

Department of Homeland Security **Office of Inspector General**

The State of Louisiana's Management of
State Homeland Security Program and
Urban Areas Security Initiative Grants
Awarded During Fiscal Years
2007 through 2009





**Homeland
Security**

NOV 7 - 2011

Preface

The Department of Homeland Security (DHS) Office of Inspector General (OIG) was established by the *Homeland Security Act of 2002* (Public Law 107-296) by amendment to the *Inspector General Act of 1978*. This is one of a series of audit, inspection, and special reports prepared as part of our oversight responsibilities to promote economy, efficiency, and effectiveness within the Department.

This report addresses the State of Louisiana's management of State Homeland Security Program and Urban Areas Security Initiative grants. It is based on interviews with employees and officials of relevant agencies and institutions, direct observations, and a review of applicable documents.

The recommendations herein have been developed to the best knowledge available to our office, and have been discussed in draft with those responsible for implementation. We trust this report will result in more effective, efficient, and economical operations. We express our appreciation to all of those who contributed to the preparation of this report.

A handwritten signature in cursive script that reads "Anne L. Richards".

Anne L. Richards

Assistant Inspector General for Audits

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Abbreviations

CFR	Code of Federal Regulations
DHS	Department of Homeland Security
FEMA	Federal Emergency Management Agency
FY	fiscal year
OIG	Office of Inspector General
SAA	State Administrative Agency
SHSP	State Homeland Security Program
UASI	Urban Areas Security Initiative

OIG

*Department of Homeland Security
Office of Inspector General*

Executive Summary

Public Law 110-53, *Implementing Recommendations of the 9/11 Commission Act of 2007*, requires the Department of Homeland Security, Office of Inspector General, to audit individual states' management of State Homeland Security Program and Urban Areas Security Initiative grants. This report responds to the reporting requirement for the State of Louisiana.

The objectives of the audit were to determine if the State of Louisiana distributed and spent State Homeland Security Program and Urban Areas Security Initiative grant funds effectively and efficiently and in compliance with applicable federal laws and regulations. We also assessed the extent to which grant funds enhanced Louisiana's ability to prevent, prepare for, protect against, and respond to natural disasters, acts of terrorism, and other man-made disasters. The audit included a review of approximately \$59.2 million in State Homeland Security Program and Urban Areas Security Initiative grant funds awarded to Louisiana during fiscal years 2007 through 2009.

Generally, the State of Louisiana administered grant program requirements effectively and efficiently and in compliance with grant guidance and regulations. Louisiana linked program goals and objectives to national priorities and Department of Homeland Security mission areas. Grant funds were spent on allowable items and activities, and adequate controls existed over the approval of expenditures and reimbursement of funds. However, improvements are needed in measuring goals and objectives, subgrantee monitoring, and multi-year training and exercise plans.

We made three recommendations to the Federal Emergency Management Agency to initiate improvements that, when implemented, should strengthen program management, performance, and oversight. Written comments to the draft report are incorporated as appropriate and included in their entirety in appendix B.

Background

The Department of Homeland Security (DHS) provides federal funding through the Homeland Security Grant Program to help state and local agencies enhance capabilities to prevent, deter, respond to, and recover from terrorist attacks, major disasters, and other emergencies. Appendix C contains additional details regarding the Homeland Security Grant Program.

In Louisiana, the State Administrative Agency (SAA) is the Governor's Office of Homeland Security and Emergency Preparedness, which administers the Homeland Security Grant Program. The SAA is responsible for managing the grant programs in accordance with established federal guidelines and allocating funds to local, regional, and other state government agencies. The Louisiana SAA organization is depicted in appendix D.

The SAA subawarded the Homeland Security Grant Program funds to Louisiana's nine homeland security regions and various State agencies. The location and parishes within Louisiana's nine regions are illustrated in appendix E.

During fiscal years (FYs) 2007 through 2009, the Federal Emergency Management Agency (FEMA) awarded the State of Louisiana approximately \$40.4 million in State Homeland Security Program (SHSP) funds, and approximately \$18.8 million in Urban Areas Security Initiative (UASI) grant funds for a total of \$59.2 million in Homeland Security Grants. Appendix A provides details on the purpose, scope, and methodology for this audit.

Results of Audit

Louisiana's Management Practices Were Generally Effective, but Require Some Improvements

Generally, the State of Louisiana distributed and spent SHSP and UASI grant funds effectively and efficiently and in compliance with applicable federal laws and regulations. It did an effective job of developing its Homeland Security Strategic Plan, and allocated and spent funds based on national and state priorities. However, Louisiana could improve its management by—

- Establishing measurable goals and objectives;
- Enhancing subgrantee monitoring; and

-
- Implementing multiyear training and exercise plans.

