PROGRAM ASSESSMENT RATING TOOL

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AUTHENTICATED U.S. GOVERNMENT INFORMATION GPO

DEPARTMENT OF AGRICULTURE

PART ASSESSMENTS

Program: *Agricultural Credit Insurance Fund - Guaranteed*

Rating: *Moderately Effective*

Program Type: *Credit*

Agency: *Department of Agriculture*

Bureau: *Farm Service Agency*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Maintain a low loss rate on guaranteed loans	2002	2%	1%
	2003	1%	1%
	2004	<1%	
	2005	<1%	
Long-term Measure: Increase the percent of loans to beginning and socially disadvantaged farmers/ranchers	2002		32%
	2003	34%	33%
	2004	38%	
	2005	36%	
Annual Measure: Decrease in loan average processing times (days)	2002		16
	2003	15.5	14
	2004	14	
	2005	14	

Recommended Follow-up Actions	Status
Assess performance targets to ensure they are ambitious.	Action taken, but not completed
Conduct a performance-focused review that will include, but is not limited to: analysis of program participants; length of time borrowers remain in program; number of borrowers who 'graduate' and return to the program; effectiveness of targeted assistance; and the potential to reduce subsidy rates.	Action taken, but not completed
Develop an efficiency measure such as 'cost per loan processed' to track administrative expenses and allow comparison among loan programs.	Completed
Revise long-term performance measure to better assess progress toward meeting the goal of improving economic viability of farmers/ranchers.	Action taken, but not completed

Update on Follow-up Actions:

FSA participated in the USDA Credit Programs Common Efficiency Measure initiative along with FAS, RD, OBPA, and OMB to develop an efficiency measure to be used by al USDA agencies with credit programs: Maintain or reduce operating expense ratio for average loan portfolio. In addition, the PART evaulation contained a recommendation to conduct a performance-focused review of the farm loan program. This review is being completed by an independent contractor and the results will be used to assess effectiveness of guaranteed loans, as applicable. Estimated completion date is 7/30/2006. FSA is developing new, outcome oriented performance measures as part of the agency's strategic planning process and the development of the new FSA Strategic Plan.

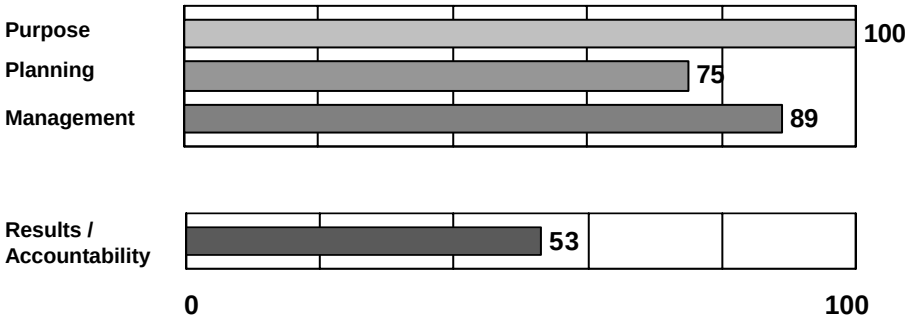
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
2,402	2,763	2,866

Program: *Agricultural Credit Insurance Fund Direct Loans*

Agency: *Department of Agriculture*

Bureau: *Farm Service Agency*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Increased percentage of farm ownership by racial and ethnic minorities and women farmers (Targets under development).			
Long-term Measure: Loan Delinquency rate	2003	<15%	12.5%
	2004	<15%	
	2005	<15%	
	2006	<15%	
Annual Measure: Percent of businesses that remain viable 3 years after assistance	2004	Baseline	0.45
	2005	0.55	
	2006		

Rating: *Moderately Effective*

Program Type: *Credit*

Program Summary:

The Farm Service Agency's (FSA) direct loans program provides loans to family farmers who could not otherwise obtain agricultural credit through other commercial institutions. The program is designed to provide a temporary source of credit until such time as the farmer is able to utilize the private sector for their financing needs.

FSA, through its nationwide network of service centers, is able to provide outreach to socially disadvantaged farmers and farmers in geographically isolated areas that have few lenders. Additionally, farmers may face a competitively limited market for their loans that can result in higher rates, unfavorable terms, and a shortage of loan funds. FSA direct loans facilitates the provision of credit which can help support low farm family incomes, assist minority and beginning farmers, or help farmers adopt new technology that will make their farming operations more economical. The PART assessment found:

- At the Federal level there are no other agencies that have the same specific goals and objectives as FSA direct loan programs.
- Borrower abuse of FSA loan restructuring led to reforms in the mid-1990's that no longer allow borrowers with more than one write-down to qualify for other capital loans. Questions still remain regarding the ability of farmers, who continue to workout their loans, to meet their debt obligations over the long-term.
- Long term goals include improved economic viability of farmers and ranchers, reduced loan losses, and targeted assistance to beginning and socially disadvantaged farmers. However, demand for direct loans is the major driver in the budget request, and it is not clear how this demand ties to accomplishing the annual and long-term performance goals.

In response to these findings, the Administration will:

1. Define long-term outcome measures that focus on a key goal of the program – improving the economic viability of farmers and ranchers through strategic planning efforts and an in-depth program evaluation currently underway.
2. Amend servicing options to reduce the administrative burden without impacting the effectiveness of the program.
3. Implement FSA's new Farm Business Plan in the fall of 2004 which will improve the agency's ability to collect detailed performance information.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
844	955	937

Program: *Animal Welfare*

Agency: *Department of Agriculture*

Bureau: *Animal and Plant Inspection Service*

Rating: *Adequate*

Program Type: *Regulatory Based*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Number of animals affected by noncompliances documented on inspection reports.	2001		588,961
	2003	350,000	344,866
	2004	325,000	361,972
	2005	360,000	
Annual Measure: Percentage of facilities in complete compliance at the most recent inspection.	2001	61%	58%
	2003	68%	70%
	2004	69%	
	2005	69%	

Recommended Follow-up Actions	*Status*
Seek additional input from sources outside of the government, including peer evaluations, when appropriate.	No action taken
Include at least one additional annual measure, to more closely link annual performance and long-term performance.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
17	17	18

Program: *APHIS Plant and Animal Health Monitoring Programs*

Rating: *Effective*

Program Type: *Regulatory Based*

Agency: *Department of Agriculture*

Bureau: *Animal and Plant Health Inspection Service*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percentage of known significant pest introductions, i.e. those that cause severe economic and environmental damage, detected before they spread from the original area of colonization	2002	85%	85%
	2003	95%	92.8%
	2004	94%	
	2005	95%	
Long-term Measure: Percentage of National Animal Health Emergency Management System (NAHEMS) standards that States or territories are able to meet.	2002	N/A	
	2003	N/A	
	2004	35%	
	2005	45%	
Annual Efficiency Measure: Measure Under Development			

Recommended Follow-up Actions	Status
Funding for FY 2005 is $254 million, an increase of about $80 million from the FY 2004 enacted. Increases are related to Agricultural Defense, and to respond to the discovery of a cow that was infected with BSE (bovine spongiform encephalopathy)	Completed
Add an additional efficiency measure, such as the average cost of an investigation.	Action taken, but not completed
Update the measures and accomplishments of this program.	Action taken, but not completed

Update on Follow-up Actions:

Funding for the FY2005 Budget is now $269 million, based on a reallocation of activities within the overall account.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
173	232	283

Program: *Bioenergy*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *Department of Agriculture*

Bureau: *FSA-CCC*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Ethanol's share of total transportation fuel use and biodiesel's share of total diesel fuel use.	2006	0.875 % of total	ethanol
	2006	.375% of total	biodiesel
Annual Measure: Increase in production of biodiesel (million gallons)	2001	4	6.3
	2002	4	8.9
	2003	4	11.5
	2004	4	
Annual Measure: Increase in production of ethanol (million gallons)	2001	200	141
	2002	200	219
	2003	200	414
	2004	200	

Recommended Follow-up Actions	Status
Ensure a sufficient level of support to growing biodiesel industry.	Action taken, but not completed
Increase collaboration and coordination between related programs.	No action taken
Tie program performance to budget requests in the 2005 President's Budget.	Completed
Assess performance targets to ensure they are ambitious and reasonable.	Action taken, but not completed

Update on Follow-up Actions:

Efforts at increased coordination among similar programs are ongoing. However, it is important to note that other progrmas have demonstrated a greater impact on stimulating increased ethanol production--primarily tax credits, the proposed renewable fuels standard, and California's ban on MTBE. The bioenergy program is one of a number of programs that provide financial support to construct ethanol facilities (e.g., Business & Industry loans and other USDA grant programs as well as state incentives). In addition, FSA is developing new, outcome oriented performance measures as part of the agency's strategic planning process. Performance targets will be evaluated annually through the performance budget process as well as during strategic plan revisions. Both of these processes are ongoing.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
150	100	60

Program: *CCC Marketing Loan Payments*

Agency: *Department of Agriculture*

Bureau: *Farm Services Agency*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-Term/Annual Measure: Percentage of gross farm income from government payments.	2001	New	8.63%
	2002	New	5.70%
	2003	8.44%	5.87%
	2004	8.44%	5.66%
Annual Measure: Reduction in late penalty payments (%). FY 2002 Baseline: 2%; Targets FY03-FY05: 1.5%, 1.0%, 0.5%	2001	New	4.09%
	2002	New	2%
	2003	2%	
	2004	1%	
Long-term Measure: Percentage of eligible commodity production placed under marketing assistance loan or loan deficiency payment	2001	75%	85%
	2002	82%	19%
	2003	82%	22%
	2004	82%	62%

Recommended Follow-up Actions	*Status*
Discrepancies between county offices in the delivery of services to producers should be addressed.	Action taken, but not completed
More frequent external audits of program effectiveness ought to be conducted	Action taken, but not completed
That the House and Senate Agriculture Committees examine the issue of payment limits for marketing loan and LDP gains and how they could be tightened.	No action taken

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
843	6,423	5,096

Program: *CCC Export Credit Guarantee Programs (GSM-102, GSM-103, SCGP, FG*

Agency: *Department of Agriculture*

Bureau: *Foreign Agricultural Service*

Rating: *Moderately Effective*

Program Type: *Credit*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Export Expansion / Market Development -- measures how much export credit guarantee use declines per year in countries that reach investment grade and how much U.S. agricultural exports increase to those countires.	2002	10% / 5%	6.4/-1.2
	2003	10% / 5%	-19.8/4.0
	2004	10% / 5%	-13.0/7.6
	2005	10% / 5%	
Annual Measure: Risk Diversity--measures the percentage the top three countries (in terms of dollars of credit provided) account for of total credit provided.	2002	NA	49%
	2003	NA	51%
	2004	50%	55%
	2005	50%	
Annual Efficiency Measure: Administrative cost per loan -- measures USDA's efficiency of loan making and servicing.	2003	0.04%	
	2004	0.04%	
	2005	0.04%	
	2006	0.04%	

Program Summary:

The Commodity Credit Corporation' s (CCC) Export Credit Guarantee programs encourage agricultural exports by underwriting credit to pay for food and agricultural products sold to foreign buyers.

The CCC Export Credit Guarantee programs are generally well managed, but have some weaknesses in strategic planning. Findings from the PART assessment:

- There is no regularly performed independent evaluation of the programs to assess their effectiveness.
- The U.S. Department of Agriculture (USDA) continuously collects and analyzes program activity data from partners. These data allow the Foreign Agricultural Service to improve program focus and manage portfolio risk.
- There are a number of defaults with no claims recoveries.
- The program has demonstrated efficiencies and cost effectiveness in program administration. Currently, fewer staff are processing 50 percent more applications than were processed a few years ago; an estimated 70 percent increase in labor productivity.
- The programs do not have targets for all of their performance measures.

In response to these findings the Administration will:

- Develop a means of regularly performing independent evaluations to examine program effectiveness.
- Provide funding in the Budget to improve claims recoveries.
- Include a reduction in administrative costs in the budget.
- Develop meaningful targets for the efficiency measure.

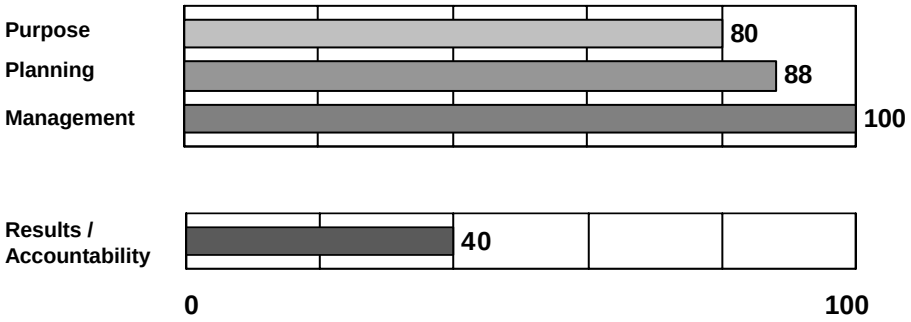
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
4,275	4,556	4,556

Program: *Commodity Grading and Certification Programs*

Agency: *Department of Agriculture*

Bureau: *Agriculture Marketing Service*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Efficiency Measure: Unit cost of providing the grading and certification service per hundredweight of product/commodity graded through 2009 (after inflation).	2004	$0.08	$0.08
	2006	$0.08	
	2009	$0.08	
Long-term Measure: Accuracy rate for application of USDA grading and certification services.	2004	82	82
	2006	85	
	2008	88	
Annual Measure: Volume of commodity graded through the grading and certification program, measured in pounds (lbs).	2004	280	280
	2005	289	
	2006	294	

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The Agriculture Marketing Service's (AMS) grading and certification programs facilitate the marketing of agricultural commodities through the application of grade and quality standards. The expenses necessary to carry out the grading service are mostly offset through the application of user fees.

AMS grading services provide buyers and sellers of agricultural commodities with a vehicle to ensure the application of a common set of standards that communicate quality, quantity, and value. AMS grading programs are mostly voluntary and the service will continue as long as the market recognizes a need for verification of agricultural product quality based on either inspection of the goods to be traded or of production processes for quality assurance.

The PART assessment found:

- The agricultural industry's demand for voluntary fee-based grading, certification, and audit services supports the notion that accurate assessments of quality are beneficial in marketing agricultural products.
- The need to strengthen the program's annual and long-term measures, including ambitious targets that demonstrate progress towards achieving these performance goals.
- While most of the program's costs are recovered through user fees, the costs associated with the development, review and modification of grading standards are funded at the taxpayer's expense.

In response to the PART evaluation, the Administration will:

1. Adjust the fee structure to recover the costs associated with reviewing, modifying and developing standards beginning in FY 2006. This change is the result of the recognition that the grade standards are integral to the agency's fee-for-service grading program.
2. Develop improved annual and long-term performance measures.
3. Develop improved baselines and targets that demonstrate progress towards achieving the programs stated performance goals.

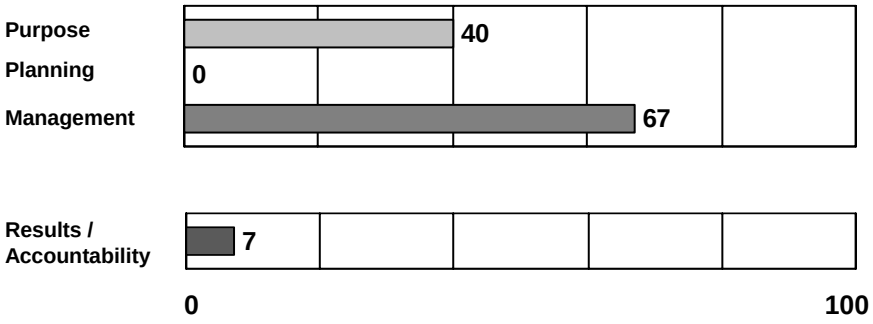
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
171	185	189

Program: *Commodity Supplemental Food Program (CSFP)*

Agency: *Department of Agriculture*

Bureau: *Food and Nutrition Service, Food Distribution Division*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Percentage of allocated caseload slots utilized	2004		97.30%
	2005	97.4%	
	2006	97.6%	
Annual Efficiency Measure: Monthly administrative grant per case as a proportion of actual cost per food package distributed	2004	Baseline	TBD
	2005	TBD	
	2006	TBD	

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Program Summary:

The Commodity Supplemental Food Program (CSFP) provides a monthly food package to help meet the nutritional needs of low-income pregnant, postpartum, and breastfeeding women, infants, children up to age six, and elderly persons. The program provides commodities and administrative funds to States which operate the program directly or through local agencies.

The assessment found that:

- CSFP lacks performance measures to demonstrate whether it is helping meet the nutritional needs of low-income women, infants, children and elderly persons.
- The CSFP food package would better address the nutritional needs of its elderly participants if it emphasized the nutrients that tend to be lacking in elderly diets.
- Department of Agriculture (USDA) and State oversight practices are insufficient for managing the program and improving performance.

In response to these findings, the Administration will:

1. Develop annual and long-term performance measures, and a plan for establishing baselines and targets by June 30, 2005.
2. Develop and implement a revised elderly food package that emphasizes the unique nutritional needs of the elderly by October 1, 2005.
3. Develop and implement a plan for periodic USDA and State review of CSFP program management by October 1, 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
109	110	107

Program: *Community Facilities Program*

Agency: *Department of Agriculture*

Bureau: *Rural Housing Service*

Rating: *Results Not Demonstrated*

Program Type: *Credit*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Millions of rural residents served by community facilites financed by the Rural Housing Service	2004	N	12
	2005	10.5	
Annual Measure: # of public safety, educational, and health care facilities financed	2004	600	
	2005	800	
Annual Measure: Percentage of loans in delinquency	2004	2%	
	2005	2%	

Recommended Follow-up Actions	Status
Conduct program evaluation to assess the needs being addressed, populations served, and the effectiveness of outreach efforts.	Action taken, but not completed
Tie program performance to budget requests in the 2005 President's Budget.	Action taken, but not completed
Consider revising annual measures to more directly link to decisions on how the agency manages the funds it receives.	Completed
Develop a long-term measure during FY 2004 that measures outcomes.	Action taken, but not completed
Develop an efficiency measure such as 'cost per loan processed' to track administrative expenses and allow comparison among loan programs.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
726	527	527

Program: *Conservation Technical Assistance*

Agency: *Department of Agriculture*

Bureau: *Natural Resources Conservation Service*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Reduction in the number of acres of cropland soils damaged by erosion (measured in millions of acres).	2003	3.3	3.3
	2004	3.3	
	2005	2.6	
	2006	2.8	
Annual Measure: Number of acres with irrigation management improvements.	2003	799,000	941,675
	2004	200,000	
	2005	155,000	
	2006	155,000	
Annual Measure: Number of acres of wetlands created, restored, or enhanced.	2003	63,000	43,085
	2004	46,500	
	2005	36,054	
	2006	44,141	

Recommended Follow-up Actions	Status
Develop efficiency measures for CTA.	Action taken, but not completed
Develop long-term performance measures for CTA that include outcome-based measures and goals.	Action taken, but not completed
Improve the annual measures to better reflect the variety of activities funded by CTA beyond the field-level technical assistance provided to producers.	Action taken, but not completed

Update on Follow-up Actions:

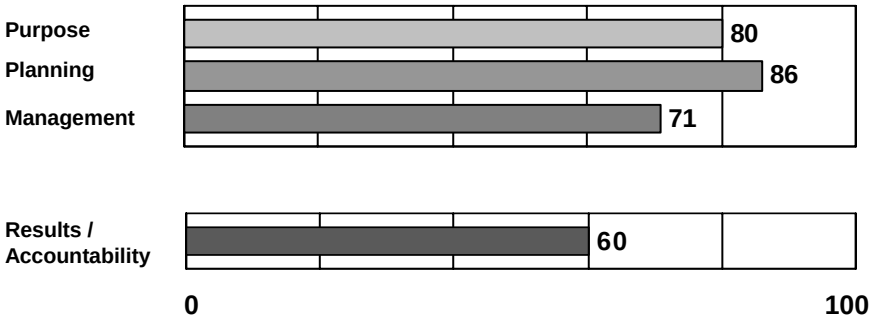
The Natural Resources Conservation Service continues to develop and refine outcome-based performance measures for the Conservation Technical Assistance account, and the agency expects to have new measures available in FY 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
729	706	622

Program: *Counter Cyclical Payments*

Agency: *Department of Agriculture*
Bureau: *Farm Service Agency*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Counter-Cyclical payments as a percentage of market revenue	2002	<=10%	3.9%
	2003	<=10%	
	2004	<=10%	
	2005	<=10%	
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The counter-cyclical payment program is one part of the Government's "safety net" for farmers. It provides income support while minimally distorting trade and production. The program protects farmers from low program commodity prices, and helps ensure farmers' cash flow needs are met.

The counter-cyclical program ensures that farmers receive a price, called the " target" price, on a base level of production that ensures a consistent level of income in periods of low commodity prices. It is generally well managed, but has some weaknesses in strategic planning. Findings from the PART assessment include:

- Limited statutory discretion for program administration reduces the program's effectiveness. The program is not targeted based on need, rather is available to most producers of the major field crops.
- There are no systematic external reviews conducted of the program, though it has been reviewed by a WTO panel and numerous academic economists.
- The agency does not collect data to monitor program performance. However, it does conduct internal audits and reviews of compliance, which should improve program efficiency, and minimize fraud, waste and abuse.
- Though the program has developed performance measures, it has not demonstrated adequate progress in achieving its long-term performance goals.

In response to these findings the Agency will:
- Develop an independent evaluation process to be conducted once every three years.
- Take measures to collect data to monitor program performance.
- Work to achieve its long-term performance goals.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
812	3,942	5,950

Program: *Crop Insurance*

Agency: *Department of Agriculture*

Bureau: *Risk Management Agency*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Measure Under Development			
Annual Measure: Percent Participation (percent of planted acres of principal crops as reported by NASS that are insured)	2003	80%	78%
	2004	80%	82%
	2005	82%	
	2006	83%	
Annual Efficiency Measure: Measure Under Development			

Recommended Follow-up Actions	***Status***
Establish adequate long-term and short-term measures and goals,	No action taken
Identify improvements in the program that will get it closer to becoming a complete risk management tool for the agriculture sector, such as developing a successful livestock crop insurance plan.	No action taken

Update on Follow-up Actions:

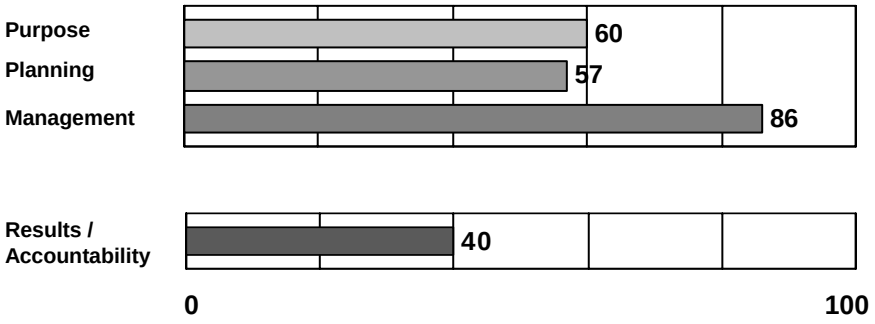
USDA's focus for performance measures has been primarily on discretionary programs. This is a mandatory program. Funding is related to the number of claims made against the insured liability rather than to program performance. Action on recommendations for performance measures continues to be pending for this program.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
3,437	3,091	3,730

Program: *Dairy MILC Program*

Agency: *Department of Agriculture*
Bureau: *Farm Service Agency*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Percent of payments made electronically.	2003	Baseline	90%
	2004	90%	
	2005	92%	
	2006	93%	
Long-term Measure: Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Program Summary:

The Milk Income Loss Contract (MILC) program is a direct counter cyclical payment program designed to increase dairy producer income when milk prices decline. Payments are limited by an annual production eligibility cap of 2.4 million pounds annually per dairy operation. The program mitigates income loss during periods of low dairy prices, helps to maintain cash flow, and ensures ample commodity supplies are available at competitive market prices.

The PART assessment found that the MILC program is generally well managed, with some weaknesses in strategic planning and program design. Findings from the PART assessment include:

- Dairy operation is not defined clearly in statute. The definition has been inconsistently interpreted under previous dairy assistance programs in the past. Another program design deficiency allows a higher total payment on the same volume of production for dairy operations where the majority of producers have large herd sizes.
- The program does not have adequate long term measures so progress cannot be demonstrated. Established baselines, clear timeframes and targets are needed once FSA has established annual and long term measures for this program.
- FSA has not completed an audit to determine whether program payments are meeting statutory requirements, particularly in regard to consistent national application of the definition of a dairy operation.
- Increases in the number of electronic payments and the timeliness of payments have improved as measured by the efficiency measure.

In response to these findings the Administration will:

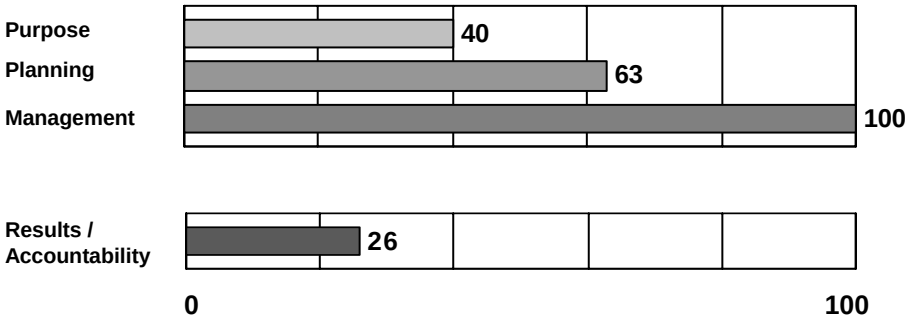
- Conduct an audit evaluation that includes sampling the field application of dairy operation with samples from all states and counties to be completed in 2005.
- Continue work to develop its long-term performance measures.
- Examine and propose program design changes that would improve performance.
- Authorization of this program expires on September 30th 2005, thus funding declines. The Administration supports extension through 2007.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
221	500	50

Program: *Dairy Price Support Program*

Agency: *Department of Agriculture*
Bureau: *Farm Service Agency*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: USDA is operating the program to successfully support the average price paid from manufacturers to dairy producers of $9.90 per hundred weight.	2002	$9.90	$11.46
	2003	$9.90	$11.03
	2004	$9.90	
	2005	$9.90	
Long-term Measure: Measure Under Development	2003	Baseline	

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Program Summary:

The Farm Service Agency Dairy Price Support Program (DPS) is a price support program that requires the Commodity Credit Corporation (CCC) to purchase processed dairy products (nonfat dry milk, butter, and cheese) from the commercial market at prices that keep the average annual manufacturing milk price above $9.90 per hundred weight. The program has been in existence, in various forms, for over 70 years. The Farm Security and Rural Investment Act of 2002 (FSRI) extended the DPS through December 31, 2007.

The PART assessment found that the DPS Program is a very well managed program, with good and improving strategic planning achievements. The assessment also identified inherent design weaknesses; such as the lack of identification of a current problem that the program directly addresses. The major challenge that the DPS program continues to face is development of meaningful long-term performance measures that directly tie to the program purpose and have adequate justification.

In response to the PART assessment the Administration will:
1. Refine new long-term performance measures, develop corresponding baselines, and performance targets for DPS.
2. Identify program improvements and alternatives that could more directly address current problems facing dairy producers.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
399	280	130

Program: *Direct Crop Payments*

Agency: *Department of Agriculture*

Bureau: *Farm Service Agency*

Rating: *Adequate*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of gross farm income from government payments (%)	2003		8.44%
	2004	7.26%	
	2005	6.08%	
Annual Measure: Reduction in erroneous payments (%)	2003	0.05%	<.05%
	2004	0.05%	
	2005	0.05%	

Recommended Follow-up Actions	*Status*
The limitations of the direct payment program will have to be dealt with legislatively. The Administration will reduce trade barriers through trade negotiations, to create new markets for U.S. agricultural exports, so that farmers will be less reliant on government income support.	Action taken, but not completed
The program management has devised performance goals that are designed to improve the delivery of the program.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
5,289	5,303	5,303

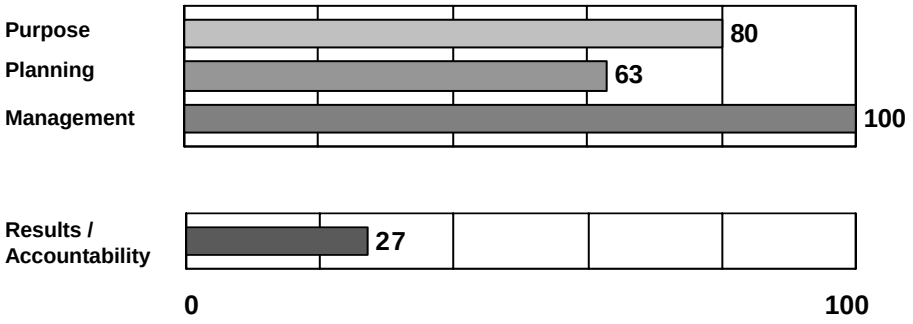
Program: *Emergency Watershed Protection Program*

Rating: *Results Not Demonstrated*

Agency: *Department of Agriculture*

Bureau: *Natural Resources Conservation Service*

Program Type: *Direct Federal*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Percent of the amount of local contracts administered by sponsors.	2004	Baseline	20%
	2005	24%	
	2006	27%	
	2007	30%	
Annual Efficiency Measure: Percent of the amount of out-sourcing for project design and inspection.	2004	Baseline	2%
	2005	4%	
	2006	6%	
	2007	7%	
Annual Measure: Percent of EWP-eligible watershed damage restored to pre-disaster condition.	2000	baseline	98%
	2001	100%	100%
	2002	100%	100%
	2003	100%	100%

Program Summary:

The Natural Resources Conservation Service's (NRCS) Emergency Watershed Protection (EWP) Program has two primary purposes: (1) to relieve imminent hazards to life and property created by natural disasters, and (2) to alleviate future flood water risk. EWP works in partnership with units of state and local government, including American Indian tribal governments, to determine needs as a result of a natural disaster. Congress expanded the activities of EWP in 1996 when it authorized the program to purchase floodplain easements to alleviate future flood water risks on recently flooded land.

NRCS has modified EWP in recent years to improve its administration of the program, including:

- Implementing policies to minimize EWP's duplication of emergency recovery activities with other Federal agencies, such as the Federal Emergency Management Agency and the Army Corps of Engineers.
- Requiring that all state NRCS offices to maintain up-to-date EWP emergency preparedness plans.
- Amending EWP policies to ensure that NRCS staff conduct program eligibility determinations in a consistent manner.

However, the PART assessment also found that EWP's historical funding mechanism – supplemental appropriations – inhibits the program's ability to perform. Because the program does not have a predictable funding source:

- NRCS has difficulty developing a long-term strategy, setting performance measures and targets, and identifying and funding non-exigent recovery and flood plain easement purchase priorities.
- EWP may be prevented from responding in a timely or adequate manner to emergency recovery needs.
- Most years the program is not able to purchase priority flood plain easements as they become available.

In response to this PART assessment, the Administration will:

- Develop long-term, outcome-based performance measures that assess the program's disaster recovery activities.
- Refine the program's efficiency measures.
- Conduct an in-depth oversight and evaluation review after promulgation of a revised final regulation.

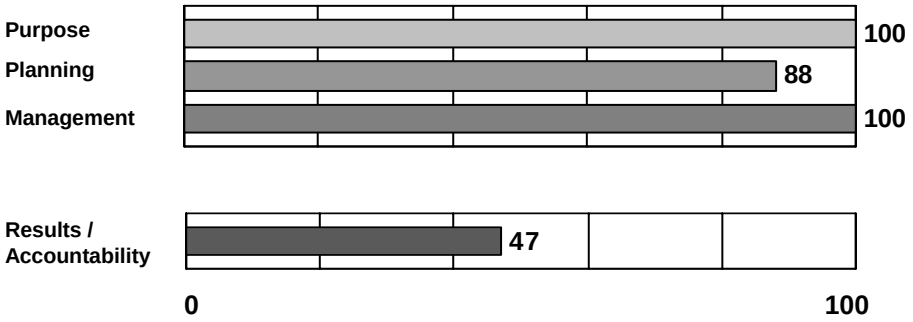
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
150	250	0

Program: *Environmental Quality Incentives Program (EQIP)*

Agency: *Department of Agriculture*

Bureau: *Natural Resources Conservation Service*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Percent reduction in potential nitrogen delivery in impaired watersheds.	2004	Baseline	
Annual Measure: Number of comprehensive nutrient management plans applied by owners and operators of animal feeding operations.	2002	Baseline	956
	2003	1,305	948
	2004	1,000	
	2005	1,100	
Annual Efficiency Measure: Percent reduction in the average annual technical assistance per active participant.	2003	Baseline	5%
	2005	5%	
	2006	5%	
	2007	5%	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The Natural Resources Conservation Service's (NRCS) Environmental Quality Incentives Program (EQIP) is a conservation program that provides technical and financial assistance to help eligible agricultural producers address soil, water, air, and related natural resource concerns on their operations.

The EQIP is the nation's largest conservation cost-share program focused on private working agricultural lands. It has the authority to address the broadest spectrum of resource concerns. In addition, the Chief of NRCS annually sets performance incentives to states that demonstrate a high level of program efficiency and who implement EQIP in a manner that most optimizes the program's environmental benefits. A select number of states with the highest level of program performance are awarded a performance incentive.

Importantly, EQIP is designed to allow state and local NRCS offices to help address local natural resource concerns within the framework of the national priorities. The program focuses on four national-level natural resource priorities: (1) the reduction of non-point source water pollution in impaired watersheds consistent with Total Maximum Daily Load requirements where available; (2) the reduction of emissions that contribute to air quality impairment violations of National Ambient Air Quality Standards; (3) the reduction in soil erosion and sedimentation from unacceptable levels on agricultural land; (4) the promotion of habitat conservation for at-risk wildlife species.

NRCS has developed several new EQIP performance measures that focus more on the program's outcomes. Budget requests are accompanied by annual targets for the outcome-related performance goals.

While NRCS has developed new long-term, outcome-oriented performance measures for EQIP, these measures are new and still under development. At the time of the PART review, the agency has not presented targets or baselines for the EQIP measures and NRCS will need to do so in the next assessment in order to maintain this program's rating. Also, while the NRCS has an EQIP efficiency measure, it is just adequate and the agency should continue to improve how it assesses this program's cost effectiveness.

In response to this PART assessment, the Administration will:

- Develop baselines and performance targets for the EQIP's new long-term performance measures.
- Improve and refine its EQIP efficiency measurement.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
903	1,017	1,000

Program: *Farmland Protection Program*

Agency: *Department of Agriculture*

Bureau: *Natural Resources Conservation Service*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Measure Under Development			
Annual Measure: Number of acres of conservation easements purchased on agricultural land.	2004	441,600	441,600
	2005	627,600	
	2006	782,100	
Measure Under Development			

Recommended Follow-up Actions	Status
The Administration recommends increasing NRCS's discretionary appropriation in 2004 to design and implement an evaluation system that will provide outcome performance indicators for farm conservation programs, such as FPP.	Action taken, but not completed
The Department has contracted with outside research groups, such as American Farmland Trust and several universities, to develop improved performance measures that are outcome based. The results of these studies are due in early 2003.	Action taken, but not completed

Update on Follow-up Actions:

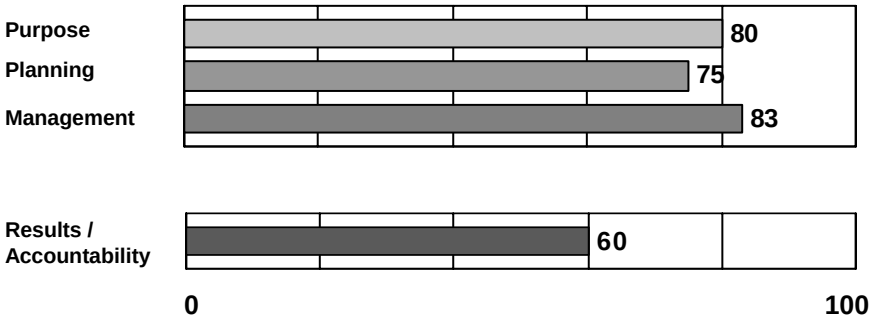
The Natural Resources Conservation Service (NRCS) implemented the Conservation Effects Assessment Project (CEAP) in FY 2004 in order to generate improved outcome performance indicators. The agency expects to have preliminary results from CEAP in FY 2005. In the meantime, NRCS continues to work on improved performance measures for this program.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
91	112	84

Program: *Food Aid Programs*

Agency: *Department of Agriculture*
Bureau: *Foreign Agricultural Service*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Food aid effectiveness ratio (measured on an annual basis)	2002		60%
	2003		40-44%
	2004/5		45%
	2006		55%
Annual Efficiency Measure: Application Response Time	2003		90
	2004		90
	2005	90	
	2006	90	
Long-term Measure: Reduce the number of the world's hungry people by one-half by 2015 through the administration of food aid (Baseline and targets under development).			

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Program Summary:

The USDA Food Aid programs help low and middle income countries meet their food security needs through the donation of and long term low interest loans for US agricultural commodities. USDA administers the following food aid programs: PL 480, Title I – emphasizes commercial market development and sustainability through the use of long-term concessional food aid sales; Food for Progress (FFP); targets emerging democracies with emphasis on utilizing food aid grants to help countries expand free enterprise elements in their agricultural economies; Section 416(b) Commodity Donations – allows USDA to donate government owned commodities acquired through domestic agricultural support programs; Bill Emerson Humanitarian Trust (BEHT) - This is a commodity reserve available for release in response to unanticipated, emergency food aid needs, and in tight U.S. commodity supply situations; and McGovern-Dole International Food for Education and Child Nutrition Program (FFE program) - provides donations of U.S. commodities, financial & technical assistance, for school feeding and maternal and child nutrition projects in low-income, food-deficit countries that are committed to education.

The original assessment found that the program had strategic planning deficiencies that included the need to identify annual performance goals that link to the government wide long term food aid performance goals. Financial management deficiencies were also identified related to budget and credit reform requirements. USDA has taken a number of steps to address deficiencies identified through the PART assessment:

1. FAS has developed and continues to refine a new food security annual performance measure and baseline.
2. Financial management improvements in the areas of credit reform, budget reporting and reimbursements are on-going.
3. FAS has contracted for a review of food aid information and reporting systems that will identify areas for improvement in IT systems that will lead to program efficiencies down the road. This review is on-going.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
515	524	539

Program: *Food Safety and Inspection Service*

Rating: *Adequate*

Program Type: *Regulatory Based*

Agency: *Department of Agriculture*

Bureau: *Food Safety and Inspection Service*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Reduction in the prevalence of foodborne illness from meat, poultry and egg products In 1997 there were 76 million illnesses related to foodborne hazards.	2000		21%
	2001		23%
	2005	25%	
Annual Measure: The prevalence of Salmonella on raw meat and poultry products as illustrated by: Prevalence of Salmonella on broiler chickens (%)	2003	11.7%	11.7%
	2004	11.7%	11.7%
	2005	11.7%	
	2006	11.7%	
Annual Measure: Percentage of ready-to-eat meat and poultry products testing positive for Listeria monocytogenes (Listeria is a common bacteria that when ingested can cause flu-like symptoms. The bacteria can result in miscarriages and stillbirths.)	2003	1.34	0.9
	2004	0.8	
	2005	0.8	
	2006	0.8	

Recommended Follow-up Actions	*Status*
FSIS will evaluate the impact of implementing a risk-based inspection system beyond the current pilot program.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
778	820	853

Program: *Food Safety Research*

Rating: *Results Not Demonstrated*

Program Type: *Research and Development*

Agency: *Department of Agriculture*

Bureau: *Agricultural Research Service*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Recommended Follow-up Actions	Status
The FY 2005 Budget includes $106 million in funding for this program. Increases are provided for programs related to homeland security.	Completed
USDA will develop a minimum of three long term measures, at least one of which directly relates to the Department's long term food safety strategy and performance plan.	Action taken, but not completed
USDA will develop a minimum of two quantifiable annual measures, at least one of which is related to the research and development criteria.	Action taken, but not completed

Update on Follow-up Actions:

This PART is currently scheduled for inclusion within a future PART assessment for in-house research programs related to the "protection and safety of the Nation's agriculture and food supply"

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
98	103	108

Program: *Food Stamp Program*

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Agency: *Department of Agriculture*

Bureau: *Food and Nutrition Service*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Efficiency Measure: Combined food stamp payment error rate (overissuance plu underissuance)	2003	8.5%	6.64%
	2004	7.8%	
	2005	6.5%	
	2006	6.2%	
Long-term Measure: Percent of eligible individuals who participate in food stamps	2002		53.8%
	2004	57.4%	
	2005	59.1%	
	2006	60.9%	

Recommended Follow-up Actions from Latest PART	*Status*
Beginning in 2004, the Department will develop studies to demonstrate the impact of program participation on hunger and dietary status.	Action taken, but not completed
By March 2004, the Department will develop a plan for the use of Federal and state program funds to improve nutrition among program participants. The plan will include clear goals, quantifiable outcomes, and specific actions to be undertaken that directly tie to the achievement of the specified outcomes. The plan will provide for review, assessment and recommendations to improve the effectiveness of current Federal and state activities.	Completed

Update on Follow-up Actions:

New information indicates that the participation rate among people eligible for food stamp benefits is lower than previously reported. This is largely the result of technical improvements to estimation procedures and policy reforms that expanded eligibility. USDA remains committed to achieving a food stamp program participation rate of 68 percent, but has reset the timeline for achieving that goal from 2007 to 2010.

Program Funding Level (in millions of dollars)

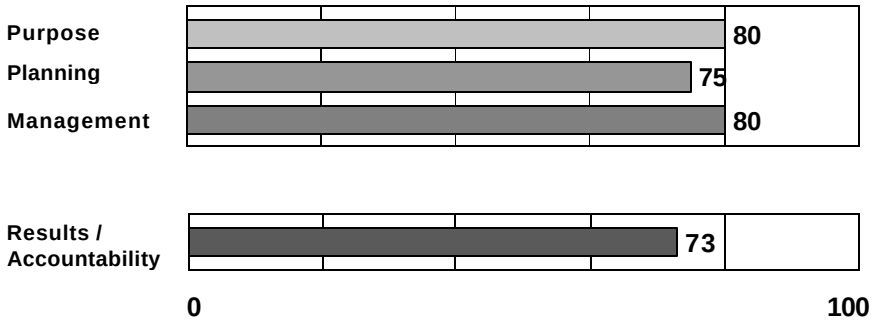
2004 Actual	2005 Estimate	2006 Estimate
27,205	32,397	35,922

Program: *Forest Service: Forest Legacy Program*

Rating: *Moderately Effective*

Agency: *Department of Agriculture*
Bureau: *Forest Service*

Program Type: *Competitive Grant*



Program Summary:

The Forest Legacy program identifies and protects environmentally important private forestlands that are threatened by conversion to nonforest uses. Land acquisition is conducted using conservation easements and full fee purchase to protect important scenic, cultural, fish, wildlife and recreation resources, riparian areas and other ecological values.

The original assessment found that the program is valuable and generally has strong management, and that the program has instituted a project selection process criterion that focuses on the readiness of projects. It made several recommendations to improve performance, transparency, and the protection of taxpayer interests. The Forest Service has taken a number of steps to address deficiencies identified through the PART assessment:

- In response to initial PART findings, the program has developed a strategic plan that utilizes forest inventory data and articulates national goals and objectives. With its development, the program can identify issues and trends affecting forests in regions across the country and use this information to guide development of long-term goals and annual priorities that meet those goals.
- Based on the initial assessment, the program developed suitable outcome-based performance measures. The program is now able to measure its performance by tracking the percentage of priority forest lands at risk of conversion to non-forest uses that are maintained in contiguous forest.
- The program now measures the cost per acre of environmentally important forest protected and, as a result, can track unit costs based upon actual title conveyance transactions and program obligations.
- In response to initial findings that the program did not have adequate transparency and protection against potential abuse, the program revamped its guidelines and its direction in the annual proposal evaluation process. The program will now be able to better safeguard taxpayer interests by minimizing potential conflicts of interests with non-governmental grant recipients and preclude the use of other federal funds or loans by recipients in matching program investments.

To continue improvements to performance, the program will target the maintenance of working forests and use of appraisals, signed options, and monitoring protocols in making project selections.

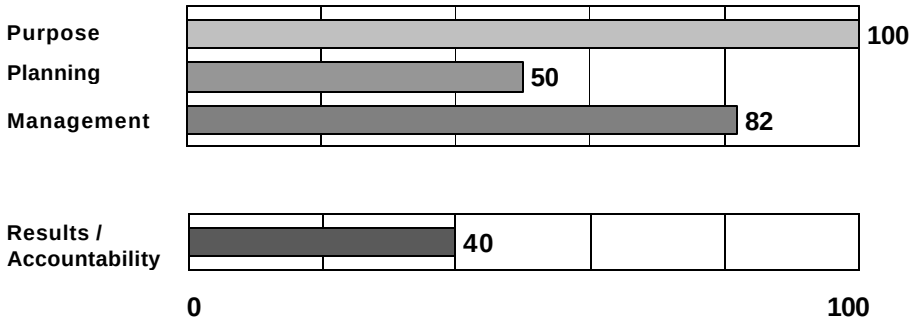
Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Acres of land adjustments to conserve the integrity of undeveloped lands and habitat quality.	2002		140,519
	2003	175,099	128,349
	2004	300,000	563,186
Long-term Measure: Parcelization of forests avoided (parcels prevented). (Baseline and targets under development).			
Long-term Measure: Percentage of private forest acres in priority areas that are protected from conversion to non-forest uses by the Forest Legacy Program. (Baseline and targets under development).			

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
64	57	80

Program: *Forest Service: Invasive Species Program*

Agency: *Department of Agriculture*
Bureau: *Forest Service*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Rate of spread of targeted invasive species. (Baseline and targets are under development).			
Long-term Measure: Percentage of acres/watersheds restored to desired conditions where ecosystems are no longer impacted by invasive species. (Baseline and targets under development).			
Long-term Efficiency Measure: Cost per management/mitigation guideline, tool or method developed. (Targets are under development).	2003		$753.30

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal, Research and Development, Competitiv Grant*

Program Summary:

The Forest Service invasive species program reduces, minimizes or eliminates the potential for introduction, establishment, spread and impact of non-native species that can cause harm to humans, the environment, or the economy across federal and non-federal lands. The threat from invasive species is scientifically acknowledged. Reducing the impacts of invasive species is a strategic goal of the Forest Service, and involves managing the National Forests, forestry research and development, and technical and financial assistance to states, tribes, and non-industrial private forest landowners.

The assessment found that the program purpose is clear and generally collaborates well with related programs. Its effectiveness could improve with the adoption of adequate performance measures that link to the program budget, and by creation of incentives that promote high levels of efficiency or optimize benefits of invasive species projects. Additional findings include:

1. Forest Service Research and Development (R&D) has developed customer-identified activities and performance measures for invasive species that provide the basis for overall program delivery strategies linked with the R&D budget.
2. However, additional work is needed to develop specific long-term performance and accountability measures that focus on outcomes that directly portray the purpose of the program.
3. Allocation of resources often occurs on a historical basis rather than being targeted at areas with the highest degree of risk posed by invasive species or those that would benefit most greatly from treatments.

In response to these findings, the Administration will:

1. Refine outcome-based performance measures for selected species; develop appropriate efficiency measures; and articulate the scientific or policy basis to demonstrate how those selected species measured represent a valid method to measure the total invasive species population and their impacts.
2. Include within the selected species members of the plant kingdom, particularly Division Magnoliophyta.
3. Provide for measurement of the environmental and economic effects of treatments.
4. Improve utilization of forest health risk maps in agency decision-making and allocation of resources, particularly within the National Forest System.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
263	167	173

Program: *Forestry Research Grants*

Agency: *Department of Agriculture*

Bureau: *CSREES*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Measure Under Development			
Long-term Measure: Measure Under Development	2003	Develop process	
	2004	Develop baseline	
	2009	Meets expect.	
Long-term Measure: Percentage increase in forest management plans by non-industrial private forest owners. Data are collected on a periodic basis only. Annual targets are determined based on actual data and projections, but can only be measured periodically.	2002	5	5
	2003	6	
	2004	7	
	2005	8	

Recommended Follow-up Actions	Status
Consider an alternative way of delivering benefits for this program.	Action taken, but not completed
Develop at least two annual measures, one of which is based on the research and development criteria. An example could be: 'The percentage of funded projects that outside peer review determines to meet the research and development criteria.	Action taken, but not completed

Update on Follow-up Actions:

This program will be included in a future PART for grants with the goal to "Protect and Enhance the Nation's Natural Resource Base and Environment."

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
22	22	11

Program: *In House Research: Economic Opportunities for Producers*

Agency: *Department of Agriculture*

Bureau: *Agricultural Research Service*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Consumption of biomass-based fuel as a percentage of total transportation fuel consumption	2002	Baseline	.5%
	2003	1%	1.9%
	2010	4%	
Long-term Measure: Agricultural productivity index as measured by total factor productivity for agriculture. Total factor productivity is a well-established measure of productivity used across economic sectors to gauge growth patterns & the factors contributing to growth, in this case applied to agriculture. It is the ratio of total outputs to total inputs.	2001	Baseline	103.6
	2002	104	104.4
	2010	119	
Annual Measure: Project quality: Result of review by independent peer panels. This measure tracks the percentage of reviewed project proposals that require moderate, minor or no revisions.	2000		72.3%
	2002		74.1%
	2004	80%	76.67
	2010	85%	

Rating: *Moderately Effective*

Program Type: *Research and Development*

Program Summary:

The Agricultural Research Service (ARS) is responsible for carrying out research using Department of Agriculture (USDA) scientists. ARS programs are organized into four of the five USDA mission areas: enhancing economic opportunities for producers, protecting the safety of agriculture and the food supply, improving nutrition, and protecting and enhancing natural resources and the environment. This PART is for ARS programs related to enhancing economic opportunities for producers. This research is designed to increase productivity and efficiency, develop new products and uses for agricultural products and byproducts, and expand market opportunities in the United States and abroad.

The assessment found the following:

- The program purposes and design are clear.
- The programs are well managed.
- The program addresses specific needs and problems, such as the acceleration in the extinction of strains of animals and crops, and the need to preserve plant and animal germplasm, as well as new uses and new biobased products and fuels.
- However, funding provided through earmarks for projects unrequested by the Administration reduces the funding available for high priority initiatives.
- The program has selected long term outcome related goals that relate to agricultural productivity and the consumption of biomass based transportation fuels.
- Annual output measures are the scores of outside peer review groups, who rate the programs in terms of performance, quality and relevancy. However, three of the four annual measures are still under development.

In response to these findings, USDA will:

1. Work to ensure that funding is targeted to highest priority initiatives and projects.
2. Complete the development of the annual measures.
3. Work with the Department of Energy to develop similar measures related to the overall goal of lowering the cost of producing biofuels.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
381	385	321

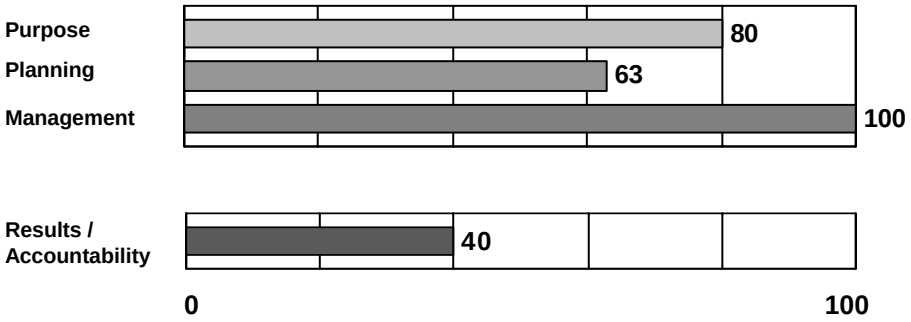
Program: *Intermediary Relending Program (IRP)*

Rating: *Adequate*

Program Type: *Credit*

Agency: *Department of Agriculture*

Bureau: *Rural Business-Cooperative Service*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Cost per job (Under Review)			
Annual Measure: Increase in employment by looking at the cost to taxpayers for each job created/saved. (Under Review)			
Annual Measure: Delinquency rate (Number of loans delinquent over number of total loans outstanding)	2003	baseline	0.0298
	2004	0.0128	

Program Summary:

The Rural Business-Cooperative Service's (RBS) Intermediary Relending Program (IRP) provides loans to finance business and community development projects in rural areas. RBS provides loans to intermediaries who re-lend the funds multiple times to various borrowers at a rate and term determined by the intermediary. Loan purposes include: new businesses, the expansion of existing businesses, creation of employment opportunities, saving of existing jobs, or community development projects.

The PART assessment found that the program is well designed and has sound management. However, there is a real need to improve the way in which RBS assesses whether they have met their targets on established performance measures or not. Specific PART findings:

- The IRP addresses the need for gap financing for many rural small businesses, however Federal programs that assist with economic development are not unique.
- FY 2003, RBS commissioned a University of Missouri study to help capture the total effect its business programs have on rural America. This study should help identify additional annual measures as well as long-term goals.
- Program results are limited because the main measures need to be revised and the long term goals are still being developed.

In response to these findings, the following actions will be taken:

1. Establish new baselines and ambitious targets once RBS has finalized the new measurement methodology for job creation.
2. Use the study to assist in measuring the quality of jobs and how industries in a region link.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
40	34	34

Program: *Land Acquisition*

Agency: *Department of Agriculture*

Bureau: *Forest Service*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Priority Acres Acquired	2003	63,115	75,476
	2004	15,500	57,925
	2005	57,925	
	2006	30,000	
Long-term Measure: Measure Under Development			
Annual Efficiency Measure: Measure Under Development			

Recommended Follow-up Actions	Status
Establish processes that provide analyses of integrated spatial data sets on land management units, ecoregions, conservation lands, land cover, and species to identify gaps or needs that in turn highlight priority areas in need of habitat, ecosystems, and biodiversity protection. These analyses will provide information on public benefits provided by acquisitions of private lands for Federal ownership and identify what lands the Federal agency could optimally target for land acquisition.	Action taken, but not completed
Establish annual performance measures that indicate how land acquisitions advance in a measurable way agency strategic plan milestones.	Action taken, but not completed
Establish relevant and meaningful efficiency measures.	No action taken
Measure Federal administrative efficiencies associated with third parties purchasing non-Federal lands and placing them in trust prior to Federal purchase.	No action taken

Update on Follow-up Actions:

The Forest Service has joined with the Department of the Interior in drafting a national land acquisition plan report. This program may be suitable for reassessment upon agency implementation of that report and initiation of actions on the PART recommendations.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
102	156	41

Program: *Multifamily Housing Direct Loans and Rental*

Rating: *Results Not Demonstrated*

Program Type: *Mixed*

Agency: *Department of Agriculture*

Bureau: *Rural Housing Service*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Measure Under Development			
Annual Measure: Number of new and rehabilitated units provided	2000	5,181	6,616
	2001	4,830	7,089
	2002	7,200	7,284
	2003	5,800	7,274
Annual Measure: Number of households able to continue receiving rental assistance because of a renewed contract agreement (Targets under development).			

Recommended Follow-up Actions	*Status*
Develop adequate long-term goals that measure outcomes.	Action taken, but not completed
Improve and develop better annual goals. Even though the multifamily housing program is currently achieving its annual goals, it can create additional measurements that directly tie to its decisions on how to manage the funds they receive.	Action taken, but not completed

Update on Follow-up Actions:

USDA has been working on this. The last step in to get approval from OMB. They expect that in 2005, when they will reasses. Funding inrease due to rental assistance increases to renew contracts for poor rural tenants in USDA financed multifamily housing projects. Additionally, $214M is proposed in 2006 for a new voucher program for the displaced tenant population that will result from some of the property owners voluntarily leaving the program.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
631	620	884

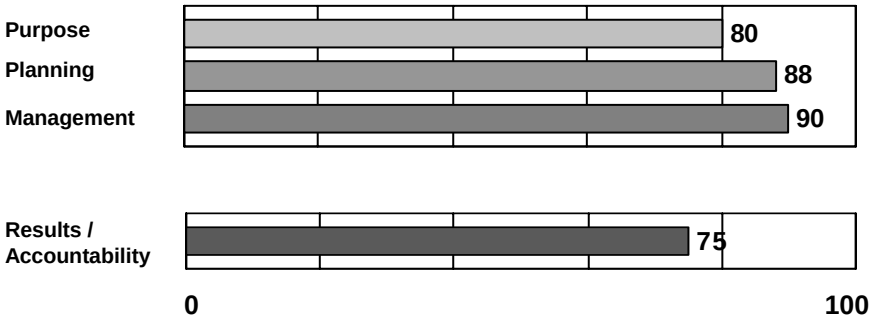
Program: *Mutual Self Help Housing -- Technical Assistance Grants*

Agency: *Department of Agriculture*

Bureau: *Rural Development, Single Family Housing Direct Loan Division*

Rating: *Moderately Effective*

Program Type: *Competitive Grant*



Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: The number of basis points below total RHS portfolio. RHS direct single family housing Self-Help loan delinquency. This rate is lower than the overall RHS direct single family housing loan portfolio. This differential will be accomplished while the number of Self-Help grants and the number of homes built and the number of new loans made to Self-Help participants increases.	2003	Baseline	413
	2004	350	
	2005	350	
	2006	350	
Long-term Measure: The number of basis points below total RHS portfolio. Using default rate comparisons, this measure compares the number of Self Help borrowers who lose their homes in foreclosure to other RHS single family housing direct loan borrowers. This will gauge the long-term success of developing safe, affordable housing through the Self-Help method. This program's default rate targeted to always be lower than the regular single family housing loan program's	2003	Baseline	130
	2004	100	
	2005	100	
	2006	100	
Long-term Measure: Number of Self-Help homes built. The Agency has a goal of doubling by 2010 (from 1460 loans in FY 2002) the total number of homes built by low income rural families by the Self-Help method (under sponsorship of TA grantees), with an average annual increase of 10%. The measure will be the number of Section 502 Direct loans to Self-Help families.	2003	Baseline	1471 loans
	2004	1606 loans	
	2005	1767 loans	
	2006	2138 loans	

Program Summary:

The Rural Housing Service (RHS) provides self-help housing grants to sponsor groups such as rural public and private non-profits to provide technical assistance (TA) for building homes and for securing financing for home mortgages. The sponsor groups locate and advise low and very-low income families who will build their own homes. Beneficiaries of the TA are typically very low-income, minority families and nearly all obtain USDA direct housing loans. Participants are required to contribute at least 65 percent of the labor and construct their homes as a group.

