What’s Next? Future Challenges and Priorities

COUNTERING TERRORISM AND TRANSNATIONAL CRIME
CBP’s law enforcement initiative must anticipate and respond to criminal networks that engage in diverse conspiracies that include terrorism, the exploitation of counterfeit or unsafe goods, drug smuggling, human smuggling and trafficking, as well as the circular transfer of prohibited weapons and illicit bulk currency. The number of people and volumes of goods moving across our borders is so large, and border enforcement resources are finite, we must be the Nation’s proactive leader as a well-informed and highly agile law enforcement organization that can anticipate, target, detect, and disrupt cross-border criminal violations that threaten national security, economic prosperity, and public safety.

ADVANCING COMPREHENSIVE BORDER SECURITY
CBP plays a prominent role in securing and managing the air, land, and maritime borders through its active administration of U.S. law, which includes addressing cross-border criminal activity, inspection and enforcement at ports of entry, and comprehensive trade enforcement. Protecting the United States from the illegal entry of people, weapons, drugs, and contraband is vital to homeland security, as well as our economic prosperity. CBP will safeguard and manage the U.S. air, land, and maritime borders through integrated, intelligence-driven strategies and leverage operational capabilities to enhance anticipatory and agile operations against the new and old nodes of adversary networks.

ENABLING TRADE, TRAVEL, AND EXPORTS
Efficient and effective processing of goods and people to and through the United States is critical. CBP assumes a leadership role in supporting our Nation’s economic competitiveness by enabling legitimate trade and travel, and in the successful implementation of the National Export Initiative and the National Travel and Tourism Strategy. As international trade and travel grow, CBP must create efficiencies, drive down cost, and streamline regulatory policies. This will require continued transformative and innovative thinking to both minimize the costs and optimize efficacy in an increasingly competitive and complex global economy.

PROMOTING INTEGRATION AND OPERATIONAL EXCELLENCE
In a constantly changing environment, CBP must pursue organizational efficiencies, optimized business processes, and continuous capability development to support operational priorities and ensure organizational effectiveness. CBP’s people and culture are some of its most valuable resources and must be fully supported to ensure a capable, competent, integrated and collaborative CBP.

ADVANCING INTERNATIONAL ENGAGEMENT
Where we are in the requirements detailed in the major sections above requires continued investment in our international engagement. CBP will seek deeper and more meaningful engagement with global partners through bilateral and multilateral agreements and engagement. CBP will also seek greater institutional capacity development with international organizations and broad strategic efforts.

For a complete version of CBP’s Performance and Accountability Report, visit our website at: www.cbp.gov

Summary of Performance and Financial Information
Fiscal Year 2013

Office of Administration
1331 Pennsylvania Avenue
Room 55B, National Place
Washington, DC 20529

Please visit the U.S. Customs and Border Protection website at: www.cbp.gov

To report suspicious activity, call 1-800-BE ALERT

June 2014
Our Strategic Focus

Mission Set 1: Securing America’s Borders

Our mission is to secure America’s borders from acts of terrorism and other national security threats.

Mission Set 2: Securing and Expediting the Movement of People and the Flow of Goods

Our mission is to efficiently and effectively secure and expedite movement at and between our borders.

Mission Set 3: Sustaining Investment in People and Capabilities

Our mission is to ensure our workforce is sufficiently trained and equipped to perform the mission.

U.S. Customs and Border Protection

What We Do: U.S. Customs and Border Protection (CBP) is responsible for securing America’s borders to protect the U.S. against terrorist threats and prevent the entry of unauthorized persons and contraband, while protecting lawful travel, trade, and immigration. CBP performs these missions with vigilance, confidence in CBP to keep them safe, and CBP must ensure that legitimate travelers and cargo are properly documented; and customs, immigration, and law enforcement activities.

What We Do: CBP was formally established in 2003.

Enforce the Nation’s Trade Laws

CBP enforces U.S. laws and international agreements at and between our borders to ensure that all trade and travel across our borders is conducted lawfully.

Fiscal Year 2013 Statistical Highlights:

- Ports of entry: 328
- Aware passengers processed: 243 million
- Aircraft passengers processed: 304,005
- Cargo (by weight) processed: 211,000 million pounds
- Vehicle passengers processed: 362 million
- Enforced the nation’s trade laws to prevent the illegal entry of people and goods into the United States. CBP officers and agriculture specialists are well-trained to inspect goods, including animals and plants at air, land, and sea ports of entry.