Establish Measurable Goals and Objectives

Louisiana's Homeland Security Strategy included goals and objectives linked to the National Priorities (see appendix C). The strategy also addressed each of the four mission areas (prevention, protection, response, and recovery) and was developed using a baseline risk assessment. Although the objectives were focused and aligned with the National Priorities, they did not include metrics by which to measure performance. Only 1 of the 11 goals we reviewed included a time-limited objective.

For example, the third goal in Louisiana's 2005 Homeland Security Strategy, "To maintain and increase the State, regional and local Terrorism Early Warning, Intelligence and Information Sharing program by expanding the capabilities of the State Fusion Center and existing Homeland Security Information/Intelligence nodes," does not include measurable objectives. Although the goal's objectives describe how to achieve the goal (e.g., "Ensure that the fusion process is fully capable of communicating effectively and efficiently with the Federal Government..."), the objective is not measurable or quantifiable because it does not define what Louisiana deems "effective and efficient." In addition, the goal and objectives do not identify a target date when the objectives should be achieved.

According to the *State and Urban Area Homeland Security Strategy, Guidance on Aligning Strategies with the National Preparedness Goal*, the SAA or Urban Area Working Groups should assess the strategy's objectives to determine whether the measures are meaningful, the measurement methodology is sound, and the measures can be verified with reliable data.

Louisiana SAA officials acknowledged that they do not have a formal overall means of measuring improved capabilities or program achievements, and that evaluating trend analysis is difficult owing to yearly changes to the measures of specific program elements or priorities. Without specific and measurable goals and objectives, neither the SAA nor FEMA can determine whether capabilities for preparedness improved as a result of Homeland Security Grant funding.

SAA officials and urban area directors have not implemented performance measurement tools, in part because (1) FEMA approved the current strategies, including the existing performance measures, and (2) the SAA was assured that it would receive FEMA's assistance in developing useful performance measures, but it has yet to receive any such assistance.

Recommendation

We recommend that the Assistant Administrator, Grant Programs Directorate, require the Director of the Louisiana State Governor's Office of Homeland Security and Emergency Preparedness to—

Recommendation #1: Develop Homeland Security strategic goals and objectives that are specific, measurable, achievable, results-oriented, and time-limited, and include associated performance measures in its strategic plan.

Management Comments and OIG Analysis

FEMA concurs with the intent of recommendation 1. FEMA is revising the guidance and the content of the Homeland Security strategy, which is anticipated for release in the fall of 2011. The Preparedness Grants Division will require the Director of the Louisiana State Governor's Office of Homeland Security and Emergency Preparedness to update its strategy and comply with revised Homeland Security strategy guidelines within 120 days of the release of the revised guidance.

The Louisiana State Governor's Office of Homeland Security and Emergency Preparedness stated that it will develop specific, measurable, achievable, results-oriented, and time-limited objectives in its strategy.

The responses of FEMA and the Louisiana State Governor's Office of Homeland Security and Emergency Preparedness include positive steps for implementing the recommendation. However, until a firm timetable for implementing the recommendation is provided, this recommendation will remain unresolved and open.

Enhance Subgrantee Monitoring

Although the SAA provides acceptable financial monitoring for expenditures and reimbursements, it does not have adequate oversight to ensure that subgrantees comply with all federal requirements. The SAA's monitoring processes are not sufficient to identify subgrantees' lack of compliance with federal financial and equipment-related requirements. We reviewed 17 subgrantee financial records and determined that 5 of the 17 did not include required information such as records of expenditures, obligations, unobligated balances, and liabilities.

We also reviewed the equipment property records of 16 subgrantees and determined that 7 did not include pertinent information such as acquisition dates, serial numbers, cost, or location. (One regional subgrantee did not maintain equipment inventory records for constituent parishes, so its compliance with equipment requirements was not tested.)

Grantees and subgrantees receiving SHSP and UASI grant funds are required to comply with all applicable laws, regulations, and program guidance. The Code of Federal Regulations (CFR), Title 44 §13.20, requires grantees and subgrantees to maintain records that adequately identify the source and application of funds provided for financially assisted activities. These records must include grant or subgrant awards and authorizations, obligations, unobligated balances, assets, liabilities, outlays or expenditures, and income.

Grantees and subgrantees must maintain equipment records sufficient to detail significant procurement history. According to 44 CFR 13.32(d)(1), property inventory records must include the following 11 data elements for each item: unit cost, description, source, acquisition date, identification number, location, title holder, use and condition, percentage purchased with federal funds, ultimate disposition date, and sales price. In addition, a control system must ensure adequate safeguards to prevent loss, damage, or theft of the property; and any loss, damage, or theft must be investigated according to 44 CFR 13.32(d)(3).