The PART found that this is a unique program that is well targeted, has good measures and has sound management, but is not without flaws. Specific PART findings were:

- The requirement for providing 65 percent " sweat equity" makes this program unique. The program serves the lowest income families, yet they are able to succeed at rates higher than other RHS single family housing direct loan borrowers.
- The lengthy process for a sponsor group to become an active self-help grantee along with other issues, such as: land acquisition problems, environmental/title clearance issues and finding adequate numbers of eligible families; results in an extremely slow increase in obligations of grants when program funds are significantly increased over the base.
- The program has appropriate long-term goals and annual measures, which take into account economic factors and, in most cases, have established baselines and ambitious targets.
- This program routinely meets or exceeds its goals, but needs to establish ambitious targets for all its measures. Additionally, it should work to ensure that any additional measures are not directly tied to funding.

In response to these findings, the Administration will:

1. Establish ambitious targets as they relate to the baselines for <u>all</u> measures.
2. Complete the development of an adequate efficiency measure.
3. Reduce the speed at which new sponsor groups can come into the program and start assisting families as a grant recipient.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
34	34	34

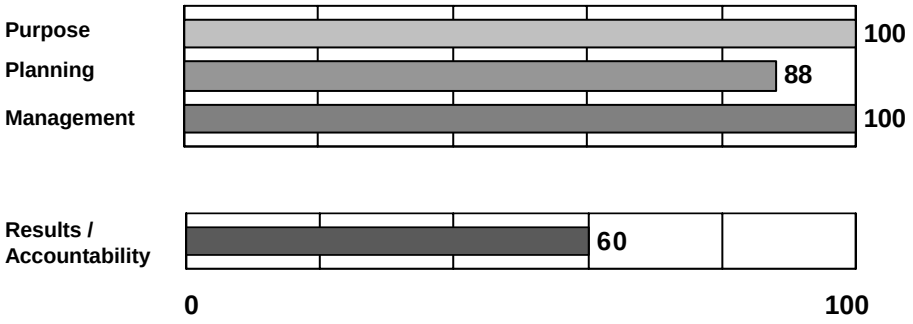
Program: *National Agricultural Statistics Service*

Rating: *Moderately Effective*

Agency: *Department of Agriculture*

Bureau: *National Agricultural Statistics Service*

Program Type: *Direct Federal*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: The American Customer Satisfaction Index (ACSI) score for providing timely, accurate, and useful statistical products and services.	2001	72	72
	2004	75	77
	2005	76	
	2006	77	
Long-term Measure: Percent of total national U.S. agricultural production covered annually by official USDA statistics	2002	100%	100%
	2003	95%	96%
	2004	92%	
	2005	94%	
Annual Measure: Accuracy: Percent of key survey estimates meeting statistical precision targets.	2003	67%	67%
	2004	72%	71%
	2005	75%	
	2006	83%	

Program Summary:

The National Agricultural Statistics Service (NASS) collects and provides statistics on the state of U.S. agriculture. In addition, every five years it conducts and publishes the Census of Agriculture, which provides comprehensive data about agricultural communities at the county level. NASS programs support four of the five USDA mission areas: enhancing economic opportunities for producers, improving the quality of life in rural America, protecting the safety of agriculture and the food supply, and protecting and enhancing natural resources and the environment.

The PART assessment shows:

- The program addresses a specific need, which is to provide stakeholders, including decision makers and members of the agricultural sector clear and objective statistical information.
- However, while there is baseline data, there is insufficient information to show the extent to which the program is achieving its long term targets. That should be remedied as additional data is collected in future years.
- The program is targeted to provide timely, accurate and useful statistical data to both public and private sector interests. NASS publishes over 400 national reports annually, for more than 120 crop and 45 livestock items.
- NASS holds annual data user meetings to solicit input on program quality and usefulness.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
128	128	145

Program: *National Forest Improvement and Maintenance*

Agency: *Department of Agriculture*

Bureau: *Forest Service*

Rating: *Adequate*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Facilities Condition Index (a ratio of the cost of remedying maintenance deficiencies to the current replacement value, commonly used by private firms to monitor condition of facilities)	2003	0.87	0.88
	2004	0.87	
	2005	0.87	
	2006	0.87	
Annual Measure: Miles of road reconstruction and capital improvement	2003	24,579	55,262
	2004	28,965	27,817
	2005	34,468	
	2006	29,778	
Annual Measure: Miles of trail maintained to standard	2004	25,592	19,630
	2005	21,009	
	2006	16,759	

Recommended Follow-up Actions	*Status*
Target $10 million for deferred maintenance, focusing on the projects that have the highest priority as measured by the improvement in the FCI.	Action taken, but not completed
Continue to improve the maintenance prioritization process and increase incentives aimed at decommissioning obsolete and underutilized infrastructure.	Action taken, but not completed

Update on Follow-up Actions:

The FY 2006 Budget includes a legislative proposal concerning Forest Service facilities within the Capital Improvement and Maintenance account that, if enacted, will more fully address PART recommendations and provide a basis for reassessment. The Administration proposes additional reforms to Forest Service efforts to improve its accountability and results that will reduce overhead and indirect costs by one-third; establish a working capital funds for facilities to address maintenenace needs; and allow the sale of unneeded facilities.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
635	704	391

Program: *National Resources Inventory*

Agency: *Department of Agriculture*

Bureau: *Natural Resources Conservation Service*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percent of 73,576 Primary Sampling Units collected by deadline.	2002	100%	98%
	2006	100%	
Annual Measure: Percent of samples that have passed data quality standards by collection deadline.	2002	95%	85%
	2006	95%	

Recommended Follow-up Actions	*Status*
Develop long-term performance measures and set ambitious targets for the measures.	Action taken, but not completed
Develop NRI efficiency measures.	Action taken, but not completed

Update on Follow-up Actions:

The Natural Resources Conservation Service continues to develop and refine outcome-based performance measures for the National Resources Inventory program, and the agency expects to have new measures available in FY 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
35	37	37

Program: *National School Lunch*

Agency: *Department of Agriculture*

Bureau: *Food and Nutrition Service*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of calories from fat and saturated fat	1993		38%/15%
	1999		32%/12%
	2003		
	2005	<=30% <=10%	
Annual Measure: Percentage of schools in compliance with meal claiming rules	2000		86.8%
	2001	87%	88.2%
	2002	87%	
	2003	87%	
Annual Measure: Measure Under Development	2000		
	2001		
	2002		
	2003		

Recommended Follow-up Actions	*Status*
Create a performance-based reimbursement system that provides for financial incentives for meals meeting the dietary guidelines.	No action taken
Create a system to improve the accuracy of income information submitted by households at the time of application to address the high rate of erroneous payments in the program.	Action taken, but not completed
Develop performance measures that meet the long-term goals.	Action taken, but not completed

Update on Follow-up Actions:

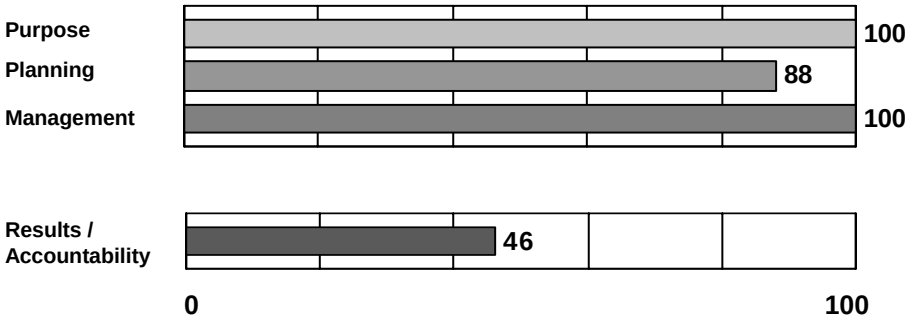
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
6,649	6,967	7,254

Program: *Perishable Agricultural Commodities Act*

Agency: *Department of Agriculture*

Bureau: *Agriculture Marketing Service*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Average processing time for enforcement actions (in months).	2004	12	12
	2006	9	
	2008	6	
Annual Efficiency Measure: Completion timeframe for processing informal complaints (in months).	2004	4	
	2005	4	
	2006	4	
Annual Measure: Percentage of reports completed within 30 days of field investigation.	2004	75	75
	2005	80	
	2006	85	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The Perishable Agricultural Commodities Act (PACA) is designed to protect producers, shippers, distributors, and retailers from losses due to unfair and fraudulent practices and prevent the unwarranted destruction or dumping of farm products.

The protections offered by the PACA program benefit growers (who are also generally sellers), but also a wide range of other parties throughout the marketing chain such as truckers, packers, processors, wholesalers, brokers, grocery wholesalers, and food service firms. PACA accomplishes its mission by providing procedures for dispute resolution outside of the civil court system and maintaining a financial trust consisting of a buyer's produce-related assets. Unfair trade practices addressed by PACA include: rejection of produce without probable cause, failure to pay an agreed price promptly, discarding or destroying produce by an agent, misbranding or misrepresentation of fruits and vegetables, making false or misleading statements on the sale, and altering inspection certificates.

Findings from the PART include:

- Continued industry support for the program is demonstrated by the activities of the Fruit and Vegetable Advisory Committee, which is working with AMS to ensure that the program maintains or strengthens its effectiveness while undertaking efficiency improvements.
- The program' s staff meet regularly with the Fruit and Vegetable Industry Advisory Committee to review PACA activities. However, consultation with industry advisory committees is not considered an independent review.
- The program is intended to cover its operating expenses through user fees, but the use of appropriated funds obscures the true costs of the program.

In response to these findings, the Administration will:

1. Identify and correct strategic planning deficiencies.
2. Obtain a more independent review of the program that focuses on both annual and long-term performance goals and how progress in working towards these goals is measured.
3. Reevaluate the cost of services provided by the program (in advance of the appropriated dollars being depleted) and determine how best to adjust future fees.
4. Develop an outcome based long-term performance measure.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
10	9	10

Program: *Pest and Disease Exclusion*

Agency: *Department of Agriculture*

Bureau: *Animal and Plant Health Inspection Service (APHIS)*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Number of foreign animal disease incidents in the United States.	2003	0	1
	2004	0	
	2006	0	
	2008	0	
Annual Measure: Number of countries from which agricultural disease/pest information is collected.	2003	N/A	N/A
	2004	3	
	2006	14	
	2008	14	
Annual Efficiency Measure: Dollar cost of 1 million sterile fruit flies produced at the El Pino facility in Guatemala.	2001		$216.00
	2002		$176.00
	2003		$139.00
	2004	$139.00	

Rating: *Effective*

Program Type: *Regulatory Based*

Program Summary:

The Animal and Plant Health Inspection Service' s Pest and Disease Exclusion Programs' (APHIS) purpose is to prevent the introduction of foreign plant and animal diseases and pests. This is accomplished through off shore eradication of pests, information collection, negotiations with other countries on phytosanitary standards and the regulation of imports. Examples of specific diseases and pests are foot and mouth disease, tuberculosis, the Mediterranean fruit fly, and screwworm. Some of the activities in this area are considered a homeland security function.

The assessment found the following:

- The program purpose was clear and addressed a specific and existing problem of foreign plant and animals diseases and pest introduction through several approaches, including on site eradication of pests and regulatory actions to prevent infestations through imports.
- Outcome and output performance measures accurately reflect program activities.
- Two efficiency measures were included, related to disease detection and eradication costs.
- This program is effective because it targets infestations at their source, reducing the likelihood of the problem reaching the United States.

In response to the PART assessment, the Administration will:

- Continue to establish baselines for its performance measures for pest and disease exclusions.
- Propose to fund these programs at a total of $144 million in 2006, an increase of $19 million from the 2005 Enacted.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
126	125	144

Program: *Pesticide Data/Microbiological Data Programs*

Agency: *Department of Agriculture*

Bureau: *Agricultural Marketing Service*

Rating: *Adequate*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Number of samples analyzed (average of the PDP/MDP programs).	2002	21,245	23,157
	2003	22,500	23,600
	2004	22,500	23,215
	2005	22,500	
Annual Efficiency Measure: Cost per test (in dollars)	2002	$9.36	$9.36
	2003	$11.07	$11.07
	2004	$9.41	$9.41
Long-term Measure: Number of EPA tolerances covered by PDP data.	2002	1,000	1,180
	2003	1,000	1,036
	2004	1,000	1,056
	2005	1,000	

Recommended Follow-up Actions from Latest PART	*Status*
A study of the feasibility of charging a fee to industry beneficiaries to cover partial/full cost of the pesticide data program.	Completed
An independent audit of program operations in 2004.	No action taken
Development of additional, outcome-based performance measures.	No action taken

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
21	21	22

Program: *Plant Materials Program*

Agency: *Department of Agriculture*

Bureau: *Natural Resources Conservation Service*

Rating: *Results Not Demonstrated*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Number of new plant materials released to commercial growers.	2002	25	29
	2004	20	
	2005	20	
	2006	20	

Recommended Follow-up Actions	*Status*
Develop long-term performance measures and set ambitious targets for the measures.	Action taken, but not completed
Develop Plant Materials Program efficiency measures.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
12	15	11

Program: *RBS Business and Industry Guaranteed Loan Program*

Rating: *Adequate*

Agency: *Department of Agriculture*

Program Type: *Credit*

Bureau:

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Rural Jobs Created/Saved	2003	33844	22694
	2004	33844	24763
	2005	15136	
	2006	15136	
Annual Measure: Guaranteed Loan Delinquency Rate	2003	9.5%	3.46%
	2004	9.3%	7.7%
	2005	7.0%	
	2006	7.0%	
Long-term Measure: Measure Under Development			

Recommended Follow-up Actions	Status
Tie program performance to budget requests.	Action taken, but not completed
Develop an efficiency measure such as 'cost per loan processed' to track administrative expenses and allow comparison among loan programs.	Completed
Complete a rewrite of program regulations to address identified concerns and deficiencies, such as lender performance and eligibility, borrower eligibility, priority goals, and underwriting requirements. These efforts coupled with improvements in program management will help the agency make targeted efforts to decrease delinquency and default rates.	Action taken, but not completed
Improve long-term performance measurement by comparing actual program data on the types of jobs supported each year with established benchmarks based upon Department of Labor statistics. This will allow RBS to more accurately determine the extent of community benefits. Such information will also help guide agency decisions on how to manage the funds they receive.	Action taken, but not completed

Update on Follow-up Actions:

USDA has contracted with the University of Missouri to help capture the total effect of the Rural Business programs on rural America. This study will assist in measuring the quality of jobs and how industries in a region link. The study will help the Agency to ascertain where a particular business is getting its material, etc. and what other industries are benefitting from a business. Results of the study will be available in early 2005. All actions should be completed at that time.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
26	30	44

Program: *Research/Extension Grants: Economic Opportunities for Producers*

Agency: *Department of Agriculture*

Bureau: *Cooperative State Research, Education and Extesnion Service*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Use of biofuels	2004	1.0%	1.9%
	2010	4.0%	
Long-term Measure: Agricultural Productivity index as measured by total factor productivity for agriculture. Total factor productivity is a well-established measure of productivity used across economic sectors to gauge growth patterns and the factors contributing to growth. It is the ratio of total outputs to toal inputs. ERS tracks this index.	2001	Baseline	103.6
	2002	104	104.4
	2004	105	105
	2010	119	
Annual Measure: Assessment of relevance quality and performance of projects by outside peer review (on a scale of 0 to 100).	2004	Baseline	80
	2005	82	
	2006	84	

Rating: *Moderately Effective*

Program Type: *Research and Development*

Program Summary:

The Cooperative State Research Education and Extension Service (CSREES) funds grant programs to institutions, such as land grant universities and State agricultural extension agencies. CSREES provides grants on a competitive basis, and through formulas authorized by law. CSREES participates in the Departments five strategic goals: enhancing economic opportunities for producers, improving the quality of life in rural America, protecting the safety of agriculture and the food supply, improving human nutrition and health, and enhancing natural resources and the environment. This PART analysis will focus on CSREES programs to enhance economic opportunities for producers.

The PART assessment shows:

- The program addresses a specific problem: the need to maintain the economic viability of the agricultural sector through grants which include, but are not limited to, preserving and expanding plant and animal genetic diversity and developing new food and non-food biobased products.
- A portion of CSREES funds are earmarked through appropriations action to specific locations and for specific purposes, without the benefit of an overall competitive peer-review process.
- Long term outcome measures were related to overall agricultural productivity, while short term measures address the research and development criteria of relevance, quality and performance.

In response to these findings, USDA will:

1. Emphasize funding through competitive grants, increasing the National Research Initiative (NRI) from $180 million in 2005 to $250 million in 2006.
2. Propose to provide $75 million for competitive peer reviewed grants to support research that meets regional, state and local priorities.
3. Continue to improve its long term measures for these programs.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
382	396	424

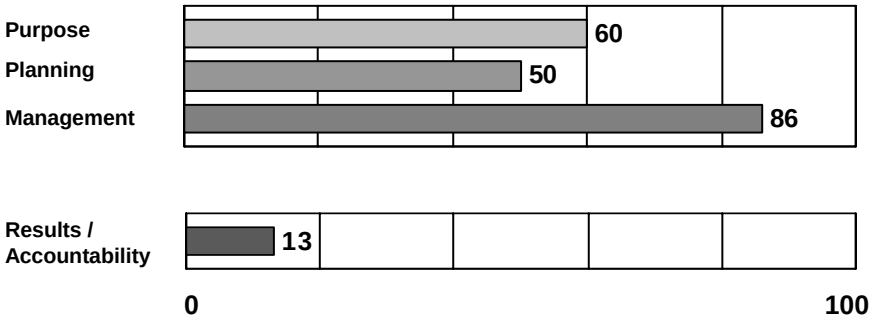
Program: *Resource Conservation and Development*

Rating: *Results Not Demonstrated*

Agency: *Department of Agriculture*

Bureau: *Natural Resources Conservation Service*

Program Type: *Direct Federal*



Program Summary:

The Natural Resources Conservation Service's (NRCS) Resources Conservation and Development (RC&D) Program helps local communities identify, plan for, and address their own environmental and economic development priorities. The goal of the local area plans is to improve the capability of states, units of government, Indian tribes, nonprofit organizations, and councils to accelerate the conservation, development and utilization of natural resources; improve the general level of economic activity; and enhance the environment and standard of living in designated RC&D Areas.

The PART assessment found that in recent years, NRCS has improved its management of the RC&D program. Specifically, NRCS:

- Revised the RC&D policy manual to strengthen the responsibilities of all levels of RC&D personnel, including the requirement that local RC&D Councils have up-to-date area plans that incorporate improved performance monitoring.
- Initiated an in-depth review of the program in 2005 that will recommend how to make program improvements.

However, the PART review also found a number of program weaknesses, including:

- The program's assistance is in many cases duplicative of other conservation planning, rural economic development, and community facilities/amenities development services provided by other USDA agencies and Federal departments.
- The program's funds are not targeted. At the national level, NRCS does not identify programmatic priorities and allocate dollars according to these priorities.
- Though the program funds local-level capacity building, communities have received federal support for many years. USDA has funded over 40 percent of current RC&D areas for more than 30 years.
- The program does not have an adequate number of easily understood, long-term outcome performance measures that meaningfully reflect the activities of the program.

In the coming months, the Administration will work to improve the RC&D program by:

- Implementing the recommendations developed by the NRCS-led program review, including targeting resources at program priorities.
- Developing and using improved, outcome-based long-term performance measures.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Number of local businesses created in rural communities through RC&D Assistance.	2003	Baseline	264
	2004	300	
	2005	315	
	2006	337	
Long-term Measure: Percentage of RC&D Area Plans that exceed NRCS minimum standards	2003	Baseline	
	2008	50%	
Annual Efficiency Measure: Ratio of RC&D staff positions (measured in Full Time Equivalent positions) to local jobs created in rural communities through RC&D assistance	2005	Baseline	

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
53	51	27

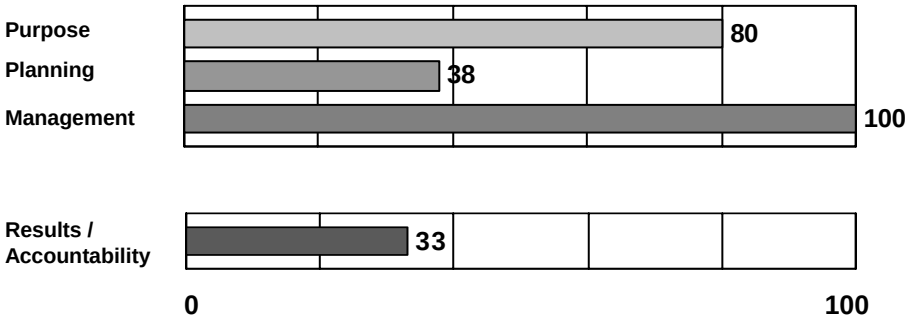
Program: *Rural Business Enterprise Grant Program*

Rating: *Results Not Demonstrated*

Agency: *Department of Agriculture*

Bureau: *Rural Business-Cooperative Service*

Program Type: *Competitive Grant*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: also Annual Measure: Number of jobs created and/or saved throught the financing of businesses. [data here represents the Long-term targets and baselines]	2003	baseline	17206
	2004	17206	
	2005	17340	
Annual Measure: Number of businesses benefitting in one year. [this is the output as it relates to the program funding level]	2003	baseline	3400
	2004	3400	
	2005	3400	

Program Summary:

The Rural Business-Cooperative Service (RBS) provides Rural Business Enterprise Grants to groups such as rural public and private non-profits to finance and facilitate development of small and emerging private business enterprises located in rural areas. The group receives the grant to assist a business. Qualifying businesses must have less than 50 new employees and less than $1 million in gross annual revenues. Examples of fund uses: technical assistance (providing assistance for marketing studies, feasibility studies, business plans, training etc.); purchasing machinery and equipment that beneficiaries may lease; or creating a revolving loan fund (providing partial funding as a loan for the purchase of equipment, working capital, or real estate).

The PART evaluation found that while well designed, the program is not particularly unique. Good long term goals, efficiency measures, and ambitious targets still need to be developed. Specific PART findings were:

- The program targets businesses both by size and geography. However, the Economic Development Administration, Appalachian Regional Commission, and Small Business Administration all provide similar economic development grant programs or technical assistance for the benefit of small businesses in urban and rural areas.
- The long-term measure and the annual measure are the same.
- The targets for the annual measures and the long-term goals only aim to maintain the status quo; they are neither ambitious nor challenging. Additionally, RBS still needs to establish an efficiency measure to improve efficiencies or cost effectiveness in achieving program goals.
- In 2003, RBS commissioned a University of Missouri study to help capture the total effect its business programs have on rural America. The results of the study should help identify additional annual measures as well as long-term goals.

In response to these findings, the Administration will take the following actions:

1. By 2006, establish baselines, targets and measures based on the University of Missouri study.
2. Establish ambitious targets as they relate to the baselines for measures.
3. Complete the development of an adequate efficiency measure.

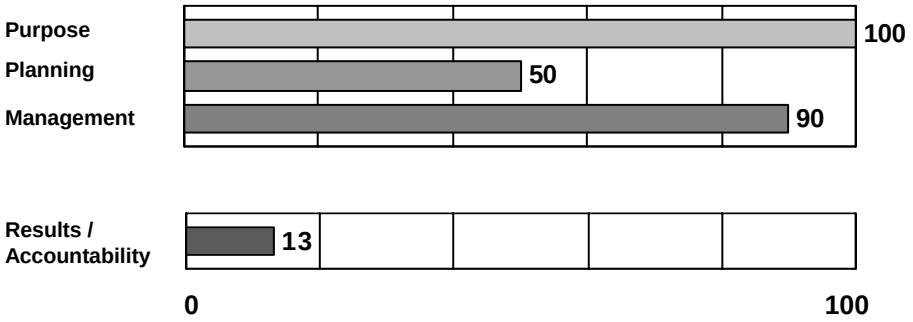
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
43	40	40

Program: *Rural Business-Cooperative Service Value-Added Producer Grants*

Agency: *Department of Agriculture*

Bureau: *Rural Business --Cooperative Service*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Program Summary:

The Rural Business-Cooperative Service (RBS) provides value-added grants for marketing products such as by-products from processing of agricultural produce like peanut shells used for packaging material. Another purpose is grants to market farm-based renewable energy. Grants may be for planning activities and working capital. Eligible recipients are independent producers, farmer and rancher cooperatives, agricultural producer groups, and majority-controlled producer-based business ventures.

The assessment found that the program is well designed and has good management in place. RBS is still developing baselines and measures because it is a brand new program established in the 2002 Farm Bill, so performance results cannot be determined yet. Additionally the PART found:

- FY 2003, RBS commissioned a University of Missouri study to determine the potential effects of the funded value-added projects on (a) the demand for agricultural commodities, (b) market prices, (c) farm income and (d) Federal outlays on commodity programs. The results of this study will allow RBS to assess the performance of USDA value-added program recipients.

In response to these findings, the Administration will:

1. Establish baselines, targets and measures based on the study by 2006. The report should be available by the end of 2005, and the measures should be in effect for 2006.
2. Implement a new regulation that will allow them to use a volunteer survey instrument to determine actual performance such as job creation or revenue. This will be used to formulate new baselines and targets and to assess performance.

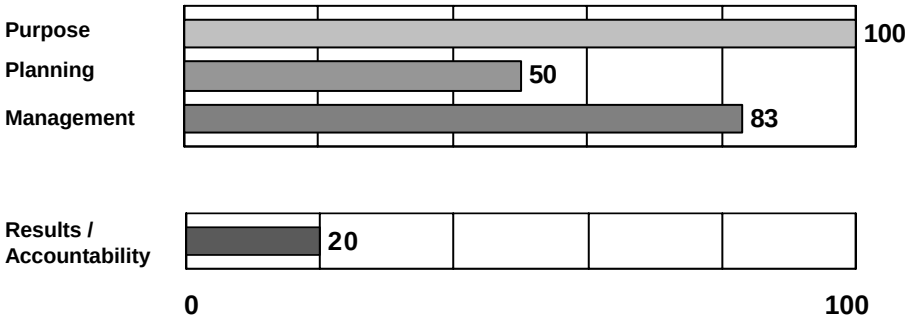
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
14	16	16

Program: *Rural Distance Learning and Telemedicine Loan and Grant Program*

Agency: *Department of Agriculture*

Bureau: *Rural Utilities Service*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Cost per loan. Measure is under development			
Long-term Measure: Increased graduation rates in rural high schools. Baselines and targets are under development.			

Rating: *Results Not Demonstrated*

Program Type: *Mixed*

Program Summary:

The Rural Utilities Service's (RUS) Distance Learning and Telemedicine Program provides loans and grants to medical and educational facilities to encourage and improve telemedicine services and distance learning services in rural areas. The program accomplishes these goals through the use of telecommunications, computer networks, and related advanced technologies to target students, teachers, medical professionals, and residents in rural areas.

The assessment found that the program is well designed and managed, but lacks adequate performance measures and results. Additional findings:

- The program has a clear purpose;
- Strategic planning is adequate, however, the performance measures, baselines and targets are still under development and the program does not have periodic independent evaluations of program performance;
- Program management is strong, however improvements on availability of information and development of credit models are needed; and
- Program results are limited since RUS is in the process of developing adequate performance measures, baselines and targets.

In response to these findings, the following actions will be taken:

1. Rural Development will determine how and when it will implement periodic independent reviews that focus on how well the program is accomplishing its mission and meeting its long-term goals;
2. RUS will improve performance measures and develop baselines and ambitious targets;
3. RUS will collect grantee performance information and make it available to the public; and
4. Rural Development will periodically review cash flow models to ensure actual performance of the program is reflected and will review all model assumptions to determine necessary adjustments to the cash flow models when flaws are identified.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
325	74	25

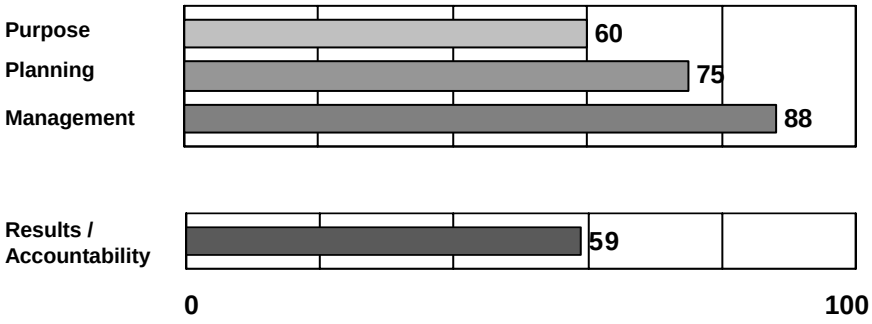
Program: *Rural Electric Utility Loans and Guarantees*

Rating: *Adequate*

Program Type: *Credit*

Agency: *Department of Agriculture*

Bureau: *Rural Utilities Service*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of all electric program borrowers' consumers receiving new or upgraded electric service. From 2005 through 2010.	2010	27%	
Annual Measure: Percentage of all electric program borrowers' distribution and transmission lines that are new or have been upgraded.	2002		2.3%
	2003		2.4%
	2005	2.5%	
	2006	2.5%	
Annual Efficiency Measure: Cost per loan. Measure is under development.			

Program Summary:

The Rural Utilities Service (RUS) provides direct and guaranteed loans to rural electric cooperatives and other utilities in rural areas for generating, transmitting, and distributing electricity. The intent of the program has changed from providing electric service to providing affordable and reliable service. In addition, because many communities have grown since RUS started giving electric loans and RUS does not recertify the rural status of borrowers' service areas, some RUS electric loan funds support urban areas.

The original PART found that the electric program is well designed with a clear purpose and effective management. However, there was a need for better performance measures. Since the original PART assessment, RUS has developed new performance measures, baselines and ambitious targets that show the impact the loan funding is having on rural electrification. Development of new performance measures has resulted in a change from " Results not Demonstrated" to a rating of " Adequate." In addition, the President' s 2004 budget requested and Congress provided additional loan level for the Hardship loans. However, due to the changes in the subsidy costs of the Hardship loans, the loan level for 2005 is at the historical level and the requested loan level for 2006 is below the historical level.

To further improve performance of this program RUS will:

1. Target the loans to areas with high poverty rates;
2. Reduce funding supporting non-rural areas by recertifying borrowers' rural status; and
3. Conduct periodic independent reviews that focus on how well the program is accomplishing its mission and meeting its long term goals.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
3,989	3,317	2,520

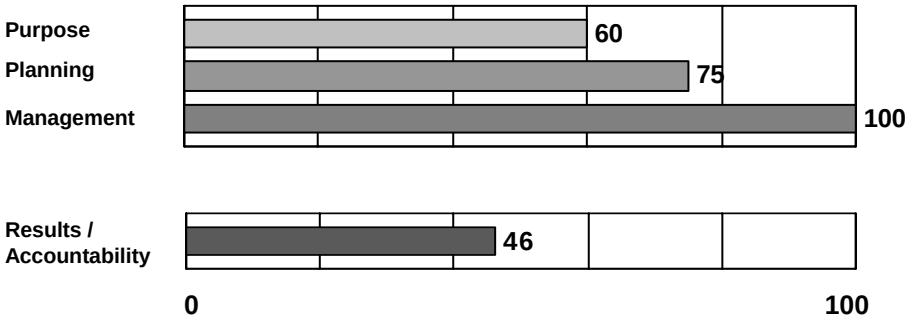
Program: *Rural Telecommunications Loan Programs*

Rating: *Adequate*

Program Type: *Credit*

Agency: *Department of Agriculture*

Bureau: *Rural Utilities Service*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of rural subscribers of telecommunications program borrowers receiving new or improved service. From 2004 through 2010.	2010	40%	
Annual Measure: Percentage of telecommunications programs borrowers' subscriber lines in rural America that have been upgraded to high-speed capability.	2002		4.2%
	2003		4.9%
	2005	4.3%	
	2006	4.3%	
Annual Efficiency Measure: Cost per loan. Measure is under development.			

Program Summary:

The Rural Utilities Service (RUS) provides direct loans to rural telecommunications providers for the improvement and expansion of telecommunications services in rural areas. The intent of the program has changed from providing telecommunications service to reducing the cost and increasing the reliability of service in rural areas. However, the program is not designed to prevent funding from supporting non-rural telecommunications investments since there is no requirement to recertify the rural status of a telecommunications provider.

The original PART found that the telecommunications program has a clear purpose and good program management. However, RUS did not have adequate long-term and annual measures. The program has taken steps to address some deficiencies identified through the PART. RUS has developed baselines and ambitious targets for new long-term and annual performance measures. This resulted in a change from " Results not Demonstrated" to a rating of " Adequate."

To further improve performance of this program RUS will:

1. Reduce funding supporting non-rural areas by recertifying borrowers' rural status;
2. Determine if the current policy for loan processing of " first in, first out" provides adequate support to the areas with the highest priority needs;
3. Develop a measure that determines how rural the area served by the borrower is; and
4. Conduct periodic independent reviews that focus on how well the program is accomplishing its mission and meeting its long term goals.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
514	518	670

Program: *Rural Water and Wastewater Grants and Loans*

Agency: *Department of Agriculture*

Bureau: *Rural Utilities Service*

Rating: *Results Not Demonstrated*

Program Type: *Mixed*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			
Measure Under Development			

Recommended Follow-up Actions	***Status***
Create reasonable long-term goals that measure outcomes.	Action taken, but not completed
Develop better annual goals	Action taken, but not completed

Update on Follow-up Actions:

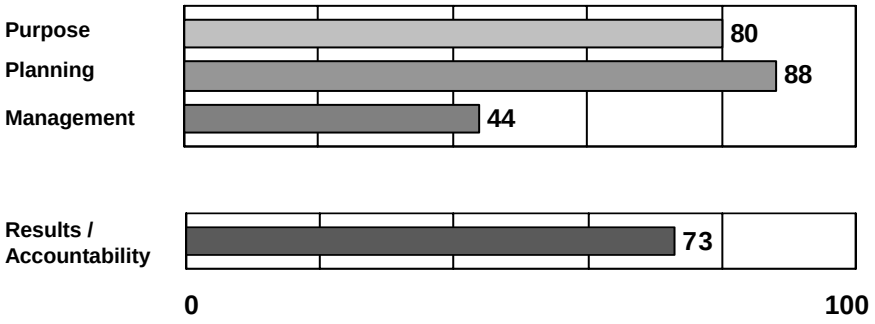
Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
601	548	450

Program: *School Breakfast Program*

Agency: *Department of Agriculture*

Bureau: *Food and Nutrition Service/Special Nutrition Programs*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percent of children enrolled in school participating in SBP	1996	Baseline	13%
	2003		15.5%
	2005	18%	
Long-term Measure: Percent of calories from fat & saturated fat; percent of RDA for calories, vitamins & minerals	1992	Baseline	31;14;24
	1999	30;10;25	26;10;23
	2005	30;10;25	
	2006	30;10;25	
Annual Measure: Proportion of SFAs in compliance with school meals counting and claiming rules.	1997	Baseline	85.5
	2001	87	86.6
	2005	90%	

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Program Summary:

The School Breakfast Program provides nutrient dense breakfasts to safeguard the health and wellbeing of the Nation's children and encourage the domestic consumption of agriculture and other foods.

The assessment found that the program is well targeted to low-income children, which are a primary focus of the program. Additional findings include:

- Participation in the program is positively associated with improved nutrient intakes.
- The program has made progress in improving the nutrient content of meals.
- A large portion of children certified for free or reduced price meals are from households with income above the programs eligibility thresholds.

In response to these findings, the Administration will:

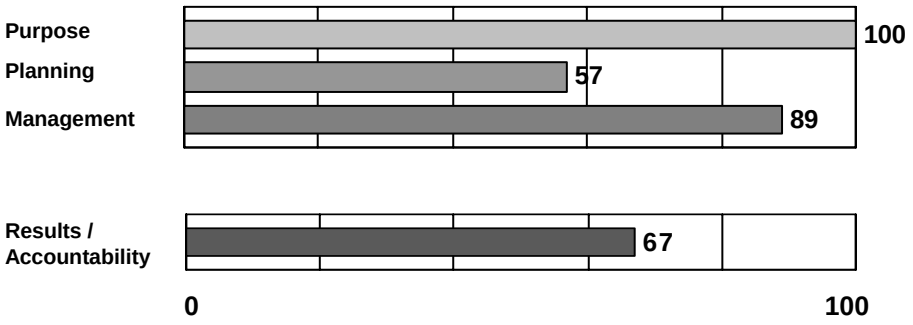
1. Maintain funding for the School Meals Initiative for Healthy Children, aimed at improving the nutritional content and reducing the level of fat and saturated fat in school meals.
2. Continue efforts to increase the participation rates of low-income children
3. Implement new provisions to improve the certification process for determining eligibility for meals.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,792	1,910	2,030

Program: *Single Family Housing Direct Loans*

Agency: *Department of Agriculture*
Bureau: *Rural Housing Service*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Number of homes financed with USDA single family housing direct loan funds	2003	Baseline	12,379
	2004	15,500	
	2005	12,000	
	2006	9,900	
Annual Measure: The number of basis points the program is within the delinquency rate of FHA's loan portfolio's delinquency rate.	2003	Baseline	300
	2004	500	
	2005	500	
	2006	500	
Long-term Measure: The number of basis points the program is within FHA's loan portfolio's foreclosure rate.	2003	Baseline	108
	2004	300	
	2005	300	
	2006	300	

Rating: *Moderately Effective*

Program Type: *Credit*

Program Summary:

The Rural Housing Service (RHS) provides Single Family Housing Direct Loans, which are available for low and very low-income households to obtain homeownership in rural areas. The purpose of this loan is to provide financing at reasonable rates and terms with no down-payment. Interest rates may be subsidized depending on the borrower's income. Borrower income is reviewed annually and the interest rate is adjusted accordingly up to the conventional mortgage rate. Families must be without adequate housing, but be able to afford the mortgage payments, including taxes and insurance. In addition, applicants must be unable to obtain credit elsewhere, yet have reasonable credit histories. RHS offers the Federal Government's only direct single family housing loan program. The program helps the " on the cusp" borrower obtain a mortgage, and encourages graduation to private credit as the borrower's income increases over time.

The PART assessment found that the program is designed very well, particularly in the area of targeting resources. Additionally, the program has good management practices in place. Specific PART findings were:

- This is the only direct Federal lending mortgage program that is means-tested and offers subsidized loans. It specifically targets low and very low-income rural residents for homeownership. Additionally, because the borrower has to prove that he/she cannot get credit elsewhere, it is unlikely that a private or state program would be able to provide assistance similar to this program.
- The program has appropriate long-term goals and annual measures. However, many of the targets set for these are significantly below the identified baseline, which is not very ambitious. Additionally, for both the long term measures identified and annual targets as compared to the baseline there is no indication that the agency is trying to achieve anything more than the status quo.
- This program routinely meets or exceeds its goals, but given the unambitious targets this does not result in a high mark on program performance. However, the program's delinquency/default rates are favorable when compared to the national rate, given this program's riskier pool of borrowers.

In response to these findings, the following actions will be taken:

1. Establish ambitious targets as they relate to the baselines.
2. Complete the development of an adequate efficiency measure for credit programs.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
1,351	1,100	1,100

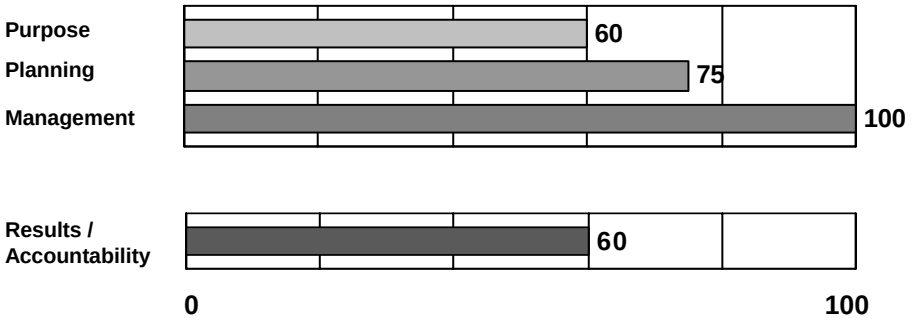
Program: *Single Family Housing Loan Guarantees*

Rating: *Moderately Effective*

Agency: *Department of Agriculture*

Bureau: *Rural Development, Rural Housing Service*

Program Type: *Credit*



Program Summary:

The Rural Housing Service (RHS) provides Single Family Housing Guaranteed (section 502) loans to means tested borrowers to obtain homeownership in rural areas. RHS guarantees up to 90 percent of a private loan for low to moderate-income rural residents. The program's emphasis is on reducing the number of rural residents living in substandard housing.

The PART assessment found that the program has good management, which should allow for good strategic planning, but that is currently lacking. There is also a design flaw. Specific PART findings were:

- This program is well targeted using both income and location for criteria.
- There is some redundancy, as both HUD and VA offer guaranteed home loans.
- The program's major design flaw is that RHS does not market this program to the lenders in a way that differentiates this program from other federal housing loan guarantees. This is a different program with different goals that should be looked at in conjunction with the single family housing direct loans to help rural lower income borrowers. RHS needs to find a way to promote this program to the lenders in a fair and upfront way, so that the lenders choose to participate in the program knowing that there is a set amount of funding available annually.
- The program has appropriate long-term goals and annual measures. However, many of the targets are easier to meet than the baseline. Additionally, the targets for the long term measures and annual measures only maintain the status quo; they are neither ambitious nor challenging.
- This program routinely meets or exceeds its goals, but given the unambitious targets this does not result in a high mark on program performance. However, the program's delinquency/default rates compare favorably to the national rate, given a riskier pool of borrowers.

In response to these findings, the following actions will be taken:

1. Establish ambitious targets as they relate to the baselines.
2. Complete the development of an adequate efficiency measure for credit programs.
3. Propose viable solutions to the threat of program collapse when demand exceeds resources in a given year.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Number of homeownership opportunities created measured in terms of the number of new loans made.	2003	Baseline	31,751
	2004	34,115	
	2005	26,595	
	2006	33,264	
Annual Measure: The number of basis points the program is within the delinquency rate of FHA's loan portfolio's delinquency rate.	2003	Baseline	0
	2004	250	
	2005	250	
	2006	250	
Long-term Measure: The number of basis points the program is within FHA's loan portfolio's foreclosure rate.	2003	Baseline	>-75
	2004	100	
	2005	100	
	2006	100	

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
2,610	2,500	3,100

Program: *Snow Survey Water Supply Forecasting*

Rating: *Moderately Effective*

Agency: *Department of Agriculture*

Bureau: *Natural Resources Conservation Service*

Program Type: *Direct Federal*

Program Summary:

The purpose of the Natural Resources Conservation Service's (NRCS) snow survey and water supply forecast program is to provide agricultural water users and other water management groups in western states with water supply forecasts to enable them to plan for efficient water management. The program also provides the public and the scientific community with a database that can be used to accurately determine the extent of the seasonal snow resource.

The original assessment found that the snow survey and water supply forecast program is the only high elevation data collection network in the United States, and the water supply forecasts it produces are coordinated with other entities such as the National Weather Service. While the program had developed long-term performance measures, at the time of the original assessment, baseline data for these new measures were not yet available. The proposed long-term measures evaluate the program's progress in eliminating information gaps for water supply forecasting purposes, improving water supply data utility, and increasing accuracy of streamflow data.

In response to the findings from the initial PART assessment, the snow survey program:

- Developed baselines for its proposed long-term measures. Without baselines for the measures, it was impossible to verify the performance of the program.
- Improved the quality of the performance measures to better report the activities and benefits of the program.
- Developed adequate efficiency measures. Previously, the program did not have an adequate efficiency measure with a baseline and performance targets. The program's new long-term efficiency measure will assess the reduction in the cost of water supply forecasts.
- Tied the program's budget request more closely with performance. NRCS is moving towards a "direct charge" budgeting and accounting system. Previously, the snow survey's costs were offset to other programs, with the results being that its funds did not cover operating costs. Now NRCS is correctly budgeting and accounting for the program's costs.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Number of water supply forecasts issued.	2004	12,500	12,500
	2005	13,000	
	2006	13,800	
Long-term Measure: Accuracy of 20-year average water supply forecast in 29 representative basins. (Percent difference between estimate and actual.)	2003	17%	17%
	2004	17%	
	2005	16%	
	2006	15%	
Long-term Efficiency Measure: Average unit cost of a water supply forecast.	2003	$1,032	$1,032
	2004	$1,022	
	2005	$1,011	
	2006	$991	

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
10	11	10

Program: *Soil Survey Program*

Agency: *Department of Agriculture*

Bureau: *Natural Resources Conservation Service*

Rating: *Moderately Effective*

Program Type: *Direct FederalResearch and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Cumulative reduction in the gap of acres with no soil resource surveys (FY 2000 baseline of an 87 million-acre gap). (In millions of acres.)	2002	8.6	10.9
	2004	17.2	
	2005	21.5	
	2006	25.8	
Long-term Measure: Measure Under Development			
Long-term Measure: Cumulative reduction in backlog of unpublished soil surveys by FY 2009 (FY 2000 baseline of 500 unpublished surveys).	2002	160	111
	2004	320	
	2005	400	
	2006	480	

Recommended Follow-up Actions	Status
Develop program efficiency measures.	Action taken, but not completed
Improve long-term performance reporting by developing outcome-based measures and targets.	Action taken, but not completed

Update on Follow-up Actions:

The Natural Resources Conservation Service continues to develop and refine outcome-based performance measures for the Soil Survey Program, and the agency expects to have new measures available in FY 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
87	89	88

Program: *USDA Wildland Fire Management*

Agency: *Department of Agriculture*

Bureau: *Forest Service*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Number of high priority acres moved to a better condition class. Measures the extent to which excessive fuel loads (small trees and brush that exacerbate the rish of catastrophic fire) are reduced and forest health is improved. (New measures, targets under development).			
Annual Measure: Number of high priority acres treated in (1) the wildland urban interface (WUI) or (2) in condition classes 2 or 3 outside the WUI. Measures acres treated to reduce fire risk in areas adjacent to communities and in other-high priority areas. (New measures, targets underdevelopment).			
Annual Efficiency Measure: Number of high priority acres treated in (1) the wildland urban interface (WUI) or (2) in condition classes 2 or 3 outside the WUI per million dollars of gross investment. (New measure, target under development).			

Recommended Follow-up Actions	***Status***
Developing a new fire preparedness model that focuses on efficient allocation of available resources.	Action taken, but not completed
Developing a real-time obligations system to improve the accountability of firefighting costs and accuracy of wildland fire obligations.	Completed
Establishing project criteria that is consistent with the 10-Year Implementation Strategy to ensure that hazardous fuels reduction funds are targeted as effectively	Action taken, but not completed
Improving accountability for firefighting costs and ensuring that states are paying their fair share of such costs.	Action taken, but not completed

Update on Follow-up Actions:

The agency requires significant additional action to develop a new fire preparedness model and an allocation strategy that each adequately addresses optimal risk mitigation in priority locations. Agency implementation of PART recommendations, particularly regarding performance measures on costs, will serve as the basis of a reassessment. Funding fluctuates due fire season intensity, exclusion of $400 million in unrequested supplemental suppression funding, and transfer of hazardous fuels funding proposed for inclusion within the National Forest Systems account.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
1,876	2,014	1,493

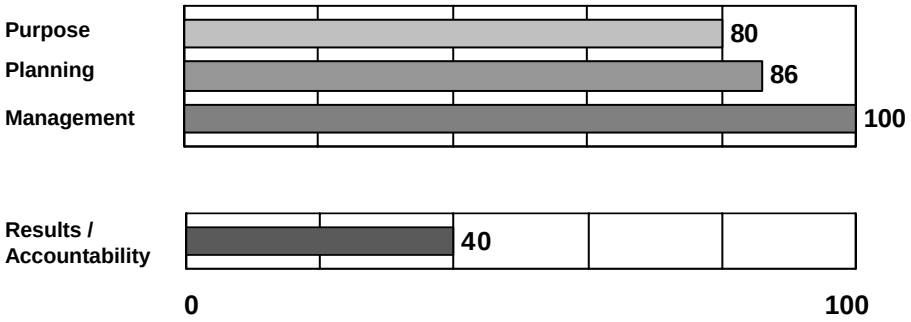
Program: *Watershed Protection and Flood Prevention*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *Department of Agriculture*

Bureau: *Natural Resources Conservation Service*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Estimated dollar value of flood damage reduction benefits generated by projects.	2003	Baseline	$ 533 M
	2010	$640 M	
Annual Measure: Number of flood prevention or mitigation measures installed during the fiscal year.	2004	Baseline	86
	2005	48	
	2006	48	
Annual Efficiency Measure: Ratio of total federal staff positions (measured in Full Time Equivalent positions) in Watershed Operations to the number of flood mitigation measures completed.	2004	Baseline	3.5
	2005	3.4	
	2006	3.3	

Program Summary:

The Natural Resources Conservation Service's (NRCS) Watershed Protection and Flood Prevention activities are primarily delivered under three programs -- Watershed Surveys and Planning, Watershed Protection and Flood Prevention Operations, and the Watershed Rehabilitation Program. Together, the three programs provide assistance to local project sponsors to address natural resource problems (including flood risk reduction, water quality protection and enhancement, and water supply improvement) and protect public safety from water control structure failures.

The PART assessment found that:

- The watershed programs have requirements that limit the scope of their activities (size of watersheds may not exceed 250,000 acres and projects must provide at least 20 percent of their benefits to agriculture).
- One of the three programs, the Watershed Rehabilitation Program, is effectively targeted. NRCS identifies dams that have potential for loss of life and are in the greatest need of rehabilitation by ranking the condition of the dam and consequences of dam failure. This results in a "failure index" and "risk index" for each dam. NRCS funds only the highest ranked projects.
- The watershed programs collect outcome-based benefits for each watershed project to identify impacts of the projects since they were initially established. The agency has devoted significant time during the past year to upgrade the watershed program databases in order to track performance, and to identify meaningful long-term and short-term performance measures. The Watershed Program is the first NRCS program to convert all program database information to a web based data collection and reporting system.

However, the assessment also found that heavy congressional earmarking removes NRCS's ability to identify, target, and fund priority projects for two of the watershed programs, the Watershed Surveys and Planning and Watershed Flood Prevention Operations programs. In FY 2003, Congress earmarked more than 100 percent of the Flood Prevention Operations program's appropriation.

Based on the PART assessment, the Administration will:

- Continue to refine the new annual performance measures it has developed.
- Establish baselines for the agency's newly developed efficiency measures.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
126	111	20

Program: *Wildlife Habitat Incentives Program*

Agency: *Department of Agriculture*

Bureau: *Natural Resources Conservation Service*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Measure Under Development			

Recommended Follow-up Actions	Status
The Administration requests an increase in the agency's discretionary appropriation in 2004 to design and implement an evaluation system that will provide outcome performance indicators for farm bill conservation programs, such as WHIP.	Action taken, but not completed
Conduct an internal, in-depth review of WHIP during 2003 by a departmental Oversight & Evaluation team.	Completed
Work to develop outcome-based performance measures and targets.	Action taken, but not completed

Update on Follow-up Actions:

The Natural Resources Conservation Service (NRCS) implemented the Conservation Effects Assessment Project (CEAP) in FY 2004 in order to generate improved outcome performance indicators. The agency expects to have preliminary results from CEAP in FY 2005. In the meantime, NRCS continues to work on improved performance measures for this program.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
38	47	60

DEPARTMENT OF COMMERCE

PART ASSESSMENTS

Program: *Bureau of Economic Analysis*

Agency: *Department of Commerce*

Bureau: *Bureau of Economic Analysis*

Rating: *Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Reliability of Delivery of Economic Data (Number of Scheduled Releases Issued on Time)	2003	48 of 48	48 of 48
	2004	54 of 54	54 of 54
	2005	54 of 54	
Annual Measure: Customer Satisfaction with Quality of Products and Services (Mean Rating on a 5-point Scale)	2003	>4.0	4.4
	2004	>4.0	4.3
	2005	>4.0	
	2006	>4.0	
Annual Measure: Percent of GDP Estimate Correct This measure tracks BEA's performance in estimating GDP levels and growth rates. It is a rolling average of six measures of accuracy over three years.	2003	>84%	88%
	2004	>84%	88%
	2005	>85%	
	2006	>85%	

Recommended Follow-up Actions	*Status*
BEA will continue to refine its proposed efficiency measure for its statistical roducts	Action taken, but not completed

Update on Follow-up Actions:

BEA has developed a pilot cost-efficiency measure that it continues to refine. The 2006 Budget includes funding increases to further improve the quality and timeliness of BEA's economic statistics.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
67	73	81

Program: *Coastal Zone Management Act Programs*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Agency: *Department of Commerce*

Bureau: *National Oceanic and Atmospheric Administration*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percent of Coastal Zone Management Program system completed (% of 35 coastal States and territories)	2003	97%	97%
	2004	97%	97
	2005	97	
	2006	97	
Long-term Measure: Percent of State coastal nonpoint pollution control programs fully approved (% of 35 coastal States and territories)	2003	54	46
	2004	62	49
	2005	62	
	2006	62	
Long-term Measure: Percent of National Estuarine Research Reserve System (NERRS) completed (out of 36 reserves)	2003	72%	72%
	2004	72%	72
	2005	72	
	2006	75	

Recommended Follow-up Actions	Status
The Budget continues the CZMP and NERRS, but redirects some funding towards programs that can demonstrate progress in accomplishing core NOAA missions.	Action taken, but not completed
NOAA will ensure that the research opportunities available in the NERRS are well integrated with NOAA coastal and ocean research programs.	Action taken, but not completed
The CZMP and NERRS will work to complete the development of outcome oriented performance measures.	Action taken, but not completed

Update on Follow-up Actions:

The Coastal Zone Management Program (CZMP) and National Estuarine Research Reserve System (NERRS) are developing outcome-oriented measures. A pilot of these measures is underway to recommend final measures for national implementation in spring 2005. The NERRS is working to integrate research opportunities, and is developing links between its environmental monitoring programs and an Integrated Ocean Observing System. In 2004 and 2005 unrequested funding was provided for NEERS acquisition and construction projects. The 2006 Budget does not re-propose this funding and continues to redirect funding to programs that demonstrate results.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
136	128	96

Program: *Commerce Small Business Innovation Research (SBIR)*

Agency: *Department of Commerce*

Bureau: *NIST/NOAA*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*

Recommended Follow-up Actions	*Status*
Commerce will seek to promote improved performance measurement and ensure accountability for its SBIR program.	Action taken, but not completed

Update on Follow-up Actions:

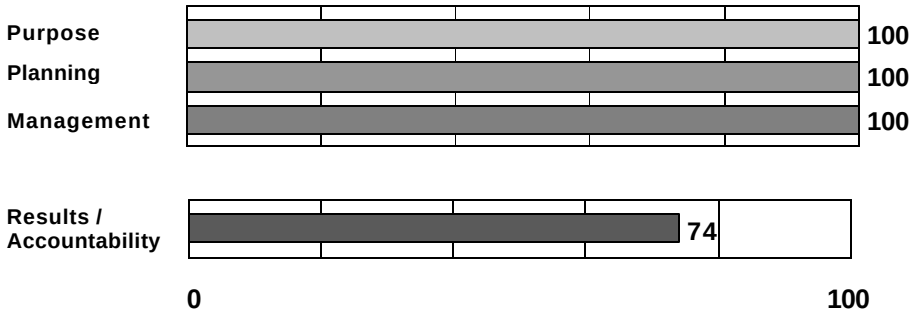
The two Commerce bureaus with SBIR programs, NIST and NOAA, have both taken steps to improve their programs. NIST has implemented a series of process improvements focused on improving response times, satisfaction within the small business community, and adaption of the program to the NIST mission. NIST conducted two customer surveys and is developing annual performance measures. NOAA is developing measures focused on encouraging innovation and to track the number of award winners entering the commercialization phase of the SBIR process.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
9	7	5

Program: *Current Demographic Statistics*

Agency: *Department of Commerce*
Bureau: *Census*



Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Current Demographic Statistics program administers household surveys that provide information on the number, geographic distribution, and social and economic characteristics of the population. The two primary surveys are the Current Population Survey (CPS) and the Survey of Income and Program Participation (SIPP).

The initial assessment completed in 2003 found that the program was moderately effective but needed to improve managerial accountability and implement a more ambitious release schedule for SIPP data. The current demographics program addressed these findings by:

- Implementing a SIPP 2004 Data Products Team in August 2003,
- Improving managerial accountability by incorporating SIPP release schedules into the annual performance plans for SIPP managers, and
- Reducing the release time for the first core product from the 2004 SIPP by 5 months from the initial estimates.

The program will continue to improve the release time for SIPP core and topical module products throughout the 2004 SIPP panel.

