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General Accounting Office  
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Accounting and Financial  
Management Division

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Mr. Carlton L. Brainard  
Chief Financial Officer  
U.S. Customs Service

Dear Mr. Brainard:

As part of our ongoing financial audit of the U.S. Customs Service (Customs) under the Chief Financial Officers (CFO) Act of 1990, we identified performance indicators<sup>1</sup> currently available or being developed to assess the performance of various functions at all levels of Customs operations. This information, which is summarized from various Customs sources, should be helpful to Customs as it addresses the CFO Act's requirements for reporting the agency's performance and the implementing guidance issued by the Office of Management and Budget (OMB). Also, we have included some observations on the development and presentation of performance measures for Customs to consider as it prepares its first annual financial statements under the CFO Act.

The CFO Act calls for the systematic measurement of performance as an essential component of agency financial management systems. Building on this, OMB requires that summary information on financial and programmatic performance be included as part of the annual financial statements required by the CFO Act. OMB Bulletin 93-02 requires agencies to explain financial changes, results of operations, levels of performance, and risks and uncertainties in a self-analysis, which is referred to as the "Overview of the Reporting Entity" (Overview). The bulletin encourages further disclosure of performance

<sup>1</sup>An indicator (measure) refers to a qualitative or quantitative outcome or result, often measured in terms of dollars, percentages, or other numerical figures, that assists users in making judgments about the significance, magnitude, or direction of change in performance.

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results in the "Supplemental Financial and Management Information" (Supplemental Information) section of the annual financial statements.

CUSTOMS' EFFORTS TO DEVELOP  
PERFORMANCE INDICATORS

In the last few years, Customs has undertaken two major efforts to develop performance indicators for various functions related to commercial operations, inspection and control, and enforcement at all operational levels. To provide a consolidated baseline of available performance information, which should be useful in developing Customs' financial statements, the enclosures to this letter contain the indicators that Customs personnel told us were available as of November 30, 1992. The indicators are organized by three primary Customs operations: (1) commercial operations, (2) inspection and control, and (3) enforcement. For each indicator, the enclosures briefly summarize how the indicator is used and/or computed. They also show the source of the information for each indicator, which identifies the electronic or paper records used to obtain or compute the indicator.

To identify operational performance indicators that are available or are being developed and their applicability in measuring Customs performance, we interviewed officials at Customs headquarters in Washington, D.C.; regional offices in New York, Chicago, Los Angeles, Houston, New Orleans, and Miami; district offices in New York, New Orleans, Los Angeles, Miami, and Laredo; Special Agent-in-Charge offices in Miami, San Juan, and San Francisco; the Resident Agent-in-Charge (RAC) office in Key Largo; Air Operations East and the Command, Control, Communications, and Intelligence Center in Miami; and Air Operation branches at Homestead AFB, Florida and Aguadilla, Puerto Rico. We also reviewed our prior reports and testimonies on performance indicators.

Indicators for Commercial Operations  
and Inspection and Control Functions

The first Customs effort to develop performance indicators focused on developing measures for functions related to commercial operations and inspection and control at the district level. Project teams were established and worked with district and port level managers to identify meaningful measures. A requisite for indicators developed during this effort was that required information had to already exist. Since computer programs were still being developed at the

time of our review to extract required measurement data from the various Customs systems, the enclosures represent only a portion of the indicators that will be available when the effort is complete.

### Indicators for Enforcement Functions

The second effort concentrated on developing measures for the operational levels of Customs' Office of Enforcement. These indicators were identified based on input from both headquarters and field personnel and included review team visits to each headquarters and field office. During these visits, information was gathered on activities, responsibilities, needs, and systems already in place to measure and monitor performance. This was done to help ensure that relevant indicators and data sources were identified and additional needs were recognized.

Both quantitative and qualitative indicators have been developed. Quantitative indicators are based on statistics covering arrests, indictments, convictions, seizures, penalties, recoveries, and investigative activities. Information available to develop some of these indicators goes back as far as the beginning of 1989. Qualitative indicators are based on impact cases (sometimes gauged on amount of goods seized or stature of the criminal) and investigative actions. Indicators can be broken down by Enforcement's priority program area and office.