FY 2013 Revenue

- Total revenue: $40.9 billion (includes custodial and entity revenues)
- Aircraft passengers processed: Over 102 million
- Pedestrians and passengers processed: 362 million
- Ports of entry: 328
- Border Patrol sectors: 20
- Marine units: 71
- Air units: 43
- Total revenue: $40.9 billion (includes custodial and entity revenues)

Total Revenue

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- Aircraft passengers processed: Over 102 million
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- Ports of entry: 328
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- Marine units: 71
- Air units: 43
- Total revenue: $40.9 billion (includes custodial and entity revenues)

Fiscal Year 2013 Performance and Financial Summary

Table 1: FY 2013 Strategic Summary of Performance Goals

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>FY 2012 Recap</th>
<th>FY 2013 Recap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of inbound travelers and cargo inspected/assessed or scanned prior to entry</td>
<td>&lt;=95%</td>
<td>&gt;=95%</td>
</tr>
<tr>
<td>Percent of inbound cargo identified as high risk or high priority</td>
<td>&lt;=70%</td>
<td>&gt;=70%</td>
</tr>
<tr>
<td>Number of apprehensions on the US border</td>
<td>100%</td>
<td>98.88%</td>
</tr>
<tr>
<td>Percent of seizures by CBP</td>
<td>100%</td>
<td>98.73%</td>
</tr>
</tbody>
</table>

Table 2: FY 2013 Financial Highlights

<table>
<thead>
<tr>
<th>Item</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$31,690,524</td>
<td>$33,169,021</td>
</tr>
<tr>
<td>Total Revenue and Selected Financial Data</td>
<td></td>
<td></td>
</tr>
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</tbody>
</table>

Table 3: Independent Audit Results

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 2013 Audit Finding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material weaknesses</td>
<td>0</td>
</tr>
<tr>
<td>Significant deficiencies</td>
<td>0</td>
</tr>
<tr>
<td>Moderate deficiencies</td>
<td>0</td>
</tr>
<tr>
<td>Minor deficiencies</td>
<td>0</td>
</tr>
</tbody>
</table>

An independent audit of the CBP’s financial statements included an unqualified opinion on its 2013 financial statements. The financial statements were audited by our independent auditors, Deloitte & Touche, and have been found to present fairly, in all material respects, CBP’s financial position.

U.S. Customs and Border Protection

What We Do: U.S. Customs and Border Protection (CBP) is responsible for securing America’s borders to protect the U.S. against terrorist threats and prevent the entry of unauthorized persons and contraband, while protecting lawful travel, trade, and immigration. CBP performs these missions with vigilance, confidence in CBP to keep them safe, and CBP must ensure that legitimate travelers and cargo are properly documented; and customs, immigration, and law enforcement activities.

What We Do: CBP was formally established in 2003.

Enforce the Nation’s Trade Laws

CBP enforces U.S. laws and international agreements at and between our borders to ensure that all trade and travel across our borders is conducted lawfully.
A Fiscal Year 2013 Performance and Financial Summary

**Mission Set 1:** Securing America’s Borders

- **Objective:** Secure the border to prevent the illegal movement of people and contraband.
- **Key Performance Measures:**
  - Percent of inbound cargo identified or scanned prior to entering the U.S.
  - Percent of imports compliant with U.S. trade laws.
- **Results:**
  - Percent of inbound cargo identified or scanned prior to entering the U.S.: 98%
  - Percent of imports compliant with U.S. trade laws: 96.46%

**Mission Set 2:** Securing and Expediting the Movement of People and the Flow of Goods

- **Objective:** Enhance trade and travel to thrive.
- **Key Performance Measures:**
  - Percent of import revenue
  - Percent of legitimate travelers
- **Results:**
  - Percent of import revenue: 45%
  - Percent of legitimate travelers: 99.2%

**Mission Set 3:** Ensuring Government’s Financial Resources

- **Objective:** Secure and manage government financial resources efficiently and effectively.
- **Key Performance Measures:**
  - Percent of annual revenue collection
  - Percent of total liabilities
- **Results:**
  - Percent of annual revenue collection: 99.4%
  - Percent of total liabilities: 98.96%

**OUR STRATEGIC FOCUS**

- **Securing America’s Borders:** Ensures travelers and cargo away from the physical border in order to prevent or seize high-risk international travelers and cargo.
- **Securing and Expediting the Movement of People and the Flow of Goods:** Enhances trade and travel to thrive.
- **Ensuring Government’s Financial Resources:** Secures and manages government financial resources efficiently and effectively.

