b>	<b>\$217</b>	<b>\$23</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$574	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$574</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$336,014</b>	<b>\$305,554</b>	<b>\$257,330</b>	<b>-\$48,224</b>

**Department of Homeland Security**  
**Working Capital Fund**

OSEM - Chief of Staff					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$231,393	\$231,393	\$175,202	-\$56,191
ICE	Financial and Accounting Shared Services	\$8,982	\$8,982	\$9,548	\$566
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$40,428	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$3,360	\$3,360	\$3,212	-\$148
CHCO	HQ Human Capital Services	\$48,405	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$644	\$644	\$397	-\$247
CHCO	Flexible Spending Plan	\$109	\$109	\$66	-\$43
CHCO	DHS EXEC LEAD	\$21,923	\$21,923	\$0	-\$21,923
CHCO	HQ Leadership Development Program	\$310	\$310	\$74	-\$236
CHCO	National Defense University	\$262	\$262	\$0	-\$262
CIO	Research Library & Information Services	\$205	\$205	\$230	\$25
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$232,005	\$232,005	\$241,379	\$9,374
I&A	CLAN Operations	\$8,765	\$8,765	\$7,293	-\$1,472
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$1,613	\$1,613	\$1,398	-\$215
CHCO	e-Training	\$605	\$605	\$726	\$121
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$28,302	\$28,302	\$0	-\$28,302
CRSO	Shuttle Services	\$7,376	\$7,376	\$0	-\$7,376
CRSO	Transit Subsidy	\$3,551	\$3,551	\$3,800	\$249
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$638,238</b>	<b>\$549,405</b>	<b>\$443,325</b>	<b>-\$106,080</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$45	\$45	\$39	-\$6
CHCO	USAJOBS	\$96	\$96	\$100	\$4
CHCO	Enterprise HR Integration	\$265	\$265	\$275	\$10
CIO	e-Rulemaking	\$37	\$37	\$16	-\$21
CHCO	Human Resources LOB	\$22	\$22	\$23	\$1
CIO	e-Gov Benefits.Gov	\$19	\$19	\$13	-\$6
CIO	Financial Management LOB	\$10	\$10	\$9	-\$1
CIO	Geospatial LOB	\$12	\$12	\$11	-\$1
CIO	Budget Formulation and Execution LOB	\$6	\$6	\$5	-\$1
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$512</b>	<b>\$512</b>	<b>\$491</b>	<b>-\$21</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$1,093	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$1,093</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$639,843</b>	<b>\$549,917</b>	<b>\$443,816</b>	<b>-\$106,101</b>



# Department of Homeland Security Working Capital Fund

OSEM - Civil Rights & Liberties					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$1,941,768	\$1,941,768	\$1,995,413	\$53,645
ICE	Financial and Accounting Shared Services	\$66,681	\$66,681	\$77,291	\$10,610
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$279,990	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$25,070	\$25,070	\$20,127	-\$4,943
CHCO	HQ Human Capital Services	\$299,765	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$3,928	\$3,928	\$2,489	-\$1,439
CHCO	Flexible Spending Plan	\$663	\$663	\$413	-\$250
CHCO	DHS EXEC LEAD	\$3,518	\$3,518	\$0	-\$3,518
CHCO	HQ Leadership Development Program	\$2,314	\$2,314	\$464	-\$1,850
CHCO	National Defense University	\$2,976	\$2,976	\$0	-\$2,976
CIO	Research Library & Information Services	\$46,964	\$46,964	\$44,143	-\$2,821
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$1,243,711	\$1,243,711	\$1,103,479	-\$140,232
I&A	CLAN Operations	\$81,372	\$81,372	\$73,027	-\$8,345
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$24,987	\$0	\$0	\$0
CSO	HSPD-12	\$9,638	\$9,638	\$8,327	-\$1,311
CHCO	e-Training	\$3,667	\$3,667	\$4,549	\$882
CRSO	Mail Services	\$112,687	\$112,687	\$112,577	-\$110
CRSO	Parking Services	\$44,844	\$44,844	\$24,154	-\$20,690
CRSO	Sedan Services	\$28,302	\$28,302	\$0	-\$28,302
CRSO	Shuttle Services	\$1,190	\$1,190	\$0	-\$1,190
CRSO	Transit Subsidy	\$98,231	\$98,231	\$105,102	\$6,871
OGC	Regulatory Services	\$2,750	\$2,750	\$0	-\$2,750
<b>Fee-for Service Subtotal</b>		<b>\$4,325,016</b>	<b>\$3,720,274</b>	<b>\$3,571,555</b>	<b>-\$148,719</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$333	\$333	\$315	-\$18
CHCO	USAJOBS	\$581	\$581	\$626	\$45
CHCO	Enterprise HR Integration	\$1,606	\$1,606	\$1,720	\$114
CIO	e-Rulemaking	\$277	\$277	\$133	-\$144
CHCO	Human Resources LOB	\$134	\$134	\$142	\$8
CIO	e-Gov Benefits.Gov	\$117	\$117	\$84	-\$33
CIO	Financial Management LOB	\$71	\$71	\$71	\$0
CIO	Geospatial LOB	\$86	\$86	\$86	\$0
CIO	Budget Formulation and Execution LOB	\$42	\$42	\$42	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$3,247</b>	<b>\$3,247</b>	<b>\$3,219</b>	<b>-\$28</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$7,409	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$7,409</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$4,335,672</b>	<b>\$3,723,521</b>	<b>\$3,574,774</b>	<b>-\$148,747</b>



**Department of Homeland Security**  
**Working Capital Fund**

OSEM - Executive Secretariat					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$322,771	\$322,771	\$284,513	-\$38,258
ICE	Financial and Accounting Shared Services	\$17,579	\$17,579	\$19,793	\$2,214
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$148,113	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$14,215	\$14,215	\$7,922	-\$6,293
CHCO	HQ Human Capital Services	\$139,793	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$1,814	\$1,814	\$980	-\$834
CHCO	Flexible Spending Plan	\$301	\$301	\$163	-\$138
CHCO	DHS EXEC LEAD	\$1,759	\$1,759	\$0	-\$1,759
CHCO	HQ Leadership Development Program	\$1,312	\$1,312	\$182	-\$1,130
CHCO	National Defense University	\$788	\$788	\$0	-\$788
CIO	Research Library & Information Services	\$670	\$670	\$468	-\$202
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$643,631	\$643,631	\$371,690	-\$271,941
I&A	CLAN Operations	\$79,792	\$79,792	\$65,638	-\$14,154
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$3,883	\$3,883	\$3,343	-\$540
CHCO	e-Training	\$1,664	\$1,664	\$1,791	\$127
CRSO	Mail Services	\$60,383	\$60,383	\$60,324	-\$59
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$18,868	\$18,868	\$0	-\$18,868
CRSO	Shuttle Services	\$12,373	\$12,373	\$0	-\$12,373
CRSO	Transit Subsidy	\$25,876	\$25,876	\$27,686	\$1,810
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$1,495,585</b>	<b>\$1,207,679</b>	<b>\$844,493</b>	<b>-\$363,186</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$88	\$88	\$81	-\$7
CHCO	USAJOBS	\$264	\$264	\$246	-\$18
CHCO	Enterprise HR Integration	\$728	\$728	\$677	-\$51
CIO	e-Rulemaking	\$73	\$73	\$34	-\$39
CHCO	Human Resources LOB	\$61	\$61	\$56	-\$5
CIO	e-Gov Benefits.Gov	\$53	\$53	\$33	-\$20
CIO	Financial Management LOB	\$19	\$19	\$18	-\$1
CIO	Geospatial LOB	\$23	\$23	\$22	-\$1
CIO	Budget Formulation and Execution LOB	\$11	\$11	\$11	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$1,320</b>	<b>\$1,320</b>	<b>\$1,178</b>	<b>-\$142</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$2,562	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$2,562</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$1,499,467</b>	<b>\$1,208,999</b>	<b>\$845,671</b>	<b>-\$363,328</b>

## Department of Homeland Security Working Capital Fund

OSEM - General Counsel					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$1,720,068	\$1,720,068	\$1,498,637	-\$221,431
ICE	Financial and Accounting Shared Services	\$64,595	\$64,595	\$69,689	\$5,094
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$311,743	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$27,913	\$27,913	\$20,555	-\$7,358
CHCO	HQ Human Capital Services	\$333,759	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$4,395	\$4,395	\$2,541	-\$1,854
CHCO	Flexible Spending Plan	\$738	\$738	\$422	-\$316
CHCO	DHS EXEC LEAD	\$52,640	\$52,640	\$0	-\$52,640
CHCO	HQ Leadership Development Program	\$2,577	\$2,577	\$473	-\$2,104
CHCO	National Defense University	\$4,508	\$4,508	\$0	-\$4,508
CIO	Research Library & Information Services	\$245,397	\$245,397	\$230,638	-\$14,759
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$1,862,813	\$1,862,813	\$1,643,319	-\$219,494
I&A	CLAN Operations	\$133,987	\$133,987	\$142,216	\$8,229
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$16,579	\$0	\$0	\$0
CSO	HSPD-12	\$10,616	\$10,616	\$9,117	-\$1,499
CHCO	e-Training	\$4,083	\$4,083	\$4,645	\$562
CRSO	Mail Services	\$145,289	\$145,289	\$145,146	-\$143
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$75,473	\$75,473	\$0	-\$75,473
CRSO	Shuttle Services	\$30,219	\$30,219	\$0	-\$30,219
CRSO	Transit Subsidy	\$83,753	\$83,753	\$89,611	\$5,858
OGC	Regulatory Services	\$28,117	\$28,117	\$0	-\$28,117
<b>Fee-for Service Subtotal</b>		<b>\$5,159,262</b>	<b>\$4,497,181</b>	<b>\$3,857,009</b>	<b>-\$640,172</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$322	\$322	\$284	-\$38
CHCO	USAJOBS	\$647	\$647	\$639	-\$8
CHCO	Enterprise HR Integration	\$1,788	\$1,788	\$1,757	-\$31
CIO	e-Rulemaking	\$268	\$268	\$120	-\$148
CHCO	Human Resources LOB	\$150	\$150	\$145	-\$5
CIO	e-Gov Benefits.Gov	\$130	\$130	\$85	-\$45
CIO	Financial Management LOB	\$69	\$69	\$64	-\$5
CIO	Geospatial LOB	\$83	\$83	\$77	-\$6
CIO	Budget Formulation and Execution LOB	\$41	\$41	\$38	-\$3
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$3,498</b>	<b>\$3,498</b>	<b>\$3,209</b>	<b>-\$289</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$8,838	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$8,838</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$5,171,598</b>	<b>\$4,500,679</b>	<b>\$3,860,218</b>	<b>-\$640,461</b>

**Department of Homeland Security**  
**Working Capital Fund**

OSEM - Citizenship & Immigration Ombudsman					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$588,173	\$588,173	\$564,312	-\$23,861
ICE	Financial and Accounting Shared Services	\$16,438	\$16,438	\$22,390	\$5,952
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$86,595	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$7,754	\$7,754	\$6,209	-\$1,545
CHCO	HQ Human Capital Services	\$92,711	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$1,214	\$1,214	\$768	-\$446
CHCO	Flexible Spending Plan	\$205	\$205	\$128	-\$77
CHCO	DHS EXEC LEAD	\$1,759	\$1,759	\$0	-\$1,759
CHCO	HQ Leadership Development Program	\$716	\$716	\$143	-\$573
CHCO	National Defense University	\$481	\$481	\$0	-\$481
CIO	Research Library & Information Services	\$415	\$415	\$368	-\$47
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$466,400	\$466,400	\$355,216	-\$111,184
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$2,076	\$0	\$0	\$0
CSO	HSPD-12	\$3,432	\$3,432	\$2,979	-\$453
CHCO	e-Training	\$1,134	\$1,134	\$1,403	\$269
CRSO	Mail Services	\$20,697	\$20,697	\$20,677	-\$20
CRSO	Parking Services	\$11,258	\$11,258	\$6,064	-\$5,194
CRSO	Sedan Services	\$18,868	\$18,868	\$0	-\$18,868
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$36,504	\$36,504	\$39,058	\$2,554
OGC	Regulatory Services	\$2,750	\$2,750	\$0	-\$2,750
<b>Fee-for Service Subtotal</b>		<b>\$1,359,580</b>	<b>\$1,178,198</b>	<b>\$1,019,715</b>	<b>-\$158,483</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$82	\$82	\$91	\$9
CHCO	USAJOBS	\$180	\$180	\$193	\$13
CHCO	Enterprise HR Integration	\$497	\$497	\$531	\$34
CIO	e-Rulemaking	\$68	\$68	\$38	-\$30
CHCO	Human Resources LOB	\$42	\$42	\$44	\$2
CIO	e-Gov Benefits.Gov	\$36	\$36	\$26	-\$10
CIO	Financial Management LOB	\$18	\$18	\$21	\$3
CIO	Geospatial LOB	\$21	\$21	\$25	\$4
CIO	Budget Formulation and Execution LOB	\$10	\$10	\$12	\$2
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$954</b>	<b>\$954</b>	<b>\$981</b>	<b>\$27</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$2,329	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$2,329</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$1,362,863</b>	<b>\$1,179,152</b>	<b>\$1,020,696</b>	<b>-\$158,456</b>

**Department of Homeland Security**  
**Working Capital Fund**

OSEM - Legislative Affairs					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$483,554	\$483,554	\$497,626	\$14,072
ICE	Financial and Accounting Shared Services	\$16,912	\$16,912	\$19,092	\$2,180
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$80,823	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$7,237	\$7,237	\$5,567	-\$1,670
CHCO	HQ Human Capital Services	\$86,530	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$1,145	\$1,145	\$688	-\$457
CHCO	Flexible Spending Plan	\$191	\$191	\$114	-\$77
CHCO	DHS EXEC LEAD	\$2,638	\$2,638	\$0	-\$2,638
CHCO	HQ Leadership Development Program	\$668	\$668	\$128	-\$540
CHCO	National Defense University	\$700	\$700	\$0	-\$700
CIO	Research Library & Information Services	\$387	\$387	\$367	-\$20
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$332,639	\$332,639	\$315,572	-\$17,067
I&A	CLAN Operations	\$38,811	\$38,811	\$21,879	-\$16,932
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$3,047	\$0	\$0	\$0
CSO	HSPD-12	\$2,686	\$2,686	\$2,309	-\$377
CHCO	e-Training	\$1,059	\$1,059	\$1,258	\$199
CRSO	Mail Services	\$7,860	\$7,860	\$7,853	-\$7
CRSO	Parking Services	\$15,077	\$15,077	\$8,121	-\$6,956
CRSO	Sedan Services	\$9,434	\$9,434	\$0	-\$9,434
CRSO	Shuttle Services	\$12,373	\$12,373	\$0	-\$12,373
CRSO	Transit Subsidy	\$14,935	\$14,935	\$15,980	\$1,045
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$1,118,706</b>	<b>\$948,306</b>	<b>\$896,554</b>	<b>-\$51,752</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$84	\$84	\$78	-\$6
CHCO	USAJOBS	\$168	\$168	\$173	\$5
CHCO	Enterprise HR Integration	\$464	\$464	\$476	\$12
CIO	e-Rulemaking	\$70	\$70	\$33	-\$37
CHCO	Human Resources LOB	\$39	\$39	\$39	\$0
CIO	e-Gov Benefits.Gov	\$34	\$34	\$23	-\$11
CIO	Financial Management LOB	\$18	\$18	\$18	\$0
CIO	Geospatial LOB	\$22	\$22	\$21	-\$1
CIO	Budget Formulation and Execution LOB	\$11	\$11	\$10	-\$1
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$910</b>	<b>\$910</b>	<b>\$871</b>	<b>-\$39</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$1,917	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$1,917</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$1,121,533</b>	<b>\$949,216</b>	<b>\$897,425</b>	<b>-\$51,791</b>

**Department of Homeland Security**  
**Working Capital Fund**

OSEM - Public Affairs					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$542,663	\$542,663	\$549,345	\$6,682
ICE	Financial and Accounting Shared Services	\$17,413	\$17,413	\$19,443	\$2,030
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$74,082	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$6,720	\$6,720	\$4,925	-\$1,795
CHCO	HQ Human Capital Services	\$77,606	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$1,026	\$1,026	\$609	-\$417
CHCO	Flexible Spending Plan	\$171	\$171	\$101	-\$70
CHCO	DHS EXEC LEAD	\$1,759	\$1,759	\$0	-\$1,759
CHCO	HQ Leadership Development Program	\$620	\$620	\$113	-\$507
CHCO	National Defense University	\$481	\$481	\$0	-\$481
CIO	Research Library & Information Services	\$351	\$351	\$317	-\$34
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$315,507	\$315,507	\$454,397	\$138,890
I&A	CLAN Operations	\$6,802	\$6,802	\$7,293	\$491
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$38,664	\$0	\$0	\$0
CSO	HSPD-12	\$2,347	\$2,347	\$2,006	-\$341
CHCO	e-Training	\$945	\$945	\$1,113	\$168
CRSO	Mail Services	\$14,157	\$14,157	\$14,143	-\$14
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$9,434	\$9,434	\$0	-\$9,434
CRSO	Shuttle Services	\$14,990	\$14,990	\$0	-\$14,990
CRSO	Transit Subsidy	\$18,955	\$18,955	\$20,281	\$1,326
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$1,144,693</b>	<b>\$954,341</b>	<b>\$1,074,086</b>	<b>\$119,745</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$87	\$87	\$79	-\$8
CHCO	USAJOBS	\$150	\$150	\$153	\$3
CHCO	Enterprise HR Integration	\$414	\$414	\$421	\$7
CIO	e-Rulemaking	\$72	\$72	\$33	-\$39
CHCO	Human Resources LOB	\$35	\$35	\$35	\$0
CIO	e-Gov Benefits.Gov	\$30	\$30	\$20	-\$10
CIO	Financial Management LOB	\$19	\$19	\$18	-\$1
CIO	Geospatial LOB	\$22	\$22	\$22	\$0
CIO	Budget Formulation and Execution LOB	\$11	\$11	\$11	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$840</b>	<b>\$840</b>	<b>\$792</b>	<b>-\$48</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$1,961	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$1,961</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$1,147,494</b>	<b>\$955,181</b>	<b>\$1,074,878</b>	<b>\$119,697</b>

**Department of Homeland Security**  
**Working Capital Fund**

OSEM - Privacy					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$504,200	\$504,200	\$514,183	\$9,983
ICE	Financial and Accounting Shared Services	\$25,048	\$25,048	\$28,352	\$3,304
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$129,893	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$11,630	\$11,630	\$8,565	-\$3,065
CHCO	HQ Human Capital Services	\$139,066	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$1,782	\$1,782	\$1,059	-\$723
CHCO	Flexible Spending Plan	\$308	\$308	\$176	-\$132
CHCO	DHS EXEC LEAD	\$20,164	\$20,164	\$0	-\$20,164
CHCO	HQ Leadership Development Program	\$1,074	\$1,074	\$197	-\$877
CHCO	National Defense University	\$700	\$700	\$0	-\$700
CIO	Research Library & Information Services	\$3,606	\$3,606	\$3,348	-\$258
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$477,116	\$477,116	\$421,528	-\$55,588
I&A	CLAN Operations	\$69,477	\$69,477	\$58,345	-\$11,132
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$984	\$0	\$0	\$0
CSO	HSPD-12	\$3,530	\$3,530	\$3,039	-\$491
CHCO	e-Training	\$1,701	\$1,701	\$1,936	\$235
CRSO	Mail Services	\$77,423	\$77,423	\$77,348	-\$75
CRSO	Parking Services	\$34,073	\$34,073	\$18,352	-\$15,721
CRSO	Sedan Services	\$28,302	\$28,302	\$0	-\$28,302
CRSO	Shuttle Services	\$952	\$952	\$0	-\$952
CRSO	Transit Subsidy	\$37,467	\$37,467	\$40,087	\$2,620
OGC	Regulatory Services	\$2,750	\$2,750	\$0	-\$2,750
<b>Fee-for Service Subtotal</b>		<b>\$1,571,246</b>	<b>\$1,301,303</b>	<b>\$1,176,515</b>	<b>-\$124,788</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$125	\$125	\$116	-\$9
CHCO	USAJOBS	\$270	\$270	\$266	-\$4
CHCO	Enterprise HR Integration	\$745	\$745	\$732	-\$13
CIO	e-Rulemaking	\$104	\$104	\$49	-\$55
CHCO	Human Resources LOB	\$62	\$62	\$60	-\$2
CIO	e-Gov Benefits.Gov	\$54	\$54	\$36	-\$18
CIO	Financial Management LOB	\$27	\$27	\$26	-\$1
CIO	Geospatial LOB	\$32	\$32	\$31	-\$1
CIO	Budget Formulation and Execution LOB	\$16	\$16	\$15	-\$1
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$1,435</b>	<b>\$1,435</b>	<b>\$1,331</b>	<b>-\$104</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$2,692	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$2,692</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$1,575,373</b>	<b>\$1,302,738</b>	<b>\$1,177,846</b>	<b>-\$124,892</b>

**Department of Homeland Security**  
**Working Capital Fund**

OSEM - Office of Policy					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$1,812,375	\$1,812,375	\$1,832,394	\$20,019
ICE	Financial and Accounting Shared Services	\$118,342	\$118,342	\$133,792	\$15,450
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$585,994	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$51,949	\$51,949	\$38,541	-\$13,408
CHCO	HQ Human Capital Services	\$618,540	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$8,094	\$8,094	\$4,765	-\$3,329
CHCO	Flexible Spending Plan	\$1,412	\$1,412	\$792	-\$620
CHCO	DHS EXEC LEAD	\$16,709	\$16,709	\$0	-\$16,709
CHCO	HQ Leadership Development Program	\$4,796	\$4,796	\$888	-\$3,908
CHCO	National Defense University	\$3,546	\$3,546	\$0	-\$3,546
CIO	Research Library & Information Services	\$5,806	\$5,806	\$5,162	-\$644
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$2,250,288	\$2,250,288	\$2,137,512	-\$112,776
I&A	CLAN Operations	\$330,637	\$330,637	\$368,303	\$37,666
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$69,932	\$0	\$0	\$0
CSO	HSPD-12	\$13,294	\$13,294	\$11,427	-\$1,867
CHCO	e-Training	\$7,826	\$7,826	\$8,711	\$885
CRSO	Mail Services	\$32,132	\$32,132	\$32,101	-\$31
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$132,077	\$132,077	\$0	-\$132,077
CRSO	Shuttle Services	\$56,868	\$56,868	\$0	-\$56,868
CRSO	Transit Subsidy	\$99,734	\$99,734	\$106,711	\$6,977
OGC	Regulatory Services	\$10,250	\$10,250	\$0	-\$10,250
<b>Fee-for Service Subtotal</b>		<b>\$6,230,601</b>	<b>\$4,956,135</b>	<b>\$4,681,099</b>	<b>-\$275,036</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$591	\$591	\$545	-\$46
CHCO	USAJOBS	\$1,240	\$1,240	\$1,198	-\$42
CHCO	Enterprise HR Integration	\$3,427	\$3,427	\$3,294	-\$133
CIO	e-Rulemaking	\$491	\$491	\$230	-\$261
CHCO	Human Resources LOB	\$287	\$287	\$271	-\$16
CIO	e-Gov Benefits.Gov	\$249	\$249	\$160	-\$89
CIO	Financial Management LOB	\$127	\$127	\$124	-\$3
CIO	Geospatial LOB	\$152	\$152	\$149	-\$3
CIO	Budget Formulation and Execution LOB	\$74	\$74	\$73	-\$1
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$6,638</b>	<b>\$6,638</b>	<b>\$6,044</b>	<b>-\$594</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$10,677	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$10,677</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$6,247,916</b>	<b>\$4,962,773</b>	<b>\$4,687,143</b>	<b>-\$275,630</b>



## Department of Homeland Security Working Capital Fund

OSEM - Office of Partnership and Engagement					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$500,550	\$500,550	\$505,769	\$5,219
ICE	Financial and Accounting Shared Services	\$31,046	\$31,046	\$42,222	\$11,176
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$61,702	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$3,618	\$3,618	\$8,565	\$4,947
CHCO	HQ Human Capital Services	\$103,620	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$1,312	\$1,312	\$1,059	-\$253
CHCO	Flexible Spending Plan	\$246	\$246	\$176	-\$70
CHCO	DHS EXEC LEAD	\$1,759	\$1,759	\$0	-\$1,759
CHCO	HQ Leadership Development Program	\$334	\$334	\$197	-\$137
CHCO	National Defense University	\$875	\$875	\$0	-\$875
CIO	Research Library & Information Services	\$373	\$373	\$4,234	\$3,861
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$454,814	\$454,814	\$485,994	\$31,180
I&A	CLAN Operations	\$669	\$669	\$0	-\$669
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$3,470	\$3,470	\$3,039	-\$431
CHCO	e-Training	\$1,361	\$1,361	\$1,936	\$575
CRSO	Mail Services	\$3,458	\$3,458	\$3,454	-\$4
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$56,605	\$56,605	\$0	-\$56,605
CRSO	Shuttle Services	\$7,614	\$7,614	\$0	-\$7,614
CRSO	Transit Subsidy	\$17,190	\$17,190	\$18,392	\$1,202
OGC	Regulatory Services	\$250	\$250	\$0	-\$250
<b>Fee-for Service Subtotal</b>		<b>\$1,250,866</b>	<b>\$1,085,544</b>	<b>\$1,075,037</b>	<b>-\$10,507</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$155	\$155	\$172	\$17
CHCO	USAJOBS	\$216	\$216	\$266	\$50
CHCO	Enterprise HR Integration	\$596	\$596	\$732	\$136
CIO	e-Rulemaking	\$129	\$129	\$73	-\$56
CHCO	Human Resources LOB	\$50	\$50	\$60	\$10
CIO	e-Gov Benefits.Gov	\$43	\$43	\$36	-\$7
CIO	Financial Management LOB	\$33	\$33	\$39	\$6
CIO	Geospatial LOB	\$40	\$40	\$47	\$7
CIO	Budget Formulation and Execution LOB	\$20	\$20	\$23	\$3
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$1,282</b>	<b>\$1,282</b>	<b>\$1,448</b>	<b>\$166</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$2,143	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$2,143</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$1,254,291</b>	<b>\$1,086,826</b>	<b>\$1,076,485</b>	<b>-\$10,341</b>



# Department of Homeland Security Working Capital Fund

WCF - GSA Rent					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$460,989	\$460,989	\$0	-\$460,989
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$11,153	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,292	\$1,292	\$0	-\$1,292
CHCO	HQ Human Capital Services	\$15,452	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$198	\$198	\$0	-\$198
CHCO	Flexible Spending Plan	\$34	\$34	\$0	-\$34
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$119	\$119	\$0	-\$119
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$70	\$70	\$0	-\$70
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$54,425	\$54,425	\$0	-\$54,425
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$352	\$352	\$0	-\$352
CHCO	e-Training	\$189	\$189	\$0	-\$189
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$4,225	\$4,225	\$0	-\$4,225
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$548,498</b>	<b>\$521,893</b>	<b>\$0</b>	<b>-\$521,893</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$2,301	\$2,301	\$0	-\$2,301
CHCO	USAJOBS	\$30	\$30	\$0	-\$30
CHCO	Enterprise HR Integration	\$83	\$83	\$0	-\$83
CIO	e-Rulemaking	\$1,912	\$1,912	\$0	-\$1,912
CHCO	Human Resources LOB	\$7	\$7	\$0	-\$7
CIO	e-Gov Benefits.Gov	\$6	\$6	\$0	-\$6
CIO	Financial Management LOB	\$494	\$494	\$0	-\$494
CIO	Geospatial LOB	\$593	\$593	\$0	-\$593
CIO	Budget Formulation and Execution LOB	\$290	\$290	\$0	-\$290
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$5,716</b>	<b>\$5,716</b>	<b>\$0</b>	<b>-\$5,716</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$949	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$949</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$555,163</b>	<b>\$527,609</b>	<b>\$0</b>	<b>-\$527,609</b>

# Department of Homeland Security Working Capital Fund

WCF - RLIS					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$7,976	\$7,976	\$0	-\$7,976
ICE	Financial and Accounting Shared Services	\$31,136	\$31,136	\$0	-\$31,136
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$8,921	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,034	\$1,034	\$0	-\$1,034
CHCO	HQ Human Capital Services	\$12,361	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$158	\$158	\$0	-\$158
CHCO	Flexible Spending Plan	\$27	\$27	\$0	-\$27
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$95	\$95	\$0	-\$95
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$0	\$0	\$0	\$0
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$43,540	\$43,540	\$0	-\$43,540
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$281	\$281	\$0	-\$281
CHCO	e-Training	\$151	\$151	\$0	-\$151
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$3,442	\$3,442	\$0	-\$3,442
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$109,122</b>	<b>\$87,840</b>	<b>\$0</b>	<b>-\$87,840</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$155	\$155	\$0	-\$155
CHCO	USAJOBS	\$24	\$24	\$0	-\$24
CHCO	Enterprise HR Integration	\$66	\$66	\$0	-\$66
CIO	e-Rulemaking	\$129	\$129	\$0	-\$129
CHCO	Human Resources LOB	\$6	\$6	\$0	-\$6
CIO	e-Gov Benefits.Gov	\$5	\$5	\$0	-\$5
CIO	Financial Management LOB	\$33	\$33	\$0	-\$33
CIO	Geospatial LOB	\$40	\$40	\$0	-\$40
CIO	Budget Formulation and Execution LOB	\$20	\$20	\$0	-\$20
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$478</b>	<b>\$478</b>	<b>\$0</b>	<b>-\$478</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$188	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$188</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$109,788</b>	<b>\$88,318</b>	<b>\$0</b>	<b>-\$88,318</b>

**Department of Homeland Security**  
**Working Capital Fund**

WCF - OFO					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$64,552	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$12,567	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$8,270	\$0	\$0	\$0
CHCO	HQ Human Capital Services	\$98,892	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$1,267	\$0	\$0	\$0
CHCO	Flexible Spending Plan	\$219	\$0	\$0	\$0
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$764	\$0	\$0	\$0
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$442	\$0	\$0	\$0
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$348,322	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$2,259	\$0	\$0	\$0
CHCO	e-Training	\$1,210	\$0	\$0	\$0
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$23,830	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$562,594</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$63	\$0	\$0	\$0
CHCO	USAJOBS	\$192	\$0	\$0	\$0
CHCO	Enterprise HR Integration	\$530	\$0	\$0	\$0
CIO	e-Rulemaking	\$52	\$0	\$0	\$0
CHCO	Human Resources LOB	\$44	\$0	\$0	\$0
CIO	e-Gov Benefits.Gov	\$39	\$0	\$0	\$0
CIO	Financial Management LOB	\$13	\$0	\$0	\$0
CIO	Geospatial LOB	\$16	\$0	\$0	\$0
CIO	Budget Formulation and Execution LOB	\$8	\$0	\$0	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$957</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$965	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$965</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$564,516</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Department of Homeland Security**  
**Working Capital Fund**

WCF - HQ HCS					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$1,256,610	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$41,923	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$180,660	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$20,935	\$0	\$0	\$0
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$3,207	\$0	\$0	\$0
CHCO	Flexible Spending Plan	\$554	\$0	\$0	\$0
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$1,933	\$0	\$0	\$0
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$1,118	\$0	\$0	\$0
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$881,691	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$5,718	\$0	\$0	\$0
CHCO	e-Training	\$3,062	\$0	\$0	\$0
CRSO	Mail Services	\$87,166	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$92,380	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$2,576,957</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$209	\$0	\$0	\$0
CHCO	USAJOBS	\$485	\$0	\$0	\$0
CHCO	Enterprise HR Integration	\$1,341	\$0	\$0	\$0
CIO	e-Rulemaking	\$174	\$0	\$0	\$0
CHCO	Human Resources LOB	\$112	\$0	\$0	\$0
CIO	e-Gov Benefits.Gov	\$97	\$0	\$0	\$0
CIO	Financial Management LOB	\$45	\$0	\$0	\$0
CIO	Geospatial LOB	\$54	\$0	\$0	\$0
CIO	Budget Formulation and Execution LOB	\$26	\$0	\$0	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$2,543</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$4,416	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$4,416</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$2,583,916</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Department of Homeland Security Working Capital Fund

WCF - HCBS					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$494,692	\$494,692	\$0	-\$494,692
ICE	Financial and Accounting Shared Services	\$26,528	\$26,528	\$0	-\$26,528
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$46,839	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$5,428	\$5,428	\$0	-\$5,428
CHCO	HQ Human Capital Services	\$64,898	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$0	\$0	\$0	\$0
CHCO	Flexible Spending Plan	\$144	\$144	\$0	-\$144
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$501	\$501	\$0	-\$501
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$291	\$291	\$0	-\$291
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$228,587	\$228,587	\$0	-\$228,587
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$1,482	\$1,482	\$0	-\$1,482
CHCO	e-Training	\$794	\$794	\$0	-\$794
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$34,212	\$34,212	\$0	-\$34,212
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$904,396</b>	<b>\$792,659</b>	<b>\$0</b>	<b>-\$792,659</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$132	\$132	\$0	-\$132
CHCO	USAJOBS	\$126	\$126	\$0	-\$126
CHCO	Enterprise HR Integration	\$348	\$348	\$0	-\$348
CIO	e-Rulemaking	\$110	\$110	\$0	-\$110
CHCO	Human Resources LOB	\$29	\$29	\$0	-\$29
CIO	e-Gov Benefits.Gov	\$25	\$25	\$0	-\$25
CIO	Financial Management LOB	\$28	\$28	\$0	-\$28
CIO	Geospatial LOB	\$34	\$34	\$0	-\$34
CIO	Budget Formulation and Execution LOB	\$17	\$17	\$0	-\$17
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$849</b>	<b>\$849</b>	<b>\$0</b>	<b>-\$849</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$1,550	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$1,550</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$906,795</b>	<b>\$793,508</b>	<b>\$0</b>	<b>-\$793,508</b>

## Department of Homeland Security Working Capital Fund

WCF - SES CDP					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$37,128	\$37,128	\$0	-\$37,128
ICE	Financial and Accounting Shared Services	\$2,927	\$2,927	\$0	-\$2,927
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$8,921	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,034	\$1,034	\$0	-\$1,034
CHCO	HQ Human Capital Services	\$12,361	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$158	\$158	\$0	-\$158
CHCO	Flexible Spending Plan	\$27	\$27	\$0	-\$27
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$95	\$95	\$0	-\$95
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$56	\$56	\$0	-\$56
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$43,540	\$43,540	\$0	-\$43,540
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$281	\$281	\$0	-\$281
CHCO	e-Training	\$151	\$151	\$0	-\$151
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$2,050	\$2,050	\$0	-\$2,050
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$108,729</b>	<b>\$87,447</b>	<b>\$0</b>	<b>-\$87,447</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$15	\$15	\$0	-\$15
CHCO	USAJOBS	\$24	\$24	\$0	-\$24
CHCO	Enterprise HR Integration	\$66	\$66	\$0	-\$66
CIO	e-Rulemaking	\$12	\$12	\$0	-\$12
CHCO	Human Resources LOB	\$6	\$6	\$0	-\$6
CIO	e-Gov Benefits.Gov	\$5	\$5	\$0	-\$5
CIO	Financial Management LOB	\$3	\$3	\$0	-\$3
CIO	Geospatial LOB	\$4	\$4	\$0	-\$4
CIO	Budget Formulation and Execution LOB	\$2	\$2	\$0	-\$2
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$137</b>	<b>\$137</b>	<b>\$0</b>	<b>-\$137</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$186	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$186</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$109,052</b>	<b>\$87,584</b>	<b>\$0</b>	<b>-\$87,584</b>

## Department of Homeland Security Working Capital Fund

WCF - OneNet					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$63,472	\$63,472	\$0	-\$63,472
ICE	Financial and Accounting Shared Services	\$214,088	\$214,088	\$0	-\$214,088
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$37,916	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$4,394	\$4,394	\$0	-\$4,394
CHCO	HQ Human Capital Services	\$52,536	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$673	\$673	\$0	-\$673
CHCO	Flexible Spending Plan	\$116	\$116	\$0	-\$116
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$406	\$406	\$0	-\$406
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$235	\$235	\$0	-\$235
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$213,322	\$213,322	\$0	-\$213,322
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$1,200	\$1,200	\$0	-\$1,200
CHCO	e-Training	\$643	\$643	\$0	-\$643
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$19,408	\$19,408	\$0	-\$19,408
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$608,409</b>	<b>\$517,957</b>	<b>\$0</b>	<b>-\$517,957</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$1,069	\$1,069	\$0	-\$1,069
CHCO	USAJOBS	\$102	\$102	\$0	-\$102
CHCO	Enterprise HR Integration	\$281	\$281	\$0	-\$281
CIO	e-Rulemaking	\$888	\$888	\$0	-\$888
CHCO	Human Resources LOB	\$24	\$24	\$0	-\$24
CIO	e-Gov Benefits.Gov	\$20	\$20	\$0	-\$20
CIO	Financial Management LOB	\$229	\$229	\$0	-\$229
CIO	Geospatial LOB	\$275	\$275	\$0	-\$275
CIO	Budget Formulation and Execution LOB	\$135	\$135	\$0	-\$135
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$3,023</b>	<b>\$3,023</b>	<b>\$0</b>	<b>-\$3,023</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$1,047	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$1,047</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$612,479</b>	<b>\$520,980</b>	<b>\$0</b>	<b>-\$520,980</b>

**Department of Homeland Security**  
**Working Capital Fund**

WCF - NCRI0					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$166,074	\$166,074	\$0	-\$166,074
ICE	Financial and Accounting Shared Services	\$513,560	\$513,560	\$0	-\$513,560
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$158,356	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$18,350	\$18,350	\$0	-\$18,350
CHCO	HQ Human Capital Services	\$219,416	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$2,821	\$2,821	\$0	-\$2,821
CHCO	Flexible Spending Plan	\$485	\$485	\$0	-\$485
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$1,694	\$1,694	\$0	-\$1,694
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$980	\$980	\$0	-\$980
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$3,814,763	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$5,012	\$5,012	\$0	-\$5,012
CHCO	e-Training	\$2,684	\$2,684	\$0	-\$2,684
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$52,800	\$52,800	\$0	-\$52,800
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$4,956,995</b>	<b>\$764,460</b>	<b>\$0</b>	<b>-\$764,460</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$2,564	\$2,564	\$0	-\$2,564
CHCO	USAJOBS	\$425	\$425	\$0	-\$425
CHCO	Enterprise HR Integration	\$1,175	\$1,175	\$0	-\$1,175
CIO	e-Rulemaking	\$2,130	\$2,130	\$0	-\$2,130
CHCO	Human Resources LOB	\$98	\$98	\$0	-\$98
CIO	e-Gov Benefits.Gov	\$85	\$85	\$0	-\$85
CIO	Financial Management LOB	\$550	\$550	\$0	-\$550
CIO	Geospatial LOB	\$661	\$661	\$0	-\$661
CIO	Budget Formulation and Execution LOB	\$323	\$323	\$0	-\$323
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$8,011</b>	<b>\$8,011</b>	<b>\$0</b>	<b>-\$8,011</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$8,499	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$8,499</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$4,973,505</b>	<b>\$772,471</b>	<b>\$0</b>	<b>-\$772,471</b>



**Department of Homeland Security**  
**Working Capital Fund**

WCF - CLAN					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$54,807	\$54,807	\$0	-\$54,807
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$4,462	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$517	\$517	\$0	-\$517
CHCO	HQ Human Capital Services	\$6,181	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$69	\$69	\$0	-\$69
CHCO	Flexible Spending Plan	\$14	\$14	\$0	-\$14
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$48	\$48	\$0	-\$48
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$29	\$29	\$0	-\$29
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$21,770	\$21,770	\$0	-\$21,770
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$141	\$141	\$0	-\$141
CHCO	e-Training	\$76	\$76	\$0	-\$76
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$88,114</b>	<b>\$77,471</b>	<b>\$0</b>	<b>-\$77,471</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$274	\$274	\$0	-\$274
CHCO	USAJOBS	\$12	\$12	\$0	-\$12
CHCO	Enterprise HR Integration	\$33	\$33	\$0	-\$33
CIO	e-Rulemaking	\$227	\$227	\$0	-\$227
CHCO	Human Resources LOB	\$3	\$3	\$0	-\$3
CIO	e-Gov Benefits.Gov	\$2	\$2	\$0	-\$2
CIO	Financial Management LOB	\$59	\$59	\$0	-\$59
CIO	Geospatial LOB	\$71	\$71	\$0	-\$71
CIO	Budget Formulation and Execution LOB	\$34	\$34	\$0	-\$34
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$715</b>	<b>\$715</b>	<b>\$0</b>	<b>-\$715</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$152	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$152</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$88,981</b>	<b>\$78,186</b>	<b>\$0</b>	<b>-\$78,186</b>

# Department of Homeland Security Working Capital Fund

WCF - ELA					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$4,860	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$303,410	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$6,691	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$776	\$0	\$0	\$0
CHCO	HQ Human Capital Services	\$9,271	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$114	\$0	\$0	\$0
CHCO	Flexible Spending Plan	\$21	\$0	\$0	\$0
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$72	\$0	\$0	\$0
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$42	\$0	\$0	\$0
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$32,655	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$212	\$0	\$0	\$0
CHCO	e-Training	\$113	\$0	\$0	\$0
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$3,270	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$361,507</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$1,515	\$0	\$0	\$0
CHCO	USAJOBS	\$18	\$0	\$0	\$0
CHCO	Enterprise HR Integration	\$50	\$0	\$0	\$0
CIO	e-Rulemaking	\$1,259	\$0	\$0	\$0
CHCO	Human Resources LOB	\$4	\$0	\$0	\$0
CIO	e-Gov Benefits.Gov	\$4	\$0	\$0	\$0
CIO	Financial Management LOB	\$325	\$0	\$0	\$0
CIO	Geospatial LOB	\$390	\$0	\$0	\$0
CIO	Budget Formulation and Execution LOB	\$191	\$0	\$0	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$3,756</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$625	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$625</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$365,888</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Department of Homeland Security**  
**Working Capital Fund**

WCF - eTrain					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$42,612	\$42,612	\$0	-\$42,612
ICE	Financial and Accounting Shared Services	\$33,186	\$33,186	\$0	-\$33,186
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$15,612	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,810	\$1,810	\$0	-\$1,810
CHCO	HQ Human Capital Services	\$21,633	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$277	\$277	\$0	-\$277
CHCO	Flexible Spending Plan	\$48	\$48	\$0	-\$48
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$167	\$167	\$0	-\$167
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$98	\$98	\$0	-\$98
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$76,196	\$76,196	\$0	-\$76,196
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$494	\$494	\$0	-\$494
CHCO	e-Training	\$0	\$0	\$0	\$0
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$5,224	\$5,224	\$0	-\$5,224
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$197,357</b>	<b>\$160,112</b>	<b>\$0</b>	<b>-\$160,112</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$166	\$166	\$0	-\$166
CHCO	USAJOBS	\$42	\$42	\$0	-\$42
CHCO	Enterprise HR Integration	\$116	\$116	\$0	-\$116
CIO	e-Rulemaking	\$138	\$138	\$0	-\$138
CHCO	Human Resources LOB	\$10	\$10	\$0	-\$10
CIO	e-Gov Benefits.Gov	\$8	\$8	\$0	-\$8
CIO	Financial Management LOB	\$36	\$36	\$0	-\$36
CIO	Geospatial LOB	\$43	\$43	\$0	-\$43
CIO	Budget Formulation and Execution LOB	\$21	\$21	\$0	-\$21
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$580</b>	<b>\$580</b>	<b>\$0</b>	<b>-\$580</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$339	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$339</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$198,276</b>	<b>\$160,692</b>	<b>\$0</b>	<b>-\$160,692</b>

**Department of Homeland Security**  
**Working Capital Fund**

WCF - OPO					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$1,887,837	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$140,951	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$548,673	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$63,579	\$0	\$0	\$0
CHCO	HQ Human Capital Services	\$760,229	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$9,761	\$0	\$0	\$0
CHCO	Flexible Spending Plan	\$1,682	\$0	\$0	\$0
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$5,870	\$0	\$0	\$0
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$59,379	\$0	\$0	\$0
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$2,312,692	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$18,075	\$0	\$0	\$0
CHCO	e-Training	\$9,301	\$0	\$0	\$0
CRSO	Mail Services	\$31,752	\$0	\$0	\$0
CRSO	Parking Services	\$81,878	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$54,012	\$0	\$0	\$0
CRSO	Transit Subsidy	\$230,712	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$6,216,383</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$704	\$0	\$0	\$0
CHCO	USAJOBS	\$1,474	\$0	\$0	\$0
CHCO	Enterprise HR Integration	\$4,072	\$0	\$0	\$0
CIO	e-Rulemaking	\$585	\$0	\$0	\$0
CHCO	Human Resources LOB	\$341	\$0	\$0	\$0
CIO	e-Gov Benefits.Gov	\$296	\$0	\$0	\$0
CIO	Financial Management LOB	\$151	\$0	\$0	\$0
CIO	Geospatial LOB	\$181	\$0	\$0	\$0
CIO	Budget Formulation and Execution LOB	\$89	\$0	\$0	\$0
CPO	e-Gov Integrated Acquisition Environment	\$281,980	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$289,873</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$1,715,089	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$1,715,089</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$14,074	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$14,074</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$8,235,419</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Department of Homeland Security**  
**Working Capital Fund**

WCF - SS					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$6,087	\$6,087	\$0	-\$6,087
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$15,612	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,810	\$1,810	\$0	-\$1,810
CHCO	HQ Human Capital Services	\$21,633	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$251	\$251	\$0	-\$251
CHCO	Flexible Spending Plan	\$48	\$48	\$0	-\$48
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$167	\$167	\$0	-\$167
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$97	\$97	\$0	-\$97
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$76,196	\$76,196	\$0	-\$76,196
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$281	\$281	\$0	-\$281
CHCO	e-Training	\$265	\$265	\$0	-\$265
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$122,447</b>	<b>\$85,202</b>	<b>\$0</b>	<b>-\$85,202</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$30	\$30	\$0	-\$30
CHCO	USAJOBS	\$42	\$42	\$0	-\$42
CHCO	Enterprise HR Integration	\$116	\$116	\$0	-\$116
CIO	e-Rulemaking	\$25	\$25	\$0	-\$25
CHCO	Human Resources LOB	\$10	\$10	\$0	-\$10
CIO	e-Gov Benefits.Gov	\$8	\$8	\$0	-\$8
CIO	Financial Management LOB	\$7	\$7	\$0	-\$7
CIO	Geospatial LOB	\$8	\$8	\$0	-\$8
CIO	Budget Formulation and Execution LOB	\$4	\$4	\$0	-\$4
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$250</b>	<b>\$250</b>	<b>\$0</b>	<b>-\$250</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$210	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$210</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$122,907</b>	<b>\$85,452</b>	<b>\$0</b>	<b>-\$85,452</b>

**Department of Homeland Security**  
**Working Capital Fund**

WCF - WCF Ops					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$40,210	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$3,878	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$17,843	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$2,068	\$0	\$0	\$0
CHCO	HQ Human Capital Services	\$24,723	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$317	\$0	\$0	\$0
CHCO	Flexible Spending Plan	\$55	\$0	\$0	\$0
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$191	\$0	\$0	\$0
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$111	\$0	\$0	\$0
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$87,081	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$564	\$0	\$0	\$0
CHCO	e-Training	\$302	\$0	\$0	\$0
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$2,448	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$179,791</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$19	\$0	\$0	\$0
CHCO	USAJOBS	\$48	\$0	\$0	\$0
CHCO	Enterprise HR Integration	\$132	\$0	\$0	\$0
CIO	e-Rulemaking	\$16	\$0	\$0	\$0
CHCO	Human Resources LOB	\$11	\$0	\$0	\$0
CIO	e-Gov Benefits.Gov	\$10	\$0	\$0	\$0
CIO	Financial Management LOB	\$4	\$0	\$0	\$0
CIO	Geospatial LOB	\$5	\$0	\$0	\$0
CIO	Budget Formulation and Execution LOB	\$2	\$0	\$0	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$247</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$0	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$180,038</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Department of Homeland Security**  
**Working Capital Fund**

WCF - HSPD-12					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$270,961	\$270,961	\$0	-\$270,961
ICE	Financial and Accounting Shared Services	\$67,411	\$67,411	\$0	-\$67,411
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$20,074	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$2,326	\$2,326	\$0	-\$2,326
CHCO	HQ Human Capital Services	\$27,813	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$356	\$356	\$0	-\$356
CHCO	Flexible Spending Plan	\$62	\$62	\$0	-\$62
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$215	\$215	\$0	-\$215
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$125	\$125	\$0	-\$125
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$504,653	\$504,653	\$0	-\$504,653
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$366,849	\$0	\$0	\$0
CSO	HSPD-12	\$0	\$0	\$0	\$0
CHCO	e-Training	\$340	\$340	\$0	-\$340
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$4,670	\$4,670	\$0	-\$4,670
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$1,265,855</b>	<b>\$851,119</b>	<b>\$0</b>	<b>-\$851,119</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$336	\$336	\$0	-\$336
CHCO	USAJOBS	\$54	\$54	\$0	-\$54
CHCO	Enterprise HR Integration	\$149	\$149	\$0	-\$149
CIO	e-Rulemaking	\$280	\$280	\$0	-\$280
CHCO	Human Resources LOB	\$12	\$12	\$0	-\$12
CIO	e-Gov Benefits.Gov	\$11	\$11	\$0	-\$11
CIO	Financial Management LOB	\$72	\$72	\$0	-\$72
CIO	Geospatial LOB	\$87	\$87	\$0	-\$87
CIO	Budget Formulation and Execution LOB	\$42	\$42	\$0	-\$42
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$1,043</b>	<b>\$1,043</b>	<b>\$0</b>	<b>-\$1,043</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$2,168	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$2,168</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$1,269,066</b>	<b>\$852,162</b>	<b>\$0</b>	<b>-\$852,162</b>

**Department of Homeland Security**  
**Working Capital Fund**

WCF - Mail					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$13,443	\$13,443	\$0	-\$13,443
ICE	Financial and Accounting Shared Services	\$53,640	\$53,640	\$0	-\$53,640
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$4,462	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$517	\$517	\$0	-\$517
CHCO	HQ Human Capital Services	\$6,181	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$79	\$79	\$0	-\$79
CHCO	Flexible Spending Plan	\$14	\$14	\$0	-\$14
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$48	\$48	\$0	-\$48
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$29	\$29	\$0	-\$29
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$25,096	\$25,096	\$0	-\$25,096
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$141	\$141	\$0	-\$141
CHCO	e-Training	\$76	\$76	\$0	-\$76
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$1,886	\$1,886	\$0	-\$1,886
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$105,612</b>	<b>\$94,969</b>	<b>\$0</b>	<b>-\$94,969</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$268	\$268	\$0	-\$268
CHCO	USAJOBS	\$12	\$12	\$0	-\$12
CHCO	Enterprise HR Integration	\$33	\$33	\$0	-\$33
CIO	e-Rulemaking	\$223	\$223	\$0	-\$223
CHCO	Human Resources LOB	\$3	\$3	\$0	-\$3
CIO	e-Gov Benefits.Gov	\$2	\$2	\$0	-\$2
CIO	Financial Management LOB	\$57	\$57	\$0	-\$57
CIO	Geospatial LOB	\$69	\$69	\$0	-\$69
CIO	Budget Formulation and Execution LOB	\$34	\$34	\$0	-\$34
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$701</b>	<b>\$701</b>	<b>\$0</b>	<b>-\$701</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$182	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$182</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$106,495</b>	<b>\$95,670</b>	<b>\$0</b>	<b>-\$95,670</b>



## Department of Homeland Security

### Working Capital Fund

WCF - Parking					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$6,694	\$6,694	\$0	-\$6,694
ICE	Financial and Accounting Shared Services	\$3,699	\$3,699	\$0	-\$3,699
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$2,230	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$258	\$258	\$0	-\$258
CHCO	HQ Human Capital Services	\$3,090	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$40	\$40	\$0	-\$40
CHCO	Flexible Spending Plan	\$7	\$7	\$0	-\$7
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$24	\$24	\$0	-\$24
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$15	\$15	\$0	-\$15
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$12,549	\$12,549	\$0	-\$12,549
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$70	\$70	\$0	-\$70
CHCO	e-Training	\$38	\$38	\$0	-\$38
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$28,714</b>	<b>\$23,394</b>	<b>\$0</b>	<b>-\$23,394</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$18	\$18	\$0	-\$18
CHCO	USAJOBS	\$6	\$6	\$0	-\$6
CHCO	Enterprise HR Integration	\$17	\$17	\$0	-\$17
CIO	e-Rulemaking	\$15	\$15	\$0	-\$15
CHCO	Human Resources LOB	\$1	\$1	\$0	-\$1
CIO	e-Gov Benefits.Gov	\$1	\$1	\$0	-\$1
CIO	Financial Management LOB	\$4	\$4	\$0	-\$4
CIO	Geospatial LOB	\$5	\$5	\$0	-\$5
CIO	Budget Formulation and Execution LOB	\$2	\$2	\$0	-\$2
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$69</b>	<b>\$69</b>	<b>\$0</b>	<b>-\$69</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$49	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$49</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$28,832</b>	<b>\$23,463</b>	<b>\$0</b>	<b>-\$23,463</b>

**Department of Homeland Security**  
**Working Capital Fund**

WCF - Sedan					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$13,443	\$13,443	\$0	-\$13,443
ICE	Financial and Accounting Shared Services	\$5,362	\$5,362	\$0	-\$5,362
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$4,462	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$517	\$517	\$0	-\$517
CHCO	HQ Human Capital Services	\$6,181	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$74	\$74	\$0	-\$74
CHCO	Flexible Spending Plan	\$14	\$14	\$0	-\$14
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$48	\$48	\$0	-\$48
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$29	\$29	\$0	-\$29
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$21,770	\$21,770	\$0	-\$21,770
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$141	\$141	\$0	-\$141
CHCO	e-Training	\$76	\$76	\$0	-\$76
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$52,117</b>	<b>\$41,474</b>	<b>\$0</b>	<b>-\$41,474</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$27	\$27	\$0	-\$27
CHCO	USAJOBS	\$12	\$12	\$0	-\$12
CHCO	Enterprise HR Integration	\$33	\$33	\$0	-\$33
CIO	e-Rulemaking	\$22	\$22	\$0	-\$22
CHCO	Human Resources LOB	\$3	\$3	\$0	-\$3
CIO	e-Gov Benefits.Gov	\$2	\$2	\$0	-\$2
CIO	Financial Management LOB	\$6	\$6	\$0	-\$6
CIO	Geospatial LOB	\$7	\$7	\$0	-\$7
CIO	Budget Formulation and Execution LOB	\$3	\$3	\$0	-\$3
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$115</b>	<b>\$115</b>	<b>\$0</b>	<b>-\$115</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$89	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$89</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$52,321</b>	<b>\$41,589</b>	<b>\$0</b>	<b>-\$41,589</b>

**Department of Homeland Security**  
**Working Capital Fund**

<b>WCF - Shuttle</b>					
<b>Manager</b>	<b>DHS Working Capital Fund Activities</b>	<b>FY16 Revised Enacted</b>	<b>FY 17 Annualized CR</b>	<b>FY 18 President's Budget Request</b>	<b>Delta FY18 - FY17</b>
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$6,694	\$6,694	\$0	-\$6,694
ICE	Financial and Accounting Shared Services	\$19,774	\$19,774	\$0	-\$19,774
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$2,230	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$258	\$258	\$0	-\$258
CHCO	HQ Human Capital Services	\$3,090	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$40	\$40	\$0	-\$40
CHCO	Flexible Spending Plan	\$7	\$7	\$0	-\$7
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$24	\$24	\$0	-\$24
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$15	\$15	\$0	-\$15
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$10,885	\$10,885	\$0	-\$10,885
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$70	\$70	\$0	-\$70
CHCO	e-Training	\$38	\$38	\$0	-\$38
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$43,125</b>	<b>\$37,805</b>	<b>\$0</b>	<b>-\$37,805</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$99	\$99	\$0	-\$99
CHCO	USAJOBS	\$6	\$6	\$0	-\$6
CHCO	Enterprise HR Integration	\$17	\$17	\$0	-\$17
CIO	e-Rulemaking	\$82	\$82	\$0	-\$82
CHCO	Human Resources LOB	\$1	\$1	\$0	-\$1
CIO	e-Gov Benefits.Gov	\$1	\$1	\$0	-\$1
CIO	Financial Management LOB	\$21	\$21	\$0	-\$21
CIO	Geospatial LOB	\$25	\$25	\$0	-\$25
CIO	Budget Formulation and Execution LOB	\$12	\$12	\$0	-\$12
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$264</b>	<b>\$264</b>	<b>\$0</b>	<b>-\$264</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$74	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$74</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$43,463</b>	<b>\$38,069</b>	<b>\$0</b>	<b>-\$38,069</b>

**Department of Homeland Security**  
**Working Capital Fund**

WCF - Transit					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$13,443	\$13,443	\$0	-\$13,443
ICE	Financial and Accounting Shared Services	\$17,215	\$17,215	\$0	-\$17,215
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$4,462	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$517	\$517	\$0	-\$517
CHCO	HQ Human Capital Services	\$6,181	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$79	\$79	\$0	-\$79
CHCO	Flexible Spending Plan	\$14	\$14	\$0	-\$14
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$48	\$48	\$0	-\$48
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$29	\$29	\$0	-\$29
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$21,770	\$21,770	\$0	-\$21,770
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$141	\$141	\$0	-\$141
CHCO	e-Training	\$76	\$76	\$0	-\$76
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$2,220	\$2,220	\$0	-\$2,220
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$66,195</b>	<b>\$55,552</b>	<b>\$0</b>	<b>-\$55,552</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$86	\$86	\$0	-\$86
CHCO	USAJOBS	\$12	\$12	\$0	-\$12
CHCO	Enterprise HR Integration	\$33	\$33	\$0	-\$33
CIO	e-Rulemaking	\$71	\$71	\$0	-\$71
CHCO	Human Resources LOB	\$3	\$3	\$0	-\$3
CIO	e-Gov Benefits.Gov	\$2	\$2	\$0	-\$2
CIO	Financial Management LOB	\$18	\$18	\$0	-\$18
CIO	Geospatial LOB	\$22	\$22	\$0	-\$22
CIO	Budget Formulation and Execution LOB	\$11	\$11	\$0	-\$11
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$258</b>	<b>\$258</b>	<b>\$0</b>	<b>-\$258</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$114	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$114</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$66,567</b>	<b>\$55,810</b>	<b>\$0</b>	<b>-\$55,810</b>

**Department of Homeland Security**  
**Working Capital Fund**

WCF - NDU					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
<b>Fee-for Service</b>					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$2,633	\$2,633	\$0	-\$2,633
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$8,921	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,034	\$1,034	\$0	-\$1,034
CHCO	HQ Human Capital Services	\$12,361	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$158	\$158	\$0	-\$158
CHCO	Flexible Spending Plan	\$27	\$27	\$0	-\$27
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$95	\$95	\$0	-\$95
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$56	\$56	\$0	-\$56
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$50,193	\$50,193	\$0	-\$50,193
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$281	\$281	\$0	-\$281
CHCO	e-Training	\$151	\$151	\$0	-\$151
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
<b>Fee-for Service Subtotal</b>		<b>\$75,910</b>	<b>\$54,628</b>	<b>\$0</b>	<b>-\$54,628</b>
<b>Government-Wide Mandated Service</b>					
CFO	Interagency Council Funding	\$13	\$13	\$0	-\$13
CHCO	USAJOBS	\$24	\$24	\$0	-\$24
CHCO	Enterprise HR Integration	\$66	\$66	\$0	-\$66
CIO	e-Rulemaking	\$11	\$11	\$0	-\$11
CHCO	Human Resources LOB	\$6	\$6	\$0	-\$6
CIO	e-Gov Benefits.Gov	\$5	\$5	\$0	-\$5
CIO	Financial Management LOB	\$3	\$3	\$0	-\$3
CIO	Geospatial LOB	\$3	\$3	\$0	-\$3
CIO	Budget Formulation and Execution LOB	\$2	\$2	\$0	-\$2
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
<b>Government-Wide Mandated Service Subtotal</b>		<b>\$133</b>	<b>\$133</b>	<b>\$0</b>	<b>-\$133</b>
<b>DHS Crosscutting Service</b>					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
<b>DHS Crosscutting Service Subtotal</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>WCF Management Service</b>					
CFO	Working Capital Fund Operations	\$130	\$0	\$0	\$0
<b>WCF Management Service Subtotal</b>		<b>\$130</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>DHS Working Capital Fund - Total Activities</b>		<b>\$76,173</b>	<b>\$54,761</b>	<b>\$0</b>	<b>-\$54,761</b>

# Department of Homeland Security

## *Analysis and Operations*

### Budget Overview



**Fiscal Year 2018**

**Congressional Justification**

## Table of Contents

<i>Analysis and Operations</i> .....	1
<b>Appropriation Organization Structure</b> .....	3
<b>Budget Comparison and Adjustments</b> .....	4
<b>Personal Compensation and Benefits</b> .....	6
<b>Non Pay Budget Exhibits</b> .....	7
<b>Supplemental Budget Justification Exhibits</b> .....	8

---

## Analysis and Operations

---

### Appropriation Organization Structure

---

Organization Name	Level	Fund Type (* Includes Defense Funding)
Analysis and Operations	Component	
Operations and Support	Appropriation	Discretionary - Appropriation



## Analysis and Operations Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operations and Support	845	818	\$260,224	845	818	\$254,303	885	837	\$252,405	40	19	(\$1,898)
<b>Total</b>	<b>845</b>	<b>818</b>	<b>\$260,224</b>	<b>845</b>	<b>818</b>	<b>\$254,303</b>	<b>885</b>	<b>837</b>	<b>\$252,405</b>	<b>40</b>	<b>19</b>	<b>(\$1,898)</b>
<b>Subtotal Discretionary - Appropriation</b>	<b>845</b>	<b>818</b>	<b>\$260,224</b>	<b>845</b>	<b>818</b>	<b>\$254,303</b>	<b>885</b>	<b>837</b>	<b>\$252,405</b>	<b>40</b>	<b>19</b>	<b>(\$1,898)</b>

\*FTE reported in this table differ from MAX A-11 due to adjusted Prior Year (PY) totals and Current Year (CY) estimates reported at a later date than the MAX A-11 lock date.

## Analysis and Operations Comparison of Obligations

*Dollars in Thousands*

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$264,714		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$4,490)		
<b>Revised Enacted/Request</b>	<b>\$260,224</b>	<b>\$254,303</b>	<b>\$252,405</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$12,136	\$7,087	\$2,032
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$272,360</b>	<b>\$261,390</b>	<b>\$254,437</b>
Collections – Reimbursable Resources	\$3,659	\$8,000	\$8,000
<b>Total Budget Resources</b>	<b>\$276,019</b>	<b>\$269,390</b>	<b>\$262,437</b>
Obligations (Actual/Projections/Estimates)	\$264,492	\$259,272	\$260,280
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	845	845	885
Enacted/Request FTE	818	818	837
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	813	862	902
FTE (Actual/Estimates/Projections)	775	833	863

\*FTE reported in this table differ from MAX A-11 due to adjusted Prior Year (PY) totals and Current Year (CY) estimates reported at a later date than the MAX A-11 lock date.

## Analysis and Operations Personal Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations and Support	845	818	\$120,167	\$141.97	845	818	\$121,507	\$143.6	885	837	\$127,617	\$147.64	40	19	\$6,110	\$4.04
<b>Total</b>	<b>845</b>	<b>818</b>	<b>\$120,167</b>	<b>\$141.97</b>	<b>845</b>	<b>818</b>	<b>\$121,507</b>	<b>\$143.6</b>	<b>885</b>	<b>837</b>	<b>\$127,617</b>	<b>\$147.64</b>	<b>40</b>	<b>19</b>	<b>\$6,110</b>	<b>\$4.04</b>
Discretionary - Appropriation	845	818	\$120,167	\$141.97	845	818	\$121,507	\$143.6	885	837	\$127,617	\$147.64	40	19	\$6,110	\$4.04

\* The FTE Rate calculation does not include Object Class 11.8-Special Personal Services Payments or 13.0-Benefits for Former Personnel. FTE reported in this table differ from MAX A-11 due to adjusted Prior Year (PY) totals

### Pay by Object Class *Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$87,875	\$88,331	\$92,772	\$4,441
11.3 Other than Full-Time Permanent	\$242	\$244	\$246	\$2
11.5 Other Personnel Compensation	\$2,371	\$2,375	\$2,385	\$10
11.8 Special Personal Services Payments	\$3,861	\$3,861	\$3,863	\$2
12.1 Civilian Personnel Benefits	\$25,640	\$26,518	\$28,173	\$1,655
13.0 Benefits for Former Personnel	\$178	\$178	\$178	-
<b>Total - Personnel Compensation and Benefits</b>	<b>\$120,167</b>	<b>\$121,507</b>	<b>\$127,617</b>	<b>\$6,110</b>
<b>Positions and FTE</b>				
Positions - Civilian	845	845	885	40
FTE - Civilian	818	818	837	19

\*Object class data reported on this table may differ from MAX A-11 due to adjusted Prior Year (PY) totals and Current Year (CY) estimates which were reported at a later date than the MAX A-11 PY and CY lock dates.

## Analysis and Operations Non Pay Budget Exhibits

### Non Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations and Support	\$140,057	\$132,796	\$124,788	(\$8,008)
<b>Total</b>	<b>\$140,057</b>	<b>\$132,796</b>	<b>\$124,788</b>	<b>(\$8,008)</b>
Discretionary - Appropriation	\$140,057	\$132,796	\$124,788	(\$8,008)

### Non Pay by Object Class *Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$2,873	\$2,898	\$2,955	\$57
22.0 Transportation of Things	\$281	\$281	\$281	-
23.1 Rental Payments to GSA	\$8,641	\$7,269	\$8,398	\$1,129
23.2 Rental Payments to Others	\$3,707	\$239	\$259	\$20
23.3 Communications, Utilities, and Misc. Charges	\$14,525	-	-	-
24.0 Printing and Reproduction	\$583	\$583	\$583	-
25.1 Advisory and Assistance Services	\$70,022	\$73,113	\$65,071	(\$8,042)
25.2 Other Services from Non-Federal Sources	\$62	\$62	\$52	(\$10)
25.3 Other Goods and Services from Federal Sources	\$26,855	\$36,178	\$32,562	(\$3,616)
25.4 Operation and Maintenance of Facilities	\$15	\$15	\$15	-
25.7 Operation and Maintenance of Equipment	\$5,330	\$5,278	\$5,187	(\$91)
26.0 Supplies and Materials	\$931	\$928	\$973	\$45
31.0 Equipment	\$5,932	\$5,652	\$8,152	\$2,500
32.0 Land and Structures	\$300	\$300	\$300	-
<b>Total - Non Pay Object Classes</b>	<b>\$140,057</b>	<b>\$132,796</b>	<b>\$124,788</b>	<b>(\$8,008)</b>

\*Object class data reported on this table may differ from MAX A-11 due to adjusted Prior Year (PY) totals and Current Year (CY) estimates which were reported at a later date than the MAX A-11 PY and CY lock dates.

## Analysis and Operations Supplemental Budget Justification Exhibits

### Working Capital Fund

*Dollars in Thousands*

Appropriation and PPA	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
Operations and Support	\$33,711	\$30,555	\$26,969
<b>Total Working Capital Fund</b>	<b>\$33,711</b>	<b>\$30,555</b>	<b>\$26,969</b>

### Authorized/Unauthorized Appropriations

*Dollars in Thousands*

Budget Activity	Last year of Authorization	Authorized Level	Appropriation in Last Year of Authorization	FY 2018 President's Budget
	Fiscal Year	Amount	Amount	Amount
Operations and Support	N/A	N/A	N/A	\$252,405
<b>Total Direct Authorization/Appropriation</b>	N/A	N/A	N/A	\$252,405

## Analysis and Operations Proposed Legislative Language

For necessary expenses of the Office of Intelligence and Analysis and the Office of Operations Coordination, as authorized by title 2 of the Homeland Security Act of 2002 (6 U.S.C. 121 et seq.), [\$265,719,000]; **\$252,405,000**, for operations and support; of which not to exceed \$3,825 shall be for official reception and representation expenses; of which not to exceed \$2,000,000 is available for facility needs associated with secure space at fusion centers, including improvements to buildings; and of which [\$110,091,000] **\$77,915,795** shall remain available until September 30,[2018] 2019. *Note.—A full-year 2017 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Further Continuing Appropriations Act, 2017 (P.L. 114–254). The amounts included for 2017 reflect the annualized level provided by the continuing resolution.*

Language Provision	Explanation
\$265,719,000]; <b><u>\$252,405,000</u></b>	Dollar change only. No substantial change proposed.
[\$110,091,000] <b><u>\$77,915,795</u></b>	Dollar change only. No substantial change proposed.

## Reimbursable Resources

*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Analysis and Operations Source	15	14	\$3,659	17	15	\$8,000	17	16	\$8,000	-	1	-
Operations and Support Location	15	14	\$3,659	17	15	\$8,000	17	16	\$8,000	-	1	-
<b>Total Collections</b>	<b>15</b>	<b>14</b>	<b>\$3,659</b>	<b>17</b>	<b>15</b>	<b>\$8,000</b>	<b>17</b>	<b>16</b>	<b>\$8,000</b>	<b>-</b>	<b>1</b>	<b>-</b>

# Department of Homeland Security

*Analysis and Operations*

*Operations and Support*



**Fiscal Year 2018  
Congressional Justification**

## Table of Contents

<i>Operations and Support</i> .....	1
Budget Comparison and Adjustments.....	3
Personnel Compensation and Benefits.....	8
Non Pay Budget Exhibits.....	11



## Operations and Support

### Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operations and Support	845	818	\$260,224	845	818	\$254,303	885	837	\$252,405	40	19	(\$1,898)
<b>Total</b>	<b>845</b>	<b>818</b>	<b>\$260,224</b>	<b>845</b>	<b>818</b>	<b>\$254,303</b>	<b>885</b>	<b>837</b>	<b>\$252,405</b>	<b>40</b>	<b>19</b>	<b>(\$1,898)</b>
Subtotal Discretionary - Appropriation	845	818	\$260,224	845	818	\$254,303	885	837	\$252,405	40	19	(\$1,898)

### Overview

Analysis and Operations provides resources supporting the Office of Intelligence and Analysis and the Office of Operations Coordination. Even though these two offices are distinct in their missions, they work together and with other DHS Components to support the Department's mission of protecting the Homeland. The mission of the Office of Intelligence and Analysis is to equip the Homeland Security Enterprise (HSE) with the intelligence and information it needs to keep the Homeland safe, secure, and resilient; in support of the Secretary, other government officials, and State, local, and private sector partners. The mission of the Office of Operations Coordination is to provide steady state and crisis action information sharing, situational awareness, and operations coordination to assist the Secretary across the enterprise and during continuity operations; in order to prevent, protect, respond to, and recover from terrorist threats/attacks or threats from other man-made or natural disasters.

**Operations and Support**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$264,714		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$4,490)		
<b>Revised Enacted/Request</b>	<b>\$260,224</b>	<b>\$254,303</b>	<b>\$252,405</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$12,136	\$7,087	\$2,032
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$272,360</b>	<b>\$261,390</b>	<b>\$254,437</b>
Collections – Reimbursable Resources	\$3,659	\$8,000	\$8,000
<b>Total Budget Resources</b>	<b>\$276,019</b>	<b>\$269,390</b>	<b>\$262,437</b>
Obligations (Actual/Projections/Estimates)	\$264,492	\$259,272	\$260,280
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	845	845	885
Enacted/Request FTE	818	818	837
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	813	862	902
FTE (Actual/Estimates/Projections)	775	833	863

Please reference classified Analysis and Operations annex.

**Operations and Support**  
**Summary of Budget Changes**  
*Dollars in Thousands*

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2016 Enacted</b>	<b>845</b>	<b>818</b>	<b>\$264,714</b>
Rescission	-	-	(\$4,490)
<b>Total Rescissions</b>	<b>-</b>	<b>-</b>	<b>(\$4,490)</b>
<b>FY 2016 Revised Enacted</b>	<b>845</b>	<b>818</b>	<b>\$260,224</b>
<b>FY 2017 Annualized CR</b>	<b>845</b>	<b>818</b>	<b>\$254,303</b>
<b>FY 2018 Base Budget</b>	<b>845</b>	<b>818</b>	<b>\$254,303</b>
<b>Technical Adjustment</b>	<b>-</b>	<b>(10)</b>	<b>-</b>
Working Capital Fund	2	2	(\$1,898)
<b>Total Transfers</b>	<b>2</b>	<b>2</b>	<b>(\$1,898)</b>
2016 Annualized Pay Increase	-	-	\$439
2017 Annualized Pay Increase	-	-	\$600
2017 Pay Increase	-	-	\$1,800
2018 Pay Increase	-	-	\$1,636
Increased Retirement Contributions and Other Benefits	-	-	\$131
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$4,606</b>
Non-Pay Offset (See Classified Annex)	-	-	(\$2,967)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$2,967)</b>
<b>Total Adjustments-to-Base</b>	<b>2</b>	<b>(8)</b>	<b>(\$259)</b>
<b>FY 2018 Current Services</b>	<b>847</b>	<b>810</b>	<b>\$254,044</b>
Program Change A	17	16	\$5,509
<b>Total, Program Increases</b>	<b>17</b>	<b>16</b>	<b>\$5,509</b>
Program Change B	21	11	(\$2,372)
Program Change C	-	-	(\$4,776)
<b>Total, Program Decreases</b>	<b>21</b>	<b>11</b>	<b>(\$7,148)</b>
<b>FY 2018 Request</b>	<b>885</b>	<b>837</b>	<b>\$252,405</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>40</b>	<b>19</b>	<b>(\$1,898)</b>

Please reference classified Analysis and Operations annex.

**Operations and Support**  
**Justification of Pricing Changes**  
*Dollars in Thousands*

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Pricing Change 1 - 2016 Annualized Pay Increase	-	-	\$439
Pricing Change 2 - 2017 Annualized Pay Increase	-	-	\$600
Pricing Change 3 - 2017 Pay Increase	-	-	\$1,800
Pricing Change 4 - 2018 Pay Increase	-	-	\$1,636
Pricing Change 5 - Increased Retirement Contributions and Other Benefits	-	-	\$131
Pricing Change 6 - Non-Pay Offset (See Classified Annex)	-	-	(\$2,967)
<b>Total Pricing Changes</b>	-	-	<b>\$1,639</b>

Please reference classified Analysis and Operations annex.

**Operations and Support**  
**Justification of Program Changes**  
*Dollars in Thousands*

Program Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Program Change 1 - Program Change A	17	16	\$5,509
Program Change 2 - Program Change B	21	11	(\$2,372)
Program Change 3 - Program Change C	-	-	(\$4,776)
Total Program Changes	38	27	(\$1,639)

**Program Change**

Please reference classified Analysis and Operations annex.

## Operations and Support Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations and Support	845	818	\$120,167	\$141.97	845	818	\$121,507	\$143.6	885	837	\$127,617	\$147.64	40	19	\$6,110	\$4.04
<b>Total</b>	<b>845</b>	<b>818</b>	<b>\$120,167</b>	<b>\$141.97</b>	<b>845</b>	<b>818</b>	<b>\$121,507</b>	<b>\$143.6</b>	<b>885</b>	<b>837</b>	<b>\$127,617</b>	<b>\$147.64</b>	<b>40</b>	<b>19</b>	<b>\$6,110</b>	<b>\$4.04</b>
Discretionary - Appropriation	845	818	\$120,167	\$141.97	845	818	\$121,507	\$143.6	885	837	\$127,617	\$147.64	40	19	\$6,110	\$4.04

\* The FTE Rate calculation does not include Object Class 11.8-Special Personal Services Payments or 13.0-Benefits for Former Personnel.

### NARRATIVE EXPLANATION OF CHANGES

Please reference classified Analysis and Operations annex.

**Operations and Support**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$87,875	\$88,331	\$92,772	\$4,441
11.3 Other than Full-Time Permanent	\$242	\$244	\$246	\$2
11.5 Other Personnel Compensation	\$2,371	\$2,375	\$2,385	\$10
11.8 Special Personal Services Payments	\$3,861	\$3,861	\$3,863	\$2
12.1 Civilian Personnel Benefits	\$25,640	\$26,518	\$28,173	\$1,655
13.0 Benefits for Former Personnel	\$178	\$178	\$178	-
<b>Total - Personnel Compensation and Benefits</b>	<b>\$120,167</b>	<b>\$121,507</b>	<b>\$127,617</b>	<b>\$6,110</b>
<b>Positions and FTE</b>				
Positions - Civilian	845	845	885	40
FTE - Civilian	818	818	837	19

Please reference classified Analysis and Operations annex.

## Operations and Support Permanent Positions by Grade – Appropriation

Grades and Salary Range	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
Total, SES	34	27	29	2
Total, EX	1	1	1	-
GS-15	134	134	132	-2
GS-14	208	208	213	5
GS-13	201	204	213	9
GS-12	132	136	144	8
GS-11	44	44	50	6
GS-9	40	40	52	12
GS-7	46	46	46	-
GS-5	2	2	2	-
GS-4	3	3	3	-
<b>Total Permanent Positions</b>	<b>845</b>	<b>845</b>	<b>885</b>	<b>40</b>
<b>Position Locations</b>				
Headquarters	745	745	785	40
U.S. Field	100	100	100	-
<b>Averages</b>				
Average Personnel Costs, ES Positions	214	216	219	3
Average Personnel Costs, GS Positions	145	147	130	-17
Average Grade, GS Positions	13	13	13	-

<sup>1</sup>New hires' personnel costs assume only 1/2 pay for the year, which reduces the average personnel costs for the year.

Please reference classified Analysis and Operations annex.



---

## Operations and Support Non Pay Budget Exhibits

---

### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations and Support	\$140,057	\$132,796	\$124,788	(\$8,008)
<b>Total</b>	<b>\$140,057</b>	<b>\$132,796</b>	<b>\$124,788</b>	<b>(\$8,008)</b>
Discretionary - Appropriation	\$140,057	\$132,796	\$124,788	(\$8,008)

Please reference classified Analysis and Operations annex.

## Operations and Support Non Pay by Object Class

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$2,873	\$2,898	\$2,955	\$57
22.0 Transportation of Things	\$281	\$281	\$281	-
23.1 Rental Payments to GSA	\$8,641	\$7,269	\$8,398	\$1,129
23.2 Rental Payments to Others	\$3,707	\$239	\$259	\$20
23.3 Communications, Utilities, and Misc. Charges	\$14,525	-	-	-
24.0 Printing and Reproduction	\$583	\$583	\$583	-
25.1 Advisory and Assistance Services	\$70,022	\$73,113	\$65,071	(\$8,042)
25.2 Other Services from Non-Federal Sources	\$62	\$62	\$52	(\$10)
25.3 Other Goods and Services from Federal Sources	\$26,855	\$36,178	\$32,562	(\$3,616)
25.4 Operation and Maintenance of Facilities	\$15	\$15	\$15	-
25.7 Operation and Maintenance of Equipment	\$5,330	\$5,278	\$5,187	(\$91)
26.0 Supplies and Materials	\$931	\$928	\$973	\$45
31.0 Equipment	\$5,932	\$5,652	\$8,152	\$2,500
32.0 Land and Structures	\$300	\$300	\$300	-
<b>Total - Non Pay Object Classes</b>	<b>\$140,057</b>	<b>\$132,796</b>	<b>\$124,788</b>	<b>(\$8,008)</b>

Please reference classified Analysis and Operations annex.

# Department of Homeland Security

## *Office of Inspector General*

### Budget Overview



**Fiscal Year 2018**

**Congressional Justification**

## Table of Contents

<i>Office of Inspector General</i> .....	1
<b>Appropriation Organization Structure</b> .....	3
<b>Strategic Context</b> .....	4
Component Contributions to Achieving Departmental Missions .....	4
Mature and Strengthen Homeland Security .....	5
<b>Budget Comparison and Adjustments</b> .....	6
<b>Personnel Compensation and Benefits</b> .....	8
<b>Non Pay Budget Exhibits</b> .....	9
<b>Supplemental Budget Justification Exhibits</b> .....	10

---

## Office of Inspector General

---

### Appropriation Organization Structure

---

Organization Name	Level	Fund Type (* Includes Defense Funding)
Office of Inspector General	Component	
Operations and Support	Appropriation	Discretionary - Appropriation

## Office of Inspector General Strategic Context

### Component Overview

The Office of Inspector General (OIG) is comprised of the following mission-oriented programs that support achievement of the DHS strategic missions, goals, and objectives.

***Mission Support:*** The Mission Support program provides enterprise leadership, management, and business administrative services that sustain the day-to-day back office operations. Key capabilities include managing the agency's performance, finances, workforce, physical and personnel security, acquisition of goods and services, information technology, property and assets, communications, legal affairs, and administration.

### Component Contributions to Achieving Departmental Missions

The table below shows the alignment of the OIG programs to the DHS Missions and Mature and Strengthen Homeland Security.

Programs	DHS Missions					*Mature and Strengthen Homeland Security
	*Prevent Terrorism and Enhance Security	*Secure and Manage Our Borders	*Enforce and Administer Our Immigration Laws	*Safeguard and Secure Cyberspace	*Strengthen National Preparedness and Resilience	
Mission Support						100%

*\*Totals account for rounding*

## Mature and Strengthen Homeland Security

### *Resources Requested*

OIG resources supporting *Mature and Strengthen Homeland Security* are provided in the table below.

\$ in thousands

Program Name	FY 2016 Revised Enacted		FY 2017 Annualized CR		FY 2018 President's Budget	
	\$	FTE	\$	FTE	\$	FTE
Mission Support <sup>1</sup>	161,467	796	137,151	796	133,974	720

### *Performance Measures*

OIG contributes to this mission, but does not have performance measures in this area.

<sup>1</sup> Total includes the transfer from the FEMA Disaster Relief Fund (DRF).

## Office of Inspector General Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operations and Support	867	796	\$161,467	867	796	\$137,151	720	720	\$133,974	(147)	(76)	(\$3,177)
Transfer from FEMA - DRF	-	-	-	-	-	\$24,000	-	-	\$24,000	-	-	-
<b>Total</b>	<b>867</b>	<b>796</b>	<b>\$161,467</b>	<b>867</b>	<b>796</b>	<b>\$161,151</b>	<b>720</b>	<b>720</b>	<b>\$157,974</b>	<b>(147)</b>	<b>(76)</b>	<b>(\$3,177)</b>
Subtotal Discretionary - Appropriation	867	796	\$161,467	867	796	\$161,151	720	720	\$157,974	(147)	(76)	(\$3,177)

O&S funding tables represent overall funding, including transfer from FEMA for display purposes

### Overview

#### **Mission:**

The Department of Homeland Security (DHS) Office of Inspector General (OIG) conducts and supervises independent audits, inspections, and investigations and recommends ways for DHS to carry out its vital responsibilities in the most effective, efficient, and economical manner possible. The OIG seeks to deter, identify, and address fraud, abuse, mismanagement, and waste of taxpayer funds invested in homeland security.

The OIG is an independent entity to which employees, contractors, and the public can report fraud, waste, and abuse that affects the Department. Results of its findings are reported to the DHS Secretary, Congress, and the public, when appropriate. The OIG seeks to ensure improved transparency, accountability, and efficiency across the Department.

Additional information, including the Inspector General's congressional testimony, may be accessed through our website at: [www.oig.dhs.gov](http://www.oig.dhs.gov).



## Office of Inspector General Comparison of Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$161,488		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$21)		
<b>Revised Enacted/Request</b>	<b>\$161,467</b>	<b>\$161,151</b>	<b>\$157,974</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$7,439	\$3,398	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$168,906</b>	<b>\$164,549</b>	<b>\$157,974</b>
Collections – Reimbursable Resources	\$18,000	\$18,000	\$18,000
<b>Total Budget Resources</b>	<b>\$186,906</b>	<b>\$182,549</b>	<b>\$175,974</b>
Obligations (Actual/Projections/Estimates)	\$178,808	\$177,906	\$175,974
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	867	867	720
Enacted/Request FTE	796	796	720
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	680	750	720
FTE (Actual/Estimates/Projections)	650	725	720

## Office of Inspector General Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations and Support	867	796	\$119,015	\$149.51	867	796	\$122,178	\$153.48	720	720	\$117,803	\$163.61	(147)	(76)	(\$4,375)	\$10.13
<b>Total</b>	<b>867</b>	<b>796</b>	<b>\$119,015</b>	<b>\$149.51</b>	<b>867</b>	<b>796</b>	<b>\$122,178</b>	<b>\$153.48</b>	<b>720</b>	<b>720</b>	<b>\$117,803</b>	<b>\$163.61</b>	<b>(147)</b>	<b>(76)</b>	<b>(\$4,375)</b>	<b>\$10.13</b>
Discretionary - Appropriation	867	796	\$119,015	\$149.51	867	796	\$122,178	\$153.48	720	720	\$117,803	\$163.61	(147)	(76)	(\$4,375)	\$10.13

\* The FTE Rate calculation does not include Object Class 11.8-Special Personal Services Payments or 13.0-Benefits for Former Personnel.

### Pay by Object Class *Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$78,545	\$80,536	\$78,082	(\$2,454)
11.3 Other than Full-Time Permanent	\$1,244	\$1,276	\$1,237	(\$39)
11.5 Other Personnel Compensation	\$5,802	\$5,949	\$5,768	(\$181)
12.1 Civilian Personnel Benefits	\$33,417	\$34,410	\$32,709	(\$1,701)
13.0 Benefits for Former Personnel	\$7	\$7	\$7	-
<b>Total - Personnel Compensation and Benefits</b>	<b>\$119,015</b>	<b>\$122,178</b>	<b>\$117,803</b>	<b>(\$4,375)</b>
<b>Positions and FTE</b>				
Positions - Civilian	867	867	720	(147)
FTE - Civilian	796	796	720	(76)

## Office of Inspector General Non Pay Budget Exhibits

### Non Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations and Support	\$42,452	\$38,973	\$40,171	\$1,198
<b>Total</b>	<b>\$42,452</b>	<b>\$38,973</b>	<b>\$40,171</b>	<b>\$1,198</b>
Discretionary - Appropriation	\$42,452	\$38,973	\$40,171	\$1,198

### Non Pay by Object Class *Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$4,148	\$4,061	\$3,645	(\$416)
22.0 Transportation of Things	\$36	\$36	\$36	-
23.1 Rental Payments to GSA	\$13,104	\$13,304	\$15,097	\$1,793
23.2 Rental Payments to Others	\$406	\$406	\$406	-
23.3 Communications, Utilities, and Misc. Charges	\$2,983	\$3,043	\$3,104	\$61
24.0 Printing and Reproduction	\$34	\$35	\$35	-
25.1 Advisory and Assistance Services	\$1,874	\$1,074	\$1,095	\$21
25.2 Other Services from Non-Federal Sources	\$6,590	\$5,487	\$5,474	(\$13)
25.3 Other Goods and Services from Federal Sources	\$6,745	\$5,398	\$5,308	(\$90)
25.4 Operation and Maintenance of Facilities	\$283	\$285	\$287	\$2
25.7 Operation and Maintenance of Equipment	\$1,377	\$1,305	\$1,279	(\$26)
26.0 Supplies and Materials	\$1,050	\$1,071	\$969	(\$102)
31.0 Equipment	\$3,671	\$3,317	\$3,285	(\$32)
42.0 Insurance Claims and Indemnities	\$10	\$10	\$10	-
91.0 Unvouchered	\$141	\$141	\$141	-
<b>Total - Non Pay Object Classes</b>	<b>\$42,452</b>	<b>\$38,973</b>	<b>\$40,171</b>	<b>\$1,198</b>

**Office of Inspector General  
Supplemental Budget Justification Exhibits**

**Working Capital Fund**

*Dollars in Thousands*

<b>Appropriation and PPA</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Operations and Support	\$1,554	\$832	\$742
<b>Total Working Capital Fund</b>	<b>\$1,554</b>	<b>\$832</b>	<b>\$742</b>

**Authorized/Unauthorized Appropriations**

*Dollars in Thousands*

<b>Budget Activity</b>	<b>Last year of Authorization</b>	<b>Authorized Level</b>	<b>Appropriation in Last Year of Authorization</b>	<b>FY 2018 President's Budget</b>
	<b>Fiscal Year</b>	<b>Amount</b>	<b>Amount</b>	<b>Amount</b>
Operations and Support	N/A	N/A	N/A	\$157,974
<b>Total Direct Authorization/Appropriation</b>	N/A	N/A	N/A	<b>\$157,974</b>

## Office of Inspector General Proposed Legislative Language

For necessary expenses of the Office of Inspector General in carrying out the provisions of the Inspector General Act of 1978 (5 U.S.C. App.), [\$157,144,000] **\$133,974,000**, of which not to exceed \$300,000\$300,000 may be used for certain confidential operational expenses, including the payment of informants, to be expended at the direction of the Inspector General. *Note.—A full-year 2017 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Further Continuing Appropriations Act, 2017 (P.L. 114–254). The amounts included for 2017 reflect the annualized level provided by the continuing resolution.*

Language Provision	Explanation
[\$157,144,000] <b><u>\$133,974,000</u></b>	Dollar change only. No substantial change proposed.

## Reimbursable Resources

*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Departmental Management and Operations Source	-	-	\$18,000	-	-	\$18,000	-	-	\$18,000	-	-	-
Operations and Support Location	-	-	\$18,000	-	-	\$18,000	-	-	\$18,000	-	-	-
<b>Total Collections</b>	-	-	<b>\$18,000</b>	-	-	<b>\$18,000</b>	-	-	<b>\$18,000</b>	-	-	-

<sup>1</sup>Reimbursable Resources reported in this document differ from MAX A-11 due to estimates reported at a later date than the MAX A-11 lock dates.

# **Department of Homeland Security**

## ***Office of Inspector General***

### ***Operations and Support***



**Fiscal Year 2018**  
**Congressional Justification**

## Table of Contents

<i>Operations and Support</i> .....	1
Budget Comparison and Adjustments.....	3
Personnel Compensation and Benefits.....	13
Non Pay Budget Exhibits.....	16

## Operations and Support

---

### Budget Comparison and Adjustments

---

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operations and Support	867	796	\$161,467	867	796	\$137,151	720	720	\$133,974	(147)	(76)	(\$3,177)
Transfer from FEMA - DRF	-	-	-	-	-	\$24,000	-	-	\$24,000	-	-	-
<b>Total</b>	<b>867</b>	<b>796</b>	<b>\$161,467</b>	<b>867</b>	<b>796</b>	<b>\$161,151</b>	<b>720</b>	<b>720</b>	<b>\$157,974</b>	<b>(147)</b>	<b>(76)</b>	<b>(\$3,177)</b>
Subtotal Discretionary - Appropriation	867	796	\$161,467	867	796	\$161,151	720	720	\$157,974	(147)	(76)	(\$3,177)

O&S funding tables represent overall funding, including transfer from FEMA for display purposes

### Overview

#### **Mission:**

The Department of Homeland Security (DHS) Office of Inspector General (OIG) conducts and supervises independent audits, inspections, and investigations and recommends ways for DHS to carry out its vital responsibilities in the most effective, efficient, and economical manner possible. The OIG seeks to deter, identify, and address fraud, abuse, mismanagement, and waste of taxpayer funds invested in homeland security.

The OIG is an independent entity to which employees, contractors, and the public can report fraud, waste, and abuse that affects the Department. Results of its findings are reported to the DHS Secretary, Congress, and the public, when appropriate. The OIG seeks to ensure improved transparency, accountability, and efficiency across the Department.

Additional information, including the Inspector General's congressional testimony, may be accessed through our website at: [www.oig.dhs.gov](http://www.oig.dhs.gov).

#### **Budget Activities:**

The DHS OIG is committed to delivering relevant, accurate, timely, and high quality products and services that identify the best use of taxpayer dollars. To accomplish this, we conduct integrated audits, inspections, evaluations, and investigations focused on high-risk and high-impact, vulnerable programs and activities. Our unified, coordinated program of independent and objective audits, inspections, evaluations, and investigations helps the Department fulfill its vital mission to secure our Nation and safeguard its people. DHS OIG was established through the *Homeland Security Act of 2002* by amendment to the *Inspector General Act of 1978* and



proudly serves the men and women of the Department and its Secretary, the President, Congress, and the American people.

As an agent of change, the DHS OIG detects and eliminates fraud, waste, and abuse; identifies risk areas; and recommends corrective actions for Department management to implement. The OIG aligns its work with the Department's five mission areas: 1) preventing terrorism and enhancing security; 2) securing and managing our borders; 3) enforcing and administering immigration laws; 4) safeguarding and securing cyberspace and, 5) strengthening national preparedness and resilience. We conduct legislatively mandated work and requested reviews to address the concerns of Congress, the Department, and other stakeholders.

The OIG plays a unique role in reducing waste in the Federal Government. For every dollar spent on the DHS OIG, we return over seven dollars, based on the statutory metrics laid out in the *Inspector General Act*. This does not include the contributions we make to public safety and national security in our program audits, which have no direct monetary impact, but serve to give insight into troubled programs and operations.

Our office reflects the size and complexity of the Department. In a typical year, we issue nearly 200 audit and inspection reports and conduct over 600 investigations. In our audit and inspection reports, we make nearly 400 recommendations in an average year. We receive nearly 19,000 complaints through our hotline and website, including over 400 whistleblower complaints per year, and have pending nearly 1,000 investigations at any one time.

The DHS OIG conveys to the Department and its stakeholders impartial, timely information about the performance of programs and operations, and objectively assesses emerging concerns. Our recommendations are designed to promote good governance, informed decision making, and accountability.

The DHS OIG is committed to helping the Department achieve its critical missions and ensuring the proper stewardship and integrity of Departmental programs and resources.

### **Budget Request Summary:**

In the FY 2018 President's Budget, the DHS OIG requests \$157.974 million, 720 full-time positions (FTP), and 720 full-time equivalents (FTE), including a \$24 million transfer from the Federal Emergency Management Agency's (FEMA) Disaster Relief Fund (DRF). This request provides resources for the OIG to perform its oversight responsibilities as an independent and objective audit, inspection, and investigative entity promoting economy, effectiveness, and efficiency in DHS programs and operations.

Included in the FY 2018 request is \$2.211 million for training and \$0.410 million to support the Council of the Inspector General on Integrity and Efficiency (CIGIE).

The budget request represents a decrease of \$3.177 million from the FY 2017 Annualized Continuing Resolution funding level.

Adjustments-to base include:<sup>1</sup>

Transfers:

- \$24 million transfer in from the Federal Emergency Management Agency (FEMA) Disaster Relief Fund (DRF)
- \$0.077 million transfer out for Working Capital Fund (WCF) activity cost removals, which includes:
  - \$0.049 million to USM/CHCO
  - \$0.009 million to USM/CIO
  - \$0.004 million to USM/CRSO
  - \$0.002 million to I&A
  - \$0.011 million to USM/CSO
  - \$0.002 million to OGC

Increases:

- \$0.342 million for annualization of the 2016 pay increase
- \$1.353 million for the 2017 pay increase
- \$0.458 million for annualization of the FY 2017 pay increase
- \$1.243 million for the 2018 pay increase
- \$13.880 million and 71 FTE for annualization of prior year increases<sup>2</sup>
- \$1.793 million for General Services Administration (GSA) rent increase

Decreases:

- \$19.956 million and 147 FTE/FTP<sup>3</sup> for personnel reduction. OIG will manage staffing levels to account for this reduction.
- \$2.213 million for reduced operational support costs due to personnel reduction
- \$24 million for non-recur of FY 2017 FEMA DRF Transfer

**Inspector General's Comments:**

Sections 6(f)(3)(E) and 4(a)(5) of the *Inspector General Act* require the Inspector General to submit a separate message to Congress with regard to its budget where, as here, “the Inspector General concludes that the budget submitted by the President would

---

<sup>1</sup> Adjustments-to-base are additionally displayed in the Summary of Budget Changes chart on page 11.

<sup>2</sup> Please note that the 71 FTE were initially authorized in the FY 2016 appropriation and were not funded in FY 2017 due to the Continuing Resolution.

<sup>3</sup> Please note that this includes 71 FTE that will not be annualized in FY 2018.

substantially inhibit the Inspector General from performing the duties of the office.” Additionally, section 6(f)(3)(A) requires us to inform Congress of the budget estimate we proposed to the Department. These requirements are unique to the Office of Inspector General (OIG) and recognize the independence and dual reporting that is central to the IG mission. This statement satisfies that requirement.

As recently as January 2017, Mick Mulvaney, Director of the Office of Management and Budget (OMB), testified at his confirmation hearing:

We are underutilizing a tool [the Inspectors General] ... most of the data, a lot of times, that we have at the Oversight and Government Reform [Committee] hearings are driven by the IG. Congress needs to have those inspectors general doing their job and helping us collect information so we can make good decisions about how to fix and reform various institutions. I do look forward to making that a priority at OMB.

Although Director Mulvaney recognized the priority role the OIG should play in the new Administration, the President’s fiscal year (FY) 2018 budget (President’s Budget) *decreases* the OIG 9 percent from the FY 2017 appropriation of \$175 million. At the same time, the President’s Budget *increases* DHS’ overall funding by 3.5 percent over FY 2017 enacted levels, including increases in historically high-risk areas and decreases in other areas. Fraud and mismanagement most often occur in times of rapid expansion and reduction, and reducing the Department’s oversight arm will prevent Department leadership and Congress from fully understanding the challenges and risks that this change will bring.

Congress also has acknowledged the value of our work, as reflected in increases in the DHS OIG budget in FYs 2016 and 2017 after years of flat funding. In the Senate Report for the FY 2017 DHS Appropriations Bill, the Senate Appropriations Committee recognized the “great strides under the current Inspector General in restoring [the OIG’s] credibility and capabilities” and recommended an enhancement above 2016 levels “to sustain staffing increases and provide the resources to meet the mission.” Consistent with this recommendation, Congress again increased OIG’s appropriation in FY 2017 by \$13.5 million over FY 2016 levels.

For FY 2018, we submitted an initial request to the Department of \$194.8 million, which represented a modest increase from the \$181.1 million proposed in the President’s FY 2017 budget.

However, the FY 2018 President’s Budget reduces the OIG’s funding to \$158 million — over \$36 million less than the OIG’s initial request and \$17 million less than the funding levels enacted in the FY 2017 appropriation. At the President’s Budget level of funding, the OIG will be unable to conduct adequate oversight operations in line with the Department’s significant growth in critical areas of law enforcement, border protection, and cybersecurity in FY 2018. In fact, the level of funding under the President’s Budget would require a reduction in force from current staffing levels.

The OIG believes that a budget of \$188.1 million, which the Department supported, would appropriately fund the OIG's requirements in FY 2018. This level of funding includes resources for essential personnel to support the Acquisitions Management Oversight, Fraud, and Computer Forensics programs, which will help the Department to better manage and optimize financial resources, property/assets, and procurement. It would also restore funding for the Data Analytics Initiative. This crucial initiative will enable the OIG to perform data-driven analyses to accurately capture, categorize, and analyze data on DHS programs that are vulnerable to fraud, waste, and abuse, and security exploitation. Additionally, we seek to reinstate reductions based on anticipated attrition that will not be realized in FY 2018.

The Brookings Institute's Center for Effective Public Management, an independent research organization, has analyzed the financial impact on government when OIGs' budgets are cut and found that cuts to OIG budgets actually *cost* the government money and contribute to the Federal deficit. The DHS OIG offers the federal government and American taxpayers an impressive return on investment. With the requested investment of \$188.1 million, the OIG will be able to respond to the increased risk of fraud, waste, and abuse in DHS programs and operations; help the Department meet its public safety and national security mission; and undertake congressionally requested audits, inspections, and investigations. Funding at a lower level will necessarily have a negative impact on the OIG's ability to meet its important mission.

**Mission Support PPA Description:**

The Mission Support PPA provides funding and personnel for the DHS OIG to perform its oversight responsibilities to assess the Department's risks and weaknesses and to promote the efficient and effective use of limited resources.

Specifically, the OIG's resources support the following key legislated responsibilities:

- Promote economy, efficiency, and effectiveness in managing the Department's programs and supporting operations;
- Conduct and supervise audits, investigations, and inspections of the Department's programs and support operations;
- Detect and prevent fraud, waste, and abuse;
- Inform the DHS Secretary and Congress about problems and deficiencies, as well as recommended corrective actions and implementation strategies;
- Review existing and proposed legislation and regulations and make appropriate recommendations;
- Maintain effective working relationships with other Federal, state, and local government agencies, and non-governmental entities;
- Comply with the audit standards of the Comptroller General of the United States and avoid duplication of Government Accountability Office activities; and
- Report violations of Federal criminal law to the U.S. Attorney General.

**Operations and Support**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$161,488		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$21)		
<b>Revised Enacted/Request</b>	<b>\$161,467</b>	<b>\$161,151</b>	<b>\$157,974</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$7,439	\$3,398	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$168,906</b>	<b>\$164,549</b>	<b>\$157,974</b>
Collections – Reimbursable Resources	\$18,000	\$18,000	\$18,000
<b>Total Budget Resources</b>	<b>\$186,906</b>	<b>\$182,549</b>	<b>\$175,974</b>
Obligations (Actual/Projections/Estimates)	\$178,808	\$177,906	\$175,974
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	867	867	720
Enacted/Request FTE	796	796	720
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	680	750	720
FTE (Actual/Estimates/Projections)	650	725	720

## Operations and Support Summary of Budget Changes

*Dollars in Thousands*

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2016 Enacted</b>	<b>867</b>	<b>796</b>	<b>\$161,488</b>
FY 2016 Rescission	-	-	(\$21)
<b>Total Rescissions</b>	<b>-</b>	<b>-</b>	<b>(\$21)</b>
<b>FY 2016 Revised Enacted</b>	<b>867</b>	<b>796</b>	<b>\$161,467</b>
<b>FY 2017 Annualized CR</b>	<b>867</b>	<b>796</b>	<b>\$161,151</b>
<b>FY 2018 Base Budget</b>	<b>867</b>	<b>796</b>	<b>\$161,151</b>
Transfer from FEMA DRF	-	-	\$24,000
Transfer to I&A from OIG/O&S due to I&A WCF Activity Costs Removal	-	-	(\$2)
Transfer to OGC from OIG/O&S due to OGC WCF Activity Costs Removal	-	-	(\$2)
Transfer to USM/CHCO from OIG/O&S due to CHCO WCF Activity Costs Removal	-	-	(\$49)
Transfer to USM/CIO from OIG/O&S due to CIO WCF Activity Costs Removal	-	-	(\$9)
Transfer to USM/CRSO from OIG/O&S due to CRSO WCF Activity Costs Removal	-	-	(\$4)
Transfer to USM/CSO from OIG/O&S due to CSO WCF Activity Costs Removal	-	-	(\$11)
<b>Total Transfers</b>	<b>-</b>	<b>-</b>	<b>\$23,923</b>
2016 Annualized Pay Increase	-	-	\$342
2017 Annualized Pay Increase	-	-	\$458
2017 Pay Increase	-	-	\$1,353
2018 Pay Increase	-	-	\$1,243
Annualization of Prior Year FTE	-	71	\$13,880
GSA Rent Increase	-	-	\$1,793
<b>Total, Pricing Increases</b>	<b>-</b>	<b>71</b>	<b>\$19,069</b>
Decrease in Operational Support Costs due to Personnel Reduction	-	-	(\$2,213)
Non-Recur of FY 2017 FEMA DRF Transfer	-	-	(\$24,000)
Personnel Reduction	(147)	(147)	(\$19,956)
<b>Total, Pricing Decreases</b>	<b>(147)</b>	<b>(147)</b>	<b>(\$46,169)</b>
<b>Total Adjustments-to-Base</b>	<b>(147)</b>	<b>(76)</b>	<b>(\$3,177)</b>
<b>FY 2018 Current Services</b>	<b>720</b>	<b>720</b>	<b>\$157,974</b>

Budget Formulation Activity	Positions	FTE	Amount
FY 2018 Request	720	720	\$157,974
FY 2017 TO FY 2018 Change	(147)	(76)	(\$3,177)

\*71 FTE authorized in the FY 2016 appropriation were not funded in FY 2017 due to the Continuing Resolution and will not be funded in FY 2018.

## Operations and Support Justification of Pricing Changes

*Dollars in Thousands*

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Pricing Change 1 - 2016 Annualized Pay Increase	-	-	\$342
Pricing Change 2 - 2017 Annualized Pay Increase	-	-	\$458
Pricing Change 3 - 2017 Pay Increase	-	-	\$1,353
Pricing Change 4 - 2018 Pay Increase	-	-	\$1,243
Pricing Change 5 - Annualization of Prior Year FTE	-	71	\$13,880
Pricing Change 6 - Decrease in Operational Support Costs due to Personnel Reduction	-	-	(\$2,213)
Pricing Change 7 - GSA Rent Increase	-	-	\$1,793
Pricing Change 8 - Non-Recur of FY 2017 FEMA DRF Transfer	-	-	(\$24,000)
Pricing Change 9 - Personnel Reduction	(147)	(147)	(\$19,956)
<b>Total Pricing Changes</b>	<b>(147)</b>	<b>(76)</b>	<b>(\$27,100)</b>

\*Total pricing changes do not include the \$24M transfer in from the FEMA Disaster Relief Fund.

### Increases include:

- 2016 Annualized Pay Increase: \$0.342 million for funding the annualization of the 2016 pay increase of 1.6%.
- 2017 Annualized Pay Increase: \$0.458 million for funding the annualization of the 2017 pay increase of 2.1%.
- 2017 Pay Increase: \$1.353 million for funding the 2017 pay increase of 2.1%.
- 2018 Pay Increase: \$1.243 million for funding the 2018 pay increase of 1.9%.
- Annualization of Prior Year FTE: \$13.880 million and 71 FTE to annualize personnel initially authorized in the FY 2016 appropriation.<sup>4</sup>
- General Services Administration (GSA) rent increase: \$1.793 million for increased GSA rental costs at OIG facilities.

<sup>4</sup> Please note that the 71 FTE were initially authorized in the FY 2016 appropriation and were not funded in FY 2017 due to the Continuing Resolution. The 71 FTE will not be annualized in FY 2018 as reflected in Pricing Change 9.



**Decreases include:**

- Personnel Reduction: (\$19.956) million and (147) FTE/FTP.<sup>5</sup> OIG will manage staffing levels to account for this reduction.
  - An estimated 117 FTP are currently vacant.
- Decrease in Operational Support Costs due to Personnel Reduction: (\$2.213) million reduction in travel, training, and supplies expenditures resulting from reduced personnel levels.
- Non-Recur of FY 2017 FEMA DRF Transfer: (\$24 million) as this funding is treating as a non-recur. This FY 2018 request provides for a renewed transfer of \$24 million from the FEMA DRF fund.

---

<sup>5</sup> Please note that this includes 71 FTE that will not be annualized in FY 2018.

## Operations and Support Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations and Support	867	796	\$119,015	\$149.51	867	796	\$122,178	\$153.48	720	720	\$117,803	\$163.61	(147)	(76)	(\$4,375)	\$10.13
<b>Total</b>	<b>867</b>	<b>796</b>	<b>\$119,015</b>	<b>\$149.51</b>	<b>867</b>	<b>796</b>	<b>\$122,178</b>	<b>\$153.48</b>	<b>720</b>	<b>720</b>	<b>\$117,803</b>	<b>\$163.61</b>	<b>(147)</b>	<b>(76)</b>	<b>(\$4,375)</b>	<b>\$10.13</b>
Discretionary - Appropriation	867	796	\$119,015	\$149.51	867	796	\$122,178	\$153.48	720	720	\$117,803	\$163.61	(147)	(76)	(\$4,375)	\$10.13

\* The FTE Rate calculation does not include Object Class 11.8-Special Personal Services Payments or 13.0-Benefits for Former Personnel.

### **NARRATIVE EXPLANATION OF CHANGES**

OIG's Personnel Compensation and Benefits is comprised of pay and benefits costs for 720 FTE in FY 2018. The funding amount includes several adjustments to base, including mandated pay increases and decreases due to the personnel strength reduction.

**FTE Change FY 2017-2018:** This request includes a reduction of 76 FTE, plus an additional 71 FTE that would not be annualized in FY 2018. OIG will manage staffing levels to account for this change while remaining fully committed to helping the Department achieve its critical missions and ensuring the proper stewardship and integrity of Departmental programs and resources.

**PCB Change FY 2017-2018:** Several adjustments to base comprise the PC&B change from FY 2017 to FY 2018. These include mandated pay and benefit increases and decreases. The net result of these adjustments is (\$4.375 million).

**Average Cost Change FY 2017-2018:** The increase in average cost per FTE is due to required pay and benefit increases.

**Operations and Support**  
**Pay by Object Class**  
*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$78,545	\$80,536	\$78,082	(\$2,454)
11.3 Other than Full-Time Permanent	\$1,244	\$1,276	\$1,237	(\$39)
11.5 Other Personnel Compensation	\$5,802	\$5,949	\$5,768	(\$181)
12.1 Civilian Personnel Benefits	\$33,417	\$34,410	\$32,709	(\$1,701)
13.0 Benefits for Former Personnel	\$7	\$7	\$7	-
<b>Total - Personnel Compensation and Benefits</b>	<b>\$119,015</b>	<b>\$122,178</b>	<b>\$117,803</b>	<b>(\$4,375)</b>
<b>Positions and FTE</b>				
Positions - Civilian	867	867	720	(147)
FTE - Civilian	796	796	720	(76)

**Pay Cost Drivers**  
*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Civilian Pay and Benefits	796	119,015	\$149.51	796	122,178	\$153.48	720	117,803	\$163.61	(76)	(4,375)	\$10.12
<b>Total – Pay Cost Drivers</b>	<b>796</b>	<b>119,015</b>	<b>\$149.51</b>	<b>796</b>	<b>122,178</b>	<b>\$153.48</b>	<b>720</b>	<b>117,803</b>	<b>\$163.61</b>	<b>(76)</b>	<b>(4,375)</b>	<b>\$10.12</b>

OIG's major cost driver (both pay and non-pay) is funding for Personnel Compensation and Benefits. The FTE and Pay decrease from FY 2017 to FY 2018 is due to the reduction in personnel strength. The pay rate increase from FY 2017 to FY 2018 is due to required increases in pay and retirement benefits.

## Operations and Support Permanent Positions by Grade – Appropriation

Grades and Salary Range	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
Total, SES	18	18	18	-
Total, EX	1	1	1	-
GS-15	76	76	62	-14
GS-14	158	158	131	-27
GS-13	289	289	237	-52
GS-12	244	244	200	-44
GS-11	44	44	36	-8
GS-9	13	13	11	-2
GS-8	2	2	2	-
GS-7	6	6	6	-
GS-6	1	1	1	-
GS-5	4	4	4	-
GS-4	11	11	11	-
<b>Total Permanent Positions</b>	<b>867</b>	<b>867</b>	<b>720</b>	<b>-147</b>
<b>Position Locations</b>				
Headquarters	364	364	302	-62
U.S. Field	503	503	418	-85
<b>Averages</b>				
Average Personnel Costs, ES Positions	172,047	174,284	176,550	2,266
Average Personnel Costs, GS Positions	98,137	99,707	101,601	1,894
Average Grade, GS Positions	13	13	13	-

## Operations and Support Non Pay Budget Exhibits

### Non Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations and Support	\$42,452	\$38,973	\$40,171	\$1,198
<b>Total</b>	<b>\$42,452</b>	<b>\$38,973</b>	<b>\$40,171</b>	<b>\$1,198</b>
Discretionary - Appropriation	\$42,452	\$38,973	\$40,171	\$1,198

### Non Pay by Object Class *Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$4,148	\$4,061	\$3,645	(\$416)
22.0 Transportation of Things	\$36	\$36	\$36	-
23.1 Rental Payments to GSA	\$13,104	\$13,304	\$15,097	\$1,793
23.2 Rental Payments to Others	\$406	\$406	\$406	-
23.3 Communications, Utilities, and Misc. Charges	\$2,983	\$3,043	\$3,104	\$61
24.0 Printing and Reproduction	\$34	\$35	\$35	-
25.1 Advisory and Assistance Services	\$1,874	\$1,074	\$1,095	\$21
25.2 Other Services from Non-Federal Sources	\$6,590	\$5,487	\$5,474	(\$13)
25.3 Other Goods and Services from Federal Sources	\$6,745	\$5,398	\$5,308	(\$90)
25.4 Operation and Maintenance of Facilities	\$283	\$285	\$287	\$2
25.7 Operation and Maintenance of Equipment	\$1,377	\$1,305	\$1,279	(\$26)
26.0 Supplies and Materials	\$1,050	\$1,071	\$969	(\$102)
31.0 Equipment	\$3,671	\$3,317	\$3,285	(\$32)
42.0 Insurance Claims and Indemnities	\$10	\$10	\$10	-
91.0 Unvouchered	\$141	\$141	\$141	-
<b>Total - Non Pay Object Classes</b>	<b>\$42,452</b>	<b>\$38,973</b>	<b>\$40,171</b>	<b>\$1,198</b>

## Operations and Support Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Rental Payments	13,510	13,710	15,503	1,796
Other Contractual Services	15,492	12,244	12,164	(80)
Equipment (including Operation and Maintenance)	5,048	4,622	4,564	(58)
Travel	4,148	4,061	3,645	(416)
Communications and Utilities	2,983	3,043	3,104	61
Other Costs	1,271	1,293	1,191	(102)
<b>Total Non Pay Cost Drivers</b>	<b>42,452</b>	<b>38,973</b>	<b>40,171</b>	<b>1,198</b>

### **NARRATIVE EXPLANATION OF CHANGES**

**FY 2018 Non- Pay Cost Driver 1 – Rental Payments:** The increase of \$1.8 million is due to an increase in GSA rental payments. This cost driver includes both GSA and non-GSA rental payments.

**FY 2018 Non- Pay Cost Driver 2 - Other Contractual Services:** The decrease of \$0.08 million is due to the Working Capital Fund (WCF) activity transfers and lower operational support costs as a result of the personnel reduction. This cost driver includes the following categories:

- Advisory and Assistance Services
- Goods and Services from Federal and Non-Federal Accounts
- Operation and Maintenance of Facilities

**FY 2018 Non- Pay Cost Driver 3 – Equipment:** The decrease of \$0.06 million is due to normal fluctuations in cost. This cost driver includes both Equipment and Operation and Maintenance of Equipment.

**FY 2018 Non- Pay Cost Driver 4 – Travel:** The decrease of \$0.4 million is due to the anticipated reduction of operational support costs as a result of the personnel reduction.

**FY 2018 Non- Pay Cost Driver 5 - Communications and Utilities:** The increase of \$0.06 million is due to normal fluctuations in cost.

**FY 2018 Non- Pay Cost Driver - Other Costs:** The decrease of \$0.102 million is due to lower operational support costs as a result of the personnel reduction. This cost driver includes the following categories:

- Transportation of Things
- Printing and Reproduction
- Supplies and Materials

# Department of Homeland Security

## *U.S. Customs and Border Protection*

### Budget Overview



**Fiscal Year 2018**

**Congressional Justification**

## Table of Contents

<b><i>U.S. Customs and Border Protection</i></b> .....	<b>1</b>
<b>Appropriation Organization Structure</b> .....	<b>3</b>
<b>Strategic Context</b> .....	<b>5</b>
Component Contributions to Achieving Departmental Missions .....	8
Mission 1: Prevent Terrorism and Enhance Security.....	9
Mission 2: Secure and Manage Our Borders .....	11
Mission 3: Enforce and Administer Our Immigration Laws .....	22
Mature and Strengthen Homeland Security .....	23
<b>Budget Comparison and Adjustments</b> .....	<b>24</b>
<b>Personnel Compensation and Benefits</b> .....	<b>26</b>
<b>Non Pay Budget Exhibits</b> .....	<b>28</b>
<b>Supplemental Budget Justification Exhibits</b> .....	<b>30</b>



## U.S. Customs and Border Protection

### Appropriation Organization Structure

Organization Name	Level	Fund Type (* Includes Defense Funding)
<b>U.S. Customs and Border Protection</b>	<b>Component</b>	
<b>Operations and Support</b>	<b>Appropriation</b>	
Mission Support	PPA	
Enterprise Services	PPA Level II	Discretionary - Appropriation
Office of Professional Responsibility	PPA Level II	Discretionary - Appropriation
Executive Leadership and Oversight	PPA Level II	Discretionary - Appropriation
Border Security Operations	PPA	
US Border Patrol	PPA Level II	
Operations	PPA Level III	Discretionary - Appropriation
Assets and Support	PPA Level III	Discretionary - Appropriation
Office of Training and Development	PPA Level II	Discretionary - Appropriation
Trade and Travel Operations	PPA	
Office of Field Operations	PPA Level II	
Domestic Operations	PPA Level III	Discretionary - Appropriation
International Operations	PPA Level III	Discretionary - Appropriation
Targeting Operations	PPA Level III	Discretionary - Appropriation
Assets and Support	PPA Level III	Discretionary - Appropriation
Office of Trade	PPA Level II	Discretionary - Appropriation
Office of Training and Development	PPA Level II	Discretionary - Appropriation
Integrated Operations	PPA	
Air and Marine Operations	PPA Level II	
Operations	PPA Level III	Discretionary - Appropriation
Assets and Support	PPA Level III	Discretionary - Appropriation
Air and Marine Operations Center	PPA Level III	Discretionary - Appropriation
Office of International Affairs	PPA Level II	Discretionary - Appropriation
Office of Intelligence	PPA Level II	Discretionary - Appropriation
Office of Training and Development	PPA Level II	Discretionary - Appropriation
Operations Support	PPA Level II	Discretionary - Appropriation
<b>Procurement, Construction, and Improvements</b>	<b>Appropriation</b>	
Mission Support Assets and Infrastructure	PPA	Discretionary - Appropriation
Border Security Assets and Infrastructure	PPA	Discretionary - Appropriation
Trade and Travel Assets and Infrastructure	PPA	Discretionary - Appropriation
Integrated Operations Assets and Infrastructure	PPA	
Airframes and Sensors	PPA Level II	Discretionary - Appropriation
Watercraft	PPA Level II	Discretionary - Appropriation
Other Systems and Assets	PPA Level II	Discretionary - Appropriation
Operational Communications/Information Technology	PPA	Discretionary - Appropriation

Organization Name	Level	Fund Type (* Includes Defense Funding)
Construction and Facility Improvements	PPA	Discretionary - Appropriation
Immigration Inspection User Fee	Appropriation	Mandatory - Fee
Immigration Enforcement Fines	Appropriation	Mandatory - Fee
Electronic System for Travel Authorization (ESTA) Fee	Appropriation	Mandatory - Fee
Land Border Inspection Fee	Appropriation	Mandatory - Fee
COBRA Customs Fees	Appropriation	Mandatory - Fee
COBRA FTA	Appropriation	Discretionary - Fee
Agricultural Quarantine and Inspection Fees	Appropriation	Mandatory - Fee
Global Entry Fee	Appropriation	Discretionary - Fee
Puerto Rico Trust Fund	Appropriation	Mandatory - Fee
Virgin Islands Deposit Fund	Appropriation	Mandatory - Fee
User Fee Facilities	Appropriation	Discretionary - Fee
Customs Unclaimed Goods	Appropriation	Mandatory - Fee
9-11 Response and Biometric Exit Account	Appropriation	Mandatory - Fee

## U.S. Customs and Border Protection Strategic Context

---

### Component Overview

U.S. Customs and Border Protection (CBP) is comprised of the following mission-oriented programs that support achievement of the DHS strategic missions, goals, and objectives. Some programs are indented to show that this is the Procurement, Construction, and Improvements program that supports the related programs. In addition, some fees and funds are indented below the program it most closely aligns to as a funding source.

***Border Security Operations:*** The Border Security Operations program is charged with securing America's Southwest, Northern, and certain Coastal borders. Through the coordinated use of operational capabilities and assets of the U. S. Border Patrol and Air and Marine Operations, Customs and Border Protection prevents terrorists and terrorist weapons, illegal aliens, smugglers, narcotics, and other contraband from moving across the U.S. border.

***Border Security Assets and Infrastructure:*** The Border Security Assets and Infrastructure program acquires and maintains the technology and assets needed to conduct the Border Security mission. Assets include integrated detection and surveillance equipment to enhance situational awareness of border to facilitate border enforcement. Assets also include pedestrian and vehicle fencing and wall structures, roads, lighting, low water crossings, bridges, drainage and grate systems, marine ramps, and other related systems.

***Immigration Enforcement Fines:*** Certain Immigration Enforcement Fines provide support for the Department's costs in the identification, investigation, apprehension, detention, and removal of criminal aliens. These fines also support the maintenance and updating of systems to track criminal and illegal aliens on the border. Lastly, these fines support the repair, maintenance, and construction of border structures in areas experiencing high levels of apprehensions of illegal aliens.

***9-11 Response and Biometric Exit Account:*** The 9-11 Response and Biometric Exit account are fee surcharges for the implementation of a biometric exit program in the air environment with pilot projects for sea and land operational environments.

***Trade and Travel Operations:*** The Trade and Travel Operations program allows the Department to better intercept potential threats at the ports before they can cause harm while expediting legal trade and travel. The program includes a multi-layered system of people, technology, intelligence, risk information, targeting, international cooperation, and expanded shipper and traveler vetting that provides greater flexibility and capacity to accomplish these functions prior to arrival at the U.S. border.

***Trade and Travel Assets and Infrastructure:*** The Trade and Travel Assets and Infrastructure program acquires the technology and assets needed to conduct the Trade and Travel mission. Assets include integrated screening, scanning, biometric, and transaction processing systems to enhance the interception of potential threats before they can cause harm while expediting legal trade and travel.

***Agricultural Quarantine Inspection Fee:*** The Agricultural Quarantine Inspection Fee supports the full costs of keeping U.S. agricultural industries free from pests and diseases, and certifying that U.S. agricultural and food products shipped to markets abroad meet the importing countries' entry requirements. This fee is charged on all agricultural quarantine inspection services provided to international passengers, commercial vessels, trucks, aircraft, and railroad cars arriving in the customs territory of the United States.

***Consolidated Omnibus Budget Reconciliation Act (COBRA) Customs Fees:*** COBRA Customs Fees support the customs inspection functions performed by CBP at ports of entry. These fees are collected from barges/bulk carriers, broker permits, commercial air/sea passengers, commercial trucks/vessels, dutiable mail, express consignment carriers, private aircraft/vessels and railroad cars.

***CBP Services at User Fee Facilities:*** This CBP Services at User Fee Facilities fee is collected from organizations at certain seaports, airports, or land border facilities where CBP officers or employees are assigned to accept entries of merchandise, clear passengers, collect duties, and enforce the various provisions of CBP and related laws.

***Customs Unclaimed Goods:*** Customs Unclaimed Goods are those items abandoned or unclaimed at ports of entry. After six months from the date the goods arrive in the U.S. with no entry, the merchandise is considered abandoned/unclaimed and becomes property of the U.S. government. CBP then sells by public auction this merchandise and these proceeds are used for the payment of storage charges, expenses, duties, taxes, and fees.

***Electronic System for Travel Authorization (ESTA) Fee:*** All passengers from countries that are a part of the Visa Waiver Program are required to submit an application via the ESTA. This application is reviewed to determine eligibility to travel to the United States under the Visa Waiver Program. Fees collected from applicants are used to operate and maintain the ESTA, which adds a layer of security that allows DHS to determine, in advance of travel, whether an individual is eligible to travel to the United States under the Visa Waiver Program and whether such travel poses a law enforcement or security risk.

***Global Entry Fee:*** Global Entry is an international registered traveler program that incorporates technologies, such as biometrics, e-passports, and security threat assessments to expedite screening and processing of international travelers, including U.S. citizens and residents. All applicants must be pre-approved and they must undergo a rigorous background check and interview before enrollment. This fee supports the processing of applicants for the Global Entry program.

***Immigration Inspection User Fee:*** The Immigration Inspection User Fee is collected from foreign passengers arriving on commercial aircraft and vessels at U.S.-operated air and sea ports of entry. These fees finance a portion of the Department's costs to deter, detect, detain, adjudicate, and remove passengers attempting to make an unauthorized landing or bring aliens unlawfully into the U.S. through air and sea ports of entry.

***Land Border Inspection Fee:*** Land Border Inspection Fees support inspection services provided at Land Border Ports of Entry. These services include: the cost of immigration inspection services, information technology systems, hiring inspectors, overtime inspection services, detection of fraudulent travel documents, and administrative expenses.

***Puerto Rico Trust Fund:*** The Puerto Rico Trust Fund is used to fund the inspection of all people and goods entering Puerto Rico for the cost of collecting duties thereof. U.S. Customs Duties and Taxes are collected in Puerto Rico from passengers and for merchandise entering from foreign locations. These collections are then deposited into the Puerto Rico Trust Fund, from which CBP deducts its cost of collecting these duties and taxes, as well as reimbursing U.S. Immigration and Customs Enforcement (ICE) for related costs, with remaining funds serving as a revenue source for the government of Puerto Rico.

***Virgin Island Deposit Fund (VIDF):*** The U.S. Virgin Islands Customs Duties and Taxes are collected from passengers and merchandise entering the U.S. Virgin Islands and are used to fund CBP for the cost of collecting these duties and taxes. These collections are then deposited into the VIDF, from which CBP deducts its cost of collecting these duties and taxes, with remaining funds serving as a revenue source for the government of the U.S. Virgin Islands.

***Mission Support:*** The Mission Support program provides enterprise leadership, management, and business administrative services that sustain the day-to-day back office operations. Key capabilities include managing the agency's performance, finances, workforce, physical and personnel security, acquisition of goods and services, information technology, property and assets, communications, legal affairs, and administration.

***Mission Support Assets and Infrastructure:*** The Mission Support Assets and Infrastructure program acquires the enterprise assets and information technology systems and services that support business administrative services and back office operations.

***Integrated Operations:*** The Integrated Operations program ensures domain awareness through the sustainment of command and control, coordination, information sharing, and situational awareness in support of multiple mission programs. It also supports occupational health and safety.

***Integrated Operations Assets and Infrastructure:*** The Integrated Operations Assets and Infrastructure program acquires air and marine assets and the related support systems and infrastructure to maintain and operate these assets.

***Operational Communications/Information Technology:*** The Operational Communications/IT program enhances domain awareness by acquiring assets for command and control, coordination, information and situational awareness, and/or occupational health and safety for multiple mission programs.

***Construction and Facility Improvements:*** The Construction and Facility Improvements program supports the improvement of existing owned or leased facilities and real property, and the construction of new facilities.

### Component Contributions to Achieving Departmental Missions

The table below shows the alignment of the CBP programs to the DHS Missions and Mature and Strengthen Homeland Security.

Programs	DHS Missions					*Mature and Strengthen Homeland Security
	*Prevent Terrorism and Enhance Security	*Secure and Manage Our Borders	*Enforce and Administer Our Immigration Laws	*Safeguard and Secure Cyberspace	*Strengthen National Preparedness and Resilience	
Border Security Operations		99%	1%			
Border Security Assets and Infrastructure		100%				
Immigration Enforcement Fines	3%	93%	4%			
Trade and Travel Operations	2%	96%	1%			
Trade and Travel Assets and Infrastructure		100%				
APEC Travel Card		100%				
CBP Services at User Fee Facilities	3%	93%	4%			
Customs Unclaimed Goods	3%	93%	4%			
Electronic System for Travel Authorization Fee	3%	94%	3%			
Electronic Visa Update System		100%				
Global Entry Fee	3%	94%	4%			
Immigration Inspection User Fee	3%	86%	4%			7%
Land Border Inspection Fee	3%	93%	4%			
Puerto Rico Trust Fund	3%	93%	4%			
Mission Support		1%				99%
Mission Support Assets and Infrastructure						100%
Integrated Operations	22%	76%	2%			
Integrated Operations Assets and Infrastructure	26%	74%				
Operational Communications/Information Technology						
Construction and Facility Improvements	3%	91%	6%			
Agricultural Quarantine Inspection Fee	3%	86%	4%			8%
COBRA Customs Fees	3%	93%	4%			
Virgin Island Deposit Fund	3%	93%	4%			

*\*Totals account for rounding*

## Mission 1: Prevent Terrorism and Enhance Security

### Resources Requested

CBP resources supporting *Prevent Terrorism and Enhance Security* are provided in the table below.

\$ in thousands

Program Name	FY 2016 Revised Enacted		FY 2017 Annualized CR		FY 2018 President's Budget	
	\$	FTE	\$	FTE	\$	FTE
Border Security Operations	4,894	-	4,125	-	6,702	-
Immigration Enforcement Fines	25	-	25	-	30	-
Trade and Travel Operations	93,731	32	79,665	32	99,878	40
Trade and Travel Assets and Infrastructure	-	-	-	-	-	-
Agricultural Quarantine Inspection Fee	11,909	90	14,432	92	14,745	95
COBRA Customs Fees	22,902	94	23,586	106	24,815	115
CBP Services at User Fee Facilities	259	2	282	2	270	2
Customs Unclaimed Goods	180	-	180	-	180	-
Electronic System for Travel Authorization Fee	567	2	602	3	5,378	36
Global Entry Fee	4,141	8	4,244	12	4,381	12
Immigration Inspection User Fee	17,965	126	18,492	133	20,446	137
Land Border Inspection Fee	1,387	6	1,407	6	1,454	6
Puerto Rico Trust Fund	2,740	9	2,775	6	2,775	6
Virgin Island Deposit Fund	356	2	342	2	335	2
Mission Support	724	4	721	5	811	5
Integrated Operations	217,158	881	211,260	880	235,315	1,030
Integrated Operations Assets and Infrastructure	18,370	-	18,882	-	40,113	-
Operational Communications/Information Technology	1,750	-	1,683	-	-	-
Construction and Facility Improvements	2,301	-	2,187	-	1,934	-
<b>Total</b>	<b>401,357</b>	<b>1,256</b>	<b>384,889</b>	<b>1,282</b>	<b>459,561</b>	<b>1,487</b>

### Performance Measures

For *Prevent Terrorism and Enhance Security*, Management Measures are displayed, as appropriate, to provide a more thorough context of expected performance results.

Management Measures

<b>Measure:</b> Percent of time TECS is available to end users						
<b>Description:</b> This measure quantifies the availability of the TECS service to all end-users based on a service level of 24X7 service. TECS is a U.S. CBP mission-critical law enforcement application system designed to identify individuals and businesses suspected of or involved in violation of federal law. TECS is also a communications system permitting message transmittal between the Department of Homeland Security law enforcement offices and other National, state, and local law enforcement agencies, access to the Federal Bureau of Investigation's National Crime Information Center and the National Law Enforcement Telecommunication Systems (NLETS). NLETS provides direct access to state motor vehicle departments.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%
<b>Result:</b>	99.9%	99.9%	99.9%	99.9%	N/A	N/A



## Mission 2: Secure and Manage Our Borders

### Resources Requested

CBP resources supporting *Secure and Manage Our Borders* are provided in the table below.

\$ in thousands

Program Name	FY 2016 Revised Enacted		FY 2017 Annualized CR		FY 2018 President's Budget	
	\$	FTE	\$	FTE	\$	FTE
Border Security Operations	4,145,808	21,263	4,136,284	21,263	4,479,501	21,230
Border Security Assets and Infrastructure	76,421	-	61,857	-	1,715,163	-
Immigration Enforcement Fines	761	5	774	5	930	5
Trade and Travel Operations	3,787,640	19,685	3,846,050	18,889	4,050,182	17,623
Trade and Travel Assets and Infrastructure	116,553	-	116,345	-	109,240	-
9-11 Response and Biometric Exit	-	-	-	-	26,391	-
Agricultural Quarantine Inspection Fee	369,169	2,796	447,406	2,866	457,102	2,937
COBRA Customs Fees	709,953	2,926	731,170	3,300	769,250	3,557
CBP Services at User Fee Facilities	8,039	64	8,739	71	8,371	74
Customs Unclaimed Goods	5,573	-	5,573	-	5,573	-
Electronic System for Travel Authorization Fee	57,383	58	58,677	87	206,932	1,109
Global Entry Fee	141,299	236	144,498	387	148,764	387
Immigration Inspection User Fee	556,901	3,897	573,252	4,137	633,828	4,254
Land Border Inspection Fee	43,011	186	43,611	188	45,083	188
Puerto Rico Trust Fund	84,952	272	86,025	200	86,025	200
Virgin Island Deposit Fund	11,036	57	10,596	59	10,388	59
Mission Support	24,114	176	23,879	177	25,589	177
Mission Support Assets and Infrastructure	-	-	-	-	-	-
Integrated Operations	768,315	1,442	755,115	1,443	821,800	1,569
Integrated Operations Assets and Infrastructure	51,530	-	61,418	-	112,995	-
Operational Communications/Information Technology	5,250	-	5,050	-	-	-
Construction and Facility Improvements	56,593	-	52,797	-	54,416	-
<b>Total</b>	<b>11,020,300</b>	<b>53,060</b>	<b>11,169,115</b>	<b>53,070</b>	<b>13,767,524</b>	<b>53,377</b>

*Performance Measures*

For *Secure and Manage Our Borders*, two types of performance measures are presented. Strategic Measures represent CBP measures that gauge achievement for this mission area, and are considered to be our Government Performance and Results Act Modernization Act (GPRAMA) performance measures. Additional Management Measures are displayed, as appropriate, to provide a more thorough context of expected performance results.

Strategic Measures

<b>Measure:</b> Amount of smuggled outbound currency seized at the ports of entry (in millions)						
<b>Description:</b> This measure provides the total dollar amount of all currency in millions seized during outbound inspection of exiting passengers and vehicles, both privately-owned and commercial. The scope of this measure covers both the southwest and northern borders and includes all modes of transportation, (land, air, and sea).						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	\$30	\$30.0	\$30.0	\$30.0	\$30.0	\$30.0
<b>Result:</b>	\$36.9	\$37.7	\$37.6	\$28.9	N/A	N/A

<b>Measure:</b> Number of smuggled outbound weapons seized at the ports of entry						
<b>Description:</b> This measure provides the total number of illegal weapons seized during outbound inspection of exiting passengers and vehicles, both privately-owned and commercial. Weapons are defined as pistols, rifle-shotgun combinations, rifles, revolvers, shotguns, disguised weapons, machine guns, submachine guns or machine pistols. Seizing weapons being smuggled for criminal purposes strengthens our border security by preventing the movement of assault weapons and ammunition.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	400	400	400	400	400	400
<b>Result:</b>	731	411	505	661	N/A	N/A

<b>Measure:</b> Percent of recurring border surveillance implemented in remote low risk areas between ports of entry						
<b>Description:</b> This measure represents the percentage of remote low risk areas along the land border that are covered by recurring surveillance that can detect possible illicit activity. Low risk areas are geographically remote parts of the border that also have historically had low levels of illegal activity. Recurring surveillance is achieved through geospatial capabilities that monitor these areas for potential illicit activity and provide information to CBP Office of Intelligence analysts who review the information and determine if a response is needed. The measure demonstrates the Border Patrol's ability to maintain awareness of illicit activity without needing to have agents directly located in these remote areas.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	N/A	N/A	70%	80%
<b>Result:</b>	N/A	N/A	N/A	N/A	N/A	N/A

<b>Measure:</b> Percent of cargo by value imported to the U.S. by participants in CBP trade partnership programs						
<b>Description:</b> This measure describes the percent of all cargo that is imported from CBP trade partnership programs based on the value compared to total value of all imports. Partnership programs include both Customs-Trade Partnership Against Terrorism (C-TPAT) and Importer Self Assessment. CBP works with the trade community through these voluntary public-private partnership programs, wherein some members of the trade community adopt tighter security measures throughout their international supply chain and in return are afforded benefits. A variety of trade actors are included in these partnership programs, such as importers, carriers, brokers, consolidators/third party logistic providers, Marine Port Authority and Terminal Operators, and foreign manufacturers.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	57.0%	59.0%	54.0%	53.0%	53.0%	53.0%
<b>Result:</b>	55.2%	53.9%	52.2%	53.0%	N/A	N/A

<b>Measure:</b> Percent of detected conventional aircraft incursions resolved along all borders of the United States						
<b>Description:</b> The measure represents the percent of conventional aircraft, once detected visually or by radar, that are suspected of illegal cross border activity and are brought to a successful law enforcement resolution. In some cases, Air and Marine Operations (AMO) assets are launched to interdict the aircraft. In most cases, resolution of the aircraft identity is made by the Air and Marine Operations Center (AMOC) working with interagency partners such as the Federal Aviation Administration. If the incursion is deemed legal, AMO considers the incursion resolved. If not resolved, AMOC working with our partners including AMO assets - could not identify the target and is thus considered illegal.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	100%	100%	100%	100%	98.5%	98.5%
<b>Result:</b>	99.3%	98.8%	99.3%	99.7%	N/A	N/A

\* Targets modified from the 100% target to more accurately reflect historical performance and acknowledgement that Air and Marine Operations lacks control over certain situations that affect this measure.

<b>Measure:</b> Percent of import revenue successfully collected						
<b>Description:</b> This measure estimates the collected duties, taxes, and fees (called net undercollection of revenue) expressed as a percent of all collectable revenue due from commercial imports to the United States directed by trade laws, regulations, and agreements. The total collectable revenue is total collected revenue plus the estimated net undercollected revenue based on trade violations. The revenue gap is a calculation of uncollected duties (the difference between estimated undercollection and overpayment) based on statistical sampling.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	100%	100%	100%	100%	100%	100%
<b>Result:</b>	98.73%	99.56%	98.61%	99.06%	N/A	N/A

<b>Measure:</b> Percent of imports compliant with U.S. trade laws						
<b>Description:</b> This measure reports the percent of imports that are compliant with U.S. trade laws including customs revenue laws. Ensuring that all imports are compliant and free of major discrepancies allows for lawful trade into the U.S.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	97.50%	97.50%	97.50%	97.50%	97.50%	97.50%
<b>Result:</b>	97.66%	97.99%	98.89%	99.18%	N/A	N/A

<b>Measure:</b> Percent of inbound cargo identified by CBP as potentially high-risk that is assessed or scanned prior to departure or at arrival at a U.S. port of entry						
<b>Description:</b> This measure gauges the percent of international cargo coming to the United States via air, land, and sea identified as potentially high-risk using the Automated Targeting System that is assessed or scanned prior to lading or at arrival at a U.S. port of entry. Assessing, resolving, and when necessary scanning potentially high-risk cargo prior to lading or at arrival at the ports of entry ensures the safety of the U.S. public and minimizes the impact to the trade through the effective use of risk-focused targeting.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	100%	100%	100%	100%	100%	100%
<b>Result:</b>	98%	99.22%	99.76%	99.28%	N/A	N/A

<b>Measure:</b> Percent of people apprehended multiple times along the Southwest border						
<b>Description:</b> This measure examines the percent of deportable individuals who have been apprehended multiple times by the U.S. Border Patrol. This measure calculates the number of people apprehended multiple times divided by the total number of apprehensions of people during a fiscal year. Effective and efficient application of consequences for illegal border crossers will, over time, reduce overall recidivism.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	<=18%	<=17%	<=17%	<=17%	<=17%	<=17%
<b>Result:</b>	16%	14%	14.0%	12.3%	N/A	N/A

<b>Measure:</b> Percent of time the U.S. Border Patrol meets its goal of responding to potential illegal activity in remote, low-risk areas						
<b>Description:</b> In order to ensure an effective response, the U.S. Border Patrol (USBP) aims to respond to potentially illicit activity in remote low risk areas within 24 hours. This measure gauges USBP's ability to meet that goal and ensure potential illegal activity is properly assessed and responded to.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	N/A	N/A	95%	96%
<b>Result:</b>	N/A	N/A	N/A	N/A	N/A	N/A

<b>Measure:</b> Rate of interdiction effectiveness along the Southwest Border between ports of entry						
<b>Description:</b> This measure reports the percent of detected illegal entrants who were apprehended or turned back after illegally entering the United States between the ports of entry on the Southwest border. The Border Patrol achieves this desired strategic outcome by maximizing the apprehension of detected illegal entrants or, 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.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	77.00%	80.00%	81.00%	81%	81%
<b>Result:</b>	N/A	79.28%	81.01%	82.67%	N/A	N/A

Management Measures

<b>Measure:</b> Air mission launch rate						
<b>Description:</b> A primary and important measure for Air and Marine Operations is its capability to launch an aircraft when a request is made for aerial support. This measure captures the percent of all requests made for air support to which the program was able to respond.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	95%	95%	95%	83%	83%	83%
<b>Result:</b>	96%	94%	82%	83%	N/A	N/A

\* In FY15 AMO began using data from a new system the Tasking, Operation and Management Information System (TOMIS). This system allowed AMO to begin capturing metrics not previously available using the legacy system that resulted in a significant drop when compared to previous years. Requested targets moving forward from FY16 were set at 83% for all years until additional understanding is made.

<b>Measure:</b> Average number of apprehensions for persons with multiple apprehensions along the Southwest border						
<b>Description:</b> This measure examines the average number of apprehensions for deportable individuals who have been apprehended multiple times by the U.S. Border Patrol. Effective and efficient application of consequences for illegal border crossers will, over time, reduce the average number of apprehensions per recidivist and reduce overall recidivism.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	<=2.48	<=2.45	<=2.42	<=2.42	<=2.42	<=2.42
<b>Result:</b>	2.41	2.40	2.38	2.37	N/A	N/A

<b>Measure:</b> Compliance rate for Customs-Trade Partnership Against Terrorism (C-TPAT) members with the established C-TPAT security guidelines						
<b>Description:</b> This measure provides the overall compliance rate achieved for all validations performed during the Fiscal Year. After acceptance into the C-TPAT program, all C-TPAT members must undergo a periodic validation in which U.S. CBP examiners visit company locations and verify compliance with an industry-specific set of CBP security standards and required security practices. These validations are prepared using a weighted scoring system that is used to develop an overall compliance rate for each company. Compliance with security guidelines enhances the security of cargo shipped to the U.S.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	94.0%	94.0%	94.0%	94.0%	94.0%	94.0%
<b>Result:</b>	96.8%	96.2%	97.4%	98.8%	N/A	N/A

<b>Measure:</b> Number of joint operations conducted along the Northern Border by Border Patrol Agents and Canadian law enforcement partners						
<b>Description:</b> This measure tracks the number of initiated joint operations that are formalized by operations orders to engage in joint operations along the Northern Border. These bi-lateral law enforcement efforts between Customs and Border Protection and Canadian law enforcement partners at federal, provincial, territorial, and municipal (local) levels enhance the ability to ensure legal trade and travel, while mitigating border security threats, including illicit activity by criminal organizations and others who would do harm to our Nation.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	18	24	24	24	24	24
<b>Result:</b>	27	34	29	22	N/A	N/A

<b>Measure:</b> Number of joint operations conducted along the Southwest Border by Border Patrol Agents and Mexican law enforcement partners						
<b>Description:</b> This measure tracks the number of initiated joint operations that are formalized by operations orders which define levels of participation and dedication of resources. Bi-lateral law enforcement efforts between CBP/Border Patrol and Mexican law enforcement partners at local, state, and federal levels enhance the ability to ensure legal trade and travel, while mitigating border security threats, including illicit activity by criminal organizations and others who would do harm to our Nation. (For FY12 on, this measure will be part of the management set.)						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	11	12	20	20	20	20
<b>Result:</b>	31	23	25	16	N/A	N/A

<b>Measure:</b> Number of shipments seized as a result of intellectual property rights violations						
<b>Description:</b> This trade discrepancy measure provides the number of seizures made by U.S. CBP and for Intellectual Property Rights (IPR) violations. IPR infringement undermines the economic vitality of the United States by reducing the competitiveness of U.S. industry, threatens national security due to infiltration of counterfeit parts in the supply chain for defense systems and other critical infrastructure, and poses risks to the health and safety of consumers. CBP and ICE are actively engaged in protecting America by seizing these infringing goods.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	24,000	25,000	26,500	28,000	29,000	29,000
<b>Result:</b>	24,394	23,161	28,839	31,539	N/A	N/A

<b>Measure:</b> Percent of air passengers compliant with laws, rules, and regulations						
<b>Description:</b> This measure represents the percentage of international air travelers who are in compliance with all federal, state, and municipal laws and regulations which CBP is charged with enforcing at the ports of entry (international airports). The laws and regulations include those CBP has direct jurisdiction over, such as agriculture, immigration, and customs, as well as those of other government agencies that CBP is tasked by Congress to enforce. Examples include Food and Drug Administration pharmaceutical regulations, Consumer Product Safety Commission product safety alerts, Center for Disease Control health and safety alerts, and confiscation of alcoholic beverages from minors on behalf of state authorities.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%
<b>Result:</b>	98.6%	98.5%	98.1%	98.3%	N/A	N/A

<b>Measure:</b> Percent of apprehensions at Border Patrol checkpoints						
<b>Description:</b> Checkpoints are facilities used by the Border Patrol to monitor traffic on routes of egress from areas on the Southwestern and Northern borders. Checkpoints are an integral part of the Border Patrol's defense-in-depth, layered strategy. As such, measurements of activities occurring at checkpoints serve not only to gauge checkpoint operational effectiveness, but also serve as barometers of the effectiveness of the Border Patrol's overall national border enforcement strategy to deny illegal entries into the United States. This measure examines one component of checkpoint activity, the number of persons apprehended by Border Patrol agents, and compares these apprehensions to Border Patrol apprehensions made nationwide.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	<5.00%	<5.00%	<5.00%	<5.00%	<5.00%	<5.00%
<b>Result:</b>	2.26%	1.96%	2.52%	1.34%	N/A	N/A



<b>Measure:</b> Percent of border vehicle passengers in compliance with agricultural quarantine regulations						
<b>Description:</b> The measure shows CBP's success at maintaining a high level of security in the land border environment by measuring the degree of compliance with U.S. Department of Agriculture (USDA) agricultural quarantine regulations and other mandatory agricultural product restrictions. CBP randomly samples border vehicle passengers for compliance with all USDA laws, rules, and regulations using USDA guidance on sampling procedures.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	95.5%	95.5%	96.5%	95.5%	95.5%	95.5%
<b>Result:</b>	97.4%	97.3%	97.5%	97.1%	N/A	N/A

<b>Measure:</b> Percent of Global Entry members with no security-related violations						
<b>Description:</b> CBP expedites the travel inspection process for low-risk travelers entering the United States that are pre-vetted by participation in the CBP Global Entry (GE) trusted traveler program. 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.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	N/A	N/A	99.5%	99.5%
<b>Result:</b>	N/A	N/A	N/A	N/A	N/A	N/A

<b>Measure:</b> Percent of international air passengers in compliance with agricultural quarantine regulations						
<b>Description:</b> The measure shows CBP's success at maintaining a high level of security in the international air environment by measuring the degree of compliance with USDA agricultural quarantine regulations and other mandatory agricultural product restrictions by international air passengers. CBP randomly samples international air passengers for compliance with all USDA laws, rules, and regulations using USDA guidance on sampling procedures.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	95.5%	95.5%	96.0%	95.5%	95.5%	95.5%
<b>Result:</b>	96.8%	96.8%	97.3%	99.6%	N/A	N/A

<b>Measure:</b> Percent of land border passengers compliant with laws, rules, and regulations						
<b>Description:</b> : This measure represents the percentage of land border privately owned vehicle (POV) passengers who are in compliance with all federal, state, and municipal laws and regulations which CBP is charged with enforcing at the land border POV ports of entry. The laws and regulations include those CBP has direct jurisdiction over, such as agriculture, immigration, and customs, as well as those of other government agencies that CBP is tasked by Congress to enforce. Examples include Food and Drug Administration pharmaceutical regulations, Center for Disease Control health and safety alerts, and confiscation of alcoholic beverages from minors on behalf of state authorities.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
<b>Result:</b>	99.5%	99.7%	99.7%	99.7%	N/A	N/A

<b>Measure:</b> Percent of U.S. Border Patrol agents who are trained and certified to perform enforcement actions						
<b>Description:</b> The measure assesses training readiness of U.S. Border Patrol (USBP) agents. Increasing agents' levels of basic and advanced training enhances USBP's capability to perform mission-essential tasks. Border Patrol agents are the only CBP resources capable of many essential law enforcement functions on the U.S. border. As agent numbers fluctuate, fully trained, deployable agents can mitigate agent-hiring shortfalls. Agents complete extensive Academy Basic Training and are required throughout their career to maintain certification in areas such as Quarterly Firearms Proficiency and Use of Force Policy. In addition, because each sector has unique climate, terrain, and operational environment, each USBP sector has different region-specific training requirements. These specialties include handling canines, counter-tunnel operations, horse patrol, All-Terrain-Vehicle, radiation detection, and snowmobile training.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	N/A	N/A	92%	94%
<b>Result:</b>	N/A	N/A	N/A	N/A	N/A	N/A

<b>Measure:</b> Percent reduction of processing and wait times for members of Global Entry and other Trusted Traveler programs compared to non-members						
<b>Description:</b> This measure highlights the benefit of membership in Global Entry and other Trusted Traveler programs by demonstrating the reduction in delays (processing and wait times) experienced by Global Entry and other trusted program members when entering the U.S. in comparison to regular travelers.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	N/A	N/A	N/A	70%	70%	70%*
<b>Result:</b>	N/A	N/A	N/A	81%	N/A	N/A

\* CBP will review FY18 targets based on FY17 results

<b>Measure:</b> Value of shipments seized as a result of intellectual property rights violations (in millions)						
<b>Description:</b> This trade discrepancy measure provides the value of seizures made by CBP and ICE for IPR violations. IPR infringement undermines the economic vitality of the United States by reducing the competitiveness of U.S. industry, threatens national security due to infiltration of counterfeit parts in the supply chain for defense systems and other critical infrastructure, and poses risks to the health and safety of consumers. CBP and ICE are actively engaged in protecting America by seizing these infringing goods.						
<b>Fiscal Year:</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Target:</b>	\$136.00	\$200.00	\$145.00	\$135.00	\$218.40	\$218.40
<b>Result:</b>	\$214.89	\$130.20	\$182.96	\$201.60	N/A	N/A

### Mission 3: Enforce and Administer Our Immigration Laws

#### Resources Requested

CBP resources supporting *Enforce and Administer Our Immigration Laws* are provided in the table below.

\$ in thousands

Program Name	FY 2016 Revised Enacted		FY 2017 Annualized CR		FY 2018 President's Budget	
	\$	FTE	\$	FTE	\$	FTE
Border Security Operations	46,409	2	44,535	2	49,898	2
Immigration Enforcement Fines	33	-	33	-	40	-
Trade and Travel Operations	53,808	46	55,784	53	60,757	56
Agricultural Quarantine Inspection Fee	15,878	120	19,243	123	19,660	126
COBRA Customs Fees	30,536	126	31,448	142	33,086	153
CBP Services at User Fee Facilities	346	3	376	3	360	3
Customs Unclaimed Goods	240	-	240	-	240	-
Electronic System for Travel Authorization Fee	755	2	802	4	7,170	48
Global Entry Fee	5,521	10	5,658	17	5,842	17
Immigration Inspection User Fee	23,953	168	24,656	178	27,261	183
Land Border Inspection Fee	1,850	8	1,876	8	1,939	8
Puerto Rico Trust Fund	3,654	12	3,700	9	3,700	9
Virgin Island Deposit Fund	475	2	456	3	447	3
9-11 Response and Biometric Exit	-	-	72,620	-	64,159	-
Integrated Operations	20,632	-	19,827	-	20,965	-
Construction and Facility Improvements	3,976	-	4,770	-	3,425	-
<b>Total</b>	<b>208,064</b>	<b>500</b>	<b>286,025</b>	<b>541</b>	<b>298,950</b>	<b>608</b>

#### Performance Measures

CBP contributes to this mission, but does not have performance measures in this area.

## Mature and Strengthen Homeland Security

### *Resources Requested*

CBP resources supporting *Mature and Strengthen Homeland Security* are provided in the table below.

\$ in thousands

Program Name	FY 2016 Revised Enacted		FY 2017 Annualized CR		FY 2018 President's Budget	
	\$	FTE	\$	FTE	\$	FTE
Border Security Operations	-	-	-	-	-	-
Agricultural Quarantine Inspection Fee	52,901	194	53,433	194	43,007	97
Global Entry Fee	7	-	10	-	13	-
Immigration Inspection User Fee	93,868	567	92,521	490	51,298	172
Mission Support	1,488,533	3,863	1,458,378	3,861	1,740,785	4,728
Mission Support Assets and Infrastructure	30,000	-	29,947	-	26,433	-
Integrated Operations	178	-	176	-	158	-
<b>Total</b>	<b>1,665,487</b>	<b>4,624</b>	<b>1,634,465</b>	<b>4,545</b>	<b>1,861,694</b>	<b>4,997</b>

### *Performance Measures*

CBP contributes to this mission, but does not have performance measures in this area.

## U.S. Customs and Border Protection Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operations and Support	51,947	47,394	\$10,651,944	51,158	46,605	\$10,635,799	51,189	46,460	\$11,592,341	31	(145)	\$956,542
Procurement, Construction, and Improvements	-	-	\$362,744	-	-	\$354,936	-	-	\$2,063,719	-	-	\$1,708,783
Immigration Inspection User Fee	4,190	4,190	\$692,686	4,371	4,371	\$708,921	4,179	4,179	\$732,834	(192)	(192)	\$23,913
Immigration Enforcement Fines	5	5	\$818	5	5	\$832	5	5	\$1,000	-	-	\$168
Electronic System for Travel Authorization (ESTA) Fee	62	62	\$58,705	94	94	\$60,081	1,193	1,193	\$219,480	1,099	1,099	\$159,399
Land Border Inspection Fee	200	200	\$46,248	202	202	\$46,894	202	202	\$48,476	-	-	\$1,582
COBRA Customs Fees	1,575	1,575	\$528,580	2,538	2,538	\$543,666	2,538	2,538	\$562,151	-	-	\$18,485
COBRA FTA	1,569	1,569	\$234,810	1,010	1,010	\$242,538	1,287	1,287	\$265,000	277	277	\$22,462
Agricultural Quarantine and Inspection Fees	3,006	3,006	\$449,857	3,082	3,082	\$534,515	3,061	3,061	\$534,515	(21)	(21)	-
Global Entry Fee	254	254	\$150,967	416	416	\$154,410	416	416	\$159,000	-	-	\$4,590
Puerto Rico Trust Fund	292	292	\$91,346	215	215	\$92,500	215	215	\$92,500	-	-	-
Virgin Islands Deposit Fund	61	61	\$11,867	63	63	\$11,394	63	63	\$11,170	-	-	(\$224)
User Fee Facilities	69	69	\$8,644	76	76	\$9,397	80	80	\$9,001	4	4	(\$396)
Customs Unclaimed Goods	-	-	\$5,992	-	-	\$5,992	-	-	\$5,992	-	-	-
9-11 Response and Biometric Exit Account	-	-	-	-	-	\$72,620	35	27	\$90,550	35	27	\$17,930
<b>Total</b>	<b>63,230</b>	<b>58,677</b>	<b>\$13,295,208</b>	<b>63,230</b>	<b>58,677</b>	<b>\$13,474,495</b>	<b>64,463</b>	<b>59,726</b>	<b>\$16,387,729</b>	<b>1,233</b>	<b>1,049</b>	<b>\$2,913,234</b>
Subtotal Discretionary - Appropriation	51,947	47,394	\$11,014,688	51,158	46,605	\$10,990,735	51,189	46,460	\$13,656,060	31	(145)	\$2,665,325
Subtotal Discretionary - Fee	1,892	1,892	\$394,421	1,502	1,502	\$406,345	1,783	1,783	\$433,001	281	281	\$26,656
Subtotal Mandatory - Fee	9,391	9,391	\$1,886,099	10,570	10,570	\$2,077,415	11,491	11,483	\$2,298,668	921	913	\$221,253

## U.S. Customs and Border Protection Comparison of Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$13,294,889		
Transfers & Reprogrammings	(\$33,561)		
Delta in Enacted Fee Estimate to Fee Actuals	\$33,880		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$13,295,208</b>	<b>\$13,474,495</b>	<b>\$16,387,729</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$461,263	\$1,027,705	\$941,821
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	\$1,000	-	\$6,000
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$13,757,471</b>	<b>\$14,502,200</b>	<b>\$17,335,550</b>
Collections – Reimbursable Resources	\$2,450,038	\$2,450,015	\$2,450,015
<b>Total Budget Resources</b>	<b>\$16,207,509</b>	<b>\$16,952,215</b>	<b>\$19,785,565</b>
Obligations (Actual/Projections/Estimates)	\$12,851,960	\$15,926,937	\$15,830,125
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	63,230	63,230	64,463
Enacted/Request FTE	58,677	58,677	59,726
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	58,779	74,440	75,673
FTE (Actual/Estimates/Projections)	58,476	69,887	70,936

## U.S. Customs and Border Protection Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations and Support	51,947	47,394	\$7,243,181	\$152.83	51,158	46,605	\$7,263,950	\$155.86	51,189	46,460	\$7,795,208	\$167.78	31	(145)	\$531,258	\$11.92
Immigration Inspection User Fee	4,190	4,190	\$633,278	\$151.14	4,371	4,371	\$648,120	\$148.28	4,179	4,179	\$656,998	\$157.21	(192)	(192)	\$8,878	\$8.93
Immigration Enforcement Fines	5	5	\$818	\$163.6	5	5	\$648	\$129.6	5	5	\$778	\$155.6	-	-	\$130	\$26
Electronic System for Travel Authorization (ESTA) Fee	62	62	\$13,014	\$209.9	94	94	\$13,320	\$141.7	1,193	1,193	\$171,225	\$143.52	1,099	1,099	\$157,905	\$1.82
Land Border Inspection Fee	200	200	\$46,248	\$231.24	202	202	\$28,150	\$139.36	202	202	\$29,099	\$144.05	-	-	\$949	\$4.69
COBRA Customs Fees	1,575	1,575	\$485,940	\$308.53	2,538	2,538	\$499,810	\$196.93	2,538	2,538	\$518,374	\$204.25	-	-	\$18,564	\$7.32
COBRA FTA	1,569	1,569	\$234,810	\$149.66	1,010	1,010	\$242,538	\$240.14	1,287	1,287	\$265,000	\$205.91	277	277	\$22,462	(\$34.23)
Agricultural Quarantine and Inspection Fees	3,006	3,006	\$404,439	\$134.54	3,082	3,082	\$471,578	\$153.01	3,061	3,061	\$471,578	\$154.06	(21)	(21)	-	\$1.05
Global Entry Fee	254	254	\$82,659	\$325.43	416	416	\$69,761	\$167.69	416	416	\$73,022	\$175.53	-	-	\$3,261	\$7.84
Puerto Rico Trust Fund	292	292	\$39,776	\$136.22	215	215	\$28,904	\$134.44	215	215	\$28,904	\$134.44	-	-	-	-
Virgin Islands Deposit Fund	61	61	\$9,250	\$151.64	63	63	\$8,883	\$141	63	63	\$9,085	\$144.21	-	-	\$202	\$3.21
User Fee Facilities	69	69	\$8,644	\$125.28	76	76	\$9,091	\$119.62	80	80	\$8,707	\$108.84	4	4	(\$384)	(\$10.78)
9-11 Response and Biometric Exit Account	-	-	-	-	-	-	-	-	35	27	\$3,920	\$145.19	35	27	\$3,920	\$145.19
<b>Total</b>	<b>63,230</b>	<b>58,677</b>	<b>\$9,202,057</b>	<b>\$156.83</b>	<b>63,230</b>	<b>58,677</b>	<b>\$9,284,753</b>	<b>\$158.23</b>	<b>64,463</b>	<b>59,726</b>	<b>\$10,031,898</b>	<b>\$167.97</b>	<b>1,233</b>	<b>1,049</b>	<b>\$747,145</b>	<b>\$9.74</b>
Discretionary - Appropriation	51,947	47,394	\$7,243,181	\$152.83	51,158	46,605	\$7,263,950	\$155.86	51,189	46,460	\$7,795,208	\$167.78	31	(145)	\$531,258	\$11.92
Mandatory - Fee	9,391	9,391	\$1,632,763	\$173.86	10,570	10,570	\$1,699,413	\$160.78	11,491	11,483	\$1,889,961	\$164.59	921	913	\$190,548	\$3.81
Discretionary - Fee	1,892	1,892	\$326,113	\$172.36	1,502	1,502	\$321,390	\$213.97	1,783	1,783	\$346,729	\$194.46	281	281	\$25,339	(\$19.51)

\* The FTE Rate calculation does not include Object Class 11.8-Special Personal Services Payments or 13.0-Benefits for Former Personnel.