### GAO'S INITIAL OBSERVATIONS

In prescribing the auditor's responsibility under the CFO Act, OMB Bulletin 93-06 requires the auditor to determine if the information and manner of presentation in the Overview and Supplemental Information are consistent with other information contained in the annual financial statements. In addition, it requires the auditor to determine whether the agency has complied with OMB requirements to document and support the information and, where necessary, to determine the adequacy of the system from which the information is derived. Further, to the extent possible, it requires the auditor to assess the reliability of the performance data presented.

Recently, we received a preliminary draft of Customs' proposed fiscal year 1992 Overview which is to be reported with the agency's financial statements. As needed, we will comment further after we have reviewed the final Overview included as part of the financial statements. We will test

the indicators Customs identifies in the final Overview, in accordance with our own methodology and OMB standards, and we plan to report on their reliability. We have given Customs officials some oral comments on the preliminary draft. In addition, we offer the following observations summarized below for your consideration as Customs works to finalize its fiscal year 1992 and subsequent Overviews.

Overview Should Link Mission  
and Objectives to Analysis  
of Financial Results

We believe that the Overview could be more effective if it briefly and concisely presented (1) who is the reporting entity, (2) what are the reporting entity's mission and objectives, and (3) how well the reporting entity has performed in achieving its mission and objectives, including an analysis of its financial results presented in the financial statements. Brevity and conciseness enhances the utility of the information provided and allows the intended users (the Congress, agency management, the public, and others) to quickly understand how the entity has performed.

As presented in your preliminary Overview document, linking Customs performance indicators to its mission and objectives ties together financial and program data as intended by the CFO Act and the requirements of OMB Bulletin 93-02. While development of the Overview will continue to evolve each year, more direct linkage of the financial statement information to assessments of how well the agency has performed its mission and the related results are needed to make each year's Overview progressively more meaningful. This approach establishes a clear link between the major components of Customs' mission and the objectives developed through its planning process.

As Customs finalizes its fiscal year 1992 Overview, another important step in its development and presentation of the Overview will be to establish a common understanding of key terms embodied in Customs' stated objectives. For example, one operational objective of Commercial Operations is to "significantly improve quality of service to the international trade community through increased trade interaction, improved information dissemination, streamlined processing, and uniformity." An understanding needs to exist on what are the definition and baseline measure(s) for "quality of service" and how changes thereto will be determined to measure performance.

Once a common understanding is established, Customs can more easily pinpoint or identify specific information to include in its Overview for future development. For example, if Customs discusses in the Overview its objective of improving the quality of service to the international trade community, Customs may want to develop or identify measures that answer questions such as the following:

- What has been the volume of trade that has entered the United States over the last 3 years and the related revenue collected?
- How much of this activity is reviewed through Customs' automated surveillance system compared to commercial or import specialist inspections--which are more time-consuming?
- What kind of feedback has Customs received from importers, brokers, and other federal agencies on the agency's performance in this area?

Customs should then strive to link the empirical quantitative information required to answer these questions to the financial statements. This can be done in terms of resources used to perform the various functions and the results of such efforts. Examples would include facilitating trade volume, collecting revenue, and inspecting cargo both manually and through automation. Also, Customs could use surveys of customers and other data gathering tools to monitor customer feedback reported in the Overview. There are many other possible measures of the quality of service, though, that Customs may consider more meaningful. However, the Overview will be most useful if Customs focuses on a relatively small number of key indicators.

In presenting information in its fiscal year 1992 Overview, Customs should try to avoid making comparisons from data that may mislead a user of the information on the relationship of Customs operations to the final results. For example, return on investment comparisons of revenue collected to the cost of Customs operations, which is included in the preliminary Overview, would, in our view, not be the most relevant measure because revenue collected is primarily based on voluntary reporting and compliance. Accordingly, revenue is a byproduct of Customs' mission to ensure that the correct amount of duties and fees are paid on imported and exported goods. However, comparing the


volume of imports to the portion inspected and reviewed and the cost of such inspections and reviews would be appropriate.

Finally, data in the Overview should generally flow up from various Customs operations. For example, core indicators that address improving the quality of service to the international trade community might be built from detailed indicators generated at the district and port level within Customs operations. In our view, this level of detail would be more appropriately included in the Supplemental Information of the annual financial statements than in the Overview.

