

B. Program Analysis Findings And Addressing Shortcomings

The following are representative capsule summaries of analysis of programs that contribute to achievement of DHS strategic goals. Where analysis has resulted in recommendations of how they could be improved, milestones to address shortcoming are identified.

Program	Bureau	Evaluation	By	Date	Rating on Program Findings
Aids to navigation (AtoN)	USCG	The Coast Guard Aids to Navigation (ATON) Program	OMB during FY-2004 PART Reviews	2002	Not Demonstrated
Milestones to address shortcoming:	<p>(1) Issue: Recommend that the Coast Guard ATON program be optimally designed to address the national interest, problem, or need.--Progress: The Coast Guard has hired Bearing Point Consulting to develop a business case to evaluate competitive sourcing (A-76) study of portions of the ATON program that have not been deemed inherently governmental.....(2) Issue: Recommend that independent and quality evaluations of sufficient scope be conducted on a regular basis or as needed to fill gaps in performance information to support program improvements and evaluate effectiveness.--Progress: Presently, the Center for Naval Analyses is scheduled to conduct program evaluations of the Short Range ATON and Radionavigation programs in FY-2008.....(3) Recommend that federal managers and program partners (contractors) be held accountable for cost, schedule, and performance results.--Progress: During the FY-2005 PART Reviews, OMB was made aware of the Coast Guard's Leadership Council and associated Leadership Council Management Agenda (LCMA), and credited the council as meeting this accountability requirement. Since the LCMA applies to all 11 of the Coast Guard's mission programs, it applies to the programs that were evaluated in the FY-2004 PART Review cycle. With regard to contracted ATON work, the Coast Guard monitors performance and accountability by adhering to applicable Federal Acquisition Regulations.....(4) Issue: Recommend that the Aids to Navigation Program demonstrate adequate progress in achieving its long-term outcome goals.--Progress: Presently, the Center for Naval Analyses is scheduled to conduct program evaluations of the Short Range ATON and Radionavigation programs in FY-2008.....(5) Issue: Recommend CG work with independent and quality evaluators to ensure the program is effective and achieving results.--Progress: The Center for Naval Analyses is tentatively scheduled to conduct a program evaluation of the Short Range ATON and Radionavigation programs in FY-2008.....(6) Issue: Recommend that the ATON program have a limited number of specific, ambitious long-term performance goals that focus on outcomes and meaningfully reflect the purpose of the program.--Progress: The ATON Program has recently changed its primary performance measure to reflect a goal that is more outcome-focussed: Preventing collisions, groundings, and allisions (ships striking non-moving objects such a bridges). The output-based measure of aid availability (the percent of time that an aid is working correctly) has been retained as a supporting (second tier) performance measure.</p>				

Program	Bureau	Evaluation	By	Date	Rating on Program Findings
Drug Interdiction	USCG	The Coast Guard Drug Interdiction Program	OMB for FY-2004 Budget	2002	Not Demonstrated
Milestones to address shortcoming:	<p>Significant strides have been made since the Drug Interdiction Program underwent its PART Review in Spring of calendar year 2002 (for the fiscal year 2004 budget) to address the shortcomings identified by OMB.....(1) Issue: Recommend independent program evaluations be conducted on a regular basis.-- Progress: The Center for Naval Analyses is tentatively scheduled to conduct a program evaluation of the Coast Guard's Drug Interdiction program in FY-2005.....(2) Issue: Recommend federal managers and program partners be held accountable for cost, schedule, and program results. -- Progress: During the FY-2005 PART reviews, OMB was made aware of the Coast Guard's Leadership Council and associated Leadership Council Management Agenda (LCMA), and credited the council as meeting this accountability requirement. Since the LCMA applies to all 11 of the Coast Guard's mission programs, it applies to the programs that were evaluated in the FY-2004 PART.....(3) Issue: The Drug Interdiction Program has no long-term goals. -- Progress: Since the Coast Guard's move from the Department of Transportation to the Department of Homeland Security the Coast Guard has established long-term performance targets out to FY-2009 as part of DHS's 5-year performance budget framework.....(4) Issue: The cocaine seizure rate has not matched performance goals and has not improved in recent years. -- Progress: A host of initiatives in the FY 2005-2009 performance budget associated with improving the Coast Guard's interdiction capabilities, such as the Integrated Deepwater System and plans for increased Maritime Domain Awareness, will improve the Coast Guard's performance in this mission program. Also, policy initiatives, such as the expanded use of armed helicopters teamed with cutter-based small boats (which have the ability to operate 'over-the-horizon'), serve as examples of the Coast Guard's continuing efforts to improve program performance.</p>				