## U.S. Customs and Border Protection

### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$5,031,504	\$5,212,724	\$5,504,898	\$292,174
11.3 Other than Full-Time Permanent	\$14,743	\$15,212	\$9,360	(\$5,852)
11.5 Other Personnel Compensation	\$1,352,393	\$1,265,088	\$1,372,604	\$107,516
12.1 Civilian Personnel Benefits	\$2,803,417	\$2,791,724	\$3,145,027	\$353,303
13.0 Benefits for Former Personnel	-	\$5	\$9	\$4
<b>Total - Personnel Compensation and Benefits</b>	<b>\$9,202,057</b>	<b>\$9,284,753</b>	<b>\$10,031,898</b>	<b>\$747,145</b>
<b>Positions and FTE</b>				
Positions - Civilian	63,230	63,230	64,463	1,233
FTE - Civilian	58,677	58,677	59,726	1,049

## U.S. Customs and Border Protection Non Pay Budget Exhibits

### Non Pay summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations and Support	\$3,408,763	\$3,371,849	\$3,797,133	\$425,284
Procurement, Construction, and Improvements	\$362,744	\$354,936	\$2,063,719	\$1,708,783
Immigration Inspection User Fee	\$59,408	\$60,801	\$75,836	\$15,035
Immigration Enforcement Fines	-	\$184	\$222	\$38
Electronic System for Travel Authorization (ESTA) Fee	\$45,691	\$46,761	\$48,255	\$1,494
Land Border Inspection Fee	-	\$18,744	\$19,377	\$633
COBRA Customs Fees	\$42,640	\$43,856	\$43,777	(\$79)
Agricultural Quarantine and Inspection Fees	\$45,418	\$62,937	\$62,937	-
Global Entry Fee	\$68,308	\$84,649	\$85,978	\$1,329
Puerto Rico Trust Fund	\$51,570	\$63,596	\$63,596	-
Virgin Islands Deposit Fund	\$2,617	\$2,511	\$2,085	(\$426)
User Fee Facilities	-	\$306	\$294	(\$12)
Customs Unclaimed Goods	\$5,992	\$5,992	\$5,992	-
9-11 Response and Biometric Exit Account	-	\$72,620	\$86,630	\$14,010
<b>Total</b>	<b>\$4,093,151</b>	<b>\$4,189,742</b>	<b>\$6,355,831</b>	<b>\$2,166,089</b>
Discretionary - Appropriation	\$3,771,507	\$3,726,785	\$5,860,852	\$2,134,067
Mandatory - Fee	\$253,336	\$378,002	\$408,707	\$30,705
Discretionary - Fee	\$68,308	\$84,955	\$86,272	\$1,317

## U.S. Customs and Border Protection

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$115,694	\$136,551	\$150,716	\$14,165
22.0 Transportation of Things	\$18,229	\$21,946	\$22,689	\$743
23.1 Rental Payments to GSA	\$565,740	\$580,060	\$601,389	\$21,329
23.2 Rental Payments to Others	\$54,297	\$58,759	\$57,269	(\$1,490)
23.3 Communications, Utilities, and Misc. Charges	\$131,932	\$154,759	\$133,518	(\$21,241)
24.0 Printing and Reproduction	\$47,497	\$67,249	\$68,644	\$1,395
25.1 Advisory and Assistance Services	\$23,478	\$29,574	\$31,539	\$1,965
25.2 Other Services from Non-Federal Sources	\$1,260,521	\$1,369,428	\$1,545,173	\$175,745
25.3 Other Goods and Services from Federal Sources	\$178,494	\$204,948	\$208,095	\$3,147
25.4 Operation and Maintenance of Facilities	\$183,306	\$164,206	\$209,669	\$45,463
25.5 Research and Development Contracts	\$5	\$5	\$5	-
25.6 Medical Care	\$2,123	\$5,772	\$11,124	\$5,352
25.7 Operation and Maintenance of Equipment	\$514,624	\$366,699	\$455,421	\$88,722
25.8 Subsistence & Support of Persons	\$2,948	\$3,032	\$3,027	(\$5)
26.0 Supplies and Materials	\$311,922	\$320,138	\$316,525	(\$3,613)
31.0 Equipment	\$635,397	\$620,820	\$801,326	\$180,506
32.0 Land and Structures	\$43,805	\$82,825	\$1,736,690	\$1,653,865
42.0 Insurance Claims and Indemnities	\$3,000	\$2,865	\$2,900	\$35
91.0 Unvouchered	\$139	\$106	\$112	\$6
<b>Total - Non Pay Object Classes</b>	<b>\$4,093,151</b>	<b>\$4,189,742</b>	<b>\$6,355,831</b>	<b>\$2,166,089</b>

---

**U.S. Customs and Border Protection  
Supplemental Budget Justification Exhibits**

---

**Working Capital Fund**

*Dollars in Thousands*

Appropriation and PPA	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
Operations and Support	\$108,668	\$58,373	\$59,447
Mission Support	\$108,668	\$58,373	\$59,447
<b>Total Working Capital Fund</b>	<b>\$108,668</b>	<b>\$58,373</b>	<b>\$59,447</b>

## U.S. Customs and Border Protection

### Status of Congressionally Requested Studies, Reports and Evaluations

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
2016	10/12/2015	SAFE Port Act P.L. 109-347 § 232(c)	Every six months, the Secretary shall submit a report describing the status of full-scale deployment under subsection (b) and the cost of deploying the system at each foreign port at which the integrated scanning systems are deployed.	Complete
2016	10/30/2015	SAFE Port Act P.L. 109-347 § 403(h)(4)	Not later than 30 days after the end of each fiscal year, the Commissioner shall report to the Committee on Finance of the Senate and the Committee on Ways and Means of the House of Representatives on the resources directed to commercial and trade facilitation functions within the Office of Field Operations for the preceding fiscal year. Such information shall be	Complete
2016	12/31/2015	Naturalization Service Data Management Improvement Act of 2000, P.L. 106-215, Section 2(e)  Visa Waiver Permanent Program Act of 2000, P.L. 106-396	An annual report to the House and Senate Judiciary on the integrated entry and exit data system for the preceding fiscal year. The report should include: (A) The number of aliens for whom departure data was collected, with an accounting by country of the departing alien's nationality; (B) The number of aliens whose departure data was successfully matched to the alien's arrival data, with an accounting by the alien's country of nationality and by the alien's classification as an immigrant or nonimmigrant; (C) The number of aliens who arrived pursuant to a nonimmigrant visa, or as a visitor under the visa waiver program, for whom no matching departure data have been obtained through the system or through other means as of the end of the alien's authorized period of stay, with an accounting by the alien's country of nationality and date of arrival in the United States; (D) The number of lawfully admitted nonimmigrants identified as having remained in the United States beyond the period authorized by the Attorney General, with an accounting by the alien's country of nationality; (E) the calculation, by each VWP country and each fiscal year, of the portion of nationals [that arrive and depart by sea or air U.S. port of entry and is provided a waiver under the program] and for whom no record of departure exists, expressed as a percentage of the total number of such nationals who are so described.	Complete
2016	1/15/2016	FY14 Approps Conference Bill HR3547, Section 559 (p 685-700)  Consolidated Report, Division F	The Commissioner, in collaboration with the GSA Administrator, shall submit to Congress an annual plan on the pilot program and activities undertaken pursuant thereto in accordance with this Act.	Complete
2016	1/15/2016	FY14 Approps Conference Bill HR3547, Section 559 (p 693-699)	Not later than one year after the date of the enactment of this Act, the Commissioner and GSA Administrator shall submit a report that describes the accepted donations received under this subsection; the POEs that received such donations; and how each donation helped facilitate the construction, alternation, operation, or maintenance of a new or existing land POE. The report shall be submitted to the Committee on Appropriations, the Committee on Homeland Security,	Complete

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
		Consolidated Report, Division F	and the Committee on Transportation and Infrastructure of the House of Representatives and the Committee on Appropriations, the Committee on Homeland Security and Governmental Affairs, and the Committee on Environment and Public Works of the Senate.	
2016	1/19/2016	Division O, Title II, Section 207(a)(2)(F) of the Consolidated Appropriations Act, 2016 (P.L. 114-113) (p 753)	Not later than 30 days after the date of the enactment of this subparagraph and annually thereafter, the Secretary of Homeland Security, in consultation with the Secretary of State, shall submit to the Committee on Homeland Security, the Committee on the Judiciary, and the Committee on Foreign Affairs of the House of Representatives, and the Committee on Homeland Security and Governmental Affairs, the Committee on the Judiciary, and the Committee on Foreign Relations of the Senate a report on the number of individuals who were denied eligibility to travel under the program, or whose eligibility for such travel was revoked during the previous year, and the number of such individuals determined, in accordance with subsection (a)(6), to represent a threat to the national security of the United States, and shall include the country or countries of citizenship of each such individual.	Complete
2016	1/19/2016	Division O, Title II, Section 207(b) of the Consolidated Appropriations Act, 2016 (P.L. 114-113)	Not later than 30 days after the date of the enactment of this Act, the Secretary of Homeland Security, in consultation with the Secretary of State, shall submit to the Committee on Homeland Security, the Committee on the Judiciary, and the Committee on Foreign Affairs of the House of Representatives, and the Committee on Homeland Security and Governmental Affairs, the Committee on the Judiciary, and the Committee on Foreign Relations of the Senate a report on steps to strengthen the electronic system for travel authorization authorized under section 217(h)(3) of the Immigration and Nationality Act (8 U.S.C. 1187(h)(3)) in order to better secure the international borders of the United States and prevent terrorists and instruments of terrorism from entering the United States.	Complete
2016	2/1/2016	S. 1619 (p 74; Sec 541)  Senate Report 114-68 (p 36)  Joint Explanatory Statement (p 26)	CBP must submit a multi-year investment and management plan for inspection and detection technology supporting operations under this heading, including all NII and radiation detection technology, that provides (1) the funding level for all inspection and detection technology equipment by source; (2) the inventory of inspection and detection technology equipment by type and age; (3) the proposed appropriations for procurement of inspection and detection technology equipment by type, including quantity, for deployment, and for operations and maintenance; (4) projected funding levels for procurement of inspection and detection technology equipment by type, including quantity, for deployment, and for operations and maintenance for each of the 3 subsequent fiscal years; and (5) a current acquisition program baseline that aligns the acquisition of each technology to mission requirements (by defining existing capabilities of comparable legacy technology assets, identifying known capability gaps between such existing capabilities and stated mission requirements, and explaining how the acquisition of each technology will address such known capability gaps), defines life-cycle costs for each technology (including all associated costs of major acquisitions systems infrastructure and transition to operations) delineated by purpose and fiscal year for the projected service life of the technology, and includes a phase-out and decommissioning schedule delineated by fiscal year for existing legacy	Complete

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			<p>technology assets that each technology is intended to replace or recapitalize.</p> <p>p. 74 - Sec. 541. The Commissioner of U.S. Customs and Border Protection and the Assistant Secretary of Homeland Security for U.S. Immigration and Customs Enforcement shall, with respect to fiscal years 2016, 2017, 2018, and 2019, submit to the Committees on Appropriations of the Senate and the House of Representatives, at the time that the President's budget proposal for fiscal year 2017 is submitted pursuant to the requirements of section 1105(a) of title 31, United States Code, the information required in the multi-year investment and management plans required, respectively, under the heading "U.S. Customs and Border Protection, Salaries and Expenses" under title II of division D of the Consolidated Appropriations Act, 2012 (Public Law 112-74); under the heading "U.S. Customs and Border Protection, Border Security Fencing, Infrastructure, and Technology" under such title; and by section 568 of such Act.</p> <p>p. - 139/Title V - Section 541. The bill includes language directing CBP and ICE to submit multi-year investment and management plans for certain accounts and programs at the time the President's budget proposal is submitted.</p> <p>(Senate Report) The Committee requests CBP produce a 5-year investment and management plan at the time of the fiscal year 2017 budget request. The investment and management plan shall be submitted in classified, if necessary, and unclassified format, with the unclassified version made public on CBP's Web site.</p> <p>(Joint Explanatory Statement) An additional \$86,462,000 is provided for recapitalization of Non-Intrusive Inspection (NII) equipment, as requested. CBP is expected to use contracts negotiated by the General Services Administration (GSA) when possible to accelerate procurements of NII equipment. CBP shall submit to the Committees, with the fiscal year 2017 budget request, a multi-year investment and management plan for inspection and detection technology that: (1) inventories such equipment by location, type, age, and date of deployment; (2) outlines existing equipment acquisition plans by type, number, schedule, and total cost of operations and maintenance; and (3) forecasts a recapitalization plan supported by a current acquisition program baseline (APB). The APB shall: (a) align the acquisition of each technology to mission requirements; (b) define the life-cycle costs for each technology; (c) detail an equipment decommissioning schedule; and (d) compare actual versus planned obligations. A version of the multi-year investment and management plan shall be made available to the public at the same time.</p>	
2016	2/1/2016	Senate Report 114-68 (p 35)	CBP is increasingly streamlining its encounters with people at POEs, and the Committee understands that CBP continually reviews its workforce staffing model to account for the impact of enhancements on requirements for officer staffing. The Committee remains concerned,	Complete

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			however, about CBP officer staffing levels on the northern border. As trade and tourism increase along the United States-Canadian border, additional resources should be provided as appropriate. The Committee directs CBP to submit an updated resource allocation model with the fiscal year 2017 budget detailing specific staffing and funding for, and implementation of, planned border enforcement initiatives by port of entry.	
2016		Senate Report 114-68 (p 37)	In July 2013, GAO issued a report (GAO-13-603) outlining, among other things, flaws in CBP's commercial vehicle wait time collection process. The Committee is concerned that almost 2 years after the GAO report, CBP is still working to implement the recommendations to meaningfully improve the wait time collection process and overall industry confidence in the current online platform. Not later than 60 days after the date of enactment of this act, CBP is directed to report to the Committees of jurisdiction on the status of deploying an automated wait time collection solution across land border operations and the adoption of trade facilitation performance measures that demonstrate clear impact on stakeholders or the agency's security and trade facilitation missions. The Committee also directs CBP to consider identifying current wait time collection practices at each land border crossing through its online platform to improve accountability to the traveling public.	Complete
2016	3/18/2016	Senate Report 114-68 (p 42)	Not later than 90 days after the date of enactment of this act, the Department shall report to the Committee on the status of the DHS Apex AEER project, as well as biometric exit pilots, including the facial recognition pilot at Dulles International Airport, the CBP mobile biometric tests, and the Otay Mesa land border pedestrian pilot.	Complete
2016	3/25/2016	Consolidated Approps FY 2013 SR 112-169 § 555 (p 140)	CBP shall provide semiannual reports on each request received to enter into reimbursable fee agreements for the provision of CBP services and other related costs, the reasons for its approval or denial, the anticipated and actual revenue received, and the service provided, including number of CBP officers funded.	Complete
2016		SAFE Port Act P.L. 109-347 § 232(c)	Every six months, the Secretary shall submit a report describing the status of full-scale deployment under subsection (b) and the cost of deploying the system at each foreign port at which the integrated scanning systems are deployed.	Complete
2016	5/24/2016	Trade Facilitation and Trade Enforcement Act of 2015; Pub. L. No. 114-125, Section 4	Not later than 90 days after the date of the enactment of this Act and annually thereafter for the next five years, the Commissioner shall submit to the Committee on Ways and Means and the Committee on Homeland Security of the House of Representatives and the Committee on Finance and the Committee on Homeland Security and Governmental Affairs of the Senate a report on U.S. Customs and Border Protection's Business Transformation Initiative, including locations where the Initiative is deployed, the types of equipment utilized, a description of protocols and procedures, information on wait times at such locations since deployment, and information regarding the schedule for deployment at new locations.	Complete
2016	5/24/2016	Trade Facilitation and Trade	Not later than 90 days after the date of the enactment of this Act and annually thereafter for the next three years, the Commissioner shall submit to the Committee on Homeland Security of the	Complete



Fiscal Year	Due Date	Reference/Citation	Requirement	Status
		Enforcement Act of 2015; Pub. L. No. 114-125, Section 4	House of Representatives and the Committee on Homeland Security and Governmental Affairs of the Senate a report on supervisor-approved personal searches conducted in the previous year by U.S. Customs and Border Protection personnel. Such report shall include the number of personal searches conducted in each sector and field office, the number of invasive personal searches conducted in each sector and field office, whether personal searches were conducted by Office of Field Operations or U.S. Border Patrol personnel, and how many personal searches resulted in the discovery of contraband.	
2016	9/26/2016	Consolidated Approps FY 2013 SR 112-169 § 555 (p 140)	CBP shall provide semiannual reports on each request received to enter into reimbursable fee agreements for the provision of CBP services and other related costs, the reasons for its approval or denial, the anticipated and actual revenue received, and the service provided, including number of CBP officers funded.	Complete
2016	1/18/2016	Public Law 114-113  Senate Report 114-68 (p 13)	<p>Provided further, That not later than 30 days after the date of enactment of this Act, the Secretary of Homeland Security shall submit to the Committees on Appropriations of the Senate and the House of Representatives, the Committees on the Judiciary of the Senate and the House of Representatives, the Committee on Homeland Security and Governmental Affairs of the Senate, and the Committee on Homeland Security of the House of Representatives, the comprehensive plan for implementation of the biometric entry and exit data system as required under this heading in Public Law 114-4 and a report on visa overstay data by country as required by section 1376 of title 8, United States Code: Provided further, That the report on visa overstay data shall also include—(1) overstays from all nonimmigrant visa categories under the immigration laws, delineated by each of the classes and sub-classes of such categories; and (2) numbers as well as rates of overstays for each class and sub-class of such nonimmigrant categories on a per-country basis: Provided further, That of the funds provided under this heading, \$13,000,000 shall be withheld from obligation for the Office of the Secretary and Executive Management until both the comprehensive plan and the report are submitted.</p> <p>EXIT - DHS has been required by multiple statutes to implement a comprehensive biometric entry-exit system for the purpose of enhancing national security and improving the integrity of our immigration system, while facilitating travel. The introduction of the fingerprint-based biometric capability for visa issuance and entry revolutionized our immigration system and greatly enhanced our security posture. Further, progress has been made in collecting and matching biographic data from both entry and exit such that 97 percent of departing aliens can be matched to their arrivals. Yet, the Department has failed to implement a fully biometric entry-exit system. Pursuant to Public Law 114-4, the Department is required to submit its plan for implementation which has yet to be submitted. The bill includes language withholding \$13,000,000 from obligation for the Office of the Secretary and Executive Management until this plan has been submitted, in addition to the overstay data report discussed further below.</p>	Complete
2016	10/30/2015	SAFE Port Act P.L.	The International Trade Committee is responsible for advising the Commissioner with respect to	Complete

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
		109-347 § 402(e)	commercial customs and trade facilitation functions and overseeing the operation of all programs and systems that are involved in the assessment and collection of duties, bonds, and other charges or penalties associated with the entry of cargo into the US, including the administration of duty drawback and the collection of anti-dumping and countervailing duties. The International Trade Committee shall submit to Congress an annual report 30 days after the end of each fiscal year detailing their activities and priorities.	
2016	10/30/2015	Senate Report 113-198 (p 18)	The Committee notes the recent increase of illegal trade in rhinoceros horns, elephant ivory from Africa, and illegally harvested timber, the large sums of money that these products command on the black market, and the linkages between illegal wildlife and natural resources trafficking and other transnational organized crimes (including trafficking in narcotics, arms, and humans). These activities threaten the stability and development of African countries and pose a threat to U.S. security interests. The Committee is pleased with the Department's membership on the Presidential Task Force on Wildlife Trafficking that was established by Executive order on July 1, 2013. The Committee agrees that the connections between trafficking in illegal wildlife and natural resources and financing of groups pose a threat to the United States. The Committee directs the Secretary to submit a status update report, not later than 180 days after the date of enactment of this act, outlining the specific steps being taken by the Department to further address wildlife trafficking and illegal natural resources trade, the engagement of DHS with the Presidential Task Force on Wildlife Trafficking, including steps to improve coordination with the U.S. Fish and Wildlife Service Office of Law Enforcement, steps taken by DHS to implement the National Strategy on Wildlife Trafficking, and what resources have been aligned to activities and initiatives to address wildlife and natural resources trafficking.	Complete
2016	11/15/2015	Trade Act of 2002 Senate Report 113-198 (p 50)	The Committee expects to continue receiving the ACE and TECS Modernization reports on a semiannual basis. As part of the ACE semiannual briefing, the Committee directs CBP to include an outreach plan to ensure appropriate steps are taken.	Complete
2016	12/18/15	Farm Bill of 2008 P.L. 110-246 §3301	Report describing the reconciliations and the verifications conducted on softwood lumber imports, as well as identifying the manner in which the United States importers subject to reconciliations, any penalties imposed, any patterns of noncompliance, and any problems or obstacles encountered in the implementation and enforcement of these provisions.	Complete
2016	5/15/2016	Trade Act of 2002 Senate Report 114-68 (p 44)	The Committee expects to continue receiving the ACE and TECS Modernization reports on a semiannual basis. As part of the ACE semiannual briefing, the Committee directs CBP to include an outreach plan to ensure appropriate steps are taken.	Complete
2016	6/18/2016	Senate Report 114-68 (p 40)	The Committee directs CBP to work with ITA, to increase efforts and advance methods to better investigate foreign imports suspected of evading or circumventing AD/CVD orders— including but not limited to lightweight thermal paper and seafood. The Committee further directs CBP to work with Federal partners, industry and other stakeholders to assess the availability of the data	Complete

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			necessary to provide a full and complete picture of the current shrimp import regime, and to provide a plan detailing the costs and activities necessary to complete this analysis. The data should include information on compliance rates with health and safety standards; frequency, adequacy, and the type of inspections by CBP, Federal partners, and any contracted third parties; and where the inspections are taking place. The Committee shall be briefed on these efforts not later than 180 days after the enactment of this act.	
2016	4/15/2016	Senate Report 114-68 (p 41)  NAFTA Implementation Act, Sec 691	<p>The Commissioner of Customs must work with the Departments of Commerce and Treasury, and the Office of the United States Trade Representative (and all other relevant agencies) to increase collections, and provide a public report on an annual basis on the collection during the preceding fiscal year of duties imposed under the AD/CV duty laws. The report should (1) summarize CBP's efforts to collect past due amounts and increase overall current collections, particularly with respect to cases involving unfairly traded U.S. imports from China; (2) provide the amount of uncollected duties for each AD/CV duty order; (3) indicate the amount of open, unpaid bills for each such order; and (4) have the Secretary advise as to whether CBP can adjust its bonding requirements to further protect revenue without violating U.S. law or international obligations, and without imposing unreasonable costs upon importers.</p> <p>(Senate Report) The Committee directs CBP to continue submitting the following reports required in Senate Report 112-169 accompanying Public Law 113-6, including the same level of detail prescribed in such report and during the timelines prescribed for each report: AD/CVD Actions and Compliance Initiatives, AD/CVD Liquidation Instructions, AD/CVD Collection of Outstanding Claims (consistent with Public Law 103-182), and AD/CVD Collection New Shipper Single Entry Bonds. A version of each report shall be posted on CBP's Web site.</p>	Complete
2016	6/17/2016	Farm Bill of 2008 P.L. 110-246 §3301	Report describing the reconciliations and the verifications conducted on softwood lumber imports, as well as identifying the manner in which the United States importers subject to reconciliations, any penalties imposed, any patterns of noncompliance, and any problems or obstacles encountered in the implementation and enforcement of these provisions.	Complete
2016	8/24/2016	Trade Facilitation and Trade Enforcement Act of 2015; Pub. L. No. 114-125, Section 101	Not later than the date that is 180 days after the date of the enactment of this Act, and not later than December 31 of each calendar year thereafter, the Commissioner shall submit to the appropriate congressional committees a report that— (1) identifies each partnership program referred to in subsection (a); (2) for each such program, identifies— (A) the requirements for participants in the program; (B) the commercially significant and measurable trade benefits provided to participants in the program; (C) the number of participants in the program; and (D) in the case of a program that provides for participation at multiple tiers, the number of participants at each such tier; (3) identifies the number of participants enrolled in more than one such partnership program; (4) assesses the effectiveness of each such partnership program in advancing the security, trade enforcement, and trade facilitation missions of U.S. Customs and Border Protection, based on historical developments, the level of participation in the program, and the	Complete

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			<p>evolution of benefits provided to participants in the program; (5) summarizes the efforts of U.S. Customs and Border Protection to work with other Federal agencies with authority to detain and release merchandise entering the United States to ensure that partnership programs of those agencies are compatible with partnership programs of U.S. Customs and Border Protection; (6) summarizes criteria developed with those agencies for authorizing the release, on an expedited basis, of merchandise for which documentation is required from one or more of those agencies to clear or license the merchandise for entry into the United States; (7) summarizes the efforts of U.S. Customs and Border Protection to work with private sector entities and the public to develop and improve such partnership programs;</p> <p>(8) describes measures taken by U.S. Customs and Border Protection to make private sector entities aware of the trade benefits available to participants in such partnership programs; and (9) summarizes the plans, targets, and goals of U.S. Customs and Border Protection with respect to such partnership programs for the 2 years following the submission of the report.</p>	
2016	8/24/2016	Trade Facilitation and Trade Enforcement Act of 2015; Pub. L. No. 114-125, Section 116	Not later than the date that is 180 days after the date of the enactment of this Act, the Commissioner shall submit to the Committee on Finance of the Senate and the Committee on Ways and Means of the House of Representatives a report containing recommendations for— (1) determining the most timely and effective way to require foreign nationals to provide customs brokers with appropriate and accurate information, comparable to that which is required of United States nationals, concerning the identity, address, and other related information relating to such foreign nationals necessary to enable customs brokers to comply with the requirements of section 641(i) of the Tariff Act of 1930 (as added by subsection (a) of this section); and (2) establishing a system for customs brokers to review information maintained by relevant Federal agencies for purposes of verifying the identities of importers, including nonresident importers, seeking to import merchandise into the United States.	Complete
2016	8/24/2016	Trade Facilitation and Trade Enforcement Act of 2015; Pub. L. No. 114-125, Section 910	Report required.—Not later than 180 days after the date of the enactment of this Act, and annually thereafter, the Commissioner shall submit to the Committee on Finance of the Senate and the Committee on Ways and Means of the House of Representatives a report on compliance with section 307 of the Tariff Act of 1930 (19 U.S.C. 1307) that includes the following: (1) The number of instances in which merchandise was denied entry pursuant to that section during the 1-year period preceding the submission of the report. (2) A description of the merchandise denied entry pursuant to that section. (3) Such other information as the Commissioner considers appropriate with respect to monitoring and enforcing compliance with that section.	Complete
2016	6/18/2016	Senate Report 114-68 (p 41)	The Committee directs CBP to continue submitting the following reports required in Senate Report 112–169 accompanying Public Law 113–6, including the same level of detail prescribed in such report and during the timelines prescribed for each report: AD/CVD Actions and Compliance Initiatives, AD/CVD Liquidation Instructions, AD/CVD Collection of Outstanding Claims (consistent with Public Law 103–182), and AD/CVD Collection New Shipper Single Entry Bonds. A version of each report shall be posted on CBP’s Web site.	Complete

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
2016	6/1/2016	Trade Facilitation and Trade Enforcement Act of 2015; Pub. L. No. 114-125V	An annual report to be submitted to the Committee on Finance of the Senate and the Committee on Ways and Means of the House of Representatives not later than June 1, 2016, and March 1 of each calendar year thereafter that includes— ` (A) a summary of the changes to customs policies and regulations adopted by U.S. Customs and Border Protection during the preceding calendar year; and ` (B) a description of the public vetting and interagency consultation that occurred with respect to each such change.	Complete
2016	6/1/2016	Trade Facilitation and Trade Enforcement Act of 2015; Pub. L. No. 114-125	An annual report to be submitted to the Committee on Finance of the Senate and the Committee on Ways and Means of the House of Representatives not later than June 1, 2016, and March 1 of each calendar year thereafter that includes— ` (A) a summary of the changes to customs policies and regulations adopted by U.S. Customs and Border Protection during the preceding calendar year; and ` (B) a description of the public vetting and interagency consultation that occurred with respect to each such change.	Complete
2016	9/30/2016	Trade Facilitation and Trade Enforcement Act of 2015; Pub. L. No. 114-125 Section 104	Not later than September 30, 2016, and annually thereafter, the Commissioner and the Director shall submit to the appropriate congressional committees a report on the effectiveness of educational seminars carried out under this section.	Complete
2016	12/18/2015	Border Patrol Reform Act of 2014 (p 25)	A report to the Comptroller General of the United States that: examines the staffing requirements for U.S. Border Patrol to most effectively meet its operational requirements at each Border Patrol duty station; estimates the cost of the staffing requirements at each Border Patrol duty station; and includes a position-by-position review at each Border Patrol station to determine, the duties assigned to each position; how the duties relate to the operational requirements of U.S. Border Patrol, and the number of hours border patrol agents in that position would need to work each pay period to meet the operational requirements of U.S. Border Patrol; the metrics used to determine the number of hours of work performed at each Border Patrol station, broken down by the type of hours worked; a cost analysis of the most recent full fiscal year by the type of full-time equivalent hours worked; a cost estimate by the type of full-time equivalent hours expected to be worked during the first full fiscal year after the date of enactment of this Act; and an analysis that compares the cost of assigning the full-time equivalent hours needed to meet the operational requirements of U.S. Border Patrol to existing border patrol agents through higher rates of pay versus recruiting, hiring, training, and deploying additional border patrol agents.	Complete
2016	1/7/2016	Border Tunnel Prevention Act P.L. 112-127 (p 2)	The Secretary shall provide an annual report that includes a description of the cross-border tunnels along the border between Mexico and the United States discovered during the preceding fiscal year; and the needs of DHS to effectively prevent, investigate, and prosecute border tunnel	Complete

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			construction along the border between Mexico and the United States.	
2016	2/18/2016	House Report 114-215 (p 30)	The Committee commends CBP's search and rescue efforts, in particular the Border Patrol Search, Trauma, and Rescue (BORSTAR) Unit, and encourages CBP to expand its engagement with State and local counterparts and nongovernmental organizations in providing necessary medical aid and reducing deaths. Within 60 days of the date enactment of this Act, CBP shall provide a report to the Committee on its search and rescue efforts during the prior fiscal year, including the number of deaths by sector and a description of the methodology for counting such deaths; the number of rescue beacons by sector; the frequency of rescue beacon activation; and the number of individuals rescued by the Border Patrol as a result of rescue beacons. In addition, the briefing should address procedures for the identification of deceased individuals, cooperative activities with State and local governments and nonprofit organizations, procedures for responding to rescue beacons, distress calls, and missing persons reports, and plans for reducing border crossings and deaths in remote areas along and near the border.	Complete
2016	60 days after completion of pilot	FY15 Approps House Report 113-481 (p 42)  Explanatory Statement (p 19)	The Committee notes that, unlike many law enforcement agencies, CBP officers and Border Patrol agents do not use dashboard and officer mounted video cameras, such as lapel video recording devices, to record encounters with the public. Such recording devices can be useful in discouraging inappropriate conduct by law enforcement officers and have also exonerated officers accused of wrongdoing. The Committee is encouraged by CBP's plans to conduct a pilot program to evaluate the use of these technologies and directs CBP to report to the Committee on its findings within 60 days of the completion of the pilot.  (Explanatory Statement) Recently, CBP initiated a pilot program to determine whether using body-worn cameras can reduce the use of unnecessary force and protect officers and agents from allegations of abuse that may be unfounded. As required in the House report, CBP shall provide a report to the Committees on the results of the pilot within 60 days of its completion.	Complete
2016	2/1/2016	FY 2009 Approp P.L. 110-329 HR 2638 Div D, (p 85)  Senate Report 114-68 (p 49)	In consultation with GSA, CBP shall submit a detailed 5-year plan for all Federal land border POE projects alongside the yearly budget submission. This plan should include a yearly update of total projected future funding needs.  (Senate Report) The Committee reminds CBP that the fiscal year 2012 Department of Homeland Security Act made permanent the requirement that a 5-year plan for all Federal land POEs shall be submitted annually with the President's budget request.	Complete
2016		House Report 114-215 (p 36)	The Commissioner must submit annually an inventory of the real property of CBP and a plan that includes the full costs of each activity and project proposed and underway in fiscal year 2013, listed by fiscal year.  Real Property includes land and improvements to land, buildings, structures, and facilities,	Complete

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			<p>including improvements and additions. Real property also includes equipment affixed and built into the facility as an integral part of the facility (such as heating systems), but no moveable equipment (such as plant equipment). Headquarters has no authority to own buildings or to lease buildings other than from GSA. As relates to real property, Headquarters has leasehold improvements.</p> <p>Real property assets or capital improvements to an asset are capitalized at the time they are placed in service. Being placed in service is defined as the date on which the facility or improvement to a facility is available for use by DHS.</p> <p>(House Report) On an annual basis, CBP is directed to submit an inventory of real property describing the physical condition of each facility and its recapitalization plan.</p>	
2016	6/18/2016	Senate Report 114-68 (p 41)	<p>To provide a report that includes the steps that have been taken to recover funds and will also include the challenges that prevent collection. CBP shall publish on its Web site a version of this report that provides appropriate privacy and trade sensitivity protections.</p> <p>(Senate Report) The Committee directs CBP to continue submitting the following reports required in Senate Report 112–169 accompanying Public Law 113–6, including the same level of detail prescribed in such report and during the timelines prescribed for each report: AD/CVD Actions and Compliance Initiatives, AD/CVD Liquidation Instructions, AD/CVD Collection of Outstanding Claims (consistent with Public Law 103–182), and AD/CVD Collection New Shipper Single Entry Bonds. A version of each report shall be posted on CBP’s Web site.</p>	Complete
2016	6/18/2016	Senate Report 114-68 (p 41)	<p>The Committee directs CBP to continue submitting the following reports required in Senate Report 112–169 accompanying Public Law 113–6, including the same level of detail prescribed in such report and during the timelines prescribed for each report: AD/CVD Actions and Compliance Initiatives, AD/CVD Liquidation Instructions, AD/CVD Collection of Outstanding Claims (consistent with Public Law 103–182), and AD/CVD Collection New Shipper Single Entry Bonds. A version of each report shall be posted on CBP’s Web site.</p>	Complete
2016	12/18/2015	Border Patrol Reform Act of 2014 (p 8)	<p>A plan to ensure, to the greatest extent practicable, that the assignment of a border patrol agent under this section during the 3 years of service before the border patrol agent becomes eligible for immediate retirement are consistent with the average border patrol rate of pay level to which the border patrol agent has been assigned during the course of the career of the border patrol agent.</p>	Complete
2016	1/15/2016	House Report 114-215 (p 23)	<p>In order to provide oversight, the Committee directs CBP to submit a report not later than five days after the end of each fiscal quarter on staffing numbers, to include gains and losses by pay period during the quarter. Additionally, the report shall include the total number of CBPOs and Border Patrol agents on-board.</p>	Complete
2016	4/5/2016	House Report 114-	<p>In order to provide oversight, the Committee directs CBP to submit a report not later than five</p>	Complete

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
		215 (p 23)	days after the end of each fiscal quarter on staffing numbers, to include gains and losses by pay period during the quarter. Additionally, the report shall include the total number of CBPOs and Border Patrol agents on-board.	
2016	7/5/2016	House Report 114-215 (p 23)	In order to provide oversight, the Committee directs CBP to submit a report not later than five days after the end of each fiscal quarter on staffing numbers, to include gains and losses by pay period during the quarter. Additionally, the report shall include the total number of CBPOs and Border Patrol agents on-board.	Complete
2016	4/18/2016	Border Jobs for Veterans Act of 2015 (P.L. 114-68)	<p>Not later than 180 days after the date of the enactment of this Act, and by December 31 of each of the next 3 years thereafter, the Secretary of Homeland Security, in consultation with the Secretary of Defense, shall submit a report to the Committee on Homeland Security and the Committee on Armed Services of the House of Representatives and the Committee on Homeland Security and Governmental Affairs and the Committee on Armed Services of the Senate that includes a description and assessment of the efforts of the Department of Homeland Security to hire members of the Armed Forces who are separating from military service as Customs and Border Protection officers under section 4.</p> <p>(b) CONTENT.—The report required under subsection (a) shall include—</p> <p>(1) a detailed description of the efforts to implement section 4, including—</p> <p>(A) elements of the enhanced recruiting efforts and the goals associated with such elements; and</p> <p>(B) a description of how the elements and goals referred to in subparagraph (A) will assist in meeting statutorily mandated staffing levels and agency hiring benchmarks;</p> <p>(2) a detailed description of the efforts that have been undertaken under section 4;</p> <p>(3) the estimated number of separating service members made aware of Customs and Border Protection officer vacancies;</p> <p>(4) the number of Customs and Border Protection officer vacancies filled with separating service members; and</p> <p>(5) the number of Customs and Border Protection officer vacancies filled with separating service members under Veterans Recruitment Appointment authorized under section 4214 of title 38, United States Code.</p>	Complete
2016	7/1/2016	Senate Report 114-68 (p 32)	The Committee directs DHS to submit to the Committee, as well as the Committee on Homeland Security and Governmental Affairs, not later than 180 days after January 1, 2016, a report regarding the progress of implementation of the provisions of Public Laws 113–277 and 114–13. Specifically, the report should include (1) a general overview of the implementation of the newly-promulgated regulations under such laws; (2) classification and numbers of employees within the three pay schedules under the law; (3) Border Patrol Agents’ new pay ranges relative to what they were before the law was enacted and rules were promulgated; and (4) areas of regulation	Complete



Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			implementation requiring additional regulatory or statutory action.	
2016		S. 1619 (p 74; Sec 541)  Senate Report 114-68 (p 36)	<p>CBP must submit a multi-year investment and management plan for all appropriated funds from all sources executed by OIT to provide a full picture of CBP's information technology activities. This report should fully justify requested funds for this account as well as project future-year requirements and funding levels, and it should include: (1) the proposed appropriations included for each project and activity tied to mission requirements, program management capabilities, performance levels, and specific capabilities and services to be delivered; (2) the total estimated cost and projected timeline of completion for all multi-year enhancements, modernizations, and new capabilities proposed in such budget or underway; (3) a detailed accounting of operations and maintenance and contractor services costs; and (4) current acquisition program baselines for the ACE and TECS Modernization respectively, that explains any deviations in cost, performance parameters, schedule, or estimated date of completion from the original acquisition program baseline; aligns acquisition programs to mission requirements by defining existing capabilities, identifying known capability gaps, and explaining how each increment will address such known capability gaps; and defines life-cycle costs for these programs. CBP shall include an annual update of this information with the President's budget request</p> <p>(Sec. 541) The Commissioner of U.S. Customs and Border Protection and the Assistant Secretary of Homeland Security for U.S. Immigration and Customs Enforcement shall, with respect to fiscal years 2016, 2017, 2018, and 2019, submit to the Committees on Appropriations of the Senate and the House of Representatives, at the time that the President's budget proposal for fiscal year 2017 is submitted pursuant to the requirements of section 1105(a) of title 31, United States Code, the information required in the multi-year investment and management plans required, respectively, under the heading "U.S. Customs and Border Protection, Salaries and Expenses" under title II of division D of the Consolidated Appropriations Act, 2012 (Public Law 112-74); under the heading "U.S. Customs and Border Protection, Border Security Fencing, Infrastructure, and Technology" under such title; and by section 568 of such Act. (Senate Report) The Committee requests CBP produce a 5-year investment and management plan at the time of the fiscal year 2017 budget request. The investment and management plan shall be submitted in classified, if necessary, and unclassified format, with the unclassified version made public on CBP's Web site.</p> <p>p. – 139/Title V – Section 541. The bill includes language directing CBP and ICE to submit multi-year investment and management plans for certain accounts and programs at the time the President's budget proposal is submitted.</p>	Complete
2016	8/24/2016	Trade Facilitation and Trade Enforcement Act of 2015; Pub. L. No.	<p>In general.—The Commissioner shall direct appropriate personnel and the use of resources of U.S. Customs and Border Protection to address concerns that honey is being imported into the United States in violation of the customs and trade laws of the United States.</p> <p>(b) Country of origin.— (1) IN GENERAL.—The Commissioner shall compile a database of the</p>	Complete

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
		114-125, Section 608	individual characteristics of honey produced in foreign countries to facilitate the verification of country of origin markings of imported honey. (2) ENGAGEMENT WITH FOREIGN GOVERNMENTS.—The Commissioner shall seek to engage the customs agencies of foreign governments for assistance in compiling the database described in paragraph (1). (3) CONSULTATION WITH INDUSTRY.—In compiling the database described in paragraph (1), the Commissioner shall consult with entities in the honey industry regarding the development of industry standards for honey identification. (4) CONSULTATION WITH FOOD AND DRUG ADMINISTRATION.—In compiling the database described in paragraph (1), the Commissioner shall consult with the Commissioner of Food and Drugs. (c) Report required.—Not later than 180 days after the date of the enactment of this Act, the Commissioner shall submit to Congress a report that— (1) describes and assesses the limitations in the existing analysis capabilities of laboratories with respect to determining the country of origin of honey samples or the percentage of honey contained in a sample; and (2) includes any recommendations of the Commissioner for improving such capabilities. (d) Sense of congress.—It is the sense of Congress that the Commissioner of Food and Drugs should promptly establish a national standard of identity for honey for the Commissioner of U.S. Customs and Border Protection to use to ensure that imports of honey are— (1) classified accurately for purposes of assessing duties; and (2) denied entry into the United States if such imports pose a threat to the health or safety of consumers in the United States.	
2016	2/1/2016	S. 1619 Sec. 541 (p 74)  Senate Report 114-68 (p 139; Title V Sec 541)	CBP must submit a multi-year investment and management plan for the BSFIT account that includes for each tactical infrastructure and technology deployment (1) the funding level in that budget and projected funding levels for each of the next 3 fiscal years, including a description of the purpose of such funds; (2) the deployment plan, by border segment, that aligns each deployment to mission requirements by defining existing capabilities, identifying known capability gaps between such existing capabilities and stated mission requirements related to achieving operational control, and explaining how each tactical infrastructure or technology deployment will address such known capability gaps; and (3) a current acquisition program baseline that explains any deviations in cost, performance parameters, schedule, or estimated date of completion from the most recent acquisition program baseline approved by the DHS Acquisition Review Board, includes a phase-out and life-cycle recapitalization schedule delineated by fiscal year for existing and new tactical infrastructure and technology deployments that each deployment is intended to replace or recapitalize, and includes qualitative performance metrics that assess the effectiveness of new and existing tactical infrastructure and technology deployments and inform the next multi-year investment and management plan related to achieving operational control of the Northern and Southwest borders of the United States.  (Sec. 541) The Commissioner of U.S. Customs and Border Protection and the Assistant Secretary of Homeland Security for U.S. Immigration and Customs Enforcement shall, with respect to fiscal	Complete

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			years 2016, 2017, 2018, and 2019, submit to the Committees on Appropriations of the Senate and the House of Representatives, at the time that the President's budget proposal for fiscal year 2017 is submitted pursuant to the requirements of section 1105(a) of title 31, United States Code, the information required in the multi-year investment and management plans required, respectively, under the heading "U.S. Customs and Border Protection, Salaries and Expenses" under title II of division D of the Consolidated Appropriations Act, 2012 (Public Law 112-74); under the heading "U.S. Customs and	
2016	1/18/2016	House Report 114-215 (p 30)  Joint Explanatory Statement (p 27)	CBP shall report annually on the status or results of ongoing investigations related to such deaths, with the first report due not later than 30 days after the date of enactment of this Act.  (Joint Explanatory Statement) Per direction in the House report, CBP shall ensure that its holding facilities are in full compliance with the Department's Standards to Prevent, Detect, and Respond to Sexual Abuse and Assault in Confinement Facilities; include funding estimates for such compliance activities in the fiscal year 2017 budget justification; report to the Committees regarding the death of any individual in CBP custody or following CBP use of force; and report annually on investigations related to such deaths.	Complete
2016	2/1/2016	Senate Report 114-98 (p 33)	In light of recent media reports regarding allegations of sexual abuse by CBP personnel, the Committee directs CBP to report to Congress on an annual basis regarding all cases of reported sexual abuse and sexual assault by its employees.	Complete
2016	2/18/2016	Senate Report 114-68 (p 47)  Joint Explanatory Statement (p 30)	(Senate Report) The Committee is concerned that the current shortage of qualified UAS pilots to perform CBP missions may grow in the future as demands for these pilots increase at DOD as well as in the private sector. The Committee believes that CBP could augment its capacity to train UAS pilots on a contract basis and allow for greater use of CBP's UAS assets. The Committee therefore directs CBP to provide to the Committee, within 60 days of the date of enactment of this act, a report describing the need for UAS pilots to perform CBP's missions, the ability of contractors to provide the training required to perform CBP missions, and any additional authorities and resources CBP may need to develop a robust pilot training pipeline.  (Joint Explanatory Statement) The bill provides the additional funding requested for UAS pilots, crew, and training. Within 60 days of the date of enactment of this Act, CBP shall provide the Committees a report on UAS pilots and training requirements, as detailed in the Senate report.	Complete
2016	3/18/2016	Senate Bill S.1619 (p 10)	Provided further, That the Secretary of Homeland Security shall report to the Committees on Appropriations of the Senate and the House of Representatives, not later than 90 days after the date of enactment of this Act, on any changes to the 5-year strategic plan of the air and marine program required under the heading "Air and Marine Interdiction, Operations, and Maintenance" in Public Law 112-74.	Complete

## U.S. Customs and Border Protection Authorized/Unauthorized Appropriations

*Dollars in Thousands*

Budget Activity	Last year of Authorization	Authorized Level	Appropriation in Last Year of Authorization	FY 2018 President's Budget
	Fiscal Year	Amount	Amount	Amount
Operations and Support	N/A	N/A	N/A	\$11,592,341
Procurement, Construction, and Improvements	N/A	N/A	N/A	\$2,063,719
Research and Development	N/A	N/A	N/A	
Federal Assistance	N/A	N/A	N/A	
Total Direct Authorization/Appropriation	N/A	N/A	N/A	\$13,656,060
Fee Accounts	N/A	N/A	N/A	
CBP Services at User Fee Facilities	N/A	N/A	N/A	\$9,001
COBRA – CFTA	N/A	N/A	N/A	\$265,000
Global Entry	N/A	N/A	N/A	\$131,000

## U.S. Customs and Border Protection Proposed Legislative Language

### Operation and Support

For necessary expenses of *U.S. Customs and Border Protection for operations and support in connection with* [for] enforcement of laws relating to border security, immigration, customs, agricultural inspections and regulatory activities related to plant and animal imports, [the provision of air and marine support to Federal, State, and local agencies in the enforcement or administration of laws enforced by the Department of Homeland Security; and, at the discretion of the Secretary of Homeland Security, the provision of air and marine assistance to Federal, State, and local agencies in other law enforcement and emergency humanitarian efforts, and] *including: the transportation of unaccompanied minor aliens; the provision of air and marine support to Federal, State, and local agencies in the enforcement or administration of laws enforced by the Department of Homeland Security; at the discretion of the Secretary of Homeland Security, the provision of such assistance to Federal, State, and local agencies in other law enforcement and emergency humanitarian efforts; the purchase and lease of up to 7,500 (6,500 for replacement only) police-type vehicles; the purchase, maintenance, or operation of aircraft and unmanned aerial systems* [minor procurement, construction, and improvements expenses, including but not limited to expenses related to procurements to buy, maintain, or operate aircraft and unmanned aircraft systems; and] contracting with individuals for personal services abroad; *and for customs expenses in Puerto Rico in addition to funding made available by section 740 of title 48, United States Code; [\$11,333,352,000] \$11,592,341,000; of which not to exceed \$34,425 shall be for official reception and representation expenses; of which not to exceed \$150,000 shall be available for payment for rental space in connection with preclearance operations; of which not to exceed \$1,000,000 shall be for awards of compensation to informants, to be accounted for solely under the certificate of the Secretary of Homeland Security; of which \$3,274,000 shall be derived from the Harbor Maintenance Trust Fund for administrative expenses related to the collection of the Harbor Maintenance Fee pursuant to section 9505(c)(3) of the Internal Revenue Code of 1986 (26 U.S.C. 9505(c)(3)) and notwithstanding section 1511(e)(1) of the Homeland Security Act of 2002 (6 U.S.C. 551(e)(1)); of which [\$1,362,683,000] \$1,611,219,000 shall be available until September 30, [2019] 2020; [of which not to exceed \$34,425 shall be for official reception and representation expenses]; and of which such sums as become available in the Customs User Fee Account, except sums subject to section 13031(f)(3) of the Consolidated Omnibus Budget Reconciliation Act of 1985 (19 U.S.C. 58c(f)(3)), shall be derived from [that] account.[;of which not to exceed \$150,000 shall be available for payment for rental space in connection with preclearance operations; and of which not to exceed \$1,000,000 shall be for awards of compensation to informants, to be accounted for solely under the certificate of the Secretary of Homeland Security: Provided further, That for fiscal year 2017, the overtime limitation prescribed in section 5(c)(1) of the Act of February 13, 1911 (19 U.S.C. 267(c)(1)) shall be \$35,000; and notwithstanding any other provision of law, none of the funds appropriated by this Act shall be available to compensate any employee of U.S. Customs and Border Protection for overtime, from whatever source, in an amount that exceeds such limitation, except in individual cases determined by the Secretary of Homeland Security, or the designee of the Secretary, to be necessary for national security purposes, to prevent excessive costs, or in cases of immigration emergencies: Provided further, That funding made available under this heading shall be available for air and marine related customs expenses when necessary to maintain or to temporarily increase operations in Puerto Rico: Provided further, That, at any point after January 1, 2017, if the Secretary of Homeland Security, in consultation with the Secretary*

of Health and Human Services, determines that the cumulative number of unaccompanied children transferred to the custody of the Secretary of Health and Human Services for the current fiscal year exceeds the number transferred through the comparable date in the previous fiscal year, an additional \$5,750,000 shall be available under this heading: Provided further, That, if the Secretary of Homeland Security, in consultation with the Secretary of Health and Human Services, determines that the cumulative number of such children transferred exceeds 110 percent of the number transferred through the comparable date, \$5,750,000 shall be available in addition to the amount made available in the previous proviso: Provided further, That, if the Secretary of Homeland Security, in consultation with the Secretary of Health and Human Services, determines that the cumulative number of such children transferred exceeds 120 percent of the number transferred through the comparable date, \$5,750,000 shall be available in addition to the amounts made available in the previous two provisos: Provided further, That, if the Secretary of Homeland Security, in consultation with the Secretary of Health and Human Services, determines that the cumulative number of such children transferred exceeds 130 percent of the number transferred through the comparable date, \$5,750,000 shall be available in addition to the amounts made available in the previous three provisos: Provided further, That amounts made available in any of the previous four provisos may be transferred to any other appropriation: Provided further, That the transfer authority in the previous proviso is in addition to any other transfer authority provided by law.

For an additional amount, \$38,599,000, to remain available until expended, to be reduced by amounts collected and credited to this appropriation from amounts authorized to be collected by section 286(i) of the Immigration and Nationality Act (8 U.S.C. 1356(i)), section 10412 of the Farm Security and Rural Investment Act of 2002 (7 U.S.C. 8311), and section 817 of the Trade Facilitation and Trade Enforcement Act of 2015 or other such authorizing legislation: Provided, That to the extent that amounts realized from such collections exceed \$38,599,000, those amounts in excess of \$38,599,000 shall be credited to this appropriation, to remain available until expended: Provided, That the authority provided in this paragraph is contingent upon enactment of applicable authorizing legislation].

Language Provision	Explanation
<i>of U.S. Customs and Border Protection for operations and support in connection with</i> [for]	Updated language for consistency.
[the provision of air and marine support to Federal, State, and local agencies in the enforcement or administration of laws enforced by the Department of Homeland Security; and, at the discretion of the Secretary of Homeland Security, the provision of air and marine assistance to Federal, State, and local agencies in other law enforcement and emergency humanitarian efforts, and]	Removed language for consistency.
including: the	Updated language for consistency.
; the provision of air and marine support to Federal, State, and local agencies in the enforcement or administration of laws enforced by the Department of Homeland Security; at the discretion of the Secretary of Homeland Security, the provision of such assistance to Federal, State, and local agencies in other law enforcement and emergency humanitarian efforts; the	Updated language for consistency.
the purchase, maintenance, or operation of aircraft and unmanned aerial systems	Updated language for consistency.

Language Provision	Explanation
[minor procurement, construction, and improvements expenses, including but not limited to expenses related to procurements to buy, maintain, or operate aircraft and unmanned aircraft systems; and]	Removed language for consistency.
and for customs expenses in Puerto Rico in addition to funding made available by section 740 of title 48, United States Code; [\$11,333,352,000] \$11,592,341,000; of which not to exceed \$34,425 shall be for official reception and representation expenses; of which not to exceed \$150,000 shall be available for payment for rental space in connection with preclearance operations; of which not to exceed \$1,000,000 shall be for awards of compensation to informants, to be accounted for solely under the certificate of the Secretary of Homeland Security;	This language allows CBP to use O&S funding to supplement the Puerto Rico Trust Fund to cover the cost of collecting customs duties in Puerto Rico in FY 2018. Declining collections of customs duties in Puerto Rico over the past few years, coupled with recent increases in drawback activity, make it possible that the Puerto Rico Trust Fund will not be sufficient to cover the cost of collecting customs duties in FY 2018. Dollar change.
[2019] 2020	Updated period of availability.
[\$1,362,683,000] \$1,611,219,000	Dollar change only
[of which not to exceed \$34,425 shall be for official reception and representation expenses]; and	Updated language for consistency.
[that] account	Updated language for consistency.
;of which not to exceed \$150,000 shall be available for payment for rental space in connection with preclearance operations; and of which not to exceed \$1,000,000 shall be for awards of compensation to informants, to be accounted for solely under the certificate of the Secretary of Homeland Security: Provided further, That for fiscal year 2017, the overtime limitation prescribed in section 5(c)(1) of the Act of February 13, 1911 (19 U.S.C. 267(c)(1)) shall be \$35,000; and notwithstanding any other provision of law, none of the funds appropriated by this Act shall be available to compensate any employee of U.S. Customs and Border Protection for overtime, from whatever source, in an amount that exceeds such limitation, except in individual cases determined by the Secretary of Homeland Security, or the designee of the Secretary, to be necessary for national security purposes, to prevent excessive costs, or in cases of immigration emergencies: Provided further, That funding made available under this heading shall be available for air and marine related customs expenses when necessary to maintain or to temporarily increase operations in Puerto Rico: Provided further, That, at any point after January 1, 2017, if the Secretary of Homeland Security, in consultation with the Secretary of Health and Human Services, determines that the cumulative number of unaccompanied children transferred to the custody of the Secretary of Health and Human Services for the current fiscal year exceeds the number transferred through the comparable date in the previous fiscal year, an additional \$5,750,000 shall be available under this heading: Provided further, That, if the Secretary of Homeland Security, in consultation with the Secretary of Health and Human Services, determines that the cumulative number of such children transferred exceeds 110 percent of the number	Removed unnecessary language for consistency.

Language Provision	Explanation
<p>transferred through the comparable date, \$5,750,000 shall be available in addition to the amount made available in the previous proviso: Provided further, That, if the Secretary of Homeland Security, in consultation with the Secretary of Health and Human Services, determines that the cumulative number of such children transferred exceeds 120 percent of the number transferred through the comparable date, \$5,750,000 shall be available in addition to the amounts made available in the previous two provisos: Provided further, That, if the Secretary of Homeland Security, in consultation with the Secretary of Health and Human Services, determines that the cumulative number of such children transferred exceeds 130 percent of the number transferred through the comparable date, \$5,750,000 shall be available in addition to the amounts made available in the previous three provisos: Provided further, That amounts made available in any of the previous four provisos may be transferred to any other appropriation: Provided further, That the transfer authority in the previous proviso is in addition to any other transfer authority provided by law.</p> <p>For an additional amount, \$38,599,000, to remain available until expended, to be reduced by amounts collected and credited to this appropriation from amounts authorized to be collected by section 286(i) of the Immigration and Nationality Act (8 U.S.C. 1356(i)), section 10412 of the Farm Security and Rural Investment Act of 2002 (7 U.S.C. 8311), and section 817 of the Trade Facilitation and Trade Enforcement Act of 2015 or other such authorizing legislation: Provided, That to the extent that amounts realized from such collections exceed \$38,599,000, those amounts in excess of \$38,599,000 shall be credited to this appropriation, to remain available until expended: Provided, That the authority provided in this paragraph is contingent upon enactment of applicable authorizing legislation].</p>	



### Procurement, Construction, and Improvements

For necessary expenses for U.S. Customs and Border Protection for procurement, construction, and improvements, including [but not limited to] procurements to buy, maintain, [or ]*and* operate aircraft and unmanned [aircraft ]*aerial* systems, [\$323,390,000]\$2,063,719,000, of which [\$214,998,000]\$231,059,000 shall[,to] remain available until September 30, [2019]2020, and of which [\$108,392,000]\$1,832,660,000 *shall*[, to] remain available until September 30, [2021]2022.

Language Provision	Explanation
[2019] 2020	Updated period of availability.
[aircraft ] <i>aerial</i>	Updated language for accuracy.
[\$323,390,000]\$2,063,719,000	Dollar change only
[\$214,998,000]\$231,059,000	Dollar change only.
shall[,to]	Updated language for consistency.
[2019]2020	Updated period of availability.
[\$108,392,000]\$1,832,660,000	Dollar change only.
shall[, to]	Updated language for consistency.
[2021]2022	Updated period of availability.

## U.S. Customs and Border Protection Reimbursable Resources

*Dollars in Thousands*

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
<b>Department of Agriculture - Department of Agriculture</b>	<b>Source</b>	-	-	\$63	-	-	\$63	-	-	\$63	-	-	-
Operations and Support	Location	-	-	\$63	-	-	\$63	-	-	\$63	-	-	-
Mission Support	Location	-	-	\$63	-	-	\$63	-	-	\$63	-	-	-
Enterprise Services	Location	-	-	\$63	-	-	\$63	-	-	\$63	-	-	-
<b>Department of Defense - Department of Defense</b>	<b>Source</b>	-	-	\$227	-	-	\$227	-	-	\$227	-	-	-
Operations and Support	Location	-	-	\$227	-	-	\$227	-	-	\$227	-	-	-
Mission Support	Location	-	-	\$169	-	-	\$169	-	-	\$169	-	-	-
Enterprise Services	Location	-	-	\$169	-	-	\$169	-	-	\$169	-	-	-
Integrated Operations	Location	-	-	\$58	-	-	\$58	-	-	\$58	-	-	-
Air and Marine Operations	Location	-	-	\$58	-	-	\$58	-	-	\$58	-	-	-
Assets and Support	Location	-	-	\$58	-	-	\$58	-	-	\$58	-	-	-
<b>Department of Defense - Air Force</b>	<b>Source</b>	-	-	\$92	-	-	\$92	-	-	\$92	-	-	-
Operations and Support	Location	-	-	\$92	-	-	\$92	-	-	\$92	-	-	-
Trade and Travel Operations	Location	-	-	\$29	-	-	\$29	-	-	\$29	-	-	-
Office of Field Operations	Location	-	-	\$29	-	-	\$29	-	-	\$29	-	-	-
Domestic Operations	Location	-	-	\$29	-	-	\$29	-	-	\$29	-	-	-
Integrated Operations	Location	-	-	\$63	-	-	\$63	-	-	\$63	-	-	-
Air and Marine Operations	Location	-	-	\$63	-	-	\$63	-	-	\$63	-	-	-
Assets and Support	Location	-	-	\$63	-	-	\$63	-	-	\$63	-	-	-
<b>Department of Energy - Department of Energy</b>	<b>Source</b>	-	-	\$187	-	-	\$187	-	-	\$187	-	-	-
Operations and Support	Location	-	-	\$187	-	-	\$187	-	-	\$187	-	-	-
Mission Support	Location	-	-	\$5	-	-	\$5	-	-	\$5	-	-	-
Enterprise Services	Location	-	-	\$5	-	-	\$5	-	-	\$5	-	-	-
Integrated Operations	Location	-	-	\$182	-	-	\$182	-	-	\$182	-	-	-
Air and Marine Operations	Location	-	-	\$182	-	-	\$182	-	-	\$182	-	-	-
Assets and Support	Location	-	-	\$182	-	-	\$182	-	-	\$182	-	-	-
<b>Department of Health and Human Services - Department Wide</b>	<b>Source</b>	-	-	\$1,760	-	-	\$1,760	-	-	\$1,760	-	-	-
Operations and Support	Location	-	-	\$1,760	-	-	\$1,760	-	-	\$1,760	-	-	-
Mission Support	Location	-	-	\$448	-	-	\$448	-	-	\$448	-	-	-
Enterprise Services	Location	-	-	\$448	-	-	\$448	-	-	\$448	-	-	-
Trade and Travel Operations	Location	-	-	\$1,312	-	-	\$1,312	-	-	\$1,312	-	-	-
Office of Field Operations	Location	-	-	\$1,312	-	-	\$1,312	-	-	\$1,312	-	-	-
Domestic Operations	Location	-	-	\$1,312	-	-	\$1,312	-	-	\$1,312	-	-	-
<b>Independent Agency - Other Independent Agencies</b>	<b>Source</b>	67	67	\$60,447	67	67	\$60,424	67	67	\$60,424	-	-	-
Operations and Support	Location	67	67	\$59,712	67	67	\$59,712	67	67	\$59,712	-	-	-
Mission Support	Location	-	-	\$6,273	-	-	\$6,273	-	-	\$6,273	-	-	-
Enterprise Services	Location	-	-	\$6,093	-	-	\$6,093	-	-	\$6,093	-	-	-
Executive Leadership and Oversight	Location	-	-	\$180	-	-	\$180	-	-	\$180	-	-	-
Trade and Travel Operations	Location	67	67	\$51,829	67	67	\$51,829	67	67	\$51,829	-	-	-
Office of Field Operations	Location	67	67	\$51,829	67	67	\$51,829	67	67	\$51,829	-	-	-
Domestic Operations	Location	42	42	\$47,507	42	42	\$47,507	42	42	\$47,507	-	-	-

Department of Homeland Security

U.S. Customs and Border Protection

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
International Operations	Location	25	25	\$3,831	25	25	\$3,831	25	25	\$3,831	-	-	-
Targeting Operations	Location	-	-	\$265	-	-	\$265	-	-	\$265	-	-	-
Assets and Support	Location	-	-	\$226	-	-	\$226	-	-	\$226	-	-	-
Integrated Operations	Location	-	-	\$1,610	-	-	\$1,610	-	-	\$1,610	-	-	-
Air and Marine Operations	Location	-	-	\$228	-	-	\$228	-	-	\$228	-	-	-
Assets and Support	Location	-	-	\$228	-	-	\$228	-	-	\$228	-	-	-
Office of International Affairs	Location	-	-	\$1,381	-	-	\$1,381	-	-	\$1,381	-	-	-
Operations Support	Location	-	-	\$1	-	-	\$1	-	-	\$1	-	-	-
Immigration Inspection User Fee	Location	-	-	\$19	-	-	\$19	-	-	\$19	-	-	-
Puerto Rico Trust Fund	Location	-	-	\$693	-	-	\$693	-	-	\$693	-	-	-
User Fee Facilities	Location	-	-	\$23	-	-	-	-	-	-	-	-	-
<b>Department of Homeland Security - Federal Emergency Management Agency</b>	<b>Source</b>	-	-	\$13	-	-	\$13	-	-	\$13	-	-	-
Operations and Support	Location	-	-	\$13	-	-	\$13	-	-	\$13	-	-	-
Mission Support	Location	-	-	\$3	-	-	\$3	-	-	\$3	-	-	-
Enterprise Services	Location	-	-	\$3	-	-	\$3	-	-	\$3	-	-	-
Integrated Operations	Location	-	-	\$10	-	-	\$10	-	-	\$10	-	-	-
Operations Support	Location	-	-	\$10	-	-	\$10	-	-	\$10	-	-	-
<b>Department of Homeland Security - Federal Law Enforcement Training Center</b>	<b>Source</b>	-	-	\$110	-	-	\$110	-	-	\$110	-	-	-
Operations and Support	Location	-	-	\$110	-	-	\$110	-	-	\$110	-	-	-
Integrated Operations	Location	-	-	\$110	-	-	\$110	-	-	\$110	-	-	-
Air and Marine Operations	Location	-	-	\$110	-	-	\$110	-	-	\$110	-	-	-
Assets and Support	Location	-	-	\$110	-	-	\$110	-	-	\$110	-	-	-
<b>Department of Homeland Security - Transportation Security Administration</b>	<b>Source</b>	2	2	\$6,227	2	2	\$6,227	2	2	\$6,227	-	-	-
Operations and Support	Location	2	2	\$6,227	2	2	\$6,227	2	2	\$6,227	-	-	-
Mission Support	Location	-	-	\$5,244	-	-	\$5,244	-	-	\$5,244	-	-	-
Enterprise Services	Location	-	-	\$5,244	-	-	\$5,244	-	-	\$5,244	-	-	-
Trade and Travel Operations	Location	-	-	\$769	-	-	\$769	-	-	\$769	-	-	-
Office of Trade	Location	-	-	\$769	-	-	\$769	-	-	\$769	-	-	-
Integrated Operations	Location	2	2	\$214	2	2	\$214	2	2	\$214	-	-	-
Office of Intelligence	Location	2	2	\$214	2	2	\$214	2	2	\$214	-	-	-
<b>Department of Homeland Security - Citizenship and Immigration Services</b>	<b>Source</b>	61	61	\$10,949	61	61	\$10,949	61	61	\$10,949	-	-	-
Operations and Support	Location	61	61	\$10,949	61	61	\$10,949	61	61	\$10,949	-	-	-
Mission Support	Location	-	-	\$1	-	-	\$1	-	-	\$1	-	-	-
Enterprise Services	Location	-	-	\$1	-	-	\$1	-	-	\$1	-	-	-
Trade and Travel Operations	Location	61	61	\$10,948	61	61	\$10,948	61	61	\$10,948	-	-	-
Office of Field Operations	Location	61	61	\$10,948	61	61	\$10,948	61	61	\$10,948	-	-	-
Domestic Operations	Location	61	61	\$10,948	61	61	\$10,948	61	61	\$10,948	-	-	-
<b>Department of Homeland Security - Science and Technology</b>	<b>Source</b>	-	-	\$869	-	-	\$869	-	-	\$869	-	-	-
Operations and Support	Location	-	-	\$869	-	-	\$869	-	-	\$869	-	-	-
Mission Support	Location	-	-	\$661	-	-	\$661	-	-	\$661	-	-	-
Enterprise Services	Location	-	-	\$661	-	-	\$661	-	-	\$661	-	-	-
Border Security Operations	Location	-	-	\$208	-	-	\$208	-	-	\$208	-	-	-
US Border Patrol	Location	-	-	\$208	-	-	\$208	-	-	\$208	-	-	-
Operations	Location	-	-	\$208	-	-	\$208	-	-	\$208	-	-	-

Department of Homeland Security

U.S. Customs and Border Protection

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
<b>Department of Homeland Security - United States Secret Service</b>													
	Source	-	-	\$1	-	-	\$1	-	-	\$1	-	-	-
Operations and Support	Location	-	-	\$1	-	-	\$1	-	-	\$1	-	-	-
Mission Support	Location	-	-	\$1	-	-	\$1	-	-	\$1	-	-	-
Enterprise Services	Location	-	-	\$1	-	-	\$1	-	-	\$1	-	-	-
<b>Department of Homeland Security - Office of the Inspector General</b>													
	Source	-	-	\$82	-	-	\$82	-	-	\$82	-	-	-
Operations and Support	Location	-	-	\$82	-	-	\$82	-	-	\$82	-	-	-
Mission Support	Location	-	-	\$82	-	-	\$82	-	-	\$82	-	-	-
Enterprise Services	Location	-	-	\$82	-	-	\$82	-	-	\$82	-	-	-
<b>International Assistance Programs - Agency for International Development</b>													
	Source	-	-	\$88	-	-	\$88	-	-	\$88	-	-	-
Operations and Support	Location	-	-	\$88	-	-	\$88	-	-	\$88	-	-	-
Integrated Operations	Location	-	-	\$88	-	-	\$88	-	-	\$88	-	-	-
Office of International Affairs	Location	-	-	\$88	-	-	\$88	-	-	\$88	-	-	-
<b>Immigration User Fee</b>													
	Source	4,293	4,293	\$662,130	4,293	4,293	\$662,130	4,293	4,293	\$662,130	-	-	-
Operations and Support	Location	4,293	4,293	\$662,130	4,293	4,293	\$662,130	4,293	4,293	\$662,130	-	-	-
Mission Support	Location	646	646	\$129,369	646	646	\$129,369	646	646	\$129,369	-	-	-
Enterprise Services	Location	629	629	\$124,149	629	629	\$124,149	629	629	\$124,149	-	-	-
Office of Professional Responsibility	Location	9	9	\$2,835	9	9	\$2,835	9	9	\$2,835	-	-	-
Executive Leadership and Oversight	Location	8	8	\$2,385	8	8	\$2,385	8	8	\$2,385	-	-	-
Trade and Travel Operations	Location	3,639	3,639	\$531,289	3,639	3,639	\$531,289	3,639	3,639	\$531,289	-	-	-
Office of Field Operations	Location	3,635	3,635	\$530,282	3,635	3,635	\$530,282	3,635	3,635	\$530,282	-	-	-
Domestic Operations	Location	3,635	3,635	\$510,182	3,635	3,635	\$510,182	3,635	3,635	\$510,182	-	-	-
Assets and Support	Location	-	-	\$20,100	-	-	\$20,100	-	-	\$20,100	-	-	-
Office of Trade	Location	4	4	\$1,007	4	4	\$1,007	4	4	\$1,007	-	-	-
Integrated Operations	Location	8	8	\$1,472	8	8	\$1,472	8	8	\$1,472	-	-	-
Office of International Affairs	Location	8	8	\$1,000	8	8	\$1,000	8	8	\$1,000	-	-	-
Operations Support	Location	-	-	\$472	-	-	\$472	-	-	\$472	-	-	-
<b>Department of Homeland Security - Departmental Management and Operations</b>													
	Source	-	-	\$15,208	-	-	\$15,208	-	-	\$15,208	-	-	-
Operations and Support	Location	-	-	\$15,208	-	-	\$15,208	-	-	\$15,208	-	-	-
Mission Support	Location	-	-	\$15,015	-	-	\$15,015	-	-	\$15,015	-	-	-
Enterprise Services	Location	-	-	\$15,015	-	-	\$15,015	-	-	\$15,015	-	-	-
Integrated Operations	Location	-	-	\$193	-	-	\$193	-	-	\$193	-	-	-
Air and Marine Operations	Location	-	-	\$139	-	-	\$139	-	-	\$139	-	-	-
Assets and Support	Location	-	-	\$139	-	-	\$139	-	-	\$139	-	-	-
Office of International Affairs	Location	-	-	\$54	-	-	\$54	-	-	\$54	-	-	-
<b>Independent Agency - Corps of Engineers--Civil Works</b>													
	Source	-	-	\$103	-	-	\$103	-	-	\$103	-	-	-
Operations and Support	Location	-	-	\$103	-	-	\$103	-	-	\$103	-	-	-
Mission Support	Location	-	-	\$103	-	-	\$103	-	-	\$103	-	-	-
Enterprise Services	Location	-	-	\$103	-	-	\$103	-	-	\$103	-	-	-
<b>Agriculture Quarantine Inspection fee</b>													
	Source	3,087	3,087	\$522,124	3,087	3,087	\$522,124	3,087	3,087	\$522,124	-	-	-
Operations and Support	Location	3,087	3,087	\$522,124	3,087	3,087	\$522,124	3,087	3,087	\$522,124	-	-	-
Mission Support	Location	332	332	\$90,225	332	332	\$90,225	332	332	\$90,225	-	-	-
Enterprise Services	Location	288	288	\$83,153	288	288	\$83,153	288	288	\$83,153	-	-	-
Office of Professional Responsibility	Location	27	27	\$4,705	27	27	\$4,705	27	27	\$4,705	-	-	-
Executive Leadership and Oversight	Location	17	17	\$2,367	17	17	\$2,367	17	17	\$2,367	-	-	-
Trade and Travel Operations	Location	2,734	2,734	\$427,734	2,734	2,734	\$427,734	2,734	2,734	\$427,734	-	-	-
Office of Field Operations	Location	2,705	2,705	\$417,607	2,705	2,705	\$417,607	2,705	2,705	\$417,607	-	-	-

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Domestic Operations	Location	2,705	2,705	\$394,982	2,705	2,705	\$394,982	2,705	2,705	\$394,982	-	-	-
Assets and Support	Location	-	-	\$22,625	-	-	\$22,625	-	-	\$22,625	-	-	-
Office of Trade	Location	29	29	\$5,211	29	29	\$5,211	29	29	\$5,211	-	-	-
Office of Training and Development	Location	-	-	\$4,916	-	-	\$4,916	-	-	\$4,916	-	-	-
Integrated Operations	Location	21	21	\$4,165	21	21	\$4,165	21	21	\$4,165	-	-	-
Office of International Affairs	Location	8	8	\$1,420	8	8	\$1,420	8	8	\$1,420	-	-	-
Office of Intelligence	Location	13	13	\$1,978	13	13	\$1,978	13	13	\$1,978	-	-	-
Operations Support	Location	-	-	\$767	-	-	\$767	-	-	\$767	-	-	-
<b>International Assistance Programs - International Security Assistance</b>	<b>Source</b>	2	2	\$1,115	2	2	\$1,115	2	2	\$1,115	-	-	-
Operations and Support	Location	2	2	\$1,115	2	2	\$1,115	2	2	\$1,115	-	-	-
Trade and Travel Operations	Location	-	-	\$35	-	-	\$35	-	-	\$35	-	-	-
Office of Field Operations	Location	-	-	\$35	-	-	\$35	-	-	\$35	-	-	-
Targeting Operations	Location	-	-	\$35	-	-	\$35	-	-	\$35	-	-	-
Integrated Operations	Location	2	2	\$1,080	2	2	\$1,080	2	2	\$1,080	-	-	-
Air and Marine Operations	Location	-	-	\$38	-	-	\$38	-	-	\$38	-	-	-
Assets and Support	Location	-	-	\$38	-	-	\$38	-	-	\$38	-	-	-
Office of International Affairs	Location	2	2	\$1,042	2	2	\$1,042	2	2	\$1,042	-	-	-
<b>Immigration Enforcement Fines</b>	<b>Source</b>	-	-	\$758	-	-	\$758	-	-	\$758	-	-	-
Operations and Support	Location	-	-	\$758	-	-	\$758	-	-	\$758	-	-	-
Trade and Travel Operations	Location	-	-	\$758	-	-	\$758	-	-	\$758	-	-	-
Office of Field Operations	Location	-	-	\$758	-	-	\$758	-	-	\$758	-	-	-
Domestic Operations	Location	-	-	\$758	-	-	\$758	-	-	\$758	-	-	-
<b>Land Border Inspection fee</b>	<b>Source</b>	308	308	\$38,725	308	308	\$38,725	308	308	\$38,725	-	-	-
Operations and Support	Location	308	308	\$38,725	308	308	\$38,725	308	308	\$38,725	-	-	-
Trade and Travel Operations	Location	308	308	\$38,725	308	308	\$38,725	308	308	\$38,725	-	-	-
Office of Field Operations	Location	308	308	\$38,725	308	308	\$38,725	308	308	\$38,725	-	-	-
Domestic Operations	Location	308	308	\$38,725	308	308	\$38,725	308	308	\$38,725	-	-	-
<b>Independent Agency - Environmental Protection Agency</b>	<b>Source</b>	-	-	\$84	-	-	\$84	-	-	\$84	-	-	-
Operations and Support	Location	-	-	\$84	-	-	\$84	-	-	\$84	-	-	-
Mission Support	Location	-	-	\$84	-	-	\$84	-	-	\$84	-	-	-
Enterprise Services	Location	-	-	\$84	-	-	\$84	-	-	\$84	-	-	-
<b>Treasury Forfeiture Fund Super Surplus</b>	<b>Source</b>	164	164	\$62,349	164	164	\$62,349	164	164	\$62,349	-	-	-
Operations and Support	Location	164	164	\$62,349	164	164	\$62,349	164	164	\$62,349	-	-	-
Mission Support	Location	24	24	\$33,365	24	24	\$33,365	24	24	\$33,365	-	-	-
Enterprise Services	Location	24	24	\$33,365	24	24	\$33,365	24	24	\$33,365	-	-	-
Border Security Operations	Location	5	5	\$3,204	5	5	\$3,204	5	5	\$3,204	-	-	-
US Border Patrol	Location	5	5	\$3,204	5	5	\$3,204	5	5	\$3,204	-	-	-
Operations	Location	5	5	\$3,204	5	5	\$3,204	5	5	\$3,204	-	-	-
Trade and Travel Operations	Location	135	135	\$25,780	135	135	\$25,780	135	135	\$25,780	-	-	-
Office of Field Operations	Location	135	135	\$25,780	135	135	\$25,780	135	135	\$25,780	-	-	-
Domestic Operations	Location	135	135	\$25,542	135	135	\$25,542	135	135	\$25,542	-	-	-
Assets and Support	Location	-	-	\$238	-	-	\$238	-	-	\$238	-	-	-
<b>COBRA</b>	<b>Source</b>	3,161	3,161	\$1,036,374	3,161	3,161	\$1,036,374	3,161	3,161	\$1,036,374	-	-	-
Operations and Support	Location	3,161	3,161	\$1,036,374	3,161	3,161	\$1,036,374	3,161	3,161	\$1,036,374	-	-	-
Trade and Travel Operations	Location	3,161	3,161	\$1,036,374	3,161	3,161	\$1,036,374	3,161	3,161	\$1,036,374	-	-	-
Office of Field Operations	Location	3,161	3,161	\$1,036,374	3,161	3,161	\$1,036,374	3,161	3,161	\$1,036,374	-	-	-
Domestic Operations	Location	3,161	3,161	\$969,126	3,161	3,161	\$969,126	3,161	3,161	\$969,126	-	-	-
International Operations	Location	-	-	\$64,211	-	-	\$64,211	-	-	\$64,211	-	-	-

Department of Homeland Security

U.S. Customs and Border Protection

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Targeting Operations	Location	-	-	\$3,037	-	-	\$3,037	-	-	\$3,037	-	-	-
<b>Virgin Island Deposit Fund</b>	<b>Source</b>	58	58	\$10,839	58	58	\$10,839	58	58	\$10,839	-	-	-
Operations and Support	Location	58	58	\$10,839	58	58	\$10,839	58	58	\$10,839	-	-	-
Trade and Travel Operations	Location	58	58	\$10,839	58	58	\$10,839	58	58	\$10,839	-	-	-
Office of Field Operations	Location	58	58	\$10,839	58	58	\$10,839	58	58	\$10,839	-	-	-
Domestic Operations	Location	58	58	\$10,839	58	58	\$10,839	58	58	\$10,839	-	-	-
<b>International Assistance Programs - Peace Corps</b>	<b>Source</b>	-	-	\$2	-	-	\$2	-	-	\$2	-	-	-
Operations and Support	Location	-	-	\$2	-	-	\$2	-	-	\$2	-	-	-
Mission Support	Location	-	-	\$2	-	-	\$2	-	-	\$2	-	-	-
Enterprise Services	Location	-	-	\$2	-	-	\$2	-	-	\$2	-	-	-
<b>Department of Homeland Security - United States Coast Guard</b>	<b>Source</b>	-	-	\$5,829	-	-	\$5,829	-	-	\$5,829	-	-	-
Operations and Support	Location	-	-	\$5,829	-	-	\$5,829	-	-	\$5,829	-	-	-
Mission Support	Location	-	-	\$3,025	-	-	\$3,025	-	-	\$3,025	-	-	-
Enterprise Services	Location	-	-	\$3,025	-	-	\$3,025	-	-	\$3,025	-	-	-
Integrated Operations	Location	-	-	\$2,804	-	-	\$2,804	-	-	\$2,804	-	-	-
Air and Marine Operations	Location	-	-	\$2,804	-	-	\$2,804	-	-	\$2,804	-	-	-
Assets and Support	Location	-	-	\$2,804	-	-	\$2,804	-	-	\$2,804	-	-	-
<b>Department of Homeland Security - National Protection and Programs Directorate</b>	<b>Source</b>	-	-	\$5,207	-	-	\$5,207	-	-	\$5,207	-	-	-
Operations and Support	Location	-	-	\$5,207	-	-	\$5,207	-	-	\$5,207	-	-	-
Mission Support	Location	-	-	\$241	-	-	\$241	-	-	\$241	-	-	-
Enterprise Services	Location	-	-	\$241	-	-	\$241	-	-	\$241	-	-	-
Trade and Travel Operations	Location	-	-	\$4,966	-	-	\$4,966	-	-	\$4,966	-	-	-
Office of Field Operations	Location	-	-	\$4,966	-	-	\$4,966	-	-	\$4,966	-	-	-
Assets and Support	Location	-	-	\$4,966	-	-	\$4,966	-	-	\$4,966	-	-	-
<b>Department of Justice - Department of Justice</b>	<b>Source</b>	-	-	\$711	-	-	\$711	-	-	\$711	-	-	-
Operations and Support	Location	-	-	\$711	-	-	\$711	-	-	\$711	-	-	-
Mission Support	Location	-	-	\$151	-	-	\$151	-	-	\$151	-	-	-
Enterprise Services	Location	-	-	\$151	-	-	\$151	-	-	\$151	-	-	-
Border Security Operations	Location	-	-	\$1	-	-	\$1	-	-	\$1	-	-	-
US Border Patrol	Location	-	-	\$1	-	-	\$1	-	-	\$1	-	-	-
Operations	Location	-	-	\$1	-	-	\$1	-	-	\$1	-	-	-
Trade and Travel Operations	Location	-	-	\$375	-	-	\$375	-	-	\$375	-	-	-
Office of Field Operations	Location	-	-	\$1	-	-	\$1	-	-	\$1	-	-	-
Domestic Operations	Location	-	-	\$1	-	-	\$1	-	-	\$1	-	-	-
Office of Training and Development	Location	-	-	\$374	-	-	\$374	-	-	\$374	-	-	-
Integrated Operations	Location	-	-	\$184	-	-	\$184	-	-	\$184	-	-	-
Air and Marine Operations	Location	-	-	\$184	-	-	\$184	-	-	\$184	-	-	-
Assets and Support	Location	-	-	\$184	-	-	\$184	-	-	\$184	-	-	-
<b>Department of Labor - Department of Labor</b>	<b>Source</b>	-	-	\$70	-	-	\$70	-	-	\$70	-	-	-
Operations and Support	Location	-	-	\$70	-	-	\$70	-	-	\$70	-	-	-
Mission Support	Location	-	-	\$70	-	-	\$70	-	-	\$70	-	-	-
Enterprise Services	Location	-	-	\$70	-	-	\$70	-	-	\$70	-	-	-
<b>Department of State - Department of State</b>	<b>Source</b>	7	7	\$7,046	7	7	\$7,046	7	7	\$7,046	-	-	-
Operations and Support	Location	7	7	\$7,046	7	7	\$7,046	7	7	\$7,046	-	-	-
Mission Support	Location	-	-	\$9	-	-	\$9	-	-	\$9	-	-	-
Enterprise Services	Location	-	-	\$9	-	-	\$9	-	-	\$9	-	-	-
Integrated Operations	Location	7	7	\$7,037	7	7	\$7,037	7	7	\$7,037	-	-	-

Collections		FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Air and Marine Operations	Location	-	-	\$104	-	-	\$104	-	-	\$104	-	-	-
Assets and Support	Location	-	-	\$104	-	-	\$104	-	-	\$104	-	-	-
Office of International Affairs	Location	7	7	\$6,933	7	7	\$6,933	7	7	\$6,933	-	-	-
<b>Department of Transportation - Department of Transportation</b>	<b>Source</b>	-	-	\$34	-	-	\$34	-	-	\$34	-	-	-
Operations and Support	Location	-	-	\$34	-	-	\$34	-	-	\$34	-	-	-
Mission Support	Location	-	-	\$34	-	-	\$34	-	-	\$34	-	-	-
Enterprise Services	Location	-	-	\$34	-	-	\$34	-	-	\$34	-	-	-
<b>Department of Homeland Security - Domestic Nuclear Detection Office</b>	<b>Source</b>	-	-	\$215	-	-	\$215	-	-	\$215	-	-	-
Operations and Support	Location	-	-	\$215	-	-	\$215	-	-	\$215	-	-	-
Integrated Operations	Location	-	-	\$215	-	-	\$215	-	-	\$215	-	-	-
Operations Support	Location	-	-	\$215	-	-	\$215	-	-	\$215	-	-	-
<b>Total Collections</b>		<b>11,210</b>	<b>11,210</b>	<b>\$2,450,038</b>	<b>11,210</b>	<b>11,210</b>	<b>\$2,450,015</b>	<b>11,210</b>	<b>11,210</b>	<b>\$2,450,015</b>	-	-	-

# Department of Homeland Security

*U.S. Customs and Border Protection*

*Operations and Support*



**Fiscal Year 2018  
Congressional Justification**



## Table of Contents

<b><i>Operations and Support</i></b> .....	<b>1</b>
Budget Comparison and Adjustments.....	4
Personnel Compensation and Benefits.....	97
Non Pay Budget Exhibits.....	100
Supplemental Budget Justification Exhibits .....	102
<i>Mission Support – PPA</i> .....	103
Budget Comparison and Adjustments .....	103
Personnel Compensation and Benefits.....	111
Non Pay Budget Exhibits.....	113
<i>Enterprise Services – PPA Level II</i> .....	115
<i>Office of Professional Responsibility – PPA Level II</i> .....	153
<i>Executive Leadership and Oversight – PPA Level II</i> .....	165
<i>Border Security Operations - PPA</i> .....	180
Budget Comparison and Adjustments .....	180
Personnel Compensation and Benefits.....	187
Non Pay Budget Exhibits.....	189
<i>US Border Patrol – PPA Level II</i> .....	191
<i>Office of Training and Development – PPA Level II</i> .....	233
<i>Trade and Travel Operations - PPA</i> .....	243
Budget Comparison and Adjustments .....	243
Personnel Compensation and Benefits.....	251
Non Pay Budget Exhibits.....	253
<i>Office of Field Operations – PPA Level II</i> .....	255
<i>Office of Trade – PPA Level II</i> .....	346
<i>Office of Training and Development – PPA Level II</i> .....	360

<i>Integrated Operation-PPA</i> .....	371
Budget Comparison and Adjustments .....	371
Personnel Compensation and Benefits.....	378
Non Pay Budget Exhibits.....	380
<i>Air and Marine Operations – PPA Level II</i> .....	382
<i>Office of International Affairs – PPA Level II</i> .....	428
<i>Office of Intelligence Affairs – PPA Level II</i> .....	440
<i>Office of Training and Development – PPA Level II</i> .....	459
<i>Operations and Support– PPA Level II</i> .....	465

## Operations and Support

### Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Mission Support	4,853	4,043	\$1,513,371	4,853	4,043	\$1,482,978	5,485	4,910	\$1,767,185	632	867	\$284,207
Border Security Operations	23,207	21,265	\$4,197,111	23,207	21,265	\$4,184,944	23,645	21,232	\$4,536,101	438	(33)	\$351,157
Trade and Travel Operations	21,202	19,763	\$3,935,179	20,413	18,974	\$3,981,498	19,084	17,719	\$4,210,817	(1,329)	(1,255)	\$229,319
Integrated Operations	2,685	2,323	\$1,006,283	2,685	2,323	\$986,379	2,975	2,599	\$1,078,238	290	276	\$91,859
<b>Total</b>	<b>51,947</b>	<b>47,394</b>	<b>\$10,651,944</b>	<b>51,158</b>	<b>46,605</b>	<b>\$10,635,799</b>	<b>51,189</b>	<b>46,460</b>	<b>\$11,592,341</b>	<b>31</b>	<b>(145)</b>	<b>\$956,542</b>
Subtotal Discretionary - Appropriation	51,947	47,394	\$10,651,944	51,158	46,605	\$10,635,799	51,189	46,460	\$11,592,341	31	(145)	\$956,542

### Overview

As the frontline border agency in the U.S. Department of Homeland Security (DHS), U.S. Customs and Border Protection (CBP) has the dual mission of preventing suspected terrorists, terrorist weapons, and other contraband from entering the United States, while also facilitating the flow of legitimate trade and travel into and out of the United States. CBP ensures that all persons and cargo enter the United States legally and safely through official checkpoints and ports of entry (POE). CBP achieves its mission using a combination of advanced information, risk assessment, appropriate scanning and other technologies, and by partnering with Federal, State, local, tribal, and foreign law enforcement agencies as well as private industry and international partners. CBP's over 60,000 highly trained employees ensure that the agency performs its mission with vigilance, integrity, and professionalism.

The Operations and Support (O&S) appropriation funds all appropriated operating costs required to achieve CBP's dual mission. The primary drivers behind these costs are the salaries and benefits (S&B) of CBP operational and mission support personnel.

The balance of this appropriation is comprised of the operations and maintenance (O&M) costs necessary to sustain the daily effectiveness of CBP equipment and facilities.

O&S funds necessary operations, mission support, and associated management and administration (M&A) costs in support of the following Programs, Projects, and Activities (PPA):

- **Enterprise Services:** This PPA captures activities that are standardized across DHS and provide enterprise leadership, management and/or business administration services and describes the capabilities and activities that support the day-to-day

management and back office functions enabling the Department to operate efficiently and effectively. Key capabilities include: conducting agency planning and performance management, managing finances, managing agency workforce, providing physical and personnel security, acquiring goods and services, managing agency communications, managing legal affairs, and providing general management and administration.

- **Border Security Operations:** CBP protects the Nation through the coordinated use of integrated air and marine forces to detect, interdict, and prevent acts of terrorism and the unlawful movement of people, illegal drugs, and other contraband toward or across the borders of the United States. The activities funded in this Program, Project, and Activity (PPA) contribute to securing America's southwest, northern, and certain coastal borders. Through the coordinated use of operational capabilities and assets of the U.S. Border Patrol (USBP) and of Air and Marine Operations (AMO), CBP prevents terrorists and terrorist weapons, illegal aliens, smugglers, narcotics, and other contraband from moving across the borders of the United States.

In Fiscal Year (FY) 2018, CBP will continue implementing an operational approach focused on information, integration, and rapid response capabilities in performing the mission of securing America's borders. This strategy involves CBP moving from a resource-dependent approach to border security to a risk-based approach that enables rapid response to areas of greatest risk in the immediate border area. USBP will deploy its capabilities to align with the threats along the U.S. borders. This is an ongoing process that will continue to adapt as threats change.

The funds requested in this PPA support risk management as the core of CBP's border operations. Through enhanced situational awareness and intelligence (information), coordinated operations with Federal, State, local and international partners (integration), and the ability to respond quickly to changing threats (rapid response), CBP will be able to put the greatest capabilities in place to combat the greatest threats.

- **Trade and Travel Operations:** CBP uses the resources of this PPA to mitigate the threats from terrorists and to prevent contraband from entering the U.S. while facilitating the legal flow of people and trade. CBP achieves this mission by deploying CBP officers (CBPO) to the POEs and by using a combination of technology, intelligence, risk information, targeting, and international cooperation to screen inbound international cargo and travelers and, in targeted border areas, to screen departing export cargo. Additional attention to outbound travel along areas of the southwest border also helps prevent the exit of money and weapons for illegal purposes.

CBP has extended a zone of security beyond U.S. physical borders through bilateral cooperation with other nations, private-sector partnerships, expanded targeting, and advance scrutiny of information on people and products coming into this country.

CBP is cultivating “smart borders” through the use of technology, has established a layered defense strategy, and created a unified, recognizable presence at the border to combine and capitalize on the authorities and skills of our diverse workforce.

Several of the inspection activities performed at POEs and their associated costs are authorized to be reimbursed by user fee revenues that are remitted to CBP on monthly or quarterly basis. To manage the funding relationship between O&S and user fees, CBP leverages the O&S appropriation to fund activities related to the performance of customs, immigration and agriculture inspections at POEs, and then reimburses O&S to the extent fees are available from the Immigration, Agriculture Quarantine, and COBRA inspections user fees, and other reimbursable programs such as Reimbursable Enhanced Inspection Services. The Offices of Field Operations (OFO) and International Trade (OIT), as well as various mission support programs, employ the above described approach to fund certain inspection activities, including direct and indirect costs.

- **Integrated Operations:** This PPA captures the activities to establish the foundation for an integrated, all-hazards planning framework that considers routine emergencies or interruptions of border security operations including trade and travel and catastrophic events. Activities funded in this PPA operate at the national level and are not limited to a specific geographical area. Integrated Operations include funding for command and control, coordination, occupational health and safety, and information and situational awareness for multiple CBP mission programs. According to CBP’s *Vision and Strategy 2020: U.S. CBP Strategic Plan*, “situational awareness is derived from CBP’s comprehensive understanding of the threat environment and provides an in-depth picture of the current operating conditions within a specific region of the border environment and the near-term projections for those conditions in that region. It forms the cornerstone for safeguarding the Nation’s air, land, and maritime borders because it ensures that CBP operational elements and their leadership are keenly aware of the threats, challenges, opportunities, and capabilities within a given border region.”

## Operations and Support Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$10,674,505		
Transfers & Reprogrammings	(\$22,561)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$10,651,944</b>	<b>\$10,635,799</b>	<b>\$11,592,341</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$223,704	\$223,704
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$10,651,944</b>	<b>\$10,859,503</b>	<b>\$11,816,045</b>
Collections – Reimbursable Resources	\$2,449,303	\$2,449,303	\$2,449,303
<b>Total Budget Resources</b>	<b>\$13,101,247</b>	<b>\$13,308,806</b>	<b>\$14,265,348</b>
Obligations (Actual/Projections/Estimates)	\$10,432,106	\$13,085,102	\$12,777,000
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	51,947	51,158	51,189
Enacted/Request FTE	47,394	46,605	46,460
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	47,293	62,368	62,399
FTE (Actual/Estimates/Projections)	46,990	57,815	57,670

## Operations and Support Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>51,947</b>	<b>47,394</b>	<b>\$10,674,505</b>
Transfer out to DHS	-	-	(\$16,295)
UAS Upgrade	-	-	\$11,000
Use of Prior Year Lapse Balance	-	-	(\$17,266)
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$22,561)</b>
<b>FY 2016 Revised Enacted</b>	<b>51,947</b>	<b>47,394</b>	<b>\$10,651,944</b>
<b>FY 2017 Annualized CR</b>	<b>51,158</b>	<b>46,605</b>	<b>\$10,635,799</b>
<b>FY 2018 Base Budget</b>	<b>51,158</b>	<b>46,605</b>	<b>\$10,635,799</b>
Increase Reliance on Fee Collections	(277)	(277)	(\$45,000)
Revenue Modernization	13	12	\$1,940
Transfer out of WCF due to Cost Removal	-	-	(\$5,474)
<b>Total Transfers</b>	<b>(264)</b>	<b>(265)</b>	<b>(\$48,534)</b>
2017 Pay Raise	-	-	\$94,946
2018 Pay Raise	-	-	\$119,768
Adjustment to Base Pay Requirements	-	153	\$286,660
Adjustment to Sustain Border Technology Deployments	-	-	\$14,442
Adjustment to Sustain EVUS	-	4	\$8,216
AMOC-AMOSS Completion	-	-	\$3,374
Annualization of 2015 AMOC PED Cell and AMOSS	6	6	\$1,224
Annualization of 2015 Biometric Exit Mobile App	-	-	\$450
Annualization of 2015 National Geospatial-Intelligence Agency (NGA) Intel Research	-	-	\$350
Annualization of 2016 Canine Enforcement Program	-	23	\$686
Annualization of 2016 Counter Network Operations	-	30	\$4,881
Annualization of 2016 Pay Raise	-	-	\$25,674
Annualization of 2016 Polygraph Examiners	-	35	\$13,590
Annualization of 2017 Pay Raise	-	-	\$30,934
Border Patrol Facility Sustainment	-	-	\$11,309

Budget Formulation Activity	Positions	FTE	Amount
Commissioner Non-Pay Requirements	-	-	\$1,005
Department of Defense (DOD) Re-Use	-	-	\$540
Federal Protective Service Fee Increase	-	-	\$1,363
Health Benefits	-	-	\$18,871
Integrated Fixed Towers	-	-	\$7,240
Integrated Logistic Support	-	-	\$718
International Affairs Non-Pay Requirements	-	-	\$1,782
Management & Administration Resource Realignments	40	40	-
Mobile Surveillance	1	1	\$163
NII Equipment Refresh & Recapitalization	-	-	\$1,735
Realignment of User Fee Reliance	213	213	-
Rent Adjustment	-	-	\$9,865
Restore Rescission	-	-	\$38,660
TECS Modernization	-	-	\$9,000
Tethered Aerostat Radar System	-	-	\$5,697
<b>Total, Pricing Increases</b>	<b>260</b>	<b>505</b>	<b>\$713,143</b>
Eliminate Legacy Trusted Traveler Appropriation	-	-	(\$5,870)
Frontline Hiring Requirements for Human Resources	-	-	(\$4,449)
Fully Non-Recur DHC-8 Patrol Aircraft	-	-	(\$4,500)
Fully Non-Recur Maritime Radars	-	-	(\$10,000)
Fully Non-Recur Minotaur Mission Systems	-	-	(\$5,000)
Fully Non-Recur P-3 Maintenance	-	-	(\$2,500)
Fully Non-Recur UAS Ground Control Stations	-	-	(\$4,000)
Fully Non-Recur VADER Operations	-	-	(\$2,000)
High Risk Internal Cybersecurity Remediation	-	-	(\$9,000)
Mobile Surveillance Deployment to SW Border	-	-	(\$33,550)
Non-Recur 2016 Canine Enforcement Program	-	-	(\$3,638)
Non-Recur 2016 Counter Network Operations	-	-	(\$1,743)
Non-Recur 2016 Facilities Management Sustainment	-	-	(\$13,632)
Non-Recur 2016 UAS Operations	-	-	(\$2,178)
Non-Recur ACE	-	-	(\$34,984)



Budget Formulation Activity	Positions	FTE	Amount
Non-Recur Two-Year Funding - FY 2014 CBPO Initiative	-	-	(\$181)
Reduction to Manual Continuous Monitoring	-	-	(\$488)
Tactical Communication	-	-	(\$2,118)
Tactical Infrastructure Program Tower Maintenance & Repair	-	-	(\$21,200)
Travel Processing Fee	(1,099)	(1,099)	(\$157,480)
Watchlist Service Encounter Service	-	-	(\$1,900)
<b>Total, Pricing Decreases</b>	<b>(1,099)</b>	<b>(1,099)</b>	<b>(\$320,411)</b>
<b>Total Adjustments-to-Base</b>	<b>(1,103)</b>	<b>(859)</b>	<b>\$344,198</b>
<b>FY 2018 Current Services</b>	<b>50,055</b>	<b>45,746</b>	<b>\$10,979,997</b>
ACE Core Functionality	-	-	\$45,122
Air & Marine Acquisition Management	-	-	\$5,510
All-Source Processing, Exploitation, and Dissemination (PED)	66	33	\$5,181
AMO Facilities	-	-	\$8,657
AMO Logistic & Maintenance Increase for Border Support	-	-	\$18,127
AMO Personnel	94	47	\$23,201
AMO Recruitment and Retention	-	-	\$5,000
AMOC and Intelligence Research Analysts	55	55	\$9,715
AMOC Equipment	-	-	\$857
Body Worn Cameras	-	-	\$5,000
Commercial Technology Innovation Program	-	-	\$10,000
Criminal Investigators	60	35	\$14,263
Deploy and Sustain New RVSS on Southwest Border	3	3	\$3,769
DHC-8 Patrol Aircraft	-	-	\$13,200
Enhance Spanish Language Call Center	21	21	\$3,195
Enterprise Services Hiring for Border Wall	60	30	\$4,995
Equipment and Field Technology for Southern Border	-	-	\$24,192
Field Technology Officer Support	-	-	\$5,500
Hire 500 Border Patrol Agents	500	250	\$100,000
HRM Hiring Strategies	-	-	\$17,500
Increase Intelligence and Targeting Capabilities	-	-	\$54,855
Integrated Fixed Towers	-	-	\$1,254

Budget Formulation Activity	Positions	FTE	Amount
Interoperability Equipment Refresh	-	-	\$29,286
IT Equipment for Southwest Border Wall	-	-	\$10,000
Mobile Surveillance Deployment to SW Border	2	2	\$247
National Targeting Center Expansion	93	93	\$14,540
OI Staffing Enhancement	40	40	\$3,123
Small UAS Program	-	-	\$2,500
Tactical Aerostats and Re-locatable Towers	-	-	\$34,625
Trade Facilitation and Trade Enforcement Act	140	105	\$29,800
Trade Transformation Initiative	-	-	\$2,250
Unattended Ground Sensors/Imaging Sensors	-	-	\$3,000
USBP Airboats	-	-	\$871
USBP Facilities	-	-	\$61,220
USBP Relocations to Southwest Border	-	-	\$11,000
Use of Force Oversight and Training	-	-	\$4,190
Vehicle Procurement to Replace USBP Vehicles	-	-	\$37,200
Weapons Maintenance & Procurement	-	-	\$12,000
<b>Total, Program Increases</b>	<b>1,134</b>	<b>714</b>	<b>\$634,945</b>
Backfill CBPO Attrition with CBP Technicians	-	-	(\$9,900)
Canine Enforcement Program	-	-	(\$3,200)
Eliminate OFO TDY Support to Other Offices	-	-	(\$1,500)
Intellectual Property Rights Enforcement	-	-	(\$2,000)
Trade Metrics and Data Support	-	-	(\$1,500)
USBP Contract Reduction	-	-	(\$4,501)
<b>Total, Program Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$22,601)</b>
<b>FY 2018 Request</b>	<b>51,189</b>	<b>46,460</b>	<b>\$11,592,341</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>31</b>	<b>(145)</b>	<b>\$956,542</b>

## Operations and Support Justification of Pricing Changes

*Dollars in Thousands*

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
<b>Pricing Change 1 - 2017 Pay Raise</b>	-	-	<b>\$94,946</b>
Mission Support	-	-	\$8,933
Enterprise Services	-	-	\$6,716
Office of Professional Responsibility	-	-	\$1,225
Executive Leadership and Oversight	-	-	\$992
Border Security Operations	-	-	\$43,005
US Border Patrol	-	-	\$42,667
Operations	-	-	\$42,667
Office of Training and Development	-	-	\$338
Trade and Travel Operations	-	-	\$38,242
Office of Field Operations	-	-	\$36,627
Domestic Operations	-	-	\$34,458
International Operations	-	-	\$1,327
Targeting Operations	-	-	\$842
Office of Trade	-	-	\$1,509
Office of Training and Development	-	-	\$106
Integrated Operations	-	-	\$4,766
Air and Marine Operations	-	-	\$3,513
Operations	-	-	\$3,212
Air and Marine Operations Center	-	-	\$301
Office of International Affairs	-	-	\$314
Office of Intelligence	-	-	\$491
Operations Support	-	-	\$448
<b>Pricing Change 2 - 2018 Pay Raise</b>	-	-	<b>\$119,768</b>
Mission Support	-	-	\$9,417
Enterprise Services	-	-	\$6,936
Office of Professional Responsibility	-	-	\$1,342
Executive Leadership and Oversight	-	-	\$1,139
Border Security Operations	-	-	\$45,054
US Border Patrol	-	-	\$44,620
Operations	-	-	\$44,620
Office of Training and Development	-	-	\$434
Trade and Travel Operations	-	-	\$59,714

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Office of Field Operations	-	-	\$57,681
Domestic Operations	-	-	\$54,392
International Operations	-	-	\$1,806
Targeting Operations	-	-	\$1,483
Office of Trade	-	-	\$1,700
Office of Training and Development	-	-	\$333
Integrated Operations	-	-	\$5,583
Air and Marine Operations	-	-	\$3,816
Operations	-	-	\$3,517
Air and Marine Operations Center	-	-	\$299
Office of International Affairs	-	-	\$398
Office of Intelligence	-	-	\$537
Operations Support	-	-	\$832
<b>Pricing Change 3 - AMOC-AMOSS Completion</b>	-	-	<b>\$3,374</b>
Integrated Operations	-	-	\$3,374
Air and Marine Operations	-	-	\$3,374
Assets and Support	-	-	(\$1,800)
Air and Marine Operations Center	-	-	\$5,174
<b>Pricing Change 4 - Adjustment to Base Pay Requirements</b>	-	<b>153</b>	<b>\$286,660</b>
Mission Support	-	256	\$90,901
Enterprise Services	-	133	\$86,118
Office of Professional Responsibility	-	47	(\$594)
Executive Leadership and Oversight	-	76	\$5,377
Border Security Operations	-	(221)	(\$2,967)
US Border Patrol	-	(226)	(\$9,311)
Operations	-	(226)	(\$9,311)
Office of Training and Development	-	5	\$6,344
Trade and Travel Operations	-	52	\$189,954
Office of Field Operations	-	22	\$163,165
Domestic Operations	-	(87)	\$130,908
International Operations	-	22	(\$15,352)
Targeting Operations	-	87	\$47,609
Office of Trade	-	29	\$8,282
Office of Training and Development	-	1	\$18,507
Integrated Operations	-	66	\$8,772
Air and Marine Operations	-	42	\$592
Operations	-	25	(\$8,610)
Air and Marine Operations Center	-	17	\$9,202

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Office of International Affairs	-	(2)	\$4,329
Office of Intelligence	-	9	(\$7,794)
Operations Support	-	17	\$11,645
<b>Pricing Change 5 - Adjustment to Sustain Border Technology Deployments</b>	-	-	<b>\$14,442</b>
Mission Support	(3)	(3)	\$268
Enterprise Services	(3)	(3)	\$268
Border Security Operations	3	3	\$14,174
US Border Patrol	3	3	\$14,174
Operations	3	3	(\$1,043)
Assets and Support	-	-	\$15,217
<b>Pricing Change 6 - Adjustment to Sustain EVUS</b>	-	<b>4</b>	<b>\$8,216</b>
Trade and Travel Operations	-	4	\$8,216
Office of Field Operations	-	4	\$8,216
Domestic Operations	-	4	\$8,216
<b>Pricing Change 7 - Annualization of 2015 AMOC PED Cell and AMOSS</b>	<b>6</b>	<b>6</b>	<b>\$1,224</b>
Integrated Operations	6	6	\$1,224
Air and Marine Operations	-	-	\$74
Air and Marine Operations Center	-	-	\$74
Office of Intelligence	6	6	\$1,150
<b>Pricing Change 8 - Annualization of 2015 Biometric Exit Mobile App</b>	-	-	<b>\$450</b>
Trade and Travel Operations	-	-	\$450
Office of Field Operations	-	-	\$450
Domestic Operations	-	-	\$450
<b>Pricing Change 9 - Annualization of 2015 National Geospatial-Intelligence Agency (NGA) Intel Research</b>	-	-	<b>\$350</b>
Integrated Operations	-	-	\$350
Air and Marine Operations	-	-	\$350
Air and Marine Operations Center	-	-	\$350
<b>Pricing Change 10 - Annualization of 2016 Canine Enforcement Program</b>	-	<b>23</b>	<b>\$686</b>
Border Security Operations	-	-	\$686
US Border Patrol	-	-	\$522
Operations	-	-	\$522
Office of Training and Development	-	-	\$164
Trade and Travel Operations	-	23	-
Office of Field Operations	-	23	-
Domestic Operations	-	23	-
<b>Pricing Change 11 - Annualization of 2016 Counter Network Operations</b>	-	<b>30</b>	<b>\$4,881</b>
Trade and Travel Operations	-	30	\$4,881

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Office of Field Operations	-	30	\$4,881
Targeting Operations	-	30	\$4,881
<b>Pricing Change 12 - Annualization of 2016 Pay Raise</b>	-	-	<b>\$25,674</b>
Mission Support	-	-	\$2,500
Enterprise Services	-	-	\$1,890
Office of Professional Responsibility	-	-	\$339
Executive Leadership and Oversight	-	-	\$271
Border Security Operations	-	-	\$12,086
US Border Patrol	-	-	\$11,989
Operations	-	-	\$11,989
Office of Training and Development	-	-	\$97
Trade and Travel Operations	-	-	\$9,805
Office of Field Operations	-	-	\$9,368
Domestic Operations	-	-	\$8,749
International Operations	-	-	\$348
Targeting Operations	-	-	\$271
Office of Trade	-	-	\$418
Office of Training and Development	-	-	\$19
Integrated Operations	-	-	\$1,283
Air and Marine Operations	-	-	\$971
Operations	-	-	\$890
Air and Marine Operations Center	-	-	\$81
Office of International Affairs	-	-	\$83
Office of Intelligence	-	-	\$132
Operations Support	-	-	\$97
<b>Pricing Change 13 - Annualization of 2016 Polygraph Examiners</b>	-	<b>35</b>	<b>\$13,590</b>
Mission Support	-	35	\$13,590
Office of Professional Responsibility	-	35	\$13,590
<b>Pricing Change 14 - Annualization of 2017 Pay Raise</b>	-	-	<b>\$30,934</b>
Mission Support	-	-	\$3,074
Enterprise Services	-	-	\$2,253
Office of Professional Responsibility	-	-	\$443
Executive Leadership and Oversight	-	-	\$378
Border Security Operations	-	-	\$13,742
US Border Patrol	-	-	\$13,602
Operations	-	-	\$13,602
Office of Training and Development	-	-	\$140
Trade and Travel Operations	-	-	\$12,334

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Office of Field Operations	-	-	\$11,700
Domestic Operations	-	-	\$10,564
International Operations	-	-	\$790
Targeting Operations	-	-	\$346
Office of Trade	-	-	\$519
Office of Training and Development	-	-	\$115
Integrated Operations	-	-	\$1,784
Air and Marine Operations	-	-	\$1,260
Operations	-	-	\$1,166
Air and Marine Operations Center	-	-	\$94
Office of International Affairs	-	-	\$107
Office of Intelligence	-	-	\$151
Operations Support	-	-	\$266
<b>Pricing Change 15 - Border Patrol Facility Sustainment</b>	-	-	<b>\$11,309</b>
Border Security Operations	-	-	\$11,309
US Border Patrol	-	-	\$11,309
Assets and Support	-	-	\$11,309
<b>Pricing Change 16 - Commissioner Non-Pay Requirements</b>	-	-	<b>\$1,005</b>
Mission Support	-	-	\$1,005
Executive Leadership and Oversight	-	-	\$1,005
<b>Pricing Change 17 - Department of Defense (DOD) Re-Use</b>	-	-	<b>\$540</b>
Integrated Operations	-	-	\$540
Operations Support	-	-	\$540
<b>Pricing Change 18 - Eliminate Legacy Trusted Traveler Appropriation</b>	-	-	<b>(\$5,870)</b>
Trade and Travel Operations	-	-	(\$5,870)
Office of Field Operations	-	-	(\$5,870)
Domestic Operations	-	-	(\$5,870)
<b>Pricing Change 19 - Federal Protective Service Fee Increase</b>	-	-	<b>\$1,363</b>
Trade and Travel Operations	-	-	\$1,363
Office of Field Operations	-	-	\$1,363
Assets and Support	-	-	\$1,363
<b>Pricing Change 20 - Frontline Hiring Requirements for Human Resources</b>	-	-	<b>(\$4,449)</b>
Mission Support	-	-	(\$4,449)
Enterprise Services	-	-	(\$4,449)
<b>Pricing Change 21 - Fully Non-Recur DHC-8 Patrol Aircraft</b>	-	-	<b>(\$4,500)</b>
Integrated Operations	-	-	(\$4,500)
Air and Marine Operations	-	-	(\$4,500)
Assets and Support	-	-	(\$4,500)

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
<b>Pricing Change 22 - Fully Non-Recur Maritime Radars</b>	-	-	<b>(\$10,000)</b>
Integrated Operations	-	-	(\$10,000)
Air and Marine Operations	-	-	(\$10,000)
Assets and Support	-	-	(\$10,000)
<b>Pricing Change 23 - Fully Non-Recur Minotaur Mission Systems</b>	-	-	<b>(\$5,000)</b>
Integrated Operations	-	-	(\$5,000)
Air and Marine Operations	-	-	(\$5,000)
Operations	-	-	(\$5,000)
<b>Pricing Change 24 - Fully Non-Recur P-3 Maintenance</b>	-	-	<b>(\$2,500)</b>
Integrated Operations	-	-	(\$2,500)
Air and Marine Operations	-	-	(\$2,500)
Assets and Support	-	-	(\$2,500)
<b>Pricing Change 25 - Fully Non-Recur UAS Ground Control Stations</b>	-	-	<b>(\$4,000)</b>
Integrated Operations	-	-	(\$4,000)
Air and Marine Operations	-	-	(\$4,000)
Assets and Support	-	-	(\$4,000)
<b>Pricing Change 26 - Fully Non-Recur VADER Operations</b>	-	-	<b>(\$2,000)</b>
Integrated Operations	-	-	(\$2,000)
Air and Marine Operations	-	-	(\$2,000)
Assets and Support	-	-	(\$2,000)
<b>Pricing Change 27 - Health Benefits</b>	-	-	<b>\$18,871</b>
Mission Support	-	-	\$1,370
Enterprise Services	-	-	\$1,045
Office of Professional Responsibility	-	-	\$169
Executive Leadership and Oversight	-	-	\$156
Border Security Operations	-	-	\$7,576
US Border Patrol	-	-	\$7,508
Operations	-	-	\$7,508
Office of Training and Development	-	-	\$68
Trade and Travel Operations	-	-	\$9,169
Office of Field Operations	-	-	\$8,872
Domestic Operations	-	-	\$8,403
International Operations	-	-	\$270
Targeting Operations	-	-	\$199
Office of Trade	-	-	\$244
Office of Training and Development	-	-	\$53
Integrated Operations	-	-	\$756
Air and Marine Operations	-	-	\$512



Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Operations	-	-	\$481
Air and Marine Operations Center	-	-	\$31
Office of International Affairs	-	-	\$50
Office of Intelligence	-	-	\$68
Operations Support	-	-	\$126
<b>Pricing Change 28 - High Risk Internal Cybersecurity Remediation</b>	-	-	<b>(\$9,000)</b>
Mission Support	-	-	(\$9,000)
Enterprise Services	-	-	(\$9,000)
<b>Pricing Change 29 - Integrated Fixed Towers</b>	-	-	<b>\$7,240</b>
Border Security Operations	-	-	\$7,240
US Border Patrol	-	-	\$7,240
Assets and Support	-	-	\$7,240
<b>Pricing Change 30 - Integrated Logistic Support</b>	-	-	<b>\$718</b>
Border Security Operations	-	-	\$718
US Border Patrol	-	-	\$718
Assets and Support	-	-	\$718
<b>Pricing Change 31 - International Affairs Non-Pay Requirements</b>	-	-	<b>\$1,782</b>
Integrated Operations	-	-	\$1,782
Office of International Affairs	-	-	\$1,782
<b>Pricing Change 32 - Management &amp; Administration Resource Realignments</b>	<b>40</b>	<b>40</b>	<b>-</b>
Mission Support	40	40	-
Enterprise Services	11	11	(\$3,499)
Executive Leadership and Oversight	29	29	\$3,499
<b>Pricing Change 33 - Mobile Surveillance</b>	<b>1</b>	<b>1</b>	<b>\$163</b>
Border Security Operations	1	1	\$163
US Border Patrol	1	1	\$163
Operations	1	1	\$163
<b>Pricing Change 34 - Mobile Surveillance Deployment to SW Border</b>	-	-	<b>(\$33,550)</b>
Border Security Operations	-	-	(\$33,550)
US Border Patrol	-	-	(\$33,550)
Assets and Support	-	-	(\$33,550)
<b>Pricing Change 35 - NII Equipment Refresh &amp; Recapitalization</b>	-	-	<b>\$1,735</b>
Trade and Travel Operations	-	-	\$1,735
Office of Field Operations	-	-	\$1,735
Assets and Support	-	-	\$1,735
<b>Pricing Change 36 - Non-Recur 2016 Canine Enforcement Program</b>	-	-	<b>(\$3,638)</b>
Mission Support	-	-	(\$1,096)
Enterprise Services	-	-	(\$680)

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Office of Professional Responsibility	-	-	(\$416)
Trade and Travel Operations	-	-	(\$2,542)
Office of Field Operations	-	-	(\$994)
Assets and Support	-	-	(\$994)
Office of Training and Development	-	-	(\$1,548)
<b>Pricing Change 37 - Non-Recur 2016 Counter Network Operations</b>	<b>-</b>	<b>-</b>	<b>(\$1,743)</b>
Mission Support	-	-	(\$1,185)
Enterprise Services	-	-	(\$656)
Office of Professional Responsibility	-	-	(\$529)
Trade and Travel Operations	-	-	(\$558)
Office of Field Operations	-	-	(\$257)
Assets and Support	-	-	(\$257)
Office of Training and Development	-	-	(\$301)
<b>Pricing Change 38 - Non-Recur 2016 Facilities Management Sustainment</b>	<b>-</b>	<b>-</b>	<b>(\$13,632)</b>
Mission Support	-	-	(\$9,136)
Enterprise Services	-	-	(\$9,136)
Integrated Operations	-	-	(\$4,496)
Air and Marine Operations	-	-	(\$4,496)
Assets and Support	-	-	(\$4,496)
<b>Pricing Change 39 - Non-Recur 2016 UAS Operations</b>	<b>-</b>	<b>-</b>	<b>(\$2,178)</b>
Mission Support	-	-	(\$223)
Enterprise Services	-	-	(\$108)
Office of Professional Responsibility	-	-	(\$115)
Trade and Travel Operations	-	-	(\$55)
Office of Training and Development	-	-	(\$55)
Integrated Operations	-	-	(\$1,900)
Air and Marine Operations	-	-	(\$1,900)
Operations	-	-	(\$1,489)
Assets and Support	-	-	(\$103)
Air and Marine Operations Center	-	-	(\$308)
<b>Pricing Change 40 - Non-Recur ACE</b>	<b>-</b>	<b>-</b>	<b>(\$34,984)</b>
Trade and Travel Operations	-	-	(\$34,984)
Office of Trade	-	-	(\$34,984)
<b>Pricing Change 41 - Non-Recur Two-Year Funding - FY 2014 CBPO Initiative</b>	<b>-</b>	<b>-</b>	<b>(\$181)</b>
Mission Support	-	-	(\$181)
Enterprise Services	-	-	(\$181)
<b>Pricing Change 42 - Realignment of User Fee Reliance</b>	<b>213</b>	<b>213</b>	<b>-</b>
Mission Support	404	404	\$27,438

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Enterprise Services	404	404	\$27,438
Trade and Travel Operations	(191)	(191)	(\$27,438)
Office of Field Operations	(191)	(191)	(\$27,438)
Domestic Operations	(191)	(191)	(\$27,438)
<b>Pricing Change 43 - Reduction to Manual Continuous Monitoring</b>	-	-	<b>(\$488)</b>
Mission Support	-	-	(\$488)
Enterprise Services	-	-	(\$488)
<b>Pricing Change 44 - Remote Video Surveillance System</b>	-	-	-
Border Security Operations	-	-	-
US Border Patrol	-	-	-
<b>Pricing Change 45 - Rent Adjustment</b>	-	-	<b>\$9,865</b>
Mission Support	-	-	\$7,965
Enterprise Services	-	-	\$7,965
Border Security Operations	-	-	\$1,140
US Border Patrol	-	-	\$1,140
Assets and Support	-	-	\$1,140
Trade and Travel Operations	-	-	\$1,096
Office of Field Operations	-	-	\$1,096
Assets and Support	-	-	\$1,096
Integrated Operations	-	-	(\$336)
Air and Marine Operations	-	-	(\$336)
Assets and Support	-	-	(\$336)
<b>Pricing Change 46 - Restore Rescission</b>	-	-	<b>\$38,660</b>
Mission Support	-	-	\$14,448
Enterprise Services	-	-	\$13,894
Office of Professional Responsibility	-	-	\$511
Executive Leadership and Oversight	-	-	\$43
Border Security Operations	-	-	\$12,155
US Border Patrol	-	-	\$11,953
Operations	-	-	\$2,320
Assets and Support	-	-	\$9,633
Office of Training and Development	-	-	\$202
Trade and Travel Operations	-	-	\$10,314
Office of Field Operations	-	-	\$8,017
Domestic Operations	-	-	\$1,440
International Operations	-	-	\$289
Targeting Operations	-	-	\$134
Assets and Support	-	-	\$6,154

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Office of Trade	-	-	\$1,998
Office of Training and Development	-	-	\$299
Integrated Operations	-	-	\$1,743
Air and Marine Operations	-	-	\$1,218
Operations	-	-	\$94
Assets and Support	-	-	\$1,109
Air and Marine Operations Center	-	-	\$15
Office of International Affairs	-	-	\$50
Office of Intelligence	-	-	\$252
Office of Training and Development	-	-	\$53
Operations Support	-	-	\$170
<b>Pricing Change 47 - TECS Modernization</b>	-	-	<b>\$9,000</b>
Trade and Travel Operations	-	-	\$9,000
Office of Field Operations	-	-	\$9,000
Assets and Support	-	-	\$9,000
<b>Pricing Change 48 - Tactical Communication</b>	-	-	<b>(\$2,118)</b>
Border Security Operations	-	-	(\$2,118)
US Border Patrol	-	-	(\$2,118)
Assets and Support	-	-	(\$2,118)
<b>Pricing Change 49 - Tactical Infrastructure Program Tower Maintenance &amp; Repair</b>	-	-	<b>(\$21,200)</b>
Border Security Operations	-	-	(\$21,200)
US Border Patrol	-	-	(\$21,200)
Assets and Support	-	-	(\$21,200)
<b>Pricing Change 50 - Tethered Aerostat Radar System</b>	-	-	<b>\$5,697</b>
Integrated Operations	-	-	\$5,697
Air and Marine Operations	-	-	\$5,697
Assets and Support	-	-	\$5,697
<b>Pricing Change 51 - Travel Processing Fee</b>	<b>(1,099)</b>	<b>(1,099)</b>	<b>(\$157,480)</b>
Trade and Travel Operations	(1,099)	(1,099)	(\$157,480)
Office of Field Operations	(1,099)	(1,099)	(\$157,480)
Domestic Operations	(1,099)	(1,099)	(\$157,480)
<b>Pricing Change 52 - Watchlist Service Encounter Service</b>	-	-	<b>(\$1,900)</b>
Mission Support	-	-	(\$1,900)
Enterprise Services	-	-	(\$1,900)
<b>Pricing Change 53 - Working Capital Fund</b>	-	-	-
Mission Support	-	-	\$527
Enterprise Services	-	-	\$527
Trade and Travel Operations	-	-	(\$527)

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Office of Trade	-	-	(\$527)
<b>Total Pricing Changes</b>	<b>(839)</b>	<b>(594)</b>	<b>\$392,732</b>

2017 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a CY 2018 pay raise of 1.9 percent.

Air and Marine Operations Center (AMOC) Air and Marine Operations Surveillance system (AMOSS) Completion: Reflects the costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for consolidating AMOSS network Security devices to reduce vulnerabilities and more efficiently process increased data from Intelligence, Surveillance, and Reconnaissance (ISR) activities.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018. CBP continues to experience significant personnel cost growth as a result of workforce maturation in excess of the savings associated with lapsed positions.

Adjustment to Sustain Border Technology Deployments: Reflects the adjustment of costs to the legacy Border Security Fencing, Infrastructure and Technology (BSFIT) O&M FY 2016 Enacted funding for the tactical communications (TACCOM) program.

Adjustment to Sustain Electronic Visa Update System (EVUS): Reflects follow-on costs for the implementation of EVUS, which allows visa holders to provide updated biographic and travel-related information through a public website. This process enables CBP to facilitate admissibility determinations post-visa issuance before passengers initiate travel to the United States.

Annualization of 2015 Air and Marine Operations Center (AMOC) Processing Exploitation Dissemination (PED) Cell and Air and Marine Operations Surveillance System (AMOSS): Reflects the sustainment of the legacy AMO Operations and Maintenance FY 2015 Enacted funding for AMOC PED Cell.

Annualization of 2015 Biometric Exit Mobile App: This adjustment annualizes necessary funding for the FY 2015 program increase supporting the Biometric Exit Mobile App. Funds will support continued efforts to enhance and expand CBP's use of smart phone biometric scanning capabilities.

Annualization of 2015 National Geospatial-Intelligence Agency (NGA) Intel Research: Reflects the sustainment of the legacy AMO Operations and Maintenance FY 2015 Enacted funding for NGA Intel Research.

Annualization of the FY 2016 Canine Enforcement Program: This annualizes the non-pay Office of Training and Development (OTD) and USBP portions of the FY 2016 Canine Enforcement Program enhancement.

Annualization of 2016 Counter Network Operations: This adjustment annualizes salaries and benefits costs for the additional National Targeting Center (NTC) positions supporting Counter Network Operations provided in the FY 2016 Enacted appropriation.

Annualization of 2016 Pay Raise: Reflects the costs associated with the CY 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2016 Polygraph Examiners: This annualization completes the hiring of the 40 positions funded through the Polygraph Examiner increase provided in the FY 2016 Enacted appropriation.

Annualization of 2017 Pay Raise: Reflects the costs associated with the CY 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Border Patrol Facility Sustainment: This adjustment reallocates funding to cover the costs of recurring regional maintenance and repair contracts for the USBP facilities portfolio.

Commissioner Non-Pay Requirements: Reflects increased cost requirements of the base budget for the Office of the Commissioner. Funding is required to support base activities such as State, Local, and Tribal Liaison outreach programs, including attendance at events like the International Association of Chiefs of Police the National Sheriff's Association conferences; the annual Trade Symposium hosted by the Office of Trade Relations (OTR); the online Trade Events registration system maintained by OTR for attendees of the Trade Symposium, Advisory Committee on Commercial Operations meetings, webinars, and other Trade Relations events; and basic office functions such as official travel for all OC offices, purchase of office supplies and equipment, mobikey and wireless communication costs.

Department of Defense (DOD) Re-Use: This adjustment reflects an annualization of FY 2016 year funding.

Eliminate Legacy Trusted Traveler Appropriation: CBP is eliminating the legacy Trusted Traveler Appropriation in FY 2018. The trusted traveler programs are funded through a variety of user fees (Global Entry and Land Border Inspection Fees).

Federal Protective Service (FPS) Fee Increase: Adjustment to accommodate increases to FPS base security fee (\$0.74/square foot to \$0.78/square foot) and oversight fee (from six to eight percent).

Frontline Hiring Requirements for Human Resources: This reduction reflects a partial non-recur of funding provided in the FY 2016 Enacted appropriation for medical examinations, physical fitness testing, and Office of Personnel Management (OPM) job opportunity announcements (JOA) for Border Patrol Agents (BPA) and CBPOs.

Fully Non-Recur DHC-8 Patrol Aircraft: The reduction reflects the non-recur of the legacy AMO Operations and Maintenance FY 2016 Enacted funding for DHC-8 Patrol Aircraft.

Fully Non-Recur Maritime Radars: The reduction reflects the full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for maritime radars.

Fully Non-Recur Minotaur Mission Systems: The reduction reflects the non-recur of the legacy AMO Procurement FY 2016 Enacted funding for Minotaur Mission Systems.

Fully Non-Recur P-3 Maintenance: The reduction reflects the non-recur of the legacy AMO Operations and Maintenance FY 2016 Enacted funding for P-3 Maintenance.

Fully Non-Recur Unmanned Aircraft System (UAS) Ground Control Stations: The reduction reflects full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for UAS Ground Control Stations.

Fully Non-Recur Vehicle and Dismount Exploitation Radar (VADER) Operations: The reduction reflects the full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for VADER Operations.

Health Benefits: Reflects the estimated cost of CY 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

High Risk Internal Cybersecurity Remediation: This represents a non-recur of the FY 2016 enhancement for High Risk Internal Cybersecurity Remediation.

Integrated Fixed Towers (IFT): This adjustment increases funding for programmatic sustainment costs for IFT based on the established lifecycle cost estimate.

Integrated Logistics Support: This adjustment increases funding for programmatic sustainment costs for AMO logistics support based on the established lifecycle cost estimate.

Office of International Affairs (INA) Non-Pay Requirements: This adjustment is being made to address INA's shortfall in non-pay requirements.

M&A Resource Realignments: This represents a realignment of positions within Enterprise Services to meet emerging mission critical needs without increasing funding requirements.

Mobile Surveillance: This adjustment realigns 1 position and 1 FTE from the Office of Acquisition to USBP for the Mobile Surveillance program.

Mobile Surveillance Deployment to SW Border: Reflects the non-recur in operations and sustainment required for mobile technologies. It additionally reflects the non-recur of legacy BSFIT development and deployment funding for Mobile Video Surveillance System (MVSS) units.

Non-Intrusive Inspection (NII) Equipment Refresh & Recapitalization: This adjustment increases funding for programmatic sustainment costs for NII based on the established lifecycle cost estimate.

Non-recur 2016 Canine Enforcement Program: Reduction for the mission support dollars associated with the Canine Enforcement Program enhancement in FY 2016, not recurring during FY 2017.

Non-recur 2016 Counter Network Operations: Reflects non-recur of one-time start-up costs for Counter Network Operations provided in FY 2016 Enacted

Non-recur 2016 Facilities Management Sustainment: The reduction reflects the non-recurrence of funding provided in FY 2016 to address the backlog of deferred facilities maintenance.

Non-recur 2016 UAS Operations: The reduction reflects the non-recur of costs of the legacy AMO Salaries and Expenses FY 2016 Enacted appropriation funding for UAS Operations.

Non-Recur Automated Commercial Environment (ACE): This adjustment reflects that the rebalance to the ACE investment program will match its latest cost estimate in FY 2017-FY 2020.



Non-recur Two-Year Funding - FY 2014 CBPO Initiative: FY 2016 Enacted provided necessary funding for the continued hiring of an additional 2,000 CBPOs. All necessary funds for the additional CBPOs are incorporated into CBP's FY 2017 base funding.

Realignment of User Fee Reliance: This adjustment reflects a reallocation of discretionary appropriations from OFO to OIT resulting in an updated balance of appropriated and user fee resources for both offices. The user fee CJs reflect a corresponding reallocation of projected user fee collections from OIT to OFO.

Reduction to Manual Continuous Monitoring: As CBP continues to implement the DHS Continuous Diagnostics and Mitigation (CDM) program, the agency will realize efficiencies across its current catalog of information technology cybersecurity applications. The adoption of Continuous Monitoring Tools and Capabilities within CBP's current catalog of information technology cybersecurity applications allows CBP to automate manual data logging efforts. In examining its internal cybersecurity, the Department attempted to seek out efficiencies where possible to assist with redirecting potential cost savings toward mitigating vulnerabilities at a more frequent rate, as well as to promote standardization of security products and tools across DHS to develop a common security tool knowledge base and common skill sets within the Department's Cybersecurity programs.

Rent Adjustment: This adjustment reallocates resources to fund the increasing rent and rent-related obligations associated with CBP's leased portfolio. This adjustment ensures funding for costs associated with new facilities coming online, new negotiated occupancy agreements, and other cost drivers due to inflation and other cost adjustments.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution (CR).

TECS Modernization: Per the Acquisition Plan Integrated Master Schedule and current Program Performance Milestones, TECS Modernization will be fully operational in FY 2017; therefore \$9 million was reallocated from PCI to O&S to reflect the shift from development to sustainment.

Tactical Communication: Reflects a transfer from from TACCOM to the Tactical Infrastructure program to cover contractor support and maintenance and repair. Additional funds were transferred for rent consolidation

Tactical Infrastructure Program Tower Maintenance and Repair: This adjustment to base allows for CBP to continue to maintain the existing tactical infrastructure portfolio and real property aspects of the Remote Video Surveillance System (RVSS) and plan for future infrastructure requirements, while also ensuring the agency has sufficient funding to invest into high priority needs to maintain agency operations.

Tethered Aerostat Radar System: Adjustment to base in order to provide needed cyber security and upgrades to the wind profiler and local lightning protection due to obsolescence.

Travel Processing Fee: The FY 2018 President's Budget proposes to eliminate Brand USA and redirect the \$10 ESTA surcharge currently deposited in the Travel Promotion Fund for Brand USA expenses to CBP for passenger processing expenses. This adjustment reflects an anticipated shift in approximately \$157 million in budgetary resources from discretionary appropriations to mandatory user fees within the Trade and Travel PPA. Anticipated collections would be available for CBP expenses associated with:

- 1) Vetting of travelers and refugees;
- 2) Entry and exit process re-engineering and modernization;
- 3) Staffing and overtime processing of arrivals and departures from the United States; and
- 4) 4) Any other CBP activities related to the processing of passengers including, but not limited to, activities of the NTC.

Watchlist Service Encounter Service: This represents a non-recur of the FY 2016 enhancement for the Watchlist Service Encounter Service.

Transfer out of WCF due to Cost Removal: Transfer to the DHS Office of the Undersecretary for Management due to Working Capital Fund cost removal.

## Operations and Support Justification of Program Changes

*Dollars in Thousands*

Program Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
<b>Program Change 1 - ACE Core Functionality</b>	-	-	<b>\$45,122</b>
Trade and Travel Operations	-	-	\$45,122
Office of Trade	-	-	\$45,122
<b>Program Change 2 - AMO Facilities</b>	-	-	<b>\$8,657</b>
Integrated Operations	-	-	\$8,657
Air and Marine Operations	-	-	\$8,657
Assets and Support	-	-	\$8,657
<b>Program Change 3 - AMO Logistic &amp; Maintenance Increase for Border Support</b>	-	-	<b>\$18,127</b>
Integrated Operations	-	-	\$18,127
Air and Marine Operations	-	-	\$18,127
Assets and Support	-	-	\$18,127
<b>Program Change 4 - AMO Personnel</b>	<b>94</b>	<b>47</b>	<b>\$23,201</b>
Mission Support	-	-	\$3,030
Enterprise Services	-	-	\$1,857
Office of Professional Responsibility	-	-	\$1,173
Integrated Operations	94	47	\$20,171
Air and Marine Operations	94	47	\$19,444
Operations	94	47	\$19,444
Office of Training and Development	-	-	\$727
<b>Program Change 5 - AMO Recruitment and Retention</b>	-	-	<b>\$5,000</b>
Integrated Operations	-	-	\$5,000
Air and Marine Operations	-	-	\$5,000
Operations	-	-	\$5,000
<b>Program Change 6 - AMOC Equipment</b>	-	-	<b>\$857</b>
Integrated Operations	-	-	\$857
Air and Marine Operations	-	-	\$857
Air and Marine Operations Center	-	-	\$857
<b>Program Change 7 - AMOC and Intelligence Research Analysts</b>	<b>55</b>	<b>55</b>	<b>\$9,715</b>
Integrated Operations	55	55	\$9,715
Air and Marine Operations	55	55	\$9,715
Operations	-	-	\$1,540
Air and Marine Operations Center	55	55	\$8,175

Program Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
<b>Program Change 8 - Air &amp; Marine Acquisition Management</b>	-	-	<b>\$5,510</b>
Integrated Operations	-	-	\$5,510
Air and Marine Operations	-	-	\$5,510
Assets and Support	-	-	\$5,510
<b>Program Change 9 - All-Source Processing, Exploitation, and Dissemination (PED)</b>	<b>66</b>	<b>33</b>	<b>\$5,181</b>
Mission Support	-	-	\$1,008
Enterprise Services	-	-	\$888
Office of Professional Responsibility	-	-	\$120
Integrated Operations	66	33	\$4,173
Office of Intelligence	66	33	\$4,173
<b>Program Change 10 - Backfill CBPO Attrition with CBP Technicians</b>	-	-	<b>(\$9,900)</b>
Mission Support	-	-	(\$670)
Enterprise Services	-	-	(\$670)
Trade and Travel Operations	-	-	(\$9,230)
Office of Field Operations	-	-	(\$6,800)
Domestic Operations	-	-	(\$6,800)
Office of Training and Development	-	-	(\$2,430)
<b>Program Change 11 - Body Worn Cameras</b>	-	-	<b>\$5,000</b>
Mission Support	-	-	\$5,000
Enterprise Services	-	-	\$5,000
<b>Program Change 12 - Canine Enforcement Program</b>	-	-	<b>(\$3,200)</b>
Trade and Travel Operations	-	-	(\$3,200)
Office of Field Operations	-	-	(\$3,200)
Domestic Operations	-	-	(\$3,200)
<b>Program Change 13 - Commercial Technology Innovation Program</b>	-	-	<b>\$10,000</b>
Trade and Travel Operations	-	-	\$10,000
Office of Field Operations	-	-	\$10,000
Domestic Operations	-	-	\$10,000
<b>Program Change 14 - Criminal Investigators</b>	<b>60</b>	<b>35</b>	<b>\$14,263</b>
Mission Support	60	35	\$14,263
Office of Professional Responsibility	60	35	\$14,263
<b>Program Change 15 - DHC-8 Patrol Aircraft</b>	-	-	<b>\$13,200</b>
Integrated Operations	-	-	\$13,200
Air and Marine Operations	-	-	\$13,200
Assets and Support	-	-	\$13,200
<b>Program Change 16 - Deploy and Sustain New RVSS on Southwest Border</b>	<b>3</b>	<b>3</b>	<b>\$3,769</b>
Border Security Operations	3	3	\$3,769
US Border Patrol	3	3	\$3,769

Program Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Operations	3	3	\$369
Assets and Support	-	-	\$3,400
<b>Program Change 17 - Eliminate OFO TDY Support to Other Offices</b>	-	-	<b>(\$1,500)</b>
Trade and Travel Operations	-	-	(\$1,500)
Office of Field Operations	-	-	(\$1,500)
Domestic Operations	-	-	(\$1,500)
<b>Program Change 18 - Enhance Spanish Language Call Center</b>	<b>21</b>	<b>21</b>	<b>\$3,195</b>
Mission Support	21	21	\$3,195
Executive Leadership and Oversight	21	21	\$3,195
<b>Program Change 19 - Enterprise Services Hiring for Border Wall</b>	<b>60</b>	<b>30</b>	<b>\$4,995</b>
Mission Support	60	30	\$4,995
Enterprise Services	60	30	\$4,880
Office of Professional Responsibility	-	-	\$115
<b>Program Change 20 - Equipment and Field Technology for Southern Border</b>	-	-	<b>\$24,192</b>
Mission Support	-	-	\$24,192
Enterprise Services	-	-	\$24,192
<b>Program Change 21 - Field Technology Officer Support</b>	-	-	<b>\$5,500</b>
Mission Support	-	-	\$5,500
Enterprise Services	-	-	\$5,500
<b>Program Change 22 - HRM Hiring Strategies</b>	-	-	<b>\$17,500</b>
Mission Support	-	-	\$17,500
Enterprise Services	-	-	\$17,500
<b>Program Change 23 - Hire 500 Border Patrol Agents</b>	<b>500</b>	<b>250</b>	<b>\$100,000</b>
Mission Support	-	-	\$40,154
Enterprise Services	-	-	\$26,752
Office of Professional Responsibility	-	-	\$13,402
Border Security Operations	500	250	\$59,846
US Border Patrol	500	250	\$50,867
Operations	500	250	\$37,980
Assets and Support	-	-	\$12,887
Office of Training and Development	-	-	\$8,979
<b>Program Change 24 - IT Equipment for Southwest Border Wall</b>	-	-	<b>\$10,000</b>
Mission Support	-	-	\$10,000
Enterprise Services	-	-	\$10,000
<b>Program Change 25 - Increase Intelligence and Targeting Capabilities</b>	-	-	<b>\$54,855</b>
Trade and Travel Operations	-	-	\$54,855
Office of Field Operations	-	-	\$54,855
Targeting Operations	-	-	\$54,855

Program Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
<b>Program Change 26 - Integrated Fixed Towers</b>	-	-	<b>\$1,254</b>
Border Security Operations	-	-	\$1,254
US Border Patrol	-	-	\$1,254
Assets and Support	-	-	\$1,254
<b>Program Change 27 - Intel &amp; Targeting Center of Excellence and Expertise</b>	-	-	-
Integrated Operations	-	-	-
<b>Program Change 28 - Intellectual Property Rights Enforcement</b>	-	-	<b>(\$2,000)</b>
Trade and Travel Operations	-	-	(\$2,000)
Office of Trade	-	-	(\$2,000)
<b>Program Change 29 - Interoperability Equipment Refresh</b>	-	-	<b>\$29,286</b>
Border Security Operations	-	-	\$24,484
US Border Patrol	-	-	\$24,484
Operations	-	-	\$24,484
Trade and Travel Operations	-	-	\$741
Office of Field Operations	-	-	\$741
Domestic Operations	-	-	\$741
Integrated Operations	-	-	\$4,061
Air and Marine Operations	-	-	\$4,061
Assets and Support	-	-	\$4,061
<b>Program Change 30 - Mobile Surveillance Deployment to SW Border</b>	<b>2</b>	<b>2</b>	<b>\$247</b>
Border Security Operations	2	2	\$247
US Border Patrol	2	2	\$247
Operations	2	2	\$247
<b>Program Change 31 - National Targeting Center Expansion</b>	<b>93</b>	<b>93</b>	<b>\$14,540</b>
Trade and Travel Operations	93	93	\$14,540
Office of Field Operations	93	93	\$14,540
Targeting Operations	93	93	\$14,540
<b>Program Change 32 - OI Staffing Enhancement</b>	<b>40</b>	<b>40</b>	<b>\$3,123</b>
Integrated Operations	40	40	\$3,123
Office of Intelligence	40	40	\$3,123
<b>Program Change 33 - Small UAS Program</b>	-	-	<b>\$2,500</b>
Border Security Operations	-	-	\$2,500
US Border Patrol	-	-	\$2,500
Operations	-	-	\$2,500
<b>Program Change 34 - Tactical Aerostats and Re-locatable Towers</b>	-	-	<b>\$34,625</b>
Border Security Operations	-	-	\$34,625
US Border Patrol	-	-	\$34,625
Assets and Support	-	-	\$34,625

Program Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
<b>Program Change 35 - Trade Facilitation and Trade Enforcement Act</b>	<b>140</b>	<b>105</b>	<b>\$29,800</b>
Mission Support	-	-	\$2,462
Enterprise Services	-	-	\$1,870
Office of Professional Responsibility	-	-	\$592
Trade and Travel Operations	140	105	\$27,338
Office of Field Operations	-	-	\$1,213
Assets and Support	-	-	\$1,213
Office of Trade	140	105	\$26,125
<b>Program Change 36 - Trade Metrics and Data Support</b>	-	-	<b>(\$1,500)</b>
Trade and Travel Operations	-	-	(\$1,500)
Office of Trade	-	-	(\$1,500)
<b>Program Change 37 - Trade Transformation Initiative</b>	-	-	<b>\$2,250</b>
Trade and Travel Operations	-	-	\$2,250
Office of Trade	-	-	\$2,250
<b>Program Change 38 - USBP Airboats</b>	-	-	<b>\$871</b>
Integrated Operations	-	-	\$871
Air and Marine Operations	-	-	\$871
Assets and Support	-	-	\$871
<b>Program Change 39 - USBP Contract Reduction</b>	-	-	<b>(\$4,501)</b>
Border Security Operations	-	-	(\$4,501)
US Border Patrol	-	-	(\$4,501)
Operations	-	-	(\$4,501)
<b>Program Change 40 - USBP Facilities</b>	-	-	<b>\$61,220</b>
Border Security Operations	-	-	\$61,220
US Border Patrol	-	-	\$61,220
Assets and Support	-	-	\$61,220
<b>Program Change 41 - USBP Relocations to Southwest Border</b>	-	-	<b>\$11,000</b>
Border Security Operations	-	-	\$11,000
US Border Patrol	-	-	\$11,000
Operations	-	-	\$11,000
<b>Program Change 42 - Unattended Ground Sensors/Imaging Sensors</b>	-	-	<b>\$3,000</b>
Border Security Operations	-	-	\$3,000
US Border Patrol	-	-	\$3,000
Assets and Support	-	-	\$3,000
<b>Program Change 43 - Use of Force Oversight and Training</b>	-	-	<b>\$4,190</b>
Integrated Operations	-	-	\$4,190
Operations Support	-	-	\$4,190
<b>Program Change 44 - Vehicle Procurement to Replace USBP Vehicles</b>	-	-	<b>\$37,200</b>

Program Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Border Security Operations	-	-	\$37,200
US Border Patrol	-	-	\$37,200
Assets and Support	-	-	\$37,200
<b>Program Change 45 - Weapons Maintenance &amp; Procurement</b>	-	-	<b>\$12,000</b>
Integrated Operations	-	-	\$12,000
Operations Support	-	-	\$12,000
<b>Total Program Changes</b>	<b>1,134</b>	<b>714</b>	<b>\$612,344</b>

## ACE Core Functionality

### Description of Request

The Automated Commercial Environment (ACE) is the primary system through which the trade community reports imports and exports and the government determines admissibility. Through ACE, manual processes are streamlined and automated, paper is being eliminated, and the trade community is able to more easily and efficiently comply with U.S. laws and regulations. Furthermore, as of mid-2017, ACE will serve as the “Single Window” through which all import and export data are reported by industry to 54 partner government agencies. After 16 years of development, ACE has shifted into sustainment. However, the previous funding profile for ACE sustainment is insufficient to maintain core functionality for the system, based on a recently updated Life Cycle Cost Estimate (LCCE). Therefore, CBP proposes an increase of \$45.1 million in FY 2018 for ACE Core Functionality. This funding would support the following:

- Software Sustainment (\$9.1 million): ACE was initially funded for three teams to provide software sustainment. However, during the update to the 2016 LCCE it was determined that ACE will require nine teams to provide sufficient software sustainment to support bug fixes, software obsolescence, and data warehouse/report support.
- International Business Machines (IBM) SRO (\$12.5 million): IBM SRO provides infrastructure, software, and management support for the ACE system. These costs were planned to end in FY 2018 as ACE transitioned to a cloud environment. The cloud transition has been delayed, and as long as these delays perpetuate, IBM SRO costs will continue. Without this support, ACE will not receive upgrades, enhancement, bug fixes, security updates, and technical support critical to the continued operation and maintenance of the ACE system. For ACE, the SRO provides the Tivoli software for system monitoring capabilities; DB2 for system database capabilities; WebSphere for system middleware and enterprise application integration capabilities; and Rational for system and software development capabilities.



- Disaster Recovery (\$12.2 million): The Disaster Recovery system will provide real time recovery of code and data from the cloud. For example, if ACE were to be down for several days in the event of a disaster, ACE Disaster Recovery would provide continuity of operations through the use of a robust “cloud solution.” The solution will replace the outdated tape backup process used to recover ACE data in the event of a technical system failure.
- Legacy ACE Decommissioning (\$11.3 million): Development teams are required to decommission code currently on legacy ACE (i.e. all of Manifest), as well as the infrastructure labor support contract for the ACE applications including server, network, middleware, code deployment support, and environments planning. With the completion of this legacy decommissioning all four manifests systems will finally reside in a single platform which will promote more efficiency and stay in alignment with the cost projections associated with the updated 2016 LCCE. The legacy ACE infrastructure is reaching obsolescence.

### **Justification**

CBP Trade automation efforts provide a multitude of benefits to the national economy. In FY 2016 at the time of the assessment, investments in automation and capability acquisition reduced the cost of importing goods into the United States by an estimated 1.4 percent. The total economic benefits of this reduction is estimated to be \$6.5 billion, as a measure of increased import volume and decreased expenses related to intermediate inputs for domestic producers: \$2.7 billion in increased gross profits for domestic producers; \$3.5 billion in additional compensation and wages for domestic workers; and \$320 million in additional government revenue collected through additional import duties and sales tax.

Two of the cornerstones of the Single Window objectives are compliance and data availability. As the program shifts into the operation and sustainment phase it becomes critical for the system to continue providing the verification of data prior to CBP acceptance, and ability for industry to easily monitor progress of their filings. Moreover, the efficiency of field operations is maintained through the provision of relevant data in a timely manner. In comparison to FY 2016, these efficiencies have produced a 38 percent reduction in primary processing times at land border truck processing ports, a 68 fold increase in processing speeds for single and continuous bonds, and data transmission among multiple systems for targeting and selectivity.

The ACE program completed an updated LCCE in 2016 which identified additional sustainment costs for ACE beginning in FY 2018. The additional cost is largely due to the number and size of the teams that were required to complete ACE development and will continue to be required to sustain ACE and will provide PGA and trade greater flexibility in the mandated ACE schedule. Additionally, the previous cost estimates and funding profile assumed that the program would be in a cloud environment by 2016 which would result in significant savings in FY 2017 and beyond. The program is still working towards a cloud environment including full disaster recovery.

**Impact on Performance**

With ACE/Single Window, manual processes are streamlined and automated. Federal agencies have earlier, automated visibility to shipment data, expediting their import or export assessments at the border, and speeding the flow of legitimate trade while also improving security, health and safety of cargo. Interactions between agencies are automated to enable near-real time decision making, reducing costs for business and government, . thereby making ACE/Single Window essential to the ability of CBP and these other Federal agencies to execute their missions. Ensuring core functionality of the ACE/Single Window system will prevent outages and other delays. Ultimately, the health, maintenance, and continual upkeep of ACE is vital for the uninterrupted flow of agricultural products, consumer goods, energy supplies, industrial feedstock, and infrastructural supplies upon which the national economy thrives.

**AMO Facilities Sustainment****Description of Request**

CBP proposes an increase of \$8.7 million in FY 2018 to address the top priority needs within the backlog of maintenance and repair requirements within the AMO facilities portfolio.

**Justification**

Investment in this area will support the improved conditions of the AMO facilities portfolio in support of AMO's expanding mission in support of the President's Executive Orders on border security. Within the AMO facilities portfolio, CBP has a backlog of \$42 million in unmet maintenance and repairs which is comprised of over 480 documented deficiencies<sup>1</sup>. The majority of the deficiencies are at facilities along the southwest border. Due to this backlog, AMO personnel operate in deteriorating conditions with documented issues including, but not limited to: broken hangar doors, non-functioning toilets and plumbing, leaking steel roofs, inoperable electronic paneling, ripped fabric hangar coverings, mold, broken security access panels, broken HVAC chillers, cracked walls, and broken components in the fire suppression systems.

The proposed \$8.7 million will be used to primarily address the most critical of Priority 1 and 2 deficiencies. Prioritization is based on life safety and operational criticality, and emergency repairs that occur during the year of execution. This will enable CBP to minimize facility downtime and improve operational conditions. One priority will be to address deficiencies along the southwest border in support of increased CBP operations in the region. The \$8.7 million will allow for CBP to address some of the \$30.1 million, 342 documented deficiencies, in deferred maintenance requirements along the southern border<sup>2</sup>, Included in that backlog are

---

<sup>1</sup>Deferred Maintenance is as of September 30, 2016 and submitted by CBP as part of the Statement of Federal Financial Accounting Standards 42

<sup>2</sup> Southern border includes the states of Arizona, California, Florida, Louisiana, Mississippi, New Mexico and Texas.

51 documented issues for electrical and lighting systems, 16 for fire protection systems, 38 for HVAC and related systems, and 23 for plumbing and related systems. These facilities will incur additional wear and conditions will continue to deteriorate if not addressed as AMO continues to ramp up missions in support of the Executive Orders including through enhancing situational awareness along the southern border through 24/7 operations of its unmanned aircraft systems operations, increasing the number of AMO staff, and acquiring additional air assets.

### **Impact on Performance**

This additional funding will enable CBP to resolve life safety issues and improve operating conditions for AMO personnel who execute around-the-clock operations as the world's largest civilian aviation and maritime law enforcement organization through the use of 26 types of aircraft and 12 types of marine vessels.

### **AMO Personnel**

#### **Description of Request**

CBP requests an increase of \$23.2 million, 94 positions, and 47 Full-Time Equivalents (FTE) in FY 2018 to hire additional Air and Marine agents and support personnel.

#### **Justification**

This proposal will support implementation of the President's Executive Orders on border security and the Secretary's subsequent February 20, 2017 memo, *"Implementing the President's Border Security and Immigration Enforcement Improvement Policies"* through the initial hiring of 94 additional personnel to include 61 Air Interdiction Agents and 33 support personnel. This increase is required to facilitate the increased operational tempo required to gain operational support of the southern border. The positions are required to directly support the increased Border Patrol and Immigration and Customs Enforcement (ICE) / Homeland Security Investigations (HSI) agents requested in the President's FY 2018 Budget.

AMO is a lynchpin to the successful implementation of 5,000 additional BPAs and 10,000 additional ICE immigration officers. BPAs and CBPOs require their support to identify threats, coordinate response and ensure officer safety. As physical barriers are erected, the various threats will inevitably adapt. Aviation and maritime assets provide CBP speed and flexibility to meet this challenge; thereby, reducing the ever changing threat.

**Impact on Performance**

Sufficient staffing will enable AMO to support an increase in operational tempo required as a result of CBP/ICE agent staffing increases required in the President's Executive Orders. This funding will ensure AMO has available pilots and crew members to respond to requests for air support to border security threats. Additionally, AMO would meet flight hour goals and readiness rates.

**AMO Recruitment and Retention****Description of Request**

CBP proposes a \$5 million increase to funding for AMO to recruit and retain qualified staff.

**Justification**

AMO has faced challenges to recruit qualified pilots and crew members, and has struggled to hire more than 80 candidates in a fiscal year. As a result, AMO needs to adopt a new hiring strategy to fill the approximately 335 unfilled vacancies in FY 2018, 94 of which are new positions for the AMO Table of Organization (TO), requested in this budget. Relocation incentives are needed to entice new and existing personnel to come aboard, especially in positions in difficult locations to fill along the southwest border. Along with the U.S. Air Force, CBP is having trouble retaining pilots who are recruited by private airlines. Individual bonuses for recruitment and retention are projected at approximately \$15,000 and \$24,000, respectively. This funding will support approximately 100 recruitment bonuses and 150 retention bonuses for AMO, depending on the staff involved.

**Impact on Performance**

These resources are critical to AMO's ability to recruit and retain key staffing positions and will help CBP better compete with the private airline industry for qualified pilots to fill vacancies.

**AMOC Equipment****Description of Request**

The AMOC is an international, multi-domain, Federal law enforcement center; a key element in CBP's counter-network strategy, responsible for assessing and countering terrorism, transnational organized crime, and other illegal activities. The Center targets all threats primarily in the non-commercial aviation and maritime domains, with an emphasis on the approaches to the U.S. Border, Mexico, Canada, Bahamas, Puerto Rico, the Virgin Islands, and criminal activity internal to the United States. CBP proposes an increase of \$857,000 in FY 2018 to fortify AMOC capabilities to secure the border by improving communications by: (1) upgrading its mission systems on a life cycle basis; (2) consolidating AMOSS network Security devices to reduce vulnerabilities and more efficiently process increased data from Intelligence, Surveillance, and Reconnaissance (ISR) activities; and (3) for technical

demonstrations of emerging capabilities to detect and track non-traditional threats (i.e., air and maritime conveyances). AMOC is a government best practice that produces results and reduces duplication of effort.

### **Justification**

These investments in the AMOC will provide the critical ability to communicate with and direct all AMO assets further supporting directives in the President's Executive Orders on border security. This additional funding is necessary to provide for the new communication system to work to full capacity and support required refreshes. Consolidation and reduction of AMOSS network security devices through a holistic enterprise security solution will significantly reduce the possibility of the introduction of vulnerabilities into the network. Additionally, the 2017 capability gap analysis and capability analysis report efforts have identified gaps in the ability to detect and track non-traditional threats, and effectively coordinate law enforcement responses.

### **Impact on Performance**

*Communications:* The current communications panel is obsolete and does not have the features that the Detection Enforcement Officer (DEO) requires to be fully efficient. The panel is at end-of-life and similar workstations can no longer be purchased. Current appropriated funding is not enough to expeditiously replace current aging analog AVTEC Radio Communications Panel with a state-of-the-art, Internet Protocol- (IP) based system. This communication is critical as it is utilized by the DEO to communicate with AMO aircrews in completion of the Air and Marine mission.

*System security improvement:* AMOC had programmed for a limited consolidation and technology refresh using previously appropriated funds. Increased funding allows for an enterprise solution significantly reducing the 25 firewalls, better span of security control and network health monitoring, reducing vulnerabilities and increasing speed and data throughput for the expected increase in data traffic from ISR activities.

*Technology Demonstration of Emergent Capabilities:* The ability to conduct demonstrations with appropriate AMOC subject matter experts, against realistic non- traditional threats, in appropriate environments, is key to identifying the technologies capable of mitigating these threats.

## **AMOC Intelligence Research Analysts**

### **Description of Request**

CBP proposes \$9.7 million, 55 positions, and 55 FTEs for AMOC Analysts.

**Justification**

The AMOC is an international, multi-domain, Federal law enforcement center; a key element in CBP's counter-network strategy, responsible for assessing and countering terrorism, transnational organized crime, and other illegal activities. The Center targets all threats primarily in the non-commercial aviation and maritime domains, with an emphasis on the approaches to the U.S. Border, Mexico, Canada, Bahamas, Puerto Rico, the Virgin Islands, and criminal activity internal to the United States. An AMOC core competency is air, maritime, and (limited) ground domain awareness informed by law enforcement information and intelligence. This information is used to formulate and coordinate Federal, State, local, tribal, or international law enforcement responses to potential illegal activity.

Additionally, AMOC supports investigations and provides evidence to support prosecutions. The AMOC serves as the domain awareness expert to advise, guide, and direct the operational employment of sensor technologies for DHS and CBP, managing the air and maritime domain awareness architecture, integrating multiple sensor technologies, intelligence, law enforcement data bases, open source information, and an extensive communications network. It monitors major security event information, collects and analyzes multi-domain intelligence from a variety of sources, including CBP and USCG aircraft in its Processing, Exploitation, and Dissemination (PED) cell staffed by intelligence analysts.

This proposal supports the 55 FTE received in FY 2015 Enacted appropriations, but not continued in the FY 2016 Enacted appropriation. Without this program increase, CBP will not be able to sustain those positions in FY 2018. The FY 2018 President's Budget funds the following positions:

- 36 Operations personnel that permit 95-100 percent Continental United States (CONUS) and Puerto Rico border air surveillance coverage.
- Three 24/7 Operations support positions that enable the Law Enforcement Division to take a more active role in task force operations outside of AMOC and more capably handle the current and projected workload in support of DHS, CBP, AMO, and other agency law enforcement operations and investigations.
- 12 Intelligence Research Specialists, significantly improving AMOC's ability to operate and collaborate with critical partners in the land border regions and enable AMOC to build a maritime intelligence capability not possible under the legacy structure or with existing staff.
- Two Systems Division personnel – one information technology (IT) Specialist/Information Systems Security Officer, and one IT Specialist, personnel who support the anticipated increased operational tempo and IT account management workload associated with the increase in AMOC staffing as well as AMOSS development.
- Two personnel assigned to the Plans and Programs Division to perform deliberate planning, coordinate enforcement activities, develop crisis action plans, advocate technology development, and serve in critical roles during national level contingency

exercises as well as manage specific formal AMOC and AMO programs, (i.e. Tethered Aerostats, UAS, Electronic Tracking Devices, Obstruction Evaluation/Airport Airspace Analysis, Continuity of Operations, etc.).

### **Impact on Performance**

With the additional 55 personnel AMOC will achieve 95-100 percent air surveillance coverage and realize basic 24/7 intelligence, law enforcement and IT coverage.

## **Air & Marine Acquisition Management**

### **Description of Request**

CBP requests a \$5.5 million increase in FY 2018 to provide funding for foundational AMO data systems and processes, including AMO's Requirements Management Process (i.e., Capability Gap Analysis Process (CGAP)), Flight Hour and Underway Program, and for the Tasking, Operations, and Management System (TOMIS)). These investments are essential for optimizing AMO's operational activity to meet Executive Order priorities, both in annual flight hour planning and execution and in investment for future capabilities.

### **Justification**

DHS and Congressional guidance and numerous GAO and IG reports and studies have called for increased use of evidence, evaluation, and objective analysis in requirements, acquisition, and operational planning. Investment in this area will support operational planning, development of operational requirements, and acquisition planning necessary to support the President's Executive Orders on border security

#### *Operational Planning (\$750,000)*

AMO has implemented a flight hour planning process to validate flight hour requests and allocate a flight hour budget to field units. Analytical tools were developed and piloted in FY 2015 and FY 2016. The Unconstrained Operational Requirements Collector is used to execute annual flight hour requirements collection and validation. The Flight Hour Allocation Tool is used to conduct comparative analyses for the distribution of flight hours to aircraft and operational locations, track costs for each operational planning scenario, and produce DHS standard cost per flight hour in accordance with Aviation Governance Board (AGB) Bulletin 2015-01.

Flight hours were allocated to AMO units and branches for FY 2016 operations using the Flight Hour and Underway Program process and tools. Approved hours were linked to specific missions, capabilities, and airframes and constrained by available budget (fuel, manpower, maintenance) and cost per flight hour. Both tools are in use today to support the ongoing FY 2017 flight hour allocation process. The FY 2018 President's Budget supports an operational tempo that will meet or exceed the 97,184 flight hours achieved in

FY 2016, and traces to specific assets, missions, and capabilities based on the most recent allocation process. Specific assets and resource hours are traceable to metrics for cost per flight hour and asset availability.

Dedicated funding is needed to sustain the program and support additional functionality improvements, conduct verification and validation of existing functionality, and to increase automation. This proposal includes \$750,000 for dedicated contractor support to sustain and make improvements to achieve Departmental and Congressional mandates and inform operational planning and resource allocation decisions.

#### *Acquisition and Strategic Planning (\$900,000)*

AMO presently lacks actionable performance measures beyond two Government Performance and Results Act (“GPRA”) measures. Those measures are not comprehensive enough to encompass the totality of AMO’s missions. Additional measures are needed to gauge progress towards distinct outcomes across AMO’s mission sets and core competencies and support data-driven decision making. To support maturation of AMO acquisition products and performance measurement, CBP proposes \$900,000 for three contract support personnel for AMO acquisition and strategic planning. This will fund increased engagement with – and acquisition and performance document development for – AMO and CBP leadership as well as the Department’s Joint Requirements Council on pre-acquisition planning activities, the DHS Acquisition Review Board on acquisition activities, and DHS Program Analysis and Evaluation (PA&E) on GPRA and other performance measures.

AMO requires contract support for the following complex tasks that are beyond AMO’s present capability while conducting operations. This core enhancement will enable AMO to better measure current activities to enhance mission effectiveness and inform budget processes.

- Operations Analysis (Domain Awareness)
- Readiness Study (Contingencies and National Taskings)
- Case review process (Investigation)
- Data collection and analysis (Interdiction)
- Personnel and equipment (Sustain and Strengthen AMO)

#### *Requirements Development (\$1.6 million)*

\$1.6 million of the funding identified is for the development of a Requirements Management Process (RMP) and execution of capability gap analysis, as well as other needed mission and fleet analysis (e.g., fleet mix analysis, Alternative Analysis, Analysis of Alternatives (AOA)). This investment allows AMO to maintain and improve operational capabilities, identify risk, monitor



performance, and prioritize mission gaps. During the development of the RMP, AMO will identify mission-level metrics, foundational operation capabilities, and task-level metrics that will allow AMO to baseline capabilities. These metrics and measures can be applied to explain the “as-is” state of operational capabilities, as well as identifying critical operational capability gaps, which will be prioritized and fulfilled through the process.

Establishment of a RMP is a key initiative identified in the *AMO Vision and Strategy 2025*, and is needed to achieve and maintain an appropriate balance of forces to achieve CBP goals including operational control of the southern border. The John Hopkins University Applied Physics Lab’s (JHU/APL) CGAP process utilizes systems engineering best practices, and is also being implemented by other offices within CBP, namely USBP, allowing for faster development and enabling joint analysis. CGAP is recursive, allowing AMO to increase the level of understanding, communication, feedback and overall efficiency of the process over time and is a subcomponent of the RMP.

CGAP will help AMO use requirements to inform future year budgets for future procurement and other Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) program changes. Funding will cover CGAP, requirement planning and prioritization, and systems engineering support from the current year to the foreseeable future. The collection and prioritization process is iterative; however, the type of support will adjust starting in FY 2017 as AMO moves into the solutions analysis phase. Starting in FY 2018, the majority of the collection, planning, and prioritization activities could be accomplished internally within CBP/AMO, with technical support and solutions analysis being conducted by JHU/APL.

#### *Data Systems (\$2.3 million)*

Current AMO data systems of record for training, safety, electronic tracking devices, and air targets are disparate, antiquated, and do not fully meet the needs of AMO’s operational requirements. In some cases (e.g. TECS), these systems are no longer being updated by their primary users.

AMO is in the process of updating the TOMIS, which will consolidate the functions of existing AMO record keeping systems including some TECS functionality. AMO dependencies on TECS are still in the process of being modernized into TOMIS to continue important information and data transfers that are vital to the law enforcement mission. Because of the complexity of this project, the new system continues to be developed in phases with multiple releases. The initial release was fielded in October 2012 and did not provide all current TECS functionalities; however, additional functionality is being built into the subsequent releases until TOMIS completely replaces AMO TECS mainframe functionality and interfaces with other CBP systems of record. To date, TOMIS releases have been implemented and now support the following:

- Air and Marine Operations Reporting System (AMORs);
- Modernized seizure data capturing;
- Dashboard functionality;
- Asset Allocation/Fuel Budget;
- Advanced reporting capabilities;
- AMO Branch/Unit realignment; and
- Training, Safety, and Standards (TSS) safety reporting.
- USBP Riverine hours tracking

This enhancement will enable TOMIS to achieve the following development, modernization, and enhancements:

- Risk Assessment enhancement
- Mission Planning
- Training module Interface (Opstar-TOMIS)
- Advanced Reporting/Dashboard analysis
- Maintenance System-TOMIS (data integration)
- Air Targets
- Electronic Tracking Devices (ETD)
- Case management- TOMIS Interface
- SEACATS Modernization Interface
- UAS module
- Personnel Scheduling - COSS Transformation Initiative (CTI) integration

This funding will allow AMO to respond to requirements of Congress, the Office of National Drug Control Policy (ONDCP), the Office of Management and Budget (OMB), DHS, CBP, and OI requirements in a timely and accurate manner. This funding also is critical to meet AMO data requirements for its operational planning, acquisition and strategic planning, and requirements development initiative.

