

ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Agency Priority Goal on Excellence in Consular Service Delivery

Through September 30, 2015, maintain a 99 percent rate of all passport applications processed within the targeted timeframe and ensure 80 percent of nonimmigrant visa applicants are interviewed within three weeks of the date of application.

Impact Statement

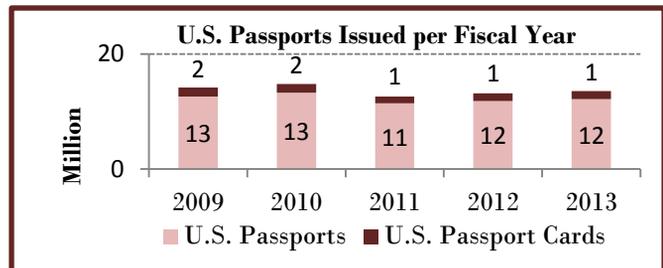
In the face of increasing demand, maintain timely and high quality consular service delivery by leveraging technology and building on best practices and ensure that American citizen and visa service delivery to the public is efficient, vigilant, professional and within the targeted timeframes.

Overview

The mission of the Bureau of Consular Affairs (CA) is to provide consular operations that most efficiently and effectively protect U.S. citizens, ensure U.S. security, facilitate the entry of legitimate travelers, and foster economic growth. Two core functions of this mission are the provision of passports and visas. Demand for passport and visa documents is inherently unpredictable in the long term, and this variability can greatly affect workload planning efforts. This is true especially with regard to the current Congressional discussion surrounding comprehensive immigration reform and the potential challenges the State Department would face in implementing any reform legislation. While the proposed reforms would have a major impact on consular operations and workload, CA will work closely with Congress and its interagency partners to be sure it has the human and financial resources to implement any changes to U.S. law efficiently and effectively.

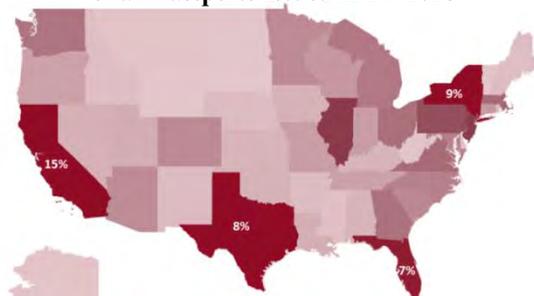
Domestically, the State Department supports a significant presence across the country to respond to the consular service needs of the U.S. public. Most notably, this presence consists of 29 passport agencies and centers and a network of more than 8,441 public offices managed by other federal, state, and local government agencies/offices that are designated to accept

passport applications. The number of valid passports in circulation has doubled in the past decade. Approximately 114 million U.S. citizens, or 37 percent of the population, have valid passports. In FY 2013, CA issued 13.5 million passport book and card products, a 3.1 percent increase over FY 2012.



A potential impending surge in passport renewal applications represents a rising challenge to the achievement of this performance goal. Based on analysis of renewal application trends, passport renewal rates are expected to increase significantly from previous years, beginning in FY 2017.

Four States Accounted for Almost 40% of all Passports Issued in FY 2013



STRATEGIC OBJECTIVE 5.1

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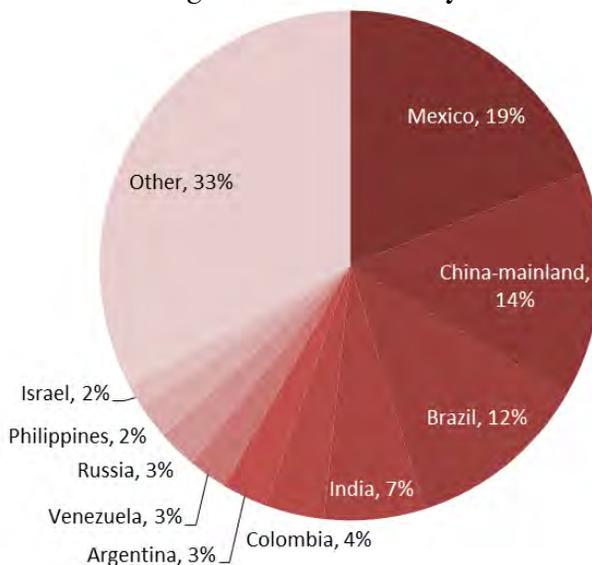
Key Indicator: Percent of all passport applications processed within the targeted timeframe, as shown on the Department’s website (Target 99%)