In finalizing its first-year Overview, Customs may find that some of the needed data are not available and that its ability to relate financial and performance information is limited. We anticipate that the Overview and the Supplemental Information of the annual financial statements will evolve over time and become increasingly more useful as financial management systems are improved and better integrated with program systems to capture and report needed information on costs and program results. In this regard, Customs' efforts to enhance its capability and expand the scope of its reporting will be important.

Should you have any questions about the enclosed information on performance indicators and our observations, please contact Gregory M. Holloway, Associate Director, Civil Audits at (202) 512-9510 or Lution Hill, Assistant Director in our Cincinnati Regional Office, who is responsible for the performance measurement work on this financial statement audit, at (513) 684-7120. We appreciate the continuing cooperation of the Customs Service as we conduct the financial audit.

Sincerely yours,



Jeffrey C. Steinhoff  
Director, Civil Audits

Enclosures

CUSTOMS INDICATORS FOR COMMERCIAL OPERATIONS

Listed below are performance indicators which Customs personnel identified as being used by agency management during fiscal years 1991 and 1992. The indicators are organized by major Customs function--commercial operations, inspections and control, and enforcement. The "Brief Description" column summarizes how the indicator is used and/or computed. The "Source" column lists the electronic or paper records that are used to obtain or compute the indicator.

Indicator	Brief Description	Source
<b>Total Entry Summaries/Import Specialist Review</b>		
<b>Total Entry Summaries</b>	The number of formal entries on imported merchandise processed by a Customs office. This is the basic measurement of workload and staffing requirements.	Automated Commercial System Monthly Entry Activity Summary Report
<b>Entry Summaries Reviewed</b>	The number of entry summaries reviewed by import specialists.	Automated Commercial System Monthly Entry Activity Summary Report
<b>Collections</b>		
<b>Number of Collections</b>	The number of collections processed in the district. For each district the count is arrived at by counting all collections with a deposit ticket, ignoring all Automated Clearing House or "lock box" collections, and ignoring all CLC records that are negated by another collection or electronic funds transfer.	A special COBOL program was created to develop the information necessary to report this indicator.

Indicator	Brief Description	Source
Collections Processed Late	The number and percentage of collections that were processed more than 2 days after receipt of the collection.	A special COBOL program was created to develop the information necessary to report this indicator.
Entry Summaries Credited	The number of entry summaries credited during district collection processing as defined under "number of collections" indicator.	A special COBOL program was created to develop the information necessary to report this indicator.
Credited Late	The number and percentage of entry summaries credited more than 2 days after receipt of the collection.	A special COBOL program was created to develop the information necessary to report this indicator.
Budget Clearing Account		
Unresolved Collections (Older than 60 days)	The number of collections over 60 days old where an error was detected during processing and the field has not initiated a corrective action.	Automated Commercial System Budget Clearing Account and Suspense Item Report



Indicator	Brief Description	Source
Unpaid Entry Summaries		
Entry Summaries Unpaid Over 30 Days After Release	<p>This indicator identifies the number of entry summaries which remain unpaid more than 30 days after Customs has released the merchandise. The number of unpaid entry summaries are not counted if a liquidated damage case has been initiated. Also not counted are entry summaries submitted to Customs without payment, under the procedures established in Customs Directive 3550-38, and on which Customs has established a demand for payment in the Automated Commercial System Fines, Penalties, and Forfeitures module.</p>	Automated Commercial System List of Unpaid Entries
Entry Summaries Unpaid Over 60 Days After Release	<p>The number of entry summaries which remain unpaid more than 60 days after Customs has released the merchandise. The criteria for entries not counted is the same as that noted above.</p>	Automated Commercial System List of Unpaid Entries