**Fiscal Year 2013 Financial Highlights**

- **Total Revenue:** $40,889,045
- **Total Liabilities:** $6,049,586
- **Total Assets:** $15,531,447

**Detailed Financial Data**

- **Table 2:** Fiscal Year 2013 highlights
- **Table 3:** Independent Audit Results

**An independent audit of the CBP's financial statements was conducted as required under 31 U.S.C. 720.** The financial statements have been audited by our independent auditors, KPMG LLP, and have been found to present fairly, in all material respects, CBP's financial position.
OUR STRATEGIC FOCUS

Mission Set 1: Securing America’s Borders
Performance Objective — Secure the U.S. frontier to prevent the transit of terrorists, terrorists, and other national security threats.

Mission Set 2: Securing and Expediting the Movement of People and the Flow of Goods
Performance Objective — Improve the targeting, screening, and apprehension of high-risk international travelers and cargo away from the physical border in order to prevent terrorist attacks and criminal activity while expediting the processing of legitimate travelers and cargoes.

Mission Set 3: Sustaining Investment in People and Capabilities
Performance Objective — Continue to maintain mission effectiveness and efficiency by integrating, aligning, and leveraging investments to support CBP’s operational efforts.

An independent audit of the CBP’s financial statements concluded an unqualified opinion as of September 30, 2013. The financial statements have been audited by our independent auditors, KPMG LLP, and have been found to present fairly, in all material respects, CBP’s financial position, financial condition, and results of operations.
What’s Next? Future Challenges and Priorities

COUNTERING TERRORISM AND TRANSNATIONAL CRIME

CBP’s law enforcement initiative must anticipate and respond to criminal networks that engage in diverse conspiracies that include terrorism, the exploitation of counterfeits or unsafe goods, drug smuggling, human smuggling and trafficking, as well as the unlawful transfer of prohibited weapons and illicit bulk currency. Given the number of people and volume of goods moving across our borders is so large, and border enforcement resources are finite, we must be the Nation’s proactive leader as a well-informed and highly agile law enforcement organization that can anticipate, target, disrupt and disrupt cross-border criminal violations that threaten national security, economic prosperity, public safety and public health.

ADVANCING COMPREHENSIVE BORDER SECURITY

CBP plays a prominent role in securing and managing the air, land, and maritime borders through active administration of U.S. laws, which includes addressing cross-border criminal activity, inspection and enforcement at ports of entry, and comprehensive trade enforcement. Protecting the United States from the illegal entry of people, weapons, drugs, and contraband is vital to homeland security, as well as our economic prosperity. CBP will safeguard and manage the U.S. air, land, and maritime borders through consistent, intelligence-driven strategies and leverage operational capabilities to enhance anticipatory and agile operations against the nodes and paths of adversary networks.

ADVANCING INTERNATIONAL ENGAGEMENT

While many of the requirements detailed in the major sections above remain constant, CBP will seek deeper, more sustained engagement with global partners through international organizations and broad strategic efforts.

For a complete version of CBP’s Performance and Accountability Report, visit our website at: www.cbp.gov
COUNTERING TERRORISM AND TRANSGANATIONAL CRIME
CBP’s law enforcement initiative must anticipate and respond to criminal networks that engage in diverse conspiracies that include terrorism, the exploitation of counterfeited or unsafe goods, drug smuggling, human smuggling and trafficking, as well as the laundering of proceeds from terrorism, drug trafficking, smuggling and other criminal activities. The sheer number of people and volume of cargo moving across our borders is so large, and border enforcement resources so finite, we must be the Nation’s proactive leader as a well-informed and highly agile law enforcement organization that can anticipate, target, disrupt and dismantle all criminal entities that threaten national security, economic prosperity, public safety.

ADVANCING COMPREHENSIVE BORDER SECURITY
CBP plays a key role in securing and managing the air, land, and maritime borders through the active administration of U.S. laws, which includes addressing cross-border criminal activity, inspection and enforcement at ports of entry, and comprehensive trade enforcement. Protecting the United States from the illegal entry of people, weapons, drugs, and contraband is vital to homeland security, as well as our economic prosperity. CBP will safeguard and manage the U.S. air, land, and maritime borders through integrated, intelligence-driven strategies and leverage operational capabilities to enhance anticipatory and agile operations against the nodes and paths of adversary networks.

ENABLING TRADE, TRAVEL, AND EXPORTS
Efficient and effective processing of goods and people to and through the United States is critical. CBP serves as an essential link in the supply chain, enabling our business community by providing a secure and efficient border that minimizes the costs and optimizes opportunity in an increasingly competitive and complex global economy.

ADVANCING INTERNATIONAL ENGAGEMENT
In a constantly changing environment, CBP must pursue organizational efficiencies, optimized business processes, and continuous capability development to support operational priorities and ensure organizational effectiveness. CBP’s people and cultures are some of its most valuable resources and must be fully supported to ensure a capable, competent, integrated and collaborative CBP.

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