	FY 2013	FY 2014	FY 2015
Target	99%	99%	99%
Actual	99%		

With Executive Order 13597 (Establishing Visa and Foreign Visitor Processing Goals and the Task Force on Travel and Competitiveness) issued in January 2012, CA needed to increase its visa processing capacity in Brazil and China by 40 percent and ensure that 80 percent of nonimmigrant visa (NIV) applicants worldwide are interviewed within three weeks of receipt of an application. In FY 2013, CA processed 10.7 million nonimmigrant visa applications and issued 9.2 million nonimmigrant visas, a 3.6 percent increase over the previous year, while working through extraordinary increases in visa demand in key markets such as a nearly 38 percent increase in Colombia. Currently, more than 80 percent of applicants worldwide, on average, are interviewed within three weeks of submitting their applications, a significant change over the 70% in early FY 2012.

Providing Excellence in Consular Service Delivery provides additional benefits toward the achievement of the Department’s goals. The Department’s efforts facilitate the travel of 67 million visitors to the United States each year, who, according to the Department of Commerce’s 2012 United States Travel and Tourism Statistics, spent \$166 billion, an average of \$2,478 per visitor. An estimated 1.2 million jobs in the United States are supported annually by international travel. In addition to the economic benefits, the visa issuance process is the front-line of ensuring U.S. security through the visa interview process, which can eliminate applicants desiring to travel to the U.S. for illegitimate purposes.

Nonimmigrant Visas Issued by Nationality, FY 2012



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Achieving the Agency Priority Goal

Strategies

To meet the demand for passports, CA has committed to creating an option for processing renewal applications online, reducing the level of effort required for issuing renewals requests. In FY 2012, CA successfully launched an online passport card pilot program, testing its ability to process securely applications for cards online from U.S. citizens who already had a valid passport book. Using the ConsularOne initiative, CA will take the lessons learned from the pilot in order to offer improved electronic transactions for passport book and passport card renewals.

With its focus on providing sufficient and flexible staffing to meet demand, the Department can meet the visa performance goal. CA tracks visa applicant wait times and reports average percentages on a weekly basis. Consular personnel continually balance efforts to meet growing demand with the need to conduct vigilant adjudications that uphold its world-class standard of secure processes and documents using these reports as guidelines for action. Efforts include deploying additional personnel to posts with growing visa demand, expanding the physical space in visa sections—particularly the number of interview windows—and upgrading to more modern systems and technologies. These advances allowed the Department to issue more than 9.2 million nonimmigrant visas in FY 2013, a 59 percent increase over FY 2009.

The Consular Affairs Bureau will continue to replicate pilot projects that improve efficiency of the visa process. The Departments of State and Homeland Security previously implemented a pilot program that allows consular officers to waive in-person interviews for certain nonimmigrant visa applicants renewing their

visas is operational at 90 visa-processing posts in more than 50 countries. Consular officers have subsequently already waived interviews for more than 500,000 of these low-risk visa applicants. Consular officers can spend their time and resources more effectively evaluating higher-risk visa applicants and other applicants who require interviews. All of these applications have been thoroughly reviewed by a commissioned consular officer, and the applicant's fingerprints and biodata have undergone extensive database checks.

Another example of CA developing flexible, efficient solutions is by using leading management tactics to expand productivity and increase transparency in the visa application process through the Global Support Strategy (GSS), a worldwide program that standardizes the process across all U.S. embassies and consulates. This standardization effort maximizes efficiency in the process and provides scalability to respond to fluctuations in demand.