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: CPS Interviews per month	2003	54,000	56,464
	2004	54,000	55,264
	2005	54,000	
	2006	54,000	
Annual Efficiency Measure: Number of CPS data releases (monthly = mo; supplements = sp)	2003	12/mo 6/sp	12/mo 7/sp
	2004	12/mo 6/sp	12/mo 8/sp
	2005	12/mo 6/sp	
	2006	12/mo 6/sp	
Annual Efficiency Measure: CPS field survey costs per case (adjusted for inflation)	2003	$49	$45
	2004	$52	$47
	2005	$55	
	2006	$58	

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
58	59	62

Program: *Decennial Census*

Agency: *Department of Commerce*

Bureau: *Census*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Number of counties completed each year with improved global positioning system (GPS) location. (Revised since last PART)	2003	250	250
	2004	600	600
	2005	610	
	2006	700	
Annual Measure: Percent of Census Test Objectives achieved (2003 objectives included the selection of 2004 Census test sites and development of design requirements and operational schedule for 2004 Census test, 2004 objectives included activities associated with implementing the 2004 Census test).	2002	100%	100%
	2003	100%	100%
	2004	100%	
	2005	100%	
Annual Efficiency Measure: ACS cost per household (mail, telephone, personal visit) (1) Mail:$13/HH Telephone: $20/HH Visit: $126/HH; (2) Mail:$12/HH Telephone: $17/HH Visit: $138/HH	2005	(1)	
	2006	(2)	

Recommended Follow-up Actions	*Status*
Continue to examine all key cost factors to identify potential areas for savings.	Action taken, but not completed
Develop ways to improve managerial accountability for cost, schedule, and performance.	Action taken, but not completed
Improve its cost model to be able to more clearly show how annual activities support the long-term performance goals of the 2010 census.	Action taken, but not completed

Update on Follow-up Actions:

The program continues to address these recommendations as part of its efforts to reengineer the 2010 Census to provide more timely data, improve coverage accuracy, reduce operational risk, and contain costs. The 2006 Budget includes funding to continue to improve and redesign the decennial cost model.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
253	388	464

Program: *Economic Census*

Agency: *Department of Commerce*
Bureau: *Bureau of the Census*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Response rate for the Economic Census	1997 cycle	baseline	87%
	2002 cycle	84%	84%
	2007 cycle	86%	
Long-term Measure: Number of Economic Census data products released	1997 cycle	baseline	1,720
	2002 cycle	1,824	
	2007 cycle	1,824	
Long-term Measure: Internal review of the 2002 Economic Census content, reporting methods, data processing, data products, and dissemination methods	1997 cycle	baseline	9/30/01
	2002 cycle	9/30/2006	
	2007 cycle	9/30/2011	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Economic Census program conducts the economic census every five years. The economic census covers 84 percent of the U.S. economy and collects information about the number of establishments, number of employees, payroll, and measures of output (e.g. sales, receipts, revenue).

The assessment found the Economic Census program performs well.

- The economic census is the only source of comprehensive, detailed information about the US economy. To reduce reporting burdens on small businesses, the program uses administrative records to obtain information from most small establishments.
- The program is well managed and regularly consults with other Federal agencies and the business community to ensure it meets the needs of policy makers and data users.
- The program has shown consistent progress in achieving its performance goals and has instituted several improvements in the economic census, including accelerating release schedules and expanding coverage. The program offered electronic reporting in the 2002 economic census, but response rates were low.
- External and internal evaluations are conducted on an as-needed basis to support and evaluate program effectiveness.

In response to these findings the program will:

1. Pursue additional independent evaluations of the economic census.
2. Continue implementing a plan to improve electronic response rates in the 2007 economic census.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
73	68	71

Program: *Economic Development Administration*

Agency: *Department of Commerce*
Bureau: *Economic Development Administration*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Private sector dollars (in millions) invested in distressed communities as a result of EDA investments. Measure is based on 3, 6 and 9 year anticipated private sector investment resulting from investments by EDA. Results shown for 1997 investments only and demonstrate the increased impact projects have as they are completed and attract additional private investment.	2000	116	199
	2003	581	2,475
	2006	1,162	
Long-term Measure: Jobs created or retained in distressed communities as a result of EDA investments. Results shown for 1997 investments only.	2000	5040	12,056
	2003	25,200	47,607
	2006	50,400	
Annual Measure: Percentage of those actions taken by University Clients (UC) clients that achieved the expected results (e.g., projects implemented that generate private sector investment or create jobs). The UC Program is a partnership of federal government and academia that makes resources of universities available to the economic development community.	2003	80%	85.7%
	2004	80%	87.5%
	2005	80%	
	2006	80%	

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Program Summary:

The Economic Development Administration (EDA) provides grants to economically distressed communities to generate new employment, help retain existing jobs, and stimulate industrial and commercial growth.

EDA's initial PART assessment found that the program was moderately effective, given the progress made in achieving long-term outcome goals of promoting private investment and job creation in distressed areas. The PART recommended that EDA reevaluate its targeting of resources to areas of highest distress as two-thirds of the country qualifies for EDA assistance and less than half of EDA funds go to the areas of highest distress. In addition, the Administration proposed more rigorous performance standards in EDA's reauthorization. The program has taken a number of steps to address recommendations identified through the initial PART assessment:

- EDA's reauthorization now provides new authority to reward outstanding performance by grant recipients who excel in carrying out projects that create jobs.
- EDA continues to meet or exceed performance targets, which are based on 3, 6 and 9-year reviews of private sector investment and job creation. For example, while EDA projected that only 10% of total jobs would be created in the first three years after initial investment, recent performance data shows that 20% of total projected jobs were created during the first two years.

However, a cross-cutting review of Federal community and economic development programs revealed that no Administration-wide approach guides these development efforts. As a result, there is significant duplication of effort, inconsistent criteria for eligibility and, in many cases, little accountability for results.

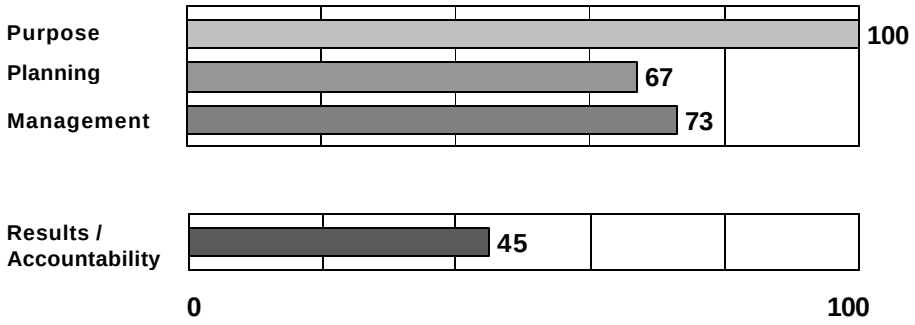
To continue improvement, the President's Budget for Fiscal Year 2006 proposes a new economic development program within the Department of Commerce that streamlines Federal assistance and targets funding to economically distressed communities and regions. This proposal replaces the current duplicative set of community and economic development programs with a more consolidated approach that focuses resources on the creation of jobs and opportunities, encourages private sector investment, and includes rigorous accountability measures and incentives. The new program would be designed to achieve greater results and focus on communities most in need of assistance.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
308	284	27

Program: *Export Administration*

Agency: *Department of Commerce*
Bureau: *Bureau of Industry and Security*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Median Processing Time for Export Licenses Not Referred to Other Agencies (Days)	2003	15	9
	2004	15	9
	2005	15	
	2006	15	
Annual Measure: Median Processing Time for Issuing Draft Regulations (Months)	2003	3	7
	2004	3	2
	2005	3	
	2006	3	
Long-term Measure: Measure Under Development			

Rating: *Adequate*

Program Type: *Regulatory Based*

Program Summary:

The Export Administration (EA) program, within the Bureau of Industry and Security, works to protect against the export of dual-use goods and technologies sensitive to U.S. national security and economic interests. It issues regulations on export policies and processes export licenses.

The Export Administration program is generally well managed, but needs to focus on long-term strategic outcomes.

- In general, the EA program is necessary to control the export of dual-use goods from the U.S. It is active in several multilateral export control regimes and has consistently updated its control list to reflect changing priorities and to ensure items are adequately controlled. It generally compares favorably to the export-control programs of other governments.
- The program currently operates under an Executive Order. It would benefit from an updated, reauthorized Export Administration Act (EAA) to clarify some outdated control requirements, increase penalties for violations, and specify interagency licensing processes. Due to increases in workload and changes in technology, the program also requires additional technological and analytical ability to maintain effective dual-use export controls.
- The program's long-term performance goals are under development. It does have adequate annual performance goals that emphasize both the timeliness of the license process and updates to its regulations. However, the program does not have an accuracy measure of the license process.

In response to these findings:

1. The EA program is developing long-term measures by: a) working with the appropriate agencies to measure the interagency dual-use export control program's ability to protect national security; and b) obtaining information on the market impact on US companies of applying for an export license.
2. The Budget requests increases to establish an Office of Technology Evaluation to enhance the program's analytical ability to systematically evaluate its control list, identify sensitive technologies for inclusion on the control list, and conduct evaluations of the multilateral regimes.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
26	26	31

Program: *Intercensal Demographic Estimates*

Agency: *Department of Commerce*

Bureau: *Bureau of the Census*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Improve the accuracy, timeliness, and relevance of the intercensal population estimates. (1) Target includes reducing the error of closure from 2.4 percent to 1.3 percent and tightening the release schedule from the current average of 15 months to 12 months.	2010	(1)	
Annual Measure: Number of releases of population estimates	2003	10	10
	2004	10	10
	2005	10	
	2006	10	
Annual Measure: Improve the estimates of international migration through yearly programmatic milestones: (1) Field ethnographic interviews of foreign-born population; (2) Update the estimates of one category of foreign-born population; (3) Develop characteristics of foreign-born population for 2000-2004; (4) Produce preliminary estimates of foreign-born population by migration status.	2003	(1)	Met
	2004	(2)	Met
	2005	(3)	
	2006	(4)	

Recommended Follow-up Actions	*Status*
More clearly incorporate programmatic changes into strategic planning documents, including improving the estimates of international migration and use of the American Community Survey	Completed
Work to further increase the involvement of State partners and other stakeholders in the production and quality review of the estimates and consider more external reviews,	Action taken, but not completed
Continue to set ambitious annual performance goals and incorporate them within formal documents.	Completed

Update on Follow-up Actions:

The Intercensal Estimates program has made progress implementing recommendations from the earlier PART assessment. The 2006 Budget continues support for work to improve the estimates of international migration.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
9	9	10

Program: *Manufacturing Extension Partnership*

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Agency: *Department of Commerce*

Bureau: *National Institute of Standards and Technology*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Increased sales attributed to MEP assistance ($ in millions)	2003	522	1220
	2004	228	
	2005	591	
	2006	296	
Annual Measure: Capital investment attributed to MEP assistance ($ in millions)	2003	559	912
	2004	285	
	2005	740	
	2006	359	
Annual Measure: Cost savings attributed to MEP assistance ($ in millions)	2003	363	686
	2004	156	
	2005	405	
	2006	196	

Recommended Follow-up Actions	Status

Update on Follow-up Actions:

The 2004 appropriation reduced funding by more than 50%, but the program was restored to historical levels in 2005 enacted. The 2006 Budget proposes a funding level of $47 million, a 50% reduction from the 2005 grant level. The program will continue to support a national network of centers while focusing funding based on centers' performance and need.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
39	108	47

Program: *Minority Business Development Agency*

Agency: *Department of Commerce*

Bureau: *Minority Business Development Agency*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Dollar value of contracts (public and private) awarded to assisted minority-owned businesses.	2003	$1B	$0.7B
	2004	$0.8B	$0.9B
	2005	$0.8B	
	2006	$0.9B	
Annual Measure: Dollar value of financial packages (e.g., loans) awarded to assisted minority-owned businesses.	2003	$0.4B	$0.4B
	2004	$0.4B	$0.6B
	2005	$0.45B	
	2006	$0.5B	
Annual Measure: Number of financial packages (e.g., loans) awarded to assisted minority-owned businesses.	2003	550	638
	2003	380	533
	2005	Discontinued	Discontinued
	2006	Discontinued	Discontinued

Recommended Follow-up Actions	Status
Will continue to engage in strategic partnerships with public and private sector entities to leverage resources and enhance business development activities.	Action taken, but not completed
Will monitor these revisions in the coming year to confirm changes adequately reflect actual performance.	Action taken, but not completed
Redefined its performance to more directly impact its long term goal of entrepreneurial parity for minority business enterprises as it relates to the increase in employment, gross receipts and customer satisfaction measures in the 2005 Annual Performance Plan and finalize its revised strategic plan, which more clearly identifies the agency's approach to various types of minority business enterprises.	Completed

Update on Follow-up Actions:

MBDA refined its performance measures for the 2006 Budget to reflect MBDA's role in increasing access to the marketplace for minority business enterprises. These measures include: 1) new job opportunities (with the goal of helping to create 2,100 jobs in 2006), 2) percent increase in client gross receipts (with the goal of a 10% increase in sales) and 3) customer satisfaction (with the goal of a 5% increase in its customer satsifaction index).

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
29	30	31

Program: *National Marine Fisheries Service*

Rating: *Adequate*

Program Type: *Regulatory Based*

Agency: *Department of Commerce*

Bureau: *National Oceanic and Atmospheric Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Reduce the number of overfished stocks out of 287 major stocks	2004	43	43
	2005	42	
	2006	42	
Annual Measure: Reduce the number of major stocks with an unknown stock status.	2004	84	85
	2005	81	
	2006	77	
Long-term Measure: Increase the number of major species designated as threatened, endangered, or depleted with stable or increasir population levels.	2004		18
	2005	20	
	2006	22	

Recommended Follow-up Actions from Latest PART	*Status*
Sustain the President's 2003 Budget policy of reallocating funds away from earmarks and toward core NMFS missions. NMFS will continue work implementing its proposed management and organizational changes.	Action taken, but not completed

Update on Follow-up Actions:

Changes implemented to date include: improvement of the efficiency and effectiveness of regulatory operations; decreased vulnerability to legal challenges; reduced regulatory burden on the affected public; and improvement of the Protected Species performance measures. The 2006 President's Budget includes support for Regional Fishery Management Councils to adopt ecosystem-based approaches to management as well as management plans that use dedicated access privileges. The Budget also supports improvements in fisheries management through funding for a new fishery research vessel, improved stock assessments, and socail and economic research.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
644	686	627

Program: *National Weather Service*

Rating: *Effective*

Program Type: *Direct Federal*

Agency: *Department of Commerce*

Bureau: *National Oceanic and Atmospheric Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Improve tornado warning lead time (minutes) Lead time is the difference between the time the warning was issued and the time the tornado affected the warned area. This measure reflects the average lead time for all tornado occurrences throughout the year.	2003	12	13
	2004	12	13
	2005	13	
	2006	14	
Annual Measure: Improve flash flood warning accuracy (percent) Accuracy is measured by the percentage of times a flash flood actually occurred in an area that was covered by a warning.	2003	87	89
	2004	88	89
	2005	89	
	2006	90	
Annual Measure: Reduce hurricane track forecast error (nautical miles) This measure is the difference between the actual location of hurricane landfall and the location projected 48 hours in advance.	2003	130	107
	2004	129	94
	2005	128	
	2006	128	

Recommended Follow-up Actions from Latest PART	*Status*
The budget provides increases to support continued improvement in key performance areas, such as tornado-warning lead times and hurricane track accuracy.	Completed

Update on Follow-up Actions:

With increases provided in recent years, NWS has continued to demonstrate improved performance in key areas. The 2006 Budget continues support for weather forecasting operations, research and systems.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
825	783	839

Program: *NIST Laboratories*

Agency: *Department of Commerce*

Bureau: *Technology Administration*

Rating: *Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Peer reviewed technical publications	2004	1,300	1,070
	2005	1,100	
	2006	1,100	
Annual Measure: Measure Under Development			
Annual Measure: Web access to / downloads of NIST-maintained databases (in thousands)	2004	56,000	73,601
	2005	80,000	
	2006	80,000	

Recommended Follow-up Actions	*Status*
The Budget proposes funding for infrastructure improvements necessary to support NIST's core research and development activities.	Completed
NIST will continue to develop new, more outcome-oriented measures.	Completed

Update on Follow-up Actions:

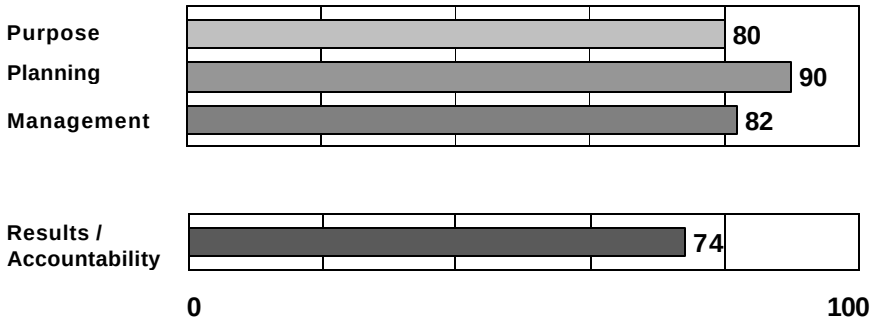
The FY06 Budget continues support for the ongoing renovation of NIST's facilities, and provides increases for core measurement and standards research activities. NIST has established new performance goals and developed more outcome-oriented performance measures, such as tracking citation impact of NIST-authored publications to assess the quality and relevance of NIST's research. NIST will also utilize annual reviews by the National Research Council and economic impact studies to validate performance and assess progress in meeting strategic goals. These new goals and measures are reflected in Commerce's Strategic Plan and Annual Performance Plan.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
300	375	412

Program: *NOAA Climate Program*

Agency: *Department of Commerce*
Bureau: *NOAA/Climate Program*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Reduce uncertainty in model simulations of the influence of aerosols on climate	2001	baseline	IPCC
	2010	40%	
Annual Measure: Percent of explained variance of the long-term trend for temperature changes throughout the contiguous U.S.	2002	60%	85%
	2003	70%	95%
	2004	80%	96.7%
	2005	96.7%	
Annual Efficiency Measure: Volume of data ingested annually and placed into the archive (terabytes)	2001	baseline	90
	2002	100	120
	2003	145	149
	2004	200	206

Rating: *Moderately Effective*

Program Type: *Research and Development*

Program Summary:

The NOAA Climate Program supports research, observations, modeling and prediction in order to better understand and describe climate variability and change to enhance society's ability to plan and respond.

The assessment found that the program is relatively strong and has taken steps to improve program management and focus on results, though further organizational improvements are still needed. Additional findings include:

- Through the U.S. Climate Change Science Program, NOAA coordinates with other federal agencies to minimize duplication and improve effectiveness of government-wide climate science efforts.
- The NOAA Research Review Team, a Science Advisory Board review panel, noted deficiencies in management of NOAA's laboratory activities and recommended several organizational changes, including consolidation of labs to promote better coordination and increase responsiveness of research to NOAA's operational and information service needs.
- NOAA has implemented a matrix management process to coordinate climate programs across the agency and has established a quarterly review process to assess performance and budget issues. Additional steps are needed to better integrate performance into budget decisions.
- The program has established appropriate long-term goals, and annual measures demonstrate progress in achieving long-term goals.

In response to these findings:

1. The Budget provides the NOAA Climate Program with increases specifically for activities that support priorities identified in the Strategic Plan for the U.S. Climate Change Science Program.
2. NOAA is evaluating options for lab consolidation and other management changes to address recommendations of the NOAA Research Review Team.
3. The NOAA Climate Program is implementing a trackable performance measure database that will be used in development of future budget requests.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
242	275	250

Program: *NOAA Navigation Services*

Agency: *Department of Commerce*

Bureau: *National Oceanic and Atmospheric Administration*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Survey the navigationally significant area with full bottom coverage and periodically re-survey high traffic areas that experience significant sea floor change (out of a total of 535,000 square nautical miles)	1994-2002	15,000	15,000
	2012	43,000	
	2005	21,600	
	2006	25,100	
Annual Measure: Number of lithographic editions printed	2003	250	250
	2004	250	355
	2005	250	
	2006	250	
Annual Measure: Number of Electronic Navigation Charts (ENCs) in continual maintenance	2003	335	335
	2004	535	425
	2005	525	
	2006	670	

Recommended Follow-up Actions	*Status*
The Budget provides funding to expand the program's capacity to build and maintain ENCs.	Action taken, but not completed
The program will work to use efficiency measures more actively to guide program management.	Action taken, but not completed
The program will continue to develop long-term performance measures that clearly link to annual goals.	Action taken, but not completed

Update on Follow-up Actions:

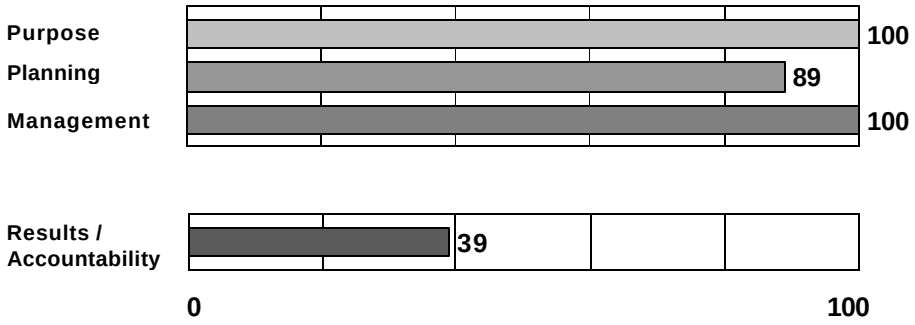
The 2006 President's Budget provides support for NOAA's work to improve the efficiency of its collection, processing, and delivery of hydrographic data through technology and web-based tools. NOAA is also currently assessing the utility of the U.S. Coast Guard Accident Database in its ongoing effort to develop meaningful long-term performance measures.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
89	83	92

Program: *NOAA Protected Areas*

Agency: *Department of Commerce*
Bureau: *NOAA-NOS*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Number of sites in which water quality, based on long-term monitoring data, is being maintained or improved.	1994	Baseline	1
	2000	4	4
	2005	6	
	2010	9	
Long-term Measure: Number of sites in which habitat, based on long-term monitoring data, is being maintained or improved.	1995	Baseline	1
	2000	3	3
	2005	5	
	2010	9	
Long-term Measure: Percentage of natural and cultural resource characterizations for U.S. biogeographic regions completed by MPA Center.	2004	Baseline	
	2010	100%	

Rating: *Adequate*

Program Type: *Regulatory Based*

Program Summary:

The NOAA Protected Areas program is made up of the National Marine Sanctuaries Program (NMSP) and the Marine Protected Areas Center (MPA Center). The NMSP directly manages a system of 13 marine sanctuaries to conserve, protect, and enhance their biodiversity, ecological integrity, and cultural legacy. The MPA Center works across Federal, State, and local programs to facilitate and enhance the planning, management, and evaluation of the nation's system of marine protected areas.

The assessment found:

- The NMSP and MPA Center have clear purposes and are well managed, though integration between the two, as well as with other coastal and marine area management programs, could be improved.
- The NMSP is designed to address site-specific issues and needs identified through public processes that include both natural and cultural resource protection.
- The regulatory process within the NMSP is designed to take into account the views of a wide variety of affected parties.
- The NMSP has begun collecting long-term monitoring data within sanctuaries to allow the program to better evaluate changes in ecological conditions and assess progress in achieving positive results.

In response to these findings:

1. The Budget maintains funding for both the MPA Center and NMSP, but does not continue unrequested program or construction funds.
2. The NMSP will continue to ensure that targets and timeframes for performance measures are ambitious.
3. NOAA will establish review processes at the appropriate level and frequency to evaluate effectiveness and relevance of coastal and ocean area management programs.
4. NOAA will work to enhance integration of area-based management programs.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
62	71	46

Program: *Pacific Coastal Salmon Recovery Fund*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Agency: *Department of Commerce*

Bureau: *National Oceanic and Atmospheric Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			
Long-term Measure: Measure Under Development			

Recommended Follow-up Actions	***Status***
The Budget continues the program and again proposes allocation of funds based on listed salmon recovery goals.	Action taken, but not completed
The program is directed to complete the development of program-wide long-term performance measures by June, 2003.	Action taken, but not completed

Update on Follow-up Actions:

The program has developed performance indicators and collected data to develop baseline information and set performance targets. Final measures and their targets, which will be available by April 2005, will be included in the 2007 President's Budget.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
89	89	90

Program: *Survey Sample Redesign*

Agency: *Department of Commerce*

Bureau: *Census*

Rating: *Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: To produce accurate, timely, and relevant statistics by developing new samples that reflect the current characteristics and geographic location of the population. Performance measures include producing new survey samples for seven major household surveys that meet accuracy and timeliness milestones contained in MOUs with sponsoring agencies	2004	2 new samples	2 new samples
	2005	4 new samples	
	2006	2 new samples	
Annual Measure: Program milestones for 2000 census redesign activities including completing sampling unit stratification and selection for 7 major household surveys.	2003	MOU milestone	Met
	2004	MOU milestone	Met
	2005	MOU milestone	
	2006	MOU milestone	
Annual Measure: Program milestones for continuous redesign activities (1) Develop a strategy for coordinating and unduplicating samples between household surveys in preparation for shifting Sample Redesign towards using a continuously updated Master Address File and American Community Survey; (2) Consult with various external groups for external evaluations.	2005	(1)	
	2006	(2)	

Recommended Follow-up Actions	*Status*
Consider more external evaluations as the program shifts from redesigning based on decennial data to redesigning on a more frequent basis using the ACS and a continuously updated Master Address File.	Action taken, but not completed
More clearly incorporate programmatic changes into strategic planning documents, including redesigning samples on a regular basis using the ACS.	Completed

Update on Follow-up Actions:

The Survey Sample Redesign program has made progress implementing the recommendations from the earlier PART assessment by updating its strategic planning documents to address how it will redesign samples on a regular basis using the American Community Survey.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
13	11	10

Program: *U.S. Patent and Trademark Office - Patents*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *Department of Commerce*

Bureau: *U.S. Patent & Trademark Office (USPTO)*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Improve quality by reducing the error rate (Based on a quality review, this is the percent of allowed patent applications containing at least one claim that would be held invalid in a court of law.)	2003	4%	4.4%
	2004	4%	5.3%
	2005	4%	
	2006	3.75%	
Long-term Measure: Reduce total average pendency (Pendency is the estimated time in months for a complete review of a patent applications, from the filing date to issue or abandonment of the application.)	2003	27.7	26.7
	2004	29.8	27.6
	2005	31	
	2006	31.3	
Long-term Measure: Efficiency - cost per patent disposed	2003	$3,444	$3,329
	2004	$3,502	$3,556
	2005	$4,036	
	2006	$4,824	

Recommended Follow-up Actions	Status
Continue implementing its strategic plan initiatives to improve patent pendency, quality, and implementation of e-government,	Action taken, but not completed
Incorporate cost-efficiency targets into performance plans.	Action taken, but not completed

Update on Follow-up Actions:

The Patent program continues to implement its strategic plan initiatives to address performance problems identified in the earlier PART assessment. The program received funding increases in 2005 and 2006 to continue to implement its strategic plan initiatives to improve pendency by competitively sourcing the search of prior art, to improve quality by implementing more rigorous training and reviews of pending patent applications, and to improve efficiency by electronically processing patent applications. The program is also working to incorporate cost-efficiency targets into performance plans.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,098	1,380	1,517

Program: *U.S. Patent and Trademark Office - Trademarks*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Agency: *Department of Commerce*

Bureau: *U.S. Patent and Trademark Office (USPTO)*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Improve quality by reducing the error rate (Based on a quality review, the percent of pending, registered, or abandoned applications containing an error that could affect the validity of the trademark registration.)	2004	5%	5.8%
	2005	5%	
	2006	4.8%	
Long-term Measure: Reduce average total pendency (Pendency is defined as the estimated time in months for a complete review of a trademark application, from the filing date to issue or abandonment of an application.)	2003	15.5	19.8
	2004	21.6	19.5
	2005	20.3	
	2006	18.7	
Long-term Measure: Efficiency - cost per trademark registered	2003	$683	$433
	2004	$583	$539
	2005	$697	
	2006	$564	

Recommended Follow-up Actions	*Status*
Implement the revised trademark workload model and projections of staffing requirements;	Completed
Incorporate cost-efficiency targets into performance plans.	Action taken, but not completed

Update on Follow-up Actions:

PTO's Trademark program has revised its workload model and projections of staffing requirements to address performance problems identified in the earlier PART assessment. The program received funding increases in 2005 and 2006 to continue to implement its strategic plan initiatives to improve trademark pendency and quality by hiring additional staff and by implementing more rigorous training and reviews of pending trademarks registrations. The program is also working to incorporate cost-efficiency targets into performance plans.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
131	174	186

Program: *US and Foreign Commercial Service (USFCS)*

Agency: *Department of Commerce*

Bureau: *International Trade Administration*

Rating: *Adequate*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Number of transactions made as a result of ITA involvement	2003	13,500	14,090
	2004	14,500	11,382
	2005	11,385	
	2006	11,385	
Annual Measure: Number of U.S. firms exporting for the first time	2003	800	896
	2004	880	704
	2005	700	
	2006	700	
Annual Measure: Number of U.S. exporters entering a new market	2003	6,500	6,278
	2004	6,200	4,759
	2005	4,760	
	2006	4,760	

Recommended Follow-up Actions	Status
Implement long-term measures in the 2005 Annual Performance Plan that include a market test of performance.	Completed
Work to implement an activity-based accounting system to better track how much USFCS services cost.	Action taken, but not completed
Improve the quality of targets set to reflect performance.	Completed

Update on Follow-up Actions:

The International Trade Administration's (ITA) US and Foreign Commercial Service helps support American companies in the pursuit of foreign trade. Over the last year ITA has reviewed the prices of products and services provided by the US and Foreign Commercial Service to its customers. ITA has developed a full cost-recovery plan that includes new pricing levels, integration with a new accounting system, and training plans for trade promotion staff to ensure acceptance of a standard pricing structure. This will help ensure that such services to U.S. businesses are not unfairly subsidized by US taxpayers.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
225	216	232

DEPARTMENT OF DEFENSE

PART ASSESSMENTS

Program: *Air Combat Program*

Agency: *Department of Defense--Military*

Bureau: *Procurement*

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Number of performance objectives for individual weapons systems unmet	2002	0	0
	2003	0	0
	2005	0	
	2006	0	
Long-term Measure: Percentage reduction in program costs	2002	<10%	4.1%
	2003	<10%	4.7%
	2005	<10%	
	2006	<10%	

Recommended Follow-up Actions	*Status*
Proposes that DoD refine methods for assessing the efficiency and effectiveness (or otherwise) of the overall air combat program in light of the needs of the 2001 QDR defense strategy and the global war on terrorism.	Action taken, but not completed

Update on Follow-up Actions:

Methods are being refined each year and, as a result, adjustments have been made to air combat programs. For example, during the last Program Review, DoD determined that, to be more effective in the Global War on Terror, air combat forces needed to improve their ability to operate from austere, dispersed bases. DoD then funded the required enhancements. In 2005 DoD plans to conduct a comprehensive review of its earlier assessment of air combat programs in light of the changing needs of the global war on terror. The scope of the Air Combat PART has changed; it no longer includes Army combat aviation programs. These programs will be included in a new PART, to be completed next year, that will assess land warfare programs.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
13,904	14,537	14,559

Program: *Air Force Aircraft Operations*

Agency: *Department of Defense--Military*
Bureau: *Air Force*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Hours per Crew per Month for Fighter Aircraft for the Air Force Reserve	2002	11.0	14.0
	2003	11.0	12.9
	2004	12.1	11.2
	2005	11.1	
Annual Measure: Hours per Crew per Month for Fighter Aircraft for the Air National Guard	2002	10.5	10.5
	2003	10.5	10.6
	2004	10.6	10.6
	2005	10.6	
Annual Measure: Hours per Crew per Month for Bomber Aircraft for the Active Air Force	2002	15.5	15.8
	2003	15.4	15.6
	2004	15.6	16.7
	2005	15.3	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

Air Force Flying Operations training ensures that aircrews are trained and ready for immediate and effective employment across a range of offensive and defensive air operations in support of national security objectives. Dominant air power has proven essential to successful resolution of our conflicts.

The PART assessment shows:

- The Air Force continues to provide trained aircrews to combatant commanders when called to do so across a range of military operations.
- The Air Force recently revised its metric for measuring operational tempo as part of its measure of annual training performance to more accurately assess aircrew proficiency and qualification.
- Although the most recent quarterly readiness report to Congress shows that Air Force units are ready to meet their real-world combat missions, there is no exact correlation between these readiness levels and training performance metrics.

In response to these findings, the Administration will:

1. More closely align funding decisions for the Air Force Flying Operations training to the revised performance metrics by using these metrics in the Air Force' s FY 2007 Budget Justification materials for Congress.
2. Work toward creating better linkages among funding decisions, Air Force flying operations training plans, and unit readiness.
3. Evaluate base operations as an individual program in the future. It was included in this PART due to its role in enabling operations training.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
10,481	8,299	9,341

Program: *Air Force Depot Maintenance*

Agency: *Department of Defense--Military*

Bureau:

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Fighter Mission Capable Rate (F-15E). This measures the percent of aircraft that are capable of performing their designated mission. The Air Force defines mission capable standards by aircraft model. Mission capable rates for F-15Es are used as an example.	2004	80%	79.1%
	2005	80%	80%
	2006	80%	
Annual Efficiency Measure: Organic Due Date Performance - This measures the percent of maintenance actions performed in government depots that are completed on schedule.	2004	90%	91%
	2005	92%	92%
	2006	95%	
Annual Efficiency Measure: Organic Aircraft Quality Defect Rate (defects per aircraft) - This measures the number of defects per aircraft repaired in government depots.	2004	.22	.13
	2005	.22	.22
	2006	.20	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Air Force Depot Maintenance program provides major repair for airframes, engines, and aircraft components to ensure that sufficient aircraft are available to meet Air Force requirements. Safe, operational aircraft are necessary to maintain the Air Force's readiness to deploy in support of national security objectives.

The PART assessment shows:

- The Air Force consistently and effectively meets its goals of providing safe, reliable aircraft to its warfighters.
- Air Force depot maintenance metrics do a good job of linking program outputs to the desired outcome. Depot maintenance produces an output (repaired aircraft) that is a critical component of maintaining the readiness of the Air Force's aircraft fleet.
- Government depots routinely meet their targets for completing maintenance actions on time and without errors.

In response to these findings, the administration will:

1. Work to improve financial management of the depot maintenance program.
2. Use the program metrics to more closely align funding decisions for Air Force depot maintenance to the program outcomes.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
3,402	3,576	3,533

Program: *Airlift Program*

Agency: *Department of Defense--Military*

Bureau: *Procurement*

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percent change in acquisition costs for individual programs from the total cost estimate. For example, actuals show changes for the C-17 program. Data taken from DoD's annual Selected Acquisition Reports. The December 2001 report represents a two-year reporting period (1999-2001) due to the absence of a December 2000 report.	2002	<10%	1.1%
	2003	<10%	3.6%
	2005	<10%	
	2006	<10%	
Long-term Efficiency Measure: Provide 100 percent of strategic airlift capacity (54.5 million ton miles/day), a requirement established by DoD in its Mobility Requirements Study 2005	2003	90%	90%
	2005	100%	
	2006	100%	

Recommended Follow-up Actions	*Status*
Proposes that DoD continue to develop methods for assessing the efficiency and effectiveness (or otherwise) of the overall airlift program in light of the needs of the 2001 QDR defense strategy and the global war on terrorism.	Action taken, but not completed

Update on Follow-up Actions:

DoD has started a comprehensive reassessment of its mobility requirements in light of the changed strategic environment resulting from the global war on terror. This review is a fundamental new look at the size and type of mobility forces (to include airlift forces) that will be required for DoD to most efficiently and effectively fulfill its missions. This review will be completed in 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
5,143	6,356	5,960

Program: *Army Land Forces Operations*

Agency: *Department of Defense--Military*

Bureau:

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Tank mile metric	2002	931	944
	2003	933	1071
	2004	899	1379
	2005	899	
Annual Measure: Reserve Equivalent Tank Miles	2002	194	194
	2003	198	229
	2004	200	200
	2005	199	
Annual Measure: Guard Tank Miles	2002	95	95
	2003	177	154
	2004	146	146
	2005	165	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

Army Land Forces Operations training ensures that Army units and soldiers maintain their readiness to provide the nation with war fighting capability. Army units must be ready to deploy and execute ground combat missions in support of national security objectives.

The PART assessment shows:

- The Army routinely and effectively meets its commitment to provide trained and ready forces to war-fighting commanders.
- The Army has restructured the metrics it uses to measure its training output to increase their accuracy and utility.
- The linkage is unclear between metrics the Army uses to measure its budgeted training output and the metrics commanders use to measure unit readiness.

In response to these findings, the Administration will:

1. Work in the next year to more closely align funding decisions for Army operations training to the improved metrics.
2. Work in the next year to more seamlessly link up funding decisions with Army training outputs and unit readiness.
3. Evaluate base operations as an individual program in the future. It was included in this PART due to its role in enabling operations training.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
9,236	9,710	9,488

Program: *Basic Research*

Rating: *Effective*

Program Type: *Research and Development*

Agency: *Department of Defense--Military*

Bureau: *Research, Development, Test, and Evaluation*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Certification in biennial reviews by technically competent independent reviewers that the supported work, as a portfolio, is of high quality, serves to advance the national security and is efficiently managed and carried out.	2003&later	100%	100%
Annual Measure: Long-term Measure: Portion of funded research that is chosen on the basis of merit review Reduce non-merit-reviewed and -determined projects by one half in two years (from 6.0% to 3.0%)	2005	-50%	

Recommended Follow-up Actions	***Status***
Continue to emphasize the use of independent review panels in assessing the performance of the program.	Completed
Work with the research community and Congress to explain the need to limit claims on research grant funds to proposals that independently can meet the standards of a strict merit-review process.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
1,358	1,513	1,319

Program: *Chemical Demilitarization*

Agency: *Department of Defense--Military*

Bureau: *Procurement*

Rating: *Ineffective*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Capital cost of fuel cell generating equipment ($/kW)	2012	100%	
Annual Measure: Measure Under Development	2002	25%	25%
	2004	45%	TBD
	2005	45%	
	2006	45%	
Annual Measure: Measure Under Development			

Recommended Follow-up Actions	*Status*
Approve a destruction process and proceed with planning efforts for the Blue Grass, KY site and work with the community groups at all sites to ensure that safety concerns are met.	Action taken, but not completed
Focus on maintaining the schedule and efficiency goals.	Action taken, but not completed
Manage the program according to milestones DoD recently developed for each site.	Action taken, but not completed

Update on Follow-up Actions:

The Key Performance Measures for the Chemical Demilitarization program are based on the Chemical Weapons treaty with the Former Soviet Union and call for destroying specific amounts of materials on given dates. The program has recently been restructured to emphasize near-term destruction of stockpiles to ensure the maximum amount of munitions are destroyed by 2012. The goals and measures for the program are being reassessed to account for actual destruction rates. The priority for operations remains safety for the plant environments and the immediately surrounding communities.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,620	1,454	1,406

Program: *Communications Infrastructure*

Agency: *Department of Defense--Military*

Bureau: *Department of Defense--Military*

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percent of time that the Non-Secure Internet Protocol Router Network (NIPRNET) access circuit is available. NIPRNET is the unclassified IT system.	2000	> 98.5%	99.63%
	2001	> 98.5%	99.50%
	2002	> 98.5%	99.5%
	2003	> 98.5%	99.5%
Annual Measure: Number of bases upgraded by the Army Installation Information Infrastructure Modernization Program (I3MP)	2001	5	5
	2002	8	8
	2003	5	5

Recommended Follow-up Actions	***Status***
DoD will develop common metrics to assess program performance across the department.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
3,625	4,244	4,021

Program: *Defense Health*

Agency: *Department of Defense--Military*

Bureau: *Defense Health*

Rating: *Adequate*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Patient Satisfaction Surveys	2003	59%	51%
	2004	56%	53%
	2005	57%	
	2006	58%	
Annual Efficiency Measure: Measures are being developed on inpatient and outpatient costs in the direct care system.			
Annual Efficiency Measure: Measures are being developed on the medical readiness status of active duty members			

Recommended Follow-up Actions	***Status***
Further the implementation of the DoD/VA joint sharing strategic plan.	Action taken, but not completed
Improve coordination with VA through sharing of enrollment and patient record data as well as through implementation of several joint medical sites.	Action taken, but not completed
Develop efficiency measures and identify how it can link performance results to its budget.	Action taken, but not completed
Take steps to finalize performance measures with annual targets that are aligned to its new strategic plan.	Action taken, but not completed

Update on Follow-up Actions:

The program has begun to develop new performance measures and collect data that once validated and reviewed will be updated at the next assessment. DoD and VA are currently revising their joint strategic plan to improve sharing. Process continues on the sharing of electronic patient information between DoD and VA, as discussed in the VA and DoD sections of this budget.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
17,769	18,177	19,792

Program: *Depot Maintenance - Naval Aviation*

Agency: *Department of Defense--Military*

Bureau: *Department of the Navy*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Airframes - Estimated Inductions. This measures the number of airframes that the Navy plans on sending to air depots for maintenance.	2004	832	744
	2005	897	840
	2006	856	
Annual Measure: Engines - Estimated Inductions. This measures the number of aircraft engines that the Navy plans on sending to air depots for maintenances.	2004	1772	1593
	2005	1792	1649
	2006	1913	
Annual Measure: Aircraft Mission Capable Rate. This measures the percent of Naval aircraft that are capable of performing their designed missions. There will always be a percentage of aircraft not mission capable due to scheduled maintenance.	2004	73%	73%
	2005	73%	73%
	2006	73%	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Navy Aircraft Depot Maintenance program conducts major repair and overhauls of naval aircraft to ensure that sufficient quantities are available to operational units. Safe, operational aircraft are key to maintaining the Navy's readiness to deploy in support of national security objectives.

The PART assessment shows:

- The Navy consistently and effectively meets its goals of providing safe, reliable aircraft to its warfighters.
- The Navy consistently repairs 90 percent of the aircraft it plans to maintain.
- Naval aircraft operate at a high level of readiness.
- The Navy's aircraft depot maintenance metrics do not clearly link the program's outputs to its desired outcome.

In response to these findings, the administration will:

1. Work in the next year to develop indicators that measure adherence to the maintenance schedule; quality control; and mission capable rates.
2. More closely align funding decisions to the improved metrics.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
1,078	980	962

Program: *Depot Maintenance - Ship*

Agency: *Department of Defense--Military*
Bureau: *Department of the Navy*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Overhauls	2004	3	3
	2005	4	4
	2006	4	
Annual Measure: Selected Restricted Availabilities	2004	53	59
	2005	63	58
	2006	66	
Annual Measure: Planned Incremental Availabilities	2004	2	3
	2005	2	3
	2006	7	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Navy Ship Depot Maintenance maintains the appropriate material condition of naval ships. Naval ships must be properly maintained to ensure the safety of U.S. sailors and to ensure their availability to deploy for military operations.

The PART assessment shows:

- The Navy' s depot maintenance program allows Navy ships to continue to operate around the world at a high state of readiness.
- Metrics that measure maintenance schedules can be skewed by wartime requirements and do not reflect poor performance.

In response to these findings, the Administration will:

1. Work in the next year to develop indicators that measure adherence to maintenance schedule; quality control; and mission capable rates.
2. Align funding decisions for ship depot maintenance to performance metrics.
3. Work to improve the program' s financial management practices.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
4,107	3,889	3,967

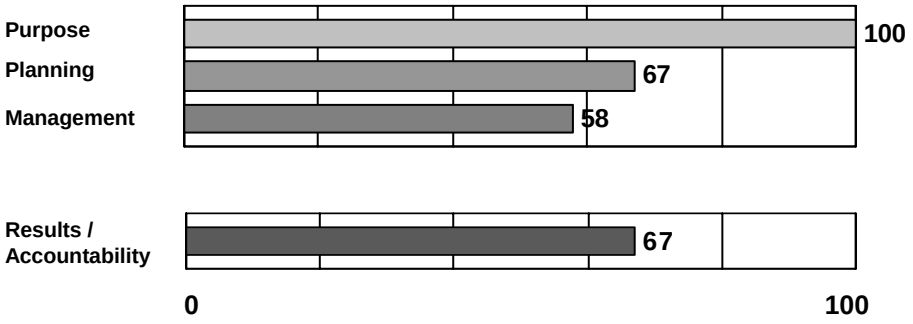
Program: *DoD Applied Research Program*

Rating: *Moderately Effective*

Agency: *Department of Defense--Military*

Bureau:

Program Type: *Research and Development*



Program Summary:

The Department of Defense's Applied Research program supports systematic, scientific study to gain understanding necessary to determine how the Department's military mission can be accomplished more effectively or more efficiently. Applied research often takes the results of basic research investments and carries them forward to determine the operational parameters of potential technologies and evaluate the practicality of applying those technologies to military needs.

The assessment of the Applied Research program found that:

- The program purpose and design are clear. The Department has built methodical processes for setting program goals and for reviewing progress. The program is designed to ensure that warfighters have superior and affordable technology to support their missions and to provide revolutionary war-winning capabilities.
- Reviews of the program by external review panels are not independent of program officials.
- A large part of the program is executed either without the benefit of military or scientific expertise in choosing the funded work or without allowing the applications process to be open to all capable researchers. Earmarking of projects in the program has increased in the recent past and has led to these problems.

In response to these findings, the Administration will:

1. Continue to ensure that adequate funding exists to carry promising basic research results into the realm of applied research.
2. Change the expert evaluation process to use fully independent review panels in assessing the performance of the program.
3. Work with the research community and Congress to explain the need to limit claims on research grant funds to proposals that independently can meet the standards of a strict merit-review process.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Efficiency Measure: Reduce by half within three years, grant and contract award funding not (1) resulting from needs identified by military or technical experts within the Services or Agencies and (2) awarded through the merit-review process. Currently about $1.0 B/yr.	2006	<$800 M	
	2007	<$500 M	
	2008	<$500 M	
Annual Measure: Percentage of ambitiously chosen Defense Technology Objectives (DTO) targets achieved.	2005	70%	
	2006	70%	
	2007	70%	
	2008	70%	
Annual Measure: Portion of external technology area review panels that are fully independent (all external reviewers).	2006	100%	
	2007	100%	
	2008	100%	

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
4,350	4,850	4,139

Program: *DoD Small Business Innovation Research/Technology*

Agency: *Department of Defense--Military*

Bureau: *Research & Development*

Rating: *Results Not Demonstrated*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Revise the Commercialization Achievement Index (CAI) to eliminate counting of investments as commercialization no later than three years after receiving the first Phase II support. After that, count competitive sales receipts only.	2004	All	
Long-term Measure: Stop funding companies with more than 5 current or past Phase II awards in the last 5 years if the company is in the bottom quartile in the CAI.	2005	All	
Long-term Efficiency Measure: Emphasize commercialization so overall competitively awarded sales to the government (direct or indirect) from resulting products is at least equal to new R&D investment (Phases I-III), as a portfolio of prior 3-8 year investments (rolling average).	2005	TBD	
	2006	TBD	
	2007	TBD	
	2008	TBD	

Recommended Follow-up Actions	Status
Change the way companies' past performance is assessed to ensure that it more closely matches the intent of the law.	No action taken
Look for ways to budget explicitly for the program's administrative costs.	No action taken
Seek to get highly successful awardees to enter the mainstream of Defense contracting.	No action taken
Tighten eligibility requirements for accepting proposals from companies and individuals that repeatedly fail to sell resulting products in the marketplace.	No action taken

Update on Follow-up Actions:

The Department of Defense's program management is working with the Military Services and Defense Agencies to determine how to make the changes noted above. The Department is expected to reach agreement on how to implement the changes by the end of 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,100	1,133	1,500

Program: *Energy Conservation Improvement*

Rating: *Effective*

Program Type: *Capital Assets & Service Acquisition*

Agency: *Department of Defense--Military*

Bureau:

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Reduce energy consumption in Department of Defense Buildings. The target is a 35% reduction by 2010 from a 198 baseline.	2002		26.0%
	2003		26.1%
	2004		26.8%
	2010	35%	

Recommended Follow-up Actions from Latest PART	*Status*
Will ensure that the program produces high returns on investment.	Action taken, but not completed
Will develop new metrics to provide additional information about the program's results, and will develop even more aggressive targets.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
50	50	60

Program: *Facilities Sustainment, Restoration, Modernization, and*

Agency: *Department of Defense--Military*

Bureau: *Operation and Maintenance*

Rating: *Adequate*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Rate, expressed in years, in which planned facilities are restored, modernized, or replaced, given planned investment spending (lower, but not below target, is better) (New measure)	2003	67 yrs	138 yrs
	2004	67 yrs	111 yrs
	2005	67 yrs	104 yrs
	2006	67 yrs	
Annual Measure: Percentage of day-to-day maintenance funded (target level keeps facilities in good working order) (New measure)	2003	100%	93%
	2004	100%	100%
	2005	100%	95%
	2006	100%	

Recommended Follow-up Actions	Status
Continue to work to eliminate excess facilities.	Action taken, but not completed
Improve program management. Performance should improve once managers begin managing more strictly to the new performance management tools. Accountability systems have been put in place to help.	Action taken, but not completed
Pursue a facilities readiness or condition reporting system that yields more objective, consistent results.	Action taken, but not completed

Update on Follow-up Actions:

The Department of Defense continues to improve its management of facilities sustainment, resotation, modernization, and demolition--particularly as it implements the real property management initiatives contained in the President's Management Agenda. As a part of this initiative, the Department has begun implementing less subjective facilities readiness indicators. These indicators will not be fully in place, however, until 2006. The 2005 round of base closure and realignment will further help the Department manage its real property, by allowing it to eliminate its excess infrastructure, which is estimated to be as high as 23 percent.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
11,189	11,291	12,795

Program: *Housing*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Agency: *Department of Defense--Military*

Bureau: *Military Personnel*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Reduce the number of inadequate houses to zero by 2007	2003	125,366	140,641
	2004	98,953	117,615
	2005	67,079	
	2006	36,572	
Annual Measure: Number of housing units privatized	2003	34,649	40,992
	2004	41,258	68,210
	2005	142,299	
	2006	172,419	
Annual Measure: Percent of service members out-of-pocket housing expenses as a fraction of the national median housing costs	2003	7.5%	7.5%
	2004	3.5%	3.5%
	2005	0%	

Recommended Follow-up Actions	*Status*
Eliminate all out-of-pocket housing expenses by providing an appropriate housing allowance.	Action taken, but not completed
Privatize government-owned housing, where feasible, so that military service members and their families can live in quality housing.	Action taken, but not completed
Work toward meeting yearly targets so that DoD can eliminate all inadequate housing by 2007.	Action taken, but not completed

Update on Follow-up Actions:

An appropriate housing allowance, eliminating out-of-pocket expenses, has been enacted; implementation is expected by the end of 2005. Privatization of government housing is being executed on an annual basis; progress is being made as optimal projects are identified. Elimination of inadequate housing units is being executed on an annual basis; the budget includes funding for completion by 2007 for housing units in the US. Inadequacy of overseas housing units will be evaluated upon completion of the global posture initative.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
17,001	15,554	16,371

Program: *Military Force Management*

Agency: *Department of Defense--Military*

Bureau:

Rating: *Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Active Duty End-Strength - percentage of manning goal achieved	2003	99.5% to 102%	103.2%
	2004	99.5% to 102%	1.017
	2005	99.5% to 102%	
	2006	99.5% to 102%	
Annual Measure: Reserve End-Strength	2003	>99.5% & <102%	101.2%
	2005	>99.5% & <102%	
	2006	>99.5% & <102%	
Annual Measure: Active Duty Recruiting - yearly percentage of required accessions achieved	2003	100.0%	101.0%
	2004	100.0%	101.0%
	2005	100.0%	
	2006	100.0%	

Recommended Follow-up Actions	Status
Evaluate the entire military personnel compensation package, rather than making piecemeal recommendations.	Action taken, but not completed
Improve its pay and personnel systems, and include reserve systems.	Action taken, but not completed
Develop additional evaluation measures to rate the efficiency of its bonus and other programs, rather than just their effectiveness.	Action taken, but not completed

Update on Follow-up Actions:

The Secretary of Defense initiated the Defense Advisory Committee on Military Compensation (DACMC) to identify how to adjust military pay and benefits to sustain recruitment and retention of high-quality people, and maintain a cost-effective and ready military force. The Department of Defense is also working on an integrated pay and personnel system for active and reserve components. It is expected to be ready by the end of 2005. Finally, the Department of Defense continues to refine its data collection to ensure it is able to monitor the recruitment and retention of the necessary personnel.

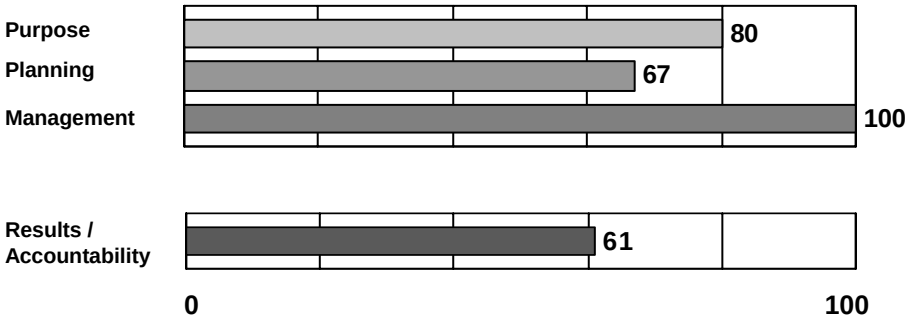
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
115,549	105,273	108,942

Program: *Missile Defense*

Agency: *Department of Defense--Military*

Bureau:



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Succesfully demonstrate Engagement Sequence Groups (ESGs), which represent different combinations of interceptors, sensors, & targets. The following are required: 2004 - demonstrate operational GBI in-flight engagement; complete IDO; 2005 - demonstrate 3 ESGs (GBI engage on CD/UEWR, GBI Launch on Aegis, GBI Engage on Aegis); 2006 - demonstrate 7 ESGs	2004	Reach IDO	2005
	2005	Demo 3 ESG	
	2007	Demo 7 ESG	
Long-term Measure: Block development and deployment cost targets: Cost effectively field new "Blocks" of missile defense capabilities. Funding targets represent total cost of the missile deployment block from the year of approval through final completion. Note: Block 04 completes deployment at the end of 2005; Block 06 completes at the end of 2010.	2005	<$7.4B	
	2010	<$16.0B	
Annual Measure: Accomplish planned annual major test requirements. Major tests are currently defined as in-flight intercepts involving GMD, AEGIS, or THAAD programs. Annual tests are measured from those planned at the start of a fiscal year compared to those accomplished.	2004	4 major tests	1 major test
	2005	9 major tests	

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The DoD missile defense program consists of various systems and capabilities developed and deployed by the Missile Defense Agency (MDA) and military services. This program acquires and operates active defenses against short, medium, and long-range missiles in a global, multi-layered defensive system. The PART evaluation addresses MDA, the U.S. Army, and DoD oversight performance.

The previous assessment of missile defense found the program was adequately defining its future goals and establishing effective management practices. However, program goals and objectives were at risk due to a lack of future funding for operating and sustaining missile defense systems, and failure to fully fund approved deployments of new capabilities. These future year funding shortfalls (DoD plans and balances all its investment programs five to six years in advance) put at risk the ability of DoD to meet its approved goals. In addition, the previous assessment found that plans for transferring mature missile defense systems from MDA to the military services were not likely to be effective and needed considerable additional work. Finally, earlier reviews did not fully assess DoD' s ability to meet its missile defense technical capability goals. The first significant goal occurred in October, 2004 and was evaluated in this review. In response to these previous assessments, the program has taken to following steps:

- DoD has aggressively worked to fully fund operations and support costs, and has been successful in coordinating service and MDA budgeting responsibilities.
- DoD continues to fund only two years deployment costs per each " block" of missile defense deployments, even if significant portions of those deployments require four to five years of funding to fully implement. This policy continues to put at risk the completion of approved missile defense deployments.
- MDA did not meet its testing goals in 2004 for the Ground Based Mid-Course Defense system, the main element of their first operational deployment.

In response to these findings, DoD will:

1. Fund production/deployment of approved " blocks" of missile defense capabilities through the DoD Future Years Defense Plan or provide alternate goals.
2. Re-examine technical performance goals that are representative of MDA' s developmental " engagement sequence groups" , and update these goals, as necessary.
3. Continue development of transition plans for moving mature missile defense capabilities from MDA to the military services.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
8,618	10,044	8,567

Program: *Navy Ship Operations*

Agency: *Department of Defense--Military*
Bureau: *Department of Navy*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Days Underway Per Quarter (Deployed/Non-Deployed)	2004	51/24	60/33
	2005	51/24	
	2006	51/24	
Annual Measure: Ship Operating Months (Deployed/Non-Deployed)	2004	566/1,284	523/2,242
	2005	698/2,031	
	2006	591/1,962	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Navy Ship Operations program provides for all aspects of operations and training of ships to continuously deploy combat ready vessels in support of national security objectives.

The PART assessment shows:

- The Navy routinely and effectively deploys combat ready ships in support of the requirements of regional war-fighting commanders.
- The Navy has changed the manner in which it trains, maintains and deploys ships by implementing the Fleet Response Plan (FRP). The FRP goal is to obtain a more efficient ratio of periods between when a ship is ready for deployment and when it is undergoing maintenance and thereby unavailable.
- The Navy reviews on a continuous basis its operations and future requirements for the ship operations program, balancing risk and program levels while incorporating the latest pricing and execution data.

In response to these findings, the Administration will:

- Evaluate base operations as an individual program in the future. It was included in this PART due to its role in enabling operations.
- Continue to evaluate the implementation of the FRP to ensure proper readiness levels are maintained and that global presence requirements are being met for the war-fighting commanders.
- Provide adequate funding to support the FRP goals so that the Nation has the capability to surge six carrier strike groups in 30 days, and two additional carriers within 90 days.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
4,372	4,224	4,406

Program: *Navy/Marine Corps Air Operations*

Agency: *Department of Defense--Military*
Bureau: *Navy*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Flying Hours (000s)	2003	Baseline	791
	2004	672	689
	2005	656	
	2006	782	
Annual Measure: Readiness Level T-rating takes into account the average number of hours per month flown by crews for various aircraft types, and compares them to notional standards. Lower T-ratings relate to higher levels of readiness.	2003	Baseline	T-2.02
	2004	T-2.6	T-2.2
	2005	T-2.5	
	2006	T-2.5	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Navy and Marine Corps Air Operations program produces trained crews and ready aircraft for service with the fleet. These crews and aircraft link up to provide expeditionary air power to be deployed independent of foreign bases in support of national security objectives.