### **Impact on Performance**

Funding these initiatives are necessary to enable AMO to manage its flight hour program in accordance with AC Directive 2015-06 and AGB Bulletin 2015-001, to fulfill Joint Requirements Integration and Management System (JRIMS) requirements for future procurement of aircraft, to develop and implement performance measures consistent with the AMO Vision and Strategy 2025, and ultimately to deploy existing capabilities optimally and make the appropriate investments necessary in order to achieve and maintain

operational control of the U.S. borders. Failure to invest in these analytical, planning, and data management capabilities increases the risk of future programs due to improperly developed and mismanaged requirements, which will negatively impact delivery schedule, cost, and performance of future capabilities. Without investment in these capabilities, AMO will also be unable to provide timely and accurate AMO data to its stakeholders.

### **All-Source Processing, Exploitation, and Dissemination (PED)**

#### **Description of Request**

CBP proposes an increase of \$5.2 million, 66 positions, and 33 FTE for the PED of Intelligence, Surveillance, and Reconnaissance (ISR) data collected by manned and unmanned assets. It will also cover the travel, supplies, equipment, and contract service-related expenses needed to expand critical and much needed functions of the CBP Office of Intelligence (OI) Collection Division PED Fusion Branch. It will allow the PED Fusion Branch to increase the production and dissemination of relevant, insightful and comprehensive material through ISR products to DHS, CBP, and interagency leadership for the decision making process.

In order to accommodate the influx of new personnel and permit the fusion of all-source classified and unclassified ISR data 1000sq ft. of unclassified space and 1400 sq. ft. of sensitive compartmented information facility (SCIF) expansion is needed. Funding for a Sensitive Compartmented Information Facility (SCIF) expansion will accommodate the influx of new personnel and permit the classified and unclassified fusion of all-source classified and unclassified ISR data. This actionable intelligence processed by the PED Fusion Branch will continue to build and refine DHS's understanding and subject matter expertise concerning the state of our Nation's borders.

#### **Justification**

The CBP OI-PED Fusion Branch proposes additional funding for FY 2018 to hire 33 additional FTE's, cover SCIF expansion, travel, supplies, equipment, and service-related expenses for processing, exploitation, and dissemination of multiple discipline ISR data. The fusion of raw ISR data collected by manned and unmanned assets will require additional technical analysts to package into actionable strategic, tactical, and operation intelligence for field commanders and senior-level decision makers. Funding will improve operational effectiveness and enhance decision making process across the board.

#### **Impact on Performance**

Funding this proposal will have a direct and positive impact on CBP's ability to make decisions through the use of actionable strategic, tactical, and operational intelligence, informing CBP on current and future operational threats and challenges. Collecting, processing, exploiting and disseminating actionable ISR data will shape and enhance the DHS intelligence Enterprise understanding of challenges along the border. Building upon that information and intelligence CBP will be able to improve data collection, formulate

actionable intelligence, and enhance air, land, and maritime domain situational awareness. This will enable CBP to prevent and disrupt threats in the border environment. Furthermore, these efforts will contribute to the risk-informed approaches that incorporate intelligence, shared information, and situational awareness protocols to enable rapid response, strengthen integrated operations, and discourage future illegal activities. The intelligence collected and analyzed will be incorporated into the department's counter intelligence awareness program and other mission-driven operational products.

ISR operations have moved to a 24/5 schedule. Increasing staffing levels will ensure real-time analytical support during ISR collections missions flown by AMO. FY 2018 projected flight requirements are to increase UAS hours per year from 5,300 UAS to 13,500 (155 percent increase); P-3 hours per year from 6,700 to 10,000 (49 percent increase); and Mongoose hours per year from 1,400 to 2,400 (71 percent increase).

The analysts must mirror this schedule (plus extra exploitation time) since the amount of ISR data exceeds the amount of flight hours typically flown by ISR collectors. ISR Operations and PED Analysts seek 24/7 support which will require an increase to current staffing levels. The end-state is intended to provide tactical, operational, and strategic support to CBP as well as other DHS Components for full contribution to the DHS Intelligence Enterprise. This funding request is needed to support the PED Fusion Branch's continued growth and expansion, while keeping up with operational requirements. The additional staffing will provide the following:

- Additional Subject Matter Experts (SME) will analyze and create actionable and time-critical strategic, tactical, and operational products for decision makers and field operators alike. Products include, but are not limited to, still images, storyboards, 360° view, highlight videos, and geo-spatial overlays.
- Increasing staffing levels will ensure real-time analytical support during ISR collection missions flown by AMO.
- FTE/SME will fuse multiple intelligence discipline, provide more comprehensive common operating picture to field commanders, allowing them to reallocate resources as needed based on the threat picture provided.
- FTE/SME will facilitate the dissemination of actionable and time-critical unclassified, classified, and top secret intelligence to consumers.
- FTE/SME will move into new SCIF space to facilitate the fusion of unclassified, classified, and top secret intelligence.

## **Backfill CBPO Attrition with CBP Technicians**

### **Description of Request**

CBP proposes a decrease of \$9.9 million in FY 2018 to the OFO pay requirements associated with backfilling CBPOs with CBP Technicians. CBP plans to replace 198 vacant CBPO positions with 198 Technicians to backfill CBPO attrition in FY 2018. Increasing CBP Technicians will better allow existing CBPOs to be directed to their essential mission functions by reducing their

administrative workload. This would result in a \$9.9 million savings primarily in on-boarding expenses the first year and salaries and benefits in out years.

### **Justification**

One of the factors identified in the development of the Workload Staffing Model is that some CBPO and CBP Agriculture Specialist work hours could be realigned to a mission or operational support position. One of CBP's current Business Transformation Initiatives is to build a resource allocation model for mission and operational support positions. The goal is to ensure the optimal mix of skill sets and positions to maximize the use of mission and operational support in ensuring that OFO operational and revenue personnel can maximize their operational work hours and those in law enforcement positions can focus their time and efforts on law enforcement activities.

Difference between CBPO and CBP Technician Costs:

<b>Costs (Actual \$)</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Pay	\$17,177	\$42,757	\$54,482	\$72,212	\$74,367
Non-Pay	\$34,232	(\$5,298)	(\$5,298)	(\$5,298)	(\$5,298)
<b>Subtotal</b>	<b>\$51,409</b>	<b>\$37,459</b>	<b>\$49,184</b>	<b>\$66,914</b>	<b>\$69,069</b>

### **Impact on Performance**

Many administrative functions will be redirected from CBPOs to Technicians which will, theoretically, increase the frontline availability of CBPOs; thereby decreasing the CBPO need to some degree. This initiative will be used to test that theory. OFO is developing a model for mission and operational support positions to ensure that the CBP Technicians have the maximum impact to reduce the frontline administrative burden.

### **Body-Worn Cameras (BWCs)**

#### **Description of Request**

CBP proposes an increase of \$5.0 million in FY 2018 to purchase BWCs for CBPOs and BPAs. The CBP Camera Technology Working Group (USBP, AMO, OFO, OIT, Enterprise Services (ES) and Operational Support (OS) representatives) is addressing many policy, technology, and training factors related to the deployment and evaluation of cameras. Currently, the group is conducting a second field operational testing study in several locations and operational environments. Once CBP decides on the suite of BWCs for CBP use, OTD will integrate the selected equipment into the training environment across operational programs.

**Justification**

As part of CBP's continued emphasis on transparency and accountability, the agency has begun the second phase of its BWC feasibility study. The second phase is the field evaluation phase, applied practical evaluations at CBP environments on the northern border, southern border and coastal borders. Because of the wide variety of available products, OTD cannot purchase BWCs for the training environment until the study is complete and the appropriate type of camera is selected for use in each operational environment. The following estimates how the \$5.0 million would be allocated by operational component once operational testing study is complete to phase in the BWCs:

**Multiple Operational Environments:**

- \$1.5 million for USBP
- \$1.5 million for OFO
- \$1 million for AMO
- \$1 million for training environments

CBP chartered an agency-wide working group in July 2014 to evaluate the feasibility of incorporating BWC technology into CBP law enforcement operations following a 2013 comprehensive review of CBP's Use of Force policy. Membership comprised representatives from 13 CBP offices, the DHS Office for Civil Rights and Civil Liberties, and the DHS Privacy Office. The use of cameras has long been a key component of CBP's efforts to earn and keep the public's trust and confidence as it performs its frontline missions.

Later, CBP expanded the camera review, including the integration of new body-worn camera testing into law enforcement operations such as checkpoints, vessel boarding and interdictions, training academies, and outbound operations at POEs, as well as mobile camera options in vehicles. Camera technology is viewed as a potential tool that may help CBP continue its progress toward greater transparency and accountability. As with any major acquisition, CBP needs to complete a thorough analysis of mission needs and operational requirements prior to large-scale deployment.

**Impact on Performance**

The funding requested will directly support DHS strategic goals related to improved transparency of operations and enhanced systems for training, exercising, and evaluating capabilities.

## **Canine Enforcement Program**

### **Description of Request**

CBP proposes a decrease of \$3.2 million to the OFO Canine Enforcement Program<sup>3</sup> (CEP). OFO CEP has 496 specialized canine teams deployed as of May 1, 2017. CBP plans to focus its canine resources to support missions at southern border POEs, and will retire 188 canine teams from locations accordingly. The CBPO handlers for the 188 retired canine teams would be redirected to non-canine frontline duties.

### **Justification**

CBP's CEP plays a crucial role in anti-terrorism and interdiction efforts. Through CEP, CBP has established and deployed a world-class detector dog program to augment existing technology while employing cutting edge canine detection capabilities. This program provides the agency with a higher level of security, deterrence, and detection capability while maintaining a seamless conduit between existing technology and the proven capabilities of detector dogs.

The OFO CEP are strategically assigned to POEs around the United States and preclearance operations abroad. CBPOs employ specially trained detector canines to interdict narcotics, undeclared currency, concealed humans, firearms, and to support specialized programs aimed at combating terrorism at the Nation's borders, airports, and seaports. OFO manages the premier canine enforcement program to utilize highly trained pedestrian/passenger processing canine teams to detect narcotics, undeclared currency, and firearms on passengers and pedestrians arriving at POEs. OFO CEP assists numerous Federal, State, and local agencies with their specialized detection canine teams. OFO is responsible for the health/welfare, operational oversight, field training, and maintenance cost of all of its canine teams once deployed from OIT.

### **Impact on Performance**

CBP believes emphasizing its canine teams and related resources at the southern border POEs will increase mission effectiveness as these high-activity, target-rich environments. The retirement of 188 canine teams from non-southern border POEs will have a negligible impact on CPB's overall mission performance.

---

<sup>3</sup> The OFO CEP is distinct from the OFO Agricultural Canine Program and the Border Patrol canine program.

## **Commercial Technology Innovation Program**

### **Description of Request**

CBP proposes an increase of \$10 million in FY 2018 for the Commercial Technology Innovation Program, which houses CBP's outreach effort to Silicon Valley technology companies to bring technology innovation to CBP's frontline operations.

### **Justification**

The goal of the program is to work with cutting edge startup companies to see if their technologies can provide capability to the CBP mission at a competitive price. Beginning in April 2016, CBP began working with the DHS Silicon Valley office to launch an initial pilot and has since established strong initial traction through its Silicon Valley engagement efforts. CBP has received nearly 50 proposals and made nine awards as of April 2017, with additional awards in the pipeline. The companies operating under the program have provided new capabilities to CBP at a rapid pace, including novel handheld radar technology, specialized UAS interface technology for law enforcement, and entity resolution techniques for risk analytics. The program has had substantial buy-in from CBP operators in OFO and USBP.

This program utilizes the Department's Other Transaction Authority as a mechanism to directly engage with startup companies who traditionally have not done business with the government. This model is consistent with efforts at DOD's Defense Innovation Unit Experimental (DIUX) organization and the Intelligence Community's (IC) relationship with In-Q-Tel (IQT). By engaging directly with startup companies, the Government is able to obtain novel technology solutions to capability gaps at a competitive price while simultaneously helping spur technology innovation and economic growth in the United States. The CBP effort focuses on identifying novel technologies and taking them through the field pilot stage, and is exploring options for rapid procurement consistent with DOD and the IC programs.

The DHS Science and Technology Directorate (S&T) has provided CBP with substantial resources to help launch the pilot, but additional CBP resources are needed to continue ongoing efforts and explore new capabilities based on CBP operator requirements.

This \$10 million funding proposal is intended to build upon the initial success of the program and will continue to rapidly deliver innovative technologies to frontline agents and officers to allow them to carry out the CBP mission more safely and effectively.

This funding will continue CBP's efforts in multiple areas that directly support Presidential, DHS, and CBP priorities. Areas of focus include seamless travel, border security, and analytics to enhance passenger and cargo targeting. Advancing these efforts will be accomplished by leveraging different procurement methods to reach the technology community, such as the ongoing DHS Silicon Valley Other Transaction Solicitation and the IQT relationship. IQ is a government chartered non-profit corporation that other



government agencies can leverage through a contract awarded by the Central Intelligence Agency (CIA). This effort has historically received a significant cost share with DHS S&T (\$2.5 million and \$300,000 in in-kind support to date). Given the strong and successful partnership, S&T is including \$4 million in direct support and \$500,000 of in-kind support in its FY 2018 budget.

The proposed CBP funding increase will be directed at two primary initiatives. The first is to initiate a commercial technology Border Situational Awareness program, which is designed to develop and pilot commercially available technologies that contribute to operational control of the border. These technologies have the potential to bring new capability at lower cost to assist CBP's border enforcement efforts. Example technologies include commercial satellite imagery, new analytic software, "on demand" tactical drone technologies, and novel sensors.

The second priority is to continue the utilization of the DHS Silicon Valley Other Transaction Solicitation for new FY 2018 solicitations that deliver new capability for the field. The anticipated solicitations will be directed towards additional border security technologies, such as next generation Border Patrol agent equipment, as well as continuing Phase II-IV I of the currently published solicitations and a FY 2017 Seamless Travel solicitation. Beyond these two priorities, and depending on the availability of funding, CBP will also explore utilizing the CTIP mechanism to access innovative commercial technologies which can support the Office of Trade's efforts related to antidumping and countervailing duties.

### **Impact on Performance**

Funding will enable CBP to continue to leverage the development opportunities underway with the private sector technology community to mature new capabilities that enable CBP to more effectively and efficiently carry out our mission. This effort has been extremely successful to date and has been integrated into ongoing USBP and OFO efforts, and CBP has established excellent credibility in the private sector. This funding will ensure no loss of potential new capabilities for OFO and USBP.

## **Criminal Investigators**

### **Description of Request**

CBP proposes an increase of \$14.3 million, 60 positions, and 35 FTE to provide additional support to the Investigative Operations Division (IOD) of the Office of Professional Responsibility (OPR). IOD investigates allegations of criminal and serious, non-criminal misconduct involving CBP employees, as well as fatal or significant use of force incidents. This funding would allow CBP to hire an additional 60 criminal investigators, which will increase program capacity to investigate and resolve these matters in a comprehensive and timely manner.

**Justification**

In accordance with 6 U.S. Code § 211, IOD shall investigate criminal and administrative matters and misconduct by officers, agents, and other employees of CBP. In fiscal year 2016, IOD investigated an average of 6,453 criminal and administrative allegations involving CBP employees. The current investigative workload of 2,245 hours to conduct a criminal investigation and 1,528 hours to conduct an administrative investigation necessitates an increase in CBP's staffing beyond the current criminal investigator levels.

Additionally, as the Nation's largest law enforcement agency looks to add additional personnel in response to Executive Orders, the current criminal investigator levels will need to increase to keep pace with the increases in criminal and administrative investigations. OPR requires a total of 435 criminal investigators to achieve the DHS Integrity Advisory Panel recommendation of a 150:1 ratio of CBP employees to criminal investigators necessary to conduct and complete investigations in a more responsive and timely manner.

Further, increased staff will provide reinforcement for IOD to investigate allegations of criminal and serious misconduct on the part of CBP employees and contractors, as well as respond to use of force incidents in a timely manner. IOD will increase the rate at which investigations of use of force are completed and the outcomes of these investigations will be used by CBP management to promote transparency and accountability.

**Impact on Performance**

The increase in staffing will provide OPR with an improved capability to accomplish its assigned mission while allowing for a more robust computer forensics and fraud investigative programs. The increased investigative staffing will also allow for enhanced participation in the 21 FBI-led Border Corruption Task Forces, which provides valuable criminal intelligence information on Transnational Criminal Organizations whose illicit activities pose a direct threat to border security, CBP's mission, and its workforce. Not funding this request will prevent CBP from developing a more robust investigative capacity, and corruption, serious misconduct, or other internal security threats will potentially remain undetected or take longer to resolve, thus enabling corrupt employees to remain in the workforce where they can continue their criminal activities.

**DHC-8 Maritime Patrol Aircraft****Description of Request**

CBP proposes a \$13.2 million increase to modernize the entire DHC-8 fleet of seven aircraft to address power and cooling deficiencies, replacement of the core mission system and its associated Electro-Optical/Infrared (EO/IR) sensor and obsolete aircraft equipment.

ITEM	Cost (\$M)
Auxiliary Air Conditioning	\$ 0.95
Power Distribution Rework	\$ 1.34
Mission System Upgrades	\$ 7.31
Obsolete Items	\$ 1.10
Cockpit Enhancements	\$ 2.49
<b>TOTAL</b>	<b>\$ 13.20</b>

**Justification**

The AMO DHC-8 Maritime Patrol Aircraft (MPA) is a strategically important asset that enables DHS and AMO operational leaders to protect the U.S. homeland from a wide array of agile threats. Sensor-equipped MPAs are the most effective means to support extended border maritime detection and monitoring to protect the United States from terrorism, illegal immigration, drug smuggling and combating international criminal syndicates. To maintain the required capability and extend its operational reach throughout the Maritime Areas of Responsibility (AOR), AMO must modernize the DHC-8 in order to maintain a capable and cost-effective medium range aircraft.

Investment in this area will support an important capability to assist in securing maritime approaches to the United States including the southern border. The DHC-8 fills a critical mission need between the long-range P-3s and the smaller Multi-Role Enforcement Aircraft (MEA). The DHC-8 is a multi-mission, fixed-wing MPA that supports traditional and emerging missions that are national priorities for DHS and other interagency partners.

Modifications associated with this funding would equip the DHC-8 with the capabilities essential to safely and successfully accomplish integrated Surveillance, Detection, Classification, Identification, and Prosecution (SDCIP) activities. The upgrade is driven by obsolescence of key components while achieving commonality with DHS and DOD assets currently using the Minotaur system. These modifications include a mission system computer, its associated hardware and software, operator consoles and interfaces to aircraft sensors and communications equipment.

Improvements also include the Mission Operator Stations to make them easier and less fatiguing to use, replacement of the EO/IR camera to provide high definition video, state of the art communications for seamless transfer of data with AMO interagency partners and state/local law enforcement organizations. Cockpit enhancements provide better crew coordination and safety of flight. Finally, enhancements to cabin cooling and power distribution will address overall mission systems reliability, and by association, mission

success.

### **Impact on Performance**

This funding request will allow for full implementation of fixes for the aircraft's inadequate cooling, electrical power inefficiencies, integration of the Minotaur mission system, and replacement of obsolete, non-supported systems and incorporation of aircraft enhancements such as cockpit upgrades to reduce pilot workload, enhance system reliability, improve the aircrew's ability to maintain situational awareness, exchange mission information, and increase aircraft launch/full mission capability rates improving SDCIP capabilities.

Whether responding autonomously or as part of a joint force, the DHC-8 MPA aircrews exploit Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) capabilities to rapidly collect, utilize and exchange data to defeat threats before they approach U.S. shores. Clear and concise communications and data dissemination between aircrew members, other DHS assets and command centers, and external agencies is vital to the successful execution of DHS missions.

### **Deploy and Sustain new RVSS on Southwest Border**

#### **Description of Request**

CBP requests an increase of \$3.8 million in FY 2018 to sustain the RVSS Upgrade program. The program requires funds to maintain and sustain two re-locatable tower pilot projects deployed at McAllen and Laredo stations (5 sensor tower each with a modular Command and Control room). The pilot projects are projected to be fully deployed in the 4<sup>th</sup> quarter of FY 2017.

#### **Justification**

Investment in this area will strengthen CBP's ability to protect and secure operational control of the southern border and support implementation of the President's Executive Orders on border security through improved situational awareness. The RVSS re-locatable towers pilot will afford CBP the opportunity to assess the viability of using re-locatable towers as part of the RVSS Upgrade program (e.g., tower height, tower stability, and logistics support). The use of re-locatable towers is expected to result in a faster deployment of technology due to minimal environmental and real estate requirements as compared to the more extensive requirements under the standard upgrade of the RVSS system. The technology will provide persistent wide-area surveillance for the visual detection, identification, classification, and tracking of items of interest. Without adequate funding, CBP will be unable to operate and sustain the re-locatable towers in the McAllen and Laredo stations. If CBP is unable to operate the re-locatable systems, then CBP will be without a needed persistent surveillance technology solution, which could negatively impact operations and agent safety.

**Impact on Performance**

The proposed funding will facilitate the USBP's ability to maintain consistent and persistent surveillance capabilities at the southern border with upgraded technology. Absent the funds, border incursions will continue at remote locations and may even increase as border enforcement measures are strengthened elsewhere.

**Eliminate OFO TDY Support to Other Offices****Description of Request**

CBP proposes to decrease OFO Temporary Duty Assignment (TDY) support to other offices by \$1.5 million in FY 2018. The vast majority of activity at the POEs is required by statute and is not discretionary activity that can be scaled back or stopped. CBP will partially cease TDYs to OFO headquarters offices except where needed in critical programs like the NTC and Immigration Advisory Program. TDYs from the field to OFO Headquarters in FY 2016 totaled \$8.5 million.

**Justification**

Given the increasing workload and need for frontline CBPOs, key management positions evolve to support operational effectiveness. In order to leverage the expertise from the frontlines, OFO utilizes TDYs from the field to backfill and support key leadership positions within the agency at the headquarters level. Eliminating a portion of the TDY support to headquarters from the POEs would enhance the operational posture in the field and increase the efficiency of frontline law enforcement work by ensuring that CBPOs remain in frontline positions.

**Impact on Performance**

There may be some loss of operational experience and flexibility at the headquarters level, but CBP estimates the risk to be negligible.

**Enhance Spanish Language Call Center****Description of Request**

CBP proposes an increase of \$3.2 million, 21 positions, and 21 FTEs to fund Spanish Language support capabilities for the public.

**Justification**

The CBP Information Center (CIC) bilingual services are part of the DHS Language Access Plan (LAP) and the CBP LAP to facilitate communication with individuals who have limited English-language proficiency. The availability of Spanish language resources at the CIC provides a much needed capability for the agency to receive compliments, tips, and to address inquiries from customers whose primary language is Spanish.

Non-governmental organizations focused on immigration issues have identified the need for a bilingual call center at CBP, highlighting the concern that a lack of Spanish language resources at the CIC creates a significant barrier to effective communication about CBP policies and processes. The shortcoming also affects CBP by limiting its ability to be a more transparent and accountable organization.

From 2014 to 2016, the CIC had a 117 percent increase in emails and a 70 percent increase in phone calls. After the Spanish language access became available in 2015, the number of calls increased nearly 60 percent. In FY 2016, the CIC assisted over 354,000 inquiries from the general public. Following the 2017 presidential Executive Orders addressing immigration, the number of tips by Spanish speakers of illegal immigration activities has shown some increase. The exact number of tips in the Spanish language, while not specifically tracked, have been more noticeable.

The proposed funding will support federal employee positions at the CIC to provide bilingual services to Spanish speakers who have a limited understanding of the English language; other bilingual employees are intended to support this goal in the Office of Public Affairs (OPA). Currently, the CIC requires a force of 56 FTE (52 FTE within the Office of the Commissioner and 4 FTE in the Office of Public Affairs) and is not staffed appropriately to address its growing workload. The FY 2018 President's Budget provides the necessary funding to bring the CIC to full strength, and the additional bilingual staff bolsters the English language capability of the CIC, which has confronted a steadily increasing workload.

### **Impact on Performance**

The increase in funding will allow the CIC to become fully staffed in both English and Spanish language service enabling CBP to more effectively handle the high call and email volumes. It will also facilitate quality assurance and coaching for the staff to improve efficiency and effective communication that fosters a positive public image of CBP. Many callers encounter busy signals as a result of the limited number of call lines and understaffing. In 2014 the CIC added the Trusted Traveler Program helpdesk which increased our volume. Because of the shorter hours of operation and high volume of incoming calls, the number of phone calls outside our core hours increased substantially.

## **Enterprise Services Hiring for the Border Wall**

### **Description of Request**

CBP proposes an increase of \$5.0 million, 60 positions, and 30 FTEs for ES to support CBP efforts to implement the President's Executive Orders on border security through additional financial, acquisition, human resources, facilities, and performance management oversight and services.

### **Justification**

The increased resources proposed in the FY 2018 President's Budget for border security require commensurate increases in oversight to ensure their effective and efficient use while meeting program objectives. ES is the forerunner of CBP's fiscal stewardship and assists its leadership in understanding how performance, cost, and risk intersect. ES programs are geared towards effective, efficient use of funding and resources to deliver sound mission-enabling business solutions to ensure CBP personnel succeed at protecting the Homeland and fostering economic security.

In total, the FY 2018 President's Budget proposes an additional \$2.7 billion to enable CBP to support implementation of the President's Executive Orders on border security, including large investments in tactical infrastructure, increased technology and aircraft procurements, and the hiring of an additional 500 BPAs. This funding represents a 24 percent increase in total fiscal resources and a nearly 482 percent increase in major acquisition and construction management requirements.

The associated workload of implementing these other program increases supporting the recent Executive Orders is beyond the current capacity of ES staffing levels. The capacity enhancement of 60 positions planned within ES will better position CBP to conduct necessary fiscal audits while ensuring proper financial, human resource, acquisition, and property management. Below is a breakout of proposed positions by office:

ES Office	Positions
Office of Accountability	2
Office of Acquisition	9
Facilities and Asset Management	18
Human Resource Management	20
Office of Finance	11
<b>TOTAL</b>	<b>60</b>

#### **Office of Accountability**

Two positions proposed for the Office of Accountability (OAct) will add capacity to advance the implementation of Enterprise Governance in support of the Executive Orders. Governance will be critical to facilitating the planning functions necessary to secure the southern border of the U.S. through the construction of a physical wall; development of long-term funding requirements and facilitating hiring efforts; and overseeing critical border security investments, implementation of Administration policy, and operations pursuant to the Executive Orders.

The proposed positions will also enhance execution of Planning, Programming, Budgeting, and Accountability (PPBA) to help ensure CBP efficiently implements the Executive Orders; monitors and reports performance with regards to the execution of the Executive

Orders; and develops a unified analytical framework that provides the capability for in-depth analysis of collective key data to support execution of the Executive Orders.

**Office of Acquisition**

Nine positions proposed for the Office of Acquisition (OA) will support five additional operational support procurement positions; one position dedicated to non-operational support; and three lead system engineers. These additional Systems Engineering Directorate positions will support the increased workload and provide the necessary systems engineering subject matter expertise in order to facilitate the successful execution of this high visibility, national security program.

**Office of Facilities and Asset Management**

An additional 18 Office of Facilities and Asset Management (OFAM) personnel will be dedicated to supporting the Executive Orders by overseeing the sustainment and on-going operations of CBP facilities, especially where CBP expects to see increased operations along the southwest border. OFAM does not have sufficient capacity to fully support the continued oversight and maintenance of CBP's facilities, while also executing additional responsibilities associated with overseeing and managing the construction of the border wall and supporting infrastructure as proposed in the FY 2018 President's Budget. Due to the higher number of Agents anticipated along the southern border, either through new hiring or relocations, the facilities will face increased wear and tear. OFAM requires the additional personnel to perform on-site maintenance services and oversee the increasing number of repairs as building systems, like HVACs, electrical, and plumbing systems. These additional personnel will perform actions that will ensure that frontline operations are not impacted and minimize facility downtime. Without the additional personnel to support these requirements, CBP will be challenged to support the Executive Orders without significant impacts to current baseline missions which include overseeing and managing CBP's tactical infrastructure, facilities, vehicles, uniforms and personal property.

**Human Resources Management**

The 20 new positions for the Office of Human Resources Management (HRM) are intended to provide direct support to the recruitment, hiring, and workforce sustainment efforts necessary to achieve the BPA hiring initiative. The additional staff is essential to manage anticipated increases in the number of applicants, recruitment actions, and maintaining CBP's current time-to-hire improvements in light of the increased demands to hire, as well as sustaining an effective law enforcement workforce by supporting critical areas such as workforce sustainment, labor relations, and employee services in general, which are essential to reduce attrition.

**Office of Finance**

The proposal includes 11 additional Office of Finance (OF) personnel who are required to ensure effective financial management of the significant levels of requested funding in support of the recent Executive Orders. The additional BPAs directed by the Executive Order will equate to increased payroll and travel payment related workload. The increased procurements supporting heightened



operations along the southwest border will directly result in significant escalation of vendor payment processing. OF will conduct additional financial audits related to the increased operations and border wall construction to verify proper management of these efforts.

### **Impact on Performance**

The President's Executive Orders drive additional requirements for fiscal responsibility and oversight, along with contracting, workforce and property management. Without the required resources, project implementation timelines may be extended, risks of mismanagement could increase, and payments to employees and vendors may be delayed.

## **Equipment and Field Technology for Southern Border**

### **Description of Request**

CBP proposes a \$24.2 million increase to upgrade aged information technology infrastructure and equipment to enhance its security posture along the southern border. CBP's systems are under constant attack from a variety of actors with varying intentions. The pace of technological change and increasing sophistication of threat actors leaves CBP's networks vulnerable to highly motivated adversaries. CBP interacts with thousands of stakeholders every day, from individual travelers to large corporations shipping cargo. CBP must protect the integrity and privacy of its personally identifiable information (PII), trade, and other sensitive data.

### **Justification**

CBP's field infrastructure is very antiquated, and the majority of end user workstations are not capable of being upgraded and are unable to run the cyber detection tools that CBP must deploy to detect cyber security vulnerabilities or threats. Investment in CBP's cyber and IT infrastructure will ensure that equipment is able to support new technology capabilities required by the mission, protect the network from security vulnerabilities through updated patching, and will be resilient enough to avoid frequent failure rates typically experienced by aged infrastructure.

The intent is to establish and enforce a comprehensive technology refresh strategy to ensure all IT equipment can provide reliable operation in support of the CBP mission. The overall strategy includes refreshing IT currently past end of life, documenting an IT lifecycle management process, and streamline IT purchasing. This will provide a more strategic and effective acquisition and deployment process than the decentralized, ad hoc replacement of field equipment done today, and will save funding by eliminating the need to maintain, patch, and image the large inventory of disparate end-points that are in CBP's infrastructure today. The proposed funding will provide for an upgrade/replacement of approximately 20 percent of CBP's inventory to be on an approximate five-year technology refresh cycle, and will greatly enhance CBP's cyber security posture. The priority focus for initial upgrades will be at USBP and OFO locations on the southern border. Based on current inventory, of this \$24.2 million, approximately \$9.8 million will

be required for at least 7,500 end points (workstations/laptops); approximately \$7 million for roughly 450 network peripheral upgrades that monitor and direct the data traffic (switches and riverbeds); and approximately \$7.6 million for estimated 100 network bandwidth upgrades. Actual quantities may vary based on site surveys, end user requirements, and proposed cost. These upgrades will ensure that CBP can patch, manage, and monitor activity to remediate cyber vulnerabilities, and to ensure that CBP is able to meet the mission while securing CBP's systems and data.

<i>Data from 2016</i>	<b>Laptops/ desktops</b>	<b>Standard switches</b>	<b>Large Switches</b>	<b>WAN Optimizers</b>	<b>Firewalls</b>
Total Quantity	62,000	2,516	974	988	17
# Past end of life	44,000	106	501	929	2

### **Impact on Performance**

Funding will enable CBP to upgrade CBP's aged information technology infrastructure on the southern border which will enhance CBP's overall security posture, as well as improve mission performance through more sustained operational performance to meet mission requirements.

### **Field Technology Officer Support**

#### **Description of Request**

CBP requests and increase of \$5.5 million in FY 2018 to provide OIT Field Technology Officer contract support. With the increased number of BPAs, and with increased wall technologies, CBP requires more field technology support to provide daily support and maintenance to ensure the frontline mission is met. Recruitment of Federal staff in some of these southern border locations has proven challenging for OIT's Field Support Directorate (FSD); the proposed funding will provide for contract support to supplement the existing government staff. This funding will provide for approximately 25 contract support staff to provide hands-on support to staff and technologies on the southern border. CBP's OIT/FSD provides hands-on day-to-day support to all CBP end users, and provides daily operations and maintenance support to nearly all enforcement technologies deployed throughout CBP's IT infrastructure. Information technology is the backbone of all operational activities and it is critically important that a knowledgeable cadre of support is available to ensure the 24/7 operational availability of all technologies within their purview.

#### **Justification**

Investment in this area will support the Executive Order to enhance operational control of the southern border. Increasing the amount of technology deployed in the field, as well as increasing USBP agents, requires dedicated technology support staff. Field Technology Officers (FTO) provide front line support to USBP agents by resolving critical issues related to radio systems, information technology

platforms and sensor and surveillance systems. FTOs deploy and maintain nearly all CBP technology; CBP's field technology directly supports officer safety by allowing agents to effectively query and communicate information on people and cargo quickly.

Maintaining the correct ratios of FTOs to front line operational staff is critical to helping ensure issues are resolved quickly and technology disruptions have minimal operational impacts. Currently, OIT/FSD on-board staff provides 1:84 support (approximately one FTO for every 84 employees), significantly below the average private sector ratio (1:40) for organizations with a similar number of employees. In addition, many CBP end users are geographically dispersed and often require that a FTO travel to a remote site to provide support. Further FTOs provide support to enforcement technologies, such as signal repeaters, surveillance cameras, unattended ground sensors, etc., that require travel to remote sites. This ratio significantly increases when considering the support FTOs also provide to deployed enforcement technologies that are on the ground or installed on large antenna towers (sensors, antennas, repeaters, surveillance cameras, surveillance trucks, fixed towers, etc.).

### **Impact on Performance**

Funding will enable CBP to meet the technology support needs of agents in the field. Funding will improve mission performance by ensuring operational uptime requirements for technology are adhered to.

## **HRM Hiring Strategies**

### **Description of Request**

CBP requests an increase of \$17.5 million in FY 2018 to support efforts to continue and expand process improvements and add capacity to frontline hiring by focusing on efforts to attract qualified candidates and facilitate their progress through a rigorous vetting process. These improvements include recruiting and marketing strategies (\$2.2 million), Hiring Transformation / Hubs program (\$8.0 million), and additional applicant processing (\$7.3 million). This funding supports the hiring activities that meet the objectives and intent of the Executive Orders on border security, and is based on a multiyear hiring plan.

### **Justification**

#### *Recruiting and Marketing Strategies*

CBP's recruiter training program consists of two modules: core recruiter training and Special Emphasis Recruitment Team (SERT) training. FY 2018 funding will support travel and training at CBP's Advanced Training Center in Harpers Ferry, West Virginia, for more than 160 recruiters and trainers. SERT recruiters will remain three additional days to complete the SERT module, which focuses on veteran recruitment and enhancing the diversity of the workforce. CBP's goal is to leverage its certified recruiter workforce through train-the-trainer sessions, with the goal of optimizing the number of recruiters across CBP. CBP recruiters will participate in over 4,000 recruiting events, thereby continuing to support (in a limited capacity) implementation of its larger recruitment and

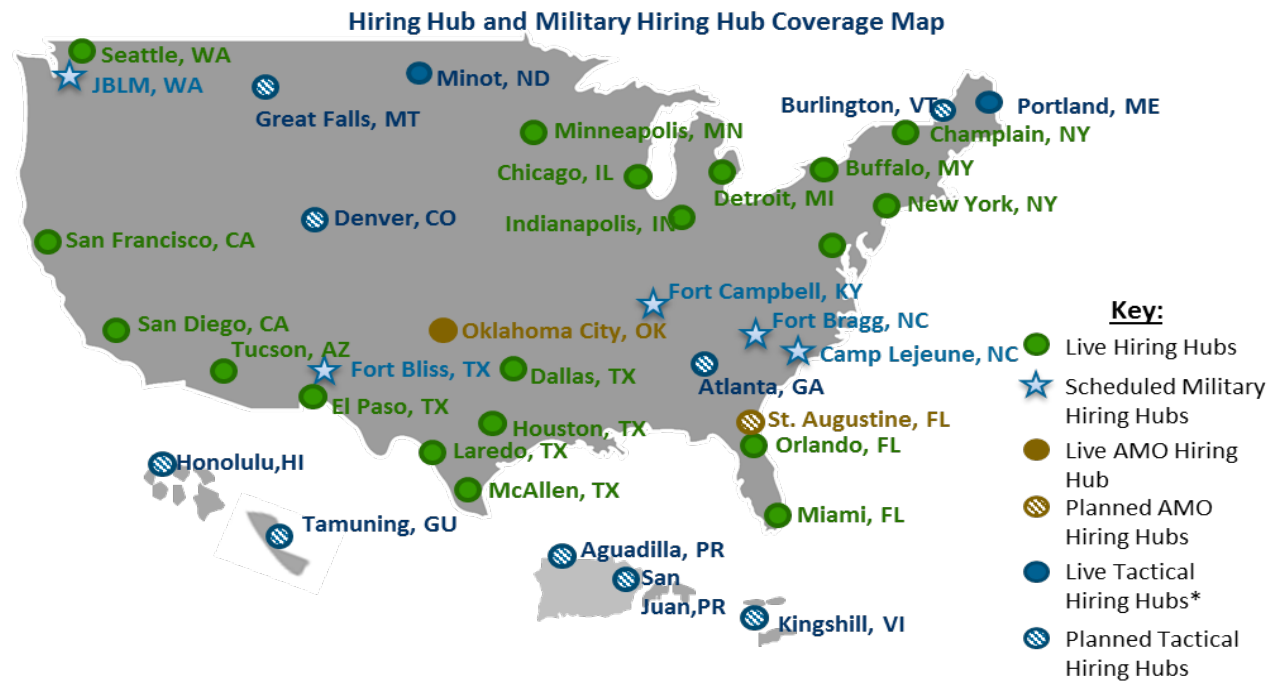
marketing strategy. Recruitment at events for veterans and transitioning military personnel is a top priority within this capability. CBP will further refine data analysis techniques to identify and quantify the best opportunities for recruitment success, and will continue to leverage on-line hiring services (with linkage to OPM) as a low-cost means of reaching a wider pool of qualified applicants.

### *Hiring Transformation/Hubs*

This new frontline hiring process has resulted in a 65 percent reduction in time-to-hire. Funding will provide the increase in contract services, and technology needed to continue this transformational effort. CBP's execution plan includes the following initiatives:

- Procure temporary, turn-key office space to provide increased applicant processing capacity in locations across the country as dictated by applicant volumes.
- Continue evaluation, development and implementation of new process improvements.
- Continue military hiring hubs and establish "tactical hiring hubs" as required.

Expanding Hiring Transformation/Hubs to include 100 percent of applicants would enable these efficiencies to be realized across the entire frontline position applicant pool. The following map identifies the location and nature of current and planned Hiring Hubs:



### *Additional Applicant Processing*

As the pre-employment process is currently configured, these funds will allow CBP to process over 53,000 applicants, resulting in more than 400 BPA entries on duty (EODs) at current pass rates. CBP anticipates an increase in the number of applicants through enhanced recruiting efforts, and in the number of EODs as the hiring process continues to be transformed and streamlined.

- OPM-mandated pre-employment tests are a critical and necessary part of the hiring process that help determine each applicant's suitability to be a frontline CBP employee.
- The medical services and drug testing collection services contract provides services to conduct the required medical examination, qualifications testing, and drug testing hiring steps.
- The Pre-employment Fitness Test 1 contract provides PFT1 administration to all applicants and is a CBP hiring requirement.

**Impact on Performance***Recruitment and Marketing Strategy*

A formal and standardized training curriculum will improve the effectiveness of CBP recruiters and will ensure that a cadre of recruiter is trained to identify and engage qualified candidates. Maintaining and increasing CBP's participation in recruitment events is essential to advance the Administration's and Congress' staffing goals, and adds a personal dimension to the recruiting process. Data collection and analysis will allow CBP to apply resources in a more targeted way to increase its applicant yield, in terms of both quantity and quality. Leveraging an online presence will enable CBP to stay current with industry trends and be more accessible to potential applicants. Renewal licenses for Indeed.com, Monster.com, and ZipRecruiter.com – providing access to over 200 million unique job seekers, 25,000 partner sites, and state-of-the-art resume-matching technology – increase CBP's qualified applicant pool and enhance brand awareness.

*Hiring Transformation/Hubs*

Additional resources will support nationwide expansion of the Hiring Transformation/Hubs Program. Reduction in the length of time-to-hire will encourage frontline applicants, who would otherwise elect to pursue other job opportunities. CBP's expedited hiring process have produced a 65 percent overall decrease in time-to-hire. Whereas the hiring process average had been 469 days previously, the Hiring Transformation/ Hubs initiative has reduced that to 165 days. Expanding the Hiring Hub program from 50 percent of applicants to 100 percent of applicants enables these efficiencies to be realized across the entire frontline position applicant pool. As CBP continues efforts to make its hiring process more efficient, the process changes will be continually evaluated to ensure that the high quality of applicants is maintained.

*Additional Applicant Processing*

Increasing capacity to properly support these process steps are necessary prerequisites to determine an applicant's fitness for duty, both physically and as a matter of character. The increase is necessary to meet an increased number of applicants being considered.

**Hire 500 Border Patrol Agents****Description of Request**

CBP proposes an increase of \$100 million in FY 2018 to hire an additional 500 BPAs (500 positions, and 250 FTE).

**Justification**

Executive Order 13767, Section 8 directs the CBP Commissioner to “...take all appropriate actions to hire 5,000 additional Border Patrol Agents...” In response to this directive, CBP HRM developed a multi-year hiring plan to meet the new staffing requirement for Border Patrol. The 500 agents requested in FY 2018 is the first hiring surge for the 5,000 agent requirement and is in addition to the normal attrition hiring conducted by CBP HRM. Funding for this request include the full cost of training this new cohort of agents. This initial hiring surge will lay the foundation in increasing operational control in certain key areas along the border.

These 500 BPAs will provide for a greater enforcement posture on the border increasing operational efficiency in arrests, seizures, and day to day operational tasks. The ability to staff Border Patrol Sectors at the required levels to address operational requirements is fluid as threats change and transnational criminal organizations adopt new tactics, techniques, and procedures. These changes coupled with increased enforcement efforts require additional agents to interdict illegal activity in all threats border environment.

**Impact on Performance**

The additional agents will be assigned to operations and operational programs directly supporting the daily enforcement of immigration laws and other illegal activity along the southwest border. In an effort to increase overall situational awareness through intelligence operations, agents are routinely assigned to Sector Intelligence Units. Although the assignment of the agents to our intelligence operations is critical it comes at the costs of removing agents from front line operations. This reduces the operational efficiency as it relates to arrests, seizures, and day to day operational tasks at the border as less BPAs are engaged in front line border operations. The increase of agents will allow Border Patrol sectors to assign and deploy personnel accordingly filling any critical gaps in patrol coverage. Similarly, the additional BPA staffing allows Sectors the flexibility to balance their table of organization more effectively to meet their operational requirements.

**IT Equipment for Southwest Border Wall****Description of Request**

CBP proposes an increase of \$10 million in FY 2018 to provide data circuits and network bandwidth for surveillance data and video associated with border wall construction directed by the President’s Executive Order on border security. The proposed expansion of border wall systems with embedded or integrated technology will significantly increase the amount of data/video being transmitted to USBP operation center(s). The increased transmission of data/video will require enhanced technologies, such as data circuits, and/or some other network capability, to be installed to ensure the quick, effective, and efficient transmission of data. These data links and associated network technologies will connect back to CBP’s existing network infrastructure which today consists of outdated and end-of-life technologies.

The funding will enable CBP to ensure that data/video captured from wall technologies can swiftly and effectively traverse CBP's network to be acted upon quickly by BPAs. Any delay in data transmission due to outdated and/or insufficient network bandwidth will have an adverse impact on USBP's ability to meet their daily operational mission requirements.

**Justification**

The additional infrastructure and technology proposed along the southern border in support of the President's Executive Orders on border security will require network upgrades. This funding will support an engineering contract to conduct bandwidth analysis, site design, and provide initial data circuit upgrade requirements to handle the increased data traffic that will enable USBP's effective monitoring of data from border wall system technologies.

Additional funding will enable CBP to acquire network field equipment required to effectively monitor and control data traversing CBP's IT network from cameras and other sensors integrated in the border wall to monitoring locations within USBP sectors. As necessary, upgrades may be needed to the IT infrastructure at USBP sectors or stations that will have day-to-day oversight of data captured by southwest border wall technologies.

In addition, funding will cover replacement of consumable technologies, which may include items such as unattended ground sensors, surveillance cameras, power amplifiers, down converters, power supplies, and geological/infrared/step sensors and gaskets, etc.

**Impact on Performance**

Funding will enable CBP to effectively monitor and utilize information technology; thereby, allowing CBP to fully leverage the requested infrastructure and technology to secure the border. Without funding to effectively monitor and utilize information technology to support the proposed investments, CBP will not be able to fully leverage the technology capabilities of the requested border wall system to secure the border.

**Increase Intelligence & Targeting Capabilities****Description of Request**

CBP requests an increase of \$54.9 million in FY 2018 for improved intelligence and targeting capabilities related to screening and vetting of international travelers and those seeking an immigration or travel benefit from the United States Government (USG). This request will support CBP's contributions and leadership in implementing the program to rigorously evaluate individuals seeking immigration benefits or admission to the United States called for in section five of Executive Order 13780, which includes the establishment of a uniform baseline for screening and vetting. It will also support NTC's expanding collaboration with the Intelligence Community (IC) and NTC's Analytical Modeling Capabilities initiative providing systems development and additional



equipment in support of two of NTC's primary mission sets; counter-terrorism and counter narcotics.

CBP's targeting enterprise systems process large amounts of regulated trade, travel, and immigration data, surface derogatory information about nefarious individuals and illicit organizations, such as transnational criminal organizations (TCOs), and provide quality and timely information to multiple stakeholders across the counter-terrorism and counter-narcotics communities. These systems enable CBP to efficiently screen cargo, passengers, and applicants for national security and public safety risks and streamline information sharing with IC and other interagency partners who adjudicate immigration benefits and/or operate in the same mission spaces.

CBP's targeting systems collect and aggregate intelligence and law enforcement information from multiple source systems into a single platform that officers and analysts use to detect and analyze potential threats. The effective aggregation of intelligence and law enforcement information improves targeting, drives more informed screening, vetting, and adjudications and increases operational efficiencies.

### **Justification**

The following table highlights components of NTC's Analytical Modeling Capabilities initiative. The funding for this request of \$54.9 million is in non-pay. There are no full time equivalent (FTE) positions associated with this request.

Capability	FY 2018 (\$ in Thousands)
UPAX (Unified Passenger) Analytic Enhancements	\$ 3,489
Automated Targeting System (ATS) Unified Cargo	\$ 2,206
IRS-NG Enhancements and Deployment	\$ 5,489
Analytical Framework for Intelligence (AFI) Expansion	\$ 919
Information Management System (IMS)	\$ 6,621
Narcotics Trade Models	\$ 6,261
TRTT Collaborative Platform	\$ 2,957
Counter Terrorism Dashboard	\$ 5,914
National Security Model	\$ 5,209
Social Media	\$ 4,411
Counter Network Analytics	\$ 4,000
Operations & Maintenance	\$ 4,286
Equipment	\$ 3,093
<b>Total</b>	<b>\$ 54,855</b>

*Social Media* – Funding will provide contract support, analytical tools, and technology to continue to build out CBP’s new, proof-of-concept, Publicly Available Information Group (PAIG). The PAIG is designed to provide advanced open-source and social media research and analysis support to CBP and its IC and Law Enforcement (LE) partners for strategic and tactical targeting, vetting, and analysis missions and operations. This will support the entirety of CBP operations investigating and targeting terror and Transnational Criminal Organization (TCO) illicit networks.

*TTRT Collaborative Platform* – Funding will support the NTC’s provision of additional capability to the Tactical Terrorism Response Teams (TTRTs) around the country to support screening efforts through expansion of the Counterterrorism Dashboard, integration with targeting systems, and a streamlined feedback loop to the Intelligence Community (IC). The addition of smartphones will assist frontline officers in efficiently identifying and interviewing high-risk travelers using targeting criteria that is accessible on hand-held technology.

*Counter Terrorism Dashboard and TTRT Equipment* – Funding will expand the scope and use of the Counter Terrorism Dashboard to ensure the information gathered from field encounters and inspections that surface derogatory information related to national security is shared with the Intelligence Community (IC), informs new and refines existing threshold targeting rules, and is available across the

government's vetting enterprise, all in relative real-time. This initiative will integrate six separate inspection systems and provide a common platform on which field operators, program managers, and Intelligence Research Specialists can identify trends, share information, and deconflict. CBP's funding request will also support procurement of smartphones for TTRTs that will allow for teams to receive information from the NTC. The TTRT collaborative platform which will be integrated into smartphone technology for officers and agents in the field will allow TTRT members to virtually connect with subject matter experts regardless of their location, perform law enforcement queries, and obtain results on individuals and information received during the course of an interview or inspection.

*Counter Network Analytics* – Analytical tools, both those already created and those to be acquired through strategic research and development, will help provide real-time social media targeting opportunities for the agency. These tools will subsequently support CBP's structured analysis of terrorist and TCO illicit networks. These capabilities will significantly advance CBP's ability to identify, explain, target, and disrupt illicit networks that use social media for recruitment, communications, and operations. Additionally, CBP's funding request will support the creation of Data Cube. Data Cube allows for rapid cross domain analysis, supporting tactical operational decision making. This will enhance CBP's ability to conduct rapid analytics in support of operational responses to border and homeland security threats.

CBP's southwest border security mission requires that CBP remain capable of tracking and analyzing evolving illicit TCO network communications, recruitment, and operations techniques in order to successfully identify, target, and disrupt illicit networks through refusals of entry, seizures, and information and operation-sharing with USG and ally partners. This funding proposal will benefit CBP's operational offices, intelligence support, as well as Federal, State, and local law enforcement stakeholders on the southwest border. It will also support Department of State's Personal Identification Secure Comparison and Evaluation System (PISCES), ICE's Biometric Identification Transnational Migration Alert Program (BITMAP), and ATS-G integration efforts to conduct automatic biometric checks to vet migrants within the Western Hemisphere who are potentially making their way to the US Southwest border. CBP will fuse travel data of third party nationals collected by foreign partner nations in the Western Hemisphere using ATS-G with biometric data collected during encounters under the BITMAP initiative and/or during foreign border crossings [PISCES] to create a travel history of individuals intending to migrate to the southwest border.

*UPAX (Unified Passenger) Analytic Enhancements* – The Analytical Modeling Capabilities initiative will enhance CBP’s screening and vetting capabilities and its efforts to support the creation of uniform baseline screening and vetting standards. This funding will support the following screening and vetting initiatives:

- Enhance background and security checks on individuals pursuing immigrant benefits by recurrently / continually vetting immigration applicants (Continuous Immigration Vetting) via the unclassified domain. Perform automated data exchanges for high side checks.
- Integrate more closely with an IC partner to enhance PATRIOT’s vetting high risk immigrant and non-immigrant populations by leveraging an existing IC program that accesses additional classified holdings and techniques.
- Propagate the existing NCTC Kingfisher Expansion process for vetting to other foreign visitor and immigration populations, including individuals detained by law enforcement.
- Increase access to USG financial data holdings to identify previously unknown terror and criminal actors and their facilitation networks. It will enable the development of a system-to-system access capability between the Treasury Department’s Financial Crimes Enforcement Network (FinCEN) data holdings and CBP in order to automate the analysis of bulk data within each of the agencies data repositories. This effort will allow CBP to leverage FinCEN data holdings for rules development, integration of suspicious financial activity reporting into passenger risk analysis, as well as illumination of illicit TCO network activities.
- Build analytics and obtain passport number sequencing data from foreign governments to assist in confirming an individual’s identity through verifying passport authenticity. This effort will increase the accuracy of CBP’s identity resolution capabilities and the ability to verify identities by detecting fraudulent and duplicate passports. In addition, enhance passport identification at ports of entry by developing the capability to verify passport numbers (i.e. check digits) and authenticating the e-chip on electronic passports on primary.

- Expand CBP's access to and retention of overflight and international point-to-point travel data to enable recurrent vetting of these data sets to execute risk threshold targeting rules and communicate derogatory matches to TSA and/or other government agencies for appropriate enforcement action. In addition, this information will assist CBP in identifying those who are attempting to conceal a travel nexus to a terrorist affiliated country through broken travel. In addition, mitigate risks posed by insider threats through the recurrent vetting of airline crew and non-crew against national security, law enforcement, and immigration criteria. Expanding CBP's access to and retention of Master Crew List/Master Non-Crew List data will enhance ability to identify crew members and non-crew who may be inadmissible to the United States or pose possible national security risks.
- Build the system capability and workforce capacity to standardize the synthesis of intelligence products and automate the dissemination of encounter, adjudication, and intelligence analysis results to the IC and other interagency partners. Standardized intelligence products delivered in a timely manner using automated tools integrated with other USG agencies across domains will augment key operational, threat, information, open feedback channels enabling informed decisions and contribute to a whole of government approach to more effective vetting as well as countering the TCO networks that direct illicit activities.
- Obtain systematic access to IC collection of foreign-to-foreign travel in order to enable full visibility of travelers with a nexus to the United States to detect broken and hidden city travel. By obtaining systematic foreign-to-foreign travel data, DHS/CBP can better assess the risk of travelers prior to boarding flights destined to, or departing from, the U.S. or its territories. Access to these holdings can advance entity resolution of segmented / disparate clandestine travel data collection.
- Enhance CBP's ability to collect, disseminate, retain, analyze and more effectively utilize information provided by travelers or collected during encounters. TTRTs are comprised of personnel with specialization in counterterrorism response, analytics, task force, and enforcement operations. TTRTs have also expanded to the Office of Border Patrol to respond to national security related encounters on the Southwest Border. The teams are immersed in the current and developing threat picture through the continuous review of sensitive and classified information and serve as local liaisons with other law enforcement agencies and the intelligence community.

*National Security Model* – National Security-Inbound (NS-I) identifies and targets nuclear weapon and fissile material smuggling using scenario-based non-weighted, bundled, rule targeting methodologies to produce more threat focused, higher quality targets than existing models without increasing risk or workload. CBP has deployed the national security model to the air and maritime transportation modes and will continue to deploy to air express consignment and land border truck and rail trade routes.

*ATS-Global (ATS-G) Deployments* – Support deployments of government-off-the-shelf and “open-source” automated systems to government agencies in order to enhance their vetting capabilities and facilitate exchange of their travel data. Prioritize engagements that have high risk adversarial, refugee, and migrant populations such as Jordan, Iraq, and Kenya. Deployments would be further supported by successful integration with other USG integrated border management programs, such as the State Department's PISCES, DHS/OBIM's Secure Real Time Platform, and ICE's BITMAP.

### **Impact on Performance**

This increased capability through investment will enable the NTC to process larger volumes of data efficiently, elevate its screening and vetting capabilities to uniform baseline levels, and streamline information sharing with IC and LE partners to provide more results-based decisions for better targeted enforcement actions.

The NTC Analytical Modeling Capabilities initiative will enhance CBP's ability to collect, disseminate, retain, analyze and more effectively utilize information provided by travelers or collected during encounters improving the entire screening and vetting enterprise. The proposed changes will enable CBP to better identify and recurrently vet high risk passengers and cargo by producing fewer, better targets, while providing expanded information and analytics on possible matches. CBP will also be able to collect more data during encounters, transforming it into useful information for intelligence analysis that inform targeting rules, border operations, and other border security mission sets. CBP and other DHS Components that leverage its capabilities may share, disseminate, and analyze data collected across the Department for their respective missions. This improved sharing, dissemination and analysis serves as the engine that drives recurrent vetting providing multiple opportunities for new derogatory information to surface as individuals proceed along the traveler and immigration continuums.

## **Integrated Fixed Towers**

### **Description of Request**

CBP proposes an increase of \$1.3 million in FY 2018 for the IFT for operations and maintenance.

### **Justification**

Investment in this area will support implementation of the President's Executive Orders on border security and strengthen CBP's ability to maintain the physical security of the southern border through improved situational awareness. Additional investment in this area will support the CBP activities in the Nogales, Douglas, Sonoita, and Ajo-1 Areas of Responsibility (AoR). IFTs provide automated, persistent wide area surveillance for the detection, tracking, identification, and classification of illegal entries. The increase is necessary as Douglas, Sonoita, and Ajo-1 will all move from the deployment phase to O&M in FY 2018 resulting in an increase to the IFT sustainment budget from previous years.

**Impact on Performance**

Funding will fund the support Contractor Logistics Support (CLS) to ensure assets are maintained and will ensure the Operational Availability (A<sub>O</sub>) for all four operational AoRs can be met. Funds will also be used to maintain sites and roads of all four AoRs.

**Intellectual Property Rights Enforcement****Description of Decrease**

CBP proposes a decrease of \$2 million in FY 2018 for training, outreach, and international capacity building related to Intellectual Property Rights (IPR) enforcement, training, outreach and verification. The passage of the *Trade Facilitation and Trade Enforcement Act of 2015* (TFTEA, P.L. 114-125) in 2016 has added new priorities for CBP, and a separate funding stream for this activity will be subsumed by enforcement and engagement work done under TFTEA and Trade Transformation Initiatives.

**Justification**

The funding decrease represents CBP's efforts to prioritize its resources based on operational mission requirements across its enterprised. IPR will continue as a Priority Trade Issue, as designated by TFTEA. Headquarters staff will continue to lead the development of national intellectual property enforcement policy and initiatives, and provide IPR expertise to the field, such as providing product identification guides from rights holders to assist CBPOs and Import Specialists with product authentications.

**Impact on Performance**

This reduction can be mitigated due to multiple layers of IPR enforcement, training and outreach activities taking place simultaneously throughout OT, CBP, and DHS. This work will continue to be supported through virtual webinars for training, stakeholder outreach via new channels, such as the Centers of Excellence (CEEs or Centers). Additionally, new enforcement strategies will shift focus to address new issues such as e-commerce and alternatives to traditional enforcement methods in cooperation with partner agencies and trade entities.

**Interoperability Equipment Refresh****Description of Request**

CBP proposes an increase of \$29.3 million in FY 2018 to purchase the following equipment for USBP and AMO Tactical Air Land and Marine Enterprise Communications (TALMEC):

<b>Asset (\$ in Thousands)</b>	<b>USBP</b>	<b>AMO</b>	<b>Cost Per Unit</b>	<b>Total</b>
Mobile	2,200	250	\$7.0	\$17,150
Portables	1,800	243	\$5.0	\$10,215
Desksets	90	20	\$1.0	\$110
Installation Kits	1,800		\$11.0	\$1,800
USBP Travel costs			N/A	\$11
<b>Total</b>				<b>\$29,286</b>

Of the total funding, \$26.6 million is for USBP TALMEC and \$2.7 million is for AMO.

USBP has a Current Annual Refresh cycle of every seven years. This equates to annual purchases of approximately 2,200 Mobiles; 1,800 Portables; 90 Desksets; and 1,800 Vehicle Mobile Radio Installation Kits (to meet the same number of replacement vehicles purchased every year by Mobile Assets Program Management Office (MAPMO) at \$600 per kit). For AMO, the funding will support a 20 percent refresh of obsolete radios in order to meet mission needs.

### **Justification**

To support its mission, CBP operates and maintains one of the largest tactical voice communications infrastructures in the Federal Government. TACCOM capabilities are essential to coordinating mission activities and protecting the safety of CBP law enforcement agents and officers. These agents and officers operate in remote areas where radio is often their only communications channel to coordinate activities or summon assistance. CBP has a tactical radio communication device inventory of over 70,000 units utilized by the BPAs, CBPOs, and Air and Marine agents. Over 25,000 units of CBP's radio inventory has exceeded its useful life and is no longer supported by the manufacturer.

This funding would procure additional radios and infrastructure necessary to address radio obsolescence, improve interoperability with local authorities and the Government of Mexico, and address some current coverage gaps. Replacing a significant number of aging or obsolete radios will directly contribute to the efficiency and effectiveness of border security operations, and contribute to the goals outlined in the Executive Orders on border security and immigration enforcement.

In April 2017, USBP completed a Southwest Border Capability Roadmap that identifies updated operational requirements for Surveillance, Personnel, Mobility and Access, and use of Commercial Technology Innovation/Future Capabilities. The TALMEC equipment and infrastructure play a vital role in bringing these pieces together since communication of the situation on the ground to and between agents keeps them safe and improves coordination to accomplish the mission. USBP is committed to an integrated approach to surveillance, personnel placement, mobility and access, and communication.



**Impact on Performance**

Proposed funding will allow CBP to build and maintain a mobile and flexible response capability to anticipate and respond to border security threats. Additionally, the funding will allow CBP to refresh communication devices that directly affect the safety of CBP agents and officers and their ability to perform their mission to secure and manage the border would be adversely impacted. Further, this funding will give CBP the ability to meet the ever-increasing demand to detect, respond to, and resolve threats and incidents along the U.S. border. Secure, clear, simple, and reliable communication is a critical factor in the ability of CBP agents and officers to respond to mission critical situations in a timely, safe, and effective manner. Additionally, funding will allow CBP to refresh communication devices that directly affect the safety of CBP agents and officers and their ability to perform their mission to secure and manage the border would be adversely impacted.

**AMO Logistics & Maintenance Increase for Border Support****Description of Request**

CBP proposes an increase of \$18.1 million in FY 2018 for AMO's Logistics and Maintenance program for tactical aircraft.

**Justification**

AMO requests \$18.1 million to fund the transition to AMO's new national maintenance contracts and improve the availability of critical aircraft systems and engines and flight hour increases associated with operation of new and upgraded aircraft. This includes \$4.2 million to transition from the current national maintenance contract to a follow-on contract; \$7.1 million in the new contract to address safety, parts, and labor shortfalls; \$5 million to increase maintenance for certain critical aircraft systems and engines; and \$1.8 million fund the operational tempo increases associated with newly delivered Medium Lift Helicopter (MLH) and Multi-Role Enforcement Aircraft (MEA). This investment will allow AMO to increase its annual flight hours by 1,000.

The majority of AMO operations are border security missions, most of which are on the southwest border. Specific operations are driven by operational needs, but AMO allocates flight hours and associated fuel funding for planning purposes to the branch levels, and for each aircraft type. Major cost drivers are the number of operating sites supported, the types and numbers of aircraft (along with their ages), and the operational tempo. Within the total operations and maintenance budget for a given year, fixed costs consume most of the available funding and include maintenance and logistics contracts with their associated work forces, programs, base operating expenses, and training. Variable costs, such as fuel, spare parts, travel, the repair of repairable components, and other consumable supplies average near 20 percent of the total.

The key component of this program change is AMO's award of a follow-on maintenance contract for tactical aircraft in FY 2018 that will improve the availability of aircraft for border security missions. This award will require a transition period with contract overlap

and some up-front costs associated with hiring, relocations, sub-vendor closeout, data systems training, and refreshing parts inventories. This will include additional maintenance personnel and subcontracts for critical aircraft systems to ensure higher availability of sensors and other essential mission equipment during operations.

This request will also supports the planned increase in tactical flight hours associated with deployment of new MEAs and MLHs. In FY 2018, AMO requests PC&I funding to deploy two new MEAs and replace 1 MLH with a more capable Lima configuration helicopter resulting in an increase of 1,100 flight hours. Furthermore, the investment in Light Enforcement Helicopters in this budget will have the potential to significantly increase flight hours in future years, dependent on additional L&M in future budgets.

### **Impact on Performance**

This funding is critical for the successful transition of AMO's fleet to the new national maintenance contracts and will allow CBP to avoid significant disruption to AMO's flight hour program in FY 2018. Additionally, this funding would allow AMO to increase operational availability of highly-capable tactical aircraft.

With this investment, AMO will sustain operational tempo, operational aircraft availability, and perform missions with more capable aircraft that will result in additional border security for the nation.

## **Mobile Surveillance Deployment to the SW Border**

### **Description of Request**

CBP proposes an increase of \$247,000; two positions; and two FTEs in FY 2018 for the MVSS program to support the Program Management Office (PMO).

### **Justification**

Investment in this area will support CBP efforts implement the President's Executive Orders on border security and to maintain the physical security of the southern border through improved situational awareness. MVSS provides visual detection, identification, classification, and tracking of Items of Interest in urban and remote areas along the border. The MVSS program will be initiating and awarding a second contract to acquire all the MVSS units required by USBP while continuing to execute the current contract. The increase in FTE is necessary to support completion of Source Selection documentation for the second MVSS contract. After contract award the FTEs will continue to provide project management support of the second contract through the deployment phase.

### **Impact on Performance**

Because the additional staff will perform follow-on MVSS contract activities, current PMO staff will be able to successfully deploy

and support MVSS units acquired during the current contract. Historically, the pre and post-award contract activities have required fulltime support, thus adding staff to support the second contract will allow the current program management staff to perform their duties without impacting performance.

## **National Targeting Center Expansion**

### **Description of Request**

CBP proposes an increase of \$14.5 million, 93 positions, and 93 FTE in FY 2018 for an expansion of the NTC

### **Justification**

The NTC is a 24/7 operation with the centralized mission of preventing dangerous and unlawful travelers and goods from entering and exiting the country by effectively screening, reviewing, identifying, and segmenting low and high-risk passengers and cargo across all international modes of transportation, inbound and outbound. The NTC carefully identifies, targets, and coordinates examination of the small percentage of shipments and travelers that may be connected to terrorism or other transnational crimes, such as narcotics smuggling, human trafficking, merchandise counterfeiting, and money laundering. The NTC supports and responds to inquiries from the field and other law enforcement entities and conducts tactical targeting to identify actionable targets.

The NTC integrates CBP's diverse intelligence capabilities into a cohesive data enterprise enabling CBP to serve the Nation as a premier intelligence-driven border law enforcement agency. The Center provides advanced targeting, research, and coordination between numerous domestic and international law enforcement and intelligence agencies in support of the CBP anti-terrorism mission. The NTC has national program management responsibility for the Passenger Analytical Units, Advance Targeting Units, Counter Terrorism Response functions, and CBPO assignments to the FBI, Joint Terrorism Task Forces.

Additionally, the NTC manages the Analytical Management Systems Control Office, which uses automated systems and targeting strategies to examine large amounts of internal crossing, referral, and results data in order to develop methodologies for identifying anomalies that may be indicative of integrity, procedural, performance, or training issues.

Following are just some of the recent initiatives at the NTC, which have driven the increase in workload requiring additional targeting resources.

### Traveler Vetting

- Overall number of travelers continues to increase annually;
- Increasing volume of Electronic System for Travel Authorization (ESTA) applications;
- Provision of vetting services for the Electronic Visa Update System (EVUS) which launched November 2016 and is exceeding projections for applicants;
- Created the Terrorist Travel Prevention Cell to enforce the Terrorist Travel Prevention Act provisions and adjudicate Visa Waiver Program (VWP) ineligibility waiver requests; and
- Expanding Automated Targeting System-Global (ATS-G) information sharing agreements.

### Cargo Vetting

- Overall amount and value of cargo continues to increase annually;
- The Tactical Trade Targeting Unit established in FY 2014 to provide real-time targeting support.

### Counter Network Operations

- The Counter Network Program received funding for positions in FY 2016 enacted budget, but the program continues to expand to provide actionable, tactical, and strategic intelligence to CBPOs and agents in the field, numerous partners across the U.S. and around the world.

### **Impact on Performance**

The NTC has relied heavily on temporary duty personnel (TDY) over the years to fill the gap in its permanent staffing and to respond to its growing workload. A permanent staff will reduce the dependence on costly temporary duty assignments. TDY personnel require a minimum of four weeks training and then must be monitored during their first few weeks of targeting operations. This training curve is repeated each time a new group of TDY personnel is assigned to the NTC. Without additional permanent FTE positions the number of TDY staff will have to be increased which also puts a significant burden on the Field Offices and POEs that are losing their officers for a minimum of 120 days. Relying on overtime and TDY staff is not an efficient use of resources in the long term. With ever-expanding responsibilities and huge increases in the number of possible hits on NTC targeting sweeps, it becomes more likely that the lack of adequate staffing and sheer volume of work may lead to critical errors or oversights hampering CBP's anti-terrorism efforts.

### **OI Staffing Enhancement**

#### **Description of Request**

CBP proposes an increase of \$3.1 million, 40 positions, and 40 FTEs to expand OI's mission critical operational capabilities and to

align priorities with CBP's intelligence enterprise.

**Justification**

The 40 positions requested are critical for OI's successful transition to a fully integrated intelligence organization. The OI reorganized structure represents CBP's executive leadership vision for OI to lead the strategic and operational threat "picture" for trade, travel, and border security. The additional positions will augment the existing staff to support OI's partners/customers by providing products on current threats, future threats, initiatives, and intelligence reporting and will contribute to expanded analytic capabilities for Intelligence Analysis, Counterintelligence, Confidential Human Source, Weapons of Mass Destruction, Security, and Training.

Funding and new positions will be allocated as follows:

- Intelligence Analysis, 5 FTE/10 Positions
- Counter-Intelligence (CI), 2.5 FTE/5 Positions
- Weapon of Mass Destruction (WMD), 2.5 FTE/5 Positions
- Confidential Human Source (CHS), 3 FTE/6 Positions
- Training, 4 FTE/8 Positions
- Security, 3 FTE/6 Positions

**Impact on Performance**

Funding this proposal will have a direct, positive impact on CBP leadership's ability to make decisions through the use of strategic and predictive intelligence, informing CBP on current and future operational threats and challenges. These positions will enhance intelligence capabilities, functions and business processes across the CBP Intelligence Enterprise. OI will be postured to effectively support operations by specifically leveraging the following four key enablers: (1) Intelligence Processes (2) Technology (3)

Partnerships and (4) Career Development and Training promoting intelligence integration to:

- Synchronize and connect the varied intelligence capabilities and processes from the CBP Intelligence Enterprise to provide the most insightful intelligence possible to better support front-line personnel in border enforcement operations.
- Align the varied intelligence capabilities and processes from within CBP under a single defined intelligence cycle.
- Disseminate timely and actionable intelligence to CBP operations and decision-making at the strategic, operational, and tactical levels providing multi-domain situational awareness.
- Promote increased partnerships and continued discussions to develop and/or improve intelligence-related programs, processes, and initiatives.
- Collaborate to develop, coordinate, deliver and implement enterprise-level intelligence capabilities, technology, and training to effectively support the execution of the intelligence-driven border security mission.

Additionally, the operational impact of not receiving the resourcing will inhibit OI's ability to execute the congressional mandated

initiatives such as CHS, CI and WMD as well as impacts on Training and Security initiatives.

## **Small UAS Program**

### **Description of Request**

CBP proposes an increase of \$2.5 million for the Small Unmanned Aircraft Systems (SUAS) program. USBP requires a SUAS capability that can surveil locations between the POEs in remote, isolated, and inaccessible portions of the Nation's borders based on risk-based operational needs. The SUAS needs to provide ground reconnaissance, surveillance and tracking (RST) capabilities, to support the USBP Surveillance tasks of predict, detect, track, identify and classify suspected Items of Interest (IoI). The ability to persistently and discreetly surveil remote access restricted areas along portions of the border is critical to USBP's ability to secure the border. USBP requires dedicated aerial surveillance capabilities to respond rapidly to USBP sector and station level operational surveillance needs and priorities.

USBP is initiating the SUAS Program which will incur start-up expenses, such as tests and evaluations, operational demonstrations, associated training, and travel costs; and initial procurement of SUAS platforms.

### **Justification**

Providing SUAS on the southern and northern borders will help meet USBP-identified capability gaps. Current planning is to implement Operational demonstrations and Pilot Programs for FY 2017 and FY 2018 to develop Concept of Operations and Tactics, Techniques, and Procedures for field operations and to refine operational requirements.

The increased sophistication and diversification of transnational criminal organizations – as well as the convergence of threats to national security from transnational criminal organizations and terrorist organizations – has increased the danger and complexity of the threat against which USBP must operate. The SUAS equipment provides tactical information that might not have been known otherwise about persons and developing situations. Not acquiring the SUAS equipment may put the safety of agents at risk, and it may not provide vital information that is needed to respond appropriately to a developing situation. Long-term impacts on performance may include the USBP not adapting proficiently to the evolving threat environment. The increased employment of new techniques and technologies within new areas and domains increases USBP's ability to stay current and maintain security operations.

In April 2017, USBP completed a Southwest Border Capability Roadmap that identifies updated requirements for Surveillance, Personnel, Mobility and Access, and use of Commercial Technology Innovation/Future Capabilities. This roadmap is intended to inform a balanced, risk-based investment strategy driven by capability gaps, geographic priorities, terrain and other environmental factors, and the evolving threat. The roadmap identifies specific requirements for portable surveillance capabilities such as SUAS to

enhance/augment current USBP surveillance, communications, intelligence and data analysis capabilities faster and cheaper than traditional means. USBP intends to take advantage of SUAS innovation, which includes actively modifying radar sensors with the potential for air-to-ground, ground-to-air, and air-to-air detection and tracking capabilities 24/7 in all weather conditions.

### **Impact on Performance**

Added technological capability will enhance agent safety and surveillance. SUAS will provide USBP the opportunity to increase its situational awareness and performance posture at the border. SUAS may not be able to fill the remaining air surveillance gap, but SUAS may greatly increase performance at the border by being able to tactically deploy when operational tempo requires it.

### **Tactical Aerostats and Re-Locatable Towers**

#### **Description of Request**

CBP proposes an increase of \$34.6 million in FY 2018 for the Tactical Aerostats and Re-locatable Towers Program, which provides advanced surveillance capability over a wide area.

This capability has proven to be a valuable stop-gap solution in places such as the RGV Sector to help the USBP gain and maintain operational control of the border where other fixed or mobile surveillance assets have not been deployed. The program uses a mix of aerostats (tethered, lighter than air platforms), towers, cameras, and radars to accomplish mission objectives. It materialized from the DOD Technology Re-use program, and shifted to a program of record within CBP after successful technical evaluations and operations over the past three years. FY 2018 funding is required for the O&M for six tactical aerostats and 17 re-locatable towers in South Texas.

<b>Platform Type</b>	<b>Currently Deployed</b>
RAID Aerostats	2
RAID Towers	17
PSS - T (M) ( <i>also known as PGSS</i> )	2
PSS - T (L) ( <i>also known as PTDS</i> )	2

**Tactical Aerostat FY 2018 Funding Profile**

<b>Requirements</b>	<b>FY 2018</b>
RAID O&M Support Total	\$13,000,000
PSS-T (Medium & Large) Aerostat O&M	\$14,920,232
Supporting Services for Sustainment Operations	\$ 3,581,336
Primary Inventory Control Activity (PICA) Support (FAA)	\$ 389,284
Travel	\$ 125,000
Risk Mitigation/ Improvements/ Unknowns	\$ 2,609,148
<b>Total</b>	<b>\$34,625,000</b>

**Justification**

Investment in this area will support implementation of the President's Executive Orders on border security and increase CBP's surveillance capabilities and corresponding physical security at the southern border. Tactical aerostats and re-locatable towers are presently deployed to the southwest border and assist CBP with detecting, identifying, classifying, and tracking cross-border activity. The tactical aerostats and re-locatable towers can be moved to different border areas depending on operational needs and presently serve as a stop-gap measure until other surveillance capabilities are deployed to the southwest border.

**Impact on Performance**

CBP plans to maintain the tactical aerostats and re-locatable towers capability each fiscal year. CBP will be able to fund the Tactical Aerostats and Re-locatable Towers program to provide for the operation and maintenance services of the six tactical aerostats and 17 re-locatable towers.

Without sufficient funding for the operations and maintenance of the tactical aerostats and re-locatable towers the operational availability will be significantly reduced throughout the Rio Grande Valley (RGV) and Laredo sectors. Without sufficient funding to maintain operational systems, this activity would be discontinued, degrading CBP surveillance capabilities in the locations where this technology is currently deployed.

**Trade Facilitation & Trade Enforcement Act****Description of Request**

CBP proposes and increase of \$29.8 million to support 140 positions and 140 FTE to provide for new services mandated by TFTEA, which was enacted on February 24, 2016. The new law specifies new trade facilitation and enforcement operational requirements,



organizational changes, and new authorities and services.

**Justification**

TFTEA is one of the most impactful pieces of trade legislation for CBP in over a generation. TFTEA includes substantial changes to trade enforcement, particularly in the area of Anti-Dumping and Countervailing Duties (AD/CVD), establishing processes for investigating claims of evasion of anti-dumping orders, using donations of technology from the private sector for enforcing IPR, and simplifying drawback processing to spur domestic manufacturing and exports.

CBP is responsible for many of the process changes, training, reporting, collaboration with government partners, and other mandates in the Act. For instance, TFTEA requires at least 30 new Reports to Congress and directs audits by the DHS Office of Inspector General, the Treasury Office of Inspector General, and the Government Accountability Office. In addition, TFTEA establishes within the Office of Trade a Trade Remedy Law Enforcement Division, a dedicated group for the targeting of evasion, and at least three individuals be assigned to the IPR Center. CBP must establish an interagency Import Safety Working Group (ISWG) and develop a joint import safety rapid response plan; it must also establish educational seminars on AD/CVD and measure the effectiveness of this training.

Another substantial mandate within TFTEA is the Enforce and Protect Act (EAPA), which allows a party to submit an allegation of dumping circumvention to CBP, and grants CBP new authorities to make adverse decisions against an importer based on the lack of response or an incomplete response to an inquiry. CBP is mandated to initiate and pursue EAPA allegations within certain timeframes, and demand for these services is growing despite the lack of necessary staffing. There are many other substantial mandates which CBP must implement.

These 140 new positions will enable OT to fully address TFTEA mandates in both a timely manner and without impacting the core mission and operations of CBP's trade mission. Positions will be filled at both headquarters and field locations, based on job requirements, operational need, and recruitment strategies employed. This planned balance will be dependent on additional variables at the time staff comes on board, but the anticipated mix of 140 positions that will be funded under this proposal include:

- 20 Auditors and Supervisory Auditors, who conduct compliance audits of importers and customs brokers to evaluate risk and address enforcement issues involving high-risk trade areas such as AD/CVD, IPR, trade agreements, and textiles. For instance, section 910 (a) of TFTEA eliminate the exemption for consumptive demand. As a result, OT has been putting procedures in place to further enforce forced labor restrictions on imports. One of the measures implemented is to conduct audits related to forced labor.
- 60 International Trade Specialists (ITS) who will conduct extensive targeting and will perform the administrative and operational functions to implement new enforcement processes for AD/CVD, IPR, drawback/duty refunds, and enhanced bonding to reduce the financial risk to CBP. For instance, Section 307 (a) of TFTEA requires CBP to provide no less than three full time equivalents to the National Intellectual Property Rights Coordination Center. These ITSs at the IPR center will support enforcement efforts and subject matter expertise on IPR violations. These ITS will also support the work around Section 202 (a) of TFTEA that section requires CBP to establish an Import Safety Rapid Response Plan that sets forth protocols and defines practices for CBP to coordinate federal responses. Broad needs include ITSs to draft new policies for importers, drawback simplification, and enhanced bonding, as well as to manage operational processes and prepare reporting as mandated throughout TFTEA.
- 5 Statisticians who will develop new algorithms for targeting and will assist in the development of new enforcement tools using a "big data" analysis capability. For instance, section 111 (a) and section 115 of TFTEA require CBP to establish risk assessment programs with standardized risk assessment methodologies and thresholds. These risk assessment programs will then result in trade alerts (section 115) and bonding requirements for importers who pose a greater threat to revenue (section 111). CBP's statisticians will support the work necessary to develop risk assessments, as well as drive CBP's targeting based on risk.
- 20 Program Managers to develop, maintain, and analyze the effectiveness of new programs for enforcement and administration. For instance, sections 412-421 of TFTEA establish the procedures for the Enforce and Protect Act (EAPA) allegations and investigation process. The program manager will support new processes like EAPA and also evaluate current processes, as mandated by sections like TFTEA section 104 (a) which calls for an evaluation of the effectiveness of training seminars.

- 10 Program Managers to support the policy and resulting automation development and deployment in the Automated Commercial Environment. For instance, section 107 of TFTEA requires Treasury to transmit to CBP both admissibility criteria and data elements required by the agency to authorize the release of cargo for incorporation into the operational functionality of ACE. Program managers within OT work to maintain current ACE cargo release functions and to develop enhanced ACE operability and functions that support electronic import document submission and processing.
- 15 Attorneys to draft the implementing and conforming regulations required by the law as well as to handle in the expected increase in administrative ruling requests. For instance, TFTEA requires multiple regulations, for areas such as simplification of drawback, EAPA allegation investigations, and the seizure of circumvention devices. In addition to drafting regulations, CBP must: conduct economic analysis; conduct reviews with DHS, Treasury, and OMB; publish proposed regulations and allow time for public comment; compile, analyze, and respond to comments and prepare a final rule; repeat the DHS, Treasury, and OMB review process; and publish the rule with a future effective date.
- 10 National Import Specialists to handle the increased number of commodity ruling requests. For instance, TFTEA section 104 (a) requires CBP to establish and carry out annual educational seminars to improve CBP classification, appraisal, and trade enforcement facilitation. CBP must also establish performance standards to measure seminars achievements. National Import Specialists will be involved in training, in addition to the increase in commodity ruling requests.

### **Impact on Performance**

Since the enactment of TFTEA, OT has prioritized implementation plans, and has done extensive analysis of workforce needs. As the program requirements change and evolve, OT will make adjustments to the planned staffing mix to optimize operational efficiency. In sum, however, CBP will be deploying new personnel and new programs in fulfillment of TFTEA mandates, enhancements which will significantly improve both implementation of TFTEA and CBP's compliance with statutory requirements.

### **Trade Metrics and Data Support**

#### **Description of Decrease**

CBP proposes a decrease of \$1.5 million in FY 2018 for OT in recognition of the retirement and transition of software used to support trade metrics and data contracts.

#### **Justification**

Changes in operational needs and the deployment of ACE have created new methods of producing similar data via reporting and dashboards. OT will coordinate with OIT to appropriately prioritize the transfer/transition of the operations and management of the

software and servers.

### **Impact on Performance**

The proposed reduction totals \$1.5 million for trade metrics and data contracts. Operational needs for data and metrics will be mitigated by availability of comparable data via ACE reporting tools and dashboards, and prioritization of new requirements. The workload resulting from these reductions to manage the software programs, hardware, and data requests will shift to other systems and to OIT for development, operation, and maintenance.

Currently, OT has completed a pilot with three of the ten Centers of Excellence to identify their needs relating to compliance measurements and data analytics, particularly Anti-Dumping and Countervailing Duties. OT has worked with OIT to develop dashboards that display data and provide it to the Centers on a recurring basis for use in the industry profiles and to identify areas of non-compliance. In addition, this data can be used for risk management and to develop compliance plans.

## **Trade Transformation Initiatives**

### **Description of Request**

CBP proposes \$2.25 million in FY 2018 to expand trade transformation initiatives, including professional development initiatives and enhancing trade enforcement programs. Sharpening Trade Expertise is an enterprise-wide professional development initiative dedicated to strengthening the expertise of all employees engaged in the trade mission. Through targeted development and training programs, Sharpening Trade Expertise provides CBP trade staff with the support, engagement, and preparation needed for an ever-changing trade environment future. Specific areas of focus include: Individual Development Plans, a CBP mentor program, a One Trade course, trade curriculum updates, a trade rotation program, a Special Projects bank, an Employee Engagement Steering Committee, and career roadmaps for trade personnel in the field.

### **Justification**

CBP's nearly 8,000 staff supporting the trade mission face many challenges. Examples of the current OT knowledge gaps are provided below:

- Employee expressed training needs: focus groups and interview with employees and supervisors from across CBP verified the need and interest for training and development;
- Retirement: 17 percent of CBP trade staff are currently eligible to retire. Between 2021 and 2030, 30 percent of OT employees will be eligible for retirement;
- Trade Enforcement Focus: enhancement of trade processes and programs generate new options for addressing violations and fraud, but bring complex legal and operational considerations;

- Global trade: political, economic, and technological game changers on the horizon such as e-commerce, 3D printing, and drones are creating knowledge gaps; and
- Transforming workforce: CBP's workforce is evolving, including more mobile workers and staff from multiple generations all converging in a global 24/7/365 work environment.

If funding is provided, CBP's Office of Trade will be able to accomplish the following programs:

- Development of an effective counter-network capability. Including the identification and disruption of illicit networks.
- Perform analytical data analysis, visualization and techniques that overall will improve CBP's operational components effectiveness within the global supply chain.
- Fully integrate information, technology and trade expertise into CBP's operational environment.
- Solicit TDYs/bring personnel in from the field to provide subject matter expertise on field needs and enforcement trends.
- Fully integrate a multi-generational workforce within a global 24/7 law enforcement environment.

### **Impact on Performance**

This funding request will address several key factors prior to CBP implementation of TFTEA, including the full implementation of the Trade Enforcement Task Force and counter-network programs. As the Sharpening Trade Expertise program matures, CBP will make adjustments to optimize operational efficiency and success. In sum, however, CBP will be deploying new personnel and new programs in fulfillment of TFTEA mandates, enhancements which will significantly improve both implementation of TFTEA and CBP's compliance with statutory requirements.

Impact to the diverse operational environments, in which illicit trade and financial networks operate, has a direct impact on the U.S. economy. Illicit trade and financial networks estimates are in the billions of dollars related to Anti-Dumping and Countervailing Duty evasion, Intellectual Property infringement, and Import Safety issues. Through enhancement operational trade expertise, trade intelligence and improved identification of illicit trade and financial networks, CBP will directly support DHS strategic goals related to improved operations and enhanced systems in the areas of Trade Enforcement, Trade Expertise and Trade Intelligence; thereby, improving the disruption of illicit networks/operations within global supply chains.

### **USBP Airboats**

#### **Description of Request**

CBP proposes an increase \$871,000 in FY 2018 to purchase ten additional airboats for the USBP.

**Justification**

USBP requires the capability to execute successful missions in rocky, very shallow water conditions with unique navigational hazards. Airboats are necessary to keep up with current threats, and the additional airboats are a very cost effective alternative to utilizing air assets to accomplish surveillance missions and will further improve USBP effectiveness in riverine environments. Currently, 18 airboats are in use in the southwest region, operated by USBP. An additional ten airboats are necessary to support the current airboat operational tempo and maintenance schedule. CBP anticipates purchasing and fielding all ten airboats in FY 2018. There is no limit on current capacity, and the additional airboats will improve CBP's coverage area by increasing the fleet to 28 airboats.

**Impact on Performance**

The additional airboats will improve USBP effectiveness. Airboats are a very cost effective alternative to utilizing air assets to accomplish missions. Airboats are the only riverine platform viable for surveillance/apprehension on the Rio Grande River since they can power over sandbars and navigate narrow passages without the propulsion becoming fouled and the boat becoming disabled.

**USBP Contract Reduction****Description of Request**

The FY 2018 President's Budget proposes a program decrease of \$4.5 million, which will reduce funding for sustainment of assets such as computer and agent support equipment refreshes.

**Justification**

CBP must prioritize its resources to ensure optimum success across its many mission programs. This program reduction is being proposed to defer equipment refresh purchases that are neither critical to mission success nor related to border security initiatives along the southern border.

**Impact on Performance**

While it is ideal to fund the equipment in the base budget, refreshment of those assets can be deferred without an immediate impact to operations, while contingencies such as a spike in gasoline prices have an immediate impact on mission accomplishment.

**USBP Facilities****Description of Request**

CBP requests an increase of \$61.2 million in FY 2018 to address the top priority needs within the backlog of maintenance and repair requirements within USBP's facilities portfolio.

**Justification**

Within the USBP facilities portfolio, CBP has a backlog of \$175 million in unmet maintenance and repairs<sup>4</sup>, which is comprised of over 2,200 documented deficiencies<sup>5</sup>, the majority of which are along the operationally-critical southwest border. Due to this backlog, USBP personnel operate in poor conditions with documented issues including, but not limited to: mold, broken security access panels, leaking water tanks, leaking and rusting steel roofs, site erosion, broken emergency generators, gaps in security perimeter fencing and doors, and missing video surveillance systems and gates.

The proposed funds will be used to primarily address these Priority 1 and 2 deficiencies in USBP southwest border facilities, prioritized based on life safety and operational criticality, and emergency repair needs that arise during the year of execution. This will enable CBP to minimize facility downtime (meaning that operations temporarily cease at the location) and improve operational conditions. The funding will allow CBP to address the highest priority deferred maintenance requirements along the southern border<sup>6</sup>, which currently includes over 1,900 documented deficiencies, including 229 documented issues for electrical and lighting systems, 226 for HVAC and related systems, 154 for plumbing and related systems, and 168 for roof and roof covering issues. Addressing these deficiencies is especially critical as CBP increases operations in the region. These facilities will incur additional wear and conditions will continue to deteriorate if not addressed, as USBP increases operations along the southern border pursuant to the President's Executive Orders on border security. This includes relocating USBP personnel to the southern border, hiring additional BPAs and acquiring additional infrastructure and assets. Combined together, this will increase the strain on the already over-crowded portfolio. Further, conditions at USBP facilities will continue to deteriorate due to increased wear and tear. The FY 2018 President's Budget will help mitigate those challenges.

**Impact on Performance**

This additional funding will enable CBP to resolve life safety issues and improve operating conditions for USBP personnel who stage and deploy around-the-clock operations from a diverse array of space including stations, checkpoints, and forward operating bases. CBP will be able to minimize facility downtime and therefore ensure that frontline operations remain uninterrupted.

---

<sup>5</sup> Deferred Maintenance is as of September 30, 2016 and submitted by CBP as part of the Statement of Federal Financial Accounting Standards 42

<sup>6</sup> Southern border includes the states of Arizona, California, Florida, Louisiana, Mississippi, New Mexico and Texas.

## **USBP Relocations to the Southwest Border**

### **Description of Request**

CBP proposes an increase of \$21 million to support operational mobility, developmental assignments, and leadership relocations for USBP personnel in FY 2018. This will allow approximately 770 additional moves under voluntary relocation program authority.

### **Justification**

In addition to hiring 5,000 additional BPAs, CBP must pursue smart strategies to minimize attrition of current, experienced BPAs. Implementing a stable relocation program for the USBP workforce will meet operational requirements and help to alleviate the lack of mobility significantly contributing to declining morale and increased attrition across the workforce. Although the attrition rate for BPAs dropped from FY 2015 (5.5 percent) to FY 2016 (4.3 percent), the current attrition rate (As of March 4, 2017) has risen to 4.5 percent. To achieve needed mobility, CBP proposes to begin implementing an incremental mobility program in FY 2017. The resultant mature program focuses the bulk of resources on mobility, addressing operational needs and documented employee concerns.

This funding will allow CBP to develop and implement a robust relocation program to stem the current attrition patterns, supported by data from internal/external surveys of BPAs. The surveys indicate that the inability to relocate is a key contributing factor in the decision to depart – this is especially true of mid-career BPAs who feel there is no opportunity to either relocate to a more desirable location or advance from their current position. Federal Employee Viewpoint Survey, the Office of Human Resources Management surveys, and the USBP Human Capital Study show a strong correlation between agent mobility and lower morale and higher attrition. These same surveys indicate USBP esprit de corps remains strong when the Federal Government’s immigration enforcement system is executing the laws of the Nation.

Planned activities supported by the proposed funding include leadership rotations, development assignments, and operational mobility rotations which combined with have significant benefits for maintaining a stable and highly-motivated BPA workforce.



**Impact on Performance**

Border Patrol's increased mobility program will provide funded relocation opportunities for the journeyman-level workforce while filling mission critical leadership vacancies and developmental assignment opportunities. Benefits to performance include:

- *Leadership Rotations:* USBP operational experience shows three to five years provides the opportunity to learn the position, assess the need for operational changes based on evolving transnational criminal activity and implement those changes.
- *Developmental Assignments:* This category encompasses positions in the National Capital Region (NCR - USBP HQ, other components, etc.) as well as other national (schools, liaisons, etc.) and international assignments. These maximize developmental opportunities, bring fresh field perspectives to the NCR and rotate NCR-seasoned staff back to the field.
- *Operational Mobility Rotations:* Transnational criminal organization (TCO) have evolved their tactics, techniques and procedures responding to the Federal Government's increased virtual and physical border security infrastructure. They also have changed routes for smuggling, particularly on the southwest border, subsequently increasing the need for a workforce able to relocate to face an evolving threat. However, TCOs have also evolved responding to Western Hemisphere immigration policies. This has significantly changed the threat and activity at the Nation's northern and coastal borders, and created the need for additional resources in sectors previously considered low risk due to low activity. Therefore, nationwide TCO activity drives the need for an agile, relocatable workforce. Mission-essential operational rotations simultaneously fill the workforce's demand for mobility/career development and meet operational need.

**Unattended Ground Sensors/Imaging Sensor****Description of Request**

CBP proposes an increase of \$3.0 million in FY 2018 to provide operations and maintenance for Unattended Ground Sensors (UGS) and Imaging Unattended Ground Sensors (I-UGS).

**Justification**

UGS and I-UGS are used by BPAs for detection and tracking, as well as for identification; such as differentiating between humans, animals, and vehicles. This can result in more timely and effective responses from BPAs. These systems provide situational awareness and persistent surveillance. Along with the tower-based surveillance systems, mobile surveillance systems, and agent patrols, the UGS and I-UGS sensors increase the USBP's strategic intelligence along the border.

This funding will support implementation of the President's Executive Orders on border security and enhance the physical security of

the southern border by improving situational awareness and allowing for a more targeted use of personnel resources. UGS and I-UGS directly contribute to USBP agents' ability to detect, identify, classify, and track illegal activity. This effort also provides critical data required to predict future border crossings.

Currently 11,983 UGS units (with a total of 13,022 UGS-related assets) are deployed on the southwest border, and this funding will allow for the support and sustainment of these units.

### **Impact on Performance**

Supporting the existing UGS and I-UGS is important to the mission of CBP. These units allow 24/7 surveillance in areas that cannot be surveilled in person due to lack of manpower or higher-risk operations occurring elsewhere. Investment in these existing units is already made and support funding keeps CBP from additional procurement cost while maintaining the units. Insufficient funding may cause the number of operational units to decrease, thereby decreasing surveillance capabilities.

## **Use of Force Oversight & Training**

### **Description of Item**

CBP proposes an increase of \$4.2 million in FY 2018 to provide Use of Force oversight and training. Elements of this request include:

- The purchase of high quality scenario-based training through VirTra 300 simulators as of FY 2017 deployed at 27 CBP sites across the country.
- Enhancements and changes to the CBP Assaults and Use of Force Tracking System (AUFRS) that will build the needs of the system to CBP's operational components to quickly produce reports and analyze use of force data for consideration in future training and policy decisions.
- Enhancements and changes to the Firearms, Armor, and Credentials Tracking System (FACTS) that will allow coordinators to easily distribute pool firearms to officers/agents and provide real-time data on usage to increase visibility and accountability while allowing CBP managers to make better deployment decisions based on actual usage data.
- Conforming use of force training across CBP standards through the establishment of a Training Standardization Section within the Tactics and Training Assessment Branch of the Law Enforcement Safety and Compliance Directorate.

**Use of Force FY 2018 Cost Breakout**

<b>Item</b>	<b>FY 2018 Cost (\$ in Thousands)</b>
Sustain the CBP Simulator Training Program	\$1,750
Enhancement and Changes to FACTS	\$1,500
Enhancement and Changes to AUFRS	\$690
Create Training Standardization Section as part of the Tactics and Training Assessment Branch within the LESC	\$250
<b>Total</b>	<b>\$4,190</b>

**Justification**

The \$4.2 million in funding will allow CBP to better train its law enforcement personnel and will also increase the transparency and accountability of CBP as it relates to use of force incidents and equipment.

Upgrades to FACTS and AUFRS will increase intelligence, transparency, and accountability across CBP. FACTS upgrades will address CBP's firearms/less-lethal device check-out procedures. Currently, CBP has several different informal processes to check out firearms/less-lethal devices in the field. None of these systems create a centralized record of who was assigned a specific weapon or device during a duty shift. This deficiency, which was identified as an accountability liability by the DHS Office of Civil Rights and Civil Liberties, will be addressed through these upgrades.

AUFRS tracks uses of force by, and assaults against, CBP law enforcement personnel. Funds will be used to upgrade the reporting mechanisms of the system. The current system can run basic reports, but not to the depth needed to make the data actionable. Improved reporting mechanisms will allow CBP to rapidly produce detailed use of force and assault reports. These reports will enable CBP to accurately report use of force statistics to all stakeholders, while also enabling CBP to make informed decisions on items such as training, tactics, and equipment.

The Training Standardization Section and the CBP Simulator Program were created to support use of force recommendations made during internal and external CBP use of force reviews. The Training Standardization Section was created to review training being conducted in the field for the purpose of ensuring that CBP use of force training is of high quality and consistent throughout the agency. The appropriated funds will be used to outfit a large team with the proper equipment to visit all CBP training sites yearly.

The CBP Simulator Program allows CBP law enforcement personnel to engage in real life CBP use of force incidents in a simulated environment. The purpose is to use these incidents as teaching points for judgment, tactics, and marksmanship. CBP has purchased

28 systems as of FY 2016 and has deployed all of those systems to the field. Funds will be used to film scenarios and for a maintenance contract to keep the systems in working order. New scenarios are vital to keeping the system relevant, as is the overall mechanical performance.

### **Impact on Performance**

CBP's LESC has responsibility for the entire spectrum of CBP use of force programs/reviews, to include policy, training, equipment, maintenance and accountability. In recent years, CBP's use of force has fallen under intense scrutiny from the media, elected officials and non-governmental agencies. In response to the scrutiny, and as part of an effort of continual improvement, CBP has committed to increased use of force training, accountability, and transparency. Part of this commitment relies upon implementing recommendations made in the use of force reviews conducted by the Police Executive Research Forum, the DHS Office of Inspector General, the CBP appointed Integrity Advisory Panel, and by CBP subject matter experts. Funding for these key CBP initiatives will continue to move CBP towards compliance with review recommendations and support the CBP's commitment to provide our law enforcement officers and agents with the proper use of force training, tactics and equipment.

The nature of the CBP mission is dangerous and CBP personnel often encounter use of force situations. Therefore it is vital to the success of the mission that CBP law enforcement personnel are well trained and equipped with properly functioning firearms and less-lethal devices. A lack of confidence in CBP's weapons platforms or training will undermine both the ability and willingness of law enforcement personnel to successfully patrol our Nation's borders.

## **Vehicle Procurement to Replace USBP Vehicles**

### **Description of Request**

CBP proposes an increase of \$37.2 million, for a total of \$60.3 million in FY 2018 for the acquisition of USBP replacement vehicles.

CBP's acquisition of vehicles is a critical component to successful mission execution. CBP maintains a diverse and agile fleet tailored toward operation-specific requirements that allow the USBP to protect our borders. CBP acquires, configures, and deploys its fleet to support detection, interdiction, and enforcement activities at and between the ports of entry throughout the U.S. and U.S. territories.

The proposed FY 2018 funding is targeted for the acquisition of vehicles to replace those that have reached retirement/disposal eligibility based on age and mileage criteria. This funding will help improve interdiction effectiveness by deploying newer vehicles in support of the CBP and DHS missions. As vehicles are retained beyond their useful life, operating costs increase and vehicle performance diminishes. Replacing aged and high mileage vehicles promotes greater efficiency and cost reduction by reducing

vehicle service time and helping to lower overall maintenance and repair expenses. Additionally, the risk of USBP vehicle failure and threats to BPA safety have steadily risen as the fleet ages and continues to operate in harsh operating environments.

### **Justification**

Investment in this area will support CBP efforts to strengthen its operational control of the southern border. As of April 2017, USBP maintained 16,370 vehicles in its fleet inventory, with 7,716 vehicles eligible for replacement. These replacement eligible vehicles have an average age of 7.4 years. Replacement eligibility is based on mission set priority, mileage, age, and vehicle type. Most USBP vehicles are eligible for replacement after six years or 75,000 miles. CBP is proposing a total of \$60.3 million in FY 2018 for the acquisition of between 1,339 and 1,571 vehicles for USBP. The final number of vehicles that will be acquired will be based on the type of vehicles that are operationally required. This funding will not increase the overall number of vehicles in the fleet, but will be used to replace existing vehicles that will be removed from the fleet through the disposal process.

### **Impact on Performance**

The total \$60.3 million proposed in FY 2018 will decrease the risk of vehicle failure through the strategic replacement of aging vehicles as well as decrease the agent safety risks associated with operating over-age vehicles. Finally, the funding will support efforts to reduce the growing vehicle replacement backlog which will also reduce the risk to both CBP and DHS missions.

## **Weapons Maintenance & Procurement**

### **Description of Request**

CBP proposes an increase of \$12.0 million to provide weapons maintenance and procurement to support CBP law enforcement personnel. Elements of this proposal include:

- Establishment of a formal inspection process for the M4 rifles currently in use, and a funded procurement cycle for M4 rebuild kits and repair parts to ensure the 16,000 weapons are properly maintained and functional;
- A maintenance program to ensure sufficient replacement parts and quantities of expendable items will be established to ensure these systems maintain high levels of operability;
- Fund less-lethal device re-certification for all CBP law enforcement personnel; and
- Establish a national reserve of less-lethal devices to rapidly replace aging less-lethal devices.

**FY 2018 Cost Breakout**

<b>Item</b>	<b>FY 2018 Cost (\$ in Thousands)</b>
Recertification Supplies for Less-Lethal Training	\$4,000
Procure Maintenance Parts for 4,200 M4 Rifles	\$3,600
Procure Rebuild Kits for M4 Rifles	\$500
Replacement for Less Lethal Devices	\$3,900
<b>Total</b>	<b>\$12,000</b>

**Justification**

This funding will allow CBP to better equip its law enforcement personnel. Of the total, \$4.1 million will be used to purchase M4 rebuild kits, tools, and parts. CBP's M4 rifle fleet is rapidly aging with some rifles already 20 years old. In FY 2014, CBP began a rifle inspection program and determined that 30 percent of the 10,527 rifles within the USBP alone were not suitable for field use. These rifles were removed from the field and are in the process of being destroyed or rebuilt. CBP has since purchased rifles to replace the dead lined rifles, but a long term solution is still needed. The M4 rebuild kits and parts will be used to rapidly repair and redeploy rifles needing minor repairs, and the maintenance process will be used to upgrade systems, such as FACTS, to track the lifecycle of M4 rifles in the field to ensure that law enforcement personnel are equipped with properly maintained firearms.

CBP law enforcement personnel use force during the course of their duties on a daily basis. While trained to use the least amount of force to affect an arrest, the lack of proper use of force tools or training can be a significant impediment. If officers and agents do not have the adequate less-lethal tools necessary to carry out their mission, they may have no other choice but to use deadly force when less-lethal options may have mitigated the situation. CBP is committed to the preservation of human life and equipping our law enforcement personnel with less-lethal options is necessary to fulfill this commitment.

CBP law enforcement personnel are required to recertify with all less-lethal platforms annually. In years past, this activity was funded by the individual operational components using their operational budget if funds were available. This was problematic as many times these training requirements interfered with operational priorities. Of the funding requested, \$4 million will be used to centrally fund all less-lethal certifications within CBP. This will ensure that all CBP law enforcement personnel are current with their certifications, which is necessary for them to be able to deploy less-lethal devices.

Currently, CBP has no national reserve of less-lethal devices. If a device breaks, Stations, Ports or Branches have to procure a replacement using either local or national funds. This process is time consuming and many devices go un-replaced. Establishing a national reserve will allow CBP to rapidly replace broken devices, thus keeping them in the hands of our law enforcement personnel.

The FY 2018 President's Budget proposes \$3.9 million to purchase up to 9,600 less-lethal devices for this national reserve.

**Impacts on Performance**

CBP's LESC has responsibility for the entire spectrum of CBP use of force programs/reviews, to include policy, training, equipment, maintenance and accountability. In recent years, CBP's use of force has fallen under intense scrutiny from the media, elected officials and non-governmental agencies. In response to the scrutiny, and as part of an effort of continual improvement, CBP has committed to increased use of force training, accountability, and transparency. Part of this commitment relies upon implementing recommendations made in the use of force reviews conducted by the Police Executive Research Forum, the DHS Office of Inspector General, the CBP-appointed Integrity Advisory Panel and CBP subject matter experts. Funding for these key CBP initiatives will continue to move CBP towards compliance with review recommendations and support the CBP's commitment to provide law enforcement officers and agents with the proper use of force training, tactics and equipment.

The nature of the CBP mission is dangerous and CBP personnel often encounter use of force situations. Therefore it is vital to the success of the mission that CBP law enforcement personnel are well trained and equipped with properly functioning firearms and less-lethal devices. A lack of confidence in CBP's weapons platforms or training will undermine both the ability and willingness of law enforcement personnel to successfully and effectively patrol the Nation's borders.

## Operations and Support Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Mission Support	4,853	4,043	\$633,224	\$156.62	4,853	4,043	\$619,590	\$153.25	5,485	4,910	\$819,514	\$166.91	632	867	\$199,924	\$13.66
Border Security Operations	23,207	21,265	\$3,431,714	\$161.38	23,207	21,265	\$3,427,727	\$161.19	23,645	21,232	\$3,586,901	\$168.94	438	(33)	\$159,174	\$7.75
Trade and Travel Operations	21,202	19,763	\$2,775,690	\$140.45	20,413	18,974	\$2,814,110	\$148.31	19,084	17,719	\$2,930,162	\$165.37	(1,329)	(1,255)	\$116,052	\$17.06
Integrated Operations	2,685	2,323	\$402,553	\$173.29	2,685	2,323	\$402,523	\$173.28	2,975	2,599	\$458,631	\$176.46	290	276	\$56,108	\$3.18
<b>Total</b>	<b>51,947</b>	<b>47,394</b>	<b>\$7,243,181</b>	<b>\$152.83</b>	<b>51,158</b>	<b>46,605</b>	<b>\$7,263,950</b>	<b>\$155.86</b>	<b>51,189</b>	<b>46,460</b>	<b>\$7,795,208</b>	<b>\$167.78</b>	<b>31</b>	<b>(145)</b>	<b>\$531,258</b>	<b>\$11.92</b>
Discretionary - Appropriation	51,947	47,394	\$7,243,181	\$152.83	51,158	46,605	\$7,263,950	\$155.86	51,189	46,460	\$7,795,208	\$167.78	31	(145)	\$531,258	\$11.92

\* The FTE Rate calculation does not include Object Class 11.8-Special Personal Services Payments or 13.0-Benefits for Former Personnel.



**Operations and Support**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$4,047,386	\$4,154,353	\$4,383,587	\$229,234
11.3 Other than Full-Time Permanent	\$14,086	\$13,644	\$5,947	(\$7,697)
11.5 Other Personnel Compensation	\$864,505	\$831,085	\$933,020	\$101,935
12.1 Civilian Personnel Benefits	\$2,317,204	\$2,264,863	\$2,472,645	\$207,782
13.0 Benefits for Former Personnel	-	\$5	\$9	\$4
<b>Total - Personnel Compensation and Benefits</b>	<b>\$7,243,181</b>	<b>\$7,263,950</b>	<b>\$7,795,208</b>	<b>\$531,258</b>
<b>Positions and FTE</b>				
Positions - Civilian	51,947	51,158	51,189	31
FTE - Civilian	47,394	46,605	46,460	(145)

## Operations and Support

### Permanent Positions by Grade – Appropriation

Grades and Salary Range	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
Total, SES	123	123	123	-
Total, EX	1	1	1	-
GS-15	870	856	857	1
GS-14	3,288	3,236	3,238	2
GS-13	9,439	9,291	9,297	6
GS-12	30,464	30,003	30,021	18
GS-11	2,644	2,602	2,604	2
GS-9	1,773	1,746	1,747	1
GS-8	29	28	28	-
GS-7	1,957	1,926	1,927	1
GS-6	283	279	279	-
GS-5	518	510	510	-
GS-4	29	28	28	-
GS-3	19	19	19	-
GS-2	9	9	9	-
Other Graded Positions	501	501	501	-
<b>Total Permanent Positions</b>	<b>51,947</b>	<b>51,158</b>	<b>51,189</b>	<b>31</b>
Unfilled Positions EOY	4,636	-	-	-
Total Perm. Employment (Filled Positions) EOY	47,293	-	-	-
<b>Position Locations</b>				
Headquarters	7,489	7,373	7,377	4
U.S. Field	43,844	43,181	43,207	26
Foreign Field	614	604	605	1
<b>Averages</b>				
Average Personnel Costs, ES Positions	247,103	251,088	255,859	4,771
Average Personnel Costs, GS Positions	149,134	156,227	163,320	7,093
Average Grade, GS Positions	12	12	12	-

---

## Operations and Support Non Pay Budget Exhibits

---

### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Mission Support	\$880,147	\$863,388	\$947,671	\$84,283
Border Security Operations	\$765,397	\$757,217	\$949,200	\$191,983
Trade and Travel Operations	\$1,159,489	\$1,167,388	\$1,280,655	\$113,267
Integrated Operations	\$603,730	\$583,856	\$619,607	\$35,751
<b>Total</b>	<b>\$3,408,763</b>	<b>\$3,371,849</b>	<b>\$3,797,133</b>	<b>\$425,284</b>
Discretionary - Appropriation	\$3,408,763	\$3,371,849	\$3,797,133	\$425,284

## Operations and Support Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$104,597	\$120,691	\$134,500	\$13,809
22.0 Transportation of Things	\$8,044	\$11,454	\$12,205	\$751
23.1 Rental Payments to GSA	\$541,475	\$548,590	\$568,979	\$20,389
23.2 Rental Payments to Others	\$48,387	\$52,122	\$50,367	(\$1,755)
23.3 Communications, Utilities, and Misc. Charges	\$110,595	\$131,769	\$117,429	(\$14,340)
24.0 Printing and Reproduction	\$3,286	\$15,531	\$15,538	\$7
25.1 Advisory and Assistance Services	\$23,216	\$29,571	\$31,534	\$1,963
25.2 Other Services from Non-Federal Sources	\$1,117,759	\$1,140,167	\$1,289,202	\$149,035
25.3 Other Goods and Services from Federal Sources	\$136,842	\$152,849	\$162,063	\$9,214
25.4 Operation and Maintenance of Facilities	\$178,210	\$161,875	\$207,440	\$45,565
25.6 Medical Care	\$1,587	\$5,226	\$10,582	\$5,356
25.7 Operation and Maintenance of Equipment	\$488,282	\$345,161	\$415,980	\$70,819
26.0 Supplies and Materials	\$306,438	\$310,688	\$307,268	(\$3,420)
31.0 Equipment	\$335,101	\$315,120	\$415,163	\$100,043
32.0 Land and Structures	\$1,805	\$28,131	\$55,938	\$27,807
42.0 Insurance Claims and Indemnities	\$3,000	\$2,798	\$2,833	\$35
91.0 Unvouchered	\$139	\$106	\$112	\$6
<b>Total - Non Pay Object Classes</b>	<b>\$3,408,763</b>	<b>\$3,371,849</b>	<b>\$3,797,133</b>	<b>\$425,284</b>

---

**Operations and Support**  
**Supplemental Budget Justification Exhibits**

---

**Offsetting Fee Exhibit**

*Dollars in Thousands*

Offsetting Fee	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	Increase/Decrease
	Amount	Amount	Amount	Amount
Global Entry	\$150,967	\$154,410	\$159,000	\$4,590
<b>Total</b>	\$150,967	\$154,410	\$159,000	<b>\$4,590</b>

*Mission Support – PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Enterprise Services	3,549	2,931	\$1,276,624	3,549	2,931	\$1,237,717	4,071	3,555	\$1,460,254	522	624	\$222,537
Office of Professional Responsibility	639	543	\$152,240	639	543	\$159,049	699	660	\$204,679	60	117	\$45,630
Executive Leadership and Oversight	665	569	\$84,507	665	569	\$86,212	715	695	\$102,252	50	126	\$16,040
<b>Total</b>	<b>4,853</b>	<b>4,043</b>	<b>\$1,513,371</b>	<b>4,853</b>	<b>4,043</b>	<b>\$1,482,978</b>	<b>5,485</b>	<b>4,910</b>	<b>\$1,767,185</b>	<b>632</b>	<b>867</b>	<b>\$284,207</b>
Subtotal Discretionary - Appropriation	4,853	4,043	\$1,513,371	4,853	4,043	\$1,482,978	5,485	4,910	\$1,767,185	632	867	\$284,207

**Mission Support – PPA**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$1,497,380		
Transfers & Reprogrammings	\$15,991		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$1,513,371</b>	<b>\$1,482,978</b>	<b>\$1,767,185</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$61,425	\$61,425
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$1,513,371</b>	<b>\$1,544,403</b>	<b>\$1,828,610</b>
Collections – Reimbursable Resources	\$284,643	\$284,643	\$284,643
<b>Total Budget Resources</b>	<b>\$1,798,014</b>	<b>\$1,829,046</b>	<b>\$2,113,253</b>
Obligations (Actual/Projections/Estimates)	\$1,451,715	\$1,767,621	\$1,521,000
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	4,853	4,853	5,485
Enacted/Request FTE	4,043	4,043	4,910
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	4,034	5,855	6,487
FTE (Actual/Estimates/Projections)	3,941	5,045	5,912

**Mission Support – PPA**  
**Summary of Budget Changes**  
*Dollars in Thousands*

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2016 Enacted</b>	<b>4,853</b>	<b>4,043</b>	<b>\$1,497,380</b>
Cyber Security	-	-	\$2,000
Payroll Adjustment	-	-	\$15,156
Use of Prior Year Lapse Balance	-	-	(\$1,165)
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>\$15,991</b>
<b>FY 2016 Revised Enacted</b>	<b>4,853</b>	<b>4,043</b>	<b>\$1,513,371</b>
<b>FY 2017 Annualized CR</b>	<b>4,853</b>	<b>4,043</b>	<b>\$1,482,978</b>
<b>FY 2018 Base Budget</b>	<b>4,853</b>	<b>4,043</b>	<b>\$1,482,978</b>
ACE Realignment	-	-	(\$2,299)
BPA Instructor Positions Transfer	40	40	\$6,180
Realignment of Facilities Support Requirements	-	-	(\$8,057)
Realignment of Training Funding	-	-	\$8,043
Revenue Modernization	13	12	\$1,940
Transfer for Joint Task Force West	(3)	(3)	(\$533)
Transfer out of WCF due to Cost Removal	-	-	(\$5,474)
<b>Total Transfers</b>	<b>50</b>	<b>49</b>	<b>(\$200)</b>
2017 Pay Raise	-	-	\$8,933
2018 Pay Raise	-	-	\$9,417
Adjustment to Base Pay Requirements	-	256	\$90,901
Adjustment to Sustain Border Technology Deployments	(3)	(3)	\$268
Annualization of 2016 Pay Raise	-	-	\$2,500
Annualization of 2016 Polygraph Examiners	-	35	\$13,590
Annualization of 2017 Pay Raise	-	-	\$3,074
Commissioner Non-Pay Requirements	-	-	\$1,005
Health Benefits	-	-	\$1,370
Management & Administration Resource Realignments	40	40	-
Realignment of User Fee Reliance	404	404	\$27,438



Budget Formulation Activity	Positions	FTE	Amount
Rent Adjustment	-	-	\$7,965
Restore Rescission	-	-	\$14,448
Working Capital Fund	-	-	\$527
<b>Total, Pricing Increases</b>	<b>441</b>	<b>732</b>	<b>\$181,436</b>
Frontline Hiring Requirements for Human Resources	-	-	(\$4,449)
High Risk Internal Cybersecurity Remediation	-	-	(\$9,000)
Non-Recur 2016 Canine Enforcement Program	-	-	(\$1,096)
Non-Recur 2016 Counter Network Operations	-	-	(\$1,185)
Non-Recur 2016 Facilities Management Sustainment	-	-	(\$9,136)
Non-Recur 2016 UAS Operations	-	-	(\$223)
Non-Recur Two-Year Funding - FY 2014 CBPO Initiative	-	-	(\$181)
Reduction to Manual Continuous Monitoring	-	-	(\$488)
Watchlist Service Encounter Service	-	-	(\$1,900)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$27,658)</b>
<b>Total Adjustments-to-Base</b>	<b>491</b>	<b>781</b>	<b>\$153,578</b>
<b>FY 2018 Current Services</b>	<b>5,344</b>	<b>4,824</b>	<b>\$1,636,556</b>
All-Source Processing, Exploitation, and Dissemination (PED)	-	-	\$1,008
AMO Personnel	-	-	\$3,030
Body Worn Cameras	-	-	\$5,000
Criminal Investigators	60	35	\$14,263
Enhance Spanish Language Call Center	21	21	\$3,195
Enterprise Services Hiring for Border Wall	60	30	\$4,995
Equipment and Field Technology for Southern Border	-	-	\$24,192
Field Technology Officer Support	-	-	\$5,500
Hire 500 Border Patrol Agents	-	-	\$40,154
HRM Hiring Strategies	-	-	\$17,500
IT Equipment for Southwest Border Wall	-	-	\$10,000
Trade Facilitation and Trade Enforcement Act	-	-	\$2,462
<b>Total, Program Increases</b>	<b>141</b>	<b>86</b>	<b>\$131,299</b>
Backfill CBPO Attrition with CBP Technicians	-	-	(\$670)
<b>Total, Program Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$670)</b>

Budget Formulation Activity	Positions	FTE	Amount
FY 2018 Request	5,485	4,910	\$1,767,185
FY 2017 TO FY 2018 Change	632	867	\$284,207

### **PPA Description**

The Mission Support PPA captures activities that provide enterprise leadership, management and/or business administration services and describes the capabilities and activities that support the day-to-day management and back office functions enabling the Department to operate efficiently and effectively. Key capabilities include: conducting agency planning and performance management, managing finances, managing agency workforce, providing physical and personnel security, acquiring goods and services, managing agency communications, managing legal affairs, and providing general management and administration.

CBP proposes \$1,767.2 million; 4,910 FTE; and 5,485 positions in FY 2018 for the Mission Support PPA. The funding represents a \$284.2 million increase over the FY 2017 Annualized CR level. |

### **Adjustments to Base Justification**

ACE Realignment: This adjustment realigns OIT pay funding to OT for ACE operations and maintenance.

BPA Instructor Positions Transfer: Additional BPA Instructor positions assigned to support delivery of NII training to the USBP from the Field Operations Academy located in Charleston, SC.

Realignment of Facilities Support Requirements: This Adjustment to Base allows for CBP to continue to operate and maintain its AMO facilities portfolio while also addressing multiple high priority needs including core USBP facilities sustainment requirements such as regional maintenance and minor repair contracts and the increased costs of CBP's anticipated rent obligations for AMO's leased facilities.

Realignment of Training Funding: Adjustment of positions and funding associated with OTD activities across CBP's mission portfolios. This adjustment will align resources to support frontline training requirements during FY 2017.

Revenue Modernization: This adjustment realigns funding from PC&I to the O&S appropriation. This adjustment represents 13 government positions and 12 FTE working on the Revenue Modernization Initiative. These positions are critical to the development of the new technology and its integration into operations.

Transfer for Joint Task Force West: Transfer to consolidate funding for CBP support to Joint Task Force West within the Integrated

Operations PPA.

Transfer out of WCF due to Cost Removal: Transfer to the DHS Office of the Undersecretary for Management due to Working Capital Fund cost removal.

2017 Pay Raise: Reflects the costs associated with a CY 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a CY 2018 pay raise of 1.9 percent.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Adjustment to Sustain Border Technology Deployments: Reflects the adjustment of costs to the legacy BSFIT Operations and Maintenance FY 2016 Enacted funding for the TACCOM program.

Annualization of 2016 Pay Raise: Reflects the costs associated with the CY 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2016 Polygraph Examiners: This annualization completes the hiring of the 40 positions funded through the Polygraph Examiner increase provided in the FY 2016 Enacted appropriation.

Annualization of 2017 Pay Raise: Reflects the costs associated with the CY 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Commissioner Non-Pay Requirements: Reflects increased cost requirements of the base budget for the Office of the Commissioner. Funding is required to support base activities such as State, Local, and Tribal Liaison outreach programs, including attendance at events like the International Association of Chiefs of Police (and the National Sheriff's Association conferences; the annual Trade Symposium hosted by OTR; the online Trade Events registration system maintained by OTR for attendees of the Trade Symposium, Advisory Committee on Commercial Operations meetings, webinars, and other Trade Relations events; and basic office functions such as official travel for all OC offices, purchase of office supplies and equipment, mobikey and wireless communication costs.

Health Benefits: Reflects the estimated cost of CY 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Management and Administration Resource Realignments: This represents a realignment of positions within ES to meet emerging mission critical needs without increasing funding requirements.

Realignment of User Fee Reliance: This adjustment reflects a reallocation of discretionary appropriations from OFO to OIT resulting in an updated balance of appropriated and user fee resources for both offices. The user fee CJs reflect a corresponding reallocation of projected user fee collections from OIT to OFO.

Rent Adjustment: This adjustment reallocates resources to fund the increasing rent and rent-related obligations associated with CBP's leased portfolio. This adjustment ensures funding for costs associated with new facilities coming online, new negotiated occupancy agreements and other cost drivers due to inflation and other cost adjustments.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 CR.

Frontline Hiring Requirements for Human Resources: This reduction reflects a partial non-recur of funding provided in the FY 2016 Enacted appropriation for medical examinations, physical fitness testing, and OPM job opportunity announcements for BPAs and CBPOs.

High Risk Internal Cybersecurity Remediation: This represents a non-recur of the FY 2016 enhancement for High Risk Internal Cybersecurity Remediation.

Non-recur 2016 Canine Enforcement Program: Reduction for the mission support dollars associated with the Canine Enforcement Program enhancement in FY 2016, not recurring during FY 2017.

Non-recur 2016 Counter Network Operations: Reflects non-recur of one-time start-up costs for Counter Network Operations provided in FY 2016 Enacted.

Non-recur 2016 Facilities Management Sustainment: The reduction reflects the non-recurrence of funding provided in FY 2016 to address the backlog of deferred facilities maintenance.

Non-recur 2016 UAS Operations: The reduction reflects the non-recur of costs of the legacy AMO Salaries and Expenses FY 2016 Enacted appropriation funding for UAS Operations.

Non-recur Two-Year Funding - FY 2014 CBPO Initiative: FY 2016 Enacted provided necessary funding for the continued hiring of an additional 2,000 CBPOs. All necessary funds for the additional CBPOs are incorporated into CBP's FY 2017 base funding.

Reduction to Manual Continuous Monitoring: As CBP continues to implement the DHS Continuous Diagnostics and Mitigation (CDM) program, the agency will realize efficiencies across its current catalog of information technology cybersecurity applications. The adoption of Continuous Monitoring Tools and Capabilities within CBP's current catalog of information technology cybersecurity applications allows CBP to automate manual data logging efforts. In examining its internal cybersecurity, the Department attempted to seek out efficiencies where possible to assist with redirecting potential cost savings toward mitigating vulnerabilities at a more frequent rate, as well as to promote standardization of security products and tools across DHS to develop a common security tool knowledge base and common skill sets within the Department's Cybersecurity programs.

Watchlist Service Encounter Service: This represents a non-recur of the FY 2016 enhancement for the Watchlist Service Encounter Service.

## Mission Support – PPA Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Enterprise Services	3,549	2,931	\$456,112	\$155.62	3,549	2,931	\$436,122	\$148.79	4,071	3,555	\$604,689	\$170.09	522	624	\$168,567	\$21.3
Office of Professional Responsibility	639	543	\$97,585	\$179.71	639	543	\$101,493	\$186.91	699	660	\$119,703	\$181.37	60	117	\$18,210	(\$5.54)
Executive Leadership and Oversight	665	569	\$79,527	\$139.77	665	569	\$81,975	\$144.07	715	695	\$95,122	\$136.87	50	126	\$13,147	(\$7.2)
<b>Total</b>	<b>4,853</b>	<b>4,043</b>	<b>\$633,224</b>	<b>\$156.62</b>	<b>4,853</b>	<b>4,043</b>	<b>\$619,590</b>	<b>\$153.25</b>	<b>5,485</b>	<b>4,910</b>	<b>\$819,514</b>	<b>\$166.91</b>	<b>632</b>	<b>867</b>	<b>\$199,924</b>	<b>\$13.66</b>
Discretionary - Appropriation	4,853	4,043	\$633,224	\$156.62	4,853	4,043	\$619,590	\$153.25	5,485	4,910	\$819,514	\$166.91	632	867	\$199,924	\$13.66

\* The FTE Rate calculation does not include Object Class 11.8-Special Personal Services Payments or 13.0-Benefits for Former Personnel.

**Mission Support – PPA**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$393,196	\$391,045	\$526,521	\$135,476
11.3 Other than Full-Time Permanent	\$5,262	\$5,518	\$2,462	(\$3,056)
11.5 Other Personnel Compensation	\$20,973	\$10,530	\$14,101	\$3,571
12.1 Civilian Personnel Benefits	\$213,793	\$212,492	\$276,421	\$63,929
13.0 Benefits for Former Personnel	-	\$5	\$9	\$4
<b>Total - Personnel Compensation and Benefits</b>	<b>\$633,224</b>	<b>\$619,590</b>	<b>\$819,514</b>	<b>\$199,924</b>
<b>Positions and FTE</b>				
Positions - Civilian	4,853	4,853	5,485	632
FTE - Civilian	4,043	4,043	4,910	867

---

**Mission Support – PPA**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Enterprise Services	\$820,512	\$801,595	\$855,565	\$53,970
Office of Professional Responsibility	\$54,655	\$57,556	\$84,976	\$27,420
Executive Leadership and Oversight	\$4,980	\$4,237	\$7,130	\$2,893
<b>Total</b>	<b>\$880,147</b>	<b>\$863,388</b>	<b>\$947,671</b>	<b>\$84,283</b>
Discretionary - Appropriation	\$880,147	\$863,388	\$947,671	\$84,283



**Mission Support – PPA**  
**Non Pay by Object Class**

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$4,008	\$18,323	\$24,650	\$6,327
22.0 Transportation of Things	\$508	\$659	\$665	\$6
23.1 Rental Payments to GSA	\$140,742	\$138,423	\$148,494	\$10,071
23.2 Rental Payments to Others	\$275	\$315	\$320	\$5
23.3 Communications, Utilities, and Misc. Charges	\$15,793	\$40,831	\$45,082	\$4,251
24.0 Printing and Reproduction	\$3,143	\$2,721	\$2,694	(\$27)
25.1 Advisory and Assistance Services	\$23,172	\$29,542	\$28,303	(\$1,239)
25.2 Other Services from Non-Federal Sources	\$381,523	\$307,878	\$356,068	\$48,190
25.3 Other Goods and Services from Federal Sources	\$50,083	\$67,399	\$67,997	\$598
25.4 Operation and Maintenance of Facilities	\$46,240	\$45,576	\$37,567	(\$8,009)
25.6 Medical Care	\$1,587	\$5,226	\$10,571	\$5,345
25.7 Operation and Maintenance of Equipment	\$51,710	\$41,024	\$40,696	(\$328)
26.0 Supplies and Materials	\$47,669	\$46,568	\$49,634	\$3,066
31.0 Equipment	\$110,689	\$115,852	\$128,661	\$12,809
32.0 Land and Structures	\$5	\$253	\$3,436	\$3,183
42.0 Insurance Claims and Indemnities	\$3,000	\$2,798	\$2,833	\$35
<b>Total - Non Pay Object Classes</b>	<b>\$880,147</b>	<b>\$863,388</b>	<b>\$947,671</b>	<b>\$84,283</b>

*Enterprise Services – PPA Level II***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Enterprise Services	3,549	2,931	\$1,276,624	3,549	2,931	\$1,237,717	4,071	3,555	\$1,460,254	522	624	\$222,537
<b>Total</b>	<b>3,549</b>	<b>2,931</b>	<b>\$1,276,624</b>	<b>3,549</b>	<b>2,931</b>	<b>\$1,237,717</b>	<b>4,071</b>	<b>3,555</b>	<b>\$1,460,254</b>	<b>522</b>	<b>624</b>	<b>\$222,537</b>
Subtotal Discretionary - Appropriation	3,549	2,931	\$1,276,624	3,549	2,931	\$1,237,717	4,071	3,555	\$1,460,254	522	624	\$222,537

## Enterprise Services – PPA Level II Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>3,549</b>	<b>2,931</b>	<b>\$1,251,565</b>
Cyber Security	-	-	\$2,000
Payroll Adjustment	-	-	\$24,224
Use of Prior Year Lapse Balance	-	-	(\$1,165)
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>\$25,059</b>
<b>FY 2016 Revised Enacted</b>	<b>3,549</b>	<b>2,931</b>	<b>\$1,276,624</b>
<b>FY 2017 Annualized CR</b>	<b>3,549</b>	<b>2,931</b>	<b>\$1,237,717</b>
<b>FY 2018 Base Budget</b>	<b>3,549</b>	<b>2,931</b>	<b>\$1,237,717</b>
ACE Realignment	-	-	(\$2,299)
BPA Instructor Positions Transfer	40	40	\$6,180
Realignment of Facilities Support Requirements	-	-	(\$8,057)
Realignment of Training Funding	-	-	\$8,043
Revenue Modernization	13	12	\$1,940
Transfer for Joint Task Force West	(3)	(3)	(\$533)
Transfer of Program Development and Strategic Integration	-	-	\$15
Transfer out of WCF due to Cost Removal	-	-	(\$5,474)
<b>Total Transfers</b>	<b>50</b>	<b>49</b>	<b>(\$185)</b>
2017 Pay Raise	-	-	\$6,716
2018 Pay Raise	-	-	\$6,936
Adjustment to Base Pay Requirements	-	133	\$86,118
Adjustment to Sustain Border Technology Deployments	(3)	(3)	\$268
Annualization of 2016 Pay Raise	-	-	\$1,890
Annualization of 2017 Pay Raise	-	-	\$2,253
Health Benefits	-	-	\$1,045
Realignment of User Fee Reliance	404	404	\$27,438
Rent Adjustment	-	-	\$7,965
Restore Rescission	-	-	\$13,894

Budget Formulation Activity	Positions	FTE	Amount
Working Capital Fund	-	-	\$527
<b>Total, Pricing Increases</b>	<b>401</b>	<b>534</b>	<b>\$155,050</b>
Frontline Hiring Requirements for Human Resources	-	-	(\$4,449)
High Risk Internal Cybersecurity Remediation	-	-	(\$9,000)
Management & Administration Resource Realignments	11	11	(\$3,499)
Non-Recur 2016 Canine Enforcement Program	-	-	(\$680)
Non-Recur 2016 Counter Network Operations	-	-	(\$656)
Non-Recur 2016 Facilities Management Sustainment	-	-	(\$9,136)
Non-Recur 2016 UAS Operations	-	-	(\$108)
Non-Recur Two-Year Funding - FY 2014 CBPO Initiative	-	-	(\$181)
Reduction to Manual Continuous Monitoring	-	-	(\$488)
Watchlist Service Encounter Service	-	-	(\$1,900)
<b>Total, Pricing Decreases</b>	<b>11</b>	<b>11</b>	<b>(\$30,097)</b>
<b>Total Adjustments-to-Base</b>	<b>462</b>	<b>594</b>	<b>\$124,768</b>
<b>FY 2018 Current Services</b>	<b>4,011</b>	<b>3,525</b>	<b>\$1,362,485</b>
All-Source Processing, Exploitation, and Dissemination (PED)	-	-	\$888
AMO Personnel	-	-	\$1,857
Body Worn Cameras	-	-	\$5,000
Enterprise Services Hiring for Border Wall	60	30	\$4,880
Equipment and Field Technology for Southern Border	-	-	\$24,192
Field Technology Officer Support	-	-	\$5,500
Hire 500 Border Patrol Agents	-	-	\$26,752
HRM Hiring Strategies	-	-	\$17,500
IT Equipment for Southwest Border Wall	-	-	\$10,000
Trade Facilitation and Trade Enforcement Act	-	-	\$1,870
<b>Total, Program Increases</b>	<b>60</b>	<b>30</b>	<b>\$98,439</b>
Backfill CBPO Attrition with CBP Technicians	-	-	(\$670)
<b>Total, Program Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$670)</b>
<b>FY 2018 Request</b>	<b>4,071</b>	<b>3,555</b>	<b>\$1,460,254</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>522</b>	<b>624</b>	<b>\$222,537</b>

**PPA Level II Description**

CBP proposes \$1,460.3 million; 4,071 positions; and 3,555 FTE in FY 2018 for the Office of Enterprise Services (ES) within the Enterprise Services SubPPA (\$222.5 million above the FY 2017 Annualized CR level). ES serves an integral role as the mission support core for CBP by providing the necessary goods and services required by operational personnel and business partners to fulfill mission goals. This support includes: essential financial management services; budgeting; all asset-related programs, including fleet, uniforms, personal property, and seized and forfeited property; mail; the CBP printing program; information technology management; acquisition oversight; and Real Property management. ES also serves as the accountability office for CBP and assesses and evaluates the strategic and programmatic performance to assist leadership in understanding how performance, cost, and risk intersect within CBP.

ES is the forerunner of CBP's stewardship of the public's funding; its programs are geared towards effective, efficient use of funding, materials, space, and resources to achieve success in our mission to responsibly deliver sound mission-enabling business solutions that ready CBP personnel to succeed at protecting the Homeland and fostering economic security.

**SUB-PPA FUNDING DETAIL:**

(\$ in Thousands)

**Office of the Executive Assistant Commissioner**

CBP proposes \$17.1 million, 48 positions, and 53 FTE for the Office of the Executive Assistant Commissioner (EAC) within ES provides executive leadership and management and administration guidance across the business line. The Office of the EAC is supported by the Chief of Staff and Communications staff, the Administrative Services Division, and the Enterprise Effectiveness Division.

**Accountability**

CBP proposes \$12.9 million, 69 positions, and 73 FTEs for the Office of Accountability. The Accountability function within ES directly supports Commissioner and Deputy Commissioner decision-making through structured information, data, and analysis; ensures Agency compliance with law and policy directives through inspections and management assurance programs; and administers the CBP Planning, Programming, Budgeting, and Accountability (PPBA) process:

- Establishes and directs policy and guidance for CBP enterprise strategic resource management by implementing and overseeing the Agency's PPBA processes to include establishing the line of business (LOB) structure in accordance with the Future Year Homeland Security Program (FYHSP), and coordinating the portfolio management processes executed by senior executive LOB owners;
- Supports resource decision-making through established PPBA policies and governance in compliance with the DHS PPBA guidance;
- Provides CBP senior leadership with diagnostic tools to measure the overall health of the organization and to identify operational and procedural deficiencies and vulnerabilities;
- Issues recommendations for changes in policies, procedures, or practices to resolve programmatic issues, strengthen internal controls, or address impediments to CBP achieving its mission and goals;
- Helps ensure that systemic deficiencies and vulnerabilities identified through inspections, validations, reviews and Government Accountability Office (GAO)/Office of Inspector General (OIG) audits are corrected, thereby improving the integrity, efficiency, and effectiveness of CBP operations and serving as a deterrent to fraud, waste, abuse, and mismanagement;
- Serves as the Senior Component Accountable Official for all GAO/OIG reviews impacting CBP – providing a single point of contact for all external audits conducted by GAO/OIG and ensures that CBP responses align with CBP and DHS goals;
- Serves as CBP's Performance Improvement Officer – reports quantifiable outcome and output-based measures on the effectiveness and success of investments in CBP, to include quarterly reporting to DHS and the Office of Management and Budget (OMB) on operational metrics and measures;
- Identifies key Agency decisions and prepares leadership for decision making through management of CBP's four governance councils to reinforce unity of effort, enhance transparency of decision making, and strengthen accountability through decision documentation and implementation tracking; coordinates with appropriate offices to facilitate the resolution of enterprise-wide issues.
- Designs and manages a reporting structure to produce regular, consistent, and meaningful analysis for CBP's Commissioner;
- Provides the Commissioner and Front Office with meeting facilitation through Office Management Meetings (OMM) between the Commissioner, Deputy Commissioner and key CBP leadership.

**Programming**

CBP proposes \$746,000, eight positions, and eight FTE for the Office of Programming. The Programming function within ES is responsible for formulating CBP's five-year Resource Allocation Plan, including:

- Provides oversight for CBP's development of a strategic programming framework bringing order and alignment of agency resources, mission priorities, and intended outcomes.
- Provides guidance and assistance to all CBP offices regarding development of long-term requirements.
- Provides direction to LOB owners, leadership, and stakeholders in developing resource plans.
- Provides analysis of CBP fiscal and operational activities.

**Office of Acquisition**

CBP proposes \$104.8 million, 313 positions, and 269 FTEs for the Office of Acquisition (OA). The Acquisition function within Enterprise Services facilitates the effective identification, acquisition, and lifecycle support of products and services, including:

- Strengthening CBP's expertise and effectiveness in acquisition and program management of contractor-delivered products and services, including providing the necessary training to its acquisition workforce;
- Administering policy and acquisition oversight for all CBP program management offices, including developing a standard requirements coordination process for CBP;
- Providing management oversight for major acquisition programs, including evaluating success, risk management, identifying redundancies, and quality assurance;
- Acquiring the goods, services and equipment needed in support of the various CBP operations and missions. Executed and/or oversaw the completion of approximately 8,600 actions in FY 2016 totaling \$2.9 billion in contracts and other business agreements;
- Overseeing internal and external audits and reviews on the CBP procurement function;
- Managing the suspension and debarment program, reverse auctions, strategic sourcing, Contracting Officer's Representative (COR) program, contracting career field training and certification program, and the CBP Purchase Card program; and
- Managing the socioeconomic and special program function.

The Assistant Commissioner for Acquisition is CBP's Component Acquisition Executive (CAE), who is the senior acquisition official responsible for the implementation of management and oversight of all CBP acquisition processes and programs. The CAE synchronizes these processes with those of the Head of the Contracting Activity (HCA) and those of the CBP Chief Information Officer (CIO). The CAE's other responsibilities include: obtaining and managing the limited, highly-skilled experts in acquisition disciplines and making those resources available to support Program Managers to ensure successful and effective acquisitions, managing CBP's acquisition portfolio to ensure consistency with DHS missions and strategic goals, and executing Acquisition Decision Authority responsibilities when delegated. The CAE seeks to develop a capable, mature, efficient, and effective organization

for acquisition governance and execution.

The following table provides key workload indicators for the Acquisition function (all dollars are in thousands):

	<b>FY 2016 Actuals</b>	<b>FY 2017 Planned</b>	<b>FY 2018 Projected</b>
Procurement Actions	8,598	8,600	8,600
Procurements (dollars awarded)	\$2,900,000	\$3,000,000	\$3,000,000

### **Office of Human Resources Management**

For FY 2018, CBP proposes \$144.4 million, 585 positions, and 574 FTE for HRM. In addition, HRM anticipates having 47 positions and 47 FTE funded with \$6.9 million in user fee funding. HRM provides centralized human resources support to approximately 60,000 CBP employees, both nationwide and overseas. CBP's top mission priority is to meet and sustain sufficient manpower on the frontline. HRM is committed to being a strategic and tactical component that enables CBP to achieve its mission; it provides human resources services that support CBP leadership, addresses the operational requirements of CBP program offices, and meets the needs and expectations of CBP employees. HRM's operational scope is broad and requires addressing numerous challenges, including competing with other law enforcement agencies for talent, maintaining Congressionally established frontline staffing floors, and increasing the focus on accountability and results.

HRM also administers payment to the Department of Labor's Office of Workers' Compensation Programs (OWCP) to reimburse payments by that office on behalf of CBP employees who have suffered work-related injuries or occupational diseases.

- Payments are made to employees in lieu of lost wages and to medical service providers for services rendered. This is a fixed CBP cost, and is considered outside of HRM operational funding. Reimbursement to OWCP occurs two years in arrears, so that payments made by OWCP in FY 2016 are reimbursed by CBP in FY 2018.
- The notification by OWCP of the amount due does not occur in sufficient time to be considered in CBP's budget programming cycle. So, funds necessary for increases or available from decreases from one year to the next are administered in the budget year. From FY 2015 to FY 2016 OWCP payments on behalf of CBP employees increased almost 20 percent, from \$79.7 million to \$94.5 million, due mainly to increases in prescription drug costs that are being charged to claimants. These increases are affecting all Federal agencies, but steps have been taken by the Division of Federal Employees Compensation (DFEC) to monitor and manage compounded drug medications. Effective October 2016, DEFC required treating physicians to complete a letter of medical necessity prior to authorization of any compounded medication; additionally, approved prescriptions will be limited to a maximum of 90 days.



Table 1 breaks out OWCP payments on behalf of CBP employees by cost component for FY 2013-2016 (CBP reimbursement years 2015-2018), to highlight the impact of prescription drug cost increases:

<b>OWCP Payment/ CBP Reimbursement</b>	<b>FY 2013/ FY 2015</b>	<b>FY 2014/ FY 2016</b>	<b>FY 2015/ FY 2017</b>	<b>FY 2016/ FY 2018</b>
Salaries (Injured)	\$43,658	\$42,749	\$45,392	\$47,390
Salaries (Fatal)	\$ 3,160	\$ 2,471	\$ 2,925	\$ 2,848
Other Medical Services	\$25,817	\$23,882	\$24,059	\$23,003
<b>SUBTOTAL</b>	<b>\$72,635</b>	<b>\$69,102</b>	<b>\$72,376</b>	<b>\$73,241</b>
Prescription Costs	\$ 2,200	\$ 2,500	\$ 7,300	\$21,300
<b>TOTAL PAYMENTS</b>	<b>\$74,835</b>	<b>\$71,602</b>	<b>\$79,676</b>	<b>\$94,541</b>

HRM is primarily responsible for the following four mission areas: Recruit and Hire Workforce; Sustain Workforce; Strategize, Organize, and Plan Human Capital; and Small Human Resources Information Technology Projects. Table 2 lists HRM's mission areas and associated funds executed in FY 2016, forecasted for FY 2017, and requested for FY 2018, excluding Workers' Compensation reimbursements.





<b>Activity</b>	<b>FY 2016 Revised Enacted<sup>7</sup></b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Recruit and Hire Workforce	\$58,469	\$54,619	\$ 96,232 <sup>8</sup>
Sustain Workforce	\$32,185	\$34,556	\$ 35,166
Strategize, Organize, and Plan Human Capital	\$9,195	\$9,971	\$ 10,524
Small Human Resources Information Technology Projects	\$2,500	\$2,500	\$ 2,500
<b>Total</b>	<b>\$120,551</b>	<b>\$101,646</b>	<b>\$144,422</b>

The FY 2018 funds requested will enable HRM to deliver timely and efficient customer-centric support, services, and solutions that are responsive to changing mission requirements, operational conditions, and stakeholder needs. Figure 1 highlights the capabilities

<sup>7</sup> FY 2016 amount includes multiyear initiative funding provided to increase the CBP Officer staffing level from 21,775 to 23,775.

<sup>8</sup> This funding does not include the cost of pre-employment background investigations and polygraph examinations, which are borne by the CBP Office of Professional Responsibility.

supported by HRM's FY 2018 Current Services request.

Key Mission Areas	FY 2018 Request (Dollars in Thousands)	Capabilities Supported by Funding Request
 Recruit & Hire Workforce	\$59,467	<ul style="list-style-type: none"> <li>• Fund 283 FTEs at CBP's two hiring centers directly supporting the hiring process;</li> <li>• Implement interagency agreements with OPM;</li> <li>• Acquire staff licenses to access OPM systems and data;</li> <li>• Adequately fund recruiting costs; and</li> <li>• Establish contracts with medical service providers.</li> </ul>
 Sustain Workforce	\$35,166	<ul style="list-style-type: none"> <li>• Fund payroll costs for 222 FTEs;</li> <li>• Maintain the Drug-Free Workplace Program;</li> <li>• Provide CBP employees with comprehensive human resources services;</li> <li>• Develop and implement labor and employee relations programs; and</li> <li>• Administer and oversee occupational safety and health activities.</li> </ul>
 Strategize, Organize and Plan Human Capital	\$10,524	<ul style="list-style-type: none"> <li>• Fund payroll costs for 49 FTEs;</li> <li>• Achieve alignment of organization structures, systems, processes, and culture;</li> <li>• Develop strategic and systematic human capital planning; and</li> <li>• Fund HRM senior executive leadership and internal program management functions.</li> </ul>
 Small HR Information Technology Projects	\$2,500	<ul style="list-style-type: none"> <li>• Serve as IT consultants to HRM divisions;</li> <li>• Build HR technology products, process workflows, and reporting solutions;</li> <li>• Provide day-to-day network support services; and</li> <li>• Maintain current systems and explore future systems.</li> </ul>

[Figure 1]

Further details regarding the capabilities supported by the FY 2018 Current Services request are provided below.

**Recruit and Hire Workforce** comprises the costs to recruit, assess, and hire Customs and Border Protection Officers (CBPO), Border Patrol Agents (BPA), Air and Marine Interdiction Agents, and other frontline positions, as well as executive leadership, mission support, and administrative positions that support them in their mission. This mission area also includes Senior Executive Service recruitment and hiring on behalf of CBP. Activities include:

- Processing of applicants through 12 steps (HRM manages and oversees 10 of these steps; pre-employment investigations and polygraph examinations are under the purview of the Office of Professional Responsibility) to ensure their sustainability in performing law enforcement functions;
- Develop strategies to attract, assess, and ensure hiring of the most qualified applicants;
- Continually improve hiring processes and practices that allow CBP to achieve efficiencies, and reduce hiring costs and the time-to-hire by leveraging technology; and
- Implement pay plans and structures.

#### *Pay Funds*

CBP's FY 2018 President's Budget request includes \$35.4 million in payroll funding for 303 FTE employees at CBP's two hiring centers directly supporting the hiring process. These employees develop recruiting strategies and schedules to attract and reach potential candidates, manage prospective candidates through the hiring process, and develop and deliver assessment testing of entry-level candidates. These funds are intended to cover attrition hiring costs, and do not include initiative or surge hires.

#### *Non-Pay Funds*

This funding also provides \$26.4 million for the following:

- Interagency agreements with the U.S. Office of Personnel Management (OPM) to create and run job opportunity announcements and conduct initial qualification reviews, and for staff licenses to access OPM systems and data;
- Recruiting costs, such as recruiting event registration and media advertising campaigns;
- Contracts with medical service providers to conduct medical/drug/vision/hearing examinations and pre-employment fitness tests for applicants who clear the initial qualifications; and
- Hiring process transformation efforts.

*Recruitment*

In collaboration with frontline offices, and with their participation, HRM is continuing and maturing its involvement in local job fairs and other recruiting events. Veteran BPAs and CBPOs participate in these events and provide firsthand knowledge to potential applicants. This direct contact is complemented with the use of data to focus OPM job opportunity announcements in the geographic areas that have provided the greatest number of successful candidates for the requirements of the jobs. We are also increasing our recruiting presence at military installations to provide career opportunity and awareness to those members who are leaving the military and seeking employment. In addition, CBP seeks to increase the number of female BPAs by focusing on recruitment events for females.

Figure 2 illustrates the total recruitment events conducted between FY 2014 and FY 2016. As Figure 2 shows, HRM increased the number of recruitment events conducted from 1,049 to 4,407 (a 420 percent increase)<sup>9</sup> between FY 2014 and FY 2016. It should also be noted that these events reached a diverse population with particular focus on reaching out to veterans.<sup>10</sup>

---

<sup>9</sup> In FY 2014 CBP veterans' hiring increased from 505 to 712 in FY 2016, representing a 41 percent increase

<sup>10</sup> CBP finished in 2nd place in Monster's '2016 Best Companies for Veterans' list.

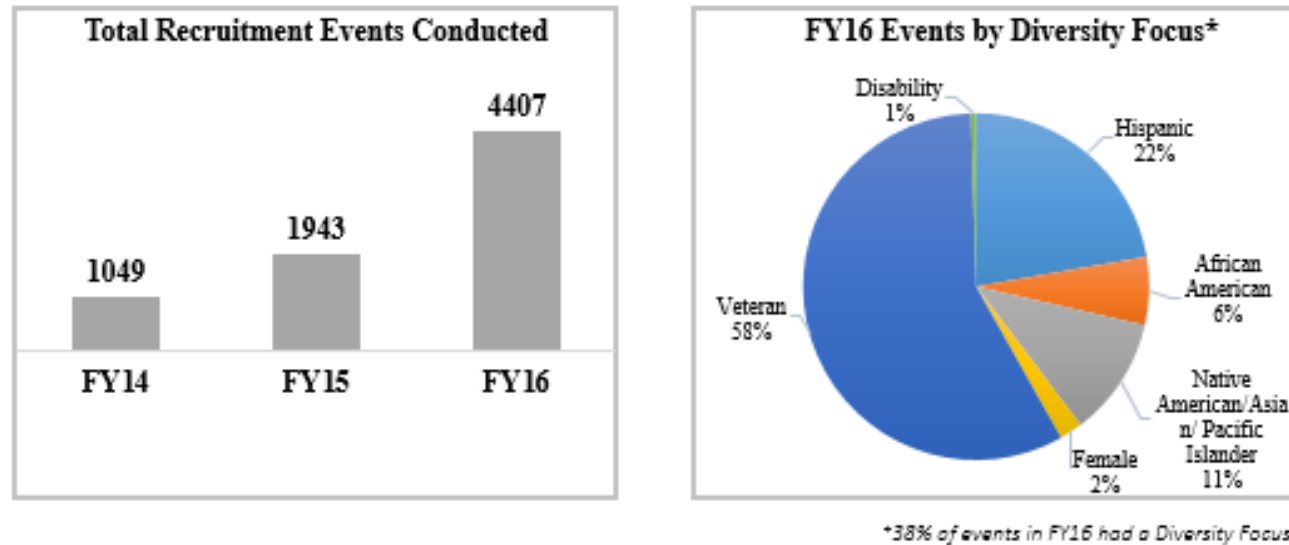


Figure 2

### *Hiring Transformation*

CBP is currently below Congressionally-established minimum staffing levels for BPAs, and below and CBPOs. In order to identify and correct situational and structural causes of these shortfalls on a focused and systematic basis, CBP has established the National Frontline Hiring Program Management Office (PMO). The PMO functions within HRM as a collaboration across several agency components. The PMO is focused on reviewing every facet of the frontline hiring process to attract an adequate number of qualified candidates and to streamline processes wherever possible and reduce the length of time from application to final hiring decision.

The PMO has made considerable strides in applying rigorous analytic and modeling techniques to the CBP hiring process as well as engaging a wide range of interagency partners in search of best practices and opportunities for collaboration. Most recently, HRM obtained access to OPM's demographic hiring statistics for CBP Frontline Hiring Applicants, which will help CBP increase awareness of applicant trends and enhance recruitment efforts. HRM finalized national partnerships with cable companies, print advertisers, and movie theaters to enable more effective recruitment activity. Social media (i.e., Facebook, YouTube, Twitter, Instagram, LinkedIn, and associated data analytics) was used to reach and appeal to millennials.

CBP reduced the time-to-hire by implementing several process improvements and establishing “hiring hubs, an expedited process in which several months’ worth of pre-employment steps are consolidated into just a few days. As recently as 2014, the time-to-hire for frontline personnel averaged around 600 days. As of December 2016, this number dropped to 308 days—an average that includes approximately half of all frontline applicants being processed through CBP’s expedited hiring process. Through the first quarter of FY 2017, the average time-to-hire for frontline applicants was 256 days, which again includes both expedited and conventional hiring. Our goal in FY 2017 is to process all frontline applicants through the expedited hiring process, which has shown the capacity to hire applicants in an average time of as low as 165 days.

The new expedited frontline hiring process continues to evolve to ensure maximum efficiency and applicant engagement in the CBP hiring process.

The hiring process now enables applicants to complete the required structured interview and polygraph at a CBP location most convenient to them rather than requiring everyone travels to a hiring hub location. Fully utilizing all CBP field offices, sectors, and polygraph offices allows for maximum convenience for the applicant while minimizing travel for the component offices and retaining efficiencies implemented through the hiring hubs.

CBP staff will still travel to conduct hiring events for applicants who reside in remote areas where CBP does not have permanent offices to regularly conduct the pre-employment requirements; however, these events will be scheduled based on operational need and applicant volume.

Further opportunities for improvement continue to be researched and implemented as additional resources become available. For example, non-recurring resources received in FY 2016 were focused on augmenting capacity and shortening processing times for two specific steps of the pre-employment process: 1) the review of background investigation paperwork and 2) the review of medical exams, which resulted in improved processing times of 58 percent and 33 percent, respectively.

**Sustain the Workforce** comprises several programs providing services on a continuing basis to employees and to CBP management and leadership. The primary expense in this key mission area is payroll.

#### *Pay Funds*

This proposal provides \$30.3 million to fund payroll costs for 222 FTEs.

*Non-Pay Funds*

This proposal provides \$4.9 million to fund non-payroll costs.

*Programs that Enable the Sustainment of CBP's Workforce*

This mission area is comprised of three programs (or pillars) to sustain the CBP Workforce: Benefits, Medical, and Worklife (BM&W), Labor and Employee Relations (LER), and Occupational Safety and Health (OSH). Figure 3 illustrates the core functions supported by these programs and subsequent paragraphs described them in more detail.

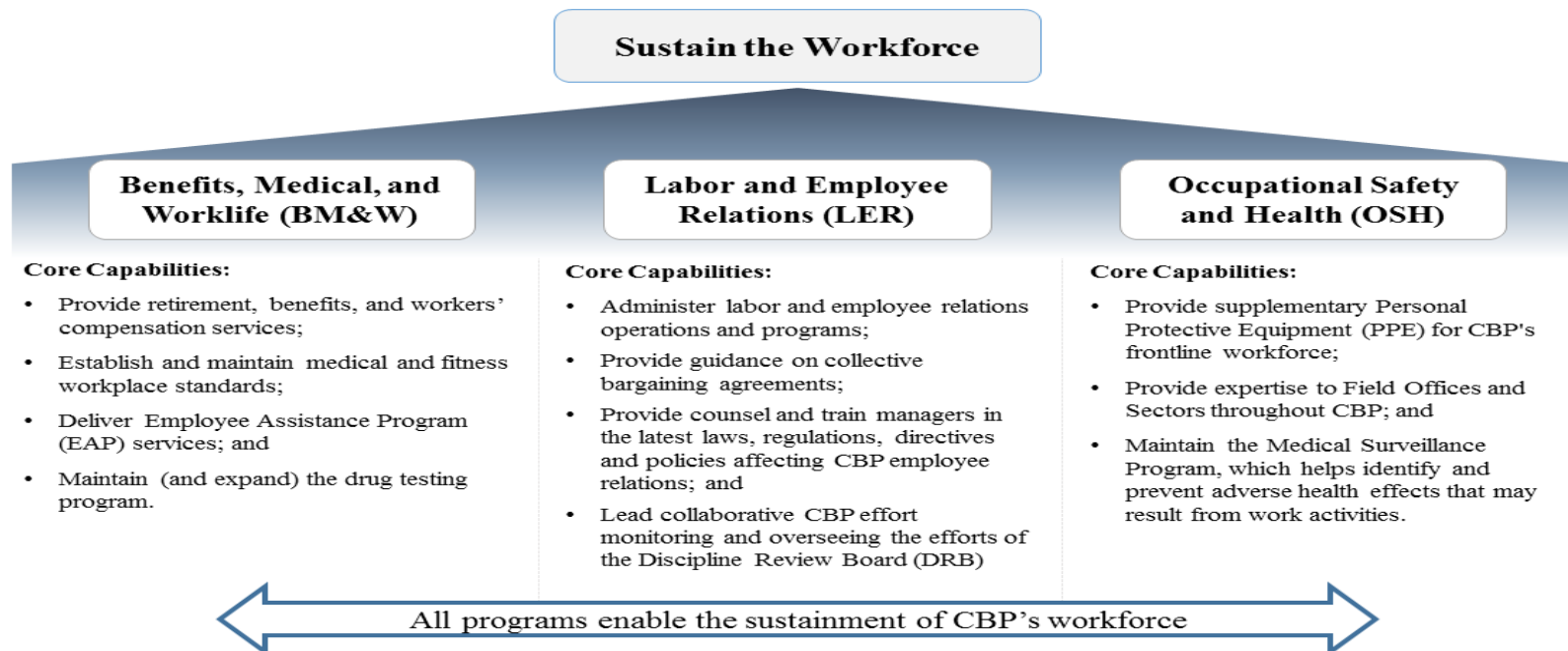


Figure 3

*Benefits, Medical, and Worklife (BM&W)*

The BM&W program delivers policies, standards, training, and outreach programs that facilitate the well-being of CBP employees. The BM&W program provides CBP employees with comprehensive human resources advisory and consultative services and program management. Addressing benefits, workers' compensation, medical and fitness, resiliency support, retirement,<sup>11</sup> and work-life balance, these programs work to ensure a supportive work environment within CBP.

In conjunction with CBP's mission to enforce our nation's drug laws, BM&W maintains the Drug-Free Workplace Program, which includes drug testing of a representative and random sample of CBP law enforcement and other sensitive positions. This program complies with all laws and regulations while protecting the privacy of employees.

*Labor and Employee Relations (LER)*

The LER program involves the development and implementation of CBP labor and employee relations programs to facilitate an effective CBP workforce; HRM is the sole authority within CBP for managing labor and employee relations activities. HRM also provides oversight and evaluation of the management of subordinate organizations, assuring through supervisors that adequate internal controls and performance measures are instituted. HRM also establishes service-wide policies, programs, and procedures to facilitate effectiveness and operational consistency in areas such as leave administration, performance management, awards, grievances and complaints, fitness for duty, and family-friendly initiatives. It is also responsible for establishing and operating systems to collect employee relations program data and for the analysis and reporting of such data. The staff advises on trends and emerging third-party decisions that dictate changes in program direction and develops programs and policies accordingly. A key area for FY 2018 will be to build on the success of the Complaints and Discipline Process resulting from the Discipline Review Board.<sup>12</sup> This will promote consistent application of appropriate disciplinary actions.

*Occupational Safety and Health (OSH)*

The OSH program administers and oversees occupational safety and health activities at CBP operating locations.<sup>13</sup> Activities include on-site safety inspections and reviews and training in the operation of equipment (e.g., forklifts) and in safety processes required for general and specific circumstances (e.g., the correct general use and disposal of personal protective equipment, and particularly to

---

<sup>11</sup> BM&W processed 1,120, 689 and 1,189 retirement cases in FYs 2014, 2015 and 2016, respectively.

<sup>12</sup> The number of cases presented before the Discipline Review Board in FYs 2014, 2015, and 2016 totaled 229, 254, and 285, respectively.

<sup>13</sup> OSH conducted 1,888, 1,855, and 1,853 worksite safety inspections in FYs 2014, 2015, and 2016, respectively.



minimize risk of exposure to Ebola, Zika virus, and other communicable diseases). OSH ensures CBP compliance with safety standards established by the Occupational Safety and Health Administration and certifies that CBP radiation detection equipment is properly calibrated. Through HRM, OSH fully supports the Non-Intrusive Inspection (NII) Training Operations Program. OSH uses NII systems to help agents and officers effectively and efficiently detect and seize contraband, including drugs, unreported currency, guns, ammunition, and other illegal merchandise, as well as inadmissible persons from being smuggled into the United States.

**Strategize, Organize, and Plan Human Capital** comprises long-term human capital management activities.

#### *Pay Funds*

The proposal provides \$9.7 million in funding for payroll for 49 FTEs

#### *Non-Pay Funds*

This proposal also provides \$800,000 to fund non-pay expenses to perform the following functions:

- Provide assessments and services that maximize the identification of high-quality candidates for entry-level selection, promotion, and career development;
- Conduct workforce planning and analysis to promote organizational effectiveness, workforce diversity, and sound fiscal responsibility for strategic human capital management through systematic human capital planning;
- Lead organizational design to achieve alignment of organization structures, systems, processes, and culture to achieve mission objectives through people; and
- Manage HRM administrative programs and activities such as budget, procurement, property, communications management, stakeholder engagement, and communication; manage CBP Special Awards; and identify and coordinate training to maintain a viable workforce.

**Small Human Resources Information Technology Projects** provide a broad range of services and solutions to improve processes and meet the technology needs of HRM and its customers. Funding for this mission area is \$2.5 million for non-pay expenses; work is organized into four primary functions:

- Serving as IT consultants to HRM divisions;
- Building HR technology products, process workflows, and reporting solutions;
- Providing day-to-day network support services; and
- Maintaining current systems and exploring future systems.

**Office of Finance**

CBP proposes \$62.7 million, 301 positions, and 258 FTE for the Office of Finance (OF). In addition, OF anticipates having 68 positions and 68 FTE funded with \$32.3 million in user fee funding. The Assistant Commissioner for OF serves as the Chief Financial Officer (CFO) and principal advisor to the Commissioner for all budgetary and fiscal matters. OF, within Enterprise Services, is responsible for CBP-wide financial management operations, including: financial management and reporting, financial policy, internal controls and audit management, budget formulation, execution, and fee management, financial systems oversight and direct SAP management, and revenue collection and management, including bond administration. OF consists of the following directorates:

**The Financial Operations Directorate** is responsible for providing executive-level direction, policy leadership, risk and management oversight, and coordination for all CBP accounting, financial policy, and financial statement audit oversight functions, including:

- Financial operations support including accounts payable, payroll and travel;
- Revenue collection and administration of surety and bond management and support for the implementation of Trade Facilitation and Trade Enforcement Act of 2015 (TFTEA);
- Internal controls and auditing services to ensure proper fiscal stewardship and accurate, timely financial statements of all CBP activities; and
- Financial systems oversight and direct management of SAP, CBP's core accounting system.

**The Budget Directorate** coordinates all major activities related to the preparation and implementation of CBP budget; prepares managerial cost accounting reports, reconciles financial information and metrics, and develops and maintains budget tools and systems to report and share budget and financial data across CBP; and conducts analysis for use by CBP managers and agency leaders. In addition, the Budget Directorate is responsible for providing policy leadership, and overall coordination of all budget formulation, budget execution, and cost management functions for CBP. The Budget Directorate leads the preparation and implementation of CBP's budget, including:

- Developing the agency's budget submissions to DHS, OMB, and Congress;
- Preparing managerial reports and presentations;
- Reconciling financial information and metrics; and
- Providing guidance and analyses to the budget and financial management community.

**The Investment Analysis Directorate (IAO)** provides decision support capabilities to leadership across CBP related to maximizing investments in people, process, and technology. This involves leveraging data analytics to design, implement, and sustains operational and business transformation initiatives across the agency. Additionally, IAO oversees the development of short and long-term plans for OF that combine organizational objectives with the critical elements of PPBA, human capital, and project planning, resulting in

executable strategies to achieve organizational goals and support organizational maturation.

Collectively, OF impacts agency operations through effective and efficient management of CBP budgetary resources and fees; processing payroll, invoices, travel requests, and fleet cards; and managing agency financial risk. In addition, OF manages CBP intra-governmental financial activities, coordinates use of DHS Working Capital Fund, and conducts funds management of various CBP trust fund and fee management activities.