Inaccurate, incomplete, and missing records impede subgrantees' ability to make sound management decisions regarding future equipment needs and duplicate purchases. In addition, the SAA does not have reasonable assurances that assets procured with federal funds are adequately safeguarded to prevent loss, damage, theft, or abuse.

Before August 2010, the SAA relied solely on regional coordinators to conduct site visits to verify compliance with federal requirements for SHSP and UASI grants. In 2009, the regional coordinators conducted site visits for only 25 of the 63 State Homeland Security Program subgrantees—fewer than 50% of subgrantees. When conducting the monitoring site visits, the coordinator used a checklist of general questions to evaluate compliance. However, the checklist did not specifically address standards for financial management systems in 44 CFR 13.20 and equipment in 44 CFR 13.32. Therefore, the number of site visits and the criteria used for evaluation were not sufficient to identify noncompliance.

In August 2010, the SAA transferred subgrantee site monitoring responsibilities to the Governor's Office of Homeland Security and Emergency Preparedness Management, Finance, and Interoperability

division. The transfer improved verification of subgrantee compliance with equipment property records in 44 CFR 13.32, but the division's monitoring plan does not include steps to validate compliance with all the standards for financial management in 44 CFR 13.20.

Monitoring assesses the quality of program performance over time and ensures that grant activities comply with federal regulations. If monitoring is not improved, the SAA is at increased risk that it will not detect fraud at the subgrantee level and has no assurance that subgrantees are following federal guidelines.

Recommendation

We recommend that the Assistant Administrator, Grant Programs Directorate, require the Director of the Louisiana State Governor's Office of Homeland Security and Emergency Preparedness to—

Recommendation #2: Review the effectiveness of its current subgrantee monitoring processes and implement additional procedures to ensure compliance with all federal and grant requirements.

Management Comments and OIG Analysis

FEMA concurs with recommendation 2. FEMA requests that the Louisiana State Governor's Office of Homeland Security and Emergency Preparedness revise its Homeland Security Grant Program monitoring policy to include requirements associated with financial management and equipment/property records. The State must submit the revised policy to the Grants Program Directorate within 90 days of the receipt of the final report. In addition, the revised policy should ensure that the criteria for determining compliance with the program's applicable federal rules and regulations are clearly communicated and can be assessed accordingly. FEMA also requests that the revised monitoring plan incorporate any applicable findings from past financial monitoring reviews conducted by FEMA Region VI Grants Management Branch to ensure that all necessary areas are covered.

The Louisiana State Governor's Office of Homeland Security and Emergency Preparedness stated that it will implement additional procedures to enhance the monitoring system currently in place and ensure subgrantee compliance with all federal and grant requirements.

The actions proposed by both FEMA and the Louisiana State Governor's Office of Homeland Security and Emergency Preparedness meet the intent of the recommendation. If properly implemented, the actions identified in the responses should address the conditions identified during the audit. This recommendation is considered resolved and open, pending final implementation of the proposed corrective actions.

Implement Multi-Year Training and Exercise Plan

Although the training of first responders and emergency operations personnel is a critical factor of preparedness, the New Orleans Urban Area does not yet have a multi-year training and exercise plan for its region.

According to the FY 2007 Department of Homeland Security grant guidance, which is based on the September 2007 Department of Homeland Security National Preparedness Guidelines, urban areas were each required to develop a multi-year training and exercise plan. For FYs 2008 and 2009, the grant guidance was updated to require all urban areas to submit their multi-year training and exercise plans to FEMA annually.

The New Orleans Urban Area explained that it did not have a multi-year training plan because it relied on a University of New Orleans consortium to develop a plan. However, the consortium was abolished in 2009 because of budget shortfalls. The New Orleans Urban Area has not been able to obtain its training records and training and exercise plan from the University of New Orleans.

As a result of FEMA's August 2010 UASI Programmatic Monitoring visit, FEMA required the New Orleans Urban Area to develop a multi-year training and exercise plan by April 2011. Subsequently, in December 2010, the New Orleans UASI was selected by the Texas A&M University System's Texas Engineering Extension Service as a pilot site for its Training Needs Assistance Project. The project staff intends to conduct needs assessments of functional skills required by first responders, identify DHS-approved training courses that meet their needs, and develop a 3-year training schedule to deliver the courses to regional first responders. The pilot should result in a fully developed multi-year training plan. In addition, UASI officials stated that the SAA is actively assisting them in identifying and integrating local, regional, state, and federal exercises into a single document that will become its exercise plan.