The PART assessment shows:

- The Navy and Marine Corps routinely and effectively deploy expeditionary air power in support of the requirements of the regional war-fighting commanders.
- The Department of the Navy reevaluates the levels of training and resources required to meet national security objectives on a continuous and ongoing basis through the Naval Aviation Readiness Integrated Improvement Process (NAVRIIP)
- The Navy has changed the manner in which it trains, maintains and deploys carrier air wings by implementing the Fleet Response Plan (FRP). The FRP goal is to obtain a more efficient ratio of periods between when a unit is ready for deployment and when it is undergoing maintenance and training.

In response to these findings, the Administration will:

- Evaluate base operations as an individual program in the future. It was included in this PART due to its role in enabling operations.
- Continue to evaluate the implementation of the FRP with relation to the air operations program to ensure proper readiness levels are maintained and that global presence requirements are being met for the war-fighting commanders.
- Provide adequate funding to support the FRP goals so that the Nation has the capability to surge six carrier strike groups and their air wings in 30 days, and two additional carrier strike groups and air wings within 90 days.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
4,632	5,687	5,649

Program: *Recruiting*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Agency: *Department of Defense--Military*

Bureau: *Operation and Maintenance*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Number of personnel required to meet military needs In addition to exceeding the required number of recruits, quality goals have been met over the past three years.	2000	202	202
	2001	195	196
	2002	195	196
	2005	175	
Annual Measure: Average cost of recruiting a new member into the Armed Forces (The numbers in this table represent the total cost of the program divided by the number of recruits. This measure is not currently used as a performance goal - it is only a measure of the expected cost of the program. The Administration recommends this performance measure.)	2002		$13,332
	2003	$13,662	$13,828
	2004	$14,162	$14,286
	2005	$14,552	
Annual Efficiency Measure: Measure Under Development	2005		
	2006		

Recommended Follow-up Actions	*Status*
Create a quarterly execution report to track program performance and program efficiency.	Completed
Recommend the Department of Defense create better information systems to allow more management information flow to the program managers. This new system should support separating out and measuring fixed and variable costs, measures of management efficiency, and performance information for the results of particular inputs. Such a system would increase the information available to the program mangers about the effectiveness of each of the elements of the program, allowing them to take a broader look at the available resources and apply them more efficiently.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,935	2,048	2,217

Program: *Shipbuilding*

Rating: *Adequate*

Program Type: *Capital Assets and Service Acquisition*

Agency: *Department of Defense--Military*

Bureau: *Procurement*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percent change in acquisition costs for individual programs from established cost of the program. Results from Virginia Class attack submarine program shown as example; data from DoD's annual Selected Acquisition Reports. The Dec 2001 report represents a two-year period (1999-2001) due to the absence of a Dec 2000 report.	2002	<10%	24%
	2003	<10%	2%
	2005	<10%	
	2006	<10%	
Annual Measure: Percentage of ship construction complete Each ship under construction has a delivery date and construction schedule. At the end of each year, the Program Manager has a goal to have a percentage of the ship construction completed. The information provided is for the first Virginia Class submarine (SSN 774).	2002	81%	77%
	2003	92%	89%
	2005	96%	
	2006	99%	
Long-term Measure: Number of ships in the Fleet The Navy has a baseline level of ships that it should maintain. For example, the 2001 Quadrennial Defense Review set 55 attack submarines as the baseline force that the Navy should maintain. The information shown shows planned levels for attack submarines.	2000	55	56
	2005	55	54
	2009	55	60
	2012	55	60

Recommended Follow-up Actions	*Status*
Work to ensure that shipbuilding decisions are made with long term fleet size and capability goals in mind.	Action taken, but not completed
Improve the cost estimates for the shipbuilding program or, in some cases, fully budget to cost estimates.	Action taken, but not completed
Institute program-wide goals rather than the ship specific goals that are currently used.	Action taken, but not completed

Update on Follow-up Actions:

In the annual measure on completion of ship construction, the target percentages for 2005 and 2006 are based on the second Virginia Class submarine (SSN 775). The recommended follow-up actions will be undertaken in conjuction with the 2005 Quadrennial Defense Review.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
11,989	11,384	9,354

DEPARTMENT OF EDUCATION

PART ASSESSMENTS

Program: *21st Century Community Learning Centers*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Agency: *Department of Education*

Bureau: *Office of Elementary and Secondary Education*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percentage of regular program participants whose achievement test scores improved from not proficient to proficient or above on State assessments (Note: In 2003, approximately 25 to 33 percent of all participants scored below proficient).	2002		4%
	2006	6.5%	
	2008	7.5%	
	2010	8.5%	
Annual Measure: Percentage of regular program participants whose math/English grades increased from fall to spring.	2002		41%/44%
	2005	45%	
	2006	46%	
	2007	47%	
Annual Measure: Percentage of students with teacher-reported improvements in student behavior.	2001		73%
	2005	77%	
	2006	78%	
	2007	79%	

Recommended Follow-up Actions	Status
Ensure that the program has a data collection and evaluation system that will allow Education to analyze whether State and school district performance goals are being met.	Completed
Hold States accountable for meeting program performance goals.	Action taken, but not completed
Implement a technical assistance strategy to identify and disseminate promising and proven instructional practices in academic areas.	Completed

Update on Follow-up Actions:

Action steps ED has taken to promote accountability include a new monitoring system and an online data collection system. ED developed an online evaluation/assessment system to collect data on academic achievement and behavioral outcomes. In September 2003, ED began rigorous 4-year evaluation of two academic interventions for after-school programs, one for math and one for reading. ED provides technical assistance on improving academic achievement through after-school programs through its annual summer institutes and a project to identify and disseminate information on high quality after-school programs in reading, math, science, and the arts.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
999	991	991

Program: *Adult Education State Grants*

Agency: *Department of Education*

Bureau: *Office of Vocational and Adult Education*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term and Annual Measure: Percentage of participants who entered employment in the 1st quarter after program exit (New measure: result of common measures exercise; targets to be determined beginning in 2003; 2001 reports performance against a similar previous goal.)	2001	Baseline	36%
	2003	37%	37%
	2005	40%	
	2006	43%	
Long-term and Annual Measure: Percentage of participants who were employed in the 1st quarter after program exit who remain employed in 2nd and 3rd quarters after exit (New measure: result of common measures exercise; targets to be determined beginning in 2003; 2001 reports performance against a similar previous goal.)	2001		62%
Long-term and Annual Measure: Percentage change in earnings: Based on (1) pre-enrollment to program exit; (2) 1st quarter after exit to 3rd quarter after exit (New measure: result of common measures exercise; targets to be determined beginning in 2003)			

Recommended Follow-up Actions	Status
Implement reforms to the program, including increased grantee accountability, improved performance reporting, and a clear focus on improving participants' reading, math, literacy and numeracy skills so they can earn a degree or certificate and obtain employment that leads to economic self sufficiency.	Action taken, but not completed
Adopt common performance measures with similar federal programs, including a new measure to gauge cost-effectiveness. Set short and long-term targets based on the common measures. Develop strategy for collecting necessary data to institute common measures.	Action taken, but not completed

Update on Follow-up Actions:

The program has developed ambitious performance targets and has used them to drive negotiations with states over performance levels. The Department needs to evaluate whether these ambitious targets are attainable. The program has developed state data quality standards and an on-line reporting system to collect valid and sound data that can be used to improve program performance. Adult Education has adopted the Administration's job training common measures, but needs to ensure that all states can collect the necessary data. In addition, the Department still needs to develop a comprehensive evaluation that measures the impact of this program.

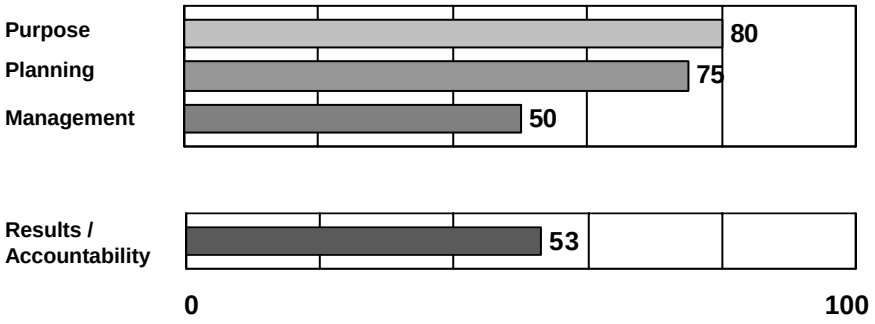
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
574	570	200

Program: *American Indian Vocational Rehabilitation Services*

Agency: *Department of Education*

Bureau: *Office of Special Education and Rehabilitative Services*



Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percentage of all eligible individuals who exit the program after receiving services under an individualized plan for employment (IPE) that achieve an employment outcome.	2002	62.5%	64.0%
	2003	64.0%	66.0%
	2004	64.5%	61.6%
	2006	65.0%	
Annual Efficiency Measure: Cost per participant placed in employment	2003	Baseline	$17,598

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The American Indian Vocational Rehabilitation Services (AIVRS) program provides vocational rehabilitation services to American Indians with disabilities who reside on or near Federal or State reservations, consistent with their individual abilities, capabilities, interests, and informed choice, to prepare them for gainful employment. AIVRS provides grants to governing bodies of American Indian tribes located on Federal and State reservations that pay 90 percent of the costs of VR services for eligible American Indians.

The assessment found:

- The program's purpose is clear, but the intended statutory outcome is not.
- The design of the program, a hybrid of a State-administered program and a discretionary program, has challenged program management and operation.
- In general, annual data and a recent evaluation show that the AIVRS program successfully meets its goals. However, outcomes might be inflated since grantees may not apply standards consistent with the larger Vocational Rehabilitation program. In addition, there is very limited information on the types of outcomes obtained.
- The program's use of data to assist in strategic planning has been limited. An on-line data collection was implemented to assist in program management and assessment.
- The program participates in the job training common measures effort, but has not yet used the measures due to grantees' difficulty in obtaining data. The Department is conducting a study to assist in their implementation.

To address these findings, the Department of Education will:

1. Examine reporting inconsistencies and develop guidance to grantees in time to collect 2006 data.
2. Develop a strategy for collecting data to support the Administration's job training common measures and establish performance targets.
3. Implement an outcome efficiency measure.
4. Improve use and transparency of project data to manage and improve the program, including posting summary analyses and key data on the web by April 2005.

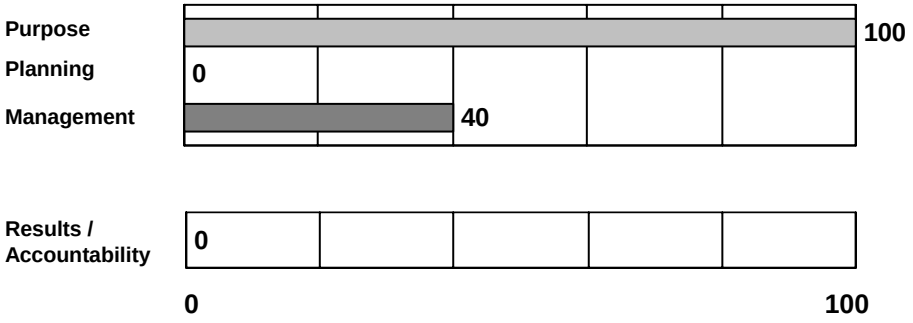
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
31	32	33

Program: *Assistive Technology (AT) Alternative Financing Program*

Agency: *Department of Education*

Bureau: *Office of Special Education and Rehabilitation*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Number of loans to individuals with disabilities per $1 million Federal investment and State matching funds (measure under revision).			
Long-term Measure: Measure Under Development			
Annual Efficiency Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Program Summary:

The Assistive Technology (AT) Alternative Financing Program (AFP) awards Federal matching funds as leverage to encourage States to provide loans to individuals with disabilities to purchase AT devices and/or services. This program was authorized by the AT Act of 1998 to help individuals overcome barriers so that they can lead more independent lives and integrate more fully into home, school, and community activities. The AT Act reauthorization was signed into law on October 25, 2004. This PART assessment was conducted prior to the passage of this new law and is based on the National Institute for Disability Research and Rehabilitation' s (NIDRR) implementation of the 1998 Act.

A July 2003 survey by the NIDRR contractor found that 29% of its respondents with disabilities had unmet AT needs despite increases in the availability of AT over the years. The PART assessment found that States and community organizations (the AFP grantees) have knowledge and experience with local concerns to help target loans and provide direct assistance to individuals who need AT. However, NIDRR did not establish long term outcome measures or goals to analyze program performance. Additional findings included:

- NIDRR measured program efficiency by tracking the amounts of funds loaned by States to individuals with disabilities against the amount of Federal funds awarded to the States.
- NIDRR collected follow-up data on individuals receiving loans from AFP grantees. Data collection included: the impact of AT on those receiving loans, perceived change in quality of life as a result of AT received, program benefit, and overall satisfaction with services received from the program. However, there has not been an independent evaluation of AFP to determine if this program achieved its goals.
- AFP's first annual report in 2000 was submitted to Congress in May 2003. However, results from this report were not made available to the public in a meaningful manner.

In response to these findings and the revised Act, the Administration will:

1. Address program strategic planning deficiencies by identifying short term, intermediate, and long term goals;
2. Develop a data collection instrument for use by the 31 States that have received AFP funds. Data collection using this instrument will begin in 2006.
3. Develop a schedule so that Education can begin to analyze program data and submit the annual reports required by Congress on a timely basis.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
0	4	15

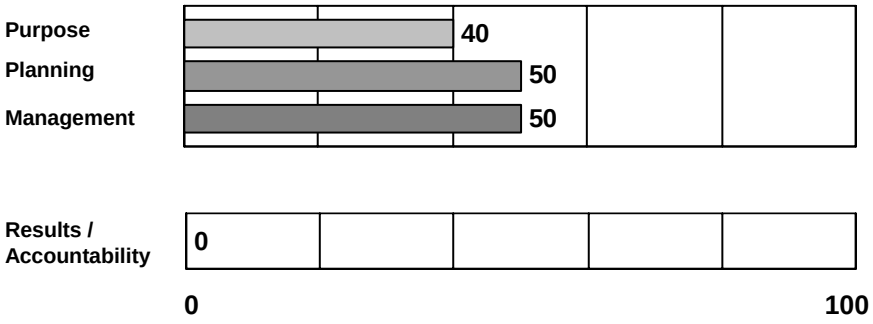
Program: *B.J. Stupak Olympic scholarships*

Rating: *Results Not Demonstrated*

Agency: *Department of Education*

Bureau: *Office of Postsecondary Education*

Program Type: *Competitive Grant*



Program Summary:

The Department of Education's (ED) B.J. Stupak Olympic scholarships program provides financial assistance to Olympic athletes who are pursuing a postsecondary education as they continue their athletic training. These scholarships are for up to $15,000 and may be used to cover the cost of tuition, books and supplies, room and board and travel.

The assessment found that the program, while having a well-articulated mission, is duplicative of other Federal student financial assistance programs. Olympic athletes may be eligible for a wide variety of Federal student aid programs, in addition to other public and private assistance.

In the course of the PART review, ED established new performance measures for the B.J. Stupak Olympic Scholarship program that will track the progress of scholarship recipients in persisting in and graduating from institutions of higher education. Despite ED's progress in improving performance measurement, the assessment noted some deficiencies:

- ED is required to award all program funding to a single administrative entity, unnecessarily limiting the pool of potential grantees while limiting ED's capacity to collect timely and accurate data.
- Targets have not yet been established for the program's performance measures.

In response to these findings, the Administration will:

1. Propose no new funding for this program in the 2006 Budget, redirecting program resources to need-based student aid programs.
2. Finalize targets for the program's annual and long-term measures.

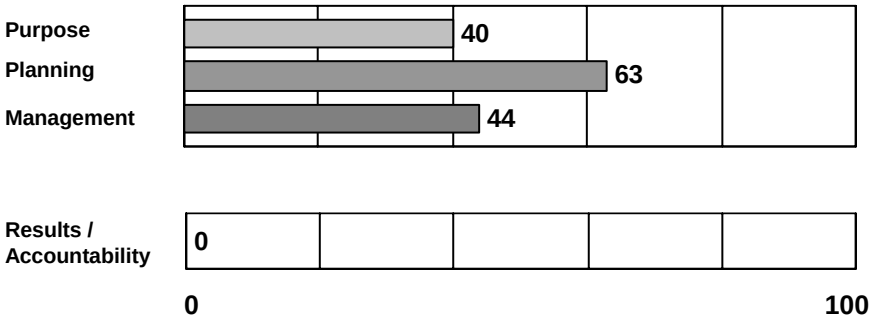
Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Yearly percentage (or persistence rate) of Stupak scholarship recipients that continue their postsecondary education . (targets under development)			
Annual Measure: Graduation rate for Stupak scholarship recipients (targets under development)			
Long-term Measure: Graduation rate for Stupak scholarship recipients (targets under development)			

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1	1	0

Program: *Byrd Honors Scholarships*

Agency: *Department of Education*
Bureau: *Office of Postsecondary Education*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percentage of Byrd recipients that continue their studies from year to year	2004	Baseline	
	2005	85	
	2006	86	
	2007	87	
Annual Measure: Percentage of Byrd recipients that graduate by the end of their 4th year of study.	2004	Baseline	
	2005	80	
	2006	81	
	2007	82	
Long-term Measure: Percentage of Byrd recipients that graduate by the end of their 4th year of study.	2004	Baseline	
	2010	85	

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Program Summary:

The Department of Education's (ED) Byrd Honors Scholarships program provides funding for States to award scholarships to high-performing high school students. These scholarships are intended to create incentives for secondary school students to excel in their studies and continue their education at a postsecondary institution.

The assessment found the Byrd Honors Scholarship program, while having a clear purpose, is duplicative of programs at the State, local and institutional level. There are numerous non-Federal programs that provide merit-based aid for outstanding students entering or continuing postsecondary education. All other ED scholarship programs are need-based, supporting those students that have a demonstrated financial need. This approach is central to one of ED's strategic plan goals, which calls for the agency to increase access to quality postsecondary education.

In response to a lack of program performance information, ED has developed program performance measures that will track the persistence and graduation rates of Byrd Scholarship recipients. However, some systemic obstacles to performance measurement remain:

- The program's authorizing statute does not establish any specific standard for recipient eligibility. As a result, State criteria are extremely variable and make it difficult to assess the quality of students supported by this program
- By law, States are prohibited from using program funding for collecting program performance data.

In response to these findings, the Administration will:

1. Propose no funding for this program in the 2006 Budget, directing postsecondary scholarship program resources to need-based programs.
2. Explore correcting statutory barriers to improved performance measurement through the reauthorization of the Higher Education Act.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
41	41	0

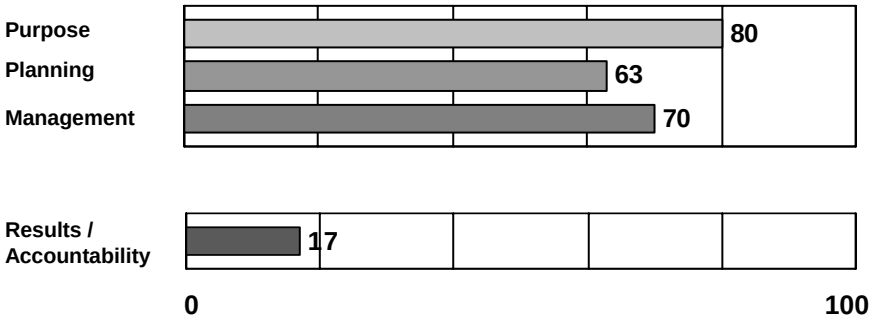
Program: *Child Care Access Means Parents in School*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Agency: *Department of Education*

Bureau: *Office of Postsecondary Education*



Program Summary:

The Department of Education's (ED) Child Care Access Means Children in School (CCAMPIS) program makes grants to colleges and universities to provide campus-based child care services on behalf of low-income parents in postsecondary education. According to the National Center on Education Statistics, in 1995 less than 2 percent of first-time postsecondary students that had children completed a bachelor's degree within four years as opposed to 19 percent of their childless peers graduating within that timeframe.

The assessment found that CCAMPIS has had modest success in meeting its prior targets for students persisting in their course of study at a postsecondary institution. A second performance measure that will track participant graduation rates has recently been added.

While some information is available on program performance, the assessment found performance measurement and other miscellaneous deficiencies:

- The program's authorizing statute limits the collection of performance data to 18 and 36 month reports, unlike the annual reports used in most ED competitive grant programs. This requirement needlessly limits the availability of program performance information and complicates the presentation of this data.
- The program lapsed some of its available funding in 2001 and 2002 despite supporting all grant applications judged to be of sufficient quality.

In response to these findings, the Administration will:

1. Explore the removal of statutory barriers to improve performance measurement during the reauthorization of the Higher Education Act.
2. Use the findings of an upcoming ED study on child care services at institutions of higher education to better estimate the need for Federal support and avoid lapsing additional CCAMPIS funding.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percentage of program participants who persist in postsecondary education.	2002	Baseline	79%
	2004	79.5%	
	2005	80%	
	2008	81%	
Annual Measure: Percentage of program participants, not including those at four-year institutions, who complete their course of study.	2002	Baseline	22%
	2004	22.5%	
	2005	23%	
	2008	23.5%	
Long-term Measure: Percentage of program participants who persist in postsecondary education.	2002	Baseline	79%
	2005	80%	
	2008	81%	
	2011	82%	

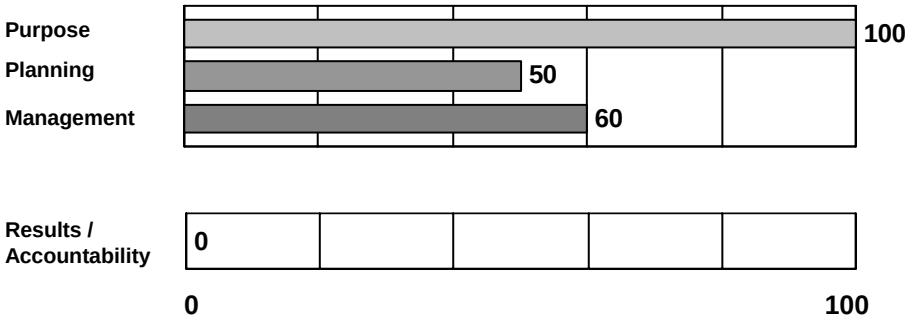
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
16	16	16

Program: *College Assistance Migrant Program (CAMP)*

Agency: *Department of Education*

Bureau: *Office of Elementary and Secondary Education*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percentage of CAMP participants that successfully complete the first academic year of study at a postsecondary institution.	2002	Baseline	80
	2003	82	
	2004	83	
	2005	85	
Annual Efficiency Measure: The cost per training for CAMP participants who successfully complete their first year of college and continue their postsecondary education. (Targets under development).			
Long-term Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Program Summary:

The College Assistance Migrant Program (CAMP) provides academic and financial support to help migrant and seasonal farm workers and their children successfully complete their first year of college.

The PART assessment found that the program serves a very difficult to reach population that is not served through other postsecondary education programs for disadvantaged youth. While the program collects data on grantees, the data are entirely self-reported. In addition, the program needs to implement a stronger system for holding grantees accountable for results, and for taking performance into account in competing awards to new grantees. The program has annual goals and targets, and has adopted a long term, outcome goal (college completion), although it lacks verifiable data collection strategies. Through the PART process, the Department developed a useful efficiency measure (dollars per successful completion of the first year of college) that can be used in the future to compare results to other college retention programs for disadvantaged students.

In response to these findings:

1) The program will develop data collection strategies for its long-term college completion goal, and set targets for that goal. The program performance goals should be indexed against the performance of other disadvantaged populations or against non-participant migrants, and not just provide " before and after" snapshots.

2) The program will develop a reporting and auditing system to verify locally-reported data and to ensure that performance data are being collected consistently across grantees according to established criteria.

3) The program will develop a more effective method of utilizing outcome data to hold grantees accountable for results.

4) Using the newly adopted efficiency measure, the program will analyze its costs relative to the costs of other college retention programs for disadvantaged students.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
16	16	16

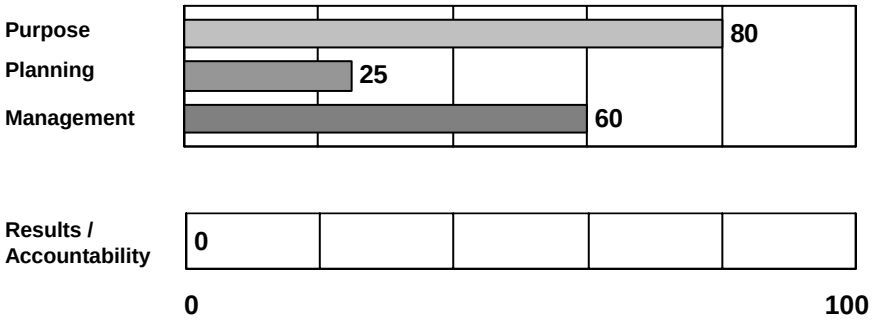
Program: *Comprehensive Regional Assistance Centers*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Agency: *Department of Education*

Bureau: *Office of Elementary and Secondary Education (OESE)*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Measure Under Development			
Annual Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Program Summary:

The statutory purpose of the Comprehensive Regional Assistance Centers is to help States, school districts, schools, Native American tribes, and other entities that implement programs authorized under the Elementary and Secondary Education Act of 1965 (ESEA). The existing Centers will be replaced in 2005 with Centers authorized under the Education Technical Assistance Act of 2002 (ETAA). The new program, which also will absorb some activities of the Eisenhower Regional Mathematics and Science Consortia and the Regional Technology in Education Consortia, is intended to be more performance-based than the existing one. The Department of Education plans to structure the Center competition accordingly.

The assessment of the existing program found that:

- Evaluation and customer service surveys of the current centers were not of sufficient scope and quality to support specific program improvements but did indicate that Centers succeeded in establishing a good customer base and offering services to school districts with high rates of poverty.
- The Department has not established annual or long-term performance measures for the program.

In response to these findings, the Administration will:

1. Establish long-term measures with targets and time frames for the new Comprehensive Centers program authorized under ETAA.
2. Develop baselines and targets for three new measures for ED technical assistance programs. These new measures will help assess the quality, relevance, and utility of program products and services.
3. Embed the new measures in the application notice for the new Comprehensive Centers program. Also, embed the appraisal of how applicants address the measures into the peer review of applications.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
28	0	0

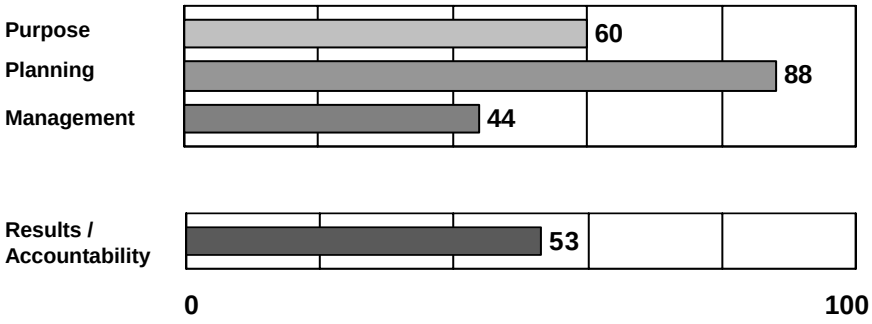
Program: *Federal Family Education Loans*

Rating: *Adequate*

Program Type: *Credit*

Agency: *Department of Education*

Bureau: *Federal Student Aid*



Program Summary:

Under the Federal Family Education Loan (FFEL) Program, the Education Department encourages private lenders to make loans to undergraduate and graduate students by guaranteeing such loans in the case of default and providing lenders with financial subsidies that ensure a minimum rate of return on all loans made.

Overall, the assessment concluded that both this program and the William D. Ford Direct Student Loan program fulfill their purpose of ensuring that low and middle income students can afford the costs of postsecondary education. The program also has meaningful performance measures and outcome data on these measures. However, the Department has been minimally successful in achieving its long-term and annual performance goals for its main student aid programs. The assessment also revealed some program deficiencies in the FFEL program, such as the following:

- The program could be more cost effective while continuing to meet its goals if it increased lender risk sharing, used market-based mechanisms to determine subsidy and benefit levels, and employed a more rigorous performance-based compensation framework for Guaranty Agencies.
- A disproportionate amount of program benefits are provided to borrowers out of school versus students attending school, and statute-based loan limits have not kept pace with rising tuition costs.

Since reauthorization of this program in the Higher Education Act is under consideration for the upcoming Congress, a reassessment was warranted. The program has taken a number of steps to address deficiencies identified through the PART assessment including developing long-term targets and timeframes for all relevant performance measures through 2010. In response to the findings in the initial assessment as well as the reassessment, the Administration proposes to address these problems and to help improve the effectiveness of student aid programs by seeking legislation to:

- Reduce unnecessary subsidies to lenders and other FFEL program participants.
- Direct a greater share of borrower benefits to students in school instead of those who have graduated. Notably, the Administration proposes to maintain variable interest rates beyond 2006 for students in school, to adopt the same variable interest rate structure for borrowers who later consolidate their loans, and to provide for an increase in loan limits. Note: Due to the uncertainty that goes into predicting economic trends and student-borrower behavior, these reestimates often produce significant annual fluctuations in subsidy costs and program funding levels.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Federal debt burden: The median Federal debt burden (yearly scheduled payments as a percentage of annual income) of borrowers in their first full year of repayment shall be less than 10 percent.	2002	>10%	NA
	2003	>10%	NA
	2004	Under Developm	
	2005	Under Developm	
Annual Measure: Completion rates: Postsecondary education completion rates for all full-time, degree-seeking students in 4-year programs will improve.	2003	Increase	54.3%
	2004	Increase	54%
	2005	Increase	55%
	2006	Increase	56%
Long-term Measure: Enrollment rates: Postsecondary education enrollment rates will increase each year for all students.	2003	Increase	63.9%
	2004	Increase	67%
	2005	Increase	67%
	2006	Increase	68%

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
9,602	10,111	7,241

Program: *Federal Pell Grants*

Agency: *Department of Education*

Bureau: *Office of Postsecondary Education*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Postsecondary Enrollment rates: The percent of high school graduates enrolling immediately in college will increase each year for all students.	2002	Increase	65.2%
	2003	0.638	63.9%
	2005	0.67	
	2006	0.68	
Annual Measure: Federal debt burden: The median Federal debt burden (yearly scheduled student loan repayments as a percentage of annual income) of borrowers in their first full year of repayment be less than 10 percent.	2003	>10%	NA
	2004	>10%	NA
	2005	Under Developm	
	2006	Under Developm	
Annual Measure: Completion rates: The percent of full-time degree seeking students completing college within 150 percent of the normal time required will increase each year for all students.	2003	0.531	54.4%
	2004	0.54	
	2005	0.55	
	2006	0.56	

Recommended Follow-up Actions	Status
Develop legislative and administrative strategies to improve performance on the annual and long-term measures. Work with the Congress on enacting the legislative strategies as part of the HEA reauthorization.	Action taken, but not completed
In the Higher Education Act (HEA) reauthorization, work with the Congress on proposals to better target Pell funding to the neediest students.	Action taken, but not completed
Repropose to amend the Internal Revenue Code to allow the IRS to match student aid data and tax data to prevent overawards (and underawards) in Pell and other student aid programs.	Action taken, but not completed

Update on Follow-up Actions:

The PART findings for the Pell grant program primarily required legislative action, through the reauthorization of the Higher Education Act (HEA) and amendments to the tax code. Congress did not complete action on the HEA last year nor adopt the tax code amendments. The FY 2006 Budget reflects the Administration's HEA proposal, including changes to target Pell aid to the neediest students. The Administration proposes to increase the $4,050 Pell maximum award by $100 in FY 2006 and $500 over five years. The Administration also proposes to better target Pell funding by indexing future maximum award increases with corresponding minimum award increases.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
12,007	12,365	17,953

Program: *Federal Work-Study*

Agency: *Department of Education*

Bureau: *Federal Student Aid*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Persistence: The gap between persistence rates for Federal Work-Study recipients and for the general student population will decrease each year. [Targets under development.]			
Annual Measure: Completion: The gap between completion rates for Federal Work-Study recipients and for the general student population will decrease each year. [Targets under development.]			

Recommended Follow-up Actions	Status
In 2004, begin to collect data for the Work Study program that is sufficient to measure program performance and reconcile financial data. These data should support the Education Department's new performance measurement approach that tracks program success on improving student persistence and graduation.	Action taken, but not completed
In 2004, develop meaningful efficiency measures for this program.	Completed
In the HEA reauthorization, propose to replace the seven percent community service requirement with a separate set-aside for community service, equal to 20 percent of the Work Study appropriation. Schools would apply for these community service funds separate from their regular allocation.	Action taken, but not completed
Propose to correct the funding allocation formula as part of the reauthorization of the Higher Education Act (HEA) by ensuring that funds reach postsecondary institutions with the highest proportion of neediest students.	Action taken, but not completed

Update on Follow-up Actions:

In fall 2003 the Deptartment of Education (ED) began to examine whether it could use National Student Clearinghouse data to measure student persistence and graduation. Since ED found problems with this approach, it is exploring other options, including a single "unit record" reporting system. ED has also begun to work on reconciling program financial data. For efficiency measures, ED will measure the efficiency of administrative processes related to this program. Congress has not yet acted on the Higher Education Act reauthorization. The FY 2006 Budget reflects the Administration's HEA proposal, which includes the above follow-up actions.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
999	990	990

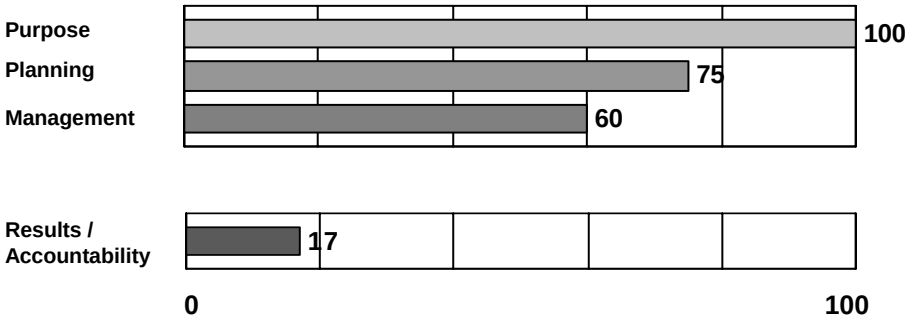
Program: *Graduate Assistance in Areas of National Need*

Agency: *Department of Education*

Bureau: *Office of Postsecondary Education*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percentage of GAANN fellows receiving doctorates	2004	Baseline	28%
	2005	28%	
	2006	29%	
	2007	29%	
Annual Measure: Median time to degree completion	2004	Baseline	6.50 years
	2005	6.50 years	
	2006	6.45 years	
	2007	6.45 years	
Long-term Measure: Percentage of GAANN fellows receiving doctorates	2004	Baseline	28%
	2010	31%	

Program Summary:

The Department of Education's (ED) Graduate Assistance in Areas of National Need (GAANN) program provides grants to postsecondary institutions to support graduate education in specific fields of study. The institutions use these grants to provide scholarships and stipends to students that demonstrate superior ability and a high degree of financial need. These students pursue graduate degrees in areas such as biology, chemistry, computer sciences, engineering and mathematics.

The assessment found that the GAANN program is well-targeted, serving students with demonstrated financial need in critical academic areas. ED established performance measures that, similar to other ED scholarship programs, assess the time to degree completion and graduation rate of program participants. In addition, the assessment did not find significant design flaws or serious management deficiencies.

While the program is well-targeted and has made progress in performance measurement, the assessment noted some deficiencies:

- The program has experienced problems with the quality of grantee performance report data.
- There is no evidence that the program has used performance information to make program management changes.

In response to these findings, the Administration will:

1. Continue to work with grantees to improve the quality of grantee performance information and monitor the results of ED's graduate fellowships study.
2. Better integrate performance information with grant monitoring and program management.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
31	30	30

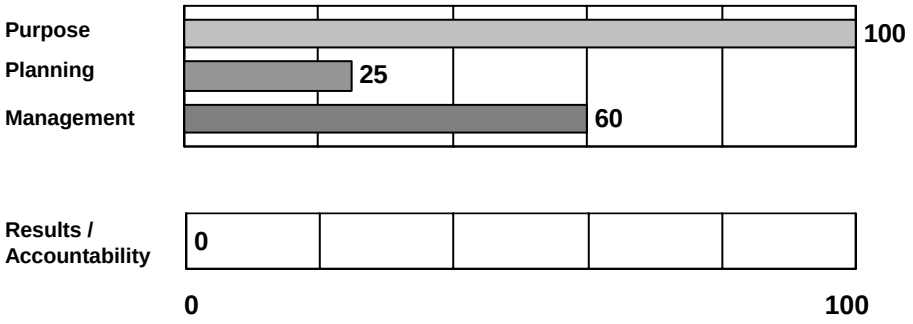
Program: *High School Equivalency Program (HEP)*

Rating: *Results Not Demonstrated*

Agency: *Department of Education*

Bureau: *Office of Elementary and Secondary Education*

Program Type: *Competitive Grant*



Program Summary:

The Migrant High School Equivalency Program (HEP) helps out-of-school migrant youth, generally aged 16-24, complete a GED so they can obtain better employment or go on to higher education. The program provides competitive grants to localities with high percentages of migrant workers and conducts extensive outreach in locations where such youth live and work.

The PART assessment found that the program serves a very difficult to reach population that is not served through other migrant education programs. While the program collects data on grantees, the data are entirely self-reported. In addition, the program needs to implement a stronger system for holding grantees accountable for results, and for taking results into account when competing new awards. Historically, grants have been awarded to the same institutions year after year. The program has annual goals and targets, but doesn' t have long-term goals and targets. Through the PART process, the Department developed a useful efficiency measure (dollars per successful completion of a GED).

In response to these findings, the Department will:

1) Set and gather data on long-term goals that address outcomes achieved once participants complete the program, specifically the extent to which they go to college or obtain better employment. These goals should be indexed against the performance of other disadvantaged populations or of non-participant migrants, and not just provide " before and after" snapshots.

2) Develop a reporting and auditing system to verify locally-reported data and to ensure that performance data are being collected consistently across grantees according to established criteria.

3) Develop a more effective method of utilizing outcome data to hold grantees accountable for results.

4) Develop a strategy for addressing impediments that discourage new applicants, including consideration of legislative strategies.

5) Develop targets for its newly adopted efficiency measure, and use the measure to analyze its costs relative to the costs of other GED attainment or drop-out prevention programs.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: The percentage of HEP participants who complete the program and receive the GED will increase.	2001	Baseline	53
	2003	60	
	2004	60	
	2005	65	
Annual Efficiency Measure: The cost per training for HEP participants who earn a GED. (Targets under development.)			
Long-term Measure: Measure Under Development			

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
19	19	19

Program: *IDEA Grants for Infants and Families*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Agency: *Department of Education*

Bureau: *Office of Special Education and Rehabilitative Services*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term and Annual Measure: Percentage of children participating in the Infants and Families program who demonstrate improved and sustained functional abilities, including progress in areas such as social, emotional, cognitive, communication and physical development (Proposed measure with no data available; targets under development)			
Long-term and Annual Measure: Percentage of participating families that report that early intervention services have increased their family's capacity to enhance their child's development (Targets under development)	1997		72%
	2001	80%	73%
Long-term and Annual Measure: Number of states that serve at least 2 percent of infants and toddlers in the general population birth through age 2 through the Infants and Families program.	2001		25
	2002		28
	2004	30	
	2006	32	

Recommended Follow-up Actions	Status
Establish long-term outcome-oriented objectives, and develop a strategy to collect annual performance data in a timely manner.	Action taken, but not completed
Work with Congress on the IDEA reauthorization to increase the Act's focus on results, and reduce unnecessary regulatory and administrative burden.	Completed
Work with Congress on the upcoming IDEA reauthorization, which should increase state accountability for child outcomes. Even with no direct evidence that this program improves outcomes, the $10 million increase requested in the 2004 Budget will help states meet their responsibilities under the IDEA.	Completed

Update on Follow-up Actions:

ED has undertaken a multifaceted approach to addressing the PART findings and recommendations. It has awarded grants to help develop State systems to collect meaningful data on young children (ages 0 to 5) receiving services under IDEA. ED has solicited comments from the public on appropriate outcome domains and measures, data collection methodologies and measurement tools that should be considered by the States in developing systems. ED has also awarded a grant for a National Early Childhood Outcomes Center to early childhood performance policy issues and to provide technical assistance to States as they develop their child outcomes information.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
444	441	441

Program: *IDEA Grants to States*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Agency: *Department of Education*

Bureau: *Office of Special Education and Rehabilitative Services*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term and Annual Measure: The percentage of fourth-grade students with disabilities scoring at or above the Basic and Proficient levels on the National Assessment of Educational Progress (NAEP) reading assessment.	2000		23%
	2002	24%	29%
	2003	25%	29%
	2005	31%	
Long-term and Annual Measure: Percentage of students with disabilities that graduate from high school with a regular high school diploma.	2001		48%
	2003	52%	52%
	2004	53%	
	2006	55%	
Long-term and Annual Measure: The percentage of fourth-grade students with disabilities scoring at or above the Basic and Proficient levels on the National Assessment of Educational Progress (NAEP) mathematics assessment.	2000		22%
	2003		29%
	2005	31%	

Recommended Follow-up Actions	Status
Provide a $1 billion increase for this program. While there is no evidence that this program improves outcomes, the Administration has determined this increase is necessary to help states and schools meet their responsibilities under the IDEA while at the same time attempting to demonstrate the program is achieving real results.	Completed
Improve collaboration with other federal programs.	No action taken
Collect timely NAEP data for students with disabilities that meet the same standards as other NAEP data.	Completed
Work with Congress on the IDEA reauthorization to increase the Act's focus on accountability and results, and reduce unnecessary regulatory and administrative burdens.	Completed

Update on Follow-up Actions:

To address the PART finding that this program had no long term performance targets and lacked focus on educational outcomes and State accountability, ED took steps to align IDEA State Grants' performance goals to those in No Child Left Behind. ED also developed a new program indicator to track post-school outcomes (competitive employment or enrollment in some type of post-secondary school, or both) within two years of leaving high school for those who received IDEA services. Through its monitoring process, ED has targeted its efforts on State performance in areas such as graduation and dropout rates.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
10,068	10,590	11,098

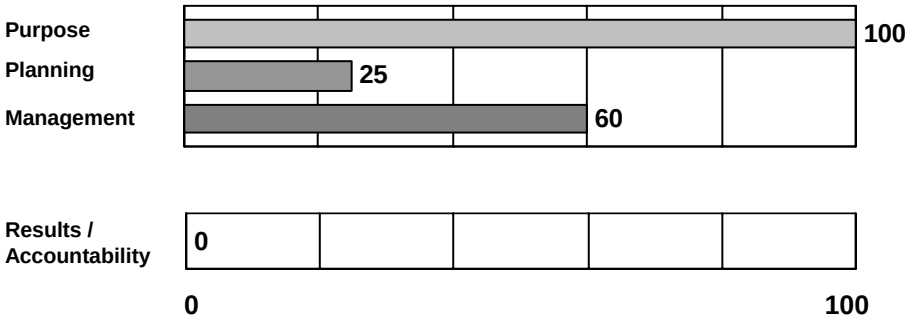
Program: *IDEA Part D - Parent Information Centers*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Agency: *Department of Education*

Bureau: *Office of Special Education and Rehabilitative Services*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: The percentage of products and project designs (for services such as professional development, problem solving, and networking) that are deemed to be of high quality by an independent review panel of qualified scientists. (Baseline and targets under development.)			
Annual Measure: The percentage of products and project designs that are deemed to be of high relevance to educational policy or practice by an independent review panel of qualified practitioners. (Baseline and targets under development.)			
Annual Measure: The percentage of all products and services that are deemed to be of high usefulness to educational policy or practice by target audiences. (Baseline and targets under development.)			

Program Summary:

The Parent Information Centers program provides training and information to parents of children with disabilities on their rights and protections under the Individuals with Disabilities Education Act (IDEA). Through these services, parents develop the skills necessary to participate effectively in planning and decision-making for early intervention, educational, and transitional services, and in systemic-change activities. Centers also help parents understand the nature of their children's disabilities and needs so that they can help improve their children's education and life outcomes.

The assessment found that parental involvement and advocacy are important to the development of children with disabilities. Because IDEA services and procedures are complicated, parents sometimes need specialized help that is not readily available from other sources. However, this program lacks meaningful long term measures or credible external evaluations to demonstrate concrete program outcomes or effectiveness. Additional findings include:

- This program' s focus is unique but it shares common goals and interests with other Department of Education (ED) technical assistance programs. As a result, ED developed Department-wide annual performance and efficiency measures for Parent Information Centers and 10 other education technical assistance programs.
- The Office of Special Education Programs (OSEP) still has not implemented some actions to address its strategic planning deficiencies, especially in identifying long term performance measures.
- OSEP is working to ensure that its various technical assistance project grantees are collaborating with each other on program activities and strategies in order to reduce duplication.

In response to these findings, the Administration will:

1. Develop baselines and targets for three new measures for ED technical assistance programs. These new measures will help assess the quality, relevance, and utility of technical assistance program products and services. Parent Information Centers will begin collection 2005 data in 2006.
2. Continue to address strategic planning deficiencies at OSEP, including the adoption of a limited number of specific, ambitious long-term performance goals.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
26	26	26

Program: *IDEA Part D - Personnel Preparation*

Agency: *Department of Education*

Bureau: *Office of Special Education and Rehabilitative Services*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Measure Under Development			
Long-term Measure: Measure under development			
Annual Measure: Measure goal under development			

Recommended Follow-up Actions	Status
Develop a schedule for independent evaluations by 2004.	Action taken, but not completed
Institute a new performance system for grantees by 2004 and make the information available to the public in a transparent and meaningful manner.	Action taken, but not completed
Work with the Department of Education's other teacher programs to review and compare common performance indicators on an annual basis.	Action taken, but not completed
Develop performance measures and goals that appropriately reflect the impact of the federal government's investment in increasing the supply and/or quality of special education personnel.	Action taken, but not completed
Develop program efficiency measures.	Action taken, but not completed

Update on Follow-up Actions:

ED is proposing to develop six new annual performance indicators for the Personnel Preparation program to assess its impact and effectiveness. These measures will focus on use of research-based curriculum by institutions of higher education (program grantees) as well as the employment of special education teachers trained by grantees in schools. Data for these measures will be collected starting in 2006. In addition, ED is working to develop long term and efficiency measures for this program. ED is planning to undertake a rigorous evaluation of the Personnel Preparation program.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
91	91	91

Program: *IDEA Part D - Research and Innovation*

Rating: *Results Not Demonstrated*

Program Type: *Research and Development*

Agency: *Department of Education*

Bureau: *Office of Special Education and Rehabilitative Services*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: As determined by expert panels, the percentage of program funding priorities that respond to critical needs of children with disabilities and their families.[Target being revised]	2002	85	72
	2003	75	66
	2004	NA	
	2005	NA	
Annual Measure: As determined by expert panels, the percentage of Research and Innovation projects that use exceptionally rigorous quantitative or qualitative research and evaluation methods or current research-validated practices and materials, as appropriate.	2001		45
	2002		55
	2003	80	56
	2004	70	
Annual Measure: Mesuare under development	2001		
	2003		
	2004		
	2005		

Recommended Follow-up Actions	Status
Implement a regular schedule for review by an independent organization to assess overall program quality, coordinated with the reauthorization cycle.	Action taken, but not completed
Promote better coordination between the Office of Special Education and Rehabilitative Services and the Institute of Education Sciences (IES) in the development and implementation of education research priorities aimed at improving education results for children with disabilities, consistent with the proposed transfer of special education research to IES in 2005.	Action taken, but not completed
Articulate substantive long-term research objectives that have measurable outcomes and goals by 2005.	Action taken, but not completed
Collect grantee performance data and make it available to the public in a transparent and meaningful manner.	Action taken, but not completed

Update on Follow-up Actions:

Education is working to develop appropriate long term and annual measures. Because IDEA reauthorization transfers the authority for special education research to the Institute for Educational Science (IES), IES and the Office of Special Education Programs will collaborate on several activities to determine strategic investment priorities for research funding and review project performance goals.

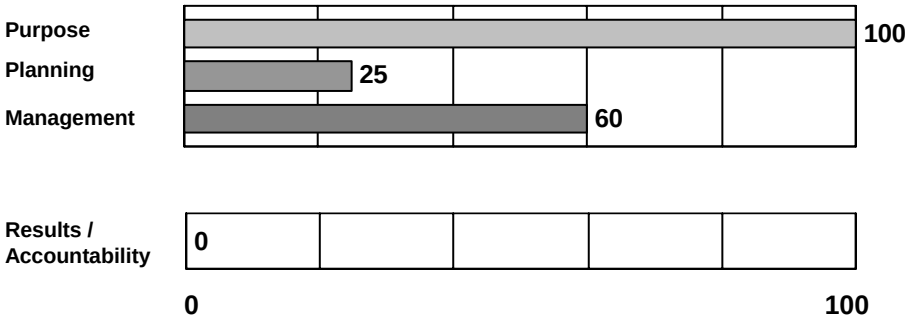
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
78	83	73

Program: *IDEA Part D - Technical Assistance and Dissemination (TA&D)*

Agency: *Department of Education*

Bureau: *Office of Special Education and Rehabilitative Services*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: The percentage of products and project designs (for services such as professional development, problem solving, and networking) that are deemed to be of high quality by an independent review panel of qualified scientists. (Baseline and targets under development.)			
Annual Measure: The percentage of products and project designs that are deemed to be of high relevance to educational policy or practice by an independent review panel of qualified practitioners.			
Annual Measure: The percentage of all products and services that are deemed to be of high usefulness to educational policy or practice by target audiences			

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Program Summary:

The Individuals with Disabilities Education Act (IDEA) Technical Assistance and Dissemination (TA&D) program provides coordinated and accessible assistance and information on early intervention, educational, and transitional issues. It supports parents, teachers, administrators and others who work with children with disabilities so that they can help improve services and results through systemic changes.

The assessment found that providers of IDEA services have a need for high quality assistance to address issues that cut across a wide range of disability types, severity, services, and age ranges. However, TA&D lacks meaningful long term measures or credible external evaluations to demonstrate concrete program results. Additional findings include:

- This program's purpose and focus is unique but it shares common goals and interests with other Department of Education (ED) technical assistance programs. As a result, ED developed Department-wide measures for TA&D and 10 other TA programs.
- Most TA&D projects are funded through cooperative agreements in which annual program goals (e.g., the use of high quality materials) reflect the project priorities. The program has also adopted a coordinated clearance process for the development of new materials, which should lead to improved quality.
- OSEP has addressed some strategic planning deficiencies but has not been successful in building on this work to develop meaningful long term goals or measures to determine if the program is achieving its objectives.

In response to these findings, the Administration will:

1. Develop baselines and targets for three new measures for ED TA programs. These measures will help assess the quality, relevance, and utility of technical assistance program products and services. TA&D will begin collection 2005 data in 2006.
2. Continue to address strategic planning deficiencies at the Office of Special Education Programs, including adopting a limited number of meaningful, specific and ambitious long term performance goals.
3. Use performance and other program information to actively manage the overall TA&D program portfolio by adjusting issue coverage and reallocating resources when needs and priorities shift.
4. Plan an independent evaluation of the TA&D in 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
53	52	49

Program: *IDEA Preschool Grants*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Agency: *Department of Education*

Bureau: *Office of Special Education and Rehabilitative Services*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term and Annual Measure: Percentage of preschool children receiving special education and related services who have readiness skills when they enter kindergarten (Proposed measure with no data available; targets under development)			
Long-term and Annual Measure: Measure Under Development			
Long-term and Annual Measure: Measure Under Development			

Recommended Follow-up Actions	Status
Maintain federal funding at last year's level until the Administration has had a chance to work with Congress on the IDEA reauthorization, which should increase state and school accountability for having a real impact on children. In this reauthorization, the Administration will work with Congress to determine how best to serve preschool children with disabilities under the Act.	Completed
Improve collaboration with other federal programs.	No action taken
Develop long term performance goals, and annual goals for performance, for preschool children with disabilities.	Action taken, but not completed

Update on Follow-up Actions:

ED has undertaken a multifaceted approach to addressing the PART findings and recommendations. It has awarded grants to help develop State systems to collect meaningful data on young children (ages 0 to 5) receiving services under IDEA. ED has solicited comments from the public on appropriate outcome domains and measures, data collection methodologies and measurement tools that should be considered by the States in developing systems. ED has also awarded a grant for a National Early Childhood Outcomes Center to examine early childhood performance policy issues and to provide technical assistance to States as they develop their child outcomes information.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
388	385	385

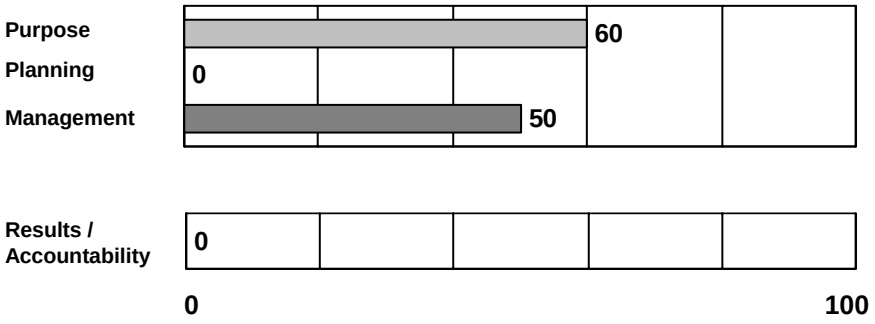
Program: *Impact Aid Payments for Federal Property*

Rating: *Results Not Demonstrated*

Agency: *Department of Education*

Bureau: *Office of Elementary and Secondary Education*

Program Type: *Block/Formula Grant*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*

Program Summary:

The Impact Aid Payments for Federal Property program compensates local educational agencies (LEAs) that have lost a tax base of at least ten percent (of assessed value) due to acquisition of real property by the United States government since 1938. Grantees receive payments based on a statutorily-mandated formula.

The PART assessment found:

- The program has a clear purpose, but the program design does not adequately target the most high-need LEAs.
- The program has output measures for payment timeliness and accuracy, but has not created annual and long-term outcome measures nor has it sought an external review to determine the overall effectiveness of the program.
- The program has adequate financial management and has achieved efficiencies through data systems improvements.
- The program does not collaborate with related programs at the Department of Defense and the Bureau of Indian Affairs.

In response to these findings, the Administration will:

1. Mine existing data to compare measures of LEA wealth for school districts that receive Impact Aid, and use these findings to assess targeting of funds to the most heavily-impacted school districts.
2. Craft an " analysis plan" that includes an economic analysis of the costs and benefits of a Federal presence in affected localities.
3. Develop performance and efficiency measures.
4. Seek to collaborate with the Department of Defense on policies that would put existing funds to better use in improving schools that serve military dependents.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
62	62	62

Program: *Improving Teacher Quality State Grants*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Agency: *Department of Education*

Bureau: *Office of Elementary and Secondary Education*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Percentage of core academic classes taught by highly qualified teachers in high poverty schools and low poverty schools. (high %/low %)	2004	85%/85%	
	2005	90%/90%	
	2006	95%/95%	
	2007	100%/100 %	
Long-term Measure: Percentage of core academic classes taught by highly qualified teachers in high poverty schools and low poverty schools. (high %/low %)	2005	90%/90%	
	2006	95%/95%	
	2010	100%/100 %	
	2012	100%/100 %	
Long-term Measure: Percentage of core academic classes taught by highly qualified teachers in elementary and secondary schools (elem %/sec%)	2005	90%/85%	
	2006	95%/92%	
	2010	100%/100 %	
	2012	100%/100 %	

Recommended Follow-up Actions	Status
In 2004, continue to collect baseline information on program participants and set targets for its annual measures.	Completed
In 2004, develop a meaningful efficiency measure.	No action taken

Update on Follow-up Actions:

ED has collected two years of performance information for this program after the initial PART assessment. Using this data, ED has established baselines for its performance measures and established targets for the program's annual measures. ED has not yet finalized an efficiency measure for this program but intends to finalize a measure in 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
2,930	2,917	2,917

Program: *Independent Living (IL) Programs*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Agency: *Department of Education*

Bureau: *Office of Special Education and Rehabilitative Services*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Increase the percentage of consumers who report having access to previosuly unavailable transportation, health care, and assistive technology.	2006	Baseline	
Annual Measure: Increase the percentage of consumers moving out of institutions served by each Center for Independent Living (CIL).	2006	Baseline	
Annual Measure: Increase the percentage of CILS with staff, board members and/or consumers participating in committees, advocacy initiatives, public information campaigns, or other community events designed to increase the accessibility of transportation, health care, assistive technology, and housing for persons with disabilities.	2006	Baseline	

Recommended Follow-up Actions	Status
Devise and implement an improved audit and site visit system to ensure that the agency is meeting its statutory oversight requirements.	No action taken
Conduct periodic and high quality evaluations of each of the IL programs.	No action taken
Develop at least one efficiency measure for each IL program.	Completed
Develop long-term performance goals and measures that reflect the four core areas of services and the standards and assurances for the IL State Grants and CIL programs.	Action taken, but not completed
Reduce the time needed to collect and analyze grantee performance reports and make the aggregate data available to the public on the Department's website in an accessible format.	Action taken, but not completed

Update on Follow-up Actions:

Independent Living (IL) has made progress in addressing the management and program deficiencies identified in the PART. IL has developed: a schedule and performance measures to ensure the timely posting of performance data; an efficiency measure that determines cost per successful outcome; and annual and long-term performance measures that capture program objectives. Due to delays in revising the program's data collection instrument, data will not be available until 2006. However, IL has made limited progress on developing an improved site visit system and a plan for conducting high quality evaluations. The Department should give more attention to these efforts.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
127	131	131

Program: *International Education Domestic*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Agency: *Department of Education*

Bureau: *Office of Postsecondary Education*

Program Summary:

The Department of Education's (ED) International Education and Foreign Language Studies (IEFLS) Domestic programs support a variety of activities at colleges and universities designed to strengthen the national capability in foreign languages and area and international studies. The two largest IEFLS programs are the National Resource Centers (NRC) and the Foreign Language and Area Studies (FLAS) fellowships. NRCs provide instruction, training and research opportunities in language and area studies, while the FLAS program supports fellowships to institutions of higher education to assist graduate students in foreign language and either area or international studies.