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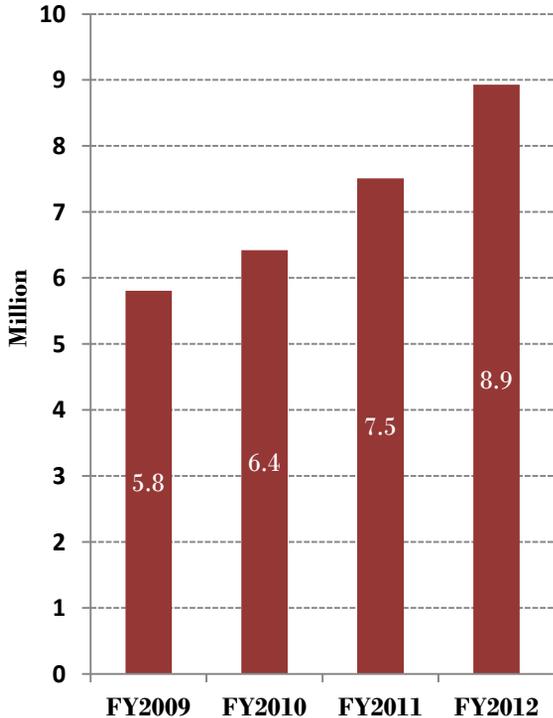
Key Indicator: Percent of applicants interviewed worldwide within three weeks of the date of application (Target = 80% per Executive Order 13597)

	FY 2012	FY 2013	FY 2014	FY 2015
Target	80%	80%	80%	80%
Actual	82%	90%		

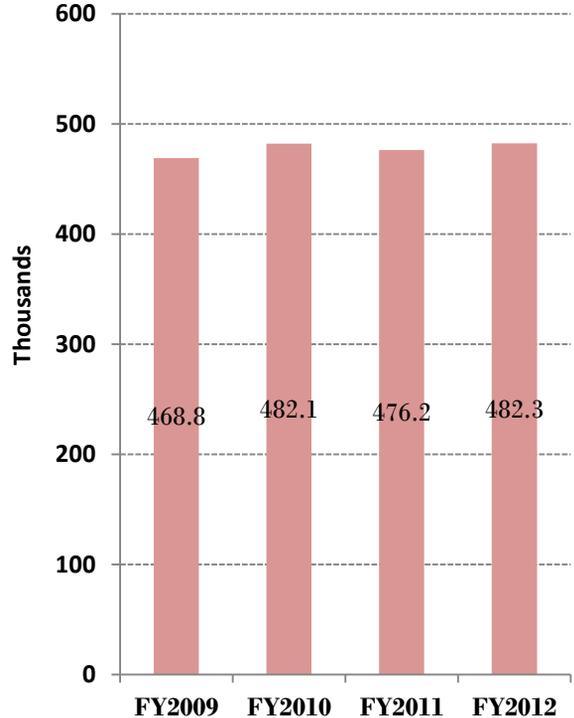
As of October 2013, there are 101 countries and 155 posts with awarded GSS contracts, including 17 countries currently in the transition process. These task orders represent 87 percent of worldwide NIV volume for FY 2012. By the end of FY 2014, CA will have awarded contracts for the remaining 32 countries and 37 posts slated to receive GSS services.

Comprehensive Immigration Reform (CIR) remains a key factor in the achievement of this goal, especially the visa target. CA will continue to work with Congress to prepare for the impact that CIR will have on the visa issuance process and adapt its processes as necessary to improve its visa service delivery.

**Worldwide Nonimmigrant Visa Issuances
FY 2009-2012**



**Worldwide Immigrant Visa Issuances
FY 2009-2012**



For quarterly updates on this APG, please visit www.performance.gov/StateUSAID
For more information on passport and visa statistics, please visit <http://travel.state.gov>

STRATEGIC GOAL 5: MODERNIZE THE WAY WE DO DIPLOMACY AND DEVELOPMENT



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Agency Priority Goal on USAID Procurement Reform

By September 30, 2015, USAID will reduce procurement administrative lead time (PALT) by 40 percent from the 2009 baseline of 513 calendar days, increase the percentage of program funding going directly to local partners to 30 percent, and meet or exceed the prime contract acquisition dollars obligated to U.S. small businesses worldwide by 10 percent from the FY 2013 baseline of 8.2 percent.

Impact Statement

Development solutions delivered more effectively through acquisition and assistance reforms enhance sustainability and long-term impact.

Overview

As a cornerstone of its USAID Forward reform agenda, USAID has begun a critical shift in the way we administer our assistance, placing a greater emphasis on public-private partnerships, channeling funding to local governments and organizations that have the in-country knowledge and expertise to create sustainable positive change, and expanding our partner base. USAID is also focused on streamlining the procurement process, building new partnerships, and institutionalizing our reforms.