Figure 4

OF is managing a critical, multi-year enterprise level initiative:

**Revenue Modernization (RevMod):** CBP collects \$50 billion in duty, tax, and fee revenue annually. Of these collections, CBP processes over 4 million transactions worth \$2.5 billion in cash and checks, with \$1.6 billion collected at POEs. RevMod will create efficiencies for CBP and the Trade and Travel communities by transforming – through automation and centralization – the collection, analysis, and reporting of this revenue. This initiative is included within the PC&I appropriation request. Upon completion, RevMod will:

- Transition field collections out of the POEs to enable CBPOs to focus on critical security and compliance duties;
- Offer modern, electronic billing and payment options to the Trade and Travel communities; and
- Enable access to real-time, reliable financial and operational information to inform decision-making, promote accountability, and comply with reporting, operational, and security requirements.

**Office of Facilities and Asset Management**

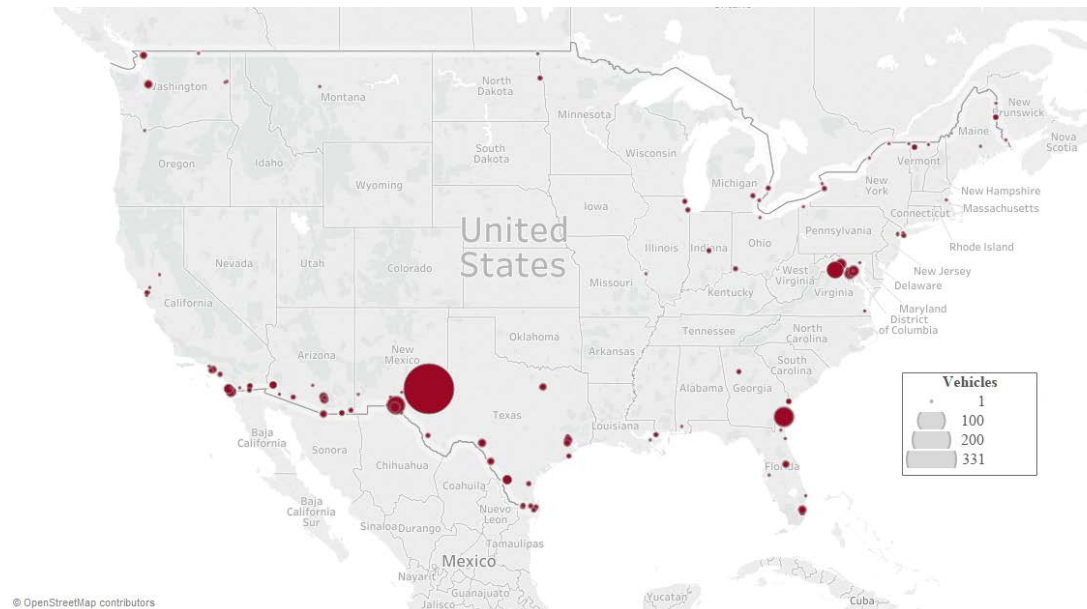
CBP proposes \$354.2 million, 591 positions, and 516 FTE for the Office of Facilities and Asset Management (OFAM). In addition, OFAM anticipates receiving an additional \$35.6 million in user fee funding. The current services request includes \$151.5 million to support OFAM's oversight and management of CBP's real and personal property portfolios, including:

- Managing CBP real property from requirements development to disposal for over 28 million square feet of facility space, 654 miles of pedestrian and vehicle fencing, over 900 miles of access roads, 5,000 acres of land, and CBP's tower program, which includes over 2,000 individual sites;
- Providing and supporting CBP's real property inventory system of record for all of CBP's real property assets, including facility conditions, status of on-going projects, and out-year projections and requirements;
- Leading the Fuel Management Initiative, which will oversee the installation and integration of 69 fuel facilities across the Southwest Border, allowing approximately 15,000 CBP, 300 U.S. Immigration and Customs Enforcement, and 900 Federal Law Enforcement Training Center vehicles to obtain fuel at the lowest total price while enhancing operational and mission capabilities;
- The Fleet Program, which provides motor vehicle policy, guidance, and contract/supply chain management for the CBP Motor Vehicle Fleet.
- Managing a Vehicles Sales Center contract with vendor GTB to conduct long-term Sales Center activities for CBP and other federal agencies, including U.S. Secret Service; U.S. Forest Service; ICE; Federal Bureau of Alcohol, Tobacco, Firearms and Explosives; and U.S. Marshals Service. Managing the Vehicle Sales Center contract entails managing the CBP vehicle disposals, coordinating them for pickup by the vendor, managing the collection of revenue from the auction of these vehicles, and reallocating the revenue back to the offices to allow for the acquisition of replacement vehicles. Utilizing a Vehicle Sales Center increases the speed of the disposal process and produces high net returns for the assets. The initiative results in approximately \$5.5 million in annual cost avoidance for CBP as compared to alternative disposal options and provides shared services to other DHS components and outside federal agencies.
- Administering the DC Parking Program, which provides the acquisition, management, and oversight of parking services in Washington, DC for both government-owned vehicles and CBP employee personal vehicles. This entails the development, implementation, and administration of policy, standards, and procedures, as well as the collection of monthly parking fees and communicating to parking program participants.
- Providing CBP Uniform Program policy, guidance, supply chain management, acquisition, contract management and uniform allowance account funding and management, and training academy quartermaster management, to outfit and equip approximately 49,000 CBP uniformed personnel with the necessary apparel and equipment for their safety and visibility during the execution of their mission;
- Responsibility for the decentralized management and oversight of over 800,000 disbursed personal property assets valued at over \$7.5 billion; and

- Establishing policy, guidance, controls, and performance measurement related to personal property asset management and assists CBP offices in maintaining accountability and stewardship for personal property assets;
  - Provides policy, guidance, and contract/supply chain management for approximately 10,000 vehicles, valued at \$10,000 or less per unit, which are seized or forfeited annually along the southwest border. CBP manages custody and disposition of seized and forfeited vehicles through a contract that includes services such as towing, entry into the Seized Asset and Case Tracking System database, storage, inventory, and disposition;
  - Provides program and contract management for the disposition of approximately 1,850 property items abandoned annually at CBP POEs;
  - Provides print and print-related services for CBP and other DHS Components, including forms required to facilitate trade and travel, signage, critical DHS and CBP financial presentations to Congress and OMB, other congressional presentations, and branded items; and,
  - Establishes national mail policy, guidance, and procedures and conducts periodic reviews to determine operational compliance ensuring mail is transmitted and accounted for in the most accurate, safe, economic, and efficient manner.

#### *Fleet Program*

The current services requirement of \$989,000 provides for the acquisition of 26 replacement vehicles for Enterprise Services. The following chart shows that 54 percent of the Enterprise Services Sub-PPA's (LOB 4) fleet (834 out of 1,537 vehicles) will be eligible for replacement in FY 2018 based on established CBP criteria.

**FY 2018 Enterprise Services Replacement Eligible Vehicles**

The proposed funding is intended to address a portion (approximately two percent) of the 1,537 vehicles that have met, or will meet, CBP replacement criteria through FY 2018. The acquisition of vehicles for Enterprise Services ensures personnel have the appropriate vehicle assets necessary to support the successful execution of information technology services, employee training and development, and human resources activities, etc. As vehicles remain in the fleet past their replacement age, maintenance, repair, and operating costs increase, as well as, maintenance and repair-related vehicle downtime, reducing available mission service hours for the CBP fleet. An increase in vehicle downtime reduces the amount of available resources required to successfully execute CBP's mission.

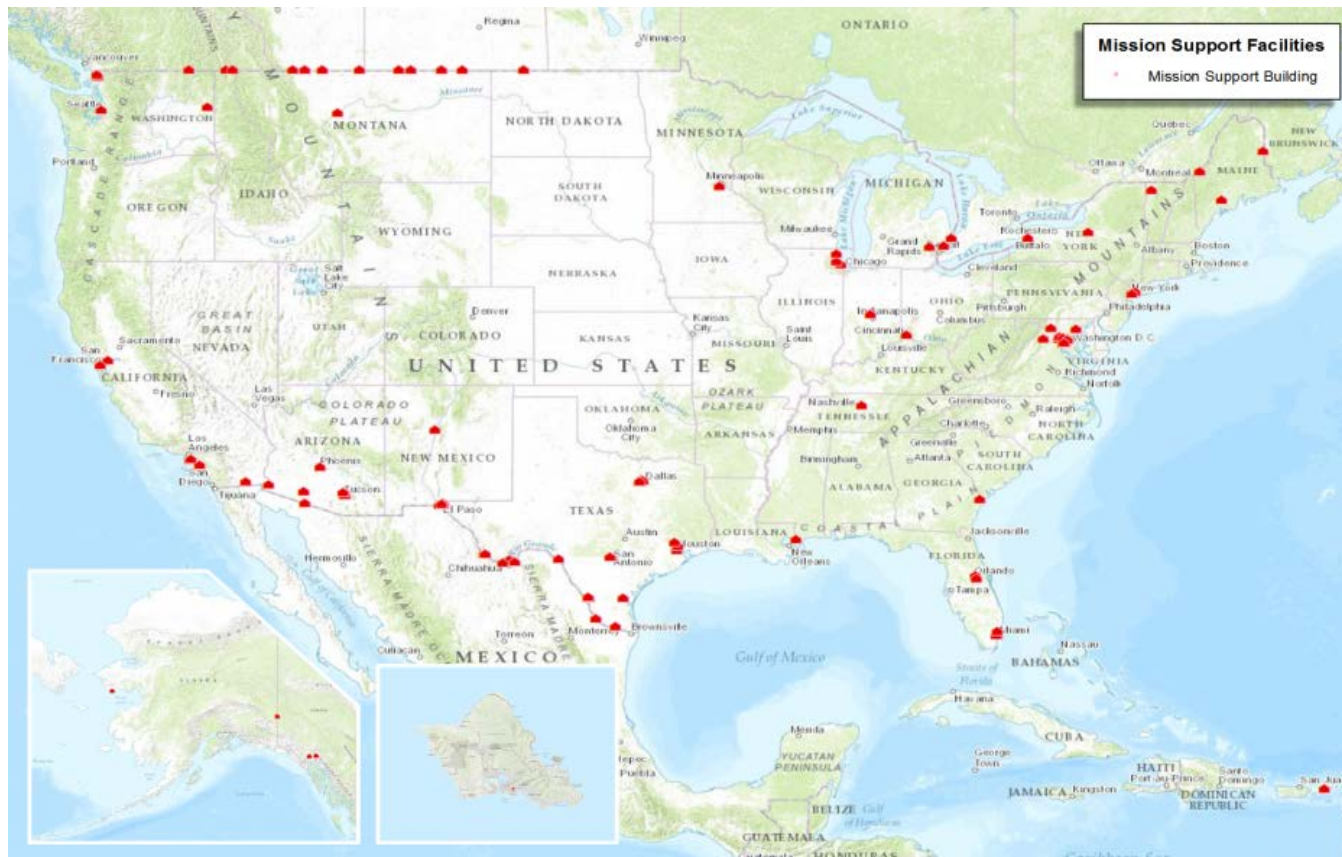
*Facilities Portfolio*

The current services requirement of \$201.7 million supports CBP's Mission Support (MS) facilities portfolio.

The 4.68 million square feet portfolio is comprised of a diverse array of space that support all of CBP in all mission areas and provide the key infrastructure for critical parts of CBP's mission, including the training of law enforcement personnel. The majority of

portfolio is comprised of administrative space for mission-critical offices including, but not limited to, Information Technology, Training and Development, Professional Responsibility, Chief Counsel, International Trade and Human Resources Management. The portfolio is also comprised of special-use space including 323 housing units, the Advanced Training Center in Harper's Ferry, West Virginia, the National Targeting Center, CBP Headquarters Canine Program in El Paso, TX and Front Royal, VA, 8 CBP Labs and Scientific Services locations, 2 Intelligence and Operations Coordination Centers, Joint Task Force-West, and the National Law Enforcement Communications Center (NLECC) in Orlando, Florida.

## Mission Support Facilities Portfolio<sup>14</sup>



The proposed funding would allow CBP to continue performing its mission from the existing facilities portfolio by executing building operations and regional or individual maintenance and minor report contracts at CBP-owned facilities; addressing only the most critical of needs in the \$26.2 million backlog of major repairs and past due renewals<sup>15</sup>; allocating a minimal level of required activities

<sup>14</sup> Map and portfolio size as of December 22, 2016

<sup>15</sup> As reported at the end of FY 2016 as part of DHS' financial reporting statement and includes all identified deferred maintenance items at CBP-Owned and Direct Lease Operated facilities.



associated with forced relocations and lease renewals including code-compliance upgrades of IT and security system; and paying rent and rent-related expenses for MS-occupied leased facilities and utilities expenses at CBP-owned facilities.

This funding does not support the level of financial resources required to replace building systems at the end of the intended useful life which increases the deferred maintenance backlog; approximately \$6 million in building systems will reach the end of their useful life by the end of FY 2018. In addition, this level of funding does not support pursuing space consolidation efforts, where tenant improvements, fit-out, and move costs total less than \$2 million to comply with OMB's mandate for federal agencies to reduce their administrative and warehouse footprint nor does it support minor construction, alterations and improvements under \$2 million to add additional capability or capacity to operational and mission support space to meet CBP's expanding and evolving mission.

### **Office of Information and Technology**

The Office of Information and Technology proposes \$567.4 million; 1,977 positions, and 1,641 FTE for FY 2018. OIT's mission is to deliver high-quality information technologies and services to CBP, other government agencies, the traveling public, and the international trade community in support of the agency's day-to-day activities to secure the border and facilitate trade and travel. OIT manages CBP's technology infrastructure and IT operations, enabling CBP mission readiness, and improving the ability of all employees, including officers, agents, trade, and revenue personnel in the field, to be proactive and responsive to new threats. CBP cannot accomplish its mission without functional IT infrastructure.

The FY 2018 President's Budget includes \$390.75 million to support the operations and maintenance of CBP's IT infrastructure. The proposal includes the data center infrastructure services, including email, network, field site support services, desktop, help desk, wireless, network, and voice and video services, as well as IT management. IT infrastructure enables CBP users to access critical data, information, and applications that are necessary to complete their mission. CBP's IT infrastructure must be secure, available, fully functional, and reliable 24/7. This ensures officer and agent safety and allows CBP to make critical and immediate decisions to protect our Nation's borders.

**Leading the delivery of innovative, agile, and secure technologies and services that secure the border and facilitate trade and travel**

### **OIT Supports CBP's Mission**

<b>Operate the Infrastructure</b>	<ul style="list-style-type: none"><li>▪ OIT enables the day-to-day operations of CBP computer and tactical communications facilities and systems, including hardware, software, data, video, and voice communications</li></ul>
<b>Repair and Maintain</b>	<ul style="list-style-type: none"><li>▪ OIT repairs and maintains the existing infrastructure, including networks, circuits, towers, x-ray equipment, radios, and surveillance technology</li><li>▪ OIT provides operational and technology support to support to law enforcement, trade, and revenue personnel</li></ul>
<b>Secure the Infrastructure</b>	<ul style="list-style-type: none"><li>▪ OIT ensures that CBP's Information Technology environment, and enforcement technologies, provide a secure method for information exchange</li></ul>
<b>Develop New Capabilities</b>	<ul style="list-style-type: none"><li>▪ OIT supports business processes with the design, development, programming, testing, implementation, and training of CBP systems and applications</li><li>▪ OIT identifies and evaluates new technologies for application in support of CBP business processes and changing customer needs</li></ul>

<u><i>IT Infrastructure in Action</i></u>	<u><i>IT Infrastructure Major Services</i></u>
<ul style="list-style-type: none"> <li>• 40,000,000,000 daily data exchanges with other government agencies, passenger carriers, cargo brokers, and trade users</li> <li>• 10,000,000,000 transactions daily, the highest transaction volume against a Datacom database in the world, sometimes reaching 13,000,000,000</li> <li>• 1,500,000 emails processed across the entire agency in a single day</li> <li>• 7,200+ servers dispersed across the globe store our data, the largest server environment of its kind in North America</li> </ul>	<ul style="list-style-type: none"> <li>• Field IT and Surveillance Services</li> <li>• Enterprise Wide/Local Area Network Sustainment</li> <li>• Wireless and Mobility Deployment</li> <li>• Identity Credential and Access Management</li> <li>• Computing Environment               <ul style="list-style-type: none"> <li>◦ 6,000+ Virtual Servers on 1,500+ Physical Servers</li> <li>◦ 3 Data Centers</li> <li>◦ 17.2 Petabytes of storage</li> </ul> </li> <li>• Technology Service Desk – Tier I, II, &amp; III Support</li> <li>• Network Operations Center</li> <li>• Cyber-Security</li> </ul>

In addition to providing IT to support CBP's mission, CBP IT infrastructure serves a variety of Federal, State, local, and international agencies. The CBP Infrastructure supports over 65,000 CBP users; provides innovative IT services and solutions; maintains 24x7 operations, deployment, monitoring, and maintenance of CBP systems; and provides full-service technical support. All mission critical and support applications also traverse the IT infrastructure resulting in some of the highlighted statistics. The IT infrastructure is supported by a cadre of staff in the OIT consisting of Information Security specialists, IT specialists, database engineers, data architects, enterprise architects, and support personnel that provides day-to-day oversight and management of CBP's IT infrastructure.

The CBP Infrastructure program ensures 98 percent network availability, and a same day technology service desk resolution of 72 percent of all first level technology support tickets.

IT systems provide vital tools for CBP and other federal agencies used to defend U.S. borders and support POE operations. The systems assist law enforcement, trade, and revenue personnel in the identification of potential threats from terrorists, weapons of mass destruction, and bioterrorism, and curbs the flow of illicit goods and people. The systems provide the means by which U.S. criminal and trade laws are enforced and provide the capability to collect tariffs and taxes associated with international trade and commerce.

Old infrastructure significantly raises the risk of system failure, outages, and security vulnerabilities. The Infrastructure program supports IT network security operations by providing: 24x7 network monitoring and security event analysis, security monitoring and analysis, computer security incident response, vulnerability assessment, security engineering, cyber intelligence support, and intrusion analysis. CBP's systems are under constant attack from a variety of actors with varying intentions. The pace of technological change and increasing threat actor sophistication means there is always the possibility that a highly motivated adversary could penetrate some

part of the CBP network. CBP interacts with thousands of stakeholders every day, from individual travelers to large corporations shipping cargo. CBP must protect the integrity and privacy of its personally identifiable information (PII), trade, and other sensitive data. Employing technological solutions in trade and travel mission delivery has enabled CBP to provide an unprecedented level of service to the American people.

#### FOCUS AREAS

- **Enterprise Operations Center (EOC):** An EOC will not only allow OIT to proactively monitor systems, it will also foster collaboration across OIT.
- **Data Visualization:** Visualization and dashboards of the outage data, such as infrastructure age, outage duration, etc. provides OIT with more visibility into system performance and allows OIT to be more transparent with internal and external stakeholders.
- **Cloud Migration:** Moving OIT systems to the cloud enable improved recovery and redundancy capabilities.
- **Social Media:** OIT is looking to incorporate social media to crowd source identification of issues and resolve problems more quickly.

The FY 2018 President's Budget request includes \$51.5 million for renewing enterprise software licenses, which will also provide for the continuing implementation of cloud computing, which will allow operating efficiencies by transitioning costly and obsolete technologies and services out of CBP's IT operating environment, reducing outages, technical and communication issues in the field, and improving infrastructure reliability and efficiency.

The FY 2018 President's Budget request also includes \$74.5 million for the essential functions of developing technology standards, managing help desk tickets, providing IT acquisition and financial support, providing IT management support, providing situational awareness and information services, renewing enterprise licenses, and managing agency records.

#### Office of Training and Development

CBP proposes \$55.3 million, 179 positions, and 163 FTE in FY 2018 for the Office of Training and Development (OTD), which is responsible for the centralized leadership and direction of all training programs for the CBP workforce. OTD manages CBP's National Training Plan (NTP), which prepares employees to carry out the core missions of CBP by providing basic and advanced training based on identified agency and organizational requirements. OTD establishes and upholds standards for designing, developing, delivering, and evaluating training to ensure the agency's training programs are transparent, accountable, and legally defensible.

<b>Key Mission Areas and/or Division</b> (\$ in Thousands)	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Advanced Training Center (ATC)	\$26,398*	\$21,660	\$22,110
National Training Plan Division	\$16,785	\$18,335	\$19,303
Training Support Division	\$7,564	\$7,451	\$7,520
Instructional Design Center	\$5,123	\$5,629	\$5,700
Distance Learning Center	\$5,241	\$5,436	\$5,460
Leadership Development Center	\$5,587	\$5,592	\$6,570
OTD Headquarters Element	\$3,396	\$3,404	\$3,410
<b>Total</b>	<b>\$70,094</b>	<b>\$67,507</b>	<b>\$70,073</b>

\*During FY 2016 the Use of Force Center of Excellence located at the ATC realigned under Operations Support

The Enterprise Services Training and Development Sub-PPA funds basic, advanced, and supervisory/management/leadership training for a wide range of CBP employees; training course development and maintenance costs; operating costs for CBP's on-line training, course scheduling, and management systems; and salary and benefits for OTD's mission support activities. The following exhibits provide a breakdown of funding by key mission areas, and provide the types of training programs funded under this PPA.

The funding levels for this activity are necessary for providing critical policy and operational direction, mission support, equipment, training, and technical expertise to CBP frontline personnel. The training programs develop and maintain a workforce with the skillsets to protect the homeland while facilitating the flow of legitimate trade and travel into and out of the United States. It also funds the salary and benefits and the site operating costs for OTD employees located at the Advanced Training Center in Harpers Ferry, West Virginia.

#### FY 2018 Projected Workload Statistics

The table below provides key workload indicators for Enterprise Services – Training and Development:

	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Projected</b>	<b>FY 2018 President's Budget</b>
Training Seats	8,350	12,089	12,089

Below are descriptions of the types of training programs funded under this Sub-PPA:

**Types of Training Programs Funded**

<b>Personnel Oversight and Management</b>	<b>Descriptions</b>	<b>Training Seats Filled for FY 2016</b>	<b>Training Seats Planned for FY 2017</b>	<b>Training Seats Projected for FY 2018</b>
<b>Basic Training</b>	<ul style="list-style-type: none"> <li>• Training for Attorneys and Professional Responsibility Agents is funded under this PPA;</li> <li>• Successful completion of basic training is a pre-requisite for employment in these positions and ensures proficiency in the foundational knowledge and skills required by these positions.</li> </ul>	270	330	330
<b>Firearms &amp; Use of Force</b>	<ul style="list-style-type: none"> <li>• Per CBP policy armed officers and agents are required to undergo periodic qualifications of firearms proficiency and annual use of force training/certification.</li> <li>• Failure to successfully complete these periodic qualifications results in the officer/agent losing his/her certification to carry a firearm and/or use less lethal force devices.</li> <li>• These periodic qualifications are administered by certified Firearms Instructors and Use of Force Instructors at field locations.</li> <li>• These instructors are required to attend training for initial certification, and recertification training every three years.</li> </ul>	772	1,040	1,040
<b>Mandatory Continuing Education /Skills Enhancement /Professional Development</b>	<ul style="list-style-type: none"> <li>• Certain CBP occupations (e.g. Attorneys, Procurement Specialists, Polygraphists, Nurses, and other health and safety professionals) have mandatory continuing education requirements in order to maintain their certifications/licenses; and</li> <li>• Funding for this training enables personnel in these occupations to maintain their certifications/licenses so that they can remain in their occupation and continue to carry out mission critical duties.</li> </ul>	2,410	3,667	3,667

Personnel Oversight and Management	Descriptions	Training Seats Filled for FY 2016	Training Seats Planned for FY 2017	Training Seats Projected for FY 2018
<b>Supervisor/Leadership Training</b>	<ul style="list-style-type: none"> <li>• Training for first-line and second-line uniformed and non-uniformed CBP supervisors is funded under this PPA;</li> <li>• This training provides supervisors with the technical and supervisory skills required to effectively lead the employees under their supervision. CBP's succession management and leadership training programs are also funded under this PPA; and</li> <li>• These programs provide training for CBP leaders to develop the critical skills, such as strategic thinking, planning, ethical decision making, and leadership, required to defend our nation's borders as well as protect lawful trade and the traveling public.</li> </ul>	1,627	1,680	1,680
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• This training provides CBPOs, agents, and other employees training in first aid, radiation safety, CPR and suicide prevention;</li> <li>• It also provides required safety training for supervisors and Safety Officers, as well as injury prevention and compensation training.</li> </ul>	2,324	3,983	3,983
<b>Professional Responsibility Investigations</b>	<ul style="list-style-type: none"> <li>• This training expands OPR Agents' investigative capabilities in areas such as forensics, covert electronic surveillance, and tracking; and</li> <li>• As a national security and law enforcement agency, it is critical for CBP to have the highest levels of protection in place to maintain the integrity of its personnel and to identify areas of corruption.</li> </ul>	288	428	428
<b>Emergency Preparedness &amp; Response</b>	<ul style="list-style-type: none"> <li>• This training is required for CBP to maintain sufficient skill levels in incident management and response procedures; and</li> <li>• This training provides capabilities not only to maintain security of the border, but also to provide support to areas struck by natural disasters (CBP supports responses to these types of events).</li> </ul>	387	579	579
<b>Instructor Training</b>	<ul style="list-style-type: none"> <li>• This training is required for CBP to maintain a sufficient cadre of certified, quality instructors to deliver basic and advanced training to CBP employees.</li> </ul>	272	382	382

**Adjustments to Base Justification**

ACE Realignment: This adjustment realigns OIT pay funding to OT for ACE operations and maintenance.

BPA Instructor Positions Transfer: Additional BPA Instructor positions assigned to support delivery of Non-Intrusive Inspection training to the USBP from the Field Operations Academy located in Charleston, SC.

Realignment of Facilities Support Requirements: This Adjustment to Base allows for CBP to continue to operate and maintain its AMO facilities portfolio while also addressing multiple high priority needs including core USBP facilities sustainment requirements such as regional maintenance and minor repair contracts and the increased costs of CBP's anticipated rent obligations for AMO's leased facilities.

Realignment of Training funding: Adjustment of positions and funding associated with OTD activities across CBP's mission portfolios. This adjustment will align resources to support frontline training requirements during FY 2017.

Revenue Modernization: This adjustment realigns funding from PC&I to the O&S appropriation. This adjustment represents 13 government positions and 12 FTE working on the Revenue Modernization Initiative. These positions are critical to the development of the new technology and its integration into operations.

Transfer for Joint Task Force West: Transfer to consolidate funding for CBP support to Joint Task Force West within the Integrated Operations PPA.

Transfer of Program Development and Strategic Integration: The transfer of Program Development and Strategic Integration is intended to align CBP to the Commissioner's and Department's visions of an Enterprise service model. This transfers non-pay from the Executive Leadership and Oversight sub-PPA to the Enterprise Services sub-PPA.

Transfer out of WCF due to Cost Removal: Transfer to the DHS Office of the Undersecretary for Management due to Working Capital Fund cost removal.

2017 Pay Raise: Reflects the costs associated with a CY 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a CY 2018 pay raise of 1.9 percent.



Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Adjustment to Sustain Border Technology Deployments: Reflects the adjustment of costs to the legacy BSFIT Operations and Maintenance FY 2016 Enacted funding for the TACCOM program.

Annualization of 2016 Pay Raise: Reflects the costs associated with the CY 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the CY 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Health Benefits: Reflects the estimated cost of CY 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Realignment of User Fee Reliance: This adjustment reflects a reallocation of discretionary appropriations from OFO to OIT resulting in an updated balance of appropriated and user fee resources for both offices. The user fee CJs reflect a corresponding reallocation of projected user fee collections from OIT to OFO.

Rent Adjustment: This adjustment reallocates resources to fund the increasing rent and rent-related obligations associated with CBP's leased portfolio. This adjustment ensures funding for costs associated with new facilities coming online, new negotiated occupancy agreements and other cost drivers due to inflation and other cost adjustments.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 CR.

Working Capital Fund: internal realignment of resources required for WCF bills.

Frontline Hiring Requirements for Human Resources: This reduction reflects a partial non-recur of funding provided in the FY 2016 Enacted appropriation for medical examinations, physical fitness testing, and OPM job opportunity announcements (JOA) for BPAs and CBPOs.

High Risk Internal Cybersecurity Remediation: This represents a non-recur of the FY 2016 enhancement for High Risk Internal Cybersecurity Remediation.

## Enterprise Services – PPA Level II Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Enterprise Services	3,549	2,931	\$456,112	\$155.62	3,549	2,931	\$436,122	\$148.79	4,071	3,555	\$604,689	\$170.09	522	624	\$168,567	\$21.3
<b>Total</b>	<b>3,549</b>	<b>2,931</b>	<b>\$456,112</b>	<b>\$155.62</b>	<b>3,549</b>	<b>2,931</b>	<b>\$436,122</b>	<b>\$148.79</b>	<b>4,071</b>	<b>3,555</b>	<b>\$604,689</b>	<b>\$170.09</b>	<b>522</b>	<b>624</b>	<b>\$168,567</b>	<b>\$21.3</b>
Discretionary - Appropriation	3,549	2,931	\$456,112	\$155.62	3,549	2,931	\$436,122	\$148.79	4,071	3,555	\$604,689	\$170.09	522	624	\$168,567	\$21.3

\* The FTE Rate calculation does not include Object Class 11.8-Special Personal Services Payments or 13.0-Benefits for Former Personnel.

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.2 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- Increases in fee collections represent an estimated 15 FTE decrease to appropriated FTE offsets against this PPA. FTE associated with reimbursable estimated reimbursable authority was calculated using an updated method which FY 2017 to be more consistent with CBP's overall FTE calculations. There was also a net increase of an additional 64 FTE offset due to changes in the application of fee reimbursements from non-pay to pay.
- There is an increase from FY 2016 to FY 2018 that reflects the FY 2017 realignment of 40 positions for Academy Operations and Training OA staffing, as well as the transfer of Program Development and Strategic Integration. The increase in FTE is also representative FTE alignment corrections from CBP realignment and also planning to execution of CBP's transition to the Department's new budget structure in FY 2017.
- Additional worker's compensation funding due to FY 2018 enhancements for USBP, AMO, OIT and OI.
- Reflects an increase of 30 FTE (60 positions) for additional support in the hiring of BPAs in Human Resources, Office of Finance, Facilities and Asset Management, and Acquisition.
- Includes transfer of three positions to Integrated Operations in support of Joint Task Force West.

**FTE Change FY 2017-2018:** 624 |

**PCB Change FY 2017-2018:** \$168,567 |

**Average Cost Change FY 2017-2018:** \$21 |

## Enterprise Services – PPA Level II

### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$267,217	\$260,175	\$375,692	\$115,517
11.3 Other than Full-Time Permanent	\$4,166	\$4,422	\$1,652	(\$2,770)
11.5 Other Personnel Compensation	\$12,924	\$2,407	\$4,921	\$2,514
12.1 Civilian Personnel Benefits	\$171,805	\$169,113	\$222,415	\$53,302
13.0 Benefits for Former Personnel	-	\$5	\$9	\$4
<b>Total - Personnel Compensation and Benefits</b>	<b>\$456,112</b>	<b>\$436,122</b>	<b>\$604,689</b>	<b>\$168,567</b>
<b>Positions and FTE</b>				
Positions - Civilian	3,549	3,549	4,071	522
FTE - Civilian	2,931	2,931	3,555	624

### Pay Cost Drivers

*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 Request			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Enterprise Services-Base	2,931	\$443,188		2,931	\$436,122		2,931	\$436,122				
Enterprise Services-Pay Inflation & Annualization								\$17,795			\$17,795	
Enterprise Services-Technical Adjustments, Realignments, and Annualizations							529	\$140,876		529	\$140,876	
Enterprise Services-Transfers							52	\$4,617		52	\$4,617	
Enterprise Services-Enhancements							43	\$5,279		43	\$5,279	
<b>Total – Pay Cost Drivers</b>	<b>2,931</b>	<b>\$443,188</b>	<b>\$151.21</b>	<b>2,931</b>	<b>\$436,122</b>	<b>\$148.80</b>	<b>3,555</b>	<b>\$604,689</b>	<b>\$170.10</b>	<b>624</b>	<b>\$168,567</b>	<b>\$21</b>

---

**Enterprise Services – PPA Level II**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Enterprise Services	\$820,512	\$801,595	\$855,565	\$53,970
<b>Total</b>	<b>\$820,512</b>	<b>\$801,595</b>	<b>\$855,565</b>	<b>\$53,970</b>
Discretionary - Appropriation	\$820,512	\$801,595	\$855,565	\$53,970

## Enterprise Services – PPA Level II

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$1,142	\$15,599	\$21,807	\$6,208
22.0 Transportation of Things	\$387	\$540	\$544	\$4
23.1 Rental Payments to GSA	\$140,742	\$138,423	\$148,494	\$10,071
23.2 Rental Payments to Others	\$275	\$315	\$320	\$5
23.3 Communications, Utilities, and Misc. Charges	\$15,442	\$39,853	\$44,095	\$4,242
24.0 Printing and Reproduction	\$3,143	\$2,721	\$2,694	(\$27)
25.1 Advisory and Assistance Services	\$23,172	\$29,542	\$28,303	(\$1,239)
25.2 Other Services from Non-Federal Sources	\$327,087	\$252,207	\$273,115	\$20,908
25.3 Other Goods and Services from Federal Sources	\$50,073	\$67,389	\$67,987	\$598
25.4 Operation and Maintenance of Facilities	\$46,240	\$45,576	\$37,567	(\$8,009)
25.6 Medical Care	\$1,587	\$5,226	\$10,571	\$5,345
25.7 Operation and Maintenance of Equipment	\$51,541	\$40,857	\$40,527	(\$330)
26.0 Supplies and Materials	\$46,283	\$45,278	\$48,138	\$2,860
31.0 Equipment	\$110,393	\$115,018	\$125,134	\$10,116
32.0 Land and Structures	\$5	\$253	\$3,436	\$3,183
42.0 Insurance Claims and Indemnities	\$3,000	\$2,798	\$2,833	\$35
<b>Total - Non Pay Object Classes</b>	<b>\$820,512</b>	<b>\$801,595</b>	<b>\$855,565</b>	<b>\$53,970</b>

## Enterprise Services – PPA Level II Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Enterprise Services Contracts	240,039	212,638	240,851	\$28,213
Enterprise Services Rent	141,017	138,738	148,814	\$10,076
Enterprise Services IT Infrastructure O&M Contracts	153,518	133,506	108,749	(\$24,757)
Enterprise Services IT Infrastructure O&M Equipment	41,048	34,260	59,891	\$25,631
Other Costs	244,890	282,453	297,260	\$14,807
<b>Total – Non Pay Cost Drivers</b>	<b>\$820,512</b>	<b>\$801,595</b>	<b>\$855,565</b>	<b>\$53,970</b>

### NARRATIVE EXPLANATION OF CHANGES

- Enterprise Services Contracts – Includes contract services supporting OI's Surveillance and Reconnaissance National Technical Collections (ISRNTC) program; the Analytic Framework for Intelligence (AFI) and the deployment of the Homeland Secure Data Network (HSDN); CBP uniforms; print and print-related services; national mail program; seized and forfeited property management; Vehicle Sales Center; environmental and energy services; facilities program and project management services; personal property management; U.S. Office of Personnel Management (OPM) credit monitoring; Hiring and Recruiting, including advertising/marketing campaigns, and OPM job announcements; and CBP-wide Employee Assistance Program (EAP) services. The increase in this area is largely attributed to the HRM hiring support funding, additional HRM positions.
- Enterprise Services Rent – Includes rent and rent-related expenses including base rent, Federal Protective Services and overtime utilities for GSA commercial and federal leases along with direct leases
- Enterprise Services IT Infrastructure O&M Contracts – Includes Enterprise Data Center support services including 24x7x365 engineering requirements supporting the CBP IT infrastructure, applications and programs at the CBP National Data Center as well as the DHS Datacenters; Network Engineering and Cyber Security requirements supporting the CBP IT infrastructure, applications and programs including the CBP Network Operations Center (NOC) and Security Operations Center (SOC); and Software Application and Development requirements including operations and maintenance (O&M) support and sustainment

for CBP operational and enterprise support requirements. The decrease in this area is largely attributed to the change in reliance on user fees and Working Capital Fund adjustments.

- Enterprise Services IT Infrastructure O&M Equipment and Software License requirements – Enterprise Software License fees and support to CBP Enterprise requirements including Network, Data Center, Cyber Security Monitoring, application support and data processing requirements for the agency; Hardware operations and maintenance requirements supporting CBP Infrastructure equipment located at the DHS and National Data Centers and well as CBP field sites. The increase in this area is largely attributed to funding requested for OIT Border Wall requirements. |

---

***Office of Professional Responsibility – PPA Level II***

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of Professional Responsibility	639	543	\$152,240	639	543	\$159,049	699	660	\$204,679	60	117	\$45,630
<b>Total</b>	<b>639</b>	<b>543</b>	<b>\$152,240</b>	<b>639</b>	<b>543</b>	<b>\$159,049</b>	<b>699</b>	<b>660</b>	<b>\$204,679</b>	<b>60</b>	<b>117</b>	<b>\$45,630</b>
Subtotal Discretionary - Appropriation	639	543	\$152,240	639	543	\$159,049	699	660	\$204,679	60	117	\$45,630



## Office of Professional Responsibility – PPA Level II Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>639</b>	<b>543</b>	<b>\$159,560</b>
Payroll Adjustment	-	-	(\$7,320)
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$7,320)</b>
<b>FY 2016 Revised Enacted</b>	<b>639</b>	<b>543</b>	<b>\$152,240</b>
<b>FY 2017 Annualized CR</b>	<b>639</b>	<b>543</b>	<b>\$159,049</b>
<b>FY 2018 Base Budget</b>	<b>639</b>	<b>543</b>	<b>\$159,049</b>
2017 Pay Raise	-	-	\$1,225
2018 Pay Raise	-	-	\$1,342
Annualization of 2016 Pay Raise	-	-	\$339
Annualization of 2016 Polygraph Examiners	-	35	\$13,590
Annualization of 2017 Pay Raise	-	-	\$443
Health Benefits	-	-	\$169
Restore Rescission	-	-	\$511
<b>Total, Pricing Increases</b>	<b>-</b>	<b>35</b>	<b>\$17,619</b>
Adjustment to Base Pay Requirements	-	47	(\$594)
Non-Recur 2016 Canine Enforcement Program	-	-	(\$416)
Non-Recur 2016 Counter Network Operations	-	-	(\$529)
Non-Recur 2016 UAS Operations	-	-	(\$115)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>47</b>	<b>(\$1,654)</b>
<b>Total Adjustments-to-Base</b>	<b>-</b>	<b>82</b>	<b>\$15,965</b>
<b>FY 2018 Current Services</b>	<b>639</b>	<b>625</b>	<b>\$175,014</b>
All-Source Processing, Exploitation, and Dissemination (PED)	-	-	\$120
AMO Personnel	-	-	\$1,173
Criminal Investigators	60	35	\$14,263
Enterprise Services Hiring for Border Wall	-	-	\$115
Hire 500 Border Patrol Agents	-	-	\$13,402
Trade Facilitation and Trade Enforcement Act	-	-	\$592

Budget Formulation Activity	Positions	FTE	Amount
Total, Program Increases	60	35	\$29,665
FY 2018 Request	699	660	\$204,679
FY 2017 TO FY 2018 Change	60	117	\$45,630

### **PPA Level II Description**

CBP proposes \$204.7 million, 699 positions, and 660 FTE for the Office Professional Responsibility (OPR) within the Office of Professional Responsibility Sub-PPA (\$45.6 million above the FY 2017 Annualized CR level). As any corrupt act of commission or omission on the part of a single CBP employee represents a potential threat to national security and can undermine the integrity and security of CBP's resources, infrastructure and information. The proposed funds will enable OPR to sustain its mission to promote the integrity and security of the CBP workforce while maintaining Congressionally-mandated hiring levels; levels that are essential to successfully execute CBP's mission of safeguarding the American homeland. Within this SubPPA, OPR exercises oversight authority for all aspects of CBP security, including operational, personnel, and facilities. Specifically, OPR screens all potential and current CBP employees for suitability, conducts polygraph examinations for law enforcement applicants, investigates criminal and administrative matters and officer misconduct, and evaluates physical security threats to CBP employees, facilities and sensitive information.

The Personnel Security Division (PSD) manages CBP's personnel security program, including background investigations and suitability determinations for all applicants, employee, and contractor positions, as well as periodic reinvestigations for CBP employees. PSD also issues collateral national security clearances for employees requiring access to classified information. Between FY 2009 and FY 2016 (as of 9/30/16) CBP OPR opened more than 218,941 background investigations and administered more than 54,000 polygraph examinations.

A top priority for OPR is remaining current with the initiation of periodic reinvestigations (PR) for all CBP employees (~60,000) and conducting polygraph examinations on 100 percent of all law enforcement applicants before being hired for such positions as mandated by the *Anti-Border Corruption Act of 2010*.

The Credibility Assessment Division (CAD) conducts applicant screening polygraph examinations. These polygraph examinations are in support of pre-employment screening, criminal and administrative investigations for CBP, DHS-OIG, and others, as well as counterintelligence scope polygraph examinations required for DHS employees detailed to CIA, NSA, and other sensitive positions. As an efficiency measure, the polygraph examinations for law enforcement applicants are placed at the beginning of the applicant screening process, prior to scheduling the full background investigation, to ensure investigative resources are only being expended on viable candidates. Those who do not successfully complete the polygraph examination are no longer considered for employment with

CBP.

The Security Management Division (SMD) is tasked with the oversight of a myriad of functions essential to the security of CBP's employees, facilities and sensitive information as well as supporting the security of the traveling public. SMD accomplishes these responsibilities through the development of policies, compliance reviews and assessments, collaboration with other federal agencies to restrict counter-intelligence activities and minimize the inadvertent or purposeful disclosure of sensitive or classified National Security Information.

The Threat Mitigation and Analysis Division (TMAD) serves as the research, analysis, and education component of OPR. OPR has implemented an integrity strategy predicated upon prevention, detection, investigation and response. The strategy includes:

- Integrity awareness training designed to educate employees that they are held to the highest standards of professionalism and ethical conduct as well as the consequences for failing to meet or uphold those standards;
- Advanced behavioral and analytical research tools designed to proactively identify potential indicators of corruption or integrity lapses;
- Improved information and intelligence sharing; and
- Enhanced investigative authority and resources.

The Investigative Operations Division (IOD) is tasked to independently investigate criminal and serious non-criminal misconduct on the part of CBP employees. OPR coordinates its internal investigative activity with the DHS Office of the Inspector General, the FBI, and numerous other Federal, State, and local law enforcement authorities and leverages its resources through joint and task force operations.

Between FY 2009 and FY 2016 (as of 9/30/16) CBP OPR received and documented 54,404 allegations of CBP employee misconduct or other reportable matters and completed 10,737 internal affairs investigations.

In a dynamic environment such as CBP's, one in which the opportunity for corrupt acts of commission or omission are ever-present, allegations of misconduct are sure to arise. The proposed funds are critical to OPR's capacity to annually investigate and resolve approximately 6,453 cases of alleged criminal or serious non-criminal employee misconduct, 40-50 significant use of force incidents involving serious injury, death or the discharge of a firearm, and dozens of other employee-centric national security matters.

The following table provides key workload indicators for the Office of Professional Responsibility:

**FY 2018 Projected Workload Statistics**

	<b>FY 2016 Actuals</b>	<b>FY 2017 Planned</b>	<b>FY 2018 Projected</b>
Background Investigations opened	36,041	41,729	46,658
Polygraph Examinations administered	10,520	12,000	12,000
Allegations received and documented	6,453	7,000	7,000
Internal Affairs investigations completed	1,282	1,750	1,750

**Adjustments to Base Justification**

2017 Pay Raise: Reflects the costs associated with a CY 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a CY 2018 pay raise of 1.9 percent.

Annualization of 2016 Pay Raise: Reflects the costs associated with the CY 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2016 Polygraph Examiners: This annualization completes the hiring of the 40 positions funded through the Polygraph Examiner increase provided in the FY 2016 Enacted appropriation.

Annualization of 2017 Pay Raise: Reflects the costs associated with the CY 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Health Benefits: Reflects the estimated cost of CY 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 CR.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Non-recur 2016 Canine Enforcement Program: Reduction for the mission support dollars associated with the Canine Enforcement Program enhancement in FY 2016, not recurring during FY 2017.

Non-recur 2016 Counter Network Operations: Reflects non-recur of one-time start-up costs for Counter Network Operations provided in FY 2016 Enacted appropriation.

Non-recur 2016 Unmanned Aerial Systems (UAS) Operations: The reduction reflects the non-recur of costs of the legacy AMO Salaries and Expenses FY 2016 Enacted appropriation funding for UAS Operations.]

## Office of Professional Responsibility – PPA Level II Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of Professional Responsibility	639	543	\$97,585	\$179.71	639	543	\$101,493	\$186.91	699	660	\$119,703	\$181.37	60	117	\$18,210	(\$5.54)
<b>Total</b>	<b>639</b>	<b>543</b>	<b>\$97,585</b>	<b>\$179.71</b>	<b>639</b>	<b>543</b>	<b>\$101,493</b>	<b>\$186.91</b>	<b>699</b>	<b>660</b>	<b>\$119,703</b>	<b>\$181.37</b>	<b>60</b>	<b>117</b>	<b>\$18,210</b>	<b>(\$5.54)</b>
Discretionary - Appropriation	639	543	\$97,585	\$179.71	639	543	\$101,493	\$186.91	699	660	\$119,703	\$181.37	60	117	\$18,210	(\$5.54)

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.2 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- Increases in fee collections represent an estimated 21 FTE increase to appropriated FTE offsets against this PPA. FTE associated with reimbursable estimated reimbursable authority was calculated using an updated method which FY 2017 to be more consistent with CBP's overall FTE calculations. There was also a net increase of an additional 64 FTE offset due to changes in the application of fee reimbursements from non-pay to pay.
- The increase of 60 positions and 117 FTE and related pay between 2017 and 2018 is attributed to a correction of 47 FTE associated with FY 2017 (reflected in the FY 2017 enacted), the annualization of 35 FTE associated with polygraph examiners from FY 2016, and the FY 2018 enhancement of 60 criminal investigators (35 FTE).

**FTE Change FY 2017-2018:** 117

**PCB Change FY 2017-2018:** \$18,210

**Average Cost Change FY 2017-2018:** \$(6)

**Office of Professional Responsibility – PPA Level II**  
**Pay by Object Class**  
*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$64,982	\$67,707	\$80,338	\$12,631
11.3 Other than Full-Time Permanent	\$220	\$220	\$210	(\$10)
11.5 Other Personnel Compensation	\$7,696	\$7,770	\$8,111	\$341
12.1 Civilian Personnel Benefits	\$24,687	\$25,796	\$31,044	\$5,248
<b>Total - Personnel Compensation and Benefits</b>	<b>\$97,585</b>	<b>\$101,493</b>	<b>\$119,703</b>	<b>\$18,210</b>
<b>Positions and FTE</b>				
Positions - Civilian	639	639	699	60
FTE - Civilian	543	543	660	117

**Pay Cost Drivers**  
*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Office of Professional Responsibility-Base	543	\$97,585		543	\$101,493		543	\$101,493				
Office of Professional Responsibility-Pay Inflation & Annualization								\$3,349			\$3,349	
Office of Professional Responsibility- Technical Adjustments, Realignments, and Annualizations							97	\$7,052		97	\$7,052	
Office of Professional Responsibility- Enhancements							20	\$7,809		20	\$7,809	
<b>Total Pay Cost Drivers</b>	543	\$97,585	\$179.71	543	\$101,493	\$186.91	660	\$119,703	\$181.37	117	\$18,210	(\$6)

---

**Office of Responsibility – PPA Level II**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Professional Responsibility	\$54,655	\$57,556	\$84,976	\$27,420
<b>Total</b>	<b>\$54,655</b>	<b>\$57,556</b>	<b>\$84,976</b>	<b>\$27,420</b>
Discretionary - Appropriation	\$54,655	\$57,556	\$84,976	\$27,420



**Office of Professional Responsibility – PPA Level II**  
**Non Pay by Object Class**

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$2,237	\$2,102	\$2,123	\$21
22.0 Transportation of Things	\$118	\$116	\$118	\$2
23.3 Communications, Utilities, and Misc. Charges	-	\$633	\$639	\$6
25.2 Other Services from Non-Federal Sources	\$51,350	\$53,358	\$77,848	\$24,490
26.0 Supplies and Materials	\$950	\$919	\$1,131	\$212
31.0 Equipment	-	\$428	\$3,117	\$2,689
<b>Total - Non Pay Object Classes</b>	<b>\$54,655</b>	<b>\$57,556</b>	<b>\$84,976</b>	<b>\$27,420</b>

## Office of Professional Responsibility – PPA Level II

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
OPR Contracts	\$51,350	\$52,949	\$77,435	\$24,486
OPR Equipment	0	\$428	\$3,117	\$2,689
OPR Travel	\$2,237	\$2,102	\$2,123	\$21
OPR Supplies	\$950	\$919	\$1,131	\$212
Other Costs	\$118	\$1,158	\$1,170	\$12
<b>Total – Non Pay Cost Drivers</b>	<b>\$54,655</b>	<b>\$57,556</b>	<b>\$84,976</b>	<b>\$27,420</b>

#### NARRATIVE EXPLANATION OF CHANGES

- Office of Professional Responsibility (OPR) Contracts – contracts providing support for background investigation services, polygraph Examination Support, the badging & credentialing of CBP personnel, communications and technical support; and Interagency Agreements with DHS HQ, OPM, ICE, and The State department that provides support for background investigations, ammunition and investigation support. The increase in funding between the FY 2017 annualized CR and the FY2018 presidents budget in OCC 25 is required to cover new contract starts, increases in costs for existing contracts and Interagency Agreements that support background investigations services, polygraph examination support, investigation support, and communications and technical support.
- Office of Professional Responsibility Equipment – funding for IT and telecommunication equipment for new employees and the replacement of lost, damaged, or outdated equipment (cell phones, office phones, laptops, printers, handheld radios); Law Enforcement Equipment to include body armor and surveillance equipment; Software Licenses & Maintenance; polygraph workstations and peripherals; security equipment and furniture for new offices/spaces. The increase in funding between the FY 2017 annualized CR and the FY 2018 President's Budget in OCC 31 is required to cover to costs to completely outfit 60 new criminal investigators, purchase office furniture to support the additional personnel, purchase outdated equipment.
- Office of Professional Responsibility Travel – funding to support criminal investigations, use of force investigations, security/protection details, administration of polygraphs, security compliance inspections and risk assessments, and mandatory

certification training for OPR personnel. The increase in funding between the FY 2017 annualized CR and the FY 2018 President's Budget in OCC 21 is required to cover to costs associated with increased requirements to travel to perform additional criminal and investigators.

- Office of Professional Responsibility Supplies – funding for the O&M costs of OPR's government-owned vehicles, General Office Supplies and materials needed in the daily operations for OPR's Washington D.C. and field locations. The increase in funding between the FY 2017 annualized CR and the FY 2018 Presidents Budget in OCC 26 is required to cover to increase costs associated with bring on 60 new criminal investigators.].

*Executive Leadership and Oversight – PPA Level II***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Executive Leadership and Oversight	665	569	\$84,507	665	569	\$86,212	715	695	\$102,252	50	126	\$16,040
<b>Total</b>	<b>665</b>	<b>569</b>	<b>\$84,507</b>	<b>665</b>	<b>569</b>	<b>\$86,212</b>	<b>715</b>	<b>695</b>	<b>\$102,252</b>	<b>50</b>	<b>126</b>	<b>\$16,040</b>
Subtotal Discretionary - Appropriation	665	569	\$84,507	665	569	\$86,212	715	695	\$102,252	50	126	\$16,040

## Executive Leadership and Oversight – PPA Level II

### Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>665</b>	<b>569</b>	<b>\$86,255</b>
Payroll Adjustment	-	-	(\$1,748)
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$1,748)</b>
<b>FY 2016 Revised Enacted</b>	<b>665</b>	<b>569</b>	<b>\$84,507</b>
<b>FY 2017 Annualized CR</b>	<b>665</b>	<b>569</b>	<b>\$86,212</b>
<b>FY 2018 Base Budget</b>	<b>665</b>	<b>569</b>	<b>\$86,212</b>
Transfer of Program Development and Strategic Integration	-	-	(\$15)
<b>Total Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$15)</b>
2017 Pay Raise	-	-	\$992
2018 Pay Raise	-	-	\$1,139
Adjustment to Base Pay Requirements	-	76	\$5,377
Annualization of 2016 Pay Raise	-	-	\$271
Annualization of 2017 Pay Raise	-	-	\$378
Commissioner Non-Pay Requirements	-	-	\$1,005
Health Benefits	-	-	\$156
Management & Administration Resource Realignment	29	29	\$3,499
Restore Rescission	-	-	\$43
<b>Total, Pricing Increases</b>	<b>29</b>	<b>105</b>	<b>\$12,860</b>
<b>Total Adjustments-to-Base</b>	<b>29</b>	<b>105</b>	<b>\$12,845</b>
<b>FY 2018 Current Services</b>	<b>694</b>	<b>674</b>	<b>\$99,057</b>
Enhance Spanish Language Call Center	21	21	\$3,195
<b>Total, Program Increases</b>	<b>21</b>	<b>21</b>	<b>\$3,195</b>
<b>FY 2018 Request</b>	<b>715</b>	<b>695</b>	<b>\$102,252</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>50</b>	<b>126</b>	<b>\$16,040</b>

**PPA Level II Description**

CBP proposes \$102.3 million, 715 positions, and 695 FTE in FY 2018 for the Executive Leadership and Oversight Sub-PPA (\$16.0 million above the FY 2017 Annualized CR level). This SubPPA encompasses the capabilities and activities that support the determination of long-term agency goals, managing the effectiveness of the agency, and improving capabilities and services. Some specific actions funded within this SubPPA include:

- Managing externally and internally initiated communication between CBP and its stakeholders.
- Supporting the formal relationship between the Federal agency and the U.S. Congress.
- Developing and tracking public laws through the legislative branch of the Federal government including legislation tracking, legislation testimony, proposal development, and Congressional liaison operations.
- Storing, protecting, archiving, classifying, and retiring agency official documents and records.
- Supporting legal analysis of homeland security matters to include analysis of new and existing legislation and statutes. Includes supporting efforts associated with moving a case through the legal system.

**Office of the Commissioner**

OC proposes \$24.2 million, 195 positions, and 195 FTE for FY 2018. In addition, user fees fund five positions, five FTE, and provide \$654,000 in funding. OC is the organizational body responsible for providing critical policy, operational direction, and mission support to CBP front-line personnel. The Immediate Office of the Commissioner handles the overall management of CBP and develops long-range management plans for the efficient and effective operation of the organization. OC develops and reviews CBP policy guidance, prescribes rules and regulations, and issues internal instructions to provide guidance to CBP employees that are consistent with regulations, and the authority delegated by DHS. The Executive staff supports and develops new policy and plans in alignment with the Commissioner's priorities, simultaneously ensuring that CBP's financial and personnel resources are available, and aligned for the development, articulation, and implementation of CBP's current and future mission priorities and direction.

The Commissioner and senior staff represent CBP in all executive level negotiations and presentations of CBP's position with other federal agencies, Congress, foreign governments, and non-government associations and groups affected by the administration and enforcement of CBP laws and regulations. Executive level advisors and staff provide advice in planning short-range and long-range strategies, activities, and projects, including proposals for assignment of resources necessary for the completion of projects having national and international impact such as the Trusted Traveler program, Global Entry, and the Automated Commercial Environment.

Within the OC there are several sub-offices to include: the Office of the Executive Secretariat, Privacy and Diversity Office, Office of Trade Relations, and Intergovernmental Public Liaison Office.

The table below provides key workload indicators for the Office of the Commissioner

**FY 2018 Projected Workload Statistics**

	<b>FY 2016 Actuals</b>	<b>FY 2017 Projected</b>	<b>FY 2018 Projected</b>
Official CBP Correspondence	2,692	2,850	2,900
Congressional Questions for the Record (QFRs)	940	1,000	1,050
Congressional Reports	31	69	75
Taskings	2,764	2,900	3,000
OC Briefing Staff	1,178	1,350	1,400
FOIA Requests Received	66,796	86,142	80,000
FOIA Requests Closed	73,219	64,625	60,000
FOIA Requests Pending	6,245	21,517	20,000
Civil Rights and Civil Liberties Complaints Received	67	81	98
Informal EEO Counseling Requests Received	475	660	792
Formal EEO Complaints Filed	307	340	374
EEO Investigations Completed	165	147	165
Final Agency Decisions – Findings of Discrimination	8	0	0
Diversity Commemorative Events	1,135	1,250	1,375
Prison Rape Elimination Act Allegations Received	12	14	16
Privacy Threshold Analysis	79	65	60
Privacy Impact Assessments	18	5	4
System of Records Notice	7	2	0

**Office of Congressional Affairs**

The Office of Congressional Affairs (OCA) proposes \$3.0 million, 26 positions, and 22 FTE million for FY 2018. OCA works with the United States Congress on behalf of CBP and helps to ensure the agency is responsive to Members of Congress and their staff, and to committees and subcommittees having jurisdiction over CBP's mission sets, programs, and activities. OCA is also responsible for educating Members, staff, and committees on programs, initiatives, and authorities through various means of outreach. In addition, OCA advises CBP leadership on congressional activities, implements CBP's legislative agenda, and supports DHS's congressional activities related to CBP.

It is essential for OCA to maintain comprehensive knowledge of all agency programs and activities, and to stay abreast of all routine,

special, or urgent congressional interests. OCA collaborates with congressional staff on legislation, casework, and numerous inquiries spanning the broad scope of the agency's operations, including border security, trade, and travel. In addition, OCA coordinates with Members, staff, and committees to provide reports, briefings, hearings, and visits. In order to fulfill these responsibilities, OCA has dedicated teams focused on the following areas: Budget and Appropriations; Border, Air, and Marine Operations; Trade and Agriculture; Field Operations and Intelligence; and, Management, Operations and Communications.

In FY 2016, OCA coordinated 390 non-hearing engagements with Congress, prepared 32 witnesses to testify at 27 congressional hearings, and provided 3,344 official responses to congressional inquiries.

### **Office of Chief Counsel**

The Office of Chief Counsel (OCC) proposes \$55.6 million, 368 positions, and 368 FTE for FY 2018. In addition, OCC has an additional 12 positions and 12 FTE funded by \$2 million in user fee funds. OCC's FY 2018 Budget funds mission critical legal advice, representation, and counsel to CBP.

OCC is comprised of 29 offices (28 in field locations), and is authorized to employ attorneys and support staff with unique expertise in and knowledge of laws enforced by or impacting CBP. OCC handles all legal and ethics issues involving CBP's global operations, both domestic and foreign. The Chief Counsel is the chief legal officer of CBP and reports to the General Counsel of DHS, through a Deputy General Counsel. The Chief Counsel also serves as the CBP Ethics Officer and is the principal legal advisor to the Commissioner of CBP, CBP's senior executives and managers, and employees in their official capacities.

The following table provides location of FTE as well as OCC funding requirements by location:



OCC Location	Pay/Non-Pay	Positions/FTE	FY 2017 \$ in Thousands
Headquarters	Pay	67	11,859
	Non-Pay		569
New York, NY – International Trade Litigation	Pay	12	1,937
	Non-Pay		66
New York, NY – Area of Responsibility	Pay	29	4,574
	Non-Pay		161
Indianapolis, IN	Pay	27	4,304
	Non-Pay		150
Glynco, GA	Pay	21	3,659
	Non-Pay		186
Chicago, IL	Pay	37	5,931
	Non-Pay		205
Miami, FL	Pay	32	5,155
	Non-Pay		177
Houston, TX	Pay	54	8,427
	Non-Pay		295
Los Angeles, CA	Pay	41	6,874
	Non-Pay		221
Tucson, AZ	Pay	23	3,732
	Non-Pay		122
<b>SUBTOTAL</b>		<b>343</b>	<b>58,604</b>
<b>User Fee Funded positions</b>	<b>Pay</b>	<b>13</b>	<b>2,003</b>
<b>TOTAL</b>		<b>356</b>	<b>60,607</b>

OCC attorneys provide legal services to CBP officials in matters relating to the activities and functions of CBP, including matters involving enforcement, operations, trade, fiscal, procurement, real property, ethics, labor, and employment. OCC's comprehensive legal services to CBP include representing the agency in offensive and defensive litigation in all federal courts, as well as representing the agency in all third-party administrative hearings. OCC assists with the collection and protection of revenue, provides

appropriations and fiscal law advice, reviews contractual, procurement, and real property actions, and ensures compliance of proposed agency actions and policies with legal requirements. OCC also trains CBP officials both at the agency academies and throughout the officials' course of employment in myriad law enforcement, immigration, operations, trade, and ethics matters, and prepares and reviews legislative and regulatory proposals. OCC also provides critical assistance to the United States Attorney's Office through the detail of OCC attorneys as Special Assistant United States Attorneys; these attorneys are stationed along the southwest border and are specifically dedicated to prosecuting federal immigration violations, drug crimes, assaults on officers, and other federal criminal cases involving laws enforced by DHS.

The following table provides key workload indicators for the Office of Chief Counsel:

**FY 2018 Projected Workload Statistics**

	<b>FY 2015 Actuals</b>	<b>FY 2016 Actuals</b>	<b>FY 2017 Projected</b>	<b>FY 2018 Projected</b>
Cases Opened	44,397	46,703	46,626	50,626
Cases Closed	41,023	51,170	47,515	51,515
TOTAL	85,420	97,873	94,141	102,141

In addition, OCC attorneys deployed as Special Assistant United States Attorneys stationed along the southwest border will also handle approximately 30,000 federal criminal prosecutions in both FY 2017 and FY 2018, based on FY 2016 workload statistics.

For FY 2018, commensurate with the Commissioner's established priorities, as well as the Administration's priorities, OCC anticipates significant increases in legal work and services to support:

- The agency's planned expansion of the Tactical Infrastructure Program, including the construction of a physical wall on the southwest border as mandated by Executive Order 13767 (*Border Security and Immigration Enforcement Improvements*). OCC anticipates an unprecedented increase in legal support in real property, procurement, fiscal law, as well as overall programmatic support to advance the construction of a physical wall. Further, OCC will provide significant litigation support in defense of various challenges to the construction of the physical wall, as well as in the condemnation of land along the southwest border.
- The agency's border security and enforcement operations, including immigration enforcement, and nationwide litigation involving the agency's detention and processing of aliens;
- The agency's implementation of the Executive Order entitled, Establishing Enhanced Collection and Enforcement of Antidumping and Countervailing Duties (AD/CVD) and Violations of Trade and Customs Laws, and the agency's robust

enforcement of AD/CVD laws, as well as unfair trade practices enforcement and collections actions to increase trade compliance and deter fraud.

- The Administration's mandated hiring of BPAs, as well as the Congressionally-mandated hiring of CBPOs;
- The agency's implementation and enforcement of the TFTEA;
- The defense of the agency's border search authorities, with a specific emphasis on electronic media;
- Significant expansion of the agency's preclearance operations, including the negotiation of the preclearance agreements;
- Deployment of OCC's Balancing Border Security and the First Amendment training to frontline officers and agents nationwide;
- Deployment of OCC attorneys as Special Assistant United States Attorneys stationed along the Southwest Border in support of the Secretary's Southern Border and Approaches Campaign.

OCC has experienced a steadily increasing demand for legal training services. Beginning in FY 2018, OCC projects a significant increase in demand for training at the Border Patrol Academy as a result of the Administration's mandated hiring of 5,000 BPAs outlined in Executive Order 13767 (*Border Security and Immigration Enforcement Improvements*). OCC also projects an increase in demand for legal training at the Federal Law Enforcement Training Center for newly hired Air and Marine Agents in support of Executive Order 13767. OCC also anticipates moderate increases in legal services on personnel matters, including administrative proceedings resulting from the mandated hiring of BPAs and CBPOs. Also in FY 2018, OCC will continue to deliver nationwide Trade Operations and Enforcement Training for new CBPOs, as well as agency-wide Advanced Trade Operations and Enforcement training as mandated by the TFTEA.

### **Office of Public Affairs**

The Office of Public Affairs (OPA) proposes \$16.1 million, 126 positions, and 110 FTE for FY 2018. OPA executes CBP Public Affairs mission, which supports each of the Commissioner's priorities, CBP's mission, and the five core missions of DHS.

CBP OPA directly supports the missions of DHS and CBP by communicating about the agency's activities to the public, targeted audiences, international audiences, and its workforce. CBP OPA support touches every operational element of the agency and is key to initiatives, including employee engagement, agency transparency and accountability, crisis communications, and reputation management. CBP OPA efforts directly support the deterrence of illegal activity and the detection of illegal or suspicious activity by an informed and aware public. CBP OPA builds public trust and confidence in CBP and DHS capabilities.

CBP OPA is responsible for the coordination, integration, and synchronization of public affairs products and communication platforms that inform and educate external and internal audiences to build support for, and understanding of, CBP's mission, roles, and operations. CBP OPA accomplishes this mission through the work of its divisions and programs, including Media Relations,

Social Media, Visual Communications, Communications and Outreach, the History Program, and the CBP Liaison to Television and Movie Productions. |

### **Adjustments to Base Justification**

Transfer of Program Development and Strategic Integration: The transfer of Program Development and Strategic Integration is intended to align CBP to the Commissioner's and Department's visions of an Enterprise service model. This transfers non-pay from the Executive Leadership and Oversight sub-PPA to the Enterprise Services sub-PPA.

2017 Pay Raise: Reflects the costs associated with a CY 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a CY 2018 pay raise of 1.9 percent.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Annualization of 2016 Pay Raise: Reflects the costs associated with the CY 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the CY 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Commissioner Non-Pay Requirements: Reflects increased cost requirements of the base budget for the Office of the Commissioner. Funding is required to support base activities such as State, Local, and Tribal Liaison outreach programs, including attendance at events like the International Association of Chiefs of Police conference and the National Sheriff's Association conference; the annual Trade Symposium hosted by OTR; the online Trade Events registration system maintained by OTR for attendees of the Trade Symposium, Advisory Committee on Commercial Operations meetings, webinars, and other Trade Relations events; and basic office functions such as official travel for all OC offices, purchase of office supplies and equipment, mobikey and wireless communication costs.

Health Benefits: Reflects the estimated cost of CY 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Management & Administration Resource Realignments: This represents a realignment of positions within Enterprise Services to meet emerging mission critical needs without increasing funding requirements.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 CR.

## Executive Leadership and Oversight – PPA Level II Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Executive Leadership and Oversight	665	569	\$79,527	\$139.77	665	569	\$81,975	\$144.07	715	695	\$95,122	\$136.87	50	126	\$13,147	(\$7.2)
<b>Total</b>	<b>665</b>	<b>569</b>	<b>\$79,527</b>	<b>\$139.77</b>	<b>665</b>	<b>569</b>	<b>\$81,975</b>	<b>\$144.07</b>	<b>715</b>	<b>695</b>	<b>\$95,122</b>	<b>\$136.87</b>	<b>50</b>	<b>126</b>	<b>\$13,147</b>	<b>(\$7.2)</b>
Discretionary - Appropriation	665	569	\$79,527	\$139.77	665	569	\$81,975	\$144.07	715	695	\$95,122	\$136.87	50	126	\$13,147	(\$7.2)

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.2 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- Increases in fee collections represent an estimated four FTE increase to appropriated FTE offsets against this PPA. FTE associated with reimbursable estimated reimbursable authority was calculated using an updated method which FY 2017 to be more consistent with CBP's overall FTE calculations. There was also a net increase of an additional 64 FTE offset due to changes in the application of fee reimbursements from non-pay to pay.
- The net increase of 126 FTE over the FY 2017 Annualized CR represents the 21 FTE/positions for the OPA call center, a realignment of 29 FTE/positions to Enterprise Services and a technical correction of 76 FTE as compared to the FY 2016 Revised Enacted and FY 2017 Annualized CR.

**FTE Change FY 2017-2018:** 126

**PCB Change FY 2017-2018:** \$13,147

**Average Cost Change FY 2017-2018:** (\$7)

**Executive Leadership and Oversight-PPA Level II**  
**Pay by Object Class**  
*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$60,997	\$63,163	\$70,491	\$7,328
11.3 Other than Full-Time Permanent	\$876	\$876	\$600	(\$276)
11.5 Other Personnel Compensation	\$353	\$353	\$1,069	\$716
12.1 Civilian Personnel Benefits	\$17,301	\$17,583	\$22,962	\$5,379
<b>Total - Personnel Compensation and Benefits</b>	<b>\$79,527</b>	<b>\$81,975</b>	<b>\$95,122</b>	<b>\$13,147</b>
<b>Positions and FTE</b>				
Positions - Civilian	665	665	715	50
FTE - Civilian	569	569	695	126

**Pay Cost Drivers**  
*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Executive Leadership & Oversight-Base	569	\$79,527		569	\$81,975		569	\$81,975				
Executive Leadership & Oversight-Pay Inflation & Annualization								\$2,780			\$2,780	
Executive Leadership & Oversight-Technical Adjustments, Realignment, and Annualizations							110	\$9,178		110	\$9,178	
Executive Leadership & Oversight-Transfers								\$143			\$143	
Executive Leadership & Oversight- Enhancements							16	\$1,046		16	\$1,046	
<b>Total – Pay Cost Drivers</b>	569	\$79,527	\$139.77	569	\$81,975	\$144.07	695	\$95,122	\$136.87	126	\$13,147	(\$7)

---

## Executive Leadership and Oversight – PPA Level II

### Non Pay Budget Exhibits

---

#### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Executive Leadership and Oversight	\$4,980	\$4,237	\$7,130	\$2,893
<b>Total</b>	<b>\$4,980</b>	<b>\$4,237</b>	<b>\$7,130</b>	<b>\$2,893</b>
Discretionary - Appropriation	\$4,980	\$4,237	\$7,130	\$2,893



**Executive Leadership and Oversight – PPA Level II**  
**Non Pay by Object Class**

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$629	\$622	\$720	\$98
22.0 Transportation of Things	\$3	\$3	\$3	-
23.3 Communications, Utilities, and Misc. Charges	\$351	\$345	\$348	\$3
25.2 Other Services from Non-Federal Sources	\$3,086	\$2,313	\$5,105	\$2,792
25.3 Other Goods and Services from Federal Sources	\$10	\$10	\$10	-
25.7 Operation and Maintenance of Equipment	\$169	\$167	\$169	\$2
26.0 Supplies and Materials	\$436	\$371	\$365	(\$6)
31.0 Equipment	\$296	\$406	\$410	\$4
<b>Total - Non Pay Object Classes</b>	<b>\$4,980</b>	<b>\$4,237</b>	<b>\$7,130</b>	<b>\$2,893</b>

## Executive Leadership and Oversight – PPA Level II

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Contracts	\$3,265	\$1,888	\$4,676	\$2,788
Travel	\$629	\$622	\$720	\$98
Web Comm & Research O&M Contracts	0	0	\$608	\$608
Equipment	\$296	\$406	\$410	\$4
Other Costs	\$790	\$1,321	\$716	(\$605)
<b>Total – Non Pay Cost Drivers</b>	<b>\$4,980</b>	<b>\$4,237</b>	<b>\$7,130</b>	<b>\$2,893</b>

#### NARRATIVE EXPLANATION OF CHANGES

- Contracts – Commissioner contracts includes administrative support for the Office of the Executive Secretariat, the FOIA Online system that supports online submission of FOIA requests, an Interagency Agreement with USCIS for the processing of FOIA A-Files, the Office of Trade Relations annual East and West Coast Trade Symposiums, the Intergovernmental Public Liaison Office's booth rental at various conferences, and the Privacy and Diversity Office's provision of court reporter services at EEOC hearings throughout the fiscal year, and the maintenance of the systems in the CBP Information Center.
- Travel – Travel expenses for Executive and Leadership Oversight in the Immediate Offices of the Commissioner and all sub-offices, to include the Privacy and Diversity Office, the Office of the Executive Secretariat, the Intergovernmental Public Liaison Office (which includes the CBP Information Center) and the Office of Trade Relations.
- Web Communication & Research O&M Contracts – Web based system for Office of Executive Secretariat to accurately facilitate, track, and report on all correspondence submitted for CBP and DHS-level signatures; and the web based Online Trade Events registration system for the Office of Trade Relations
- Equipment – Commissioner Equipment includes the acquisition of desktop CPU's, laptops, tablets, monitors, printers, scanners, smart phones, and licenses for smart phone use for basic office functions in the Immediate Offices of the Commissioner and all sub-offices, to include the Privacy and Diversity Office, the Office of the Executive Secretariat, the Intergovernmental Public Liaison Office (which includes the CBP Information Center) and OTR.

***Border Security Operations - PPA*****Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
US Border Patrol	23,057	21,122	\$4,142,174	23,057	21,122	\$4,136,016	23,416	21,005	\$4,458,589	359	(117)	\$322,573
Office of Training and Development	150	143	\$54,937	150	143	\$48,928	229	227	\$77,512	79	84	\$28,584
<b>Total</b>	<b>23,207</b>	<b>21,265</b>	<b>\$4,197,111</b>	<b>23,207</b>	<b>21,265</b>	<b>\$4,184,944</b>	<b>23,645</b>	<b>21,232</b>	<b>\$4,536,101</b>	<b>438</b>	<b>(33)</b>	<b>\$351,157</b>
Subtotal Discretionary - Appropriation	23,207	21,265	\$4,197,111	23,207	21,265	\$4,184,944	23,645	21,232	\$4,536,101	438	(33)	\$351,157

## Border Security Operations – PPA Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$4,202,906		
Transfers & Reprogrammings	(\$5,795)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$4,197,111</b>	<b>\$4,184,944</b>	<b>\$4,536,101</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$83,003	\$83,003
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$4,197,111</b>	<b>\$4,267,947</b>	<b>\$4,619,104</b>
Collections – Reimbursable Resources	\$3,413	\$3,413	\$3,413
<b>Total Budget Resources</b>	<b>\$4,200,524</b>	<b>\$4,271,360</b>	<b>\$4,622,517</b>
Obligations (Actual/Projections/Estimates)	\$4,113,401	\$4,188,357	\$4,242,000
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	23,207	23,207	23,645
Enacted/Request FTE	21,265	21,265	21,232
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	21,507	23,212	23,650
FTE (Actual/Estimates/Projections)	21,553	21,270	21,237

## Border Security Operations – PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>23,207</b>	<b>21,265</b>	<b>\$4,202,906</b>
RGV UAC Operations	-	-	\$4,000
Transfer out to DHS	-	-	(\$9,795)
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$5,795)</b>
<b>FY 2016 Revised Enacted</b>	<b>23,207</b>	<b>21,265</b>	<b>\$4,197,111</b>
<b>FY 2017 Annualized CR</b>	<b>23,207</b>	<b>21,265</b>	<b>\$4,184,944</b>
<b>FY 2018 Base Budget</b>	<b>23,207</b>	<b>21,265</b>	<b>\$4,184,944</b>
BPA Instructor Positions Transfer	(59)	(59)	(\$8,953)
Realignment of Facilities Support Requirements	-	-	\$23,040
Realignment of Training Funding	-	-	\$601
Transfer Change Management to OI	-	-	(\$3,724)
Transfer for Joint Task Force West	(12)	(12)	(\$3,664)
<b>Total Transfers</b>	<b>(71)</b>	<b>(71)</b>	<b>\$7,300</b>
2017 Pay Raise	-	-	\$43,005
2018 Pay Raise	-	-	\$45,054
Adjustment to Sustain Border Technology Deployments	3	3	\$14,174
Annualization of 2016 Canine Enforcement Program	-	-	\$686
Annualization of 2016 Pay Raise	-	-	\$12,086
Annualization of 2017 Pay Raise	-	-	\$13,742
Border Patrol Facility Sustainment	-	-	\$11,309
Health Benefits	-	-	\$7,576
Integrated Fixed Towers	-	-	\$7,240
Integrated Logistic Support	-	-	\$718
Mobile Surveillance	1	1	\$163
Rent Adjustment	-	-	\$1,140
Restore Rescission	-	-	\$12,155
<b>Total, Pricing Increases</b>	<b>4</b>	<b>4</b>	<b>\$169,048</b>

Budget Formulation Activity	Positions	FTE	Amount
Adjustment to Base Pay Requirements	-	(221)	(\$2,967)
Mobile Surveillance Deployment to SW Border	-	-	(\$33,550)
Tactical Communication	-	-	(\$2,118)
Tactical Infrastructure Program Tower Maintenance & Repair	-	-	(\$21,200)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>(221)</b>	<b>(\$59,835)</b>
<b>Total Adjustments-to-Base</b>	<b>(67)</b>	<b>(288)</b>	<b>\$116,513</b>
<b>FY 2018 Current Services</b>	<b>23,140</b>	<b>20,977</b>	<b>\$4,301,457</b>
Deploy and Sustain New RVSS on Southwest Border	3	3	\$3,769
Hire 500 Border Patrol Agents	500	250	\$59,846
Integrated Fixed Towers	-	-	\$1,254
Interoperability Equipment Refresh	-	-	\$24,484
Mobile Surveillance Deployment to SW Border	2	2	\$247
Small UAS Program	-	-	\$2,500
Tactical Aerostats and Re-locatable Towers	-	-	\$34,625
Unattended Ground Sensors/Imaging Sensors	-	-	\$3,000
USBP Facilities	-	-	\$61,220
USBP Relocations to Southwest Border	-	-	\$11,000
Vehicle Procurement to Replace USBP Vehicles	-	-	\$37,200
<b>Total, Program Increases</b>	<b>505</b>	<b>255</b>	<b>\$239,145</b>
USBP Contract Reduction	-	-	(\$4,501)
<b>Total, Program Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$4,501)</b>
<b>FY 2018 Request</b>	<b>23,645</b>	<b>21,232</b>	<b>\$4,536,101</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>438</b>	<b>(33)</b>	<b>\$351,157</b>

**PPA Description**

CBP proposes \$4,536.1 million; 23,645 positions; and 21,232 FTE in FY 2018 for the Border Security Operations PPA (\$352.2 million above the FY 2017 Annualized CR level).

This PPA funds activities designed to protect the Nation through the coordinated use of BPAs and technology to detect, interdict, and prevent acts of terrorism and the unlawful movement of people, illegal drugs, and other contraband toward or across the borders of the United States. These activities contribute to securing America's southwest, northern, and costal borders. Through the coordinated use

of operational capabilities and assets of the USBP, CBP prevents terrorism and terrorist weapons, illegal aliens, smugglers, narcotics, and other contraband from moving across the borders of the United States. |

### **Adjustments to Base Justification**

**BPA Instructor Positions Transfer:** Additional BPA Instructor positions assigned to support delivery of NII training to the USBP from the Field Operations Academy located in Charleston, SC.

**Realignment of Facilities Support Requirements:** This Adjustment to Base allows for CBP to continue to operate and maintain its AMO facilities portfolio while also addressing multiple high priority needs including core USBP facilities sustainment requirements such as regional maintenance and minor repair contracts and the increased costs of CBP's anticipated rent obligations for AMO's leased facilities.

**Realignment of Training Funding:** Adjustment of positions and funding associated with OTD activities across CBP's mission portfolios. This adjustment will align resources to support frontline training requirements during FY 2017.

**Transfer Change Management to OI:** Funding is being transferred from USBP to OI in order to align funding for the National Border Geospatial Intelligence Strategy (NBGIS) to the appropriate PPA/sub-PPA and enable centralized execution of funding directly from the Operational Coordination and Information base allocation. Previously, the funding identified for the NBGIS program was divided across multiple PPAs and required additional coordination to manually transfer and execute.

**Transfer for Joint Task Force West:** Transfer to consolidate funding for CBP support to Joint Task Force West within the Integrated Operations PPA.

**2017 Pay Raise:** Reflects the costs associated with a CY 2017 pay raise of 2.1 percent.

**2018 Pay Raise:** Reflects the costs associated with a CY 2018 pay raise of 1.9 percent.

**Adjustment to Sustain Border Technology Deployments:** Reflects the adjustment of costs to the legacy BSFIT Operations and Maintenance FY 2016 Enacted funding for the TACCOM program.

**Annualization of the FY 2016 Canine Enforcement Program:** This annualizes the non-pay OTD and USBP portions of the FY 2016 Canine Enforcement Program enhancement.

Annualization of 2016 Pay Raise: Reflects the costs associated with the CY 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the CY 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Border Patrol Facility Sustainment: This adjustment reallocates funding to cover the costs of recurring regional maintenance and repair contracts for the USBP facilities portfolio.

Health Benefits: Reflects the estimated cost of CY 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Integrated Fixed Towers (IFT): This adjustment increases funding for programmatic sustainment costs for IFT based on the established lifecycle cost estimate.

Integrated Logistics Support: This adjustment increases funding for programmatic sustainment costs for AMO logistics support based on the established lifecycle cost estimate.

Mobile Surveillance: This adjustment realigns 1 position and 1 FTE from the Office of Acquisition to USBP for the Mobile Surveillance program.

Rent Adjustment: This adjustment reallocates resources to fund the increasing rent and rent-related obligations associated with CBP's leased portfolio. This adjustment ensures funding for costs associated with new facilities coming online, new negotiated occupancy agreements and other cost drivers due to inflation and other cost adjustments.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 CR.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Tactical Communication: Funds transferred from Tactical Communications to the Tactical Infrastructure program to cover contractor support and maintenance and repair. Additional funds were transferred for rent consolidation



Tactical Infrastructure Program Tower Maintenance & Repair: This Adjustment to Base allows for CBP to continue to maintain the existing tactical infrastructure portfolio and real property aspects of the Remote Video Surveillance System and plan for future infrastructure requirements, while also ensuring the agency has sufficient funding to invest into high priority needs to maintain agency operations. |

## Border Security Operations – PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
US Border Patrol	23,057	21,122	\$3,404,208	\$161.17	23,057	21,122	\$3,400,221	\$160.98	23,416	21,005	\$3,542,179	\$168.64	359	(117)	\$141,958	\$7.66
Office of Training and Development	150	143	\$27,506	\$192.35	150	143	\$27,506	\$192.35	229	227	\$44,722	\$197.01	79	84	\$17,216	\$4.66
<b>Total</b>	<b>23,207</b>	<b>21,265</b>	<b>\$3,431,714</b>	<b>\$161.38</b>	<b>23,207</b>	<b>21,265</b>	<b>\$3,427,727</b>	<b>\$161.19</b>	<b>23,645</b>	<b>21,232</b>	<b>\$3,586,901</b>	<b>\$168.94</b>	<b>438</b>	<b>(33)</b>	<b>\$159,174</b>	<b>\$7.75</b>
Discretionary - Appropriation	23,207	21,265	\$3,431,714	\$161.38	23,207	21,265	\$3,427,727	\$161.19	23,645	21,232	\$3,586,901	\$168.94	438	(33)	\$159,174	\$7.75

**Border Security Operations – PPA**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$1,757,533	\$1,757,204	\$1,828,245	\$71,041
11.3 Other than Full-Time Permanent	\$2,361	\$2,361	\$645	(\$1,716)
11.5 Other Personnel Compensation	\$568,411	\$568,388	\$566,356	(\$2,032)
12.1 Civilian Personnel Benefits	\$1,103,409	\$1,099,774	\$1,191,655	\$91,881
<b>Total - Personnel Compensation and Benefits</b>	<b>\$3,431,714</b>	<b>\$3,427,727</b>	<b>\$3,586,901</b>	<b>\$159,174</b>
<b>Positions and FTE</b>				
Positions - Civilian	23,207	23,207	23,645	438
FTE - Civilian	21,265	21,265	21,232	(33)

---

**Border Security Operations – PPA**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
US Border Patrol	\$737,966	\$735,795	\$916,410	\$180,615
Office of Training and Development	\$27,431	\$21,422	\$32,790	\$11,368
<b>Total</b>	<b>\$765,397</b>	<b>\$757,217</b>	<b>\$949,200</b>	<b>\$191,983</b>
Discretionary - Appropriation	\$765,397	\$757,217	\$949,200	\$191,983

## Border Security Operations – PPA

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$35,331	\$25,942	\$31,785	\$5,843
22.0 Transportation of Things	\$2,447	\$2,425	\$2,731	\$306
23.1 Rental Payments to GSA	\$53,359	\$53,775	\$55,905	\$2,130
23.2 Rental Payments to Others	\$22,910	\$23,195	\$23,311	\$116
23.3 Communications, Utilities, and Misc. Charges	\$57,274	\$26,313	\$28,939	\$2,626
25.1 Advisory and Assistance Services	-	-	\$2	\$2
25.2 Other Services from Non-Federal Sources	\$122,607	\$264,121	\$259,355	(\$4,766)
25.3 Other Goods and Services from Federal Sources	-	-	\$17	\$17
25.4 Operation and Maintenance of Facilities	\$55,573	\$72,307	\$146,196	\$73,889
25.7 Operation and Maintenance of Equipment	\$210,127	\$75,005	\$98,360	\$23,355
26.0 Supplies and Materials	\$125,902	\$116,129	\$111,692	(\$4,437)
31.0 Equipment	\$79,760	\$74,297	\$166,193	\$91,896
32.0 Land and Structures	-	\$23,602	\$24,602	\$1,000
91.0 Unvouchered	\$107	\$106	\$112	\$6
<b>Total - Non Pay Object Classes</b>	<b>\$765,397</b>	<b>\$757,217</b>	<b>\$949,200</b>	<b>\$191,983</b>

*US Border Patrol – PPA Level II***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operations	23,057	21,122	\$3,636,456	23,057	21,122	\$3,630,136	23,416	21,005	\$3,787,694	359	(117)	\$157,558
Assets and Support	-	-	\$505,718	-	-	\$505,880	-	-	\$670,895	-	-	\$165,015
<b>Total</b>	<b>23,057</b>	<b>21,122</b>	<b>\$4,142,174</b>	<b>23,057</b>	<b>21,122</b>	<b>\$4,136,016</b>	<b>23,416</b>	<b>21,005</b>	<b>\$4,458,589</b>	<b>359</b>	<b>(117)</b>	<b>\$322,573</b>
Subtotal Discretionary - Appropriation	23,057	21,122	\$4,142,174	23,057	21,122	\$4,136,016	23,416	21,005	\$4,458,589	359	(117)	\$322,573

## US Border Patrol – PPA Level II Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>23,057</b>	<b>21,122</b>	<b>\$4,147,969</b>
RGV UAC Operations	-	-	\$4,000
Transfer out to DHS	-	-	(\$9,795)
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$5,795)</b>
<b>FY 2016 Revised Enacted</b>	<b>23,057</b>	<b>21,122</b>	<b>\$4,142,174</b>
<b>FY 2017 Annualized CR</b>	<b>23,057</b>	<b>21,122</b>	<b>\$4,136,016</b>
<b>FY 2018 Base Budget</b>	<b>23,057</b>	<b>21,122</b>	<b>\$4,136,016</b>
BPA Instructor Positions Transfer	(138)	(138)	(\$20,170)
Realignment of Facilities Support Requirements	-	-	\$23,040
Transfer Change Management to OI	-	-	(\$3,724)
Transfer for Joint Task Force West	(12)	(12)	(\$3,664)
<b>Total Transfers</b>	<b>(150)</b>	<b>(150)</b>	<b>(\$4,518)</b>
2017 Pay Raise	-	-	\$42,667
2018 Pay Raise	-	-	\$44,620
Adjustment to Sustain Border Technology Deployments	3	3	\$14,174
Annualization of 2016 Canine Enforcement Program	-	-	\$522
Annualization of 2016 Pay Raise	-	-	\$11,989
Annualization of 2017 Pay Raise	-	-	\$13,602
Border Patrol Facility Sustainment	-	-	\$11,309
Health Benefits	-	-	\$7,508
Integrated Fixed Towers	-	-	\$7,240
Integrated Logistic Support	-	-	\$718
Mobile Surveillance	1	1	\$163
Rent Adjustment	-	-	\$1,140
Restore Rescission	-	-	\$11,953
<b>Total, Pricing Increases</b>	<b>4</b>	<b>4</b>	<b>\$167,605</b>
Adjustment to Base Pay Requirements	-	(226)	(\$9,311)

Budget Formulation Activity	Positions	FTE	Amount
Mobile Surveillance Deployment to SW Border	-	-	(\$33,550)
Tactical Communication	-	-	(\$2,118)
Tactical Infrastructure Program Tower Maintenance & Repair	-	-	(\$21,200)
<b>Total, Pricing Decreases</b>	-	<b>(226)</b>	<b>(\$66,179)</b>
<b>Total Adjustments-to-Base</b>	<b>(146)</b>	<b>(372)</b>	<b>\$96,908</b>
<b>FY 2018 Current Services</b>	<b>22,911</b>	<b>20,750</b>	<b>\$4,232,924</b>
Deploy and Sustain New RVSS on Southwest Border	3	3	\$3,769
Hire 500 Border Patrol Agents	500	250	\$50,867
Integrated Fixed Towers	-	-	\$1,254
Interoperability Equipment Refresh	-	-	\$24,484
Mobile Surveillance Deployment to SW Border	2	2	\$247
Small UAS Program	-	-	\$2,500
Tactical Aerostats and Re-locatable Towers	-	-	\$34,625
Unattended Ground Sensors/Imaging Sensors	-	-	\$3,000
USBP Facilities	-	-	\$61,220
USBP Relocations to Southwest Border	-	-	\$11,000
Vehicle Procurement to Replace USBP Vehicles	-	-	\$37,200
<b>Total, Program Increases</b>	<b>505</b>	<b>255</b>	<b>\$230,166</b>
USBP Contract Reduction	-	-	(\$4,501)
<b>Total, Program Decreases</b>	-	-	<b>(\$4,501)</b>
<b>FY 2018 Request</b>	<b>23,416</b>	<b>21,005</b>	<b>\$4,458,589</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>359</b>	<b>(117)</b>	<b>\$322,573</b>

**PPA Level II Description**

CBP proposes \$4,458.6 million; 23,416 positions; and 21,005 FTE in FY 2018 for the US Border Patrol SubPPA (\$322.6 million above the FY 2017 Annualized CR level).

CBP protects the Nation through the coordinated use of integrated air and marine forces to detect, interdict, and prevent acts of terrorism and the unlawful movement of people, illegal drugs, and other contraband toward or across the borders of the United States. The activities funded in this PPA contribute to securing America's southwest, northern, and coastal borders. Through the coordinated use of operational capabilities and assets of the USBP and AMO, CBP prevents terrorists and terrorist weapons, illegal aliens, smugglers, narcotics, and other contraband from moving across the border of the United States.



In FY 2017, CBP will continue implementing an operational approach focused on information, integration, and rapid response capabilities in performing the mission of securing America's borders. This strategy involves CBP moving from a resource-dependent approach to border security to a risk-based approach that enables rapid response to areas of greatest risk in the immediate border area. USBP will deploy its capabilities to align with the threats along the border. This is an ongoing process that will continue to adapt as threats change.

The funds requested in this PPA support risk management as the core of CBP's border operations. Through enhanced situational awareness and intelligence (information); coordinated operations with Federal, State, local and international partners (integration); and the ability to respond quickly to changing threats (rapid response), CBP will be able to put the greatest capabilities in place to combat the greatest threats.

#### **Adjustments to Base Justification**

**BPA Instructor Positions Transfer:** Additional BPA Instructor positions assigned to support delivery of Non-Intrusive Inspection training to the USBP from the Field Operations Academy located in Charleston, SC.

**Realignment of Facilities Support Requirements:** This adjustment to base allows for CBP to continue to operate and maintain its AMO facilities portfolio while also addressing multiple high priority needs including core USBP facilities sustainment requirements such as regional maintenance and minor repair contracts and the increased costs of CBP's anticipated rent obligations for AMO's leased facilities.

**Transfer Change Management to OI:** Funding is being transferred from USBP to OI in order to align funding for the National Border Geospatial Intelligence Strategy (NBGIS) to the appropriate PPA/sub-PPA and enable centralized execution of funding directly from the Operational Coordination and Information base allocation. Previously, the funding identified for the NBGIS program was divided across multiple PPAs and required additional coordination to manually transfer and execute.

**Transfer for Joint Task Force West:** Transfer to consolidate funding for CBP support to Joint Task Force West within the Integrated Operations PPA.

**2017 Pay Raise:** Reflects the costs associated with a CY 2017 pay raise of 2.1 percent.

**2018 Pay Raise:** Reflects the costs associated with a CY 2018 pay raise of 1.9 percent.

Adjustment to Sustain Border Technology Deployments: Reflects the adjustment of costs to the legacy BSFIT Operations and Maintenance FY 2016 Enacted funding for the TACCOM program.

Annualization of the FY 2016 Canine Enforcement Program: This annualizes the non-pay OTD and USBP portions of the FY 2016 Canine Enforcement Program enhancement.

Annualization of 2016 Pay Raise: Reflects the costs associated with the CY 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the CY 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Border Patrol Facility Sustainment: This adjustment reallocates funding to cover the costs of recurring regional maintenance and repair contracts for the USBP facilities portfolio.

Health Benefits: Reflects the estimated cost of CY 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Integrated Fixed Towers: This adjustment increases funding for programmatic sustainment costs for IFT based on the established lifecycle cost estimate.

Integrated Logistics Support: This adjustment increases funding for programmatic sustainment costs for AMO logistics support based on the established lifecycle cost estimate.

Mobile Surveillance: This adjustment realigns one position and one FTE from the Office of Acquisition to USBP for the Mobile Surveillance program.

Rent Adjustment: This adjustment reallocates resources to fund the increasing rent and rent-related obligations associated with CBP's leased portfolio. This adjustment ensures funding for costs associated with new facilities coming online, new negotiated occupancy agreements and other cost drivers due to inflation and other cost adjustments.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 CR.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Mobile Surveillance Deployment to SW Border: Adjustment to base reflects the non-recur in operations and sustainment required for mobile technologies. It additionally reflects the non-recur of legacy BSFIT development and deployment funding for Mobile Video Surveillance System (MVSS) units..

Tactical Communication: Funds transferred from Tactical Communications to the Tactical Infrastructure program to cover contractor support and maintenance and repair. Additional funds were transferred for rent consolidation

Tactical Infrastructure Program Tower Maintenance & Repair: This Adjustment to Base allows for CBP to continue to maintain the existing tactical infrastructure portfolio and real property aspects of the Remote Video Surveillance System and plan for future infrastructure requirements, while also ensuring the agency has sufficient funding to invest into high priority needs to maintain agency operations.

## US Border Patrol – PPA Level II Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations	23,057	21,122	\$3,404,208	\$161.17	23,057	21,122	\$3,400,221	\$160.98	23,416	21,005	\$3,542,179	\$168.64	359	(117)	\$141,958	\$7.66
<b>Total</b>	<b>23,057</b>	<b>21,122</b>	<b>\$3,404,208</b>	<b>\$161.17</b>	<b>23,057</b>	<b>21,122</b>	<b>\$3,400,221</b>	<b>\$160.98</b>	<b>23,416</b>	<b>21,005</b>	<b>\$3,542,179</b>	<b>\$168.64</b>	<b>359</b>	<b>(117)</b>	<b>\$141,958</b>	<b>\$7.66</b>
Discretionary - Appropriation	23,057	21,122	\$3,404,208	\$161.17	23,057	21,122	\$3,400,221	\$160.98	23,416	21,005	\$3,542,179	\$168.64	359	(117)	\$141,958	\$7.66

**US Border Patrol – PPA Level II**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$1,740,113	\$1,739,784	\$1,801,688	\$61,904
11.3 Other than Full-Time Permanent	\$2,305	\$2,305	\$645	(\$1,660)
11.5 Other Personnel Compensation	\$566,425	\$566,402	\$563,378	(\$3,024)
12.1 Civilian Personnel Benefits	\$1,095,365	\$1,091,730	\$1,176,468	\$84,738
<b>Total - Personnel Compensation and Benefits</b>	<b>\$3,404,208</b>	<b>\$3,400,221</b>	<b>\$3,542,179</b>	<b>\$141,958</b>
<b>Positions and FTE</b>				
Positions - Civilian	23,057	23,057	23,416	359
FTE - Civilian	21,122	21,122	21,005	(117)

---

**US Border Patrol – PPA Level II**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations	\$232,248	\$229,915	\$245,515	\$15,600
Assets and Support	\$505,718	\$505,880	\$670,895	\$165,015
<b>Total</b>	<b>\$737,966</b>	<b>\$735,795</b>	<b>\$916,410</b>	<b>\$180,615</b>
Discretionary - Appropriation	\$737,966	\$735,795	\$916,410	\$180,615

**US Border Patrol – PPA Level II****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$23,682	\$18,817	\$19,938	\$1,121
22.0 Transportation of Things	\$2,447	\$2,425	\$2,731	\$306
23.1 Rental Payments to GSA	\$53,359	\$53,775	\$55,905	\$2,130
23.2 Rental Payments to Others	\$22,910	\$23,195	\$23,311	\$116
23.3 Communications, Utilities, and Misc. Charges	\$57,147	\$26,191	\$28,805	\$2,614
25.1 Advisory and Assistance Services	-	-	\$2	\$2
25.2 Other Services from Non-Federal Sources	\$109,550	\$252,507	\$242,486	(\$10,021)
25.3 Other Goods and Services from Federal Sources	-	-	\$17	\$17
25.4 Operation and Maintenance of Facilities	\$55,573	\$72,307	\$146,196	\$73,889
25.7 Operation and Maintenance of Equipment	\$210,127	\$75,005	\$98,360	\$23,355
26.0 Supplies and Materials	\$124,548	\$114,800	\$109,726	(\$5,074)
31.0 Equipment	\$78,516	\$73,065	\$164,219	\$91,154
32.0 Land and Structures	-	\$23,602	\$24,602	\$1,000
91.0 Unvouchered	\$107	\$106	\$112	\$6
<b>Total - Non Pay Object Classes</b>	<b>\$737,966</b>	<b>\$735,795</b>	<b>\$916,410</b>	<b>\$180,615</b>

*Operations – PPA Level III***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operations	23,057	21,122	\$3,636,456	23,057	21,122	\$3,630,136	23,416	21,005	\$3,787,694	359	(117)	\$157,558
<b>Total</b>	<b>23,057</b>	<b>21,122</b>	<b>\$3,636,456</b>	<b>23,057</b>	<b>21,122</b>	<b>\$3,630,136</b>	<b>23,416</b>	<b>21,005</b>	<b>\$3,787,694</b>	<b>359</b>	<b>(117)</b>	<b>\$157,558</b>
Subtotal Discretionary - Appropriation	23,057	21,122	\$3,636,456	23,057	21,122	\$3,630,136	23,416	21,005	\$3,787,694	359	(117)	\$157,558



**Operations – PPA Level III**  
**Summary of Budget Changes**  
*Dollars in Thousands*

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2016 Enacted</b>	<b>23,057</b>	<b>21,122</b>	<b>\$3,632,456</b>
RGV UAC Operations	-	-	\$4,000
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>\$4,000</b>
<b>FY 2016 Revised Enacted</b>	<b>23,057</b>	<b>21,122</b>	<b>\$3,636,456</b>
<b>FY 2017 Annualized CR</b>	<b>23,057</b>	<b>21,122</b>	<b>\$3,630,136</b>
<b>FY 2018 Base Budget</b>	<b>23,057</b>	<b>21,122</b>	<b>\$3,630,136</b>
BPA Instructor Positions Transfer	(138)	(138)	(\$20,170)
Transfer Change Management to OI	-	-	(\$3,724)
Transfer for Joint Task Force West	(12)	(12)	(\$3,664)
<b>Total Transfers</b>	<b>(150)</b>	<b>(150)</b>	<b>(\$27,558)</b>
2017 Pay Raise	-	-	\$42,667
2018 Pay Raise	-	-	\$44,620
Annualization of 2016 Canine Enforcement Program	-	-	\$522
Annualization of 2016 Pay Raise	-	-	\$11,989
Annualization of 2017 Pay Raise	-	-	\$13,602
Health Benefits	-	-	\$7,508
Mobile Surveillance	1	1	\$163
Restore Rescission	-	-	\$2,320
<b>Total, Pricing Increases</b>	<b>1</b>	<b>1</b>	<b>\$123,391</b>
Adjustment to Base Pay Requirements	-	(226)	(\$9,311)
Adjustment to Sustain Border Technology Deployments	3	3	(\$1,043)
<b>Total, Pricing Decreases</b>	<b>3</b>	<b>(223)</b>	<b>(\$10,354)</b>
<b>Total Adjustments-to-Base</b>	<b>(146)</b>	<b>(372)</b>	<b>\$85,479</b>
<b>FY 2018 Current Services</b>	<b>22,911</b>	<b>20,750</b>	<b>\$3,715,615</b>
Deploy and Sustain New RVSS on Southwest Border	3	3	\$369
Hire 500 Border Patrol Agents	500	250	\$37,980
Interoperability Equipment Refresh	-	-	\$24,484

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
Mobile Surveillance Deployment to SW Border	2	2	\$247
Small UAS Program	-	-	\$2,500
USBP Relocations to Southwest Border	-	-	\$11,000
<b>Total, Program Increases</b>	<b>505</b>	<b>255</b>	<b>\$76,580</b>
USBP Contract Reduction	-	-	(\$4,501)
<b>Total, Program Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$4,501)</b>
<b>FY 2018 Request</b>	<b>23,416</b>	<b>21,005</b>	<b>\$3,787,694</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>359</b>	<b>(117)</b>	<b>\$157,558</b>

**PPA Level III Description**

The current services requirement is \$3,787.7 million; 23,416 positions; and 21,005 FTE in FY 2018 to fund USBP enforcement and administrative operations.

Operations funding is proposed for the following USBP program areas.

<b>Activity</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
USBP Operations	\$3,149,446	\$3,207,960
Technology Support	\$17,289	\$19,715
Business Support	\$463,401	\$560,019
<b>TOTAL</b>	<b>\$3,630,136</b>	<b>\$3,787,694</b>

**Operations**

<b>Activity (in thousands)</b>	<b>Budget</b>	<b>Positions</b>	<b>FTE</b>
Patrol, Surveillance, & Interdiction	\$2,876,069	19,044	16,926
Enforcement Processing, Adjudication, & Resolution	\$150,362	888	829
Intelligence Collection and Gathering	\$157,027	1,014	947
Domain Awareness and Interdiction	\$24,502	154	143
<b>Operations Total</b>	<b>\$3,207,960</b>	<b>21,100</b>	<b>18,845</b>

Patrol, Surveillance, & Interdiction (\$2.9 million)

*Line Watch* – This current services requirement supports BPA work in the field, also known as Line Watch. Line Watch is the most basic operation that USBP agents perform. It is done by foot, vehicle (SUVs, all-terrain vehicles, truck/utility vehicles, snowmobiles, dirt bikes, and personal watercraft), and horse. Agents track illegal entrants and then intercept and apprehend them. In areas with high levels of activity, agents may use advanced technology to assist in their surveillance, such as Mobile Video Surveillance Systems (MVSS) or Remote Video Surveillance Systems (RVSS). During periods of limited visibility, agents may use Night-Vision Goggles (NVG) or Infra-red (IR) cameras to assist in detecting illegal entrants.

*Canine Program* – This current services requirement provides 1,113 canines, food, and supplies. This funding plus the funding in Line Watch make this program fully funded for FY 2018. Canines are used to detect concealed humans and narcotics in vehicles, primarily at traffic checkpoints. Search and Rescue (SAR) canines are used to perform large area searches and tracking operations to assist agents with rescue and apprehension missions in hostile environments. Canines can forward track or backtrack to locate persons or contraband left behind. The Border Patrol has added Patrol Canine Teams that are used in tactical and high-risk operations along the border. In addition, the Human Remains Detection (HRD) discipline has successfully been paired with the SAR canine discipline to assist investigations and recover missing persons.

For example, in FY 2016, canines were involved for a cumulative average of 60 percent of all USBP narcotic and currency seizures/human apprehensions, and specifically up to 88 percent of the heroin and methamphetamine drug seizures. All narcotics seized in FY 2016 totaled an appraised value of \$690,588 million. However, a more significant number, in which a value cannot be assigned, is the 41,546 human apprehensions that were a direct result of the USBP's canine detection capabilities.

*Rescue Operations* – This current services requirement provides funding for rescue assistance to USBP personnel and other individuals they come in contact with while performing their duties in austere and challenging conditions along the land borders. Nationwide rescues in FY 2016 were 3,964, and in FY 2017 are 1,752 through April 22, 2017.

Enforcement Processing, Adjudication, & Resolution (\$150.4 million)

*Support & Transportation – Subject Custody* – This current services requirement supports a surge of up to 75,000 unaccompanied alien children (UAC) and family units along the southern border and is considered “UAC - Current Support.” This funding provides transportation to/from CBP facilities to/from the U.S. Department of Health and Human Services and the airport, and supplies, and equipment for temporary detention (up to 72 hours).

*Detention/Booking/Prosecutions* – This current services requirement provides 112 off-road vehicles (ATVs, motorcycles, snowmobiles, personal watercraft) for the Off-Road Vehicle Program (\$3.5 million), and supplies, services, and equipment at southwest border sectors' detention/booking/prosecution centers (\$0.3 million).

Intelligence Collection and Gathering (\$157.0 million)

This current services requirement provides pay funding for agents to work on intelligence activities, as well as travel and training for these activities. USBP agents need to be responsive to the constant evolution in adversary tactics, techniques and procedures to prevent transnational criminal networks from crossing U.S. borders. USBP continually is enhancing the intelligence capability to more effectively plan, collect, identify, analyze, and disseminate intelligence-related information to all stakeholders while addressing emerging threats within our border security mission on the domestic and international front.

Domain Awareness and Interdiction (\$24.502 million)

This current services requirement provides pay funding for agents to provide coordinated use of integrated air and marine forces to detect, interdict, and prevent acts of terrorism and the unlawful movement of people, illegal drugs, and other contraband toward or across the borders of the United States. USBP agents maintain and monitor border fencing, patrols land borders, operates land-based surveillance equipment and conducts search and rescue missions in coordination with Air and Marine operations in order to apprehend individuals who attempt to cross the border illegally.

**Business Support**

<b>Activity</b> \$ in Thousands	<b>Budget</b>	<b>Positions</b>	<b>FTE</b>
Policy, Planning, and Governance	\$253,410	1,605	1,495
Assets & Logistics	\$245,280	435	405
Real Property	\$23,712	0	0
Human Resources	\$17,091	30	28
Information Technology Management	\$10,315	49	46
Executive Office & Finance	\$10,211	65	61
<b>Business Support Total</b>	<b>\$560,019</b>	<b>2,184</b>	<b>2,035</b>

Policy, Planning, Governance (\$253.4 million)

This current services requirement provides for ongoing strategic planning, oversight, printing services, and annual services including printing, records management, legal and public affairs.

Assets and Logistics (\$245.3 million)

This current services requirement provides for supplies, services, and equipment for the field and for headquarters. Assets include, but are not limited to, the medical program, Personnel Recovery Program, Small Unmanned Aircraft Start-up (SUAS), Tactical Air Land & Marine Enterprise Communications (TALMEC) Program (land mobile radios), Agent Support Equipment, Video Surveillance System (VSS) for detention cells (court-mandated), fleet vehicles, animals (horses), and use of force equipment (weapons, ammunition, body armor).

Real Property (\$23.7 million)

This current services requirement provides for the operations and maintenance of real property, which includes monthly utilities (telephone, cable, gas/water/electric), maintenance contracts (janitorial services, landscaping services), and building/grounds repairs for 135 Stations, 39 checkpoints, 20 Sector Headquarters, 16 Forward Operating Bases (FOB), and one Special Operations Group building. Border Patrol occupies 6.5 million square feet of owned facility space and 3.7 million of leased facility space (approximately 65/35 percent split for owned and leased facilities).

Human Resources (HR) (\$17.1 million)

This current services requirement provides for hiring, formulating HR policy, maintaining HR systems, managing employee compensation and benefits, and operational costs of travel and training. It also includes passport/visa expenses for international agent work in conjunction with the Office of International Affairs (INA) and the Department of State. The Office of Human Resources also pays for the Personnel Requirements Determination (PRD) Contract (~\$1M).

Information Technology Management (\$10.3 million)

This current services requirement provides Agent Support Equipment, including (437) night vision goggles (NVG), (17) long range thermal detectors, (80) short range thermal detectors, (2,376) handheld GPS units, (1,188) handheld binoculars, (1,188) flashlights; and provides Infrastructure Services (equipment maintenance and replacement), including (1,733) computer workstations, (567)

laptops, (400) printer/scanners, (3,800) phone licenses, (186) recurring costs for data circuits, and annual wireless services for USBP Headquarters.

#### Executive Office and Finance (\$10.2 million)

This current services requirement provides pay funding to provide support to the field operations, direct operations and operational programs, oversee planning and analysis, manage funding, lead the workforce, and report to Congress and all stakeholders.

#### Technology Support (\$19.7 million)

This current services requirement provides staff support for various technologies as described below. The staff support USBP's (formerly legacy OA) various technologies via the administration of policy and management oversight for major acquisition programs. The staff provides direct and indirect technical and operational advice; manages and oversees the in-service engineering activity charged to manage system technical baselines deployed to the field; and provides oversight and guidance on all business and financial management related aspects.

<b>Asset Supported</b> \$ in Thousands	<b>Budget</b>	<b>Positions</b>	<b>FTE</b>
Remote Surveillance	\$13,536	87	81
Mobile Surveillance	\$2,058	14	13
Remote Video Surveillance System (RVSS)	\$1,355	11	10
Integrated Fixed Towers (IFT)	\$915	7	7
Mobile Video Surveillance System (MVSS) -Mobile Video S	\$470	4	4
Block 1 Maintenance	\$407	1	2
NB-RVSS Northern Border RVSS (NB-RVSS)	\$351	3	3
Mobile Surveillance Capability (MSC)	\$339	3	3
Tactical Aerostats	\$148	1	1
Cross Border Tunnel Threat	\$136	1	1
<b>Technology Support Total</b>	<b>\$19,715</b>	<b>132</b>	<b>125</b>

\*FY 2018 President's Budget Request for some USBP Assets is included in the PC&I appropriation.

**Adjustments to Base Justification**

BPA Instructor Positions Transfer: Additional BPA Instructor positions assigned to support delivery of NII training to the USBP from the Field Operations Academy located in Charleston, SC.

Transfer Change Management to OI: Funding is being transferred from USBP to OI in order to align funding for the National Border Geospatial Intelligence Strategy (NBGIS) to the appropriate PPA/sub-PPA and enable centralized execution of funding directly from the Operational Coordination and Information base allocation. Previously, the funding identified for the NBGIS program was divided across multiple PPAs and required additional coordination to manually transfer and execute.

Transfer for Joint Task Force West: Transfer to consolidate for CBP support to Joint Task Force West funding within the Integrated Operations PPA.

2017 Pay Raise: Reflects the costs associated with a CY 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a CY 2018 pay raise of 1.9 percent.

Annualization of the FY 2016 Canine Enforcement Program: This annualizes the non-pay OTD and USBP portions of the FY 2016 Canine Enforcement Program enhancement.

Annualization of 2016 Pay Raise: Reflects the costs associated with the CY 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the CY 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Health Benefits: Reflects the estimated cost of CY 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Mobile Surveillance: This adjustment realigns one position and one FTE from the Office of Acquisition to USBP for the Mobile Surveillance program.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 CR.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Adjustment to Sustain Border Technology Deployments: Reflects the adjustment of costs to the legacy BSFIT Operations and Maintenance FY 2016 Enacted funding for TACCOM program.]



## Operations – PPA Level III Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations	23,057	21,122	\$3,404,208	\$161.17	23,057	21,122	\$3,400,221	\$160.98	23,416	21,005	\$3,542,179	\$168.64	359	(117)	\$141,958	\$7.66
<b>Total</b>	<b>23,057</b>	<b>21,122</b>	<b>\$3,404,208</b>	<b>\$161.17</b>	<b>23,057</b>	<b>21,122</b>	<b>\$3,400,221</b>	<b>\$160.98</b>	<b>23,416</b>	<b>21,005</b>	<b>\$3,542,179</b>	<b>\$168.64</b>	<b>359</b>	<b>(117)</b>	<b>\$141,958</b>	<b>\$7.66</b>
Discretionary - Appropriation	23,057	21,122	\$3,404,208	\$161.17	23,057	21,122	\$3,400,221	\$160.98	23,416	21,005	\$3,542,179	\$168.64	359	(117)	\$141,958	\$7.66

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.2 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- The changes from FY 2016 to FY 2018 reflect a reduction in anticipated FTE execution due to attrition and hiring trends as well as the transfer of 138 BPA instructor positions to support the Office of Training and Development course developer and instructor requirements.
- Includes 250 FTE enhancement to achieve hiring of 500 BPAs above FY17.
- Includes transfer of 12 positions to Integrated Operations in support of Joint Task Force West.

**FTE Change FY 2017-2018:** -117

**PCB Change FY 2017-2018:** \$141,958

**Average Cost Change FY 2017-2018:** \$8

**Operations – PPA Level III**  
**Pay by Object Class**  
*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$1,740,113	\$1,739,784	\$1,801,688	\$61,904
11.3 Other than Full-Time Permanent	\$2,305	\$2,305	\$645	(\$1,660)
11.5 Other Personnel Compensation	\$566,425	\$566,402	\$563,378	(\$3,024)
12.1 Civilian Personnel Benefits	\$1,095,365	\$1,091,730	\$1,176,468	\$84,738
<b>Total - Personnel Compensation and Benefits</b>	<b>\$3,404,208</b>	<b>\$3,400,221</b>	<b>\$3,542,179</b>	<b>\$141,958</b>
<b>Positions and FTE</b>				
Positions - Civilian	23,057	23,057	23,416	359
FTE - Civilian	21,122	21,122	21,005	(117)

**Pay Cost Drivers**  
*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
USBP - Operations-Base	21,122	\$3,404,208		21,122	\$3,400,221		21,122	\$3,400,221				
USBP - Operations-Pay Inflation & Annualization								\$112,878			\$112,878	
USBP - Operations-Technical Adjustments, Realignments, and Annualizations							(224)	\$11,076		(224)	\$11,076	
USBP - Operations-Transfers							(146)	(\$21,070)		(146)	(\$21,070)	
USBP - Operations-Enhancements							253	\$39,074		253	\$39,074	
<b>Total – Pay Cost Drivers</b>	21,122	\$3,404,208	\$161.17	21,122	\$3,400,221	\$160.98	21,005	\$3,542,179	\$168.64	(117)	\$141,958	\$8

---

**Operations – PPA Level III**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations	\$232,248	\$229,915	\$245,515	\$15,600
<b>Total</b>	<b>\$232,248</b>	<b>\$229,915</b>	<b>\$245,515</b>	<b>\$15,600</b>
Discretionary - Appropriation	\$232,248	\$229,915	\$245,515	\$15,600

**Operations – PPA Level III**  
**Non Pay by Object Class**

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$17,257	\$18,173	\$18,868	\$695
22.0 Transportation of Things	\$2,447	\$2,425	\$2,551	\$126
23.2 Rental Payments to Others	\$9,500	\$9,412	\$9,901	\$489
23.3 Communications, Utilities, and Misc. Charges	\$7,633	\$7,797	\$8,299	\$502
25.1 Advisory and Assistance Services	-	-	\$2	\$2
25.2 Other Services from Non-Federal Sources	\$32,082	\$24,971	\$6,197	(\$18,774)
25.3 Other Goods and Services from Federal Sources	-	-	\$17	\$17
25.7 Operation and Maintenance of Equipment	\$23,800	\$23,580	\$7,291	(\$16,289)
26.0 Supplies and Materials	\$114,448	\$114,188	\$109,118	(\$5,070)
31.0 Equipment	\$24,974	\$29,263	\$83,159	\$53,896
91.0 Unvouchered	\$107	\$106	\$112	\$6
<b>Total - Non Pay Object Classes</b>	<b>\$232,248</b>	<b>\$229,915</b>	<b>\$245,515</b>	<b>\$15,600</b>

### Operations – PPA Level III Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
USBP Supplies	\$114,448	\$114,188	\$109,118	(\$5,070)
USBP Equipment	\$24,974	\$24,943	\$78,839	\$53,896
USBP Travel	\$17,257	\$18,173	\$18,868	\$695
USBP Contracts	\$54,182	\$52,871	\$17,827	(\$35,044)
Other Costs	\$21,387	\$19,740	\$20,863	\$1,123
<b>Total Non Pay Cost Drivers</b>	<b>\$232,248</b>	<b>\$229,915</b>	<b>\$245,515</b>	<b>\$15,600</b>

#### NARRATIVE EXPLANATION OF CHANGES

- USBP Operations Supplies – Fleet fuel and direct maintenance; Horse and Canine commodities; detainee supplies (meals, hygiene products)
- USBP Operations Equipment – Agent Support Equipment (night vision goggles, binoculars, thermal scopes, remote viewing); IT nationwide; Fleet, body armor. The significant increase in funding in this area is largely due to the funding requested for the Interoperability Equipment refresh.
- USBP Operations Travel – Travel expenses for USBP Operations
- USBP Operations Contracts – Fleet commercial maintenance, ammunition, training contracts
- USBP Operations Other – Shipping, Communications/Utilities (landline and mobile telephone, network circuit costs)

*Assets and Support – PPA Level III***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Assets and Support	-	-	\$505,718	-	-	\$505,880	-	-	\$670,895	-	-	\$165,015
<b>Total</b>	-	-	<b>\$505,718</b>	-	-	<b>\$505,880</b>	-	-	<b>\$670,895</b>	-	-	<b>\$165,015</b>
Subtotal Discretionary - Appropriation	-	-	\$505,718	-	-	\$505,880	-	-	\$670,895	-	-	\$165,015

## Assets and Support – PPA Level III Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	<b>\$515,513</b>
Transfer out to DHS	-	-	(\$9,795)
<b>Total Above Threshold Reprogrammings/Transfers</b>	-	-	<b>(\$9,795)</b>
<b>FY 2016 Revised Enacted</b>	-	-	<b>\$505,718</b>
<b>FY 2017 Annualized CR</b>	-	-	<b>\$505,880</b>
<b>FY 2018 Base Budget</b>	-	-	<b>\$505,880</b>
Realignment of Facilities Support Requirements	-	-	\$23,040
<b>Total Transfers</b>	-	-	<b>\$23,040</b>
Adjustment to Sustain Border Technology Deployments	-	-	\$15,217
Border Patrol Facility Sustainment	-	-	\$11,309
Integrated Fixed Towers	-	-	\$7,240
Integrated Logistic Support	-	-	\$718
Rent Adjustment	-	-	\$1,140
Restore Rescission	-	-	\$9,633
<b>Total, Pricing Increases</b>	-	-	<b>\$45,257</b>
Mobile Surveillance Deployment to SW Border	-	-	(\$33,550)
Tactical Communication	-	-	(\$2,118)
Tactical Infrastructure Program Tower Maintenance & Repair	-	-	(\$21,200)
<b>Total, Pricing Decreases</b>	-	-	<b>(\$56,868)</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>\$11,429</b>
<b>FY 2018 Current Services</b>	-	-	<b>\$517,309</b>
Deploy and Sustain New RVSS on Southwest Border	-	-	\$3,400
Hire 500 Border Patrol Agents	-	-	\$12,887
Integrated Fixed Towers	-	-	\$1,254
Tactical Aerostats and Re-locatable Towers	-	-	\$34,625
Unattended Ground Sensors/Imaging Sensors	-	-	\$3,000
USBP Facilities	-	-	\$61,220

Budget Formulation Activity	Positions	FTE	Amount
Vehicle Procurement to Replace USBP Vehicles	-	-	\$37,200
<b>Total, Program Increases</b>	-	-	<b>\$153,586</b>
<b>FY 2018 Request</b>	-	-	<b>\$670,895</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>\$165,015</b>

**PPA Level III Description****U.S. Border Patrol**

CBP proposes \$670.9 million, 0 positions, and 0 FTE in FY 2018 to fund Assets and Support, specifically Border Technology and Programs and Tactical Infrastructure.

Assets and Support funding is requested for the following USBP program areas.

1- Year	Current Services	Enhancements	Grand Total
BP Facilities Rent	\$73,398		\$73,398
Transportation	\$45,196		\$45,196
Border Patrol Enforcement System (BPES)	\$34,860		\$34,860
Mobile Asset Program (MAP)	\$23,113	\$50,087	\$73,200
Unattended Ground Sensor (UGS)		\$3,000	\$3,000
<b>Assets &amp; Support Total 1-Year Total</b>	<b>\$176,567</b>	<b>\$53,087</b>	<b>\$229,654</b>
3-Year			
BP Facilities MRO	\$104,013	\$61,220	\$165,233
Tactical Infrastructure	\$102,966	\$3,400	\$106,366
Tactical Communication (TACCOM) Modernization	\$24,807		\$24,807
Integrated Fixed Towers (IFT)	\$21,141	\$1,254	\$22,395
Remote Video Surveillance System (RVSS)	\$19,968		\$19,968
Remote Surveillance	\$17,752		\$17,752
Mobile Surveillance Capability (MSC)	\$16,228		\$16,228



Block 1 Maintenance	\$13,282		\$13,282
Northern Border RVSS (NB-RVSS)	\$8,015		\$8,015
Integrated Logistics Support Systems	\$3,627		\$3,627
Mobile Video Surveillance System (MVSS)	\$3,238		\$3,238
Mobile Surveillance	\$3,206		\$3,206
Policy, Planning, and Governance	\$1,298		\$1,298
BP Facilities PRTF Plan Management	\$961		\$961
Unattended Ground Sensor (UGS)	\$240		\$240
Tactical Aerostats	\$0	\$34,625	\$34,625
<b>Assets &amp; Support 3-Year Total</b>	<b>\$340,742</b>	<b>\$100,499</b>	<b>\$441,241</b>
<b>Assets &amp; Support Total</b>	<b>\$517,309</b>	<b>\$153,586</b>	<b>\$670,895</b>

\*FY 2018 President's Budget Request for some USBP Assets is included in the PC&I appropriation.

### Transportation (\$45.2 million)

This current services requirement provides for an integrated system of contracted services to support detainees on the southwest border, including transportation services, medical services, and facility guard services.

The CBP Transportation program provides an integrated system of contracted detainee transportation, medical escort, and facility guard services at and between the Ports of Entry (POEs) along the southwest border. This program significantly reduces the number of CBP agents and officers required for securing and transporting detainees, which allows them to focus on their traditional law enforcement operations. In FY 2018, O&S funding will provide CBP with 738,902 contracted operational labor hours and 365,373 vehicle operational hours. Labor consists of armed Transportation Officers and Facility Guards. Total vehicle fleet includes 39 buses and 74 vans for a total of 113 vehicles. Total vehicle O&S funding will allow the program to conduct a projected 79 percent of all detainee transports across the southwest border, and approximately 90 percent of all detainee transports within the RGV and Tucson Sectors.

**Border Patrol Enforcement Systems (BPES) (\$34.9 million)**

This current services requirement partially supports the annual cost of operating eight (8) Information Technology systems, services, and equipment that detect, deter, identify, classify, and resolve illegal border activity.

The eight systems are the following:

- 1) Border Patrol Enforcement Tracking System (BPETS): manages and tracks the workforce staffing levels/schedules, vehicle assignments, rescues, deaths, turn-backs and got-aways.
- 2) Enterprise Geospatial Information System (eGIS): displays national spatial views from multiple data sources, including CBP's E3, ICAD, and TECS, National Geospatial-Intelligence Agency (NGA) and National Oceanic and Atmospheric Administration (NOAA) systems.
- 3) Intelligent Computer Assisted Detected (ICAD): the USBP command and control system supporting real-time border surveillance and monitoring of agent activity and officer safety. The system identifies and classifies intrusion events and collects real-time data that indicate potential terrorist, smuggler or illegal alien movement.
- 4) Operational Requirements Based Budget Program (ORBBP): a web-based application containing multiple modules that serve as the system of record for USBP planning, operations, and budget requirements.
- 5) ENFORCE Version 3 (e3): captures all enforcement actions for Border Patrol agents and CBP officers, including Biometrics, processing, and prosecutions.
- 6) Statistics & Data Integrity (SDI): provides CBP and DHS components with reliable statistical information for decision-making and in response to federal agency requirements.
- 7) Mobile Processing Center (MPC): provides stand-alone mobile solutions for a range of missions including mass migration, remote processing, and disaster-related incidents.
- 8) Geospatial Information Services (GIS): provides a foundation of geographic information by planning, coordinating, and implementing GIS services, standards, and programs to support the unique business needs of USBP.

**Unattended Ground Sensor (UGS) (\$3.2 million)**

This current services requirement provides for the sustainment of the current inventory of Unattended Ground Sensors used to detect, track, and identify (such as differentiating between humans, animals, and vehicles).

**Tactical Infrastructure (TI) (\$106.4 million)**

This current services requirement provides for planning, construction, and replacement of various tactical infrastructure components,

including roads, fences, gates, bridges, crossovers, lighting, electrical components, drainage structures, vegetation removal, debris removal, and maintaining towers and real property.

FY 2018 funding is required to maintain these support operations. O&S funding will provide for maintenance and repair of tactical infrastructure components valuing more than \$2 billion through four Comprehensive Tactical Infrastructure Maintenance and Repair (CTIMR) contracts spanning the southwest border.

#### TACCOM Modernization (\$24.2 million)

TACCOM Modernization consists of land mobile radio (LMR) system modernization projects and the Digital in Place (DIP) project. Full LMR modernizations were completed for several Focus Areas: Tucson, Yuma, Rio Grande Valley (RGV), El Paso, and Houlton. Modernizations upgraded existing LMR systems and replaced the tactical voice communications infrastructure used by CBP agents and officers in order to be in compliance with mandated narrow-banding and the National Institute of Standards and Technology (NIST) supported Advanced Encryption Standard (AES) requirements. By using AES, TACCOM enables CBP agents and officers to communicate securely with Federal, State, and tribal agencies. In addition, new towers were built for expanded communications coverage and expanded frequency licenses.

#### Integrated Fixed Towers (IFT) (\$22.4 million)

This current services requirement provides for Operations and Sustainment (O&S), which includes program management, logistics support, engineering change proposals, and maintenance and repair of the tower access roads in Nogales, Douglas, and Sonoita Arizona, and Procurement, Construction & Improvements (PC&I) at these same locations in Arizona. FY 2018 funds provide the sustainment of IFT deployments to the Arizona border, including logistics support, engineering change proposals, sustainment support, program management, maintenance and repair (M&R) of a portion of access roads, site sustainment to support the future deployments, and support one U.S. Coast Guard FTE, eight USBP program FTE, and provide full operations and support for the IFT deployments in Arizona.

IFT is a system of fixed towers equipped with surveillance cameras, radar, and laser sensors that relay real-time video to USBP agents at a command center. IFT systems help agents detect, track, identify, and classify items of interest from a range of at least five miles away.

**Remote Video Surveillance System (RVSS) (\$20.0 million)**

This current services requirement provides for Operations and Support (O&S) of existing RVSS to include maintenance, supply chain management, and engineering support. In FY 2018, CBP plans to sustain the deployed RVSS, including both RVSS Upgrade and Relocatable Systems.

RVSS is a remotely controlled system of daylight or infrared night cameras mounted to a permanent structure. The images are transmitted, monitored, and recorded at a central location. The RVSS unit may also have directional spotlights and a public address system to broadcast verbal commands/warnings. This system is deployed to monitor large spans of the international border, especially highly trafficked routes with illegal activity. This funding addresses technology obsolescence by upgrading technology at existing and new sites.

**Remote Surveillance (\$4.3 million)**

This current services requirement provides for Operations and Support (O&S) of existing remote surveillance projects and demonstrations: Low Flying Aircraft Detection (LFAD) project, Maritime Detection Project (MDP), and California Coastal Radar Project. For the California Coastal Surveillance (CCS) demonstration, the development and deployment CCS is fully funded with FY 2016 funds and the remaining funding supports O&S efforts during the demonstration period. Current funding for Maritime Detection Project (MDP) supports the operations and maintenance for the demonstration. For the Low Flying Aircraft Detection (LFAD) project, current funding will support continuing O&S efforts.

**Mobile Surveillance Capability (MSC) (\$16.2 million)**

This current services requirement provides for Operations and Support (O&S) of existing MSC systems, to include maintenance, supply chain management, and engineering support. In FY 2018, CBP plans to sustain the existing MSC.

MSC are a suite of radars, day/night cameras, ground surveillance radars, laser range finders, laser illuminators, and global positioning systems (GPS), and a command, control, and communication system that are outfitted on government Ford F-450 trucks. The MSC systems provide mobile area surveillance in remote, rural areas and cover a range of 8-12 kilometers. USBP agents use them to detect, identify, and track Items of Interest.

**Block 1 (\$13.3 million)**

This current services requirement provides for Operations and Support (O&S) to sustain 15 Block 1 Towers, the command and control center, equipment, maintenance services, supply chain management, and engineering support. In FY 2018, CBP will continue to sustain the same.

The Block 1 system, originally part of the CBP *SBI*net Program, is a system of fixed towers with day/night cameras, radars, Unattended Ground Sensors (UGS), eye-safe laser illuminators, and a communications package and was deployed to 53 miles along the US border near Tucson and Ajo, Arizona. In 2011, the decision was made to cancel future deployments of Block 1. Currently, the Block 1 system is in sustainment and is being replaced by the IFT Program. The Program is scheduled to end and be replaced by FY 2020.

**Northern Border RVSS (NB-RVSS) (\$8.0 million)**

This current services requirement provides for sustainment of 17 sensor locations (day and night cameras) along the northern border in MI and NY. In FY 2018, CBP will continue to maintain this capability.

NB RVSS are day and night cameras attached to fixed towers or existing structures and allow USBP agents to monitor border activity in real time from a centralized command center. The NB RVSS Program is in sustainment and expands the coverage where highly trafficked and illegal activities exist. In Buffalo, NY there are five sensor locations covering 17 miles along the Niagara River in New York. In Detroit, there are 12 sensor locations covering 35 miles along the St. Clair River in Michigan.

**Mobile Video Surveillance System (MVSS) (\$3.2 million)**

This current services requirement provides support for 116 new MVSS units. The proposed funding will support contractor maintenance and logistics support, and the sustainment of new MVSS systems once they are deployed.

MVSS technology enables medium-range surveillance, a range that is not covered well by fixed surveillance. MVSS provides visual detection, identification, classification, and tracking of Items of Interest in urban and remote areas along the border. USBP presently owns and operates 198 MVSS units; however, these systems are aging and need to be replaced. USBP requires systems that provide medium-range surveillance and are enhanced, lighter, quieter, and more rugged than the current MVSS units in operation. New MVSS units will be deployed and maintained to fill operational needs along the Southwest border.

**Mobile Surveillance (\$3.2 million)**

This current services requirement provides for Operations and Support (O&S) of three existing projects: Agent Portable Surveillance System (APSS), Fiber Optic Distributed Sensing System (FODS), and the Lightweight Surveillance and Track Acquisition Radar (LSTAR). The APSS provides a tactical man-portable solution capable of detection, identification, classification and tracking of Items of Interest. Funding will provide for the operation and maintenance of the legacy APSS systems (deployed prior to FY16). The FODS provides capability to detect and identify items of interest (pedestrians, vehicles, low flying aircraft) near the border or close to the fence/wall. The purpose of the LSTAR program is to fill capability gaps in air surveillance of ultralight aircraft. The LSTAR system is comprised of electronic scanning radar that provides track while scan functionality, which is superior to systems currently deployed. The LSTAR program will obtain LSTAR systems from the DoD Reuse program, upgrade the systems for supportability, develop engineering solutions to power the systems and communicate information to the Air and Marine Operations Center, provide training to front line users, and support operations and maintenance. Funding will provide for very limited fielding of a small number of radars (between 4-6); support for previously-emplaced systems (4 total) at designated Phase II demonstration sites; engineering, logistics, sustainment, and test support to further characterize systems performance vs real-world threats; and developing initial acquisition program artifacts (CONOPS; ILSP; LCCE; ORD; TEMP) to support program transition.

**Policy, Planning, Governance (\$1.3 million)**

This current services requirement provides for ongoing strategic planning, oversight, printing services, and annual services including printing, records management, legal and public affairs.

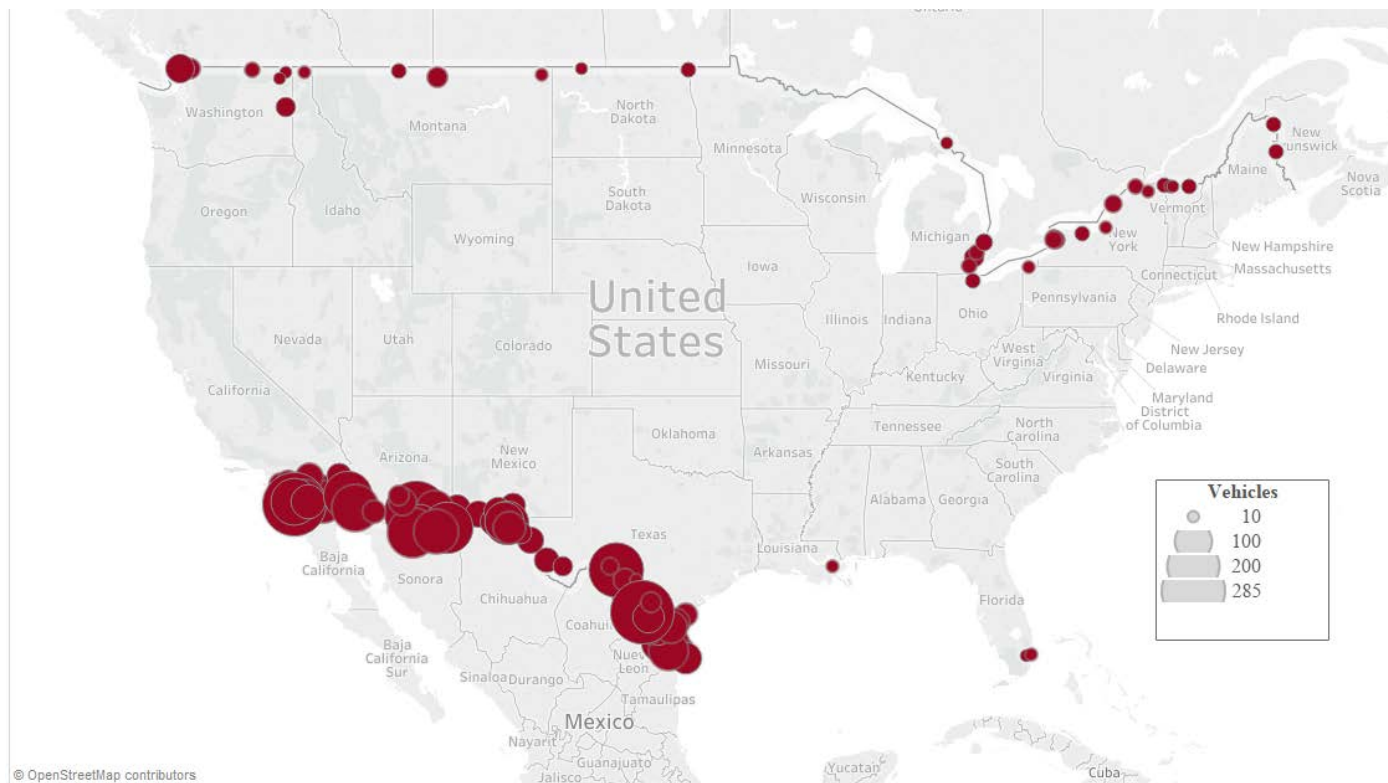
**Tactical Aerostats and Re-locatable Towers (\$34.6 million)**

This current services requirement is required for the sustainment of six tactical aerostats and 17 re-locatable towers on the Southwest border.

The Tactical Aerostats and the Re-locatable Towers Programs uses a mix of aerostats (tethered, lighter-than-air platforms), towers, cameras, and radars to provide surveillance over a wide area. This concept materialized from the Department of Defense (DOD) Technology Re-use program, and shifted to a program of record within CBP after a successful two-year technical evaluation of operations.

**Office of Facilities and Asset Management***Fleet Program*

This current services requirement will provide for the acquisition of 602 replacement vehicles for USBP. The chart below shows the geographic location of the 40 percent of USBP's fleet (6,218 out of 15,351 vehicles) that will be eligible for replacement in FY 2018 based on established CBP criteria.

**FY 2018 USBP Replacement Eligible Vehicles**

The proposed funding is intended to address a portion of the 6,218 vehicles that have met, or will meet, CBP replacement criteria

through FY 2018. The acquisition of vehicles for USBP ensures personnel have the appropriate vehicle assets necessary to support intelligence, interception, pursuit, surveillance, seizure, transportation, and first responder activities required by agents nationwide. As vehicles remain in the fleet past their replacement age, maintenance, repair, and operating costs increase, as well as maintenance and repair-related vehicle downtime, reducing available mission service hours for the CBP fleet. An increase in vehicle downtime reduces the amount of available resources needed to successfully execute CBP's mission.

CBP maintains a diverse and agile fleet tailored toward operational-specific requirements that allow CBP to protect our borders. These vehicles are acquired, configured, and deployed to support detection, interdiction, and enforcement activities at and between the ports of entry throughout the U.S and U.S. territories. In order to properly maintain CBP's Fleet, scheduled vehicle replacement is a necessity. This vehicle lifecycle management process is especially important when harsh operating environments (off-road and desert terrain) and mission requirements (law enforcement pursuit) are taken into consideration. Furthermore, agent safety concerns may arise as vehicles become older and less reliable. Reductions in vehicle performance and/or reliability may result in stranding agents in remote and/or hostile locations while awaiting assistance.

#### *Facilities Portfolio*

This current services requirement of \$146.4 million supports the USBP's facilities portfolio. USBP's portfolio is 6.45 million square feet, of which 4.39 million is CBP-owned and 2.06 million is leased, consists of 135 Border Patrol Stations and Substations, 20 Sector Headquarters, 16 Forward Operating Bases, 39 Permanent and Interim Checkpoints, and additional support facilities and infrastructure located along 5,000 miles of border with Canada and 1,900 miles of border with Mexico. These locations are often in remote and extreme weather conditions and support the continuous operations of the USBP which includes staging and deploying agents, while supporting tactical and search-and-rescue teams; command, control, and communications activity; detention and processing; intelligence units; canine and horse operations, fleet maintenance and storage; and administrative, training and law enforcement coordination.

The requested level of funding allows CBP to continue staging operations from the existing USBP facilities by executing building operations and regional maintenance and minor repair contracts at CBP-owned facilities and paying rent and rent-related expenses for USBP-occupied leased facilities and utilities expenses at CBP-owned facilities.

The current services funding request does not support O&S activities to address on-time system replacements nor reduce the \$175 million backlog of critical major repairs and past due system renewals at existing facilities<sup>16</sup>. A growing backlog of unmet

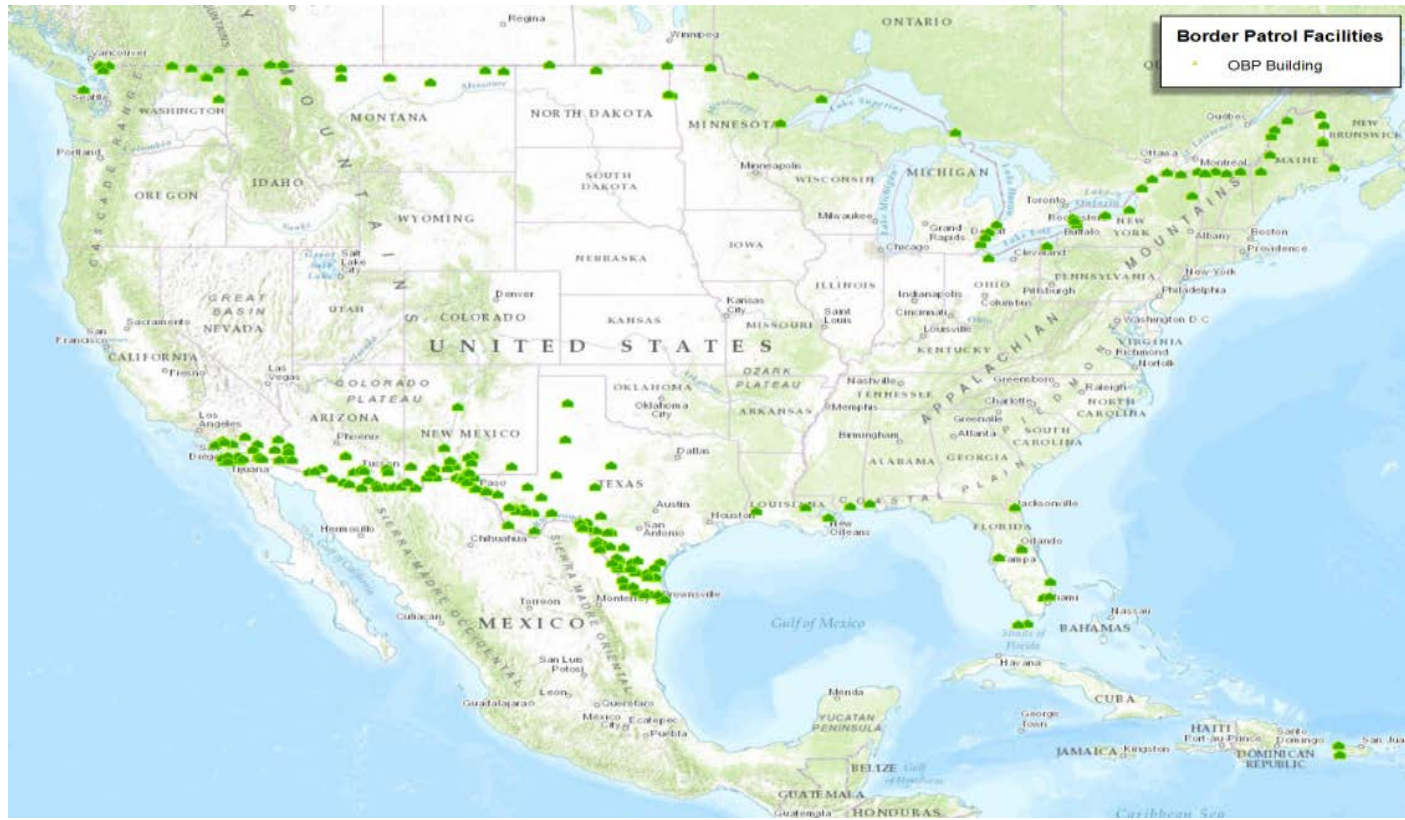
---

<sup>16</sup> As reported at the end of FY 2016 as part of DHS' financial reporting statement and includes all identified deferred maintenance items at CBP-Owned and Direct Lease



maintenance and repairs increases the likelihood of facility downtime and rapidly deteriorating conditions which negatively impacts operational capabilities and the health and safety of CBP personnel and the public. The funding request also does not support funding cross-border tunnel remediation, which renders illegal tunnels unusable; minor construction, alterations and improvements at owned and leased facilities to meet new and evolving mission needs; system and infrastructure upgrades to comply with new codes and standards including Physical Access Control System modernization; nor Facility Condition Assessments which are critical to ensuring that CBP is investing its funding into the most critical of facilities and associated deficiencies.

### U.S. Border Patrol Facilities Portfolio<sup>17</sup>



Operated facilities.

<sup>17</sup> Map and portfolio size as of December 22, 2016

**Adjustments to Base Justification**

Realignment of Facilities Support Requirements: This adjustment to base allows for CBP to continue to operate and maintain its AMO facilities portfolio while also addressing multiple high priority needs including core USBP facilities sustainment requirements such as regional maintenance and minor repair contracts and the increased costs of CBP's anticipated rent obligations for AMO's leased facilities.

Adjustment to Sustain Border Technology Deployments: Reflects the adjustment of costs to the legacy BSFIT Operations and Maintenance FY 2016 Enacted funding for the tactical communications (TACCOM) program.

Border Patrol Facility Sustainment: This adjustment reallocates funding to cover the costs of recurring regional maintenance and repair contracts for the USBP facilities portfolio.

Integrated Fixed Towers: This adjustment increases funding for programmatic sustainment costs for IFT based on the established lifecycle cost estimate.

Integrated Logistics Support: This adjustment increases funding for programmatic sustainment costs for AMO logistics support based on the established lifecycle cost estimate.

Rent Adjustment: This adjustment reallocates resources to fund the increasing rent and rent-related obligations associated with CBP's leased portfolio. This adjustment ensures funding for costs associated with new facilities coming online, new negotiated occupancy agreements and other cost drivers due to inflation and other cost adjustments.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 CR.

Mobile Surveillance Deployment to SW Border: Adjustment to base reflects the non-recur in operations and sustainment required for mobile technologies. It additionally reflects the non-recur of legacy BSFIT development and deployment funding for Mobile Video Surveillance System (MVSS) units.

Tactical Communication: Funds transferred from Tactical Communications to the Tactical Infrastructure program to cover contractor support and maintenance and repair. Additional funds were transferred for rent consolidation

Tactical Infrastructure Program Tower Maintenance & Repair: This Adjustment to Base allows for CBP to continue to maintain the existing tactical infrastructure portfolio and real property aspects of the Remote Video Surveillance System and plan for future

infrastructure requirements, while also ensuring the Agency has sufficient funding to invest into high priority needs to maintain agency operations. |

---

**Assets and Support – PPA Level III**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Assets and Support	\$505,718	\$505,880	\$670,895	\$165,015
<b>Total</b>	<b>\$505,718</b>	<b>\$505,880</b>	<b>\$670,895</b>	<b>\$165,015</b>
Discretionary - Appropriation	\$505,718	\$505,880	\$670,895	\$165,015

**Assets and Support – PPA Level III**  
**Non Pay by Object Class**  
*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$6,425	\$644	\$1,070	\$426
22.0 Transportation of Things	-	-	\$180	\$180
23.1 Rental Payments to GSA	\$53,359	\$53,775	\$55,905	\$2,130
23.2 Rental Payments to Others	\$13,410	\$13,783	\$13,410	(\$373)
23.3 Communications, Utilities, and Misc. Charges	\$49,514	\$18,394	\$20,506	\$2,112
25.2 Other Services from Non-Federal Sources	\$77,468	\$227,536	\$236,289	\$8,753
25.4 Operation and Maintenance of Facilities	\$55,573	\$72,307	\$146,196	\$73,889
25.7 Operation and Maintenance of Equipment	\$186,327	\$51,425	\$91,069	\$39,644
26.0 Supplies and Materials	\$10,100	\$612	\$608	(\$4)
31.0 Equipment	\$53,542	\$43,802	\$81,060	\$37,258
32.0 Land and Structures	-	\$23,602	\$24,602	\$1,000
<b>Total - Non Pay Object Classes</b>	<b>\$505,718</b>	<b>\$505,880</b>	<b>\$670,895</b>	<b>\$165,015</b>

### Assets and Support – PPA Level III Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Enterprise Services Contracts	\$60,240	\$76,533	\$164,301	\$87,768
USBP FM&E TI O&M Contracts	\$114,694	\$87,598	\$81,577	(\$6,021)
Enterprise Services Rent	\$66,769	\$67,558	\$69,315	\$1,757
USBP Transportation O&M Contracts	\$45,196	\$44,777	\$45,196	\$419
Other Costs	\$218,819	\$229,414	\$310,506	\$81,092
<b>Total – Non Pay Cost Drivers</b>	<b>\$505,718</b>	<b>\$505,880</b>	<b>\$670,895</b>	<b>\$165,015</b>

#### NARRATIVE EXPLANATION OF CHANGES

- Enterprise Service Contracts – CBP awards regional contracts that provide building operations, preventative maintenance, and repairs of building systems and infrastructure in the USBP facilities portfolio along with real estate planning, condition assessments, and facilities program and project management services. Funding is also allocated for the payment of utility costs at CBP-owned facilities. The significant increase in Enterprise Service contracts reflects the increase in funding to fully fund the regional maintenance contracts, Facility Condition Assessments and address deferred maintenance requirements through existing contract vehicles or other procurement activities.
- USBP FM&E TI O&M Contracts – CBP awards Comprehensive Tactical Infrastructure Maintenance and Repair contracts that perform routine and urgent work such as infrastructure preventative maintenance, fence, gate and grate repairs, roadway maintenance (e.g., blading, grading, drainage, structure clearing and silt removal, culvert replacement), vegetation control, and debris removal.
- Enterprise Rent – Include rent and rent-related expenses including base rent, Federal Protective Service, reimbursable services that are above what is provided in base costs, and overtime utilities for GSA commercial and federal leases along with direct leases and Inter-Agency Agreements within the USBP facilities portfolio

- USBP Transportation and O&M Contracts -Transportation services include escort, guard, and transport services for detainees in DHS custody. Transportation services also entail over-the-road transport services in vehicles of sufficient capacity to meet the performance standards, courtroom transportation, detention facility booking transportation, security services and other related transportation and guard duties. The medical escort and facilities guard services include escort and guard services of detainees in DHS custody while at a medical treatment facility, and provide security back-up to transportation officer in a vehicle and other guard services as directed. This contract includes the provision of vehicles and fuel.
- Other Costs – In-service support investment will fund the management and oversight of interagency agreements with the Navy and FAA used to provide critical in-service management sustainment activities of deployed technologies; funding for essential operator and maintenance training; manage critical technology test bed infrastructure for deployed technology; and, provides funding for the implementation of radio frequency identification technology for critical asset tracking and identification|

---

***Office of Training and Development – PPA Level II***

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of Training and Development	150	143	\$54,937	150	143	\$48,928	229	227	\$77,512	79	84	\$28,584
<b>Total</b>	<b>150</b>	<b>143</b>	<b>\$54,937</b>	<b>150</b>	<b>143</b>	<b>\$48,928</b>	<b>229</b>	<b>227</b>	<b>\$77,512</b>	<b>79</b>	<b>84</b>	<b>\$28,584</b>
Subtotal Discretionary - Appropriation	150	143	\$54,937	150	143	\$48,928	229	227	\$77,512	79	84	\$28,584



## Office of Training and Development – PPA Level II Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>150</b>	<b>143</b>	<b>\$54,937</b>
<b>FY 2016 Revised Enacted</b>	<b>150</b>	<b>143</b>	<b>\$54,937</b>
<b>FY 2017 Annualized CR</b>	<b>150</b>	<b>143</b>	<b>\$48,928</b>
<b>FY 2018 Base Budget</b>	<b>150</b>	<b>143</b>	<b>\$48,928</b>
BPA Instructor Positions Transfer	79	79	\$11,217
Realignment of Training Funding	-	-	\$601
<b>Total Transfers</b>	<b>79</b>	<b>79</b>	<b>\$11,818</b>
2017 Pay Raise	-	-	\$338
2018 Pay Raise	-	-	\$434
Adjustment to Base Pay Requirements	-	5	\$6,344
Annualization of 2016 Canine Enforcement Program	-	-	\$164
Annualization of 2016 Pay Raise	-	-	\$97
Annualization of 2017 Pay Raise	-	-	\$140
Health Benefits	-	-	\$68
Restore Rescission	-	-	\$202
<b>Total, Pricing Increases</b>	<b>-</b>	<b>5</b>	<b>\$7,787</b>
<b>Total Adjustments-to-Base</b>	<b>79</b>	<b>84</b>	<b>\$19,605</b>
<b>FY 2018 Current Services</b>	<b>229</b>	<b>227</b>	<b>\$68,533</b>
Hire 500 Border Patrol Agents	-	-	\$8,979
<b>Total, Program Increases</b>	<b>-</b>	<b>-</b>	<b>\$8,979</b>
<b>FY 2018 Request</b>	<b>229</b>	<b>227</b>	<b>\$77,512</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>79</b>	<b>84</b>	<b>\$28,584</b>

### PPA Level II Description

#### Training and Development

CBP proposes \$77.5 million, 229 positions, and 227 FTE in FY 2018 for the Office of Training and Development within the Office of Training and Development (OTD) SubPPA (\$28.6 million above the FY 2017 Annualized CR level), which is responsible for

developing, designing, and delivering basic, advanced, canine, and special operations training for new and incumbent Border Patrol Agents. This PPA funds the training costs that establish and sustain the proficiency of those directly responsible for the front line mission of CBP. It also funds the salary and benefits, and the site operating costs, for OTD employees located at the Border Patrol Academy in Artesia, NM and the Canine Center in El Paso, TX.

The funding levels for this SubPPA are necessary to develop and maintain a workforce with the skillsets to implement USBP's operational approach on information, integration, and rapid response capabilities to secure America's borders.

Below are descriptions of the types of training programs funded under this SubPPA:

#### Types of Training Programs Funded under this PPA

Infrastructure and Support	Descriptions	Seats Filled for FY 2016	Training Seats Planned FY 2017	Seats Projected FY 2018
<b>Basic Training</b>	<ul style="list-style-type: none"> <li>Basic Training for Border Patrol agents is conducted at the Border Patrol Academy located at the Federal Law Enforcement Training Center (FLETC) facility in Artesia, NM. Projected is for annual attrition seats.</li> <li>Successful completion of basic training is a pre-requisite for employment as a Border Patrol agent and ensures proficiency in the foundational law enforcement knowledge and skills required by the CBP mission.</li> </ul>	817	526	898
<b>Driver Training</b>	<ul style="list-style-type: none"> <li>This training provides Border Patrol agents the skills required to effectively and safely perform their duties in High Center of Gravity Vehicles (HCGVs) and to safely and properly utilize Offensive Driving Techniques.</li> <li>Completion of this program is required by policy to engage in a pursuit in a HCGV.</li> </ul>	384	408	408
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>This training includes funding for peer support/chaplaincy training to support staff dealing with stressful and traumatic events, such as loss of a colleague on the job.</li> </ul>	395	144	300
<b>Canine</b>	<ul style="list-style-type: none"> <li>Training for Border Patrol agent canine teams operating along the U.S. border between ports of entry and at Border Patrol Checkpoints. This includes canine teams trained in the disciplines of Basic Detection, Concealed Human/Narcotics Detection, Search and Rescue, Human Remains Detection, and Special Response.</li> </ul>	382	648	648

Infrastructure and Support	Descriptions	Seats Filled for FY 2016	Training Seats Planned FY 2017	Seats Projected FY 2018
<b>Special Operations Groups</b>	<ul style="list-style-type: none"> <li>Training for Border Patrol's BORTAC and BORSTAR teams is funded under this PPA.</li> <li>This includes training new/ replacement team members, as well as training to maintain the skills/ certifications of existing team members.</li> </ul>	1,154	1,346	1,346
<b>Riverine Training</b>	<ul style="list-style-type: none"> <li>This training is required for Border Patrol agents to serve as a vessel commander in the riverine environment.</li> <li>Border enforcement operations are frequently conducted in such an environment and skilled use of Border Patrol vessels is required by certified operators.</li> </ul>	173	240	240
<b>Instructor Training</b>	<ul style="list-style-type: none"> <li>This training is required for CBP to maintain a sufficient cadre of certified, quality instructors to deliver basic and advanced training to new and incumbent Border Patrol agents.</li> </ul>	221	204	204

The table below provides key workload indicators for Border Security Operations – Training and Development:

Projected Workload Statistics			
	FY 2016 Actuals	FY 2017 Proposed	FY 2018 Request
Training Seats	3,526	3,396	3,768

### **Adjustments to Base Justification**

**BPA Instructor Positions Transfer:** Additional BPA Instructor positions assigned to support delivery of Non-Intrusive Inspection training to the USBP from the Field Operations Academy located in Charleston, SC.

**Realignment of Training Funding:** Adjustment of positions and funding associated with OTD activities across CBP's mission portfolios. This adjustment will align resources to support frontline training requirements during FY 2017.

**2017 Pay Raise:** The 2017 Pay Raise reflects the costs associated with a CY 2017 pay raise of 2.1 percent.

**2018 Pay Raise:** The 2018 Pay Raise reflects the costs associated with a CY 2018 pay raise of 1.9 percent.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Annualization of the FY 2016 Canine Enforcement Program: This annualizes the non-pay OTD and USBP portions of the FY 2016 Canine Enforcement Program enhancement.

Annualization of 2016 Pay Raise: Reflects the costs associated with the CY 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the CY 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Health Benefits: Reflects the estimated cost of CY 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 CR.

## Office of Training and Development – PPA Level II Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of Training and Development	150	143	\$27,506	\$192.35	150	143	\$27,506	\$192.35	229	227	\$44,722	\$197.01	79	84	\$17,216	\$4.66
<b>Total</b>	<b>150</b>	<b>143</b>	<b>\$27,506</b>	<b>\$192.35</b>	<b>150</b>	<b>143</b>	<b>\$27,506</b>	<b>\$192.35</b>	<b>229</b>	<b>227</b>	<b>\$44,722</b>	<b>\$197.01</b>	<b>79</b>	<b>84</b>	<b>\$17,216</b>	<b>\$4.66</b>
Discretionary - Appropriation	150	143	\$27,506	\$192.35	150	143	\$27,506	\$192.35	229	227	\$44,722	\$197.01	79	84	\$17,216	\$4.66

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.2 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- The change from FY 2016 to FY 2018 reflects the transfer of 79 BPA Instructor Positions from Border Security Operations to support training in Artesia, New Mexico and a reduction of instructor TDY costs.

**FTE Change FY 2017-2018:** 84

**PCB Change FY 2017-2018:** \$17,216

**Average Cost Change FY 2017-2018:** \$5

**Office of Training and Development – PPA Level II**  
**Pay by Object Class**  
*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$17,420	\$17,420	\$26,557	\$9,137
11.3 Other than Full-Time Permanent	\$56	\$56	-	(\$56)
11.5 Other Personnel Compensation	\$1,986	\$1,986	\$2,978	\$992
12.1 Civilian Personnel Benefits	\$8,044	\$8,044	\$15,187	\$7,143
<b>Total - Personnel Compensation and Benefits</b>	<b>\$27,506</b>	<b>\$27,506</b>	<b>\$44,722</b>	<b>\$17,216</b>
<b>Positions and FTE</b>				
Positions - Civilian	150	150	229	79
FTE - Civilian	143	143	227	84

**Pay Cost Drivers**  
*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
BSO Office of Training & Development-Base	143	\$27,506		143	\$27,506		143	\$27,506				
BSO Office of Training & Development-Pay Inflation & Annualization								\$1,009			\$1,009	
BSO Office of Training & Development-Technical Adjustments, Realignment, and Annualizations							5	\$4,990		5	\$4,990	
BSO Office of Training & Development-Transfers							79	\$11,217		79	\$11,217	
<b>Total – Pay Cost Drivers</b>	143	\$27,506	\$192.35	143	\$27,506	\$192.35	227	\$44,722	\$197.01	84	\$17,216	\$5

---

**Office and Training and Development – PPA Level II**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Training and Development	\$27,431	\$21,422	\$32,790	\$11,368
<b>Total</b>	<b>\$27,431</b>	<b>\$21,422</b>	<b>\$32,790</b>	<b>\$11,368</b>
Discretionary - Appropriation	\$27,431	\$21,422	\$32,790	\$11,368

**Office of Training and Development – PPA Level II**  
**Non Pay by Object Class**

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$11,649	\$7,125	\$11,847	\$4,722
23.3 Communications, Utilities, and Misc. Charges	\$127	\$122	\$134	\$12
25.2 Other Services from Non-Federal Sources	\$13,057	\$11,614	\$16,869	\$5,255
26.0 Supplies and Materials	\$1,354	\$1,329	\$1,966	\$637
31.0 Equipment	\$1,244	\$1,232	\$1,974	\$742
<b>Total - Non Pay Object Classes</b>	<b>\$27,431</b>	<b>\$21,422</b>	<b>\$32,790</b>	<b>\$11,368</b>



## Office of Training and Development – PPA Level II

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Training & Development Contracts	\$13,057	\$11,614	\$16,869	\$5,255
Office of Training & Development Travel	\$11,649	\$7,125	\$11,847	\$4,722
Office of Training & Development Equipment	\$1,244	\$1,232	\$1,974	\$742
Office of Training & Development Supplies	\$1,354	\$1,329	\$1,966	\$637
Other Costs	\$127	\$122	\$134	\$12
<b>Total – Non Pay Cost Drivers</b>	<b>\$27,431</b>	<b>\$21,422</b>	<b>\$32,790</b>	<b>\$11,368</b>

#### NARRATIVE EXPLANATION OF CHANGES

- BSO Office of Training & Development Contracts – FLETC IAA, Ft. Bliss IAA for utilities and services, Role Players and Instructors to support training, Administrative Support and Canines. The increase from FY 2017 to FY 2018 is due to the increased cost associated with the additional 500 BPAs increasing FLETC IAA costs.
- BSO Office of Training & Development Travel – Travel expenses to support the delivery of basic and advanced training of mission critical skill sets to BPAs via the National Training Plan (NTP). The increase from FY 2017 to FY 2018 is due to the increased cost associated with the additional 500 BPAs adding to student and TDY costs to deliver training..
- BSO Office of Training & Development Equipment – Operational and Student equipment that supports the National Training Plan.
- BSO Office of Training & Development Supplies – Operational supplies and Student gear that supports the National Training Plan..