Recommendation

We recommend that the Assistant Administrator, Grant Programs Directorate, require the Director of the Louisiana State Governor's Office of Homeland Security and Emergency Preparedness to—

Recommendation #3: Require the SAA to follow up on progress made by Texas A&M University and ensure that the New Orleans Urban Area implements its multi-year training and exercise plan once it is completed.

Management Comments and OIG Analysis

FEMA concurs with recommendation 3. FEMA requests that the Louisiana State Governor's Office of Homeland Security and Emergency Preparedness submit an implementation plan and timeline of Texas A&M University's development and completion of New Orleans Urban Area's multi-year training and exercise plan within 30 days of the receipt of the final report via the grantee notification. Further, the Louisiana State Governor's Office of Homeland Security and Emergency Preparedness should submit the plan to FEMA immediately following its completion or within 90 days of receiving the final report, whichever comes first.

The Louisiana State Governor's Office of Homeland Security and Emergency Preparedness stated that it has and will continue to support the New Orleans Urban Area in its development of its multi-year training and exercise plan. The office stated that, to date, the project is well underway and the Region 1 working group and Texas A&M University have held numerous regional, individual, and stakeholder planning meetings that included state representatives. The Louisiana State Governor's Office of Homeland Security and Emergency Preparedness stated that it will ensure that the New Orleans Urban Area develops and implements its multi-year plan accordingly.

The actions proposed by both FEMA and Louisiana State Governor's Office of Homeland Security and Emergency Preparedness meet the intent of the recommendation. If properly implemented, the actions identified in the responses should address the conditions identified during the audit. This recommendation is considered resolved and open, pending final implementation of the proposed corrective actions.

Appendix A
Purpose, Scope, and Methodology

The purpose of the audit was to determine whether the State of Louisiana distributed and spent State Homeland Security Program and Urban Areas Security Initiative grant funds effectively and efficiently and in compliance with laws, regulations, and guidance. In addition, we assessed the extent to which the State measured improvements in its ability to prevent, prepare for, protect against, and respond to natural disasters, acts of terrorism, and other man-made disasters.

The entire Homeland Security Grant Program and its five interrelated grant programs fund a range of preparedness activities, including planning, organization, equipment purchase, training, exercises, and management and administration costs. Because of the interrelationship of these grant programs, all were considered when evaluating the planning cycle and the effectiveness of the overall grant program. However, only SHSP and UASI funding equipment and programs supported by the grant funding were reviewed for compliance. Additional information on these grant programs is provided in appendix C.

The scope of the audit included the following:

Homeland Security Grant Program Awards FYs 2007 through 2009				
Program	FY 2007	FY 2008	FY 2009	Total
State Homeland Security	\$9,460,000	\$16,110,000	\$14,815,500	\$40,385,500
Urban Areas Security Initiative	\$4,380,000	\$6,035,000	\$8,402,350	\$18,817,350
Subtotal	\$13,840,000	\$22,145,000	\$23,217,850	\$59,202,850
Law Enforcement Terrorism Prevention	\$6,760,000	N/A	N/A	\$6,760,000
Citizen Corps	\$240,451	\$232,993	\$231,965	\$705,409
Metropolitan Medical Response System	\$1,032,581	\$1,284,884	\$1,284,884	\$3,602,349
Total	\$21,873,032	\$23,662,877	\$24,734,699	\$70,270,608

Source: Federal Emergency Management Agency.

Appendix A

Purpose, Scope, and Methodology

The audit methodology included interviews with FEMA representatives as well as workers at the SAA, the New Orleans and Baton Rouge urban areas, and various subgrantee locations. To achieve our audit objective, we analyzed data, reviewed documentation, and interviewed key State and local officials directly involved in the management and administration of the State of Louisiana's Homeland Security Grant Programs. We conducted site visits and held discussions with appropriate officials from selected State agencies, regional task forces, urban areas, and local jurisdictions to determine whether program grant funds were expended in accordance with grant requirements and State-established priorities.

We contacted the following subgrantee organizations:

Regional Areas

- Region 1
- Region 2
- Region 3
- Region 8

Urban Areas Security Initiative Recipients

- New Orleans
- Baton Rouge

State Agencies

- Department of Agriculture and Forestry
- Department of Social Services
- Governor's Office of Homeland Security and Emergency Preparedness
- Louisiana Sheriff's Association
- Louisiana State Police
- Louisiana State University
- Office of Administration
- State Military Department/Louisiana National Guard

Parishes

- Ascension
- East Baton Rouge
- Jefferson
- Lincoln
- Livingston
- Orleans

Appendix A

Purpose, Scope, and Methodology

- St. Bernard
- St. Tammany

First Responders

- Baton Rouge Police Department
- Jefferson Parish Fire Department and Emergency Medical Services
- Lincoln Parish Sheriff's Office
- New Orleans Fire Department
- New Orleans Police Department
- St. Bernard Parish Fire Department
- St. Tammany Parish Sheriff's Office
- Terrebonne Parish Sheriff's Office

We interviewed responsible officials, reviewed documentation supporting SAA and subgrantee management of the awarded grant funds (including expenditures for equipment, training, and exercises), and physically inspected judgmentally selected samples of equipment procured with the grant funds.