USAID is committed to work in full partnership with local governments and organizations and tailoring its approaches accordingly. The Agency's Local Solutions initiative will focus on the following:

-  Convening partners from across local organizations with which USAID has partnered – whether these are governments, civil society, the private sector, donors, or implementing resource partners to identify development challenges
-  Connecting these stakeholders with innovative products, processes, or policies to address these challenges
-  Contextualizing and scaling up these solutions within local systems

In so doing, the Agency will support sustainable development results and allow cooperative and mutually accountable relationships to grow. These relationships – between USAID and partner country stakeholders, as well as among these stakeholders are critical to the development of resilient societies that can deliver results to their citizens.

The Agency collaborates with these stakeholders by investing in projects and programs in these countries through its procurement process. In 2012, USAID obligated \$13.9 billion through acquisition and assistance mechanisms. Given the important role that procurement plays in enabling USAID to carry out its mission around the world, it is critical that the Agency's acquisition and assistance processes operate efficiently and effectively to achieve our development objectives. In 2009, the average time for USAID to award a contract in originating in Washington was 513 calendar days. This delay in lead time for awarding contracts resulted in a delay in program implementation. Therefore, reducing the time it takes to make an award is a critical priority for the Agency.



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Key Indicator: Procurement Administrative Lead Time (PALT) for Washington Acquisitions in Calendar Days

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Target						268	268
Actual	513	347	178	437	425		

Small businesses are vital to the U.S. economy and provide critical resources that contribute to the mission of USAID. By expanding opportunities for U.S. small businesses, we energize the U.S. economy and leverage a greater diversity of experience and expertise in our development objectives. U.S. small businesses make up a majority of U.S. businesses, and USAID partners with these businesses to increase innovation and provide new approaches to our programs.

Achieving the Agency Priority Goal

Strategies

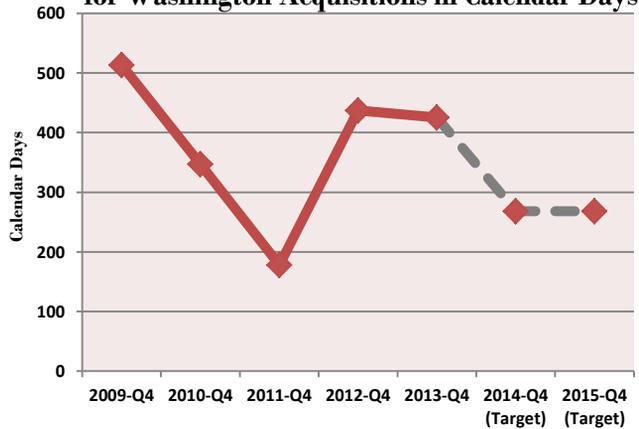
Institutionalize Procurement Reforms:

Institutionalize a series of procurement reforms to facilitate streamlined acquisition and assistance processes. Reducing the time to award is a shared responsibility with all technical and program offices across the Agency. Institutionalizing the reforms will help ensure that USAID will continue to utilize the streamlined processes in the future.

Procurement Metrics and Standards:

Implement new procurement performance standards and metrics, including reducing the time it takes to award a contract, in order to enable the organization to track performance more effectively and establish benchmarks.

Procurement Administrative Lead Time (PALT) for Washington Acquisitions in Calendar Days



Human Resource Development:

- ▶ Hiring key vacancies, including enough contracting positions to effectively manage the workload.
- ▶ Establishing a mentoring program so senior contracting officers can teach and mentor junior and mid-level contracting officers. Less experienced contracting officers will learn their contracting duties more quickly and increase the efficiency and effectiveness of their work, thus reducing mistakes and the time to award a contract.
- ▶ Deliver professional development and training to contracting personnel. This will equip contracting personnel with skills and understanding to more effectively meet the changing needs of the Agency and other stakeholders.
- ▶ Improve on challenges from an employee satisfaction survey to increase morale, job satisfaction, and performance.



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Local Solutions/Local Systems:

Develop new policies, training, templates, and implementation guidelines, and disseminate best practices and lessons learned to operating units around the world. USAID will deepen and broaden its partnerships with local institutions, and be more effective in tailoring efforts to specific needs of each country.