*Trade and Travel Operations - PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of Field Operations	20,150	18,763	\$3,683,077	19,361	17,974	\$3,731,693	17,873	16,565	\$3,900,330	(1,488)	(1,409)	\$168,637
Office of Trade	865	820	\$213,844	865	820	\$211,846	1,005	954	\$263,301	140	134	\$51,455
Office of Training and Development	187	180	\$38,258	187	180	\$37,959	206	200	\$47,186	19	20	\$9,227
<b>Total</b>	<b>21,202</b>	<b>19,763</b>	<b>\$3,935,179</b>	<b>20,413</b>	<b>18,974</b>	<b>\$3,981,498</b>	<b>19,084</b>	<b>17,719</b>	<b>\$4,210,817</b>	<b>(1,329)</b>	<b>(1,255)</b>	<b>\$229,319</b>
Subtotal Discretionary - Appropriation	21,202	19,763	\$3,935,179	20,413	18,974	\$3,981,498	19,084	17,719	\$4,210,817	(1,329)	(1,255)	\$229,319

## Trade and Travel Operations – PPA Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$3,991,812		
Transfers & Reprogrammings	(\$56,633)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$3,935,179</b>	<b>\$3,981,498</b>	<b>\$4,210,817</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$42,437	\$42,437
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$3,935,179</b>	<b>\$4,023,935</b>	<b>\$4,253,254</b>
Collections – Reimbursable Resources	\$2,141,762	\$2,141,762	\$2,141,762
<b>Total Budget Resources</b>	<b>\$6,076,941</b>	<b>\$6,165,697</b>	<b>\$6,395,016</b>
Obligations (Actual/Projections/Estimates)	\$3,899,081	\$6,123,260	\$6,277,000
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	21,202	20,413	19,084
Enacted/Request FTE	19,763	18,974	17,719
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	19,396	30,576	29,247
FTE (Actual/Estimates/Projections)	19,165	29,137	27,882

## Trade and Travel Operations – PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>21,202</b>	<b>19,763</b>	<b>\$3,991,812</b>
Cyber Security	-	-	(\$2,000)
Payroll Adjustment	-	-	(\$20,822)
Puerto Rico Requirements	-	-	(\$7,649)
RGV UAC Operations	-	-	(\$4,000)
Transfer out to DHS	-	-	(\$6,500)
Use of Prior Year Lapse Balance	-	-	(\$15,662)
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$56,633)</b>
<b>FY 2016 Revised Enacted</b>	<b>21,202</b>	<b>19,763</b>	<b>\$3,935,179</b>
<b>FY 2017 Annualized CR</b>	<b>20,413</b>	<b>18,974</b>	<b>\$3,981,498</b>
<b>FY 2018 Base Budget</b>	<b>20,413</b>	<b>18,974</b>	<b>\$3,981,498</b>
ACE Realignment	-	-	\$2,299
BPA Instructor Positions Transfer	19	19	\$2,773
Increase Reliance on Fee Collections	(277)	(277)	(\$45,000)
Realignment of Facilities Support Requirements	-	-	(\$1,096)
Realignment of Training Funding	-	-	(\$8,644)
Reorganization of Targeting Operations	-	-	\$17,337
Transfer for Joint Task Force West	(13)	(13)	(\$2,443)
Transfer of One Field Support Position to INA	(1)	(1)	(\$142)
<b>Total Transfers</b>	<b>(272)</b>	<b>(272)</b>	<b>(\$34,916)</b>
2017 Pay Raise	-	-	\$38,242
2018 Pay Raise	-	-	\$59,714
Adjustment to Base Pay Requirements	-	52	\$189,954
Adjustment to Sustain EVUS	-	4	\$8,216
Annualization of 2015 Biometric Exit Mobile App	-	-	\$450
Annualization of 2016 Canine Enforcement Program	-	23	-
Annualization of 2016 Counter Network Operations	-	30	\$4,881

Budget Formulation Activity	Positions	FTE	Amount
Annualization of 2016 Pay Raise	-	-	\$9,805
Annualization of 2017 Pay Raise	-	-	\$12,334
Federal Protective Service Fee Increase	-	-	\$1,363
Health Benefits	-	-	\$9,169
NII Equipment Refresh & Recapitalization	-	-	\$1,735
Rent Adjustment	-	-	\$1,096
Restore Rescission	-	-	\$10,314
TECS Modernization	-	-	\$9,000
<b>Total, Pricing Increases</b>	<b>-</b>	<b>109</b>	<b>\$356,273</b>
Eliminate Legacy Trusted Traveler Appropriation	-	-	(\$5,870)
Non-Recur 2016 Canine Enforcement Program	-	-	(\$2,542)
Non-Recur 2016 Counter Network Operations	-	-	(\$558)
Non-Recur 2016 UAS Operations	-	-	(\$55)
Non-Recur ACE	-	-	(\$34,984)
Realignment of User Fee Reliance	(191)	(191)	(\$27,438)
Travel Processing Fee	(1,099)	(1,099)	(\$157,480)
Working Capital Fund	-	-	(\$527)
<b>Total, Pricing Decreases</b>	<b>(1,290)</b>	<b>(1,290)</b>	<b>(\$229,454)</b>
<b>Total Adjustments-to-Base</b>	<b>(1,562)</b>	<b>(1,453)</b>	<b>\$91,903</b>
<b>FY 2018 Current Services</b>	<b>18,851</b>	<b>17,521</b>	<b>\$4,073,401</b>
ACE Core Functionality	-	-	\$45,122
Commercial Technology Innovation Program	-	-	\$10,000
Increase Intelligence and Targeting Capabilities	-	-	\$54,855
Interoperability Equipment Refresh	-	-	\$741
National Targeting Center Expansion	93	93	\$14,540
Trade Facilitation and Trade Enforcement Act	140	105	\$27,338
Trade Transformation Initiative	-	-	\$2,250
<b>Total, Program Increases</b>	<b>233</b>	<b>198</b>	<b>\$154,846</b>
Backfill CBPO Attrition with CBP Technicians	-	-	(\$9,230)
Canine Enforcement Program	-	-	(\$3,200)
Eliminate OFO TDY Support to Other Offices	-	-	(\$1,500)

Budget Formulation Activity	Positions	FTE	Amount
Intellectual Property Rights Enforcement	-	-	(\$2,000)
Trade Metrics and Data Support	-	-	(\$1,500)
<b>Total, Program Decreases</b>	-	-	<b>(\$17,430)</b>
<b>FY 2018 Request</b>	<b>19,084</b>	<b>17,719</b>	<b>\$4,210,817</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(1,329)</b>	<b>(1,255)</b>	<b>\$229,319</b>

### **PPA Description**

CBP proposes \$4,210.8 million; 19,084 positions; and 17,719 FTE in FY 2018 for the O&S Trade and Travel PPA. CBP uses the resources of this PPA to mitigate the threats from terrorists and to prevent contraband from entering the U.S. while facilitating the legal flow of people and trade. CBP achieves this mission by deploying CBPO to the POEs and by using a combination of technology, intelligence, risk information, targeting, and international cooperation to screen inbound international cargo and travelers and, in targeted border areas, to screen departing export cargo. Additional attention to outbound travel along areas of the southwest border also helps prevent the exit of money and weapons for illegal purposes.

CBP has extended a zone of security beyond U.S. physical borders through bilateral cooperation with other nations, private-sector partnerships, expanded targeting, and advance scrutiny of information on people and products coming into this country. CBP is cultivating “smart borders” through the use of technology, has established a layered defense strategy, and created a unified, recognizable presence at the border to combine and capitalize on the authorities and skills of our diverse workforce.

Several of the inspection activities performed at POEs and their associated costs are authorized to be reimbursed by user fee revenues that are remitted to CBP on quarterly or monthly basis. To manage the funding relationship between O&S and user fees, CBP leverages the O&S appropriation to fund activities related to the performance of customs, immigration and agriculture inspections at ports of entry, and then reimburses O&S to the extent fees are available from the Immigrations, Agriculture Quarantine, and COBRA inspections fees, and other reimbursable programs such as Reimbursable Enhanced Inspection Services.

OFO and OIT, as well as various mission support programs, employ the above described approach to fund certain inspection activities, including direct and indirect costs.

### **Adjustments to Base Justification**

ACE Realignment: This adjustment realigns OIT pay funding to OT for ACE operations and maintenance.

BPA Instructor Positions Transfer: Additional BPA Instructor positions assigned to support delivery of NII training to the USBP from the Field Operations Academy located in Charleston, SC.

Increase Reliance on Fee Collections: This adjustment reflects a higher level of COBRA FTA collections (\$45 million above the FY 2017 Annualized CR) made available through a General Provision. Since this fee is discretionary in nature, the increase will offset the O&S appropriation for OFO by the same amount.

Realignment of Facilities Support Requirements: This Adjustment to Base allows for CBP to continue to operate and maintain its AMO facilities portfolio while also addressing multiple high priority needs including core USBP facilities sustainment requirements such as regional maintenance and minor repair contracts and the increased costs of CBP's anticipated rent obligations for AMO's leased facilities.

Realignment of Training Funding: Adjustment of positions and funding associated with OTD activities across CBPs mission portfolios. This adjustment will align resources to support frontline training requirements during FY 2018.

Reorganization of Targeting Operations: This adjustment realigns funding for Targeting Operations from the Office of Intelligence to the Office of Field Operations.

Transfer for Joint Task Force West: Transfer to consolidate funding for CBP support to Joint Task Force West within the Integrated Operations PPA.

Transfer of One Field Support Position to INA: This adjustment transfers one Field Support Position from OFO to the Office of International Affairs.

2017 Pay Raise: Reflects the costs associated with a CY 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a CY 2018 pay raise of 1.9 percent.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Adjustment to Sustain Electronic Visa Update System (EVUS): Reflects follow-on costs for the implementation of EVUS, which EVUS allows visa holders to provide updated biographic and travel-related information through a public website. This process

enables CBP to facilitate admissibility determinations post-visa issuance before passengers initiate travel to the United States.

Annualization of 2015 Biometric Exit Mobile App: Provides necessary sustainment funding for the FY 2015 program increase supporting the Biometric Exit Mobile App. Funds will support continued efforts to enhance and expand CBP's use of smart phone biometric scanning capabilities.

Annualization of the FY 2016 Canine Enforcement Program: This annualizes the non-pay OTD and USBP portions of the FY 2016 Canine Enforcement Program enhancement.

Annualization of 2016 Counter Network Operations: This adjustment annualizes salaries and benefits costs for the additional NTC positions supporting Counter Network Operations approved in the FY 2016 Enacted appropriation.

Annualization of 2016 Pay Raise: Reflects the costs associated with the CY 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the CY 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Federal Protective Service Fee Increase: Adjustment to accommodate increases to FPS base security fee (\$0.74/square foot to \$0.78/square foot) and oversight fee (from 6 percent percent to 8 percent percent).

Health Benefits: Reflects the estimated cost of CY 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

NII Equipment Refresh & Recapitalization: This adjustment increases funding for programmatic sustainment costs for NII based on the established lifecycle cost estimate.

Rent Adjustment: This adjustment reallocates resources to fund the increasing rent and rent-related obligations associated with CBP's leased portfolio. This adjustment ensures funding for costs associated with new facilities coming online, new negotiated occupancy agreements and other cost drivers due to inflation and other cost adjustments.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 CR.



TECS Modernization: Per the Acquisition Plan Integrated Master Schedule and current Program Performance Milestones, TECS Modernization will be fully operational in FY 2017; therefore \$9 million was moved from PCI to O&S to reflect the shift from development to sustainment.

Eliminate Legacy Trusted Traveler Appropriation: CBP is eliminating the legacy Trusted Traveler Appropriation in FY 2018. The trusted traveler programs are funded through a variety of user fees (Global Entry and Land Border Inspection Fees).

Non-recur 2016 Canine Enforcement Program: Reduction for the mission support dollars associated with the Canine Enforcement Program enhancement in FY 2016, not recurring during FY 2017.

Non-recur 2016 Counter Network Operations: Reflects non-recur of one-time start-up costs for Counter Network Operations provided FY 2016 Enacted appropriation.

Non-recur 2016 UAS Operations: The reduction reflects the non-recur of costs of the legacy AMO Salaries and Expenses FY 2016 Enacted appropriation funding for UAS Operations.

Non-Recur ACE: This adjustment reflects that the rebalance to the ACE investment program will match its latest cost estimate in FY 2017-FY 2020.

Realignment of User Fee Reliance: This adjustment reflects a reallocation of discretionary appropriations from OFO to OIT resulting in an updated balance of appropriated and user fee resources for both offices. The user fee CJs reflect a corresponding reallocation of projected user fee collections from OIT to OFO.

Travel Processing Fee: The Budget proposes to eliminate Brand USA and redirect the \$10 ESTA surcharge currently deposited in the Travel Promotion Fund for Brand USA expenses to CBP for passenger processing expenses. This adjustment reflects an anticipated shift in approximately \$157 million in budgetary resources from discretionary appropriations to mandatory user fees within the Trade and Travel PPA. Anticipated collections would be available for CBP expenses associated with:

- 1) Vetting of travelers and refugees;
- 2) Entry and exit process re-engineering and modernization;
- 3) Staffing and overtime processing of arrivals and departures from the United States; and
- 4) Any other CBP activities related to the processing of passengers including, but not limited to, activities of the NTC.

Working Capital Fund: internal realignment of resources required for WCF bills.]

## Trade and Travel Operations – PPA Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of Field Operations	20,150	18,763	\$2,638,526	\$140.62	19,361	17,974	\$2,679,871	\$149.1	17,873	16,565	\$2,756,572	\$166.41	(1,488)	(1,409)	\$76,701	\$17.31
Office of Trade	865	820	\$121,678	\$148.39	865	820	\$118,753	\$144.82	1,005	954	\$148,760	\$155.93	140	134	\$30,007	\$11.11
Office of Training and Development	187	180	\$15,486	\$86.03	187	180	\$15,486	\$86.03	206	200	\$24,830	\$124.15	19	20	\$9,344	\$38.12
<b>Total</b>	<b>21,202</b>	<b>19,763</b>	<b>\$2,775,690</b>	<b>\$140.45</b>	<b>20,413</b>	<b>18,974</b>	<b>\$2,814,110</b>	<b>\$148.31</b>	<b>19,084</b>	<b>17,719</b>	<b>\$2,930,162</b>	<b>\$165.37</b>	<b>(1,329)</b>	<b>(1,255)</b>	<b>\$116,052</b>	<b>\$17.06</b>
Discretionary - Appropriation	21,202	19,763	\$2,775,690	\$140.45	20,413	18,974	\$2,814,110	\$148.31	19,084	17,719	\$2,930,162	\$165.37	(1,329)	(1,255)	\$116,052	\$17.06

**Trade and Travel Operations – PPA**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$1,650,930	\$1,767,998	\$1,761,796	(\$6,202)
11.3 Other than Full-Time Permanent	\$5,971	\$5,275	\$2,343	(\$2,932)
11.5 Other Personnel Compensation	\$228,625	\$201,748	\$305,061	\$103,313
12.1 Civilian Personnel Benefits	\$890,164	\$839,089	\$860,962	\$21,873
<b>Total - Personnel Compensation and Benefits</b>	<b>\$2,775,690</b>	<b>\$2,814,110</b>	<b>\$2,930,162</b>	<b>\$116,052</b>
<b>Positions and FTE</b>				
Positions - Civilian	21,202	20,413	19,084	(1,329)
FTE - Civilian	19,763	18,974	17,719	(1,255)

---

**Trade and Travel Operations – PPA**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Field Operations	\$1,044,551	\$1,051,822	\$1,143,758	\$91,936
Office of Trade	\$92,166	\$93,093	\$114,541	\$21,448
Office of Training and Development	\$22,772	\$22,473	\$22,356	(\$117)
<b>Total</b>	<b>\$1,159,489</b>	<b>\$1,167,388</b>	<b>\$1,280,655</b>	<b>\$113,267</b>
Discretionary - Appropriation	\$1,159,489	\$1,167,388	\$1,280,655	\$113,267

**Trade and Travel Operations – PPA**  
**Non Pay by Object Class**

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$45,394	\$50,151	\$47,801	(\$2,350)
22.0 Transportation of Things	\$2,198	\$4,130	\$4,078	(\$52)
23.1 Rental Payments to GSA	\$344,845	\$350,896	\$361,082	\$10,186
23.2 Rental Payments to Others	\$11,826	\$17,324	\$13,431	(\$3,893)
23.3 Communications, Utilities, and Misc. Charges	\$27,484	\$53,983	\$32,733	(\$21,250)
24.0 Printing and Reproduction	\$141	\$12,808	\$12,836	\$28
25.2 Other Services from Non-Federal Sources	\$494,867	\$472,057	\$549,449	\$77,392
25.3 Other Goods and Services from Federal Sources	\$3,050	\$7,073	\$3,756	(\$3,317)
25.4 Operation and Maintenance of Facilities	\$40,782	\$15,355	\$12,573	(\$2,782)
25.7 Operation and Maintenance of Equipment	\$42,576	\$43,225	\$103,469	\$60,244
26.0 Supplies and Materials	\$27,347	\$27,471	\$24,795	(\$2,676)
31.0 Equipment	\$118,979	\$112,915	\$100,706	(\$12,209)
32.0 Land and Structures	-	-	\$13,946	\$13,946
<b>Total - Non Pay Object Classes</b>	<b>\$1,159,489</b>	<b>\$1,167,388</b>	<b>\$1,280,655</b>	<b>\$113,267</b>

*Office of Field Operations – PPA Level II***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Domestic Operations	18,441	17,481	\$2,595,830	17,652	16,692	\$2,662,723	16,071	15,051	\$2,681,171	(1,581)	(1,641)	\$18,448
International Operations	940	630	\$157,383	940	630	\$157,094	940	652	\$142,272	-	22	(\$14,822)
Targeting Operations	769	652	\$101,609	769	652	\$89,775	862	862	\$236,572	93	210	\$146,797
Assets and Support	-	-	\$828,255	-	-	\$822,101	-	-	\$840,315	-	-	\$18,214
<b>Total</b>	<b>20,150</b>	<b>18,763</b>	<b>\$3,683,077</b>	<b>19,361</b>	<b>17,974</b>	<b>\$3,731,693</b>	<b>17,873</b>	<b>16,565</b>	<b>\$3,900,330</b>	<b>(1,488)</b>	<b>(1,409)</b>	<b>\$168,637</b>
Subtotal Discretionary - Appropriation	20,150	18,763	\$3,683,077	19,361	17,974	\$3,731,693	17,873	16,565	\$3,900,330	(1,488)	(1,409)	\$168,637

## Office of Field Operations – PPA Level II Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>20,150</b>	<b>18,763</b>	<b>\$3,739,710</b>
Cyber Security	-	-	(\$2,000)
Payroll Adjustment	-	-	(\$20,822)
Puerto Rico Requirements	-	-	(\$7,649)
RGV UAC Operations	-	-	(\$4,000)
Transfer out to DHS	-	-	(\$6,500)
Use of Prior Year Lapse Balance	-	-	(\$15,662)
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$56,633)</b>
<b>FY 2016 Revised Enacted</b>	<b>20,150</b>	<b>18,763</b>	<b>\$3,683,077</b>
<b>FY 2017 Annualized CR</b>	<b>19,361</b>	<b>17,974</b>	<b>\$3,731,693</b>
<b>FY 2018 Base Budget</b>	<b>19,361</b>	<b>17,974</b>	<b>\$3,731,693</b>
Increase Reliance on Fee Collections	(277)	(277)	(\$45,000)
Realignment of Facilities Support Requirements	-	-	(\$1,096)
Reorganization of Targeting Operations	-	-	\$17,337
Transfer for Joint Task Force West	(13)	(13)	(\$2,443)
Transfer of One Field Support Position to INA	(1)	(1)	(\$142)
<b>Total Transfers</b>	<b>(291)</b>	<b>(291)</b>	<b>(\$31,344)</b>
2017 Pay Raise	-	-	\$36,627
2018 Pay Raise	-	-	\$57,681
Adjustment to Base Pay Requirements	-	22	\$163,165
Adjustment to Sustain EVUS	-	4	\$8,216
Annualization of 2015 Biometric Exit Mobile App	-	-	\$450
Annualization of 2016 Canine Enforcement Program	-	23	-
Annualization of 2016 Counter Network Operations	-	30	\$4,881
Annualization of 2016 Pay Raise	-	-	\$9,368
Annualization of 2017 Pay Raise	-	-	\$11,700
Federal Protective Service Fee Increase	-	-	\$1,363

Budget Formulation Activity	Positions	FTE	Amount
Health Benefits	-	-	\$8,872
NII Equipment Refresh & Recapitalization	-	-	\$1,735
Rent Adjustment	-	-	\$1,096
Restore Rescission	-	-	\$8,017
TECS Modernization	-	-	\$9,000
<b>Total, Pricing Increases</b>	<b>-</b>	<b>79</b>	<b>\$322,171</b>
Eliminate Legacy Trusted Traveler Appropriation	-	-	(\$5,870)
Non-Recur 2016 Canine Enforcement Program	-	-	(\$994)
Non-Recur 2016 Counter Network Operations	-	-	(\$257)
Realignment of User Fee Reliance	(191)	(191)	(\$27,438)
Travel Processing Fee	(1,099)	(1,099)	(\$157,480)
<b>Total, Pricing Decreases</b>	<b>(1,290)</b>	<b>(1,290)</b>	<b>(\$192,039)</b>
<b>Total Adjustments-to-Base</b>	<b>(1,581)</b>	<b>(1,502)</b>	<b>\$98,788</b>
<b>FY 2018 Current Services</b>	<b>17,780</b>	<b>16,472</b>	<b>\$3,830,481</b>
Commercial Technology Innovation Program	-	-	\$10,000
Increase Intelligence and Targeting Capabilities	-	-	\$54,855
Interoperability Equipment Refresh	-	-	\$741
National Targeting Center Expansion	93	93	\$14,540
Trade Facilitation and Trade Enforcement Act	-	-	\$1,213
<b>Total, Program Increases</b>	<b>93</b>	<b>93</b>	<b>\$81,349</b>
Backfill CBPO Attrition with CBP Technicians	-	-	(\$6,800)
Canine Enforcement Program	-	-	(\$3,200)
Eliminate OFO TDY Support to Other Offices	-	-	(\$1,500)
<b>Total, Program Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$11,500)</b>
<b>FY 2018 Request</b>	<b>17,873</b>	<b>16,565</b>	<b>\$3,900,330</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(1,488)</b>	<b>(1,409)</b>	<b>\$168,637</b>

**PPA Level II Description**

The Office of Field Operations (OFO) proposes \$3,900.3 million; 17,873 positions; and 16,565 FTE in FY 2018 for the Trade and Travel (TT) PPA.



## Office of Field Operations - Trade and Travel Operations (Dollars in Thousands)

Program Name	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	Percent Change FY 2017 to FY 2018
Office of Field Operations (Trade and Travel)	\$ 3,683,077	\$ 3,731,693	\$ 3,900,330	1 percent

Each day, more than one million people arrive at 328 U.S. POEs by air, land, and sea where OFO employees prevent the entry of terrorists and instruments of terror, welcome travelers, and facilitate the flow of goods essential to our economy 24/7. CBPOs at the POEs are the face at the border for all cargo and travelers entering the United States. While serving in this ambassador role to the Nation's trade community and internationally traveling public, over 30,000 CBPOs, Agriculture Specialists, Trade and Revenue Staff, and Mission Support Staff, support CBP's critical anti-terrorism mission; enforce import and export laws and regulations of the U.S.; implement immigration policy and programs; and protect the U.S. from foreign animal and plant pests, diseases, and invasive species that could cause serious damage to U.S. crops, livestock, pets, and the environment. CBP recognizes its key role in ensuring the growth of the U.S. economy and the implications of a complex and challenging mission to balance enforcement priorities with travel and trade facilitation. The basic threats and challenges related to securing and expediting trade and travel have evolved but not changed significantly since the creation of CBP. However, the workload volume continues to grow and criminals, terrorists, and other bad actors continue to become more sophisticated in their efforts. For example, when comparing FY 2016 to FY 2015, air passenger volume is up by 6 percent, total inadmissible aliens encountered is up by over 7 percent, and total firearms seized are up by 24.6 percent.

**Volume and Wait Time Comparisons for Air and Land Travel Modes  
FY 2013 to FY 2015 and FY 2015 to FY 2016**

Mode of Transport	Time Frame	Volume Percent Change	National Wait Time Average Percent Change
Air	FY 2013 – FY 2015	10.0%	-16.0%
	FY 2015 – FY 2016	6.0%	2.0%
	<b>Total</b>	<b>16.0%</b>	<b>-14.0%</b>
Private Owned Vehicle	FY 2013 – FY 2015	5.0%	-14.0%
	FY 2015 – FY 2016	0.0%	16.0%
	<b>Total</b>	<b>5.0%</b>	<b>2.0%</b>
Commercial Owned Vehicle	FY 2013 – FY 2015	5.0%	1.0%
	FY 2015 – FY 2016	3.0%	-0.5%
	<b>Total</b>	<b>8.0%</b>	<b>0.5%</b>
Pedestrian	FY 2013 – FY 2015	0.5%	-30.0%
	FY 2015 – FY 2016	3.0%	-1.0%
	<b>Total</b>	<b>3.5%</b>	<b>-31.0%</b>

*FY 2018 Major Increases and Decreases - Changes from FY 2017*

Within the Travel and Trade PPA, CBP proposes a mix of increases and decreases that are designed to maximize enforcement efforts, efficiencies, and resources.

CBP proposes an increase of \$14.5 million to support 93 FTE at the NTC. These positions will include CBPOs, Intelligence Research Specialists, Analysts, Statisticians, and others who will be dedicated to traveler vetting, cargo vetting, and counter network operations. NTC programs in both the traveler and cargo environments provide technical efficiencies, automation, and advance vetting and risk segmentation, which increases national security and results in reduced workload at POEs. Reduced workload at POEs as a result of advance work conducted by NTC for FY 2016 was estimated at approximately 774 Full Time Equivalent personnel which could in turn be redirected to other front line duties at the POEs.

As a complement to the additional staffing at the NTC, CBP proposes an increase of \$54.6 million for analytical modeling, both to enhance existing and build new capabilities. The applications and systems for which CBP requests funding allow the NTC to process large volumes of data efficiently, resulting in streamlined information sharing. Targeting systems collect and collate intelligence information from multiple source systems into single platforms allowing CBP to detect, analyze, and provide results-based decisions for better targeting.

CBP proposes a \$109.2 million increase to the NII Systems Program (large scale and small scale), in support of the CBP mission of preventing terrorists and terrorist weapons from entering the United States. NII equipment is critical in interdicting potentially dangerous or illegal cargo from being smuggled into the country while facilitating the flow of legitimate trade and travel. The NII Systems Program supports CBPs interdiction and security efforts by providing technologies that help CBPOs and agents examine a large volume of traffic safely, quickly, and effectively to detect a wide range of contraband imported using a variety of conveyances.

CBP proposes a decrease of \$9.9 million in OFO pay requirements associated with backfilling vacant CBPO positions with CBP Technicians. CBP proposes to replace 198 CBPO positions with 198 Technicians to backfill CBPO attrition in FY 2018. Increasing CBP Technicians will better allow CBPOs to be directed to their essential mission functions by reducing their administrative workload, also resulting in a \$9.9 million savings primarily in on-boarding expenses the first year and salaries and benefits in out years.

CBP proposes a decrease of \$3.2 million to the OFO Canine Enforcement Program (CEP). OFO CEP has 496 specialized canine teams deployed at this time. CBP proposes to retire 188 canine teams from locations other than the southern border to realize the \$3.2 million efficiency. The CBPO handlers for the 188 retired canine teams would be redirected to non-canine front line duties. This will

increase canine frontline presence in primary and secondary at Southwest Border POEs.

CBP proposes a decrease of \$1.5 million to OFO Temporary Duty Assignment (TDY) support to other offices. The vast majority of activity at the POEs is required by statute and not discretionary activity that could be scaled back or stopped. CBP proposes to partially cease TDYs to CBP Headquarters offices except critical programs like the National Targeting Center and Immigration Advisory Program to increase OFO frontline presence in the field for a total of \$1.5 million in TDY cost savings. TDY's to Headquarters in FY 2016 totaled \$8.5 million.

### *Mission Turbulence*

Mission turbulence takes new forms each year by way of natural disasters, pandemics, increasing surges in land border migration, detention and removal requirements, and additional emerging threats. Mission turbulence can be any activity that must be addressed at the ports but does not fall into typical day-to-day operations and can have significant unplanned resource needs. Entering fiscal year 2017, CBP encountered extraordinary numbers of foreign nationals, including unaccompanied alien children (UAC), credible fear cases, and family units, attempting to immigrate to the United States in violation of immigration law and policies. OFO processed 11,123 inadmissible UACs in FY 2016. This was an increase of 139 percent when compared to FY 2015.

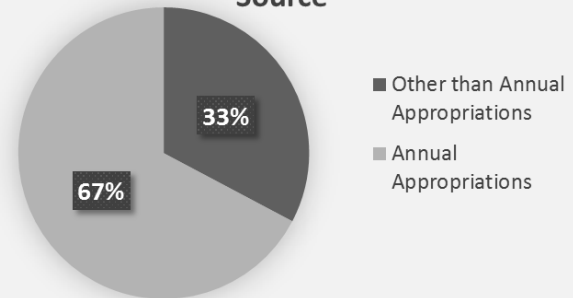
The result of this surge caused an unprecedented draw of resources, and outpaced temporary holding capacities at CBP's southern land border POEs. Additionally, there have been a number of other unforeseen events that have strained OFO's resources such as Hurricane Matthew, which made landfall in October 2016 displacing OFO personnel from Miami, Atlanta, and the Federal Law Enforcement Training Center (FLETC) in Brunswick, GA for over a month. Additionally, the dangerous rise in opioid smuggling has caused OFO to take important safety precautions for front line employees. In response to these and other mission turbulence, CBP realigned operational, financial, and human capital resources to mitigate these crises.

OFO's FY 2018 Budget of \$2.6 billion for the Trade and Travel (TT) PPA supports capabilities designed to enable CBP to address its mission. This includes the full range of national security, trade and travel facilitation, border security (narcotics interdiction, illegal immigration, and trade enforcement), and interagency mission activities regardless of the unforeseen new perpetrator, bad actor, method of evasion, natural disaster, or surge.

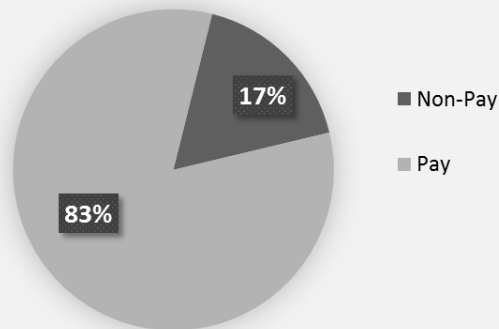
*OFO's Full Funding Profile – Scope and Context*

While OFO's TT PPA request for appropriated funding is \$2.6 billion, it is important to acknowledge the full scope and complexity of funding sources that enable OFO to achieve its mission. OFO's full FY 2018 budget of \$5.6 billion will be funded by 27 different funding sources including a mix of appropriations, user fees, trust funds, and other reimbursable private sources. In some cases, such as with the Virgin Islands Deposit Fund (VIDF), the funding source is dedicated to a specific activity and cannot, by law, be supplemented with appropriations. (For more information about the VIDF, please see the VIDF Document of this Congressional Justification (CJ).) However, in many cases, CBP does not recover the full cost of activities, which were designed to be fully reimbursed from their respective funding sources. For that reason, it is important to understand the relationship between appropriations and a number of other funding sources which support CBP and OFO's mission. User Fees and other reimbursable activities will be addressed in full in their appropriate sections of this CJ, however they will also be referenced in moderation throughout the TT PPA annual appropriations section(s) of the CJ in order to provide this full funding scope and profile context to Congressional appropriators.

**OFO's FY 2017 \$5.6B Budget by Annual Appropriated and Other than Annually Appropriated (User Fee, Trust Fund, Reimbursable) Funding Source**



**OFO's FY 2017 \$5.6B Budget by Pay and Non-Pay**



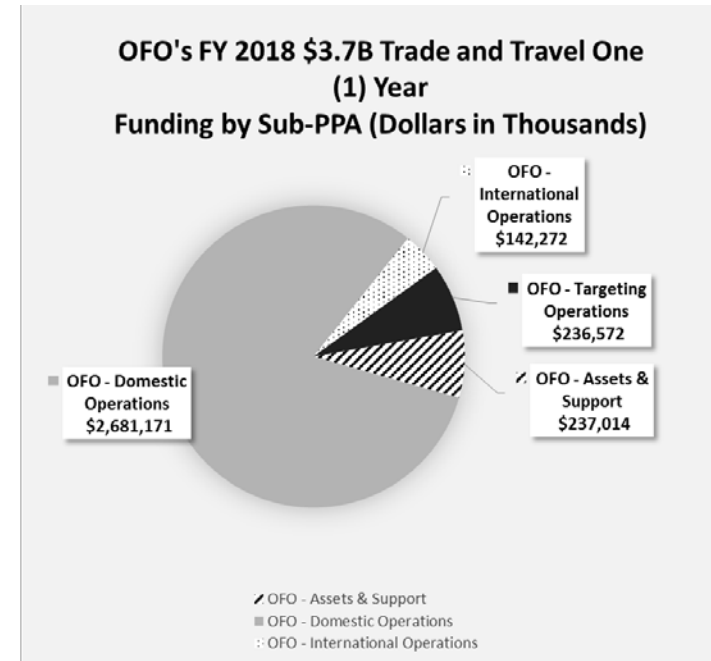
Additionally, 83 percent of OFO's budget, regardless of funding source, is used for the salaries and benefits of CBP OFO staff. OFO spends \$9 million a day on salaries alone. The remainder of OFO's budget supports non-pay requirements such as critical facilities repairs, contracts, monthly utilities costs at POEs, IT infrastructure, and travel costs.

In order to maximize the valuable web of resources available to support OFO's mission and to mitigate trade and passenger volumes increasing in air, land, and sea environments since 2009, CBP continues to pursue business modernization. CBP and OFO have invested heavily in a Resource Optimization Strategy which includes a series of transformation efforts to modernize processes and maximize the use of existing resources, but these efforts have not kept pace with the increases in trade and travel volumes and CBP's increasingly complex mission.

To support growing volumes in travel and trade, OFO has adopted a three-pronged strategy that maximizes existing resources, identifies staffing needs, and explores funding sources to support those staffing needs. For example, CBP is rapidly expanding the Reimbursable Services Program (RSP) which allows private stakeholders to directly support enhanced services such as overtime for an after-hours flight that CBP would not have supported on its own prior to the creation of the RSP.

In addition to optimizing and searching for best practices, CBP and OFO's capabilities will continue to expand to meet the mission through strategic investments. CBP's current pursuit of Biometric Entry/Exit capability and continuous innovation at the National Targeting Center are just two examples of CBP adapting to thwart the methods of bad actors seeking to evade us.

CBP is committed to making the best use of our available resources and working with all of our stakeholders to address the challenges of our growing and changing mission. For more information regarding CBP's Resource Optimization Strategy, please reference the Resource Optimization at Ports of Entry Report, released with the FY 2018 President's Budget to Congress.



### Trade and Travel Sub-PPAs Overview

OFO is the law enforcement component within CBP responsible for carrying out CBP's complex and demanding border security mission at all ports of entry (POE). OFO manages the lawful access of people and goods to our Nation by securing and expediting international trade and travel. Continued growth in international trade and travel, expanding mission requirements, and new facility demands continue to strain CBP resources and our efforts to secure the homeland.

### Adjustments to Base Justification

Increase Reliance on Fee Collections: This adjustment reflects a higher level of COBRA FTA collections (\$45 million above the FY 2017 Annualized CR) made available through a General Provision. Since this fee is discretionary in nature, the increase will offset the O&S appropriation for OFO by the same amount.

Realignment of Facilities Support Requirements: This adjustment to base allows for CBP to continue to operate and maintain its

AMO facilities portfolio while also addressing multiple high priority needs including core USBP facilities sustainment requirements such as regional maintenance and minor repair contracts and the increased costs of CBP's anticipated rent obligations for AMO's leased facilities.

Reorganization of Targeting Operations: This adjustment realigns funding for Targeting Operations from OI to OFO.

Transfer for Joint Task Force West: Transfer to consolidate funding for CBP support to Joint Task Force West within the Integrated Operations PPA.

Transfer of One Field Support Position to INA: This adjustment transfers one Field Support Position to the Office of International Affairs.

2017 Pay Raise: Reflects the costs associated with a CY 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a CY 2018 pay raise of 1.9 percent.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Adjustment to Sustain Electronic Visa Update System (EVUS): Reflects follow-in costs for the implementation of EVUS. EVUS allows visa holders to provide updated biographic and travel-related information through a public website. This process enables CBP to facilitate admissibility determinations post-visa issuance before passengers initiate travel to the United States.

Annualization of 2015 Biometric Exit Mobile App: Provides necessary sustainment funding for the FY 2015 program increase supporting the Biometric Exit Mobile App. Funds will support continued efforts to enhance and expand CBP's use of smart phone biometric scanning capabilities.

Annualization of the FY 2016 Canine Enforcement Program: This annualizes the non-pay OTD and USBP portions of the FY 2016 Canine Enforcement Program enhancement.

Annualization of 2016 Counter Network Operations: This adjustment annualizes salaries and benefits costs for the additional NTC positions supporting Counter Network Operations approved in the FY 2016 Enacted appropriation.

Annualization of 2016 Pay Raise: Reflects the costs associated with the CY 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the CY 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Federal Protective Service Fee Increase: Adjustment to accommodate increases to FPS base security fee (\$0.74/square foot to \$0.78/square foot) and oversight fee (from 6 percent percent to 8 percent percent).

Health Benefits: Reflects the estimated cost of CY 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

NII Equipment Refresh & Recapitalization: This adjustment increases funding for programmatic sustainment costs for NII based on the established lifecycle cost estimate.

Rent Adjustment: This adjustment reallocates resources to fund the increasing rent and rent-related obligations associated with CBP's leased portfolio. This adjustment ensures funding for costs associated with new facilities coming online, new negotiated occupancy agreements and other cost drivers due to inflation and other cost adjustments.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 CR.

TECS Modernization: Per the Acquisition Plan Integrated Master Schedule and current Program Performance Milestones, TECS Modernization will be fully operational in FY 2017; therefore \$9 million was moved from PC&I to O&S to reflect the shift from development to sustainment.

Eliminate Legacy Trusted Traveler Appropriation: CBP is eliminating the legacy Trusted Traveler Appropriation in FY 2018. The trusted traveler programs are funded through a variety of user fees (Global Entry and Land Border Inspection Fees).

Non-recur 2016 Canine Enforcement Program: Reduction for the mission support dollars associated with the Canine Enforcement Program enhancement in FY 2016, not recurring during FY 2017.

Non-recur 2016 Counter Network Operations: Reflects non-recur of one-time start-up costs for Counter Network Operations provided in FY 2016 Enacted appropriation.

Realignment of User Fee Reliance: This adjustment reflects a reallocation of discretionary appropriations from OFO to OIT resulting in an updated balance of appropriated and user fee resources for both offices. The user fee CJs reflect a corresponding reallocation of projected user fee collections from OIT to OFO.

Travel Processing Fee: The Budget proposes to eliminate Brand USA and redirect the \$10 ESTA surcharge currently deposited in the Travel Promotion Fund for Brand USA expenses to CBP for passenger processing expenses. This adjustment reflects an anticipated shift in approximately \$157 million in budgetary resources from discretionary appropriations to mandatory user fees within the Trade and Travel PPA. Anticipated collections would be available for CBP expenses associated with:

- 1) Vetting of travelers and refugees;
- 2) Entry and exit process re-engineering and modernization;
- 3) Staffing and overtime processing of arrivals and departures from the United States; and
- 4) Any other CBP activities related to the processing of passengers including, but not limited to, activities of the NTC. |



## Office of Field Operations – PPA Level II Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Domestic Operations	18,441	17,481	\$2,425,387	\$138.74	17,652	16,692	\$2,483,014	\$148.75	16,071	15,051	\$2,497,055	\$165.91	(1,581)	(1,641)	\$14,041	\$17.16
International Operations	940	630	\$130,454	\$207.07	940	630	\$117,378	\$186.31	940	652	\$106,571	\$163.45	-	22	(\$10,807)	(\$22.86)
Targeting Operations	769	652	\$82,685	\$126.82	769	652	\$79,479	\$121.9	862	862	\$152,946	\$177.43	93	210	\$73,467	\$55.53
<b>Total</b>	<b>20,150</b>	<b>18,763</b>	<b>\$2,638,526</b>	<b>\$140.62</b>	<b>19,361</b>	<b>17,974</b>	<b>\$2,679,871</b>	<b>\$149.1</b>	<b>17,873</b>	<b>16,565</b>	<b>\$2,756,572</b>	<b>\$166.41</b>	<b>(1,488)</b>	<b>(1,409)</b>	<b>\$76,701</b>	<b>\$17.31</b>
Discretionary - Appropriation	20,150	18,763	\$2,638,526	\$140.62	19,361	17,974	\$2,679,871	\$149.1	17,873	16,565	\$2,756,572	\$166.41	(1,488)	(1,409)	\$76,701	\$17.31

**Office of Field Operations – PPA Level II**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$1,546,845	\$1,665,979	\$1,635,579	(\$30,400)
11.3 Other than Full-Time Permanent	\$4,971	\$4,284	\$1,886	(\$2,398)
11.5 Other Personnel Compensation	\$227,916	\$201,397	\$302,549	\$101,152
12.1 Civilian Personnel Benefits	\$858,794	\$808,211	\$816,558	\$8,347
<b>Total - Personnel Compensation and Benefits</b>	<b>\$2,638,526</b>	<b>\$2,679,871</b>	<b>\$2,756,572</b>	<b>\$76,701</b>
<b>Positions and FTE</b>				
Positions - Civilian	20,150	19,361	17,873	(1,488)
FTE - Civilian	18,763	17,974	16,565	(1,409)

## Office of Field Operations – PPA Level II

### Non Pay Budget Exhibits

### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Domestic Operations	\$170,443	\$179,709	\$184,116	\$4,407
International Operations	\$26,929	\$39,716	\$35,701	(\$4,015)
Targeting Operations	\$18,924	\$10,296	\$83,626	\$73,330
Assets and Support	\$828,255	\$822,101	\$840,315	\$18,214
<b>Total</b>	<b>\$1,044,551</b>	<b>\$1,051,822</b>	<b>\$1,143,758</b>	<b>\$91,936</b>
Discretionary - Appropriation	\$1,044,551	\$1,051,822	\$1,143,758	\$91,936

**Office of Field Operations – PPA Level II**  
**Non Pay by Object Class**

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$33,544	\$38,282	\$36,477	(\$1,805)
22.0 Transportation of Things	\$2,169	\$4,101	\$4,067	(\$34)
23.1 Rental Payments to GSA	\$344,845	\$350,896	\$361,082	\$10,186
23.2 Rental Payments to Others	\$10,804	\$16,315	\$12,409	(\$3,906)
23.3 Communications, Utilities, and Misc. Charges	\$27,077	\$53,559	\$31,892	(\$21,667)
24.0 Printing and Reproduction	\$141	\$12,808	\$12,836	\$28
25.2 Other Services from Non-Federal Sources	\$452,270	\$405,581	\$506,765	\$101,184
25.3 Other Goods and Services from Federal Sources	\$3,050	\$7,073	\$3,745	(\$3,328)
25.4 Operation and Maintenance of Facilities	\$40,782	\$15,355	\$12,573	(\$2,782)
25.7 Operation and Maintenance of Equipment	\$42,560	\$43,209	\$58,331	\$15,122
26.0 Supplies and Materials	\$26,648	\$26,122	\$24,333	(\$1,789)
31.0 Equipment	\$60,661	\$78,521	\$65,302	(\$13,219)
32.0 Land and Structures	-	-	\$13,946	\$13,946
<b>Total - Non Pay Object Classes</b>	<b>\$1,044,551</b>	<b>\$1,051,822</b>	<b>\$1,143,758</b>	<b>\$91,936</b>

*Domestic Operations – PPA Level III***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Domestic Operations	18,441	17,481	\$2,595,830	17,652	16,692	\$2,662,723	16,071	15,051	\$2,681,171	(1,581)	(1,641)	\$18,448
<b>Total</b>	<b>18,441</b>	<b>17,481</b>	<b>\$2,595,830</b>	<b>17,652</b>	<b>16,692</b>	<b>\$2,662,723</b>	<b>16,071</b>	<b>15,051</b>	<b>\$2,681,171</b>	<b>(1,581)</b>	<b>(1,641)</b>	<b>\$18,448</b>
Subtotal Discretionary - Appropriation	18,441	17,481	\$2,595,830	17,652	16,692	\$2,662,723	16,071	15,051	\$2,681,171	(1,581)	(1,641)	\$18,448

## Domestic Operations – PPA Level III Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>18,441</b>	<b>17,481</b>	<b>\$2,664,163</b>
Cyber Security	-	-	(\$2,000)
NTC Facility Requirements	-	-	(\$4,700)
Payroll Adjustment	-	-	(\$27,822)
Puerto Rico Requirements	-	-	(\$7,649)
RGV UAC Operations	-	-	(\$4,000)
Transfer out to DHS	-	-	(\$6,500)
Use of Prior Year Lapse Balance	-	-	(\$15,662)
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$68,333)</b>
<b>FY 2016 Revised Enacted</b>	<b>18,441</b>	<b>17,481</b>	<b>\$2,595,830</b>
<b>FY 2017 Annualized CR</b>	<b>17,652</b>	<b>16,692</b>	<b>\$2,662,723</b>
<b>FY 2018 Base Budget</b>	<b>17,652</b>	<b>16,692</b>	<b>\$2,662,723</b>
Increase Reliance on Fee Collections	(277)	(277)	(\$45,000)
Transfer for Joint Task Force West	(13)	(13)	(\$2,443)
Transfer of One Field Support Position to INA	(1)	(1)	(\$142)
<b>Total Transfers</b>	<b>(291)</b>	<b>(291)</b>	<b>(\$47,585)</b>
2017 Pay Raise	-	-	\$34,458
2018 Pay Raise	-	-	\$54,392
Adjustment to Base Pay Requirements	-	(87)	\$130,908
Adjustment to Sustain EVUS	-	4	\$8,216
Annualization of 2015 Biometric Exit Mobile App	-	-	\$450
Annualization of 2016 Canine Enforcement Program	-	23	-
Annualization of 2016 Pay Raise	-	-	\$8,749
Annualization of 2017 Pay Raise	-	-	\$10,564
Health Benefits	-	-	\$8,403
Restore Rescission	-	-	\$1,440
<b>Total, Pricing Increases</b>	<b>-</b>	<b>(60)</b>	<b>\$257,580</b>

Budget Formulation Activity	Positions	FTE	Amount
Eliminate Legacy Trusted Traveler Appropriation	-	-	(\$5,870)
Realignment of User Fee Reliance	(191)	(191)	(\$27,438)
Travel Processing Fee	(1,099)	(1,099)	(\$157,480)
<b>Total, Pricing Decreases</b>	<b>(1,290)</b>	<b>(1,290)</b>	<b>(\$190,788)</b>
<b>Total Adjustments-to-Base</b>	<b>(1,581)</b>	<b>(1,641)</b>	<b>\$19,207</b>
<b>FY 2018 Current Services</b>	<b>16,071</b>	<b>15,051</b>	<b>\$2,681,930</b>
Commercial Technology Innovation Program	-	-	\$10,000
Interoperability Equipment Refresh	-	-	\$741
<b>Total, Program Increases</b>	<b>-</b>	<b>-</b>	<b>\$10,741</b>
Backfill CBPO Attrition with CBP Technicians	-	-	(\$6,800)
Canine Enforcement Program	-	-	(\$3,200)
Eliminate OFO TDY Support to Other Offices	-	-	(\$1,500)
<b>Total, Program Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$11,500)</b>
<b>FY 2018 Request</b>	<b>16,071</b>	<b>15,051</b>	<b>\$2,681,171</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(1,581)</b>	<b>(1,641)</b>	<b>\$18,448</b>

## Office of Field Operations - Trade and Travel Domestic Operations (Dollars in Thousands)

Program Name	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	Percent Change FY 2017 to FY 2018
Trade and Travel Domestic Operations	\$ 2,595,830	\$ 2,662,723	\$ 2,681,171	1 percent

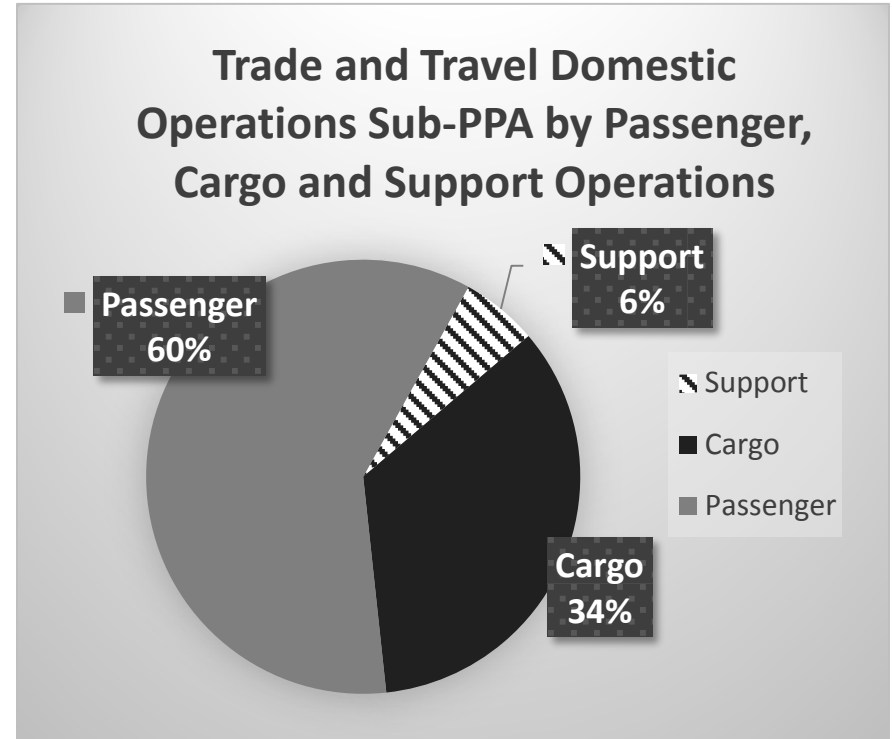
**PPA Level III Description**

OFO proposes \$2,681.2 million; 16,071 positions; and 15,051 FTE in FY 2018 for the Domestic Operations SubPPA (\$18.5 million above the FY 2017 Annualized CR level). Domestic Operations include Passenger, Trade, Agriculture, and other programs and activities that support OFO's Domestic safety, security, and facilitation mission.

#### OFO Domestic Operations

OFO achieves this mission by deploying CBPOs, CBP Agriculture Specialists, and mission and operational support staff to POEs, Field Offices, and the NTC, and by using a combination of technology, intelligence, risk information and segmentation, targeting, and international cooperation to screen inbound international travelers.

Additional attention to outbound travel along areas of the southwest border also helps to prevent the exit of money and weapons for nefarious and illegal purposes.



Several of the inspection activities performed at POEs and their associated costs are authorized to be reimbursed by user fee revenues that are remitted to CBP on a monthly or quarterly basis.

#### **Office of Field Operations - A Day in the Life of CBP Officers**

<b>In Fiscal Years 2014, 2015, and 2016, Every day, On Average, CBP Officers at Ports of Entry:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>Percent Change FY 2014 to FY 2016</b>
Processed Passengers and Pedestrians (including aliens)	1,025,687	1,048,632	1,069,266	4 percent
Processed Incoming International Air Passengers	293,825	308,234	326,723	11 percent
Processed Truck, Rail and Sea Containers	70,334	72,179	74,417	6 percent
Processed Shipments of Goods Approved for Entry	81,205	82,674	89,326	10 percent
Processed Fees, Duties, and Tariffs (millions)	\$119	\$124	\$123	3 percent



<b>In Fiscal Years 2014, 2015, and 2016, Every day, On Average, CBP Officers at Ports of Entry:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>Percent Change FY 2014 to FY 2016</b>
Executed Enforcement Actions Executing Arrests	59	57	59	0 percent
Executed Enforcement Actions Refusing Entry of Aliens	513	700	753	47 percent
Executed Enforcement Actions Countering Smuggled Aliens	1	1	1	0 percent
Effectuated Seizures of Drugs (kilograms)	847	1,106	1,008	19 percent
Effectuated Seizures of Documents	36	26	20	44 percent
Effectuated Seizures of Trade	89	114	134	51 percent
Effectuated Seizures of IPR	63	79	86	37 percent
Effectuated Seizures of Prohibited Plant and Animal Materials/Products	4,447	4,548	4,638	4 percent
Effectuated Seizures of Agricultural Pests and Diseases	425	470	464	9 percent
Effectuated Seizures of Unreported Currency	\$223,207	\$208,275	\$170,108	-24 percent

**U.S. Customs and Border Protection  
CBP Officers by Funding Source Fiscal Years 2007 - 2016**

<b>Fiscal Year</b>	<b>CBPOs (All of CBP) End of Fiscal Year</b>	<b>Percent CBPOs (All of CBP) Funded by User Fees, Reimbursable, and Trust Funds</b>	<b>Percent CBPOs (All of CBP) Funded by Annual Appropriations (Remainder)</b>
<b>2007</b>	18,452	35%	65%
<b>2008</b>	19,776	37%	63%
<b>2009</b>	21,339	32%	68%
<b>2010</b>	20,687	33%	67%
<b>2011</b>	20,582	22%	78%
<b>2012</b>	21,790	28%	72%
<b>2013</b>	21,843	28%	72%
<b>2014</b>	22,274	27%	73%
<b>2015</b>	22,947	32%	68%
<b>2016</b>	22,910	33%	67%

To manage the funding relationship between O&S discretionary appropriations and user fees, CBP leverages the O&S appropriation to fund activities related to the performance of customs, immigration, and agriculture inspections at POEs, and then reimburses O&S where authorized by law and to the extent fees are available from the Immigration, Agriculture Quarantine, and COBRA inspections fees, and other reimbursable programs such as Reimbursable Enhanced Inspection Services.

Depending on workload volumes, the availability of user fees, and other mission priorities, CBP's fee funded activities, some intended to be full cost recovery, are supplemented to varying extent by appropriations. For example, as seen to the left, 33 percent of CBPO Salaries and Benefits, CBP-wide, were funded with a combination of User Fees, Reimbursable Agreements, and Trust Funds in FY 2016.

200 Percent CBPO Overtime – Domestic Operations and User Fee Funded

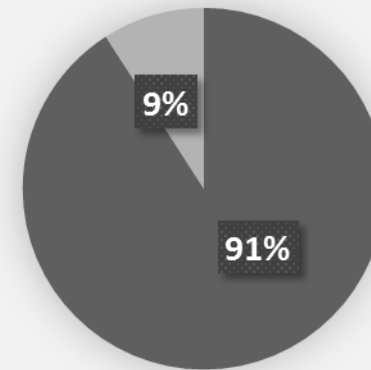
The Office of Field Operations funds 200 percent CBPO Overtime with several types of funding to include appropriations and user fees. In FY 2016, OFO funded a total of \$302 million in 200 percent CBPO Overtime with a combination of 91 percent annual appropriations and 9 percent user fees.

CBPO Overtime is utilized to maximize employee resources, as well as for seizure/arrest processing that goes beyond an Officer's regular duty hours. Overtime provides the agency with greater flexibility to ensure there are enough frontline personnel assigned to address peak travel times and increased workloads; and, that CBP has the appropriate number of personnel to maintain our core mission of anti-terrorism and border security.

The following are examples of the major uses for 200 percent overtime by OFO:

- Backfills to staff according to workload; backfills are usually required due to officers who are on leave, attending training and/or are TDY to another port;
- For non-24 hour ports of entry, after-hours international flight and/or vessel arrivals that require CBP processing;
- During peak seasons (traditionally in the summer), augmentation of regular staff to address increased passenger workload;
- Special Operations that address specific threats (terrorism and/or narcotic);
- Detentions of potential violators who are found to be inadmissible and need to be transported to overnight facilities [until they are scheduled to depart on a subsequent date];
- Detention of potential internal narcotics couriers who are transported to a medical facility until they pass all of their ingested contraband; and,
- Seizure and arrest processing.

**Fiscal Year 2016, OFO 200  
Percent Overtime Supporting  
the Trade and Travel PPA by  
Funding Source**



■ 200% CBPO Overtime - Annual Appropriations  
■ 200% CBPO Overtime - User Fees

Entry Exit & Biometrics Programs - Domestic Operations and User Fee Funded**Office of Field Operations - Trade and Travel Domestic Operations (Dollars in Thousands)**

<b>Program Name</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR (ACR)</b>	<b>FY 2018 President's Budget (PB)</b>	<b>Percent Change FY 2017 ACR to FY 2018 PB</b>
Entry/Exit	\$12,284	\$12,284	\$12,284	0 percent
Biometrics User Fees Spend Plan		\$72,620	90,550	25 percent

CBP is the lead organization within DHS responsible for developing and implementing a comprehensive Entry/Exit system to confirm the identity of travelers arriving and departing the United States utilizing biometrics.

In May 2016, CBP provided Congress with a comprehensive Entry/Exit strategy focused on three primary efforts:

- Closing biographic entry/exit gaps;
- Near-term targeted biometric operations leveraging existing technology; and,
- Long-term entry/exit transformation.

From FY 2014 through FY 2016, CBP utilized Biometrics and Entry/Exit base budget to conduct technological experiments which informed our biometric exit solutions' concept of operations for end state functionality. In FY 2017, CBP operationalized biometric air exit capability at Hartsfield-Jackson International Airport in Atlanta, GA, which proved the concept for a biometric air exit solution. In FY 2018, CBP will expand the capabilities tested in Atlanta by partnering with the air travel industry and lead the transformation of air travel using biometrics as the key to enhancing security and improving the entire traveler experience. The expansion of this capability in FY 2018 will assist CBP in meeting the goal outlined in the Presidential Executive Order (EO) 13769 to expedite the completion and implementation of a biometric Entry/Exit tracking system for all travelers to the United States. Additionally, CBP will expand the ability to review and adjudicate biographic data associated with potential biometric threats prior to air passenger arrival and departure. The base budget for Biometrics and Entry/Exit is required for CBP to execute the expansion plan for biometric air exit.

In FY 2018, CBP will continue to pursue land biometric exit solutions through the implementation of biometric exit departure reporting for Third Country Nationals, while testing emerging technologies to capture biometrics at speed. CBP will also continue to explore opportunities to expand data exchange with Canada and Mexico.

Arrival and Departure Information System (ADIS)

Program Name	FY 2016 Revised Enacted	FY 2017 Annualized CR (ACR)	FY 2018 President's Budget (PB)	Percent Change FY 2017 ACR to FY 2018 PB
Arrival and Departure Information System (ADIS)	\$26,869	\$26,632	\$26,969	1 percent

CBP's FY 2018 budget request sustains and enhances the Arrival and Departure Information System (ADIS) which is a system for the storage and use of biographic, biometric indicator, and encounter data on aliens who have applied for entry, entered, or departed the United States. ADIS is the system used to compile the annual Overstay Report to Congress. Its primary use is to facilitate the investigation of subjects of interest who may have violated their immigration status by remaining in the United States beyond their authorized stay. Other uses include assisting in determining visa or immigration benefits eligibility and providing information in support of law enforcement, intelligence, and national security investigations. CBP's efforts in FY 2018 will focus on the deployment of enhanced overstay exchange capabilities to assist with manual and automated overstay enforcement activities, and will be utilized for supporting new traveler notification services. Enhanced services will also be leveraged to assist other federal government agencies with improved fraud analysis capabilities and will support additional person centric immigration reporting, which will in turn assist travel, trade, intelligence, and law enforcement efforts.

**OFO IN ACTION:**

- ✓ Developing and Implementing Biometrics in CBP Operations

1-to-1 Facial Comparison Project

Through the success of the 1-to-1 facial comparison project, CBP was able to determine that facial biometrics offer a valuable and operationally feasible solution for helping officers biometrically confirm the identity of travelers against the photograph stored in the electronic passport. In FY 2016 CBP operationally deployed the technology to both John F. Kennedy and Dulles International airports. As CBP continues to integrate facial recognition as a primary biometric modality, it will also be the key to the biometric services used throughout the entirety of the travel process.

Biometric Exit (BE) Mobile Air Experiment

BE-Mobile provided data critical to the planning and implementation of the Biometric Exit program. The statistically valid data that resulted, proved essential in formulating concepts of operation able to handle the known exception processes to a biometric exit

system, such as those who entered the U.S. without inspection. BE-Mobile is now a valuable law enforcement tool that enable CBP officers with a mobile capability to perform biometric exit inspections, and a platform that can be utilized for future exception processing for automated biometric exit systems.

#### Otay Mesa Pedestrian Entry/Exit Experiment

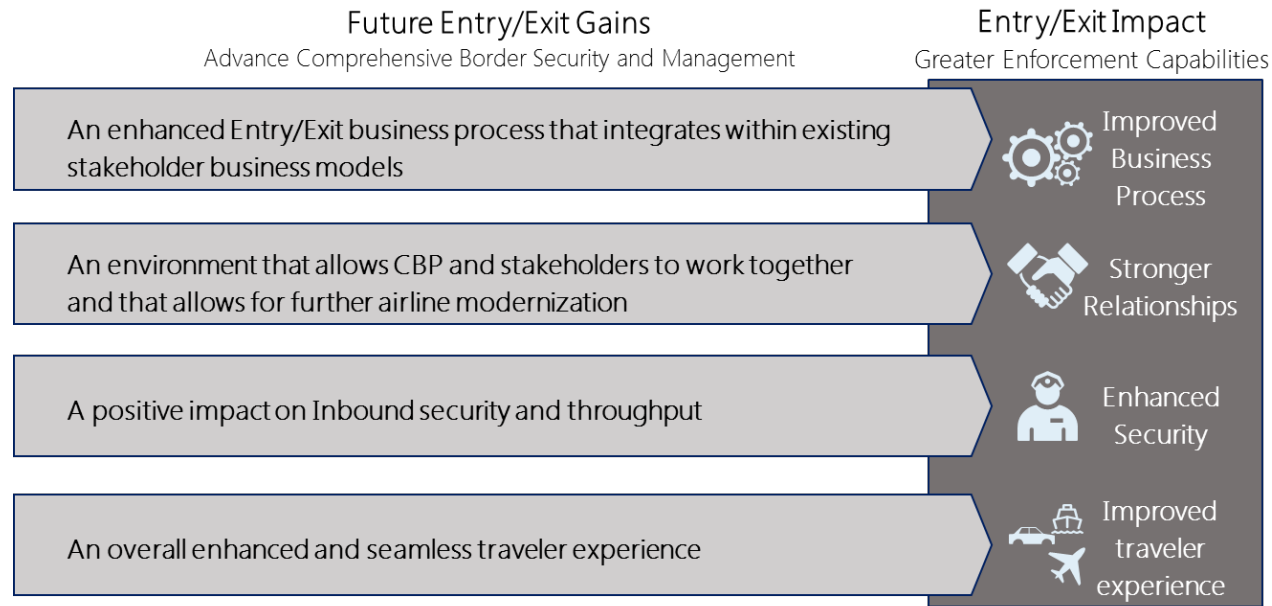
The Otay Mesa experiment proved biometric capture and exit rates for different concepts such as on-the-fly and stop-and-pause. It also gave CBP valuable data about the ability to match facial photographs to varying size galleries as opposed to the 1-to-1 comparison tested previously. In addition to testing a concept of operation for the land border, this effort provided valuable information to inform CBP's test and operational deployment of the Departure Information System Test in Atlanta.

#### Departure Information Systems Test (DIST)

The DIST, utilizing the results from other biometric experiments, proved that CBP can utilize the air passenger manifest to create small galleries of face images to match against a live photo of departing travelers. It proved that the speed, accuracy, and availability of facial images within DHS holdings, are viable for an air biometric exit concept of operation. The DIST proved the viability of the Biometric Pathway Vision.

#### Biometric Pathway Vision

The results of these experiments, have demonstrated to CBP that although there are infrastructural, operational, and logistical challenges, an achievable vision and realistic plan for implementation of Biometric exit is possible. The Biometric Pathway Vision is that CBP will work in partnership with the air travel industry to expand the capabilities tested in Atlanta and lead the transformation of air travel using biometrics as the key to enhancing security and unlocking benefits, which will dramatically improve the entire traveler experience.



The Biometric Pathway Vision is based on five (5) key parameters and considerations for a solution to be both feasible and realistic:

1. Avoid a stove-piped, independent approach,
2. Utilize existing airport infrastructure,
3. Leverage existing airline systems, processes, and business models,
4. Leverage passenger behaviors and expectations that do not require new or unexpected steps for travelers, and,
5. Use existing traveler data and existing government Information Technology (IT) infrastructure.

From FY 2018 through FY 2021, CBP will:

- Deploy a biometric exit system that is ready to accept camera devices and process transactions in the air environment,
- Reengineer the entry system, and
- Identify viable technology to address land border crossings.

Electronic Visa Update System (EVUS)**Office of Field Operations - Trade and Travel Domestic Operations (Dollars in Thousands)**

<b>Program Name</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR (ACR)</b>	<b>FY 2018 President's Budget (PB)</b>	<b>Percent Change FY 2017 ACR to FY 2018 PB</b>
EVUS	\$19,445	\$19,445	\$27,661	42 percent

CBP developed and deployed an electronic system for visitors from the Peoples Republic of China (PRC) possessing 10-year B1/B2 visas to provide periodic updates of certain biographical information through a public website. This enables CBP to facilitate admissibility determinations post-visa issuance before passengers initiate travel to the United States. The Electronic Visa Update System (EVUS) receives, captures, and adjudicates these enrollees in near-real time, 24 hours a day, and 365 days a year, greatly enhancing CBP's ability to achieve its mission of safeguarding America's borders. As of March 13, 2017, CBP has received over 1 million applications, with a continuing compliance rate of over 99 percent.

Part of the successful strategy for rolling out EVUS included building, for the first time, a 24/7 call center to answer questions from the public about the program and how to use the website.

**OFO IN ACTION:**

- ✓ Electronic  
Visa  
Update  
System

Prior to DHS's development of EVUS, OFO lacked the capability to collect updated biographical information from citizens of one of the largest, most densely populated countries of the world (PRC). Over 4 million 10-year B1/B2 visas were issued to PRC citizens by the end of FY 2016. Estimates for future issuances exceed 99 million by the end of 2026. PRC citizens have extremely limited access to embassies, consulates, or other means of sharing information with U.S. government agencies. EVUS provides anyone with access to the internet the capability to update biographical information in near real-time, and receive a permission to travel within 72 hours. CBP increases the chance of identifying people who may pose a threat to the United States through vetting that relies upon current information, ensuring better security while avoiding unnecessary encumbrances on free trade and travel.

*Future State of EVUS Funding*

The FY 2018 budget supports the sustainment of EVUS. Appropriations were established with the Consolidated Appropriations Act, 2016. The program went live in November 2016, and is now operational. The funds requested will maintain the program and staff through FY 2018. Beyond FY 2018, it is anticipated that EVUS will be fee funded much like the ESTA program.

CBP has submitted a Legislative Proposal to create an \$8 EVUS User Fee based on a fee analysis that would function similarly to the

ESTA operational processing fee. Legislative authority is required to set the fee and make the collections available to cover the costs of the program. Once the authorizing proposal is enacted, CBP will no longer require appropriated funding to support the EVUS program.

EVUS enrollment is valid for multiple visits to the U.S. for the 2-year enrollment period. Travelers are not currently charged an EVUS enrollment fee. Future fee revenue retained by CBP will be used to fund the cost of operating EVUS, including technical infrastructure and personnel costs.

If EVUS is not fully funded, CBP will have to terminate the program. Negative impacts to U.S. travel and tourism may result, including the PRC revoking visa privileges of U.S. travelers in retaliation.

### **Programs Funded by User Fees Supporting Domestic Trade and Travel**

#### **Electronic System for Travel authorization (ESTA)**

The implementation of the ESTA program has enabled greater security of our borders and allows the United States to receive updated traveler information for Visa Waiver Program travelers coming from thirty eight countries which participate in the program. The program is in its operation and maintenance phase since becoming mandatory in 2009. As of March 13, 2017, ESTA has received over 110 million applications, with a continuing compliance rate of over 99 percent. Fees paid by ESTA applicants fully support costs associated with the program.

More information about the fee including the operational processing fee (\$4), the travel promotion fee (\$10), and the Budget proposal to redirect the \$10 surcharge to CBP for passenger processing activities can be found in the ESTA User Fee justification.

#### **Trusted Traveler Programs**

SENTRI, NEXUS, and Global Entry (GE) programs continue to expedite low risk vetted international travelers while enabling CBP to focus on those unknown or high risk travelers. All Trusted Traveler participants must be pre-approved for Global Entry, NEXUS, and SENTRI. All applicants undergo a rigorous background check and in-person interview before enrollment.

Because Trusted Traveler participants wait 77 percent less than non-participants, they are likely to make more crossings than if they had to wait in general traffic queues. The need for Trusted Traveler programs is essential to the U.S. economy as the volume of visitors to the U.S. is expected to grow annually between 3.4 percent and 4.1 percent.



Trusted Traveler Programs such as Global Entry expedite the entry process for low risk travelers, while helping CBP redirect resources to enforcement and screening other high risk, unknown travelers. To participate, travelers submit an application which includes a fee, an in-person interview, or background check and fingerprinting and receive a 5-year membership. Global Entry membership is over 3.4 million and there are currently 67 airports with Global Entry kiosks.

During FY 2016, Global Entry GE travelers waited an average of 24.5 minutes less (88 percent) than non-participants. In total, 5.5 million GE travelers waited 2.1 million fewer hours (value to the traveler: \$25.9 million) than if entry were processed by traditional means. The average GE crossing is 104.6 seconds faster than traditional processing and saved (in total) 162.1 thousand CBPO hours (valued at \$16.9 million).

More information about SENTRI, NEXUS, and Global Entry can be found in their respective User Fee CJs.

#### CBP Alternative Funding Programs

##### *Reimbursable Services Program (RSP)*

The Reimbursable Services Program (RSP) enables partnerships between CBP and private sector or government entities, allowing CBP to provide additional inspection services on a reimbursable basis upon request for stakeholders. This program does not fund base service levels or resources but supplements additional requests for service that CBP would not perform without these agreements. These services can include customs, immigration, agricultural processing, border security, and support at any facility where CBP provides or will provide services, and may cover costs such as salaries, benefits, overtime expenses, administration, and transportation costs.

The program was initially authorized in 2013 under Section 560 of the *Consolidated and Further Continuing Appropriations Act, 2013*, expanded under Section 559 of the *Consolidated Appropriations Act, 2014*, and made permanent through the *Cross-Border Trade Enhancement Act, 2016*, which amended the *Homeland Security Act, 2002*.

As a result of the 2016 legislation, there are no limitations on the number of agreements that can be signed by CBP per year. This provides the RSP with the ability to enter into more agreements to meet stakeholder demand and CBP's mission of facilitating legitimate travel and trade.

#### **OFO IN ACTION:**

- ✓ Reimbursable  
Services  
Program

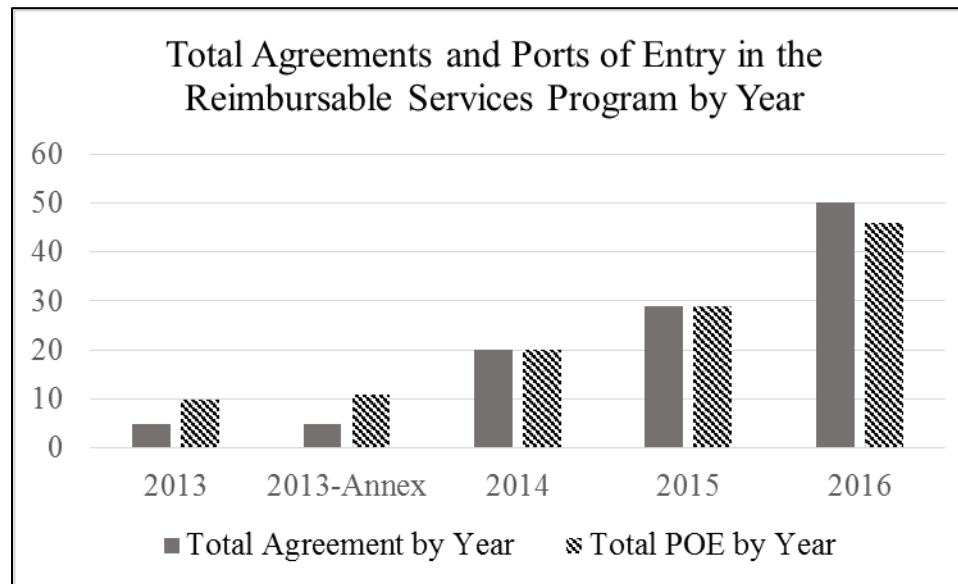
The RSP currently has agreements with 50 stakeholders at 46 POEs. Since program inception, CBP has provided nearly 256,000 hours of service at the request of our partners—accounting for the processing of

more than 5.8 million travelers and over 836,000 personal and commercial vehicles.

Among the participating airports, added hours and supplementary lane openings have helped decrease wait times and given airports the ability to process additional flights and passengers. Since inception, airports have requested over 192,000 hours of service above normal operations, accounting for 75 percent of all hours requested under the program.

The RSP greatly benefits stakeholders at land POEs by reducing wait times and extending hours of operation. The program has accounted for the processing of over 1.9 million passengers in personally operated vehicles, 184,000 pedestrians, and 48,000 commercially operated vehicles.

Finally, the RSP provides additional hours for processing cruise ship passengers and cargo vessels at sea POEs. RSP has accounted for the processing of over 610,000 cruise ship passengers, 8,200 agricultural inspections of cargo, and over 77,000 containers scanned through radiation portal monitors since program inception.



*Exhibit # - Total Agreements and Ports of Entry in the RSP by Year*

*Donation Acceptance Program*

The Donations Acceptance Program (DAP) mitigates CBP's existing and anticipated capital improvement funding challenges by proactively and systematically exploring, fostering, and facilitating partnerships for POE infrastructure and technology improvements.

The DAP, which was initially authorized under Section 559 subparagraph (f) of the *Consolidation Appropriations Act of 2014*, P.L. 113-76, enables CBP and the U.S. General Services Administration (GSA) to accept real property, personal property, monetary, and non-personal services donations from private sector and government entities. Accepted donations may be used for POE construction, alterations, and operations and maintenance-related activities. On December 16, 2016, Section 2 of the *Cross-Border Trade Enhancement Act of 2016*, P.L. 114-279, amended title IV of the *Homeland Security Act of 2002* to, among other things, add a new Section 482 augmenting CBP and GSA's joint donation authorities including making permanent CBP's ability to accept personal property, monetary, and non-personal services donations. Section 482 supplants Section 559 but does not affect any agreement entered into, or any proposal accepted for consideration, under Section 559 on or before December 15, 2016.

**OFO IN ACTION:**

- ✓ Reimbursable Services Program

Since launching in FY 2015, the CBP and GSA have approved seven proposals and anticipate approving an additional four in Spring 2017, for a total of \$115 million in planned public and private sector investment in U.S. POEs; investment that CBP believes will lend itself to a more secure, efficient, and reliable border transportation network. A summary of these proposals is provided below.

Proposal Name	Proposal Scope
<b>Phase I: Proposal Evaluation &amp; Selection</b>	
FY17 Anzalduas Bridge Board, TX – McAllen Anzalduas LPOE	Northbound empty commercial inspection facilities and related infrastructure and technologies.
FY17 Cameron County, TX – Brownsville Veterans International Bridge LPOE	Two to four northbound non-commercial inspection lanes and related infrastructure and technologies.
FY17 City of Donna, TX – Donna Rio-Bravo LPOE	Northbound laden commercial inspection facilities and related infrastructure and technologies.
FY17 City of Laredo, TX – World Trade Bridge LPOE	FAST lane relocation and related infrastructure and technologies.
<b>Phase II: Proposal Planning &amp; Development</b>	
FY15 City of Donna, TX – Donna-Rio Bravo LPOE	Southbound empty commercial inspection booths and related infrastructure and technologies.
FY16 City of Donna, TX – Donna-Rio Bravo LPOE	Northbound empty commercial inspection booths and related infrastructure and technologies.
FY15 City of Pharr, TX – Pharr LPOE	Two commercial inspection booths, two exit booths, and related infrastructure and technologies.
FY16 City of Pharr, TX – Pharr LPOE	Cold inspection facility, expanded secondary commercial dock space, and agricultural training and development facility.
FY16 Greater Nogales Santa Cruz County Port Authority – Nogales West LPOE	Upgrade up to six air conditioned dock spaces at the Nogales West LPOE to fully refrigerated docks spaces.
<b>Phase III: Donations Acceptance Agreement</b>	
FY15 City of El Paso, TX – Ysleta LPOE	Remove two traffic medians leading to primary commercial inspection.
<b>Accepted Donations</b>	
FY16 Red Hook Terminals, TX – Port of Freeport SPOE	High capacity perforating machine to facilitate the processing of titles and other documents.

In FY 2018, the DAP will continue to expand its outreach and mature existing business processes while looking for new ways to better support the frontline and CBP's border stakeholders.

### OFO Domestic Trade Operations

Experienced CBPOs, CBP Agriculture Specialists, Import Specialists, National Import Specialists, Entry Specialists, Drawback Specialists, and Fines, Penalties, and Forfeitures Specialists use their expertise to target, examine cargo, review entry documentation, collect duties, and interact with the importing community to enforce and ensure compliance with U.S. trade laws.

The Trade Enforcement Program ensures that fines, penalties, and forfeitures are effective in deterring noncompliance with trade laws. Compliance with trade laws and regulations is a key element in sustaining a competitive U.S. business community, enhancing American economic growth and prosperity, and supporting the health and safety of the American public. This requires national direction and uniformity across CBP as well as the use of compliance alternatives and a focus on violations involving priority trade issues.

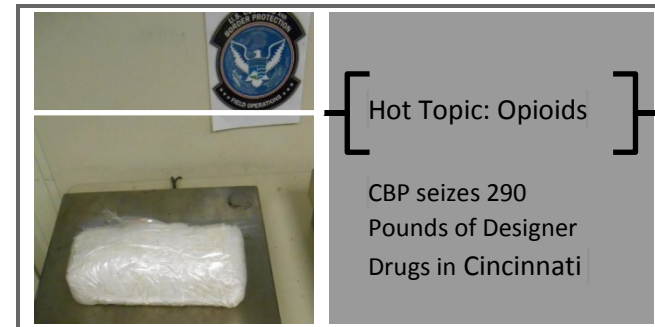
### *Opioids*

Over the past two years the smuggling of fentanyl and other opioids has seen a marked increase. In response to this rise OFO has begun to procure, deploy, and train employees in an effort to improve OFO's capability to detect and interdict fentanyl and other opioids.

Prior to September 2016, CBP did not have the capability to identify fentanyl through presumptive field-testing at POEs along the Southwest Border. The inability to accurately identify fentanyl often resulted in the substance being incorrectly classified by CBPOs. As funding is available, OFO has procured a limited number of presumptive testing devices to a handful of POEs. Deploying presumptive testing devices along the land border and at the airports has become a critical aspect of CBP's strategy to quickly identify the presence of fentanyl and other opiates.

### **Benefit of Opiate and Opioid Interdiction to the United States:**

OFO's focus is vital to CBPO and public safety because of the explosion in use and availability of illegal opiates and opioids in the United States. The dramatic rise in opiate use has seen a concurrent rise in the recreational use of fentanyl which provides similar euphoric and painkilling affects as heroin, however is lethal in very small doses. OFO used presumptive testing at 944 opportunities from December 2, 2016, through April 30, 2017, resulting in seizures exceeding 11,000 kilograms. OFO will continue to deploy additional presumptive testing equipment from this PPA.



OFO requires an improved detection capability for these drugs for two reasons:

1. These drugs tend to be smuggled in smaller quantities and through modes that obfuscate conventional detection methods, and,
2. Fentanyl in its pure form is 100 times more powerful than morphine and it poses a serious officer and public safety risk for those who may come in direct contact with it. The lethal dose for pure fentanyl, estimated by the DEA, is in the realm of 2 milligrams for a typical adult. Smaller amounts can still be dangerous or deadly and any sample of possible fentanyl requires handling with extreme care.

Due to fentanyl's relatively cheap market price there has been a noticeable increase in heroin cut with fentanyl. This allows Drug Trafficking Organizations to increase profits without jeopardizing the efficacy of their product. This growing trend in heroin production threatens the U.S. public as evidenced by the rash of overdose deaths in Northern California in 2014 caused by fentanyl laced heroine.

### Centers of Excellence and Expertise

The Centers of Excellence and Expertise (Centers) are permanent organizational offices that have national authority to make trade decisions and manage over \$2 trillion in imports across all POEs. A total of 937 employees assigned to the Centers as of April 2017, including Import Specialists, Center Directors and Assistant Directors, Program Managers, National Account Managers and Operations Specialists work together in an effort to meet CBP's goals of strengthening America's economic competitiveness, enhancing industry knowledge and expertise, developing innovative trade processing procedures, and applying strategic and impactful trade enforcement actions.

#### **OFO IN ACTION:**

- ✓ Centers of Excellence and Expertise

The Centers centralize transactional level activity for an importer of shipments and imports that enter through various POEs. The Centers make decisions and determinations that can be applied to all transactions, such as entry summary validations and protests on a national basis. Generally, each importer is assigned to an industry sector administered by a specific Center based on the predominant commodity being imported. Account-based processing provides the trade with a level of predictability and positions CBP to increase uniformity in the decision making process.

The *Trade Facilitation and Enforcement Act of 2015* codified the Centers as permanent organizations and operational structures within CBP. This underscores the important role the Centers play in the economic security of the United States through efficient and effective enforcement actions, trade facilitation endeavors, and increasing trade and industry-based knowledge.

The 10 Centers are as follows:

- Agriculture and Prepared Products, managed out of Miami;
- Apparel, Footwear and Textiles, managed out of San Francisco;
- Automotive and Aerospace, managed out of Detroit;
- Base Metals, managed out of Chicago;
- Consumer Products and Mass Merchandising, managed out of Atlanta;
- Electronics, managed out of Los Angeles;
- Industrial and Manufacturing Materials, managed out of Buffalo;
- Machinery, managed out of Laredo;
- Petroleum, Natural Gas and Minerals, managed out of Houston; and
- Pharmaceuticals, Health and Chemicals, managed out of New York.

The Center mission is to strengthen America's economic competitiveness and security through integrated industry knowledge and expertise, innovative trade processing procedures and trend analysis, global collaboration, and strategic and impactful trade enforcement actions. The Center mission complements CBP's trade mission and is accomplished through the following focused stratagems:

- Strategically process post-release trade activities within industry sectors on a national basis;
- Focus on industry-specific efficiencies to facilitate trade, reduce transaction costs, and increase uniformity and consistency;
- Serve as an industry-focused resource for the public and private sectors; and
- Assess trade risks on an account and industry-wide basis to increase compliance with import laws, protect the American public and economy, and enhance the effectiveness of enforcement efforts.

#### Customs-Trade Partnership against Terrorism (C-TPAT)

<b>Office of Field Operations - Trade and Travel Domestic Operations (Dollars in Thousands)</b>				
<b>Program Name</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>Percent Change FY 2017 to FY 2018</b>
Customs-Trade Partnership against Terrorism (C-TPAT)	\$36,593	\$36,471	\$40,012	10 percent

Customs-Trade Partnership Against Terrorism (C-TPAT) is a voluntary public-private sector partnership program. CBP formed C-TPAT in response to the tragic events of September 11, 2001, creating an unprecedented, dual-focused strategy that enhanced security,

but also expedited the flow of cargo and conveyances. C-TPAT recognizes that CBP can provide the highest level of cargo security only through close cooperation with the principal stakeholders of the international supply chain. Beginning with only seven importers, today C-TPAT partners with over 11,000 participants. Participants include importers; exporters; port authority/terminal operators; air freight consolidators, ocean transportation intermediaries, and non-vessel operating common carriers; Mexican and Canadian manufacturers; third party logistics providers; long haul highway carriers in Mexico; sea carriers; air carriers; U.S./Canada highway carriers; U.S./Mexico highway carriers; licensed U.S. Customs brokers; and rail carriers.

C-TPAT is part of CBP's layered security approach. By extending the U.S. zone of security to the point of origin, the C-TPAT allows for better risk assessment and targeting, resulting in allocation of inspectional resources to more questionable high risk shipments. C-TPAT continues to afford tangible trade facilitation benefits to C-TPAT members in light of the demonstrated commitment to adopt stronger security practices throughout their international supply chain.

C-TPAT benefits include a reduced rate of security examination, priority processing when business resumes after an incident, priority consideration by the Centers of Excellence and Expertise and penalty mitigation. C-TPAT highway carriers are eligible to use the FAST lanes and C-TPAT importers are eligible to use the Advanced Unlading program in the maritime environment. Membership in C-TPAT also provides partners with access to a Supply Chain Security Specialist.

#### Express Consignment Carrier Facilities

ECF Collections are authorized by the Trade Act of 2002 (P.L. 107-210) section 337, codified as 19 USC 58c (b) (9) (A) (ii) and (b) (9) (B), which authorized the establishment of the Express Consignment Facilities (ECF's) fee to reimburse CBP for the processing costs incurred at those facilities.

CBP processes at ECF locations are supported by half of a \$1.00 fee that may be used to reimburse CBP for the inspection costs incurred at those facilities. The other half goes to the Treasury. In FY 2016, ECF collections funded 153 CBPOs in 25 locations across the country. Given the dramatic increase in volume at many ECF locations, the trends toward illicit activity in the mail and express consignment environment, and the benefits of these operations with regard to seizure activity; support for these operations is vital. Express courier shipments represent a significant threat to national security and are at high risk for drugs, illicit documents, international property rights violations, and undeclared monetary instruments compared to a standard port of entry. Three ECF's are in the top 20 CBP locations for narcotics seizures by weight and one ECF is in the top 20 CBP locations for currency seizures by amount. Despite the global financial crisis, international express delivery volumes have grown on average by 7 percent over the past 5



years (2009-2013) per industry account<sup>18</sup>.

For more information, please see the COBRA User Fee CJ.

#### OFO Domestic Agriculture Operations

**Office of Field Operations - Trade and Travel Domestic Operations (Dollars in Thousands)**

<b>Program Name</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR (ACR)</b>	<b>FY 2018 President's Budget (PB)</b>	<b>Percent Change FY 2017 ACR to FY 2018 PB</b>
OFO Agriculture Operations	\$377,324	\$380,132	\$393,930	4 percent

The U. S. Customs and Border Protection (CBP) Office of Field Operations (OFO) Agricultural Quarantine and Inspection (AQI) Program is managed by the Agriculture Programs and Trade Liaison (APTL) Directorate, which provides leadership, expertise, and innovation to defend the U.S. from threats to America's natural resources and agricultural and biological terrorism (or Ag/bio-terrorism). APTL is also responsible for the CBP agriculture mission of pest exclusion and safeguarding U.S. agriculture from the risks associated with the entry, establishment, or spread of plant pests and pathogens, noxious weeds, and exotic foreign animal diseases.

The majority of the AQI Program is funded through AQI user fees collected by the U.S. Department of Agriculture. The APTL annual operating budget has historically funded agriculture inspections at POEs including 2,418 authorized OFO Agriculture Specialists. In addition, APTL funding supports Temporary Duty (TDY) assignments during peak seasons for perishable cargo such as cut flowers entering in Miami, FL, for Valentine's Day, Easter, and Mother's Day, fruit inspections in Philadelphia, PA, inspection of peppers and other agriculture commodities on the Southwest Border, and international mail inspections in Chicago, IL. Increased staffing at mail facilities provide more AQI intelligence about the pest risk level in the international mail pathway. Failure to fund these TDYs would result in a reduction of quarantine materials and pests intercepted, as current port staffing does not provide the level of personnel needed to maximize AQI operational effectiveness in these peak seasons.

<sup>18</sup> Express Delivery and Trade Facilitation: Impacts on Global Economy, A Report Prepared for the Global Express Association," Frontier Economics Ltd., London, January 2015, page 1.

*Ag-Bio Terrorism Countermeasures (ABTC)*

Trade and travel have historically been the most vulnerable pathways for terrorist acts; hence, awareness of potential Weapons of Mass Effect (WME) tools, concealment, and deception methods, emergency coordination, preparedness, and response are all critical knowledge for CBPAS as a force multiplier component to CBP's anti-terrorism mission.

Statistical analysis conducted by the Ag-Bio Terrorism Countermeasures (ABTC) team has shown that a large number of biological interceptions in the passenger environment involved legitimate scientists and academic and research institutions primarily due to a lack of awareness of the proper importation requirements and Federal agencies with jurisdiction over the biological items being imported. ABTC has developed educational awareness regarding potential tools related to agriculture and biological terrorism, including fact sheets for the traveling trade and public on biological agents and toxins to address this finding.

*Agriculture Non-Intrusive Inspections*

Non-intrusive inspection (NII) of passenger baggage remains vulnerable because agricultural and biological threats are very difficult to detect especially when placed in close-packed bags, superimposed by other objects, and/or rotated showing an unrecognizable view. This complexity is exacerbated by the few seconds to decide whether a bag moving along a conveyor belt contains a prohibited item or not, and processing passengers must move quickly to catch their next flight. OFO Cargo Conveyance and Security (CCS) Small-scale Non-Intrusive Inspection (NII) Group is working with APTL ABTC to enhance existing x-ray equipment in passenger, express courier, and international mail with an automated threat recognition algorithm that references a bio-threat image library.

**OFO IN ACTION:**

- ✓ National  
Agriculture  
Cargo  
Targeting  
Unit

*National Agriculture Cargo Targeting Unit*

The National Agriculture Cargo Targeting Unit (NACTU) at the National Targeting Center has been instrumental in CBP APTL's response to multiple Mediterranean fruit fly detections in peppers and citrus by mapping and monitoring the pest risk pathways, and ensuring that adequate standardized targeting parameters were adopted to detect port shopping or changes in risk pathway logistics. Continuous pathway risk analysis, and vigilant program management capabilities will enable NACTU to nationally address the Federal Noxious Weed and Wood Packaging Material pest pathway related to steel shipments. The NACTU was also instrumental in uncovering a propagative material smuggling ring, which spanned two POEs and crossed multiple pathways (passenger and express consignment).

In FY 2018, the NACTU plans to increase its footprint through additional apprenticeships to further enhance the agricultural quarantine targeting platform. The NACTU will continue to support apprenticeships of CBPAS targeters within NACTU to form the

main conduit for agriculture intelligence formulation, trend assessments, and pressing trade issue resolution from headquarters to the ports. For future improvements, NACTU will continue to collaborate business requirements with system developers from the Office of Information Technology to formulate a robust platform for agriculture targeting with the ultimate goals of cultivating communication between the ports, promoting networking nationally and regionally on agricultural quarantine targeting strategies, and identifying opportunities for more consistency across CBP with regard to agriculture targeting.

#### *APTL Integrated Database Management System (AIDMS)*

CBP APTL has collaborated with the Trade Transformation Office regarding the Automated Commercial Environment Post Core priorities to develop an interface capability between the International Trade Data System (ITDS) and the APHIS Agriculture Risk Management (ARM) system and sub-systems via the Agriculture Integrated Data Management System (AIDMS) to allow for the exchange of agriculture information and data between the two agencies as required by the USDA and DHS Memorandum of Understanding.

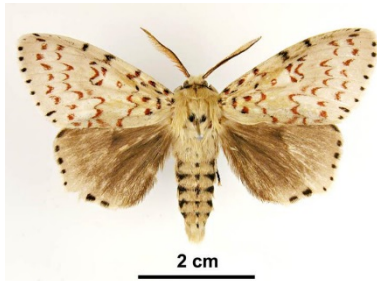
This interface capability will allow CBP to expedite Trade by providing APHIS with all required data and information electronically with minimal effort, resulting in significant time savings and improvements to data quality by significantly reducing the burden of manual data entry on CBP Agriculture Specialists (CBPAS) who will enter data into only one system.

#### *Carrier Conveyance Contamination*

Threats to U.S. agricultural resources are often thought of as invasive pests and diseases that are introduced via imported “host” commodities. However, conveyances are also pathways for invasive pests and diseases. Contaminants, seeds and other, show up in miscellaneous cargo more often than in agriculture commodities. The differences are as little as 3 times to over 10 times the number of emergency actions of miscellaneous cargo to the number of emergency actions in agriculture cargo.

CBP APTL engages trade entities and provides methods and techniques that will minimize contaminants in conveyances and aims to effect fewer delays, re-exportations, and treatments due to these outreach efforts.

Following the distribution of training materials to the ports and industry partners in FY 2016, the number of emergency actions has decreased.

*Asian Gypsy Moth*

Asian Gypsy Moth (AGM), *Lymantria dispar asiatica* Vnukovskij (Lymantriidae) is a very serious forest pest that defoliates leaves from a wide variety of trees, and is capable of destroying millions of acres of woodlands in a single season. Not only does this pest destroy woodlands, it has an economic impact on trade and the maritime industry when an infestation of AGM is discovered on a vessel. The cost of ordering vessels out of port for excessive AGM infestations is estimated to be between \$20,000 and \$35,000 depending on the size of the ship and the type of cargo.

CBP APTL has maintained a cooperative and important relationship with both APHIS and the Canadian Food Inspection Agency (CFIA) to improve agriculture security and enhance pest exclusion programs locally and abroad. These tri-lateral Asian Gypsy Moth (AGM) outreach engagements have taken place with Russia, Japan, Korea, and China. Collaboration and cooperative efforts discussed involved national mandatory training, publications for outreach such as maritime trade documents, information sharing regarding detection techniques for all countries and their perspective trade partners, and pest treatment techniques. These engagements have resulted in less AGM interceptions in the U.S. due to increased vigilance and safeguarding efforts abroad in a unified effort to facilitate trade.

*Mediterranean Fruit Fly Interceptions in Cargo*

The Mediterranean Fruit Fly is one of the world's most destructive fruit pests because of its wide distribution over the world, ability to tolerate colder climates better than most other species of fruit flies, and wide range of hosts. It ranks first among economically important fruit fly species. These pests attack more than 300 different fruits, flowers, vegetables, and nuts. Host preferences vary in different regions, but thin-skinned, ripe succulent fruits are typically preferred.. Although it may be a major pest of citrus, often it is a more serious pest of some deciduous fruits, such as peach, pear, and apple. Larval feeding damage poses the greatest detriment to the fruit. A permanent infestation in the

United States of America would result in estimated annual losses in the billions.

CBP intercepted Mediterranean Fruit Fly (Medfly) in shipments from Spain and Morocco at several POEs in FY 2016 prompting changes to APHIS import requirements for Medfly host commodities such as peppers and clementines from those countries. CBP's collaboration with APHIS on these types of pest interceptions has been crucial to ensuring swift adjustments to import requirements and operations. Immediate actions included communication with the trade community by way of a trade alert, communication with off shore mitigation programs in the countries of origin of affected fruits and vegetables to cease exportation, and communication with the various ports of entry to cease movement of these imports.

Mediterranean Fruit Fly Interceptions per Fiscal Year, as of April 2017	
2014	38
2015	53
2016	65
2017	5

### *Don't Pack a Pest Program Expansion*



To educate travelers about the risks associated with carrying certain types of food, plants, or other agricultural items in passenger baggage, USDA, CBP, and the Florida Department of Agriculture and Consumer Services developed the Don't Pack a Pest program. Recently, the California Department of Food and Agriculture joined the program as well. This inter-governmental program is working to safeguard food and agriculture in the U.S. and beyond. A spring 2017 press conference is being planned which will highlight CBP accomplishments and future activities. In FY 2018, the Don't Pack a Pest program will continue to expand to other states and message to the trade industry and stakeholders.

### **Adjustments to Base Justification**

**Increase Reliance on Fee Collections:** This adjustment reflects a higher level of COBRA FTA collections (\$45M above FY 2017 annualized CR) made available through a General Provision. Since this fee is discretionary in nature, the increase will offset the O&S appropriation for OFO by the same amount.

**Transfer for Joint Task Force West:** Transfer to consolidate funding for CBP support to Joint Task Force West within the Integrated Operations PPA.

**Transfer of One Field Support Position to INA:** This adjustment transfers one Field Support Position to the Office of International Affairs.

**2017 Pay Raise:** Reflects the costs associated with a Calendar Year (CY) 2017 pay raise of 2.1 percent.

**2018 Pay Raise:** Reflects the costs associated with a Calendar Year (CY) 2018 pay raise of 1.9 percent.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Adjustment to Sustain Electronic Visa Update System (EVUS): Reflects follow-on costs for the implementation of EVUS. EVUS allows visa holders to provide updated biographic and travel-related information through a public website. This process enables CBP to facilitate admissibility determinations post-visa issuance before passengers initiate travel to the United States.

Annualization of 2015 Biometric Exit Mobile App: Provides necessary sustainment funding for the FY 2015 program increase supporting the Biometric Exit Mobile App. Funds will support continued efforts to enhance and expand CBP's use of smart phone biometric scanning capabilities.

Annualization of the FY 2016 Canine Enforcement Program: This annualizes the non-pay OTD and USBP portions of the FY 2016 Canine Enforcement Program enhancement.

Annualization of 2016 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Health Benefits: Reflects the estimated cost of Calendar Year (CY) 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

Eliminate Legacy Trusted Traveler Appropriation: CBP is eliminating the legacy Trusted Traveler Appropriation in FY 2018. The trusted traveler programs are funded through a variety of user fees (Global Entry and Land Border Inspection Fees).

Realignment of User Fee Reliance: This adjustment reflects a reallocation of discretionary appropriations from OFO to OIT resulting in an updated balance of appropriated and user fee resources for both offices. The user fee CJs reflect a corresponding reallocation of projected user fee collections from OIT to OFO.

Travel Processing Fee: The Budget proposes to eliminate Brand USA and redirect the \$10 ESTA surcharge currently deposited in the

Travel Promotion Fund for Brand USA expenses to CBP for passenger processing expenses. This adjustment reflects an anticipated shift in approximately \$157 million in budgetary resources from discretionary appropriations to mandatory user fees within the Trade and Travel PPA. Anticipated collections would be available for CBP expenses associated with: 1) Vetting of travelers and refugees; 2) Entry and exit process re-engineering and modernization; 3) Staffing and overtime processing of arrivals and departures from the United States; and 4) Any other activities of U.S. Customs and Border Protection related to the processing of passengers including, but not limited to, activities of the U.S. Customs and Border Protection National Targeting Center. |

## Domestic Operations – PPA Level III Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Domestic Operations	18,441	17,481	\$2,425,387	\$138.74	17,652	16,692	\$2,483,014	\$148.75	16,071	15,051	\$2,497,055	\$165.91	(1,581)	(1,641)	\$14,041	\$17.16
<b>Total</b>	<b>18,441</b>	<b>17,481</b>	<b>\$2,425,387</b>	<b>\$138.74</b>	<b>17,652</b>	<b>16,692</b>	<b>\$2,483,014</b>	<b>\$148.75</b>	<b>16,071</b>	<b>15,051</b>	<b>\$2,497,055</b>	<b>\$165.91</b>	<b>(1,581)</b>	<b>(1,641)</b>	<b>\$14,041</b>	<b>\$17.16</b>
Discretionary - Appropriation	18,441	17,481	\$2,425,387	\$138.74	17,652	16,692	\$2,483,014	\$148.75	16,071	15,051	\$2,497,055	\$165.91	(1,581)	(1,641)	\$14,041	\$17.16

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.2 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- FTE and funding changes from FY 2016 to FY 2017 is representative current execution, updated hiring trajectory, transfers and revised FTE associated with reimbursable accounts.
- Increases in fee collections represent an estimated 909 FTE increase to appropriated FTE offsets against this PPA. FTE associated with reimbursable estimated reimbursable authority was calculated using an updated method which FY 2017 to be more consistent with CBP's overall FTE calculations. There was also a net increase of an additional 64 FTE offset due to changes in the application of fee reimbursements from non-pay to pay.
- The changes from FY 2016 to FY 2018 reflect a reduction anticipated FTE execution based on current attrition and hiring trends as well as the transfer of 19 CBPO instructor positions to support training in Glynco, Georgia and a reduction to instructor TDY costs.
- Includes a reduction of 468 FTE that are offset by changes in estimated reimbursable authority.
- Includes transfer of 13 positions to Integrated Operations in support of Joint Task Force West.

**FTE Change FY 2017-2018:** (1,641)

**PCB Change FY 2017-2018:** \$14,041

**Average Cost Change FY 2017-2018:** \$17



**Domestic Operations – PPA Level III****Pay by Object Class***Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$1,415,257	\$1,539,206	\$1,472,892	(\$66,314)
11.3 Other than Full-Time Permanent	\$4,438	\$4,062	\$1,758	(\$2,304)
11.5 Other Personnel Compensation	\$213,061	\$187,568	\$284,172	\$96,604
12.1 Civilian Personnel Benefits	\$792,631	\$752,178	\$738,233	(\$13,945)
<b>Total - Personnel Compensation and Benefits</b>	<b>\$2,425,387</b>	<b>\$2,483,014</b>	<b>\$2,497,055</b>	<b>\$14,041</b>
<b>Positions and FTE</b>				
Positions - Civilian	18,441	17,652	16,071	(1,581)
FTE - Civilian	17,481	16,692	15,051	(1,641)

**Pay Cost Drivers***Dollars in Thousands*

<b>Leading Cost-Drivers</b>	<b>FY 2016 Revised Enacted</b>			<b>FY 2017 Annualized CR</b>			<b>FY 2018 President's Budget</b>			<b>FY 2017 to FY 2018 Total Changes</b>		
	<b>FTE</b>	<b>Amount</b>	<b>Rate</b>	<b>FTE</b>	<b>Amount</b>	<b>Rate</b>	<b>FTE</b>	<b>Amount</b>	<b>Rate</b>	<b>FTE</b>	<b>Amount</b>	<b>Rate</b>
OFO - Domestic Operations-Base	17,481	\$2,425,387	138.74	16,692	\$2,483,014	148.75	16,692	\$2,483,014	165.91			
OFO - Domestic Operations-Pay Inflation & Annualization								\$108,163			\$108,163	
OFO - Domestic Operations-Technical Adjustments, Realignment, and Annualizations							(1,350)	(\$46,812)		(1,350)	(\$46,812)	
OFO - Domestic Operations-Transfers							(291)	(\$47,310)		(291)	(\$47,310)	
<b>Total – Pay Cost Drivers</b>	17,481	\$2,425,387	\$138.74	16,692	\$2,483,014	\$148.75	15,051	\$2,497,055	\$165.91	(1,641)	\$14,041	\$17

---

**Domestic Operations – PPA Level III**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**  
*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Domestic Operations	\$170,443	\$179,709	\$184,116	\$4,407
<b>Total</b>	<b>\$170,443</b>	<b>\$179,709</b>	<b>\$184,116</b>	<b>\$4,407</b>
Discretionary - Appropriation	\$170,443	\$179,709	\$184,116	\$4,407

**Domestic Operations – PPA Level III****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$15,963	\$13,934	\$11,849	(\$2,085)
22.0 Transportation of Things	\$31	\$1,977	\$1,977	-
23.1 Rental Payments to GSA	\$522	\$76	\$81	\$5
23.2 Rental Payments to Others	\$2,002	\$3,558	\$3,576	\$18
23.3 Communications, Utilities, and Misc. Charges	\$505	\$11,167	\$8,206	(\$2,961)
24.0 Printing and Reproduction	\$135	\$12,800	\$12,800	-
25.2 Other Services from Non-Federal Sources	\$109,925	\$90,158	\$105,879	\$15,721
25.3 Other Goods and Services from Federal Sources	\$2,074	\$2,074	-	(\$2,074)
25.7 Operation and Maintenance of Equipment	\$2,032	\$2,983	\$3,014	\$31
26.0 Supplies and Materials	\$23,584	\$22,528	\$20,713	(\$1,815)
31.0 Equipment	\$13,670	\$18,454	\$16,021	(\$2,433)
<b>Total - Non Pay Object Classes</b>	<b>\$170,443</b>	<b>\$179,709</b>	<b>\$184,116</b>	<b>\$4,407</b>

**Non Pay Cost Drivers***Dollars in Thousands*

<b>Leading Non Pay Cost-Drivers</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Total Changes</b>
OFO Contracts	112,466	90,412	104,045	\$13,633
OFO Supplies	23,584	22,528	20,713	(\$1,815)
OFO Equipment	13,670	18,454	16,021	(\$2,433)
OFO Printing	135	12,800	12,800	\$0
Other Costs	20,588	35,515	30,537	(\$4,978)
<b>Total – Non Pay Cost Drivers</b>	<b>\$170,443</b>	<b>\$179,709</b>	<b>\$184,116</b>	<b>\$4,407</b>

**NARRATIVE EXPLANATION OF CHANGES**

- Office of Field Operations Domestic Operations Contracts –
  - Contracts for support for frontline operations, to include animal services, vehicle maintenance, care for persons, general administrative contracts, and detainees and general support services. The increase in funding in this area is largely attributed to strategic investments in technology from two contracts in the Commercial Innovation Technology Program.
- Office of Field Operations Domestic Operations Supplies –
  - Vehicle fuel, ammunition, and general office supplies for frontline operations as well as supply type items for detainee care.
- Office of Field Operations Domestic Operations Equipment –
  - Noncapital equipment for frontline operations to maintain current level of operations to include office equipment, body armor, and furniture as well as minor telecommunication items such as cell phones.

*International Operations – PPA Level III***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
International Operations	940	630	\$157,383	940	630	\$157,094	940	652	\$142,272	-	22	(\$14,822)
<b>Total</b>	<b>940</b>	<b>630</b>	<b>\$157,383</b>	<b>940</b>	<b>630</b>	<b>\$157,094</b>	<b>940</b>	<b>652</b>	<b>\$142,272</b>	<b>-</b>	<b>22</b>	<b>(\$14,822)</b>
Subtotal Discretionary - Appropriation	940	630	\$157,383	940	630	\$157,094	940	652	\$142,272	-	22	(\$14,822)

## International Operations – PPA Level III Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>940</b>	<b>630</b>	<b>\$157,383</b>
<b>FY 2016 Revised Enacted</b>	<b>940</b>	<b>630</b>	<b>\$157,383</b>
<b>FY 2017 Annualized CR</b>	<b>940</b>	<b>630</b>	<b>\$157,094</b>
<b>FY 2018 Base Budget</b>	<b>940</b>	<b>630</b>	<b>\$157,094</b>
Container Security Initiative Realignment to NTC	-	-	(\$4,300)
<b>Total Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$4,300)</b>
2017 Pay Raise	-	-	\$1,327
2018 Pay Raise	-	-	\$1,806
Annualization of 2016 Pay Raise	-	-	\$348
Annualization of 2017 Pay Raise	-	-	\$790
Health Benefits	-	-	\$270
Restore Rescission	-	-	\$289
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$4,830</b>
Adjustment to Base Pay Requirements	-	22	(\$15,352)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>22</b>	<b>(\$15,352)</b>
<b>Total Adjustments-to-Base</b>	<b>-</b>	<b>22</b>	<b>(\$14,822)</b>
<b>FY 2018 Current Services</b>	<b>940</b>	<b>652</b>	<b>\$142,272</b>
<b>FY 2018 Request</b>	<b>940</b>	<b>652</b>	<b>\$142,272</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>-</b>	<b>22</b>	<b>(\$14,822)</b>

### PPA Level III Description

CBP requests 940 positions, 652 FTE, and \$142.3 million for the International Operations Sub-PPA.

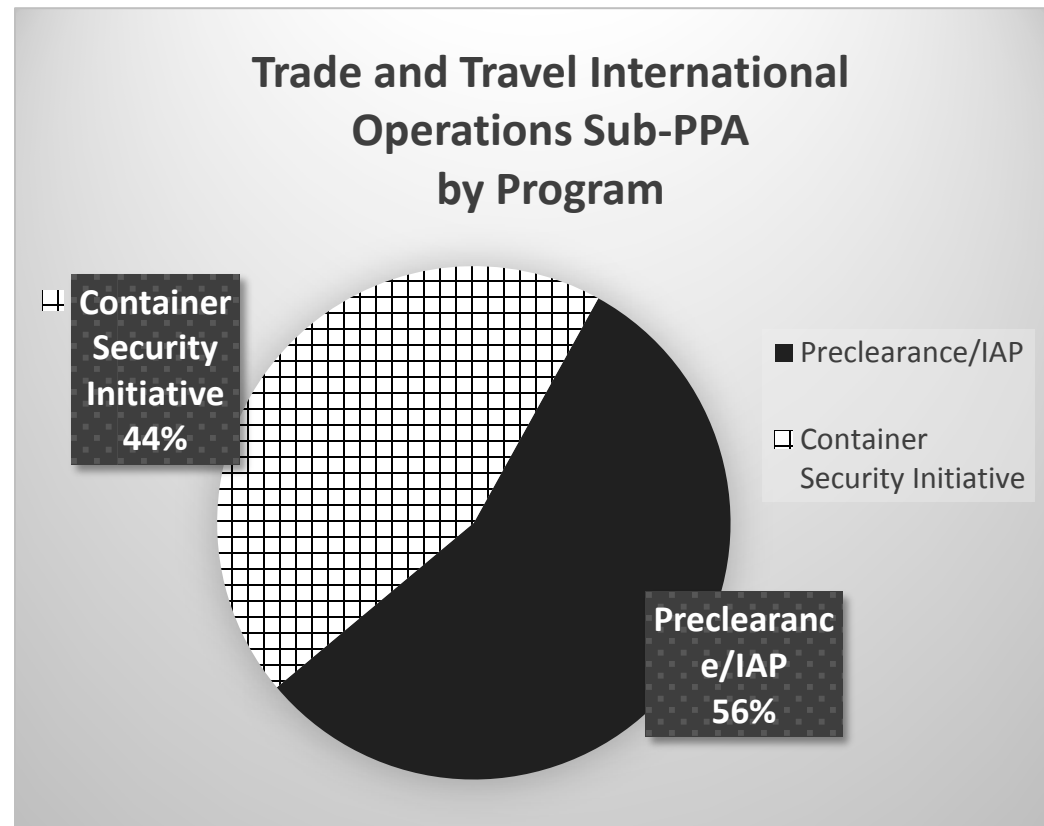
## Office of Field Operations - Trade and Travel International Operations (Dollars in Thousands)

Program Name	FY 2016 Revised Enacted	FY 2017 Annualized CR (ACR)	FY 2018 President's Budget (PB)	Percent Change FY 2017 ACR to FY 2018 PB
Trade and Travel International Operations	\$157,383	\$157,094	\$142,272	13 percent

CBP's layered enforcement strategy seeks to extend the boundaries of the United States outward in order to mitigate threats and reduce costs to both CBP and the Travel Industry. CBP has extended a zone of security beyond U.S. physical borders through bilateral cooperation with other nations, private sector partnerships, expanded targeting, and advance scrutiny of information on people and products coming into this country. Programs like Preclearance, the International Advisory Program (IAP), and Container Security Initiative (CSI) are leveraged to achieve this mission.

#### CBP Preclearance

CBP is requesting \$15.699M in advanced authority for preclearance expenses to mitigate cash-flow issues associated with preclearance agreements. The request for this authority was due to the cash flow gap that results from the billing and collection cycles of this program, set out in the preclearance agreements with United Arab Emirates (UAE) and starting in FY 2018, Punta Cana (Dominican Republic). From a budgetary perspective, the expenses for the preclearance program must encumber existing budget authority – either direct appropriation or from sources other than appropriations,



such as user fees. The request for advanced appropriation authority is expected to mitigate this burden on CBP's appropriated and user fee resources until payments pursuant to the preclearance agreements are collected. The advanced appropriation does not reflect the entire anticipated size of the reimbursable preclearance program, and it will be entirely offset by the collections from these agreement – resulting in a net zero impact on CBP's net discretionary appropriation in the Budget.

Preclearance is the strategic stationing of CBPOs at foreign airports to inspect and process travelers prior to boarding U.S.-bound flights. CBP performs the same CBP immigration, customs, and agriculture inspections of international air travelers at Preclearance locations before departure from foreign airports instead of when those passengers arrive at domestic POEs. CBP has more than 600 law enforcement officers and agriculture specialists stationed at 15 air Preclearance locations in 6 countries.

In FY 2016, Preclearance locations processed 15.3 percent or 18 million of all international air travelers arriving to the U.S. resulting in over 6,000 inadmissible persons prevented from boarding U.S.-bound flights.

Without preclearance, over 18 million passengers would require screening at overburdened airports such as JFK, LAX, and Miami. The largest Preclearance POE in Toronto, Canada is CBP's 4<sup>th</sup> busiest air POE clearing over 6 million passengers each fiscal year that would otherwise need to be screened at airports such as John F. Kennedy International Airport (JFK), Chicago O'Hare International Airport (ORD), and Los Angeles International Airport (LAX).

Removing existing flights from domestic CBP queues not only frees up capacity, but also improves the overall passenger experience. Preclearance in Dublin, Ireland, saves passengers nearly 50 percent of passenger wait time, by reducing the overall time spent in queue awaiting CBP processing.

CBP Preclearance provides benefits through a private-public partnership with international locations, increasing passenger flow, and supporting key priorities of CBP and those of stakeholders including the traveling public, domestic airports, and U.S. carriers. Preclearance public-private partnership also helps reduce the cost of operations to CBP and the U.S. Government overall by fostering greater efficiencies throughout the air travel system, including reduced wait times and greater schedule flexibility resulting in increased volumes of passengers that airports and air carriers can accommodate. An increase in passenger count at new locations will allow U.S. carriers to capture new customer segments, expand to new routes, and increase overall revenue through passenger count and ancillary sales. Airlines that operate out of preclearance locations may establish new routes to domestic airports that service international passengers due to the increased demand. Preclearance affords U.S. carriers cost savings in enforcement actions as well. For example, since preclearance operations process air travelers prior to boarding the plane, carriers would avoid the costs associated with returning travelers denied admission to the United States at domestic POEs.



CBP is committed to preclearing 33 percent of all U.S.-bound air travel by 2024 through a deliberative manner, prioritizing locations with the greatest potential to support joint security, strategic, and operational goals.

CBP has hosted two open periods to-date during which foreign airports were invited to submit letters expressing their interest in Preclearance operations. The most recent preclearance location (Abu Dhabi, United Arab Emirates) began operations in 2014 and Preclearance anticipates opening additional locations in Punta Cana in 2018 and Stockholm in 2019. Additional locations will be opened as agreements are reached between the U.S. and the host government. On November 4, 2016, DHS publicly announced, 11 new locations for Preclearance expansion negotiations to commence. In 2015 DHS publicly announced 10 priority airports for preclearance, bring the total to 21 locations in 16 countries identified for preclearance expansion.

**OFO IN ACTION:**

✓ Preclearance  
Expansion

On November 4, 2016, DHS publicly announced the following airports as priorities for preclearance expansion: El Dorado International Airport (BOG) in Bogota, Colombia; Ministro Pistarini International Airport (EZE) in Buenos Aires, Argentina, Edinburgh Airport (EDI) in Edinburgh, United Kingdom; Keflavik International Airport (KEF) in Iceland; Mexico City International Airport (MEX) in Mexico City, Mexico; Milan-Malpensa Airport (MXP) in Milan, Italy; Kansai International Airport (KIX) in Osaka, Japan; Rio de Janeiro-Galeão International Airport (GIG) in Rio de Janeiro, Brazil; Leonardo da Vinci-Fiumicino Airport (FCO) in Rome, Italy; São Paulo-Guarulhos International Airport (GRU) in Sao Paulo, Brazil; and Princess Juliana International Airport (SXM) in St. Maarten. All future Preclearance agreements will provide reimbursement from host airports, alleviating the need for additional discretionary appropriations.

CBP submitted a legislative proposal to allow for preclearance expansion to all modes of transportation, in addition to air, from Canada. On March 16, 2015, the U.S. and Canada signed a new preclearance agreement for the land, rail, marine, and air environments. This new agreement, known as the Land, Rail, Marine and Air Agreement (LRMA), will, upon entry into effect, supersede the prior 2001 U.S.-Canada Air Preclearance Agreement. Under the agreement, there is an opportunity to consider expanding preclearance beyond existing airport operations to various land, rail, and marine environments within Canada. The new LRMA agreement provides that interested parties and stakeholders in all transportation modes, including rail and marine, may request passenger preclearance. The LRMA provides stakeholders in the current pre-inspection operations (British Columbia rail, cruise, ferries) a defined process to request consideration for expansion to preclearance. The LRMA opens the door for interested stakeholders to apply for expansion in other rail and marine areas. The LRMA also provides a mechanism for CBP to receive payment for expanded services on a case-by-case basis.

Once the LRMA is entered into effect, CBP will further engage with Canada and stakeholders as to the possibility of preclearance in Billy Bishop Airport, Toronto and Quebec City Jean Lesage International Airport, and Montreal and Rocky Mountaineer Rail, in FY

2018.

### Immigration Advisory Program (IAP)

The Immigration Advisory Program (IAP) was created by CBP in 2004 to prevent terrorists and high-risk travelers from boarding commercial aircraft destined to the United States. Building upon the IAP concept, CBP launched the Joint Security Program (JSP) in 2009, partnering with host country law enforcement to identify air passengers linked to terrorism, narcotics, illicit currency, and human smuggling. JSP offices work side-by-side with host government law enforcement to engage travelers arriving into, transiting and departing from the host country. With advance targeting support from the National Targeting Center, IAP and JSP officers are uniquely positioned to identify watchlisted travelers and to assess the potential risk of non-watch listed individuals identified through roving and intelligence-based targeting.

In 2014, IAP and JSP expanded its operational base to include the deployment of Police Liaison Officers (LO) to foreign partner law enforcement agencies to enhance information exchange posed by terrorist and criminal travel. In coordination with the NTC Predeparture and Counter Network Divisions; IAP (operational at nine overseas airports), JSP (operational at three foreign airports), and the LOs (operational in four countries) play a central role in CBP's multi-layered strategy to mitigate threats before they reach the Homeland. In FY18, CBP will continue its staggered transition of temporary duty (TDY) IAP, JSP, and LO deployments to permanent change of status (PCS) personnel to enhance continuity of operations and to secure diplomatic protections and immunities for its overseas staff.

IAP/JSP no-board recommendations prevented 2,158 high-risk and/or improperly documented travelers from boarding flights destined to the U. S. (33,870 since 2004)<sup>19</sup>. CBP Police Liaison Officers; in coordination with foreign law enforcement, U.S. partners, and the National Targeting Center; have generated 149 Terrorist Screening Database (TSDB) nominations and 102 TSDB enhancements<sup>20</sup>.

---

<sup>19</sup> FY 2017 Year to Date

<sup>20</sup> Ibid.

Container Security Initiative (CSI)**Office of Field Operations - Trade and Travel International Operations (\$ in Millions)**

<b>Program Name</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>% Change FY 2017 ACR to FY 2018 PB</b>
Container Security Initiative (CSI)	\$ 52,081	\$ 48,860	\$ 51,404	5%

The Container Security Initiative (CSI) addresses the threat to border security and global trade posed by the potential for the terrorist use of a maritime container to introduce weapons of mass effect or weapons of mass destruction. CBP deploys CBPOs in CSI designated foreign seaports to ensure that the highest risk cargo is examined prior to being laden on a vessel destined for the United States. CSI is currently operational in 60 ports in 35 countries and approximately 80 percent of containerized maritime cargo destined for the United States originates in, or transits through, a CSI port. CBPOs have provided, and continue to provide, capacity building and training to host country counterparts in targeting and identification of high risk cargo. CBPOs stationed overseas are a valuable asset for CBP as well as numerous U.S. Government agencies in combatting smuggling efforts in the maritime environment. Over the past 3 years, CSI has concentrated on a broad effort with several countries to expand the scope of targeting beyond weapons of mass effect to include narcotics, precursor chemicals, and dual-use technology to combat all transnational criminal activity. In FY 2018, CSI will continue to work with host countries to expand the scope of targeting and continue to provide training and capacity building for host country counterparts.

As a result of CSI presence and training, several countries have developed a risk based targeting regime and initiated an automatic targeting system which further enhances global supply chain security. The expanded targeting effort has yielded nearly 20,000 pounds of cocaine seized in one South American country alone. CSI has yielded impressive results in combatting the illegal smuggling of precursor chemicals used in the production of synthetic drugs. The relationships developed between CBP and host country counterparts is vital to not only CSI but the U.S. Government as a whole in identifying, locating, and dismantling criminal activity.

**Adjustments to Base Justification**

Container Security Initiative Realignment to NTC: This adjustment realigns funding for the Container Security Initiative to the National Targeting Center.

2017 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2018 pay raise of 1.9 percent.

Annualization of 2016 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Health Benefits: Reflects the estimated cost of Calendar Year (CY) 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

Adjustment to Sustain Electronic Visa Update System (EVUS): Reflects follow-on costs for the implementation of EVUS. EVUS allows visa holders to provide updated biographic and travel-related information through a public website. This process enables CBP to facilitate admissibility determinations post-visa issuance before passengers initiate travel to the United States.

## International Operations – PPA Level III Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
International Operations	940	630	\$130,454	\$207.07	940	630	\$117,378	\$186.31	940	652	\$106,571	\$163.45	-	22	(\$10,807)	(\$22.86)
<b>Total</b>	<b>940</b>	<b>630</b>	<b>\$130,454</b>	<b>\$207.07</b>	<b>940</b>	<b>630</b>	<b>\$117,378</b>	<b>\$186.31</b>	<b>940</b>	<b>652</b>	<b>\$106,571</b>	<b>\$163.45</b>	<b>-</b>	<b>22</b>	<b>(\$10,807)</b>	<b>(\$22.86)</b>
Discretionary - Appropriation	940	630	\$130,454	\$207.07	940	630	\$117,378	\$186.31	940	652	\$106,571	\$163.45	-	22	(\$10,807)	(\$22.86)

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.15 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- The increase of 22 FTE from the FY 2017 Annualized CR represents a correction in line with a more realistic forecast of FTE execution.

**FTE Change FY 2017-2018:** 22

**PCB Change FY 2017-2018:** \$(10,807)

**Average Cost Change FY 2017-2018:** \$(23)

## International Operations – PPA Level III

### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$80,426	\$76,516	\$69,618	(\$6,898)
11.3 Other than Full-Time Permanent	\$396	\$85	\$95	\$10
11.5 Other Personnel Compensation	\$9,420	\$8,394	\$7,594	(\$800)
12.1 Civilian Personnel Benefits	\$40,212	\$32,383	\$29,264	(\$3,119)
<b>Total - Personnel Compensation and Benefits</b>	<b>\$130,454</b>	<b>\$117,378</b>	<b>\$106,571</b>	<b>(\$10,807)</b>
<b>Positions and FTE</b>				
Positions - Civilian	940	940	940	-
FTE - Civilian	630	630	652	22

### Pay Cost Drivers

*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
OFO - International Operations-Base	630	\$130,454		630	\$117,378		630	\$117,378				
OFO - International Operations-Pay Inflation & Annualization								\$4,271			\$4,271	
OFO - International Operations-Technical Adjustments, Realignment, and Annualizations							22	(\$15,078)		22	(\$15,078)	
<b>Total – Pay Cost Drivers</b>	<b>630</b>	<b>\$130,454</b>	<b>\$207.07</b>	<b>630</b>	<b>\$117,378</b>	<b>\$186.31</b>	<b>652</b>	<b>\$106,571</b>	<b>\$163.45</b>	<b>22</b>	<b>(\$10,807)</b>	<b>(\$23)</b>

---

**International Operations – PPA Level III**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
International Operations	\$26,929	\$39,716	\$35,701	(\$4,015)
<b>Total</b>	<b>\$26,929</b>	<b>\$39,716</b>	<b>\$35,701</b>	<b>(\$4,015)</b>
Discretionary - Appropriation	\$26,929	\$39,716	\$35,701	(\$4,015)

**International Operations – PPA Level III****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$635	\$7,528	\$7,534	\$6
22.0 Transportation of Things	\$683	\$677	\$683	\$6
23.1 Rental Payments to GSA	\$110	\$110	\$110	-
23.2 Rental Payments to Others	\$2,648	\$2,623	\$2,648	\$25
23.3 Communications, Utilities, and Misc. Charges	\$19,543	\$19,431	\$16,612	(\$2,819)
24.0 Printing and Reproduction	-	\$2	\$2	-
25.2 Other Services from Non-Federal Sources	\$1,936	\$3,101	\$3,118	\$17
25.3 Other Goods and Services from Federal Sources	\$837	\$4,861	\$3,606	(\$1,255)
26.0 Supplies and Materials	\$297	\$847	\$850	\$3
31.0 Equipment	\$240	\$536	\$538	\$2
<b>Total - Non Pay Object Classes</b>	<b>\$26,929</b>	<b>\$39,716</b>	<b>\$35,701</b>	<b>(\$4,015)</b>



## Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
OFO Communications & Misc	14,706	14,639	11,775	(\$2,864)
OFO Travel	635	7,528	7,534	\$6
OFO Contracts	2,773	7,962	6,724	(\$1,238)
OFO CSI (IT Support) O&M Communications & Misc	4,837	4,792	4,837	\$45
Other Costs	3,978	4,795	4,831	\$36
<b>Total – Non Pay Cost Drivers</b>	<b>\$26,929</b>	<b>\$39,716</b>	<b>\$35,701</b>	<b>(\$4,015)</b>

### NARRATIVE EXPLANATION OF CHANGES

- Office of Field Operations International Operations Communications & Miscellaneous –
  - Support for CSI and IAP and locally employed personnel stationed overseas for regular/long distance phone bills, water, postage, electricity, residential/office leases, and all other operating costs.
- Office of Field Operations International Operations Travel –
  - Travel for Office of Field Operations International Operations. Home leave, family leave, and short and long-term TDY costs for CSI and IAP personnel departing to and returning from overseas stations.
- Office of Field Operations International Operations Contracts –
  - OIT and U.S. Department of State Embassy/International Cooperative Administrative Support Services (ICASS)/cable support for overhead type costs incurred as part of support for CSI and IAP programs.
- Office of Field Operations International Operations CSI (IT Support) O&M Communications & Miscellaneous –
  - Support of ongoing overseas CSI circuit and targeting costs for operations in Europe, Asia, South and Central America, and the Middle East.

*Targeting Operations – PPA Level III***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Targeting Operations	769	652	\$101,609	769	652	\$89,775	862	862	\$236,572	93	210	\$146,797
<b>Total</b>	<b>769</b>	<b>652</b>	<b>\$101,609</b>	<b>769</b>	<b>652</b>	<b>\$89,775</b>	<b>862</b>	<b>862</b>	<b>\$236,572</b>	<b>93</b>	<b>210</b>	<b>\$146,797</b>
Subtotal Discretionary - Appropriation	769	652	\$101,609	769	652	\$89,775	862	862	\$236,572	93	210	\$146,797

## Targeting Operations – PPA Level III Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>769</b>	<b>652</b>	<b>\$89,909</b>
NTC Facility Requirements	-	-	\$4,700
Payroll Adjustment	-	-	\$7,000
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>\$11,700</b>
<b>FY 2016 Revised Enacted</b>	<b>769</b>	<b>652</b>	<b>\$101,609</b>
<b>FY 2017 Annualized CR</b>	<b>769</b>	<b>652</b>	<b>\$89,775</b>
<b>FY 2018 Base Budget</b>	<b>769</b>	<b>652</b>	<b>\$89,775</b>
Container Security Initiative Realignment to NTC	-	-	\$4,300
Reorganization of Targeting Operations	-	-	\$17,337
<b>Total Transfers</b>	<b>-</b>	<b>-</b>	<b>\$21,637</b>
2017 Pay Raise	-	-	\$842
2018 Pay Raise	-	-	\$1,483
Adjustment to Base Pay Requirements	-	87	\$47,609
Annualization of 2016 Counter Network Operations	-	30	\$4,881
Annualization of 2016 Pay Raise	-	-	\$271
Annualization of 2017 Pay Raise	-	-	\$346
Health Benefits	-	-	\$199
Restore Rescission	-	-	\$134
<b>Total, Pricing Increases</b>	<b>-</b>	<b>117</b>	<b>\$55,765</b>
<b>Total Adjustments-to-Base</b>	<b>-</b>	<b>117</b>	<b>\$77,402</b>
<b>FY 2018 Current Services</b>	<b>769</b>	<b>769</b>	<b>\$167,177</b>
Increase Intelligence and Targeting Capabilities	-	-	\$54,855
National Targeting Center Expansion	93	93	\$14,540
<b>Total, Program Increases</b>	<b>93</b>	<b>93</b>	<b>\$69,395</b>
<b>FY 2018 Request</b>	<b>862</b>	<b>862</b>	<b>\$236,572</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>93</b>	<b>210</b>	<b>\$146,797</b>

**PPA Level III Description**

CBP requests 862 positions, 862 FTE and \$236.6 million in FY 2018 for the Trade and Travel Targeting Sub-PPA (\$146.8 above the FY 2017 Annualized CR level). The increase from FY 2017 to FY 2018 is due in large part to an internal realignment of funds as well as significant program enhancements. Please see the Major Increases and Decreases section of the TT PPA and the Program Change documents related to NTC enhancements proposed in the FY 2018 President's Budget in this document.

The National Targeting Centers (NTC) employs highly skilled targeting specialists using state-of-the-art technologies to identify high-risk people and cargo in the air, land and sea environments, both entering and leaving the United States. It encompasses not only the salaries and expenses of the CBPOs, and other staff who conduct targeting efforts, but also a number of special programs that do not have a discrete source of funding, such as Passenger Analysis Units, Visa Re-Vetting and ICE/DOS Pre-application Vetting, Pre-Verify Hot List, Air Cargo Advance Screening (ACAS), Field Support Units, Integrated Trade Targeting Network, and Tactical Trade Targeting Units. These programs and activities support a flexible enforcement capability that anticipates and detects potential threats to our security, economy, and public safety. Serving as a powerful partner that connects law enforcement and intelligence communities. These programs develop, provide, and coordinate capabilities to support CBP's primary mission to secure our borders while facilitating legitimate trade and travel. CBP's targeting programs work to:

- Detect threats away from our borders;
- Identify travelers and shipments according to the threat they pose;
- Integrate and coordinate our intelligence and targeting capabilities; and,
- Establish stronger partnerships with domestic and foreign partners.

CBP's strategic approach to securing and expediting trade and travel relies on risk management to create force multipliers that provide return on investment through cost avoidance. Segmenting the flows of people and goods by risk level focuses law enforcement efforts on goods and people that potentially pose a threat.

The Counter Network, Counterterrorism, Pre-Departure Passenger, and Pre-Departure Cargo are divisional programs within the NTC that leverage partnerships to:  
Define and prioritize terrorist and transnational criminal networks;

- Contribute to maintain a viable counter network force;
- Collaborate in attacking terrorist and transnational criminal networks; and,
- Rapidly adjust post-attack strategies and tactics as necessary.

**OFO IN ACTION:**

- ✓ Referral Leads to Drug Smuggling Arrests. In December 2016, CND referred a Russian citizen to HSI as a possible subject involved in narcotics smuggling. Upon arrival, an inspection by foreign authorities and HSI confirmed the presence of cocaine in the subject's checked suitcase. An Indonesian subject was later arrested during a controlled delivery operation.

NTC's Counter Network Division (CND)

CND serves as a coordinating mechanism for CBP's counter network targeting, analysis, and operations.

**OFO IN ACTION:**

- ✓ Financial Target and Associates Refused Entry. In October 2016, a Visa Waiver Program applicant traveling with three associates was refused entry into the U.S. CND research identified the VWP applicant conducted a transaction with a person of national security concern.

CND's intelligence-driven and risk-based process depends on the ability of subject matter experts to utilize data within all security classification levels and synchronize external data with CBP holdings for a full spectrum of analysis. This analysis enhances CBP's understanding of illicit networks (terrorism, human smuggling, narcotics, and illicit trade/finance) and illuminates opportunities for CBP and its partners to disrupt and dismantle the networks' operating environment.

The focus for FY 2018 will be on acquisition and application of additional information sources that analysts can utilize to support

ongoing cases aimed at countering illicit networks. The enhanced analysis of terrorist and Transnational Criminal Organization (TCO) threats and the identification of intelligence driven, risk-based approaches will permanently alter the environments that permit illicit networks to conduct transnational criminal and terrorist activities.

Publicly Available Information Group (PAIG)

CBP's FY 2018 funding request will support the creation of CBP's new PAIG, based out of the National Targeting Center (NTC), in order to further enhance CBP's execution of its border security mission by helping CBP more effectively utilize publicly available information to identify and combat terrorist and transnational criminal networks' communications, recruitment, and operations.

**OFO IN ACTION:**

- ✓ Syrians Encountered in Guatemala with Fraudulent Travel Documents. In December 2016, CND identified four citizens of Syria traveling to Guatemala City with altered German passports. The three subjects were arrested by authorities.

NTC's Counterterrorism Program

The Fiscal Year 2018 CBP budget request will sustain a number of tactical targeting units that are assigned to various POEs.

- Advance Targeting Units identify shipments that pose a possible threat to national security or violate federal laws such as smuggling of narcotics and other contraband.

- Passenger Analytical Units identify and coordinate the examination of high risk travelers arriving at or departing from a U.S. POE.
- The Counterterrorism Program streamlines efforts to address evolving threats to U.S. national security and its interests, ensuring a common framework and comprehensive policy to guide the CBP's counterterrorism response at and between the POEs.
- TTRT personnel receive specialized training in analytics, task force operations, counterterrorism response, and enforcement operations. Critical to the ability to carry out this role is immersion in the current and developing threat picture through the continuous review of sensitive and classified information and engagement with relevant stakeholders.
- The TTRT program is currently in its fourth phase of expansion, and has expanded to include U.S. Border Patrol.
  - TTRT is currently at three Preclearance locations (Toronto, Calgary, and Abu Dhabi).
  - TTRTs work in tandem with the Joint Terrorism Task Force (JTTF), and are currently at 46 ports of entry and in eight Border Patrol sectors.
  - JTTFs serve as a focal point to facilitate CBP coordination with the FBI on operational issues, threat mitigation, and during crisis response to terrorist attacks or disruptions.

✓ CBP's FY 2018 budget request will sustain the Counterterrorism Program's Tactical Terrorism Response Teams (TTRT) at POEs to support Counterterrorism

NTC pre-departure targeting efforts support a variety of domestic and international operations such as ACAS, Container Security Initiative (CSI), and Secure Freight Initiative. In addition to supporting CBP's primary mission at the POEs, CBP's cargo targeting efforts focus on conducting strategic and operational analysis in a continual effort to identify and counter narcotics smuggling, agricultural threats, money laundering, trafficking in illicit weapons, and other threats to the physical and economic security of the United States. CBP Automated Targeting System (ATS) enhancements will increase CBP capabilities to include support of new threat targeting models related to National Security, narcotics, trade enforcement, and agriculture threats.

Pre-Departure Screening of Passengers allows CBP to make risk-based operational decisions from before a passenger boards an aircraft and continuing until the traveler enters the United States, leveraging all available advance information on in-bound passengers. Throughout the travel process – (1) application to travel, (2) making the reservation, (3) check-in, and (4) boarding at a foreign point of origin; CBP devotes its resources to identifying the highest threats, including some previously unknown to the intelligence community.

Efforts in FY 2018 will continue to focus on acquiring and leveraging advance passenger data, intelligence, automated tools and risk-informed approaches to screen, prioritize, vet and target passengers in the air environment; maximizing the effectiveness of pre-departure targeting programs to identify and interdict possible terrorists and high-risk inadmissible passengers before they board a

conveyance destined to the United States by:

- Continuing to utilize and expand all current pre-departure programs;
- Expanding the information sharing, partnerships and collaboration that enhance the entire border security continuum; and,
- Conducting a joint exploitation of intelligence, management, and operations with interagency and international partners to enhance NTC technological and operation capabilities.

- ✓ Efforts in FY 2018 will continue to focus on increased engagement and partnerships with industry and stakeholders to enhance CBP cargo targeting initiatives that address the multi-faceted threats to the cargo environment by:
- ✓ Implementing ACAS regulations to move from a voluntary program to a requirement that air cargo advance data is submitted to CBP prior to lading aboard aircraft destined to the U.S.
- ✓ Enhancing the CSI mission of securing the global supply chain by preventing high-risk maritime shipments from entering the U.S.
- ✓ Deterring the exploitation of maritime containers by terrorists and transnational criminal organizations.
- ✓ Coordinating with U.S. Coast Guard on vessel tracking, and managing national maritime cargo events.

#### The Analytical Management Systems Control Office (AMSCO)

AMSCO's primary function is to promote workforce integrity by developing innovative techniques to identify potential misconduct among frontline CBP personnel. Through training, outreach and data analysis, AMSCO is responsible for examining data collected by CBP systems. AMSCO is a divisional program of NTC. AMSCO's primary system, ELMOrf, is an application that uses technological advancements to offer a more uniform and coordinated approach to monitoring and improving frontline operation performance at POEs and the expansion of integrity efforts within the land border cargo environments, land border pedestrian environment, and CBP secondary operations.

Automated Targeting System (ATS)

ATS is a web-based enforcement and decision support tool that incorporates intelligence information and technologies to target suspect inbound and outbound shipments for examinations and passengers for inspection. ATS serves the DHS mission of Securing and Managing our Borders by targeting individuals and cargo that are potential threats to the public. It allows CBP officers to focus their enforcement efforts on cargo shipments and passengers consistent with current threats.

ATS standardizes names, addresses, maritime vessel names, and similar data so these data elements can be associated with other existing business data to form a more complete picture of passengers, imports, and/or exports in context with the previous behaviors of the parties involved. Every passenger and shipment processed through ATS is subject to a real-time risk evaluation. ATS is consistently updated to remain current with potential threats. System and algorithm rule updates are critical to maintain optimal capabilities and adapt to competing priorities. Specifically, rules targeting international incidents, potential disease pandemics, and new terrorist activities are updated to reflect the most recent intelligence information. The ATS program provides continuous targeting support against potential threats to the Homeland.

Unified Passenger (UPAX) is a technology refresh that updates and replaces the older functionality of the legacy ATS interface. This update allows ATS to process traveler information against other information available in ATS and apply risk-based rules centered around CBP Officer experience, analysis of trends of suspicious activity, and raw intelligence from DHS and other Government agencies. The end result is an improved process and system that assists CBP Officers in identifying individuals who require additional inspection and making admissibility decisions regarding individuals seeking admission to the United States.

FY 2018 funding for operations and maintenance activities will continue to improve targeting efforts to create a more robust, efficient, and effective system.

ATS has helped maintain a significant benefit to the public, and has significantly reduced CBP's processing time for travelers and goods entering at our nation's ports. In FY 2016:

- Use of ATS models resulted in more than \$100M in narcotic seizures;
- 125,584 kg (138.4 tons) narcotics seized;
- \$254,857,440 MSRP counterfeit merchandise seized;
- Analysis of more than 17 million transactions per day;
- Analysis of more than 13 million cargo shipments per month; and,
- Identification of more than 6,000 high risk travelers who were prevented from traveling to the U.S.

**Decision making tool for CBPOs:**

- ✓ ATS-Passenger – Evaluates to identify high risk passengers and crew members for additional scrutiny.
- ✓ ATS-Cargo – Evaluates to identify high risk inbound cargo for examination
- ✓ Modeling and Analytics – Includes risk assessment techniques in air, land, and sea environments.



Analytical Framework for Intelligence (AFI)

AFI enhances CBP's ability to identify and apprehend individuals who pose a potential law enforcement or national security risk, and aids in the enforcement and prosecution of violations of customs, immigration, and other laws enforced by CBP at the border. AFI is used for the purposes of:

- Identifying individuals, individual affiliations, and cargo that may pose a potential law enforcement or national security risk, and assisting intelligence product users in the field in preventing the illegal entry of people and goods, or identifying other violations of law;
- Conducting additional research on persons or cargo to uncover patterns or trends that could assist in the identification of potential law enforcement or national security risks; and,
- Sharing finished intelligence products developed for the above purposes in coordination with DHS employees who have a need to know in the performance of their official duties and who have appropriate clearances or permissions.

CBP uses transaction-based systems such as TECS and Automated Targeting System (ATS) in support of targeting and inspection functions. AFI enhances the information from those and other DHS systems by employing different analytical capabilities and tools that provide link analysis among data elements.

✓ Through integration with ATS and other DHS components, AFI improves intelligence sharing.

Adjustments to Base Justification

Container Security Initiative Realignment to NTC: This adjustment realigns funding for the Container Security Initiative to the National Targeting Center.

Reorganization of Targeting Operations: This adjustment realigns funding for Targeting Operations from the Office of Intelligence to the Office of Field Operations.

2017 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2018 pay raise of 1.9 percent.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Annualization of 2016 Counter Network Operations: This adjustment annualizes salaries and benefits costs for the additional National Targeting Center (NTC) positions supporting Counter Network Operations provided in the FY 2016 Enacted appropriation.

Annualization of 2016 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Health Benefits: Reflects the estimated cost of Calendar Year (CY) 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

## Targeting Operations – PPA Level III Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Targeting Operations	769	652	\$82,685	\$126.82	769	652	\$79,479	\$121.9	862	862	\$152,946	\$177.43	93	210	\$73,467	\$55.53
<b>Total</b>	<b>769</b>	<b>652</b>	<b>\$82,685</b>	<b>\$126.82</b>	<b>769</b>	<b>652</b>	<b>\$79,479</b>	<b>\$121.9</b>	<b>862</b>	<b>862</b>	<b>\$152,946</b>	<b>\$177.43</b>	<b>93</b>	<b>210</b>	<b>\$73,467</b>	<b>\$55.53</b>
Discretionary - Appropriation	769	652	\$82,685	\$126.82	769	652	\$79,479	\$121.9	862	862	\$152,946	\$177.43	93	210	\$73,467	\$55.53

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.15 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- Reflects an enhancement of 93 FTE (93 positions) in support of the National Targeting Center Expansion.

**FTE Change FY 2017-2018:** 210

**PCB Change FY 2017-2018:** \$73,467

**Average Cost Change FY 2017-2018:** \$56

**Targeting Operations – PPA Level III**  
**Pay by Object Class**  
*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$51,162	\$50,257	\$93,069	\$42,812
11.3 Other than Full-Time Permanent	\$137	\$137	\$33	(\$104)
11.5 Other Personnel Compensation	\$5,435	\$5,435	\$10,783	\$5,348
12.1 Civilian Personnel Benefits	\$25,951	\$23,650	\$49,061	\$25,411
<b>Total - Personnel Compensation and Benefits</b>	<b>\$82,685</b>	<b>\$79,479</b>	<b>\$152,946</b>	<b>\$73,467</b>
<b>Positions and FTE</b>				
Positions - Civilian	769	769	862	93
FTE - Civilian	652	652	862	210

**Pay Cost Drivers**  
*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
OFO - Targeting Operations-Base	652	\$82,685	\$126.82	652	\$79,479	\$121.90	652	\$79,479				
OFO - Targeting Operations-Pay Inflation & Annualization								\$2,942			\$2,942	
OFO - Targeting Operations-Technical Adjustments, Realignment, and Annualizations							117	\$55,985		117	\$55,985	
OFO - Targeting Operations- Enhancements							93	\$14,540		93	\$14,540	
<b>Total – Pay Cost Drivers</b>	652	\$82,685	\$126.82	652	\$79,479	\$121.90	862	\$152,946	\$177.43	210	\$73,467	\$56

---

**Targeting Operations – PPA Level III**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Targeting Operations	\$18,924	\$10,296	\$83,626	\$73,330
<b>Total</b>	<b>\$18,924</b>	<b>\$10,296</b>	<b>\$83,626</b>	<b>\$73,330</b>
Discretionary - Appropriation	\$18,924	\$10,296	\$83,626	\$73,330

### Targeting Operations – PPA Level III

#### Non Pay by Object Class

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$5,731	\$5,627	\$5,875	\$248
22.0 Transportation of Things	\$624	\$618	\$614	(\$4)
23.1 Rental Payments to GSA	\$17	\$17	\$17	-
23.2 Rental Payments to Others	\$51	\$51	\$51	-
23.3 Communications, Utilities, and Misc. Charges	\$101	\$100	\$146	\$46
25.2 Other Services from Non-Federal Sources	\$11,759	\$3,196	\$60,118	\$56,922
25.4 Operation and Maintenance of Facilities	-	-	\$537	\$537
25.7 Operation and Maintenance of Equipment	\$22	\$22	\$14,825	\$14,803
26.0 Supplies and Materials	\$226	\$225	\$240	\$15
31.0 Equipment	\$393	\$440	\$1,203	\$763
<b>Total - Non Pay Object Classes</b>	<b>\$18,924</b>	<b>\$10,296</b>	<b>\$83,626</b>	<b>\$73,330</b>

## Targeting Operations – PPA Level III Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
OFO Contracts	11,781	3,218	59,143	55,925
OFO AFI O&M Contracts	0	0	16,337	16,337
OFO Travel	5,731	5,627	5,875	248
OFO AFI O&M Equipment	0	0	1,000	1,000
Other Costs	1,412	1,451	1,271	(180)
<b>Total – Non Pay Cost Drivers</b>	<b>18,924</b>	<b>10,296</b>	<b>83,626</b>	<b>73,330</b>

### NARRATIVE EXPLANATION OF CHANGES

- Office of Field Operations Targeting Operations Contracts –
  - Contract service expenses to support Office of Field Operations Targeting Operations including ATS, UPAX, IRS-NG, AFI Expansion, Information Management System, Narcotics Trade Models, CT dashboards, ICASS support (Barbados (CARICOM) and Jordan), Counter Network Support (Unisys), and Unified Process Engineering Support (prior line on Unisys). The increase in this area is primarily due to transfers of functions from the Office of Intelligence (OI) to the NTC and well as the Intelligence and Targeting enhancement.
- Office of Field Operations Targeting Operations AFI O&M Contracts –
  - Contract support services for Analytical Framework for Intelligence (AFI) including Unisys and Lexis Nexis.
- Office of Field Operations Targeting Operations Travel –
  - Travel expenses for Office of Field Operations Targeting Operations.
- Office of Field Operations Targeting Operations AFI O&M Equipment –
  - Software licenses to assist with data collecting and analyzing for Office of Field Operations Targeting Operations including support of Counter Network and AFI.

*Assets and Support – PPA Level III***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Assets and Support	-	-	\$828,255	-	-	\$822,101	-	-	\$840,315	-	-	\$18,214
<b>Total</b>	-	-	<b>\$828,255</b>	-	-	<b>\$822,101</b>	-	-	<b>\$840,315</b>	-	-	<b>\$18,214</b>
Subtotal Discretionary - Appropriation	-	-	\$828,255	-	-	\$822,101	-	-	\$840,315	-	-	\$18,214



## Assets and Support – PPA Level III Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	<b>\$828,255</b>
<b>FY 2016 Revised Enacted</b>	-	-	<b>\$828,255</b>
<b>FY 2017 Annualized CR</b>	-	-	<b>\$822,101</b>
<b>FY 2018 Base Budget</b>	-	-	<b>\$822,101</b>
Realignment of Facilities Support Requirements	-	-	(\$1,096)
<b>Total Transfers</b>	-	-	<b>(\$1,096)</b>
Federal Protective Service Fee Increase	-	-	\$1,363
NII Equipment Refresh & Recapitalization	-	-	\$1,735
Rent Adjustment	-	-	\$1,096
Restore Rescission	-	-	\$6,154
TECS Modernization	-	-	\$9,000
<b>Total, Pricing Increases</b>	-	-	<b>\$19,348</b>
Non-Recur 2016 Canine Enforcement Program	-	-	(\$994)
Non-Recur 2016 Counter Network Operations	-	-	(\$257)
<b>Total, Pricing Decreases</b>	-	-	<b>(\$1,251)</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>\$17,001</b>
<b>FY 2018 Current Services</b>	-	-	<b>\$839,102</b>
Trade Facilitation and Trade Enforcement Act	-	-	\$1,213
<b>Total, Program Increases</b>	-	-	<b>\$1,213</b>
<b>FY 2018 Request</b>	-	-	<b>\$840,315</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>\$18,214</b>

### PPA Level III Description

CBP requests \$840.3 million for the Assets and Support Sub-PPA. A number of cross cutting support programs such as the Non-Intrusive Inspection (NII) Technology Program, Mobile Technology, Information Technology Infrastructure, and Border Security Deployment Program are critical to the success of CBP's mission. These programs underlie every critical aspect of the CBP's mission. CBP can be fully staffed, but without the technology to scan cargo using NII equipment, for example, our need for staff

would increase exponentially. Similarly, if a peak processing time at a major airport requires full staffing to accommodate the workload, it also requires the tools to support those staff including computers, technology lines, phones, and other support systems. CBP is tirelessly self-critical and works to constantly evaluate the right mix of resources to effectively accomplish our mission including staff and technology. The following programs in the Trade and Travel Assets and Support Sub-PPA represent the mix of critical investment in the support infrastructure of CBP.

#### Non-Intrusive Inspection Technology (NII)

**Office of Field Operations - Non-Intrusive Inspection Program (Dollars in Thousands)**

<b>Program Name</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR (ACR)</b>	<b>FY 2018 President's Budget (PB)</b>	<b>Percent Change FY 2017 ACR to FY 2018 PB</b>
Non-Intrusive Inspection Program (O&S)	\$119,010	\$117,942	\$121,376	3 percent
Non-Intrusive Inspection Program (PC&I)	\$90,260	\$90,102	\$109,240	21 percent
<b>Cumulative Total</b>	<b>\$209,270</b>	<b>\$208,044</b>	<b>\$230,616</b>	<b>11 percent</b>

The FY 2018 budget request includes a total \$230.6 million for NII (\$121 million in O&S, and \$109.2 million in PC&I). Funding allows for continued investment for maintenance of current NII technology while recapitalizing aging systems to provide a layered enforcement strategy.

NII systems are critical to the Nation's economic prosperity and directly enable the efficient flow of lawful trade and travel. These systems examine cargo and conveyances for contraband and weapons of mass effect in eight minutes, versus 120 minutes of a physical exam. Through Congress' continued support, CBP received its first major wave of acquisition funding to recapitalize the fleet in FY 2016. Understanding that CBP's operating environments are dynamic and that threats evolve, NII recapitalization needs are focused on integration and automation to ensure technology and methods are adaptable for future architectures. Integrating and automating NII technology and data will offer efficiencies that enhance border security and modernizes NII operations to keep pace with global partners.

The FY 2018 budget request will allow CBP to remain on track to ensure the NII fleet is operating within its service life by FY 2024. Additionally, the receipt of multi-year funds has greatly improved the flexibility across the NII investment strategy. Flexibility allows CBP to address emerging needs and to adequately assess and evaluate replacement solutions that support integrated and automated

concepts.

CBP's FY 2018 NII request will support 95 percent operational availability across the current fleet of NII and radiation detection equipment (RDE), and acquisition of over 30 Large Scale (LS) and 600 Small Scale (SS) NII systems to support recapitalization and emerging field needs. A key element of CBP's NII recapitalization is to deploy technology and methods that integrate with other CBP hardware and software platforms. Existing NII technology and RDE are standalone systems in the sense that they are not in combined configurations, and the systems do not transmit data directly to the CBP Network.

**OFO IN ACTION:**

✓ NII

NII systems are viewed as force multipliers as the systems allow CBP to examine conveyances efficiently and effectively. In FY 2016, CBP utilized over 300 LS NII systems to image approximately 6.45 million cargo or conveyances across CBP's 328 land, sea, and air POEs, resulting in CBPOs seizing over 355,000 pounds of narcotics and more than \$3.9 million in U.S. currency. More than 8,000 additional officers at a labor cost of approximately one billion dollars would have been required if physical examinations were conducted.

A model example of addressing data integration needs for standalone systems is the Port Radiation Inspection Detection and Evaluation (PRIDE) system, which is funded as part of CBP's NII O&S investment. PRIDE receives, integrates, and manages data from various technologies, including standalone RDE, and provides stakeholders (e.g., officers and scientist) a real-time mechanism to assess threats and plan courses of action from remote locations. Currently, PRIDE is deployed at 199 ports of entry, sending 88 percent of scanned radiation data to CBP servers each year. CBP will continue to expand PRIDE to domestic CBP ports via the DHS OneNet. Additionally, PRIDE will incorporate outputs from RDE and large-scale NII systems, provide integration with related cargo manifests, entry and targeting data, and develop automated analysis capabilities.

### Border Security Deployment Program (BSDP)

#### **Office of Field Operations - Border Security Deployment Program (Dollars in Thousands)**

<b>Program Name</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR (ACR)</b>	<b>FY 2018 President's Budget (PB)</b>	<b>Percent Change FY 2017 ACR to FY 2018 PB</b>
Border Security Deployment Program (BSDP)	\$11,100	\$10,997	\$11,100	1 percent

The CBP FY 2018 budget request includes \$11.1 million to sustain the Border Security Deployment Program (BSDP), which provides CBP with a comprehensive and expanded secure operational environment through an integrated surveillance and intrusion detection system. BSDP is a mission critical audio and video surveillance tool that incorporates motion detection, remote monitoring, and situational awareness for all Land POEs (LPOEs) and 12 airports, select U.S. Border Patrol facilities, and CBP Headquarters on a 24x7 basis. In FY 2018, BSDP will extend surveillance capabilities to include select airports and seaports while maintaining current capabilities at LPOEs.

BSDP is CBP's enterprise solution for video and audio surveillance for all fixed facilities; it improves the safety and security of CBPOs, the traveling public, and government facilities. BSDP, and its supporting infrastructure, Centralized Audio Video Surveillance System (CAVSS), is installed and used at operating locations across the country. Without full funding, security at LPOEs will be reduced, exposing CBPOs, Agents, and the American public to increased threats. Vulnerabilities at the LPOEs will increase, key evidence to support criminal convictions will diminish, and CBP's ability to monitor officer integrity will be reduced.

BSDP Key Statistics	
Authorized Users	4,400
CBP Locations	290
Cameras	10,103
Microphones	1,531
Standard Digital Video Recorder (DVR)	751

#### BSDP Benefits:

- BSDP promotes officer integrity and adjudicates judicial investigations through court admissible video and audio recording; surveillance recordings are regularly used as key evidence to support prosecution of criminal activity, including unauthorized foreign nationals crossing the border.
- BSDP optimizes resources for remote monitoring and reduces CBP labor costs associated with facility security by approximately \$94 million annually.

#### CBP Mobile Technology

Office of Field Operations - Trade and Travel Domestic Operations (Dollars in Thousands)				
Program Name	FY 2016 Revised Enacted	FY 2017 Annualized CR (ACR)	FY 2018 President's Budget (PB)	Percent Change FY 2017 ACR to FY 2018 PB
CBP Mobile Program	\$12,045	\$11,993	\$12,045	0 percent

The CBP FY 2018 budget request includes \$12.0 million to sustain the CBP Mobile Program, which provides an enterprise solution

with the strategic vision to add mobility to mission critical CBP operations and processes through the deployment of appropriate technology, removing the constraints of time and location facing all CBP front-line personnel in the performance of their duties, and the execution of CBP's mission. CBP Mobile Program's goal is to provide mobile capabilities to CBPOs, CBPAS, USBP, and AMO Agents that are a simple "touch" or "holster-reach" away. However, the deployment of technology creates a requirement for operations support and maintenance which is funded from the program's base. As more mobile technology is deployed, the level of discretionary funding in the base is reduced limiting CBP's capability to deploy additional devices to support day-to-day, augmented, and special event operations. CBP will continue to maintain the more than 4,000 ruggedized tablets, smartphones, fingerprint capture peripherals, document readers, and mobile processing work stations.

The following are examples of CBP Mobile provided capabilities:

- **Streamlining Secondary Pilot** – The Raúl Héctor Castro (formerly known as Douglas) POE implemented mobile tablets in conjunction with the existing Enforcement Link Mobile Operations (ELMOrf) Dashboard to improve the effectiveness and efficiency of the passenger vehicle primary to secondary process flow and reduce the overall secondary inspection process time. Through this innovation, the CBP Mobile Program will determine the feasibility of extending this pilot to additional Ports of Entry after completing an evaluation in FY 2017.
- **Cargo Export** – This mobile capability gives CBPOs real-time access to cargo systems for targeting high risk cargo and vehicles, ACE for consolidated border crossing processing and National Motor Vehicle Title Information System (NVMTIS) to facilitate investigations of vehicle-related crimes.
- **Electronic Flight Bag (EFB) Capability Expansion** - EFB is an electronic information management device that helps flight crews perform pre-flight, in-flight, and post-flight management tasks more easily and efficiently with less paper. An EFB is an iPad that carries documentation pilots must have available during the course of the flight; such as flight manuals, operation manuals, en route charts, and approach plates. Providing this mobile capability to Air & Marine is in alignment with Department of Defense (DoD) and National Geospatial-Intelligence Agency (NGA) future plans to move towards a paperless environment.
- **Mobile Small Boat Processing for Buffalo Pilot** - The Port of Champlain provides staffing for a small boat inspection station in Rouses Point. CBP Mobile provides a mobile solution that enables Officers to rapidly process traveler information dockside with a document reader capability to facilitate inspection of vessels and passengers

The following are examples of the CBP Mobile Program supporting of the CBP mission:

#### Laredo Port of Entry Mobile Query Pilot

**OFO IN  
ACTION:**

✓ Mobile  
Technology

An integrated team from CBP Mobile and the Laredo Port of Entry coordinated to deploy a new Mobile Query (MQ) capability for CBP Officers to process travelers using smart phones paired with a peripheral to perform document reading and biometrics capture with the goal of expediting holiday traffic at the Laredo Port of Entry with a specific emphasis on reducing the long wait times experienced by bus passengers.

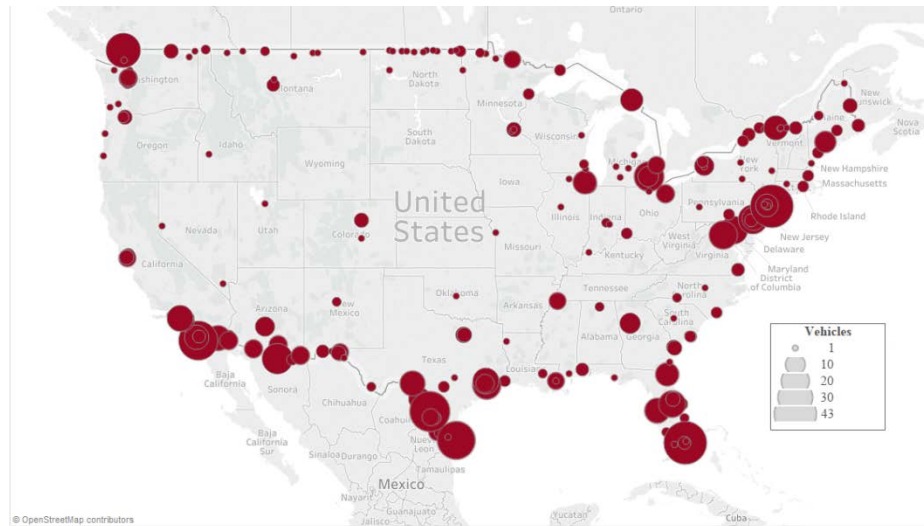
Highlights from the first hours after deployment:

- A bus with 20 passengers processed with the Mobile Query Application took less than 10 minutes to process all passengers (no permits) from start to finish, a 90 percent decrease from the historical wait time for the same conveyance. Three empty buses were processed within 5 minutes and released from primary lanes, obviating the need to divert to the processing area below the bridge and thereby reducing traffic and resulting wait times for the rest of the traveling public at that POE at that time.
- Over 234 crossings and 20 buses processed during one operation.
- Broadband connectivity was excellent, with biographic query results averaging about 7 seconds and biometric results are averaging 1.5 minutes or better.

#### **Office of Facilities and Asset Management**

##### *Fleet Program*

CBP requests \$4.263 million in FY 2018 for the Office of Facilities and Management (OFAM) within the Assets and Support Sub PPA (no change from the FY 2017 Annualized CR level). This Current Services request will provide for the acquisition of 113 vehicles for the Office of Field Operations (OFO). The chart below shows that 30 percent of OFO's fleet (1,320 out of 4,325 vehicles) will be eligible for replacement in FY 2018 based on established CBP criteria.

**FY 2018 OFO Replacement Eligible Vehicle**

The requested funding is intended to address a portion of the 1,320 vehicles that have met or will meet CBP replacement criteria through FY 2018. The acquisition of vehicles for OFO ensures personnel have the appropriate vehicle assets necessary to facilitate legitimate trade and travel nationwide. This includes activities such as collecting duties on merchandise entering the country, ensuring cargo security, and welcoming lawful visitors. As vehicles remain in the fleet past their replacement age, maintenance, repair, and operating costs increase, as well as, maintenance and repair-related vehicle downtime, reducing available mission service hours for the CBP fleet. An increase in vehicle downtime reduces the amount of available resources needed to successfully execute CBP's mission.

CBP maintains a diverse and agile fleet tailored toward operational-specific requirements that allow OFO to execute its mission. These vehicles are acquired, configured, and deployed to support activities at ports of entry throughout the U.S and U.S. territories. In order to properly maintain CBP's Fleet, scheduled vehicle replacement is a necessity. This vehicle lifecycle management process is especially important as vehicles become older and less reliable, while mission demands continue. Reductions in vehicle performance and/or reliability may place an undue burden on officers executing mission requirements.

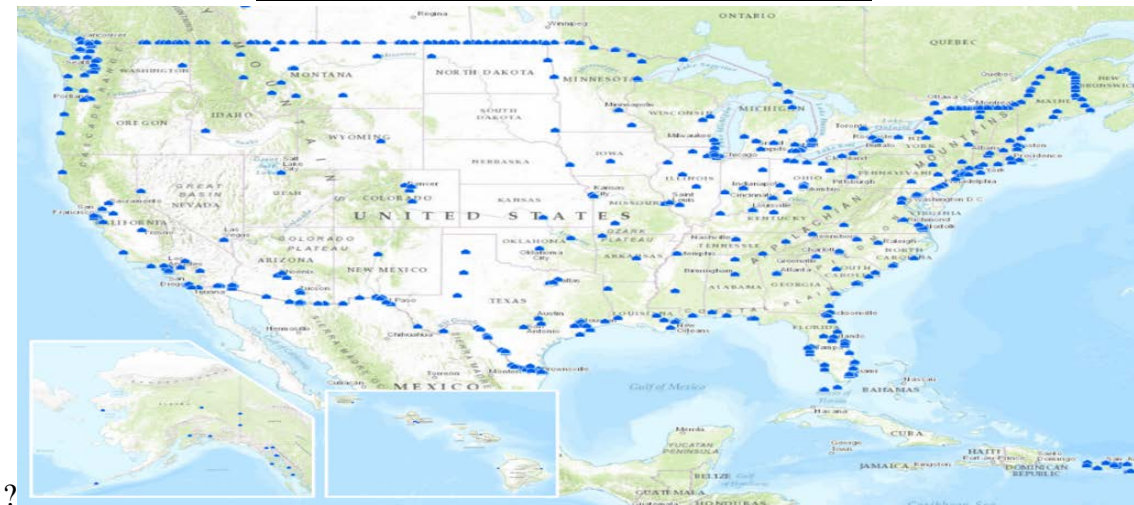
*Facilities Portfolio*

The Trade and Travel Operations Assets and Support Sub-PPA requests \$419.5 million to support OFO's facilities portfolio.



Comprising fifty-three percent of CBP's total facilities portfolio, OFO facilities portfolio is 14.9 million square feet and primarily consists of 328 ports of entry (POE) in three environments: land, sea and air. These POEs serve as the gateways for millions of people legally crossing America's borders and the exchange of trillions of dollars in goods and services into and out of the United States while also preventing terrorists, instruments of terror and illegal narcotics, weapons and money from entering the United States. In addition to the POEs, OFO operates out of 20 Field Offices. These facilities support continuous operations and include special-use space for various types of inspections such as the performance of agriculture quarantine inspections by CBP Agriculture Specialists.

### Office of Field Operations Facilities Portfolio<sup>21</sup>



The requested level of funding allows CBP to continue staging operations from the existing OFO facilities portfolio by executing building operations, maintenance and minor repair contracts for CBP-owned facilities; addressing emergent repairs and replacements at GSA facilities for specialized space and equipment<sup>22</sup>; addressing a limited number of required activities associated with forced relocations and lease renewals including code-compliance upgrades of IT and security systems; performing Facility Condition Assessments and Strategic Resource Assessments; fulfilling a limited number of top priority needs from the backlog of major repairs

<sup>21</sup> Map and portfolio square footage is as of December 22, 2016.

<sup>22</sup> As a tenant of a GSA facility, CBP is responsible for the recurring maintenance, repairs and replacement of the following facility aspects: electrical wiring, outlets, carpeting, raised access flooring, plumbing fixtures within the CBP-occupied space, partitioning, wall finishes, doors, sidelights, frames, hardware, millwork, window treatments, supplemental power, cooling/heating, agency signage in the common corridor, changes to lighting patterns, upgrades to building standard items, structural enhancements and bathrooms, and elevators or staircases in the CBP-occupied space.



and past due renewals at OFO CBP-owned facilities, \$39.4 million<sup>23</sup> backlog, and GSA facilities, over \$100 million backlog; and paying rent and rent-related expenses for OFO-occupied leased facilities and utilities expenses at CBP-owned facilities.

This funding request does not support the full recurring level of funding needed to address minor construction, alterations and improvements to CBP-owned and leased OFO facilities to meet OFO's rapidly expanding and modernizing mission. This activity includes installing additional security cameras, and primary and secondary lane gates; adding additional generators; port expansions and renovations; upgrades to LAN and phone systems; expansion and/or construction of new kennel facilities; and inspectional equipment repairs or relocations. This funding request also does not support the replacement of building systems at the end of the intended useful life, which then adds to the growing backlog of deferred maintenance.