The assessment found that the IEFLS programs have a clear niche in supporting the preparation of the next generation of foreign language experts and maintaining a national presence in most languages, including the so-called "less commonly taught languages". To monitor the effectiveness of these nine programs, new annual and long-term measures have been created to assess the employment outcomes of fellowship recipients, the language proficiency of current recipients, and the extent to which IEFLS funding supports increased national expertise in critical languages.

In addition, the assessment noted some continuing challenges for the IEFLS programs:

- While the IEFLS programs are a significant component of the Federal effort to maintain and enhance American foreign language proficiency, there are many other Federal programs and agencies that contribute to this effort. It is possible that additional proliferation of Federal activities in this subject area may create redundancies with the IEFLS programs.
- An efficiency measure has not yet been finalized.

In response to these findings, the ED will:

1. Continue its collaboration with other Federal and non-governmental entities in managing the IEFLS programs. In particular, vigorous collaboration will be required to ensure that IEFLS funding supports the appropriate "critical languages" that are considered to be vital to the national interest.
2. Finalize an efficiency measure and closely review the outcome of ED's graduate fellowships pilot study, which is expected to provide IEFLS employment outcome data.

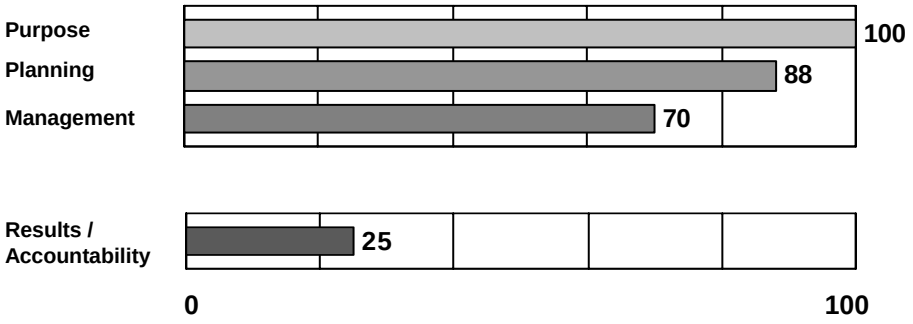
Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Percentage of critical languages taught, as reflected by the list of critical languages referenced in the Title VI program statute.	2004	Baseline	71%
	2006	77%	
	2008	83%	
	2010	89%	
Annual Measure: Percentage of NRC PhD graduates who find employment in higher education, government, and national security.	2003	Baseline	46.1%
	2004	47%	
	2005	47.5%	
	2006	48%	
Annual Measure: Average language competency score of Title VI FLAS recipients at the end of one full year of instruction (post-test) minus the average pre-test competency score at the beginning of the year.	2003	Baseline	1.2
	2004	1.2	
	2005	1.2	
	2006	1.2	

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
89	92	92

Program: *Javits Fellowships*

Agency: *Department of Education*
Bureau: *Office of Postsecondary Education*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: The percentage of Javits fellows who complete a terminal (graduate level) degree	2004	Baseline	31%
	2005	31%	
	2006	32%	
	2007	32%	
Annual Measure: Median time to degree completion for Javits Fellows	2004	Baseline	6.3 years
	2005	6.3 years	
	2006	6.3 years	
	2007	6.2 years	
Long-term Measure: The percentage of Javits fellows who complete a terminal (graduate level) degree	2004	Baseline	31%
	2010	33%	

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The Department of Education's (ED) Javits Fellowships program provides fellowships to deserving individuals that demonstrate a high degree of financial need and pursue graduate level studies in the arts and humanities. Fellows are selected by panels of experts appointed by the Javits Fellowship Board (Board) utilizing criteria established by the Board.

The assessment found that the Javits Fellowships program is well-targeted, serving students with demonstrated financial need in critical academic areas. Unlike other ED scholarship programs, Javits Fellowships are awarded directly to an individual rather than through an institution or a State Education Agency. This model is more efficient and is made practical by the program's relatively small scope and funding level.

The program earned an Adequate rating for its management and design, coupled with some promising initial performance data. The assessment did find a few minor deficiencies:

- ED has not yet finalized an efficiency measure for this program.
- Program performance information is not readily available to the public

In response to these findings, the Administration will:

1. Finalize an efficiency measure.
2. Monitor the quality and presentation of program performance information.

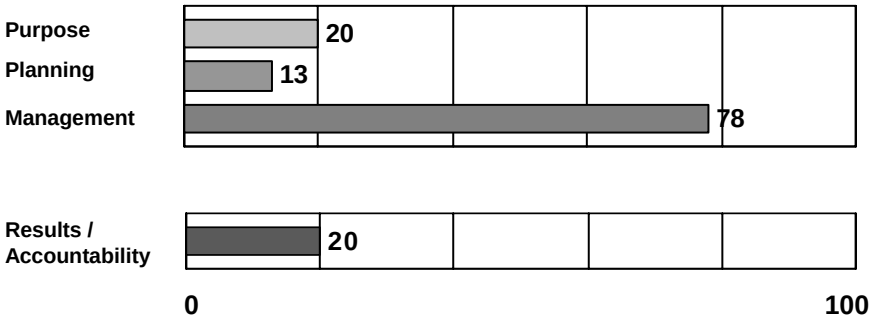
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
10	10	10

Program: *Leveraging Educational Assistance Partnership*

Agency: *Department of Education*

Bureau: *Federal Student Aid*



Key Performance Measures from Latest PART	Year	Target	Actual
Percentage of States that maintain or increase support for need-based grant programs.	2003		77%
	2004	90%	
	2005	90%	
	2006	90%	
Correlation of income distribution of LEAP recipients to Pell Grant recipients to show that LEAP is well targeted at providing aid to low-income students.	2003		0.985
	2004	0.99	
	2005	0.99	
	2006	0.99	

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Program Summary:

The Leveraging Educational Assistance Partnership (LEAP) program makes grants available to States to assist them in providing their own grants to eligible students attending institutions of higher education. This leveraging of Federal funding with State funding helps expand the number of need-based student grant programs.

The assessment found that the LEAP program may no longer be needed. When the program was first authorized in 1972, 28 States had undergraduate need-based grant programs. Today all but two States have need-based student grant programs. State grant levels have expanded greatly over the years, and most States significantly exceed the statutory matching requirements. For academic year 2002-2003, for example, estimated State matching funds totaled nearly $1 billion. States would be free to continue to maintain or increase this level of commitment in the absence of the $66 million LEAP program. However, this program lacks meaningful long term measures to demonstrate program effectiveness. Additional findings include:

- This small program is clearly duplicative, given the existence of multiple Federal, State, institutional, and private student financial assistance programs which together provide over $100 billion in annual aid to students.
- Program funds are allocated to States in a way so as to ensure that States cannot receive less than was awarded in 1979 which is not an effective way to target program resources.

In response to these findings, the Administration will:

1. Develop long-term performance measures for this program.
2. Request no additional Federal funds for this program since Federal assistance is no longer needed to encourage States to provide need-based grants to students.

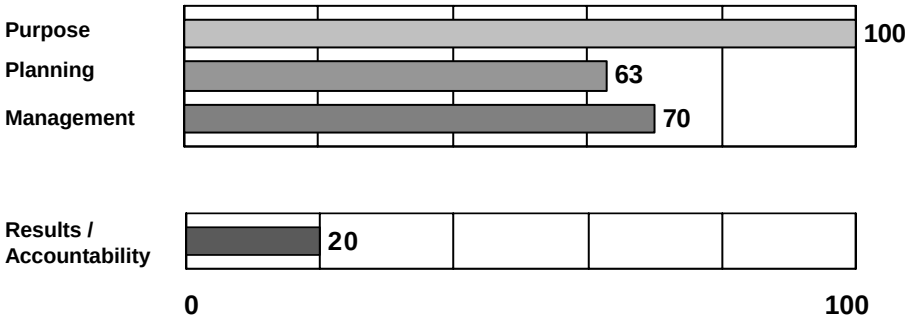
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
66	66	0

Program: *Magnet Schools*

Agency: *Department of Education*

Bureau: *Office of Innovation and Improvement (OII)*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percentage of magnet schools whose student applicant pool reduces, prevents, or eliminates minority group isolation.			
Annual Measure: Percentage of magnet schools whose students from major racial and ethnic groups meet or exceed State annual progress standards.			
Long-term Measure: Percentage of magnet schools that received assistance that are still operating magnet school programs 3 years after Federal funding ends.			

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The Magnet Schools Assistance program supports the establishment and operation of magnet schools under a court-ordered or federally-approved desegregation plan. In addition to providing high-quality educational programs and increasing educational choices for students, magnet schools aim to eliminate, reduce, or prevent minority group isolation in elementary and secondary schools.

The assessment found that the program addresses a compelling problem underscored by numerous studies of educational access and racial segregation. Magnet Schools Assistance is the only Federal program that focuses solely on school desegregation. Further, there are few state and local programs that address the issue, and their support for magnet schools is more limited than that of the Federal program. Additional findings include:

- Annual program measures show that magnet schools help reduce minority group isolation (note: the measure reflecting this progress has been revised. Baseline to be established in 2005).
- The Office of Innovation and Improvement is establishing a baseline for a long-term program performance measures. The baseline will be established in 2005.
- The program does not have adequate efficiency measures or a strategy for making performance information available to the public in a transparent and meaningful manner.

In response to these findings, the Administration will:

1. Continue to develop baselines for new annual and long-term program performance measures. These new measures will serve as a better reflection of how federally-supported magnet schools reduce minority group isolation.
2. Explore new strategies and opportunities for evaluating the educational achievement and desegregation impacts of the program.
3. Make program performance information available to the public in a transparent manner.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
109	108	108

Program: *National Assessment*

Agency: *Department of Education*

Bureau: *Institute of Education Sciences*

Rating: *Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Timeliness of Reporting: The time from the end of data collection to initial public release by results in reading and mathematics assessment shall be reduced from 15 to 6 months.			
	2003	6	8
	2005	6	
	2007	6	
Long-term Measure: Customer Satisfaction: Percentage of customer respondents satisfied or very satisfied with the timeliness of NCES data files.	2001	90	66
	2004	90	78
	2005	90	
	2007	90	
Long-term Measure: Customer Satisfaction: The National Center for Education Statistics (NCES) data are comprehensive.	2001	90	88
	2004	90	88
	2006	90	

Recommended Follow-up Actions	Status
Will focus on the timeliness of NCES products and services, which include National Assessment activities	Action taken, but not completed

Update on Follow-up Actions:

The 2004 PART found a weakness in long-term performance measurement and, in 2005, ED responded by articulating long-term measures. ED assesses NCES performance by tracking customer satisfaction with the comprehensiveness, timeliness, and utility of NCES products and services. Customers are, overall, satisfied, but ED is still working to improve the timeliness of NCES products and services, which include National Assessment activities. For example, NCES has been making use of technology to reduce the time lag between data collection and reporting of results and is making public-use data available through an on-line data analysis tool.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
90	89	111

Program: *National Center for Education Statistics*

Agency: *Department of Education*

Bureau: *Institute of Education Sciences*

Rating: *Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Customer Satisfaction: Percentage of customer respondents satisfied or very satisfied with the timeliness of NCES data files.	2001	90	74
	2004	90	78
	2005	90	
	2007	90	
Long-term Measure: Customer Satisfaction: Percentage of customer respondents satisfied or very satisfied with the timeliness of NCES data files.	2001	90	66
	2004	90	78
	2005	90	
	2007	90	

Recommended Follow-up Actions	Status
The Department of Education will focus on improving the timeliness of NCES products and services.	Action taken, but not completed

Update on Follow-up Actions:

The 2004 PART found a weakness in NCES' long-term performance measurement and, in 2005, ED responded by articulating long-term measures. ED assesses NCES performance by tracking customer satisfaction with the comprehensiveness, timeliness, and utility of NCES products and services. Customers are, overall, satisfied, but ED is working to improve the timeliness of NCES products and services. Its strategies include on-line data collections that provide respondents with immediate feedback about out-of-range or questionable items. NCES also is releasing products on the web to make information available quickly.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
92	91	91

Program: *Nat'l Institute on Disability and Rehab. Research (NIDRR)*

Rating: *Results Not Demonstrated*

Program Type: *Research and Development*

Agency: *Department of Education*

Bureau: *Office of Special Education and Rehabilitative Services*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Percentage of grantee research and development activity rate 4 or greater in appropriateness of study designs, the rigor witl which accepted standards of scientific and/or engineering methods are applied, and the degree to which it builds on anc contributes to the level of knowledge in the field, based on a 5 point Likert-type scale.	2002	65	54
	2003	70	67
	2004	70	
	2005	75%	
Annual Measure: The average number of publications per award based on NIDRR-funded research and development activities in refereed journals.	2002		2.74
	2003	4.6	
	2004	5	
	2005	3.5	
Long-term Measure: Number of new or improved tools, instruments, protocols, technologies and programs developed, evaluated and published by grantees that are rated "good to excellent" in terms of improving the measurement of disability and rehabilitation-related concepts and/or contributing to changes/improvements in policy, practices, or outcomes for individuals with disabilities and their families. (New goal. Targets under development).			

Recommended Follow-up Actions from Latest PART	Status
Develop strategies to have smaller grant portfolios, such as field initiated research, reviewed by expert panels starting in 2004.	Action taken, but not completed
Examine its portfolio, using its Long-Range Plan as a guide, to determine whether targeting funds on a smaller number of research priorities would improve NIDRR's ability to meet its long-term goals.	Action taken, but not completed
Implement a regular schedule for review by an independent organization to assess overall program quality, coordinated with reauthorizations and the Long-Range Plan cycle.	Action taken, but not completed
Articulate substantive long-term research goals that have measurable outcomes as part of its 2004 update of the 2004 to 2008 Long-Range Plan.	Completed

Update on Follow-up Actions:

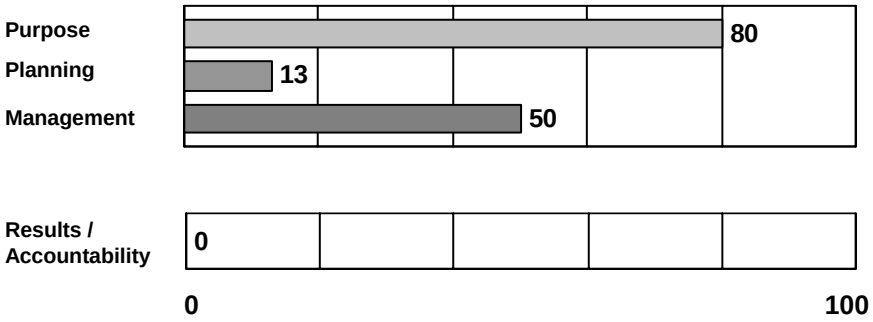
NIDRR has identified several long term goals in response to PART findings. Over the next few years, NIDRR will need to set ambitious goals and institute a process to measure outcomes to determine if the agency is achieving its goals. Also, NIDRR must still update its Long-Range plan to define a limited number of research priorities that can help guide its investment portfolio.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
107	108	108

Program: *National Writing Project*

Agency: *Department of Education*
Bureau: *Office of Innovation and Improvement*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Program Summary:

The Department of Education's (ED) National Writing Project (NWP) program supports an existing network of partnerships which provide teacher training in writing instruction. ED funds are earmarked to the National Writing Project organization, which then makes competitive grants to institutions of higher education and nonprofit education providers to operate small ($100,000 or less) teacher training programs.

The assessment found that NWP is redundant of other Federal and local efforts to improve writing instruction. In fact, States and local school districts receive over $3 billion annually in teacher training funding from ED that may be used to bolster professional development for K-12 instructors. While there have been two evaluations that attempt to examine NWP outcomes, neither study has used a comparison group of teachers that do not receive NWP training. Without this unit of comparison, it is not possible to determine program effectiveness.

The assessment has identified other deficiencies:

- The program lacks annual and long-term performance measures and targets
- The statutory requirement that directs all program funding to the NWP organization unnecessarily restricts competition for program resources

In response to these findings, the Administration will:

1. Propose no funding for this program in the 2006 Budget, directing these resources into other elementary and secondary programs with a greater probability of demonstrated program performance.
2. Develop performance metrics that measure, as directly as possible, the impact of NWP services on student learning.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
18	20	0

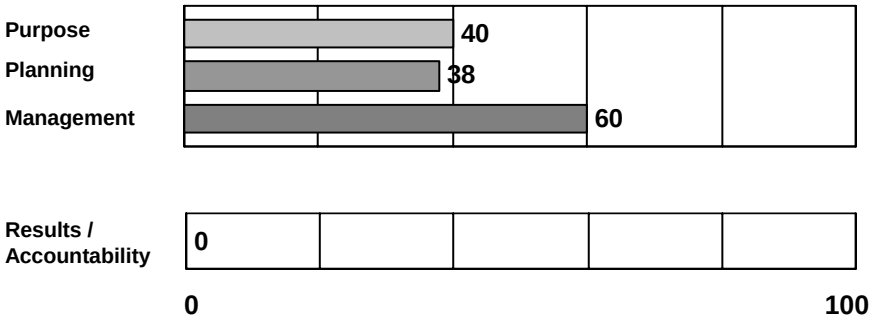
Program: *Parental Information and Resource Centers*

Rating: *Results Not Demonstrated*

Agency: *Department of Education*

Bureau: *Office of Innovation and Improvement (OII)*

Program Type: *Competitive Grant*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Measure Under Development			
Annual Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Program Summary:

The Parental Information and Resource Centers (PIRCs) provide training, information, and support for parent education and family involvement efforts pertaining to elementary and secondary education programs. The intent of these services is to advance partnerships with professional educators and further the educational development of students. The Office of Innovation and Improvement (OII) has redirected these Centers so that they also help parents gain information on and benefit from the choice and supplemental services components of No Child Left Behind.

The assessment found that the program mission, outlined in statute with six discrete purposes, is somewhat unclear. Further, since the program is intended to serve both rural and urban areas, Center grantees are sometimes unable to perform technical assistance (TA) tailored to individual communities. Additional findings include:

- Although the program has a unique focus on parental assistance, Center activities have some duplication with activities of other TA programs administered by the Department. However, as noted above, OII has given the program great focus.
- The Department of Education has established common annual performance measures for technical assistance programs that weigh the quality, relevance, and utility of program services. PIRCs will adopt these measures in 2006.
- The Department has not established long-term measures for this program.

In response to these findings, the Administration will:

1. Develop baselines and targets for three new common measures for Education technical assistance programs. These new measures will help assess the quality, relevance, and utility of program products and services.
2. Continue to address strategic planning issues, including the adoption of a limited number of specific, ambitious long-term performance goals.
3. Embed performance measures in the next competitive under the program.

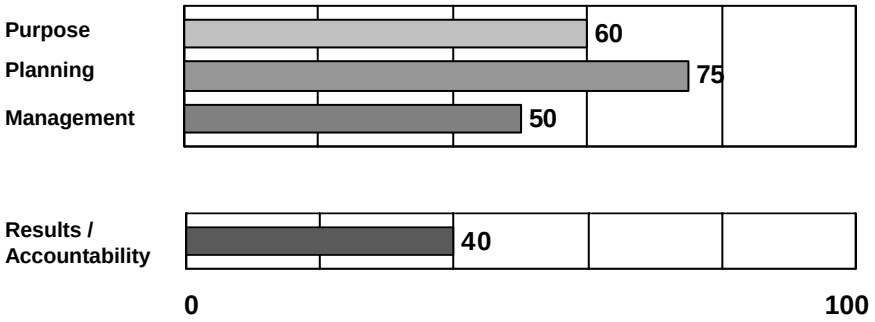
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
42	42	0

Program: *Projects with Industry*

Agency: *Department of Education*

Bureau: *Office of Special Education and Rehabilitative Services*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: The percentage of individuals served who are placed in competitive employment.	2002	0.622	0.632
	2003	0.624	0.542
	2004	0.627	
	2006	0.63	
Annual Measure: Average weekly earnings	2002	$226	$234
	2003	$231	$242
	2004	$233	
	2006	$242	
Annual Efficiency Measure: Cost per Placement	2003	Baseline	3921

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The Projects with Industry (PWI) program aims to create and expand job opportunities in the competitive labor market for individuals with disabilities while engaging private industry as a partner in the rehabilitation process.

The assessment found:

- PWI has performance measures, clear targets and a stated purpose. However, the statutory purpose and the program requirements are somewhat inconsistent.
- Activities under this program are redundant with allowable activities under Vocational Rehabilitation (VR) State Grants.
- In general, annual data and a recent evaluation show the PWI program successfully meets its performance goals. However, these findings are undermined by unreliable grantee data. Also, it is difficult to compare PWI with similar job training programs because of the unique way the program computes its measures.
- The program participates in the job training common measures effort, but has not yet implemented them due to grantees' difficulty in obtaining pertinent data. The Department is conducting an implementation study.
- The program uses project data to determine whether grantees have met the performance indictors established in regulation. However the program's use of data for strategic planning and program improvement has been very limited.
- PWI has had difficulty meeting the statutory requirement to perform site visits of 15 percent of grantees and has not conducted any reviews in 2003.

In response to these findings, the President's 2006 Budget proposes to eliminate the PWI program.

In the meantime, the Department of Education will:

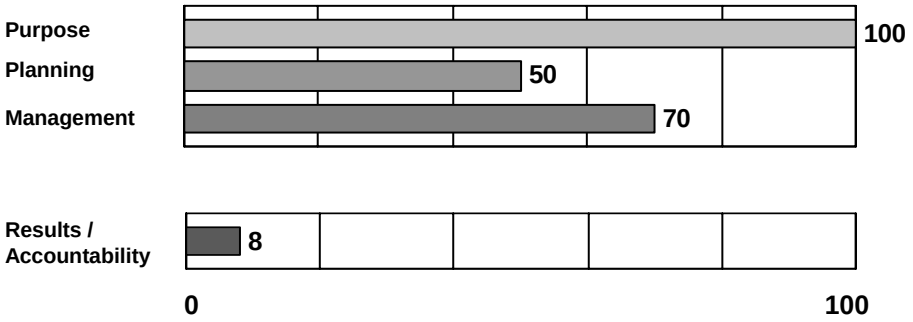
1. Implement a plan to improve grantee data collection and reporting; revise measures to be comparable with other job training programs; and, develop a strategy for collecting data to support the Administration's Job Training common measures.
2. Improve use and transparency of project data to manage the program, including posting summary analyses and key data on the web by April 2005.
3. Develop and implement a plan to meet the program's statutory requirement for on-site compliance reviews.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
22	22	0

Program: *Ready to Learn Television*

Agency: *Department of Education*
Bureau: *Office of Innovation and Improvement*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percent of children ages 3-6 years old who viewed literacy based RTL shows that demonstrate expressive vocabulary skills at or above national norms.	2003	30	28.4
	2004	35	
	2005	40	
Annual Measure: Percent of children ages 3-6 years old who viewed literacy based RTL shows that demonstrate emergent literacy skills at or above national norms.	2003	30	54.9
	2004	35	
	2005	40	

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Program Summary:

The Department of Education's (ED) Ready to Learn Television (RTL) program supports the development of educational programming for preschool and elementary school children that is specifically designed for nationwide distribution over public television stations. Program funds also support the creation and distribution of materials related to this programming. RTL activities are designed to promote early childhood literacy and school readiness to both young students and parents.

The assessment found that RTL has a unique role in supporting the delivery of educational programming focused on literacy and school readiness. However, the assessment identified other program performance and measurement weaknesses:

- Evaluation results from a Mathematica study assessing RTL's impact do not suggest a substantial impact on student outcomes and parent/caregiver behaviors.
- The program does not have long-term measures or an efficiency measure.

In response to these findings, the Administration will:

1. Review the final Mathematica evaluation report and utilize its findings to strengthen program management and, if appropriate, implement potential evaluation recommendations
2. Establish new long-term measures in conjunction with the awarding of the next RTL grant scheduled for competition in 2005.

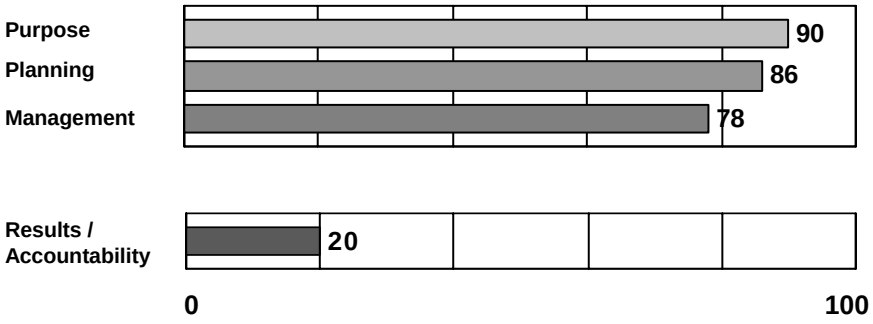
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
23	23	23

Program: *State Assessment Grants*

Agency: *Department of Education*

Bureau: *Office of Elementary and Secondary Education*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Number of States (including DC and PR) that have reading/language arts assessments in grades 3-8 and high school.	2004	Baseline	
	2005	18	
	2006	52	
Long-term Measure: Number of States (including DC and PR) that have mathematics assessments in grades 3-8 and high school.	2004	Baseline	
	2005	18	
	2006	52	
Long-term Measure: Number of States (including DC and PR) that have science assessments in each grade span (3-5, 6-8, and high school).	2004	Baseline	
	2005	18	
	2006	21	
	2007	25	

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Program Summary:

The State Assessments program helps States develop and implement the assessments required under the No Child Left Behind (NCLB) Act for all students in grades 3-8, and once in high school, in reading and math. These tests are a key component of the accountability systems developed under NCLB and are required to be in place by school year 2005-06.

The PART analysis found:

- that the program has a clear purpose and need.
- it is managed well and collects and uses data to assess whether States are on track to meet the 2005-06 statutory deadlines. In addition, the program is providing effective technical assistance to the State grantees. However, the internal data collections are not completed in a way that provides information on program implementation that is sufficiently transparent to policy-makers and the public.
- The PART analysis also helped underscore the necessary inter-dependence of NCLB programs. Since this program supports one, very significant, component of NCLB, it is dependent on the successful implementation of other aspects of NCLB to achieve results. In particular, it depends upon States having the ability to collect and analyze test data, and to use those data in a timely way to address weaknesses in student achievement. So, while it is not the explicit purpose of this program to ensure that State data systems work well, the Department of Education should play a role in supporting State data systems in order for NCLB, as a whole, to achieve improvements in student achievement.

In response to these findings:

1) The Department will develop and implement a strategy for standardizing and analyzing data on State implementation of assessment systems and making those data publicly accessible. The development of interim performance measures will help the program monitor whether States are meeting key milestones toward full implementation of the NCLB tests.

2) The Department will develop a framework for assessing whether State data collection systems are adequate for NCLB accountability purposes and for assessing whether States and school districts use that data effectively to improve student achievement.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
390	412	412

Program: *Student Aid Administration*

Agency: *Department of Education*

Bureau: *Federal Student Aid*

Rating: *Adequate*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Move student aid off the GAO high-risk list by 2005.	2004	Off List	On List
	2005	Off List	
	2006	Off List	
Long-term Efficiency Measure: Recovery rate on Department-held defaulted loans.	2002	7.2%	7.6%
	2003	7.6%	9.5%
	2004	9.5%	10.1%
	2005	10.1%	10.1%
Long-term Efficiency Measure: Reduce the percentage of Pell Grant overawards.	2002	3.3%	3.3%
	2003	<2.8%	3.1%
	2004	<2.8%	2.8%
	2005	<2.8%	<2.8%

Recommended Follow-up Actions	Status
Better integrate data into decision-making, including the development of a more comprehensive approach to eliminating program fraud and error.	Action taken, but not completed
Implement a new data strategy that yields more timely and accurate financial and program data.	Action taken, but not completed
Improve contract oversight and performance management.	Action taken, but not completed
Maintain progress on system integration efforts.	Action taken, but not completed
Complete development of a unit-cost framework and meaningful efficiency targets.	Action taken, but not completed

Update on Follow-up Actions:

The Office of Federal Student Aid (FSA) continues to implement its data strategy, but has made only minimal progress on obtaining more timely and accurate financial and program data. These areas are still being analyzed. FSA's system integration efforts continue with its Front End Business Integration initiative, which will integrate the student aid systems supporting application and outreach. While FSA has identified the unit cost measures it will track, it has only used this framework to examine administrative efficiency in prior years. FSA cannot use these data yet to develop meaningful targets or justify administrative budget requests.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
912	914	939

Program: *Supplemental Educational Opportunity Grants*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Agency: *Department of Education*

Bureau: *Federal Student Aid*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Persistence: The gap between persistence rates for campus-based aid recipients and for the general student population will decrease each year. [Targets under development.]			
Annual Measure: Completion: The gap between completion rates for campus-based aid recipients and for the general student population will decrease each year. [Targets under development.]			

Recommended Follow-up Actions	Status
Correct the funding allocation formula as part of the reauthorization of the Higher Education Act by ensuring that funds reach postsecondary institutions with the highest proportion of needy students.	Action taken, but not completed
In 2004, begin to collect data for the SEOG program that is sufficient to measure program performance and reconcile financial data. These data should support the Education Department's new performance measurement approach that tracks program success on improving student persistence and graduation.	Action taken, but not completed
In 2004, develop meaningful efficiency measures for this program.	Completed

Update on Follow-up Actions:

Congress has not yet acted on the Higher Eucation Act (HEA) reauthorization. The FY 2006 Budget reflects the Administration's HEA proposal, which includes the above action. In fall 2003 the Department of Education (ED) began to examine whether it could use National Student Clearinghouse data to measure student persistence and graduation. Since ED found problems with this approach, it is exploring other options, including a single "unit record" reporting system. ED has also begun to work on reconciling program financial data. For efficiency measures, ED will measure the efficiency of administrative processes related to this program.

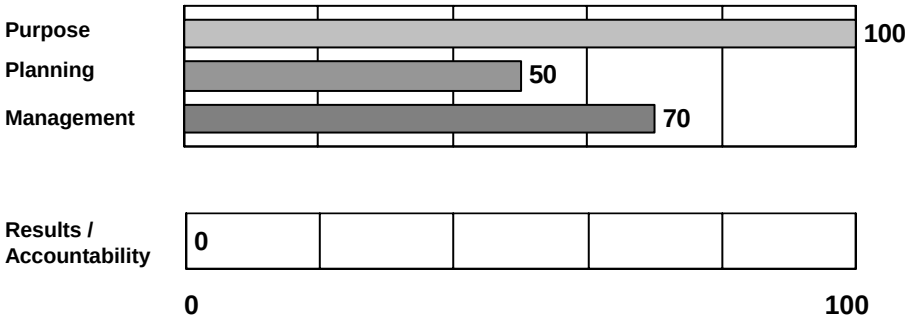
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
770	779	779

Program: *Teaching American History*

Agency: *Department of Education*

Bureau: *Office of Innovation and Improvement (OII)*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percentage of students in studies of educational effectiveness who demonstrate higher achievement than those in control or comparison groups. Students in experimental and quasi-experimental studies of program-supported projects will demonstrate higher achievement on course content measures and/or statewide U.S. history assessments than students in control and comparison groups.			
Annual Measure: Percentage of school districts that demonstrate higher educational achievement for students in program-supported classrooms than those in control or comparison groups. Students in experimental and quasi-experimental studies of program-supported projects will demonstrate higher achievement on course content measures and/or statewide U.S. history assessments than students in control and comparison groups.			

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Program Summary:

The Teaching American History program supports school district programs that raise student achievement by improving teacher' s knowledge, understanding, and appreciation of American History.

The assessment found that the program addresses a compelling need. For example, the 2001 National Assessment of Educational Progress (NAEP) revealed that approximately 90 percent of high school seniors scored below the proficient level and 57 percent scored below the basic level in their knowledge of American History. Additional findings include:

- The Office of Innovation and Improvement (OII) has established a new annual performance measure based on grantees using experimental and/or quasi-experimental designs to evaluate program outcomes. OII expects baseline data for this indicator in the winter of 2005.
- Although OII has assumed an innovative approach to annual performance measurement, the office needs to address long-term strategic planning deficiencies. The Teaching American History program does not have long-term measures under development. Also, the program has not yet publicly displayed performance information.

In response to these findings, the Administration will:

1. Continue to develop baselines for new annual performance measures and develop new long-term measures.
2. Establish program efficiency measures.
3. Make program performance information available to the public in a transparent manner.
4. Fully implement the experimental/quasi-experimental program evaluation strategy.

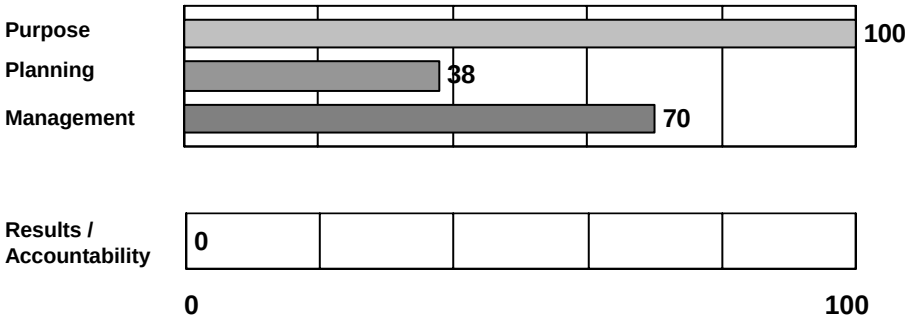
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
119	119	119

Program: *Training and Advisory Services*

Agency: *Department of Education*

Bureau: *Office of Elementary and Secondary Education (OESE)*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Measure Under Development			
Annual Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Program Summary:

The Training and Advisory Services program is designed to provide technical assistance and training to schools on issues related to desegregation and to ensure that all children, regardless of race, gender, or national origin, have equal access to a quality education. The program functions through the support of 10 Equity Assistance Centers (EACs) that serve different regions of the country.

The assessment found that the program addresses a compelling need. Numerous studies indicate that equal access to education is a pressing problem.

Additional findings include:

- The program lacks satisfactory performance measures; however the Department of Education established common measures for Department technical assistance programs and is working to adapt these for program use.
- Although performance measures are under development, customer satisfaction surveys show that 75 percent of program beneficiaries are very satisfied with program services and 98 percent report that they have reviewed or changed policies as a result of EAC efforts.
- The EACs collaborate effectively with the Department of Education's Office for Civil Rights (OCR) and the Department of Justice regarding program implementation.

In response to these findings, the Administration will:

1. Develop baselines and targets for three new common measures for Education technical assistance programs. These new measures will help assess the quality, relevance, and utility of program products and services.
2. Continue to address strategic planning issues, including the adoption of a limited number of specific, ambitious long-term performance goals.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
7	7	7

Program: *Tribally Controlled Postsecondary Vocational and Technical*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Agency: *Department of Education*

Bureau: *Office of Vocational and Adult Education*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term and Annual Measure: Percentage of participants who entered employment in the 1st quarter after program exit (New measure: result of common measures exercise; targets to be determined beginning in 2003)			
Long-term and Annual Measure: Percentage of participants who were employed in the 1st quarter after program exit who remain employed in 2nd and 3rd quarters after exit (New measure: result of common measures exercise; targets to be determined beginning in 2003)			
Long-term and Annual Measure: Percentage change in earnings: Based on (1) pre-enrollment to program exit; (2) 1st quarter after exit to 3rd quarter after exit (New measure: result of common measures exercise; targets to be determined beginning in 2003)			

Recommended Follow-up Actions	Status
Explore whether efficiencies can be gained by combining this program with other programs serving similar objectives.	Action taken, but not completed
Adopt common performance measures with similar programs, including a new measure to gauge cost-effectiveness. Set short and long-term targets based on the common measures and develop strategy for collecting necessary data to institute these common measures.	Action taken, but not completed
Seek legislative program reforms that include increased grantee accountability, improved performance reporting, and a clear focus on strengthening the academic and technical skills of post-secondary Indian students.	No action taken

Update on Follow-up Actions:

The 2006 President's Budget proposes that the program be reauthorized as part of the Higher Education Act (HEA) in 2006, a strategy first proposed in the FY2004 budget request. The Administration s HEA reauthorization proposal will include reforms to address the deficiencies found in the PART.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
7	7	7

Program: *TRIO Student Support Services*

Agency: *Department of Education*

Bureau: *Office of Postsecondary Education*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of low-income, first-generation participants that complete college.	2000		29%
	2005	30.5%	
	2007	31%	
Long-term Measure: Percentage of low-incode, first generation participants that persist, as measured by the extent students remain in the same college from year to year.	2000		67%
	2003	68%	
	2007	70%	
Annual Measure: Percentage of low-incode, first generation participants that persist, as measured by the extent students remain in the same college from year to year.	2000	67%	67%
	2003	68%	
	2004	68.5%	
	2005	69%	

Recommended Follow-up Actions	*Status*
Closely monitor new SSS annual program goals and make better use of project performance report data to improve the program.	Completed
Explore policies that would reduce statutory and regulatory barriers faced by qualified first-time grantees in order to encourage their participation in the program.	Action taken, but not completed
Collect and establish second-year data for performance measures.	Action taken, but not completed

Update on Follow-up Actions:

ED has made substantial progress in implementing recommendations from the TRIO Student Support Services PART assessment. The program has increased its monitoring of grantee performance reporting, strengthening the quality and clarity of its performance data. ED has also implemented an adminstrative action plan to encourage potential, qualified first-time grant applicants to participate in the program. In addition, ED has emphasized thorough review of grantee performance reports to ensure that current grantees demonstrate a high level of performance to continue to receive statutorially mandated preferential treatment in future competitions.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
263	275	275

Program: *Troops-to-Teachers*

Rating: *Adequate*

Program Type: *Competitive Grant*

Agency: *Department of Education*

Bureau: *Office of Innovation and Improvement*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: The percentage of individuals recruited by Troops-to-Teachers who become highly qualified math and science teachers.	2004	TBD	26%
Annual Measure: The percentage of Troops-to-Teachers participants who remain in teaching for three or more years after placement in a teaching position in a high-need school district. (targets under development)			
Long-term Measure: The percentage of program recruits who become highly qualified teachers.	2005	0.26	
	2005	TBD	71%
	2006	0.28	

Recommended Follow-up Actions	*Status*
Strengthen program performance data collection and make it publicly accessible.	Action taken, but not completed
Begin to collect baseline information on program participants and set targets for its new measures.	Action taken, but not completed
Develop a meaningful efficiency measure.	Completed

Update on Follow-up Actions:

In collaboration with the Department of Defense, the agency that Administers the Troops-to-Teachers program, ED has made substantial progress in meeting the performance information requirements identified in its PART assessment. ED finalized an efficiency measure for the program which will examine the training cost per program participant who teaches in a high-need district for at least three years. Baseline information for this measure is not yet available. Targets were also set for all program performance measures and ED intends to make program performance information more accessibile to the public in 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
15	15	15

Program: *Vocational Rehabilitation State Grants*

Agency: *Department of Education*

Bureau: *Office of Special Education and Rehabilitative Services*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term and Annual Measure: Percent of State VR agencies (excluding VR agencies for the Blind) that assist at least 55.8 percent of individuals receiving services to achieve employment.	2002	78%	75%
	2003	81%	66%
	2005	75%	
	2006	78%	
Long-term and Annual Measure: Percent of State VR agencies (excluding VR agencies for the Blind) that assist at least 85 percent of individuals with employment outcomes to achieve competitive employment (employment in an integrated setting at/or above the minimum wage).	2002	63%	88%
	2003	65%	93%
	2005	89%	
	2006	96%	
Annual Measure: Percent of State VR agencies (excluding agencies for the Blind) for which at least 80 percent of the individuals achieving competitive employment are individuals with significant disabilities. The criterion in 2005 was increased to reflect more ambitious targets.)	2002		75%
	2003		82%
	2005	86%	
	2006	88%	

Recommended Follow-up Actions	Status
Take significant steps to improve program management using existing outcome data and make these data available to the public in a more timely manner.	Action taken, but not completed
Establish specific performance targets in the outyears and collect the necessary data to support new common measures. Also, consider whether any additional measures are appropriate for this program.	Action taken, but not completed

Update on Follow-up Actions:

The Vocational Rehabilitation (VR) State grants program has made significant progress in timeliness of data and some progress in transparency by posting some program data on the Department's website.. In addition, the program recently began an effort to evaluate its website to make it more user-friendly to the public. The VR program has worked towards implementing the Administration's Job Training Common Measures but has not yet collected outcome data. VR still needs to make better use of of the performance data in managing the program to address the wide variation in State performance and to increase Federal accountability.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
2,553	2,604	2,687

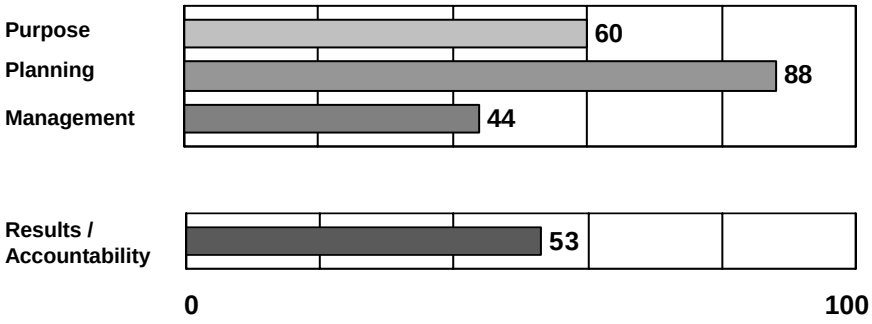
Program: *William D. Ford Direct Student Loans*

Rating: *Adequate*

Program Type: *Credit*

Agency: *Department of Education*

Bureau: *Federal Student Aid*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Federal debt burden: The median Federal debt burden (yearly scheduled payments as a percentage of annual income) of borrowers in their first full year of repayment be less than 10 percent.	2002	>10%	NA
	2003	>10%	NA
	2004	Under Developm	
	2005	Under Developm	
Annual Measure: Completion rates: Postsecondary education completion rates for all full-time, degree-seeking students in 4-year programs will improve.	2003	Increase	54.3%
	2004	Increase	54%
	2005	Increase	55%
	2006	Increase	56%
Long-term Measure: Enrollment rates: Postsecondary education enrollment rates will increase each year for all students.	2003	Increase	63.9%
	2004	Increase	67%
	2005	Increase	67%
	2006	Increase	68%

Program Summary:

Under the Federal Direct Student Loan (DL) program, the Education Department makes direct loans to undergraduate and graduate students to help them pay for college or other postsecondary education.

Overall, the assessment concluded that both this program and the Federal Family Education Loan program fulfill their purpose of ensuring that low and middle income students can afford the costs of postsecondary education. The program also has meaningful performance measures and outcome data on these measures. However, the Department has only been minimally successful in achieving its long-term and annual performance goals for its main student aid programs. The assessment also revealed some program deficiencies in the DL program, such as the following:

- The Education Department does not fully employ market mechanisms that could ensure optimal efficiency in program operations and benefits distribution.
- A disproportionate amount of program benefits are provided to borrowers out of school versus students attending school, and statute-based loan limits have not kept pace with rising tuition costs.

Since reauthorization of this program in the Higher Education Act is under consideration for the upcoming Congress, a reassessment was warranted. The program has taken a number of steps to address deficiencies identified through the PART assessment including developing long-term targets and timeframes for all relevant performance measures through 2010.

In response to the findings in the initial assessment as well as the reassessment, the Administration proposes to address these problems and to help improve the effectiveness of student aid programs by seeking legislation to direct a greater share of borrower benefits to students in school instead of those who have graduated. Notably, the Administration proposes to maintain variable interest rates beyond 2006 for students in school, to adopt the same variable interest rate structure for borrowers who later consolidate their loans, and to provide for an increase in loan limits.

Note: Due to the uncertainty that goes into predicting economic trends and student-borrower behavior, these reestimates often produce significant annual fluctuations in subsidy costs and program funding levels.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
-169	-89	-616

DEPARTMENT OF ENERGY

PART ASSESSMENTS

Program: *Advanced Fuel Cycle Initiative*

Agency: *Department of Energy*

Bureau:

Rating: *Moderately Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Complete focused spent fuel treatment and transmutation technology research and development that will provide the Secretary sufficient input to decide (with a 70% confidence level) on the technical need for a second geologic repository.	2008	Report to secretary	
Annual Measure: Complete laboratory-scale "hot" testing of the UREX+ advanced aqueous spent fuel separations process. (Target refers to separation purity.)	2005	Purity >=99.9%	

Recommended Follow-up Actions	Status
Provide funding of $46.254 million in 2005 to support this important research.	Completed
Establish a formal evaluation plan for AFCI by March 31, 2004.	Action taken, but not completed

Update on Follow-up Actions:

There is a need to re-evaluate and refine NE s program goals and objectives to reflect a realistic budgetary envelope. The Administration will ask the National Academy of Sciences to produce a comprehensive and detailed set of policy and research recommendations and associated priorities (including performance targets and metrics) for an integrated, realistic agenda of research activities that can best advance NE s fundamental mission of securing nuclear energy as a viable, long-term commercial energy option to provide diversity in energy supply. An interim evaluation should be completed in time to inform NE s 2007 budget planning, with a final report no later than the end of May 2006.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
66	67	70

Program: *Advanced Scientific Computing Research*

Agency: *Department of Energy*

Bureau: *Office of Science*

Rating: *Moderately Effective*

Program Type: *Research and DevelopmentCompetitive Grant , Capital Assets and*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Progress toward developing the mathematics, algorithms, and software that enable scientifically-critical models of complex systems, including highly nonlinear or uncertain phenomena, or processes that interact on vastly different scales, or contain both discrete and continuous elements. An independent expert panel will conduct a review and rate progress (excellent, adequate, poor) on a triennial basis.	2006	Excellent	
	2009	Excellent	
	2012	Excellent	
	2015	Excellent	
Annual Measure: Focus usage of the primary supercomputer at the National Energy Research Scientific Computing Center on capability computing (percentage of the computing time used that is accounted for by computations that require at least 1/8 of the total resource).	2003		36%
	2004	50%	47%
	2005	40%	
	2006	40%	
Annual Measure: Maintain Procurement Cost/Performance Baselines. Percentages within: (1) original baseline cost for completed procurements of major computer systems or network services; and, (2) original performance baseline versus integrated performance over the life of the contract(s).	2003	<10%, <10%	0%, -1%
	2004	<10%, <10%	N/A
	2005	<10%, <10%	
	2006	<10%, <10%	

Recommended Follow-up Actions	Status
The Department will develop an appropriate action plan in response to the findings and recommendations of the Committee of Visitors within 30 days of receipt of the report.	Completed
The Department will meaningfully engage the ASCR advisory committee in thorough assessments of research performance and in regularly revisiting the strategic priorities for the program in order to help identify gaps in the research portfolio and suggest remedies.	No action taken
The Department will work with its advisory committee to develop research milestones [by September, 2004] against which future outside panels may judge interim progress toward achieving the long-term goals of the program.	Action taken, but not completed

Update on Follow-up Actions:

(1) DOE's action plan in response to the Committee of Visitor's report on the Applied Mathematics, Computer Science, and Collaboratories programs was vague, frequently unresponsive to the findings, and over six months late. (2) ASCR did not meaningfully engage its advisory committee, and in fact the committee met only once in FY2004. DOE's conduct with regard to this particular advisory committee raises serious questions about its interest in receiving outside expert advice on the ASCR program. (3) The program's research milestones--as expressed in the new DOE program plans--were produced, but the advisory committee as a whole was not involved.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
202	232	207

Program: *Advanced Simulation and Computing (ASCI)*

Rating: *Effective*

Program Type: *Research and Development*

Agency: *Department of Energy*

Bureau: *National Nuclear Security Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: (Annual goal measure progress in achieving long-term measure) Computing capability, measured in trillions of operations per second, that are developed, installed, and tested	2000	10	10
	2003	20	20
	2005	100	
	2007	150	
Annual Measure: (Annual goal to measure progress in achieving long-term measure) Number of weapon system components analyzed using ASCI computer codes to certify their performance	2002	4	4
	2004	10	10
	2005	16	
	2006	27	

Recommended Follow-up Actions	*Status*
The Administration will ensure that planned growth in the program meets requirements specifically related to the weapons stockpile and does not develop unneeded redundancy.	Action taken, but not completed

Update on Follow-up Actions:

The program commissioned the National Academy of Science (NAS) and the JASON experts to review program requirements and strategic solutions. Results will be used to inform programmatic decisions. The final JASON report has been received; the NAS report is due in 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
718	741	666

Program: *Basic Energy Sciences*

Agency: *Department of Energy*

Bureau: *Office of Science*

Rating: *Effective*

Program Type: *Research and DevelopmentCompetitive Grant , Capital Assets and*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Progress in designing, modeling, fabricating, characterizing, analyzing, assembling, and using a variety of new materials and structures, including metals, alloys, ceramics, polymers, biomaterials and more--particularly at the nanoscale--for energy-related applications. An independent expert panel will conduct a review and rate progress (excellent, adequate, poor) on a triennial basis.	2006	Excellent	
	2009	Excellent	
	2012	Excellent	
	2015	Excellent	
Annual Efficiency Measure: Average achieved operation time of the scientific user facilities as a percentage of the total scheduled annual operation time.	2003	>90%	91%
	2004	>90%	92%
	2005	>90%	
	2006	>90%	
Annual Measure: Improve Spatial Resolution: Demonstrated spatial resolutions for imaging in the hard and soft x-ray regions, and spatial information limit for an electron microscope (measured in nanometers).	2003		130, 20, 0.09
	2004	<115,<19 , <0.08	100, 19, 0.08
	2005	<100,<18 , <0.08	
	2006	<100,<18 , <0.08	

Recommended Follow-up Actions	Status
The Department will continue to improve performance reporting and centralize management and planning of operations at its user facilities.	Action taken, but not completed
The Department will work to include the long-term goals of each program in grant solicitations, and will improve performance reporting by grantees and contractors.	Action taken, but not completed
The Department will work with its advisory committee to develop research milestones [by September, 2004] against which future outside panels may judge interim progress toward achieving the long-term goals of the program.	Action taken, but not completed

Update on Follow-up Actions:

(1) BES has responded to the DOE IG report on performance report at two of its light sources, and is in the process of centralizing the management, planning, and condition and utilization metric reporting for the beamlines at its user facilities. (2) Long-term goals are now included in grant solicitations, but performance reporting at the grantee/contractor level for the entire Office of Science is not yet transparent and readily accessible. (3) The program's research milestones--as expressed in the new DOE program plans--were produced and reflect the strategic goals of the program, but the BES advisory committee has yet to formally comment on the milestones.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,011	1,105	1,146

Program: *Biological and Environmental Research*

Agency: *Department of Energy*

Bureau: *Office of Science*

Rating: *Effective*

Program Type: *Research and DevelopmentCompetitive Grant , Capital Assets and*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Life Sciences -- Progress in characterizing the multi-protein complexes (or the lack thereof) involving a significant fraction of a microbe's proteins, and in developing computational models to direct the use and design of microbial communities toward DOE mission needs. An independent expert panel will conduct a review and rate progress (excellent, adequate, poor) on a triennial basis.	2006	Excellent	
	2009	Excellent	
	2012	Excellent	
	2015	Excellent	
Annual Measure: Increase the rate of DNA sequencing -- Number (in billions) of base pairs of high quality (less than one error in 10,000 bases) DNA microbial and model organism genome sequence produced annually.	2003	>14	18
	2004	>20	25
	2005	>28	
	2006	>30	
Annual Measure: Improve climate models -- Develop a coupled climate model with fully interactive carbon and sulfur cycles, as well as dynamic vegetation to enable simulations of aerosol effects, carbon chemistry and carbon sequestration by the land surface and oceans and the interactions between the carbon cycle and climate.	2003		New Model
	2004	Testbed	Testbed
	2005	3 submodel	
	2006	Compare	

Recommended Follow-up Actions	Status
The Department will develop an appropriate action plan in response to the findings and recommendations of the Committee of Visitors within 30 days of receipt of the report.	Completed
The Department will work with its advisory committee to develop research milestones [by September, 2004] against which future outside panels may judge interim progress toward achieving the long-term goals of the program.	Completed

Update on Follow-up Actions:

(1) Committees of Visitors have produced reports on BER's Climate Change and Environmental Remediation programs, and the timely BER responses to these reports were thorough and thoughtful. The Climate Change program's response was clear and action-oriented. The Environmental Remediation program's response was somewhat defensive when it came to the more critical findings of the Committee. (2) The BER program's research milestones--as expressed in the new DOE program plans--were produced and reflect the strategic goals of the program, and the BER advisory committee as a whole has provided formal comments on the milestones.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
641	582	456

Program: *Bonneville Power Administration*

Agency: *Department of Energy*

Bureau: *Power Marketing Administration*

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Achieve high customer satisfaction ratings (scores above 7.2) based on annual independent surveys (scale 1-10).	2003	0	0
	2004	7.2 to 7.8	7.0
	2005	7.2 to 7.8	
	2006	7.2 to 7.8	
Annual Measure: Achieve high ratings for: Efficiency (actual generation output in cycles/second[cps] vs the 60 cps goal).	2003	>100 / >90	198 / 94
	2004	>100 / >90	199 / 94
	2005	>100 / >90	
	2006	>100 / >90	
Annual Measure: Make planned debt payment to the Treasury to repay the long-term cost of building hydropower.	2003	$216M	$544M
	2004	$246M	$592M
	2005	$303 M	
	2006	$372M	

Recommended Follow-up Actions	Status
Bonneville will develop recommendations to improve the way it conducts power marketing functions and recovers its costs.	Action taken, but not completed
Bonneville will improve its long and short term targets and measures of performance.	Action taken, but not completed
Bonneville will develop and collect data on efficiency measures comparable to those used by private industry.	Action taken, but not completed

Update on Follow-up Actions:

Bonneville has implemented several measures of performance since the PART analysis was included in the 2004 President's budget. The long-term measure of customer satisfaction indicates that BPA needs to improve its score to move into its target range. Its efficiency, reiability and debt repayment ratings exceed targets. Bonneville's effort to refine other performance measures continues, including a measure of the cost of electricity compared to other utilities. Bonneville also needs to develop proposals to improve its marketing functions, to ensure full recovery of costs, and to demonstrate the government's return on its investment in Bonneville facilities.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,403	-10	-10

Program: *Building Technologies*

Rating: *Adequate*

Agency: *Department of Energy*

Program Type: *Research and Development*

Bureau: *Energy Efficiency and Renewable Energy*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Number of design technology packages for new residential buildings (and percent increase in energy efficiency relative to the 2004 Building America benchmark) at little or no incremental cost. (There are 15 potential design packages: 3 building types in each of 5 climate zones. Design packages incorporating renewable energy technologies can lead to Zero Energy Homes.)	2003	5 (30%)	0 (30%)
	2004	2@30%	2@30%
	2006	3@30%, 1@40%	
	2010	2@40-70%	
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Recommended Follow-up Actions	Status
Provides funding consistent with meeting performance targets, including continued support for solid state lighting and reduced support for other technologies near commercialization.	Completed
Will issue guidance that specifies a consistent framework for the Department to analyze the costs and benefits of its R&D investments, and will apply this guidance as part of 2006 Budget development.	Action taken, but not completed
Will develop annual performance measures for research activities.	Action taken, but not completed

Update on Follow-up Actions:

The 2005 and 2006 Budgets reflect funding allocations that emphasize long-term, high-risk research (e.g., solid state lighting) and de-emphasize near-term research (e.g., residential appliances and space conditioning). The Department has developed preliminary baseline benefit estimates for its applied R&D programs, but still needs to improve consistency across programs in the methodology and assumptions used in estimating program costs and benefits. The Department should develop internal guidance standardizing methods and assumptions to be used in cost and benefit estimation to aid in portfolio analysis. The program developed new annual measures, but they remain process-oriented.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
58	65	58

Program: *Clean Coal Research Initiative*

Agency: *Department of Energy*

Bureau:

Rating: *Adequate*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Efficiency of advanced coal-based energy plants. (Percentage of heat in fuel converted to electricity.) Demonstrate technologies at pilot scale which validate the feasibility of targets.	2003		40%
	2010	50%	
Long-term Measure: Capital cost of Integrated Gasification Combined Cycle (IGCC) coal plants. Demonstrate technologies at pilot scale which validate the feasibility of target costs. Such plants currently produce power at a cost of approximately $1275 per kw.	2003		$1250-1300/kw
	2010	$1000/kw	
Annual Measure: Capital cost of IGCC coal plants. Demonstrate technologies at pre-commercial scale which validates the feasibility of target costs. Such plants currently produce power at a cost of approximately $1275 per kw.	2003		$1250-1300/kw
	2005	$1200/kw	
	2006	$1200/kw	
	2007	$1150/kw	

Recommended Follow-up Actions	Status
Improve research effectiveness by reducing funding for demonstrations and placing greater emphasis on funding research and development.	Completed
Issue guidance that specifies a consistent framework for the Department to analyze the costs and benefits of its R&D investments, and apply this guidance as part of the 2006 Budget development.	Action taken, but not completed

Update on Follow-up Actions:

Consistent with the President's 2005 Budget, the 2005 enacted funding levels improve research effectiveness by reducing emphasis on demonstrations and placing greater emphasis on research and development. The 2006 Budget maintains this focus. DOE has developed preliminary baseline benefit estimates for its applied R&D programs, but still needs to improve consistency across programs in the methodology and assumptions used in estimating program costs and benefits. The Department should develop internal guidance standardizing methods and assumptions to be used in cost and benefit estimation to aid in portfolio analysis.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
378	273	286

Program: *Directed Stockpile Work (DSW)*

Agency: *Department of Energy*
Bureau: *NNSA*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Annual percentage of warheads in the stockpile that are safe, secure, reliable, and available to the President for deployment.	2003	100%	100%
	2006	100%	
	2007	100%	
	2008	100%	
Annual Measure: Annual percentage of required Stockpile Certification and Surety Assessments and Reports completed to support stockpile certification to the President	2003	100%	100%
	2006	100%	
	2007	100%	
	2008	100%	
Annual Measure: Annual percentage of Program Control Document (PCD) maintenance items on the enduring stockpile completed [and annual percentage of prior year non-completed maintenance items completed]	2003	95%-100%	93%-79%
	2006	95%-100%	
	2007	95%-100%	
	2008	95%-100%	

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition, Research and Development*

Program Summary:

The Directed Stockpile Work (DSW) program ensures that all nuclear warheads and bombs in the U.S. nuclear stockpile are safe, secure, and reliable. DSW accomplishes its mission by conducting evaluations to certify warhead/bomb reliability and to detect/predict technical issues mainly from aging and to formulate fixes; installing life extension and other technical fixes to the warheads/bombs; conducting scheduled maintenance; dismantling retired warheads/bomb; and researching advanced concepts.