Indicator	Brief Description	Source
<b>Rejected Entry Summaries</b>		
<b>Entry Summaries Rejected by Import Specialist</b>	The number and percentage of entry summaries rejected by a Customs import specialist and returned to the filer (1) that remain in rejected status more than 3 weeks and (2) on which Customs has not initiated a Fines, Penalties, and Forfeitures case against the importer.	Automated Commercial System Summary of Rejects and Warnings
<b>Late Entry Summaries</b>		
<b>Entry Summaries Over 6 Weeks Late</b>	The number of entries or releases where an entry summary has not been filed, an entry has not been cancelled, and no liquidated damages case has been initiated in the Automated Commercial System for over 6 weeks following release.	Automated Commercial System Late Report: These entry releases have no follow-up summaries.
<b>Protests</b>		
<b>Protests Open Over 180 Days</b>	The number of protests that remain open in the Automated Commercial System more than 180 days but not more than 270 days following the assignment of the protest to an Import Specialist team.	Special Dataquery of Automated Commercial System
<b>Protests Open Over 270 Days</b>	The number of protests that remain open in the Automated Commercial System more than 270 days following the assignment of the protest to an Import Specialist team.	Special Dataquery of Automated Commercial System

Indicator	Brief Description	Source
<b>Serially Numbered Forms</b>		
<b>Unreconciled Serially Numbered Forms</b>	The number of serially numbered forms (1) not accounted for in the Automated Commercial System or (2) not recognized when the form numbers were processed, creating an error condition.	Automated Commercial System Serially Numbered Forms Report
<b>Serially Numbered Forms Unreconciled for More Than 60 Days</b>	The number of serially numbered forms remaining unreconciled on error listings for more than 60 days.	Automated Commercial System Serially Numbered Forms Report
<b>Liquidations</b>		
<b>Total Liquidated</b>	The total number of consumption entry summaries liquidated during the month at a particular district or site.	Automated Commercial System Entry Liquidation and Backlog Statistics Report
<b>Automatic Liquidations</b>	The number and percentage of entry summaries automatically liquidated by the Automated Commercial System (entries are automatically liquidated 50 weeks after the date of entry unless action is taken to extend them).	Automated Commercial System Entry Liquidation and Backlog Statistics Report

Indicator	Brief Description	Source
Deemed Liquidated	The number and percentage of entry summaries liquidated during the month by law. If Customs doesn't take action on an entry within 1 year, the law requires that the entry be deemed liquidated at the rate and value asserted at the time of entry by the importer.	Automated Commercial System Entry Liquidation and Backlog Statistics Report
Change Liquidations	The number of liquidations resulting in a change in the amount of duties due.	Automated Commercial System Entry Liquidation and Backlog Statistics Report
Refund liquidations	The number of liquidations resulting in refunds and the amounts.	Automated Commercial Systems Entry Liquidation and Backlog Statistics Report
Increase liquidations	The number of liquidations resulting in additional duties due and the amount billed.	Automated Commercial System Entry Liquidation and Backlog Statistics Report
Refund reliquidations	The number of reliquidations resulting in refunds and the amounts refunded.	Automated Commercial System Entry Liquidation and Backlog Statistics Report

Indicator	Brief Description	Source
Increase reliquidations	The number of reliquidations resulting in additional duties due and the amount billed.	Automated Commercial System Entry Liquidation and Backlog Statistics Report

CUSTOMS INDICATORS FOR INSPECTION AND CONTROL

Workload Indicator	Brief Description	Source
<b>Conveyances</b>		
<b>Commercial Vessels</b>		
Containers on vessels	The number of the cargo containers that are on inbound or outbound vessels.	Treasury Enforcement Communication System II--Vessel Port Tracking System

Facilitation Indicator	Brief Description	Source
<b>Passengers</b>		
<b>Secondary Inspections</b>		
Secondary inspections done on commercial air passengers' and crew members' luggage	The number of passengers and crew members coming off commercial airplanes arriving from foreign countries whose bags Customs opened and examined.	Administrative Systems Menu-Transaction Reporting System (unless Treasury Enforcement Communication System II--on-line manifest log is made available)
positive personal inspections	The number of personal bags examined where a problem was found.	Treasury Enforcement Communication System II--Search/Arrest/Seizures Form

Facilitation Indicator	Brief Description	Source
negative personal inspections	The number of personal bags examined where no problem was found.	Treasury Enforcement Communication System II-- Inspection Operations Incident Log (IOIL)
Secondary inspections done on commercial vessel passengers' and crews' luggage	The number of passengers and crew members coming off commercial vessels arriving from foreign countries whose bags Customs opened and examined.	Administrative System Menu-Transaction Reporting System (unless Treasury Enforcement Communication System II--on-line manifest log is made available)
positive personal inspections	A count of the bags examined where a problem was found.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
negative personal inspections	A count of the bags examined where no problem was found.	Treasury Enforcement Communication System II--IOIL
Secondary inspections done on passengers' luggage in privately owned vehicles	The number of people crossing the border in privately owned vehicles whose bags Customs opened and examined.	Treasury Enforcement Communication System II