Program	Bureau	Evaluation	By	Date	Rating on Program Findings
Border Security and Control Between Ports of Entry	CBP	Program Assessment Rating Tool (PART)	Office of Management and Budget (OMB)	2003	Effective
Milestones to address shortcoming:	<p>The BP National Strategic Plan embraces the long term goal of securing more than 8,000 miles of our Nation's borders, which is ambitious given the inherent difficulty of our mission and the quantity of personnel, resources and infrastructure required to achieve control of the border. Although the plan does not provide a specific timeframe for completion, it does progress incrementally in phases. An acceptable level of control must be achieved in specific operational corridors prior to advancing into the next phase. This is supported by the DOJ Annual Performance Plan (APP) 2003-2004 and the (Legacy) INS Implementation Plan (IP). New performance measures are currently being developed as a result of the transition of BP into CBP. Current performance measures relate largely to the southwest border, which has been the focus of the strategy since its inception.</p>				

Program	Bureau	Evaluation	By	Date	Rating on Program Findings
Border Security Inspections and Trade Facilitation at Ports of Entry	CBP	Major Management Challenges and Program Risks: Department of Homeland Security	GAO	2003	Effective
Milestones to address shortcoming:	<p>Customs and Border Protection is undertaking a number of initiatives to identify weapons of mass destruction and other implements of terrorism at mail and air courier facilities. These initiatives include the installation of radiation detection equipment # both large and small scale # at both mail and air courier facilities. The initial installation of radiation portal monitors is being enhanced and added to at various CBP mail branches. Similar equipment will be installed at air courier facilities in the near future. The Inspectors who oversee these facilities wear personal radiation detectors and have received anti-terrorism training to ensure that they recognize and properly handle potential weapons of mass destruction that may move through their facilities. Finally, CBP is in the process of implementing provisions of the Trade Act of 2002 which requires air couriers to provide manifest information in advance of their flight into the U.S. Having this information will allow CBP to target shipments that may present a risk of terrorism.</p>				

Program	Bureau	Evaluation	By	Date	Rating on Program Findings
Screener Workforce	TSA	Aviation Passenger Screening Program	OMB	2003	Not Demonstrated
Milestones to address shortcoming:	Complete an informal independent evaluation of agency's Passenger Screening performance measures (initial phase completed, final completion end of January). Complete a systematic analysis of airport screener staffing levels and the appropriate split between part-time and full-time employees (initial phase completed, estimated completion March 2004)				

Program	Bureau	Evaluation	By	Date	Rating on Program Findings
Mitigation	EPR	Hazard Mitigation Grant Program (HMGP)	OMB	2002	Not Demonstrated
Milestones to address shortcoming:	FEMA is implementing both the HMGP and Pre-Disaster Mitigation (PDM) programs. To address OMB concerns, FEMA is evaluating the FY 2003 competitive Pre-Disaster Mitigation (PDM) grant applications. As part of the FY04 Omnibus Spending Bill, Congress reauthorized the PDM grants, providing \$150 million for a nationally competitive Pre-Disaster Mitigation Grant Program, including the continuation of the Disaster-Resistant University initiative. FEMA will be publishing a Notice of Funds Availability for the FY04 funds later this year.				

Program	Bureau	Evaluation	By	Date	Rating on Program Findings
Marine Environmental Protection (MEP)	USCG	Coast Guard Marine Environmental Protection (MEP) program	OMB for FY 2005 PART	2003	Effective
Milestones to address shortcoming:	(1) Issue: While numerous studies have considered aspects of the MEP program, there have been no comprehensive, independent analyses of its effectiveness. -- Progress: Presently, the Center for Naval Analyses is scheduled to conduct a program evaluation of the Marine Environmental Protection Program in FY 2005.....(2) Issue: Recommend that the Coast Guard have independent program evaluations conducted on a regular basis. This program has not had comprehensive, independent evaluations of its performance. -- Progress: Presently, the Center for Naval Analyses is scheduled to conduct a program evaluation of the Marine Environmental Protection Program in FY 2005.				