The team reviewed a judgmental sample of the grants expenditures representing approximately 59% of the dollar value expended for the FYs 2007–2009 grants to determine whether the expenditures were supported and allowable under the grants. The team judgmentally chose specific equipment items to observe at the local sites where they reside.

We conducted this performance audit between October 2010 and March 2011 pursuant to the *Inspector General Act of 1978*, as amended, and according to generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based upon our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based upon our audit objectives.

Appendix B Management Comments to the Draft Report


U.S. Department of Homeland Security
500 C Street, SW
Washington, DC 20472



FEMA

SEP 07 2011

MEMORANDUM FOR: Anne L. Richards
Assistant Inspector General for Audits
Office of Inspector General

FROM: David J. Kaufman 
Director
Office of Policy and Program Analysis

SUBJECT: Response to Draft Report OIG: *The State of Louisiana's
Management of State Homeland Security Program (SHSP) and
Urban Areas Security Initiatives (UASI) Grants Awarded during
Fiscal Years 2007 through 2009*

Thank you for the opportunity to comment on the subject draft report. The findings in the report will be used to strengthen the effectiveness and efficiency of how we execute and measure our programs. We recognize the need to continue to improve the process, including addressing the recommendations raised in this report. Our responses to your three recommendations are as follows:

OIG Recommendation #1: We recommend that the Assistant Administrator, Grant Programs Directorate (GPD), require the Director of the Louisiana State Governor's Office of Homeland Security and Emergency Preparedness to develop Homeland Security strategic goals and objectives that are specific, measurable, achievable, results oriented, and time-limited, and include associated performance measures in its strategic plan.

FEMA Response to Recommendation #1: FEMA concurs with the intent of this recommendation. The National Preparedness Directorate (NPD), the Federal Emergency Management Agency (FEMA) entity responsible for the homeland security strategy (HSS) and its guidance, is revising the guidance and the content of the HSS which is anticipated for release in fall 2011 in advance of the FY 2012 Homeland Security Grant Program (HSGP) application cycle. Within 120 days of the release of the revised guidance, the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) is required to update their HSS

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Appendix B

Management Comments to the Draft Report

2

and comply with revised guidelines developed by NPD. FEMA believes this satisfies the intent of the recommendation and requests that this recommendation remain resolved and open.

OIG Recommendation #2: We recommend that the Assistant Administrator, GPD, require the Director of the Louisiana State Governor's Office of Homeland Security and Emergency Preparedness to review the effectiveness of its current subgrantee monitoring processes and implement additional procedures to ensure compliance with all Federal and grant requirements.

FEMA Response to Recommendation #2: FEMA concurs with this recommendation. FEMA requests that GOHSEP revise the state's HSGP monitoring policy to include requirements associated with: (1) financial records management (44 CFR §13.20); and (2) equipment/property records (44 CFR § 13.32). These additional elements are intended to meet the areas this report has identified as needing improvement. The revised policy will ensure that the criteria for determining compliance with the program's applicable federal rules and regulations are clearly communicated and can be assessed accordingly. Additionally, FEMA requests that GOHSEP incorporate any applicable findings from past financial monitoring reviews conducted by FEMA Region VI Grants Management Branch to ensure all necessary areas are covered in the revised monitoring plan. The revised state monitoring policy must be submitted to the GPD Program Analyst within 90 days of the receipt of the final report via the grantee notification. FEMA believes this satisfies the intent of the recommendation and requests that it be resolved and open.

OIG Recommendation #3: We recommend that the Assistant Administrator, Grant Programs Directorate, require the Director of GOHSEP to require the State Administrative Agency to follow up on progress made by Texas A&M University and ensure that the New Orleans Urban Area implements its multi-year training and exercise plans once they are completed.

FEMA Response to Recommendation #3: FEMA concurs with the recommendation. FEMA requests that GOHSEP submit an implementation plan and timeline of Texas A&M University's development and completion of New Orleans Urban Area's *Multi-Year Training & Exercise Plan* within 30 days of the receipt of the final report via the grantee notification. The timeline must include: (1) action item and anticipated outcome; (2) timeline for completing action item/outcome; (3) responsible entity for action item; and (4) anticipated completion date. Further, per the requirements of the FY 2009 HSGP Guidance, GOHSEP is required to submit the New Orleans Urban Area Multi-Year Training and Exercise Plan immediately following its completion or within 90 days of receiving the final report, whichever comes first. FEMA believes this satisfies the intent of the recommendation and requests that it be resolved and open.