The assessment found that:

- The program has a clear and unique purpose; is well managed; and has clear, meaningful, and measurable performance metrics.
- The program has demonstrated good progress in achieving its long-term and annual goals.
- Because its nuclear weapons activities are unique and are primarily executed by a contractor base in Government-owned facilities, the program lacks the capability to use competitive sourcing/cost comparisons for prime procurements. This limits but does not eliminate the potential to be efficient and cost-effective.

In response to these findings, the Administration will:

1. Continue to improve the contractor evaluation processes and weapon program performance metrics to focus on schedules and performance against baselines to increase performance and cost-effectiveness.
2. Recompete the Los Alamos National Laboratory contract.
3. Continue to monitor the DSW program's new efficiency measure to determine if it provides insight into additional opportunities to further improve cost-effectiveness.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,349	1,406	1,421

Program: *Distributed Energy Resources*

Agency: *Department of Energy*

Bureau: *Energy Efficiency and Renewable Energy*

Rating: *Moderately Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Cumulative number of technologies developed with 25 percent increase in energy efficiency (2000 baseline), with NOx emissions less than 0.15 lbs per MWh, and an equivalent or 10 percent reduction in cost to comparable technologies.	2003	0	0
	2006	1	
	2008	3	
Long-term Measure: Cumulative number of integrated combined heat and power systems developed that will achieve 70 percent efficiency and customer payback in less than 4 years.	2003	0	1
	2007	2	
	2008	3	
Annual Measure: Efficiency of energy conversion for prototype microturbines.	2002	28%	28%
	2004	33%	34%
	2006	35%	
	2008	37%	

Recommended Follow-up Actions	Status
Maintains the program's focus on systems integration and reduces funding for component technology R&D that is within industry's capability.	Completed
Will issue guidance that specifies a consistent framework for the Department to analyze the costs and benefits of its R&D investments, and will apply this guidance as part of 2006 Budget development.	Action taken, but not completed
Will develop a performance measure for its outreach activities.	Action taken, but not completed

Update on Follow-up Actions:

The 2005 and 2006 Budgets reflect funding allocations that emphasize systems integration. The Department has developed preliminary baseline benefit estimates for its applied R&D programs, but needs to improve consistency across programs in the methodology and assumptions used in estimating program costs and benefits. The Department should develop internal guidance standardizing methods and assumptions to be used in cost and benefit estimation to aid in portfolio analysis. The program proposed a new outreach measure, but the measure did not represent program activities well. The program will continue to work on developing an acceptable outreach measure.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
61	60	57

Program: *Elimination of Weapons-Grade Plutonium Production*

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Agency: *Department of Energy*

Bureau: *National Nuclear Security Administration*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Percent of construction completed on fossil fuel plant in Seversk that will facilitate the shutdown of two weapons-grade plutonium producing reactors.	2004	16%	15%
	2005	39%	
	2006	79%	
	2008	100%	

Recommended Follow-up Actions	Status
The Budget includes funding at the 2004 level.	Completed
NNSA will evaluate the possibility of re-allocating funds from other delayed programs to accelerate the EWGPP program and establish a funding profile more consistent with a construction project.	Action taken, but not completed
NNSA will re-visit the EWGPP milestones and performance measures on a regular basis.	Action taken, but not completed
NNSA will study lessons learned from the Plutonium Disposition program and other nonproliferation and threat reduction programs to minimize the programmatic risk inherent in working on projects in Russia.	Action taken, but not completed

Update on Follow-up Actions:

Milestones and performance data were revised during the preparation of the FY 2005 Annual Operating Plan. Several meetings have been held with the Plutonium Disposition and other NNSA programs to obtain information and insight for minimizing programmatic risk inherent in working in Russia. During the development of the FY 2006 budget, Funding profiles for two key projects were adjusted to accommodate later completion dates.

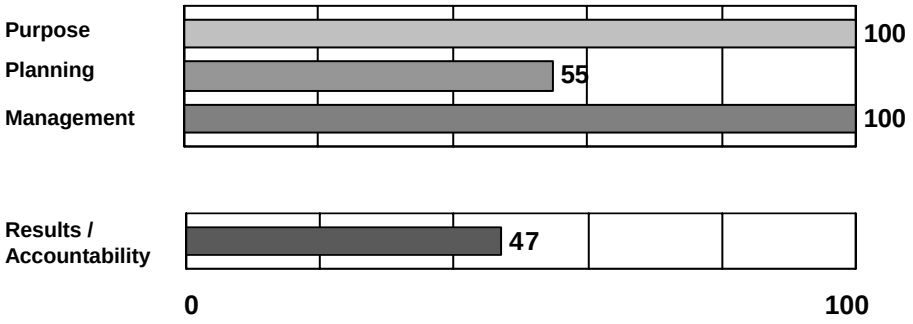
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
65	50	132

Program: *Energy Information Administration (EIA)*

Agency: *Department of Energy*

Bureau:



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent of customers satisfied or very satisfied with quality of EIA information.	2003	Baseline	> 90%
	2006	> 90%	
Long-term Efficiency Measure: Measure Under Development			
Long-term Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Program Summary:

The Energy Information Administration (EIA) program collects, evaluates, assembles, analyzes, and disseminates to the public and private sectors energy information and analyses, including historic information and forecasts of future energy prices, supply, and demand. EIA provides unbiased and comprehensive national and regional energy information that is freely available to the public and widely relied upon.

The assessment found that the program compares favorably with other federal statistical agencies, according to the American Customer Satisfaction Index. Additionally, the program:

- Has a clear purpose, addresses a specific need and is well designed.
- Has established long-term performance measures that meaningfully reflect the program purpose.
- Lacks specific annual performance measures, baselines, and targets.
- Should consider enhancing independent expert evaluation of major program areas.

In response to these findings, the Administration will:

1. Establish specific annual performance measures, baselines, and targets. EIA is in the process of developing these measures and will have them to inform the 2007 budget process.
2. Enhance independent expert review of the program. EIA will establish an independent review team to evaluate and make recommendations on specific program areas on a triennial basis.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
81	84	86

Program: *Environmental Management*

Agency: *Department of Energy*

Bureau:

Rating: *Adequate*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Reduce life-cycle costs of the EM program from 2001 baseline (amounts shown are 2004 dollars in millions).	2002	< 190	159
	2003	< 159	138
	2004	<138	136
	2005	<136	
Annual Measure: Number of the 107 geographic sites where cleanup is completed.	2003	77	76
	2004	77	76
	2005	79	
	2006	86	
Annual Measure: Number of the 7,666 release sites that are completed.	2003	4027	4070
	2004	4121	4277
	2005	4311	
	2006	4576	

Recommended Follow-up Actions	*Status*
The 2005 Budget proposed additional funding of $400 million to continue implementing program reforms.	Completed
Program managers will continue to work with federal and state regulators to resolve outstanding issues with revised cleanup plans.	Action taken, but not completed
The Department of Energy will validate program baselines approved by the Assistant Secretary and develop annual cost and schedule measures by September 2004.	Action taken, but not completed

Update on Follow-up Actions:

The Environmental Management program continues to discuss revised cleanup plans with stakeholders and reports cost and schedule performance for all but six site baselines, where reporting is planned for the fourth quarter of 2005. Completion of these activities has been delayed due to legal and other challenges. The target for its cost and schedule performace measure is to maintain a negative variance of no greater than 10 percent. The common measures for determining performance are the Cost Performance Index (CPI) and Schedule Performance Index (SPI). Greater than 1.0 indicates better than expected performance. Values less than 1.0 would indicate worse than expected performance. A value of less than 0.9 would exceed the target. (Data reflects adjustments for the transfer of cleanup responsibility for seven sites to NNSA.)

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
7,052	7,284	6,505

Program: *Facilities and Infrastructure*

Agency: *Department of Energy*

Bureau: *National Nuclear Security Administration*

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Amount of square feet of excess building space eliminated	2004	1,350,000	1,710,000
	2005	1,710,000	
	2006	2,010,000	
	2009	3,000,000	
Annual Measure: Measure Under Development			

Recommended Follow-up Actions	***Status***
Monitor actual results and change the program accordingly.	Completed
Review all infrastructure programs to ensure that there is no overlap between the FIRP and other NNSA programs;	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
239	316	284

Program: *Fuel Cells (Stationary)*

Agency: *Department of Energy*

Bureau:

Rating: *Adequate*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Efficiency of fuel cell turbine systems (percentage of heat in fuel converted to electricity).	2003		30%
	2015	60%	
Long-term Measure: Capital Cost of fuel cell system. Fuel cell systems currently produce power at a cost of $4500 per kw.	2003		$4500/kw
	2014	$400/kw	
Annual Measure: Capital Cost of fuel cell system. Fuel cell systems currently produce power at a cost of $4500 per kw.	2003		$4500/kw
	2005	$1500/kw	
	2006	$1000/kw	
	2007	$800/kw	

Recommended Follow-up Actions	Status
No longer fund the molten carbonate or tubular solid oxide fuel cell programs since they have reached completion.	Action taken, but not completed
Issue guidance that specifies a consistent framework for the Department to analyze the costs and benefits of its R&D investments, and apply this guidance as part of 2006 Budget development.	Action taken, but not completed

Update on Follow-up Actions:

FY06 Budget does not include FY05 Congressional add-ons for Fuel Cell Systems (e.g., molten carbonate and tubular solid oxide fuel cell programs). DOE has developed preliminary baseline benefit estimates for its applied R&D programs, but still needs to improve consistency across programs in the methodology and assumptions used in estimating program costs and benefits. The Department should develop internal guidance standardizing methods and assumptions to be used in cost and benefit estimation to aid in portfolio analysis.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
69	74	65

Program: *Fusion Energy Sciences*

Agency: *Department of Energy*

Bureau: *Science*

Rating: *Moderately Effective*

Program Type: *Research and DevelopmentCompetitive Grant , Capital Assets and*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Progress in developing a predictive capability for key aspects of burning plasmas using advances in theory and simulation benchmarked against a comprehensive experimental database of stability, transport, wave-particle interaction, and edge effects. An independent expert panel will conduct a review and rate progress (excellent, adequate, poor) on a triennial basis.	2006	Excellent	
	2009	Excellent	
	2012	Excellent	
	2015	Excellent	
Annual Efficiency Measure: Average achieved operation time of the major national fusion facilities as a percentage of the total planned operation time.	2003	>90%	81%
	2004	>90%	108%
	2005	>90%	
	2006	>90%	
Annual Efficiency Measure: Cost-weighted mean percent variance from established cost and schedule baselines for major construction, upgrade, or equipment procurement projects.	2003	<10%, <10%	0%, 0%
	2004	<10%, <10%	+5%, +5%
	2005	<10%, <10%	
	2006	<10%, <10%	

Recommended Follow-up Actions	Status
The Department will develop a strategic plan for the fusion program, based upon the input of this advisory committee report, and will submit that plan to OMB by September, 2005.	No action taken
The Department will develop an appropriate action plan in response to the findings and recommendations of the Committee of Visitors within 30 days of receipt of the report.	Completed
The Department will engage the FES advisory committee to prepare a top-to bottom scientific prioritization for the new U.S. fusion program within an international context, including participation in ITER. An interim report will be prepared by July, 2004, with a final report due by November, 2004.	Action taken, but not completed
The Department will work with its advisory committee to develop research milestones [by September, 2004] against which future outside panels may judge interim progress toward achieving the long-term goals of the program.	Action taken, but not completed

Update on Follow-up Actions:

(1) DOE is still awaiting the advisory committee report that will inform this strategic planning effort (see #3). (2) DOE's late response to the Committee of Visitors report on the Theory and Computations program was somewhat vague, cursory, and not action-oriented. (3) The advisory committee discussed a draft interim report from the Priorities panel in July, 2004, and a final report is expected in early 2005. (4) The FES program's research milestones--as expressed in the new DOE program plans--were produced and reflect the strategic goals of the program, but the FES advisory committee did not formally respond to the plan.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
263	274	291

Program: *Generation IV Nuclear Energy Systems Initiative*

Agency: *Department of Energy*

Bureau:

Rating: *Moderately Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Variance from cost and schedule baselines	2006	<10%	

Recommended Follow-up Actions	*Status*
Will provide $30.546 million to support the Gen IV R&D program in 2005.	Completed
Will closely monitor the efficacy of the six reactor concepts under study to downselect for further investigation the most promising, in terms of key performance parameters, as soon as indicative research results are available.	Action taken, but not completed

Update on Follow-up Actions:

Before deciding to proceed with a demonstration of the Next Generation Nuclear Plant (NGNP), the Administration, working with the private sector, will further investigate the challenges and risks of Gen IV design concepts, including waste products, from a technical and economic viewpoint. Gen IV research will continue in the context of a comprehensive re-evaluation of NE's program goals and objectives by the National Academy of Sciences reflecting a realistic budgetary envelope. The evaluation will yield realistic policy and research recommendations and priorities (including performance targets and metrics) that can best advance NE s fundamental mission of securing nuclear energy as a viable, long-term commercial energy option to provide diversity in energy supply.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
27	40	45

Program: *Geothermal Technology*

Agency: *Department of Energy*

Bureau: *Energy Efficiency and Renewable Energy*

Rating: *Moderately Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Cost of "flash power" from geothermal resources, in cents per kilowatt-hour (¢/kWh). (Flash power means power produced by "flashing" geothermally pressurized water into steam to turn a turbine.)	2000	5.8	6.1
	2005	5.49	
	2007	5	
	2010	4.26	
Long-term Measure: Cost of "binary power" from geothermal resources, in cents per kilowatt-hour (¢/kWh). (Binary power plants transfer the heat of the geothermal fluid to a separate working fluid, which boils to vapor and is directed into a turbine for power production.)	2000	8.6	8.7
	2005	8.12	
	2006	7.65	
	2010	6.06	
Long-term Measure: Measure Under Development			

Recommended Follow-up Actions	Status
Continues emphasis on enhanced geothermal systems research.	Completed
Provides funding consistent with meeting performance targets by redirecting funding from lower priority earmarks.	Completed
Will issue guidance that specifies a consistent framework for the Department to analyze the costs and benefits of its R&D investments, and will apply this guidance as part of 2006 Budget development.	Action taken, but not completed

Update on Follow-up Actions:

The 2005 and 2006 Budgets redirect funds from earmarked projects and emphasize enhanced geothermal systems research. The Department has developed preliminary baseline benefit estimates for its applied R&D programs, but needs to improve consistency across programs in the methodology and assumptions used in estimating program costs and benefits. The Department should develop internal guidance standardizing methods and assumptions to be used in cost and benefit estimation to aid in portfolio analysis.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
26	25	23

Program: *High Energy Physics*

Agency: *Department of Energy*

Bureau: *Office of Science*

Rating: *Moderately Effective*

Program Type: *Research and DevelopmentCompetitive Grant , Capital Assets and*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Progress (excellent, adequate, poor) in measuring the properties and interactions of the heaviest known particle (the top quark) in order to understand its particular role in the so-called "Standard Model" of particle physics. An independent expert panel will conduct a review and rate progress (excellent, adequate, poor) on a triennial basis.	2006	Excellent	
	2009	Excellent	
	2012	Excellent	
	2015	Excellent	
Annual Measure: Total integrated amount of data (within 20%; measured in inverse picobarnes) delivered to the CDF and D-Zero detectors at the Tevatron. (Targets are set in part by the funding requested/appropriated during that fiscal year. The ambitiousness of the target error bar of 20% is currently under review by OMB.)	2003	225	240
	2004	240	331
	2005	390	
	2006	450	
Annual Measure: Total integrated amount of data (within 20%; measured in inverse femtobarnes) delivered to the BABAR detector at the SLAC B-factory. (Targets are set in part by the funding requested/appropriated during that fiscal year. The ambitiousness of the target error bar of 20% is currently under review by OMB.)	2003	45	40
	2004	45	117
	2005	50	
	2006	100	

Recommended Follow-up Actions	Status
The Department will develop an appropriate action plan in response to the findings and recommendations of the Committee of Visitors within 30 days of receipt of the report.	Completed
The Department will work to develop a resource-loaded project plan covering the remainder of the Tevatron Run II effort, and will submit that plan to OMB by June, 2004.	Completed
The Department will work with its advisory committee to develop research milestones [by September, 2004] against which future outside panels may judge interim progress toward achieving the long-term goals of the program.	Action taken, but not completed

Update on Follow-up Actions:

(1) DOE's (late) action plan in response to the Committee of Visitors report on the entire HEP program was thorough. (2) The Tevatron project plan was delivered to OMB on June 4, 2004. (3) The program's research milestones--as expressed in the new DOE program plans--were produced and reflect the strategic goals of the program. The advisory committee chair provided comments and suggested changes for the milestones, but the committee as a whole was not involved.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
734	736	714

Program: *High Temperature Superducting (HTS) R&D*

Rating: *Moderately Effective*

Program Type: *Research and Development*

Agency: *Department of Energy*

Bureau: *Electric Transmission & Distribution*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Ability to produce increasingly powerful superconducting Power Equipment prototypes: power (megawatts), voltage, and/or length.	2012	5 MW motor	
	2012	850MW Gen.	
	2012	340MW transf	
	2012	2 mile Cable	
Annual Measure: Maintain progress in achieving milestones for voltage, power, and cable length	2003	1.8MW gen	Moved to 2004
	2003	.02 mile cable	
	2004	10MW Transf	
	2006	.2 mile cable	
Annual Measure: HTS Wire capacity, length, and cost	2002	$200/kA-M	$200/kA-M

Recommended Follow-up Actions	Status
Issue guidance that specifies a consistent framework for the Department to analyze the costs and benefits of its R & D investments, and apply this guidance as part of 2006 Budget development.	Action taken, but not completed
Maintain the current level of effort.	Completed

Update on Follow-up Actions:

DOE has developed preliminary baseline benefit estimates for its applied R & D programs, but additional work is needed to improve consistency across programs in the methodology and assumptions used in estimating program costs and benefits. The Department should develop internal guidance standardizing methods and assumptions to be used in cost and benefit estimation to aid in portfolio analysis.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
34	55	45

Program: *Hydrogen Technology*

Agency: *Department of Energy*

Bureau: *Energy Efficiency and Renewable Energy*

Rating: *Moderately Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Modeled cost of hydrogen produced from renewables (at 5,000 pounds per square inch (psi), untaxed, at the pump), in dollars per gasoline gallon equivalent ($/gge).	2003	6.0	6.2
	2004	5.7	5.45
	2006	5.5	
	2010	2.85	
Annual Measure: Measure Under Development			
Long-term Measure: Energy density of hydrogen storage system using solid state storage technologies, in weight percent. (Six weight percent will enable a 300-mile driving range in some vehicles.)	2000	2.4	1.6
	2004	3	1.7
	2005	3	
	2010	6.0	

Recommended Follow-up Actions	Status
Increases program funding to stay on track to achieve the Initiative's goals.	Completed
Redirects funding from earmarked activities to R&D that better contributes to the program's performance goals.	Completed
Will issue guidance that specifies a consistent framework for the Department to analyze the costs and benefits of its R&D investments, and will apply this guidance as part of 2006 Budget development.	Action taken, but not completed

Update on Follow-up Actions:

The 2005 and 2006 Budgets support the President's funding commitment for the Hydrogen Fuel Initiative and redirect funding from earmarks. However, Congress continues to earmark a significant percentage of Hydrogen Program appropriations, which may decrease the likelihood of reaching long-term targets on time. The Department has developed preliminary baseline benefit estimates for its applied R&D programs, but needs to improve consistency across programs in the methodology and assumptions used in estimating program costs and benefits. The Department should develop internal guidance standardizing methods and assumptions to be used in cost and benefit estimation to aid in portfolio analysis.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
82	94	99

Program: *Inertial Confinement Fusion Ignition and High Yield Campaign/NIF Construction*

Agency: *Department of Energy*

Bureau: *National Nuclear Security Administration*

Rating: *Moderately Effective*

Program Type: *Research and DevelopmentCapital Assets and Service Acquisition*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Cumulative percentage of progress (measured by program milestones completed) towards creating and measuring extreme temperature and pressure conditions -- a 2010 stockpile stewardship requirement.	2002	52%	52%
	2003	57%	57%
	2004	63%	0.63
	2005	0.68	
Long-term Measure: Cumulative percentage of progress towards simulating conditions of a nuclear explosion at the National Ignition Facility (NIF) to increase confidence in modeling the performance of nuclear weapons.	2002	51%	51%
	2003	56%	55%
	2004	63%	0.62
	2007	0.78	
Annual Measure: Cumulative percentage of construction completed on the NIF.	2002	57%	57%
	2003	65%	65%
	2004	74%	0.74
	2006	88%	

Recommended Follow-up Actions	Status
Continue frequent monitoring by independent evaluators, including those retained by the Department of Defense.	Completed
Continue to refine the performance measures that clearly describe the goals of the program.	Completed

Update on Follow-up Actions:

The program reduced the number of measures from 11 to 5 and continued to refine them. The program also added an efficiency measure based on operational crew hours required per experiment on specific facility. The Defense Science Board, composed of evaluators selected by the Department of Defense, reviewed the National Ignition Facility Activation and Early Use Plan this past summer and released a final report in November 2004.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
513	492	460

Program: *International Nuclear Materials Protection and Cooperation*

Agency: *Department of Energy*

Bureau: *National Nuclear Security Administration*

Rating: *Effective*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Cumulative percentage of 600 metric tons of weapons-usab nuclear material secured.	2003	23%	22%
	2004	26%	26%
	2006	50%	
	2008	100%	
Long-term Measure: Cumulative number of Russian Navy warhead sites secured	2003	30	30
	2004	33	34
	2005	37	
	2006	39	
Long-term Measure: Cumulative metric tons of HEU converted to LEU.	2002	5.5	4.3
	2003	6.0	5.4
	2004	9.3	
	2009	17.0	

Recommended Follow-up Actions from Latest PART	Status
Needs to improve the way it tracks expenditures by country so that it can better manage its allocation of resources.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
258	238	343

Program: *National Nuclear Infrastructure*

Agency: *Department of Energy*

Bureau:

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: Complete maintenance and recapitalization projects and upgrades for active mission-critical INL-NE real property assets on time and within 10% of the approved baseline cost.	2004-2010	+/-10%	
Long-term Measure: Validate the Asset Condition Index (ACI), and achieve an ACI rating of "good" for 60% of active mission-critical INL-NE facilities by 2008, and a rating of "good" for 80% of active mission-critical INL-NE facilities by 2013 (Improved condition of mission-critical facilities).	2004	Baseline	42.4%
	2006	48.4%	
	2008-2013	60.0-80.0%	
Long-term Measure: Validate the Asset Utilization Index (AUI, and achieve an AUI rating of "good" to "excellent" for active mission-critical INL-NE facilities by 2014 (More efficient, cost-effective use of mission-critical facilities).	2005	0.90-0.75%	
	2007	0.95-0.75%	
	2014	0.98-1.00%	

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The Office of Nuclear Energy's Idaho Facilities Management program builds, maintains, and operates facilities at the Department of Energy's (DOE) 890-square mile Idaho National Laboratory (INL) that is the principal site of DOE's research, development and testing of nuclear reactors and related technology for civilian electric power and naval nuclear propulsion. The INL's expertise and highly specialized and unique facilities and equipment have led the development and demonstration of nuclear technology and have designed, constructed and operated more than 50 reactors at the site for over half a century. These facilities cannot be economically replicated and are critical to developing new, advanced nuclear energy systems.

The assessment found that the program is effectively targeted through the formal INL Ten Year Site Plan (TYSP) that identifies the mission-essential infrastructure and facilities, planned annual work scope, and performance measures for the laboratory.

- There is a need, however, to re-evaluate and refine the INL TYSP relative to the Office of Nuclear Energy's (NE's) program goals and objectives to reflect a realistic budgetary envelope. This evaluation should produce policy and research recommendations and priorities (including performance targets and metrics) for an integrated, realistic agenda of research that can best advance NE's fundamental mission of securing nuclear energy as a viable, long-term commercial energy option to provide diversity in energy supply.

- In addition, NE needs to collect timely and credible performance information to manage the Idaho Facilities Management Program in providing effective and efficient infrastructure support to INL's program missions.

In response to these findings, the Administration will have the National Academy of Sciences undertake a comprehensive, independent evaluation of NE's research programs, including their relationship to the Idaho Facilities Management program, assuming that funding for these activities will continue at the level in the 2006 Budget for the next several years. An interim evaluation should be completed in time to inform NE's 2007 budget planning, with a final report no later than May 2006.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
76	113	98

Program: *Natural Gas Technologies*

Agency: *Department of Energy*

Bureau:

Rating: *Ineffective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Additional economically recoverable domestic gas resource (trillion cubic feet).	2010	28	
	2015	50	
Annual Measure: Additional economically recoverable domestic gas resource (trillion cubic feet).	2005	1.5	
	2006	4	
	2007	10	
	2008	16	
Long-term Measure: Technically recoverable resources of natural gas from methane hydrates (trillion cubic feet).	2015	0	
	2020	5	
	2025	20	

Recommended Follow-up Actions	*Status*
Issue guidance that specifies a consistent framework for the Department to analyze the costs and benefits of its R&D investments, and apply this guidance as part of 2006 Budget development.	Action taken, but not completed
Make modeling assumptions transparent.	Action taken, but not completed
Re-examine project selection to improve outcomes.	Action taken, but not completed

Update on Follow-up Actions:

The 2006 Budget eliminates funds for the Natural Gas Technologies program because it largely duplicates and is overshadowed by major private-sector R&D programs, with the benefits accruing primarily to the private sector. This program was rated "Ineffective" in the PART analysis based primarily on not being able to demonstrate clear results of the research efforts. Nonetheless, DOE still needs to: improve consistency across programs in the methodology and assumptions used in estimating program costs and benefits; provide succinct description and explanation of key modeling assumptions; and provide documentation of improvements to project selection process (e.g., as effected through the program implementation plan (PIP) process).

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
43	45	10

Program: *Nonproliferation and International Security*

Rating: *Effective*

Agency: *Department of Energy*

Bureau: *NNSA*

Program Type: *Direct Federal*

Program Summary:

The Nonproliferation and International Security program strengthens the global nuclear nonproliferation regime by limiting sensitive exports, supporting international safeguards, and providing technical and policy advice to develop and implement U.S. policy (treaties, agreements, and mutual inspections).

The assessment found that:

- The program has a clear and unique purpose; is well managed; and has clear, meaningful, and measurable performance metrics.
- The program has demonstrated good progress in achieving its long-term and annual goals.
- Independent evaluations will need to be updated in the coming cycle.

In response to these findings, the Administration will arrange for an independent evaluation of sufficient scope and quality to indicate if the program' s is effectively achieving results.

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Cumulative percentage of 5716 kg of globally targeted sensitive nuclear material secured at civilian sites (e.g. RRRFR, BN-350, non-weapons states)	2003	New	10%
	2006	20%	
	2008	75%	
	2019	100%	
Long-term Measure: Cumulative percentage of 98 targeted research/test reactors converted from Highly Enriched Uranium to Low Enriched Uranium fuel.	2003	45%	45%
	2006	60%	
	2009	75%	
	2014	100%	
Long-term Measure: Cumulative number of WMD nonproliferation experts trained since 9/11/01 (e.g. IAEA inspectors, export control officers, etc.)	2003	New	3095
	2006	7000	
	2007	8400	
	2011	13000	

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
114	124	80

Program: *Nuclear Physics*

Agency: *Department of Energy*

Bureau: *Office of Science*

Rating: *Effective*

Program Type: *Research and DevelopmentCompetitive Grant , Capital Assets and*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Progress in searching for, and characterizing the properties of, the quark-gluon plasma by recreating brief, tiny samples of hot, dense nuclear matter. An independent expert panel will conduct a review and rate progress (excellent, adequate, poor) on a quinquennial basis.	2007	Excellent	
	2012	Excellent	
	2017	Excellent	
Annual Measure: Weighted average number (within 20%) of billions of events recorded by experiments in Hall A, Hall B, and Hall C, respectively, at the Continuous Electron Beam Accelerator Facility. (Targets are set in part by the funding requested/appropriated during that fiscal year. The ambitiousness of the target error bar of 20% is currently under review by OMB.)	2003		3.0, 9.0, 2.6
	2004	2.4, 7.2, 2.1	2.3, 7.7, 2.2
	2005	2.9, 9.6, 2.8	
	2006	2.1, 6.8, 2.0	
Annual Measure: Weighted average number (within 30%) of millions of heavy-ion collision events recorded by the PHENIX and STAR detectors, respectively, at the Relativistic Heavy Ion Collider. (Targets are set in part by the funding requested/appropriated during that fiscal year. The ambitiousness of the target error bar of 30% is currently under review by OMB.)	2003		5500, 38
	2004	900, 40	1300, 28
	2005	1800, 40	
	2006	18000, 60	

Recommended Follow-up Actions	Status
The Department will develop an appropriate action plan in response to the findings and recommendations of the Committee of Visitors within 30 days of receipt of the report(s).	Completed
The Department will ensure that a thorough, independent scientific assessment of the proposed Rare Isotope Accelerator is carried out by October, 2005.	Action taken, but not completed
The Department will work to include the long-term goals of each program in grant solicitations, and will improve performance reporting by grantees and contractors by September, 2004.	Action taken, but not completed

Update on Follow-up Actions:

(1) DOE produced a cursory action plan in response to the Committee of Visitors report covering the entire NP program. (2) The Nuclear Science Advisory Committee (NSAC) has carried out a long-range planning exercise (2002) and a comparative scientific assessment of the Rare Isotope Accelerator (RIA) and a similar planned German facility (2002); however, an independent scientific assessment of RIA will not be finished until October, 2006. (3) Long-term goals are now included in grant solicitations, but performance reporting at the grantee/contractor level for the entire Office of Science is not yet transparent and readily accessible.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
390	405	371

Program: *Nuclear Power 2010*

Agency: *Department of Energy*

Bureau:

Rating: *Adequate*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Achieve an industry decision by January 2005 to order and build at least one new advanced nuclear power plant that will begin commercial operation by 2014.	2006	COL Dec	
	2008	Order Decision	
	2014	Plant Operatnl	
Annual Measure: Demonstrate for the first time the combined Construction and Operating License (COL) process. Targets: ** Solicit industry proposals *** Prepare COL application			
Annual Measure: Support at least two Early Site Permit (ESP) applications for commercial reacor sites to the NRC. ****2003 Target and Actual: ESP applications submitted	2006	Done	Done

Recommended Follow-up Actions	*Status*
The Administration is providing $10.246 million NP2010 in 2005 to cost-share with industry demonstration of the Nuclear Regulatory Commission's (NRC's) Early Site Permit and combined Construction and Operating License processes.	Completed

Update on Follow-up Actions:

Of the $56.0 million provided for the Nuclear Power 2010 Program in 2006, $50.0 million will support two industry cost-shared cooperative agreements demonstrating the Nuclear Regulatory Commission s (NRC) new combined Construction and Operating License (COL) process. Each project will establish effective cost and schedule management control systems for measuring product-oriented contract progress and performance. If a nuclear power plant order results from this work, a new plant could be in operation as early as 2014. The remaining $6 million will support completion of demonstrations of the NRC's Early Site Permitting process.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
19	50	56

Program: *Oil Technology*

Agency: *Department of Energy*

Bureau:

Rating: *Ineffective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Additional economically recoverable domestic oil (annual incremental additional billion barrels of oil)	2010	.615	
	2015	1.4	
	2020	1.9	
	2025	2.0	
Annual Measure: Additional economically recoverable domestic oil (annual incremental additional million barrels of oil).	2004	52	
	2005	23	
	2006	29	
	2007	34	

Recommended Follow-up Actions	*Status*
Issue guidance that specifies a consistent framework for the Department to analyze the costs and benefits of its R&D investments, and apply this guidance as part of 2006 Budget development.	Action taken, but not completed
Make modeling assumptions transparent.	Action taken, but not completed
Refocus the program on longer-term high-risk research that will advantage domestic production in the world market.	Action taken, but not completed

Update on Follow-up Actions:

The 2006 Budget eliminates funds for the Oil Technology program because it largely duplicates and is overshadowed by major private-sector R&D programs, with the benefits accruing primarily to the private sector. This program was rated "Ineffective" in the PART analysis based primarily on not being able to demonstrate clear results of the research efforts. Nonetheless, DOE still needs to: improve consistency across programs in the methodology and assumptions used in estimating program costs and benefits; and provide succinct description and explanation of key modeling assumptions.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
35	34	10

Program: *Readiness in Technical Base and Facilities (RTBF),*

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition*

Agency: *Department of Energy*

Bureau: *National Nuclear Security Administration*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Percentage of time that mission-essential facilities are available.	2001	> 90%	94.6%
	2003	> 90%	96.5%
	2004	> 90%	0.96
	2005	> 90%	
Annual Measure: Reportable accidents per 200,000 workhours (National Bureau of Labor (NBL) standard is 6.7 accidents per 200,000 workhours)	2001	< 6.7	2.6
	2003	< 6.7	2.2
	2004	6.4	2.5
	2005	6.4	

Recommended Follow-up Actions	Status
Clearly lay out a plan that integrates the successful completion of the Facilities and Infrastructure Recapitalization Program with a broader scoped RTBF program.	Action taken, but not completed
Develop mechanisms that would provide greater leverage over contractors at each specific site.	Action taken, but not completed
Develop better efficiency measures by which it can track progress.	Completed

Update on Follow-up Actions:

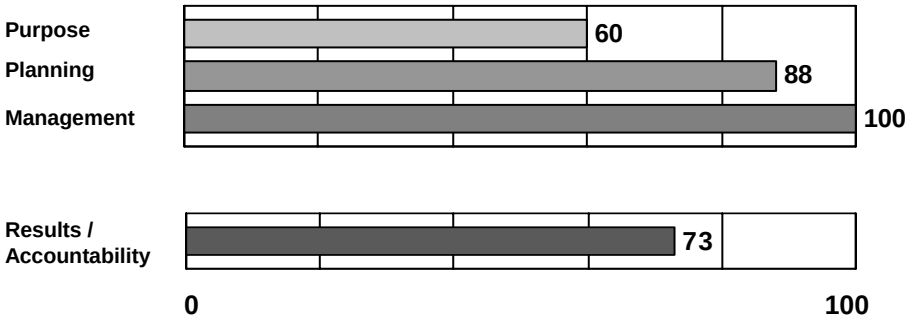
The program developed a new Facility Condition Index (FCI) efficiency measure. Together with Ten Year Comprehensive Site Plans, which establish mission-essential facilities and infrastructure, the FCI will allow the program to determine priorities for funding. NNSA is scheduled to assume responsibility for newly generated waste at its facilities in 2006. Over the next two budget cycles, the activities associated with this will be integrated into the program budget plan.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,314	1,310	1,388

Program: *Safeguards and Security*

Agency: *Department of Energy*
Bureau: *NNSA*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Cumulative percentage of physical security reviews conducted by the Office of Independent Oversight and Performance Assurance (OA) at NNSA sites that resulted in the best rating of "Effective" (based on last OA review at each site over 6 physical security topical areas)	2003	Baseline	
	2004	80%	68%
	2005	85%	
	2006	90%	
Long-term Measure: Cumulative percentage of cyber security reviews conducted by the Office of Independent Oversight and Performance Assurance (OA) at NNSA sites that resulted in the best rating of "Effective" (based on last OA review at each site over 2 cyber security topical areas)	2003	Baseline	
	2004	80%	79%
	2005	85%	
	2006	90%	
Annual Measure: Annual percentage of OA review findings that have an approved corrective action plan in place within 60 days of the final report date or by the OA required date.	2003	Baseline	33%
	2004	80%	100%
	2005	85%	
	2006	90%	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The Safeguards and Security (S&S) program protects National Nuclear Security Administration (NNSA) personnel, facilities, nuclear weapons, and information from a full spectrum of threats, most notably from terrorism, which has become of paramount concern post September 11, 2001.

This is a re-assessment of a program that was first assessed using PART two years ago. This assessment found that:

- The program has dramatically improved its overall management and performance. The new performance metrics are clearer, more meaningful, and more measurable. The program now has strong linkage between performance goals and quantifiable outcomes. For example, the new performance measures that evaluate the cumulative percentage of independent security reviews that result in an effective rating is particularly helpful is assessing overall program performance results.
- The program's design is still a work in progress. Quarterly reviews are needed to oversee implementation and validate requirements of the new DOE Design Basis Threat (DBT). These reviews will most likely result in identification of significant obstacles which may impact full implementation of the new DBT.
- The program's resource allocation process has improved, but is still not sufficient. The program's decisions rely on contractor input and congressional interests. Also, it is still difficult to determine the impact of the marginal dollar.
- Continual security issues at Los Alamos National Laboratory (LANL) indicate the contractor is not sufficiently committed to achieving the program's goals.

In response to these findings, the Administration will:

1. Continue to closely monitor the implementation efforts to fully meet the new DBT requirements. Detailed implementation plans have been finalized to prioritize and manage the work, and a new performance measure has been developed to track overall progress in successfully meeting the goal.
2. Implement a more systematic, complex-wide approach to identifying, validating, prioritizing, and managing multi-year projects to improve security effectiveness and resource allocation. This process will be based on the successful process NNSA has employed to revitalize its infrastructure.
3. Take immediate actions to fix the security culture issues at LANL, including re-competing the prime contract.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
626	707	708

Program: *Secure Transportation Asset (STA)*

Agency: *Department of Energy*

Bureau: *NNSA*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Annual percentage of requested packages of nuclear weapons, components, and material shipped safely and securely.	2003	baseline	0.8
	2004	0.85	
	2005	0.9	
	2006	0.9	
Annual Measure: Annual number of secure convoys completed	2002	70	72
	2003	75	78
	2006	120	
	2009	150	
Long-term Measure: Cumulative number of Safeguards Transporters (SGTs) in operation.	2001	21	21
	2003	28	28
	2006	37	
	2011	51	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The Secure Transportation Asset (STA) program safely and securely transports nuclear weapons, weapons components, and special nuclear materials to meet projected Department of Energy, Department of Defense, and other customer requirement.

The assessment found that:

- The program has a clear and unique purpose; is well managed; and has clear, meaningful, and measurable performance metrics.
- The program has demonstrated good progress in achieving its long-term and annual goals.
- Funds were spent for their intended purpose but the unique nature of the organization results in uncosted balances that are higher than other programs. .
- Independent evaluations of program effectiveness have not been completed recently to validate the recommendations and findings of prior assessments.

In response to these findings, the Administration will:

1. Increase the number of accounts supporting this program to quicken the transfer of funds with contractors and increase management flexibility to address changing security conditions and mission priorities. This will significantly improve the obligation and costing process of funds.
2. Develop plans to correct known findings and establish an independent assessment branch in the organization to ensure more frequent independent evaluations.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
186	201	212

Program: *Solar Energy*

Agency: *Department of Energy*

Bureau: *Energy Efficiency and Renewable Energy*

Rating: *Moderately Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Producer manufacturing cost of photovoltaic modules in dollars per Watt ($/W).	2002	$2.25/W	$2.25/W
	2003	$2.10/W	$2.10/W
	2005	$1.95/W	
	2010	$1.55/W	
Annual Measure: Cost of energy from solar water heaters in non-freezing climates, in cents per kilowatt-hour (c/kWh).	2000	7	8
	2004	7	7
	2005	5	
	2006	4.5	
Annual Measure: Measure Under Development			

Recommended Follow-up Actions	Status
Provides funding consistent with meeting performance targets, and eliminates funding for low-priority earmarks.	Completed
Resumes limited funding for CSP research and will carefully monitor technological progress.	Completed
Will issue guidance that specifies a consistent framework for the Department to analyze the costs and benefits of its R&D investments, and will apply this guidance as part of 2006 Budget development.	Action taken, but not completed

Update on Follow-up Actions:

The 2005 and 2006 Budgets redirect funding from Congressionally earmarked activities and provide funds for the Concentrating Solar Power subprogram based on an independent analysis of the potential for technological success. The program will carefully monitor progress. The Department has developed preliminary baseline benefit estimates for its applied R&D programs, but needs to improve consistency across programs in the methodology and assumptions used in estimating program costs and benefits. The Department should develop internal guidance standardizing methods and assumptions to be used in cost and benefit estimation to aid in portfolio analysis.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
83	85	84

Program: *Southeastern Power Administration*

Agency: *Department of Energy*

Bureau: *Power Marketing Administration*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Measure Under Development			
Annual Measure: Achieve high ratings for efficiency (see PART volume for details).	2003	>100 / >90	182 / 97
	2004	>100 / >90	174 / 98
	2005	>100 / >90	
	2006	>100 / >90	
Annual Measure: Make planned annual debt payments to the Treasury to repay the long-term cost of building hydropower facilities.	2003	$26M	$40M
	2004	$41M	$26M
	2005	$34M	
	2006	$31M	

Recommended Follow-up Actions	Status
The Budget proposes to continue current operations and develop long-term goals, measures and targets.	Action taken, but not completed
Southeastern will review its program and develop recommendations to improve its power marketing functions.	Action taken, but not completed
Southeastern's management team will develop recommendations designed to help the program recover its costs and fully repay its annual debt service obligations.	Action taken, but not completed
The Administration will develop and collect data on efficiency measures comparable to those used by private industry.	Action taken, but not completed

Update on Follow-up Actions:

Southeastern has implemented several measures of performance recommended in the PART analysis conducted for the 2004 President's Budget. Efficiency and reliability performance exceeds national standards established by the North American Electric Reliability Council for all utilities across the country. The agency also exceeded its debt repayment goal in 2003, but fell short of that goal in 2004. Southeastern needs to develop a measure of the cost of electricity compared to the industry and one that demonstrates the return the government is receiving on its investment. Southeastern also needs to develop proposals to improve its marketing of power and to ensure the full recovery of its costs.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
5	5	0

Program: *Southwestern Power Administration*

Agency: *Department of Energy*

Bureau: *Power Marketing Administration*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Measure Under Development			
Annual Measure: Achieve high ratings for efficiency (see PART volume for details).	2003	>100 / >90	187 / 100
	2004	>100 / >90	184 / 100
	2005	>100 / >90	
	2006	>100 / >90	
Annual Measure: Make planned debt payments to the Treasury to repay the long-term cost of building hydropower facilities.	2003	$63M	$63M
	2004	$25M	$25M
	2005	$7M	
	2006	$28M	

Recommended Follow-up Actions	Status
The Budget proposes to continue current operations and provide modest increases for maintenance and high cost electrical equipment identified in its replacement schedule.	Action taken, but not completed
Southwestern will develop recommendations to improve its power marketing functions and meet all its financial obligations.	Action taken, but not completed
Southwestern will develop long-term goals, targets and measures.	Completed
The Administration will develop and collect data on efficiency measures comparable to those used by private industry.	Action taken, but not completed

Update on Follow-up Actions:

Southwestern has refined its statements of long and short-term goals and performance measures including measures of efficiency and reliability. It has also established a measure of its cost of electricity compared to the hydropower industry. Data show that the agency exceeds national standfards for efficiency and reliability, that it is below the national average for the cost of electricity, and that it has also met its principal repayment goals in 2003 and 2004. Southwestern should continue development of a measure that demonstrates the return to the government on its investment in Southwestern's facilities. Southwestern should also develop proposals to improve its marketing of power and to ensure the full recovery of costs.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
29	29	3

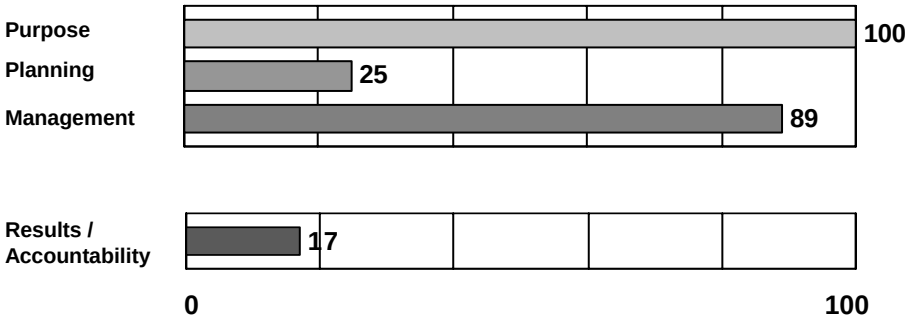
Program: *State Energy Programs*

Rating: *Results Not Demonstrated*

Agency: *Department of Energy*

Bureau: *Energy Efficiency and Renewable Energy (EERE)*

Program Type: *Block/Formula Grant*



Program Summary:

The State Energy Program provides grants and technical assistance to States to promote energy conservation and efficiency. Some typical activities include conducting workshops and training, funding energy efficiency upgrades for public buildings, promoting use of carpools and vanpools, and providing rebates, interest subsidies, or tax credits for purchase of energy efficient products and equipment.

The assessment found that the program has a clear purpose and strong management. Additional findings include:

- The program lacks meaningful long-term and annual measures. As a result, it is difficult to assess the program' s effectiveness.
- An assessment conducted by Oak Ridge National Laboratory (ORNL) suggests that the program generates significant energy and cost savings. However, the underlying data provided by the States was incomplete and inconsistent, and the ORNL methodology was not externally peer reviewed.
- Energy and cost savings associated with some program activities (e.g., responding to information inquiries, conducting energy audits) are difficult to assess.
- The program has taken steps to improve efficiencies. For example, the program uses an electronic system to accept State applications, administer grants, and monitor progress. The program also uses a detailed operations manual to help States understand program management and implementation.

In response to these findings, the Administration will:

1. Develop meaningful long-term and annual performance measures.
2. Undertake a rigorous, externally peer-reviewed analysis of program benefits and effectiveness.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Measure Under Development			
Annual Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
44	44	41

Program: *Strategic Petroleum Reserve (SPR)*

Agency: *Department of Energy*

Bureau:

Rating: *Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Capability to draw down the Reserve (million barrels/day).	2003	4.3	4.39
	2004	4.4	
	2005	4.4	
	2006	4.4	
Annual Measure: Barrels of Oil Degassed (million barrels).	2004	23	
	2005	30	
	2006	14	
Annual Efficiency Measure: Operating Cost per barrel of oil capacity ($ per barrel).	2003	0.213	0.2004
	2004	0.207	
	2005	0.198	
	2006	0.207	

Recommended Follow-up Actions	*Status*
The Administration will maintain funding for the program in the 2005 Budget at a level that allows the program to continue to achieve its relatively high level of performance.	Completed

Update on Follow-up Actions:

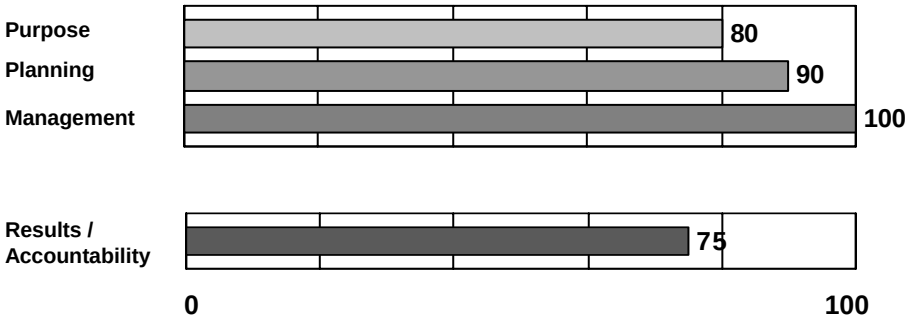
The program should maintain its relatively high level of performance.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
176	170	166

Program: *Vehicle Technologies*

Agency: *Department of Energy*
Bureau: *FreedomCAR and Vehicles Technology*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Cost of a pound of carbon fiber. (Reducing the production cost of carbon fiber can increase its use in vehicle manufacturing, making vehicles lighter and potentially more fuel efficient.)	2003	$7.00	$6.80
	2004	$5.00	$5.00
	2005	$4.50	
	2006	$3.00	
Long-term Measure: Internal combustion engine efficiency for heavy-duty vehicles. (Engine efficiency improvements can improve vehicle fuel economy.)	2002	Baseline	40%
	2004	45%	45%
	2006	50%	
	2010	55%	
Long-term Measure: Production cost of high-power, 25 kW battery. (Storage batteries are a key cost and performance component for hybrid vehicles, which offer improved fuel economy.)	1998	Baseline	$3,000
	2003	$1,180	$1,180
	2006	$750	
	2010	$500	

Rating: *Moderately Effective*

Program Type: *Research and Development*

Program Summary:

The Vehicles Technologies program develops more energy efficient and environmentally friendly highway transportation technologies that enable reduced petroleum use. Examples of activities include: development of high-power-density batteries for gas-electric hybrid and fuel cell vehicles; use of computer simulation models to test how vehicle components will perform in emulated vehicle environments; development of advanced diesel combustion technologies and emissions controls that could be used to dramatically improve fuel economy in both cars and trucks.

The assessment found that the program is strong in purpose, planning, and management. Additional findings include:

- The program coordinates well with industry. Most work funded by the program supports either the Department's FreedomCAR Partnership with U.S. automakers or the 21st Century Truck Partnership with truck engine manufacturers and suppliers.
- Peer reviews of the program have generally been positive about the technical progress of projects and the management of the program. However, peer reviews have not included an assessment the appropriateness of Federal support for program activities. For FreedomCAR Partnership activities, this issue will be addressed in a peer review that is currently underway.
- The program has been a leader within the Department's applied R&D programs in developing and using meaningful measures and quantitative technical targets to assess program performance.
- This program and other applied R&D programs at the Department need to improve consistency in methodology and assumptions in estimating potential benefits to facilitate meaningful analyses that can inform budget decisions.

In response to these findings, the Administration will:

1. Provide funds for a peer review of 21st Century Truck Partnership activities. The peer review will include an assessment of the appropriateness of Federal support in each program area.
2. Consider recommendations from the FreedomCAR peer review currently underway and take appropriate budgetary and management action.
3. Issue guidance that specifies a consistent framework for the Department to analyze the costs and benefits of its R&D investments, and apply this guidance as part of 2007 Budget development.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
177	165	166

Program: *Weatherization Assistance*

Agency: *Department of Energy*

Bureau: *Energy Efficiency and Renewable Energy*

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Cumulative number of low-income family homes weatherized starting in 2002, in thousands.	2002	105.0	104.6
	2004	293.2	297
	2005	412.1	
	2011	1,200.0	
Annual Measure: Number of low-income family homes weatherized annually.	2001	75,350	77,697
	2002	105,000	104635
	2004	94,450	
	2006	92300	
Long-term Efficiency Measure: Program benefit-cost ratio excluding non-energy benefits. (This ratio represents the discounted value (3.2 percent discount rate) of energy saved divided by total program costs.)	1996		1.79
	1999		1.51
	2002		1.3
	2005	1.19 - 2.0	

Recommended Follow-up Actions	Status
Continues to meet the President's commitment to increase funding by $1.4 billion over 10 years to help a total of 1.2 million low-income families reduce their energy bills.	Completed
Will plan for an independent evaluation of program effectiveness.	Action taken, but not completed
Will take appropriate management actions in response to the 2003 audit report by the Department's Inspector General.	Action taken, but not completed

Update on Follow-up Actions:

Including the 2006 Budget, the President has requested Weatherization funding increases of nearly $600 million compared with the 2001 baseline funding level. The program began planning for an independent evaluation, a multi-year process that will involve collecting data from States on program costs and savings of weatherization recipients on their utility bills. The program has issued reporting guidance to address suggestions in the 2003 audit report, but still lacks evidence that the issues have been addressed.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
227	228	230

Program: *Western Area Power Administration*

Agency: *Department of Energy*

Bureau: *Power Marketing Administration*

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Measure Under Development			
Annual Measure: Achieve high ratings for efficiency (see PART volume for details).	2003	>100/ > 90	186 / 98
	2004	>100/ > 90	177 / 98
	2005	>100/ > 90	N/A
	2006	>100/ > 90	N/A
Annual Measure: Make scheduled debt payments to the Treasury to repay the long-term cost of building hydropower facilities.	2001	$18.1M	$54.1M
	2002	$30.9M	$57.2M
	2003	$24.9M	$32.3M
	2004	$36.7M	$41.0M

Recommended Follow-up Actions	Status
Western will review its activities and develop recommendations for improving its record of Treasury repayments and the marketing and delivery of power.	Action taken, but not completed
Western will develop and collect data on efficiency measures comparable to those used by private industry.	Action taken, but not completed
Western will develop long-term goals, targets and measures.	Action taken, but not completed

Update on Follow-up Actions:

Western has implemented measures of efficiency, reliability and debt repayment since the PART analysis was conducted for the 2004 President's Budget. Performance data ahow that Western exceeds national standards for efficiency and reliability and that it has exceeded its debt repayment goals since 2001. Western needs to continue refining other long and short-term measures, and other performance indicators that demonstrate the return to the government on its investment in Western's facilities. The agency also needs to develop proposals to improve its marketing of power and to ensure the full recovery of its costs.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
177	172	54

Program: *Wind Energy*

Agency: *Department of Energy*

Bureau: *Energy Efficiency and Renewable Energy*

Rating: *Moderately Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Cost of wind power in Class 4 wind speed areas (i.e., 13 mph annual average wind speed at 33 feet above ground), in cents per kilowatt-hour (cents/kWh).	2002	5.5	5.5
	2004	4.6	4.4
	2006	4.0	
	2012	3.0	
Long-term Measure: Cost of wind power for residential-sized (3 to 10 kilowatt) distributed energy applications in Class 3 wind speed areas (i.e., 12 mph annual average wind speed at 33 feet above ground), in cents per kilowatt-hour (¢/kWh).	2002	22	22
	2004	19	19
	2006	16	
	2010	15	
Annual Measure: Number of States that have at least 100 megawatts (MW) of wind power capacity installed	2002		8
	2004	12	12
	2005	16	
	2006	19	

Recommended Follow-up Actions	Status
Continues emphasis on wind technology development for low wind-speed areas.	Completed
Provides funding consistent with meeting performance targets by redirecting funds from low-priority earmarks.	Completed
Will issue guidance that specifies a consistent framework for the Department to analyze the costs and benefits of its R&D investments, and will apply this guidance as part of 2006 Budget development	Action taken, but not completed

Update on Follow-up Actions:

The 2005 and 2006 Budgets redirect funds from Congressionally earmarked activities within the program and continue to emphasize wind technology development for low wind-speed areas. The Department has developed preliminary baseline benefit estimates for its applied R&D programs, but needs to improve consistency across programs in the methodology and assumptions used in estimating program costs and benefits. The Department should develop internal guidance standardizing methods and assumptions to be used in cost and benefit estimation to aid in portfolio analysis.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
41	41	44

Program: *Yucca Mountain Project*

Rating: *Adequate*

Program Type: *Capital Assets and Service Acquisition*

Agency: *Department of Energy*

Bureau: *Office of Civilian Radioactive Waste Management*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Begin acceptance of spent nuclear fuel & high-level radioact waste at the repository in 2010.	2005	License App.	
Annual Measure: Complete cost, schedule and performance baseline; complet CAMP; certify EVMS.	2005	CAMP final	
	2005	EVMS Cert.	
Annual Measure: Variance from cost, schedule and performance baselines	2005	<=10%	
	2006	<=10%	

Recommended Follow-up Actions from Latest PART	***Status***
Ensure that the program completes its Capital Asset Management Plan (CAMP), which will include a firm performance baseline and acquisition strategy for the major components of the repository.	Action taken, but not completed
Ensure that the program's Earned Value Management System (EVMS) is certified by the Defense Contract Management Agency in 2005.	Action taken, but not completed
Include in the 2005 Budget a legislative proposal to establish a new program funding mechanism to help ensure adequate funding is available to have a working repository by 2010.	Action taken, but not completed

Update on Follow-up Actions:

The Administration is committed to completing the license application process and constructing the repository expeditiously, always mindful of health, safety, and sound science. To accomplish this, the Budget includes $651 million for the program in 2006. Timely completion also depends upon rapid promulgation by the Environmental Protection Agency of a new radiation protection standard consistent with the 2004 decision by the U.S. Court of Appeals that the standard should protect the public and the environment through the time of peak dose release from the repository. Completion of the CAMP and certification of the EVMS in 2005 will greatly strengthen program management for the challenging tasks ahead.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
577	572	651

DEPARTMENT OF HEALTH AND HUMAN SERVICES

PART ASSESSMENTS

Program: *317 Immunization Program*

Rating: *Adequate*

Program Type: *Competitive Grant*

Agency: *Department of Health and Human Services*

Bureau: *Centers for Disease Control and Prevention*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Number of cases of vaccine-preventable diseases in the United States as measured by cases of polio, rubella, measles, congenital rubella, mumps and tetanus.	2001	<150	<183
	2005	50	
	2006	50	
	2010	0	
Annual Measure: Percentage of children 19-35 months of age who receive recommended vaccines every year.	2001	90%	>=90%, Var 76%
	2004	90%	
	2005	90%	
	2006	90%	
Annual Measure: Number of polio cases worldwide.	2001	1500	483
	2002	500	1918
	2003	200	784
	2006	0	

Recommended Follow-up Actions from Latest PART	*Status*
Will continue a comprehensive evaluation of the program and will work with grantees to better measure outcomes and allocate resources based on more clear criteria.	Action taken, but not completed
Will review administrative functions to determine whether improvements in program operations and efficiency can be made.	Action taken, but not completed

Update on Follow-up Actions:

The 2006 Budget includes a $20 million increase for state grants for influenza immunizations and $30 million to increase the supply of influenza vaccine. The 2006 Budget also includes a legislative proposal to make it easier for uninsured children who are eligible for the CDC Vaccines for Children program to receive immunizations in public health clinics. The legislative proposal will expand the VFC program and result in $100 million in savings to the 317 discretionary childhood immunization program. The global polio measure will be tracked by the global immunization program, which will be assessed separately in the future, and not by the 317 immunization program.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
469	519	429

Program: *Administration on Aging*

Agency: *Department of Health and Human Services*

Bureau: *Administration on Aging*

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: People served per $million of AoA funding (with no decline in service quality).			
Long-term Measure: By 2010, the number of states achieving a targeting index greater than 1.0 for rural and poverty measures.	2001	(poverty)	44
	2001	(rural)	41
	2010	51 States P	
	2010	50 States R	
Long-term Measure: The percentage of caregivers reporting that services have definitely enabled them to provide care for a longer period.			