Facilitation Indicator	Brief Description	Source
positive personal inspections	A count of the bags examined where a problem was found.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
negative personal inspections	A count of the bags examined where no problem was found.	Treasury Enforcement Communication System II--IOIL
Land Passengers' Luggage (Train, bus, and Pedestrians)	The number of people crossing the border by train, bus, or on foot whose bags Customs opened and examined.	Administrative System Division Menu-- Transactions Reporting System
positive personal inspections	A count of the bags examined where a problem was found.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
negative personal inspections	A count of the bags examined where no problem was found.	Treasury Enforcement Communication System II--IOIL



Effectiveness Indicator	Brief Description	Source
<b>Cargo</b>		
<b>Narcotics Seizures</b>		
<b>Heroin</b>	The quantity of heroin discovered when cargo is examined entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
<b>Cocaine</b>	The quantity of cocaine discovered when examining cargo entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
<b>Marijuana</b>	The quantity of marijuana discovered when examining cargo entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
<b>Other narcotics</b>	The quantity of other narcotics discovered when examining cargo entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report

Effectiveness Indicator	Brief Description	Source
<b>Currency</b>		
Inbound	Undeclared currency discovered when examining cargo entering the United States.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Outbound	Undeclared currency discovered when examining cargo leaving the United States.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
<b>Cargo Seizures</b>		
Intellectual property rights-- copyright/ trademark	The number and dollar value of fake copyrighted and trademarked items seized when entering the United States.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Textiles	Seizure of merchandise entering the United States with fake labels.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Consumer electronics	Blackmarket electronics entering the United States and seized.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form

Effectiveness Indicator	Brief Description	Source
Steel	Seizure of steel entering the United States in violation of quota requirements.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Other cargo seizures (\$5000 or more)	The number and dollar value of other cargo seizures where the value was equal to or greater than \$5000.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Other cargo seizures (less than \$5000)	The number and dollar value of cargo seizures where the value was less than \$5000.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Total Search/Arrest/ Seizure Form Seizures	The total quantity and dollar value of seizures reported on Customs' Search/Arrest/Seizure Form (CF151).	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form

Effectiveness Indicator	Brief Description	Source
Inspection and Control Fraud Referrals (Memorandums of Information Received)	Inspection and Control fraud referrals to the Fines Penalties and Forfeitures operations. (Memorandum of Information Received).	Treasury Enforcement Communication System II
Passengers		
Narcotics Seizures		
Heroin	The quantity of heroin discovered on persons entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
Cocaine	The quantity of cocaine discovered on persons entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report

Effectiveness Indicator	Brief Description	Source
Marijuana	The quantity of marijuana discovered on persons entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
Other narcotics	The quantity of other narcotics discovered on persons entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
Currency		
Inbound	Undeclared currency discovered on persons entering the United States.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Outbound	Undeclared currency discovered on persons leaving the United States.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Merchandise Seizures Over \$500	The number and dollar value of merchandise seizures where individual seizures were valued at over \$500.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form

Effectiveness Indicator	Brief Description	Source
All Other Search/Arrest/Seizure Forms	The total quantity and dollar value of all other Search/Arrest/Seizure Form seizures (CF151).	Treasury Enforcement Communication System II-- Search/Arrest/Seizure Form
Arrests	The number of arrests made as a result of passenger processing operations.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
Total Search/Arrest/Seizure Form seizures	The total quantity and dollar value of seizures reported on Customs' Search/Arrest/Seizure Form (CF151).	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report

Effectiveness Indicator	Brief Description	Source
Percent of Search/Arrest/Seizure Forms (secondary inspections)		
Air	The percent of seizures reported on Customs' Search/Arrest/Seizure Form (CF151) that resulted from examination of airplane passenger baggage.	Treasury Enforcement Communication System II-- Search/Arrest/Seizure Form/ Administrative Systems Menu-Transaction Reporting System
Sea	The percent of seizures reported on Customs' Search/Arrest/Seizure Form (CF151) that resulted from examination of vessel passenger baggage.	Treasury Enforcement Communication System II-- Search/Arrest/Seizure Form/ Administrative Systems Menu-Transaction Reporting System
Land	The percent of seizures reported on Customs' Search/Arrest/Seizure Form (CF151) that resulted from examination of land vehicle passenger baggage.	Treasury Enforcement Communication System II-- Search/Arrest/Seizure Form/ Administrative Systems Menu-Transaction Reporting System