Again, we thank you for the opportunity to provide comments concerning this report. Please contact Brad Shefka, Chief Audit Liaison at 202-646-1308 regarding further questions or concerns.

Appendix B
Management Comments to the Draft Report



BOBBY JINDAL
GOVERNOR

State of Louisiana
Governor's Office of Homeland Security
and
Emergency Preparedness

PAT SANTOS
INTERIM DIRECTOR

August 22, 2011

Anne L. Richards
Assistant Inspector General for Audits
Office of Inspector General
U.S. Department of Homeland Security
Washington, DC 20528

Dear Ms. Richards,

Please accept this letter as official response to your *Draft Report: The State of Louisiana's Management of Homeland Security Program and Urban Areas Security Initiative Grants Awarded During Fiscal Years 2007 through 2009*. We have reviewed the report and have no reservation in publicly releasing this document upon inclusion of the following response to the listed recommendations:

Recommendation #1:

- The Louisiana State Governor's Office of Homeland Security and Emergency Preparedness concurs with this recommendation. The State of Louisiana employs performance measuring within the state general fund budget process. Whereas the Homeland Security Grant Program currently does not require performance measuring, and FEMA has not set forth guidance, the state will develop objectives that are specific, measurable, achievable, results-oriented, and time-limited in our strategic plan.

Recommendation #2:

- The Louisiana State Governor's Office of Homeland Security and Emergency Preparedness concurs with this recommendation. As SAA, subgrantee monitoring is vital in assuring compliance with federal requirements, as well as with additional state imposed special conditions. In 2008, during a change in the administration of state government, the SAA began the process of creating the current Compliance Section within the agency to address the monitoring shortfall. This review and subsequent recommendation addresses our transformation. The SAA will implement additional

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Appendix B

Management Comments to the Draft Report

procedures to address our Compliance Section's monitoring processes to enhance the monitoring system currently in place and to ensure subgrantee compliance with all Federal and grant requirements. The Compliance Section completed 45 site visits in calendar year 2010, and anticipates completing approximately 40 site visits in calendar year 2011. The site visits are prompted by a Risk Assessment that is completed after each fiscal year end. The information in the Risk Assessment is a compilation of data received from grant programs that the SAA oversees.

Recommendation #3:

- The Louisiana State Governor's Office of Homeland Security and Emergency Preparedness concurs with this recommendation. The SAA works closely with the New Orleans Urban Area that comprises the four Parishes within Region 1. The SAA through the Governor's Office of Homeland Security and Emergency Preparedness, Preparedness Section, has supported the Urban Area in the development of their multi-year training and exercise plans. The SAA will continue to support this activity and ensure that the Urban Area develops and implements its multi-year training and exercise plans accordingly. To date, the project is well underway and the Region 1 working group and Texas A&M University have held numerous regional, individual and stakeholder planning meetings that included state representatives.

I would also like to thank you and your staff for all that you do for the states and can image that the audit process at times can be thankless; however, your hard work does not go unrecognized by me and my staff as we understand the importance of your mission. Moreover, the individuals that you sent to Louisiana were both professional and helpful during this audit process and I commend them for their hard work.

Should you have any questions, or need additional information please do not hesitate contacting me, or your staff may contact Clay Rives, Deputy Director of Homeland Security, at (225) 925-7500.