Small Business:

- ▶ Provide guidance and information to small businesses looking to work with the Agency.
- ▶ Engage a new Mission Small Business Specialist to provide guidance and serve as a liaison between USAID's Office of Small and Disadvantaged Business Utilization and the missions.
- ▶ Continue to provide USAID's "Small Business Training Program" course to contracting and technical staff in Washington and in the missions.
- ▶ Revise agency policies to clarify the use of U.S. small businesses in the field.
- ▶ Disseminate procurement best practices and lessons learned to USAID staff worldwide.

Key Indicator: Percentage of mission program funds implemented through local systems.

	FY 2015
Target	30%

Key Indicator: Percent of contractor performance assessment reports (CPARS) completed in Past Performance Information Retrieval System (PPIRS).

	FY 2014 Quarter 1	FY 2014 Quarter 2	FY 2014 Quarter 3	FY 2014 Quarter 4	FY 2015 Quarter 1	FY 2015 Quarter 2	FY 2015 Quarter 3	FY 2015 Quarter 4
Target	65%	65%	65%	85%	85%	85%	85%	100%
Actual	35.5%							

Key Indicator: Percent of prime contract acquisition dollars obligated to U.S. small businesses worldwide.

	FY 2014 Quarter 1	FY 2014 Quarter 2	FY 2014 Quarter 3	FY 2014 Quarter 4	FY 2015 Quarter 1	FY 2015 Quarter 2	FY 2015 Quarter 3	FY 2015 Quarter 4
Target	6.5%	6.5%	6.5%	6.5%	9.0%	9.0%	9.0%	9.0%
Actual	5.6%							



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Key Indicator: Percent of Office of Acquisitions and Assistance (M/OAA) series 1102 and BS 93 positions filled.

	FY 2014 Quarter 1	FY 2014 Quarter 2	FY 2014 Quarter 3	FY 2014 Quarter 4	FY 2015 Quarter 1	FY 2015 Quarter 2	FY 2015 Quarter 3	FY 2015 Quarter 4
Target	88%	88%	88%	91%	91%	91%	91%	94%
Actual	89.5%							



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Performance Goal 5.1.3

By September 30, 2017, increase the number and effectiveness of communication and collaboration tools that leverage interactive digital platforms to improve direct engagement with both domestic and foreign publics. This will include increasing the number of publicly available data sets and ensuring that USAID-funded evaluations are published online, expanding publicly available foreign assistance data, increasing the number of repeat users of International Information Programs' digital services, and better directly countering extremist messaging via the Department's Center for Strategic Counterterrorism Communications.

Impact Statement: Improve our collaboration and influence with customers, stakeholders and audiences to advance our foreign policy and foreign assistance objectives.

Overview

Improving our collaboration with our internal and external customers and stakeholders and advancing our digital communication strategy to better engage with our various audiences and counter extremist messages are the key priorities for this performance goal. To facilitate collaboration and enhance transparency, USAID and State have embraced the President's Open Government and Data Initiatives, which support efforts to create a more efficient, effective, and accountable federal government.

USAID is working hard to ensure that it effectively communicates its development efforts and successes to the American people, stakeholders, and partners at home and abroad. By making data, programs, and evaluations easily accessible, the Agency is helping to create a global commons of development practice that is evidence-based and shares knowledge to inform new approaches in development.

Achieving the Performance Goal Strategies

Open Data: USAID will continue to make data publicly available through a variety of forums. For example, in compliance with the President's Open Data Policy, the Agency will increase the number of datasets posted on <http://www.usaid.gov/data>. We will continue to publish increasingly detailed financial information on foreign assistance activities in machine-readable formats on the [Foreign Assistance Dashboard](#). ForeignAssistance.gov currently has data from eight U.S. government agencies representing about 86% of U.S. government ODA. Over time, agencies will add or improve data reporting to include all budget, financial, and qualitative data in a standard and timely way. The Agency will expand the number of countries included on the [Dollars to Results](#) website, which shows the link between the dollars the Agency spends each year and the results achieved.

Development Experience Clearinghouse (DEC) (Evaluations): USAID will enhance the usability of the DEC, which provides transparent access to more than a half century of the Agency's programmatic and technical documentation, including evaluations of USAID's programs and projects.



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Support U.S. agencies providing budget, financial, and qualitative foreign assistance data to ForeignAssistance.gov and track agency progress online in a transparent way.

Increase the creation of content that can be distributed over electronic platforms, especially those that facilitate audience interaction.