Recommended Follow-up Actions	*Status*
The Administration will publish a new set of performance measures that reflect program outcomes and appropriate performance targets as part of the agency's FY 2005 GPRA plan.	Action taken, but not completed

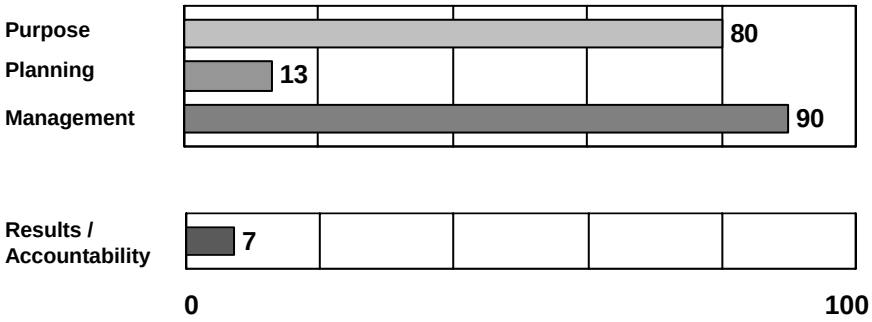
Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,243	1,253	1,272

Program: *Adolescent Family Life Program (AFL)*

Agency: *Department of Health and Human Services*
Bureau: *Office of Public Health and Science (OPHS)*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Program Summary:

The Adolescent Family Life (AFL), a demonstration program, provide grants to non-profits and governments to: 1) develop and test abstinence education curricula to encourage adolescents to postpone sexual activity (Abstinence grants); 2) develop and test interventions with pregnant and parenting teens to ameliorate the effects of too-early-childbearing for teen parents, their babies, and their families (Care grants); and (3) to support related research for Abstinence and Care.

The assessment found that the program's purpose, design, and management were strong but lacked strategic planning and therefore was unable to demonstrate results. Additional findings include:

- Overall the program lacks performance measures, targets, or timeframes.
- Individual grantees are held accountable through the grant application, review, award, and monitoring processes which provide a clear and specific description of grantee expectations, including program design, delivery, goals, and evaluation.
- AFL is developing core data instruments for performance measurement as a basis for measuring overall program performance and strategic planning.
- The Abstinence grants are similar to two Maternal and Child Health Bureau (MCHB) abstinence programs in purpose (abstinence education), targeted beneficiaries (adolescents), and mechanisms (competitive grants).

In response to these findings, the Administration will:

1. Complete development of core data instruments and implement in 2005 grantee reporting.
2. Develop performance baselines, measures, and targets based upon data collected from core instruments.
3. Review the similarities between the AFL and MCHB programs and recommend changes to reduce the redundancy of multiple funding sources for similar purposes.

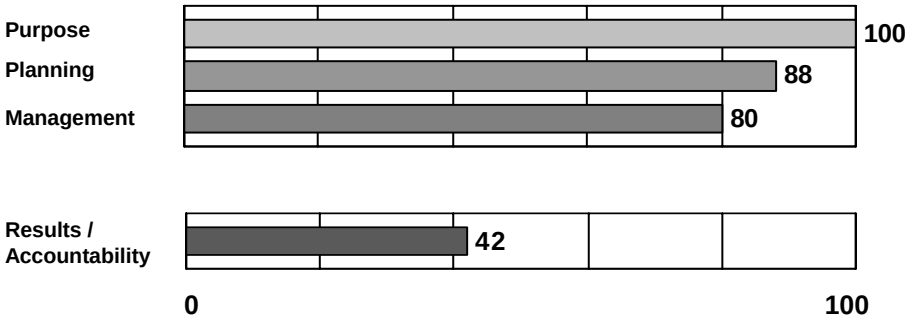
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
31	31	31

Program: *Agency for Toxic Substances and Disease Registry*

Agency: *Department of Health and Human Services*

Bureau: *Agency for Toxic Substances and Disease Registry*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of sites where human health risks or disease have been mitigated, based on comparative morbidity/mortality rates, biomarker tests, levels of environmental exposures, and behavior change of community members and/or health professionals. (Baseline in 2004)			
Annual Measure: Percentage of EPA, state regulatory agency, or private industry acceptance of ATSDR s recommendations at sites with documented exposure	2002		78%
	2003	55%	73%
	2005	78%	
	2006	80%	
Annual Measure: Fill additional data needs related to the 275 priority hazardous substances	2002		6
	2003	6	8
	2005	15	
	2006	18	

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The Agency for Toxic Substances and Disease Registry (ATSDR) addresses the health effects of toxic substances in coordination with Federal, State and local partners. The program works to prevent harmful exposure and disease related to toxic substances through science, public health actions and health information.

The initial assessment found that the program is managed well and has a clear purpose, but has not demonstrated the impact of the program on the health of people living in communities exposed to toxic substances. The program has taken a number of steps to address deficiencies identified through the PART assessment:

- In response to initial findings that the program did not have long-term outcome measures, the program has developed performance metrics for each site in which it works where there is a public health hazard. The program will track the percentage of sites where human health risks or disease have been mitigated, based on select measures: comparative morbidity/mortality rates, biomarker tests, levels of environmental exposures, behavior change of community members and/or health professionals.
- The original PART assessment found that the program has administrative redundancies with the Centers for Disease Control and Prevention (CDC). ATSDR has combined its office of the director with the office of the director of CDC' s National Center for Environmental Health. ATSDR will now be able to improve the overall administrative efficiency of the program by more fully consolidating the two offices of the director.
- The original PART assessment found that the program had made progress in integrating budget and performance, but still needed to take additional steps. Over the last year, ATSDR systematically reviewed the goals and performance information of all of its major activities and reallocated its annual resources according to that information.

In response to these new findings:

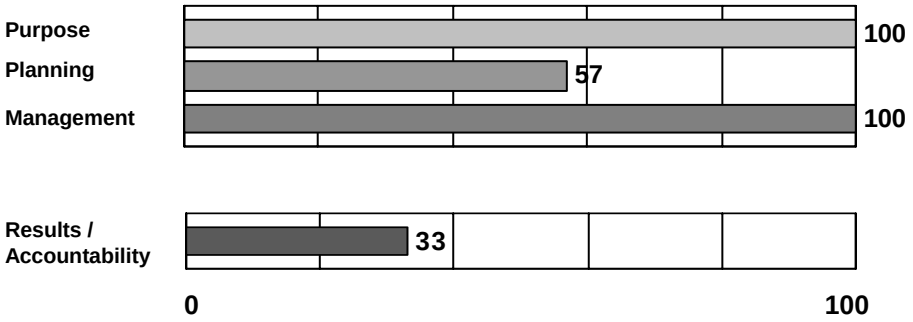
1. ATSDR will continue to develop site specific metrics to measure the outcome of interventions on human health risks or disease across the program.
2. The program will also work to realize improved administrative efficiencies following the consolidation.
3. ATSDR will continue to make progress on tying budget requests for new resources to anticipated levels of performance.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
73	76	76

Program: *Assets for Independence*

Agency: *Department of Health and Human Services*
Bureau: *Administration for Children and Families*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			
Annual Efficiency Measure: Measure Under Development			

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The Assets for Independence (AFI) Program supports more than 250 projects across the country that are demonstrating the federal asset-based policy of encouraging low-income families to save earnings in Individual Development Accounts (IDAs). IDAs are matched savings accounts designed to help low-income and low-wealth families accumulate savings for high return investments in long-term assets such as a house, higher education or a small business.

The assessment found that the program addresses a specific problem and supports a national impact evaluation to determine whether the policy helps families become economically self-sufficient; however it lacks partner-supported performance measures with baselines and ambitious targets. Additional findings include:

- Recent research indicates that a quarter of American households are "asset poor," meaning the individuals and families have insufficient financial resources to support them at the poverty level for three months (during a suspension of income).
- Since its inception, the AFI Program has opened over 12,000 IDA accounts and deposited over $7 million, thus helping to address the problem of asset poverty.
- While AFI grantees must report on individual goals and measures, the federal program has not established annual and long-term program-wide performance measures for grantees to commit to and work towards.

In response to these findings, the Administration will:

1. Work with the agency to develop grantee-supported performance outcome measures and to demonstrate improved efficiencies or cost effectiveness.
2. Support the Reauthorization of the Assets for Independence Act and work with the agency and the Congress to make legislative improvements in the program.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
25	25	25

Program: *CDC State and Local Preparedness Grants*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Agency: *Department of Health and Human Services*

Bureau: *Centers for Disease Control and Prevention*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percentage of Laboratory Response Network labs that pass proficiency testing for Category A threat agents	2005	100%	
	2006	100%	
Long-term Measure: Percentage of states with level 1 chemical lab capacity, and agreements with/access to a level 3 chemical lab (specimens arriving within 8 hours)	2010	100%	
	2005	25%	
	2006	100%	
Annual Measure: Percentage of states with level 1 chemical lab capacity, and agreements with/access to a level 3 chemical lab (specimens arriving within 8 hours)	2005	25%	
	2006	100%	
	2007	100%	
	2008	100%	

Recommended Follow-up Actions	*Status*
Will work with State and local representatives to ensure that performance information will be available to determine when acceptable preparedness has been demonstrated, and to target assistance for those areas that are not adequately prepared.	Action taken, but not completed
Has established outcome oriented goals and targets for preparedness.	Action taken, but not completed

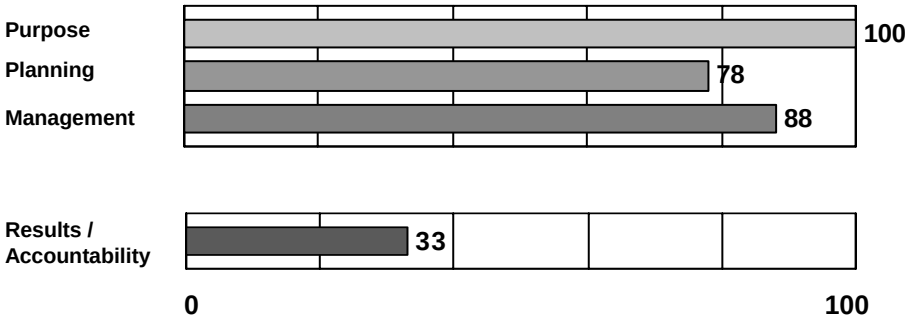
Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
918	927	797

Program: *CDC: Buildings and Facilities*

Agency: *Department of Health and Human Services*
Bureau: *Centers for Disease Control and Prevention*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Facility-specific impact on program ability to meet missions for each new construction in output, expansion of research programs and techniques, agency/researcher productivity, reduction in inefficient use of time, other. (Baseline in 2006).			
Annual Measure: Aggregate of scores for capital projects rated on scope, schedule, budget and quality out of 100.	2006	90	
	2007	90	
	2008	90	
Annual Efficiency Measure: Deliver leased space at a percentage below Atlanta's sub-market rate	2003	-10%	-5%
	2004	-10%	
	2006	-10%	

Rating: *Adequate*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The Buildings and Facilities program at the Centers for Disease Control and Prevention (CDC) works to ensure CDC has safe and efficient facilities and equipment to carry out its mission and that public investments in these facilities are protected through effective maintenance and operations.

The assessment found the CDC Buildings and Facilities activity has a clear purpose and is well managed overall, but has lacked performance measures and a comprehensive evaluation to track its impact on the ability of CDC to more effectively carry out its mission. Details from the assessment include:

- The program uses a master plan of CDC headquarters construction projects to target resources. Senior managers from CDC's centers, institutes and offices helped develop the plan. The program guides repairs and improvements investments using priority rankings and systematic reviews by an internal board.
- As of 2004, 64 percent of projects in the facilities master plan are underway with an investment to date of over $883 million. The program had not taken steps to measure the impact of these investments on the agency.
- Through the assessment process, the program adopted a new outcome measure that will track changes in areas such as the productivity and expansion of laboratory research and techniques resulting from new facilities. The program will also measure performance on meeting scope, schedule, budget and quality targets.
- The program has met most key milestones, but has exceeded construction costs on individual projects.
- The program is enhancing accountability of individual project managers and the Department of Health and Human Services on the requirements, budget, scope and schedule of projects.
- The program is also beginning to conduct more analyses of trade-offs between costs, schedule and risk for construction projects. The program has supported targeted studies and has used the information to guide program improvements.

In response to these findings:

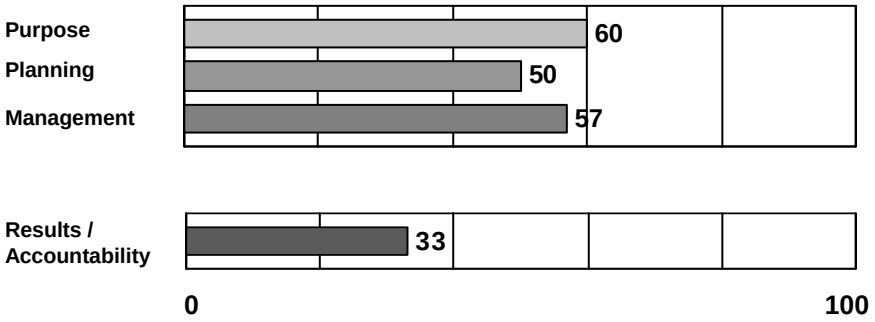
1. Over the next year, the CDC Buildings and Facilities program will refine the newly adopted long-term measure and develop baselines, ambitious targets and timeframes.
2. The program will explicitly tie budget requests to the accomplishment of annual and long-term goals and will present resource needs more completely and transparently.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
260	270	30

Program: *CDC: Epidemic Services*

Agency: *Department of Health and Human Services*
Bureau: *Centers for Disease Control and Prevention*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Reduced average elapsed time in days from the date of onset of the first case in an outbreak or public health incident to initiation of an investigation or other public health response to an event.	2001		15-23
	2003		13-16

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Program Summary:

The Epidemic Services activity at the Centers for Disease Control and Prevention (CDC) was established in 1981 to focus on disease surveillance and epidemic assistance, disease investigation and studies, and laboratory diagnostic references. The majority of Epidemic Services funding has been provided to the Epidemiology Program Office (EPO) at CDC.

The assessment found Epidemic Services at CDC has been managed well overall, but has not documented results on a wide variety of supported activities. The program has had no performance measures on the impact of disease surveillance and training efforts and no evaluations on many activities. Details from the assessment include:

- While individual components have a clear purpose, Epidemic Services overall has lacked a clear and coherent purpose.
- The program is not redundant of efforts outside of CDC, but there are programmatic and administrative redundancies within CDC.
- The program has struggled to place trainees at the State and local level, but it targets resources well overall and there is no evidence that the program subsidizes training and surveillance activities that would have occurred anyway.
- EPO has collaborated well with other parts of CDC, other Federal agencies, and State and international partners to target resources and accomplish its mission.
- EPO has supported numerous evaluations of individual program components that show the surveillance, training and dissemination efforts are largely effective.
- EPO developed a measure on the amount of time between when a disease outbreak or public health incident occurs and when the public health system responds.
- Activities supported by Epidemic Services outside of EPO have not had evaluations and there has been limited information and accountability for these activities.

In response to these factors:

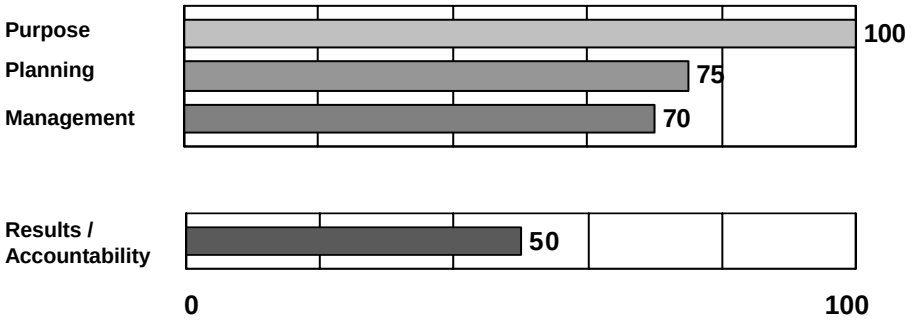
1. CDC reorganized the Epidemic Services activity and EPO by consolidating functions with Health Information and Services activities, Global Health and Public Health Improvement and Leadership at CDC.
2. With the reorganization of EPO, CDC will no longer track EPO's measures, but the organizational units that are now responsible for EPO's functions will adopt these or similar measures in the future.
3. As is shown below, funding is maintained in 2005 and 2006. This funding has been reallocated within CDC as part of the reorganization. Beginning in 2005, Epidemic Services funding will no longer be tracked at the budget activity level.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
92	92	92

Program: *CDC: Infectious Diseases*

Agency: *Department of Health and Human Services*
Bureau: *Centers for Disease Control and Prevention*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Meet targets for key foodborne pathogens, central line-associated bloodstream infections in ICU patients, invasive pneumococcal disease in children <5/adults >=65, and new cases of hepatitis A.	2002		2 of 4
	2003		3 of 4
	2010	4 of 4	
Annual Measure: Achieve reductions in the burden of illnesses or death attributed to infectious diseases, as measured by meeting 3 of 4 targets for key foodborne pathogens, the rate of central line-associated bloodstream infections in medical/surgical ICU patients, the rate of invasive pneumococcal disease in children under 5 years of age and in adults aged 65 years and older and the number of new cases of hepatitis A.	2002		2 of 4
	2006	3 of 4	
Annual Measure: The number of antibiotics prescribed for ear infections in children under 5 years of age per 100 children.	1997		69
	2002		63
	2006	60	
	2007	59	

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The Infectious Diseases program at the Centers for Disease Control and Prevention (CDC) works to prevent illness, disability and death caused by infectious diseases. The program is active in the United States and also works internationally to protect the US population from infectious and to minimize the impact of such diseases at their source.

The assessment found the Infectious Diseases program at CDC has a clear purpose and evidence of its impact on controlling disease, but can make improvements in program management and strategic planning. Details from the assessment include:

- The program has been the subject of multiple reports from the Government Accountability Office and has had targeted evaluations to help fill gaps in performance information. In general, these reports have highlighted areas of needed improvement but document the program's positive impact on controlling diseases.
- The program and agency are taking steps to improve financial management practices and accountability of Federal managers for program results.
- The program collaborates with a broad range of Federal, State, local and international partners to target resources and accomplish its mission.
- Through the assessment process the program adopted new long-term measures focused on food borne pathogens, bloodstream infections, pneumococcal disease and hepatitis A. The program will also measure progress in global influenza surveillance and detection as one key indicator of our preparedness for a pandemic influenza outbreak.

In response to these findings:

1. The program will track performance on the new long-term and annual performance measures this year. The program will also develop information on the performance of the Laboratory Response Network and its food borne illness tracking.
2. Over the next few years, the program will continue to identify areas to improve efficiency and cost effectiveness and document savings to demonstrate its improvement.
3. The program will enhance budget and performance integration to identify changes in program outcomes associated with resource levels.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
222	226	225

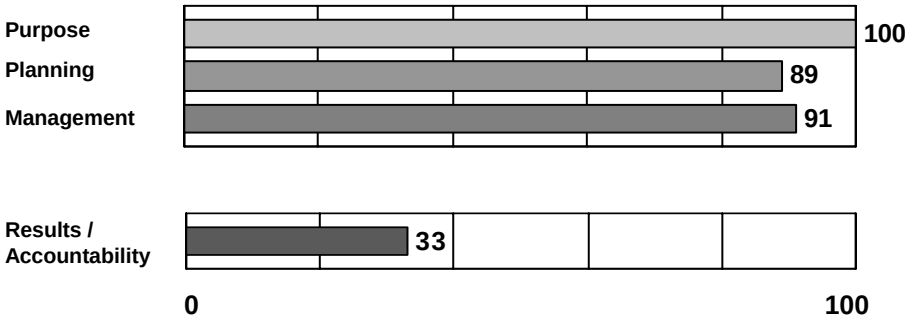
Program: *CDC: Occupational Safety and Health*

Rating: *Adequate*

Agency: *Department of Health and Human Services*

Bureau: *Centers for Disease Control and Prevention*

Program Type: *Research and Development*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Reduce occupational illness and injury as measured by: a) percent reductions in respirable coal dust overexposure; b) percent reduction in fatalities and injuries in roadway construction, and c) percent of firefighters and first responders with access to chemical, biological, radiological, and nuclear respirators	2014	50/40/75	
	2003		>15/154/>7
Long-term Measure: Progress in targeting new research to the areas of occupational safety and health most relevant to future improvements in workplace protection, as judged by independent panels of external customers, stakeholders and experts.	2009	>95%	
	2004		0
Long-term Measure: The percentage of companies employing those with NIOSH training that rank the value added to the organization as good or excellent and the percentage of professionals with academic or continuing education training.	2009	80%,+15%	

Program Summary:

The National Institute for Occupational Safety and Health (NIOSH) at the Centers for Disease Control and Prevention (CDC) is the lead Federal agency for research on the occupational health of US workers. The program conducts and supports research, responds to requests for investigation into workplace injuries, supports training and disseminates findings to inform worker safety programs and regulations.

The assessment found NIOSH has a clear purpose and is well managed overall, but has lacked strong performance measures and targeted evaluations to track its impact on reducing workplace illness and injuries. Details from the assessment include:

- NIOSH has a well established mechanism for setting priorities to guide budget requests and funding decisions through the National Occupational Research Agenda (NORA). Starting with a base of $15 million in 1996, NIOSH has targeted an increasing amount of its research investments through NORA. This year, NIOSH will invest up to $99 million through NORA's 21 priority areas of research.
- The program is working to further focus its research efforts on having an impact through a Research to Practice initiative.
- While reports from the Government Accountability Office that touch on the program's activities have suggested positive program performance, NIOSH lacks a recent, comprehensive evaluation.
- Through the assessment process NIOSH adopted new long-term measures that will help better capture the outcome of the program on occupational safety, illness and death.

In response to these findings:

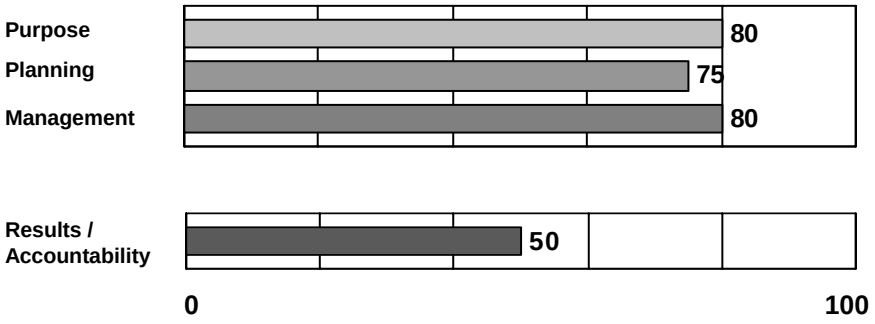
1. The program will begin tracking performance on the percent of firefighters and first responders with access to chemical, biological, radiological, and nuclear respirators, the percent reductions in respirable coal dust overexposure, and the percent reduction in fatalities and injuries in roadway construction.
2. NIOSH will advance its work with the National Academy of Sciences to develop a standard method of measuring the impact of their research on the occupational safety and health field. The Academy will also rate NIOSH activities on progress in reducing workplace illness and injuries.
3. NIOSH will use performance information from its research efforts to help improve program direction, allocate resources and develop annual budgets.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
277	286	286

Program: *CDC: STD and TB*

Agency: *Department of Health and Human Services*
Bureau: *Centers for Disease Control and Prevention*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: The incidence of pelvic inflammatory disease as measured by initial visits to physicians by women ages 15 - 44	2000		254,000
	2001		244,000
	2002		197,000
	2010	168,000	
Long-term Measure: Incidence of syphilis, as measured by number of cases per 100,000.	2002		2.4
	2008	2.2	
Long-term Measure: Number of persons per 100,000 population with TB among US-born persons, foreign-born persons, and overall.	2000		3.5/24.1/5.8
	2001		3.1/24.4/5.6
	2002		2.9/23.1/5.2
	2010	1.2/19.3/2.9	

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The Sexually Transmitted Diseases (STD) and Tuberculosis (TB) activities at the Centers for Disease Control and Prevention (CDC) provide grants and technical assistance to State and local governments and organizations, conduct surveillance and support research. The STD activity at CDC works to control STDs, their transmission, and consequences. The TB activity at CDC works to promote health and quality of life by preventing, controlling, and eventually eliminating TB from the United States and helping to control TB worldwide by collaborating with other nations and partners.

The assessment found both the STD and TB activities have a clear purpose and address specific and ongoing problems. They have strong performance measures that focus on outcomes, but can make other improvements in planning and management. Details from the assessment include:

- The program has long-term and annual measures that can be used to track their impact on reducing the spread of disease and controlling their consequences.
- The program has not had regular evaluations or targeted evaluations to fill gaps in program performance.
- The program distributes its main grant awards to States based on historical distributions and does not target the majority of funds based on current need.
- The program could adopt more systematic ways of measuring and improving the efficiency of Federal operations, but has taken multiple steps to improve efficiency.

In response to these findings:

1. The program will track performance on the new long-term and annual performance measures this year and will also develop a measure to track its efficiency.
2. Over the next few years, the program will support evaluations of sufficient scope and quality to improve program performance.
3. The program will work to better target resources to directly address the program's purpose. The program will continue efforts to redistribute State funding for TB based on need, such as according to the number of reported cases and the case characteristics that complicate TB treatment. The program will also examine additional ways to better target State and local funding for STDs.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
296	298	299

Program: *Child Care and Development Fund*

Rating: *Moderately Effective*

Agency: *Department of Health and Human Services*

Bureau: *Child Care Bureau*

Program Type: *Block/Formula Grant*

Program Summary:

The Child Care and Development Fund (CCDF) provides funds to States to improve the quality, accessibility and affordability of child care services for low-income families. It promotes economic self-sufficiency by enabling low-income families to gain and maintain employment.

The assessment found that CCDF plays a critical role for families transitioning from welfare to work and that child care subsidies expand parental access to a range of care options. Additional findings include:

- The program structure and use of vouchers maximizes parental choice and creates incentives for States to develop a single coherent system for families.
- The program's long-term goals and annual performance measures have been restructured to measure progress in improving the quality, accessibility and affordability of child care services for low-income families.
- The program's annual measures report only small progress towards long-term goals.
- The Agency cannot adequately demonstrate that the level of erroneous payments in the program is insignificant and oversight of grantee activities needs to be strengthened.

In response to these findings, the Administration will:

1. Continue to provide record high funding levels for the Child Care Development Fund.
2. The agency is implementing improved performance measures intended to provide more accurate assessments of annual progress towards long-term goals.
3. The Agency has initiated a series of activities to measure erroneous payments and improve grantee oversight.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Measure Under Development	2009	1%	
	2003	Baseline	2.1%
Long-term Measure: Increase the percentage of young children (ages 3 to 5 not yet in kindergarten) from families under 150% of poverty receiving regular non-parental care showing three or more school readiness skills.	2011	42%	
	2001	32%	
Annual Measure: Increase the number of States that have implemented State early learning guidelines in literacy, language, pre-reading and numeracy for children ages 3 to 5 that align with State K-12 standards and are linked to the education and trainig of caregivers, preschool teachers, and administrators.	2007	25	
	2005	15	
	2004	10	
	2005	Baseline	3

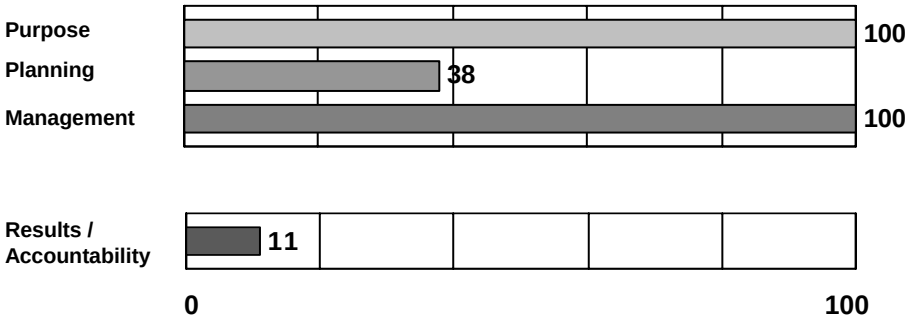
Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
4,804	4,801	4,801

Program: *Child Welfare - Community-Based Child Abuse Prevention (CBCAP)*

Agency: *Department of Health and Human Services*

Bureau: *Administration for Children and Families*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Reduce the number of first-time maltreatment victims per 1,000 children	2003	Baseline	TBD
	2004	-0.20	TBD
	2005	-0.40	TBD
Annual Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Program Summary:

Community-Based Child Abuse Prevention (CBCAP) makes grants available for initiatives aimed at preventing child abuse and neglect. These grants also provide services and resources to strengthen parenting skills and increase family stability in order to make child abuse less likely.

The assessment found that CBCAP targets communities and families with a high risk of child abuse and neglect; however, the program does not track how its activities affect outcomes in child welfare. Additional findings include:

- The program has no performance or efficiency measures in place to determine results.
- There are no independent studies to evaluate program effectiveness, nor are any such studies in development.
- The program was found to be managed effectively.

In response to these findings, the Administration is:

1. Maintaining funding at the 2005 enacted level until the agency can show how it will use additional funds to improve performance.
2. Implementing a newly developed performance measure for an annual decrease in the rate of first-time child maltreatment.
3. Developing an additional measure to track the rate of first-time perpetrators of child abuse.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
33	43	43

Program: *Child Welfare- CAPTA State Grant*

Agency: *Department of Health and Human Services*
Bureau: *Administration for Children and Families*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Rate of repeat maltreatment	2001		9%
	2008	7%	
Long-term Measure: Percent of jurisdictions that are penalty-free on Safety Outcome 1 in the Child and Family Services Review	2008	90%	
Annual Measure: Response time (in hours) of Child Protective Services to reports of child maltreatment	2002	Baseline	TBD
	2003	-5%	
	2004	-10%	
	2005	-15%	

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Program Summary:

Child Abuse Prevention and Treatment Act (CAPTA) State Grants are provided to improve States' child protective services (CPS). CPS agencies handle the intake, screening and investigation of reports of child abuse and neglect.

The assessment found that CAPTA addresses a specific need by supporting CPS activities, but it has not focused enough on holding CPS to high performance standards. Additional findings include:

- Despite CAPTA's ability to enhance CPS' investigative capacity, data show that the program has not met its goal of reducing repeat maltreatment of children.
- The program has not focused sufficient attention on increasing the efficiency of CPS services.
- The program was found to be effectively managed.

In response to these findings, the Administration is:

1. Maintaining funding at the 2005 enacted level until the agency devotes more attention to improving results, especially in reducing cases of repeat maltreatment.
2. Implementing a newly developed performance measure for CPS to respond more quickly to reported cases of child abuse and neglect.
3. Planning to report results for the revised measures in FY 2005.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
22	27	27

Program: *Children's Hospitals Graduate Medical Education Payment*

Agency: *Department of Health and Human Services*

Bureau: *Health Resources and Services Administration*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percent of hospitals with verified bed counts, case-mix index, and number of discharges. This measure is contingent upon the results of pilot studies to be completed in FY2006.	2008	100%	
Annual Measure: Percent of payments made on time	2003	100%	100%
	2004	100%	100%
	2005	100%	
	2006	100%	
Annual Measure: Percent of hospitals with verified FTE resident counts and caps	2003	100%	100%
	2004	100%	100%
	2005	100%	
	2006	100%	

Recommended Follow-up Actions	Status
Contingent upon the results of pilot studies, will verify 100% of hospitals' reported data on bed counts, case-mix index, and number of discharges by FY 2008.	Action taken, but not completed
The program is required by statute to pay hospitals on a bi-weekly basis. The Administration will examine whether the program can improve efficiency by paying hospitals on a quarterly basis.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
303	298	200

Program: *Childrens Mental Health Services*

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Agency: *Department of Health and Human Services*

Bureau: *Substance Abuse and Mental Health Services Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percent of funded sites that will exceed a 30 percent improvement in behavioral and emotional symptoms among children receiving services for six months	2001		30%
	2010	60%	
Long-term Measure: Percent of systems of care that are sustained five years after Federal program funding has ended	2004		100%
	2008	80%	
Annual Measure: Average reduction in the number of days per client spent in inpatient/residential treatment	2004	-3.65	-2.03
	2005	-3.65	
	2006	-3.65	

Recommended Follow-up Actions	Status
Proposes an increase of $10 million above the 2003 Budget to extend the reach of the program and help additional communities provide effective services to children with serious emotional disturbance.	Completed
Will determine if the program is making lasting improvements in the care of children with serious emotional disturbance. The program will track how well children's behavioral and emotional symptoms improve and how well funded communities sustain their systems of care beyond the period of federal funding.	Action taken, but not completed

Update on Follow-up Actions:

Congress provided half of the funding increase for CMHS that was proposed in the 2004 Budget. The program set baselines for long-term measures in December 2004. The program exceeded its annual targets for increasing school attendance, decreasing law enforcement contacts, and decreasing inpatient costs in 2003. The program revised its measure of utilization of inpatient facilities to better reflect the change in utilization for participating children and youth.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
102	105	105

Program: *Chronic Disease - Breast and Cervical Cancer*

Rating: *Adequate*

Program Type: *Competitive Grant*

Agency: *Department of Health and Human Services*

Bureau: *Centers for Disease Control and Prevention*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percentage of all newly enrolled women who have not received a Pap test within the past five years.	2001		0.229
	2004	22.5%	
	2005	25%	
	2006	25%	
Annual Measure: Percentage of women with breast cancer and cervical cancer who start treatment within 60 days of diagnosis.	2000		94%/88%
	2001		93.1%/88.5%
	2004	95%/92%	
	2006	95.5%/92.5%	
Long-term Measure: Measure Under Development			

Recommended Follow-up Actions	***Status***
Proposes a $10 million increase in the 2005 Budget for this program to provide additional screenings.	Completed
Will work on developing outcome-oriented long-term measures and more ambitious long-term goals; and work toward increasing the number of cancer patients who start treatment within 60 days of diagnosis.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
197	204	204

Program: *Chronic Disease - Diabetes*

Agency: *Department of Health and Human Services*

Bureau: *Centers for Disease Control and Prevention*

Rating: *Adequate*

Program Type: *Competitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percentage of people with diabetes who receive the recommended eye and foot exams in States with comprehensive diabetes control programs funded by the program.	2004	72%/62%	
	2005	75%/70%	
	2006	75%/70%	
Annual Measure: Percentage of persons with diabetes who receive at least 2 blood sugar control measures per year in States with comprehensive diabetes control programs funded by the program.	2000		62.0%
	2001		63.3%
	2005	72.5%	
	2006	72.5%	

Recommended Follow-up Actions	*Status*
Will work over the next year to develop the program's long-term health outcome measures, baselines and targets and measure progress on the annual performance goals.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
60	63	63

Program: *Community Mental Health Services Block Grant*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Agency: *Department of Health and Human Services*

Bureau: *Substance Abuse and Mental Health Services Administration*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Rate of readmission to State psychiatric hospitals (a) within days (b) within 180 days	2000		8.2/18.1
	2005	7.6/17	
	2006		
	2008	5/15.1	
Long-term Measure: Rate of consumers/family members reporting positively abou outcomes for (a) adults and (b) children/adolescents.	2002		70/63
	2005	73/65	
	2006		
	2008	75/68	
Annual Measure: Number of SAMHSA-identified, evidence-based practices in each state and the percentage of service population covera for each practice.			

Recommended Follow-up Actions from Latest PART	Status
Proposes to fund competitive planning grants to states to more rapidly facilitate needed changes in the mental health system, in response to the report from the President's New Freedom Commission on Mental Health.	Completed
Will continue to work with states to facilitate the transition from the Block Grant to performance partnerships to provide states additional flexibility in exchange for program performance.	Action taken, but not completed
Will develop an efficiency measure and begin collecting data in the next year.	Action taken, but not completed

Update on Follow-up Actions:

The Administration requests $26 million in 2006 for State Incentive Grants for Transformation in the Mental Health Programs of Regional and National Significance budget line to continue implementation of recommendations from the New Freedom Mental Health Report. SAMHSA continues to work with states to develop capacity and expertise to report on performance measures. The program developed outcome measures on which states were asked to voluntarily report in their 2005 Block Grant applications. Additionally, the program commissioned a study to assess the use of evidence-based practices as an efficiency measure, which is expected to be available in December 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
435	433	433

Program: *Data Collection and Dissemination*

Rating: *Moderately Effective*

Program Type: *Research and Development*

Agency: *Department of Health and Human Services*

Bureau: *Agency for Healthcare Research and Quality*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Number of months after the date of completion of the Medical Expenditure Panel Survey data will be available (New measure)	1997		19-27
	2008	12	
Long-term Measure: Number of organizations that will use Healthcare Cost and Utilization Project databases, products or tools to improve statewide health care quality for their constituencies (New measure, baseline under development)	2010	5	

Recommended Follow-up Actions	Status
Propose an increase of $5 million above the 2003 Budget to support AHRQ's efforts to ensure continued collection and availability of national health care cost, use, and quality data.	Completed
AHRQ has begun to address management deficiencies by adopting performance-based contracts that require superior performance toward achieving established goals.	Action taken, but not completed
Collect performance data on the new measures.	Action taken, but not completed

Update on Follow-up Actions:

AHRQ is currently in the process of developing annual measures that will demonstrate this program's progress towards achieving its long-term goals.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
65	65	63

Program: *Developmental Disabilities Grant Programs*

Agency: *Department of Health and Human Services*

Bureau: *Administration for Developmental Disabilities*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: By the end of FY 2007, the percentage of individuals with developmental disabilities who are independent, self-sufficient and integrated into the community, as a result of State Council efforts, will increase to 14 percent. (SCDD)	2003	0.1307	0.1268
	2004	0.132	6/05
	2005	0.1342	
	2006	0.1364	

Recommended Follow-up Actions	*Status*
Support ADD's plans to explore, in FY 2004, the feasibility and design of a comprehensive, independent evaluation of the grant programs.	Action taken, but not completed
Continue to strengthen performance measurements and monitor results and progress toward newly developed goals.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
150	154	154

Program: *Domestic HIV/AIDS Prevention*

Agency: *Department of Health and Human Services*

Bureau: *Centers for Disease Control and Prevention*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Number of new HIV infections in the U.S.			
Annual Measure: Number of HIV infection cases diagnosed each year among people less than 25 years of age.	2000		2070
	2004	1,900	
	2005	1,800	
	2006	2,420	
Annual Measure: Proportion of all HIV-infected people who know they are infected.	1999		70%
	2004	80%	
	2005	80%	
	2006	80%	

Recommended Follow-up Actions	*Status*
Will maintain program funding to continue efforts to reduce the 40,000 new infections, specifically among minorities and women.	Completed
Will modify the program targets for its long-term measures and collect data on the new annual performance indicators.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
668	662	658

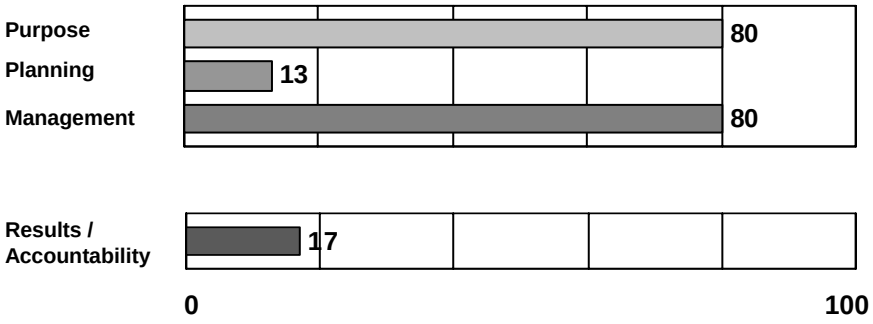
Program: *Emergency Medical Services for Children*

Rating: *Results Not Demonstrated*

Agency: *Department of Health and Human Services*

Bureau: *Health Resources and Services Administration*

Program Type: *Competitive Grant*



Program Summary:

The Emergency Medical Services for Children (EMSC) program provides grants to States or accredited medical schools in States to support programs that expand and improve emergency medical services for children. The program's ultimate goal is to reduce child and youth morbidity and mortality resulting from severe illness or trauma.

The assessment found that the though the EMSC program possessed a clear purpose and had demonstrated good program management, they provided no long-term performance measures that focused on outcomes or reflected the purpose of the program. As a result, the program was unable to demonstrate any meaningful results. Additionally, the program does not have long-term health outcome measures, nor have any been developed for the FY 2006 PART. Because long-term health outcome measures have not been developed:

- Partners and grantees (i.e. States) cannot commit to, nor work towards, annual and/or long-term goals for the program.
- The program is unable to clarify the impact that funding, policy, or legislative decisions have on its expected performance.
- The program is unable to explain why a particular funding level is the most appropriate.
- There is no way to demonstrate adequate progress by the program in achieving its objectives.

In response to these findings, the Administration will propose eliminating funding of categorical grants for EMSC due to the program's failure to demonstrate results.

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*

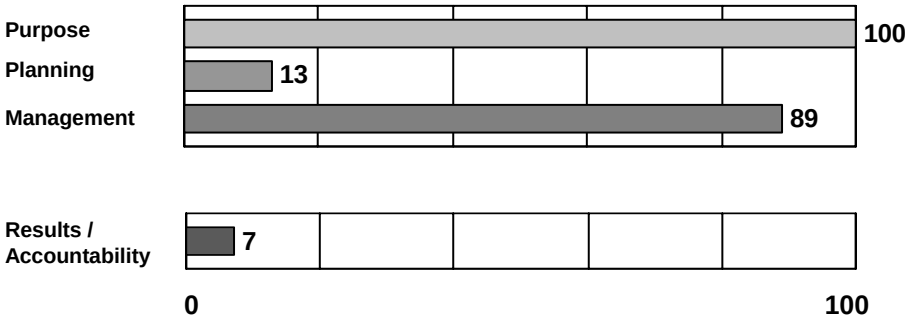
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
20	20	0

Program: *Family Violence Prevention and Services Program*

Agency: *Department of Health and Human Services*

Bureau: *Administration for Children and Families*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Program Summary:

The Family Violence Prevention and Services (FVPS) Program assists states in providing shelter and related assistance for victims of family violence and their dependents, and operates a national toll-free 24 hour, 365 day hotline to provide information and assistance to victims of domestic violence.

The assessment found that while the program addresses a specific problem, it lacks partner-supported performance measures with baselines and ambitious targets. Additional findings include:

- It is estimated that the shelters house more than 300,000 woman and children during a program year and provide an array of core services and non-residential programs for families in abusive situations; and the hotline receives an average of over 13,000 calls each month from across the U.S. and its territories.
- While FVPS grantees must report on individual goals and measures, the federal program has not established annual and long-term program-wide performance measures for grantees to commit to and work towards.
- Evaluations of the shelter programs are done locally by State partners and are often met with reluctance from previous shelter clients and privacy advocates.

In response to these findings, the Administration will:

1. Provide $200,000 in the FY06 budget to support the agency' s work with the " Documenting Our Work" group to develop appropriate national grantee-supported performance outcome measures and to demonstrate improved efficiencies or cost effectiveness.
2. Work with the agency to coordinate efforts with other federal agencies to improve violent-crime reducing services.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
129	129	129

Program: *Food and Drug Administration*

Agency: *Department of Health and Human Services*

Bureau: *Food and Drug Administration*

Rating: *Moderately Effective*

Program Type: *Regulatory Based*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Efficiency Measure: Reduce administrative staff	2004	2,855	3,086
	2005	2,623	
	2008	2,623	
Annual Measure: Percentage of new drugs and biologic product reviews completed within 10 months.	2004	90%	
	2005	90%	
	2006	90%	
Long-term Measure: Percentage of medical device submissions that will receive final decisions within 320 review days.	2001		72%
	2005	70%	
	2006	80%	
	2007	90%	

Recommended Follow-up Actions	*Status*
Is requesting additional food defense resources to support the achievement of FDA's lab surge capacity targets.	Action taken, but not completed
Will track FDA performance on new long-term outcome goals.	Action taken, but not completed

Update on Follow-up Actions:

FDA has started efforts to measure performance on long-term outcome goals developed for the FY 2005 PART. For some of these long-term outcome goals, the agency is developing baseline data needed to measure performance improvements. For others, the agency is focusing efforts on improvements in performance and management practices.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,695	1,801	1,881

Program: *Foster Care*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Agency: *Department of Health and Human Services*

Bureau: *Children's Bureau, ACYF, ACF*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: The cumulative number of adoptions from the public child welfare system, 2003-2008.	2008	327,000	11/09
Annual Measure: Decrease the percentage of children with substantiated reports of maltreatment that have a repeated report within six months.	2001	7%	9%
	2002	7%	0.09
	2003	7%	10/04
	2004	7%	10/05
Annual Measure: For those children who had been in foster care less than 12 months, increase the percentage that had no more than two placement settings.	2001	72%	83%
	2002	60%	81%
	2003	62%	0.82
	2004	80%	10/05

Recommended Follow-up Actions	*Status*
The Administration re-proposes legislation to introduce an option available to all states to participate in an alternative financing system for child welfare that will better meet the needs of each state's foster care population.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
4,974	4,855	4,855

Program: *Head Start*

Agency: *Department of Health and Human Services*

Bureau: *Administration for Children and Families*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Gain in word knowledge measured at Head Start entry and exit (Prior to 2002, measured as gaining in scale points -- 12 scale pts = 34%, after 2002 as % gains)	2000		32%
	2002	32%	32%
	2003	32%	12/05
	2004	34%	12/06
Annual Measure: Percentage of parents that report reading to their child three times a week or more	2002	70%	0.69
	2003	70%	12/05
	2004	70%	12/06
	2005	70%	

Recommended Follow-up Actions	***Status***
Create a new system to assess every Head Start center on its success in preparing children for schools.	Completed
Develop annual performance measures that assess the progress of individual grantees in improving school readiness and better measure the impact on children.	Action taken, but not completed
Propose legislation to better integrate Head Start, child care and state operated pre-school programs.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
6,774	6,843	6,888

Program: *Health Care Facilities Construction*

Agency: *Department of Health and Human Services*
Bureau: *Indian Health Service*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Percent reduction of the YPLL rate within 7 years of opening the new facility	2010	-10%	
Long-term Measure: Percent increase in the proportion of diagnosed diabetics demonstrating ideal blood sugar control within 7 years of opening the new facility	2010	+10%	
Annual Efficiency Measure: Percent of scheduled construction phases completed on time	2003	100%	100%
	2004	100%	100%
	2005	100%	
	2006	100%	

Rating: *Effective*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The Indian Health Service's (IHS) Health Care Facilities Construction program designs and builds health care facilities and staff housing to provide health care services to the American Indian/Alaska Native (AI/AN) population.

The assessment found:

- The program purpose is clear and the design is free of major flaws that would limit the program's effectiveness. The program uses a comprehensive priority methodology system that identifies locations that have the highest need for a new or replacement health care facility.
- The program is developing facility-specific long-term and annual performance measures that will assess the role of new facilities in expanding access to critical health services that impact health outcomes.
- Independent evaluations are conducted on a regular basis or as needed to support program improvements and evaluate effectiveness. The program has maintained Joint Commission of Accreditation Healthcare Organizations (JCAHO) accreditation for all of its facilities. In addition, the program has sought evaluations to review all issues that drive space requirements, update design criteria and create an equipment planning process. This led to the adoption of the Health Systems Planning process in June 1999.
- The program collaborates and coordinates with related programs. IHS is a member of the Federal Facilities Council which produces practices documents for agencies to consider for their facilities programs. IHS is also a member of various national code committees that review proposed code changes related to hospital and clinic construction.

In response to these findings, the Administration will:

1. Continue construction of health care facilities currently in the process of being built. The 2006 Budget includes a one-year pause in new facilities construction.
2. Develop baselines and targets for new measures.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
94	89	3

Program: *Health Care Fraud and Abuse Control (HCFAC)*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Agency: *Department of Health and Human Services*

Bureau: *Office of the Inspector General*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Recommended Follow-up Actions	***Status***
Develop performance measures that are closely tied to the program's mission; measurable against an established, objective baseline; and can be used to make resource allocation decisions.	Action taken, but not completed

Update on Follow-up Actions:

Since the PART assessment, the Inspector General has been working to develop a measure of the savings to Medicare resulting from HCFAC. This measure is still being refind, but the target for 2005 is $35.8 billion.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
160	160	160

Program: *Health Centers*

Rating: *Effective*

Program Type: *Competitive Grant*

Agency: *Department of Health and Human Services*

Bureau: *Health Resources and Services Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Rate of low weight births among health center patients (New measure)	1999		7.37%
	2000		7.14%
	2001		7.13%
	2006	6.53%	
Annual Measure: Number in millions of those served by health centers who are below 200% of poverty and the national percentage of all people below 200% of poverty served by the program (New measure)	2001		9.1/11%
	2004	11.8/14%	
	2005	12.0/15%	
	2006	14.1/16%	
Long-term Measure: Number of new and expanded health center sites and millions of additional people served	2002	260/1.3	302/1.04
	2005	772/3.7	
	2006	1,350/6.1	

Recommended Follow-up Actions	*Status*
Proposes an additional $150 million above the 2003 Budget for the President's health center initiative to expand and create 1,200 health center sites and increase the service capacity by 6.1 million patients by 2006.	Completed
Proposes an additional $20 million increase to pay health center malpractice claims, a legislative proposal to cap non-economic awards, and a proposal for the HHS Inspector General to improve oversight of health center malpractice coverage.	Action taken, but not completed

Update on Follow-up Actions:

Program continues to struggle to estimate liabilities to the government that arise from malpractice coverage extended to health center employees under the Federal Tort Claims Act.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,617	1,734	2,038

Program: *Health Professions*

Rating: *Ineffective*

Program Type: *Competitive Grant*

Agency: *Department of Health and Human Services*

Bureau: *Health Resources and Services Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Proportion of persons who have a specific source of reliable, continuing healthcare (New measure)	2001		86%
	2010	96%	
Long-term Measure: Proportion of health professionals completing funded programs that are serving in medically underserved communities (These communities have too few primary care physicians, higher infant mortality rates, lower family incomes and often an older population.) (New measure)	2010	40%	
Annual Measure: Proportion of health professionals completing Health Professions funded programs who are underrepresented minorities and/or from disadvantaged backgrounds (New measure)	2004	40%	
	2005	43%	
	2006	44%	

Recommended Follow-up Actions	Status
Proposes to continue the phase-out of most health professions grants consistent with the 2003 Budget and direct resources to activities that are more capable of placing health care providers in medically underserved communities.	Completed
Proposes to redirect $34 million from advanced education nursing to basic nursing activities, including $12 million to the Nursing Education Loan Repayment program for loan repayment awards and newly authorized scholarships to increase the supply of practicing nurses.	Completed

Update on Follow-up Actions:

FY 2004 Enacted level was $409 million, $327 million above the FY 2004 President's Budget.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
409	416	129

Program: *HIV/AIDS Research*

Rating: *Moderately Effective*

Program Type: *Research and Development*

Agency: *Department of Health and Human Services*

Bureau: *National Institutes of Health*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: By 2010, develop an HIV/AIDS vaccine. 2005 Target: Expar breeding of non-human primates at 3 Centers. 2006 Target: Initiate 1 new Phase IIb trial to determine if a third generation vaccine candidate has efficacy. 2007 Target: Continue development and evaluation of candidate vaccines.	2005	3 Primate Centers	
	2006	1 Phase IIb Trial	
	2007	Dvlp/Eval Candidate	
	2010	1 Vaccine	
Long-term Measure: By 2007, evaluate the efficacy of 3 new treatments. 2005 Target: Develop 3 anti-HIV compounds. 2006 Target: Evaluate interventions to reduce mother-to-child transmissio (MTCT) of HIV and assess the impact of these interventions on future treatment options for women and children.	2005	3 Compoun	
	2006	Eval MTCT	
	2007	3 new treatment	

Recommended Follow-up Actions from Latest PART	***Status***
Adopt the revised goal of extending the timeline for developing an AIDS vaccine from 2007 to 2010, to more realistically reflect the state of the science.	Completed
Develop targets for the revised goal.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
2,850	2,920	2,933

Program: *Hospital Preparedness Grants*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Agency: *Department of Health and Human Services*

Bureau: *Health Resources and Services Administration*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of hospital regions that have achieved a surge capacity of 500 persons per million in all hospital regions, for response to terrorism and other public health emergencies.	2005	75%	
	2006	85%	
	2007	95%	
	2008	100%	
Annual Measure: Percentage of awardees that have implemented regional plans and meet all major milestones established for all of the HRSA priority areas to meet the goal of a surge capacity of 500 persons per million population.	2005	75%	
	2006	85%	
	2007	95%	
	2008	100%	
Annual Measure: Percentage of awardees that will demonstrate their ability to secure and distribute pharmaceutical resources required in emergency events, including coordinated caches of pharmaceuticals from metropolitan medical response systems, sufficient to treat 500 persons per million population, as certified to by HRSA.	2005	75%	
	2006	85%	
	2007	95%	
	2008	100%	

Recommended Follow-up Actions	*Status*
The Administration will work with State and local representatives to ensure that performance information will be available to determine when acceptable preparedness has been demonstrated, and to target assistance for those regions that are not adequately prepared.	Action taken, but not completed
The Administration has established outcome oriented goals and targets for surge capacity and preparedness.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
515	491	483

Program: *IHS Federally-Administered Activities*

Agency: *Department of Health and Human Services*

Bureau: *Indian Health Services*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Unintentional injury mortality rate in American Indian/Alaska Native population	1998		94.7
	1999	95.8	95.5
	2002	95.8	
	2004	95.8	

Recommended Follow-up Actions	Status
Include $25 million in the 2004 Budget to fund staffing and related operating costs for new facilities.	Completed
Support continuation of, and a $50 million increase in, annual mandatory funding for the Special Diabetes Program for Indians for demonstrated performance improvements.	Completed
Develop baselines and targets for new measures.	Action taken, but not completed

Update on Follow-up Actions:

The 2004 Budget included funding increases for contract health services and staffing and related operating costs for new facilities. In addition, the 2004 Budget included the $50 million increase in annual mandatory funding for the Special Diabetes program for Indians. The $25 million increase for contract health services was not enacted. The Administration is developing a long-term performance goal to decrease obesity rates in the American Indian/Alaska Native (AI/AN) population and an annual goal for decreasing obesity in AI/AN children. The long-term obesity goal is to be established in September 2008; the childhood obesity target will be set in December 2006.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,698	1,793	1,887

Program: *IHS Sanitation Facilities Construction Program*

Agency: *Department of Health and Human Services*

Bureau: *Indian Health Services*

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of American Indian/Alaska Native (AI/AN) homes with sanitation facilities	2000		92.5%
	2010	94%	
Long-term Measure: Percentage of Deficiency Level 4 or 5 AI/AN homes (as defined by U.S.C. 1632) provided with sanitation facilities			
Annual Measure: Number of new or like-new AI/AN homes and existing homes provided with sanitation facilities	2004	20000	24928
	2005	20000	
	2006	20000	

Recommended Follow-up Actions	*Status*
Propose a $20 million increase above the 2003 Budget so that the program can increase services to the most needy homes in its inventory which have higher construction costs.	Completed
Conduct an independent, comprehensive evaluation of the program.	Action taken, but not completed
Develop baselines and targets for new measures.	Action taken, but not completed

Update on Follow-up Actions:

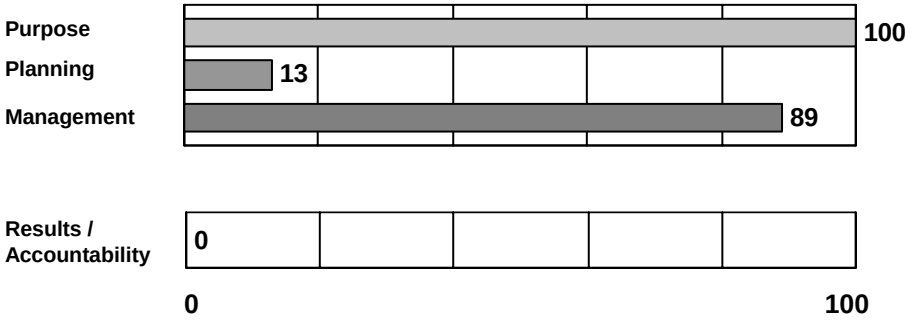
The 2004 Budget included the increase for sanitation facilities construction, however the increase was not enacted. The program evaluation and final report is expected to be issued in 2005. The baseline for the long-term measure for the percentage of deficiency level 4 or 5 American Indian/Alaska Native (AI/AN) homes (as defined by U.S.C. 1632) provided with sanitation facilities is being established.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
93	92	94

Program: *Independent Living Program*

Agency: *Department of Health and Human Services*
Bureau: *Administration for Children and Families*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Program Summary:

The Independent Living Program (ILP), also known as the Chafee Foster Care Independence Program (CFCIP), identifies youth who are likely to remain in foster care until the age of 18 and helps them make a successful transition to self-sufficiency, primarily through education, training and employment assistance.