Effectiveness Indicator	Brief Description	Source
Conveyances		
Narcotics Seizures		
Heroin	The quantity of heroin discovered when examining conveyances entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
Cocaine	The quantity of cocaine discovered when examining conveyances entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
Marijuana	The quantity of marijuana discovered when examining conveyances entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
Other narcotics	The quantity of other narcotics discovered when examining conveyances entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report



Effectiveness Indicator	Brief Description	Source
Currency		
Inbound	The value of undeclared currency discovered when examining conveyances entering the United States.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Outbound	The value of undeclared currency discovered when examining conveyances departing the United States.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Percent of Search/Arrest Seizure Forms (secondary inspections)		
Privately owned vehicles	The percent of Customs' Search/Arrest/Seizure Form (CF151) seizures resulting from secondary inspections of baggage in privately owned vehicles.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form/ Administrative Systems Menu-Transaction Reporting System

Effectiveness Indicator	Brief Description	Source
Other land	The percent of Customs' Search/Arrest/Seizure Form (CF151) seizures resulting from secondary inspections of baggage in other land vehicles (train, bus).	Treasury Enforcement Communication System II-- Search/Arrest/Seizure Form/ Administrative Systems Menu-Transaction Reporting System
Percent of Search/Arrest/Seizure Forms (devannings)	The percent of Customs' Search/Arrest/Seizure Form (CF151) seizures discovered when cargo containers are opened and examined.	Treasury Enforcement Communication System II-- Search/Arrest/Seizure Form/ Administrative Systems Menu-Transaction Reporting System
Canine Operations	The Contraband Enforcement Team operates the canines.	
Narcotics Seizures		
Heroin	The amount of heroin discovered from canine searches.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report

Effectiveness Indicator	Brief Description	Source
Cocaine	The amount of cocaine discovered from canine searches.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
Marijuana	The amount of marijuana discovered from canine searches.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
Other narcotics	The amount of other narcotics discovered from canine searches.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
Currency Inbound	The value of undeclared currency entering the United States discovered by canines.	Treasury Enforcement Communication System II-- Search/Arrest/Seizure Form

Effectiveness Indicator	Brief Description	Source
Outbound	The value of undeclared currency leaving the United States discovered by canines.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Merchandise Seizures	Merchandise seized when discovered by canines.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Total Search/Arrest/ Seizure Forms	The total quantity and dollar value of seizures reported on Customs' Search/Arrest/Seizure Form (CF151) during canine searches.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Mail		
Narcotics Seizures		
Heroin	The quantity and dollar value of heroin discovered while examining mail entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
Cocaine	The quantity and dollar value of cocaine discovered while examining mail entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report

Effectiveness Indicator	Brief Description	Source
Marijuana	The quantity and dollar value of marijuana discovered while examining mail entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
Other narcotics	The quantity and dollar value of other narcotics discovered while examining mail entering or departing the United States.	Treasury Enforcement Communication System II-- Customs Law Enforcement Activity Report
Pornography	The amount of pornography discovered while examining mail entering or departing the United States.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Currency	The value of currency discovered while examining mail entering or departing the United States.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Merchandise Seizures	The quantity and dollar value of merchandise seizures made when the mail entering or departing the United States is examined.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form
Total Search/Arrest/ Seizure Forms	The total quantity and dollar value of Customs' Search/Arrest/Seizure Form (CF151) seizures made while examining mail entering or departing the United States.	Treasury Enforcement Communication System II-- Search/Arrest/ Seizure Form