Very respectfully,



Pat Santos

PS/cr

Appendix C
Homeland Security Grant Program Background

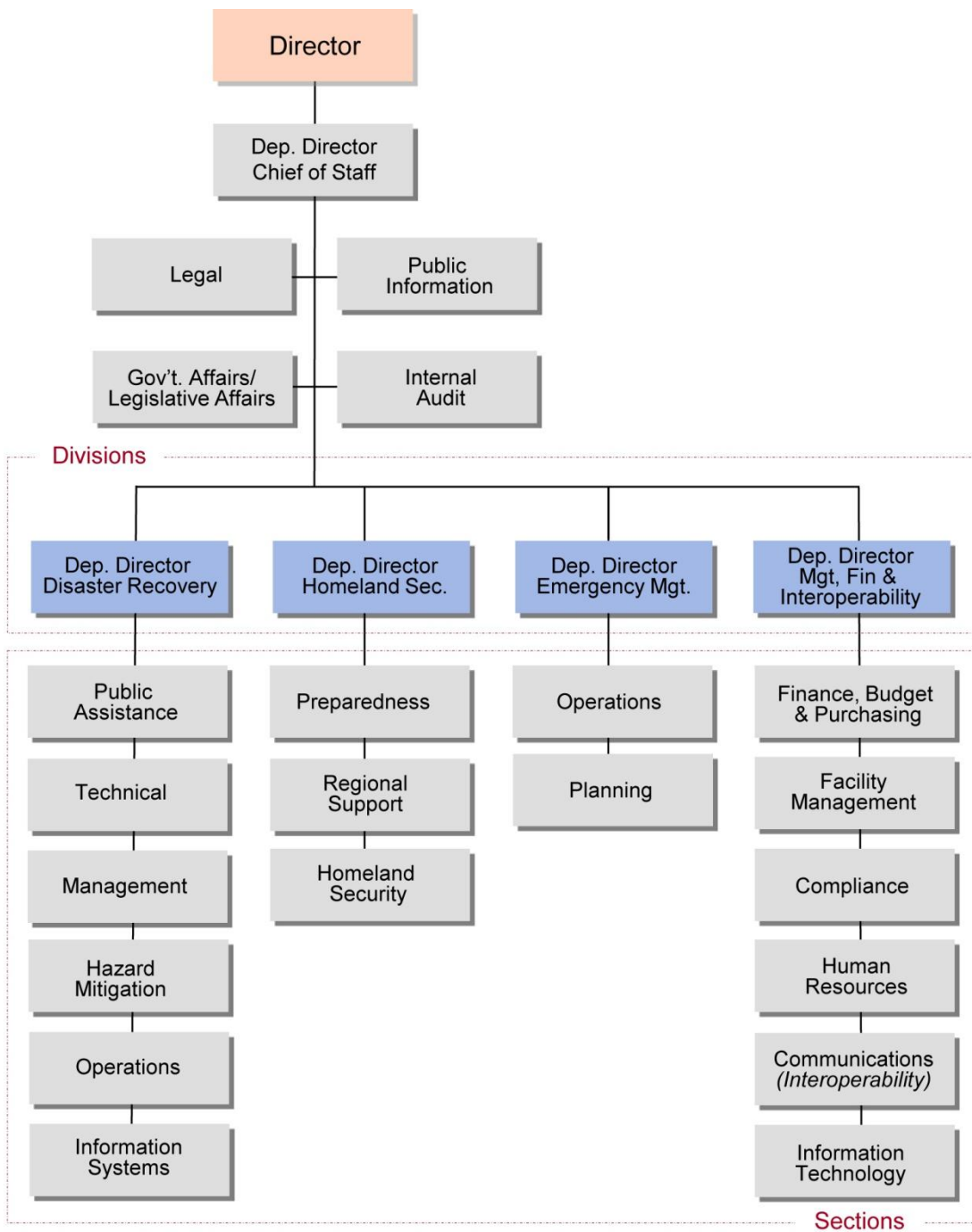
The Homeland Security Grant Program provides federal funding to help state and local agencies enhance their capabilities to prevent, deter, respond to, and recover from terrorist attacks, major disasters, and other emergencies. The program encompasses several interrelated federal grant programs that fund a range of preparedness activities, including planning, organization, equipment purchase, training, and exercises, as well as management and administration costs. Programs include the—

- **State Homeland Security Program**, which provides financial assistance directly to each state and territory to prevent, respond to, and recover from acts of terrorism and other catastrophic events. The program supports the implementation of the State Homeland Security Strategy to address planning, equipment, training, and exercise needs.
- **Urban Areas Security Initiative**, which provides financial assistance to address the unique planning, equipment, training, and exercise needs of high-risk urban areas, and to assist in building an enhanced and sustainable capacity to prevent, respond to, and recover from threats or acts of terrorism and other disasters. Allowable costs for the urban areas are consistent with the State Homeland Security Program. Funding is expended based on the Urban Area Homeland Security Strategies.

The Homeland Security Grant Program also includes other interrelated grant programs with similar purposes. Depending on the fiscal year, these include the Metropolitan Medical Response System, the Citizen Corps Program, and the Law Enforcement Terrorism Prevention Program. The Homeland Security Grant Program is aligned with the National Priorities, as established in FEMA’s *National Preparedness Guidelines*, September 2007:

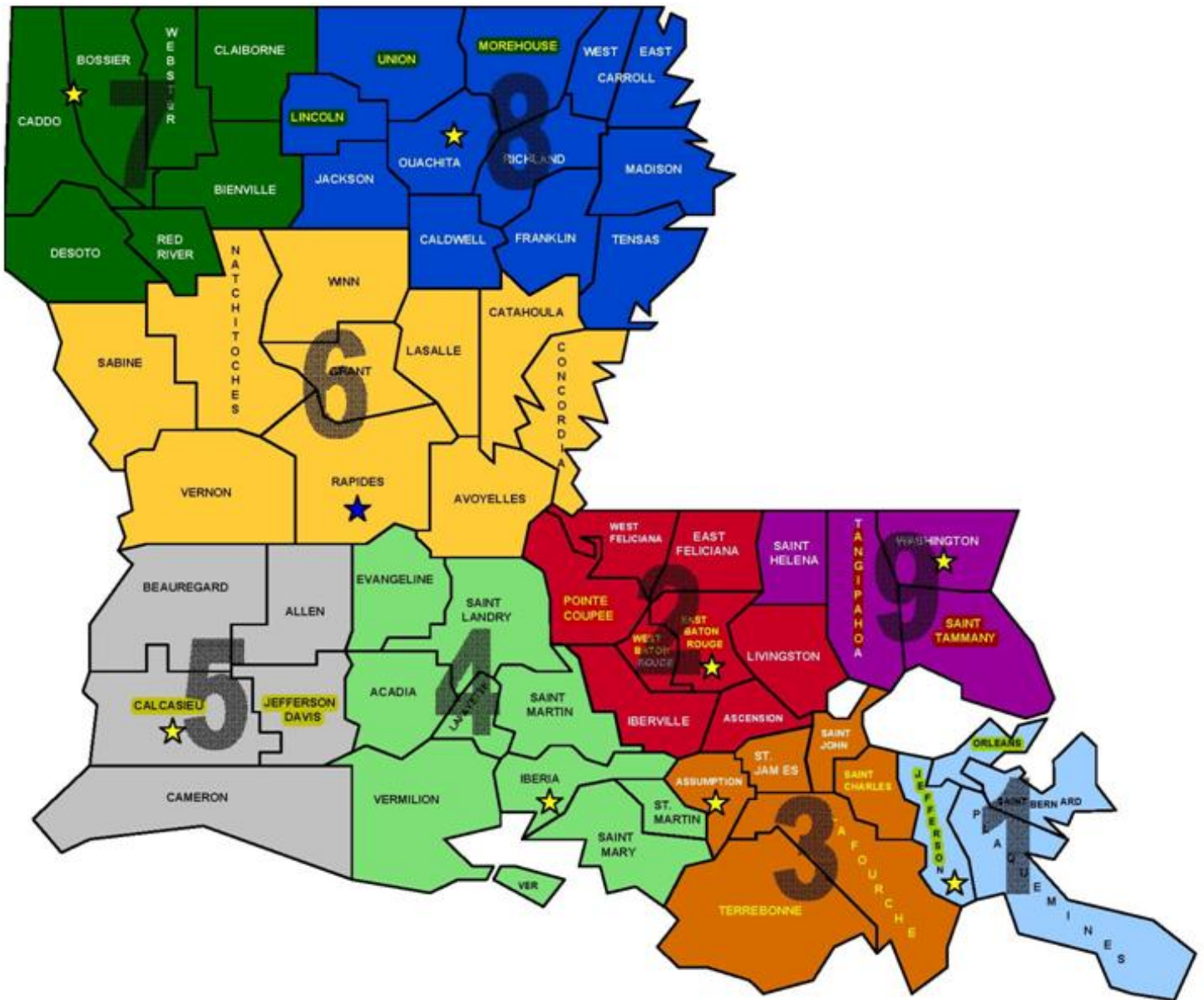
National Priorities	
Expand Regional Collaboration	Implement the National Incident Management System and National Response Plan
Implement the National Infrastructure Protection Plan	Strengthen Information Sharing and Collaboration Capabilities
Strengthen Interoperable and Operable Communications Capabilities	Strengthen CBRNE Detection, Response, and Decontamination Capabilities
Strengthen Medical Surge and Mass Prophylaxis Capabilities	Strengthen Planning and Citizen Preparedness Capabilities

Appendix D
Louisiana Governor’s Office of Homeland Security and
Emergency Preparedness Organization Chart



Source: Governor’s Office of Homeland Security and Emergency Preparedness.

Appendix E
Map of Louisiana's Nine Homeland Security Regions



Source: Louisiana's Governor's Office of Homeland Security and Emergency Preparedness.

Appendix F
Major Contributors to this Report

Jewel Butler, Director
Yesi Starinsky, Audit Manager
Cecilia Carroll, Audit Manager
J. Eric Barnett, Auditor-in-Charge
David Porter, Auditor
Victor Leung, Program Analyst
Mark S. Phillips, Referencer

Appendix G
Report Distribution

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- Write to us at:
DHS Office of Inspector General/MAIL STOP 2600,
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