Program	Bureau	Evaluation	By	Date	Rating on Program Findings
Detention and Removal	ICE	PART Detention and Removal	OMB	2003	Moderately
Milestones to address shortcoming:	<p>The PART assessment found that the program has struggled to successfully remove all removable aliens, but has recently reorganized operations and engaged in significant strategic and performance planning efforts that identify ambitious goals to improve program performance. Additional findings include: 1) Approximately 400,000 aliens have received final orders of removal but are not confirmed to have departed the United States; 2) The program has developed a useful outcome goal to remove all removable aliens from the United States. This measure illustrates the desired outcome of completing the immigration enforcement process; 3) Program improvements have led to meeting key performance goals in recent years. ..."Program response and associated milestones"...1) Response: The Department will work to develop cost effectiveness measures for the program. Milestone: Develop and compile list of cost effectiveness measures for the program by 09/30/2004; 2) Response: The Department will ensure collection of critical performance data for the program's new measures. Milestone: Identify sources to collect data for cost effectiveness by 09/30/2004.</p>				

Program	Bureau	Evaluation	By	Date	Rating on Program Findings
Federal Protective Service	ICE	PART Federal Protective Service	OMB	2003	Moderately
Milestones to address shortcoming:	<p>The PART assessment found that in recent years, FPS has improved security planning and execution at federal buildings. FPS' performance measures focus on achieving the needed outcome of reducing threat vulnerability at federally owned and leased facilities. FPS' role in security for federal buildings has expanded since its transition to the Department of Homeland Security. As a result, FPS needs to develop the appropriate strategy and target for this larger role. ..."Program Response and associated milestones..." 1) Response: The department will work to develop updated strategic and performance goals for the program. Milestone: The Office of Federal Protective Service (FPS) will continue to use the current measures through FY2005. Currently, FPS is working with the ICE and DHS Planning Staff in developing new strategic and performance goals that will coincide with their expanded mission. These measures will greatly affect the efficiency and effectiveness of the organization. FPS will submit the updated performance measures with the FY2006 Budget Submission; 2) Response: The department will ensure collection of critical performance data for the program's new measures. Milestone: Once the updated performance measures have been approved, FPS will begin the collection process of the updated measures and complete by 08/2004.</p>				

Program	Bureau	Evaluation	By	Date	Rating on Program Findings
Federal Law Enforcement Training	FLETC	Federal Law Enforcement Training Center	OMB	2002	Effective
Milestones to address shortcoming:	<p>Develop clear long-term performance goals with specific timeframes and measures; complete in October 2004. Work with other training providers to establish uniform measures; complete in October 2005. Refine existing annual performance goals and align with the long term performance goals; complete in October 2004.</p>				

Program	Bureau	Evaluation	By	Date	Rating on Program Findings
Recovery	EPR	Effectiveness of Redesigned Public Assistance Program	FEMA IG	2003	Moderately
Milestones to address shortcoming:	<p>In response to the OIG report findings, the Recovery Program is committed to (1) recalculating the customer satisfaction survey baseline using the current methodology for calculating survey results; (2) redesign of Public Assistance (PA) program delivery to ensure capability to manage multiple disaster events with available resources. State and local stakeholders are involved, through focus group sessions, in this redesign to streamline and expedite disaster assistance delivery. An e-grant process will be a major component of the new PA Program; (3) maintaining the Public Assistance training database to assess the effectiveness of the redesigned training component; and (4) developing and/or maintaining reports on the number of applicant-formulated small projects and the validation results, the number of Immediate Needs Funding applicants and recipients, and the use of the Cost Estimating Format and the accuracy of estimates resulting from its use. In addition to acting upon recommendations in the draft audit report, the Recovery Division continues to monitor the performance of the Public Assistance Program and explore new ways to improve the delivery of services to customers.</p>				

Program	Bureau	Evaluation	By	Date	Rating on Program Findings
Asylum and Refugee Services	USCIS	Credible Fear Process	GAO	2000	Effective
Milestones to address shortcoming:	<p>The program was found to be generally following procedures regarding Credible Fear process at selected offices. No major corrective action was required.</p>				