### **Office of Information Technology**

**Office of Information and Technology - Assets and Support (Dollars in Thousands)**

<b>Program Name</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR (ACR)</b>	<b>FY 2018 President's Budget (PB)</b>	<b>Percent Change FY 2017 ACR to FY 2018 PB</b>
TECS Mod	\$48,003	\$42,001	\$50,018	19 percent

CBP requests \$50.0 million in FY 2018 for the TECS Modernization program within the Assets and Support Sub-PPA. TECS is critical to ensuring proper passenger screening to identify possible terrorists while facilitating the screening process for legitimate travelers. The funding requested will ensure the modernized system can be sustained.

<sup>23</sup> As reported at the end of FY 2016 as part of DHS' financial reporting statement and includes all identified deferred maintenance items at CBP-Owned and Direct Lease Operated facilities.

The FY 2018 President's Budget supports the operations and maintenance for modernized TECS. TECS is a key border enforcement system supporting screening requirements of DHS and other Federal agencies. TECS is the primary tool used by officers at the border to assist with screening and determinations regarding admissibility of arriving persons. Its ability to process records and passenger manifests and create entry/exit data is critical to not only CBP mission success but also United States national security.

TECS interfaces with several law enforcement systems and federal agencies. TECS improves access to person centric information by government officials; reduces the possibility of missing someone who should have been intercepted; improves the effectiveness and efficiency of Secondary Inspection; improves the flexibility to incorporate new capabilities and evolving threats; and eliminates dated technology that cannot be relied upon to support the CBP mission. Law enforcement personnel across DHS use TECS to protect the nation from the entry of dangerous or illegal people, ensure efficient flow of lawful people crossing US borders and enable effective decision making through rigorous screening of travelers to provide improved intelligence and information sharing.

#### **ECS in Action**

- Supports Primary and Secondary inspections
- Supports over 90,000 users
- Supports screening requirements of over 20 Federal agencies responsible for traveler processing, investigations, vetting, entry/exit, and research

#### **Office of Information and Technology - Assets and Support (Dollars in Thousands)**

<b>Program Name</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR (ACR)</b>	<b>FY 2018 President's Budget (PB)</b>	<b>Percent Change FY 2017 ACR to FY 2018 PB</b>
APIS	\$2,278	\$ 2,367	\$2,418	2 percent

APIS is used to review air, sea, train, and limited bus passengers and crew in an effort to identify possible terrorists, uncover high-risk individuals, and facilitate the clearance process for legitimate travelers. APIS provides CBP with an electronic data interchange to receive traveler and manifest data. Commercial/private carriers and aircraft provide APIS information from the biographic information found in the travel documents before travelers' board commercial/private vessels and aircraft. The information is transmitted to CBP prior to departure. It is the most critical current data source available to match arrivals and departures against the various watch lists. APIS data is critical to CBP biographic entry/exit systems. As an example, in 2010 CBP Officers entered data into APIS, which then alerted CBP targeting personnel that Faisal Shahzad, the Times Square Bomber, was attempting to flee the country. This lead law enforcement to the criminal's location and apprehension.

**Office of Information and Technology - Assets and Support (Dollars in Thousands)**

<b>Program Name</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR (ACR)</b>	<b>FY 2018 President's Budget (PB)</b>	<b>Percent Change FY 2017 ACR to FY 2018 PB</b>
Passenger Systems	\$7,407	\$7,407	\$7,407	0 percent

Primary Application Maintenance and Passenger Enforcement Systems support the technology that enables CBP to remotely check identification of incoming travelers into the United States, and to remotely check and log traveler's entry into the United States at low-risk border entry points, such as marinas, small airports, and recreation areas. The systems also provide for a suppression of lookout records after initial screening proves the traveler is not the subject of the lookout records. This eliminates travelers being subjected to unnecessary referrals saving time for both travelers and CBP officers. The systems also receive passport and visa information from Department of State and travel documents from Citizenship and Immigration Services. This includes Lawful Permanent Resident cards which are used to verify the traveler is using a valid US issued travel document. These systems are also used by CBP Officers and the Federal Aviation Administration to process all inbound private aircraft, inbound pleasure boats, and boat passengers.

**Office of Information and Technology - Assets and Support (Dollars in Thousands)**

<b>Program Name</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR (ACR)</b>	<b>FY 2018 President's Budget (PB)</b>	<b>Percent Change FY 2017 ACR to FY 2018 PB</b>
ATS	\$121,922	\$118,103	\$ 118,408	0 percent

The FY 2018 President's Budget request supports the operations and maintenance of the Automated Targeting System (ATS). ATS is a web-based enforcement and decision support tool that incorporates intelligence information and technologies to target suspect inbound and outbound shipments for examinations and passengers for inspection. It allows CBP officers to focus their efforts on cargo shipments and passengers consistent with current threats. ATS standardizes names, addresses, ship names, and similar data so these data elements can be more easily associated with other business data to form a more complete picture of passengers, imports and/or exports in context with previous behavior of the parties involved. Every passenger and shipment processed through ATS is subject to a real-time risk evaluation. ATS is consistently updated to remain current with potential threats. System and rule updates are critical to maintain optimal capabilities and adapt to competing priorities. Specifically, rules targeting international incidents, potential disease pandemics, and new terrorist activities are updated to reflect the most recent intelligence information.

**ATS Key Features**

- **ATS-Passenger Module** -Used at Ports of Entry to augment the CBP Officer's decision-making about whether a passenger or crew member should receive additional scrutiny
- **ATS-Cargo Module** – Evaluates all cargo to identify high risk inbound cargo for examinations
- **Modeling and Analytics** – Includes risk assessment techniques in air, land and sea environments

**Adjustments to Base Justification**

**Realignment of Facilities Support Requirements:** This Adjustment to Base allows for CBP to continue to operate and maintain its AMO facilities portfolio while also addressing multiple high priority needs including core USBP facilities sustainment requirements such as regional maintenance and minor repair contracts and the increased costs of CBP's anticipated rent obligations for AMO's leased facilities.

**Federal Protective Service Fee Increase:** Adjustment to accommodate increases to FPS base security fee (\$0.74/square foot to \$0.78/square foot) and oversight fee (from 6 percent percentto 8 percent percent).

**NII Equipment Refresh & Recapitalization:** This adjustment increases funding for programmatic sustainment costs for NII based on the established lifecycle cost estimate

**Rent Adjustment:** This adjustment reallocates resources to fund the increasing rent and rent-related obligations associated with CBP's leased portfolio. This adjustment ensures funding for costs associated with new facilities coming online, new negotiated occupancy agreements and other cost drivers due to inflation and other cost adjustments.

**Restore Rescission:** This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

TECS Modernization: Per the Acquisition Plan Integrated Master Schedule and current Program Performance Milestones, TECS Modernization will be fully operational in FY 2017; therefore \$9 million was moved from PCI to O&S to reflect the shift from development to sustainment.

Non-recur 2016 Canine Enforcement Program: Reduction for the mission support dollars associated with the Canine Enforcement Program enhancement in FY 2016, not recurring during FY 2017.

Non-recur 2016 Counter Network Operations: Reflects non-recur of one-time start-up costs for Counter Network Operations provided in FY 2016 Enacted appropriation.

---

**Assets and Support – PPA Level III**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Assets and Support	\$828,255	\$822,101	\$840,315	\$18,214
<b>Total</b>	<b>\$828,255</b>	<b>\$822,101</b>	<b>\$840,315</b>	<b>\$18,214</b>
Discretionary - Appropriation	\$828,255	\$822,101	\$840,315	\$18,214

**Assets and Support – PPA Level III**  
**Non Pay by Object Class**  
*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$11,215	\$11,193	\$11,219	\$26
22.0 Transportation of Things	\$831	\$829	\$793	(\$36)
23.1 Rental Payments to GSA	\$344,196	\$350,693	\$360,874	\$10,181
23.2 Rental Payments to Others	\$6,103	\$10,083	\$6,134	(\$3,949)
23.3 Communications, Utilities, and Misc. Charges	\$6,928	\$22,861	\$6,928	(\$15,933)
24.0 Printing and Reproduction	\$6	\$6	\$34	\$28
25.2 Other Services from Non-Federal Sources	\$328,650	\$309,126	\$337,650	\$28,524
25.3 Other Goods and Services from Federal Sources	\$139	\$138	\$139	\$1
25.4 Operation and Maintenance of Facilities	\$40,782	\$15,355	\$12,036	(\$3,319)
25.7 Operation and Maintenance of Equipment	\$40,506	\$40,204	\$40,492	\$288
26.0 Supplies and Materials	\$2,541	\$2,522	\$2,530	\$8
31.0 Equipment	\$46,358	\$59,091	\$47,540	(\$11,551)
32.0 Land and Structures	-	-	\$13,946	\$13,946
<b>Total - Non Pay Object Classes</b>	<b>\$828,255</b>	<b>\$822,101</b>	<b>\$840,315</b>	<b>\$18,214</b>

## Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Enterprise Services Rent	350,299	352,946	359,124	6,178
OFO NII O&M Contracts	104,851	103,880	104,851	971
OFO ATS Maintenance O&M Contracts	61,307	61,191	61,307	116
OFO LBI O&M Contracts	60,190	59,633	60,190	557
Other Costs	251,608	244,451	254,843	10,392
<b>Total Non Pay Cost Drivers</b>	<b>828,255</b>	<b>822,101</b>	<b>840,315</b>	<b>18,214</b>

### NARRATIVE EXPLANATION OF CHANGES

- Office of Field Operations Assets & Support Enterprise Services Rent –
  - Rent payments for leased property, and building operations, maintenance, and repairs of all CBP facilities.
- Office of Field Operations Assets & Support NII O&M Contracts –
  - Ongoing preventative maintenance and on-demand services for large scale and small scale NII systems. Supports CBPs interdiction and security efforts by providing technologies that help CBP officers and agents examine a large volume of traffic safely, quickly, and effectively to detect a wide range of contraband that is imported using a variety of conveyances
- Office of Field Operations Assets & Support ATS Maintenance O&M Contracts –
  - Service contracts to support the Automated Targeting System (ATS) (Unisys, Business Intelligence Support Services (BISS) and Engineering & Risk Management Support Services (ERAS)), various software licenses supporting ATS, DOIT Information Management Services (Deloitte), and to also include recurring circuit costs for the National Targeting Center locations (prior NTC-Passenger (Reston, VA) and NTC-Cargo (Herndon, VA) as well as TASPO (Kingstowne, VA) – update in FY17 NTC-C and NTC-P now co-located in Sterling, VA).
- Office of Field Operations Assets & Support LBI O&M Contracts –
  - LBI program management services, maintenance of deployed equipment and software, data communications service (circuits), support for emergent requirements that facilitate border crossing, CBP Mobile-program management services BSDP and ADIS.



*Office of Trade – PPA Level II***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of Trade	865	820	\$213,844	865	820	\$211,846	1,005	954	\$263,301	140	134	\$51,455
<b>Total</b>	<b>865</b>	<b>820</b>	<b>\$213,844</b>	<b>865</b>	<b>820</b>	<b>\$211,846</b>	<b>1,005</b>	<b>954</b>	<b>\$263,301</b>	<b>140</b>	<b>134</b>	<b>\$51,455</b>
Subtotal Discretionary - Appropriation	865	820	\$213,844	865	820	\$211,846	1,005	954	\$263,301	140	134	\$51,455

## Office of Trade – PPA Level II Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	865	820	\$213,844
<b>FY 2016 Revised Enacted</b>	865	820	\$213,844
<b>FY 2017 Annualized CR</b>	865	820	\$211,846
<b>FY 2018 Base Budget</b>	865	820	\$211,846
ACE Realignment	-	-	\$2,299
<b>Total Transfers</b>	-	-	<b>\$2,299</b>
2017 Pay Raise	-	-	\$1,509
2018 Pay Raise	-	-	\$1,700
Adjustment to Base Pay Requirements	-	29	\$8,282
Annualization of 2016 Pay Raise	-	-	\$418
Annualization of 2017 Pay Raise	-	-	\$519
Health Benefits	-	-	\$244
Restore Rescission	-	-	\$1,998
<b>Total, Pricing Increases</b>	-	<b>29</b>	<b>\$14,670</b>
Non-Recur ACE	-	-	(\$34,984)
Working Capital Fund	-	-	(\$527)
<b>Total, Pricing Decreases</b>	-	-	<b>(\$35,511)</b>
<b>Total Adjustments-to-Base</b>	-	<b>29</b>	<b>(\$18,542)</b>
<b>FY 2018 Current Services</b>	865	849	<b>\$193,304</b>
ACE Core Functionality	-	-	\$45,122
Trade Facilitation and Trade Enforcement Act	140	105	\$26,125
Trade Transformation Initiative	-	-	\$2,250
<b>Total, Program Increases</b>	<b>140</b>	<b>105</b>	<b>\$73,497</b>
Intellectual Property Rights Enforcement	-	-	(\$2,000)
Trade Metrics and Data Support	-	-	(\$1,500)
<b>Total, Program Decreases</b>	-	-	<b>(\$3,500)</b>
<b>FY 2018 Request</b>	<b>1,005</b>	<b>954</b>	<b>\$263,301</b>

Budget Formulation Activity	Positions	FTE	Amount
FY 2017 TO FY 2018 Change	140	134	\$51,455

### PPA Level II Description

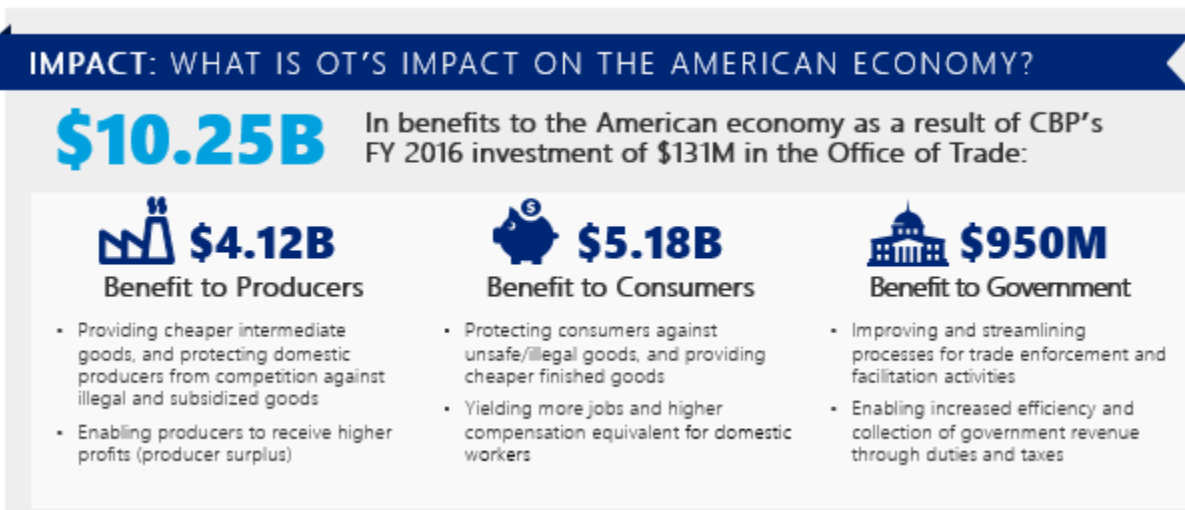
#### Office of Trade

CBP requests 1,005 positions, 954 FTE and \$263.3 million in FY 2018 for the Office of Trade (OT) within the Office of Trade Sub-PPA. \$146.6 million is for salaries including TFTEA positions, \$93.2 million is for ACE automation, and \$23.5 million is other non-pay costs including Trade Transformation Initiatives.

OT plays a critical role in defending America's economic security by enforcing current trade laws and implementing new measures to align to the Administration's vision of:

- Protecting American industry and creating jobs by leveling the playing field for American businesses;
- Strengthening U.S. enforcement posture by using every tool to combat violations of trade laws; and
- Refining trade regulations and processes by adopting skills and capabilities that deliver the highest level of impact to the U.S. economy.

CBP's trade mission safeguards America's national security and leads to economic benefits by protecting revenue and market share for domestic industry, protecting jobs for American workers, and collecting \$44 billion of U.S. Government revenue in FY 2016.



OT employs a unique combination of enforcement knowledge and industry expertise to enforce the laws and regulations of 47 partner government agencies (PGA) as the lead representative of the Executive Branch at the border. The trade mission focuses on three primary areas:

Trade Enforcement Outcomes – combatting predatory trade practices through the seizure of goods that infringe on American trademarks and the enforcement of Antidumping and Countervailing Duties (AD/CVD).

- Seized and excluded \$1.8 billion in counterfeit and illicit goods from entering the country, leading to \$5.88 billion in estimated economic benefits as measured by the transfer in demand and production of those goods for domestic producers;
- Enforced collection of additional duties, fines, and penalties of \$1.5 billion, primarily on AD/CVD goods priced to undercut the U.S. market, leading to \$9.7 billion in estimated economic benefits, as measured by the transfer in demand and production of those goods for domestic producers, and government revenue; and
- Protected an estimated 107,000 jobs in domestic industry from unfair competition of counterfeit and dumped goods.

Trade Security Outcomes – protecting the U.S. border against threats to the public safety, CBP and OT partners with industry and foreign governments, turns increasingly to targeting and predictive analytics, and uses a risk-based approach to push the security boundary beyond domestic ports of entry.

- CBP processed 27 million cargo containers and 33 million entries through ACE, equivalent to processing approximately one shipment per second; and
- Performed risk-based analysis and intelligence to assess and to examine 100 percent of suspicious containers;

Trade Facilitation Outcomes – implementing efficient, predictable regulatory processes and technology systems which enhance U.S. economic competitiveness.

- Admitted \$2.3 trillion of imported goods and facilitated \$1.5 trillion of exported goods through U.S. ports of entry; and
- Created \$25 billion in net economic benefits for domestic producers, consumers, and government. This is based on an estimated 5.42 percent reduction of total cost to import goods resulting from CBP efficiencies relative to a global index of Trade Facilitation Indicators measured by the OECD.



This combined approach ensures proactive, aggressive, and dynamic trade enforcement practices that protect the American consumer, facilitates the benefits of international trade, and allows U.S. domestic industry to compete in a global marketplace.

Key challenges that CBP faces with the 21st century global supply chain include the exponential increase in use of e-commerce, rapid logistics, intricate supply chains, and the ever-increasing complexity of the international trade environment. Efficient processes, effective enforcement, and investment in trade expertise, automation, and partnerships with domestic industry and importers create a fair and competitive import environment, where the benefits of trade compliance far exceed the costly consequences of violating U.S. trade laws.

FY 2016 was a year of historic change. The Trade Facilitation and Trade Enforcement Act (TFTEA) was signed on February 24, 2016, providing a clear signal that security through U.S. economic competitiveness and enforcement of our trade laws and regulations is one of the country's highest priorities. TFTEA is one of the most impactful pieces of trade legislation for CBP in over a generation. The Act includes substantial changes to trade enforcement, particularly in the area of anti-dumping, establishing processes for investigating claims of evasion of anti-dumping orders, using donations of technology from the private sector for enforcing IPR and simplifying drawback processing to spur domestic manufacturing and exports.

The Enforce and Protect Act (EAPA) is a specific part of TFTEA that allows a party to submit an allegation of dumping

circumvention to CBP, and grants CBP new authorities to make adverse decisions against an importer based on the lack of response or an incomplete response to an inquiry. In order to provide easy access to the process, OT implemented electronic filing for EAPA allegations through its revised online e-Allegations web portal, and has conducted significant outreach in an effort to train businesses on the new procedures for initiating these investigations. CBP is mandated to initiate and pursue EAPA allegations within certain timeframes, and public version of decisions are made available on the EAPA website.

The act also established new, but unfunded mandates for enforcement related staffing. For FY 2018, CBP requests funding for initial TFTEA-related positions but estimates that up to 140 new staff (\$29.8 million) would be needed to effectively implement and enforce all the provisions of TFTEA. OT has determined that current services have a gap of up to 225 positions based on workload modeling and legislative floors set in the Homeland Security Act and SAFE Port Act.

In FY 2016, OT met significant milestones with the deployment of key functions in the Automated Commercial Environment (ACE), shifting away from paper processes and automating the electronic submission of data for nearly 50 Partner Government Agencies (PGAs) creating what is termed a “Single Window” for imports at the border. ACE processes the submission of trade information to federal agencies that share responsibility for facilitating international trade and securing America’s supply chain.

CBP Trade automation efforts provide a multitude of benefits to the national economy. In FY 2016, investments in automation and capability acquisition reduced the cost of importing goods into the United States by an estimated 1.4 percent. The total economic benefits of this reduction is estimated to be \$6.5 billion, as a measure of increased import volume and decreased expenses related to intermediate inputs for domestic producers;

- \$2.7 billion in increased gross profits for domestic producers;
- \$3.5 billion in additional compensation and wages for domestic workers;
- \$320 million in additional government revenue collected through additional import duties and sales tax.

Finally, in partnership with the Office of Information Technology, OT leads efforts across CBP to enhance the automation and capability acquisitions for trade processes. All cargo release functions now reside in ACE, as do a large number of post-release functions. FY 2017 and FY2018 will feature continued deployments of ACE functions and a phase-in of Operation & Sustainment (O&S). The Sub-PPA will continue to support the O&S of ACE by providing funding to address requirements stemming from immediate and forthcoming trade automation initiatives. Priority initiatives include;

- Improving operational performance of truck manifest processing capabilities supporting land borders, and
- Transmitting foreign trade zones (FTZ) capabilities to ACE

The primary mission of OT continues to be trade enforcement through risk management, balanced with facilitation of legitimate trade.

The overall framework for this approach has several layers, including targeting, verification, and enforcement, with a foundation of compliance and partnership. Areas of significant risk are designated as Priority Trade Issues (PTIs) and include:

- **Antidumping/Countervailing Duty (AD/CVD):** ensure that AD/CVD laws are enforced and that those who would try to evade those laws are identified and appropriately penalized.
- **Import Safety:** prevent unsafe products from entering the commerce of the United States in collaboration with other government agencies.
- **Intellectual Property Rights (IPR):** enhance IPR enforcement and adapt to new risk such as the surge in e-commerce, by sharing intelligence, seizing goods at the border, and referring and supporting cases for criminal investigation.
- **Textiles and Wearing Apparel:** establish effective enforcement of anti-circumvention laws, trade agreements, and trade legislation regarding the importation of textiles and wearing apparel.
- **Trade Agreements:** ensure that the benefits afforded by trade agreements accrue only to eligible importations.
- **Revenue:** establish a fair and level trade environment by ensuring that the full amount of duties, taxes, and fees are collected through promoting informed compliance with the trade, administrative classification rulings at the request of the trade, and audits.

Oversight of trade enforcement and facilitation is provided by these key OT personnel



In support of the PTIs, OT provides key services to CBP and the trade community with experience and expertise from diverse operational, legal, professional and analytical backgrounds. These consist of International Trade Specialists, National Import Specialists, Attorneys, Paralegals, Regulatory Auditors, Economists, Statisticians, automation experts and other specialties.

Five specialized National Targeting & Analysis Groups (NTAG) provide advanced targeting, research, and coordination among various CBP entities on a national level concerning PTIs and potential trade violations. Additionally, the Commercial Targeting and Analysis Center (CTAC) is a joint CBP and partner agency facility designed to streamline and coordinate federal efforts to address import safety issues.

Notably, OT is a principal member of the Border Interagency Executive Council (BIEC) to provide leadership across agencies for import issues, and leads the Process Coordination Committee to reduce the administrative burden on lawful imports and exports. OT coordinates the policy and procedures required to solidify the One United States Government (1USG) effort and Single Window enhancements through ratification and adoption of a multi-agency collaboration agreement. OT will collaborate with BIEC to draft a new charter through inclusion of multiple stakeholder input in 2017.

In its regulatory management and oversight role, OT is responsible for creating the legal and administrative framework that enables CBP's trade and border security operations and programs. These legal tools often have major impacts on the conduct of trade and on the ability of CBP to protect the United States homeland against unsafe persons and goods. CBP and the trade community rely greatly on these legal services including; uniform trade rulings; navigation laws (including the Jones Act); compliance publications; and adjudication of enforcement issues, protests, and decisions in all areas of trade law.

OT additionally provides the Agency's regulatory audit function, which helps ensure companies are in compliance with trade laws and regulations, through post-entry audits of importers and other parties involved in the process of importing goods. Auditors provide other critical professional services, ranging from commercial trade fraud and investigations support; importer compliance reviews; airline user fee assessments; and drawback, bonded warehouse, and customs broker reviews.



Investment in OT produces clear results and benefits to the nation and domestic economy. Whether it is protection from unfair trade practices, or speeding the flow of legitimate trade to industry and consumers, OT will strive to refine, evolve and enhance all of these activities amidst a changing trade environment. This will ensure that the office maintains a key position in leveling the playing field for American businesses, combating violations of trade laws, and applying the people, skills and capabilities that deliver the highest



level of impact to the U.S. economy in FY 2018 and beyond.

**Adjustments to Base Justification**

ACE Realignment: This adjustment realigns OIT pay funding to OT for ACE operations and maintenance.

2017 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2018 pay raise of 1.9 percent.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Annualization of 2016 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Health Benefits: Reflects the estimated cost of Calendar Year (CY) 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

Non-Recur ACE: This adjustment reflects that the rebalance to the ACE investment program will match its latest cost estimate in FY 2017-FY 2020.

Working Capital Fund: internal realignment of resources required for WCF bills.

## Office of Trade – PPA Level II Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of Trade	865	820	\$121,678	\$148.39	865	820	\$118,753	\$144.82	1,005	954	\$148,760	\$155.93	140	134	\$30,007	\$11.11
<b>Total</b>	<b>865</b>	<b>820</b>	<b>\$121,678</b>	<b>\$148.39</b>	<b>865</b>	<b>820</b>	<b>\$118,753</b>	<b>\$144.82</b>	<b>1,005</b>	<b>954</b>	<b>\$148,760</b>	<b>\$155.93</b>	<b>140</b>	<b>134</b>	<b>\$30,007</b>	<b>\$11.11</b>
Discretionary - Appropriation	865	820	\$121,678	\$148.39	865	820	\$118,753	\$144.82	1,005	954	\$148,760	\$155.93	140	134	\$30,007	\$11.11

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.15 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- Increases in fee collections represent an estimated 26 FTE decrease to appropriated FTE offsets against this PPA. FTE associated with reimbursable estimated reimbursable authority was calculated using an updated method which FY 2017 to be more consistent with CBP's overall FTE calculations. There was also a net increase of an additional 64 FTE offset due to changes in the application of fee reimbursements from non-pay to pay.
- Reflects an enhancement of 105 FTE (140 positions) in support of the Trade Enforcement and Facilitation Act requirements.

**FTE Change FY 2017-2018:** 134

**PCB Change FY 2017-2018:** \$30,007

**Average Cost Change FY 2017-2018:** \$11

## Office of Trade – PPA Level II

## Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$93,245	\$91,179	\$109,624	\$18,445
11.3 Other than Full-Time Permanent	\$1,000	\$991	\$457	(\$534)
11.5 Other Personnel Compensation	\$580	\$222	\$1,599	\$1,377
12.1 Civilian Personnel Benefits	\$26,853	\$26,361	\$37,080	\$10,719
<b>Total - Personnel Compensation and Benefits</b>	<b>\$121,678</b>	<b>\$118,753</b>	<b>\$148,760</b>	<b>\$30,007</b>
<b>Positions and FTE</b>				
Positions - Civilian	865	865	1,005	140
FTE - Civilian	820	820	954	134

## Pay Cost Drivers

*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Office of Trade-Base	820	\$121,678		820	\$118,753		820	\$118,753				
Office of Trade-Pay Inflation & Annualization								\$4,146			\$4,146	
Office of Trade-Technical Adjustments, Realignments, and Annualizations							29	\$8,529		29	\$8,529	
Office of Trade-Enhancements							105	\$17,332		105	\$17,332	
<b>Total Pay Cost Drivers</b>	820	\$121,678	\$148.39	820	\$118,753	\$144.82	954	\$148,760	\$155.93	134	\$30,007	\$11

---

**Office of Trade – PPA Level II**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Trade	\$92,166	\$93,093	\$114,541	\$21,448
<b>Total</b>	<b>\$92,166</b>	<b>\$93,093</b>	<b>\$114,541</b>	<b>\$21,448</b>
Discretionary - Appropriation	\$92,166	\$93,093	\$114,541	\$21,448

## Office of Trade – PPA Level II

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$1,877	\$1,896	\$4,707	\$2,811
23.2 Rental Payments to Others	\$1,022	\$1,009	\$1,022	\$13
23.3 Communications, Utilities, and Misc. Charges	\$75	\$59	\$477	\$418
25.2 Other Services from Non-Federal Sources	\$31,230	\$56,020	\$27,795	(\$28,225)
25.3 Other Goods and Services from Federal Sources	-	-	\$11	\$11
25.7 Operation and Maintenance of Equipment	\$16	\$16	\$45,138	\$45,122
26.0 Supplies and Materials	\$280	\$236	\$436	\$200
31.0 Equipment	\$57,666	\$33,857	\$34,955	\$1,098
<b>Total - Non Pay Object Classes</b>	<b>\$92,166</b>	<b>\$93,093</b>	<b>\$114,541</b>	<b>\$21,448</b>

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Trade ACE/ITDS O&M Contracts	47,142	46,039	58,902	12,863
Office of Trade ACE/ITDS O&M Equipment	34,241	33,441	34,391	950
Office of Trade Contracts		6,965	8,732	1,767
Office of Trade Automated Tools O&M Contracts	3,060	3,032	5,310	2,278
Other Costs	7,723	3,616	7,206	3,590
<b>Total – Non Pay Cost Drivers</b>	<b>92,166</b>	<b>93,093</b>	<b>114,541</b>	<b>21,448</b>

**NARRATIVE EXPLANATION OF CHANGES**

- Office of Trade ACE/ITDS O&M Contracts – ACE/ITDS contracts include support for system development as well as training, communications, and technical support. OT/TTO is transitioning the ACE program from development to operations and maintenance status in FY 2017. As such, funding required to support development activities will necessarily decline in FY 2018.
- Office of Trade ACE/ITDS Equipment – ACE/ITDS equipment includes software programs to maintain the ACE system, store data and to develop training materials and hardware such as laptops for mobility.
- Office of Trade Contracts – Contracts to support TFTEA activities to include importer screening, bonding enhancements, drawback simplification, targeting enhancements and task force related work or other automation in support of executive orders or mandates.
- Office of Trade Automated Tools O&M Contracts – Automated Tools O&M Contracts will support existing enforcement and workload tools, such as audit tracking tools, seizure and penalty system maintenance and enhancements, or data mining and integration tools to enhance enforcement activities.

---

***Office of Training and Development – PPA Level II***

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of Training and Development	187	180	\$38,258	187	180	\$37,959	206	200	\$47,186	19	20	\$9,227
<b>Total</b>	<b>187</b>	<b>180</b>	<b>\$38,258</b>	<b>187</b>	<b>180</b>	<b>\$37,959</b>	<b>206</b>	<b>200</b>	<b>\$47,186</b>	<b>19</b>	<b>20</b>	<b>\$9,227</b>
Subtotal Discretionary - Appropriation	187	180	\$38,258	187	180	\$37,959	206	200	\$47,186	19	20	\$9,227

## Office of Training and Development – PPA Level II Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>187</b>	<b>180</b>	<b>\$38,258</b>
<b>FY 2016 Revised Enacted</b>	<b>187</b>	<b>180</b>	<b>\$38,258</b>
<b>FY 2017 Annualized CR</b>	<b>187</b>	<b>180</b>	<b>\$37,959</b>
<b>FY 2018 Base Budget</b>	<b>187</b>	<b>180</b>	<b>\$37,959</b>
BPA Instructor Positions Transfer	19	19	\$2,773
Realignment of Training Funding	-	-	(\$8,644)
<b>Total Transfers</b>	<b>19</b>	<b>19</b>	<b>(\$5,871)</b>
2017 Pay Raise	-	-	\$106
2018 Pay Raise	-	-	\$333
Adjustment to Base Pay Requirements	-	1	\$18,507
Annualization of 2016 Pay Raise	-	-	\$19
Annualization of 2017 Pay Raise	-	-	\$115
Health Benefits	-	-	\$53
Restore Rescission	-	-	\$299
<b>Total, Pricing Increases</b>	<b>-</b>	<b>1</b>	<b>\$19,432</b>
Non-Recur 2016 Canine Enforcement Program	-	-	(\$1,548)
Non-Recur 2016 Counter Network Operations	-	-	(\$301)
Non-Recur 2016 UAS Operations	-	-	(\$55)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$1,904)</b>
<b>Total Adjustments-to-Base</b>	<b>19</b>	<b>20</b>	<b>\$11,657</b>
<b>FY 2018 Current Services</b>	<b>206</b>	<b>200</b>	<b>\$49,616</b>
Backfill CBPO Attrition with CBP Technicians	-	-	(\$2,430)
<b>Total, Program Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$2,430)</b>
<b>FY 2018 Request</b>	<b>206</b>	<b>200</b>	<b>\$47,186</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>19</b>	<b>20</b>	<b>\$9,227</b>

### PPA Level II Description



**Office of Training and Development**

CBP requests 206 positions, 200 FTE and \$47.2 million in FY 2018 for the Office of Training and Development (OTD) within the Office of Training and Development Sub-PPA (\$9.2 million above the FY 2017 Annualized CR level), which is responsible for developing, designing, and delivering basic and advanced training for new and incumbent CBPOs, Agriculture Specialists, Import Specialists, Canine, and Entry Specialists assigned to the ports of entry. The training provided establishes and sustains the proficiency of those directly responsible for the front line mission of CBP. It also funds the salary and benefits and the site operating costs for OTD employees located at the Field Operations Academy, Glynco, GA and the Canine Center, Front Royal, VA.

The funding levels for this PPA are necessary to develop and maintain a workforce with the correct skillsets to mitigate the threats from terrorists and to prevent contraband from entering the U.S while facilitating the legal flow of people and trade.

**Types of Training Programs Funded under this Sub-PPA**

Infrastructure and Support	Descriptions	Training Seats Filled for FY 2016	Training Seats Planned for FY 2017	Training Seats Projected for FY 2018
<b>Basic Training</b>	<ul style="list-style-type: none"> <li>Basic Training for CBPOs, Import Specialists, and Entry Specialists is conducted at the Field Operations Academy (FOA) located at the Federal Law Enforcement Training Center (FLETC) facilities in Glynco, GA and Charleston, SC. Projection is for attrition seats.</li> <li>Agriculture Specialist Basic Training is delivered at FLETC's training center in Frederick, MD.</li> <li>Successful completion of basic training is a pre-requisite for employment in these positions and ensures proficiency in the foundational law enforcement knowledge and skills required by the CBP mission in securing the ports and facilitating trade and travel.</li> </ul>	1,104	1,441	1,441
<b>Driver Training</b>	<ul style="list-style-type: none"> <li>This training provides CBPOs the skills required to safely and effectively respond to vehicle-related incidents (such as port runners), that occur at POEs.</li> </ul>	120	120	120
<b>Skills Enhancement /Professional Development</b>	<ul style="list-style-type: none"> <li>Provides certification for trade employees, essential supervisory skills for CBPOs, and Honor Guard and Ceremonial music for CBP.</li> <li>This training includes funding for peer support/chaplaincy training to support staff dealing with stressful and traumatic events, such as loss of a colleague on the job.</li> </ul>	628	723	723
<b>Canine</b>	<ul style="list-style-type: none"> <li>Training for CBPOs and Agriculture Specialist canine teams operating at the ports</li> </ul>	157	255	255

Infrastructure and Support	Descriptions	Training Seats Filled for FY 2016	Training Seats Planned for FY 2017	Training Seats Projected for FY 2018
	<p>of entry is funded under this PPA.</p> <ul style="list-style-type: none"> <li>This includes CBPO canine teams trained in the disciplines of Basic Detection, Concealed Human/Narcotics Detection, and Currency/Firearms Detection.</li> </ul>			
<b>Anti-Terrorism/Counter Terrorism/Targeting</b>	<ul style="list-style-type: none"> <li>This training provides CBPOs skills in screening and targeting travelers and cargo for potential threats (terrorists, drugs, currency, and weapons).</li> <li>Training encompasses everything from advanced interviewing skills to use of targeting systems to use of specialized detection technologies.</li> </ul>	2,394	3,124	3,124
<b>Trade</b>	<ul style="list-style-type: none"> <li>Training in various trade-related initiatives (e.g., Intellectual Property Rights enforcement) for CBPOs and trade specialists operating at ports of entry, is funded under this PPA.</li> </ul>	1,812	1,830	1,830
<b>Agriculture</b>	<ul style="list-style-type: none"> <li>CBP's mission of protecting the border includes keeping agricultural pests and products that might be detrimental to US agriculture out of the country. CBP expands its capability in this regard by providing training for military inspectors to conduct agricultural examinations of inbound and international flights.</li> </ul>	14	12	12
<b>Special Response Training</b>	<ul style="list-style-type: none"> <li>Training for Field Operation's Special Response Teams.</li> <li>This includes training new/ replacement team members, as well as training to maintain the skills/ certifications of existing team members.</li> </ul>	226	267	267
<b>Instructor Training</b>	<ul style="list-style-type: none"> <li>This training is required for CBP to maintain a sufficient cadre of certified, quality instructors to deliver basic and advanced training to new and incumbent CBPOs, Agriculture Specialists, Import and Entry Specialists.</li> </ul>	246	288	288

## FY 2018 Projected Workload Statistics

The chart below shows the OTD workload since FY 2016.

	FY 2016 Actuals	FY 2017 Proposed	FY 2018 Request
Training Seats	6,701	8,060	8,060

### **Adjustments to Base Justification**

BPA Instructor Positions Transfer: Additional BPA Instructor positions assigned to support delivery of Non-Intrusive Inspection training to the USBP from the Field Operations Academy located in Charleston, SC.

Realignment of Training funding: Adjustment of positions and funding associated with OTD activities across CBP's mission portfolios. This adjustment will align resources to support frontline training requirements during FY 2017.

2017 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2018 pay raise of 1.9 percent.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Annualization of 2016 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Health Benefits: Reflects the estimated cost of Calendar Year (CY) 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

Non-recur 2016 Canine Enforcement Program: Reduction for the mission support dollars associated with the Canine Enforcement Program enhancement in FY 2016, not recurring during FY 2017.

Non-recur 2016 Counter Network Operations: Reflects non-recur of one-time start-up costs for Counter Network Operations provided in FY 2016 Enacted appropriation.

Non-recur 2016 UAS Operations: The reduction reflects the non-recur of costs of the legacy AMO Salaries and Expenses FY 2016 Enacted appropriation funding for UAS Operations.]

## Office of Training and Development – PPA Level II Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of Training and Development	187	180	\$15,486	\$86.03	187	180	\$15,486	\$86.03	206	200	\$24,830	\$124.15	19	20	\$9,344	\$38.12
<b>Total</b>	<b>187</b>	<b>180</b>	<b>\$15,486</b>	<b>\$86.03</b>	<b>187</b>	<b>180</b>	<b>\$15,486</b>	<b>\$86.03</b>	<b>206</b>	<b>200</b>	<b>\$24,830</b>	<b>\$124.15</b>	<b>19</b>	<b>20</b>	<b>\$9,344</b>	<b>\$38.12</b>
Discretionary - Appropriation	187	180	\$15,486	\$86.03	187	180	\$15,486	\$86.03	206	200	\$24,830	\$124.15	19	20	\$9,344	\$38.12

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.15 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- The changes from FY 2016 to FY 2018 reflect a reduction anticipated FTE execution as well as the transfer of 19 CBPO instructor positions (19 FTE) to support training in Glynco, Georgia and a reduction to instructor TDY costs.

**FTE Change FY 2017-2018:** 20

**PCB Change FY 2017-2018:** \$9,344

**Average Cost Change FY 2017-2018:** \$38

**Office of Training and Development – PPA Level II**  
**Pay by Object Class**  
*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$10,840	\$10,840	\$16,593	\$5,753
11.5 Other Personnel Compensation	\$129	\$129	\$913	\$784
12.1 Civilian Personnel Benefits	\$4,517	\$4,517	\$7,324	\$2,807
<b>Total - Personnel Compensation and Benefits</b>	<b>\$15,486</b>	<b>\$15,486</b>	<b>\$24,830</b>	<b>\$9,344</b>
<b>Positions and FTE</b>				
Positions - Civilian	187	187	206	19
FTE - Civilian	180	180	200	20

**Pay Cost Drivers**  
*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
T&T Office of Training & Development-Base	180	\$15,486		180	\$15,486		180	\$2,924			(\$12,562)	
T&T Office of Training & Development-Pay Inflation & Annualization								\$573			\$573	
T&T Office of Training & Development-Technical Adjustments, Realignment, and Annualizations							1	\$18,560		1	\$18,560	
T&T Office of Training & Development-Transfers							19	\$2,773		19	\$2,773	
<b>Total – Pay Cost Drivers</b>	180	\$15,486	\$86.03	180	\$15,486	\$86.03	200	\$24,830	\$124.15	20	\$9,344	\$38

---

**Office of Training and Development – PPA Level II**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Training and Development	\$22,772	\$22,473	\$22,356	(\$117)
<b>Total</b>	<b>\$22,772</b>	<b>\$22,473</b>	<b>\$22,356</b>	<b>(\$117)</b>
Discretionary - Appropriation	\$22,772	\$22,473	\$22,356	(\$117)

**Office of Training and Development – PPA Level II**  
**Non Pay by Object Class**

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$9,973	\$9,973	\$6,617	(\$3,356)
22.0 Transportation of Things	\$29	\$29	\$11	(\$18)
23.3 Communications, Utilities, and Misc. Charges	\$332	\$365	\$364	(\$1)
25.2 Other Services from Non-Federal Sources	\$11,367	\$10,456	\$14,889	\$4,433
26.0 Supplies and Materials	\$419	\$1,113	\$26	(\$1,087)
31.0 Equipment	\$652	\$537	\$449	(\$88)
<b>Total - Non Pay Object Classes</b>	<b>\$22,772</b>	<b>\$22,473</b>	<b>\$22,356</b>	<b>(\$117)</b>



## Office of Training and Development – PPA Level II

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Training & Development Contracts	9,562	8,671	13,084	4,413
Office of Training & Development Travel	9,973	9,973	6,617	(3,356)
Academy Class Management Systems O&M Contracts	1,805	1,785	1,805	20
Office of Training & Development Equipment	652	537	449	(88)
<b>Total – Non Pay Cost Drivers</b>	<b>22,772</b>	<b>22,473</b>	<b>22,356</b>	<b>(117)</b>

#### NARRATIVE EXPLANATION OF CHANGES

- T&T Office of Training and Development Contracts – FLETC IAA, Security Guards, Role Players and Canines to support training. Increase is due to more projected funding to support training throughput via the FLETC (Glynco) IAA
- T&T Office of Training and Development Travel – Travel expenses to support the delivery of basic and advanced training of mission critical skill sets to CBPOs, Import Specialists and Export Specialists via the National Training Plan (NTP).
- T&T Office of Training and Development Contracts – ACMS no longer funded out of this PPA, it is consolidated under MS, Enterprise Services, OTD.
- T&T Office of Training and Development Equipment – Operational equipment and Student initial issue equipment items (weapons, body armor) issued via the National Training Plan.

*Integrated Operation-PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Air and Marine Operations	1,753	1,608	\$839,676	1,753	1,608	\$820,156	1,898	1,748	\$877,365	145	140	\$57,209
Office of International Affairs	169	169	\$34,191	169	169	\$32,529	170	168	\$39,784	1	(1)	\$7,255
Office of Intelligence	279	180	\$67,013	279	180	\$62,314	391	268	\$50,984	112	88	(\$11,330)
Office of Training and Development	-	-	-	-	-	\$5,754	-	-	\$6,534	-	-	\$780
Operations Support	484	366	\$65,403	484	366	\$65,626	516	415	\$103,571	32	49	\$37,945
<b>Total</b>	<b>2,685</b>	<b>2,323</b>	<b>\$1,006,283</b>	<b>2,685</b>	<b>2,323</b>	<b>\$986,379</b>	<b>2,975</b>	<b>2,599</b>	<b>\$1,078,238</b>	<b>290</b>	<b>276</b>	<b>\$91,859</b>
Subtotal Discretionary - Appropriation	2,685	2,323	\$1,006,283	2,685	2,323	\$986,379	2,975	2,599	\$1,078,238	290	276	\$91,859

## Integrated Operations – PPA Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$982,407		
Transfers & Reprogrammings	\$23,876		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$1,006,283</b>	<b>\$986,379</b>	<b>\$1,078,238</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$36,839	\$36,838
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$1,006,283</b>	<b>\$1,023,218</b>	<b>\$1,115,076</b>
Collections – Reimbursable Resources	\$19,485	\$19,485	\$19,485
<b>Total Budget Resources</b>	<b>\$1,025,768</b>	<b>\$1,042,703</b>	<b>\$1,134,561</b>
Obligations (Actual/Projections/Estimates)	\$967,909	\$1,005,865	\$737,000
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	2,685	2,685	2,975
Enacted/Request FTE	2,323	2,323	2,599
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	2,356	2,725	3,015
FTE (Actual/Estimates/Projections)	2,331	2,363	2,639

## Integrated Operations – PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>2,685</b>	<b>2,323</b>	<b>\$982,407</b>
Payroll Adjustment	-	-	\$5,666
Puerto Rico Requirements	-	-	\$7,649
UAS Upgrade	-	-	\$11,000
Use of Prior Year Lapse Balance	-	-	(\$439)
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>\$23,876</b>
<b>FY 2016 Revised Enacted</b>	<b>2,685</b>	<b>2,323</b>	<b>\$1,006,283</b>
<b>FY 2017 Annualized CR</b>	<b>2,685</b>	<b>2,323</b>	<b>\$986,379</b>
<b>FY 2018 Base Budget</b>	<b>2,685</b>	<b>2,323</b>	<b>\$986,379</b>
Realignment of Facilities Support Requirements	-	-	(\$13,887)
Reorganization of Targeting Operations	-	-	(\$17,337)
Transfer Change Management to OI	-	-	\$3,724
Transfer for Joint Task Force West	28	28	\$6,640
Transfer of One Field Support Position to INA	1	1	\$142
<b>Total Transfers</b>	<b>29</b>	<b>29</b>	<b>(\$20,718)</b>
2017 Pay Raise	-	-	\$4,766
2018 Pay Raise	-	-	\$5,583
Adjustment to Base Pay Requirements	-	66	\$8,772
AMOC-AMOSS Completion	-	-	\$3,374
Annualization of 2015 AMOC PED Cell and AMOSS	6	6	\$1,224
Annualization of 2015 National Geospatial-Intelligence Agency (NGA) Intel Research	-	-	\$350
Annualization of 2016 Pay Raise	-	-	\$1,283
Annualization of 2017 Pay Raise	-	-	\$1,784
Department of Defense (DOD) Re-Use	-	-	\$540
Health Benefits	-	-	\$756
International Affairs Non-Pay Requirements	-	-	\$1,782
Restore Rescission	-	-	\$1,743

Budget Formulation Activity	Positions	FTE	Amount
Tethered Aerostat Radar System	-	-	\$5,697
<b>Total, Pricing Increases</b>	<b>6</b>	<b>72</b>	<b>\$37,654</b>
Fully Non-Recur DHC-8 Patrol Aircraft	-	-	(\$4,500)
Fully Non-Recur Maritime Radars	-	-	(\$10,000)
Fully Non-Recur Minotaur Mission Systems	-	-	(\$5,000)
Fully Non-Recur P-3 Maintenance	-	-	(\$2,500)
Fully Non-Recur UAS Ground Control Stations	-	-	(\$4,000)
Fully Non-Recur VADER Operations	-	-	(\$2,000)
Non-Recur 2016 Facilities Management Sustainment	-	-	(\$4,496)
Non-Recur 2016 UAS Operations	-	-	(\$1,900)
Rent Adjustment	-	-	(\$336)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$34,732)</b>
<b>Total Adjustments-to-Base</b>	<b>35</b>	<b>101</b>	<b>(\$17,796)</b>
<b>FY 2018 Current Services</b>	<b>2,720</b>	<b>2,424</b>	<b>\$968,583</b>
Air & Marine Acquisition Management	-	-	\$5,510
All-Source Processing, Exploitation, and Dissemination (PED)	66	33	\$4,173
AMO Facilities	-	-	\$8,657
AMO Logistic & Maintenance Increase for Border Support	-	-	\$18,127
AMO Personnel	94	47	\$20,171
AMO Recruitment and Retention	-	-	\$5,000
AMOC and Intelligence Research Analysts	55	55	\$9,715
AMOC Equipment	-	-	\$857
DHC-8 Patrol Aircraft	-	-	\$13,200
Interoperability Equipment Refresh	-	-	\$4,061
OI Staffing Enhancement	40	40	\$3,123
USBP Airboats	-	-	\$871
Use of Force Oversight and Training	-	-	\$4,190
Weapons Maintenance & Procurement	-	-	\$12,000
<b>Total, Program Increases</b>	<b>255</b>	<b>175</b>	<b>\$109,655</b>
<b>FY 2018 Request</b>	<b>2,975</b>	<b>2,599</b>	<b>\$1,078,238</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>290</b>	<b>276</b>	<b>\$91,859</b>

**PPA Description**

CBP requests 2,975 positions, 2,599 FTE and \$1,078.2 million in FY 2018 for the Integrated Operations PPA.

Integrated Operations has established the foundation for an integrated, all-hazards planning framework that considers routine emergencies or interruptions of border security operations including trade and travel and catastrophic events. Activities funded in this PPA operate at the national level and are not limited to a specific geographical area. Integrated Operations includes funding for command and control, coordination, information and situational awareness, or occupational health and safety to multiple CBP mission programs and offices including Air and Marine Operations, the Office of International Affairs, the Office of Intelligence, the Office of Training and Development, and Operations Support.

**Adjustments to Base Justification**

Realignment of Facilities Support Requirements: This Adjustment to Base allows for CBP to continue to operate and maintain its AMO facilities portfolio while also addressing multiple high priority needs including core USBP facilities sustainment requirements such as regional maintenance and minor repair contracts and the increased costs of CBP's anticipated rent obligations for AMO's leased facilities.

Reorganization of Targeting Operations: This adjustment realigns funding for Targeting Operations from the Office of Intelligence to the Office of Field Operations.

Transfer Change Management to OI: Funding is being transferred from USBP to OI in order to align funding for the National Border Geospatial Intelligence Strategy (NBGIS) to the appropriate PPA/sub-PPA and enable centralized execution of funding directly from the Operational Coordination and Information base allocation. Previously, the funding identified for the NBGIS program was divided across multiple PPAs and required additional coordination to manually transfer and execute.

Transfer for Joint Task Force West: Transfer to consolidate funding for CBP support to Joint Task Force West within the Integrated Operations PPA.

Transfer of One Field Support Position to INA: This adjustment transfers one Field Support Position from OFO to the Office of International Affairs.

2017 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2018 pay raise of 1.9 percent.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

AMOC-AMOSS Completion: Reflects the costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for AMOC-AMOSS Completion.

Annualization of 2015 Air and Marine Operations Center (AMOC) Processing Exploitation Dissemination (PED) Cell and Air and Marine Operations Surveillance System (AMOSS): Reflects the sustainment of the legacy AMO Operations and Maintenance FY 2015 Enacted funding for AMOC PED Cell.

Annualization of 2015 National Geospatial-Intelligence Agency (NGA) Intel Research: Reflects the sustainment of the legacy AMO Operations and Maintenance FY 2015 Enacted funding for NGA Intel Research.

Annualization of 2016 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Department of Defense (DOD) Re-Use: This adjustment reflects an annualization of FY 2016 year funding.

Health Benefits: Reflects the estimated cost of Calendar Year (CY) 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

International Affairs Non-Pay Requirements: This adjustment is being made to address INA's shortfall in non-pay requirements.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

Tethered Aerostat Radar System: This adjustment increases funding for programmatic sustainment costs based on the established lifecycle cost estimate.

Fully Non-Recur DHC-8 Patrol Aircraft: The reduction reflects the non-recur of the legacy AMO Operations and Maintenance FY 2016 Enacted funding for DHC-8 Patrol Aircraft.

Fully Non-Recur Maritime Radars: The reduction reflects the full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for maritime radars.

Fully Non-Recur Minotaur Mission Systems: The reduction reflects the non-recur of the legacy AMO Procurement FY 2016 Enacted funding for Minotaur Mission Systems.

Fully Non-Recur P-3 Maintenance: The reduction reflects the full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for P-3 Maintenance.

Fully Non-Recur UAS Ground Control Stations: The reduction reflects full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for UAS Ground Control Stations.

Fully Non-Recur Vehicle and Dismount Exploitation Radar (VADER) Operations: The reduction reflects the full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for VADER Operations.

Non-recur 2016 Facilities Management Sustainment: The reduction reflects the non-recurrence of funding provided in FY 2016 to address the backlog of deferred facilities maintenance.

Non-recur 2016 Unmanned Aerial Systems (UAS) Operations: The reduction reflects the non-recur of costs of the legacy AMO Salaries and Expenses FY 2016 Enacted appropriation funding for UAS Operations.

Rent Adjustment: This adjustment reallocates resources to fund the increasing rent and rent-related obligations associated with CBP's leased portfolio. This adjustment ensures funding for costs associated with new facilities coming online, new negotiated occupancy agreements and other cost drivers due to inflation and other cost adjustments.



## Integrated Operations – PPA Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Air and Marine Operations	1,753	1,608	\$286,647	\$178.26	1,753	1,608	\$294,289	\$183.02	1,898	1,748	\$325,296	\$186.1	145	140	\$31,007	\$3.08
Office of International Affairs	169	169	\$28,764	\$170.2	169	169	\$26,959	\$159.52	170	168	\$32,382	\$192.75	1	(1)	\$5,423	\$33.23
Office of Intelligence	279	180	\$40,054	\$222.52	279	180	\$33,692	\$187.18	391	268	\$34,045	\$127.03	112	88	\$353	(\$60.15)
Operations Support	484	366	\$47,088	\$128.66	484	366	\$47,583	\$130.01	516	415	\$66,908	\$161.22	32	49	\$19,325	\$31.21
<b>Total</b>	<b>2,685</b>	<b>2,323</b>	<b>\$402,553</b>	<b>\$173.29</b>	<b>2,685</b>	<b>2,323</b>	<b>\$402,523</b>	<b>\$173.28</b>	<b>2,975</b>	<b>2,599</b>	<b>\$458,631</b>	<b>\$176.46</b>	<b>290</b>	<b>276</b>	<b>\$56,108</b>	<b>\$3.18</b>
Discretionary - Appropriation	2,685	2,323	\$402,553	\$173.29	2,685	2,323	\$402,523	\$173.28	2,975	2,599	\$458,631	\$176.46	290	276	\$56,108	\$3.18

**Integrated Operations-PPA**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$245,727	\$238,106	\$267,025	\$28,919
11.3 Other than Full-Time Permanent	\$492	\$490	\$497	\$7
11.5 Other Personnel Compensation	\$46,496	\$50,419	\$47,502	(\$2,917)
12.1 Civilian Personnel Benefits	\$109,838	\$113,508	\$143,607	\$30,099
<b>Total - Personnel Compensation and Benefits</b>	<b>\$402,553</b>	<b>\$402,523</b>	<b>\$458,631</b>	<b>\$56,108</b>
<b>Positions and FTE</b>				
Positions - Civilian	2,685	2,685	2,975	290
FTE - Civilian	2,323	2,323	2,599	276

---

**Integrated Operations – PPA  
Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Air and Marine Operations	\$553,029	\$525,867	\$552,069	\$26,202
Office of International Affairs	\$5,427	\$5,570	\$7,402	\$1,832
Office of Intelligence	\$26,959	\$28,622	\$16,939	(\$11,683)
Office of Training and Development	-	\$5,754	\$6,534	\$780
Operations Support	\$18,315	\$18,043	\$36,663	\$18,620
<b>Total</b>	<b>\$603,730</b>	<b>\$583,856</b>	<b>\$619,607</b>	<b>\$35,751</b>
Discretionary - Appropriation	\$603,730	\$583,856	\$619,607	\$35,751

**Integrated Operations – PPA**  
**Non Pay by Object Class**

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$19,864	\$26,275	\$30,264	\$3,989
22.0 Transportation of Things	\$2,891	\$4,240	\$4,731	\$491
23.1 Rental Payments to GSA	\$2,529	\$5,496	\$3,498	(\$1,998)
23.2 Rental Payments to Others	\$13,376	\$11,288	\$13,305	\$2,017
23.3 Communications, Utilities, and Misc. Charges	\$10,044	\$10,642	\$10,675	\$33
24.0 Printing and Reproduction	\$2	\$2	\$8	\$6
25.1 Advisory and Assistance Services	\$44	\$29	\$3,229	\$3,200
25.2 Other Services from Non-Federal Sources	\$118,762	\$96,111	\$124,330	\$28,219
25.3 Other Goods and Services from Federal Sources	\$83,709	\$78,377	\$90,293	\$11,916
25.4 Operation and Maintenance of Facilities	\$35,615	\$28,637	\$11,104	(\$17,533)
25.6 Medical Care	-	-	\$11	\$11
25.7 Operation and Maintenance of Equipment	\$183,869	\$185,907	\$173,455	(\$12,452)
26.0 Supplies and Materials	\$105,520	\$120,520	\$121,147	\$627
31.0 Equipment	\$25,673	\$12,056	\$19,603	\$7,547
32.0 Land and Structures	\$1,800	\$4,276	\$13,954	\$9,678
91.0 Unvouchered	\$32	-	-	-
<b>Total - Non Pay Object Classes</b>	<b>\$603,730</b>	<b>\$583,856</b>	<b>\$619,607</b>	<b>\$35,751</b>

*Air and Marine Operations – PPA Level II***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operations	1,563	1,448	\$290,519	1,563	1,448	\$291,882	1,653	1,516	\$311,136	90	68	\$19,254
Assets and Support	-	-	\$527,304	-	-	\$506,436	-	-	\$520,046	-	-	\$13,610
Air and Marine Operations Center	190	160	\$21,853	190	160	\$21,838	245	232	\$46,183	55	72	\$24,345
<b>Total</b>	<b>1,753</b>	<b>1,608</b>	<b>\$839,676</b>	<b>1,753</b>	<b>1,608</b>	<b>\$820,156</b>	<b>1,898</b>	<b>1,748</b>	<b>\$877,365</b>	<b>145</b>	<b>140</b>	<b>\$57,209</b>
Subtotal Discretionary - Appropriation	1,753	1,608	\$839,676	1,753	1,608	\$820,156	1,898	1,748	\$877,365	145	140	\$57,209

## Air and Marine Operations-PPA Level II Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>1,753</b>	<b>1,608</b>	<b>\$821,466</b>
Puerto Rico Requirements	-	-	\$7,649
UAS Upgrade	-	-	\$11,000
Use of Prior Year Lapse Balance	-	-	(\$439)
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>\$18,210</b>
<b>FY 2016 Revised Enacted</b>	<b>1,753</b>	<b>1,608</b>	<b>\$839,676</b>
<b>FY 2017 Annualized CR</b>	<b>1,753</b>	<b>1,608</b>	<b>\$820,156</b>
<b>FY 2018 Base Budget</b>	<b>1,753</b>	<b>1,608</b>	<b>\$820,156</b>
Realignment of Facilities Support Requirements	-	-	(\$13,887)
Transfer for Joint Task Force West	(4)	(4)	(\$991)
<b>Total Transfers</b>	<b>(4)</b>	<b>(4)</b>	<b>(\$14,878)</b>
2017 Pay Raise	-	-	\$3,513
2018 Pay Raise	-	-	\$3,816
Adjustment to Base Pay Requirements	-	42	\$592
AMOC-AMOSS Completion	-	-	\$3,374
Annualization of 2015 AMOC PED Cell and AMOSS	-	-	\$74
Annualization of 2015 National Geospatial-Intelligence Agency (NGA) Intel Research	-	-	\$350
Annualization of 2016 Pay Raise	-	-	\$971
Annualization of 2017 Pay Raise	-	-	\$1,260
Health Benefits	-	-	\$512
Restore Rescission	-	-	\$1,218
Tethered Aerostat Radar System	-	-	\$5,697
<b>Total, Pricing Increases</b>	<b>-</b>	<b>42</b>	<b>\$21,377</b>
Fully Non-Recur DHC-8 Patrol Aircraft	-	-	(\$4,500)
Fully Non-Recur Maritime Radars	-	-	(\$10,000)
Fully Non-Recur Minotaur Mission Systems	-	-	(\$5,000)
Fully Non-Recur P-3 Maintenance	-	-	(\$2,500)

Budget Formulation Activity	Positions	FTE	Amount
Fully Non-Recur UAS Ground Control Stations	-	-	(\$4,000)
Fully Non-Recur VADER Operations	-	-	(\$2,000)
Non-Recur 2016 Facilities Management Sustainment	-	-	(\$4,496)
Non-Recur 2016 UAS Operations	-	-	(\$1,900)
Rent Adjustment	-	-	(\$336)
<b>Total, Pricing Decreases</b>	-	-	<b>(\$34,732)</b>
<b>Total Adjustments-to-Base</b>	<b>(4)</b>	<b>38</b>	<b>(\$28,233)</b>
<b>FY 2018 Current Services</b>	<b>1,749</b>	<b>1,646</b>	<b>\$791,923</b>
Air & Marine Acquisition Management	-	-	\$5,510
AMO Facilities	-	-	\$8,657
AMO Logistic & Maintenance Increase for Border Support	-	-	\$18,127
AMO Personnel	94	47	\$19,444
AMO Recruitment and Retention	-	-	\$5,000
AMOC and Intelligence Research Analysts	55	55	\$9,715
AMOC Equipment	-	-	\$857
DHC-8 Patrol Aircraft	-	-	\$13,200
Interoperability Equipment Refresh	-	-	\$4,061
USBP Airboats	-	-	\$871
<b>Total, Program Increases</b>	<b>149</b>	<b>102</b>	<b>\$85,442</b>
<b>FY 2018 Request</b>	<b>1,898</b>	<b>1,748</b>	<b>\$877,365</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>145</b>	<b>140</b>	<b>\$57,209</b>

**PPA Level II Description**

CBP requests 1,898 positions, 1,748 FTE, and \$877.4 million in FY 2018 for the Air and Marine Operations Sub-PPA (\$57.2 million above the FY 2017 Annualized CR level).

As America's frontline border agency, CBP is responsible for securing America's borders against threats while facilitating the lawful flow of people and goods entering the United States. AMO is a critical component of CBP's border security mission and the DHS risk-based and multi-layered approach to homeland security. AMO applies advanced aeronautical capabilities and employs unique skill sets to protect our Nation's borders and preserve America's security interests. |

**Adjustments to Base Justification**

Realignment of Facilities Support Requirements: This Adjustment to Base allows for CBP to continue to operate and maintain its AMO facilities portfolio while also addressing multiple high priority needs including core USBP facilities sustainment requirements such as regional maintenance and minor repair contracts and the increased costs of CBP's anticipated rent obligations for AMO's leased facilities.

Transfer for Joint Task Force West: Transfer to consolidate funding for CBP support to Joint Task Force West within the Integrated Operations PPA.

2017 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2018 pay raise of 1.9 percent.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

AMOC-AMOSS Completion: Reflects the costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for AMOC-AMOSS Completion.

Annualization of 2015 Air and Marine Operations Center (AMOC) Processing Exploitation Dissemination (PED) Cell and Air and Marine Operations Surveillance System (AMOSS): Reflects the sustainment of the legacy AMO Operations and Maintenance FY 2015 Enacted funding for AMOC PED Cell.

Annualization of 2015 National Geospatial-Intelligence Agency (NGA) Intel Research: Reflects the sustainment of the legacy AMO Operations and Maintenance FY 2015 Enacted funding for NGA Intel Research.

Annualization of 2016 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Health Benefits: Reflects the estimated cost of Calendar Year (CY) 2018 agency health benefit contribution increases. The increase



is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

Tethered Aerostat Radar System: Adjustment to base in order to provide needed cyber security and upgrades to the wind profiler and local lightning protection due to obsolescence.

Fully Non-Recur DHC-8 Patrol Aircraft: The reduction reflects the non-recur of the legacy AMO Operations and Maintenance FY 2016 Enacted funding for DHC-8 Patrol Aircraft.

Fully Non-Recur Maritime Radars: The reduction reflects the full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for maritime radars.

Fully Non-Recur Minotaur Mission Systems: The reduction reflects the non-recur of the legacy AMO Procurement FY 2016 Enacted funding for Minotaur Mission Systems.

Fully Non-Recur P-3 Maintenance: The reduction reflects the full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for P-3 Maintenance.

Fully Non-Recur UAS Ground Control Stations: The reduction reflects full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for UAS Ground Control Stations.

Fully Non-Recur Vehicle and Dismount Exploitation Radar (VADER) Operations: The reduction reflects the full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for VADER Operations.

Non-recur 2016 Facilities Management Sustainment: The reduction reflects the non-recurrence of funding provided in FY 2016 to address the backlog of deferred facilities maintenance.

Non-recur 2016 Unmanned Aerial Systems (UAS) Operations: The reduction reflects the non-recur of costs of the legacy AMO Salaries and Expenses FY 2016 Enacted appropriation funding for UAS Operations.

Rent Adjustment: This adjustment reallocates resources to fund the increasing rent and rent-related obligations associated with CBP's leased portfolio. This adjustment ensures funding for costs associated with new facilities coming online, new negotiated occupancy agreements and other cost drivers due to inflation and other cost adjustments. |

## Air and Marine Operations – PPA Level II Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations	1,563	1,448	\$272,196	\$187.98	1,563	1,448	\$278,299	\$192.2	1,653	1,516	\$293,070	\$193.32	90	68	\$14,771	\$1.12
Air and Marine Operations Center	190	160	\$14,451	\$90.32	190	160	\$15,990	\$99.94	245	232	\$32,226	\$138.91	55	72	\$16,236	\$38.97
<b>Total</b>	<b>1,753</b>	<b>1,608</b>	<b>\$286,647</b>	<b>\$178.26</b>	<b>1,753</b>	<b>1,608</b>	<b>\$294,289</b>	<b>\$183.02</b>	<b>1,898</b>	<b>1,748</b>	<b>\$325,296</b>	<b>\$186.1</b>	<b>145</b>	<b>140</b>	<b>\$31,007</b>	<b>\$3.08</b>
Discretionary - Appropriation	1,753	1,608	\$286,647	\$178.26	1,753	1,608	\$294,289	\$183.02	1,898	1,748	\$325,296	\$186.1	145	140	\$31,007	\$3.08

**Air and Marine Operations – PPA Level II**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$159,876	\$164,676	\$178,784	\$14,108
11.3 Other than Full-Time Permanent	\$33	\$36	-	(\$36)
11.5 Other Personnel Compensation	\$40,479	\$44,576	\$41,605	(\$2,971)
12.1 Civilian Personnel Benefits	\$86,259	\$85,001	\$104,907	\$19,906
<b>Total - Personnel Compensation and Benefits</b>	<b>\$286,647</b>	<b>\$294,289</b>	<b>\$325,296</b>	<b>\$31,007</b>
<b>Positions and FTE</b>				
Positions - Civilian	1,753	1,753	1,898	145
FTE - Civilian	1,608	1,608	1,748	140

---

**Air and Marine Operations – PPA Level II**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations	\$18,323	\$13,583	\$18,066	\$4,483
Assets and Support	\$527,304	\$506,436	\$520,046	\$13,610
Air and Marine Operations Center	\$7,402	\$5,848	\$13,957	\$8,109
<b>Total</b>	<b>\$553,029</b>	<b>\$525,867</b>	<b>\$552,069</b>	<b>\$26,202</b>
Discretionary - Appropriation	\$553,029	\$525,867	\$552,069	\$26,202

**Air and Marine Operations - PPA Level II****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$17,632	\$18,652	\$20,351	\$1,699
22.0 Transportation of Things	\$2,859	\$4,209	\$4,699	\$490
23.1 Rental Payments to GSA	\$2,492	\$5,459	\$3,461	(\$1,998)
23.2 Rental Payments to Others	\$12,833	\$10,837	\$12,849	\$2,012
23.3 Communications, Utilities, and Misc. Charges	\$8,908	\$9,266	\$9,104	(\$162)
24.0 Printing and Reproduction	-	-	\$5	\$5
25.1 Advisory and Assistance Services	-	-	\$3,200	\$3,200
25.2 Other Services from Non-Federal Sources	\$96,109	\$72,644	\$90,100	\$17,456
25.3 Other Goods and Services from Federal Sources	\$83,709	\$78,377	\$90,291	\$11,914
25.4 Operation and Maintenance of Facilities	\$35,078	\$28,105	\$11,104	(\$17,001)
25.6 Medical Care	-	-	\$11	\$11
25.7 Operation and Maintenance of Equipment	\$165,987	\$168,196	\$170,374	\$2,178
26.0 Supplies and Materials	\$103,827	\$117,145	\$113,519	(\$3,626)
31.0 Equipment	\$21,763	\$8,701	\$9,047	\$346
32.0 Land and Structures	\$1,800	\$4,276	\$13,954	\$9,678
91.0 Unvouchered	\$32	-	-	-
<b>Total - Non Pay Object Classes</b>	<b>\$553,029</b>	<b>\$525,867</b>	<b>\$552,069</b>	<b>\$26,202</b>

*Operations – PPA Level III***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operations	1,563	1,448	\$290,519	1,563	1,448	\$291,882	1,653	1,516	\$311,136	90	68	\$19,254
<b>Total</b>	<b>1,563</b>	<b>1,448</b>	<b>\$290,519</b>	<b>1,563</b>	<b>1,448</b>	<b>\$291,882</b>	<b>1,653</b>	<b>1,516</b>	<b>\$311,136</b>	<b>90</b>	<b>68</b>	<b>\$19,254</b>
Subtotal Discretionary - Appropriation	1,563	1,448	\$290,519	1,563	1,448	\$291,882	1,653	1,516	\$311,136	90	68	\$19,254

**Operations-PPA Level III**  
**Summary of Budget Changes**  
*Dollars in Thousands*

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2016 Enacted</b>	<b>1,563</b>	<b>1,448</b>	<b>\$286,894</b>
Puerto Rico Requirements	-	-	\$4,064
Use of Prior Year Lapse Balance	-	-	(\$439)
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>\$3,625</b>
<b>FY 2016 Revised Enacted</b>	<b>1,563</b>	<b>1,448</b>	<b>\$290,519</b>
<b>FY 2017 Annualized CR</b>	<b>1,563</b>	<b>1,448</b>	<b>\$291,882</b>
<b>FY 2018 Base Budget</b>	<b>1,563</b>	<b>1,448</b>	<b>\$291,882</b>
Transfer for Joint Task Force West	(4)	(4)	(\$991)
<b>Total Transfers</b>	<b>(4)</b>	<b>(4)</b>	<b>(\$991)</b>
2017 Pay Raise	-	-	\$3,212
2018 Pay Raise	-	-	\$3,517
Annualization of 2016 Pay Raise	-	-	\$890
Annualization of 2017 Pay Raise	-	-	\$1,166
Health Benefits	-	-	\$481
Restore Rescission	-	-	\$94
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$9,360</b>
Adjustment to Base Pay Requirements	-	25	(\$8,610)
Fully Non-Recur Minotaur Mission Systems	-	-	(\$5,000)
Non-Recur 2016 UAS Operations	-	-	(\$1,489)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>25</b>	<b>(\$15,099)</b>
<b>Total Adjustments-to-Base</b>	<b>(4)</b>	<b>21</b>	<b>(\$6,730)</b>
<b>FY 2018 Current Services</b>	<b>1,559</b>	<b>1,469</b>	<b>\$285,152</b>
AMO Personnel	94	47	\$19,444
AMO Recruitment and Retention	-	-	\$5,000
AMOC and Intelligence Research Analysts	-	-	\$1,540
<b>Total, Program Increases</b>	<b>94</b>	<b>47</b>	<b>\$25,984</b>
<b>FY 2018 Request</b>	<b>1,653</b>	<b>1,516</b>	<b>\$311,136</b>

Budget Formulation Activity	Positions	FTE	Amount
FY 2017 TO FY 2018 Change	90	68	\$19,254

**PPA Level III Description****Air and Marine Operations**

CBP requests 1,653 positions, 1,516 FTE, and \$311.1 million for the Air & Marine Operations Sub-PPA (\$19.3 million above the FY 2017 Annualized CR level). The FY 2018 current services request includes sufficient funds for the pilots, air crew, marine agents, and mission support staff needed to operate and support the tactical aircraft and marine vessels employed for border security operations, air-to-air intercept of suspect general aviation aircraft, maritime interdiction, search and rescue, air mobility for ground agents and special tactical teams, national special security events, and investigations (including covert operations).

Air and marine agents are deployed to 36 air branches and units, and 69 coastal and riverine operating locations, strategically placed at or near the borders and employing a variety of aircraft, vessels, and sensor systems. Tactical aircraft types require one to two pilots and up to two additional crew, depending on the size of the aircraft, its missions, and the sensors carried. Marine vessels generally carry at least two crew and up to four agents depending on the mission.

The table below depicts AMO on-board staffing by major occupations as of the end of FY 2016, pay period 26 (January 7, 2017).

**AMO On-Board Staffing by Major Occupation and Location  
as of FY 2016 Pay Period 26**

Major Occupation	Mission Support	Ops. & HQ Liaison	NASO	TSS	**AMOC	Northern	Southeast	Southwest	Totals
Air Interdiction Agent	2	25	117	28	0	108	101	233	614
Marine Interdiction Agent	2	8	0	13	2	72	153	74	324
*Aviation Enforcement Agent	0	2	89	2	10	9	47	38	197
Detection Enforcement Officer	0	0	0	0	91	0	0	0	91
Intel Research Specialist	0	0	1	0	17	0	1	1	20
Aviation Maintenance Officer/Inspector	5	0	6	3	0	7	5	20	46
Other 1801 LEOs	4	11	40	8	23	5	9	9	109
Mission Support/Administrative	60	19	18	10	15	24	22	37	205
<b>TOTAL</b>	<b>73</b>	<b>65</b>	<b>271</b>	<b>64</b>	<b>158</b>	<b>225</b>	<b>338</b>	<b>412</b>	<b>1606</b>

\*includes AEA, (S)DEO (Airborne)

\*\*includes AMOC, CAMOC, CRU



**Adjustments to Base Justification**

Transfer for Joint Task Force West: Transfer to consolidate funding for CBP support to Joint Task Force West within the Integrated Operations PPA.

2017 Pay Raise: The 2017 Pay Raise reflects the costs associated with a Calendar Year (CY) 2017 pay raise of 2.1 percent.

2018 Pay Raise: The 2018 Pay Raise reflects the costs associated with a Calendar Year (CY) 2018 pay raise of 1.9 percent.

Annualization of 2016 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Health Benefits: Reflects the estimated cost of Calendar Year (CY) 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Fully Non-Recur Minotaur Mission Systems: The reduction reflects the non-recur of the legacy AMO Procurement FY 2016 Enacted funding for Minotaur Mission Systems.

Non-recur 2016 Unmanned Aerial Systems (UAS) Operations: The reduction reflects the non-recur of costs of the legacy AMO Salaries and Expenses FY 2016 Enacted appropriation funding for UAS Operations.

## Operations – PPA Level III Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations	1,563	1,448	\$272,196	\$187.98	1,563	1,448	\$278,299	\$192.2	1,653	1,516	\$293,070	\$193.32	90	68	\$14,771	\$1.12
<b>Total</b>	<b>1,563</b>	<b>1,448</b>	<b>\$272,196</b>	<b>\$187.98</b>	<b>1,563</b>	<b>1,448</b>	<b>\$278,299</b>	<b>\$192.2</b>	<b>1,653</b>	<b>1,516</b>	<b>\$293,070</b>	<b>\$193.32</b>	<b>90</b>	<b>68</b>	<b>\$14,771</b>	<b>\$1.12</b>
Discretionary - Appropriation	1,563	1,448	\$272,196	\$187.98	1,563	1,448	\$278,299	\$192.2	1,653	1,516	\$293,070	\$193.32	90	68	\$14,771	\$1.12

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.15 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- Increases in fee collections represent an estimated 6 FTE increase to appropriated FTE offsets against this PPA. FTE associated with reimbursable estimated reimbursable authority was calculated using an updated method which FY 2017 to be more consistent with CBP's overall FTE calculations. There was also a net increase of an additional 64 FTE offset due to changes in the application of fee reimbursements from non-pay to pay.
- Reflects an increase of 47 FTE (94 positions) for additional AIA and MIA personnel to support southwest border operations.
- Includes transfer of 4 positions to Integrated Operations in support of Joint Task Force West
- Includes correction for current and forecasted FTE based on FY 2017 actuals.

**FTE Change FY 2017-2018:** 68

**PCB Change FY 2017-2018:** \$14,771

**Average Cost Change FY 2017-2018:** \$1

**Operations – PPA Level III**  
**Pay by Object Class**  
*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$150,921	\$153,902	\$157,068	\$3,166
11.3 Other than Full-Time Permanent	\$30	\$33	-	(\$33)
11.5 Other Personnel Compensation	\$38,535	\$40,752	\$39,792	(\$960)
12.1 Civilian Personnel Benefits	\$82,710	\$83,612	\$96,210	\$12,598
<b>Total - Personnel Compensation and Benefits</b>	<b>\$272,196</b>	<b>\$278,299</b>	<b>\$293,070</b>	<b>\$14,771</b>
<b>Positions and FTE</b>				
Positions - Civilian	1,563	1,563	1,653	90
FTE - Civilian	1,448	1,448	1,516	68

**Pay Cost Drivers**  
*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
AMO - Operations-Base	1,480	\$272,196		1,448	\$278,299		1,448	\$78,299				
AMO - Operations-Pay Inflation & Annualization								\$8,785			\$8,785	
AMO - Operations-Technical Adjustments, Realignments, and Annualizations							25	(\$6,579)		25	(\$6,579)	
AMO - Operations-Transfers							(4)	(\$880)		(4)	(\$880)	
AMO - Operations-Enhancements							47	\$13,445		47	\$13,445	
<b>Total – Pay Cost Drivers</b>	1,480	\$272,196	\$183.92	1,448	\$278,299	\$192.20	1,516	\$293,070	\$193.32	68	\$14,771	\$1

---

**Operations – PPA Level III  
Non Pay Budget Exhibits**

---

**Non Pay Summary***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations	\$18,323	\$13,583	\$18,066	\$4,483
<b>Total</b>	<b>\$18,323</b>	<b>\$13,583</b>	<b>\$18,066</b>	<b>\$4,483</b>
Discretionary - Appropriation	\$18,323	\$13,583	\$18,066	\$4,483

**Operations – PPA Level III**  
**Non Pay by Object Class**  
*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$1,767	\$918	\$1,926	\$1,008
22.0 Transportation of Things	\$478	\$1,641	\$2,098	\$457
23.3 Communications, Utilities, and Misc. Charges	\$566	\$69	\$128	\$59
25.2 Other Services from Non-Federal Sources	\$6,210	\$4,350	\$11,628	\$7,278
25.3 Other Goods and Services from Federal Sources	-	-	\$3	\$3
25.7 Operation and Maintenance of Equipment	\$5,004	\$4,995	\$3	(\$4,992)
26.0 Supplies and Materials	\$405	\$1,351	\$1,890	\$539
31.0 Equipment	\$3,861	\$259	\$390	\$131
91.0 Unvouchered	\$32	-	-	-
<b>Total - Non Pay Object Classes</b>	<b>\$18,323</b>	<b>\$13,583</b>	<b>\$18,066</b>	<b>\$4,483</b>

### Operations – PPA Level III Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
AMO Contracts	11,214	9,345	11,634	2,289
AMO Transportation	478	1,641	2,098	457
AMO Travel	1,767	918	1,926	1,008
AMO Supplies	405	1,351	1,890	539
Other Costs	4,459	328	518	190
<b>Total – Non Pay Cost Drivers</b>	<b>18,323</b>	<b>13,583</b>	<b>18,066</b>	<b>4,483</b>

#### **NARRATIVE EXPLANATION OF CHANGES**

- AMO Operations Contracts – funds personnel services, relocation, training and other services. The large reduction in funding in Operations and Maintenance of Equipment is primarily due to AMO realigning funds to Other Services from Non-Federal Sources.
- AMO Operations Transportation – funds travel and transportation of personnel (PCS) & things
- AMO Operations Travel – Travel expenses such as vehicle rentals, travel for training
- AMO Operations Supplies – Supplies for AMO operations uniforms, administrative supplies

*Assets and Support – PPA Level III*

**Budget Comparison and Adjustments**

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Assets and Support	-	-	\$527,304	-	-	\$506,436	-	-	\$520,046	-	-	\$13,610
<b>Total</b>	-	-	<b>\$527,304</b>	-	-	<b>\$506,436</b>	-	-	<b>\$520,046</b>	-	-	<b>\$13,610</b>
Subtotal Discretionary - Appropriation	-	-	\$527,304	-	-	\$506,436	-	-	\$520,046	-	-	\$13,610

## Assets and Support – PPA Level III Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	<b>\$512,719</b>
Puerto Rico Requirements	-	-	\$3,585
UAS Upgrade	-	-	\$11,000
<b>Total Above Threshold Reprogrammings/Transfers</b>	-	-	<b>\$14,585</b>
<b>FY 2016 Revised Enacted</b>	-	-	<b>\$527,304</b>
<b>FY 2017 Annualized CR</b>	-	-	<b>\$506,436</b>
<b>FY 2018 Base Budget</b>	-	-	<b>\$506,436</b>
Realignment of Facilities Support Requirements	-	-	(\$13,887)
<b>Total Transfers</b>	-	-	<b>(\$13,887)</b>
Restore Rescission	-	-	\$1,109
Tethered Aerostat Radar System	-	-	\$5,697
<b>Total, Pricing Increases</b>	-	-	<b>\$6,806</b>
AMOC-AMOSS Completion	-	-	(\$1,800)
Fully Non-Recur DHC-8 Patrol Aircraft	-	-	(\$4,500)
Fully Non-Recur Maritime Radars	-	-	(\$10,000)
Fully Non-Recur P-3 Maintenance	-	-	(\$2,500)
Fully Non-Recur UAS Ground Control Stations	-	-	(\$4,000)
Fully Non-Recur VADER Operations	-	-	(\$2,000)
Non-Recur 2016 Facilities Management Sustainment	-	-	(\$4,496)
Non-Recur 2016 UAS Operations	-	-	(\$103)
Rent Adjustment	-	-	(\$336)
<b>Total, Pricing Decreases</b>	-	-	<b>(\$29,735)</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>(\$36,816)</b>
<b>FY 2018 Current Services</b>	-	-	<b>\$469,620</b>
Air & Marine Acquisition Management	-	-	\$5,510
AMO Facilities	-	-	\$8,657
AMO Logistic & Maintenance Increase for Border Support	-	-	\$18,127



Budget Formulation Activity	Positions	FTE	Amount
DHC-8 Patrol Aircraft	-	-	\$13,200
Interoperability Equipment Refresh	-	-	\$4,061
USBP Airboats	-	-	\$871
<b>Total, Program Increases</b>	-	-	<b>\$50,426</b>
<b>FY 2018 Request</b>	-	-	<b>\$520,046</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>\$13,610</b>

### **PPA Level III Description**

#### **Assets and Support**

CBP requests 0 positions, 0 FTE, and \$520.1 million for the Assets and Support Sub-PPA (\$13.6 million above the FY 2017 Annualized CR level). This Current Services request is needed to conduct operations and complete phased and unplanned maintenance on aircraft and marine vessels, and to provide material support, including fuel, spare parts, consumable supplies, component and engine repair services, and base support for specific aircraft types located at 36 bases at or near the land and maritime borders, and marine vessels located at 69 operating locations.

In FY 2018, AMO will continue to meet or exceed the 97,184 flight hours it achieved in FY 2016 as well as meet or exceed the FY 2016 maritime underway hours of 35,232 in support of border security operations, air-to-air intercept missions, marine interdiction, and investigations.

#### **Flight Hour Program**

- Flight hours needed to secure the border are derived from AMO's Flight Hour Program, using its automated Flight Hour Planning Tool kit (FHPT). Starting with input from field operating branches, units, and other component customers, the data was provided to the Unconstrained Operational Requirements Collector (UORC) and the Flight Hour Allocation Tool (FHAT) was used to validate the final flight hour objectives for each aircraft type.
- The output of the FHAT determined the number of new aircraft required, based on standard flight hours per aircraft per year for each aircraft type. Planned retirements of aircraft were factored into the end state numbers of each aircraft type.
- The number of new aircraft required provided input to the Workforce Staffing Model (WSM) to determine additional personnel required to operate and support the increase flight hours.
- Projected costs were based on aircraft procurement histories updated to current market research and the CBP Position Model. Costs were phased based on a best case scenario for rapid acquisition and hiring.

#### **FY 2016 Flight Hours by Region**

<b>FY 2016 Flight Hours by Region</b>	<b>Enforcement</b>	<b>Maintenance</b>	<b>Non-Enforcement</b>	<b>Training</b>	<b>Total</b>
<b>Training, Safety, and Standards (National Air Training Center – Oklahoma City)</b>	0	0	0	2,227	<b>2,227</b>
<b>National Air Security Operations (NASO)</b>	13,475	302	591	1,778	<b>16,146</b>
<b>Northern Region</b>	11,013	390	1,176	2,625	<b>15,204</b>
<b>Southeast Region</b>	10,422	323	530	1,720	<b>12,995</b>
<b>Southwest Region</b>	44,407	1,141	1,332	3,732	<b>50,612</b>
<b>Total</b>	<b>79,317</b>	<b>2,156</b>	<b>3,629</b>	<b>12,082</b>	<b>97,184</b>

The hours flown are in direct coordination with the DHS Joint Task Forces – East, West, and Investigations, as well as the Border Patrol Sectors. AMO-specific missions also include ICE, and other federal, state, and local law enforcement.

The below graph reflects actual hours flown in coordination with our law enforcement partners. These numbers reflect the end of year numbers recorded in the AMO system of record, TOMIS. In FY 2018, it is anticipated that AMO will continue this support at approximately the same levels as the past three fiscal years.

**Flight Hours Flown in Coordination with AMO's Law Enforcement Partners**

	<b>USBP</b>	<b>AMO</b>	<b>S&amp;L</b>	<b>ICE</b>	<b>AOF</b>
<b>FY 2010</b>	51,331	16,248	4,360	9,189	8,850
<b>FY 2011</b>	47,601	11,692	3,422	9,571	9,484
<b>FY 2012</b>	39,940	11,312	3,247	8,760	8,054
<b>FY 2013</b>	41,124	21,202	1,506	4,958	9,738
<b>FY 2014</b>	51,198	25,085	1,752	6,331	11,550
<b>FY 2015</b>	51,285	29,897	2,475	9,862	11,471
<b>FY 2016</b>	46,178	29,218	1,773	6,539	13,411

### **Rotary Wing Aircraft**

The primary rotary-wing aircraft involved in border security operations and investigations are the AS-350 light enforcement helicopter, the EC-120 light observation helicopter, and the H-60L/M medium lift Black Hawk helicopter.

**Light Enforcement/Observation Helicopters (LEH/LOH)** includes AS350 and EC120 aircraft.

- The AS-350 is used across all borders and for all missions, and accounts for 44,000 – 45,000, or 48 percent of the annual flight hours. Electro-optical/infrared sensors and video down-link provide intelligence and communications support that enhance officer safety during high-risk operations and increase covertness during surveillance operations.
- The EC-120 is used during daylight hours only since it has no sensors, and is employed primarily for low level observation and sign tracking. They are short-range helicopters which perform missions such as aerial patrol and surveillance of stationary or moving targets.

### **Medium Lift Helicopters (MLH)**

The Medium Lift Helicopter includes the UH-60 (Blackhawk), the S-76 and UH-1. They perform a wide variety of tactical and utility missions within AMO. Those missions include external lift operations such as sling loads, fast rope and rappel, insertion of agents into otherwise inaccessible terrain, search and rescue, air crew rifle operations, and aerial patrols.

- The Black Hawk is the most capable helicopter in the inventory, employed where maximum performance is needed, and the risks to crew and passengers are greatest. Unlike the light helicopters, it has two engines and is employed over both the land borders and over the open ocean in support of marine vessels protecting the maritime approaches to the land borders by detecting and tracking drug-carrying conveyances and make-shift craft transporting undocumented aliens.

**Rotary Wing by Region**

Rotary Wing By Region	EC120	AS350	UH-1	UH60	S76	Totals
Northern	0	17	0	4	3	24
Southeast	0	10	0	4		14
Southwest	15	49	7	10		81
Totals	15	76	7	18	3	125

### **Fixed Wing Aircraft**

The main fixed-wing tactical aircraft supporting border security operations and investigations are the C-206, C-210, and PC-12 single-engine patrol aircraft, the C-550 twin-engine jet interceptor, and the KA-350CER Multi-role Enforcement Aircraft (MEA).

**Light Enforcement Aircraft (LEA)** includes the C-206 and PC-12. They are single engine, fixed wing aircraft which support investigative and enforcement efforts by conducting surveillance, tracking, and reconnaissance. Their secondary missions are transporting personnel, equipment, and evidence that will facilitate investigative and enforcement actions. The aircraft provide better range and endurance than helicopters, and blend more effectively with local traffic to mask the presence of air surveillance, and avoid detection by potential suspects, but lack the flexibility of vertical landing capability.

**CBP's Air and Marine Operations P-3s** are high-endurance, all-weather, tactical turbo-prop aircraft, which are utilized primarily for long-range aerial patrols and surveillance along the U.S. border and in drug Transit Zones in Central and South America, which are used by criminal organizations to smuggle contraband toward the United States and other parts of the world. P-3 Airborne Early Warning (AEW) detection and monitoring aircraft are the only dedicated law enforcement AEW aircraft in the world. They were developed to provide wide area search, increased command control, and communications capabilities.

**Bombardier DHC-8** is a fixed-wing, medium-range multi-role patrol aircraft equipped with multimode radar and electro-optical/infrared sensors that can detect and monitor maritime and surface targets. This maritime patrol aircraft can also be converted to a cargo configuration or into a passenger aircraft, making it an ideal aircraft to respond to natural disasters and other emergencies.

**Multi-Role Enforcement Aircraft (MEA)** is a medium-range, fixed-wing, and twin turboprop aircraft. It is used to conduct aerial patrol and surveillance over land and water, and for enforcement relocation of personnel and equipment. The MEA is equipped with state-of-the-art sensor equipment for detection, tracking and surveillance operations that require standoff capability to avoid counter detection. The MEAs continue to be purchased as replacements for some 49 twin-engine patrol aircraft that were retired by the end of FY 2017.

**Unmanned Aircraft System (UAS):** AMO operates the highly capable and proven Predator B unmanned aircraft system (UAS) to enhance operational capabilities and increase domain awareness. Coupled with Vehicle and Dismount Exploitation Radar (VADER) UAS provides accurate, real time dismounted ground moving target data and radar imagery supporting Border Patrol agents on the ground while simultaneously recording strategic intelligence data. The UAS program focuses operations on the CBP priority mission of anti-terrorism by helping to identify and intercept potential terrorists and illegal cross-border activity.

AMO also deploys the UAS to aid in disaster relief and emergency response efforts of its Department of Homeland Security partners. AMO works with several interagency and intergovernmental task forces that coordinate routine operations with federal, state, local, and tribal law enforcement entities. These operations are coordinated at the individual task forces and are routine to AMO's UAS operations. Operations along the southern border are coordinated by the DHS Joint Task Force-West (JTF-W), whereas northern border operations are coordinated primarily by AMO National Air Security Operations Center-Grand Forks (NASOC-GF) for state or local entities. In FY 2016, AMO deployed the UAS for surveillance, detection, and investigation operations with state, local, and tribal partners from two locations: NASOC-GF in North Dakota and National Air Security Operations Center – Sierra Vista (NASOC-SV) in Arizona. AMO flew 157.8 hours for state, local, and tribal joint operations during FY 2016. This represents approximately 3 percent of the 5,540 hours of total UAS flight time during this period.

**National Air Security Operations (NASO)** In keeping with DHS and CBP strategy, AMO's aim is to extend the US zone of security well away from its borders. To accomplish this, we forward deploy P-3 aircraft and UAS in order to interdict threats as close to their source as

possible. AMO conducts some of its most productive interdictions operations in the source and transit zones. For example, AMO's participation in Joint Interagency Task Force South (JIATF-S) operations accounts for a large majority of the cocaine CBP seizures each year. AMO will also increase using the above assets and others, such as the DHC-8 aircraft, to provide direct assistance to partner nations. In particular AMO will continue support to the government of Mexico, which has demonstrated improved ability to combat illicit flows and associated violence.

#### Fixed Wing by Region

Fixed Wing by Region	C206	C210	B200	C12	PC12	KA350 CER	C550	DHC8	P-3	UAS	Totals
Northern	5	2	0	2	0	3	3	0			15
Southeast	0	8	0	0	0	5	1	7			21
Southwest	7	6	0	0	3	4	5	0			25
NASO			3						14	9	26
Totals	12	16	3	2	3	12	9	7	14	9	87

#### Air and Marine Activity

	FY 2013	FY 2014	FY 2015	FY 2016
Total Launches	26,417	30,732	32,471	40,003
Total No Launches	4,388	6,962	11,084	10,801
Launch %	85.8%	81.5%	74.6%	83%
Flight Hours	73,575	90,739	97,515	97,184
Arrests	2,143	3,627	3,681	4,303
Apprehensions	63,562	77,067	50,380	54,187
Contraband (lbs)	1,106,430	884,628	1,034,741	881,190
Currency (USD)**	\$20.29	\$139.78	\$44.82	\$35.68
Conveyances	706	995	955	781
Weapons	2,145	653	1730	940

#### Maritime

Air and Marine Agents operate a diverse fleet of marine vessels to help secure the coastal approaches to the United States – Air and Marine Operations (AMO) has units located throughout the Gulf Coast, Florida Keys, Puerto Rico, southern California, the islands and inlets along the Pacific Northwest border with Canada, and the Great Lakes.

Vessels are categorized as Interceptor or Unmarked (UC/Unmarked/Platform) and will support identified additional marine unit locations to support Full Capacity and AMO Vision 2025 end state, aligning with specified additional marine units, and increased shifts.

**Coastal Interceptor Vessels:** Coastal Interceptor Vessels (CIV) are operated in offshore coastal waters in varying sea and weather conditions. This platform is a larger, standardized special purpose vessel. It provides agents with additional speed, maneuverability and greater range distance to perform the DHS/CBP mission. The operation of these vessels requires a very high degree of specialized knowledge/expertise in matters of seamanship, CBP marine tactics and laws, engineering systems, navigation and communication. CIVs are manned by a minimum of 3-person crew and they work in tandem with aviation assets and other Federal, state, and local law enforcement entities to accomplish the DHS border security mission.

**Unmarked/Covert Operations Vessels:** Unmarked vessels includes all Intrepid CEV (whether marked or unmarked) and current UC/Platforms vessels. Unmarked platforms are utilized to perform a variety of missions to include covert operations, maritime surveillance, and undercover operations. The size and type of unmarked vessel is dependent upon the regional location and mission environment. The operation of these vessels may or may not be within the immediate range of potential providers of assistance.

**Riverine Vessels:** Purchased by AMO and operated by Border Patrol Agents, these vessels patrol the rivers and small lakes along the borders with Mexico and Canada searching for illegal activities, potential terrorist activities, and to transport ground agents to contraband staging areas and drop-off points. Only the Riverine Shallow Draft Vessel (RSDV) is still being purchased to augment the Border Patrol's traditional airboats. The RSDV provide Border Patrol Agents the capability to transit through as little as four inches of water and obtain speeds up to 30 knots when in pursuit of suspect vessels or transiting to locations where intelligence points to some form of illegal activity.

The table below shows the number of vessels by major category assigned to each border region. As with CBPs aircraft, the marine vessels also support the Joint Task Forces – East, West, and Investigations, as well as the Border Patrol Sectors, AMO investigations and missions, ICE, and other federal, state, and local organizations. There are no plans to change this distribution of vessels in FY 2018.

**Marine Vessels by Region**

	<b>Riverine</b>	<b>Interceptor</b>	<b>CIV</b>
<b>Northern Region</b>	58	22	8
<b>Southwest Region</b>	94	11	8
<b>Southeast Region</b>	46	45	20
Total	192	78	36

**AMO Marine Activity**

	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
<b>Total Launches</b>	8,529	7,573	7,141
<b>Total No Launches</b>	778	768	813
<b>Launch %</b>	91.6%	90.8%	90%
<b>Underway Hours</b>	42,859	38,442	35,232
<b>Arrests</b>	891	1,589	867
<b>Apprehensions</b>	769	750	1,231
<b>Contraband (lbs)</b>	82,003 lbs	87,894	73,751
<b>Currency (USD)**</b>	\$5.13	\$11.52	\$8.89
<b>Conveyances</b>	161	213	112
<b>Weapons</b>	49	137	88

\*\*Dollars in millions

As in past years, AMO will continue to retire aged, unsupportable, or unsafe aircraft and vessels as new assets are delivered. FY 2017 saw the retirement of the last UH-1H “Huey” single-engine helicopter and the first UH-60A to be replaced by an H-60L that has undergone fleet sustainment and mission equipment outfitting by the Army. By the end of FY 2017, 14 aged Midnight Express interceptor vessels should also be retired, leaving 21 more to be replaced by the new CIV starting in FY 2018 with a projected completion date of FY 2020. Proposed procurements for FY 2018 are reflected in the PC&I congressional justification.

**Capability Gap Analysis Process (CGAP)**

AMO developed the CGAP in FY 2016 in order to provide more rigorous analysis to the justification of new and ongoing AMO programs. This process will continue to help AMO in making major near-term recapitalization decisions by providing an analytical

tool to translate operator needs into material (and non-material) solutions. CGAP allows AMO to tell its story to audiences outside of the law enforcement, aviation, and maritime community.

In FY 2018, AMO will proceed to Phase II of CGAP and conduct the following:

**Air Domain Awareness Systems Engineering Analysis**

Air Threat Surveillance documentation to support acquisition per Joint Requirements Integration and Management System (JRIMS). Develop Capability Analysis Reports, Concept of Operations, and Operational Requirements Document. This will address:

- AMO Systems and leveraging other systems used to detect
- Transfer of data from sensors to a central location (AMOC)
- Fusion and analysis of data to identify/classify items of interest
- Track the items of interest and share situational awareness
- Operations - develop steady state of normal general aviation patterns

**Systems Engineering Analysis - Targeted Gap Resolution Support (2-4 issues)**

Develop objectives and plan for resolving key AMO gaps/issues identified (i.e., facilitated workshops to explore requirements, solution options, codify processes). Over the course of the year address issues such as strategic priorities, pilot retention, and training.

**Codify/Document Requirements Management Process (RMP)**

Systems engineering analysis to AMO Requirements Directorate in the development of a draft Requirements Management Process (RMP) and CGAP document

**Fleet Mix Analysis (for future Aircraft Deployment Plans including MEA deployments)**

Force level analysis - assessment of right platforms (right capabilities) for the missions, area/distances, and environment. Provide recommendation on basing optimization.

**Gaps and Requirements Tool**

Develop tools needed to facilitate analysis and management CGAP data - Identify Requirements, develop and pilot a tool and ingest FY 2016 gaps and scenarios



**Decision Support & Planning**

Provide AMO review of capability gaps and prioritization. Provide decision making tools to support AMO prioritization of FY 2016 gaps. Map gaps against Doctrine Organization Training Material Leadership Personnel Facilities solutions (preliminary mapping to identify near term courses of actions for critical gaps). Support development of initial requirements.

**Tethered Aerostat Radar System (TARS)**

This Current Services request provides \$43.466 million for the Tethered Aerostat Radar System (TARS) program. The amount requested will provide for the annual system operations, system upkeep, maintenance and supply (e.g., sparing, consumables), government personnel, and real property needs (site and facility leases and expenses) for the full program. This funding will sustain the steady-state operations of the system while also retiring major threats (technical and program risks) to system operations and health stemming from aging technology, diminishing manufacturing sources, and emerging regulatory requirements (e.g., new cyber security and frequency management requirements for the program).

TARS is both a unique and critical capability for identifying and managing long-standing threats to U.S. national security. It is an aerostat-borne surveillance system that provides radar detection and monitoring of low-flying aircraft and maritime/ground traffic along the U.S.-Mexico border, Florida Straits, and southwestern approaches to Puerto Rico. TARS threat reports are delivered to the CBP Air and Marine Operations Centers (AMOC) in both Southern California and Puerto Rico (Caribbean AMOC, or CAMOC) for a law enforcement response. The AMOC further distributes TARS information to multiple U.S. and international agencies to improve overall effectiveness and efficiency through coordinated operations.

In general, TARS is part of a larger network of surveillance systems that feed the AMOC. While TARS represents only 2 percent of the number of sensors feeding the AMOC, on average, the TARS system sources over half of the number of aircraft deemed “suspicious” and referred for further investigation or interdiction. The TARS contribution along the Southwest Border is particularly significant, accounting for 80-90 percent of all suspect aircraft determinations. Without the presence of TARS, a majority of these suspect aircraft would not have been detected in a timely manner to enable an effective CBP response, or may have not been detected at all. TARS is a critical, cost-effective, and reliable surveillance capability for CBP.

Since CBP’s ownership of the TARS program, CBP improved TARS cost effectiveness by increasing significantly the number of overall surveillance hours achieved, and by delivering quality surveillance at less than \$1,000 per flight hour. This is nearly one-third to one-fifth of the cost of similar surveillance air platforms in CBP’s inventory (e.g., unmanned or P-3 aircraft). In addition, TARS maintained a Mission Availability rate over 94 percent (when eliminating downtimes due to weather).

CBP has also successfully established effective operations and program management competencies across multiple organizations.

Program priorities remain concentrated to sustain critical capabilities, avoid disruptions to operations, and retire program and technical issues threatening our ability to sustain TARS well into the next decade. In 2015, CBP completed extensive market research and coordination with the Department of Defense (DOD) and other federal agencies to identify and characterize technology opportunities to enhance or replace the critical TARS capability in the future (beyond 2021). This research supports ongoing procurement planning for the follow-on TARS operations and maintenance contract award (planned for 2018), as well as the recent launch of a formal Analysis of Alternatives to evaluate costs and benefits of multiple candidate capabilities.

The O&S of TARS aligns with the *CBP Vision and Strategy 2020*, specifically Goal 2: Advance Comprehensive Border Security and Management. As part of this Goal, CBP is responsible for developing and sustaining situational awareness along the border to identify and eliminate cross-border criminal and illegal activities. The TARS operations and maintenance program is critical to CBP's success with this endeavor.

#### **Office of Facilities and Asset Management**

**Fleet Portfolio:** CBP requests \$395,000 in FY 2018 for the Office of Facilities and Management (OFAM) within the Assets and Support Sub PPA (no change from the FY 2017 Annualized CR level). This Current Services request will provide for the acquisition of 10 replacement vehicles for Air and Marine Operations (AMO). The chart below shows that 38 percent of AMO's fleet (347 out of 903) will be eligible for replacement in FY 2018 based on established CBP criteria.

United States

Washington

Montana

North Dakota

Minnesota

South Dakota

Wisconsin

Michigan

Ohio

West Virginia

Virginia

Pennsylvania

New York

Connecticut

Massachusetts

Rhode Island

New Jersey

Delaware

Maryland

District of Columbia

North Carolina

South Carolina

Georgia

Alabama

Louisiana

Tennessee

Kentucky

Indiana

Illinois

Missouri

Arkansas

Oklahoma

Texas

California

Nevada

Utah

Colorado

Arizona

New Mexico

Baja California

Sonora

Chihuahua

Baja California Sur

Sinaloa

Durango

Coahuila

Nuevo Leon

Tamaulipas

Mexico

Nayarit

Jalisco

Vucatan

Cuba

Legend: Vehicles

- 1
- 10
- 20
- 31

CBP maintains a diverse and agile fleet tailored toward operational-specific requirements that allow CBP to protect the American people. These vehicles are acquired, configured, and deployed to support national security and law enforcement throughout the U.S and U.S. territories. In order to properly maintain CBP's Fleet, scheduled vehicle replacement is a necessity. This vehicle lifecycle management process is especially important as vehicles become older and less reliable, while mission demands continue. Reductions in vehicle performance and/or reliability may place an undue burden on agents executing mission requirements.

### *Facilities Portfolio*

The Integrated Operations Assets and Support Sub-PPA requests \$49 million (a reduction of \$5.6 million from the FY 2017 Annualized CR level) to support AMO's existing facilities portfolio. The 2.11 million square foot portfolio consists of 14 Air Branches, 17 Air Units, 31 Marine Units, 3 Training Centers, 5 National Air Security Operations Centers, 3 Domain Awareness Centers, and 1 Joint Interagency Task Force, including operational support space, hangars, canopies, fuel tanks, warehouses, antennas, and docks from which the world's largest civilian aviation and maritime law enforcement organization stages its mission protecting over 95,000 miles of shoreline with the use of 26 types of aircraft and 12 types of marine vessels.



The requested level of funding allows CBP to continue staging operations from the existing AMO facilities by executing building

<sup>24</sup> Map and portfolio size as of December 22, 2016

operations and regional maintenance and minor repair contracts; addressing critical requirements in the \$41.7 million<sup>25</sup> of major repairs and past due system renewals; performing a minimal level of required activities associated with forced relocations and lease renewals including code-compliance upgrades of IT and security systems; completing a limited number of minor construction, alterations and improvements at owned and leased facilities to meet new and evolving mission needs; and paying rent and rent-related activities for leased facilities and utility costs for CBP-owned facilities.

### **Adjustments to Base Justification**

Realignment of Facilities Support Requirements: This Adjustment to Base allows for CBP to continue to operate and maintain its AMO facilities portfolio while also addressing multiple high priority needs including core USBP facilities sustainment requirements such as regional maintenance and minor repair contracts and the increased costs of CBP's anticipated rent obligations for AMO's leased facilities.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

Tethered Aerostat Radar System: Adjustment to base in order to provide needed cyber security and upgrades to the wind profiler and local lightning protection due to obsolescence.

AMOC-AMOSS Completion: Reflects the costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for AMOC-AMOSS Completion.

Fully Non-Recur DHC-8 Patrol Aircraft: The reduction reflects the non-recur of the legacy AMO Operations and Maintenance FY 2016 Enacted funding for DHC-8 Patrol Aircraft.

Fully Non-Recur Maritime Radars: The reduction reflects the full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for maritime radars.

Fully Non-Recur P-3 Maintenance: The reduction reflects the full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for P-3 Maintenance.

---

<sup>25</sup> As reported at the end of FY 2016 as part of DHS' financial reporting statement and includes all identified deferred maintenance items at CBP-Owned and Direct Lease Operated facilities

Fully Non-Recur UAS Ground Control Stations: The reduction reflects full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for UAS Ground Control Stations.

Fully Non-Recur Vehicle and Dismount Exploitation Radar (VADER) Operations: The reduction reflects the full elimination of costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for VADER Operations.

Non-recur 2016 Facilities Management Sustainment: The reduction reflects the non-recurrence of funding provided in FY 2016 to address the backlog of deferred facilities maintenance.

Non-recur 2016 UAS Operations: The reduction reflects the non-recur of costs of the legacy AMO Salaries and Expenses FY 2016 Enacted appropriation funding for UAS Operations.

Rent Adjustment: This adjustment reallocates resources to fund the increasing rent and rent-related obligations associated with CBP's leased portfolio. This adjustment ensures funding for costs associated with new facilities coming online, new negotiated occupancy agreements and other cost drivers due to inflation and other cost adjustments.]

---

**Assets and Support – PPA Level III**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Assets and Support	\$527,304	\$506,436	\$520,046	\$13,610
<b>Total</b>	<b>\$527,304</b>	<b>\$506,436</b>	<b>\$520,046</b>	<b>\$13,610</b>
Discretionary - Appropriation	\$527,304	\$506,436	\$520,046	\$13,610

**Assets and Support – PPA Level III**  
**Non Pay by Object Class**  
*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$15,565	\$17,435	\$17,618	\$183
22.0 Transportation of Things	\$2,381	\$2,568	\$2,568	-
23.1 Rental Payments to GSA	\$2,492	\$5,459	\$3,269	(\$2,190)
23.2 Rental Payments to Others	\$12,833	\$10,837	\$12,833	\$1,996
23.3 Communications, Utilities, and Misc. Charges	\$8,342	\$9,197	\$8,892	(\$305)
25.1 Advisory and Assistance Services	-	-	\$3,200	\$3,200
25.2 Other Services from Non-Federal Sources	\$83,793	\$66,361	\$70,978	\$4,617
25.3 Other Goods and Services from Federal Sources	\$83,709	\$78,377	\$89,935	\$11,558
25.4 Operation and Maintenance of Facilities	\$35,078	\$28,105	\$11,104	(\$17,001)
25.7 Operation and Maintenance of Equipment	\$160,002	\$159,700	\$166,823	\$7,123
26.0 Supplies and Materials	\$103,422	\$115,744	\$111,456	(\$4,288)
31.0 Equipment	\$17,887	\$8,377	\$7,416	(\$961)
32.0 Land and Structures	\$1,800	\$4,276	\$13,954	\$9,678
<b>Total - Non Pay Object Classes</b>	<b>\$527,304</b>	<b>\$506,436</b>	<b>\$520,046</b>	<b>\$13,610</b>



### Assets and Support – PPA Level III Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President♦♦s Budget	FY 2017 to FY 2018 Total Changes
AMO Contracts	278,605	252,688	271,399	18,711
AMO Supplies	103,422	115,744	111,456	(4,288)
AMO TARS O&M Contracts	0	35,407	41,171	5,764
AMO Travel	15,490	17,510	17,543	33
Other Costs	129,787	85,087	78,477	(6,610)
<b>Total – Non Pay Cost Drivers</b>	<b>527,304</b>	<b>506,436</b>	<b>520,046</b>	<b>13,610</b>

#### NARRATIVE EXPLANATION OF CHANGES

- AMO Assets & Support Contracts – AMO contracts include aviation and maritime maintenance, other operations and maintenance of equipment, Long Range Radar, as well as training, communications, and technical support. The increase in contracts is primarily attributed to the transfer of TARS from OA to AMO.
- AMO Assets & Support Supplies – aviation, maritime and vehicle fuel, aircraft and vessel parts,
- AMO TARS Assets & Support O&M Contracts – The TARS Program comprises government and contractor operations and maintenance services for the aerostat flight and ground systems operations, as well as a networked data processing and distribution system.
- AMO Assets & Support Travel – Travel expenses for operations, training to provide skills and necessary education for AMO field personnel.
- Other Costs – funding was reallocated to address sustainment requirements in the Border Patrol Operations PPA, and to OCC 32. The reallocation to OCC 32 provides funding for minor tenant improvements and alterations to existing space to meet operational requirements within the AMO facilities portfolio.

*Air and Marine Operations Center – PPA Level III***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Air and Marine Operations Center	190	160	\$21,853	190	160	\$21,838	245	232	\$46,183	55	72	\$24,345
<b>Total</b>	<b>190</b>	<b>160</b>	<b>\$21,853</b>	<b>190</b>	<b>160</b>	<b>\$21,838</b>	<b>245</b>	<b>232</b>	<b>\$46,183</b>	<b>55</b>	<b>72</b>	<b>\$24,345</b>
Subtotal Discretionary - Appropriation	190	160	\$21,853	190	160	\$21,838	245	232	\$46,183	55	72	\$24,345

## Air and Marine Operations Center – PPA Level III

### Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>190</b>	<b>160</b>	<b>\$21,853</b>
<b>FY 2016 Revised Enacted</b>	<b>190</b>	<b>160</b>	<b>\$21,853</b>
<b>FY 2017 Annualized CR</b>	<b>190</b>	<b>160</b>	<b>\$21,838</b>
<b>FY 2018 Base Budget</b>	<b>190</b>	<b>160</b>	<b>\$21,838</b>
2017 Pay Raise	-	-	\$301
2018 Pay Raise	-	-	\$299
Adjustment to Base Pay Requirements	-	17	\$9,202
AMOC-AMOSS Completion	-	-	\$5,174
Annualization of 2015 AMOC PED Cell and AMOSS	-	-	\$74
Annualization of 2015 National Geospatial-Intelligence Agency (NGA) Intel Research	-	-	\$350
Annualization of 2016 Pay Raise	-	-	\$81
Annualization of 2017 Pay Raise	-	-	\$94
Health Benefits	-	-	\$31
Restore Rescission	-	-	\$15
<b>Total, Pricing Increases</b>	<b>-</b>	<b>17</b>	<b>\$15,621</b>
Non-Recur 2016 UAS Operations	-	-	(\$308)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>-</b>	<b>(\$308)</b>
<b>Total Adjustments-to-Base</b>	<b>-</b>	<b>17</b>	<b>\$15,313</b>
<b>FY 2018 Current Services</b>	<b>190</b>	<b>177</b>	<b>\$37,151</b>
AMOC and Intelligence Research Analysts	55	55	\$8,175
AMOC Equipment	-	-	\$857
<b>Total, Program Increases</b>	<b>55</b>	<b>55</b>	<b>\$9,032</b>
<b>FY 2018 Request</b>	<b>245</b>	<b>232</b>	<b>\$46,183</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>55</b>	<b>72</b>	<b>\$24,345</b>

**PPA Level III Description**

CBP requests 245 positions, 232 FTE, and \$46.2 million to support the Air and Marine Operations Center (AMOC). The AMOC is CBP's international, multi-domain, federal law enforcement center for domain awareness; a key element in CBP's counter-network strategy, responsible for assessing and countering terrorism, transnational organized crime, and other illegal activities. The Center targets all threats primarily in the non-commercial aviation and maritime domains, with an emphasis on the approaches to the U.S. Border, Mexico, Canada, Bahamas, Puerto Rico, the Virgin Islands, and criminal activity internal to the United States. An AMOC core competency is air, maritime, and (limited) ground domain awareness, informed by law enforcement information and intelligence. This information is used to formulate and coordinate federal, state, local, tribal, or international law enforcement responses to potential illegal activity; and it provides evidentiary information to support prosecutions. The AMOC serves as the domain awareness expert to advise, guide, and direct the operational employment of sensor technologies for DHS and CBP, managing the air and maritime domain awareness architecture; integrating multiple sensor technologies, intelligence, law enforcement databases, open source information, and an extensive communications network. It monitors the airspace of major security events, and houses and collaborates with the Office of Intelligence its Processing, Exploitation, and Dissemination cell that collects and analyzes multi-domain intelligence from a variety of sources, including CBP and USCG aircraft.

During FY 2018, AMOC will continue its momentum on improving Domain Awareness and maintaining its prominent role as DHS's Domain Awareness distributive hub to operational partners within the Community of Interest. This will be done through the exploration of space based technologies (Tactical Geospatial Intelligence/TGI) and various platforms like Minotaur and the Integrated Maritime Domain Enterprise which are designed to integrate data and provide it to decision makers at the strategic, operational, and tactical levels in a format that allows timely execution/response to threats.

<b>AMOC DETECTION AND RESOLUTIONS</b>			
	<b>FY 2014</b>	<b>FY2015</b>	<b>FY2016</b>
Total Detections	496,332	474,084	486,142
Suspect Targets	1,337	1,037	898
Suspect Response	1,332	1,028	888
Suspect Resolved	1,293	1,008	854
VIOLATIONS ISSUED (Arrests, Seizures, Fines, etc.)	324	304	331

**Adjustments to Base Justification**

2017 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2018 pay raise of 1.9 percent.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

AMOC-AMOSS Completion: Reflects the costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for AMOC-AMOSS Completion.

Annualization of 2015 Air and Marine Operations Center (AMOC) Processing Exploitation Dissemination (PED) Cell and Air and Marine Operations Surveillance System (AMOSS): Reflects the sustainment of the legacy AMO Operations and Maintenance FY 2015 Enacted funding for AMOC PED Cell.

Annualization of 2015 National Geospatial-Intelligence Agency (NGA) Intel Research: Reflects the sustainment of the legacy AMO Operations and Maintenance FY 2015 Enacted funding for NGA Intel Research.

Annualization of 2016 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Health Benefits: Reflects the estimated cost of Calendar Year (CY) 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

Non-recur 2016 UAS Operations: The reduction reflects the non-recur of costs of the legacy AMO Salaries and Expenses FY 2016 Enacted appropriation funding for UAS Operations.]

## Air and Marine Operations Center – PPA Level III Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Air and Marine Operations Center	190	160	\$14,451	\$90.32	190	160	\$15,990	\$99.94	245	232	\$32,226	\$138.91	55	72	\$16,236	\$38.97
<b>Total</b>	<b>190</b>	<b>160</b>	<b>\$14,451</b>	<b>\$90.32</b>	<b>190</b>	<b>160</b>	<b>\$15,990</b>	<b>\$99.94</b>	<b>245</b>	<b>232</b>	<b>\$32,226</b>	<b>\$138.91</b>	<b>55</b>	<b>72</b>	<b>\$16,236</b>	<b>\$38.97</b>
Discretionary - Appropriation	190	160	\$14,451	\$90.32	190	160	\$15,990	\$99.94	245	232	\$32,226	\$138.91	55	72	\$16,236	\$38.97

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.15 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- Reflects an increase of 55 FTE (55 positions) for additional Intelligence Analysts.
- Includes an additional \$5M in relocation requirements to move existing CBP personnel to the Air & Marine Operations Center.
- Includes an increase of 17 FTE for current and forecasted FTE execution.

**FTE Change FY 2017-2018:** 72

**PCB Change FY 2017-2018:** \$16,236

**Average Cost Change FY 2017-2018:** \$39

**Air and Marine Operations Center – PPA Level III**  
**Pay by Object Class**  
*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$8,955	\$10,774	\$21,716	\$10,942
11.3 Other than Full-Time Permanent	\$3	\$3	-	(\$3)
11.5 Other Personnel Compensation	\$1,944	\$3,824	\$1,813	(\$2,011)
12.1 Civilian Personnel Benefits	\$3,549	\$1,389	\$8,697	\$7,308
<b>Total - Personnel Compensation and Benefits</b>	<b>\$14,451</b>	<b>\$15,990</b>	<b>\$32,226</b>	<b>\$16,236</b>
<b>Positions and FTE</b>				
Positions - Civilian	190	190	245	55
FTE - Civilian	160	160	232	72

**Pay Cost Drivers**  
*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
AMO - AMOC-Base	160	\$14,451	\$90.32	160	\$15,990	\$99.94	160	\$15,990				
AMO - AMOC-Pay Inflation & Annualization								\$775			\$775	
AMO - AMOC-Technical Adjustments, Realignment, and Annualizations							72	\$15,461		(68)	\$15,461	
<b>Total – Pay Cost Drivers</b>	160	\$14,451	\$90.32	160	\$15,990	\$99.94	232	\$32,226	\$138.91	72	\$16,236	\$39

---

**Air and Marine Operations Center – PPA Level III**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Air and Marine Operations Center	\$7,402	\$5,848	\$13,957	\$8,109
<b>Total</b>	<b>\$7,402</b>	<b>\$5,848</b>	<b>\$13,957</b>	<b>\$8,109</b>
Discretionary - Appropriation	\$7,402	\$5,848	\$13,957	\$8,109



**Air and Marine Operations Center – PPA Level III**  
**Non Pay by Object Class**  
*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$300	\$299	\$807	\$508
22.0 Transportation of Things	-	-	\$33	\$33
23.1 Rental Payments to GSA	-	-	\$192	\$192
23.2 Rental Payments to Others	-	-	\$16	\$16
23.3 Communications, Utilities, and Misc. Charges	-	-	\$84	\$84
24.0 Printing and Reproduction	-	-	\$5	\$5
25.2 Other Services from Non-Federal Sources	\$6,106	\$1,933	\$7,494	\$5,561
25.3 Other Goods and Services from Federal Sources	-	-	\$353	\$353
25.6 Medical Care	-	-	\$11	\$11
25.7 Operation and Maintenance of Equipment	\$981	\$3,501	\$3,548	\$47
26.0 Supplies and Materials	-	\$50	\$173	\$123
31.0 Equipment	\$15	\$65	\$1,241	\$1,176
<b>Total - Non Pay Object Classes</b>	<b>\$7,402</b>	<b>\$5,848</b>	<b>\$13,957</b>	<b>\$8,109</b>

## Air and Marine Operations Center – PPA Level III

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
AMO AMOSS and AMOC Contracts	7,087	5,434	11,406	5,972
AMO Equipment	0	50	1,226	1,176
AMO Travel	0	0	507	507
Other Costs	315	364	818	454
<b>Total – Non Pay Cost Drivers</b>	<b>7,402</b>	<b>5,848</b>	<b>13,957</b>	<b>8,109</b>

#### NARRATIVE EXPLANATION OF CHANGES

- AMO AMOSS and AMOC Contracts – funds operations and maintenance of equipment. The increase in this area is primarily attributed to a realignment to correct an error made in conversion to the Common Appropriations Structure.
- AMO AMOC Equipment – funds software. The increase in this area is primarily attributed to the AMOC equipment program enhancement.
- AMO AMOC Travel – Travel expenses for operations and training

---

*Office of International Affairs – PPA Level II*

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of International Affairs	169	169	\$34,191	169	169	\$32,529	170	168	\$39,784	1	(1)	\$7,255
<b>Total</b>	<b>169</b>	<b>169</b>	<b>\$34,191</b>	<b>169</b>	<b>169</b>	<b>\$32,529</b>	<b>170</b>	<b>168</b>	<b>\$39,784</b>	<b>1</b>	<b>(1)</b>	<b>\$7,255</b>
Subtotal Discretionary - Appropriation	169	169	\$34,191	169	169	\$32,529	170	168	\$39,784	1	(1)	\$7,255

## Office of International Affairs – PPA Level II Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>169</b>	<b>169</b>	<b>\$32,579</b>
Payroll Adjustment	-	-	\$1,612
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>\$1,612</b>
<b>FY 2016 Revised Enacted</b>	<b>169</b>	<b>169</b>	<b>\$34,191</b>
<b>FY 2017 Annualized CR</b>	<b>169</b>	<b>169</b>	<b>\$32,529</b>
<b>FY 2018 Base Budget</b>	<b>169</b>	<b>169</b>	<b>\$32,529</b>
Transfer of One Field Support Position to INA	1	1	\$142
<b>Total Transfers</b>	<b>1</b>	<b>1</b>	<b>\$142</b>
2017 Pay Raise	-	-	\$314
2018 Pay Raise	-	-	\$398
Adjustment to Base Pay Requirements	-	(2)	\$4,329
Annualization of 2016 Pay Raise	-	-	\$83
Annualization of 2017 Pay Raise	-	-	\$107
Health Benefits	-	-	\$50
International Affairs Non-Pay Requirements	-	-	\$1,782
Restore Rescission	-	-	\$50
<b>Total, Pricing Increases</b>	<b>-</b>	<b>(2)</b>	<b>\$7,113</b>
<b>Total Adjustments-to-Base</b>	<b>1</b>	<b>(1)</b>	<b>\$7,255</b>
<b>FY 2018 Current Services</b>	<b>170</b>	<b>168</b>	<b>\$39,784</b>
<b>FY 2018 Request</b>	<b>170</b>	<b>168</b>	<b>\$39,784</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>1</b>	<b>(1)</b>	<b>\$7,255</b>

**PPA Level II Description**

CBP requests 170 positions, 168 FTE and \$39.8 million in FY 2018 for the Mission Integration Sub PPA (\$7.3 million above the FY 2017 Annualized CR level). INA reports to the EAC for Operations Support.

Activity	FY 2016 Rev. Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
International Diplomacy Mission	\$34,135	\$36,438	\$39,784
<b>TOTAL</b>	\$34,135	\$36,438	\$39,784

The Office of International Affairs (INA) PPA supports CBP's international effort to secure the global supply chain and travel network, as well as to facilitate the movement of legitimate cargo and passengers. To accomplish this mission, CBP utilizes International Partnerships and Overseas Programs. This two-prong strategy requires CBP to coordinate efforts with the private sector, foreign governments, and other federal agencies to ensure DHS takes a holistic approach to engagements in the international environment.

INA accomplishes its mission by cultivating relationships, fostering information sharing and best practices, building the capacity of foreign counterpart agencies, and supporting deployments of CBP personnel to collaborate with foreign governments. As CBP maintains and expands programs such as the Container Security Initiative (CSI), Pre-Clearance, and Automated Targeting System-Global (ATS-G), INA continues to strengthen U.S. security by sustaining and building new partnerships with foreign governments. These activities allow CBP and partner countries to identify and mitigate threats at the earliest possible opportunity.

**International Partnership Programs (\$19.085M)**

CBP strives to protect U.S. borders from beyond by implementing programs and initiatives that promote anti-terrorism, global border security, non-proliferation, export controls, immigration and capacity building. International Partnership Programs (IPP) focuses on building and strengthening bilateral and multilateral relationships to achieve international agreements and joint efforts that both facilitate and secure legitimate trade and travel.

These international partnerships develop and grow in three phases:

- Phase One: CBP leverages training and assistance programs to enhance a partner country's limited detection and targeting infrastructure.
- Phase Two: CBP engages in advanced information sharing programs

- Phase Three: Partners work together in a consistent, structured fashion to effect meaningful enforcement results. It includes the consideration of programs that establish regular interaction with partners and our enforcement processes.

The specific staffing approach depends on the risk calculus and views of the level of investment needed based on foreign enforcement capacity, reliability, consistency of information exchange, and the results of collaboration with CBP.

Customs Mutual Assistance Agreements (CMAAs) are utilized to provide the legal framework for the exchange of law enforcement information and evidence to prevent, detect, and investigate customs offenses and crimes. Use of CMAAs has led to robust engagements with our international partners for crimes such as: goods crossing international borders, duty evasion, trafficking, proliferation, money laundering, and terrorism-related activities. The U.S. currently has 77 CMAAs with foreign customs administrations across the world, including recent signings of the U.S. –Ukraine CMAA on May 23, 2016 and the U.S. – Trinidad and Tobago CMAA signed on September 21, 2016.

#### **Overseas Program (\$20.699M)**

CBP's Overseas Program adapts to changing international conditions caused by constantly evolving threats. There are currently 21 CBP attaché offices and a total of 32 employees. CBP attachés, International Relations Specialists and Mission Support staff, strategically stationed at foreign posts and headquarters, are crucial to the successful operation of the Overseas Program. Placement of attachés in office locations within foreign countries, to lead the agency's implementation of a multilayered risk based strategy, is an essential part of CBP's mission interests. These interests involve the proliferation of terrorism, transnational organized crime, illegal migration, and economic crime. Office locations are selected to focus on countries and regions of high geopolitical and commercial value to the United States, extending the zone of the U.S. border security.

These positions serve as extensions of the agency's international priorities by addressing stakeholder interests. INA measures the Overseas Program through analysis of workload data categorized into five stakeholder areas: CBP Support, Chief of Mission Support, Customer Service and Support, External Outreach and Support, and Host Nation Support. This data identifies prior, current trend, and future projected workload of the Overseas Program.

Overseas Office Workload by Stakeholder (Hours)	FY 2016 Actuals	FY 2017 Trend	FY 2018 Projected
CBP Support	24,084	26,777	25,491
Chief of Mission Support	14,938	17,368	15,811
Customer Service and Support	3,737	5,844	3,955
External Outreach and Support	4,929	7,071	5,217
Host Nation Support	7,834	10,060	8,292

Table 1: Workload by Stakeholder

CBP attaché work is performed in source and transit countries critical to the agency's response to mitigating situations and day-to-day maintenance of international presence. INA measures the Overseas Program through analysis of workload data categorized into four focus areas: Enforcement, Operations, Trade, and Travel. These focus areas identify prior, current trend, and future projected workload of the Overseas Program. This data reflects CBP's FY 2017 expansion of Pre-Clearance, Police-to-Police (P2P) Initiatives, and ATS-G within the global community.

Overseas Office Workload by Focus Area (Hours)	FY 2016 Actuals	FY 2017 Trend	FY 2018 Projected
Enforcement	13,819	16,217	14,627
Operations	23,169	25,836	24,523
Trade	8,693	10,943	9,201
Travel	9,842	12,126	10,417

Table 2: Workload by Focus Area

INA is an integral component of CBP's expansion efforts to build stronger international relationships and broaden operational support. In FY 2015 and FY 2016, the total number of CBP personnel deployments from INA, AMO, and USBP increased approximately 91 percent over the two year span from 17 to 173. Due to the continued expansion, the current trend shows a projected increase for FY 2017 and FY 2018.

The execution of INA's Overseas Program further demonstrates the efficacy of INA's role in supporting the operator and establishing partnerships. Given this role, it is critical to reflect the qualitative aspects and outcomes of INA toward the larger CBP mission. In FY 2016, the CBP attaché in Rome collaborated with the DEA Rome Country Office, and the Italian Guardia di Finanza (GdF) to conduct an investigation targeting Italy's most powerful organized criminal group, NDRANGHETA, on global operation "ANGRY PIRATE II. Operation "ANGRY PIRATE II" was a port initiative resulting in seizures of 11 metric tons of cocaine and over 111 arrests worldwide. Concurrently, the CBP and HSI Attachés in Hong Kong coordinated a successful Intellectual Property Rights enforcement

operation with Hong Kong Customs. The operation targeted counterfeit National Football League merchandise prior to the Super Bowl, yielding over 900 seizures, raids, and arrests by Hong Kong Customs.

CBP Attaché offices across the globe have made tremendous strides in bolstering the U.S. security umbrella. Numerous accomplishments have been achieved that would not otherwise have been realized if the Attachés were not in place. For example, Automated Targeting Systems were initiated in several countries through joint partnerships with CBP and the foreign country to better target high-risk passengers and shipments, leading to arrests and prosecutions. Various issues related to foreign trade agreements with numerous countries were identified and resolved through collaboration with CBP, foreign partners and other US Government trade agencies. A successful rapid response was made to a large influx of Central American and Special Interest Aliens along Mexico's southern and northern border through engagement in capacity building efforts in biometric collections, operational mission planning and intelligence gathering which lead to successful apprehension and adjudication of the aliens. Joint Intellectual Property Rights enforcement operations have been conducted with numerous countries through bilateral and multilateral fora as well as through coordination within the WCO.

#### Mission Outlook

INA focuses on an operator-driven culture of partnership and accountability to dismantle roadblocks to collective international efforts. INA's focus for FY 2018 is to enhance CBP's efforts of identifying and synchronizing counter-network activities, developing a risk-based prioritization methodology, building a comprehensive picture of illicit networks, and expanding information-sharing agreements. This is accomplished by championing the expansion of the preclearance program; the wider international adoption of ATS-G; the development of the NTC international data exchange and best practice network; and advancing the expansion of foreign operations, liaison, and capacity building deployments. INA will support CBP efforts in promoting its Single Window Approach (including a North American Single Window), support the implementation of the World Trade Organization's Trade Facilitation Agreement; promote CBP trade enforcement objectives via the WCO Global Trade Enforcement Network; and leverage the WCO's eCommerce Working Group to advance CBP goals.

#### Adjustments to Base Justification

Transfer of One Field Support Position to INA: This adjustment transfers one Field Support Position to the Office of International Affairs.

2017 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2018 pay raise of 1.9 percent.



Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

AMOC-AMOSS Completion: Reflects the costs for the legacy AMO Operations and Maintenance FY 2016 Enacted funding for AMOC-AMOSS Completion.

Annualization of 2016 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

Health Benefits: Reflects the estimated cost of Calendar Year (CY) 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

International Affairs Non-Pay Requirements: This adjustment is being made to address INA's shortfall in non-pay requirements.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

## Office of International Affairs – PPA Level II Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of International Affairs	169	169	\$28,764	\$170.2	169	169	\$26,959	\$159.52	170	168	\$32,382	\$192.75	1	(1)	\$5,423	\$33.23
<b>Total</b>	<b>169</b>	<b>169</b>	<b>\$28,764</b>	<b>\$170.2</b>	<b>169</b>	<b>169</b>	<b>\$26,959</b>	<b>\$159.52</b>	<b>170</b>	<b>168</b>	<b>\$32,382</b>	<b>\$192.75</b>	<b>1</b>	<b>(1)</b>	<b>\$5,423</b>	<b>\$33.23</b>
Discretionary - Appropriation	169	169	\$28,764	\$170.2	169	169	\$26,959	\$159.52	170	168	\$32,382	\$192.75	1	(1)	\$5,423	\$33.23

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.15 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- Increases in fee collections represent an estimated 1 FTE decrease to appropriated FTE offsets against this PPA. FTE associated with reimbursable estimated reimbursable authority was calculated using an updated method which FY 2017 to be more consistent with CBP's overall FTE calculations. There was also a net increase of an additional 64 FTE offset due to changes in the application of fee reimbursements from non-pay to pay.

**FTE Change FY 2017-2018:** (1)

**PCB Change FY 2017-2018:** \$5,423

**Average Cost Change FY 2017-2018:** \$33

## Office of International Affairs – PPA Level II

## Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$18,177	\$17,364	\$19,914	\$2,550
11.3 Other than Full-Time Permanent	\$195	\$193	\$50	(\$143)
11.5 Other Personnel Compensation	\$2,842	\$2,764	\$1,292	(\$1,472)
12.1 Civilian Personnel Benefits	\$7,550	\$6,638	\$11,126	\$4,488
<b>Total - Personnel Compensation and Benefits</b>	<b>\$28,764</b>	<b>\$26,959</b>	<b>\$32,382</b>	<b>\$5,423</b>
<b>Positions and FTE</b>				
Positions - Civilian	169	169	170	1
FTE - Civilian	169	169	168	(1)

## Pay Cost Drivers

*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Office of International Affairs-Base	169	\$28,764		169	\$26,959		169	\$26,959				
Office of International Affairs-Pay Inflation & Annualization								\$902			\$902	
Office of International Affairs-Technical Adjustments, Realignments, and Annualizations							(2)	\$4,379		(2)	\$4,379	
Office of International Affairs-Transfers							1	\$142		1	\$142	
Cost Driver 5												
Other Costs												
<b>Total – Pay Cost Drivers</b>	169	\$28,764	\$170.20	169	\$26,959	\$159.52	168	\$32,382	\$192.75	(1)	\$5,423	\$33

---

**Office of International Affairs – PPA Level II**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of International Affairs	\$5,427	\$5,570	\$7,402	\$1,832
<b>Total</b>	<b>\$5,427</b>	<b>\$5,570</b>	<b>\$7,402</b>	<b>\$1,832</b>
Discretionary - Appropriation	\$5,427	\$5,570	\$7,402	\$1,832

**Office of International Affairs – PPA Level II****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$725	\$1,008	\$1,015	\$7
23.2 Rental Payments to Others	\$538	\$446	\$451	\$5
23.3 Communications, Utilities, and Misc. Charges	\$524	\$515	\$520	\$5
25.2 Other Services from Non-Federal Sources	\$3,440	\$3,407	\$5,220	\$1,813
26.0 Supplies and Materials	\$159	\$160	\$162	\$2
31.0 Equipment	\$41	\$34	\$34	-
<b>Total - Non Pay Object Classes</b>	<b>\$5,427</b>	<b>\$5,570</b>	<b>\$7,402</b>	<b>\$1,832</b>

**Office of International Affairs – PPA Level II**  
**Non Pay Cost Drivers**

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations Support Contracts	3,440	3,407	5,220	1,813
Operations Support Travel	725	1,008	1,015	7
Operations Support Communications & Misc	524	515	520	5
Operations Support Rent	538	446	451	5
Cost Driver 5				
Other Costs	200	194	196	2
<b>Total – Non Pay Cost Drivers</b>	<b>5,427</b>	<b>5,570</b>	<b>7,402</b>	<b>1,832</b>

**NARRATIVE EXPLANATION OF CHANGES**

- Office of International Affairs Operations Support Contracts – DOS Mandatory expenses – ICASS, CSCS, DTSP0, language services, and overseas operating costs. Increased costs stem from a 5 percent increase in DOS mandatory expenses; increased overseas operating costs for vehicle maintenance, insurance, and equipment maintenance; and increased overseas training costs.
- Office of International Affairs Operations Support Travel – Travel expenses for Office of International Affairs Operations Support.
- Office of International Affairs Operations Support Communications & Miscellaneous – Office of International Affairs cell phones and overseas operating costs.
- Office of International Affairs Operations Support Rent – Office of International Affairs housing rentals for overseas employees and utilities.

---

***Office of Intelligence Affairs – PPA Level II***

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of Intelligence	279	180	\$67,013	279	180	\$62,314	391	268	\$50,984	112	88	(\$11,330)
<b>Total</b>	<b>279</b>	<b>180</b>	<b>\$67,013</b>	<b>279</b>	<b>180</b>	<b>\$62,314</b>	<b>391</b>	<b>268</b>	<b>\$50,984</b>	<b>112</b>	<b>88</b>	<b>(\$11,330)</b>
Subtotal Discretionary - Appropriation	279	180	\$67,013	279	180	\$62,314	391	268	\$50,984	112	88	(\$11,330)

## Office of Intelligence – PPA Level II Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>279</b>	<b>180</b>	<b>\$62,566</b>
Payroll Adjustment	-	-	\$4,447
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>\$4,447</b>
<b>FY 2016 Revised Enacted</b>	<b>279</b>	<b>180</b>	<b>\$67,013</b>
<b>FY 2017 Annualized CR</b>	<b>279</b>	<b>180</b>	<b>\$62,314</b>
<b>FY 2018 Base Budget</b>	<b>279</b>	<b>180</b>	<b>\$62,314</b>
Reorganization of Targeting Operations	-	-	(\$17,337)
Transfer Change Management to OI	-	-	\$3,724
<b>Total Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$13,613)</b>
2017 Pay Raise	-	-	\$491
2018 Pay Raise	-	-	\$537
Annualization of 2015 AMOC PED Cell and AMOSS	6	6	\$1,150
Annualization of 2016 Pay Raise	-	-	\$132
Annualization of 2017 Pay Raise	-	-	\$151
Health Benefits	-	-	\$68
Restore Rescission	-	-	\$252
<b>Total, Pricing Increases</b>	<b>6</b>	<b>6</b>	<b>\$2,781</b>
Adjustment to Base Pay Requirements	-	9	(\$7,794)
<b>Total, Pricing Decreases</b>	<b>-</b>	<b>9</b>	<b>(\$7,794)</b>
<b>Total Adjustments-to-Base</b>	<b>6</b>	<b>15</b>	<b>(\$18,626)</b>
<b>FY 2018 Current Services</b>	<b>285</b>	<b>195</b>	<b>\$43,688</b>
All-Source Processing, Exploitation, and Dissemination (PED)	66	33	\$4,173
OI Staffing Enhancement	40	40	\$3,123
<b>Total, Program Increases</b>	<b>106</b>	<b>73</b>	<b>\$7,296</b>
<b>FY 2018 Request</b>	<b>391</b>	<b>268</b>	<b>\$50,984</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>112</b>	<b>88</b>	<b>(\$11,330)</b>



**PPA Level II Description****Office of Intelligence**

The Office of Intelligence (OI) requests 391 positions, 268 FTE and \$51.0 million in FY 2018 for the Office of Intelligence Sub-PPA to fund the entire Office of Intelligence (OI), which administers CBP's intelligence operations.

The Trade Facilitation and Trade Enforcement Act of 2015, Pub. L. No.114-125, requires the Assistant Commissioner of the CBP Office of Intelligence (OI) to “develop, provide, coordinate, and implement [CBP’s] intelligence capabilities into a cohesive intelligence enterprise that supports the execution CBP’s primary mission to secure our borders while facilitating legitimate trade and travel. OI is collaborating with the U.S. Border Patrol, Office of Field Operations, Air and Marine Operations, Office of Trade, and the Office of International Affairs and other intelligence enterprise partners to promptly anticipate and detect potential threats to our homeland and border security and enforce its enhancement capabilities that leverage the following four key service areas: (1) Intelligence Processes (2) Technology (3) Partnerships and (4) Career Development and Training. Intelligence integration and synchronization will be accomplished by:

- Synchronizing and connecting the diverse intelligence capabilities and processes spontaneous intelligence that supports front-line personnel in border enforcement operations
- Enhances operator safety by providing early warning of impending terrorist or criminal threat actions;
- Aligning a wide ranging intelligence capabilities and processes in CBP under a single defined intelligence scope.
- Disseminating timely and actionable intelligence to CBP operations and decision- making at the strategic, operational, and tactical levels providing multi-domain situational awareness
- Promoting increased partnership that develops and improves intelligence- related programs, processes and initiatives.
- Collaborating, developing, coordinating and implementing enterprise-level intelligence capabilities and training that supports the execution of border driven secure mission.

OI provides CBP frontline operators and decision-makers with current, relevant situational awareness and facilitates operational responses for all crimes, threats, and hazards throughout the various CBP areas of responsibility (AOR), by using resources such as the Field Intelligence Groups (FIGs) in Arizona, California, Great Lakes, New Mexico/West Texas, South Texas, Pacific Northwest, Southeast Caribbean, the 24x7 National Intelligence Watch, and OI personnel at the El Paso Intelligence Center (EPIC). Through the collection and production of intelligence and analytical products, OI provides intelligence and deploys technical, analytical, targeting, and collection management tools in support of front line border operations to all geographic AORs. The team of intelligence professionals bring specialized skillsets and capabilities to CBP operations – strengthening the enterprise through collaboration and coordination of capabilities to develop domain awareness and a common intelligence picture.

Division	FY 2016 Actuals*	FY 2017 Annualized CR	FY 2018 President's Budget Request
Strategic Intelligence & Analysis	\$7,506	\$5,753	\$5,021
Analytic Standards & Programs	-	\$2,784	\$2,326
Collection	\$10,599	\$27,486	\$21,662
Confidential Human Source	\$413	\$1,500	\$1,700
Field Intelligence Division	\$9,565	\$5,966	\$4,827
Current & Emerging Threat Intelligence	\$2,995	\$2,497	\$2,087
Operational Field Testing	\$2,278	\$2,224	\$1,813
Business Support – (Training, Security, RMD, Policy)	\$10,953	\$7,462	\$3,312
Counterintelligence	-	-	\$1,126
Weapons of Mass Destruction	-	-	\$1,200
AFI	\$6,000	\$6,497	\$5,910
<b>Total</b>	<b>\$50,309</b>	<b>\$62,169</b>	<b>\$50,984</b>

\*FY 2016 reflected funding OI executed, excluding transfers of funding to other components.

#### **The Strategic Intelligence and Analysis Division (SIAD)**

Strategic Intelligence and Analysis Division (SIAD) request of \$10.4 million will be used to provide \$8.9 million in salaries and benefits and \$1.5 million to leverage CBP's unique authorities, capabilities, data, access, and partnerships to deliver comprehensive and analytically sound intelligence products to OI customers - U.S and international government officials positioned to make strategic policy, operational, and resource decisions on border issues. These intelligence products allow OI customers to take actions that will degrade and deny terrorist groups, foreign intelligence services, hostile state actors, and transnational criminal organizations the ability to exploit the benefits of globalization to enable their operations. Approximately \$0.7 million will be used for travel in support of priority DHS and CBP field campaigns (i.e. the DHS Southern Border and Approaches Joint Task Forces and the CBP South Texas Campaign). This funding also supports CBP's continued efforts in Mexico, to include backfilling the permanent representative in the

Mexico Fusion Center and ongoing efforts in support of the DHS Southern Mexico strategy, one of the key initiatives in combatting human smuggling of Unaccompanied Children from Central America. SIAD also participates in international intelligence production efforts as a member of the Border Five (B5) Heads of Intelligence (HINT). This participation requires regular international travel to B5 member countries for strategic planning, progress reporting, and collaboration on various multilateral and bilateral intelligence efforts. Approximately \$0.2 million will be used for palynologic analysis of pollen samples that helps CBP identify the source area and travel routing for seized narcotics and other illicit commodities. Approximately \$0.6 million will be used to procure software and systems to conduct social media monitoring, modernize CBP's statistical reporting and related analytical processes, and modernize intelligence production management and dissemination, and other classified and unclassified analysis tools.

SIAD's efforts benefit the homeland through enhancement of major CBP decisions relating to resource allocation, strategic planning, and global operational prioritization. This intelligence activity supports the National Security Strategy and National Strategy to Combat Transnational Organized Crime and efficiently deploy resources to critical areas and to areas identified as future flashpoints.

### **Analytic Standards and Programs**

The Analytic Standards and Program request in FY 2018 is \$2.3 million, with \$2.1 million to be used for pay and \$0.2 million for non-pay. Analytic Standards and Program Division -AS&P serves as the standard bearer for CBP intelligence analytic excellence by championing tradecraft best practices, cutting-edge analytic techniques and tools, and customer focused production planning. AS&P achieves its mission by leveraging its expertise in the following disciplines: Analytic Programs (analytic evaluation, data exploitation, illicit finance, GIS, and administrative and programmatic sustainment) and Production Management (tradecraft standards and mentoring, Program of Analysis, production plan development and tracking, editing and formatting, and dissemination).

### **Collection:**

CBP requests \$10.1 million for the Collection Division in FY 2018, of which \$8.2 million will be used for salaries and benefits costs. Of the remaining funding, \$1.5M will be used to support established Interagency Agreements with the Army Research Lab (ARL) and Federal Communications Commission (FCC) for Full Motion Video/Signals Intelligence analysts and procurement of Law Enforcement Technical Collections (LETC) equipment for deployment along the southern and northern borders. The Collection Division also supports and develops the CBP Standing Intelligence, Tasking, processing, exploitation and dissemination methodology that coordinates the development of common intelligence pictures (CIPs) and supports development of common operating pictures (COPs). Specialized programs managed by the Collection Division include the Law Enforcement Technical Collection (LETC), the Intelligence Surveillance and Reconnaissance (ISR) and National Border Geospatial Intelligence Strategy (NBGIS) programs for CBP. Collection Division supports all aspects of CBP intelligence activities at the strategic, operational, and tactical levels and has the following primary purposes:

- Provides an integrated, structured approach for implementing the steps of the intelligence cycle focused on a central output;

- Enhances operator safety by providing early warning of impending terrorist or criminal threat actions;
- Provides actionable intelligence in a timely manner for a) immediate action by CBP field elements and/or b) to support tactical/strategic analytical efforts across the CBP and law enforcement complex; and
- Identifies criminal and terrorist threats allowing CBP decision-makers to plan and execute operations to address these threats.

Through the application of data and intelligence processed, exploited and disseminated through the NBGIS program, deployment densities for frontline operational personnel can be increased along high-risk areas while providing confirmation of suspected low risk areas where mitigation strategies can be implemented. Collection of live intelligence gathered from Intelligence Community at multiple security level and organic sensors AMO aircraft is real time of up to (15 to 30 min) and feeds this information back to the USBP/AMO/OFO. The CIP system enables USBP/AMO/OFO to see the data (Transnational Criminal Organization's (TCO) movement on the borders) as it is happening. This critical process is necessary for real-time intelligence in support to border operations to provide situational awareness.

#### **Field Intelligence Division:**

The Field Intelligence Division (FID) request of \$8.9 million provides for \$7.3 million in S&B and \$1.7 million in O&S will provide for \$0.6 million for relocations; \$0.2 million for purchase of government-owned vehicles; \$0.5 million for travel to include international outreach and training and \$0.4 million for specialized equipment purchases and IT build-out for the sustainment of established Field Intelligence Groups (FIGs) and Field Intelligence Elements (FIEs) as well as the deployment of new FIGs to high-tempo operational areas. FID has instituted a standard mechanism at the field level for accessing intelligence resources available through the Office of Intelligence (OI) and its connectivity with the Intelligence Community and other law enforcement entities to enhance the operational components' ability to identify, interdict and disrupt terrorists and transnational criminal organizations. The deployment of FIG/FIEs enables FID to collect, analyze, evaluate, disseminate law enforcement related intelligence, and implement HQ collections and analytical programs to assist CBP operational components in making decisions related to border security. The deployed FIG/FIEs enable field enforcement personnel, and the agencies that partner with them, to more readily integrate networked intelligence into enforcement operations and increase the multi-directional flow of information between CBP field elements, CBP Headquarters and other Federal, state, local, tribal and international partner agencies. The FIGs will also support the DHS Secretary's Southern Borders and Approaches Campaign Plan (SBACP) through the Joint Task Forces (JTFs). If funding at the requested level is not supported, impacts will include:

- Full intelligence network across Southwest Border
- Diminished capacity to bridge the gap between local tactical intelligence and national strategic intelligence
- Diminished capacity to provide CBP field leaders with operational and strategic intelligence to support tactical decision making.

The FIG/FIE conduct classified/unclassified briefs, produce finished intelligence products, and utilize collections assets and programs to increase situational awareness of the air, land, and maritime borders. The briefs, products, and collections programs focus on illegal cross-border activities, transnational criminal organizations, and/or terrorism related intelligence. This function is instrumental in supporting the operational components who are engaged in detecting, interdicting, and disrupting illegal cross-border activities.

**Current and Emerging Threat Intelligence:**

The Current and Emerging Threat Intelligence Division request of \$4.3 million will provide \$3.5 million for S&B and \$0.7 million for O&S to support and upgrade existing systems. A planned \$0.3 million will be used for conversion of the Activu system from analog to digital which controls multiple input feeds inside the National Intelligence Watch and conference room to not only enhance existing capability but also meet physical security standard for operation within a SCIF and upgraded cybersecurity hardening. The Activu upgrade will enable the display of Southwest Border cameras, game cameras and ground sensors via the ICAD system. Additionally, the watch will tie into a classified system to monitor high-value individuals operating in the vicinity of the border and will be utilized to provide threat tipping and indications/earnings to appropriate component personnel and enhance border security. \$0.2 million would be applied towards travel in support initiatives for international engagement in Mexico, Attaché Working Groups, intelligence facilitation visits, support to OFO Immigrations Advisory Program and Department of Defense Combatant Commands, collaboration visits to Intelligence Community centers, to include Joint Inter-Agency Task Force-South, National Security Agency (NSA)-Texas, NSA-Colorado, AMOC and other locations on southern border.

- The Commissioner's briefing team provides the Commissioner and CBP executive leadership daily intelligent situational awareness briefings on emerging threats and topics of interest that may impact CBP's mission or policy.
- The National Intelligence Watch which maintains awareness of emerging issues, both national and international, that have potential impact on CBP operations and interests. Facilitate intelligence collaboration and dissemination of intelligence to field components and intelligence community members; and
- The Tactical Intelligence Cell (TIC) provides dedicated support to the National Targeting Center (NTC) 24x7. The core mission of the TIC is to serve as an intelligence reference 'library' for researching and vetting names, commercial entities and other elements to enhance and validate enforcement actions of the NTC and field components. TIC staff provide National Intelligence Watch oversight outside of core operating hours. Lastly, the TIC provides OI leadership a dedicated point of contact for significant incidence response and reporting.

Adequate resourcing of the Current & Emerging Threat Intelligence Division will ensure situational awareness of multiple potential threat streams and enable appropriate personnel are available to analyze and synthesize information for leadership decision.

**Operational Field Testing:**

The Operational Field Testing Division (OFTD) request of \$2.9 million will provide for \$1.8 million in S&B and \$0.5 million for

O&M. Travel expenses to provide support to 655 CBP facilities are a primary driver of the O&S budget request and account for approximately \$0.3 million annually. Training operations in support of the Office of Border Patrol, Office of Field Operations, Domestic Nuclear Detection Office and Inspector General are scheduled based both on external requirements as well as requests from operational locations at and between the CBP Ports of Entry and are annually budgeted at \$0.1 million. Procurement of radiation sources and shipment of sources to testing locations consume the remainder of the requested budget. OFTD conducts covert field testing to assess and evaluate CBP's multilayered security systems, policies, procedures, technology, and personnel at the ports of entry, between the ports of entry, and at international locations. The covert testing allows CBP to identify:

- Operational vulnerabilities and systemic weaknesses pertaining to CBP's border enforcement capabilities and operational readiness posture;
- "Best practices" that can be used throughout CBP;
- Problem areas needing improvement;
- Effectiveness of published policies and standard operating procedures; and
- Utility of technology and equipment; and the thoroughness of employee training.

### **Security:**

The OI Security Division request of \$3.5 million will provide for \$1.6 million in S&B and \$0.7 million for O&S. The Crisis Management System requires \$0.3 million in annual preventative maintenance through an interagency agreement with the Defense Information Systems Agency, annual Communications Security requirements for secure telephone equipment requires approximately \$0.2 million annually for the repair and replacement of broken or obsolete equipment at the Secure Compartmentalized Information Facilities (SCIF) managed by the Security Division. The remainder of the requested budget, approximately \$0.3 million, will be used to fund other initiatives such as SCIF maintenance, SCI indoctrination, travel to conduct inspections of existing SCIFs, and support accreditation efforts during the construction of new SCIFs and to support the field (domestic and international) CBP mission.

- Maintains a collaborative special security program that supports CBPs intelligence mission and ensures proper implementation of Director of National Intelligence and Departmental special security procedures
- Manages CBP's entire security program: secret, TS, SCI, Facilities and networks
- Enhances CBP's security posture through the establishment of policies that provide operational security awareness, communication security awareness, physical security/ personnel security awareness
- Maintains a Sensitive Compartmented Information Facility (SCIF) Governance Program; and
- Develops security policies, procedures, and security training.

The Security Division serves a critical function by providing security guidance and support to ensure the proper security administration of personnel, facilities, assets, and information associated with the protection of national security and classified information. Specifically, the Security Division is the designated CBP office for providing security oversight of all aspects of SCIF

construction, life cycle management, and security compliance. The effective and efficient management of SCIF life cycle enables CBP components to carry out their mission through the proper processing, discussion, and storage of classified information necessary to support the border security and trade and travel mission. Thus, it is critical that the Security Division be funded to the full requested level to safeguard America's borders while enhancing the Nation's global economic competitiveness by enabling legitimate trade and travel.

**Confidential Human Source – CHS:**

The request of \$1.7 million for the Confidential Human Source (CHS) Division will provide for \$1.6 million in S&B and \$0.6 million for O&S will provide for Information Technology system support in the amount of \$0.1 million, personnel travel in the amount of \$0.3 million and application of the remaining \$0.6 million towards specialized equipment purchases. The CHS Division serves as the CBP National CHS Program Manager and management oversight and operational approval. It is responsible for the management and administration of the CHS program budget, coordination of specialized SMEs for CHS training. It develops, maintains and controls audit access to the Master CHS database and Source Registration Numbers and inspects the program to ensure compliance with the CHS Policy and applicable CBP policies related to conducting CHS operations.

- Implements an operational oversight of CBP's agency-wide CHS program.
- Develops and continues to improve the required CHS training for handlers and managers.
- Sustains policy development and compliance, to include the introduction of programmatic and operational auditing capabilities and
- Oversees the CBP CHS budget, as well as the establishment and maintenance of a centralized CHS data management system.

CBPs primary source of Human Intelligence, which generates actionable, ground-level intelligence, is a powerful force multiplier for the operational components and a unified program under the oversight of OI is necessary to ensure consistent standards are observed as well as compliance with all legal authorities.

**Training:**

The Training Division request of \$1.4 million will provide for \$0.9 million in salaries and benefits and \$0.5 million to fund Interagency Agreements and contractor support for delivery of content in various intelligence disciplines as well as travel associated with classes scheduled at field locations and at the Intelligence and Targeting Center of Excellence and Expertise (ITCEE) at the CBP Advanced Training Center in Harpers Ferry, West Virginia. Contractor support will consist of role players and field exercise support managers as well as Subject Matter Experts to develop curricula Expanded delivery of existing all source and intelligence discipline training programs, as well as the development of new management and specialty intelligence and targeting training, will be enabled by the ITCEE implementation. This expansion of training under the ITCEE will support the CBP Integrated Planning Guidance areas of emphasis:

- Leverage the CBP Law Enforcement Enterprise to support risk based enforcement operations utilizing doctrinal intelligence planning and analytical processes; including Intelligence Preparation of the Operational Environment, collections planning and development of a collaborative Common Intelligence Picture
- Establish a counter network & integration capability responsible for developing, providing, coordinating & implementing intelligence & targeting initiatives that advance a global counter network strategy
- WMD is now integrated with OI Training and has migrated WMD specific training courses to OI Training from its prior Office of Commissioner/Joint Operations Directorate Office;
- Intelligence training for CBP agents and officers is viewed as a current best practice or example of “intelligence integration” efforts within CBP; and
- If CBP begins a process of hiring additional agents and officers, and there is an expected increase in required intelligence training, OI will be significantly impacted. The recent EO will exacerbate the training issues.

The benefits of hiring permanent staffing, procuring contractors and bringing in instructors from field offices with the requisite knowledge and skills to design, develop and deliver intelligence and targeting training include all of the following outcomes:

- Improved course design and development from experience personnel;
- Ingest of intelligence expertise not currently resident in CBP;
- Creation of a professional intelligence and targeting instructor cadre committed to CBP;
- Additional training for more through-put of CBP operators; and
- More consistent, higher quality delivery

If this plan is supported with the requested funding, the resultant new and expanded training will enable the intelligence and targeting workforce to effectively, securely and safely support CBP efforts to counter transnational terrorist and criminal organizations, and to secure and manage our nation’s borders.

### **Weapons of Mass Destruction:**

The Weapons of Mass Destruction Division request of \$1.2 million will provide pay funding for six employees. The Weapons of Mass Destruction promotes the comprehensive development, coordination, and implementation of intelligence-driven operational responses to mitigate the risks posed by Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) threats and hazards at and between the ports of entry.

- Develops and maintains policy, directives, and/or standards to assist with the identification and interdiction of Rad/Nuc, Chemical, Biological, and Explosive threats and materials;
- Facilitates the development and sustainment of CBRNE Threat and Domain Awareness through collaboration with Inter/Intra Agency partners to establish a Common Operating Picture for HQ and the Office of the Commissioner;



- Provides critical planning expertise and develops training to ensure a comprehensive CBP response to interdict, protect, and mitigate CBRNE threats;
- Supports current and future CBRNE risk assessments and coordinates with operational components to identify requirements and develop proposed solutions for managing CBRNE risk(s);
- Manages and supports CBP's WMD Field Coordinators by providing resources, training, and certification; and
- Represents CBP's interests at the Department with partner agencies in national and international CBRNE operations, programs, and exercises.

### **Counterintelligence**

The Counterintelligence Division requests \$1.1 million to provide pay funding for six employees.

- CI Awareness Campaign: (BeAware) is an essential component of CBP; it helps CBP employee's including those stationed overseas with a basic understanding of the threats posed by Foreign Intelligence Services & Transnational Criminal Organizations and how they use intelligence methodologies for their advantage.
- Insider Threat Program: Without resourcing, CBP will not be able to meet requirements outlined in EO 13587, National Insider Threat Policy and Minimum Standards for Executive Branch Insider Threat Program, and the standards outlined in DHS Instructions 262-05-002 "Information Sharing and Safeguard Program: Insider Threat Program, dated 9 July 2015. CI Investigations and Operations: CBP's CI Investigations capability is pursuant to an agreement between OPR and OI dated, Feb 2017. Is in accordance with the Homeland Security Act of 2002 as amended; Reorganization Plan of November 25, 2002, as amended January 30, 2003; Trade Facilitation and Trade Enforcement Act of 2015, Pub. L. No. 112-125, specifically including provisions codified at 6 U.S.C. §§ 211(h)(3)(B) and 2110(3)(A); and DHS Instruction 264-01-002, DHS Counterintelligence Program, dated January 14, 2014.

CI operations includes the responsibility for conducting criminal, civil, and administrative counterintelligence investigations, which involve deceit, exploitation, disruption, espionage, intelligence activities against the CBP or CBP personnel, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations, persons, or their agents, or international terrorist organizations or activities. Without necessary resources for operations, the ability to hire credentialed Counterintelligence Special Agents, and subsequent resources to enable an "in house" credentialing capability. CBP's ability to constantly detect, mitigate, counter, and exploit the complex threats directed by foreign intelligence services and TCO's using intelligence methods against CBP assets will be severely impacted. Counterintelligence develops and implements capabilities to detect and mitigate efforts of adversary intelligence from compromising CBP's personnel, sensitive information, systems, operations and programs.

- Designates a CBP National Level Liaison with authorized intelligence community or law enforcement agencies in Counterintelligence (CI) matters.

- Serves as the single CBP focal point for CI, represents CBP on national level CI committees, and coordinates CI interactions with other U.S. Government agencies.
- Conducts threat analysis, risk assessments, analytical studies, and identifies assets, trends, and patterns of foreign intelligence service Awareness Program.
- Monitor potential threats related to visits of foreign nationals to CBP facilities to assess relevant data pertaining to foreign intelligence service activities
- Accomplishes intelligence community indices checks (name traces) for all departmental elements.

**Analytical Framework for Intelligence (AFI):**

The AFI system provides additional capabilities to DHS in the gathering, analysis, information sharing, and reporting of critical intelligence information within DHS and other law enforcement partners

**Adjustments to Base Justification**

Reorganization of Targeting Operations: This adjustment realigns funding for Targeting Operations from the Office of Intelligence to the Office of Field Operations.

Transfer Change Management to OI: Funding is being transferred from USBP to OI in order to align funding for the National Border Geospatial Intelligence Strategy (NBGIS) to the appropriate PPA/sub-PPA and enable centralized execution of funding directly from the Operational Coordination and Information base allocation. Previously, the funding identified for the NBGIS program was divided across multiple PPAs and required additional coordination to manually transfer and execute.

2017 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2018 pay raise of 1.9 percent.

Annualization of 2015 Air and Marine Operations Center (AMOC) Processing Exploitation Dissemination (PED) Cell and Air and Marine Operations Surveillance System (AMOSS): Reflects the sustainment of the legacy AMO Operations and Maintenance FY 2015 Enacted funding for AMOC PED Cell.

Annualization of 2016 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2017 2.1 percent pay raise for the 2017

calendar year portion of FY 2018.

Health Benefits: Reflects the estimated cost of Calendar Year (CY) 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

## Office of Intelligence – PPA Level II Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of Intelligence	279	180	\$40,054	\$222.52	279	180	\$33,692	\$187.18	391	268	\$34,045	\$127.03	112	88	\$353	(\$60.15)
<b>Total</b>	<b>279</b>	<b>180</b>	<b>\$40,054</b>	<b>\$222.52</b>	<b>279</b>	<b>180</b>	<b>\$33,692</b>	<b>\$187.18</b>	<b>391</b>	<b>268</b>	<b>\$34,045</b>	<b>\$127.03</b>	<b>112</b>	<b>88</b>	<b>\$353</b>	<b>(\$60.15)</b>
Discretionary - Appropriation	279	180	\$40,054	\$222.52	279	180	\$33,692	\$187.18	391	268	\$34,045	\$127.03	112	88	\$353	(\$60.15)

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.15 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- Increases in fee collections represent an estimated 12 FTE decrease to appropriated FTE offsets against this PPA. FTE associated with reimbursable estimated reimbursable authority was calculated using an updated method which FY 2017 to be more consistent with CBP's overall FTE calculations. There was also a net increase of an additional 64 FTE offset due to changes in the application of fee reimbursements from non-pay to pay.
- Reflects an increase of 40 FTE (40 positions) for additional Intelligence support.
- Reflects an increase of 33 FTE (66 positions) for Processing, Exploitation, and Dissemination (PED) Analysts.