Use audience demographic and technographic information in designing products and services for foreign audience outreach in the National Security Strategy-identified priority regions of Africa, Asia, and the Middle East.

Increase the creation of content and programs that take into account the language, style, and format in order to increase resonance with foreign audiences.

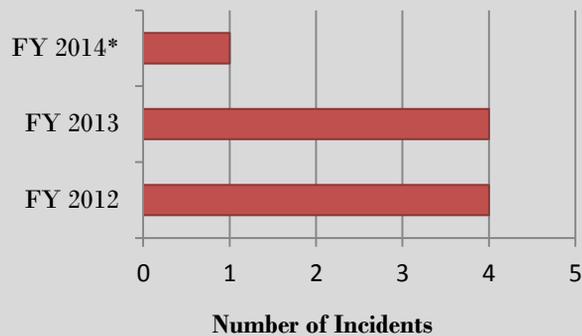
Center for Strategic Counterterrorism Communications

The Center for Strategic Counterterrorism Communications (CSCC) will establish procedures to evaluate a representative sample of its messaging output in terms of impact.

Consistent with its Executive Order, CSCC will explore a range of appropriate communications technologies and approaches, including SMS. CSCC will assess the programs, using lessons learned to inform subsequent mobile, digital and on-the-ground programs.

Direct responses from violent extremists – responses that mention CSCC or CSCC’s Digital Outreach Team, or attempts to expel our presence from digital platforms – indicate that our messages are effective and are likely impacting the target audiences of violent extremists.

Number of violent extremists' direct responses to CSCC efforts



*FY 2014 report for 1st quarter only



STRATEGIC OBJECTIVE 5.1

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Key Indicator: Change in the number of repeat users of International Information Programs' (IIP) digital services, platforms and products.

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target		93,400	102,740	113,014	124,315
Actual	84,909				

Key Indicator: Percent of USAID-funded evaluations that are published online.

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target		80%	90%	95%	99%
Actual	67%				

Key Indicator: Number of data sets added to usaid.gov/data.

	FY 2014	FY 2015	FY 2016
Target	200	20	20

Key Indicator: Number of CVE support engagements with U.S. Embassies in target countries.

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target		10	12	12
Actual	10			



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Performance Goal 5.1.4

Through September 30, 2017, the Department will continue efforts to implement its respective human capital management strategies and regularly review existing business practices and processes to identify areas for improvement and innovation. The Department will create a more diverse and representative employee population and achieve an 80 percent fill rate of Language Designated Positions by employees who meet or exceed the language requirements.

Impact Statement: Achieve greater operational efficiency and effectiveness through human capital management and business process reform.

Overview

Diversity remains a priority goal within the Department, included in the Quadrennial Diplomacy and Development Review and the Human Resources Bureau Functional Bureau Strategy.

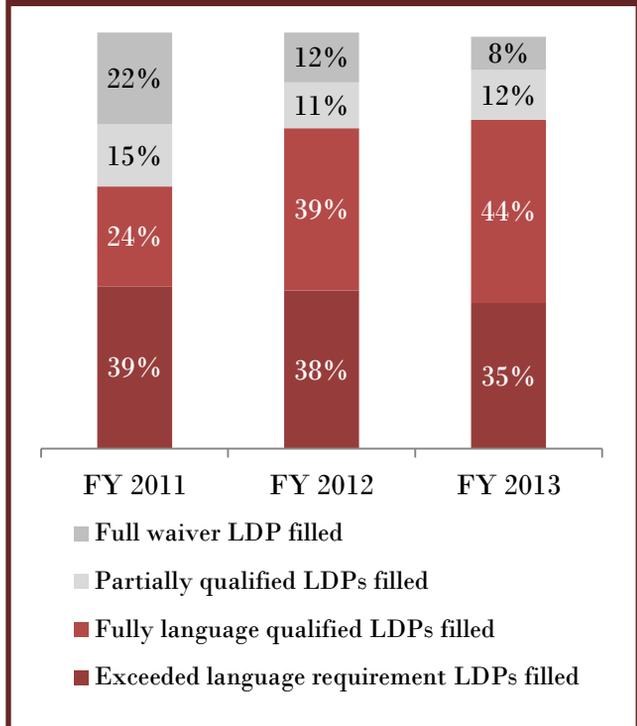
In 2014, HR is working with the Office of Civil Rights to update the Department's multi-year Diversity and Inclusion Strategic Plan, which will guide our diversity strategies through FY2017.