Report Quality Indicator	Brief Description	Source
Search/Arrest/Seizure Forms Incomplete/Unapproved	The number of Customs' Search/Arrest/Seizure Forms (CF151) that were incomplete or unapproved. Inspectors judge how well they complete the documentation.	Treasury Enforcement Communication System II-- Search/Arrest/Seizure Form
Data Quality Notices Issued on Search/Arrest/Seizure Form	The number of data quality notices issued on Customs' Search/Arrest/Seizure Form (CF151). The objective is to have no errors.	Treasury Enforcement Communication System II
Memorandum of Information Received Incomplete/Unapproved	The number of incomplete or unapproved Inspection and Control fraud referrals.	Treasury Enforcement Communication System II
Customs Management Information Reports Late or With Errors	The number of Customs Management Information Reports that were late or contained errors.	Treasury Enforcement Communication System II
Seizures Not Approved Within 7 Days	The number of seizures that were not approved within 7 days.	Treasury Enforcement Communication System II

CUSTOMS INDICATORS FOR THE OFFICE OF ENFORCEMENT

<b>Results Indicator</b>	<b>Brief Description</b>	<b>Source</b>
<b>Number of Arrests</b>	Arrests are compiled for the Customs Service and for individual offices. Office performance has been tracked since 1989 and is based on a comparison of accomplishments to available resources.	Treasury Enforcement Communication System II/Case Activity and Statistical Report 5
<b>Number of Indictments</b>	Indictments are compiled for the Customs Service and for individual offices. Office performance has been tracked since 1989 and is based on a comparison of accomplishments to available resources.	Treasury Enforcement Communication System II/Case Activity and Statistical Report 5
<b>Number of Convictions</b>	Convictions are compiled for the Customs Service and for individual offices. Office performance has been tracked since 1989 and is based on a comparison of accomplishments to available resources.	Treasury Enforcement Communication System II/Case Activity and Statistical Report 5

Results Indicator	Brief Description	Source
Number of Seizures and/or the Value of Money Seized	These data are compiled for the Customs Service and for individual offices. Office performance has been tracked since 1989 and is based on a comparison of accomplishments to available resources.	Treasury Enforcement Communication System II/Case Activity and Statistical Report 5
Number and Value of Penalties Assessed	These data are compiled for the Customs Service and individual offices.	Treasury Enforcement Communication System II
Recoveries	The value of money recovered.	Treasury Enforcement Communication System II
Assists	Office participation on cases from other Customs locations.	Treasury Enforcement Communication System II
Investigative Activity	The data includes search warrants, summons, surveillances, payments for informants, payments for evidence, intelligence contacts, and informant development.	Treasury Enforcement Communication System II and management contacts with the office involved.



Program Indicator	Brief Description	Source
Impact Cases	A measure of a case's effect on economy/trade, a particular industry, administration, legislation, Customs organization, Customs resources, and/or news/public affairs.	Each Special Agent-in-Charge Office determines its own impact cases. The selections are reviewed by the performance and productivity management staff at Customs headquarters.
Fraud	The fraud indicator tracks investigations of the misclassification or appraisal of imported merchandise as well as violations of laws or regulations pertaining to the importation of merchandise by means of false or fraudulent documents, statements, or practices.	Treasury Enforcement Communication System II/Case Activity and Statistical Report 5
Financial	The financial indicator represents investigations of violations of the Currency and Foreign Transactions Reporting Act.	Treasury Enforcement Communication System II/Case Activity and Statistical Report 5

Program Indicator	Brief Description	Source
Strategic	The strategic indicator reflects investigative activity to control the export and import of arms, ammunition, and implements of war, including technical data. Illegal exports also include dual use technology which could be used by a foreign military to upgrade its technological capability.	Treasury Enforcement Communication System II/Case Activity and Statistical Report 5
Drugs	This reports the results of the interdiction and investigation of controlled substances or drugs being smuggled into the United States.	Treasury Enforcement Communication System II/Case Activity and Statistical Report 5
Other Statutory and Criminal	This includes activity for the following categories: theft, loss, damage, and shortage; criminal, all other; smugglers, general; foreign and domestic cooperation; custom house licenses; navigation violations; and regulatory compliance.	Treasury Enforcement Communication System II/Case Activity and Statistical Report 5

The system also graphs certain performance results and programs. This graphic representation permits management to see how an office is performing based on resources, as well as how it is doing in relation to its peers. The indicators graphed are arrests, indictments, convictions, seizures, fraud, financial, strategic, drugs, and other statutory and criminal.

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