**FTE Change FY 2017-2018:** 88

**PCB Change FY 2017-2018:** \$353

**Average Cost Change FY 2017-2018:** (\$60)

## Office of Intelligence – PPA Level II

## Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$30,667	\$25,746	\$24,370	(\$1,376)
11.3 Other than Full-Time Permanent	\$61	\$58	\$49	(\$9)
11.5 Other Personnel Compensation	\$814	\$718	\$976	\$258
12.1 Civilian Personnel Benefits	\$8,512	\$7,170	\$8,650	\$1,480
<b>Total - Personnel Compensation and Benefits</b>	<b>\$40,054</b>	<b>\$33,692</b>	<b>\$34,045</b>	<b>\$353</b>
<b>Positions and FTE</b>				
Positions - Civilian	279	279	391	112
FTE - Civilian	180	180	268	88

## Pay Cost Drivers

*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Office of Intelligence-Base	180	\$40,054		180	\$33,692		180	\$33,692				
Office of Intelligence-Pay Inflation & Annualization								\$1,311			\$1,311	
Office of Intelligence-Technical Adjustments, Realignment, and Annualizations							35	(\$5,974)		35	(\$5,974)	
Office of Intelligence-Enhancements							53	\$5,016		53	\$5,016	
<b>Total – Pay Cost Drivers</b>	180	\$40,054	\$222.52	180	\$33,692	\$187.18	268	\$34,045	\$127.03	88	\$353	(\$60)

---

**Office of Intelligence – PPA Level II**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Intelligence	\$26,959	\$28,622	\$16,939	(\$11,683)
<b>Total</b>	<b>\$26,959</b>	<b>\$28,622</b>	<b>\$16,939</b>	<b>(\$11,683)</b>
Discretionary - Appropriation	\$26,959	\$28,622	\$16,939	(\$11,683)

**Office of Intelligence – PPA Level II****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	\$923	\$874	\$1,699	\$825
22.0 Transportation of Things	\$2	\$1	\$2	\$1
23.1 Rental Payments to GSA	\$37	\$37	\$37	-
23.2 Rental Payments to Others	\$5	\$5	\$5	-
23.3 Communications, Utilities, and Misc. Charges	\$264	\$73	\$211	\$138
24.0 Printing and Reproduction	\$2	\$2	\$3	\$1
25.2 Other Services from Non-Federal Sources	\$3,555	\$5,568	\$8,627	\$3,059
25.3 Other Goods and Services from Federal Sources	-	-	\$2	\$2
25.4 Operation and Maintenance of Facilities	\$537	\$532	-	(\$532)
25.7 Operation and Maintenance of Equipment	\$17,882	\$17,711	\$3,081	(\$14,630)
26.0 Supplies and Materials	\$312	\$508	\$546	\$38
31.0 Equipment	\$3,440	\$3,311	\$2,726	(\$585)
<b>Total - Non Pay Object Classes</b>	<b>\$26,959</b>	<b>\$28,622</b>	<b>\$16,939</b>	<b>(\$11,683)</b>

## Office of Intelligence – PPA Level II Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations Support Contracts	2,376	4,456	8,506	4,050
Operations Support AFI O&M Contracts	19,541	19,356	3,204	(16,152)
Operations Support Equipment	2,258	2,140	2,544	404
Operations Support Travel	923	874	986	(810)
Cost Driver 5				
Other Costs	1,861	1,796	986	(\$810)
<b>Total – Non Pay Cost Drivers</b>	<b>26,959</b>	<b>28,622</b>	<b>16,939</b>	<b>11,683</b>

### NARRATIVE EXPLANATION OF CHANGES

- Office of Intelligence Operations Support Contract –
  - NBGIS IA/contract is with U.S. Army Space and Missile Defense Command / Army Forces Strategic Command (ARSTRAT) is for support of CBP/OI's Intelligence, Surveillance and Reconnaissance National Technical Collections (ISRNTC) program. Critical to the mission success of our programs is the ability to provide imagery processing, exploitation and dissemination support, since OI cannot currently perform these functions organically ARSTRAT is vital to our geospatial intelligence strategy.
  - U.S. Army Space and Missile Defense Command is an IA/contract that provides sustained current production levels (that includes approximately 384 border miles) and to support the added approximate 700 southwest border mileage requirement dictated by executive memorandum on November 12, 2013 (OBP-50/17-C). The additional option years will allow for expansion, as determined by CBP's operational needs, to the northern border and littorals. This will allow CBP to rapidly leverage existing services to optimize intelligence data and enhance situational awareness of the international border environment. It will provide CBP situational awareness of the border environment.
  - U.S. Army Research Lab (ARL) is an IA/contract that supports various OI Divisions with Contractor Personnel serving as Intelligence Analysts and Admin support. OI's Field Intelligence Division is augmented with contractors to support the Field Intelligence Groups (FIG). Since these FIGs are staffed with personnel identified as having Collection Division job duties such as Reports Officers and Collection Managers contract support was provided through this



contract vehicle. These contractors are providing the continuity required to maintain an OI field presence and the required intelligence support in FIG locations throughout the United States.

- Office of Intelligence Operations Support AFI O&M Contracts –
  - This IA/contract is with GSA, the ENSS/AFI funding originated from the 110<sup>th</sup> Congress, House Report 110-862, Department of Homeland Security Appropriations Bill, 2009. Under Intelligence Staffing, The Committee provided funding to CBP, Office of Intelligence for Intelligence Watch capability; the development of the Analytic Framework for Intelligence (AFI) to improve access to CBP and DHS databases, and the deployment of the Homeland Secure Data Network (HSDN).
- Office of Intelligence Operations Support Equipment –
  - U.S. Army Research Lab (ARL) is an IA/contract that provides equipment to Law Enforcement Technical Collection (LETC) program.
  - This IA with Department of Homeland Security/Office of the Chief of Procurement Officer (OCPO) is supporting Collection/Law Enforcement Technical Collections (LETC) program by purchasing equipment to be used for training in the field. It includes the maintenance and repairs of the equipment.
  - This IA with National Geospatial Intelligence Agency provides hardware, software and technical support to OI's Processing, Exploitation and Dissemination (PED) Cell in Riverside, CA.
- Office of Intelligence Operations Support Travel –
  - Travel expenses for Office of Intelligence Operations Support.

---

***Office of Training and Development – PPA Level II***

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of Training and Development	-	-	-	-	-	\$5,754	-	-	\$6,534	-	-	\$780
<b>Total</b>	-	-	-	-	-	\$5,754	-	-	\$6,534	-	-	\$780
Subtotal Discretionary - Appropriation	-	-	-	-	-	\$5,754	-	-	\$6,534	-	-	\$780

## Office of Training and Development – PPA Level II

### Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	-
<b>FY 2016 Revised Enacted</b>	-	-	-
<b>FY 2017 Annualized CR</b>	-	-	\$5,754
<b>FY 2018 Base Budget</b>	-	-	\$5,754
Restore Rescission	-	-	\$53
<b>Total, Pricing Increases</b>	-	-	\$53
<b>Total Adjustments-to-Base</b>	-	-	\$53
<b>FY 2018 Current Services</b>	-	-	\$5,807
AMO Personnel	-	-	\$727
<b>Total, Program Increases</b>	-	-	\$727
<b>FY 2018 Request</b>	-	-	\$6,534
<b>FY 2017 TO FY 2018 Change</b>	-	-	\$780

#### **PPA Level II Description**

##### **Office of Training and Development**

CBP requests \$6.5 million in FY 2018 for the Office of Training and Development (OTD) within the Office of Training and Development Sub-PPA (\$780 thousand above the FY 2017 Annualized CR level), which is responsible for delivering basic training to Air and Marine Interdiction Agents, and basic/advanced training for new and incumbent employees assigned to intelligence functions within CBP.

The funding levels for this PPA are necessary to develop and maintain a workforce with the skillsets to facilitate enhanced synergy between intelligence capabilities, targeting capabilities, and counter network capabilities. Funding levels are required to support the delivery of over 55 sessions of eight separate courses designed to promote integrated and transformative intelligence training to fulfill CBP's goals of advancing National Security, Public Safety, and Comprehensive Border Security and Management

Below are the descriptions of the types of training programs funded under this PPA:

**Types of Training Programs Funded under this PPA**

<b>Infrastructure and Support</b>	<b>Descriptions</b>	<b>Training Seats Filled for FY 2016</b>	<b>Training Seats Planned for FY 2017</b>	<b>Training Seats Projected for FY 2018</b>
<b>Basic Training</b>	Basic Training for Air and Marine Interdiction Agents is conducted at the Federal Law Enforcement Training Center facility in Glynco, GA. Training for Intelligence Research Specialists are funded under this Sub-PPA; and Successful completion of basic training is a pre-requisite for employment in these positions and ensures proficiency in the foundational knowledge and skills required by these positions.	434	527	527
<b>Intelligence</b>	This training is required for CBP to maintain and enhance skill levels of existing employees who perform and instruct intelligence functions.	528	814	814

## FY 2018 Projected Workload Statistics

The table below provides key workload indicators for Training and Development:

	<b>FY 2016 Actuals</b>	<b>FY 2017 Proposed</b>	<b>FY 2018 Request</b>
Training Seats	962	1,341	1,341

**Adjustments to Base Justification**

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

---

**Office of Training and Development – PPA Level II**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Training and Development	-	\$5,754	\$6,534	\$780
<b>Total</b>	-	<b>\$5,754</b>	<b>\$6,534</b>	<b>\$780</b>
Discretionary - Appropriation	-	\$5,754	\$6,534	\$780

**Office of Training and Development – PPA Level II**  
**Non Pay by Object Class**

*Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
21.0 Travel and Transportation of Persons	-	\$4,416	\$4,611	\$195
23.3 Communications, Utilities, and Misc. Charges	-	\$4	\$5	\$1
25.2 Other Services from Non-Federal Sources	-	\$1,322	\$1,676	\$354
26.0 Supplies and Materials	-	\$12	\$166	\$154
31.0 Equipment	-	-	\$76	\$76
<b>Total - Non Pay Object Classes</b>	-	<b>\$5,754</b>	<b>\$6,534</b>	<b>\$780</b>

**Office of Training and Development – PPA Level II**  
**Non Pay Cost Drivers**

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of Training & Development Travel	0	4,416	4,611	195
Office of Training & Development Contracts	0	1,322	1,676	354
Office of Training & Development Supplies	0	12	166	154
Office of Training & Development Equipment	0	0	76	76
Other Costs	0	4	5	1
<b>Total – Non Pay Cost Drivers</b>	0	5,754	6,534	780

**NARRATIVE EXPLANATION OF CHANGES**

- IO Office of Training and Development Travel – Travel expenses to support the delivery of basic and advanced training of mission critical skill sets to Intelligence Analysts and Air/Marine Interdiction Agents via the National Training Plan (NTP).
- IO Office of Training and Development Contracts – Contract via Inter-Agency Agreement to support delivery of intelligence basic and advance training skill sets to CBP's intelligence analyst community.
- IO Office of Training and Development Supplies – Supplies that support the delivery of basic and advance training via the National Training Plan.
- IO Office of Training and Development Equipment – Equipment that supports the delivery of basic and advance training via the National Training Plan.

*Operations and Support– PPA Level II***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operations Support	484	366	\$65,403	484	366	\$65,626	516	415	\$103,571	32	49	\$37,945
<b>Total</b>	<b>484</b>	<b>366</b>	<b>\$65,403</b>	<b>484</b>	<b>366</b>	<b>\$65,626</b>	<b>516</b>	<b>415</b>	<b>\$103,571</b>	<b>32</b>	<b>49</b>	<b>\$37,945</b>
Subtotal Discretionary - Appropriation	484	366	\$65,403	484	366	\$65,626	516	415	\$103,571	32	49	\$37,945



## Operations and Support - PPA Level II Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>484</b>	<b>366</b>	<b>\$65,796</b>
Payroll Adjustment	-	-	(\$393)
<b>Total Above Threshold Reprogrammings/Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$393)</b>
<b>FY 2016 Revised Enacted</b>	<b>484</b>	<b>366</b>	<b>\$65,403</b>
<b>FY 2017 Annualized CR</b>	<b>484</b>	<b>366</b>	<b>\$65,626</b>
<b>FY 2018 Base Budget</b>	<b>484</b>	<b>366</b>	<b>\$65,626</b>
Transfer for Joint Task Force West	32	32	\$7,631
<b>Total Transfers</b>	<b>32</b>	<b>32</b>	<b>\$7,631</b>
2017 Pay Raise	-	-	\$448
2018 Pay Raise	-	-	\$832
Adjustment to Base Pay Requirements	-	17	\$11,645
Annualization of 2016 Pay Raise	-	-	\$97
Annualization of 2017 Pay Raise	-	-	\$266
Department of Defense (DOD) Re-Use	-	-	\$540
Health Benefits	-	-	\$126
Restore Rescission	-	-	\$170
<b>Total, Pricing Increases</b>	<b>-</b>	<b>17</b>	<b>\$14,124</b>
<b>Total Adjustments-to-Base</b>	<b>32</b>	<b>49</b>	<b>\$21,755</b>
<b>FY 2018 Current Services</b>	<b>516</b>	<b>415</b>	<b>\$87,381</b>
Use of Force Oversight and Training	-	-	\$4,190
Weapons Maintenance & Procurement	-	-	\$12,000
<b>Total, Program Increases</b>	<b>-</b>	<b>-</b>	<b>\$16,190</b>
<b>FY 2018 Request</b>	<b>516</b>	<b>415</b>	<b>\$103,571</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>32</b>	<b>49</b>	<b>\$37,945</b>

**PPA Level II Description**

CBP requests 516 positions, 415 FTE, and \$103.6 million for the Operations and Support Sub-PPA.

**Joint Task Force - West, Arizona (formerly Joint Field Command)**

CBP requests 32 positions, 27 FTE and \$5.3 million in FY 2018 for the Joint Task Force – West, Arizona (formerly Joint Field Command), within the Operational Coordination and Information Sub-PPA.

In FY 2014, the Department of Homeland Security, under the Unity of Effort initiative, implemented the Southern Border and Approaches Campaign (SBAC). This campaign added operational functions to JFC's existing responsibilities and thereby created JTF-W Arizona. JTF-W Arizona's area of responsibility covers a large and diverse geographical area that incorporates the entire state of Arizona and parts of California. It is the largest CBP corridor/area for operations and provides a single point of integration for all operations and planning. Integrating the planning and execution of mission objectives results in improved border security, increases DHS's ability to protect the American public against terrorists, transnational criminal organizations (TCO) and their smuggling operations, and enhances CBP's ability to secure and expedite lawful trade and travel. The staff responds to security related operational and real-time events involving people, goods, and conveyances entering and exiting the United States, covering all international modes of transportation at and between the ports of entry.

Key to the JTF-W Arizona is the Joint Intelligence and Operations Center (JIOC), which serves as the principal command, control, and 24x7 communications center, providing persistent, real-time situational awareness to all Arizona-based CBP operational Components, and their respective commands, as well as JTF-W Arizona leadership. The JIOC is the single point of integration, coordination, de-confliction and communications for all aviation assets flying in support of the CBP mission in Arizona. It enhances mission integration, creates efficiencies and improves overall operational effectiveness. Personnel in the field have access to the right information at the right time and possess greater awareness of the current environment and factors affecting the working environment. CBP gains an operational and intelligence advantage and is prepared to respond to all threats or emergencies that arise.

JTF-W Arizona's strategic approach allows us to focus efforts on the relatively small fraction of people and goods that pose a threat to public safety and economic prosperity. This strategy is successful when reliable and timely intelligence is available to make informed decisions. Effective intelligence facilitates the identification of unknown dangerous people and goods, which, because of their anonymity, pose a greater threat. JTF-W Arizona's approach, coupled with intelligence and targeting efforts and capabilities, is a force multiplier and has proven its return on investment.

**Joint Task Force - West**

This Current Services request provides for 32 positions, 24 FTE and \$6.2 million in FY 2018 for the Joint Task Force – West, Arizona (formerly Joint Field Command), within the Operations Support Sub-PPA.

Like all DHS Joint Task Forces, JTF-W incorporates DHS Components into unified decision-making processes and analytic efforts that inform decision making and increase unity of effort across the department. JTF-W is headquartered in San Antonio, Texas and focuses cross-department operations on strategic objectives across four geographical corridors: 1) California Corridor (San Diego, CA), 2) Arizona Corridor (Tucson, AZ), 3) New Mexico/West Texas Corridor (El Paso, TX), and 4) South Texas Corridor (McAllen, TX).

JTF-W identifies evolving threats, critical intelligence gaps, and vulnerabilities to develop comprehensive common operational and intelligence pictures that ultimately enhance DHS's ability to disrupt, degrade, and dismantle Transnational Criminal Organizations (TCO) exploiting the homeland. JTF-W coordinates with supporting governments and United States entities to cultivate an enforcement zone that rivals the adversary's expansive networks. The role of JTF-W can be further defined with these five (5) objectives:

- Integrate and align intelligence capabilities to achieve JTF-W mission;
- Institutionalize integrated counter-network operations to identify and target TCOs and illicit networks;
- Prioritize investigative efforts to disrupt, degrade, and dismantle TCOs and illicit networks;
- Strengthen international, prosecutorial, and deterrent efforts against TCO enterprises and significant activity impacting the JTF-W JOA; and
- Advance JTF-W mission through unified communication and messaging efforts.

JTF-W efforts are designed to expand the mission space beyond the border into the approaches and institutionalize an asymmetric operational agility, effectiveness, and impact against targeted TCOs networks. JTF-W end state is a secure Southern border where threats are prioritized and risk is mitigated through a unified, expanded enforcement zone from point of origin to point of destination; bringing to bear the greatest consequence against those who seek to diminish the security and prosperity of the United States.

**Operations Support**

The EAC for OS reports directly to the Commissioner and Deputy Commissioner of CBP.

Operations Support (OS) brings together functions that directly support the operational offices to help them accomplish the CBP mission. These specialized capabilities play a critical role in making CBP stronger and more nimble. The Executive Assistant Commissioner (EAC) for OS is a member of the CBP senior leadership team, and is responsible for providing oversight and guidance

to CBP's planning, analysis, requirements, policy, law enforcement safety & compliance, intelligence, international affairs, scientific, and information and incident coordination functions.

### **Planning, Analysis, & Requirements Evaluations Directorate (PARE)**

Planning, Analysis, and Requirements Evaluations Directorate (PARE) manages CBP's risk management framework that enables CBP leadership to make fully informed decisions that are analytically and risk based. PARE integrates CBP operations through comprehensive understanding of the operating environment, risk management, analytically based decision support, as well as development and advocacy for operational needs. PARE will maintain a staff of 36 FTE for FY 2018. PARE reports directly to the EAC for OS.

### **Policy Directorate (PD)**

The Policy Directorate (PD) develops policy to ensure an integrated approach to policy initiatives across the agency. PD works closely with the Commissioner's office, CBP leadership, Homeland Security partners, and other stakeholders to define and advance agency priorities through the development, review, and implementation of key policy initiatives. PD will maintain a staff of 10 FTE and for FY 2018. PARE reports directly to the EAC for OS.

### **Commissioner's Situation Room (Sitroom)**

The Sitroom provides CBP senior leadership with real-time, 24/7 operational situational awareness. The Sitroom is responsible for managing information flow regarding all significant incidents involving CBP personnel and operations. The Sitroom is also the primary entity responsible for coordination information sharing across all CBP operational offices, with the Department of Homeland Security, and with our interagency partners. The Sitroom will maintain a staff of 8 FTE and for FY 2018. The Sitroom reports directly to the EAC for OS.

### **Laboratories and Scientific Services**

Laboratories and Scientific Services Directorate (LSSD) requests 310 positions, 310 FTE and \$61.1 million in FY 2018 for the Mission Integration Sub-PPA (\$18.3 million above the FY 2017 Enacted level.) LSSD reports to the EAC of Operations Support.

- Field laboratories are full-service, accredited laboratories that provide technical and analytical services to CBP, other DHS agencies as needed, and other government entities on a wide range of issues and imported commodities.
- Weapons of Mass Destruction (WMD) services include radiation detection, chemical detection and identification, training of DHS personnel on field radiation equipment, and a national WMD strike team with members located in several of the field laboratories.
- Forensics services include the analysis of controlled substances and crime scene investigations and Narcotic Field Test Kit training to CBP officers. Several laboratories have additional specialized forensic capabilities.

- Trade enforcement services include the analysis of a full range of commodities that are imported into the U.S. including organic products, inorganic products, textiles, foods, metals, footwear, petroleum, plastics, paper, and raw sugar, also assessments of petroleum foreign trade zones and commercial gauges and laboratories.
- LSSD is establishing satellite laboratories along the borders to provide rapid forensic and trade enforcement services to the US Border Patrol and the Office of Field Operations.
- CBP is placing controlled substances screening technology at the ports of entry and the borders. LSSD is establishing a 24/7 call center to provide technical reachback to the field.
- LSSD is establishing a digital forensic laboratory to process digital media for intelligence and criminal purposes.
- LSSD is intending to add a 24 X 7 capability at the National Targeting Center that would allow for remote analysis of controlled substances on digital data sent into the Center from Officers and agents in the field.

### **Law Enforcement Safety and Compliance (LESC)**

The Law Enforcement Safety and Compliance (LESC) supports the entire CBP use of force mission through policy, training, contracting, weapon systems maintenance, testing and evaluation. In FY 2015 LESC introduced the VIRTRA Simulator into CBP use of force training. The simulator provides CBP law enforcement personnel with an opportunity to engage in full spectrum scenarios that are specific to the CBP mission. Overall the program has been a tremendous success and LESC intends to expand the program in the upcoming years. LESC also recently rewrote both the Firearms Instructor and Less-Lethal Instructor Training Programs. The programs were overhauled to reflect changes in the Use of Force Handbook and now include an extensive use of force law and policy class. In addition, LESC secured several contracts for use of force items one of which was readily identifiable training ammunition which will potentially save CBP \$10 million dollars over the life of the contract.

- In FY 2016 LESC implemented expanded use of the VIRTRA program
- LESC conducts a training review program in several key areas across the United States evaluating the field's instructors, materials, and training aids in order to ensure that they are delivering the highest quality training to our frontline personnel.
- LESC maintains an updated Use of Force Reporting System allowing CBP to not only accurately track CBP uses of force but also track assaults against CBP's law enforcement personnel.
- LESC provides CBP's law enforcement personnel with high quality law enforcement equipment along with cutting edge less-lethal devices. LESC continues to develop internal policies and plans ensuring that CBP's current firearms and less-lethal inventory are properly maintained and ready for field use. |

### **Adjustments to Base Justification**

Transfer for Joint Task Force West: Transfer to consolidate funding for CBP support to Joint Task Force West within the Integrated Operations PPA.

2017 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2017 pay raise of 2.1 percent.

2018 Pay Raise: Reflects the costs associated with a Calendar Year (CY) 2018 pay raise of 1.9 percent.

Adjustment to Base Pay Requirements: Non-inflation costs of current service personnel – represents the cumulative cost increase of the existing workforce due to workforce maturation from 2016, 2017, and 2018.

Annualization of 2016 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2016 1.3 percent pay raise for the 2016 calendar year portion of FY 2017.

Annualization of 2017 Pay Raise: Reflects the costs associated with the Calendar Year (CY) 2017 2.1 percent pay raise for the 2017 calendar year portion of FY 2018.

DoD Re-Use: This adjustment reflects an annualization of FY 2016 year funding.

Health Benefits: Reflects the estimated cost of Calendar Year (CY) 2018 agency health benefit contribution increases. The increase is estimated at 4.6 percent of CY 2017 contributions based on historical increases for the last three years.

Restore Rescission: This adjustment restores prior year rescissions made in the FY 2017 Continuing Resolution.

## Operations and Support – PPA Level II Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations Support	484	366	\$47,088	\$128.66	484	366	\$47,583	\$130.01	516	415	\$66,908	\$161.22	32	49	\$19,325	\$31.21
<b>Total</b>	<b>484</b>	<b>366</b>	<b>\$47,088</b>	<b>\$128.66</b>	<b>484</b>	<b>366</b>	<b>\$47,583</b>	<b>\$130.01</b>	<b>516</b>	<b>415</b>	<b>\$66,908</b>	<b>\$161.22</b>	<b>32</b>	<b>49</b>	<b>\$19,325</b>	<b>\$31.21</b>
Discretionary - Appropriation	484	366	\$47,088	\$128.66	484	366	\$47,583	\$130.01	516	415	\$66,908	\$161.22	32	49	\$19,325	\$31.21

### NARRATIVE EXPLANATION OF CHANGES

- CBP's pay estimates include annualized cost of pay and locality increases implemented January 2017 (2.15 percent) and the estimated requirements associated with a January 2018 increase of 1.9 percent.
- Pay estimates include the annualized cost of agency health contributions from calendar year 2017 and an estimated cost increase for 2018 based on the cost of increases in 2016 and 2017 (approximately 4.6 percent).
- Increases in fee collections represent an estimated 1 FTE increase to appropriated FTE offsets against this PPA. FTE associated with reimbursable estimated reimbursable authority was calculated using an updated method which FY 2017 to be more consistent with CBP's overall FTE calculations. There was also a net increase of an additional 64 FTE offset due to changes in the application of fee reimbursements from non-pay to pay.
- Includes transfer of 32 positions in support of Joint Task Force West.

**FTE Change FY 2017-2018:** 49

**PCB Change FY 2017-2018:** \$19,325

**Average Cost Change FY 2017-2018:** \$31

## Operations and Support – PPA Level II

### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$37,007	\$30,320	\$43,957	\$13,637
11.3 Other than Full-Time Permanent	\$203	\$203	\$398	\$195
11.5 Other Personnel Compensation	\$2,361	\$2,361	\$3,629	\$1,268
12.1 Civilian Personnel Benefits	\$7,517	\$14,699	\$18,924	\$4,225
<b>Total - Personnel Compensation and Benefits</b>	<b>\$47,088</b>	<b>\$47,583</b>	<b>\$66,908</b>	<b>\$19,325</b>
<b>Positions and FTE</b>				
Positions - Civilian	484	484	516	32
FTE - Civilian	366	366	415	49

### Pay Cost Drivers

*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Operations Support-Base	366	\$47,088		366	\$47,583		366	\$47,583				
Operations Support-Pay Inflation & Annualization								\$1,643			\$1,643	
Operations Support-Technical Adjustments, Realignment, and Annualizations							17	\$11,772		17	\$11,772	
Operations Support-Transfers							32	\$5,910		32	\$5,910	
<b>Total – Pay Cost Drivers</b>	366	\$47,088	\$128.66	366	\$47,583	\$130.01	415	\$66,908	\$161.22	49	\$19,325	\$31



---

**Operations and Support – PPA Level II**  
**Non Pay Budget Exhibits**

---

**Non Pay Summary**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations Support	\$18,315	\$18,043	\$36,663	\$18,620
<b>Total</b>	<b>\$18,315</b>	<b>\$18,043</b>	<b>\$36,663</b>	<b>\$18,620</b>
Discretionary - Appropriation	\$18,315	\$18,043	\$36,663	\$18,620

## Operations and Support – PPA Level II

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$584	\$1,325	\$2,588	\$1,263
22.0 Transportation of Things	\$30	\$30	\$30	-
23.3 Communications, Utilities, and Misc. Charges	\$348	\$784	\$835	\$51
25.1 Advisory and Assistance Services	\$44	\$29	\$29	-
25.2 Other Services from Non-Federal Sources	\$15,658	\$13,170	\$18,707	\$5,537
26.0 Supplies and Materials	\$1,222	\$2,695	\$6,754	\$4,059
31.0 Equipment	\$429	\$10	\$7,720	\$7,710
<b>Total - Non Pay Object Classes</b>	<b>\$18,315</b>	<b>\$18,043</b>	<b>\$36,663</b>	<b>\$18,620</b>

## Operations and Support – PPA Level II

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations Support Contracts	15,652	11,737	14,114	2,377
Operations Support Equipment	325	2	7,505	7,503
Operations Support Supplies	1,199	2,674	6,685	4,011
Operations Support Travel	433	1,274	1,529	255
Other Costs	706	2,356	6,830	4,474
<b>Total – Non Pay Cost Drivers</b>	<b>18,315</b>	<b>18,043</b>	<b>36,663</b>	<b>18,620</b>

#### NARRATIVE EXPLANATION OF CHANGES

- Operations Support Contracts – IAA with ICE for Armory and Ammunition Services; FACTS transfer to OIT; AUFERS transfer to OIT; NUFRB transfer to IAO; Emergency Notification Services Contract; and Medical Liaison IAA. Increases largely due to Use of Force Training and Weapons Maintenance program enhancements.
- Operations Support Equipment – Includes operational equipment and replacement of aging less lethal devices throughout CBP. Increases largely due to Use of Force Training and Weapons Maintenance program enhancements.
- Operations Support Supplies – Includes operational supplies and Less Lethal Recertification Supplies to the field. Increases largely due to Use of Force Training and Weapons Maintenance program enhancements.
- Operations Support Travel – Operational travel to include Standardization Field Reviews and National Use of Force Review Board.
- Operations Freight / Utilities – includes all shipping (GBLs and UPS) from the warehouse and utilities.

# **Department of Homeland Security**

*U.S. Customs and Border Protection*

*Procurement, Construction, and Improvements*



**Fiscal Year 2018  
Congressional Justification**

## Table of Contents

<b><i>Procurement, Construction, and Improvements</i></b> .....	<b>1</b>
Budget Comparison and Adjustments .....	4
Non Pay Budget Exhibits.....	10
Capital Investments Exhibits .....	11
Budget Comparison and Adjustments .....	12
Non Pay Budget Exhibits.....	15
Capital Investments Exhibits .....	16
<i>Revenue Modernization – Investment</i> .....	17
<b><i>Border Security Assets and Infrastructure PPA</i></b> .....	<b>21</b>
Budget Comparison and Adjustments .....	21
Non Pay Budget Exhibits.....	24
Capital Investments Exhibits .....	26
<i>Cross Border Tunnel Threat – Investment</i> .....	27
<i>Integrated Fixed Towers (ITFs) – Investment</i> .....	30
<i>Unattended Ground Sensors Investment</i> .....	38
<i>Mobile Video Surveillance System-Investment</i> .....	41
<i>Tactical Infrastructure Investment</i> .....	45
<i>Border Wall Construction – Investment</i> .....	48
<b><i>Trade and Travel Assets and Infrastructure – PPA</i></b> .....	<b>53</b>
Budget Comparison and Adjustments .....	53
Non Pay Budget Exhibits.....	56
Capital Investments Exhibits .....	57
<i>Non-Intrusive Inspection (NII) Systems Program – Investment</i> .....	58
<b><i>Integrated Operations Assets and Infrastructure – PPA</i></b> .....	<b>64</b>

Budget Comparison and Adjustments .....	64
Non Pay Budget Exhibits.....	67
Capital Investments Exhibits .....	68
<i>Airframes and Sensors – PPA Level II</i> .....	69
<i>Coastal Interceptor Vessels – PPA Level II</i> .....	91
<i>Other Systems and Assets – PPA Level II</i> .....	100
<i>Operational Communication/Information Technology – PPA</i> .....	111
Budget Comparison and Adjustments .....	111
Non Pay Budget Exhibits.....	114
Capital Investments Exhibits .....	115
<i>Construction and Facilities Improvements – PPA</i> .....	116
Budget Comparison and Adjustments .....	116
Non Pay Budget Exhibits.....	119
Capital Investments Exhibits .....	121
<i>Border Patrol Facilities – Investment</i> .....	122
<i>OFO Facilities – Investment</i> .....	126

**Procurement, Construction, and Improvements**  
**Budget Comparison and Adjustments**  
**Comparison of Budget Authority and Request**  
*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Mission Support Assets and Infrastructure	\$30,000	\$29,947	\$26,433	(\$3,514)
Border Security Assets and Infrastructure	\$76,421	\$61,857	\$1,715,163	\$1,653,306
Trade and Travel Assets and Infrastructure	\$116,553	\$116,345	\$109,240	(\$7,105)
Integrated Operations Assets and Infrastructure	\$69,900	\$80,300	\$153,108	\$72,808
Operational Communications/Information Technology	\$7,000	\$6,733	-	(\$6,733)
Construction and Facility Improvements	\$62,870	\$59,754	\$59,775	\$21
<b>Total</b>	<b>\$362,744</b>	<b>\$354,936</b>	<b>\$2,063,719</b>	<b>\$1,708,783</b>
Discretionary - Appropriation	\$362,744	\$354,936	\$2,063,719	\$1,708,783

### **Overview**

As the frontline border agency in the U.S. Department of Homeland Security (DHS), U.S. Customs and Border Protection (CBP) has the dual mission of preventing suspected terrorists, terrorist weapons, and other contraband from entering the United States, while also facilitating the flow of legitimate trade and travel into and out of the United States. CBP ensures that all persons and cargo enter the United States legally and safely through official checkpoints and ports of entry. CBP achieves its mission using a combination of advanced information, risk assessment, appropriate scanning and other technologies, and by partnering with Federal, state, local, tribal, and foreign law enforcement agencies as well as private industry and international partners. CBP has more than 60,000 highly-trained employees ensure that the agency performs its mission with vigilance, integrity, and professionalism.

The Procurement, Construction, and Improvements (PC&I) appropriation provides funds necessary for the planning, operational development, engineering, and purchase of one or more assets (which hereinafter also refers to end items) prior to sustainment. The Program, Project, and Activity (PPA) details listed below in the Budget Activities section provide a programmatic breakout of how these costs are aligned across the agency.

PC&I is typically categorized in one of the following:

- Procurement – the obtaining of one or more end items through purchase, transfer, exchange, or other means. The configuration of an end item required to meet the asset's intended use is part of procurement.
- Construction – the creation of one or more end items through building, manufacturing, or the assembling of other end items.

- Improvement – a project that extends the capability and/or increases the capacity of one or more end items.

Procurement, Construction, and Improvements (PC&I) funds necessary operations, mission support, and associated management and administration (M&A) costs in support of the following mission programs:

- **Mission Support Assets & Infrastructure:** This PPA captures activities that provide enterprise leadership, management and/or business administration services and describes the capabilities and activities that support the day-to-day management and back office functions enabling the Department to operate efficiently and effectively. Key capabilities include conducting agency planning and performance management, managing finances, managing agency workforce, providing physical and personnel security, acquiring goods and services, managing information technology, managing agency property and assets, managing agency communications, managing legal affairs, and providing general management and administration.
- The Revenue Modernization program is funded within this PPA. The Revenue Modernization Program is critical contributions to the facilitation of international trade.
- **Border Security Assets & Infrastructure:** CBP protects the Nation through the coordinated use of integrated air and marine forces to detect, interdict, and prevent acts of terrorism and the unlawful movement of people, illegal drugs, and other contraband toward or across the borders of the United States. The activities funded in this PPA contribute to securing America's Southwest, Northern, and certain Coastal borders. Through the coordinated procurement of operational assets of the U.S. Border Patrol and Air and Marine Operations, CBP prevents terrorists and terrorist weapons, illegal aliens, smugglers, narcotics, and other contraband from moving across the borders of the United States.
- The funds requested in this PPA support the development, procurement, and deployment of the capital projects at the core of CBP border operations. The creation of this standardized procurement PPA reflects CBPs growing maturation as a consolidated mission-driven agency. By combining border security development and deployment activities with air and marine procurement, CBP will reinforce its commitment to integrated planning along our nation's borders. According to CBP's *Vision and Strategy 2020: U.S. CBP Strategic Plan*, "situational awareness is derived from CBP's comprehensive understanding of the threat environment and provides an in-depth picture of the current operating conditions within a specific region of the border environment and the near term projections for those conditions in that region. It forms the cornerstone for safeguarding the Nation's air, land and maritime borders because it ensures that CBP operational elements and their leadership are keenly aware of the threats, challenges, opportunities, and capabilities within a given border region." Through enhanced situational awareness and intelligence (information); coordinated operations with Federal, state, local and international partners (integration); and the ability to respond quickly to changing threats (rapid response), CBP will be able



to put the greatest capabilities in place to combat the greatest threats.

- **Trade and Travel Assets & Infrastructure:** CBP uses the resources of this PPA to procure tools and technology critical to the mitigation of threats from terrorists and to prevent contraband from entering the U.S. while facilitating the legal flow of people and trade. CBP achieves this mission by deploying CBP officers (CBPO) to the Ports of Entry (POEs) and by using a combination of technology, intelligence, risk information, targeting, and international cooperation to screen inbound international cargo and travelers and, in targeted border areas, to screen departing export cargo. Additional attention to outbound travel along areas of the southwest border also helps prevent the exit of money and weapons for illegal purposes.
- CBP has extended a zone of security beyond U.S. physical borders through the use of bilateral and private-sector partnerships, targeting, and by scrutinizing advance information on people and products coming into this country. CBP is cultivating “smart borders” through the use of technology, has established a layered defense strategy, and created a unified, recognizable presence at the border to combine and capitalize on the authorities and skills of our diverse workforce.
- The acquisition programs funded in this PPA are critical to the success of CBP efforts across the aforementioned mission areas, specifically the Non-Intrusive Inspections (NII) program’s integral role in the screening of international cargo.
- **Integrated Operations Assets & Infrastructure:** Integrated Operations has established the foundation for an integrated, all-hazards planning framework that considers routine emergencies or interruptions of border security operations including trade and travel and catastrophic events. Activities funded in this PPA operate at the national level and are not limited to a specific geographical area. Integrated Operations include funding for command and control, coordination, information and situational awareness, or occupational health and safety to multiple CBP mission programs.
- **Operational Communications/Information Technology:** This PPA funds PC&I investments in communications infrastructure and IT systems and equipment that (1) are directly used by field offices and personnel and (2) have multi-mission frontline applications. These investments are not solely dedicated to a specific mission program. Projects and assets that are funded through this PPA have individual end item costs that exceed the PC&I Thresholds and have mission applications that distinguish them from headquarters-level communications and/or IT systems.
- No resources are requested within this PPA for PC&I in FY 2018.
- **Construction and Facility Improvements:** The Construction and Facilities Improvement (C&FI) PPA provides the resources for critical facilities and associated infrastructure that enable CBP’s mission of securing America’s borders, while facilitating

legitimate trade, travel, and immigration. Constructing and improving CBP's physical infrastructure is essential to keeping facilities operationally viable for frontline and mission support functions. The account supports a vast and diverse real property portfolio, consisting of more than 4,300 owned and leased buildings, over 27 million square feet of facility space and approximately 4,600 acres of land throughout the United States. Specifically, funding from the C&FI account supports construction and improvement of owned facilities and actions, such as tenant improvements and installation or upgrades of security and IT systems, at various types of leased facilities.

## Procurement, Construction, and Improvements Budget Authority and Obligations

*Dollars in Thousands*

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$373,744		
Transfers & Reprogrammings	(\$11,000)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$362,744</b>	<b>\$354,936</b>	<b>\$2,063,719</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$141,948	\$102,658
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$362,744</b>	<b>\$496,884</b>	<b>\$2,166,377</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$362,744</b>	<b>\$496,884</b>	<b>\$2,166,377</b>
Obligations (Actual/Projections/Estimates)	\$219,196	\$368,522	\$519,000
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

## Procurement, Construction, and Improvements Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	<b>\$373,744</b>
UAS Upgrade	-	-	(\$11,000)
<b>Total Above Threshold Reprogrammings/Transfers</b>	-	-	<b>(\$11,000)</b>
<b>FY 2016 Revised Enacted</b>	-	-	<b>\$362,744</b>
<b>FY 2017 Annualized CR</b>	-	-	<b>\$354,936</b>
<b>FY 2018 Base Budget</b>	-	-	<b>-</b>
Aircraft Sensor Upgrades	-	-	\$7,800
Border Patrol Facilities	-	-	\$45,000
Border Wall Construction	-	-	\$1,571,239
Border Wall Road Construction	-	-	\$49,738
Coastal Interceptor Vessels	-	-	\$3,573
Cross Border Tunnel Threat	-	-	\$8,955
DOD Technology Re-Use	-	-	\$1,200
FAA Next Generation	-	-	\$3,300
Integrated Fixed Towers	-	-	\$17,438
KA-350CER Multi Enforcement Aircraft (MEA)	-	-	\$55,530
Light Enforcement Helicopters	-	-	\$43,421
MEA Land Based VADER	-	-	\$11,000
Mobile Video Surveillance Systems (MVSS)	-	-	\$1,600
Non-Intrusive Inspection (NII) System Program	-	-	\$109,240
OFO Facilities	-	-	\$14,775
Remote Video Surveillance Systems (RVSS)	-	-	\$46,193
Revenue Modernization	-	-	\$26,433
UH-60 Medium Lift Helicopter	-	-	\$14,034
Unattended Ground Sensors	-	-	\$20,000
Wulfsburg Tactical Communications	-	-	\$13,250
<b>Total Investment Elements</b>	-	-	<b>\$2,063,719</b>
<b>FY 2018 Request</b>	-	-	<b>\$2,063,719</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>\$1,708,783</b>

## Procurement, Construction, and Improvements

### Non Pay Budget Exhibits

#### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
25.2 Other Services from Non-Federal Sources	\$25,491	\$25,191	\$28,091	\$2,900
25.3 Other Goods and Services from Federal Sources	-	-	\$1,000	\$1,000
25.7 Operation and Maintenance of Equipment	\$20,000	\$16,189	\$24,183	\$7,994
26.0 Supplies and Materials	\$444	\$443	\$458	\$15
31.0 Equipment	\$274,809	\$258,419	\$329,235	\$70,816
32.0 Land and Structures	\$42,000	\$54,694	\$1,680,752	\$1,626,058
<b>Total - Non Pay Object Classes</b>	<b>\$362,744</b>	<b>\$354,936</b>	<b>\$2,063,719</b>	<b>\$1,708,783</b>

## Procurement, Construction, and Improvements Capital Investments Exhibits

### Capital Investments *Dollars in Thousands*

Investment	Unique Item Identifier	Acquisition Level	Procurement / Construction	IT/Non-IT	MAOL	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
Non-Intrusive Inspection (NII) Systems Program	024-000005119	1	Procurement	IT	Yes	\$90,263	\$90,102	\$109,240
KA350-CER Multi Enforcement Aircraft (MEA)	N024-000005258	1	Procurement	Non-IT	Yes	\$44,400	\$44,317	\$55,530
Remote Video Surveillance Systems (RVSS)	024-000005220	1	Procurement	IT	Yes	\$36,421	\$29,481	\$46,193
Light Enforcement Helicopters	-	-	Procurement	Non-IT	No	-	-	\$43,421
UH-60 Medium Lift Helicopter	N024-000005259	1	Procurement	Non-IT	Yes	-	-	\$14,034
Cross Border Tunnel Threat	024-000005236	1	Procurement	IT	Yes	-	-	\$8,955
Integrated Fixed Towers (IFTs)	024-000005217	2	Procurement	IT	Yes	\$19,000	\$15,378	\$17,438
Mobile Video Surveillance System (MVSS)	N024-000005254	2	Procurement	Non-IT	Yes	-	-	\$1,600
Revenue Modernization	024-000005257	3	Procurement	IT	Yes	\$30,000	\$29,947	\$26,433
Unattended Ground Sensors	N024-000005215	3	Procurement	Non-IT	No	-	-	\$20,000
Wulfsburg Tactical Communications	024-000005255	3	Procurement	Non-IT	No	-	-	\$13,250
MEA Land Based VADER	-	-	Procurement	Non-IT	No	-	-	\$11,000
Aircraft Sensor Upgrades	-	-	Procurement	Non-IT	No	-	\$10,281	\$7,800
Coastal Interceptor Vessels	N024-000005260	3	Procurement	Non-IT	No	-	-	\$3,573
Mobile Surveillance Capabilities (MSC)	024-000005218	3	Procurement	IT	Yes	\$16,000	\$12,951	-
FAA Next Generation	N024-000005247	Non-Major	Procurement	Non-IT	No	\$1,600	\$1,597	\$3,300
DoD Technology Re-Use	-	-	Procurement	Non-IT	No	-	-	\$1,200
Border Security Assets and Infrastructure End Items	-	-	Procurement	Non-IT	No	\$1,200	\$971	-
Automated Commercial Environment (ACE)	024-000005053	1	Procurement	IT	Yes	\$26,290	\$26,243	-
Airframes and Sensors End Items	-	-	Procurement	Non-IT	-	\$23,900	\$24,105	-
Watercraft End Items	-	-	Procurement	Non-IT	-	-	-	-
Other Systems and Assets End Items	-	-	Procurement	Non-IT	-	-	-	-
TECS Modernization	024-000005072	2	Procurement	IT	Yes	\$7,000	\$6,733	-
Border Wall Construction	024-000005266	1	Construction	Non-IT	Yes	-	-	\$1,571,239
Tactical Infrastructure	N024-000005109	1	Construction	Non-IT	Yes	\$3,800	\$3,076	\$49,738
Border Patrol Facilities	N024-000005113	1	Construction	Non-IT	No	\$36,000	\$34,216	\$45,000
OFO Facilities	N024-000005173	2	Construction	Non-IT	No	\$20,870	\$19,835	\$14,775
Air & Marine Facilities Portfolio	N024-000005172	3	Construction	Non-IT	No	\$6,000	\$5,703	-

*Mission Support Assets and Infrastructure – PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Revenue Modernization	\$30,000	\$29,947	\$26,433	(\$3,514)
<b>Total</b>	<b>\$30,000</b>	<b>\$29,947</b>	<b>\$26,433</b>	<b>(\$3,514)</b>
Discretionary - Appropriation	\$30,000	\$29,947	\$26,433	(\$3,514)

## Mission Support Assets and Infrastructure – PPA

### Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$30,000		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$30,000</b>	<b>\$29,947</b>	<b>\$26,433</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$24,726	\$12,393
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$30,000</b>	<b>\$54,673</b>	<b>\$38,826</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$30,000</b>	<b>\$54,673</b>	<b>\$38,826</b>
Obligations (Actual/Projections/Estimates)	\$5,274	\$42,279	\$7,000
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-



**Mission Support Assets and Infrastructure – PPA**  
**Summary of Budget Changes**

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	<b>\$30,000</b>
<b>FY 2016 Revised Enacted</b>	-	-	<b>\$30,000</b>
<b>FY 2017 Annualized CR</b>	-	-	<b>\$29,947</b>
<b>FY 2018 Base Budget</b>	-	-	-
Revenue Modernization	-	-	\$26,433
<b>Total Investment Elements</b>	-	-	<b>\$26,433</b>
<b>FY 2018 Request</b>	-	-	<b>\$26,433</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>(\$3,514)</b>

**Mission Support Assets and Infrastructure – PPA****Non Pay Budget Exhibits****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
25.2 Other Services from Non-Federal Sources	\$18,047	\$18,015	\$26,433	\$8,418
31.0 Equipment	\$11,953	\$11,932	-	(\$11,932)
<b>Total - Non Pay Object Classes</b>	<b>\$30,000</b>	<b>\$29,947</b>	<b>\$26,433</b>	<b>(\$3,514)</b>

**Non Pay Cost Drivers***Dollars in Thousands*

<b>Leading Non Pay Cost-Drivers</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Total Changes</b>
Service Contract	26,404	27,602	21,731	(\$5,871)
Hardware/Software	3,596	2,345	250	(\$2,095)
Operations and Maintenance	0	0	4,452	4,452
<b>Total – Non Pay Cost Drivers</b>	<b>\$30,000</b>	<b>\$29,947</b>	<b>\$26,433</b>	<b>(\$3,514)</b>

**NARRATIVE EXPLANATION OF CHANGES**

- \$21.731 million associated with the services contract for the Revenue Modernization program;
- \$250,000 associated with hardware and software costs for the Revenue Modernization program; and
- \$4.452 million associated with operations and maintenance services for the Revenue Modernization program.

---

**Mission Support Assets and Infrastructure – PPA**  
**Capital Investments Exhibits**

---

**Capital Investments**  
*Dollars in Thousands*

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Revenue Modernization	024-000005257	3	Procurement	IT	Yes	\$30,000	\$29,947	\$26,433

***Revenue Modernization – Investment*****Capital Investments Exhibits****Procurement/Acquisition Programs****(Revenue Modernization)****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Revenue Modernization	024-000005257	3	Procurement	IT	Yes	\$30,000	\$29,947	\$26,433

**Investment Description**

CBP requests \$26.4 million to continue its Revenue Modernization Initiative. Revenue Modernization is a multi-year acquisition program creating a long-term solution to better manage approximately \$50 billion in revenue collected by CBP. The Revenue Modernization program is currently transitioning field collections out of the Ports of Entry (POEs), increasing electronic financial transaction capabilities, developing flexible electronic billing and payment options, and enabling access to real-time, reliable financial and operational data. The planned Revenue Modernization solution includes a combination of business process reengineering, user-facing solutions, and systems automation and implementation to address needed improvements. Existing CBP systems, such as SAP and ACE, are being leveraged with technology interfaces such as online payment options, mobile applications, and mobile tablets creating a modernized revenue collection framework.

**Justification**

CBP's legacy collection processes have led to fragmented databases, manual spreadsheets, and labor intensive processes to sustain CBP's core operations, resulting in revenue collection inefficiencies, diminishing returns on financial investments, and manual processes that take frontline CBP Officers (CBPOs) away from their mission critical law enforcement and trade facilitation duties. These inefficient manual processes yield substantial operational risks and cost implications for CBP. Revenue Modernization will eliminate these inefficiencies, including providing:

- Online payment capability for trade and travel industry partners to pay fees online; enter fee and duty related information online and query fees due online;
- Mobile applications at POEs that will enable the automation of receipts for fees currently collected manually;
- Networked smart safes that count cash and scan for counterfeits, eliminating multiple reconciliations;

- Automated Agricultural Reimbursable Overtime Inspection bills, with additional bill details provided to the Trade; and
- System integration, streamlining, and validations that reduce errors and provide the data that supports CBPOs' security-related decision-making.

When Revenue Modernization is fully implemented, CBP will be able to redirect 650,000 hours of CBPOs time currently spent on collections and shift them toward mission critical duties of border security and trade facilitation, generating \$11.4 million cost avoidance annually.

**FY 2016 Key Milestone Events (Prior Year)**

- Complete Capability Development Plan
- Achieve Acquisition Decision Event 1

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Initiate Mobile Collections & Receipt (MCR) pilot
- Achieve Acquisition Decision Event 2
- Transition of Global Entry Online Enrollment System (GOES) and Decal/Transponder Online Payment System (DTOPS) collections to SAP

**FY 2018 Planned Key Milestone Events (Budget year)**

- Achieve Acquisition Decision Event 1
- Develop Integrated Solution Roadmap
- Complete MCR pilot

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				\$1,940
Procurement, Construction, and Investments		\$30,000	\$29,947	\$26,433
Research and Development				
Project Funding		\$30,000	\$29,946	\$28,373
Obligations		\$5,262	\$5,512	
Expenditures		\$1,959		

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
HSBP1014J00280	Grant Thornton	Time and Materials	07/14	07/14	12/18	n/a	\$7,000
BPA1014A00003	CSRA – SAP Financial Systems	Time and Materials	02/16	02/16	02/19	n/a	\$10,000
HSBP1013D00021	UNISYS	Cost Plus Fixed Fee	09/16	09/16	09/21	n/a	\$15,000

**Significant Changes to Investment since Prior Year Enacted**

Investment is currently on schedule and within budget.

**Investment Schedule**

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
	<b>FY 2016</b>			
Mission Needs Statement	5/1/2015	1/31/2016		
Capability Development Plan (CDP)	1/2/2016	9/30/2016		
Business Process Re-engineering (BPR) As-Is Framework	5/1/2015	9/30/2016		
Initial Pilot Project candidate determined	3/31/2016	9/30/2016		
PMO Resource plan initiated	1/2/2016	8/1/2016		
ADE-1 Approval	5/1/2015	9/8/2016		
	<b>FY 2017</b>			
Preliminary Conceptual To-Be/Future State Design completed	10/1/2016	12/31/2016		
Business Framework Architecture Integrated Solution Board Initiated	1/2/2017	2/28/2017		
Mitigation of GOES & DTOPS collections to SAP Phase 1			10/1/2016	3/31/2017
Migration of Indy LAN collections to SAP initiated	9/1/2016	9/30/2017		
ADE-2A	1/2/2017	2/28/2017		
Deploy Mobile Collections & Receipt (MCR) pilot phase 1			12/1/2016	4/30/2017
	<b>FY 2018</b>			
ADE-2C completion and approval	5/1/2017	2/28/2018		
Develop Integrated Solution Roadmap	2/28/2017	4/30/2018		
MCR Pilot Rollout to all Ports of Entry			7/31/2017	9/30/2018
Migration of Indy LAN collections to SAP completed for Bankruptcy, Promissory Notes, and User Fees			1/31/2017	2/28/2017
Smart Safe Pilot completion			9/6/2017	5/23/2018
Implement new Point of Sale software			0/1/2017	8/31/2018

*Border Security Assets and Infrastructure PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Cross Border Tunnel Threat	-	-	\$8,955	\$8,955
Integrated Fixed Towers (IFTs)	\$19,000	\$15,378	\$17,438	\$2,060
Mobile Surveillance Capabilities (MSC)	\$16,000	\$12,951	-	(\$12,951)
Remote Video Surveillance Systems (RVSS)	\$36,421	\$29,481	\$46,193	\$16,712
Unattended Ground Sensors	-	-	\$20,000	\$20,000
Mobile Video Surveillance System (MVSS)	-	-	\$1,600	\$1,600
Border Security Assets and Infrastructure End Items	\$1,200	\$971	-	(\$971)
Tactical Infrastructure	\$3,800	\$3,076	\$49,738	\$46,662
Border Wall Construction	-	-	\$1,571,239	\$1,571,239
<b>Total</b>	<b>\$76,421</b>	<b>\$61,857</b>	<b>\$1,715,163</b>	<b>\$1,653,306</b>
Discretionary - Appropriation	\$76,421	\$61,857	\$1,715,163	\$1,653,306



## Border Security Assets and Infrastructure – PPA

### Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$76,421		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$76,421</b>	<b>\$61,857</b>	<b>\$1,715,163</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$25,503	\$17,258
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$76,421</b>	<b>\$87,360</b>	<b>\$1,732,421</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$76,421</b>	<b>\$87,360</b>	<b>\$1,732,421</b>
Obligations (Actual/Projections/Estimates)	\$50,918	\$70,102	\$429,000
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

## Border Security Assets and Infrastructure – PPA Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	<b>\$76,421</b>
<b>FY 2016 Revised Enacted</b>	-	-	<b>\$76,421</b>
<b>FY 2017 Annualized CR</b>	-	-	<b>\$61,857</b>
<b>FY 2018 Base Budget</b>	-	-	-
Border Wall Construction	-	-	\$1,571,239
Tactical Infrastructure	-	-	\$49,738
Cross Border Tunnel Threat	-	-	\$8,955
Integrated Fixed Towers	-	-	\$17,438
Mobile Video Surveillance Systems (MVSS)	-	-	\$1,600
Remote Video Surveillance Systems (RVSS)	-	-	\$46,193
Unattended Ground Sensors	-	-	\$20,000
<b>Total Investment Elements</b>	-	-	<b>\$1,715,163</b>
<b>FY 2018 Request</b>	-	-	<b>\$1,715,163</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>\$1,653,306</b>

**Border Security Assets and Infrastructure – PPA****Non Pay Budget Exhibits****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
25.7 Operation and Maintenance of Equipment	\$20,000	\$16,189	-	(\$16,189)
31.0 Equipment	\$56,421	\$45,668	\$94,186	\$48,518
32.0 Land and Structures	-	-	\$1,620,977	\$1,620,977
<b>Total - Non Pay Object Classes</b>	<b>\$76,421</b>	<b>\$61,857</b>	<b>\$1,715,163</b>	<b>\$1,653,306</b>

**Non Pay Cost Drivers***Dollars in Thousands*

<b>Leading Non Pay Cost-Drivers</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Total Changes</b>
Acquisition and Source Selection Documentation	0	0	2,600	\$2,600
Procurement of Technology	0	0	\$7,955	\$7,955
Technology Deployment	\$55,421	\$44,859	\$78,631	\$33,772
Deployment Support & Communications	0	0	\$5,000	\$5,000
Construction	0	0	\$1,273,557	\$1,273,557
Design	\$3,800	\$3,076	\$119,276	\$116,200
Real Estate	0	0	\$228,144	\$228,144
<b>Total – Non Pay Cost Drivers</b>	<b>\$59,221</b>	<b>\$47,935</b>	<b>\$1,715,163</b>	<b>\$1,667,228</b>

**NARRATIVE EXPLANATION OF CHANGES**

- \$2.6 million associated with acquisition and source selection documentation for the Cross Border Tunnel Threat and MVSS programs;
- \$7.955 million associated with technology acquisition for the Cross Border Tunnel Threat program;
- \$5 million associated with deployment support and communications for the UGS program;
- \$78.6 million associated with technology deployment for the IFT, RVSS, and UGS programs;
- \$119.3 million for design work associated with border barrier construction and replacement, and road construction;
- \$228.1 million for real estate associated with border barrier construction and replacement, and road construction; and
- \$1,273.6 million for construction activities associated with border barrier construction and replacement, and road construction.

## Border Security Assets and Infrastructure – PPA Capital Investments Exhibits

### Capital Investments *Dollars in Thousands*

Investment	Unique Item Identifier	Acquisition Level	Procurement / Construction	IT/Non-IT	MAOL	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
Remote Video Surveillance Systems (RVSS)	024-000005220	1	Procurement	IT	Yes	\$36,421	\$29,481	\$46,193
Cross Border Tunnel Threat	024-000005236	1	Procurement	IT	Yes	-	-	\$8,955
Integrated Fixed Towers (IFTs)	024-000005217	2	Procurement	IT	Yes	\$19,000	\$15,378	\$17,438
Mobile Video Surveillance System (MVSS)	N024-000005254	2	Procurement	Non-IT	Yes	-	-	\$1,600
Unattended Ground Sensors	N024-000005215	3	Procurement	Non-IT	No	-	-	\$20,000
Mobile Surveillance Capabilities (MSC)	024-000005218	3	Procurement	IT	Yes	\$16,000	\$12,951	-
Border Security Assets and Infrastructure End Items	-	-	Procurement	Non-IT	No	\$1,200	\$971	-
Border Wall Construction	024-000005266	1	Construction	Non-IT	Yes	-	-	\$1,571,239
Tactical Infrastructure	N024-000005109	1	Construction	Non-IT	Yes	\$3,800	\$3,076	\$49,738

*Cross Border Tunnel Threat – Investment***Capital Investments Exhibits****Procurement/Acquisition Programs****(Cross Border Tunnel Threat)****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Cross Border Tunnel Threat	024-000005236	1	Procurement	IT	Yes	-	-	\$8,955

**Investment Description**

CBP requests \$8.9 million in FY 2018 for the Cross Border Tunnel Threat (CBTT) program. The CBTT program will strengthen border security effectiveness between ports of entry by diminishing the ability of Transnational Organized Crime Networks (TOC Networks) to gain unobtrusive access into the United States through cross-border tunnels and the illicit use of Underground Municipal Infrastructure (UMI). The CBTT program will acquire technologies and services that will close these capability gaps, reducing the ability to TOC Networks to smuggle drugs, money, and people across the border surreptitiously. The CBTT program will fill the following gaps: 1) Predicting potential tunnel locations; 2) Detecting the presence of suspected tunnels and tunneling activities as well as project the trajectory of a discovered tunnel; 3) Confirming a tunnel's existence and location through mapping and measurements; and 4) Coordination that facilitate secure information sharing across all stakeholders.

**Justification**

Investment in this area will support the implementation of Executive Orders on border security and immigration enforcement and enhance the physical security of the southern border of the United States by preventing, detecting, and mitigating cross-border tunnels.. Funding will support CBTT system procurement, including test and evaluation, IT security, and engineering change proposals.

The chart below lists future deployment locations:

<b>Location</b>	<b>Logistic, Planning &amp; Deployment</b>	<b>O&amp;S</b>	<b>Miles of border</b>
Nogales	FY 2019	FY 2020	2.8 linear miles
Otay Mesa	FY 2019	FY 2020	6.1 linear miles
Calexico	FY 2020	FY 2021	12.9 linear miles
San Luis	FY 2020	FY 2021	5.9 linear miles
Imperial Beach	FY 2021	FY 2022	4.4 linear miles
Douglas	FY 2021	FY 2022	6.2 linear miles
Naco	FY 2022	FY 2023	0.9 linear miles
Tecate	FY 2022	FY 2023	1.5 linear miles

The deployment locations were identified by USBP and are described as the highest threat areas in the 2010 Tunnel Threat Study. Historically, tunnels have been found predominately in urban areas with close proximity to buildings and infrastructure. They are also found on the outskirts of urban areas and in less populated semi-rural areas.

#### **FY 2016 Key Milestone Events (Prior Year)**

- Analysis of Alternatives (AoA) Development

#### **FY 2017 Planned Key Milestone Events (Year of Execution)**

- AoA Development

#### **FY 2018 Planned Key Milestone Events (Budget year)**

- Completion of AoA
- Development of Acquisition Documentation for ADE-2A Decision
- Development of Procurement Documentation

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				
Procurement, Construction, and Investments				\$8,955
Research and Development				
Project Funding	\$10,508			\$8,955
Obligations	\$8,440	(\$1)	\$570	
Expenditures	\$3,073	\$593		

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
HSBP1014J00125	DHS S&T	Interagency	08-17	08-17	09-17	No	\$3,600

**Significant Changes to Investment since Prior Year Enacted**

FY 2018 funding increase will support CBTT system procurement, including test and evaluation, IT security, and engineering change proposals. The CBTT program will acquire technologies and services to improve CBP's capabilities to prevent TOC Networks from using cross-border tunnels smuggle drugs, money, and people.



*Integrated Fixed Towers (ITFs) – Investment***Capital Investments Exhibits****Procurement/Acquisition Programs****(Integrated Fixed Towers)****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Integrated Fixed Towers (ITFs)	024-000005217	2	Procurement	IT	Yes	\$19,000	\$15,378	\$17,438

**Investment Description**

CBP requests \$17.4 million in FY 2018 for Integrated Fixed Towers (IFT). IFT technology provides automated, persistent wide area surveillance for the detection, tracking, identification, and classification of illegal entries. In threat areas where mobile surveillance systems cannot be a viable and/or long term solution, IFTs equipped with sensor suites and communication equipment can be deployed to provide automated, persistent wide area surveillance for the detection, tracking, identification, and classification of illegal entries. When multiple IFT units are integrated into a system with a common operating picture (COP), Border Patrol will be able to increase situational awareness and be able to monitor a larger area of interest. With an IFT system, a single COP operator can maintain persistent surveillance over a large area whereas previously, multiple agents exposed to threats were required to provide coverage in the same amount of area.

**Justification**

Investment in this area will support the implementation of Executive Orders on border security and enhance the physical security of the southern border by improving situational awareness in remote areas of the border. The funding requested will be used to set up a Modular Command and Control (C2) Center for the IFT/Block 1 replacement at the TUS-1 Area of Responsibility (AoR). Funding provides ancillary engineering and program efforts for completion of Ajo-1 and TUS-1 (Block 1 Replacement) AoR. Also provided are the IFT prime contractor Program Planning and Control (PP&C) for project management, subcontractor management, quality control, program control, configuration management, engineering change proposals (ECP), and operator training support for the deployment activities. Finally, the funding provides road construction and site preparation for Ajo-1 and TUS-1. IFT deployments have been completed in the order of USBP operational priority.

**FY 2016 Key Milestone Events (Prior Year)**

- Completed Nogales Deployment
- Achieved Initial Operation Capability (IOC)
- Awarded contract to deploy IFT in the Sonoita AoR
- Completed Casa Grande AoR C2 design and construction

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Complete Douglas AoR Deployment
- Complete TON Environmental Assessment/Right of Way
- Complete Block 1/IFT Replacement Demonstration
- Initiate Ajo-1 AoR Deployment
- Initiate Ajo-2 AoR Deployment
- Initiate TUS-1 AoR Deployment
- Initiate TON - Ajo-2/Casa Grande Site Road Construction

**FY 2018 Planned Key Milestone Events (Budget year)**

- Initiate Casa Grande AoR Deployment
- Complete Ajo-1 AoR Deployment
- Complete Sonoita AoR Deployment
- Complete TON - Ajo-2/Casa Grande Site Road Construction

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support		\$11,108	\$7,022	\$22,395
Procurement, Construction, and Investments		\$19,000	\$15,379	\$17,438
Research and Development				
Project Funding	\$181,553	\$30,108	\$50,481	\$39,833
Obligations	\$150,308	\$51,387	\$15,378	
Expenditures	\$52,667	\$23,141	\$13,179	

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
HSBP1013X00038	NAVAIR	Cost Reimbursable	01/2013	01/2013	02/2018	NO	\$678
HSBP1015X00075	NAVAIR	Cost Reimbursable	02/2015	02/2015	01/2018	NO	\$171
HSBP1012X00125	FAA LOGISTICS CENTER	Cost Reimbursable	09/2012	11/2012	09/2017	NO	\$49,900
HSBP1014X00121	ARMY CORPS OF ENGINEERS	Cost Reimbursable	08/2014	08/2014	09/2017	NO	\$7,741
HSBP1014C00004	EFW, Inc.	Firm Fixed Price	02/2014	02/2014	02/2022	NO	\$183,496
HSBP9840005480	FM&E (USACE)	Cost Reimbursable		09/2011	09/2017	NO	\$17,744
HSBP1014X00018	COMOPTVFOR	Cost Reimbursable		05/2014	01/2017	NO	

**Significant Changes to Investment since Prior Year Enacted**

No significant changes to the investment since prior year enacted.

**Investment Schedule**

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
	<b>FY 2016</b>			
Nogales AoR EFW Deployment			8/27/2014	11/25/2015
Initial Operating Capability (IOC)				10/23/2015
Casa Grande AoR C2 Design and Construction			12/2/2014	6/15/2016
	<b>FY2017</b>			
Douglas AoR EFW Deployment			9/3/2015	6/5/2017
TON Environmental Assessment/Right of Way Completed			5/12/2014	6/15/2017
Block 1/IFT Replacement EFW Demonstration			9/28/2016	2/2/2017
Ajo-1 AoR EFW Deployment			7/14/2017	8/17/2018
Ajo-2 AoR EFW Deployment			9/12/2017	10/12/2018
TUS-1 AoR EFW Deployment			9/14/2017	10/19/2018
	<b>FY2018</b>			
Sonoita AoR EFW Deployment			7/1/2016	11/30/2017
TON - Ajo-2/Casa Grande Site Road Construction			11/6/2017	8/13/2018
Casa Grande AoR EFW Deployment			12/27/2017	2/1/2019

***Remote Video Surveillance Systems (RVSS) – Investment*****Capital Investments Exhibits****Procurement/Acquisition Programs****(Remote Video Surveillance Systems)****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Remote Video Surveillance Systems (RVSS)	024-000005220	1	Procurement	IT	Yes	\$36,421	\$29,481	\$46,193

**Investment Description**

CBP requests \$46.2 million in FY 2018 for the Remote Video Surveillance System (RVSS) program. RVSS is a remotely controlled system of day and night cameras mounted on a tower or to a permanent structure. The images are transmitted, monitored, and recorded at a central location. This system is deployed to monitor large spans of the international border. The program will address technology obsolescence of over 215 towers on the southern border by upgrading selected RVSS sites with new surveillance capability and deploying the upgraded technology at new RVSS sites. The RVSS Upgrade will enhance the U.S. Border Patrol's situational awareness of border activity through persistent surveillance and detection to facilitate proper law enforcement resolution. The additional RVSS towers will expand coverage of the RVSS system along the Southwest Border in areas that are highly trafficked with illegal activities.

**Justification**

Investment in this area will support the implementation of Executive Orders on border security and enhance the physical security of the southern border by improving situational awareness in remote areas of the border. The request represents the requirements for completing the deployment of the RVSS Upgrade capability to the first two station AORs in the Rio Grande Valley Sector: Rio Grande City and McAllen Station. The remaining funding will be used for completing design and construction activities for the remaining six station AOR's in RGV Sector (Weslaco, Falfurrias, Kingsville, Brownsville, Fort Brown, and Harlingen stations). A total of 72 new sensor towers and upgrade of 11 existing RVSS tower sites are planned for the RGV Sector. The program will complete C2 modifications for eight Station AORs. Infrastructure construction (Towers and C2 modifications) are in progress. The deployments will be completed in the USBP operational priority order.

In April 2017, USBP completed a Southwest Border Capability Roadmap that identifies updated operational requirements needed to achieve operational control of the southern border. This roadmap is intended to inform a balanced, risk-based investment strategy driven by capability gaps, geographic priorities, terrain and other environmental factors, and the evolving threat. The roadmap identifies the highest priority for new border wall construction based on local geography, terrain, risk, “vanishing time” and other factors. The locations requested for FY 2018 border wall construction address the highest priorities identified by the USBP. Within the Surveillance capability, the roadmap identifies specific requirements for persistent surveillance assets, such as RVSS, which provide continuous surveillance 24/7/365. The RVSS equipment and infrastructure funded by this request will provide critical surveillance capabilities that will be integrated with other capabilities and mission essential tasks to achieve the Border Patrol’s strategic outcomes.

**FY 2016 Key Milestone Events (Prior Year)**

- The program declared Initial Operational Capability (IOC) in the Nogales station AOR on 31 December 2015.
- In FY 2016, the program completed the deployments to the Douglas, Naco, Ajo Papago Farms, and Yuma AoRs.
- Construction started for the Command and Control (C2) for Rio Grande City (RGC) and McAllen (MCS) AoRs.
- The program has also begun deployment planning for the Laredo Sector AoRs.

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Continue the deployment to the Rio Grande City (RGC) and McAllen (MCS) AoRs.
- In addition, the investment achieved Full Operational Capability (FOC) in the Tucson and Yuma Sectors in December 2016.

**FY 2018 Planned Key Milestone Events (Budget year)**

- Continue the deployments to RGC and MCS.
- Finish the design work for the rest of the AoRs in RGV - Weslaco (WSC), Harlingen (HRL), Brownsville (BRN), Fort Brown (FTB), Falfurrias (FAL), and Kingsville (KIN).

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support		\$6,922	\$17,360	\$21,319
Procurement, Construction, and Investments		\$36,421	29,481	\$46,193
Research and Development				
Project Funding	\$167,323	\$43,343	\$46,841	\$67,512
Obligations	\$101,776	\$65,903	\$2,544	
Expenditures	\$29,883	\$38,020		

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
HSBP1012X00067	Dept. of Energy	Cost Plus Fixed Fee	02/12	03/12	12/17	N/A	491
HSBP1012X00137	US Dept of the Navy	Cost Plus Fixed Fee	09/12	09/12	07/16	N/A	1,068
HSBP1015X00163(c)	FAA LOGISTICS CENTER	Cost Reimbursable	08/15	09/15	09/17	N/A	4,928
HSBP1012X00125	FAA LOGISTICS CENTER	Cost Reimbursable	09/12	10/12	09/17	N/A	19,716
HSBP1014X00155	FAA LOGISTICS CENTER	Cost Plus Fixed Fee	09/14	10/14	09/17	N/A	52,415
HSBP1013C00042	GENERAL DYNAMICS ONE SOURCE LLC	Firm Fixed Price	07/13	07/13	08/18	N/A	51,677
HSBP1016X00018	GSA	Cost Reimbursable	11/15	11/15	03/21	N/A	1,297
HSBP1014F00377	GULF SOUTH RESEARCH CORP	Firm Fixed Price	09/14	09/14	09/19	N/A	854
HSBP1014C00005	JOHNS HOPKINS UNIVERSITY-	Cost Plus Fixed Fee	02/14	02/14	09/17	N/A	1,659
HSBP1014P00118	SIMIS INC	Firm Fixed Price	02/14	02/14	10/15	N/A	1,132
HSBP1014X00124	ARMY CORPS OF ENGINEERS	Firm Fixed Price	08/14	08/14	09/17	N/A	5,703
HSBP1014X00125	ARMY CORPS OF ENGINEERS	Firm Fixed Price	08/14	08/14	08/17	N/A	6,973
HSBP1015X00162	US ARMY CORPS OF ENGINEERS	Cost Reimbursable	08/15	01/16	01/18	N/A	1,075

**Significant Changes to Investment since Prior Year Enacted**

No significant changes to the investment since prior year enacted.

**Investment Schedule**

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
	<b>FY 2016</b>			
AZ Douglas AoR GDOS Technology Deployment			7/8/2015	1/29/2016
AZ Naco AoR GDOS Technology Deployment			6/29/2015	1/29/2016
AZ Ajo Papago Farms AoR GDOS Technology Deployment			11/13/2015	4/27/2016
AZ Yuma AoR GDOS Technology Deployment			1/5/2016	8/5/2016
AZ Initial Operating Capability (IOC) (APB Milestone)				12/31/2015
	<b>FY2017</b>			
AZ Full Operating Capability (FOC) (APB Milestone)				12/23/2016
RGV Environmental Assessment (FONSI)			9/22/2014	2/28/2017
RGV (All AoRs) New Sensor Tower 15% Designs	5/27/2016	5/5/2017		
RGV McAllen AoR C2 65% Design through 100% Design	8/19/2016	6/8/2017		
RGV Real Estate Acquisition for McAllen & RGC AoRs			11/22/2016	10/14/2018
Re-locatable Technology Pilot (McAllen and Laredo West) Initial Assessment			12/16/2016	8/31/2017
RGV McAllen and RGC AoR New Sensor Tower Designs (beyond 15%)	3/1/2017	1/18/2019		
Laredo Real Estate/ROE-SE			6/16/2017	3/15/2018
Laredo Environmental			7/17/2017	6/13/2019
RGV Real Estate Acquisition for remaining six AoRs			9/29/2017	6/4/2019
RGV Weslaco AoR C2 65% Design through Construction			9/29/2017	11/12/2019
	<b>FY2018</b>			
RGV Rio Grande City AoR C2 65% Design through 100% Design	10/19/2017	6/6/2018		
RGV Rio Grande City AoR C2 Construction			10/19/2017	12/24/2018
RGV McAllen AoR C2 Construction			12/1/2017	11/5/2018
RGV Remaining AoRs- New Sensor Tower Designs	5/30/2018	9/20/2021		
RGV Remaining AoRs - C2 Design through Construction			12/6/2017	1/13/2020
RVSS Southwest Border Request for Proposal (RFP) released				10/18/2017
Laredo New Sensor Tower 15% Designs	6/18/2018	12/13/2018		



*Unattended Ground Sensors Investment***Capital Investments Exhibits****Procurement/Acquisition Programs****(Unattended Ground Sensors)****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Unattended Ground Sensors	N024-000005215	3	Procurement	Non-IT	No	-	-	\$20,000

**Investment Description**

CBP Requests \$20.0 million in FY 2018 to procure Unattended Ground Sensors (UGS) and Imaging Unattended Ground Sensors (I-UGS). UGS and I-UGS are used by USBP agents for detection and tracking, as well as for identification; such as differentiating between humans, animals, and vehicles. This can result in more timely and effective responses from USBP agents. These systems provide situational awareness and persistent surveillance. Along with the tower-based surveillance systems, mobile surveillance systems, and agent patrols, the UGS and I-UGS sensors increase the USBP's strategic intelligence along the border. Current funding for UGS and I-UGS is primarily for the sustainment of technology already deployed to the field.

**Justification**

Investment in this area will support the implementation of Executive Orders on border security and enhance the physical security of the southern border by improving situational awareness and allowing for a more targeting use of personnel resources. UGS and I-UGS directly contribute to USBP agents' ability to detect, identify, classify, and track illegal activity. This effort also provides critical data required to predict future border crossings.

UGS and I-UGS detect activity and transmit information via a relay repeater to a base station and then directly to the common operational picture in the tactical operations center, thus augmenting the detection capabilities of tower-based surveillance systems and mobile surveillance systems. A single sensor unit has a wide detection range, but is intended to target humans walking up to a range of 10 meters, and vehicles up to a range of 15 meters. These systems provide short range surveillance to enable USBP personnel to detect, track, and identify illegal entries. They are frequently used as the first line of detection on the border and can also be used to confirm and monitor areas with little or no activity. There are currently 11,983 UGS units (with a total of 13,022 UGS-related assets) deployed on the Southwest Border, and this funding request will allow for the deployment and sustainment of

approximately 4,688 additional units on the southwest border.

In April 2017, USBP completed a southwest border capability roadmap that identifies updated operational requirements for Surveillance, Personnel, Mobility and Access, and use of Commercial Technology Innovation/Future Capabilities. This roadmap is intended to inform a balanced, risk-based investment strategy driven by capability gaps, geographic priorities, terrain and other environmental factors, and the evolving threat. Within the Surveillance capability, the roadmap identifies specific requirements for portable surveillance assets, such as UGS and I-UGS, which provide transportable surveillance that can be relocated by one or more agent when needed. The UGS investments funded by this request will provide critical surveillance capabilities that will be integrated with other capabilities and mission essential tasks in order to achieve the Border Patrols strategic outcomes.

**FY 2016 Key Milestone Events (Prior Year)**

- The UGS Program is not a CBP Program of Record at this time. Therefore, there is currently no official schedule or milestones to report. If funded, the deployment plan shown below provides an example of operational expectations.

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- No official milestones to report.

**FY 2018 Planned Key Milestone Events (Budget year)**

- Operational Program Pilots, Training Program Standup.

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support			\$655	\$3,000
Procurement, Construction, and Investments				\$20,000
Research and Development				
Project Funding				\$20,000
Obligations				
Expenditures				

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
N/A							

**Significant Changes to Investment since Prior Year Enacted**

There are no changes to the UGS investment since prior year enacted.

*Mobile Video Surveillance System-Investment***Capital Investments Exhibits****Procurement/Acquisition Programs****(Mobile Video Surveillance System (MVSS))****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Mobile Video Surveillance System (MVSS)	N024-000005254	2	Procurement	Non-IT	Yes	-	-	\$1,600

**Investment Description**

CBP requests \$1.6 million for the Mobile Video Surveillance Systems (MVSS) program in FY 2018. MVSS technology enables the visual detection, identification, classification, and tracking of Items of Interest (IoI) in both urban and remote areas along the border. They are mobile systems that cover areas that are not covered by fixed surveillance technology deployments. These systems contribute to improved situational awareness, rapid response, and agent safety.

**Justification**

Investment in this area will support the implementation of Executive Orders on border security and enhance the physical security of the southern border by improving situational awareness through highly mobile surveillance assets. USBP requires systems that provide medium-range surveillance and are enhanced, lighter, quieter, and more rugged than the current MVSS units in operation. Currently, USBP requires a total of 297 MVSS units that will be deployed on the northern and southern borders. Prior year funding will enable the procurement of approximately 78 MVSS units at the following Border Patrol Sectors (number of units in parentheses): Rio Grande Valley (28), Laredo (30), and Del Rio (42). Funding requested in FY 2018 will support the development of source selection documentation for a follow-on MVSS contract to support the procurement the remaining 181 MVSS units.

In April 2017, USBP completed a Southwest Border Capability Roadmap that identifies updated operational requirements needed to achieve operational control of the southern border. This roadmap is intended to inform a balanced, risk-based investment strategy driven by capability gaps, geographic priorities, terrain and other environmental factors, and the evolving threat. The roadmap identifies the highest priority for new border wall construction based on local geography, terrain, risk, “vanishing time” and other factors. The locations requested for FY 2018 border wall construction address the highest priorities identified by the USBP. Within

the Surveillance capability, the roadmap identifies specific requirements for mobile surveillance assets, such as MVSS, which provide highly mobile surveillance through sensors mounted on a vehicle. The MVSS investments funded by this request will provide critical surveillance capabilities that will be integrated with other capabilities and mission essential tasks in order to achieve the Border Patrol's strategic outcomes.

**FY 2016 Key Milestone Events (Prior Year)**

- 10/26/2015 – Contract Award / Order two MVSS for System Qualification Test (SQT)

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Q3 FY 2017 – Complete SQT Phase 1
- Q3 FY 2017 – Order 2 MVSS units for Initial Operational Test and Evaluation
- Q4 FY 2017 – Complete SQT Phase 2

**FY 2018 Planned Key Milestone Events (Budget year)**

- Q1 FY 2018 - Obtain Low-Rate Initial Production Decision (i.e. ADE-2C) and Order 24 MVSS units for RGV sector
- Q2 FY 2018 – Complete Initial Operational Test and Evaluation
- Q3 FY 2018 – Obtain Full-Rate Production Decision (i.e. ADE-3)
- Q3 FY 2018 – Order 88 MVSS units for Laredo, Del Rio, and Big Bend sectors.
- Q3 FY 2018 – Complete Acquisition Plan for follow-on MVSS contract
- Q4 FY 2018 – Complete RGV deployment of 28 MVSS units

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support		\$5,868	\$4,857	\$3,238
Procurement, Construction, and Investments				
Research and Development				
Project Funding	22,452	\$8,370	\$4,857	\$5,300
Obligations	\$3,156	\$2,347	\$789	
Expenditures	\$762	\$1,597	693	

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
HSBP1016D00002	Tactical Micro, Inc.	Indefinite Delivery, Indefinite Quantity (IDIQ) Delivery Orders Firm Fixed Price (FFP)	10/15	10/15			\$49,999

**Significant Changes to Investment since Prior Year Enacted**

There have been no significant changes to the MVSS investment since FY 2016 enacted.

**Investment Schedule**

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
	<b>FY 2016</b>			
Contract Award/Order MVSS Units 1 and 2			10/26/2015	10/26/2015
	<b>FY2017</b>			
Complete SQT Phase 1			Q3FY17	Q3FY17
Order MVSS Units 3 & 4 for Initial Operational Test and Evaluation			Q3FY17	Q3FY17
Complete SQT Phase 2			Q4FY17	Q4FY17
	<b>FY2018</b>			
Obtain Low Rate Initial Production Decision (i.e. ADE 2C) and order 24 MVSS units for RGV sector			Q1FY18	Q1FY18
Complete Initial Operational Test and Evaluation			Q2FY18	Q2FY18
Obtain Full Rate Production Decision (i.e. ADE 3)			Q2FY18	Q2FY18
Order 88 MVSS units for Laredo, Del Rio, and Big Bend sectors			Q3FY18	Q3FY18
Complete Acquisition Plan for follow-on MVSS contract			Q3FY18	Q3FY18
Complete RGV deployment of 28 MVSS units			Q4FY18	Q4FY18

***Tactical Infrastructure Investment*****Capital Investments Exhibits****Construction****(Tactical Infrastructure)****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Tactical Infrastructure	N024-000005109	1	Construction	Non-IT	Yes	\$3,800	\$3,076	\$49,738

**Construction Description**

CBP requests \$49.7 million in FY 2018 to support construction of roads. The one-time enhancement will support the implementation of Executive Orders on border security through a robust deployment of roads to increase border access for USBP agents and decrease response times in otherwise hard to reach locations.

**Justification**

Roads will be built to increase access points and expand patrol roads in high priority areas. Patrol roads decrease travel time, improve incident response time, and increase the effective patrol range of each United States Border Patrol (USBP) agent. Roads are a force multiplier and key in establishing operational control of the border.

The \$49.7 million investment includes the construction of 15 miles of roads along the southwest border in areas identified by USBP as operational priorities. Construction funded by this request is expected to take less than 3 years, with the first 3 miles of roads to be built in 2018.

The road construction estimate is based on prior experience building patrol roads on the southwest border. This funding will allow CBP to fund design, real estate planning, environmental planning and acquisition, construction and construction oversight for new roads on the southwest border. The investment allows CBP to swiftly respond to USBP operational requirements for mobility and access.

In April 2017, USBP completed a Southwest Border Capability Roadmap that identifies updated operational requirements needed to achieve operational control of the southern border. This roadmap is intended to inform a balanced, risk-based investment strategy



driven by capability gaps, geographic priorities, terrain and other environmental factors, and the evolving threat. The roadmap identifies the highest priority for new border wall construction based on local geography, terrain, risk, “vanishing time” and other factors. The locations requested for FY 2018 border wall construction address the highest priorities identified by the USBP.

**FY 2016 Key Milestone Events (Prior Year)**

- N/A

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- N/A

**FY 2018 Planned Key Milestone Events (Budget year)**

- Execute design work for road segments.
- Begin and complete 3 miles of road construction.

**Overall Construction Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				
Procurement, Construction, and Investments				\$49,738
Research and Development				
Project Funding				\$49,738
Obligations				
Expenditures				

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
TBD	TBD	TBD					

**Significant Changes to Construction since Prior Year Enacted**

N/A

**Construction Schedule**

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
	FY 2016			
N/A				
	FY 2017			
N/A				
	FY 2018			
Design Work for FY 2018 Projects	11/2017	2/2018		
Design Work for FY 2019 Projects	3/2018	9/2018		
Construct 3 miles of roads			4/2018	12/2018

***Border Wall Construction – Investment*****Capital Investments Exhibits****Construction****Border Wall Construction****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Border Wall Construction	024-000005266	1	Construction	Non-IT	Yes	-	-	\$1,571,239

**Border Wall Construction****Construction Description**

CBP requests \$1,571.2 million to support construction of 32 miles of new border wall system in the Rio Grande Valley Sector, 28 miles of new levee wall in the Rio Grande Valley Sector, 14 miles of replacement secondary barrier which completes the 14 miles of new border wall system in the San Diego Sector, and planning activities for further border wall construction. .

**Justification**

The FY 2018 budget request will be used to fund new border wall system, supporting implementation of the President's Executive Orders and improving border security by impeding illegal crossings with additional physical barriers along the southwest border.; Activities funded by this request include: wall design, real estate planning, land acquisition, environmental planning, construction, and construction oversight. Investment in new border wall construction allows CBP to swiftly respond to Administration priorities and execute United States Border Patrol (USBP) operational requirements in high-risk location. This program is currently in source selection, cost estimates and program details will be further delineated once a design solution has been selected.

FY 2018 projects include:

- 32 miles of new border wall system in the Rio Grande Valley Sector (\$784 million)
- 28 miles of new levee wall in the Rio Grande Valley Sector (\$498 million)
- 14 miles of replacement secondary barrier which completes the 14 miles of new border wall system in the San Diego Sector

(\$251 million)

- Planning for future border wall construction (\$38 million).

In April 2017, USBP completed a Southwest Border Capability Roadmap that identifies updated operational requirements needed to achieve operational control of the southern border. This roadmap is intended to inform a balanced, risk-based investment strategy driven by capability gaps, geographic priorities, terrain and other environmental factors, and the evolving threat. The roadmap identifies specific requirements for impedance and denial, including which locations are the highest priority for new border wall construction because of geography, terrain, risk, “vanishing time” and other factors. The locations requested for FY 2018 border wall construction address the highest priorities identified by the USBP.

**FY 2016 Key Milestone Events (Prior Year)**

- N/A

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Execute planning and design requirements for wall prototypes and levee wall

**FY 2018 Planned Key Milestone Events (Budget year)**

- Certify real estate and award construction contract for border wall system in SDC
- Start real estate certification process and receive rights of entry for border wall system in RGV
- Start real estate certification process and receive rights of entry for levee wall segments in RGV

**Overall Construction Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				
Procurement, Construction, and Investments				\$1,571,239
Research and Development				
Project Funding				\$1,571,239
Obligations				
Expenditures				

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
TBD	TBD	TBD					

**Significant Changes to Construction since Prior Year Enacted**

N/A

**Construction Schedule**

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
	FY 2016			
N/A				
	FY2017			
N/A				
	FY2018			
Real Estate Certification Process SDC	10/2017	9/2018		
Construction Award – 3 miles RGV Levee Wall				10/2018
Construction Start – 3 miles RGV Levee Wall			11/2018	
Construction Award – 14 Miles SDC Secondary Replacement			1	2/2019
Construction Start – 14 miles SDC Secondary Replacement			3/2019	

**FY 2016 Key Milestone Events (Prior Year)**

- N/A

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Execute design work for wall replacement to be built in FY 2018.
- Execute design work for wall replacement to be built in FY 2019.
- Replace 12 miles of wall

**FY 2018 Planned Key Milestone Events (Budget year)**

- Replace 24 miles of wall

**Overall Construction Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				
Procurement, Construction, and Investments				\$265,739
Research and Development				
Project Funding				\$265,739
Obligations				
Expenditures				

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
TBD	TBD	TBD					

**Significant Changes to Construction since Prior Year Enacted**

N/A

**Construction Schedule**

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
	FY 2016			
N/A				
	FY2017			
N/A				
	FY2018			
Design Work for FY 2018 Projects	11/2017	2/2018		
Design Work for FY 2019 Projects	3/2018	9/2018		
Construct 12 miles of wall replacement			4/2018	12/2018

---

*Trade and Travel Assets and Infrastructure – PPA*

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Automated Commercial Environment (ACE)	\$26,290	\$26,243	-	(\$26,243)
Non-Intrusive Inspection (NII) Systems Program	\$90,263	\$90,102	\$109,240	\$19,138
<b>Total</b>	<b>\$116,553</b>	<b>\$116,345</b>	<b>\$109,240</b>	<b>(\$7,105)</b>
Discretionary - Appropriation	\$116,553	\$116,345	\$109,240	(\$7,105)



## Trade and Travel Assets and Infrastructure – PPA

### Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$116,553		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$116,553</b>	<b>\$116,345</b>	<b>\$109,240</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$73,007	\$73,007
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$116,553</b>	<b>\$189,352</b>	<b>\$182,247</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$116,553</b>	<b>\$189,352</b>	<b>\$182,247</b>
Obligations (Actual/Projections/Estimates)	\$43,546	\$116,345	\$27,000
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

**Trade and Travel Assets and Infrastructure – PPA**  
**Summary of Budget Changes**

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	<b>\$116,553</b>
<b>FY 2016 Revised Enacted</b>	-	-	<b>\$116,553</b>
<b>FY 2017 Annualized CR</b>	-	-	<b>\$116,345</b>
<b>FY 2018 Base Budget</b>	-	-	-
Non-Intrusive Inspection (NII) System Program	-	-	\$109,240
<b>Total Investment Elements</b>	-	-	<b>\$109,240</b>
<b>FY 2018 Request</b>	-	-	<b>\$109,240</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>(\$7,105)</b>

**Trade and Travel Assets and Infrastructure – PPA****Non Pay Budget Exhibits****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
31.0 Equipment	\$116,553	\$116,345	\$109,240	(\$7,105)
<b>Total - Non Pay Object Classes</b>	<b>\$116,553</b>	<b>\$116,345</b>	<b>\$109,240</b>	<b>(\$7,105)</b>

**Non Pay Cost Drivers***Dollars in Thousands*

<b>Leading Non Pay Cost-Drivers</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Total Changes</b>
Large-scale NII System Acquisition	80,563	78,102	86,240	\$8,138
Small-scale NII System Acquisition	9,740	12,000	23,000	\$11,000
<b>Total – Non Pay Cost Drivers</b>	<b>\$116,553</b>	<b>\$116,345</b>	<b>\$109,240</b>	<b>(\$7,105)</b>

**NARRATIVE EXPLANATION OF CHANGES**

- \$86.2 million associated with the acquisition of large-scale NII systems;
- \$23 million associated with the acquisition of small-scale NII systems.

---

**Trade and Travel Assets and Infrastructure – PPA**  
**Capital Investments Exhibits**

---

**Capital Investments**  
*Dollars in Thousands*

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Non-Intrusive Inspection (NII) Systems Program	024-000005119	1	Procurement	IT	Yes	\$90,263	\$90,102	\$109,240
Automated Commercial Environment (ACE)	024-000005053	1	Procurement	IT	Yes	\$26,290	\$26,243	-

\*The Automated Commercial Environment (ACE) program has shifted to sustainment and is funded in the Operations and Support appropriation.

*Non-Intrusive Inspection (NII) Systems Program – Investment***Capital Investments Exhibits****Procurement/Acquisition Programs****(Non-Intrusive Inspection (NII) Systems Program)****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Non-Intrusive Inspection (NII) Systems Program	024-000005119	1	Procurement	IT	Yes	\$90,263	\$90,102	\$109,240

**Investment Description**

CBP requests \$109.2 million for the Non-Intrusive Inspection (NII) Systems Program. NII Systems is critical to the CBP layered enforcement strategy and supports the mission by interdicting potentially dangerous or illegal cargo from being smuggled into the country while facilitating the flow of legitimate trade and travel. This program utilizes multiple technologies to allow CBP officers and agents to quickly and effectively examine large volumes of traffic. NII technology examines approximately 5-8 percent of all inbound cargo and vehicles entering the United States. Radiation Detection Equipment (RDE) is used to scan greater than 99 percent of arriving containerized cargo and vehicles at land and sea POEs. In FY 2016, CBP conducted approximately 6.5 million NII exams, resulting in more than 2,600 seizures with a total weight of over 359,000 pounds and \$3.9 million in currency.

**Justification**

The FY 2018 budget request will allow CBP to remain on track to ensure the NII fleet is operating within its service life by FY 2024. Additionally, the receipt of multi-year funds has greatly improved the flexibility across the NII investment strategy. Flexibility allows CBP to address emerging needs and to adequately assess and evaluate replacement solutions that support integrated and automated concepts.

CBP's FY 2018 NII request will support 95 percent operational availability across the current fleet of NII and radiation detection equipment (RDE), and acquisition of over 30 Large Scale (LS) and 600 Small Scale (SS) NII systems to support recapitalization and emerging field needs. A key element of CBP's NII recapitalization is to deploy technology and methods that integrate with other CBP hardware and software platforms. Existing NII technology and RDE are standalone systems in the sense that they are not in combined configurations, and the systems do not transmit data directly to the CBP Network.

The FY 2018 request builds upon prior year investments and will be used to recapitalize the current NII large-scale (LS) and small-scale (SS) technology fleet. CBP will focus on identifying, acquiring, and deploying NII hardware and software solutions that integrate technology and operations to effectively counter trade-based threats. Existing NII technology and RDE are standalone systems in the sense that they are not in combined configurations, and the systems do not transmit data directly to the CBP Network. The requested funding will be used to acquire over 25 LS and 600 SS NII systems to support recapitalization and emerging field needs.

CBP examines 99% of inbound rail with NII and scans for RDE if the shipment is deemed high-risk; there is 0 dedicated large scale Radiation Detection Equipment in the rail environment (*percentage of cargo scanned in the rail environment is rolled up within a DHS DNDO GPRA measure*). CBP currently has 27 rail imaging systems (18 on the Northern border and 9 on the Southern border) covering 99 percent of inbound rail cargo. 26 systems are rail VACIS and were initially deployed in 2001, the average age is 11 years. CBP deployed 1 new system in Laredo in 2012. Rail VACIS' (average age 11) cannot penetrate all rail cargo, has no radiation detection capability nor is capable of integrating with passive radiation detectors, it's non-compliant with emerging cyber security standards, and it cannot easily share scanning data. For high-risk cargo, CBP stops the train and uses handheld radiation detectors at the closest rail yard that can be one to 72 hours after entry. The lack of a primary radiation detector in the rail vector is a documented Global Nuclear Detection Architecture (GNDA) gap. Additionally, the lack of rail capability is cited in a recent GAO titled *DHS's Fleet Is Lasting Longer than Expected, and Future Acquisitions Focus on Operational Efficiencies*, GAO-17-57. October 2016.

In FY 2018, CBP will continue to work with vendors and DHS Science and Technology (S&T) and the Domestic Nuclear Detection Office (DNDO) to identify, procure, and deploy technologies that address NII's integration and automation objectives. In order to achieve this, CBP and Partners must ensure NII systems and operational resources are adaptable. Key project areas to highlight for FY 2018 include:

- **Rail NII System Recapitalization:** As part of NII recapitalization at rail border crossings, CBP and DNDO continue to evaluate the ability to integrate passive (radiation) and active (imaging) systems. The current NII systems in the rail environment are over 11 years old, and CBP lacks dedicated RDE to scan rail cars (currently 100 percent of rail cars are imaged with NII where NII is deployed, and those identified as high-risk are scanned with handheld RDE). The desired replacement solution, initially scheduled for FY 2018, will address both aging NII systems and radiation scanning, ultimately providing a safer more efficient operation that provides greater ability to detect threats.
- **Drive through Imaging Systems:** CBP, in coordination with S&T, will assess drive through x-ray imaging systems with the goal of decreasing processing time and determine the effectiveness of utilizing drive through technology in both primary and secondary vehicle inspection lanes. Greater than 95 percent of drug-related NII seizures and the pounds of drugs seized occur

in the land border vehicle environment across the Southwest Border. By decreasing processing time, CBP may have the ability to increase the volume of vehicles imaged which directly correlates with drug-related seizures. As part of the assessment, CBP and S&T will also consider the technologies' footprint/ infrastructure in comparison to the dynamic environments across ports, the overall quality of images produced, and the total ownership cost of the systems. Based on the results, drive through systems may be incorporated in out-year recapitalization plans and may positively impact the number of NII systems required at a port or the amount of throughput processed.

- **Common User Interface:** CBP will continue to work with DHS S&T to develop a common user interface to enhance and optimize CBP officer's ability to resolve NII anomalies. The near term goal of the project is to demonstrate a secure capability to transfer data from multiple large-scale NII systems to a common viewer workstation, allow images and data from multiple systems to be viewed on a standardized software platform, and to capture data from multiple vendors/ types of image into a standard file format and graphical user interface.

#### **FY 2016 Key Milestone Events (Prior Year)**

- Deployed four (4) LS NII systems and over 150 small-scale (SS) NII systems (systems were procured with prior year funds)
- Procured 40 LS systems and 118 SS systems to address system recapitalization or emerging needs
- NII Systems Program achieved Acquisition Decision Event – 3 from the DHS Under Secretary of Management
- Maintained an average of 95 percent operational availability on operational NII and Radiation Detection Equipment (*using O&S funds*)

#### **FY 2017 Planned Key Milestone Events (Year of Execution)**

- Continue to deploy and acquire LS and SS NII systems
- Evaluate, purchase and deploy LS NII systems to support and sustain a full operating capability of approximately 320-340~ units by FY 2024; and
- In coordination with DNDO, continue to pursue a targeted, time-phased recapitalization strategy to replace approximately 200 RPMs at select high-volume ports of entry (POE) by FY 2022.

#### **FY 2018 Planned Key Milestone Events (Budget year)**

- Acquire over 25 LS and 600 SS NII systems to support recapitalization and emerging field needs.

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support		\$119,000	\$119,000	\$121,000
Procurement, Construction, and Investments		\$90,263	\$90,102	\$109,240
Research and Development				
Project Funding			\$209,102	\$230,240
Obligations	\$245,289*	\$207,668	\$161,503	
Expenditures	\$221,193*	\$111,000	\$65,000	

\*Prior years include FY 2014 & FY 2015 data.

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
TBD	TBD	Task Order		9/30/2017	9/29/2018	No	\$1,000
TBD	TBD	Task Order		9/30/2017	9/29/2018	No	\$3,620
TBD	TBD	Task Order		9/30/2017	9/29/2018	No	\$25,000
TBD	TBD	Task Order		9/30/2017	9/29/2018	No	\$0,120
TBD	TBD	Task Order		9/30/2017	9/29/2018	No	\$8,500
TBD	TBD	Task Order		9/30/2017	9/29/2018	No	\$0,600
Existing Contract	TBD	Task Order		9/30/2017	9/29/2018	No	\$3,960
Existing Contract	TBD	Task Order		9/30/2017	9/29/2018	No	\$12,900
TBD	TBD	Task Order		9/30/2017	9/29/2018	No	\$1,280
TBD-GSA	TBD	Task Order		12/31/2016	12/31/2021	No	\$0,500
TBD	TBD	Task Order		9/30/2017	9/29/2018	No	\$0,720



**Procurement, Construction, and Improvement**

**Trade and Travel Assets and Infrastructure - PPA**

<b>Contract Number</b>	<b>Contractor</b>	<b>Type</b>	<b>Award Date (mo/yr)</b>	<b>Start Date (mo/yr)</b>	<b>End Date (mo/yr)</b>	<b>EVM in Contract</b>	<b>Total Value</b>
TBD	TBD	Task Order		9/30/2017	9/29/2018	No	\$0,180
HSBP1017J00139	Rapiscan Systems, Inc.	Task Order		3/17/17	5/15/2017	No	\$0,090
Existing Contract	TBD	Task Order		9/30/2017	9/29/2018	No	\$1,330
HSBP1015J00530	AS&E	Task Order	9/9/2015	9/9/2015	8/15/2016	No	\$3,320
HSBP1015J00531	Rapiscan Systems, Inc.	Task Order	9/8/2015	9/8/2015	9/28/2026	No	\$2,920
HSBP1015J00532	Smith's Detection, Inc.	Task Order	9/8/2015	9/25/2015	7/25/2026	No	\$3,590
HSBP1015J00647	Leidos	Task Order	9/8/2015	9/25/2015	5/5/2026	No	\$3,100
HSBP1015J00793	Smith's Detection, Inc.	Contract	9/25/2015	9/25/2015	9/12/2016	No	\$4,140
HSBP1015J00808	Rapiscan Systems, Inc.	Task Order	9/25/2015	9/25/2015	6/30/2017	No	\$1,530
HSBP1015J00831	Rapiscan Systems, Inc.	Task Order	9/25/2015	4/26/2016	9/29/2026	No	\$38,190
HSBP1015J00874	Global Enterprise	Task Order	9/25/2015	6/9/2016	9/5/2016	No	\$2,240
HSBP1016F00092	Crystal Clear Technologies, Inc.	Task Order	4/26/2016	4/26/2016	4/25/2017	No	\$0,060
HSBP1016F00130	A&A Harris Enterprises	Task Order	6/9/2016	6/9/2016	6/8/2017	No	\$0,130
HSBP1016J00310	Smith's Detection, Inc.	Task Order	8/9/2016	8/9/2016	8/30/2027	No	\$4,370
HSBP1016J00444	Sotera Engineered Solutions, LLC	Task Order	7/8/2016	7/8/2016	2/15/2017	No	\$1,250
HSBP1016J00624	Astrophysics	Task Order	9/10/2016	9/10/2016	7/17/2017	No	\$2,420
HSBP1016J00753	AS&E	Task Order	9/28/2016	9/28/2016	11/30/2027	No	\$14,060
HSBP1016J00783	Leidos	Task Order	9/30/2016	9/30/2016	9/29/2026	No	\$66,340
HSBP1016J00873	AS&E	Task Order	9/28/2016	9/28/2016	9/28/2028	No	\$54,050

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
HSBP1016J01015	Smith's Detection, Inc.	Task Order	9/29/2016	9/29/2016	9/28/2027	No	\$5,110
HSBP1016P00789	Leidos	Contract	9/29/2016	9/29/2016	9/28/2017	No	\$1,420

**Significant Changes to Investment since Prior Year Enacted**

N/A

---

***Integrated Operations Assets and Infrastructure – PPA***

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Airframes and Sensors	\$69,900	\$80,300	\$137,335	\$57,035
Coastal interceptor vessel	-	-	\$3,573	\$3,573
Other Systems and Assets	-	-	\$12,200	\$12,200
<b>Total</b>	<b>\$69,900</b>	<b>\$80,300</b>	<b>\$153,108</b>	<b>\$72,808</b>
Discretionary - Appropriation	\$69,900	\$80,300	\$153,108	\$72,808

**Integrated Operations Assets and Infrastructure – PPA**  
**Budget Authority and Obligations**

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$80,900		
Transfers & Reprogrammings	(\$11,000)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$69,900</b>	<b>\$80,300</b>	<b>\$153,108</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$18,687	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$69,900</b>	<b>\$98,987</b>	<b>\$153,108</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$69,900</b>	<b>\$98,987</b>	<b>\$153,108</b>
Obligations (Actual/Projections/Estimates)	\$49,613	\$73,285	\$38,000
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

## Integrated Operations Assets and Infrastructure – PPA

### Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	<b>\$80,900</b>
UAS Upgrade	-	-	(\$11,000)
<b>Total Above Threshold Reprogrammings/Transfers</b>	-	-	<b>(\$11,000)</b>
<b>FY 2016 Revised Enacted</b>	-	-	<b>\$69,900</b>
<b>FY 2017 Annualized CR</b>	-	-	<b>\$80,300</b>
<b>FY 2018 Base Budget</b>	-	-	-
Aircraft Sensor Upgrades	-	-	\$7,800
Coastal Interceptor Vessels	-	-	\$3,573
DOD Technology Re-Use	-	-	\$1,200
FAA Next Generation	-	-	\$3,300
KA-350CER Multi Enforcement Aircraft (MEA)	-	-	\$55,530
Light Enforcement Helicopters	-	-	\$43,421
MEA Land Based VADER	-	-	\$11,000
UH-60 Medium Lift Helicopter	-	-	\$14,034
Wulfsburg Tactical Communications	-	-	\$13,250
<b>Total Investment Elements</b>	-	-	<b>\$153,108</b>
<b>FY 2018 Request</b>	-	-	<b>\$153,108</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>\$72,808</b>

## Integrated Operations Assets and Infrastructure – PPA

### Non Pay Budget Exhibits

#### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
25.2 Other Services from Non-Federal Sources	\$444	\$443	\$1,658	\$1,215
25.3 Other Goods and Services from Federal Sources	-	-	\$1,000	\$1,000
25.7 Operation and Maintenance of Equipment	-	-	\$24,183	\$24,183
26.0 Supplies and Materials	\$444	\$443	\$458	\$15
31.0 Equipment	\$69,012	\$79,414	\$125,809	\$46,395
<b>Total - Non Pay Object Classes</b>	<b>\$69,900</b>	<b>\$80,300</b>	<b>\$153,108</b>	<b>\$72,808</b>

## Integrated Operations Assets and Infrastructure – PPA Capital Investments Exhibits

### Capital Investments *Dollars in Thousands*

Investment	Unique Item Identifier	Acquisition Level	Procurement / Construction	IT/Non-IT	MAOL	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
KA350-CER Multi Enforcement Aircraft (MEA)	N024-000005258	1	Procurement	Non-IT	Yes	\$44,400	\$44,317	\$55,530
Light Enforcement Helicopters	-	-	Procurement	Non-IT	No	-	-	\$43,421
UH-60 Medium Lift Helicopter	N024-000005259	1	Procurement	Non-IT	Yes	-	-	\$14,034
Wulfsburg Tactical Communications	024-000005255	3	Procurement	Non-IT	No	-	-	\$13,250
MEA Land Based VADER	-	-	Procurement	Non-IT	No	-	-	\$11,000
Aircraft Sensor Upgrades	-	-	Procurement	Non-IT	No	-	\$10,281	\$7,800
Coastal Interceptor Vessels	N024-000005260	3	Procurement	Non-IT	No	-	-	\$3,573
FAA Next Generation	N024-000005247	Non-Major	Procurement	Non-IT	No	\$1,600	\$1,597	\$3,300
DoD Technology Re-Use	-	-	Procurement	Non-IT	No	-	-	\$1,200
Airframes and Sensors End Items	-	-	Procurement	Non-IT	-	\$23,900	\$24,105	-
Watercraft End Items	-	-	Procurement	Non-IT	-	-	-	-
Other Systems and Assets End Items	-	-	Procurement	Non-IT	-	-	-	-

*Airframes and Sensors – PPA Level II***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
KA350-CER Multi Enforcement Aircraft (MEA)	\$44,400	\$44,317	\$55,530	\$11,213
UH-60 Medium Lift Helicopter	-	-	\$14,034	\$14,034
FAA Next Generation	\$1,600	\$1,597	\$3,300	\$1,703
Wulfsburg Tactical Communications	-	-	\$13,250	\$13,250
Airframes and Sensors End Items	\$23,900	\$24,105	-	(\$24,105)
Light Enforcement Helicopters	-	-	\$43,421	\$43,421
Aircraft Sensor Upgrades	-	\$10,281	\$7,800	(\$2,481)
<b>Total</b>	<b>\$69,900</b>	<b>\$80,300</b>	<b>\$137,335</b>	<b>\$57,035</b>
Discretionary - Appropriation	\$69,900	\$80,300	\$137,335	\$57,035



## Airframes and Sensors – PPA Level II

### Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$80,900		
Transfers & Reprogrammings	(\$11,000)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$69,900</b>	<b>\$80,300</b>	<b>\$137,335</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$18,687	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$69,900</b>	<b>\$98,987</b>	<b>\$137,335</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$69,900</b>	<b>\$98,987</b>	<b>\$137,335</b>
Obligations (Actual/Projections/Estimates)	\$49,613	\$73,285	-
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

## Airframes and Sensors – PPA Level II

### Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	<b>\$80,900</b>
UAS Upgrade	-	-	(\$11,000)
<b>Total Above Threshold Reprogrammings/Transfers</b>	-	-	<b>(\$11,000)</b>
<b>FY 2016 Revised Enacted</b>	-	-	<b>\$69,900</b>
<b>FY 2017 Annualized CR</b>	-	-	<b>\$80,300</b>
<b>FY 2018 Base Budget</b>	-	-	-
Aircraft Sensor Upgrades	-	-	\$7,800
FAA Next Generation	-	-	\$3,300
KA-350CER Multi Enforcement Aircraft (MEA)	-	-	\$55,530
Light Enforcement Helicopters	-	-	\$43,421
UH-60 Medium Lift Helicopter	-	-	\$14,034
Wulfsburg Tactical Communications	-	-	\$13,250
<b>Total Investment Elements</b>	-	-	<b>\$137,335</b>
<b>FY 2018 Request</b>	-	-	<b>\$137,335</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>\$57,035</b>

**Airframes and Sensors – PPA Level II****Non Pay Budget Exhibits****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
25.2 Other Services from Non-Federal Sources	\$444	\$443	\$458	\$15
25.3 Other Goods and Services from Federal Sources	-	-	\$1,000	\$1,000
25.7 Operation and Maintenance of Equipment	-	-	\$24,183	\$24,183
26.0 Supplies and Materials	\$444	\$443	\$458	\$15
31.0 Equipment	\$69,012	\$79,414	\$111,236	\$31,822
<b>Total - Non Pay Object Classes</b>	<b>\$69,900</b>	<b>\$80,300</b>	<b>\$137,335</b>	<b>\$57,035</b>

**Non Pay Cost Drivers***Dollars in Thousands*

<b>Leading Non Pay Cost-Drivers</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Total Changes</b>
Contract Services	300	2902	23,249	\$20,347
Supplies	72	7,587	5,793	(\$1,794)
Equipment	45,628	45,706	108,293	\$65,587
<b>Total – Non Pay Cost Drivers</b>	<b>\$69,900</b>	<b>\$80,300</b>	<b>\$137,335</b>	<b>\$57,035</b>

**NARRATIVE EXPLANATION OF CHANGES**

- \$23.3 million associated with contract services for the FAA Next Generation program, Sensor Upgrades, Wulfsburg Tactical Communication, and UH-60 Medium Lift Helicopters;
- \$5.8 million associated with supplies purchases for the Office of Air & Marine associated with the KA-350CER MEA program and Sensor Upgrades.
- \$108.3 million associated with equipment purchases related to the FAA Next Generation Program, the purchase of KA-350CER MEAs, the purchase of Light Enforcement Helicopters, Sensor Upgrades, Wulfsburg Tactical Communication, and the purchase of UH-60 Medium Lift Helicopters. .

## Airframes and Sensors – PPA Level II

### Capital Investments Exhibits

#### Capital Investments

*Dollars in Thousands*

Investment	Unique Item Identifier	Acquisition Level	Procurement / Construction	IT/Non-IT	MAOL	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
KA350-CER Multi Enforcement Aircraft (MEA)	N024-000005258	1	Procurement	Non-IT	Yes	\$44,400	\$44,317	\$55,530
Light Enforcement Helicopters	-	-	Procurement	Non-IT	No	-	-	\$43,421
UH-60 Medium Lift Helicopter	N024-000005259	1	Procurement	Non-IT	Yes	-	-	\$14,034
Wulfsburg Tactical Communications	024-000005255	3	Procurement	Non-IT	No	-	-	\$13,250
Aircraft Sensor Upgrades	-	-	Procurement	Non-IT	No	-	\$10,281	\$7,800
FAA Next Generation	N024-000005247	Non-Major	Procurement	Non-IT	No	\$1,600	\$1,597	\$3,300
Airframes and Sensors End Items	-	-	Procurement	Non-IT	-	\$23,900	\$24,105	-

***Multi-Role Enforcement Aircraft Investment*****Capital Investments Exhibits****Procurement/Acquisition Programs****(Multi-Role Enforcement Aircraft (MEA))****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
KA350-CER Multi Enforcement Aircraft (MEA)	N024-000005258	1	Procurement	Non-IT	Yes	\$44,400	\$44,317	\$55,530

**Investment Description**

CBP Requests \$55.5 million in FY 2018 to purchase two KA-350CER multirole enforcement aircraft (MEA).

DHS has a requirement to support law enforcement and emergency response operations with sensor-equipped surveillance aircraft capable of collecting, recording and transmitting real-time imagery to tactical and strategic command and control coordination centers. The MEA is the optimal sensor-equipped aircraft for surveillance operations in regions such as the Southern Border, Northern Border, and maritime environments where over water, terrain, weather and distance pose significant obstacles to border security operations along the border, between the points of entry, and in the littorals. In addition to surveillance, the MEA serves as a force multiplier for law enforcement and emergency response personnel because the MEA provides rapid-response deployment of equipment, canines and people. The MEA is a multi-purpose, fixed wing, multi-engine aircraft used for maritime and land detection and surveillance missions and logistical transportation of cargo and people. Additional planned missions include airborne tracking and communications intelligence gathering.

**Justification**

FY 2018 funding will be used to procure two MEA in support of the President's Executive Orders on border security and enhance the physical security of the northern, southern, and maritime borders by providing improved air surveillance and support capabilities to US Border Patrol and other law enforcement partners.

The MEA was introduced to fill the gaps created by the end of the DHC-8 medium range patrol aircraft production line, the termination of the PC-12 single-engine aircraft contract, and the planned retirement of at least 26 aging twin-engine patrol aircraft that CBP inherited from a variety of sources. The MEA is a multi-role aircraft with a multi-mode radar for use over water and land and for

air to air awareness. It also has an Electro-Optic/Infrared sensor, basic and advanced Law Enforcement Technical Collection packages, and Ku-Band and Iridium downlink system capabilities which allow for communication by voice and sensor data anywhere in its operating area in near real time. It is the most capable new, twin-engine aircraft to be purchased by CBP. The FY 2018 President's Budget is based on government cost estimate prior to follow on contract award. It assumes higher unit price based on low production quantity. Final negotiated price after contract award is lower at \$22.9M per copy. Additional funding will be used for much needed spares and parts.

**FY 2016 Key Milestone Events (Prior Year)**

- Delivered the last two MEA, MEA #11 and MEA #12, under the initial contract
- Completed source selection and awarded the follow-on production contract in Sep 2016 for MEA #13 through MEA #24.

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Conducted contract kick-off and Systems Requirements Review (SRR) in Oct 2016
- Conducted Preliminary Design Review (PDR) in Dec 2016 and Critical Design Review (CDR) in Apr 2017

**FY 2018 Planned Key Milestone Events (Budget year)**

- Deliver MEA #13 in Nov 2017
- Deliver MEA #14 in Feb 2018

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				
Procurement, Construction, and Investments		\$44,400	\$44,317	\$55,530
Research and Development				
Project Funding	\$247,065	\$44,400	\$44,317	\$55,530
Obligations	\$246,842	\$44,551	\$44,317	
Expenditures	\$222,825	\$22,023	\$29,427	

*\*FY 2016 and FY 2017 funding data has been cross-walked from the legacy appropriations structure to the current Common Appropriations Structure*

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
HSBP1016J00693	Sierra Nevada Corporation	Firm Fixed Price	9/2016	10/2016	3/2018	No	\$44,400

*\*FY2016 and FY 2017 values may include project funding data from other CAS appropriations (O&S, R&D and Fees; Table reflects net funding, appropriations received, reprogrammings and less rescissions- Inclusive of all program funding*

**Significant Changes to Investment since Prior Year Enacted**

No major changes from the FY17 submission.

Subcontractors: Major subcontractors include Textron Beechcraft, Wichita, KS for the aircraft, KA350CER, Leonardo for the radar system, Sea Spray 7500, Edinburgh, Scotland, and L-3/Wescam for the Electro Optical/Infrared (EO/IR) system, MX15HDi, Ontario, Canada.

**Investment Schedule**

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
<b>FY 2016</b>				
Gov Kick-Off, System Requirements Analysis, Systems Requirements Review	Sep-16	Oct-16		
Aircraft Modification				
<b>FY2017</b>				
System Requirements Review (SRR)	Oct-16	Oct-16		
Preliminary Design and Preliminary Design Review (PDR)	Oct-16	Dec-16		
Design Completion and Critical Design Review (CDR)	Dec-16	Apr-17		
Aircraft Modification MEA #13			Sep-16	Sep-17
Ground Test MEA #13			Sep-17	Sep-17
Flight Test MEA #13			Sep-17	Oct-17
<b>FY2018</b>				
Aircraft Delivery MEA #13			Nov-17	Nov-17
Aircraft Modification MEA #14			Sep-16	Dec-17
Ground Test MEA #14			Dec-17	Dec-17
Flight Test MEA #14			Jan-18	Feb-17
Aircraft Delivery MEA #14			Feb-18	Feb-18



***UH-60 Medium Lift Helicopter – Investment***  
**Capital Investments Exhibits**

**Procurement/Acquisition Programs**

**(UH-60 Medium Lift Helicopter)**

**Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
UH-60 Medium Lift Helicopter	N024-000005259	1	Procurement	Non-IT	Yes	-	-	\$14,034

**Investment Description**

CBP Requests \$14.1 million in FY 2018 to purchase one UH-60 Medium Lift Helicopter (MLH).

DHS has a requirement to support law enforcement operations that detect and interdict illegal aliens, terrorists, drugs and other contraband. The expansiveness of the Southwest Border and Northern Border pose significant challenges to border security. Smugglers have used vehicles, horses and people to transport people and drugs into the United States. CBP AMO has responded to this threat by working in concert with the Border Patrol and other law enforcement agencies to assist in the identification and apprehension of undocumented aliens. The MLH is a turbo-shaft twin engine helicopter designed to carry a crew of 4 and a fully equipped team of 11. It is capable of transporting cargo and external loads up to 9,000 pounds. The MLH can be fitted with stub wings to carry additional fuel tanks, weapons or supplies/equipment providing the MLH with flexibility in its capabilities. The MLH is also equipped with an Electro Optical/Infrared (EO/IR) sensor to support a variety of diversified missions.

**Justification**

FY 2018 funding will be utilized to support conversion of one HH-60L to the UH-60L configuration. Investment in this area will support the implementation of Executive Orders on border security and enhance the physical security of the southern border through improved air support for the US Border Patrol and other law enforcement partners.

Sixteen of CBPs 20 UH-60 Black Hawk helicopters are on long term loan from the U.S. Army. They are critical to border security operations, being the only helicopters with medium lift capability (8 agents with full gear), rugged enough to support interdiction and life-saving operations in very hostile environments, and at high altitudes in the dessert, over open water, and in extreme cold. They

can carry BORSTAR/BORTAC life-saving and tactical teams into hostile situations, having been designed as combat support aircraft, they have crash-survivable sub-systems, and are critical to the successful execution of national special security events.

Original recapitalization and conversion effort involved a complete disassembly of the aircraft, which was then rebuilt with new and upgraded cockpit components, dynamic components (engines, transmissions, flight controls), and structure, and required nearly two years of depot level work. At the beginning, the average cost of the effort is \$16 million to \$18 million per aircraft, depending on its condition and flight history. In recent years, the costs have increased and were expected to approach \$19 million as the last 10 aircraft required all new hard tops and other significant structural work. Under Acquisition Decision Memorandum (dated January 6, 2015), CBP was authorized to add two additional H-60L helicopters to the Army loan agreement, provided no work be conducted on them until DHS approved the revised approach.

This approach to UH-60L fleet sustainment eliminates the recapitalization effort at the Corpus Christi Army Depot. It will require the de-configuration of the Army hospital variant of the H-60, installation of a gunner's station, and mission equipment outfitting to tailor the aircraft for homeland security missions. All work would be accomplished at the Army's Prototype Integration Facility (PIF) in Huntsville, AL. Early estimates showed that CBP could avoid spending over \$70 million for the 10 helicopters needed, compared to the original recapitalization and conversion effort. The 10 older UH-60A assets still in operation would be returned to the Army as they exhibit aged-related safety issues. In April 2014, the Army identified the first UH-60L to be transferred, which had less than 400 hours on the airframe, compared to the Army life limit of 10,000 hours. In accordance with the ADM, the helicopter was inducted into the PIF, has been de-configured, and is undergoing non-recurring engineering.

Currently, the AMO utility airlift fleet consists of 31 aircraft at 9 operational locations. The UH-60 is a medium lift multi-engine helicopter that is used by every branch of the United States Armed Forces. The helicopter is manufactured in the United States and provides surveillance, lift and mobility to CBP agents/officers. The helicopter is capable of operating in hot conditions, in mountainous and maritime regions where twin engines are necessary for safe and effective operations.

**FY 2016 Key Milestone Events (Prior Year)**

- HH-60L demodification initiated, and prototype conversion began.

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Internal and system level testing to begin in 4<sup>th</sup> quarter.
- Expecting ADE-3 for full rate production in 1st quarter

**FY 2018 Planned Key Milestone Events (Budget year)**

- Delivery of first HH-60L to UH-60L conversion (prototype) 2<sup>nd</sup> qtr.
- Initiate conversion of 4<sup>th</sup> or 5<sup>th</sup> helicopter pending funding availability

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				
Procurement, Construction, and Investments				\$14,034
Research and Development				
Project Funding	\$261,063			\$14,034
Obligations	\$241,880	\$16,257	\$173	
Expenditures	\$190,066	\$10,732	\$16,060	

\*Obligated Balances in FY16 and FY17 reflect FY15 Carryover Funds

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
HSBP1013X00107	Interagency Agreement w/US Army	Firm Fixed Price	8/2013	8/2013	9/2018	No	\$41,883

**Significant Changes to Investment since Prior Year Enacted**

Major subcontractors: Redstone Defense Systems - 631 Discovery Drive, N.W. Huntsville, Alabama 35806 United States

**Investment Schedule**

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
	<b>FY 2016</b>			
Electrical Loads and Static Analysis Report	Nov-15	Apr-16		
Product Drawings/Models and Associated Lists	Nov-15	Jun-16		
System / Segment Interface Control Specifications	Nov-15	Jun-16		
HH Prototype Demodification			Nov-15	Aug-16
Prototype Installation			Apr-16	May-17
	<b>FY2017</b>			
Internal Testing			May-17	Est.July2017
System Level Testing			Aug-17	Est.November2017
	<b>FY2018</b>			
Air Worthiness Memorandum	Nov-17	Dec-17		
Aircraft Paint			Dec-17	Est.January2018
Aircraft Delivery			Jan-18	Jan-18

*FAA Next Generation – Investment***Capital Investments Exhibits****Procurement/Acquisition Programs****(FAA Next Generation)****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
FAA Next Generation	N024-000005247	Non-Major	Procurement	Non-IT	No	\$1,600	\$1,597	\$3,300

**Investment Description**

CBP requests \$3.3 million for Federal Aviation Administration (FAA) Next Generation (NextGen) Compliance. Funding will continue the phased-in purchase and installation of Automatic Dependent Surveillance-Broadcast (ADS-B) transponders and cockpit displays in all AMO aircraft.

**Justification**

Investment in this area will support implementation of Executive Orders on border security and enhance the physical security of the border through compliant and effective aviation assets.. ADS-B requires development and deployment of congressionally mandated FAA aviation capability upgrades by January 1, 2020 to allow increased pilot and controller situational awareness in the satellite based NextGen airspace system. FAA regulation require that aircraft operating in specified classes of airspace must have ADS-B avionics on aircraft to safely and efficiently accommodate aircraft operations and the expected increase in demand for air transportation. The FY 2018 request continues funding the multi-year process to purchase and install ADS-B transponders and cockpit displays in AMO aircraft in accordance with the FAA NextGen implementation plan.

**FY 2016 Key Milestone Events (Prior Year)**

- Beginning in the 2<sup>nd</sup> Quarter, prototype and demo solutions

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Continue prototype and demo solutions

**FY 2018 Planned Key Milestone Events (Budget year)**

- \$0.8 million will fund high-effort aircraft which include the P-3, DHC-8, C-550, and MLH; \$2.5 million will fund low-effort aircraft which include Light Enforcement Helicopters (LEH), C-206, C-12, and Unmanned Aircraft Systems (UAS).

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				
Procurement, Construction, and Investments		\$1,600	\$1,597	\$3,300
Research and Development				
Project Funding		\$1,600	\$1,597	\$3,300
Obligations		\$520	\$0	
Expenditures				

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
N/A							

**Significant Changes to Investment since Prior Year Enacted**

There are no significant changes since prior year.

*Wulfsburg Tactical Communication – Investment***Capital Investments Exhibits****Procurement/Acquisition Programs****(Wulfsburg Tactical Communication)****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Wulfsburg Tactical Communications	024-000005255	3	Procurement	Non-IT	No	-	-	\$13,250

**Investment Description**

CBP requests \$13.3 million in FY 2018 for Wulfsburg Tactical Communications. While not classified as a capital investment, Wulfsburg tactical aircraft radios are utilized as the primary means of communication when conducting flight operations.

**Justification**

Investment in this area will support implementation of Executive Orders on border security and enhance the physical security of the southern border through safe and effective AMO interdiction, investigations, domain awareness, contingency operations, and national taskings. The current Wulfsburg radio is not upgradeable and has obsolescence issues, therefore new tactical radios and supporting antennas are required for all 269 AMO aircraft. Obsolescence issues with the current aircraft radios will become critical in the FY 2019/2020 timeframe, so funding is needed for designs and some purchases in FY 2018. Each aircraft requires two radios for a total need of 538. AMO plans to phase the actual replacements over a five to six year horizon so as to not take too many aircraft out of service in any one year. Sufficient funding is also requested over these five years to maintain approximately 10 percent sparring. Final cost of radio's are only estimates pending contract award. Replacement radios must be multiband and trunking capable for interoperability in today's law enforcement environment. Without a replacement tactical aircraft radio, AMO will be unable to conduct core missions and communicate with partner agencies.

**FY 2016 Key Milestone Events (Prior Year)**

- N/A

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- N/A

**FY 2018 Planned Key Milestone Events (Budget year)**

Wulfsburg Radio Replacement Cockpit Design/Solutions

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				
Procurement, Construction, and Investments				\$13,250
Research and Development				
Project Funding				\$13,250
Obligations				
Expenditures				

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
N/A							

**Significant Changes to Investment since Prior Year Enacted**

N/A



***Light Enforcement Helicopters – Investment*****Capital Investments Exhibits****Procurement/Acquisition Programs****(Light Enforcement Helicopters)****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Light Enforcement Helicopters	-	-	Procurement	Non-IT	No	-	-	\$43,421

**Investment Description**

CBP requests \$43.4 million in FY 2018 for Light Enforcement Helicopters (LEH). The LEH is a multi-mission helicopter used for aerial surveillance, tactical support, transport and insertion of agents responding to illegal border incursions and serving search and arrest warrants, and patrol of high risk areas. It is crewed by an Air Interdiction Agent and an Air Enforcement Agent who operates a sophisticated day and nighttime camera system. The LEH combines sensor capability including electro-optical/infrared sensors, cameras, and video downlink with an airframe capable of operating in rugged terrain, hot temperature and high density altitude while transporting one or more passengers. Images captured from the aircrafts sensor system can be networked to other operators or fused to an intelligence center to monitor the border and directly support federal, state, and local public safety officials.

**Justification**

Investment in this area will support implementation of Executive Orders on border security and enhance the physical security of the southern border through improved aerial surveillance and air support to Border Patrol and other law enforcement partners. The LEH is the workhorse of CBP Air and Marine. It is used to support law enforcement border security operations that detect and interdict illegal aliens, terrorists and means of terrorism, drugs and other contraband. LEHs also support other diversified missions, such as insertion of agents serving search and arrest warrants and aerial surveillance. The LEH is a highly capable but cost-effective aircraft used frequently for a variety of missions.

The FY 2018 request for \$43.4 million will replace seven AS-350 LEHs damaged or lost to prior mishaps.

**FY 2016 Key Milestone Events (Prior Year)**

- N/A

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- N/A

**FY 2018 Planned Key Milestone Events (Budget year)**

Contract award which will obligate funding to procure 7 helicopters.

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				
Procurement, Construction, and Investments				\$43,421
Research and Development				
Project Funding				\$43,421
Obligations				
Expenditures				

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
N/A							

**Significant Changes to Investment since Prior Year Enacted**

*Aircraft Sensor Upgrades - Investment***Capital Investments Exhibits****Procurement/Acquisition Programs****(Aircraft Sensor Upgrades)****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Aircraft Sensor Upgrades	-	-	Procurement	Non-IT	No	-	\$10,281	\$7,800

**Investment Description**

CBP requests \$7.8 million in FY 2018 for Aircraft Sensor Upgrades. The Electro-Optic/Infrared (EO/IR) system supports CBP Air and Marine Operations (AMO) by equipping AMO aircraft with the capability to detect persons, vehicles, vessels, and aircraft during day, night, and in adverse visibility conditions, thus enabling classification of known or suspected threats. The EO/IR system provides the capability to: detect, identify, classify, track, and illuminate targets of interest at threshold requirements unique to aircraft types and mission profiles.

**Justification**

Investment in this area will support the implementation of Executive Orders on border security and enhance the physical security of the southern, northern, and maritime borders by improving AMO's surveillance capabilities. The current inventory of CBP Air and Marine EO/IR sensors include multiple units from various manufacturers with varying degrees of capability. Most of those EO/IR systems are mission capable, but technologically outdated. Maintenance and reliability becomes an issue as technology advances and EO/IR sensors come to be obsolete and no longer supported. There are approximately 150 or more total sensors in inventory that need to be replaced. This is approximately 80 percent of AMO's total sensor inventory.

System age of AMO assets ranges from greater than 35 years to three years. The request of \$7.8 million replaces up to 8 older technology and obsolete EO/IR systems for UH-60s and LEHs, and ensures the continued viability of AMO assets to detect, identify, classify, track, and illuminate targets of interest in the preservation of America's security interests.

CBP's sensors are marginally effective in comparison to newer EO/IR systems. The EO/IR systems provide better detection and identification ability, greater standoff ranges for more covert operation and safety, and have laser range finder and illumination

functionality, which enhance mission coordination between airborne and ground agents. Software upgrades and integration with other new mission-enhancing technologies for these sensors are fully supported by original equipment manufacturers (OEM).

Without this requested upgrade, CBP aircraft will have to share assets, thereby increasing the risk of damage to the sensors during system swap-outs. If sensors fail, operational effectiveness will negatively impact operational effectiveness, especially during night missions when criminal activity is highest.

As older sensors become non-functional, CBP will not be able to repair the sensors, which will be detrimental to mission operations. Greater reliance upon Night Vision Goggles coupled with the utilization of lower altitudes, will further complicate detection, identification, apprehension, and seizures, as well as increase the risk to aircrew and equipment. The greatest impact will be felt by night operations as the risk to flight crew and aviation assets will need to be mitigated.

**FY 2016 Key Milestone Events (Prior Year)**

- N/A

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- N/A

**FY 2018 Planned Key Milestone Events (Budget year)**

- Procure up to 8 EO/IR sensor systems

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				
Procurement, Construction, and Investments				\$7,800
Research and Development				
Project Funding				\$7,800
Obligations				
Expenditures				

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value

N/A

**Significant Changes to Investment since Prior Year Enacted**

---

*Coastal Interceptor Vessels – PPA Level II*

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Coastal Interceptor Vessels	-	-	\$3,573	\$3,573
<b>Total</b>	-	-	<b>\$3,573</b>	<b>\$3,573</b>
Discretionary - Appropriation	-	-	\$3,573	\$3,573

## Coastal Interceptor Vessels – PPA Level II

## Budget Authority and Obligations

*Dollars in Thousands*

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	-		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	-	-	<b>\$3,573</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	-	-	<b>\$3,573</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	-	-	<b>\$3,573</b>
Obligations (Actual/Projections/Estimates)	-	-	-
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

**Coastal Interceptor Vessels – PPA Level II**  
**Summary of Budget Changes**

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	-
<b>FY 2016 Revised Enacted</b>	-	-	-
<b>FY 2017 Annualized CR</b>	-	-	-
<b>FY 2018 Base Budget</b>	-	-	-
Coastal Interceptor Vessels	-	-	\$3,573
<b>Total Investment Elements</b>	-	-	<b>\$3,573</b>
<b>FY 2018 Request</b>	-	-	<b>\$3,573</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>\$3,573</b>



**Coastal Interceptor Vessels – PPA Level II****Non Pay Budget Exhibits****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
31.0 Equipment	-	-	\$3,573	\$3,573
<b>Total - Non Pay Object Classes</b>	-	-	<b>\$3,573</b>	<b>\$3,573</b>

**Non Pay Cost Drivers***Dollars in Thousands*

<b>Leading Non Pay Cost-Drivers</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Total Changes</b>
Equipment	0	0	3,573	\$3,573
<b>Total – Non Pay Cost Drivers</b>	<b>0</b>	<b>0</b>	<b>\$3,573</b>	<b>\$3,573</b>

**NARRATIVE EXPLANATION OF CHANGES**

- \$3.6 million for costs associated with the purchase of Coastal Interceptor Vessels.

---

**Coastal Interceptor Vessels – PPA Level II**  
**Capital Investments Exhibits**

---

**Capital Investments***Dollars in Thousands*

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Coastal Interceptor Vessels	N024-000005260	3	Procurement	Non-IT	No	-	-	\$3,573
Watercraft End Items	-	-	Procurement	Non-IT	-	-	-	-

## Coastal Interceptor Vessels – *Investment*

### Capital Investments Exhibits

#### Procurement/Acquisition Programs

#### (Coastal Interceptor Vessels)

#### Procurement, Construction, and Investments Funding

Investment	Unique Item Identifier	Acquisition Level	Procurement / Construction	IT/Non-IT	MAOL	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
Coastal Interceptor Vessels	N024-000005260	3	Procurement	Non-IT	No	-	-	\$3,573

#### Investment Description

CBP Requests \$3.6 million in FY 2018 to purchase six Coastal Interceptor Vessels.

The Coastal Interceptor Vessel (CIV) incorporates several enhancements to operator safety while providing Marine Interdiction Agents (MIAs) with additional speed and greater range for interdiction operations. Equipped with the latest enhancements in communications and sensor technology, the CIV will be operated in coastal waters and offshore areas of the United States and its territories in varying sea and weather conditions. The CIV will be used to support the following CBP mission areas: patrol, interdiction, special operations and port security support.

#### Justification

Investment in this area will support implementation of Executive Orders on border security and enhance the physical security of the coastal waters and offshore areas through improved maritime patrol capabilities..

This request supports procurement of six CIVs to replace Midnight Express Interceptor vessels. The Midnight Express Interceptor has been the backbone of (CBP's coastal interceptor fleet and is routinely used to Patrol, Interdiction, Special Operations and Port Security Support. There are currently 39 vessels manufactured by Midnight Express in CBP's vessel fleet. CBP procured 36 of these vessels beginning in 2002. In FY 2011, CBP recognized the need to replace the aging Midnight Express fleet. Many vessels had developed severe stress cracks that could potentially cause catastrophic failure. Four of the newer Midnights, commonly referred to as "Interim" Midnights, were procured in 2011. Both the original Midnights and the "Interim Midnights were anticipated to have a five-year service life because of the high operation tempo and harsh maritime environment in which these vessels routinely operate.

Upon completing a competition, CBP selected a small business to build a prototype CIV, which would be tested, and upon which a production decision would be made. The CIV is intended to be a one for one replacement for the Midnight Express, with additional procurements to address known and emerging marine smuggling threats. The advanced hull design, wide beam, and overall length will increase agent safety and mission effectiveness, especially during inclement weather and rough sea conditions. The four shock-mitigating seats will greatly reduce the risk of knee and back injuries as well as improve the general comfort of the agents.

The latest CIV acquisition contract was awarded to SAFE Boat in 2015, based on their 41' offshore center console model. This vessel will extend operational capabilities in range, speed, performance and safety, enabling MIAs to complete enforcement and interdiction missions safely and effectively. The CIV will further incorporate the latest in advanced electronics and sensor technology increasing response times and domain awareness.

**FY 2016 Key Milestone Events (Prior Year)**

- Delivery of CIV-1

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- Acquisition Decision Event -3 for full rate production
- Critical Design Review #2 completed in February 2017
- Delivery Order for Vessels 2-17
- Commence construction of vessels 2-9
- Delivery of Vessels 2-5

**FY 2018 Planned Key Milestone Events (Budget year)**

- Delivery Order for vessels 18-28
- Commence construction of vessels 10-21
- Delivery of Vessels 6-17

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				
Procurement, Construction, and Investments				\$3,572
Research and Development				
Project Funding	\$25,212			\$3,572
Obligations	\$2,191	\$12,013	\$1,077	
Expenditures	\$1,285	\$817		

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
HSBP1015J00254	SAFE Boats International Inc.	Firm Fixed Price	Jun-15	Jun-15	Jun-16	No	\$0,801
HSBP1016J00679	SAFE Boats International Inc.	Firm Fixed Price	Aug-16	Aug-16	Oct-18	No	\$11,980
HSBP1017F00043	Donatini Inc.	Firm Fixed Price	Feb-17	Feb-17	Feb-18	No	\$1,076

**Significant Changes to Investment since Prior Year Enacted**

None. Subcontractors: Subcontractor include Furuno USA, Camas, WA (navigation system), Johnson Hicks Marine, Santa Cruz, CA (Electro-Optical/Infrared (EO/IR) System),

**Investment Schedule**

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
	<b>FY 2016</b>			
CIV #1		Sep-15	Oct-15	May-16
	<b>FY2017</b>			
CIV #2	Sep-16	Feb-17	Feb-17	Jun-17
CIV #3	Sep-16	Feb-17	Mar-17	Jul-17
CIV #4	Sep-16	Feb-17	Apr-17	Aug-17
CIV #5	Sep-16	Feb-17	May-17	Sep-17
CIV #6	Sep-16	Feb-17	Jun-17	Oct-17
CIV #7	Sep-16	Feb-17	Jul-17	Nov-17
CIV #8	Sep-16	Feb-17	Aug-17	Dec-17
CIV #9	Sep-16	Feb-17	Sep-17	Jan-18
	<b>FY2018</b>			
CIV #10	Sep-16	Feb-17	Oct-17	Feb-18
CIV #11	Sep-16	Feb-17	Nov-17	Mar-18
CIV #12	Sep-16	Feb-17	Dec-17	Apr-18
CIV #13	Sep-16	Feb-17	Jan-18	May-18
CIV #14	Sep-16	Feb-17	Feb-18	Jun-18
CIV #15	Sep-16	Feb-17	Mar-18	Jul-18
CIV #16	Sep-16	Feb-17	Apr-18	Aug-18
CIV #17	Sep-16	Feb-17	May-18	Sep-18
CIV #18	Sep-16	Feb-17	Jun-18	Oct-18
CIV #19	Sep-16	Feb-17	Jul-18	Nov-18
CIV #20	Sep-16	Feb-17	Aug-18	Dec-18
CIV #21	Sep-16	Feb-17	Sep-18	Jan-19

---

*Other Systems and Assets – PPA Level II*

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
DoD Technology Re-Use	-	-	\$1,200	\$1,200
MEA Land Based VADER	-	-	\$11,000	\$11,000
<b>Total</b>	-	-	<b>\$12,200</b>	<b>\$12,200</b>
Discretionary - Appropriation	-	-	\$12,200	\$12,200

**Other Systems and Assets – PPA Level II**  
**Budget Authority and Obligations**

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	-		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	-	-	<b>\$12,200</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	-	-	<b>\$12,200</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	-	-	<b>\$12,200</b>
Obligations (Actual/Projections/Estimates)	-	-	-
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-



**Other Systems and Assets – PPA Level II**  
**Summary of Budget Changes**

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	-
<b>FY 2016 Revised Enacted</b>	-	-	-
<b>FY 2017 Annualized CR</b>	-	-	-
<b>FY 2018 Base Budget</b>	-	-	-
DOD Technology Re-Use	-	-	\$1,200
MEA Land Based VADER	-	-	\$11,000
<b>Total Investment Elements</b>	-	-	<b>\$12,200</b>
<b>FY 2018 Request</b>	-	-	<b>\$12,200</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>\$12,200</b>

**Other Systems and Assets – PPA Level II****Non Pay Budget Exhibits****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
25.2 Other Services from Non-Federal Sources	-	-	\$1,200	\$1,200
31.0 Equipment	-	-	\$11,000	\$11,000
<b>Total - Non Pay Object Classes</b>	-	-	<b>\$12,200</b>	<b>\$12,200</b>

**Non Pay Cost Drivers***Dollars in Thousands*

<b>Leading Non Pay Cost-Drivers</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Total Changes</b>
Contract Services	0	0	\$900	\$900
Travel	0	0	\$150	\$150
Shipping	0	0	\$150	\$150
Equipment	0	0	\$11,000	\$11,000
<b>Total Non Pay Cost Drivers</b>	<b>0</b>	<b>0</b>	<b>\$12,200</b>	<b>\$12,200</b>

**NARRATIVE EXPLANATION OF CHANGES**

- \$900,000 in contract services associated with inspection and repair services for the DoD Re-Use program;
- \$150,000 in travel associated with inspection for the DoD Re-Use program;
- \$150,000 in shipping costs associated with the DoD Re-Use program; and
- \$11 million for the purchase of equipment for the MEA-Based VADER program.

---

**Other Systems and Assets – PPA Level II**  
**Capital Investments Exhibits**

---

**Capital Investments**  
*Dollars in Thousands*

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
MEA Land Based VADER	-	-	Procurement	Non-IT	No	-	-	\$11,000
DoD Technology Re-Use	-	-	Procurement	Non-IT	No	-	-	\$1,200
Other Systems and Assets End Items	-	-	Procurement	Non-IT	-	-	-	-

## DoD Technology Re-Use – Investment Capital Investments Exhibits Procurement/Acquisition Programs

### (DoD Technology Re-Use)

#### Procurement, Construction, and Investments Funding

Investment	Unique Item Identifier	Acquisition Level	Procurement / Construction	IT/Non-IT	MAOL	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
DoD Technology Re-Use	-	-	Procurement	Non-IT	No	-	-	\$1,200

### Investment Description

CBP requests \$1.2 million for the identification, planning, inspection, refurbishing, shipping, and delivery of Department of Defense (DoD) excel technologies. DoD Technology Reutilization is a congressionally mandated program that requires quarterly reporting on the type of technology, amount of technology, and the capability it provides.

### Justification

Investment in this area will support the implementation of Executive Orders on border security and enhance the physical security of the southern border through a variety of capabilities. The DoD Re-Use program focuses on border security, counter-drug, and counter-terrorism activities. Depending on the type of available DoD technology, determining its suitability and capability in a border security environment may involve many aspects: a technical evaluation team; a deployment team conducting environmental and real estate licensing as well as any special clearances and frequency certification approvals; an operational evaluation team responsible for planning, conducting, and reporting on operational utility and force development evaluations for technology effectiveness and suitability; and/or a transfer action team to formalize any necessary conversion of the technology from the DoD to a DHS/CBP program of record.

Over the next year, Re-Use personnel will continue to leverage relationships with DoD Programs, most notably the Defense Logistics Agency (DLA), to acquire items identified to fill a border security need. Planned capabilities include Mobile Sensitive Compartmented Information Facilities, Small Unmanned Aerial Systems, Vehicle Borne Improvised Explosive Detection, Signal Intelligence capabilities, among others. In addition, the program will work to identify additional capabilities as they become available. For larger scale capabilities, we also look to systemize processes to transition them to proper programs of record as was the case with the Tactical Aerostats Program.

**FY 2016 Key Milestone Events (Prior Year)**

- Lightweight Surveillance & Track Acquisition Radar (LSTAR): Accepted, Inspected, Inventoried, and preliminary Engineering Change Proposal adopted. Deployment schedule, Environmental Impacts, Frequency Allocation ongoing towards transitioning to Program of Record to USBP for Southwest Border
- Lighting Kit, Motion Detector (LKMD): Inspected lighting for deployment planning.
- Mobile Sensitive Compartmented Information Facility (SCIF): Initial inspection performed on technology. Working requirements documents.

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- LSTAR: Continued efforts of 2016. Increased demand not to add Northern Border
- LKMD: Awaiting Army to excess equipment to DLA so we may transfer assets to border and sensitive areas as provided by our Agent and Officer leadership.
- Advanced Combat Optical Gunsights (ACOG) Scopes: Inspected scopes, accepted scopes, now awaiting delivery.
- Mobile SCIF: Acquire SCIFs if funding available through MIPR process.
- High Powered Rifles: Awaiting disposition from US Army.
- Body Armor: Awaiting disposition from US Army.
- Helmets: Awaiting disposition from US Army.
- All-Terrain Vehicles (ATVs): Awaiting disposition from US Army.
- Surveillance Systems: Awaiting disposition from US Army.
- Communications Systems: Awaiting disposition from US Army.
- Small Unmanned Aerial Systems (SUAS): Awaiting disposition from US Army.
- Signal Intelligence capabilities: Awaiting disposition from US Army.

**FY 2018 Planned Key Milestone Events (Budget year)**

- LSTAR: plan to transfer to USBP as Program of Record
- ATV: Awaiting disposition from US Army.
- Explore utilizing DoD Re-Use program to obtain signal intelligence capabilities, SUAS, night vision goggles, surveillance systems, and communications systems.
- Mobile SCIF: establish a Program of Record
- ACOG Scopes
  - Repair and dispose of scopes as required.
  - Establish as a Program of Record

**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support		\$612	\$200	\$540
Procurement, Construction, and Investments				\$1,200
Research and Development				
Project Funding				
Obligations	\$17,563	\$1,316		
Expenditures	\$16,723	\$1,316		

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
CBP17018DDR03	Tobyhanna Army Depot	Military Interdepartmental Purchase Request	2/15/17	2/16/17	9/30/17	N/A	\$0,290
CBP17018DDR01	Tobyhanna Army Depot	Military Interdepartmental Purchase Request	2/15/17	2/16/17	9/30/17	N/A	\$0,360
CBP17037DDR02	AMRDEct	Military Interdepartmental Purchase Request	February 2017	February 2017	September 2017	N/A	\$0,332
1014X00155	Federal Aviation Administration	Interagency Agreement	April 2017	September 2014	September 2024	N/A	\$0,300
TBD	Thermo Scientific		TBD	TBD	TBD	TBD	\$0,025
1014X00155	FAA	Interagency Agreement	TBD	September 2014	September 2024	N/A	\$0,312
1014X00155	FAA	Interagency Agreement	TBD	September 2014	September 2024	N/A	\$0,200
TBD	TBD	TBD					\$0,250
TBD	TBD	TBD					\$0,850
TBD	TBD	TBD					\$0,100
TBD	TBD	TBD					\$3,000
TBD	TBD	TBD					\$3,000
TBD	TBD	TBD					\$0,056

**Significant Changes to Investment since Prior Year Enacted**

N/A

## MEA Land Based VADER Investment Capital Investments Exhibits Procurement/Acquisition Programs

### (MEA Land Based VADER)

#### Procurement, Construction, and Investments Funding

Investment	Unique Item Identifier	Acquisition Level	Procurement / Construction	IT/Non-IT	MAOL	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
MEA Land Based VADER	-	-	Procurement	Non-IT	No	-	-	\$11,000

### Investment Description

CBP requests \$11 million in FY 2018 for Multi-role Enforcement Aircraft (MEA) based Vehicle and Dismount Exploitation Radar (VADER). AMO has identified a need to integrate a broad area ground surveillance capability into a manned aircraft, using an MEA demonstrator and a VADER to increase situational awareness on the land border. The request of \$11 million provides the needed configuration for over land capabilities/domain awareness/pattern of life for the VADER only. It will be installed on one of AMO's planned 38 MEAs.

### Justification

Investment in this area will support implementation of Executive Orders on border security and enhance the physical security of the border by improving situational awareness capabilities through a novel configuration of a manned CBP aircraft and VADER systems. In an effort to update sensor capabilities, CBP fielded the intelligence surveillance and reconnaissance Department of Defense VADER system in 2011. The purpose was to evaluate the system for continued use on CBP unmanned aircraft. As a result of the success of the trial, Congress provided funding for the directed procurement of VADER systems for CBP use on unmanned aircraft.

Since March 2012, CBP has operationally employed VADER along the Southwest border of the United States yielding positive results. The addition of Dismount Moving Target Indicator capability has benefited border security operations from Arizona to Southeast Texas by increasing situational awareness of Transnational Criminal Organization patterns of life; analyzing gaps in CBP surveillance capabilities; and providing a new data source on illicit border movements to support intelligence assessments for planning and executive decision-making.

The VADER provides CBP with a significant improvement in sensor capability, as the VADER system reflects the current level of sensor technology. A manned aircraft with VADER provides:

- UAS are more weather limited than manned aircraft. A manned platform in addition to unmanned platforms provides much greater unit-level availability, by providing a platform that can launch for missions that would otherwise be canceled due to weather limits.
- Unmanned aircraft are COA (Certificate of Authorization) limited. With advance notice, this can be mitigated; however, a manned asset provides much greater flexibility to address a short-notice launch outside of previously registered COAs. In addition, in some complicated airspace (e.g. near urban centers) manned aircraft may be preferable even with advance notice.
- Manned aircraft can self-deploy from their standard operating location to forward operating base/other AMO unit with considerably less advance notice, effort, and planning than UAS, increasing flexibility and timeliness.
- Demand for VADER greatly exceeds the current capacity of the UAS fleet. More capacity is operationally useful regardless of whether aircraft are manned.

**FY 2016 Key Milestone Events (Prior Year)**

- None

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- None

**FY 2018 Planned Key Milestone Events (Budget year)**

- Purchase VADER only to install on MEA aircraft



**Overall Investment Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				
Procurement, Construction, and Investments				\$11,000
Research and Development				
Project Funding				\$11,000
Obligations				\$11,000
Expenditures				

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
HSBP1016J00693	Sierra Nevada Corporation	Firm/Fixed Price	9/2016	10/2016	3/2018	No	\$44,400

**Significant Changes to Investment since Prior Year Enacted**

---

*Operational Communication/Information Technology – PPA*

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
TECS Modernization	\$7,000	\$6,733	-	(\$6,733)
<b>Total</b>	<b>\$7,000</b>	<b>\$6,733</b>	-	<b>(\$6,733)</b>
Discretionary - Appropriation	\$7,000	\$6,733	-	(\$6,733)

N/A

## Operational Communications/Information Technology – PPA

### Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$7,000		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$7,000</b>	<b>\$6,733</b>	<b>-</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$25	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$7,000</b>	<b>\$6,758</b>	<b>-</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$7,000</b>	<b>\$6,758</b>	<b>-</b>
Obligations (Actual/Projections/Estimates)	\$6,975	\$6,758	\$15,000
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

**Operational Communications/Information Technology – PPA**  
**Summary of Budget Changes**

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	-	-	\$7,000
FY 2016 Revised Enacted	-	-	\$7,000
FY 2017 Annualized CR	-	-	\$6,733
FY 2018 Base Budget	-	-	-
FY 2018 Request	-	-	-
FY 2017 TO FY 2018 Change	-	-	(\$6,733)

## Operational Communications/Information Technology – PPA

### Non Pay Budget Exhibits

#### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
25.2 Other Services from Non-Federal Sources	\$7,000	\$6,733	-	(\$6,733)
<b>Total - Non Pay Object Classes</b>	<b>\$7,000</b>	<b>\$6,733</b>	<b>-</b>	<b>(\$6,733)</b>

#### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
N/A				

---

**Operational Communications/Information Technology – PPA**  
**Capital Investments Exhibits**

---

**Capital Investments**  
*Dollars in Thousands*

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
TECS Modernization	024-000005072	2	Procurement	IT	Yes	\$7,000	\$6,733	-

---

*Construction and Facilities Improvements – PPA*

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Border Patrol Facilities	\$36,000	\$34,216	\$45,000	\$10,784
OFO Facilities	\$20,870	\$19,835	\$14,775	(\$5,060)
Air & Marine Facilities Portfolio	\$6,000	\$5,703	-	(\$5,703)
<b>Total</b>	<b>\$62,870</b>	<b>\$59,754</b>	<b>\$59,775</b>	<b>\$21</b>
Discretionary - Appropriation	\$62,870	\$59,754	\$59,775	\$21

## Construction Facilities Improvements – PPA

### Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$62,870		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$62,870</b>	<b>\$59,754</b>	<b>\$59,775</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$62,870</b>	<b>\$59,754</b>	<b>\$59,775</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$62,870</b>	<b>\$59,754</b>	<b>\$59,775</b>
Obligations (Actual/Projections/Estimates)	\$62,870	\$59,753	\$3,000
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-



**Construction Facilities Improvements – PPA**  
**Summary of Budget Changes**

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	-	-	<b>\$62,870</b>
<b>FY 2016 Revised Enacted</b>	-	-	<b>\$62,870</b>
<b>FY 2017 Annualized CR</b>	-	-	<b>\$59,754</b>
<b>FY 2018 Base Budget</b>	-	-	-
Border Patrol Facilities	-	-	\$45,000
OFO Facilities	-	-	\$14,775
<b>Total Investment Elements</b>	-	-	<b>\$59,775</b>
<b>FY 2018 Request</b>	-	-	<b>\$59,775</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>\$21</b>

**Construction Facilities Improvements – PPA****Non Pay Budget Exhibits****Non Pay by Object Class***Dollars in Thousands*

<b>Non-Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
31.0 Equipment	\$20,870	\$5,060	-	(\$5,060)
32.0 Land and Structures	\$42,000	\$54,694	\$59,775	\$5,081
<b>Total - Non Pay Object Classes</b>	<b>\$62,870</b>	<b>\$59,754</b>	<b>\$59,775</b>	<b>\$21</b>

**Non Pay Cost Drivers***Dollars in Thousands*

<b>Leading Non Pay Cost-Drivers</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Total Changes</b>
Planning, Design and Engineering Services	2,100	10,000	6,000	(\$4,000)
Real Estate Acquisition and Environmental Assessment	1,320	0	6,000	\$6,000
Construction and Furniture, Fixtures and Equipment	32,580	24,216	33,000	\$8,784
Furniture, Fixtures and Equipment	20,870	19,835	14,775	(\$5,060)
<b>Total – Non Pay Cost Drivers</b>	<b>\$62,870</b>	<b>\$59,754</b>	<b>\$59,775</b>	<b>\$21</b>

**NARRATIVE EXPLANATION OF CHANGES**

- \$6 million associated with the planning, design, and engineering services associated with the Brown Field Border Patrol Station;
- \$6 million associated with the real estate acquisition and environmental assessment associated with the Brown Field Border Patrol Station;

- \$33 million associated with construction and the purchase of furniture, fixtures, and equipment for the Brown Field Border Patrol Station; and
- \$14.775 million associated with the purchase of furniture, fixtures, and equipment for OFO Facilities.

---

**Construction Facilities Improvements – PPA**  
**Capital Investments Exhibits**

---

**Capital Investments**  
*Dollars in Thousands*

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Border Patrol Facilities	N024-000005113	1	Construction	Non-IT	No	\$36,000	\$34,216	\$45,000
OFO Facilities	N024-000005173	2	Construction	Non-IT	No	\$20,870	\$19,835	\$14,775
Air & Marine Facilities Portfolio	N024-000005172	3	Construction	Non-IT	No	\$6,000	\$5,703	-

*Border Patrol Facilities – Investment***Capital Investments Exhibits****Construction****(Border Patrol Facilities)****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
Border Patrol Facilities	N024-000005113	1	Construction	Non-IT	No	\$36,000	\$34,216	\$45,000

**Construction Description**

CBP requests \$45.0 million in FY 2018 for the Brown Field Border Patrol Station (BPS), which has been CBP's top operational facility priority since 2014. The FY 2018 budget request supports design and construction of a new 50,000 square-foot BPS in eastern San Diego County to house 400 Border Patrol Agents (BPA). FY 2018 funding also supports development of 35-40 acres in the Brown Field BPS Area of Responsibility (AOR). This facility will include the following support spaces: operations, assembly, operations support, office, break and vending, IT, storage and supplies, wet (e.g. locker rooms), secure, detention processing, outdoor training area, weapons cleaning area, parking, and vehicle and facility maintenance.

**Justification**

The Brown Field BPS is currently located in a Chula Vista industrial park, which is approximately 14 miles outside of the AOR. As a result, the current station is now without any direct access routes to the AOR. Brown Field BPS's primary support location is the CA State Highway-94 Checkpoint, located 24 miles (45 minute drive time) to the northeast of the Station. Due to the station's remote location, half of its operational manpower reports to the Checkpoint to decrease travel time and increase time on patrol rather than staging operations from the Station per standard procedures. The checkpoint is not designed to muster, equip, and brief agents, degrading their ability to prepare for patrol. The current location has a direct impact on the number of apprehensions on the Southwest Border, which adversely affects Border Patrol's ability to respond to illegal activity and organized smuggling from Tecate, Mexico.

The existing facility is an expired Commercial Lease (expired in 2010), now in holdover status. The Lessor is unresponsive on repair and maintenance requests, and the building is in a neglected condition. Life and Safety repairs have been funded by CBP to keep the facility operational and typical Lessor items such as routine maintenance, replacing failed parts, and emergency outage responses, are borne by CBP. Current safety issues include a dysfunctional HVAC system, mold issues, and tripping/falling hazards due to unsafe floor conditions. Annual cost of this lease is over \$1,362,000. During the last site assessment, conducted in December 2013, the station was assessed to be 73% over-crowded.

**FY 2016 Key Milestone Events (Prior Year)**

- N/A

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- N/A

**FY 2018 Planned Key Milestone Events (Budget year)**

- Environmental Planning: estimated completion 3/2018
- Real Estate Certification: estimated completion 3/2018

**Overall Construction Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				
Procurement, Construction, and Investments		\$36,600*	\$34,215	\$45,000
Research and Development				
Project Funding		\$36,600	\$34,215	\$45,000
Obligations	\$35,500	\$36,600	\$34,215	\$45,000
Expenditures	\$664,500			

\*Brown Field Border Patrol Station is part of the Border Patrol Facilities Investment. Funding included in the FY 2016 column above is related to the Falfurrias Border Patrol Station.

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
TBD	TBD	TBD	1/2019	3/2019	1/2021	N/A	\$34,000

**Significant Changes to Construction since Prior Year Enacted**

N/A

**Construction Schedule**

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
	FY 2016			
N/A				
	FY 2017			
N/A				
	FY 2018			
Environmental Planning	1/2016	3/2018		
Real Estate Certification	9/2014	3/2018		



*OFO Facilities – Investment***Capital Investments Exhibits****Construction****OFO Facilities****Procurement, Construction, and Investments Funding**

<b>Investment</b>	<b>Unique Item Identifier</b>	<b>Acquisition Level</b>	<b>Procurement / Construction</b>	<b>IT/Non-IT</b>	<b>MAOL</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>
OFO Facilities	N024-000005173	2	Construction	Non-IT	No	\$20,870	\$19,835	\$14,775

**Construction Description**

The FY 2018 budget request \$14.8 million for the Furniture, Fixtures and Equipment (FF&E) in support of capital construction and modernization of Land Ports of Entry (LPOE) along the northern and southern borders. FF&E are the turn-key items that allow the LPOE to be operational and includes, but is not limited to, providing and installing furniture, physical security, and voice and data communication systems. The design and construction of the LPOEs is underway; funding requests for associated FF&E have been budgeted to align with facilities installation according to project schedules.

**Justification**

The FF&E is a key element in the continuous effort to modernize CBP's LPOE portfolio and bring the facilities in compliance with the present-day operational requirements. Approximately half of the existing LPOEs were designed to meet legacy (pre-9/11) missions, have not been recapitalized due to lack of available investment funding, and do not conform to the more stringent design standards and operational requirements. These gaps create potential border security vulnerabilities and present significant processing capacity issues as there has been a significant growth of international trade at ports.

In order to keep the projects on schedule, CBP must have funding available for FF&E when required by the construction management agency, the General Services Administration (GSA). CBP plans to use the funding to address FF&E requirements at the following LPOEs: Columbus, NM LPOE; Lewiston-Queenston Bridge, NY LPOE; Calexico West, CA LPOE; Alexandria Bay, NY LPOE, and San Ysidro, CA LPOE. The allocation of funds across these projects and other on-going modernization LPOE projects will be refined based on changes to the project schedule managed by GSA.

The below provides key milestones of some of the on-going LPOE modernization projects as provided by GSA:

**FY 2016 Key Milestone Events (Prior Year)**

- San Ysidro, CA Phase 2 design commences: October 2015
- Lewiston-Queenston Bridge, NY design commences: January 2016
- Alexandria Bay, NY design refresh commences: January 2016
- Columbus, NM design completed: July 2016
- San Ysidro, CA Phase 3 design completed: July 2016

**FY 2017 Planned Key Milestone Events (Year of Execution)**

- San Ysidro, CA Phase 3 construction commences: October 2016
- Alexandria Bay, NY design refresh completed: November 2016
- Calexico West, CA Phase 2 design commences: December 2016
- Columbus, NM construction commences: February 2017
- Calexico West, CA Phase 2 design completed: April 2017
- San Ysidro, CA Phase 2 design completed: April 2017
- San Ysidro, CA re-routing of southbound I-5 commences: June 2017
- Alexandria Bay, NY construction commences: September 2017

**FY 2018 Planned Key Milestone Events (Budget year)**

- Lewiston-Queenston Bridge, NY design completed: November 2017
- Calexico West, CA construction commences: December 2017
- Alexandria Bay, NY Phase II design refresh commences: January 2018
- Lewiston-Queenston Bridge, NY construction commences: June 2018
- San Ysidro, CA parking garage construction completed: September 2018

**Overall Construction Funding**

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support				
Procurement, Construction, and Investments		\$20,870	\$19,835	\$14,775
Research and Development				
Project Funding	\$1,151	\$20,870	\$19,835	\$14,775
Obligations	\$5,882	\$20,870	\$19,835	\$14,775
Expenditures				

**Contract Information (Current/Execution Year, Budget Year)**

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
GS-09-P-16-KT-C-7014	Atkinson/Clark		3/2016	4/2016	9/2019	N/A	\$145,700
	Hensel Phelps		9/2015	9/2015	5/2019	N/A	
TBD	TBD	FFP	9/2017	1/2018	10/2022	N/A	\$200,000

*\*GSA is the executing Agency for these LPOE Modernization contracts and CBP has listed the information that is available at this time. First two lines are information on the San Ysidro multi-phase projects; third line is Calexico West Phase II. Contract values reflect the full design and construction project under GSA's purview*

**Significant Changes to Construction since Prior Year Enacted**

N/A

**Construction Schedule**

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
	FY 2016			
San Ysidro, CA LPOE Phase II	10/2015			
Lewiston-Queenston, NY LPOE	01/2016			
Alexandria Bay, NY LPOE Phase I	01/2016			
Columbus, NM LPOE		07/2016		
San Ysidro, CA LPOE Phase III		07/2016		
	FY 2017			
San Ysidro, CA LPOE Phase III			10/2016	
Alexandria Bay, NY LPOE Phase I		11/2016	09/2017	
Calexico West, CA LPOE Phase II	12/2016	04/2017		
Columbus, NM LPOE			2/2017	
San Ysidro, CA LPOE Phase II		04/2017		
San Ysidro, CA Re-Routing I-5			06/2017	
	FY 2018			
Lewiston-Queenston, NY LPOE		11/2017	06/2017	
Calexico West, CA LPOE Phase II			12/2017	
Alexandria Bay, NY LPOE Phase II	01/2018			
San Ysidro, CA LPOE Parking Garage			09/2018	

# **Department of Homeland Security**

*U.S. Customs and Border Protection*

*Immigration Inspection User Fee*



**Fiscal Year 2018  
Congressional Justification**

## Table of Contents

<b><i>Immigration Inspection User Fee</i></b> .....	<b>1</b>
Budget Comparison and Adjustments.....	3
Personnel Compensation and Benefits.....	8
Non Pay Budget Exhibits.....	12

## Immigration Inspection User Fee

---

### Budget Comparison and Adjustments

---

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Immigration Inspection User Fee	4,190	4,190	\$692,686	4,371	4,371	\$708,921	4,179	4,179	\$732,834	(192)	(192)	\$23,913
<b>Total</b>	<b>4,190</b>	<b>4,190</b>	<b>\$692,686</b>	<b>4,371</b>	<b>4,371</b>	<b>\$708,921</b>	<b>4,179</b>	<b>4,179</b>	<b>\$732,834</b>	<b>(192)</b>	<b>(192)</b>	<b>\$23,913</b>
Subtotal Mandatory - Fee	4,190	4,190	\$692,686	4,371	4,371	\$708,921	4,179	4,179	\$732,834	(192)	(192)	\$23,913

### Overview

The *Department of Justice Appropriation Act of 1987* (P.L. 99-591) authorized the collection of user fees from international passengers traveling into the United States. The air and sea passenger user fees are set legislatively, and any rate adjustments require a statutory change to 8 U.S.C. § 1356(d), (e)(3).