Continuing to implement this plan will move the Department toward achieving its goal of becoming a diverse workforce reflecting the strengths of our country's diversity, while promoting fairness and transparency in the workplace and maximizing performance to meet the challenges of 21st century diplomacy.

Foreign language proficiency is one of the Department's strengths, central to meeting our national security mission and a hallmark of a professional Foreign Service employee. The Department's foreign policy objectives have led to strategic growth of language-designated positions, and require a focus on long-term language requirements, recruiting for languages, designating language positions overseas, and developing, managing, and sustaining language capability in the Department.

When employees get the training they need, posts are not forced to choose between having a person with the right language skills and taking a gap or having a person with few or no language skills.

Staffed State Language Designated Positions (LDPs), FY 2011-2013



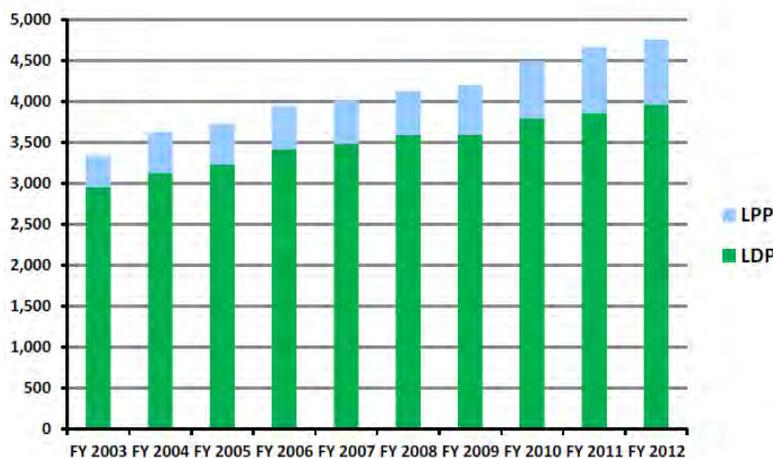
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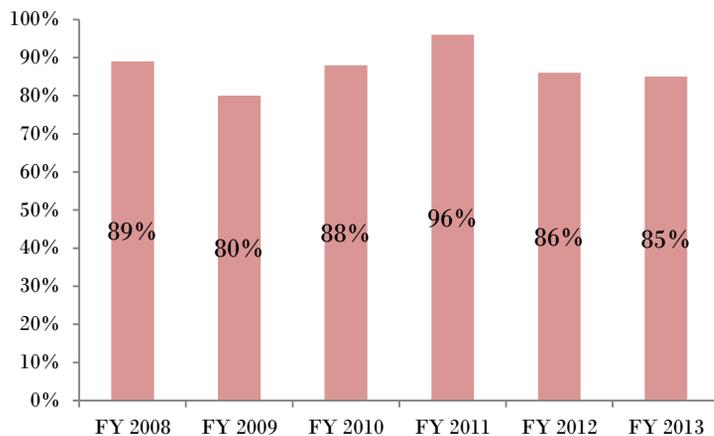
Key Indicator: Percent of LDPs filled by employees who meet or exceed the language requirements

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target				77%	78%	79%	80%
Actual	72%	74%	76%				

Number of Language Designated Positions (LDP) and Language Preferred Positions (LPP), FY 2003 – FY 2012



Percent of State Foreign Service Institute students in critical needs languages who attain skill objective, FY 2008-2013



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Achieving the Performance Goal

Strategies



We will continue to expand and improve initiatives aimed at attracting and retaining diverse candidates.



As we endeavor to improve the diversity of the Department, we will continue to report promotions by including statistics by gender, race, and ethnicity.



HR will continue to engage with the Employee Affinity Groups (EAGs) to help identify cross-cutting diversity issues which impact one or more underrepresented group and share potential solutions or best practices that advance diversity goals.



The Language Policy Working Group will continue to improve the Department's language-designation process, develop a systematic approach to applying language use and acquisition incentives, and enhance the Department's recruitment of qualified personnel with foreign-language proficiency.