This fee is primarily used to fund inspection and detention services at air and sea ports of entry. This law codified as 8 U.S.C. 1356(h), established the air and sea passenger fees to generate revenues that would reimburse the “expenses incurred by the Attorney General in providing immigration inspection and pre-inspection services for commercial aircraft or vessels.”

After the creation of the Department of Homeland Security (DHS), most of the immigration inspection functions were transferred to U.S. Customs and Border Protection (CBP); however, the functions funded by the Immigration Inspection User Fee (IUF) for detention and removal of inadmissible aliens and other investigative activities were transferred to U.S. Immigration and Customs Enforcement (ICE). As a result, a Memorandum of Agreement (MOA) was established between CBP and ICE in 2004 to determine the allocation of fee collections between the two DHS Components. CBP retains 100 percent of Administrative Carrier Fines. CBP receives 82.6 percent of the Airline and Vessel User Fees, and the remaining 17.4 percent of the existing Airline and Vessel User Fees go to ICE.

Individuals seeking entry into the United States are inspected at ports of entry by CBP officers (CBPOs) who determine their admissibility. Often, these CBPOs are the first persons to welcome both visitors and citizens to the United States, while performing the full range of their inspectional duties. The inspection process includes all work performed in connection with the entry of aliens and U.S. citizens into the United States, including pre-inspection performed by CBPOs outside of the United States. A CBPO is responsible for determining the nationality and identity of each applicant for admission and for preventing the entry of ineligible aliens, including criminals, terrorists, and drug traffickers, among others. U.S. citizens are automatically admitted upon

verification of citizenship. Non-U.S. citizens are questioned and their documents are examined to determine admissibility based on the requirements of U.S. immigration law.

Under the authority granted by the *Immigration and Nationality Act* (INA, P.L. 89-236), as amended, a CBPO may question, under oath, any person coming into the United States to determine his or her admissibility. In addition, a CBPO has the authority to search, without a warrant, the person and effects of any person seeking admission, when there is a reason to believe that grounds for exclusion exist that would be disclosed by such a search.

As established in the MOA between CBP and ICE, the portion of the funds from the IUF account are used by ICE to recover some of the costs of immigration investigative services, detention, and removal of inadmissible aliens related to the inspection and pre-inspection services for commercial aircraft or vessels.

CBP collects immigration inspection user fees from air and sea passengers traveling to the United States. At air and sea ports of entry, the fees cover some of the costs of immigration personnel, the maintenance and updating of systems to track criminal and illegal aliens in areas with high apprehensions, and the repair and maintenance of equipment. However, because these fees are set by statute, buying power diminishes each year if the fees are not adjusted for inflation.

### **Projected Performance Impact and Cost Recovery of IUF Increases**

CBP currently faces several challenges in providing adequate staffing to meet estimated workforce requirements for CBPOs. These challenges are described in detail in a CBP Report to Congress, “*Resource Optimization at Ports of Entry*,” and include fluctuating user fee collections, expansion of workload including new or expanded facilities, and historic levels of travel volumes – which are up 28 percent since FY 2009, and projected to increase three to four percent each year for the next three years.

Consistent with the Resource Optimization Strategy and CBP’s effort to identify alternative sources of funding, CBP’s funding strategies include seeking Congressional support for a legislative proposal to increase current IUF user fees to recover more of the costs associated with providing services. The economic data and recent studies demonstrate a clear return on investment from adding staffing resources to POEs. Following submission of the FY 2018 President’s Budget, CBP will provide the legislative proposal to the relevant House and Senate authorizing committees to raise the IUF fees, with the intent to decrease the shortfall between the costs of CBP’s immigration inspection activities and the collections received. The proposal would increase the immigration inspection fees by \$2 for most passengers arriving in the United States. The legislation will also include authority to increase fees annually, as needed, to adjust them for inflation. The extra revenue raised from these fee increases will allow CBP to recover more costs associated with immigration-related inspections. The legislative proposal would increase CBP staffing resources and, should it be enacted into law, would serve to facilitate and secure the international trade and travel that is the lifeblood of our economy.



## Immigration Inspection User Fee Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$652,699		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	\$39,987		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$692,686</b>	<b>\$708,921</b>	<b>\$732,834</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$61,644	\$118,671	\$57,205
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$754,330</b>	<b>\$827,592</b>	<b>\$790,039</b>
Collections – Reimbursable Resources	\$19	\$19	\$19
<b>Total Budget Resources</b>	<b>\$754,349</b>	<b>\$827,611</b>	<b>\$790,058</b>
Obligations (Actual/Projections/Estimates)	\$637,724	\$708,921	\$732,834
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	4,190	4,371	4,179
Enacted/Request FTE	4,190	4,371	4,179
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	4,292	4,371	4,179
FTE (Actual/Estimates/Projections)	4,292	4,371	4,179

## Immigration Inspection User Fee Collections – Reimbursable Resources

*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Independent Agency - Other Independent Agencies Source	-	-	\$19	-	-	\$19	-	-	\$19
Total Collections	-	-	\$19	-	-	\$19	-	-	\$19

## Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>4,190</b>	<b>4,190</b>	<b>\$652,699</b>
Delta in Enacted Fee Estimate to Fee Actuals	-	-	\$39,987
<b>FY 2016 Revised Enacted</b>	<b>4,190</b>	<b>4,190</b>	<b>\$692,686</b>
<b>FY 2017 Annualized CR</b>	<b>4,371</b>	<b>4,371</b>	<b>\$708,921</b>
<b>FY 2018 Base Budget</b>	<b>4,371</b>	<b>4,371</b>	<b>\$708,921</b>
Increase in collections	-	-	\$23,913
Realignment of Fee Expenses	(192)	(192)	-
<b>Total, Pricing Increases</b>	<b>(192)</b>	<b>(192)</b>	<b>\$23,913</b>
<b>Total Adjustments-to-Base</b>	<b>(192)</b>	<b>(192)</b>	<b>\$23,913</b>
<b>FY 2018 Current Services</b>	<b>4,179</b>	<b>4,179</b>	<b>\$732,834</b>
<b>FY 2018 Request</b>	<b>4,179</b>	<b>4,179</b>	<b>\$732,834</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(192)</b>	<b>(192)</b>	<b>\$23,913</b>

The following chart reflects the historical IUF collections from FY 2009-2016.

## Historical Collections

*(In Thousands)*

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Immigration Inspection User Fee	\$497,854	\$526,425	\$545,007	\$566,919	\$586,055	\$640,070	\$673,521	\$692,686

## Immigration Inspection User Fee Justification of Pricing Changes

*Dollars in Thousands*

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Pricing Change 1 - Increase in collections	-	-	\$23,913
Pricing Change 2 - Realignment of Fee Expenses	(192)	(192)	-
<b>Total Pricing Changes</b>	<b>(192)</b>	<b>(192)</b>	<b>\$23,913</b>

**Increase in Collections:** CBP estimates that IUF fee collections will increase by \$23.9 million from FY 2017 to FY 2018, based on forecasted increases in trade and travel volume.

**Realignment of Fee Expenses:** In FY 2017, CBP re-estimated the anticipated number of FTE supported by each user fee (by dividing the total compensation plan by the average compensation received by employees performing the work) to correctly reflect the workload requirements of positions/FTE funded by user fee sources. CBP anticipates a reduction in FTE associated with IUF in FY 2018 associated with the realignment of funding between its Office of International Trade (OIT) and Office of Field Operations (OFO). While the FTE level reflected in the fees has changed, the adjustment does not reflect an overall increase or decrease to CBP staffing levels.

## Immigration Inspection User Fee Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Immigration Inspection User Fee	4,190	4,190	\$633,278	\$151.14	4,371	4,371	\$648,120	\$148.28	4,179	4,179	\$656,998	\$157.21	(192)	(192)	\$8,878	\$8.93
<b>Total</b>	<b>4,190</b>	<b>4,190</b>	<b>\$633,278</b>	<b>\$151.14</b>	<b>4,371</b>	<b>4,371</b>	<b>\$648,120</b>	<b>\$148.28</b>	<b>4,179</b>	<b>4,179</b>	<b>\$656,998</b>	<b>\$157.21</b>	<b>(192)</b>	<b>(192)</b>	<b>\$8,878</b>	<b>\$8.93</b>
Mandatory - Fee	4,190	4,190	\$633,278	\$151.14	4,371	4,371	\$648,120	\$148.28	4,179	4,179	\$656,998	\$157.21	(192)	(192)	\$8,878	\$8.93

### **NARRATIVE EXPLANATION OF CHANGES**

In FY 2017, CBP re-evaluated its fee resource structure to ensure spending plans better reflect anticipated reimbursable expenses. In some cases, this meant that CBP realigned its pay and non-pay anticipated reimbursement. In the case of IUF, the FY 2017 Annualized CR illustrates a shift in the use of resources to reflect anticipated additional reimbursement of pay requirements, as collections increased. CBP also adjusted its anticipated carryover to reflect the expected future spend of that funding, whereas in the FY 2016 revised enacted, carryover was reflected solely in non-pay. CBP identified new drivers for OIT expenses in FY 2017, resulting in fewer anticipated OIT expenses that could be supported by the IUF fee. Accordingly, CBP further adjusted the fee resource structure to provide additional IUF to OFO and provided a corresponding amount of appropriated funding to OIT. Each office retained the same level of funding overall, but the mix of fees and appropriated funding has changed. This further adjusted the FTE level in FY 2018, based on OFO's anticipated eligible expense profile. While these pay and non-pay realignments were made in the fees, the net requests for fees and appropriated funding did not change overall. As such, this does not represent an overall change to CBP's budget, or a change in anticipated activity, but is simply an adjustment to better reflect the anticipated reimbursable expense profile.

CBP has a large cadre of employees who perform activities that are funded by user fees. However, the majority of these employees cannot be uniquely tied to one user fee, since these employees often perform a wide-range of activities during their work. For example, a CBPO conducting primary inspections at a port of entry may be inspecting passengers for customs, immigration, and agriculture purposes. Accordingly, the FTEs associated with user fees represent the anticipated number of hours of fee-related work performed by CBP employees during a one year period. In FY 2017, CBP re-estimated the anticipated number of FTE supported by each user fee (by dividing the total compensation plan by the average compensation received by employees performing the work) to correctly reflect the workload requirements of positions/FTE funded by user fee sources. While the FTE level reflected in the fees has changed, the adjustment does not reflect an overall increase or decrease to CBP staffing levels.

**FTE Change FY 2017-2018:** CBP anticipates a reduction in FTE associated with IUF in FY 2018 associated with the realignment of funding between OIT and OFO. Although this adjustment did not impact overall pay and non-pay levels, the average compensation per FTE increased due to the type of work being performed.

**PCB Change FY 2017-2018:** Anticipated changes in Personnel, Compensation, and Benefits (PCB) are due to increase in travel volume, which results in both an increase in costs and an increase in estimated collections. CBP uses trend analysis in conjunction with economic indicators to forecast collections. By statute, CBP discretionary appropriations may be reimbursed for the following activities:

- Providing immigration inspection and pre-inspection services;
- Providing overtime inspection services;
- Administration of debt recovery;
- Detection of fraudulent documents;
- Detention and Removal of inadmissible aliens; and,
- Asylum proceedings at airports and seaports.

The anticipated increase would support the following:

- Salaries and benefits of personnel
- Overtime inspection services

**Average Cost Change FY 2017-2018:** The average compensation and benefits per FTE funded by IUF increased from FY 2017 to FY 2018 as a result of the realignment of funding to OFO from OIT, and further as a result of projected pay inflation and changes in benefits.

**Immigration Inspection User Fee**  
**Pay by Object Class**  
*Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$386,246	\$395,299	\$399,591	\$4,292
11.3 Other than Full-Time Permanent	\$461	\$472	\$1,205	\$733
11.5 Other Personnel Compensation	\$94,141	\$96,346	\$63,766	(\$32,580)
12.1 Civilian Personnel Benefits	\$152,430	\$156,003	\$192,436	\$36,433
<b>Total - Personnel Compensation and Benefits</b>	<b>\$633,278</b>	<b>\$648,120</b>	<b>\$656,998</b>	<b>\$8,878</b>
<b>Positions and FTE</b>				
Positions - Civilian	4,190	4,371	4,179	(192)
FTE - Civilian	4,190	4,371	4,179	(192)

**Pay Cost Drivers**  
*Dollars in Thousands*

<b>Leading Cost-Drivers</b>	<b>FY 2016 Revised Enacted</b>			<b>FY 2017 Annualized CR</b>			<b>FY 2018 President's Budget</b>			<b>FY 2017 to FY 2018 Total Changes</b>		
	<b>FTE</b>	<b>Amount</b>	<b>Rate</b>	<b>FTE</b>	<b>Amount</b>	<b>Rate</b>	<b>FTE</b>	<b>Amount</b>	<b>Rate</b>	<b>FTE</b>	<b>Amount</b>	<b>Rate</b>
Civilian Pay	4,190	\$633,278	\$151.14	4,371	\$648,120	\$148.28	4,179	\$656,998	\$157.21	(192)	\$8,878	\$8.93
<b>Total – Pay Cost Drivers</b>	<b>4,190</b>	<b>\$633,278</b>	<b>\$151.14</b>	<b>4,371</b>	<b>\$648,120</b>	<b>\$148.28</b>	<b>4,179</b>	<b>\$656,998</b>	<b>\$157.21</b>	<b>192</b>	<b>\$8,878</b>	<b>\$8.93</b>

**Immigration Inspection User Fee  
Permanent Positions by Grade – Appropriation**

<b>Grades and Salary Range</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
Fee Funded Positions	4,190	4,371	4,179	-192
<b>Total Permanent Positions</b>	<b>4,190</b>	<b>4,371</b>	<b>4,179</b>	<b>-192</b>
<b>Position Locations</b>				
U.S. Field	4,190	4,371	4,179	-192

## Immigration Inspection User Fee Non Pay Budget Exhibits

### Non Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Immigration Inspection User Fee	\$59,408	\$60,801	\$75,836	\$15,035
<b>Total</b>	<b>\$59,408</b>	<b>\$60,801</b>	<b>\$75,836</b>	<b>\$15,035</b>
Mandatory - Fee	\$59,408	\$60,801	\$75,836	\$15,035

### Non Pay by Object Class *Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$1,235	\$1,264	\$468	(\$796)
22.0 Transportation of Things	-	-	\$2	\$2
23.1 Rental Payments to GSA	\$10,515	\$10,761	\$11,036	\$275
23.3 Communications, Utilities, and Misc. Charges	\$10,372	\$10,615	\$3,762	(\$6,853)
24.0 Printing and Reproduction	\$671	\$687	\$1,353	\$666
25.1 Advisory and Assistance Services	-	-	\$2	\$2
25.2 Other Services from Non-Federal Sources	\$15,603	\$15,968	\$31,750	\$15,782
25.3 Other Goods and Services from Federal Sources	\$7,175	\$7,343	\$286	(\$7,057)
25.4 Operation and Maintenance of Facilities	-	-	\$9	\$9
25.7 Operation and Maintenance of Equipment	\$2,673	\$2,736	\$12,304	\$9,568
26.0 Supplies and Materials	\$2,204	\$2,256	\$1,694	(\$562)
31.0 Equipment	\$8,960	\$9,171	\$13,170	\$3,999
<b>Total - Non Pay Object Classes</b>	<b>\$59,408</b>	<b>\$60,801</b>	<b>\$75,836</b>	<b>\$15,035</b>



## Immigration Inspection User Fee Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Other Services from Non-Federal Sources	15,603	15,968	31,750	15,782
Equipment	8,960	9,171	13,170	3,999
Operations and Maintenance of Equipment	2,673	2,736	12,304	9,568
Rental Payments to GSA	10,515	10,761	11,036	275
Other Costs	21,657	22,165	7,576	(14,589)
<b>Total – Non Pay Cost Drivers</b>	<b>59,408</b>	<b>60,801</b>	<b>75,836</b>	<b>15,035</b>

### NARRATIVE EXPLANATION OF CHANGES

**FY 2018 Non- Pay Cost Driver:** Other Services from non-Federal Sources: CBP anticipates an increase in contract activity reimbursement.

**FY 2018 Non- Pay Cost Driver:** Equipment: CBP anticipates an increase in equipment cost reimbursements.

**FY 2018 Non- Pay Cost Driver:** Operations and Maintenance of Equipment: CBP anticipates an increase in reimbursement of the costs to operate and maintain equipment.

# Department of Homeland Security

*U.S. Customs and Border Protection*

*Immigration Enforcement Fines*



**Fiscal Year 2018**  
**Congressional Justification**

## Table of Contents

<b><i>Immigration Enforcement Fines</i>.....</b>	<b>1</b>
Budget Comparison and Adjustments.....	3
Personnel Compensation and Benefits.....	8
Non Pay Budget Exhibits.....	11

## Immigration Enforcement Fines

---

### Budget Comparison and Adjustments

---

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Immigration Enforcement Fines	5	5	\$818	5	5	\$832	5	5	\$1,000	-	-	\$168
<b>Total</b>	<b>5</b>	<b>5</b>	<b>\$818</b>	<b>5</b>	<b>5</b>	<b>\$832</b>	<b>5</b>	<b>5</b>	<b>\$1,000</b>	<b>-</b>	<b>-</b>	<b>\$168</b>
Subtotal Mandatory - Fee	5	5	\$818	5	5	\$832	5	5	\$1,000	-	-	\$168

### Overview

The Immigration Enforcement Account was established under Section 382 of the *Illegal Immigration Reform and Immigrant Responsibility Act of 1996* (P.L. 104-208: IIRIRA). In addition to creating this account, IIRIRA also added new types of fines in order to include fines levied against aliens for failure to depart the United States if so ordered. Fines are also levied on carriers transporting passengers to the United States that violate elements of immigration law.

Subject to the availability of funds, the Enforcement Fines collected are used to support the following U.S. Customs and Border Protection (CBP) activities: identification, investigation, apprehension, detention, and removal of criminal aliens; the maintenance and updating of systems to track criminal and illegal aliens on the border in areas with high apprehensions to deter illegal entry; and the repair, maintenance, and construction of border facilities.

The current circumstances and penalties associated with Immigration User Fees are listed on the following page:

INA SECTION	CIRCUMSTANCE	PENALTY
231(a)	No I-94 or wrong type of I-94 upon arrival.	\$1,100
231(b)	Non-submission or improper completion of I-94 at departure.	\$1,100
234	No advance notice of aircraft arrival or aircraft landing at unauthorized place.	\$3,200
233	Breach of Transit Without Visa Agreement (Liquidated Damages).	\$500
243(c)	Failure to remove passenger as ordered [ref. 241(d) (3)].	\$2,200
	Failure to pay passenger removal expenses as ordered [ref. 241(e)].	\$2,200
	Failure to receive back passenger as ordered [ref. 241(d) (1)].	\$2,200
	Failure to detain stowaway until inspected [ref. 241(d) (2)].	\$2,200
	Failure to pay for stowaway removal as ordered [ref. 241(e)].	\$2,100
	Failure to remove stowaway as ordered [ref. 241(d) (2) (C)].	\$5,500
251	Failure to provide complete list of alien crew upon arrival.	\$320
	Failure to report illegally-landed alien crew.	\$320
	Failure to provide complete list of alien crew upon departure.	\$220
	Performance of unauthorized longshore work by alien crew [ref. 258].	\$7,500
254(a)(1)	Failure to detain alien crewman prior to inspection.	\$4,300
254(a)(2)	Failure to detain alien crewman as ordered.	\$4,300
254(a)(3)	Failure to remove alien crewman as ordered.	\$4,300
255	Employment on passenger vessels of crewmen with certain afflictions.	\$1,100
256	Improper discharge of alien crewman.	\$4,300
257	Bringing alien to the U.S. as crewman with intent to evade U.S. Immigration and Naturalization Service (INS) laws.	\$16,000
271	Failure to prevent unauthorized landing of aliens	\$4,300
272	Bringing an alien subject to refusal on a health-related ground.	\$3,300
273(a)(1)	Bringing an alien without a valid unexpired entry document.	\$4,300
273(a)(2)	Taking a fee, deposit or consideration in attempt to avoid 273(a) (1) liability.	\$4,300

## Immigration Enforcement Fines Budget Authority and Obligations

*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$633		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	\$185		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$818</b>	<b>\$832</b>	<b>\$1,000</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$1,308	\$1,493	\$1,493
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$2,126</b>	<b>\$2,325</b>	<b>\$2,493</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$2,126</b>	<b>\$2,325</b>	<b>\$2,493</b>
Obligations (Actual/Projections/Estimates)	\$633	\$832	\$1,000
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	5	5	5
Enacted/Request FTE	5	5	5
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	5	5	5
FTE (Actual/Estimates/Projections)	5	5	5

## Immigration Enforcement Fines Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>5</b>	<b>5</b>	<b>\$633</b>
Delta in Enacted Fee Estimate to Fee Actuals	-	-	\$185
<b>FY 2016 Revised Enacted</b>	<b>5</b>	<b>5</b>	<b>\$818</b>
<b>FY 2017 Annualized CR</b>	<b>5</b>	<b>5</b>	<b>\$832</b>
<b>FY 2018 Base Budget</b>	<b>5</b>	<b>5</b>	<b>\$832</b>
Increase in collections	-	-	\$168
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$168</b>
<b>Total Adjustments-to-Base</b>	<b>-</b>	<b>-</b>	<b>\$168</b>
<b>FY 2018 Current Services</b>	<b>5</b>	<b>5</b>	<b>\$1,000</b>
<b>FY 2018 Request</b>	<b>5</b>	<b>5</b>	<b>\$1,000</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>-</b>	<b>-</b>	<b>\$168</b>

The chart below shows the historical collections over the past several years.

## Historical Collections

*Dollars in Thousands*

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
IEF	\$982	\$208	\$632	\$721	\$699	\$593	\$812	\$818

## Immigration Enforcement Fines Justification of Pricing Changes

*Dollars in Thousands*

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Pricing Change 1 - Increase in collections	-	-	\$168
Total Pricing Changes	-	-	\$168

**Increase in Collections:** CBP estimates that it will collect \$168,000 more in immigration enforcement fines in Fiscal Year (FY) 2018 than in FY 2017. This increase is projected as a result of forecasted increases in Gross Domestic Product (GDP).



## Immigration Enforcement Fines Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Immigration Enforcement Fines	5	5	\$818	\$163.6	5	5	\$648	\$129.6	5	5	\$778	\$155.6	-	-	\$130	\$26
<b>Total</b>	<b>5</b>	<b>5</b>	<b>\$818</b>	<b>\$163.6</b>	<b>5</b>	<b>5</b>	<b>\$648</b>	<b>\$129.6</b>	<b>5</b>	<b>5</b>	<b>\$778</b>	<b>\$155.6</b>	<b>-</b>	<b>-</b>	<b>\$130</b>	<b>\$26</b>
Mandatory - Fee	5	5	\$818	\$163.6	5	5	\$648	\$129.6	5	5	\$778	\$155.6	-	-	\$130	\$26

### **NARRATIVE EXPLANATION OF CHANGES**

In FY 2017, CBP re-evaluated its fee resource structure to ensure spending plans better reflect anticipated reimbursable expenses. In some cases, this meant that CBP realigned its pay and non-pay anticipated reimbursement. In the case of the Immigration Enforcement fee, the FY 2017 Annualized Continuing Resolution and the FY 2018 President's Budget illustrate a shift in the use of resources to reflect anticipated reimbursement of non-pay requirements, whereas in FY 2016 CBP anticipated larger reimbursement of pay expenses. The level of pay reimbursement is anticipated to slightly decrease. While these pay and non-pay realignments were made in the fees, the net requests for fees and appropriated funding did not change overall. This does not represent an overall change to CBP's budget, or a change in anticipated activity, but is simply an adjustment to better reflect the anticipated reimbursable expense profile.

**FTE Change FY 2017-2018:** Although CBP changed its FTE calculation methodology in FY 2017, CBP does not anticipate an FTE increase between FY 2017 and FY 2018 for this fee.

- **PCB Change FY 2017-2018:** Anticipated changes in Personnel Compensation and Benefits are due to the increase in estimated collections. Enforcement-related collections are relatively fluid and difficult to forecast because immigration violations are not easily quantifiable. Thus, CBP primarily utilizes real GDP estimates to project future year revenue collections.
- Subject to the availability of funds, the fines collected are used to support the following CBP activities: identification, investigation, apprehension, detention, and removal of criminal aliens; the maintenance and updating of systems to track criminal and illegal aliens on the border in areas with higher apprehensions to deter illegal entry; and the repair, maintenance, and construction of border facilities.
- The anticipated increase would support the following:
- Salaries and benefits of personnel
  - Overtime inspection services

**Average Cost Change FY 2017-2018:** CBP does not have dedicated CBP officers (CBPOs) who work on immigration enforcement fines. Rather, the work performed that results in fines represents a small portion of the time of multiple CBPOs. CBP estimates the anticipated collections, and uses an average salary to estimate the number of FTEs. Given the small amount of anticipated collections, and the fact that FTE are rounded to a whole number, the average salary rate can change quite substantially from year to year.

### Immigration Enforcement Fines

#### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$550	\$404	\$485	\$81
11.3 Other than Full-Time Permanent	-	\$1	\$1	-
11.5 Other Personnel Compensation	-	\$57	\$68	\$11
12.1 Civilian Personnel Benefits	\$268	\$186	\$224	\$38
<b>Total - Personnel Compensation and Benefits</b>	<b>\$818</b>	<b>\$648</b>	<b>\$778</b>	<b>\$130</b>
<b>Positions and FTE</b>				
Positions - Civilian	5	5	5	-
FTE - Civilian	5	5	5	-

### Pay Cost Drivers

*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Civilian Total	5	818	163.60	5	648	129.60	5	778	155.60		130	26
<b>Total – Pay Cost Drivers</b>	<b>5</b>	<b>818</b>	<b>163.60</b>	<b>5</b>	<b>648</b>	<b>129.60</b>	<b>5</b>	<b>778</b>	<b>155.60</b>		<b>130</b>	<b>26</b>

CBP anticipates a slight increase in personnel compensation and benefits.

**Immigration Enforcement Fines  
Permanent Positions by Grade – Appropriation**

<b>Grades and Salary Range</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
Fee Funded Positions	5	5	5	-
<b>Total Permanent Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>
<b>Position Locations</b>				
U.S. Field	5	5	5	-

## Immigration Enforcement Fines Non Pay Budget Exhibits

### Non Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Immigration Enforcement Fines	-	\$184	\$222	\$38
<b>Total</b>	-	<b>\$184</b>	<b>\$222</b>	<b>\$38</b>
Mandatory - Fee	-	\$184	\$222	\$38

### Non Pay by Object Class *Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
25.2 Other Services from Non-Federal Sources	-	\$184	\$222	\$38
<b>Total - Non Pay Object Classes</b>	-	<b>\$184</b>	<b>\$222</b>	<b>\$38</b>

### Non Pay Cost Drivers *Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Other Services from Non-Federal Sources		184	222	38
<b>Total – Non Pay Cost Drivers</b>		<b>184</b>	<b>222</b>	<b>38</b>

### NARRATIVE EXPLANATION OF CHANGES

**FY 2018 Non- Pay Cost Driver-** Other Services from non-Federal Sources: CBP anticipates an increase to contract activity.

# **Department of Homeland Security**

***U.S. Customs and Border Protection***

***Electronic System for Travel Authorization (ESTA) Fee***



**Fiscal Year 2018  
Congressional Justification**

## Table of Contents

<i>Electronic System for Travel Authorization (ESTA) Fee</i> .....	1
Budget Comparison and Adjustments.....	3
Personnel Compensation and Benefits.....	8
Non Pay Budget Exhibits.....	11

## Electronic System for Travel Authorization (ESTA) Fee

### Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Electronic System for Travel Authorization (ESTA) Fee	62	62	\$58,705	94	94	\$60,081	1,193	1,193	\$219,480	1,099	1,099	\$159,399
<b>Total</b>	<b>62</b>	<b>62</b>	<b>\$58,705</b>	<b>94</b>	<b>94</b>	<b>\$60,081</b>	<b>1,193</b>	<b>1,193</b>	<b>\$219,480</b>	<b>1,099</b>	<b>1,099</b>	<b>\$159,399</b>
Subtotal Mandatory - Fee	62	62	\$58,705	94	94	\$60,081	1,193	1,193	\$219,480	1,099	1,099	\$159,399

### Overview

The *Implementing Recommendations of the 9/11 Commission Act of 2007* (P. L. 110-53) established an electronic travel authorization system to pre-screen travelers prior to arrival in the United States. This mandate was made operational by the creation of the Electronic System for Travel Authorization (ESTA). ESTA operates under enforced compliance, requiring all Visa Waiver Program travelers to obtain authorization prior to travel. The Visa Waiver Program allows visitors from designated countries to travel to the U.S. for business or pleasure for 90 days or less without obtaining a visa.

Section 711(d)(1)(E) of P. L. 110-53 authorizes the Secretary of the Department of Homeland Security (DHS) to establish a fee via regulation to recover the full cost of operating and administering ESTA. U.S. Customs and Border Protection (CBP) conducted a fee study and, in August 2010, published the results in an interim final rule. In June 2015, CBP published a final rule to address comments on the interim final rule and finalize the fee rate.

The authorization to travel to the United States is valid for a two-year period, and travelers pay only once during the two-year period. The fee, along with a \$10 statutorily required surcharge, is \$14. Both are discussed in more detail as follows:

1. **Processing Fee:** All applicants requesting an electronic travel authorization are charged \$4 for the processing of the application. Revenue from the processing fee is made available to CBP to fund the costs of operating ESTA, which consist mostly of information technology and personnel costs. CBP estimates the total processing fee collections will be \$62 million in FY 2018.

2. **Surcharge:** If the ESTA application is approved and the individual receives authorization to travel to the United States under the Visa Waiver Program, an additional \$10 will be charged. If the electronic travel authorization is denied, the individual is only charged for the processing portion of the application, \$4.

Under current law, the \$10 surcharge is deposited in the Travel Promotion Fund and available for the expenses of the Corporation for Travel Promotion, also known as Brand USA. The Fiscal Year (FY) 2018 Budget proposes to eliminate Brand USA and redirect the \$10 surcharge to CBP. CBP estimates the total ESTA surcharge collections to be \$162 million for FY 2018, of which \$157 million would be available to CBP for offsetting the operational costs of CBPO's performing passenger targeting, screening, and processing. The remaining \$5 million would be transferred to the International Trade Administration to administer the Survey of International Air Travelers (SIAT). Following the publication of the FY 2018 President's Budget, the Administration will submit legislative language to the relevant authorizing committees to enact the proposal to eliminate Brand USA and redirect the ESTA surcharges to CBP.



## Electronic System for Travel Authorization (ESTA) Fee Budget Authority and Obligations

*Dollars in Thousands*

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$57,332		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	\$1,373		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$58,705</b>	<b>\$60,081</b>	<b>\$219,480</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$74,490	\$78,378	\$61,724
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$133,195</b>	<b>\$138,459</b>	<b>\$281,204</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$133,195</b>	<b>\$138,459</b>	<b>\$281,204</b>
Obligations (Actual/Projections/Estimates)	\$54,835	\$76,735	\$82,532
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	62	94	1,193
Enacted/Request FTE	62	94	1,193
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	54	94	1,193
FTE (Actual/Estimates/Projections)	54	94	1,193

## Electronic System for Travel Authorization (ESTA) Fee Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>62</b>	<b>62</b>	<b>\$57,332</b>
Delta in Enacted Fee Estimate to Fee Actuals	-	-	\$1,373
<b>FY 2016 Revised Enacted</b>	<b>62</b>	<b>62</b>	<b>\$58,705</b>
<b>FY 2017 Annualized CR</b>	<b>94</b>	<b>94</b>	<b>\$60,081</b>
<b>FY 2018 Base Budget</b>	<b>94</b>	<b>94</b>	<b>\$60,081</b>
Increase in collections	1,099	1,099	\$159,399
<b>Total, Pricing Increases</b>	<b>1,099</b>	<b>1,099</b>	<b>\$159,399</b>
<b>Total Adjustments-to-Base</b>	<b>1,099</b>	<b>1,099</b>	<b>\$159,399</b>
<b>FY 2018 Current Services</b>	<b>1,193</b>	<b>1,193</b>	<b>\$219,480</b>
<b>FY 2018 Request</b>	<b>1,193</b>	<b>1,193</b>	<b>\$219,480</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>1,099</b>	<b>1,099</b>	<b>\$159,399</b>

The ESTA processing fee collections fund operational costs to administer the ESTA program and maintain information technology (IT) equipment including the costs of the revenue program, and funds the salaries and benefits of personnel, overtime, and the costs to maintain the system.

In FY 2018, the Budget proposes to redirect approximately \$157 million in ESTA surcharge collections from Brand USA to CBP. The funds will support 1,099 FTEs currently funded by CBP's appropriations. This adjustment does not represent a net increase in CBP's overall funding or FTE profile.

### Historical Collections

*Dollars in Thousands*

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
ESTA	N/A	\$1,829	\$45,892	\$48,069	\$51,079	\$53,520	\$55,547	\$58,705

## Electronic System for Travel Authorization (ESTA) Fee Justification of Pricing Changes

*Dollars in Thousands*

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Pricing Change 1 - Increase in collections	1,099	1,099	\$159,399
Total Pricing Changes	1,099	1,099	\$159,399

**Increase in Collections:** CBP estimates that it will collect almost \$160 million more in revenue related to the ESTA surcharge and processing fee in FY 2018 than in FY 2017. The surcharge increase is a result of the proposal to eliminate Brand USA and redirect the \$10 surcharge associated with ESTA applications from Brand USA to CBP (excluding \$5 million which will go to the International Trade Administration). A small increase in travel volume is forecasted, which impacts the processing fee and surcharge.

## Electronic System for Travel Authorization (ESTA) Fee Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Electronic System for Travel Authorization (ESTA) Fee	62	62	\$13,014	\$209.9	94	94	\$13,320	\$141.7	1,193	1,193	\$171,225	\$143.52	1,099	1,099	\$157,905	\$1.82
<b>Total</b>	<b>62</b>	<b>62</b>	<b>\$13,014</b>	<b>\$209.9</b>	<b>94</b>	<b>94</b>	<b>\$13,320</b>	<b>\$141.7</b>	<b>1,193</b>	<b>1,193</b>	<b>\$171,225</b>	<b>\$143.52</b>	<b>1,099</b>	<b>1,099</b>	<b>\$157,905</b>	<b>\$1.82</b>
Mandatory - Fee	62	62	\$13,014	\$209.9	94	94	\$13,320	\$141.7	1,193	1,193	\$171,225	\$143.52	1,099	1,099	\$157,905	\$1.82

### **NARRATIVE EXPLANATION OF CHANGES**

In FY 2018, the Budget proposes to redirect \$157 million in collections which previously were made available to the Corporation for Travel Promotion, now known as BrandUSA, to CBP. Redirecting these funds will not serve as an enhancement to CBP's operational activity or total FTE level compared to prior years, but rather will offset a reduction taken in CBP's appropriated funding elsewhere. CBP anticipates that the \$157 million will support 1,099 FTEs who were previously aligned to appropriated trade and travel funding sources.

**FTE Change FY 2017-2018:** CBP anticipates that 1,099 FTE who were previously supported by appropriated funding will now be funded by the ESTA surcharge fee. This is not an overall enhancement to CBP's capability, but rather offsets a reduction to CBP's appropriated pay funding.

**PCB Change FY 2017-2018:** CBP anticipates a substantial increase in pay compensation and benefits (PCB) in FY 2018, as a result of to the proposal to redirect surcharge funds of approximately \$157 million. This funding is an offset to a reduction taken on CBP's appropriated accounts. CBP also anticipates a slight increase in Personnel Compensation and Benefits due to an anticipated increase in inbound passenger volume in FY 2018.

**Average Cost Change FY 2017-2018:** The average compensation and benefits per FTE associated with ESTA increased slightly from FY 2017 to FY 2018 as a result of projected pay inflation and changes in benefits.

## Electronic System for Travel Authorization (ESTA) Fee

### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$9,052	\$9,264	\$104,048	\$94,784
11.3 Other than Full-Time Permanent	\$15	\$16	\$16	-
11.5 Other Personnel Compensation	\$869	\$890	\$918	\$28
12.1 Civilian Personnel Benefits	\$3,078	\$3,150	\$66,243	\$63,093
<b>Total - Personnel Compensation and Benefits</b>	<b>\$13,014</b>	<b>\$13,320</b>	<b>\$171,225</b>	<b>\$157,905</b>
<b>Positions and FTE</b>				
Positions - Civilian	62	94	1,193	1,099
FTE - Civilian	62	94	1,193	1,099

### Pay Cost Drivers

*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Civilian Pay	62	13,014	209.90	94	13,320	141.70	1,193	171,225	143.52	1,099	157,905	1.82
<b>Total – Pay Cost Drivers</b>	<b>62</b>	<b>13,014</b>	<b>209.90</b>	<b>94</b>	<b>13,320</b>	<b>141.70</b>	<b>1,193</b>	<b>171,225</b>	<b>143.52</b>	<b>1,099</b>	<b>157,905</b>	<b>1.82</b>

**Electronic System for Travel Authorization (ESTA) Fee  
Permanent Positions by Grade – Appropriation**

<b>Grades and Salary Range</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
Fee Funded Positions	62	94	1,193	1,099
<b>Total Permanent Positions</b>	<b>62</b>	<b>94</b>	<b>1,193</b>	<b>1,099</b>
<b>Position Locations</b>				
U.S. Field	62	94	1,193	1,099

## Electronic System for Travel Authorization (ESTA) Fee Non Pay Budget Exhibits

### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Electronic System for Travel Authorization (ESTA) Fee	\$45,691	\$46,761	\$48,255	\$1,494
<b>Total</b>	<b>\$45,691</b>	<b>\$46,761</b>	<b>\$48,255</b>	<b>\$1,494</b>
Mandatory - Fee	\$45,691	\$46,761	\$48,255	\$1,494

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$3,294	\$3,371	\$3,479	\$108
25.2 Other Services from Non-Federal Sources	\$42,397	\$43,390	\$44,776	\$1,386
<b>Total - Non Pay Object Classes</b>	<b>\$45,691</b>	<b>\$46,761</b>	<b>\$48,255</b>	<b>\$1,494</b>

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Other Services from Non-Federal Sources	42,397	43,390	44,776	1,386
Travel and Transportation of Persons	3,294	3,371	3,479	108
<b>Total – Non Pay Cost Drivers</b>	<b>45,691</b>	<b>46,761</b>	<b>48,255</b>	<b>1,494</b>

### NARRATIVE EXPLANATION OF CHANGES

**FY 2018 Non- Pay Cost Driver - Other Services from Non-Federal Sources:** CBP anticipates an increase in contract services to due to cost inflation.

**FY 2018 Non- Pay Cost Driver - Travel and Transportation of Persons:** CBP anticipates a small increase in Travel and Transportation of Persons costs, associated with cost inflation.

# Department of Homeland Security

*U.S. Customs and Border Protection*

*Land Border Inspection Fee*



**Fiscal Year 2018**  
**Congressional Justification**



## Table of Contents

<b><i>Land Border Inspection Fee</i></b> .....	<b>1</b>
Budget Comparison and Adjustments.....	3
Personnel Compensation and Benefits.....	9
Non Pay Budget Exhibits.....	12

**Land Border Inspection Fee**

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Land Border Inspection Fee	200	200	\$46,248	202	202	\$46,894	202	202	\$48,476	-	-	\$1,582
<b>Total</b>	<b>200</b>	<b>200</b>	<b>\$46,248</b>	<b>202</b>	<b>202</b>	<b>\$46,894</b>	<b>202</b>	<b>202</b>	<b>\$48,476</b>	<b>-</b>	<b>-</b>	<b>\$1,582</b>
Subtotal Mandatory - Fee	200	200	\$46,248	202	202	\$46,894	202	202	\$48,476	-	-	\$1,582

## **Overview**

The *Department of Justice Appropriation Act of 1990* (P.L. 101-515), as codified in 8 U.S.C. 1356(q), authorizes the Land Border Inspection Fees (LBIF) to recover the full costs incurred for the inspection services provided at land border ports of entry. Land Border Inspection Fees are primarily used to recover U.S. Customs and Border Protection (CBP) costs for its Trusted Traveler Programs (TTP) at U.S. land border ports of entry (POEs).

The TTPs are comprised of the following programs: NEXUS Highway and Air, SENTRI, FAST, and Global Entry (GE). Applicants apply online and enroll using the Global Online Enrollment System. The TTPs are funded with a combination of discretionary appropriations for the CBP Salary and Expenses account and user fees. These programs help to improve the targeting, screening, and apprehension of high-risk international travelers, thereby preventing terrorist attacks and criminal activity while expediting the processing of legitimate travelers. Additional information on these activities is provided in the congressional justification for CBP's Operations and Support appropriation, and specifically in the Inspections, Trade and Travel Facilitation Program, Project, and Activity (PPA). Additional information on the Global Entry program can also be found in the congressional justification for the dedicated Global Entry user fee account.

CBP's TTP provides expedited travel for pre-approved, low-risk travelers through dedicated lanes and kiosks. Members are travelers who have voluntarily applied, paid a nonrefundable application fee, and provided personal data (including biometric information, photos, and fingerprints) to CBP. Participants go through a rigorous background check and screening before becoming approved members.

**NEXUS Highway and Air**

NEXUS is a joint U.S./Canada enrollment program at the northern borderland POEs and at all Canadian preclearance ports, identifies low-risk travelers through a complete biographic check, an interview with a CBP officer (CBPO) and a Canada Border Security Agency (CBSA) officer, and a fingerprint check. Once applicants are identified as low-risk, they are enrolled in the NEXUS program and given a Radio Frequency Identification (RFID)-enabled card that is unique to the traveler. The RFID-enabled card allows the traveler to use specified primary lanes at land border POEs that are reserved for NEXUS enrollee use. At the Canadian preclearance airports, passengers use kiosks instead of dedicated lanes and iris scans are utilized to identify low-risk travelers rather than RFID-enabled cards. At the time of enrollment, travelers qualify for trusted traveler status in all modes of travel (air, sea, and land). The introduction of Western Hemisphere Travel Initiative (WHTI) lane technology has provided local managers with the flexibility to add and subtract dedicated lanes to fit traffic demand.

**Secure Electronic Network for Traveler's Rapid Inspection (SENTRI)**

On the southwest border, SENTRI provides expedited CBP processing for pre-approved, low-risk travelers. Applicants must voluntarily undergo a thorough biographical background check against criminal, law enforcement, customs, immigration, and terrorist indices; a 10-fingerprint law enforcement check; and a personal interview with a CBPO. The applicants are issued an RFID-enabled card that will identify their record and status in the CBP database upon arrival at the U.S. POEs once they are approved. A sticker decal is also issued for the applicant's vehicle. SENTRI users have access to specific, dedicated primary lanes into the United States.

**Free and Secure Trade (FAST)**

FAST is the cargo equivalent of the SENTRI and NEXUS facilitative programs in the passenger environment. Through FAST, importers, commercial carriers, truck drivers, and manufacturers who enroll in the program and meet the security criteria, including participation in the C-TPAT program, are granted expedited clearance at a POE. Using electronic data transmission and transponder technology, CBP expedites clearance of approved trade participants. The FAST program supports a more secure supply chain and enables CBP to focus security efforts and inspections on high-risk commerce, where attention is most necessary.

Collections from LBIF fund the salaries and benefits of CBP officers as well as operational and maintenance costs. The following fees are deposited into the LBIF account:

- Arrival/Departure Land Border (I-94): \$6
- Non-Immigrant Visa Waiver (I-94W): \$6

- Canadian Boat Landing Permit Individual (I-68): \$16 (individual); \$32 (family)
- NEXUS: \$50 (every 5 years)
  - NEXUS replacement card: \$25
- Free and Secure Trade Program (FAST) Driver Application Fee: \$50 (every 5 years)
- Secure Electronic Network for Travelers Rapid Inspection (SENTRI): \$122.25 (individuals); \$160 maximum (families). Fee is for 5-year membership. In addition to application fee, SENTRI includes the following:
  - Dedicated Commuter Lane Fees: \$80
  - Dedicated Commuter Lane additional vehicle (DCL): \$42
- Replacement of Papers for Nonresident Mexican Crossing (I-190): \$26

## Land Border Inspection Fee Budget Authority and Obligations

*Dollars in Thousands*

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$34,724		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	\$11,524		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$46,248</b>	<b>\$46,894</b>	<b>\$48,476</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$11,130	\$18,716	\$18,716
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$57,378</b>	<b>\$65,610</b>	<b>\$67,192</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$57,378</b>	<b>\$65,610</b>	<b>\$67,192</b>
Obligations (Actual/Projections/Estimates)	\$38,724	\$46,894	\$48,476
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	200	202	202
Enacted/Request FTE	200	202	202
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	308	202	202
FTE (Actual/Estimates/Projections)	308	202	202

CBP's revised enacted budget in Fiscal Year (FY) 2016 anticipated that some LBIF funding would be used for pay expenses and some would be used for non-pay expenses. However, in actuality in FY 2016, CBP used all LBIF funding for pay expenses, resulting in a higher FTE count than planned in the revised enacted.

## Land Border Inspection Fee Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>200</b>	<b>200</b>	<b>\$34,724</b>
Delta in Enacted Fee Estimate to Fee Actuals	-	-	\$11,524
<b>FY 2016 Revised Enacted</b>	<b>200</b>	<b>200</b>	<b>\$46,248</b>
<b>FY 2017 Annualized CR</b>	<b>202</b>	<b>202</b>	<b>\$46,894</b>
<b>FY 2018 Base Budget</b>	<b>202</b>	<b>202</b>	<b>\$46,894</b>
Increase in collections	-	-	\$1,582
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$1,582</b>
<b>Total Adjustments-to-Base</b>	<b>-</b>	<b>-</b>	<b>\$1,582</b>
<b>FY 2018 Current Services</b>	<b>202</b>	<b>202</b>	<b>\$48,476</b>
<b>FY 2018 Request</b>	<b>202</b>	<b>202</b>	<b>\$48,476</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>-</b>	<b>-</b>	<b>\$1,582</b>

The following table reflects the historical LBIF collections for FY 2009-2016.

## Historical Collections

*Dollars in Thousands*

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
LBIF	\$26,723	\$30,799	\$34,678	\$38,147	\$40,616	\$33,376	\$43,949	\$47,179

## Land Border Inspection Fee Justification of Pricing Changes

*Dollars in Thousands*

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Pricing Change 1 - Increase in collections	-	-	\$1,582
Total Pricing Changes	-	-	\$1,582

**Increase in Collections:** CBP estimates that LBIF fee collections will increase by \$1.6 million from FY 2017 to FY 2018, based on forecasted increases in trade and travel volume.

## Land Border Inspection Fee Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Land Border Inspection Fee	200	200	\$46,248	\$231.24	202	202	\$28,150	\$139.36	202	202	\$29,099	\$144.05	-	-	\$949	\$4.69
<b>Total</b>	<b>200</b>	<b>200</b>	<b>\$46,248</b>	<b>\$231.24</b>	<b>202</b>	<b>202</b>	<b>\$28,150</b>	<b>\$139.36</b>	<b>202</b>	<b>202</b>	<b>\$29,099</b>	<b>\$144.05</b>	<b>-</b>	<b>-</b>	<b>\$949</b>	<b>\$4.69</b>
Mandatory - Fee	200	200	\$46,248	\$231.24	202	202	\$28,150	\$139.36	202	202	\$29,099	\$144.05	-	-	\$949	\$4.69

### **NARRATIVE EXPLANATION OF CHANGES**

In FY 2017, CBP re-evaluated its fee resource structure to ensure spending plans better reflect anticipated reimbursable expenses. In some cases, this meant that CBP realigned its pay and non-pay anticipated reimbursement. The FY 2017 Annualized Continuing Resolution and FY 2018 President's Budget illustrate a shift in the use of resources to reflect anticipated reimbursement of non-pay requirements, whereas in FY 2016 CBP anticipated larger reimbursement of pay expenses. The level of pay reimbursement is anticipated to decrease slightly. While these pay and non-pay realignments were made in the fees, the net requests for fees and appropriated funding did not change overall. This does not represent an overall change to CBP's budget, or a change in anticipated activity, but is simply an adjustment to better reflect the anticipated reimbursable expense profile.

**FTE Change FY 2017-2018:** CBP does not anticipate any change in FTE from FY 2017 to FY 2018 for the Land Border Fee.

**PCB Change FY 2017-2018:** CBP anticipates a slight increase in personnel compensation and benefits usage in FY 2018. Land Border compensation plans support (1) Salaries and benefits of personnel, and (2) Overtime inspection services

1. **Average Cost Change FY 2017-2018:** The Average Cost Change is calculated based on the difference of the PCB change by the difference in the FTE change.
  - CBP User Fee estimates are based on estimated collections.
  - CBP's user fees are designed to pay for some or all of the additional costs of providing a benefit beyond what is normally available to the general public to identifiable users of those services. To determine those costs, CBP uses an accounting process called activity-based costing (ABC).

Activity-based costing is used to assign direct and indirect costs to activities identified as reimbursable from User Fees, including costs for compensation and benefits.



**Land Border Inspection Fee**  
**Pay by Object Class**  
*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$29,976	\$17,165	\$17,744	\$579
11.3 Other than Full-Time Permanent	-	\$57	\$59	\$2
11.5 Other Personnel Compensation	\$2,622	\$2,443	\$2,525	\$82
12.1 Civilian Personnel Benefits	\$13,650	\$8,485	\$8,771	\$286
<b>Total - Personnel Compensation and Benefits</b>	<b>\$46,248</b>	<b>\$28,150</b>	<b>\$29,099</b>	<b>\$949</b>
<b>Positions and FTE</b>				
Positions - Civilian	200	202	202	-
FTE - Civilian	200	202	202	-

**Pay Cost Drivers**  
*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Civilian Pay	200	\$46,248	\$231.24	202	\$28,150	\$139.36	202	\$29,099	\$144.05		\$949	\$4.69
<b>Total – Pay Cost Drivers</b>	<b>200</b>	<b>\$46,248</b>	<b>\$231.24</b>	<b>202</b>	<b>\$28,150</b>	<b>\$139.36</b>	<b>202</b>	<b>\$29,099</b>	<b>\$144.05</b>		<b>\$949</b>	<b>\$4.69</b>

**Land Border Inspection Fee  
Permanent Positions by Grade – Appropriation**

<b>Grades and Salary Range</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
Fee Funded Positions	200	202	202	-
<b>Total Permanent Positions</b>	<b>200</b>	<b>202</b>	<b>202</b>	<b>-</b>
<b>Position Locations</b>				
U.S. Field	200	202	202	-

## Land Border Inspection Fee Non Pay Budget Exhibits

### Non Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Land Border Inspection Fee	-	\$18,744	\$19,377	\$633
<b>Total</b>	-	<b>\$18,744</b>	<b>\$19,377</b>	<b>\$633</b>
Mandatory - Fee	-	\$18,744	\$19,377	\$633

## Land Border Inspection Fee Non Pay by Object Class *Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
23.3 Communications, Utilities, and Misc. Charges	-	\$4,885	\$5,050	\$165
25.2 Other Services from Non-Federal Sources	-	\$12,630	\$13,057	\$427
31.0 Equipment	-	\$1,229	\$1,270	\$41
<b>Total - Non Pay Object Classes</b>	-	<b>\$18,744</b>	<b>\$19,377</b>	<b>\$633</b>

## Land Border Inspection Fee Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Other Services from Non-Federal Sources		12,630	13,057	427
Communications, Utilities, and Misc. Charges		4,885	5,050	165
Equipment		1,229	1,270	41
<b>Total – Non Pay Cost Drivers</b>		<b>18,744</b>	<b>19,377</b>	<b>633</b>

### **NARRATIVE EXPLANATION OF CHANGES**

**FY 2018 Non-Pay Cost Driver:** Other Services from non-Federal Sources: CBP anticipates a slight increase in reimbursement of expenses for contract activity associated with Land Border inspections.

**FY 2018 Non-Pay Cost Driver - Main Cost Driver 2:** Communications, Utilities, and Miscellaneous Charges: CBP anticipates a slight increase in reimbursement of expenses for communications, utilities, and miscellaneous charges associated with Land Border inspections.

**FY 2018 Non-Pay Cost Driver - Main Cost Driver 3:** Equipment: CBP anticipates a slight increase in reimbursement of expenses for equipment associated with Land Border inspections.

# Department of Homeland Security

*U.S. Customs and Border Protection*

*COBRA Customs Fees*



**Fiscal Year 2018**  
**Congressional Justification**

## Table of Contents

<b><i>COBRA Customs Fees</i></b> .....	<b>1</b>
Budget Comparison and Adjustments.....	3
Personnel Compensation and Benefits.....	9
Non Pay Budget Exhibits.....	13

## COBRA Customs Fees

### Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
COBRA Customs Fees	1,575	1,575	\$528,580	2,538	2,538	\$543,666	2,538	2,538	\$562,151	-	-	\$18,485
<b>Total</b>	<b>1,575</b>	<b>1,575</b>	<b>\$528,580</b>	<b>2,538</b>	<b>2,538</b>	<b>\$543,666</b>	<b>2,538</b>	<b>2,538</b>	<b>\$562,151</b>	<b>-</b>	<b>-</b>	<b>\$18,485</b>
Subtotal Mandatory - Fee	1,575	1,575	\$528,580	2,538	2,538	\$543,666	2,538	2,538	\$562,151	-	-	\$18,485

## Overview

### Consolidated Omnibus Budget Reconciliation Act (COBRA) User Fee

The *Consolidated Omnibus Budget Reconciliation Act of 1985* (COBRA; P.L. 99-272) established a series of customs user fees to recover costs incurred when processing air and sea passengers, commercial trucks, railroad cars, private aircraft and vessels, commercial vessels, dutiable mail packages, broker permits, barges and bulk carriers from Canada and Mexico, cruise vessel passengers, and ferry vessel passengers at U.S. ports of entry.

Effective November 5, 2011, certain exemptions under COBRA were eliminated. Section 601 of the *United States-Colombia Trade Promotion Agreement Implementation Act of 2011* (P.L. 112-42) lifted the exemption that excluded air and sea passengers from Canada, Mexico, the Caribbean, and adjacent islands<sup>1</sup> from having to pay the COBRA air, sea, and cruise vessel (ferry passengers are still exempted) passenger fees. Fees from these passengers are represented in the COBRA FTA congressional justification.

Collections from COBRA user fees reflected in this document are made available through permanent/indefinite appropriation created by the aforementioned user fee statute. U.S. Customs and Border Protection (CBP) is sensitive to becoming overly reliant upon user fee funding to execute its mission.

<sup>1</sup> Anguilla, Antigua and Barbuda, Aruba, Bahamas, Barbados, Bermuda-United Kingdom, British VI-United Kingdom, Cayman Islands, Cuba, Dominica, Dominican Republic, Grenada and South Grenadines, Guadeloupe-France, Haiti, Jamaica, Martinique-France, Netherlands Antilles, St. Kitts and Nevis, St. Lucia, St. Vincent and North Grenadines, Trinidad and Tobago, Turks and Caicos Islands-United Kingdom

**Express Consignment Carrier Facility User Fee**

Section 337 of the *Trade Act of 2002* (P.L. 107-210), codified as 19 USC 58c (b) (9) (A) (ii) and (b) (9) (B), authorized the establishment of the Express Consignment Carrier Facilities (ECCF) fee to fully reimburse CBP for the processing costs incurred at those facilities. Since the ECCF fees are deposited in the Customs User Fee Account for budgetary purposes, they are reported with the COBRA user fees. Congress mandated that 50 percent of the ECCF fee collection be transferred to the Treasury's General Fund. The balance is used to reimburse CBP for the cost of providing inspection services to express consignment operators or carriers. ECCF fees are intended to be full cost recovery.

An express consignment operator or carrier is an entity operating in any mode that moves cargo by special express commercial service under closely integrated administrative control. Services are offered to the public under advertised, reliable, and timely door-to-door delivery. An express consignment operator assumes liability for the articles in the same manner as if it is the sole carrier.

CBP inspections are carried out at Express Carrier Operation (ECO) facilities, which are akin to bonded warehouses and have the ability to handle high volume parcel flows into and through the United States. International couriers and high-volume parcel shippers to the U.S. (including high volume e-commerce parcel flows to the U.S.) can access these facilities for cost efficient clearance and domestic injection. CBP collects ECCF fees to recover the costs of providing customs cargo inspection services to express consignment carriers or centralized hub facilities.

The COBRA and ECCF user fees financially support the inspection functions performed by CBP at ports of entry. These user fees support CBP's mission of facilitating legitimate trade and travel while keeping the United States secure.



**COBRA Customs Fees**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$526,877		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	\$1,703		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$528,580</b>	<b>\$543,666</b>	<b>\$562,151</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$68,682	\$142,297	\$142,297
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$597,262</b>	<b>\$685,963</b>	<b>\$704,448</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$597,262</b>	<b>\$685,963</b>	<b>\$704,448</b>
Obligations (Actual/Projections/Estimates)	\$455,454	\$543,666	\$562,151
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	1,575	2,538	2,538
Enacted/Request FTE	1,575	2,538	2,538
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	1,577	2,538	2,538
FTE (Actual/Estimates/Projections)	1,577	2,538	2,538

CBP tries to maintain a carryover balance in reimbursable user fees equivalent sufficient to cover expenses for the first quarter of the year. This is because fees reimbursements for many fees, including much of COBRA, are not remitted until after the close of the quarter, and collections can be low in the first quarter of the year, while expenses may be relatively consistent. Accordingly, CBP anticipates a higher carryover in Fiscal Year (FY) 2017 and FY 2018 than the FY 2016 level. Obligations are expected to be relatively constant.

**COBRA Customs Fees**  
**Summary of Budget Changes**  
*Dollars in Thousands*

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2016 Enacted</b>	<b>1,575</b>	<b>1,575</b>	<b>\$526,877</b>
Delta in Enacted Fee Estimate to Fee Actuals	-	-	\$1,703
<b>FY 2016 Revised Enacted</b>	<b>1,575</b>	<b>1,575</b>	<b>\$528,580</b>
<b>FY 2017 Annualized CR</b>	<b>2,538</b>	<b>2,538</b>	<b>\$543,666</b>
<b>FY 2018 Base Budget</b>	<b>2,538</b>	<b>2,538</b>	<b>\$543,666</b>
Increase in collections	-	-	\$18,485
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$18,485</b>
<b>Total Adjustments-to-Base</b>	<b>-</b>	<b>-</b>	<b>\$18,485</b>
<b>FY 2018 Current Services</b>	<b>2,538</b>	<b>2,538</b>	<b>\$562,151</b>
<b>FY 2018 Request</b>	<b>2,538</b>	<b>2,538</b>	<b>\$562,151</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>-</b>	<b>-</b>	<b>\$18,485</b>

**PPA DESCRIPTION:**

*COBRA Passenger Inspection Fee*

COBRA Passenger Inspection Fee collections fund customs inspection activities that are mandated by law. Supported by fee revenues, CBP officers (CBPOs) help ensure that all carriers, passengers, and their personal effects entering the United States are compliant with U.S. customs laws. To the extent that revenues are available, the estimated FY 2017 collections will fund the activities in the COBRA statute. Currently, the fees are not legislatively set to fully recover these costs.

*FAST Act*

Beginning on April 1, 2016, and at the start of each fiscal year thereafter, CBP may adjust the COBRA fee rates to reflect increases in the Consumer Price Index, as described in the *Fixing America's Surface Transportation Act* or the "FAST Act" (P.L. 114-94), enacted on December 4, 2015. In FY 2018, the projected impact is an increase of \$31.1 million for the COBRA Passenger Inspection Fee funding and an increase of \$11.8 million for the COBRA CFTA funding. Per the FAST Act, the collections are not available to

fund CBP operations unless appropriated. CBP is not seeking an appropriation of FAST Act collections related to the mandatory COBRA fee in FY 2018. Therefore, any collections associated with FAST Act inflationary adjustments will be deposited in the General Fund of the Treasury.

### Projected Performance Impact and Cost Recovery of COBRA Increases

CBP currently faces several challenges in providing adequate staffing to meet estimated workforce requirements for CBPOs. These challenges are described in detail in CBP's Report to Congress, "*Resource Optimization at Ports of Entry*," which includes fluctuating user fee collections, expansion of workload including new or expanded facilities, and historic levels of travel volumes – up 28 percent since FY 2009 and projected to increase three to four percent each year for the next three years.

### Historical Collections

*Dollars in Thousands*

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
COBRA	\$347,990	\$359,898	\$381,317	\$359,059	\$420,420	\$451,004	\$466,263	\$492,969
ECCF	\$22,457	\$22,764	\$24,202	\$25,383	\$27,463	\$27,963	\$32,734	\$35,082
<b>Total</b>	<b>\$370,447</b>	<b>\$382,662</b>	<b>\$405,519</b>	<b>\$384,442</b>	<b>\$447,883</b>	<b>\$485,778</b>	<b>\$498,997</b>	<b>\$528,051</b>

**COBRA Customs Fees**  
**Justification of Pricing Changes**  
*Dollars in Thousands*

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Pricing Change 1 - Increase in collections	-	-	\$18,485
Total Pricing Changes	-	-	\$18,485

**Increase in Collections:** CBP estimates that COBRA fee collections will increase by \$18.5 million from FY 2017 to FY 2018, based on forecasted increases in trade and travel volume.

## COBRA Customs Fees Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
COBRA Customs Fees	1,575	1,575	\$485,940	\$308.53	2,538	2,538	\$499,810	\$196.93	2,538	2,538	\$518,374	\$204.25	-	-	\$18,564	\$7.32
<b>Total</b>	<b>1,575</b>	<b>1,575</b>	<b>\$485,940</b>	<b>\$308.53</b>	<b>2,538</b>	<b>2,538</b>	<b>\$499,810</b>	<b>\$196.93</b>	<b>2,538</b>	<b>2,538</b>	<b>\$518,374</b>	<b>\$204.25</b>	<b>-</b>	<b>-</b>	<b>\$18,564</b>	<b>\$7.32</b>
Mandatory - Fee	1,575	1,575	\$485,940	\$308.53	2,538	2,538	\$499,810	\$196.93	2,538	2,538	\$518,374	\$204.25	-	-	\$18,564	\$7.32

### **NARRATIVE EXPLANATION OF CHANGES**

In FY 2017, CBP re-evaluated its fee resource structure to ensure spending plans better reflect anticipated reimbursable expenses. In some cases, this meant that CBP realigned its pay and non-pay anticipated reimbursement. In regards to the COBRA fee, only a very minor realignment was necessary. The FY 2017 Annualized Continuing Resolution and the FY 2018 President's Budget illustrate a slight shift in the use of resources to reflect a larger anticipated reimbursement of pay requirements, whereas in FY 2016 CBP anticipated a slightly larger reimbursement of pay non-expenses. While these pay and non-pay realignments were made in the fees, the net requests for fees and appropriated funding did not change overall. These realignments do not represent an overall change to CBP's budget, or a change in anticipated activity, but is simply an adjustment to better reflect the anticipated reimbursable expense profile.

CBP has a large cadre of employees who perform activities that are funded by user fees. However, the majority of these employees cannot be uniquely tied to one user fee, since these employees often perform a wide range of activities during their work. For example, a CBPO conducting primary inspections at a port of entry may be inspecting passengers for customs, immigration, and agriculture purposes. The FTEs associated with user fees represent the anticipated number of hours of fee-related work performed by CBP employees during a one-year period. In FY 2017, CBP re-estimated the anticipated number of FTEs supported by each user fee (by dividing the total compensation plan excluding overtime by the average compensation received by employees performing the work) to correctly reflect the workload requirements of positions/FTEs funded by user fee sources. While the FTE level reflected in the fees has changed, the adjustment does not reflect an overall increase or decrease to CBP staffing levels.

**FTE Change FY 2017-2018:** The FTE assigned to User Fees represents an estimate of a possible work-year of employees' time spent at activities reimbursed from the fees. This does not change unless there is a specific enhancement to the program. The FTE associated with FY 2016 Revised Enacted reflect the FTE estimate based on the FY 2016 methodology. For the FY 2018 President's Budget, CBP reassessed how FTE will be aligned to user fee resources. The results of this reassessment are reflected in the FY 2017 and FY 2018 columns of the Budget. CBP does not anticipate an FTE increase between FY 2017 and FY 2018 for this fee.

**PCB Change FY 2017-2018:** Anticipated changes in Personnel, Costs and Benefits (PC&B) are due to reimbursement of the following (in hierarchical order):

- All inspectional overtime
- Premium Pay
- Excess Preclearance
- Foreign language proficiency awards (FLAP); and
- Enhanced positions - enhance customs services for those persons or entities that are required to pay COBRA fees.

**Average Cost Change FY 2017-2018:** The average cost per FTE is determined by dividing the pay compensation and benefits amount by the number of FTE. The pay compensation and benefits for COBRA FTA contains a significant portion of the overtime for trade and travel activities.

- CBP User Fee estimates are based on estimated collections.
- CBP's user fees are designed to pay for some or all of the additional costs of providing a benefit beyond what is normally available to the general public to identifiable users of those services. To determine those costs CBP uses an accounting process called activity-based costing (ABC).

Activity-based costing is used to assign direct and indirect costs to activities identified as reimbursable from User Fees, including costs for compensation and benefits.

**COBRA Customs Fees**  
**Pay by Object Class**  
*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$146,574	\$150,758	\$151,052	\$294
11.3 Other than Full-Time Permanent	-	-	\$654	\$654
11.5 Other Personnel Compensation	\$224,819	\$231,236	\$206,123	(\$25,113)
12.1 Civilian Personnel Benefits	\$114,547	\$117,816	\$160,545	\$42,729
<b>Total - Personnel Compensation and Benefits</b>	<b>\$485,940</b>	<b>\$499,810</b>	<b>\$518,374</b>	<b>\$18,564</b>
<b>Positions and FTE</b>				
Positions - Civilian	1,575	2,538	2,538	-
FTE - Civilian	1,575	2,538	2,538	-

**Pay Cost Drivers**  
*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Civilian Total	1,575	485,940	308.53	2,538	499,810	196.93	2,538	518,374	204.25		18,564	7.31
<b>Total – Pay Cost Drivers</b>	<b>1,575</b>	<b>485,940</b>	<b>308.53</b>	<b>2,538</b>	<b>499,810</b>	<b>196.93</b>	<b>2,538</b>	<b>518,374</b>	<b>204.25</b>		<b>18,564</b>	<b>7.31</b>

CBP anticipates that the additional COBRA pay funding will be used to pay for increases in the cost of each hour worked, resulting from pay inflation and locality adjustments. In FY 2018, CBP also reassessed the benefits estimates related to base, overtime, and premium hours.

**COBRA Customs Fees**  
**Permanent Positions by Grade – Appropriation**

<b>Grades and Salary Range</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
Fee Funded Positions	1,575	2,538	2,538	-
<b>Total Permanent Positions</b>	<b>1,575</b>	<b>2,538</b>	<b>2,538</b>	-
<b>Position Locations</b>				
U.S. Field	1,575	2,538	2,538	-

The FTE associated with FY 2016 Revised Enacted reflect the FTE estimate based on the FY 2016 methodology. For the FY 2018 President's Budget, CBP reassessed how FTE will be aligned to user fee resources. The results of this reassessment are reflected in the FY 2017 and FY 2018 columns of the Budget.



## COBRA Customs Fees Non Pay Budget Exhibits

### Non Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
COBRA Customs Fees	\$42,640	\$43,856	\$43,777	(\$79)
<b>Total</b>	<b>\$42,640</b>	<b>\$43,856</b>	<b>\$43,777</b>	<b>(\$79)</b>
Mandatory - Fee	\$42,640	\$43,856	\$43,777	(\$79)

### Non Pay by Object Class *Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$5,080	\$5,226	\$5,216	(\$10)
22.0 Transportation of Things	\$10,184	\$10,475	\$10,457	(\$18)
23.2 Rental Payments to Others	\$5,774	\$5,939	\$5,928	(\$11)
23.3 Communications, Utilities, and Misc. Charges	\$2,706	\$2,782	\$2,777	(\$5)
24.0 Printing and Reproduction	\$2	\$2	\$2	-
25.1 Advisory and Assistance Services	\$3	\$3	\$3	-
25.2 Other Services from Non-Federal Sources	\$8,392	\$8,631	\$8,615	(\$16)
25.3 Other Goods and Services from Federal Sources	\$5,449	\$5,604	\$5,594	(\$10)
25.5 Research and Development Contracts	\$5	\$5	\$5	-
25.6 Medical Care	\$523	\$538	\$537	(\$1)
25.7 Operation and Maintenance of Equipment	\$140	\$145	\$145	-
25.8 Subsistence & Support of Persons	\$2,948	\$3,032	\$3,027	(\$5)
26.0 Supplies and Materials	\$348	\$358	\$357	(\$1)
31.0 Equipment	\$1,086	\$1,116	\$1,114	(\$2)
<b>Total - Non Pay Object Classes</b>	<b>\$42,640</b>	<b>\$43,856</b>	<b>\$43,777</b>	<b>(\$79)</b>

## COBRA Customs Fees Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Transportation of Things	10,184	10,475	10,457	(18)
Other Services from Non-Federal Sources	8,392	8,631	8,615	(16)
Other Costs	34,248	24,750	24,705	(45)
<b>Total – Non Pay Cost Drivers</b>	<b>42,640</b>	<b>43,856</b>	<b>43,777</b>	<b>(79)</b>

### NARRATIVE EXPLANATION OF CHANGES

CBP anticipates a very little overall change in non-pay funding usage within the COBRA fee.

**FY 2018 Non- Pay Cost Driver - Other Services from Non-Federal Sources:** CBP anticipates a slight decrease in reimbursement of contract services.

**FY 2018 Non- Pay Cost Driver - Transportation of Things:** CBP anticipates a slight decrease in reimbursement of transportation of things.

# Department of Homeland Security

*U.S. Customs and Border Protection*

*COBRA FTA*



**Fiscal Year 2018**  
**Congressional Justification**

## Table of Contents

<b><i>COBRA FTA</i> .....</b>	<b>1</b>
Budget Comparison and Adjustments.....	3
Personnel Compensation and Benefits.....	7

## COBRA FTA

### Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
COBRA FTA	1,569	1,569	\$234,810	1,010	1,010	\$242,538	1,287	1,287	\$265,000	277	277	\$22,462
<b>Total</b>	<b>1,569</b>	<b>1,569</b>	<b>\$234,810</b>	<b>1,010</b>	<b>1,010</b>	<b>\$242,538</b>	<b>1,287</b>	<b>1,287</b>	<b>\$265,000</b>	<b>277</b>	<b>277</b>	<b>\$22,462</b>
Subtotal Discretionary - Fee	1,569	1,569	\$234,810	1,010	1,010	\$242,538	1,287	1,287	\$265,000	277	277	\$22,462

### Overview

#### Consolidated Omnibus Budget Reconciliation Act (COBRA) User Fee

The *Consolidated Omnibus Budget Reconciliation Act of 1985* (COBRA; P.L. 99-272) created a series of customs user fees to recover costs incurred when processing air and sea passengers, commercial trucks, railroad cars, private aircraft and vessels, commercial vessels, dutiable mail packages, broker permits, barges and bulk carriers from Canada and Mexico, cruise vessel passengers, and ferry vessel passengers at U.S. ports of entry.

Effective November 5, 2011, certain exemptions under COBRA were eliminated. Section 601 of the *United States-Colombia Trade Promotion Agreement Implementation Act of 2011* (P.L. 112-42) lifted the exemption that excluded air and sea passengers from Canada, Mexico, and the Caribbean, adjacent islands<sup>1</sup> from having to pay the COBRA air, sea, and cruise vessel (ferry passengers are still exempted) passenger fees. Collections from these locations fund the COBRA Free Trade Agreement (COBRA FTA) fee.

Collections from COBRA user fees are made available through permanent/indefinite appropriation created by the aforementioned user fee statute with the exception of COBRA fees collected from the *United States-Colombia Trade Promotion Agreement Implementation Act of 2011*. COBRA FTA fees are deposited in the Customs User Fee Account, which is a no-year fund, and are available only to the extent provided in annual appropriations acts. The *Fiscal Year (FY) 2016 Consolidated Appropriations Act* made the 2016 FTA fees available through a General Provision. The FY 2018 President's Budget includes similar appropriations language that allows for the COBRA FTA collections to be made available for obligation.

<sup>1</sup> Anguilla, Antigua and Barbuda, Aruba, Bahamas, Barbados, Bermuda-United Kingdom, British VI-United Kingdom, Cayman Islands, Cuba, Dominica, Dominican Republic, Grenada and South Grenadines, Guadeloupe-France, Haiti, Jamaica, Martinique-France, Netherlands Antilles, St. Kitts and Nevis, St. Lucia, St. Vincent and North Grenadines, Trinidad and Tobago, Turks and Caicos Islands-United Kingdom

**COBRA FTA**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$240,762		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	(\$5,952)		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$234,810</b>	<b>\$242,538</b>	<b>\$265,000</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$90,436	\$84,484	\$84,484
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$325,246</b>	<b>\$327,022</b>	<b>\$349,484</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$325,246</b>	<b>\$327,022</b>	<b>\$349,484</b>
Obligations (Actual/Projections/Estimates)	\$240,762	\$242,538	\$265,000
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	1,569	1,010	1,287
Enacted/Request FTE	1,569	1,010	1,287
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	1,584	1,010	1,287
FTE (Actual/Estimates/Projections)	1,584	1,010	1,287

CBP proposes \$265 million in COBRA FTA authority in FY 2018. The change from FY 2017 is based on increases in anticipated COBRA FTA collections. The proposed appropriations language would make available all COBRA FTA collections, including those authorized under the *Fixing America's Surface Transportation Act*, or the “FAST Act” (P.L. 114-94).

**COBRA FTA**  
**Summary of Budget Changes**  
*Dollars in Thousands*

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2016 Enacted</b>	<b>1,569</b>	<b>1,569</b>	<b>\$240,762</b>
Delta in Enacted Fee Estimate to Fee Actuals	-	-	(\$5,952)
<b>FY 2016 Revised Enacted</b>	<b>1,569</b>	<b>1,569</b>	<b>\$234,810</b>
<b>FY 2017 Annualized CR</b>	<b>1,010</b>	<b>1,010</b>	<b>\$242,538</b>
<b>FY 2018 Base Budget</b>	<b>1,010</b>	<b>1,010</b>	<b>\$242,538</b>
Technical Adjustment	277	277	\$22,462
<b>Total Adjustments-to-Base</b>	<b>277</b>	<b>277</b>	<b>\$22,462</b>
<b>FY 2018 Current Services</b>	<b>1,287</b>	<b>1,287</b>	<b>\$265,000</b>
<b>FY 2018 Request</b>	<b>1,287</b>	<b>1,287</b>	<b>\$265,000</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>277</b>	<b>277</b>	<b>\$22,462</b>

*COBRA CFTA*

Effective November 5, 2011, certain exemptions under the COBRA were eliminated. Section 601 of the *United States-Colombia Trade Promotion Agreement Implementation Act of 2011*) lifted the exemption that excluded air and sea passengers from Canada, Mexico, the Caribbean, and adjacent islands<sup>2</sup> from having to pay the COBRA air, sea, and cruise vessel (ferry passengers are still exempted) passenger fees. Since the elimination of the exemptions, CBP has collected additional COBRA revenue (the exemption went into place partway through FY 2012), but these collections were subject to appropriations. CBP expects to spend \$265 million in FY 2018.

*FAST Act*

Beginning on April 1, 2016, and at the start of each fiscal year thereafter, CBP may adjust the COBRA fee rates to reflect increases in the Consumer Price Index, as described in the FAST Act, enacted on December 4, 2015. In FY 2018, the projected impact is an increase of \$31.1 million for the COBRA Passenger Inspection Fee funding and an increase of \$11.8 million for the COBRA CFTA funding. Pursuant to the FAST Act, the collections are not available to fund CBP operations unless appropriated. For FY 2018, CBP

<sup>2</sup> Ibid.

is seeking an appropriation of all COBRA FTA collections, which will include any collections related to FAST Act inflationary increases.

### **Projected Performance Impact and Cost Recovery of COBRA Increases**

CBP currently faces several challenges in providing adequate staffing to meet estimated workforce requirements for CBPOs. These challenges are described in detail in CBPs Report to Congress, “*Resource Optimization at Ports of Entry*,” which includes fluctuating user fee collections, expansion of workload including new or expanded facilities, and historic levels of travel volumes – up 28 percent since FY 2009, and projected to increase 3-4 percent each year for the next three years. Consistent with the Resource Optimization Strategy and CBP’s effort to identify alternative sources of funding, CBP’s funding strategies include seeking Congressional support for a legislative proposal to increase current COBRA user fees to recover more of the costs associated with providing services. The economic data and recent studies demonstrate a clear return on investment from adding staffing resources to POEs. The legislative proposal would increase CBP staffing resources and, should they be enacted into law, would serve to facilitate and secure the international trade and travel that is the lifeblood of our economy. Following the transmittal of the FY 2018 President’s Budget, CBP intends to submit a legislative proposal for consideration by the relevant House and Senate authorizing committees to raise the COBRA fees to decrease the shortfall between the costs of CBP’s customs inspection activities and the collections received. The proposal would increase the customs inspection fees by \$2 and increase other COBRA fees by a proportional amount, and will also include the authority to increase fees annually, as needed, to adjust them for inflation. Specifically, the fees collected support the cost of customs inspections (including personnel performing such inspections), the maintenance and updating of systems that track criminal and illegal aliens in areas with high apprehensions, preclearance, and the repair and maintenance of equipment, among other purposes. The extra revenue raised from these fee increases will allow CBP to recover more costs associated with customs-related inspections.

### **Historical Collections**

*Dollars in Thousands*

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
COBRA FTA				\$161,666	\$199,561	\$212,349	\$223, 356	\$235,241



## COBRA FTA Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
COBRA FTA	1,569	1,569	\$234,810	\$149.66	1,010	1,010	\$242,538	\$240.14	1,287	1,287	\$265,000	\$205.91	277	277	\$22,462	(\$34.23)
<b>Total</b>	<b>1,569</b>	<b>1,569</b>	<b>\$234,810</b>	<b>\$149.66</b>	<b>1,010</b>	<b>1,010</b>	<b>\$242,538</b>	<b>\$240.14</b>	<b>1,287</b>	<b>1,287</b>	<b>\$265,000</b>	<b>\$205.91</b>	<b>277</b>	<b>277</b>	<b>\$22,462</b>	<b>(\$34.23)</b>
Discretionary - Fee	1,569	1,569	\$234,810	\$149.66	1,010	1,010	\$242,538	\$240.14	1,287	1,287	\$265,000	\$205.91	277	277	\$22,462	(\$34.23)

### **NARRATIVE EXPLANATION OF CHANGES**

CBP projects \$265 million in COBRA FTA collections in FY 2018, an increase of \$22 million above the FY 2017 level. The increase in COBRA FTA offsets a commensurate decrease in appropriated funding and will support 277 FTE that were previously paid for by the Operations and Support account. CBP's net staffing and funding levels are not expected to increase as a result of this change.

CBP has a large cadre of employees who perform activities that are funded by user fees. However, the majority of these employees cannot be uniquely tied to one user fee, since these employees often perform a wide range of activities during their work. For example, a CBPO conducting primary inspections at a POE may be inspecting passengers for customs, immigration, and agriculture purposes. The FTEs associated with user fees represent the anticipated number of hours of fee-related work performed by CBP employees during a one year period. In FY 2017, CBP re-estimated the anticipated number of FTEs supported by each user fee (by dividing the total compensation plan by the average compensation received by employees performing the work) to correctly reflect the workload requirements of positions/FTEs funded by user fee sources. While the FTE level reflected in the fees has changed, the adjustment does not reflect an overall increase or decrease to CBP staffing levels.

**FTE Change FY 2017-2018:** The increase in COBRA FTA offsets a commensurate decrease in appropriated funding and will support 277 FTE that were previously paid for by appropriated funding. CBP's net staffing level is not expected to increase.

- **PCB Change FY 2017-2018:** Anticipated changes in Personnel, Costs and Benefits (PC&B) are due to reimbursement of the following (in hierarchy order):
  - All inspectional overtime
  - Premium Pay

- Excess Preclearance
- Foreign language proficiency awards (FLAP); and
- Enhanced positions - enhance customs services for those persons or entities that are required to pay COBRA fees.

**Average Cost Change FY 2017-2018:** The average cost per FTE is determined by dividing the pay compensation and benefits amount by the number of FTE. The pay compensation and benefits for COBRA FTA contains a significant portion of the overtime for trade and travel activities.

- CBP User Fee estimates are based on estimated collections.
- CBP's user fees are designed to pay for some or all of the additional costs of providing a benefit beyond what is normally available to the general public to identifiable users of those services. To determine those costs, CBP uses an accounting process called activity-based costing (ABC).
- Activity-based costing is used to assign direct and indirect costs to activities identified as reimbursable from User Fees, including costs for compensation and benefits.

**COBRA FTA**  
**Pay by Object Class**  
*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$125,355	\$129,482	\$87,929	(\$41,553)
11.3 Other than Full-Time Permanent	-	-	\$433	\$433
11.5 Other Personnel Compensation	\$45,432	\$46,926	\$109,075	\$62,149
12.1 Civilian Personnel Benefits	\$64,023	\$66,130	\$67,563	\$1,433
<b>Total - Personnel Compensation and Benefits</b>	<b>\$234,810</b>	<b>\$242,538</b>	<b>\$265,000</b>	<b>\$22,462</b>
<b>Positions and FTE</b>				
Positions - Civilian	1,569	1,010	1,287	277
FTE - Civilian	1,569	1,010	1,287	277

**Pay Cost Drivers**  
*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Civilian Total	1,569	\$234,810	\$149.66	1,010	\$242,538	\$240.14	1,287	\$265,000	\$205.91	277	\$22,462	(\$34.23)
<b>Total – Pay Cost Drivers</b>	<b>1,569</b>	<b>\$234,810</b>	<b>\$149.66</b>	<b>1,010</b>	<b>\$242,538</b>	<b>\$240.14</b>	<b>1,287</b>	<b>\$265,000</b>	<b>\$205.91</b>	<b>277</b>	<b>\$22,462</b>	<b>(\$34.23)</b>

**COBRA FTA**  
**Permanent Positions by Grade – Appropriation**

<b>Grades and Salary Range</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
Fee Funded Positions	1,569	1,010	1,287	277
<b>Total Permanent Positions</b>	<b>1,569</b>	<b>1,010</b>	<b>1,287</b>	<b>277</b>
<b>Position Locations</b>				
U.S. Field	1,569	1,010	1,287	277

# Department of Homeland Security

*U.S. Customs and Border Protection*

*Agricultural Quarantine and Inspection Fees*



**Fiscal Year 2018**  
**Congressional Justification**

## Table of Contents

<i>Agricultural Quarantine and Inspection Fees</i> .....	1
Budget Comparison and Adjustments.....	3
Personnel Compensation and Benefits.....	8
Non Pay Budget Exhibits.....	11

## Agricultural Quarantine and Inspection Fees

### Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Agricultural Quarantine and Inspection Fees	3,006	3,006	\$449,857	3,082	3,082	\$534,515	3,061	3,061	\$534,515	(21)	(21)	-
<b>Total</b>	<b>3,006</b>	<b>3,006</b>	<b>\$449,857</b>	<b>3,082</b>	<b>3,082</b>	<b>\$534,515</b>	<b>3,061</b>	<b>3,061</b>	<b>\$534,515</b>	<b>(21)</b>	<b>(21)</b>	<b>-</b>
Subtotal Mandatory - Fee	3,006	3,006	\$449,857	3,082	3,082	\$534,515	3,061	3,061	\$534,515	(21)	(21)	-

### Overview

Section 2509 of the *Food, Agriculture, Conservation and Trade Act of 1990* (P.L. 101-624) authorized the U.S. Department of Agriculture (USDA) to collect user fees for various services. The law codified, as 21 U.S.C. 136a, established seven types of Plant Protection and Quarantine (PPQ) user fees, six of which are the Agricultural Quarantine and Inspection (AQI) fees, also known as the Animal and Plant Health Inspection Service (APHIS) user fees. These fees are collected to recover the costs of providing inspectional activities for international arrival of passengers, conveyances, animals, plants, and agricultural goods at ports of entry. This authority established fees on five modes of international passenger and conveyance transportation:

1. International air passengers
2. Commercial aircraft
3. Commercial vessels
4. Commercial trucks
5. Commercially loaded rail cars

The *Homeland Security Act of 2002* (P.L. 107-296) transferred certain inspection functions from USDA to DHS. The intent of the revenues from these fees is to achieve full cost recovery for the agricultural quarantine inspection function. Section 421(f) of the *Homeland Security Act of 2002* mandates that U.S. Customs and Border Protection (CBP) and USDA agree on a periodic transfer of funds from the latter to the former. Each year, CBP and USDA agree upon a codicil which outlines the portion of the AQI collections that each agency will receive that fiscal year.

The updated fee rates align with actual program costs, resulting in some lower fees while others are increased (Exhibit 1). The final

rule established added a \$237 fee to recover the costs of APHIS services for monitoring the application of, or providing treatments to, imported cargo to minimize pest risks. The fee for AQI treatment services will be phased in over five years in the following manner: first year: \$47; second year: \$95; third year: \$142; fourth year: \$190; and fifth year: \$237.

**Exhibit 1: Current and Previous AQI User Fee Rates**

<b>User Fee Class (Actual Dollars)</b>	<b>Previous</b>	<b>Current</b>
Air passenger	\$5.00	\$3.96
Commercial aircraft	\$70.75	\$225.00
Commercial cargo vessel	\$496.00	\$825.00
Commercial truck	\$5.25	\$7.55
Commercial truck with transponder (one annual payment)	\$105.00	\$301.67
Commercial cargo railcar	\$7.75	\$2.00
Sea passenger	no fee	\$1.75

Protecting our Homeland, specifically the agricultural health of our Nation, is the dual responsibility of APHIS and CBP. This joint responsibility is performed seamlessly, with APHIS responsible for promulgation of rules and regulations and CBP responsible for policy implementation and conducting examinations for AQI operations. CBP Agriculture Specialists, strategically deployed at U.S. ports of entry (POEs), are experts and technical consultants in the areas of inspection, intelligence, analysis, examination, and law enforcement activities related to the importation of agricultural/commercial commodities and conveyances at the various POEs.

CBP's critical mission requires application of a wide range of Federal, State, and local laws and agency regulations when determining the admissibility of agriculture commodities, while preventing the introduction of harmful plant pests, foreign animal diseases, and potential agro-terrorism into the United States. In addition to the partnership with APHIS, CBP Agriculture Specialists work in tandem with a number of other governmental agencies, including the U.S. Fish and Wildlife Service and the Centers for Disease Control and Prevention. These partnerships help prevent the introduction of zoonotic diseases associated with the importation of animals, animal products, and animal by-products. CBP Agriculture Specialists also enforce endangered species regulations on plant imports.

APHIS fees are used for international air passenger, commercial aircraft clearance, commercial vessel, commercial truck, and loaded rail car agricultural inspection and AQI regulatory enforcement activities. The revenues from these updated fees were projected to enable CBP to recover 100 percent of the cost of agriculture quarantine inspection activities plus allow for additional program costs and hiring. While the additional collections and resulting transfer make CBP whole for the Fiscal Year (FY) 2018 President's Budget, it does not provide sufficient funding for program costs or additional hiring.



## Agricultural Quarantine and Inspection Fees Budget Authority and Obligations

*Dollars in Thousands*

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$515,810		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	(\$65,953)		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$449,857</b>	<b>\$534,515</b>	<b>\$534,515</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$64,391	\$18,409	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$514,248</b>	<b>\$552,924</b>	<b>\$534,515</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$514,248</b>	<b>\$552,924</b>	<b>\$534,515</b>
Obligations (Actual/Projections/Estimates)	\$490,053	\$552,924	\$534,515
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	3,006	3,082	3,061
Enacted/Request FTE	3,006	3,082	3,061
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	3,083	3,082	3,061
FTE (Actual/Estimates/Projections)	3,083	3,082	3,061

## Agricultural Quarantine and Inspection Fees Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>3,006</b>	<b>3,006</b>	<b>\$515,810</b>
Delta in Enacted Fee Estimate to Fee Actuals	-	-	(\$65,953)
<b>FY 2016 Revised Enacted</b>	<b>3,006</b>	<b>3,006</b>	<b>\$449,857</b>
<b>FY 2017 Annualized CR</b>	<b>3,082</b>	<b>3,082</b>	<b>\$534,515</b>
<b>FY 2018 Base Budget</b>	<b>3,082</b>	<b>3,082</b>	<b>\$534,515</b>
Realignment of Fee Expenses	(21)	(21)	-
<b>Total, Pricing Increases</b>	<b>(21)</b>	<b>(21)</b>	<b>-</b>
<b>Total Adjustments-to-Base</b>	<b>(21)</b>	<b>(21)</b>	<b>-</b>
<b>FY 2018 Current Services</b>	<b>3,061</b>	<b>3,061</b>	<b>\$534,515</b>
<b>FY 2018 Request</b>	<b>3,061</b>	<b>3,061</b>	<b>\$534,515</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>(21)</b>	<b>(21)</b>	<b>-</b>

**Agricultural Quarantine and Inspection Fees**  
**Justification of Pricing Changes**

*Dollars in Thousands*

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Pricing Change 1 - Realignment of Fee Expenses	(21)	(21)	-
Total Pricing Changes	(21)	(21)	-

## Agricultural Quarantine and Inspection Fees Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Agricultural Quarantine and Inspection Fees	3,006	3,006	\$404,439	\$134.54	3,082	3,082	\$471,578	\$153.01	3,061	3,061	\$471,578	\$154.06	(21)	(21)	-	\$1.05
<b>Total</b>	<b>3,006</b>	<b>3,006</b>	<b>\$404,439</b>	<b>\$134.54</b>	<b>3,082</b>	<b>3,082</b>	<b>\$471,578</b>	<b>\$153.01</b>	<b>3,061</b>	<b>3,061</b>	<b>\$471,578</b>	<b>\$154.06</b>	<b>(21)</b>	<b>(21)</b>	<b>-</b>	<b>\$1.05</b>
Mandatory - Fee	3,006	3,006	\$404,439	\$134.54	3,082	3,082	\$471,578	\$153.01	3,061	3,061	\$471,578	\$154.06	(21)	(21)	-	\$1.05

### **NARRATIVE EXPLANATION OF CHANGES**

CBP anticipates a slight increase in personnel compensation and benefits reimbursement from FY 2016 to FY 2017, as a result of increasing trade and travel volumes. CBP does not expect an increase from FY 2017 to FY 2018, as CBP's codicil with APHIS is expected to represent the same amount in both years.

CBP has a large cadre of employees who perform activities that are funded by user fees. However, the majority of these employees cannot be uniquely tied to one user fee, since these employees often perform a wide range of activities during the course of their work. For example, a CBP Officer conducting primary inspections at a port of entry may be inspecting passengers for customs, immigration, and agriculture purposes. Accordingly, the FTEs associated with user fees represent the anticipated number of hours of fee-related work performed by CBP employees during a one year period. In FY 2017, CBP re-estimated the anticipated number of FTE supported by each user fee (by dividing the total compensation plan by the average compensation received by employees performing the work) in order to correctly reflect the workload requirements of positions/FTE funded by user fee sources. While the FTE level reflected in the fees has changed, the adjustment does not reflect an overall increase or decrease to CBP staffing levels.

**FTE Change FY 2017-2018:** CBP anticipates a slight decrease in FTE between FY 2017 and FY 2018 for this fee. Given that CBP anticipates the same level of funding for pay compensation and benefits, while per employee compensation costs are rising, slightly fewer FTEs can be supported in FY 2018.

Estimated collections were determined by the USDA. Under Codicil by the Office of Finance (OF) between CBP and USDA, CBP receives approximately 60.6 percent of the collections from the AQI user fee. The APHIS final rule was published on October 29, 2015 and the fee rate changes were effective December 28, 2015.

**Average Cost Change FY 2017-2018:** CBP User Fee estimates are based on estimated collections. CBP's user fees are designed to pay for some or all of the additional costs of providing a benefit beyond what is normally available to the general public to identifiable users of those services. To determine those costs CBP uses an accounting process called activity-based costing (ABC).

## Agricultural Quarantine and Inspection Fees

### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$233,370	\$297,568	\$297,568	-
11.3 Other than Full-Time Permanent	\$147	\$742	\$742	-
11.5 Other Personnel Compensation	\$60,735	\$35,218	\$35,218	-
12.1 Civilian Personnel Benefits	\$110,187	\$138,050	\$138,050	-
<b>Total - Personnel Compensation and Benefits</b>	<b>\$404,439</b>	<b>\$471,578</b>	<b>\$471,578</b>	-
<b>Positions and FTE</b>				
Positions - Civilian	3,006	3,082	3,061	(21)
FTE - Civilian	3,006	3,082	3,061	(21)

## Pay Cost Drivers

*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Request			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Civilian Pay	3,006	\$404,439	\$134.54	3,082	\$471,578	\$153.01	3,061	\$471.58	\$154.06	(21)		
<b>Total – Pay Cost Drivers</b>	<b>3,006</b>	<b>\$404,439</b>	<b>\$134.54</b>	<b>3,082</b>	<b>\$471,578</b>	<b>\$153.01</b>	<b>3,061</b>	<b>\$471.58</b>	<b>\$154.06</b>	<b>(21)</b>		

**Agricultural Quarantine and Inspection Fees  
Permanent Positions by Grade – Appropriation**

<b>Grades and Salary Range</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
Fee Funded Positions	3,006	3,082	3,061	-21
<b>Total Permanent Positions</b>	<b>3,006</b>	<b>3,082</b>	<b>3,061</b>	<b>-21</b>
<b>Position Locations</b>				
U.S. Field	3,006	3,082	3,061	-21

## Agricultural Quarantine and Inspection Fees

### Non Pay Budget Exhibits

#### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Agricultural Quarantine and Inspection Fees	\$45,418	\$62,937	\$62,937	-
<b>Total</b>	<b>\$45,418</b>	<b>\$62,937</b>	<b>\$62,937</b>	<b>-</b>
Mandatory - Fee	\$45,418	\$62,937	\$62,937	-

#### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$672	\$2,184	\$2,184	-
22.0 Transportation of Things	\$1	\$3	\$3	-
23.1 Rental Payments to GSA	\$10,683	\$17,191	\$17,191	-
23.2 Rental Payments to Others	-	\$93	\$93	-
23.3 Communications, Utilities, and Misc. Charges	\$4,734	\$263	\$263	-
24.0 Printing and Reproduction	\$534	\$752	\$752	-
25.1 Advisory and Assistance Services	\$259	-	-	-
25.2 Other Services from Non-Federal Sources	\$14,539	\$33,638	\$33,638	-
25.3 Other Goods and Services from Federal Sources	\$363	\$407	\$407	-
25.4 Operation and Maintenance of Facilities	\$1,626	\$2,220	\$2,220	-
25.6 Medical Care	-	\$5	\$5	-
25.7 Operation and Maintenance of Equipment	\$1,514	\$601	\$601	-
26.0 Supplies and Materials	\$1,432	\$4,643	\$4,643	-
31.0 Equipment	\$9,061	\$870	\$870	-
42.0 Insurance Claims and Indemnities	-	\$67	\$67	-
<b>Total - Non Pay Object Classes</b>	<b>\$45,418</b>	<b>\$62,937</b>	<b>\$62,937</b>	<b>-</b>

## Agricultural Quarantine and Inspection Fees Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Other Services from Non-Federal Sources	14,539	33,638	33,638	
Rental Payments to GSA	10,683	17,191	17,191	
Other Costs	<b>20,196</b>	<b>12,108</b>	<b>12,108</b>	
<b>Total – Non Pay Cost Drivers</b>	<b>45,418</b>	<b>62,937</b>	<b>62,937</b>	

### NARRATIVE EXPLANATION OF CHANGES

**FY 2018 Non-Pay Cost Driver** - Other Services from non-Federal Sources: CBP does not anticipate a change to contract activity.

**FY 2018 Non-Pay Cost Driver** - Rental Payments to GSA: CBP does not anticipate a change in reimbursement of rental payments to GSA.



# Department of Homeland Security

*U.S. Customs and Border Protection*

*Global Entry Fee*



**Fiscal Year 2018**  
**Congressional Justification**

## Table of Contents

<i>Global Entry Fee</i> .....	1
Budget Comparison and Adjustments.....	3
Personnel Compensation and Benefits.....	7
Non Pay Budget Exhibits.....	11

## Global Entry Fee

### Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Global Entry Fee	254	254	\$150,967	416	416	\$154,410	416	416	\$159,000	-	-	\$4,590
<b>Total</b>	<b>254</b>	<b>254</b>	<b>\$150,967</b>	<b>416</b>	<b>416</b>	<b>\$154,410</b>	<b>416</b>	<b>416</b>	<b>\$159,000</b>	<b>-</b>	<b>-</b>	<b>\$4,590</b>
Subtotal Discretionary - Fee	254	254	\$150,967	416	416	\$154,410	416	416	\$159,000	-	-	\$4,590

### Overview

The Global Entry Program is authorized by the *Intelligence Reform and Terrorism Prevention Act of 2004* (8 U.S.C. 1365b(k)3), as amended by the *Consolidated Appropriations Act of 2008* (P.L. 110-161) Section 565(3)(A). The program establishes an international registered traveler program that incorporates technologies, such as biometrics and e-passports, and security threat assessments to expedite screening and processing of international travelers, including U.S. citizens and residents. All applicants must be pre-approved and they must undergo a rigorous background check and interview before enrollment.

Subsection (k)(3) of the *Intelligence Reform and Terrorism Prevention Act of 2004*, as amended, authorizes the imposition of a fee to recover the full cost of the program. The implementing regulation to establish an application fee was issued in November 2009 (74 FR 59936 (2009-11-19)). On the basis of cost estimates and enrollment projections, a charge of \$100 per application was deemed appropriate to generate necessary revenue to cover the full cost of processing Global Entry applications. Global Entry collections also include Federal Bureau of Investigation (FBI) Fingerprint Fee (applicable to SENTRI, NEXUS, FAST, and Global Entry): \$14.50 per applicant (\$17.25 for SENTRI applicants). This fee is charged to cover costs of FBI Fingerprint check for applications to SENTRI, NEXUS, FAST, and Global Entry programs.

Global Entry has over 3.4 million active enrolled members and there are currently 67 airports with Global Entry kiosks.

**Global Entry Fee**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$91,789		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	\$59,178		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$150,967</b>	<b>\$154,410</b>	<b>\$159,000</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$67,831	\$112,302	\$121,293
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$218,798</b>	<b>\$266,712</b>	<b>\$280,293</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$218,798</b>	<b>\$266,712</b>	<b>\$280,293</b>
Obligations (Actual/Projections/Estimates)	\$97,504	\$109,000	\$104,000
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	254	416	416
Enacted/Request FTE	254	416	416
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	197	416	416
FTE (Actual/Estimates/Projections)	197	416	416

## Global Entry Fee Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>254</b>	<b>254</b>	<b>\$91,789</b>
Delta in Enacted Fee Estimate to Fee Actuals	-	-	\$59,178
<b>FY 2016 Revised Enacted</b>	<b>254</b>	<b>254</b>	<b>\$150,967</b>
<b>FY 2017 Annualized CR</b>	<b>416</b>	<b>416</b>	<b>\$154,410</b>
<b>FY 2018 Base Budget</b>	<b>416</b>	<b>416</b>	<b>\$154,410</b>
Increase in collections	-	-	\$4,590
<b>Total, Pricing Increases</b>	<b>-</b>	<b>-</b>	<b>\$4,590</b>
<b>Total Adjustments-to-Base</b>	<b>-</b>	<b>-</b>	<b>\$4,590</b>
<b>FY 2018 Current Services</b>	<b>416</b>	<b>416</b>	<b>\$159,000</b>
<b>FY 2018 Request</b>	<b>416</b>	<b>416</b>	<b>\$159,000</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>-</b>	<b>-</b>	<b>\$4,590</b>

## Historical Collections

*Dollars in Thousands*

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Global Entry	\$4,990	\$12,493	\$14,763	\$37,987	\$53,506	\$72,594	\$124,491
FBI Fingerprinting			\$9,048	\$12,970	\$16,090	\$16,689	\$25,993
Total			\$23,811	\$50,957	\$69,596	\$89,263	\$150,484

In Fiscal Year (FY) 2016, CBP anticipated only to collect approximately \$92 million for Global Entry though realized collections of \$124 million. CBP projects Global Entry collections based on historical U.S. travel and tourism statistics from the Department of Commerce Office of Travel and Tourism Industries. The increased collections in FY 2016 was larger than anticipated due to level of Global Entry enrollees that was not anticipated based on historical international travel data.

**Global Entry Fee**  
**Justification of Pricing Changes**  
*Dollars in Thousands*

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Pricing Change 1 - Increase in collections	-	-	\$4,590
Total Pricing Changes	-	-	\$4,590

## Global Entry Fee Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Global Entry Fee	254	254	\$82,659	\$325.43	416	416	\$69,761	\$167.69	416	416	\$73,022	\$175.53	-	-	\$3,261	\$7.84
<b>Total</b>	<b>254</b>	<b>254</b>	<b>\$82,659</b>	<b>\$325.43</b>	<b>416</b>	<b>416</b>	<b>\$69,761</b>	<b>\$167.69</b>	<b>416</b>	<b>416</b>	<b>\$73,022</b>	<b>\$175.53</b>	<b>-</b>	<b>-</b>	<b>\$3,261</b>	<b>\$7.84</b>
Discretionary - Fee	254	254	\$82,659	\$325.43	416	416	\$69,761	\$167.69	416	416	\$73,022	\$175.53	-	-	\$3,261	\$7.84

### **NARRATIVE EXPLANATION OF CHANGES**

In Fiscal Year (FY) 2017, U.S. Customs and Border Protection (CBP) re-evaluated its fee resource structure to ensure spending plans better reflect anticipated reimbursable expenses. In some cases, this meant that CBP realigned its pay and non-pay anticipated reimbursement. In the case of the Global Entry fee, the FY 2017 Annualized Continuing Resolution and the FY 2018 President's Budget illustrate a shift in the use of resources to reflect a larger anticipated reimbursement of pay requirements, whereas in FY 2016 CBP anticipated larger reimbursement of non-pay expenses. Part of this change is the shift from the implementation and build of the Global Entry program, to use and maintenance, which is more driven by personnel. While these pay and non-pay realignments were made in the fees, the net requests for fees and appropriated funding did not change. As such, this does not represent an overall change to CBP's budget, or a change in anticipated activity, but is simply an adjustment to better reflect the anticipated reimbursable expense profile.

CBP has a large cadre of employees who perform activities that are funded by user fees. However, the majority of these employees cannot be uniquely tied to one user fee, since these employees often perform a wide range of activities during the course of their work. For example, a CBP Officer conducting primary inspections at a port of entry may be inspecting passengers for customs, immigration, and agriculture purposes. Accordingly, the FTEs associated with user fees represent the anticipated number of hours of fee-related work performed by CBP employees during a one year period. In FY 2017, CBP re-estimated the anticipated number of FTE supported by each user fee (by dividing the total compensation plan by the average compensation received by employees performing the work) in order to correctly reflect the workload requirements of positions/FTE funded by user fee sources. While the FTE level reflected in the fees has changed, the adjustment does not reflect an overall increase or decrease to CBP staffing levels.

**FTE Change FY 2017-2018:** CBP does not anticipate an FTE increase between FY 2017 and FY 2018 for this fee.

**PCB Change FY 2017-2018:** CBP anticipates a change in Personnel Compensation and Benefits (PCB). This increase is due to a projected growth in applicants. Increase collections would support the following:

- Salaries and benefits of personnel
- Overtime inspection services

**Average Cost Change FY 2017-2018:** The average compensation and benefits per FTE for Global Entry increased slightly from FY 2017 to FY 2018 as a result of projected pay inflation and changes in benefits. The average cost is higher than CBP's average, because the Global Entry account contains a level of carryover, which is spread across the object classes associated with GE activity, but is not associated with FTE, since the CBP does not expect to expend all of the carryover in FY 2018.



**Global Entry Fee**  
**Pay by Object Class**  
*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$17,044	\$31,734	\$33,217	\$1,483
11.3 Other than Full-Time Permanent	-	\$118	\$124	\$6
11.5 Other Personnel Compensation	\$57,183	\$16,898	\$17,687	\$789
12.1 Civilian Personnel Benefits	\$8,432	\$21,011	\$21,994	\$983
<b>Total - Personnel Compensation and Benefits</b>	<b>\$82,659</b>	<b>\$69,761</b>	<b>\$73,022</b>	<b>\$3,261</b>
<b>Positions and FTE</b>				
Positions - Civilian	254	416	416	-
FTE - Civilian	254	416	416	-

**Pay Cost Drivers**  
*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Request			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Civilian Pay	254	82,659	325.43	416	69,761	167.69	416	73,022	175.53		3,261	7.84
<b>Total – Pay Cost Drivers</b>	<b>254</b>	<b>82,659</b>	<b>325.43</b>	<b>416</b>	<b>69,761</b>	<b>167.69</b>	<b>416</b>	<b>73,022</b>	<b>175.53</b>		<b>3,261</b>	<b>7.84</b>

**Global Entry Fee  
Permanent Positions by Grade – Appropriation**

<b>Grades and Salary Range</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
Fee Funded Positions	254	416	416	-
<b>Total Permanent Positions</b>	<b>254</b>	<b>416</b>	<b>416</b>	-
<b>Position Locations</b>				
U.S. Field	254	416	416	-

## Global Entry Fee Non Pay Budget Exhibits

### Non Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Global Entry Fee	\$68,308	\$84,649	\$85,978	\$1,329
<b>Total</b>	<b>\$68,308</b>	<b>\$84,649</b>	<b>\$85,978</b>	<b>\$1,329</b>
Discretionary - Fee	\$68,308	\$84,649	\$85,978	\$1,329

### Non Pay by Object Class *Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$160	\$1,134	\$1,907	\$773
22.0 Transportation of Things	-	\$4	\$9	\$5
23.1 Rental Payments to GSA	-	\$25	\$50	\$25
23.2 Rental Payments to Others	-	\$86	\$163	\$77
23.3 Communications, Utilities, and Misc. Charges	\$753	\$937	\$755	(\$182)
24.0 Printing and Reproduction	\$42,985	\$50,277	\$50,999	\$722
25.2 Other Services from Non-Federal Sources	\$18,510	\$24,107	\$24,331	\$224
25.7 Operation and Maintenance of Equipment	\$811	\$1,784	\$2,208	\$424
26.0 Supplies and Materials	-	-	\$434	\$434
31.0 Equipment	\$5,089	\$6,295	\$5,122	(\$1,173)
<b>Total - Non Pay Object Classes</b>	<b>\$68,308</b>	<b>\$84,649</b>	<b>\$85,978</b>	<b>\$1,329</b>

## Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Equipment	5,089	6,295	5,122	(1,173)
Travel and Transportation of Persons	160	1,134	1,907	773
Other Costs	<b>63,059</b>	<b>77,220</b>	<b>78,949</b>	<b>1,729</b>
<b>Total – Non Pay Cost Drivers</b>	<b>68,308</b>	<b>84,649</b>	<b>85,978</b>	<b>1,329</b>

**FY 2018 Non- Pay Cost Driver:** Equipment: CBP anticipates a decrease in costs associated with equipment in FY 2018.

**FY 2018 Non- Pay Cost Driver:** Travel and Transportation of Persons: CBP anticipates a slight increase in travel activity in FY 2018.

**FY 2018 Non- Pay Cost Driver:** Printing and Reproduction: CBP anticipates an increase in costs associated with printed materials in FY 2018.

**FY 2018 Non- Pay Cost Driver:** Other Services from Non-Federal Sources: CBP anticipates a slight decrease in contract activity in FY 2018.

# Department of Homeland Security

*U.S. Customs and Border Protection*

*Puerto Rico Trust Fund*



**Fiscal Year 2018**  
**Congressional Justification**

## Table of Contents

<b><i>Puerto Rico Trust Fund</i></b> .....	<b>1</b>
Budget Comparison and Adjustments.....	3
Personnel Compensation and Benefits.....	8
Non Pay Budget Exhibits.....	12

## Puerto Rico Trust Fund

### Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Puerto Rico Trust Fund	292	292	\$91,346	215	215	\$92,500	215	215	\$92,500	-	-	-
<b>Total</b>	<b>292</b>	<b>292</b>	<b>\$91,346</b>	<b>215</b>	<b>215</b>	<b>\$92,500</b>	<b>215</b>	<b>215</b>	<b>\$92,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
Subtotal Mandatory - Fee	292	292	\$91,346	215	215	\$92,500	215	215	\$92,500	-	-	-

### Overview

Collections in Puerto Rico, less the costs of collecting duties, taxes and drawback are transferred to Puerto Rico's Treasury (also known as Hacienda) to be expended as required by law for the Government of Puerto Rico. Title 48 U.S.C. 740<sup>1</sup> authorizes the collections of duties and taxes in Puerto Rico and the creation of the Puerto Rico Trust Fund (PRTF). Collections in Puerto Rico, less the costs of collecting duties and taxes, are transferred to Puerto Rico's Treasury (Hacienda) to be expended as required by law for the Government of Puerto Rico and the benefit thereof. The PRTF collections fund inspection of passengers and merchandise entering Puerto Rico from foreign locations, and they help to combat criminal elements that have focused on Puerto Rico as a gateway to illegally introduce narcotics into the U.S. mainland. While this account is primarily considered a direct funded account, it is also partially reimbursed as described above .

<sup>1</sup> Legal Information Institute, United States Code, 48 U.S.C, 740, <http://www.law.cornell.edu/uscode/text/48/740>

**Puerto Rico Trust Fund**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$99,058		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	(\$7,712)		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$91,346</b>	<b>\$92,500</b>	<b>\$92,500</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$7,370	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	\$1,000	-	\$6,000
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$99,716</b>	<b>\$92,500</b>	<b>\$98,500</b>
Collections – Reimbursable Resources	\$693	\$693	\$693
<b>Total Budget Resources</b>	<b>\$100,409</b>	<b>\$93,193</b>	<b>\$99,193</b>
Obligations (Actual/Projections/Estimates)	\$160,714	\$92,500	\$92,500
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	292	215	215
Enacted/Request FTE	292	215	215
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	244	215	215
FTE (Actual/Estimates/Projections)	244	215	215



**Puerto Rico Trust Fund**  
**Collections – Reimbursable Resources**  
*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Independent Agency - Other Independent Agencies Source	-	-	\$693	-	-	\$693	-	-	\$693
Total Collections	-	-	\$693	-	-	\$693	-	-	\$693

**Puerto Rico Trust Fund**  
**Summary of Budget Changes**  
*Dollars in Thousands*

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2016 Enacted</b>	<b>292</b>	<b>292</b>	<b>\$99,058</b>
Delta in Enacted Fee Estimate to Fee Actuals	-	-	(\$7,712)
<b>FY 2016 Revised Enacted</b>	<b>292</b>	<b>292</b>	<b>\$91,346</b>
<b>FY 2017 Annualized CR</b>	<b>215</b>	<b>215</b>	<b>\$92,500</b>
<b>FY 2018 Base Budget</b>	<b>215</b>	<b>215</b>	<b>\$92,500</b>
<b>FY 2018 Current Services</b>	<b>215</b>	<b>215</b>	<b>\$92,500</b>
<b>FY 2018 Request</b>	<b>215</b>	<b>215</b>	<b>\$92,500</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Securing America's Borders; Securing & Expediting Trade and Travel; Integrated Operations:**

Puerto Rico was acquired by the United States in 1898 via the Spanish-American War and is within the customs, agriculture, and immigration territories of the United States (U.S.). Congress required the former U.S. Customs Service (USCS) to collect customs duties on behalf of Puerto Rico. The Government of Puerto Rico may establish other taxes and fees applicable to goods imported into the territory that U.S. Customs and Border Protection (CBP) may collect on behalf of the Government of Puerto Rico.

In 1997, the Government of Puerto Rico signed a Memorandum of Understanding with the Commissioner of USCS allowing the PRTF to be used to support additional USCS Special Agents – now U.S. Immigration and Customs Enforcement (ICE) Homeland Security Investigators (HSI) – to conduct drug smuggling investigations.

CBP administers the PRTF and retains a portion of the funds to pay for expenses associated with the collection of duty in Puerto Rico. CBP also annually transfers a portion of funding from the PRTF to ICE for investigative and enforcement functions it performs in Puerto Rico. The reimbursement from the PRTF to ICE is based on a biennial agreement negotiated by ICE and the Government of Puerto Rico. This transfer, however, is subject to the availability of funds in the PRTF. The remaining balances in excess of eligible expenses and drawbacks are remitted to the Government of Puerto Rico.

For CBP, PRTF collections support the costs of performing collection and inspection duties in Puerto Rico. This includes the salaries and benefits of personnel, contractual services, information technology, equipment, and technical support.

In FY 2013, an importer in Puerto Rico disputed duties collected by CBP at the Court of International Trade. The disputed duties are being recognized as contingencies in the event they must be paid out to the importer following the dispute. This is in compliance with the Statement of Federal Financial Accounting Standards, which requires federal agencies to recognize any future cash outflow that is likely to occur and is measurable as a custodial liability. The activity creating disputed duties ceased in May 2014 and is not expected to continue. Drawback claims of duties or taxes paid on imported merchandise are also funded out of the current year's collections, this can have a large impact on collections available for operations if drawbacks are higher than normal within a given fiscal year. These claims are processed paid out of available collections.

In order to better prepare for a potential shortfall in PRTF collections compared to operational expenses and drawback claims, the Budget includes appropriations language that would allow funding flexibility for operations associated with PRTF. Historically, authorizing language only permitted use of appropriated funds for air and marine customs expenses in Puerto Rico. The FY 2018 President's Budget includes language that will provide additional flexibility to CBP in funding operations associated with PRTF.

### Historical Collections

*Dollars in Thousands*

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
Custodial Liabilities				\$7,541	\$110,925	\$65,413	\$0	\$13,792
PRTF – Collections	\$84,081	\$85,098	\$100,210	\$99,205	\$143,461	\$114,886	\$89,728	\$77,586
Total	\$84,081	\$85,098	\$100,210	\$106,746	\$254,386	\$180,299	\$89,728	\$91,378

## Puerto Rico Trust Fund Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Puerto Rico Trust Fund	292	292	\$39,776	\$136.22	215	215	\$28,904	\$134.44	215	215	\$28,904	\$134.44	-	-	-	-
<b>Total</b>	<b>292</b>	<b>292</b>	<b>\$39,776</b>	<b>\$136.22</b>	<b>215</b>	<b>215</b>	<b>\$28,904</b>	<b>\$134.44</b>	<b>215</b>	<b>215</b>	<b>\$28,904</b>	<b>\$134.44</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Mandatory - Fee	292	292	\$39,776	\$136.22	215	215	\$28,904	\$134.44	215	215	\$28,904	\$134.44	-	-	-	-

### **NARRATIVE EXPLANATION OF CHANGES**

In FY 2017, CBP re-evaluated its fee resource structure to ensure spend plans reflect anticipated reimbursable expenses. In some cases, this meant that CBP realigned its pay and non-pay anticipated reimbursement. In the case of the PRTF, the FY 2017 Annualized Continuing Resolution reflects a decrease in pay activity as a result of projected drawback activity, as well as alignment to projected reimbursement of non-pay requirements. Accordingly, the level of pay reimbursement is anticipated to decrease. The FY 2018 President's Budget request takes a conservative approach for personnel and compensation funding, given the challenges with drawback that the PRTF has experienced. Customs operational activity in Puerto Rico is tied to the volume of trade and travel, and corresponding availability of PRTF funding to support expenses statutorily eligible for reimbursement.

CBP has a large cadre of employees who perform activities that are funded by user fees. However, the majority of these employees cannot be uniquely tied to one user fee, since these employees often perform a wide range of activities during the course of their work. For example, a CBP Officer conducting primary inspections at a port of entry may be inspecting passengers for customs, immigration, and agriculture purposes. Accordingly, the FTEs associated with user fees represent the anticipated number of hours of fee-related work performed by CBP employees during a one year period. In FY 2017, CBP re-estimated the anticipated number of FTE supported by each user fee (by dividing the total compensation plan by the average compensation received by employees performing the work) in order to correctly reflect the workload requirements of positions/FTE funded by user fee sources.

### **FTE Change FY 2017-2018:**

**PCB Change FY 2017-2018:** Spending from the PRTF is directly related to the cost of duty collection in Puerto Rico. If collections do not materialize as projected, then operational activity must be decreased by a related amount. Anticipated changes in Personnel Compensation and Benefits (PCB) are due to the following:

- Direct funded account – Sole customs service for Puerto Rico - retains a portion of collections to pay for salaries and benefits of personnel performing the Customs Inspections duties.
- Collections in Puerto Rico, less the costs of collecting duties, taxes and drawbacks, are transferred to Puerto Rico's Treasury (Hacienda) to be expended as required by law for the Government of Puerto Rico.
- Estimated collections were determined by utilizing Department of Commerce travel projections and the latest Gross Domestic Product (GDP) data. The average compensation cost for employees may change due to adjustments in compensation laws (for example the enactment of pay raises, or revised benefits laws), as well as changing healthcare premiums, and the level of overtime or premium pay that is required.

**Puerto Rico Trust Fund****Pay by Object Class***Dollars in Thousands*

<b>Pay Object Classes</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
11.1 Full-time Permanent	\$26,129	\$16,061	\$16,061	-
11.3 Other than Full-Time Permanent	\$34	\$146	\$146	-
11.5 Other Personnel Compensation	\$4	\$2,705	\$2,705	-
12.1 Civilian Personnel Benefits	\$13,609	\$9,992	\$9,992	-
<b>Total - Personnel Compensation and Benefits</b>	<b>\$39,776</b>	<b>\$28,904</b>	<b>\$28,904</b>	-
<b>Positions and FTE</b>				
Positions - Civilian	292	215	215	-
FTE - Civilian	292	215	215	-

**Pay Cost Drivers***Dollars in Thousands*

<b>Leading Cost-Drivers</b>	<b>FY 2016 Revised Enacted</b>			<b>FY 2017 Annualized CR</b>			<b>FY 2018 President's Budget</b>			<b>FY 2017 to FY 2018 Total Changes</b>		
	<b>FTE</b>	<b>Amount</b>	<b>Rate</b>	<b>FTE</b>	<b>Amount</b>	<b>Rate</b>	<b>FTE</b>	<b>Amount</b>	<b>Rate</b>	<b>FTE</b>	<b>Amount</b>	<b>Rate</b>
Civilian Pay	292	\$39,776	\$136.22	215	\$28,904	\$134.44	215	\$28,904	\$134.44			
<b>Total – Pay Cost Drivers</b>	<b>292</b>	<b>\$39,776</b>	<b>\$136.22</b>	<b>215</b>	<b>\$28,904</b>	<b>\$134.44</b>	<b>215</b>	<b>\$28,904</b>	<b>\$134.44</b>			

**Puerto Rico Trust Fund  
Permanent Positions by Grade – Appropriation**

<b>Grades and Salary Range</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
Fee Funded Positions	292	215	215	-
<b>Total Permanent Positions</b>	<b>292</b>	<b>215</b>	<b>215</b>	-
<b>Position Locations</b>				
U.S. Field	292	215	215	-

**Puerto Rico Trust Fund  
Non Pay Budget Exhibits**

**Non Pay Summary**  
*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Puerto Rico Trust Fund	\$51,570	\$63,596	\$63,596	-
<b>Total</b>	<b>\$51,570</b>	<b>\$63,596</b>	<b>\$63,596</b>	-
Mandatory - Fee	\$51,570	\$63,596	\$63,596	-

**Non Pay by Object Class**  
*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$374	\$340	\$340	-
22.0 Transportation of Things	-	\$10	\$10	-
23.1 Rental Payments to GSA	\$2,622	\$3,036	\$3,036	-
23.2 Rental Payments to Others	-	\$389	\$389	-
23.3 Communications, Utilities, and Misc. Charges	\$2,001	\$738	\$738	-
24.0 Printing and Reproduction	\$19	-	-	-
25.2 Other Services from Non-Federal Sources	\$11,399	\$17,904	\$17,904	-
25.3 Other Goods and Services from Federal Sources	\$28,665	\$38,745	\$38,745	-
25.4 Operation and Maintenance of Facilities	\$3,354	-	-	-
25.6 Medical Care	\$10	-	-	-
25.7 Operation and Maintenance of Equipment	\$1,117	-	-	-
26.0 Supplies and Materials	\$901	\$1,551	\$1,551	-
31.0 Equipment	\$1,108	\$883	\$883	-
<b>Total - Non Pay Object Classes</b>	<b>\$51,570</b>	<b>\$63,596</b>	<b>\$63,596</b>	-



**Puerto Rico Trust Fund**  
**Non Pay Cost Drivers**

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Other Goods and Services from Federal Sources	28,665	38,745	38,745	
Other Services from Non-Federal Sources	11,399	17,904	17,904	
Other Costs	<b>11,506</b>	<b>6,947</b>	<b>6,947</b>	
<b>Total – Non Pay Cost Drivers</b>	<b>51,570</b>	<b>63,596</b>	<b>63,596</b>	

**FY 2018 Non- Pay Cost Driver:** Other Goods and Services from Federal Sources: CBP anticipates no change in services from other agencies.

**FY 2018 Non- Pay Cost Driver:** Other Services from Non-Federal Sources: CBP anticipates no change in contract activity.

# Department of Homeland Security

*U.S. Customs and Border Protection*

*Virgin Island Deposit Fund*



**Fiscal Year 2018**  
**Congressional Justification**

## Table of Contents

<b><i>Virgin Island Deposit Fund</i></b> .....	<b>1</b>
Budget Comparison and Adjustments.....	3
Personnel Compensation and Benefits.....	8
Non Pay Budget Exhibits.....	11

**Virgin Island Deposit Fund**

---

**Budget Comparison and Adjustments**

---

**Comparison of Budget Authority and Request**

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Virgin Islands Deposit Fund	61	61	\$11,867	63	63	\$11,394	63	63	\$11,170	-	-	(\$224)
<b>Total</b>	<b>61</b>	<b>61</b>	<b>\$11,867</b>	<b>63</b>	<b>63</b>	<b>\$11,394</b>	<b>63</b>	<b>63</b>	<b>\$11,170</b>	<b>-</b>	<b>-</b>	<b>(\$224)</b>
Subtotal Mandatory - Fee	61	61	\$11,867	63	63	\$11,394	63	63	\$11,170	-	-	(\$224)

### Overview

The United States Virgin Islands (USVI) is an unincorporated territory of the United States. This unincorporated status establishes the USVI as within the immigration and agriculture, but outside of the customs territory of U.S. based on Section 36 of the *Organic Act of the Virgin Islands of the United States of 1936*, codified as 48 U.S.C. § 1406i.

This statute and enactment of the *Homeland Security Act of 2002* provides U.S. Customs and Border Protection (CBP) the authority to collect duties and taxes levied by the USVI Legislature that are deposited into the Virgin Islands Deposit Fund (VIDF) for use as revenue for the USVI. Under the authority of 19 U.S.C. § 1469c, CBP may also provide reimbursable services to the USVI at the USVI's behest. The mechanics of this arrangement are denoted in a 2014 Memorandum of Agreement (MOA), which outlines the services provided by CBP and the funding sources to be used in their execution. Per these two statutes, CBP deducts the costs of collection and other agreed upon services in the 2014 MOA from the VIDF, and then remits the remaining funds to the USVI.

The VIDF, in addition to the cost of collection of USVI customs duties and taxes, may fund the costs of pre-departure inspection services for passengers departing the USVI for the Continental United States (CONUS) and Puerto Rico. Absent this pre-departure process and the collection of the USVI's duties and taxes, CBP's operations in the USVI are not unlike that of any other U.S. port of entry. CBP is pursuing partnership with the Government of the USVI and internal partners regarding automation solutions for trade modernization of the USVI duty collection process which is almost entirely manual, in direct contrast to CONUS collection operations. CBP also continues to focus on its agricultural, immigration, and counterterrorism missions in the USVI. These additional expenses are reimbursed with their respective Immigration Inspection User Fee, Agriculture Quarantine and Inspection user fee, and annual appropriation funding sources.

**Virgin Island Deposit Fund**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$11,867		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$11,867</b>	<b>\$11,394</b>	<b>\$11,170</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$11,867</b>	<b>\$11,394</b>	<b>\$11,170</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	<b>\$11,867</b>	<b>\$11,394</b>	<b>\$11,170</b>
Obligations (Actual/Projections/Estimates)	\$11,394	\$11,294	\$11,170
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	61	63	63
Enacted/Request FTE	61	63	63
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	58	63	63
FTE (Actual/Estimates/Projections)	58	63	63

**Virgin Island Deposit Fund**  
**Summary of Budget Changes**  
*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
<b>FY 2016 Enacted</b>	<b>61</b>	<b>61</b>	<b>\$11,867</b>
<b>FY 2016 Revised Enacted</b>	<b>61</b>	<b>61</b>	<b>\$11,867</b>
<b>FY 2017 Annualized CR</b>	<b>63</b>	<b>63</b>	<b>\$11,394</b>
<b>FY 2018 Base Budget</b>	<b>63</b>	<b>63</b>	<b>\$11,394</b>
Decrease in Collections	-	-	(\$224)
<b>Total, Pricing Decreases</b>	-	-	<b>(\$224)</b>
<b>Total Adjustments-to-Base</b>	-	-	<b>(\$224)</b>
<b>FY 2018 Current Services</b>	<b>63</b>	<b>63</b>	<b>\$11,170</b>
<b>FY 2018 Request</b>	<b>63</b>	<b>63</b>	<b>\$11,170</b>
<b>FY 2017 TO FY 2018 Change</b>	-	-	<b>(\$224)</b>

The USVI is an unincorporated territory of the United States which was acquired from Denmark in 1917. Although a U.S. territory, the USVI is expressly excluded from the definition of customs territory of the United States. The USVI Legislature has the power to establish its own customs duties applicable to merchandise imported into the USVI. Congress required the former U.S. Customs Service to collect any such duties on behalf of the USVI. The primary statutes governing this arrangement are *the Organic Acts of the Virgin Islands of the United States of 1917, 1936, and (revised) 1954*.

CBP's statutory authority lies within Section 36 of the 1936 *Organic Act*, codified as 48 U.S.C. § 1406i, which provides CBP the authority and broad discretion to administer the customs laws of the USVI. 19 U.S.C § 1469c provides CBP (or any U.S. governmental agency or instrumentality) the authority to provide additional services to the USVI, at the Government of the USVI's (GVI's) behest, on a reimbursable basis. CBP also provides immigration and agriculture services which are authorized by their various statutory authorities and funded by each activity's respective user fee funding source. As the USVI is outside of the customs territory of the United States, the authority granted via 48 U.S.C. § 1406i and 19 U.S.C § 1469c expands CBP's authority to enforce USVI customs laws and to perform other activities to be funded by the VIDF.

The VIDF revenue retained by CBP is used to reimburse the Office of Field Operations for its cost of collection and the pre-departure inspection of passengers departing the USVI for CONUS and Puerto Rico. For CBP, the costs of performing duty collection and pre-

departure inspection services in the USVI include the salaries and benefits of personnel, contractual services, information technology, equipment, and technical support. After the cost of reimbursable CBP operations are taken into consideration, remaining funds in the VIDF must be remitted to the Government of the USVI. VIDF funding is considered part of CBP's reimbursable program, thus it is not included as part of the President's Budget Appendix.

The unexpected closure of the Hovensa refinery in 2012 proved to have a permanent impact on the economy of the USVI. This has had a negative impact to the USVI both in tourism and trade by decreasing levels for both as well as decreasing collections in the VIDF. Over 2,000 direct and indirect jobs were affected and decreased anticipated growth in the region.

### Historical Collections

*Dollars in Thousands*

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
USVI	\$14,816	\$15,928	\$14,336	\$12,017	\$11,672	\$11,622	\$11,187	\$11,395

**Virgin Island Deposit Fund**  
**Justification of Pricing Changes**  
*Dollars in Thousands*

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Pricing Change 1 - Decrease in Collections	-	-	(\$224)
Total Pricing Changes	-	-	(\$224)

**Decrease in Collections:** CBP anticipates a slight decrease in collections as a result of slightly lower trade and travel projections for Fiscal Year (FY) 2018.



## Virgin Island Deposit Fund Personnel Compensation and Benefits

### Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Virgin Islands Deposit Fund	61	61	\$9,250	\$151.64	63	63	\$8,883	\$141	63	63	\$9,085	\$144.21	-	-	\$202	\$3.21
<b>Total</b>	<b>61</b>	<b>61</b>	<b>\$9,250</b>	<b>\$151.64</b>	<b>63</b>	<b>63</b>	<b>\$8,883</b>	<b>\$141</b>	<b>63</b>	<b>63</b>	<b>\$9,085</b>	<b>\$144.21</b>	<b>-</b>	<b>-</b>	<b>\$202</b>	<b>\$3.21</b>
Mandatory - Fee	61	61	\$9,250	\$151.64	63	63	\$8,883	\$141	63	63	\$9,085	\$144.21	-	-	\$202	\$3.21

### **NARRATIVE EXPLANATION OF CHANGES**

In FY 2017, CBP re-evaluated its fee resource structure to ensure spend plans reflect anticipated reimbursable expenses. In some cases, this meant that CBP realigned its pay and non-pay anticipated reimbursement. In the case of the VIDF, FY 2016 CBP anticipated a slightly larger reimbursement of pay expenses than the FY 2017 Annualized Continuing Resolution and the FY 2018 President's Budget. While these pay and non-pay realignments were made in the fees, the net requests for fees and appropriated funding did not change overall. As such, this does not represent an overall change to CBP's budget, or a change in anticipated activity, but is simply an adjustment to better reflect the anticipated reimbursable expense profile. Customs operational activity in the USVI is tied to the volume of trade and travel, and corresponding availability of VIDF funding to support expenses statutorily eligible for reimbursement.

**FTE Change FY 2017-2018:** CBP does not anticipate any change in FTE associated with the VIDF in FY 2018.

**PCB Change FY 2017-2018:**

- Anticipated a slight increase in Personnel Compensation and Benefits (PCB) in FY 2018.
- The USVI Legislature establishes its own customs duties applicable to merchandise imported into the USVI.
- CBP uses trend analysis in conjunction with economic indicators to forecast collections for the VIDF.
- CBP deducts the costs of collections and other agreed upon services outlined in the 2014 MOA from the VIDF, and then remits the remaining funds to the USVI. If collections do not materialize as projected, operational activity and associated costs must be decreased by a related amount or the USVI will be billed for the remaining costs, per the 2014 MOA.

**Average Cost Change FY 2017-2018:**

- The average compensation and benefits per FTE in USVI increased slightly from FY 2017 to FY 2018 as a result of projected pay inflation and changes in benefits.

**Virgin Island Deposit Fund**  
**Pay by Object Class**  
*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$5,029	\$4,829	\$5,310	\$481
11.3 Other than Full-Time Permanent	-	-	\$18	\$18
11.5 Other Personnel Compensation	\$690	\$663	\$904	\$241
12.1 Civilian Personnel Benefits	\$3,531	\$3,391	\$2,853	(\$538)
<b>Total - Personnel Compensation and Benefits</b>	<b>\$9,250</b>	<b>\$8,883</b>	<b>\$9,085</b>	<b>\$202</b>
<b>Positions and FTE</b>				
Positions - Civilian	61	63	63	-
FTE - Civilian	61	63	63	-

**Pay Cost Drivers**  
*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Civilian Pay	61	\$9,250	\$151.64	63	\$8,883	\$141	63	\$9,085	\$144.21		\$202	\$3.21
<b>Total – Pay Cost Drivers</b>	<b>61</b>	<b>\$9,250</b>	<b>\$151.64</b>	<b>63</b>	<b>\$8,883</b>	<b>\$141</b>	<b>63</b>	<b>\$9,085</b>	<b>\$144.21</b>		<b>\$202</b>	<b>\$3.21</b>

**Virgin Island Deposit Fund**  
**Permanent Positions by Grade – Appropriation**

<b>Grades and Salary Range</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
Fee Funded Positions	61	63	63	-
<b>Total Permanent Positions</b>	<b>61</b>	<b>63</b>	<b>63</b>	-
<b>Position Locations</b>				
U.S. Field	61	63	63	-

## Virgin Island Deposit Fund Non Pay Budget Exhibits

### Non Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Virgin Islands Deposit Fund	\$2,617	\$2,511	\$2,085	(\$426)
<b>Total</b>	<b>\$2,617</b>	<b>\$2,511</b>	<b>\$2,085</b>	<b>(\$426)</b>
Mandatory - Fee	\$2,617	\$2,511	\$2,085	(\$426)

### Non Pay by Object Class *Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$282	\$271	\$55	(\$216)
22.0 Transportation of Things	-	-	\$3	\$3
23.1 Rental Payments to GSA	\$445	\$427	\$1,068	\$641
23.2 Rental Payments to Others	\$136	\$130	\$329	\$199
23.3 Communications, Utilities, and Misc. Charges	\$771	\$740	\$215	(\$525)
25.2 Other Services from Non-Federal Sources	\$439	\$422	\$271	(\$151)
25.4 Operation and Maintenance of Facilities	\$116	\$111	-	(\$111)
25.6 Medical Care	\$3	\$3	-	(\$3)
25.7 Operation and Maintenance of Equipment	\$87	\$83	-	(\$83)
26.0 Supplies and Materials	\$155	\$149	\$72	(\$77)
31.0 Equipment	\$183	\$175	\$72	(\$103)
<b>Total - Non Pay Object Classes</b>	<b>\$2,617</b>	<b>\$2,511</b>	<b>\$2,085</b>	<b>(\$426)</b>

**Virgin Island Deposit Fund**  
**Non Pay Cost Drivers**

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Rental Payments to GSA	445	427	1068	641
Other Costs	2,172	2,084	1,017	(1,067)
<b>Total – Non Pay Cost Drivers</b>	<b>2,617</b>	<b>2,511</b>	<b>2,085</b>	<b>(426)</b>

**NARRATIVE EXPLANATION OF CHANGES**

**FY 2018 Non- Pay Cost Driver:** Rental Payments to GSA: CBP anticipates an increase in the costs associated with rent.

# Department of Homeland Security

## *U.S. Customs and Border Protection*

### *User Fee Facilities*



**Fiscal Year 2018  
Congressional Justification**

Table of Contents

*User Fee Facilities* ..... 1

    Budget Comparison and Adjustments..... 3

    Personnel Compensation and Benefits..... 11

    Non Pay Budget Exhibits..... 14

## User Fee Facilities

### Budget Comparison and Adjustments

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
User Fee Facilities	69	69	\$8,644	76	76	\$9,397	80	80	\$9,001	4	4	(\$396)
<b>Total</b>	<b>69</b>	<b>69</b>	<b>\$8,644</b>	<b>76</b>	<b>76</b>	<b>\$9,397</b>	<b>80</b>	<b>80</b>	<b>\$9,001</b>	<b>4</b>	<b>4</b>	<b>(\$396)</b>
Subtotal Discretionary - Fee	69	69	\$8,644	76	76	\$9,397	80	80	\$9,001	4	4	(\$396)

### Overview

U.S. Customs and Border Protection (CBP) services provided at User Fee Facilities (UFF) are authorized under 19 U.S.C. 58b and administered under U.S.C. 58c (b)(9)(A)(i). The CBP services at User Fee Facilities program supports CBP inspectional services at participating small airports and other facilities on a reimbursable basis. The fee charged under this program is set forth in a Memorandum of Agreement (MOA) between each user fee airport and CBP. The fee may be adjusted as costs and requirements change.

The User Fee Facilities program supports inspection services provided to participating User Fee Facilities on a reimbursable basis. Approximately half of the User Fee Facilities are located more than 50 miles from the nearest U.S. port of entry (POE). The amount charged is determined by how many CBP Officers (CBPO) are stationed at the facility and whether it is a new or existing facility. The revenue funds the processing of aircraft, passengers, and cargo entering the United States.

A User Fee Facility (UFF) is a facility that has been approved by the CBP Commissioner, is built by a sponsor to CBP specifications, and receives CBPO services for a fee. Applicants for UFF status must meet the following criteria for consideration:

- The volume or value of business at the airport is insufficient to justify the availability of inspectional services at the airport on a non-reimbursable basis;
- The current Governor of the State in which the airport is located declares support for the designation, in writing to the CBP Commissioner;
- The requestor (e.g., airport authority) agrees to reimburse CBP for all costs associated with customs services, including all expenses of staffing a minimum of one full-time CBPO; and



- The requestor completes an Agriculture Compliance Agreement (ACA) with fixed base operators and garbage haulers for handling the international garbage.

The basic steps required in considering an application for designation as an UFF include:

- Receipt of a letter from the current Governor of the state supporting the user fee facility designation, addressed to the Commissioner;
- An initial site visit in which CBP officials discuss workload and services;
- A final site visit in which CBP officials verify that facilities are 85 percent complete and adequate for inspectional services to be provided;
- Completion of an MOA with CBP, which states the responsibilities, fees, and hours of service; and
- Completion of an ACA with CBP for handling international garbage.

An approved UFF receiving CBP services is responsible for payment of the following fees:

- Per CBPO: A fixed fee for the first year and an adjusted rate for succeeding years;
- Automatic Data Processing costs per CBPO: Costs range for the first and succeeding years depending on the location, and other associated costs such as overtime.

User Fee Airport Locations	Field Office	CBPOs
Myrtle Beach Intl, SC	Atlanta	1
Charlotte-Monroe, Monroe, NC	Atlanta	1
Cobb County Int'l, Kennesaw, GA	Atlanta	1
Atlantic City Intl, NJ	Baltimore	1
Trenton-Mercer Airport, NJ	Baltimore	1
Hanscom Field, Bedford, MA	Boston	1
Manchester-Boston Regional, NH	Boston	1
Griffiss Int'l, Rome, NY	Buffalo	1
Greater Binghamton, Johnson City, NY	Buffalo	1
Rochester Intl, MN	Chicago	1
DuPage County, West Chicago, IL	Chicago	1
Decatur Airport, IL	Chicago	1
Blue Grass, Lexington, KY	Chicago	1

User Fee Airport Locations	Field Office	CBPOs
Fort Wayne Intl, IN	Chicago	1
Waukegan National, Chicago, IL	Chicago	1
Appleton International, WI	Chicago	1
MidAmerica St. Louis, Mascoutah, IL	Chicago	1
South Bend Int'l, IN	Chicago	1
Willow Run, Ypsilanti, MI	Detroit	3
Oakland County Intl, Waterford Township, MI	Detroit	2
Capital Region Int'l Airport, Lansing, MI	Detroit	2
Sugar Land Regional, TX	Houston	1
Dallas Love Field, TX	Houston	1
Midland Intl, TX	Houston	1
Addison Airport, TX	Houston	1
Fort Worth Alliance, TX	Houston	1
McKinney National Airport, TX	Houston	1
Conroe-N Texas Regional, TX	Houston	1
Kelly Field, San Antonio, TX	Houston	1
South Texas Int'l, Edinburg, TX	Houston	1
Valley International, Harlingen, TX	Laredo	2
Southern Calif.Logistics Airport, Victorville, CA	Los Angeles	1
Palm Springs Intl, CA	Los Angeles	1
San Bernardino Intl, CA	Los Angeles	1
John Wayne Airport, Santa Ana, CA	Los Angeles	8
Van Nuys Int'l, CA	Los Angeles	1
Florida Keys Marathon, FL	Miami	1
Rogers Municipal, AR	New Orleans	1
Morristown Municipal, NJ	New York	1
Eagle County Regional, Gypsum, CO	Portland	1
Centennial Airport, Englewood, CO	Portland	1
Hillsboro Airport, OR	Portland	1

User Fee Airport Locations	Field Office	CBPOs
Rocky Mountain Metropolitan, Broomfield, CO	Portland	1
McClellan-Palomar, Carlsbad, CA	San Diego	2
Fresno Yosemite Intl, CA	San Francisco	5
Grant County Intl, Moses Lake, WA	Seattle	1
Bozeman Yellowstone, Belgrade, MT	Seattle	1
Leesburg Intl, FL	Tampa	1
Sarasota Bradenton Intl, Sarasota, FL	Tampa	1
Melbourne Intl, FL	Tampa	1
Daytona Beach Intl, FL	Tampa	1
Orlando Executive, FL	Tampa	1
Northeast Florida Regional, St. Augustine, FL	Tampa	1
Naples Municipal, FL	Tampa	2
Scottsdale Airport, AZ	Tucson	2
Phoenix-Mesa Gateway, Mesa, AZ	Tucson	1
	<b>Total</b>	<b>76</b>

**User Fee Facilities**  
**Budget Authority and Obligations**  
*Dollars in Thousands*

<b>Budget Authority</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Enacted	\$9,097		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	(\$453)		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	<b>\$8,644</b>	<b>\$9,397</b>	<b>\$9,001</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$13,829	\$7,857	\$7,857
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$22,473</b>	<b>\$17,254</b>	<b>\$16,858</b>
Collections – Reimbursable Resources	\$23	-	-
<b>Total Budget Resources</b>	<b>\$22,496</b>	<b>\$17,254</b>	<b>\$16,858</b>
Obligations (Actual/Projections/Estimates)	\$11,261	\$9,397	\$9,397
<b>Personnel: Positons and FTE</b>			
Enacted/Request Positions	69	76	80
Enacted/Request FTE	69	76	80
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	84	76	80
FTE (Actual/Estimates/Projections)	84	76	80

**User Fee Facilities**  
**Collections – Reimbursable Resources**  
*Dollars in Thousands*

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Independent Agency - Other Independent Agencies Source	-	-	\$23	-	-	-	-	-	-
Total Collections	-	-	\$23	-	-	-	-	-	-

**User Fee Facilities**  
**Summary of Budget Changes**  
*Dollars in Thousands*

<b>Budget Formulation Activity</b>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2016 Enacted</b>	<b>69</b>	<b>69</b>	<b>\$9,097</b>
Delta in Enacted Fee Estimate to Fee Actuals	-	-	(\$453)
<b>FY 2016 Revised Enacted</b>	<b>69</b>	<b>69</b>	<b>\$8,644</b>
<b>FY 2017 Annualized CR</b>	<b>76</b>	<b>76</b>	<b>\$9,397</b>
<b>FY 2018 Base Budget</b>	<b>76</b>	<b>76</b>	<b>\$9,397</b>
Increase in collections	4	4	(\$396)
<b>Total, Pricing Decreases</b>	<b>4</b>	<b>4</b>	<b>(\$396)</b>
<b>Total Adjustments-to-Base</b>	<b>4</b>	<b>4</b>	<b>(\$396)</b>
<b>FY 2018 Current Services</b>	<b>80</b>	<b>80</b>	<b>\$9,001</b>
<b>FY 2018 Request</b>	<b>80</b>	<b>80</b>	<b>\$9,001</b>
<b>FY 2017 TO FY 2018 Change</b>	<b>4</b>	<b>4</b>	<b>(\$396)</b>

User Fee Facilities revenue provides funding for the full costs of inspectional services by CBPOs for agreed upon services at the specified airports. As of April 30, 2017, CBP supported 58 UFF locations. As of April 2017, there were four (4) locations pending service. These locations are currently in the construction phase and CBP anticipates initiation of service in Fiscal Year (FY) 2018.

**Pending Locations:**

- Ellington Field (Houston, TX)
- Boca Raton Airport (Boca Raton, FL)
- Lakeland International Airport (Lakeland, FL)
- Youngstown-Warren Regional Airport (Youngstown, OH)

**Historical Collections***Dollars in Thousands*

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
User Fee Facilities	\$8,389	\$7,807	\$5,900	7,381	\$8,700	\$8,270	\$8,423	\$8,644

**User Fee Facilities**  
**Justification of Pricing Changes**

*Dollars in Thousands*

<b>Pricing Changes</b>	<b>FY 2018 President's Budget</b>		
	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>Pricing Change 1 - Increase in collections</b>	<b>4</b>	<b>4</b>	<b>(\$396)</b>
<b>Total Pricing Changes</b>	<b>4</b>	<b>4</b>	<b>(\$396)</b>

**Increase in collections:** CBP anticipates four additional FTE in FY 2018 as a result of pending agreements for new user fee facilities.

## User Fee Facilities Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
User Fee Facilities	69	69	\$8,644	\$125.28	76	76	\$9,091	\$119.62	80	80	\$8,707	\$108.84	4	4	(\$384)	(\$10.78)
<b>Total</b>	<b>69</b>	<b>69</b>	<b>\$8,644</b>	<b>\$125.28</b>	<b>76</b>	<b>76</b>	<b>\$9,091</b>	<b>\$119.62</b>	<b>80</b>	<b>80</b>	<b>\$8,707</b>	<b>\$108.84</b>	<b>4</b>	<b>4</b>	<b>(\$384)</b>	<b>(\$10.78)</b>
Discretionary - Fee	69	69	\$8,644	\$125.28	76	76	\$9,091	\$119.62	80	80	\$8,707	\$108.84	4	4	(\$384)	(\$10.78)

### **NARRATIVE EXPLANATION OF CHANGES**

In FY 2017, CBP re-evaluated its fee resource structure to ensure spend plans reflect anticipated reimbursable expenses. In some cases, this meant that CBP realigned its pay and non-pay anticipated reimbursement. In the case of the User Fee Facilities fee, the FY 2017 Annualized Continuing Resolution illustrates a slight shift in the use of resources to reflect anticipated increases reimbursement of non-pay requirements, whereas in FY 2016 CBP anticipated larger reimbursement of pay expenses.

CBP has a large cadre of employees who perform activities that are funded by user fees. However, the majority of these employees cannot be uniquely tied to one user fee, since these employees often perform a wide range of activities during the course of their work. For example, a CBPO conducting primary inspections at a POE may be inspecting passengers for customs, immigration, and agriculture purposes. Accordingly, the FTEs associated with user fees represent the anticipated number of hours of fee-related work performed by CBP employees during a one-year period. In FY 2017, CBP re-estimated the anticipated number of FTE supported by each user fee (by dividing the total compensation plan by the average compensation received by employees performing the work) in order to correctly reflect the workload requirements of positions/FTE funded by user fee sources. While the FTE level reflected in the fees has changed, the adjustment does not reflect an overall increase or decrease to CBP staffing levels.

**FTE Change FY 2017-2018:** In FY 2018, CBP anticipates an increase of four FTE associated with pending new user fee facility agreements.

**PCB Change FY 2017-2018:** UFF projections are based on the number of CBPOs required to fulfill User Fee Facility agreements. Some agreements require more than one CBPO. CBP's FY 2018 President's Budget reflects a slight decrease in pay compensation and benefits (PCB) funding in FY 2018.

**Average Cost Change FY 2017-2018:** The average cost of a CBPO supporting user fee facilities changed slightly in FY 2018. As agreements are finalized, the average cost can change, based on the number of anticipated overtime and evening/weekend work performed.



## User Fee Facilities Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$4,793	\$5,807	\$5,562	(\$245)
11.3 Other than Full-Time Permanent	-	\$16	\$15	(\$1)
11.5 Other Personnel Compensation	\$1,393	\$621	\$595	(\$26)
12.1 Civilian Personnel Benefits	\$2,458	\$2,647	\$2,535	(\$112)
<b>Total - Personnel Compensation and Benefits</b>	<b>\$8,644</b>	<b>\$9,091</b>	<b>\$8,707</b>	<b>(\$384)</b>
<b>Positions and FTE</b>				
Positions - Civilian	69	76	80	4
FTE - Civilian	69	76	80	4

## Pay Cost Drivers

*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Civilian Pay	69	9,097	131.84	76	9,091	119.62	80	8,707	108.84	4	(384)	(10.78)
<b>Total – Pay Cost Drivers</b>	<b>69</b>	<b>9,097</b>	<b>131.84</b>	<b>76</b>	<b>9,091</b>	<b>119.62</b>	<b>80</b>	<b>8,707</b>	<b>108.84</b>	<b>4</b>	<b>(384)</b>	<b>(10.78)</b>

**User Fee Facilities**  
**Permanent Positions by Grade – Appropriation**

<b>Grades and Salary Range</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
Fee Funded Positions	69	76	80	4
<b>Total Permanent Positions</b>	<b>69</b>	<b>76</b>	<b>80</b>	<b>4</b>
<b>Position Locations</b>				
U.S. Field	69	76	80	4

## User Fee Facilities Non Pay Budget Exhibits

### Non Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
User Fee Facilities	-	\$306	\$294	(\$12)
<b>Total</b>	-	<b>\$306</b>	<b>\$294</b>	<b>(\$12)</b>
Discretionary - Fee	-	\$306	\$294	(\$12)

Non-pay expenses for User Fee Facilities include travel costs for CBPOs, basic office supplies, and maintenance of the billing system.

### Non Pay by Object Class *Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	-	\$70	\$67	(\$3)
23.1 Rental Payments to GSA	-	\$30	\$29	(\$1)
23.3 Communications, Utilities, and Misc. Charges	-	\$30	\$29	(\$1)
25.2 Other Services from Non-Federal Sources	-	\$121	\$116	(\$5)
26.0 Supplies and Materials	-	\$50	\$48	(\$2)
31.0 Equipment	-	\$5	\$5	-
<b>Total - Non Pay Object Classes</b>	-	<b>\$306</b>	<b>\$294</b>	<b>(\$12)</b>

**User Fee Facilities**  
**Non Pay Cost Drivers**

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Other Services from Non-Federal Sources		121	116	(5)
Travel and Transportation of Persons		70	67	(3)
Other Non Pay Cost Drivers		115	111	(12)
<b>Total – Non Pay Cost Drivers</b>		<b>\$ 306</b>	<b>\$294</b>	<b>(\$12)</b>

**NARRATIVE EXPLANATION OF CHANGES**

**FY 2018 Non- Pay Cost Driver-** Other Services from Non-Federal Sources: CBP anticipates a slight decrease in the costs associated with contract services.

**FY 2018 Non- Pay Cost Driver-** Travel and Transportation of Persons: CBP anticipates a slight decrease in the costs associated with travel and transportation of persons.

# **Department of Homeland Security**

## ***U.S. Customs and Border Protection***

### ***9-11 Response and Biometric Exit Account***



**Fiscal Year 2018  
Congressional Justification**

## Table of Contents

<b><i>9-11 Response and Biometric Exit Account.....</i></b>	<b><i>1</i></b>
Budget Comparison and Adjustments.....	3
Personnel Compensation and Benefits.....	9
Non Pay Budget Exhibits.....	12

## 9-11 Response and Biometric Exit Account

---

### Budget Comparison and Adjustments

---

### Comparison of Budget Authority and Request

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
9-11 Response and Biometric Exit Account	-	-	-	-	-	\$72,620	35	27	\$90,550	35	27	\$17,930
<b>Total</b>	-	-	-	-	-	<b>\$72,620</b>	<b>35</b>	<b>27</b>	<b>\$90,550</b>	<b>35</b>	<b>27</b>	<b>\$17,930</b>
Subtotal Mandatory - Fee	-	-	-	-	-	\$72,620	35	27	\$90,550	35	27	\$17,930

\*FY 2017 and FY 2018 funding amounts in this document represent planned obligations rather than budget authority in order to better reflect program execution. As a result, the amounts in this table and others will not match the MAX A-11 Budget database.

#### **Overview**

In Fiscal Year (FY) 2013, Congress transitioned the Entry/Exit mission from the Department of Homeland Security (DHS) to U.S. Customs and Border Protection (CBP). Title III of the FY 2016 Consolidated Appropriations Act (P.L. 114-113) authorized funding of up to \$1 billion to be collected through fee surcharges over a period of 10 years for the implementation of a biometric exit program. CBP's primary focus is to establish a biometric exit capability in the air environment, with continued pilot projects for sea and land operational environments.

CBP, in partnership with the air travel industry, will lead the transformation of air travel using biometrics as the key to enhancing security and unlocking benefits that dramatically improve the entire traveler experience. CBP will also build a "Biometric Pathway Backbone" that will allow for private sector investment in front end infrastructure, such as facial recognition self-boarding gates, self-service baggage drop off kiosks, and other equipment; this will lead to a biometric-based entry/exit system that provides benefits to air travel partners. The use of biometric technology is envisioned to eventually replace identity documents such as passports and driver's licenses. These improvements will lead to easier and safer travel.

The \$1 billion for the biometric entry/exit program will be disbursed over a period of 10 years as the program is implemented. The primary investment will be in technology, and CBP plans to have the biometric exit infrastructure and the back-end system ready by FY 2019.

- Phase One is to build the foundation for the biometric exit solution, focusing on departure information systems. This phase consists of initiating real time electronic biometric matching at the boarding gate, which will result in a biometric confirmation being written into the crossing record.

- Phase Two will center on enterprise services and generating the biometric exit solution. This phase consists of building biometric matching and other services which will support biometric exit and can later be leveraged for entry processing. The purpose of phase two is to develop the overall IT infrastructure that the front end cameras can “plug in to” once CBP is ready to deploy the collection capability.
- Phase Three encompasses the transition to scalable infrastructure to support onboarding, so that the solutions can be deployed across the United States.

While the predominant investments supported by this account will be technology, CBP notes that fully implementing the biometric entry/exit program will incur staffing costs to deploy technology, train users, and communicate within CBP as well as externally with airlines and other key stakeholders.



## 9-11 Response and Biometric Exit Account Budget Authority and Obligations

*Dollars in Thousands*

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	-		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
<b>Revised Enacted/Request</b>	-	<b>\$72,620</b>	<b>\$90,550</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$78,400	\$120,390
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	-	<b>\$151,020</b>	<b>\$210,940</b>
Collections – Reimbursable Resources	-	-	-
<b>Total Budget Resources</b>	-	<b>\$151,020</b>	<b>\$210,940</b>
Obligations (Actual/Projections/Estimates)	-	\$72,620	\$90,550
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	-	-	35
Enacted/Request FTE	-	-	27
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	-	-	35
FTE (Actual/Estimates/Projections)	-	-	27

The Biometric Entry/Exit program is a 10-year program during which the collections are expected to be fairly stable in each year, but the expenditures are expected to be lower in the first few years of the program and larger in the latter few years. The Revised Enacted/Request line reflects the portion of the fees for which CBP is requesting authority (and expects to obligate) in FY 2017 and FY 2018. However, the collections are expected to exceed these amounts, and therefore create a substantial carryover balance, which will be used up in the latter portion of the program.

## 9-11 Response and Biometric Exit Account Summary of Budget Changes

*Dollars in Thousands*

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	-	-	-
FY 2016 Revised Enacted	-	-	-
FY 2017 Annualized CR	-	-	\$72,620
FY 2018 Base Budget	-	-	\$72,620
FY 2018 Current Services	-	-	\$72,620
Augment Biometric Program	35	27	\$17,930
Total, Program Increases	35	27	\$17,930
FY 2018 Request	35	27	\$90,550
FY 2017 TO FY 2018 Change	35	27	\$17,930

## 9-11 Response and Biometric Exit Account Justification of Program Changes

*Dollars in Thousands*

Program Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
<b>Program Change 1 - Augment Biometric Program</b>	<b>35</b>	<b>27</b>	<b>\$17,930</b>
<b>Total Program Changes</b>	<b>35</b>	<b>27</b>	<b>\$17,930</b>

### **Program Change - Augment Biometric Program**

CBP continues to implement the biometric program, making additional investments in technology and hiring personnel to support the program.

### **Description**

CBP will fund 35 positions, or 27 FTE from the biometric program starting in FY 2018 to manage stakeholder engagement, training, and communications. In addition, CBP anticipates funding additional expenses in contracts and equipment to continue the program development.

While this change reflects an increase in the number of positions and FTE that will be assigned to the biometric program in FY 2018, CBP's overall FTE is not expected to increase as a result of this adjustment in FY 2018. CBP does not expect to be able to hire to its authorized staffing level for CBP Officers in FY 2018, and accordingly, as experienced officers move over to support the biometric program, they will not be backfilled until FY 2019.

### **Justification**

In March 2013, CBP took over official leadership of entry/exit policy and operations. CBP has adopted a strategic approach to both entry and exit traveler processing across all travel modes, taking into consideration increased international travel, largely fixed infrastructure, and constrained resources. To address the existing biometric exit mandate effectively with minimal impact on legitimate trade and travel, a comprehensive exit strategy must consider improvements to the end-to-end entry/exit processes.

CBP has developed a strategy for entry/exit that has three goals: (1) reducing biographic gaps by expanding biographic collection, (2) conducting targeted biometric operations, and (3) transforming entry/exit operational processes. The third goal includes a preliminary implementation strategy and plan for deployment of a biometric exit program, which will be funded in part through collections

authorized by the FY 2016 Consolidated Appropriations Act.

The Act authorized funding for a biometric exit program of up to \$1 billion to be funded through fee surcharge collections over a period of up to 10 years. The funding identified in the spend plan for the second year of the biometrics program will support increased investment in biometric technology and contract activity to support the program. Further, the collections will fund 35 positions to conduct training, facilitate piloting new technologies, provide technical specifications including communication requirements (wi-fi) algorithm testing and analysis with the airlines, and communicate with key stakeholders.

CBP Officers will be required to respond to prioritized law enforcement alerts and exceptions generated by the biometric exit solution. CBP will add Enter Without Inspection (EWI) and high priority biometric hits to the current outbound enforcement workload. The current estimates are based on full airport staffing coverage at the top 20 airports in the country. CBP expects efficiencies through implementation of outbound policies to reduce the staffing requirements.

### **Performance**

CBP has made significant progress in advancing the existing entry/exit system, which currently relies primarily on biographic capabilities, throughout all operational environments. To that end, CBP's immediate efforts in support of the larger entry/exit strategy must improve data collection upon departure, improve the ability to match entry and exit records, and develop technology and procedures to take action against overstays while expediting travel. CBP is targeting specific operations to test the application of new biometric technologies to enhance both the entry process and to identify biometric exit solutions that can be deployed nationwide. The culmination of these efforts and this strategy will be an operationally feasible, economically supportive, and cost-effective comprehensive biographic and biometric entry/exit system.

## 9-11 Response and Biometric Exit Account Personnel Compensation and Benefits

### Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
9-11 Response and Biometric Exit Account	-	-	-	-	-	-	-	-	35	27	\$3,920	\$145.19	35	27	\$3,920	\$145.19
<b>Total</b>	-	-	-	-	-	-	-	-	<b>35</b>	<b>27</b>	<b>\$3,920</b>	<b>\$145.19</b>	<b>35</b>	<b>27</b>	<b>\$3,920</b>	<b>\$145.19</b>
Mandatory - Fee	-	-	-	-	-	-	-	-	35	27	\$3,920	\$145.19	35	27	\$3,920	\$145.19

### **NARRATIVE EXPLANATION OF CHANGES**

**FTE Change FY 2017-2018:** 27 FTE (35 positions). CBP will fund CBP Officers in FY 2018 in support of the biometric entry/exit program. The positions will come onboard throughout the course of the fiscal year, resulting in FTE below the Position count.

**PCB Change FY 2017-2018:** CBP is commencing this program in FY 2017. However, the initial investments are for technology, to start developing biometric match confirmations. In FY 2018, CBP will start funding CBP Officers to support the biometric entry program. The initial investment in personnel is \$3.92 million, supporting 27 FTE.

**Average Cost Change FY 2017-2018:** The average cost increase is due to the funding of 35 experienced CBP Officers to support the biometric program. The costs include salaries and benefits for personnel, as well as any overtime and premium pay requirements.

## 9-11 Response and Biometric Exit Account

### Pay by Object Class

*Dollars in Thousands*

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	-	-	\$2,744	\$2,744
12.1 Civilian Personnel Benefits	-	-	\$1,176	\$1,176
<b>Total - Personnel Compensation and Benefits</b>	-	-	<b>\$3,920</b>	<b>\$3,920</b>
<b>Positions and FTE</b>				
Positions - Civilian	-	-	35	35
FTE - Civilian	-	-	27	27

### Pay Cost Drivers

*Dollars in Thousands*

Leading Cost-Drivers	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Civilian Pay							27	3,920	145.19	27	3,920	145.19
<b>Total – Pay Cost Drivers</b>							<b>27</b>	<b>3,920</b>	<b>145.19</b>	<b>27</b>	<b>3,920</b>	<b>145.19</b>

**9-11 Response and Biometric Exit Account  
Permanent Positions by Grade – Appropriation**

<b>Grades and Salary Range</b>	<b>FY 2016 Revised Enacted</b>	<b>FY 2017 Annualized CR</b>	<b>FY 2018 President's Budget</b>	<b>FY 2017 to FY 2018 Change</b>
Fee Funded Positions	-	-	35	35
<b>Total Permanent Positions</b>	-	-	<b>35</b>	<b>35</b>
<b>Position Locations</b>				
U.S. Field	-	-	35	35

## 9-11 Response and Biometric Exit Account Non Pay Budget Exhibits

### Non Pay Summary

*Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
9-11 Response and Biometric Exit Account	-	\$72,620	\$86,630	\$14,010
<b>Total</b>	-	<b>\$72,620</b>	<b>\$86,630</b>	<b>\$14,010</b>
Mandatory - Fee	-	\$72,620	\$86,630	\$14,010

CBP will continue to invest in the Biometric Entry/Exit program.

### Non Pay by Object Class

*Dollars in Thousands*

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	-	\$2,000	\$2,500	\$500
23.3 Communications, Utilities, and Misc. Charges	-	\$2,000	\$2,500	\$500
25.2 Other Services from Non-Federal Sources	-	\$41,083	\$47,208	\$6,125
31.0 Equipment	-	\$27,537	\$34,422	\$6,885
<b>Total - Non Pay Object Classes</b>	-	<b>\$72,620</b>	<b>\$86,630</b>	<b>\$14,010</b>



## 9-11 Response and Biometric Exit Account

### Non Pay Cost Drivers

*Dollars in Thousands*

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Other Services from Non-Federal Sources		41,083	47,208	6,125
Equipment		27,537	34,422	6,885
Other Costs		4,000	5,000	1,000
<b>Total – Non Pay Cost Drivers</b>		<b>72,620</b>	<b>86,630</b>	<b>14,010</b>

#### **NARRATIVE EXPLANATION OF CHANGES**

**FY 2018 Non- Pay Cost Driver-** Other Services from Non-Federal Sources: CBP anticipates an increase in contract services in FY 2018 to continue the implementation of the biometric program.

**FY 2018 Non- Pay Cost Driver-** Equipment: CBP anticipates an increase in equipment in FY 2018 to continue the implementation of the biometric program.