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Performance Goal 5.1.5

By September 30, 2017, the Department and USAID will: relocate 6,000 U.S. government employees into more secure and functional facilities; ensure that 100 percent of all State and 100 percent of USAID personnel use Personal Identity Verification (PIV) Card authentication as required by Homeland Security Presidential Directive 12 (HSPD-12); achieve 80 percent completion on a Foreign Affairs Security Training Center (FASTC) toward a full training capability in FY 2018; and neutralize cyber threats detected against the Department's network and assets.

Impact Statement: Ensure a secure physical and virtual work environment for U.S. government employees overseas through improved facilities, training and cyber security mitigation.

Overview

USAID and the State Department are focusing on improving the security of their respective networks by implementing the U.S. government's priority cyber security capabilities.

Per Homeland Security Presidential Directive 12 (HSPD-12), every U.S. government department and agency will improve their protection against unauthorized system and facility access through the use of an advanced identity management mechanism.

Ensuring that only the right people are allowed on our systems, coupled with an increasingly sophisticated cyber security infrastructure means that we are able to carry our mission while maintaining our security.

As the number and variety of our activities continue to grow, our ability to keep our personnel safe from physical and virtual threats is a top priority. In 2013 Congress provided an additional \$1.2 Billion in security related capital funds, enabling us to build new, more secure facilities and mitigate risks in our existing facilities.

We need to ensure that all personnel, whether they are diplomats, development professionals,

security agents or family members, receive the right training at the right time so that everyone is a contributor to our overall security.

Achieving the Performance Goal Strategies

Strong Authentication: Ensure only authorized employees have access to federal information systems by requiring a higher level of assurance following the HSPD-12 Personal Identity Verification (PIV) standard.

Continue to build more secure, functional, and safer facilities overseas for our personnel.

Build a new, modern and purpose built Foreign Affairs Security Training Center (FASTC) to train and prepare the foreign affairs community and its adult family members for overseas environments.

Improve our ability to mitigate cyber threats through the Foreign Affairs Cybersecurity Center (FACC).



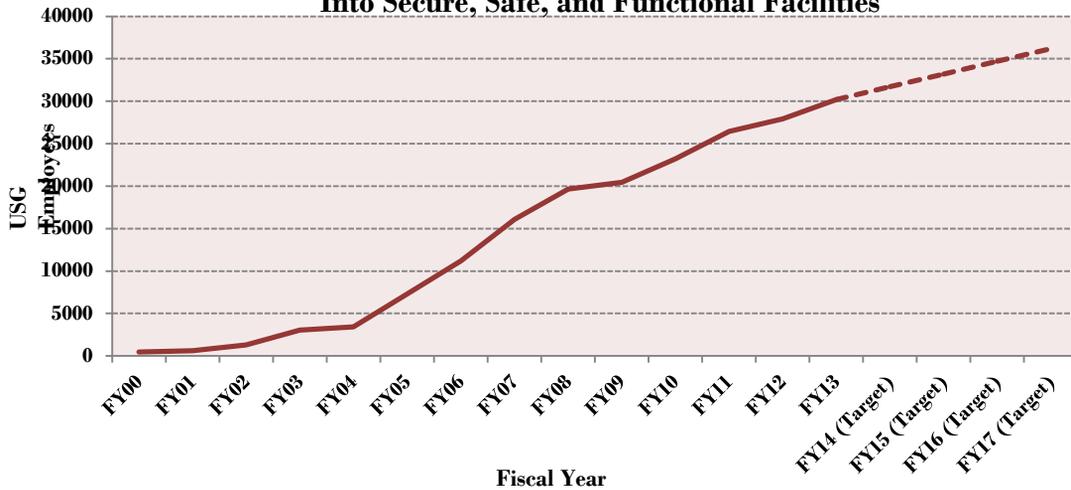
STRATEGIC OBJECTIVE 5.1

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Key Indicator: Number of USG Employees Overseas Moved Into Secure, Safe, and Functional Facilities

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target		1,500	1,500	1,500	1,500
Actual	2,290				

Total Number of USG Employees Overseas Moved Into Secure, Safe, and Functional Facilities



Milestones Toward Achieving the Performance Goal

FY 2017

100% of all State and 100% of USAID personnel use Personal Identity Verification (PIV) Card authentication as required by Homeland Security Presidential Directive 12 (HSPD-12)

FY 2017

80% completion on a Foreign Affairs Security Training Center (FASTC) toward a full training capability in FY 2018

FY 2017

Neutralize cyber threats detected against the Department's network and assets.