The assessment found that ILP addresses a specific need by preparing youth in foster care for adulthood. ILP's services target this group to reduce rates of homelessness, poverty and criminal behavior. However, the program has done little to measure the actual impact of its services on the lives of beneficiaries. Additional findings include:

- There are neither performance nor efficiency measures to determine the program's effectiveness.
- There is no data collection in place that provides sufficient information on the target population.

In response to these findings, the program will:

1. Accelerate development of the National Youth in Transition Database (NYTD), which will offer data on program demographics and outcomes.
2. Use NYTD to develop ambitious performance measures. These measures are to focus on program outcomes, including employment and homelessness rates of ILP youth who have aged out of the foster care system.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
140	140	140

Program: *Low Income Home Energy Assistance Program*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Agency: *Department of Health and Human Services*

Bureau: *Office of Community Services, ACF*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Increase the targeting index of LIHEAP recipient households having at least one member 60 years or older compared to non-vulnerable LIHEAP recipient households (2004 targets are under development)	2001	Baseline	89:58
	2002	90:64	91:64
Annual Measure: Increase the targeting index of LIHEAP recipient households having at least one member 5 years or younger compared to non-vulnerable LIHEAP recipient households (2004 targets are under development)	2001	Baseline	111:58
	2002	109:64	109:64

Recommended Follow-up Actions	***Status***
The Administration is recommending $500,000 for HHS to conduct a feasibility study of a nationally representative evaluation of LIHEAP program operations.	Action taken, but not completed
The Adminisrtation is working to develop long-term and efficiency measures.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
1,889	2,182	2,000

Program: *Maternal and Child Health Block Grant (MCHBG)*

Agency: *Department of Health and Human Services*

Bureau: *Health Resources and Services Administration*

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: National rate of maternal deaths per 100,000 live births	1980		9.4
	1999		8.3
	2008	8	
Long-term Measure: National rate of infant deaths per 1,000 live births	2000		6.9
	2008		
	2008	6.8	
	2006	6.7	
Annual Measure: National rate of illness and complications due to pregnancy per 100 deliveries	1998		31.2
	1999		31.4
	2004	26	

Recommended Follow-up Actions	Status
Propose an increase of $19 million above the 2003 Budget to support the program's strong performance and to ensure continued efforts to improve the health of all mothers and children.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
730	724	724

Program: *Medicare*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Agency: *Department of Health and Human Services*

Bureau: *Centers for Medicare & Medicaid Services*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percent of beneficiaries receiving antibiotic administration to reduce surgical site infection	2003	60.5%	61.6%
	2004	66.6%	
	2005	72.5%	
	2006	75.4%	
Annual Measure: Percent of Medicare beneficiaries receiving influenza vaccination.	2003	72.5%	
	2004	72.5%	
	2005	72.5%	
	2006		
Annual Efficiency Measure: Erroneous payments made under the Medicare program	2003	NA	NA
	2004	NA	10.1%
	2005	7.9%	
	2006	6.9%	

Recommended Follow-up Actions	*Status*
The Administration recommends agency commitment to timely implementation of the Medicare Prescription Drug, Improvement, and Modernization Act of 2003.	Action taken, but not completed
The Administration recommends greater emphasis on sound program and financial management.	Action taken, but not completed
The Administration recommends more effort to link Medicare payment to provider performance.	Action taken, but not completed

Update on Follow-up Actions:

The Medicare program has changed its reporting metric for erroneous payments to be consistent with the requirements of the Improper Payments Act. The new measure is not comparable to the pre-2004 metric. The targets and actuals displayed reflect the new methodology.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
296,825	328,239	396,347

Program: *Medicare Integrity Program (HCFAC)*

Agency: *Department of Health and Human Services*

Bureau: *Centers for Medicare and Medicaid Services*

Rating: *Effective*

Program Type: *Block/Formula Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Medicare national fee-for-service error rate	2008	NA	10.1%
	2005	7.9%	
	2006	6.9%	
	2007	5.4%	
Long-term Measure: Percentage of contractor-specific error rates below national Medicare error rate	2005	25%	
	2006	50%	
	2007	75%	
	2008	100%	
Long-term Measure: Provider compliance error rates versus previous year (Baseline under development)	2005	-20%	
	2006	-20%	
	2007	-20%	
	2008	-20%	

Recommended Follow-up Actions	Status
The Administration will pursue the "Performance-based Outcomes Pilot" that will explore linking award fees to performance	Completed
The Administration will complete development of contractor specific error rates and require contractors to commit to reducing their error rates.	Completed

Update on Follow-up Actions:

The Medicare program has changed its reporting metric for erroneous payments to be consistent with the requirements of the Improper Payments Act. The new measure is not comparable to the pre-2004 metric. The targets and actuals displayed reflect the new methodology.

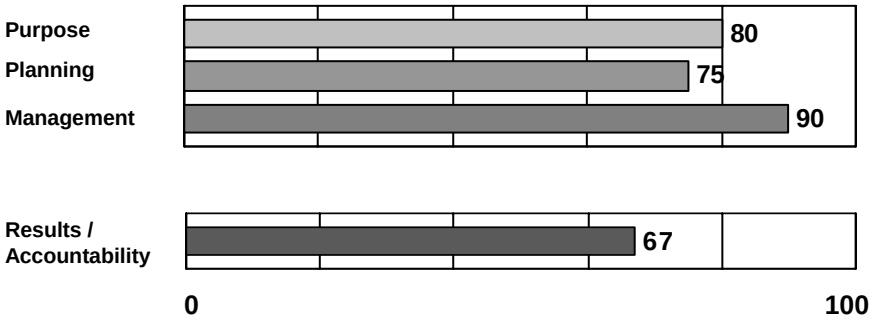
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
720	720	795

Program: *National Bone Marrow Donor Registry*

Agency: *Department of Health and Human Services*

Bureau: *Health Resources and Services Administration*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: 95% increase in the number of blood stem cell transplants facilitated by 2010	2003	Baseline	2310
	2010	4500	
Annual Measure: Add 1,000 cord blood stem cell units to the Registry each year between 2006-2010	2003	Baseline	28896
	2006	37500	
	2007	38500	
	2008	39500	
Long-term Measure: Double the number of blood stem cell transplants facilitated for minority patients	2003	Baseline	318
	2010	636	

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Program Summary:

The National Bone Marrow Donor Registry (NBMDR) program serves to increase the number of life-threatening disorders (such as Leukemia, or certain immune system and genetic disorders) who are able to obtain transplants from suitably matched, biologically unrelated bone marrow donors. The program facilitates transplants by 1) operating a system to find bone marrow donors and units of umbilical cord blood, and match them with patients needing a transplant, 2) maintaining a scientific registry on recipients of transplants, and 3) ensuring equal access to transplantation across racial/ethnic populations.

The assessment found that:

- The program possesses a clear purpose and serves a specific need as the number of individuals who could benefit from transplant therapy is growing; including an increased percentage of minority recipients who have traditionally had difficulties locating a donor match.
- The program has established ambitious targets and timeframes for its long-term performance measures. The program aims to increase the overall number of blood stem cell transplants facilitated by the NBMDR by 95% between 2003 and 2010 and increase the number of blood cell transplants facilitated by the NBMDR for minorities by 100% between 2003 and 2010.
- To date, the BMDR program has not tied its budget requests to the accomplishments of its annual and long-term performance goals.
- The NBMDR program has, to a small extent, demonstrated progress toward achieving some of its newly developed long-term goals. The program demonstrated a 10 percent increase in the number of transplants from 2000 to 2001, and a 21 percent increase between 2002 and 2003.
- The NBMDR program has been very successful at increasing recruitment and the number of donors on the Registry. Between 1989 and 1992 nearly 500,000 donors were added. By 2003 the baseline reflected more than 5 million individuals on the Registry.

In response to these findings, the Administration will:

1. Maintain program funding in order to continue the NBMDR program's efforts to double the number of transplants by 2010, and continue to increase both their recruitment and number of donors on the Registry.
2. Continue to work towards the goal of tying together the program's budget requests to their annual and long-term performance goals.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
23	25	23

Program: *National Health Service Corps*

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Agency: *Department of Health and Human Services*

Bureau: *Health Resources and Services Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Patients served through the placement and retention of NHSC clinicians.	2005	4.84 M	
	2006	4.94 M	
	2010	5.33 M	
Long-term Measure: Patients served through NHSC placements and retention, as well as other sources (Communities with a compelling need for providers that do not receive a NHSC clinician may more easily recruit a provider from another source as a result of increased exposure from the program.	2010	7.08 M	
Annual Measure: Average Health Professional Shortage Area (HPSA) score of areas receiving NHSC clinicians (HPSA scores gauge provider shortages and whether the program targets communities well.(New measure)	2004	12.1	
	2005	12.7	
	2006	13.0	

Recommended Follow-up Actions	*Status*
The Administration proposes $23 million above the 2003 Budget, a 12% increase above 2003 and 46% increase above 2002, to place more doctors and other clinicians in areas facing a shortage of health providers.	Completed
The Administration will serve areas of greatest need by better targeting NHSC placements and taking into account foreign physicians who serve in areas with a shortage of health providers through visa waivers.	Action taken, but not completed
The Administration will support more underrepresented minorities and other students and health professionals from disadvantaged backgrounds through the program by enhancing recruitment efforts.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
170	132	127

Program: *NIH Extramural Research Programs*

Agency: *Department of Health and Human Services*
Bureau: *National Institutes of Health*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: By 2009, expand the range of available methods used to create, analyze, and utilize chemical libraries, which can be used to discover new medications. Specifically, use these chemical libraries to discover 10 new and unique chemical structures that could serve as the starting point of new drugs.	2006	SMR	
	2007	Models	
	2008	ID 4	
	2009	ID 10	
Long-term Measure: By 2011, assess the efficacy of at least three new treatment strategies to reduce cardiovascular morbidity/mortality in patients with Type 2 diabetes and/or chronic kidney disease.	2006	Rpt Trial	
	2007	Recru. 4K	
	2008	Phase 2	
	2011	Rpt Trial	
Long-term Measure: By 2013, identify at least one clinical intervention that will delay the progression, delay the onset, or prevent Alzheimer's disease.	2006	Recuit 1K	
	2007	ID AD Sx	
	2008	ID lead	
	2012-2013	Interven.	

Rating: *Effective*

Program Type: *Research and Development*

Program Summary:

To encourage and support research activities related to detection, diagnosis, treatment, rehabilitation, and prevention of disease and disorders, the National Institutes of Health (NIH) is authorized to make grants and enter into contracts and cooperative agreements. NIH's Extramural Research program touches on 238 disease areas, emerging public health threats, new technologies, and novel approaches, and is designed to use merit-based peer review to support grant funding decisions. The program funds a wide spectrum of activities such as basic research, research instruments and equipment, publicly accessible databases, specimen and tissue repositories, animal resources, early stage clinical trials, and development of treatment guidelines. Typically the program's research areas are not conducted by the private sector.

The assessment found that the program is working well overall, but there are areas for improvement. Additional findings include:

- NIH is unique in that it is the only agency, governmental or private, that has a broad mission of improving the Nation's health through funding biomedical and behavioral research.
- The Extramural Research program has as its core the merit-based peer review process, followed by oversight by Institute and Center advisory councils, which allow NIH to fund meritorious grants with the potential for discovery.
- Priorities are developed during NIH's annual budget formulation process, which can include annual strategic planning sessions. These priorities are based on scientific importance/relevance, emerging public health threats, and potential public health benefits.
- The program has a limited number of specific long-term performance goals and annual targets that focus on outcomes.
- Until NIH's New Business System and the HHS-wide system are fully deployed, the preparation of financial statements will continue to be manually intensive and time consuming.

In response to these findings, the Administration will:

1. Continue to monitor efforts to implement new financial management practices and systems.
2. Work to improve its monitoring of grants to ensure awardees are achieving stated goals and able to display results.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
20,880	21,146	21,385

Program: *Nursing Education Loan Repayment and Scholarship*

Rating: *Adequate*

Program Type: *Competitive Grant*

Agency: *Department of Health and Human Services*

Bureau: *Health Resources and Services Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Number of individuals enrolled nationwide in nurse education and training programs compared with 2004 (Increasing enrollment in these programs can help prevent or reduce a shortage of nurses in the health care system.	2010	+10%	
Annual Measure: Percentage of program participants that serve in nursing homes, hospitals that provide care to a disproportionate number of low-income patients under Medicare and Medicaid, and public health departments and clinics compared with 2003.	2004	65%	
	2005	75%	
	2006	85%	
Annual Measure: Percentage of participants who remain employed at the health facility for at least a year after completing their federal service contract.	2004	+10%	

Recommended Follow-up Actions	Status
Proposes an increase of $12 million above the 2003 President's Budget for loan repayment awards and newly authorized scholarships by redirecting resources from advanced nursing education activities that do not increase the supply of practicing nurses.	Completed
Will maximize the impact of the program by targeting providers to nursing homes, hospitals that serve a disproportionate number of low-income patients under Medicare and Medicaid, and other priority health facilities.	Action taken, but not completed
Will conduct an evaluation of the program's impact, develop outcome measures, and begin to track performance against newly adopted benchmarks by developing a baseline and refining performance targets.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
27	31	31

Program: *Office of Child Support Enforcement*

Agency: *Department of Health and Human Services*

Bureau: *Administration of Children & Families*

Rating: *Effective*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percent of IV-D collection rate for current support	2001	0.54	0.57
	2002	0.55	0.58
	2003	0.58	10/04
	2004	0.6	09/05
Annual Measure: Cost-effectiveness ratio (total dollars collected per $1 of expenditures.)	2001	4	4.18
	2002	4.2	4.13
	2003	4.25	10/04
	2004	4.35	9/05
Long-term Measure: Annual child support distributed collections	2002	baseline	$20billion
	2008	$30billion	
	2013	$40billion	

Recommended Follow-up Actions	*Status*
Medical support enforcement proposals to assist the approximately 3 million children without health care coverage in the CSE system.	Action taken, but not completed
Proposals to encourage families to transition off welfare, achieve self-sufficiency, and practice responsible parenthood while increasing HHS's ability to collect child support more effectively.	Action taken, but not completed

Update on Follow-up Actions:

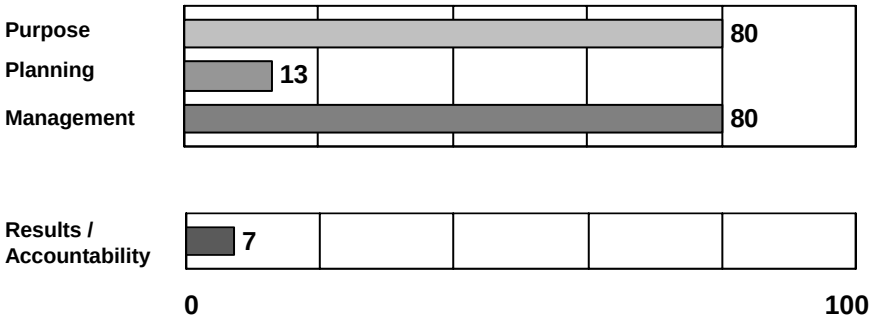
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
3,815	3,934	4,081

Program: *Office on Women's Health*

Agency: *Department of Health and Human Services*

Bureau: *Office of Secretary/ Office of Public Health and Science*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Program Summary:

The Office on Women's Health (OWH) aims to improve the health and well-being of women by coordinating women's health efforts in HHS, supporting health programs through contracts and cooperative agreements, and disseminating health information. The program focuses on prevention of health conditions that are unique to, disproportionately affect, or have a different impact on women.

The assessment found that the program's purpose, design, and management were strong, but lacked strategic planning and thus, was unable to demonstrate results. Additional findings include the following:

- A strong health information dissemination role, most notably the National Women's Health Information Center (NWHIC), an award winning website and gateway to customized women's health information.
- Limited outcome based long-term and annual measures with ambitious targets.
- Need to enhance the program's leadership in setting and leading a women's health agenda across women's health offices.
- Resources are thinly spread across a number of initiatives and program impact may be stronger with focused funding on fewer initiatives.

In response to these findings, the Administration will accomplish the following in FY 2005:

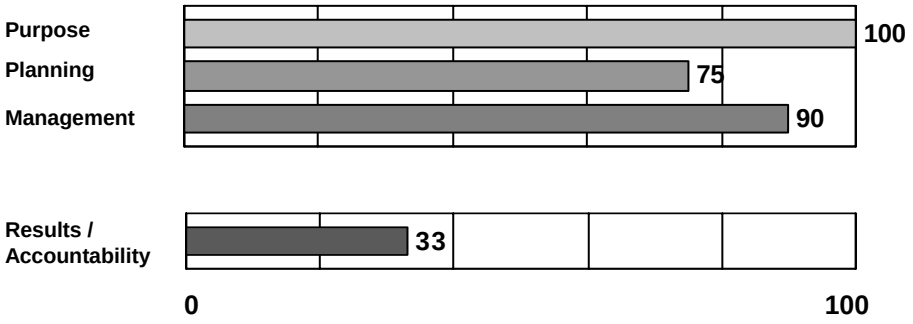
1. Develop new annual and long-term outcome measures, which link to the program's mission and draft a 5-year performance plan with ambitious targets, which links to the annual and long-term measures.
2. Review program evaluation plans and conduct independent, outcome based evaluations to assess the program's impact on improving women's health.
3. Develop a women's health priority list and focus the program's resources on initiatives that target the priority list.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
29	29	30

Program: *Organ Transplantation*

Agency: *Department of Health and Human Services*
Bureau: *HRSA*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Increase the number of organs transplanted each year in accordance with projections until 42,800 organs are transplanted in 2013.	2003		20,392
	2004	21,459	
	2005	23,512	
	2006	25,651	
Annual Measure: Increase the average number of years of life gained in the first 5 years after the transplant for deceased kidney/kidney-pancreas transplanted by 0.003 life-years until the goal of 0.436 life-years gained per transplant is achieved in 2013	2003		0.406
	2004	0.409	
	2005	0.412	
	2006	0.415	
Annual Measure: Increase the total number of expected life-years gained in the first 5 years after the transplant for all deceased kidney and kidney-pancreas transplant recipients compared to what would be expected for these patients had they remained on the waiting list	2003		3,871
	2004	4,257	
	2005	4,641	
	2006	5,048	

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The Organ Transplantation program oversees the Organ Procurement and Transplantation Network (OPTN) and the Scientific Registry for Transplant Recipients (SRTR), which are operated under contract with the Health Resources and Services Administration (HRSA). The program also awards grants and directs national initiatives designed to increase the number of donor organs available for transplantation.

The assessment found that the program has not demonstrated sufficient progress towards achieving their goals. Additional findings include

- As of October 2004, there were more than 87,000 individuals on the national organ transplant waiting list maintained by the OPTN. Over the past 10 years, the waiting list has grown at a rate of 10% per year and the number of deceased donors has increased at a rate of only 2.9% per year. Currently, only about 50% of eligible donors consent to donation.
- The program balances the benefits of a system operated by a private organization, the OPTN, with the need for Federal oversight to ensure public accountability for use of the limited number of decreased donor organs.
- The program collects extensive program performance information to manage the grantees' performance. The OPTN and the Scientific Registry of Transplant Recipients (SRTR) are required to analyze and publish hospital-specific data on transplant centers and Organ Procurement Organizations (OPOs). This information is accessible to the public on the internet.

In response to these findings, the Administration will:

1. Improve the organ donation rate by expanding the Organ Donation Breakthrough Collaborative to an additional 150 hospitals.
2. Reduce the variation in organ donation rates by completing an evaluation in July 2005 to study factors that influence the number of organs procured per decreased donor.
3. Work with States to increase the effectiveness of Organ Donation Registries.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
25	24	23

Program: *Patient Safety*

Rating: *Adequate*

Agency: *Department of Health and Human Services*

Program Type: *Research and DevelopmentCompetitive Grant*

Bureau: *Agency for Healthcare Research and Quality*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Number of medical errors identified while decreasing the number of severe errors occurring	2005	Est Stds	Est Stds
	2010	0.9	0.9
	2006	Monitor	Monitor
Annual Measure: Percent of hospitals reporting on adverse events as standard practice	2004	Dev Data	Dev Data
	2005	Est Stds	Est Stds
	2006	Monitor	Monitor
Annual Measure: Number of hospitals that have successfully deployed hospital practices	2003	PSIC/5 implemt	
	2004	15 State/Org	
	2005	+15 State/Org	
	2006	+15 State/Org	+15 State/Org

Recommended Follow-up Actions	Status
Continue to urge AHRQ to request reports from grantees on research findings and the potential to replicate good models across the country.	Action taken, but not completed
Monitor AHRQ's progress toward developing baselines for newly developed long-term and annual performance goals.	Action taken, but not completed

Update on Follow-up Actions:

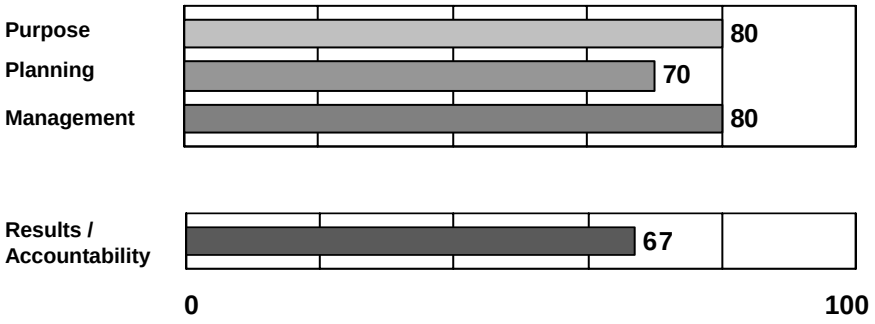
AHRQ is currently in the process of developing additional annual measures that will demonstrate this program's progress towards achieving its long-term goals.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
80	84	84

Program: *Pharmaceutical Outcomes*

Agency: *Department of Health and Human Services*
Bureau: *Agency for Healthcare Research and Quality*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Reduce congestive heart failure hospital readmission rates during the first six months	2000	Baseline	38%
	2014	20%	
	2006	36%	
	2010	28%	
Long-term Measure: Reduce hospitalization for upper GI bleeding in those ages 65-85	2000	Baseline	55/10,000
	2014	45/10,000	
	2006	53/10,000	
	2010	49/10,000	
Long-term Measure: Decrease prescriptions of antibiotics for children between ages 1 and 14	2001	Baseline	.56/year
	2014	.42/year	
	2006	.50/year	
	2010	.46/year	

Rating: *Moderately Effective*

Program Type: *Research and Development, Block/Formula Grant*

Program Summary:

The Pharmaceutical Outcomes Portfolio (POP), through their Centers for Education and Research on Therapeutics (CERTs), conducts state-of-the-art clinical and laboratory research to inform clinical practitioners and policy makers about both the uses and risks of new drugs and drug combinations, biological products, and devices as well as of mechanisms to improve their safe and effective use.

The assessment found that:

- The program possesses a clear and unique purpose and is well designed to conduct and evaluate research on new drugs and health products and provide those findings to clinicians and policy makers so that these products best serve the public' s health.
- The program has developed new long-term outcome goals that are directly linked to improved health outcomes and has established baselines and targets for annual performance measures that support the long-term outcome goals for the program.
- The agency regularly collects timely and credible performance information by requiring every awardee to provide progress reports to Program Officers on a regular basis.
- The program has not demonstrated how funding, policy or legislative decisions impact its expected performance nor does it explain why a particular funding level or performance result is the most appropriate.
- AHRQ does not conduct periodic comparisons of the potential benefits of its pharmaceutical outcomes research with those of NIH that have similar goals.

In response to these findings, the Administration will:

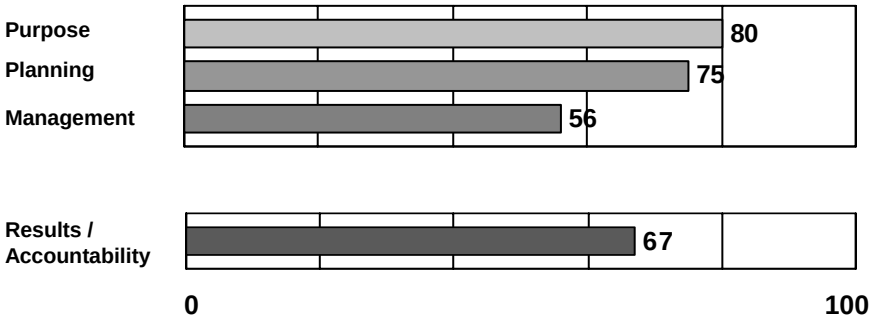
1. Tie together the Pharmaceutical Outcomes performance with the budgetary resources it has requested.
2. Update baselines and targets for annual performance measures that continue to be developed and realized.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
13	27	26

Program: *Poison Control Centers*

Agency: *Department of Health and Human Services*
Bureau: *Health Resources and Services Administration*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Reduce percent of emergency room visits due to poisoning	2001-2002	Baseline	2.05
	2009	1.54	
Annual Measure: Increase percent of inbound volume on the toll-free number	2003	Baseline	36.9%
	2004	40.6%	
	2005	44.6%	
	2006	49.1%	
Annual Measure: Increase the number of PCCs with 24-hour bilingual staff	2004	Baseline	1
	2005	3	
	2006	5	
	2007	7	

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Program Summary:

The Poison Control Centers (PCC) Program helps to stabilize and improve PCCs and promotes a comprehensive system for the delivery of high quality poison control services nation-wide. Through this program the Secretary awards grants to regional, certified PCCs to help them achieve the financial stability necessary to provide treatment recommendations for poisonings.

The assessment found that the Poison Control Centers Program has a clear purpose and has demonstrated progress toward achieving its long-term goal of reducing emergency room visits due to poisoning (2.47 per 1000 in 1999-2000 to 2.05 per 1000 in 2001-2002). However, the assessment also found that the program has flaws that may limit its effectiveness and efficiency. Additional findings include:

- The program has made considerable progress in addressing its primary purpose: 6 of 7 PCCs that were on the verge of closing at the inception of the program in 2000 have been stabilized through Stabilization Grants, 82 percent of the PCCs now meet certification standards and have been certified (up from 70 percent in 2000).
- The program developed a new long-term goal that is directly linked to improved health outcomes for those possibly exposed to a toxic agent and has established ambitious targets and timeframes for this long-term goal, which is to reduce emergency room visits due to poisoning by 25% by 2009.
- The program does not make clear the impact that funding, policy or legislative decisions have on expected performance. In addition HHS/HRSA has not tied its budget request to the accomplishments of the annual and long-term performance goals.
- The program does not regularly receive timely and credible performance information from key program partners and use it to manage the program.

In response to these findings, the Administration:

1. Proposes a reduction in funding of $13 million below the FY 2005 House appropriation level in an attempt to increase the cost effectiveness of the program through investment in fewer and more regionalized PCCs that could perform the same role as a large number of local PCCs. Because a significant portion of this program's funds have gone to stabilizing PCCs, of which 48 out of 62 are now considered stable and certified, the program should not require the same level of funding it has received in previous years.
2. Will work to establish a performance-based budget that demonstrates the marginal impact of the Administration's funding decisions.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
24	24	23

Program: *Projects for Assistance in Transition from Homelessness*

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Agency: *Department of Health and Human Services*

Bureau: *Substance Abuse and Mental Health Services Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percentage of enrolled homeless persons who receive community mental health services	2000		44%
	2005	65%	
Annual Measure: Percentage of contacted homeless persons with serious mental illness who are enrolled in services	2001	35%	45%
	2002	44%	42%
	2005	47%	
	2006	48%	
Long-term Measure: Average federal cost for enrolling a homeless person with serious mental illness into services	1999		$579
	2000		$668
	2005	$668	

Recommended Follow-up Actions	Status
Proposes a $3 million increase above the 2003 Budget, which is a 26% increase above 2002.	Completed
Will track and improve program performance using newly developed long-term outcome and efficiency measures.	Action taken, but not completed

Update on Follow-up Actions:

The funding increase proposed in the 2004 Budget was enacted. The program has set the baseline for measuring long-term performance and efficiency outcomes; updated performance data will be available in 2007. The program met its targets for number of homeless persons contacted but did not meet its target percentage of contacted individuals who are enrolled in mental health services in 2002.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
50	55	55

Program: *Refugee and Entrant Assistance*

Agency: *Department of Health and Human Services*

Bureau: *Administration for Children and Families*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Entered employment rate: the ratio of refugees entering employment relative to the number of refugees receiving employment services (New measure)	2005	increase 3%	12/06
		increase 3%	12/07
		increase 3%	12/13
	2012	increase 3%	12/13
Annual Measure: Number of refugees entering employment through the Administration for Children and Families (ACF) funded refugee employment services	2001	56,885	45,893
	2002	0.5203	0.5345
	2003	0.5505	0.45
	2004	increase 3%	12/05
Annual Measure: Number of entered employments with health benefits available as a subset of full-time job placements	2001	30613	27,270
	2002	71%	
	2003	65.51%	
	2004	increase 3%	

Recommended Follow-up Actions	*Status*
The Budget includes funds ($2 million) for ORR to conduct independent and quality evaluations.	Action taken, but not completed
The agency will continue its ongoing efforts to improve strategic planning to ensure that goals are measurable and linked to the budget, and systems are in place to identify program deficiencies.	Action taken, but not completed
ORR will establish targets for unit costs as an annual measure of cost-effectiveness.	No action taken

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
201	214	214

Program: *Resource and Patient Management System*

Agency: *Department of Health and Human Services*

Bureau: *Indian Health Service*

Rating: *Effective*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Develop comprehensive electronic health record (EHR) with clinical guidelines for select chronic diseases: Targets: FY 2003: Prototype EHR/Asthma; FY 2004: HIV/AIDS; FY 2005: Obesity; FY 2006: Cardiovascular; FY 2008: Comprehensive EHR			
Long-term Measure: Derive all clinical indicators from RPMS and integrate with EHR (Targets measured in indicators/Areas).	2004	37/12	37/12
	2005	37/12	
	2006	38/12	
	2008	39/EHR	
Annual Measure: Percent increase in IHS, Tribal and Urban programs that use the national behavioral health data reporting system	2001	10%	20%
	2002	5%	27.7%
	2003	5%	29.5%
	2004	5%	20%

Recommended Follow-up Actions	*Status*
Develop RPMS' capability to provide a valid cost accounting link to health outcomes by specific activity.	Action taken, but not completed
Ensure that Budget requests are explicitly tied to accomplishment of annual and long-term performance goals with a budget linkage to the specific activities of RPMS.	Action taken, but not completed

Update on Follow-up Actions:

The Indian Health Service will obtain full cost accounting functionality through the implementation of the Unified Financial Management System in September 2008.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
34	36	37

Program: *Runaway and Homeless Youth*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Agency: *Department of Health and Human Services*

Bureau: *Family and Youth Services Bureau (FYSB)*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Increase the proportion of youth living in safe and appropriate settings after exiting the runaway and homeless youth programs.	2002		89.5%
	2003	86.0%	89.5%
	2004	91%	11/04
	2005	92%	11/06
Annual Measure: Increase the proportion of youth that enter an RHY shelter or basic center program through outreach efforts.	2002		3.4%
	2003	NA	3.77%
	2004	5%	11/04
	2005	6%	11/05

Recommended Follow-up Actions	*Status*
The Administration will continue to develop new long-term and efficiency performance measures and ambitious performance targets.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
89	89	89

Program: *Rural Health Activities*

Agency: *Department of Health and Human Services*

Bureau: *Health Resources and Services Administration*

Rating: *Adequate*

Program Type: *Competitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of critical access hospitals with positive operating margins	1999	Baseline	17%
	2010	35%	
Long-term Measure: Proportion of rural residents of all ages with limitation of activity caused by chronic conditions	2000	Baseline	14.6%
	2010	13.9%	
Annual Measure: Number of people served by outreach grants	2002	673,700	673,700
	2005	680,400	
	2006	687,200	
	2007	694,100	

Recommended Follow-up Actions	*Status*
The Administration will continue to monitor progress toward data gathering for the newly developed long-term and annual performance goals.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
147	147	33

Program: *Ryan White*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Agency: *Department of Health and Human Services*

Bureau: *Health Resources and Services Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: National rate of deaths per 100,000 people due to HIV infection	1994		15.4
	1999		5.4
	2010	3.6	
Long-term Measure: National proportion of people living with HIV receiving primary medical care and treatment	2000		33%
	2010	50%	
Annual Measure: Number of persons who learn their serostatus from Ryan White CARE Act-funded programs	2000		352,283
	2004	2% increase	
	2005	2% increase	
	2006	2% increase	

Recommended Follow-up Actions	*Status*
Increase funding for the Ryan White AIDS Drug Assistance Program, +$100 million, so that the program can purchase drug treatments for an additional 9,200 persons.	Completed
Develop recommendations and legislative strategies in preparation for the 2005 reauthorization, to find more meaningful ways of allocating drug treatment funding and standardizing eligibility across states.	Action taken, but not completed

Update on Follow-up Actions:

HRSA's efforts to develop recommendations and legislative strategies in preparation for the 2005 reauthorization have been ongoing, and important steps towards completing this objective have been taken.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
2,045	2,073	2,083

Program: *State Children's Health Insurance Program*

Agency: *Department of Health and Human Services*

Bureau: *Centers for Medicare & Medicaid Services*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Increase the number of children enrolled in regular Medicaid or SCHIP	2003	5% Increase	1,600,000
	2004	Maintain 03 Levels	
	2005	3% over 2004	
	2006	3% over 2005	
Long-term Measure: Measure Under Development			

Recommended Follow-up Actions	*Status*
Implement a pilot project to measure SCHIP improper payments and calculate error rates.	Action taken, but not completed
Work with states to develop goals for measuring the impact of SCHIP on targeted low-income children through the annual reporting process.	Action taken, but not completed
Work with states to develop long-term goals and implement a core set of national performance measures to evaluate the quality of care received by low-income children.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
4,607	5,343	6,233

Program: *Substance Abuse Prevention and Treatment Block*

Rating: *Ineffective*

Program Type: *Block/Formula Grant*

Agency: *Department of Health and Human Services*

Bureau: *Substance Abuse and Mental Health Services Administration*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percentage of clients reporting change in abstinence at discharge from treatment			
Long-term Measure: Percentage of states that provide drug treatment services within approved cost per person bands by the type of treatment including outpatient non-methadone; outpatient methadone; and residential treatment services (treatment)			
Annual Measure: Perception of harm of drug use among program participants (prevention)			

Recommended Follow-up Actions	Status
Will continue to work with states to facilitate the transition from the Block Grant to performance partnerships to provide states additional flexibility in exchange for program performance.	Action taken, but not completed
Will continue to develop new outcome measures for substance abuse prevention focused on age of initiation, total drug use, and/or other indicators of prevention effectiveness.	Action taken, but not completed
Will establish baselines and set targets for treatment and prevention performance measures.	Action taken, but not completed

Update on Follow-up Actions:

SAMHSA continues to work with states to develop their capacity and expertise to report on performance measures. SAMHSA has developed a standard set of outcome measures on which states were asked to voluntarily report in their 2005 Block Grant applications. Baselines for new outcome measures will be available in late 2005 and performance data in late 2006.

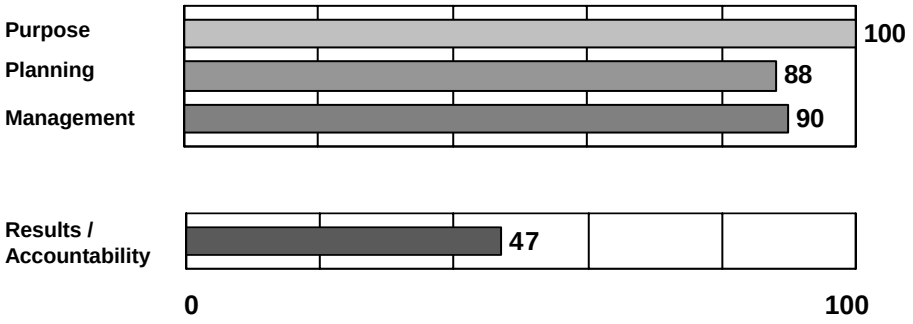
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,779	1,775	1,775

Program: *Substance Abuse Prevention PRNS*

Agency: *Department of Health and Human Services*

Bureau: *Substance Abuse and Mental Health Services Administration*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: 30-day use of alcohol among youth age 12-17. (Baselines and Targets under development).			
Long-term Measure: 30-day use of other illicit drugs age 12 and up. (Baselines and Targets under development).			
Annual Measure: Percent of program participants age 12-17 that rate the risk of substance abuse as moderate or great (perception of harm anticipated from substance use is closely correlated with decrease in use).	2004		85%
	2005	90%	
	2006	90%	

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Program Summary:

The Center for Substance Abuse Prevention' s Programs of Regional and National Significance (CSAP PRNS) awards grants to states and communities to conduct programs to prevent substance use and abuse. CSAP PRNS also provides technical assistance and disseminates information about effective substance abuse prevention strategies.

The assessment found:

- CSAP has developed the Strategic Prevention Framework, a comprehensive community planning and implementation model to guide all CSAP PRNS programs and facilitate coordination between CSAP PRNS and other substance abuse prevention programs.
- Previous evaluations of program components suffered from inadequate data collection at the grantee level. CSAP PRNS responded to these concerns by making outcomes reporting a requirement for grantees. The program will also make performance data more available to the public by posting grantee data on the SAMHSA website.
- The budget does not clearly present the impact of funding decisions on expected performance. The development of an efficiency measure and the availability of data from annual and long-term outcome measures will facilitate the integration of budget and program performance.
- CSAP PRNS has taken steps to improve efficiencies in its grant programs, including consolidating contracts, streamlining the grantmaking process, and contracting for a study of appropriate cost bands for services provided by grantees.

In response to these findings, the Administration will:

1. Develop baselines and targets for long-term outcome measures by December 2005.
2. Develop an efficiency measure and baseline data by December 2005.
3. Post disaggregated program performance data online by December 2005.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
198	199	185

Program: *Substance Abuse Treatment Programs of Regional and National*

Rating: *Adequate*

Program Type: *Competitive Grant*

Agency: *Department of Health and Human Services*

Bureau: *Substance Abuse and Mental Health Services Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Individuals who have received drug treatment services that show no past month substance use six months after admission to treatment	2003		61%
	2004	63%	
	2005	65%	
	2006	67%	
Annual Measure: Grantees that provide drug treatment services within approved cost per person guidelines by the type of treatment, such as inpatient, outpatient or methadone.	2000		60%
	2004	68%	79%
	2005	80%	
	2006	80%	
Annual Measure: Drug treatment professionals trained by the program that adopt proven treatment methods (Adopting proven methods ultimately improves drug treatment outcomes.)	2004	83%	83%
	2005	85%	
	2006	87%	

Recommended Follow-up Actions	Status
Proposes $200 million as part of the President's drug treatment initiative to expand access to treatment using vouchers. Vouchers will enable individuals to determine where they will receive treatment. The initiative will involve a variety of settings, including criminal justice and health care systems, to reach out to those in need of treatment and determine the type and level of services needed.	Completed
Proposes to redirect $8 million from research related activities and other efforts lacking evidence of effectiveness to drug treatment services grants.	Completed
Will further improve the effectiveness of services grants by introducing grant funding incentives and reductions based on performance.	Action taken, but not completed

Update on Follow-up Actions:

Congress funded half of the Administration's 2004 and 2005 requests for the Access to Recovery (ATR) drug treatment voucher program. CSAT PRNS made the first round of ATR grants to 14 states and one tribal organization in August 2004, and expect to receive first quarter performance data in early 2005. As proposed by the Administration, Congress redirected funds from research to treatment services grants. The program has implemented requirements for grantees not meeting performance targets to submit corrective action plans and established a review board which reviews the corrective action plans and makes determinations about continued funding for low-performing grantees.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
419	422	448

Program: *Translating Research into Practice*

Agency: *Department of Health and Human Services*

Bureau: *Agency for Healthcare Research and Quality*

Rating: *Adequate*

Program Type: *Research and Development*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Rate of hospitalizations for pediatric asthma in persons under age 18 (Modified existing measure)	2000	38%	38%
	2005		28%
	2010	105,613	37%
	2006		36%
Long-term Measure: Number of immunization-preventable pneumonia hospital admissions of persons aged 65 and older (Modified existing measure)	2000	550/100K	550/100K
	2005		1.8% drop
	2010	520,441	1.8% drop
	2006		1.8% drop
Long-term Measure: Number of immunization-preventable influenza hospital admissions of persons aged 65 and older (Modified existing measure)	2000	0.56	0.56
	2005		2% drop
	2010	11,570	2% drop
	2006		2% drop

Recommended Follow-up Actions	Status
Maintain funding at the 2003 Budget level to ensure continued efforts to go beyond collecting data to actually changing provider behavior and thus improving health outcomes.	Completed
The program is addressing its management deficiencies and will begin better integrating its planning and budget decision-making processes.	Action taken, but not completed

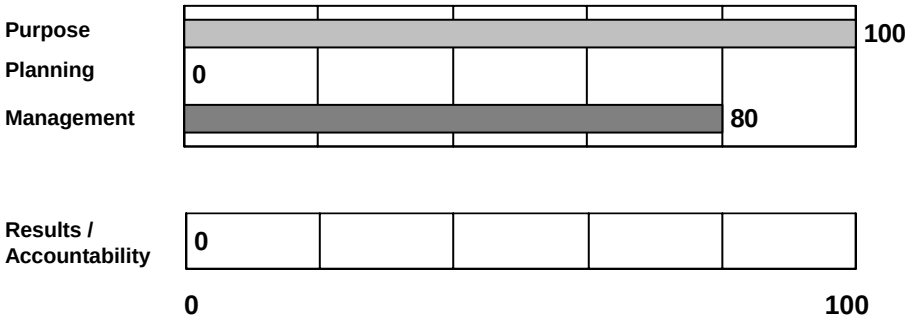
Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
8	6	1

Program: *Traumatic Brain Injury*

Agency: *Department of Health and Human Services*
Bureau: *HRSA*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Program Summary:

The Traumatic Brain Injury (TBI) program provides competitive grants to states to fund coordinated systems for TBI services. States are expected to generate support from local and private sources to sustain TBI projects after the Federal grant period expires.

The assessment found that the program does not have a demonstrated impact on improving the health or wellbeing of individuals with Traumatic Brain Injury. Additional findings include:

- The program has not adopted outcome goals to measure the extent to which the program is improving the health and well-being of individuals with TBI.
- The program has not had an independent evaluation to assess the impact of the state TBI grants.
- Forty-three states have designated a lead TBI agency, conducted a needs and resources assessment of TBI services in the state, and developed a plan to improve TBI services. Seven states have not surveyed their resources or developed a strategic plan to address the health needs of individuals with TBI.

In response to these findings, the Administration proposes to phase-out the TBI program. States can continue key program activities with funds from the Maternal Child Health block grant and state, local, and private resources.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
9	9	0

Program: *Urban Indian Health Program*

Agency: *Department of Health and Human Services*

Bureau: *Indian Health Service*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent decrease in years of potential life lost	2010	10%	
Annual Efficiency Measure: Cost per service user in dollars per year	2003	$483	$571
	2002		$483
	2001		$359
	2000		$385
Annual Measure: Percent of diabetics with "ideal" blood sugar control	2003	35%	36%
	2004	35%	
	2005	35%	
	2006		

Recommended Follow-up Actions	*Status*
Establish a workgroup to address deficiencies identified by the assessment and make recommendations for developing a clear program purpose and restructuring the program to reduce duplication with other federal programs.	Action taken, but not completed
Develop baselines and targets for new measures.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
32	32	33

DEPARTMENT OF HOMELAND SECURITY

PART ASSESSMENTS

Program: *Aids to Navigation*

Agency: *Department of Homeland Security*

Bureau: *Coast Guard*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Measure Under Development			
Annual Measure: Total number of commercial vessel collisions, allisions, and groundings. A collision is when two moving objects hit each other. An allision is when a vessel hits a stationary object. While this is an acceptable indicator, the program is not yet able to demonstrate its effect on accidents in the long-term.	2001	2,261	2,215
	2004	1,923	1,876
	2005	1,831	
	2006	1,748	

Recommended Follow-up Actions	***Status***
The Administration will conduct an A-76 study on the ATON program to determine whether its services may be more efficiently provided by the private sector.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
843	942	1,031

Program: *Assistance to Firefighters Grant Program*

Agency: *Department of Homeland Security*

Bureau: *Office for Domestic Preparedness*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Measure Under Development			
Long-term Measure: Measure Under Development			

Recommended Follow-up Actions	Status
Requesting $500 million for 2005, which better reflects the number of grants that can be awarded during the fiscal year.	Completed
Increase the maximum grant size for large cities to $2 million, and administratively establish a minimum grant amount.	Completed
Strengthen performance measures in 2004, and ensure that grantee reports incorporate such measures.	Action taken, but not completed
Beginning in 2004, terrorism and mass-casualty preparedness needs will be among the competitive priorities.	Action taken, but not completed

Update on Follow-up Actions:

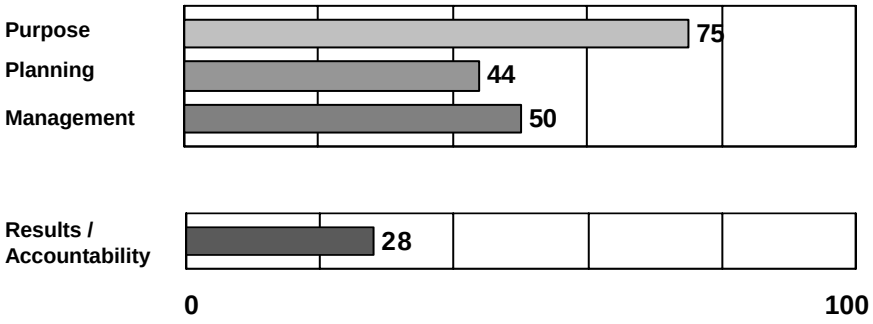
The program received an appropriation for $715 million in 2005, and the 2005 reauthorization elevates the maximum grant size to $2.75 million. In October 2004, representatives of the nation's fire service met to identify measurable, results-oriented outcomes for each activity that could be reported by grantees as part of the closeout process. These outcomes would then be used as part of an assessment of program effectiveness. Proposed measures include long-term percent reduction in firefighter injuries and deaths dues to personal protective equipment obtained through grants; rate at which grants are closed-out; and time to complete grant awards.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
746	715	500

Program: *Baggage Screening Technology*

Agency: *Department of Homeland Security*
Bureau: *Transportation Security Administration*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Level of machine effectiveness			
Measure Under Development			
Long-term Measure: Level of machine efficiency			
Measure Under Development			
Annual Measure: Level of machine reliability			
Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The Transportation Security Administration' s (TSA) Baggage Screening Technology program provides the technology necessary to prevent the entry of dangerous weapons, particularly explosives, on aircraft through inspection of checked baggage. Aviation remains one of the primary focuses of terrorist organizations for actions against U.S. citizens, and the airport baggage screening function constitutes the front lines of preventing aircraft contraband that can assist in terrorist acts intended to harm passengers and aircraft.

The assessment found that the Baggage Screening Technology program was unable to demonstrate outcome-based performance results.

- The baggage screening technology architecture is sound, although questions exist regarding the efficiency of its current deployment within airports.
- The program now has strong performance measures, but targets are under development. The program has not yet undertaken an evaluation of sufficient scope and quality.
- TSA is in the process of implementing better management information systems so that performance oversight of technology contractors is improved.

In response to these findings, the Administration will:

1. Include funding to maintain the checked baggage screening system, and begin upgrading systems with next generation technology.
2. Develop and implement performance targets for the new performance measures.
3. Complete a comprehensive capital plan that addresses long term system performance needs.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
310	645	594

Program: *Biological Countermeasures*

Agency: *Department of Homeland Security*
Bureau: *Science and Technology*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Milestone completion	2006	100%	
	2007	100%	
	2008	100%	
	2009	100%	
Long-term Efficiency Measure: Cost decrease	2006	20%	
	2007	30%	
	2008	40%	
	2009	50%	
Long-term Measure: Detection capability	2006	20 assays	
	2007	30 assays	
	2008	40 assays	
	2009	50 assays	

Rating: *Effective*

Program Type: *Research and Development*

Program Summary:

The Department of Homeland Security Science and Technology Directorate' s Biological Countermeasures Portfolio provides the understanding, technologies, and systems needed to anticipate, deter, protect against, detect, mitigate, and recover from possible biological attacks on this Nation's population, agriculture, or infrastructure. The purpose of this program is to provide biological countermeasures as required by the Homeland Security Act of 2002.

This program ranked the highest of the three that were evaluated by the PART for this Directorate. They have less tangible programs to which to point and lack many analytical benchmarks and fiscal controls because they are still attempting to ' stand-up' fully as a Portfolio.

- The Directorate was created as a new part of the Department of Homeland Security and has only now begun establishing performance measures and evaluating their progress toward reaching those goals. As such, at the conclusion of the one-year performance cycle, the Directorate can evaluate its progress toward those goals.
- Program funding is tracked regularly to ensure timely and accurate execution. However, during the initial execution of new programs and development of financial processes, there have been delays in FY 2004 and FY 2005 budget execution. Task-oriented execution plans are being aggressively carried out.
- While strategic planning and evaluation is currently underway, subsequent deficiencies have not been identified or remedied.

In response to these findings, the Administration considered the high achievements of this Portfolio in its decision to continue funding the Portfolio.

1. Therefore, related to the PART findings, the Budget includes $385 million, a $22 million increase.
2. The Administration will await the results of the program evaluation and analysis process that the Directorate is developing. That process will evaluate the progress that each Portfolio makes toward achieving their respective goals and remedying any deficiencies.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
286	398	385

Program: *Border Patrol*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Agency: *Department of Homeland Security*

Bureau: *Bureau of Customs and Border Protection*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Efficiency Measure: Number of Southwest border corridors with optimum deterrance. (Optimum deterrance is defined as the level at which applying more Border Patrol agents and resources would not yield a significant gain in arrests or deterrance.)	2002	8	8
	2003	9	
	2004	11	
	2005	13	
Long-term Efficiency Measure: Integrated Surveillance Intelligence System (ISIS) Technology - number of sites deployed. (Monitors the deployment of remote video surveillance (RVS) cameras and electronic sensors in the sectors. The target is the projected annual deployment of new RVS camera systems.)	2002	65	76
	2003	65	
	2004	65	
	2005	65	

Recommended Follow-up Actions	*Status*
The Border Patrol will make certain that managers are held accountable for both performance and budget execution. It is not clear whether or not performance standards are established for border patrol managers	Action taken, but not completed
Beginning in 2004, the Border Patrol will be responsible for development and maintenance of cost effectiveness measures. Until recently, the Border Patrol did not have direct oversight of their procurement and contracting processes.	Action taken, but not completed
The Administration will work to develop outcome measures, as well as establish timeframes and milestones to measure progress.	Action taken, but not completed

Update on Follow-up Actions:

CBP has recently completed the National Border Patrol Strategy that contains recommended measures to assess the Border patrol's effectiveness and efficiency in asserting operational control over the border between the ports of entry. In addition, CBP is developing an implementation plan that contains timeframes and milestones for the deployment of people, technology, and infrastructure needed to carry out goals and objectives. This measures program imcludes outcome, efficiency, and cost effectiveness measures. The Border Patrol has reviewed its managers' performance plans and is implementing an operational planning process that requires an assessment of threat, development of resource options, and implementation of goals. Managers will be regularly assessed on their achievement of this plan.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,441	1,547	1,606

Program: *Coast Guard Domestic Icebreaking Program*

Rating: *Effective*

Program Type: *Direct Federal*

Agency: *Department of Homeland Security*

Bureau: *U.S. Coast Guard*

Program Summary:

The Coast Guard's domestic icebreaking program facilitates safe and efficient navigation on national lakes, rivers, channels, and harbors during the winter season. With the formation of ice in the Great Lakes and critical Northeast waterways, the Coast Guard maintains clear shipping channels from November to April for commercial cargoes like home heating oil.

The PART review of this program determined that the Coast Guard domestic icebreaking program:

- Addresses a market failure to provide commercial icebreaking services.
- Has a robust performance measurement program, but performance targets that are not particularly ambitious at the outcome measure level (i.e., GPRA-reporting level).
- Holds Coast Guard Officers accountable for achieving the program's mission.
- Contributes to questions about sound financial management practices at the Coast Guard.
- Incorporates a sufficient degree of independent analysis and review that shows significant economic benefit for continuing the program.

In response to these findings, the Administration proposes to:

1. Implement a financial management remediation plan, as recommended by the Department of Homeland Security's financial auditor.
2. Develop more ambitious performance targets for the domestic icebreaking program.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Measure Under Development			

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
48	52	72

Program: *Coast Guard Fisheries Enforcement*

Agency: *Department of Homeland Security*

Bureau: *U.S. Coast Guard*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Percentage of domestic fishing boats boarded that are in compliance with fishery management plan regulations	2001	97.00%	98.6%
	2004	97.00%	96.3%
	2005	97.00%	
	2006	97.00%	
Annual Measure: Foreign Fishing Vessel Incursions	2001	202	212
	2004	202	247
	2005	202	
	2006	202	
Long-term Measure: Percentage of domestic fishing boats boarded that are in compliance with fishery management plan regulations	2005	97.00%	
	2006	97.00%	
	2007	97.00%	
	2008	97.00%	

Recommended Follow-up Actions	Status
Continue its work, inspired by the 2004 PARTs, to complete regular comprehensive evaluations of all its programs. Coast Guard has entered into a contract with the Center for Naval Analyses to begin this effort.	Action taken, but not completed
Develop long-term goals that demonstrate annual performance improvement in preventing foreign fishing vessel incursion.	Action taken, but not completed

Update on Follow-up Actions:

The Center for Naval Analyses is tentatively scheduled to complete a program evaluation of the Fisheries Program in 2005. The Coast Guard is studying the annual fisheries performance measure to evaluate if the levels of enforcement are sufficient to ensure wide-scale compliance with fisheries regulations.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
615	715	779

Program: *Coast Guard Migrant Interdiction Program*

Rating: *Moderately Effective*

Agency: *Department of Homeland Security*

Bureau: *U.S. Coast Guard*

Program Type: *Direct Federal*

Program Summary:

The Coast Guard's migrant interdiction program provides at-sea enforcement of immigration laws to interdict and process illegal and undocumented migrants as far from U.S. shores as possible. The purpose of this program is as much a humanitarian mandate as a law enforcement requirement, since many migrants risk their own lives by attempting to traverse the open seas on less-than-seaworthy vessels.

The PART review of this program determined that the Coast Guard migrant interdiction program:

- Complements other immigration programs by providing maritime interdiction capability, but does not duplicate land-based efforts.
- Holds Coast Guard Officers accountable for achieving the program's mission, and sets aggressive annual and long-term performance targets.
- Incorporates a sufficient degree of independent analysis and review of the program's performance.
- Has a mixed record at achieving its performance targets, which may be attributable, in part, to flaws in performance measurement methodology.
- Contributes to financial statement auditor questions about sound financial management practices at the Coast Guard.

In response to these findings, the Administration proposes to:

1. Revise performance measure methodology to better gauge performance versus targets.
2. Implement a financial management remediation plan, as recommended by the Department of Homeland Security's financial auditor.

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percentage of undocument migrants attempting to enter the U.S. by maritime routes who are interdicted or deterred	2001	87%	82.5%
	2002	87%	88.3%
	2003	87%	85.3%
	2004	87%	
Long-term Measure: Measure Under Development			

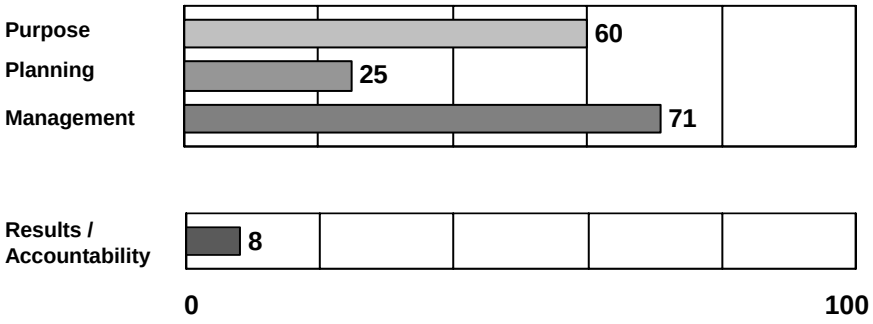
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
244	267	301

Program: *Coast Guard Polar Icebreaking Program*

Agency: *Department of Homeland Security*

Bureau: *U.S. Coast Guard*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Program Summary:

The Coast Guard's polar icebreaking program consists of three polar icebreaking vessels, deployable HH-65 helicopters, and the personnel that train, operate and support them. The purpose of this program is to break ice in the world's polar regions and to provide heavy polar icebreaker system capability support for the United States.

The PART review of this program determined that:

- Currently, scientific research programs are the primary beneficiaries of the Coast Guard's annual polar icebreaking operations.
- Funding for the polar icebreaking program is not adequately aligned with the agencies that receive benefits, and that the Coast Guard ice breaking operation provides a de facto subsidy to the scientific community.
- The program has neither long-term nor annual performance measures to gauge its effectiveness or efficiency, but is working to address this shortcoming.
- Coast Guard Officers who manage this program are held accountable for achieving its mission.

In response to these findings, the Administration proposes to reallocate funding for the polar icebreaking program to the budget for the National Science Foundation, which can contract for polar icebreaking services with the Coast Guard or other providers.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
47	47	0

Program: *Container Security Initiative*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Agency: *Department of Homeland Security*

Bureau: *Bureau of Customs and Border Protection*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Improved Targeting Rates (Under Development)			
Annual Measure: More Cargo Screened (Under Development)			
Annual Measure: Additional Ports added to CSI (Under Development)	2005	45	
	2006	47	

Recommended Follow-up Actions	***Status***
The Administration will work to develop useful longterm performance and efficiency measures for this program and plan for regular evaluations. This program is an enhancement to BCBP's permanent inspections process (which is slated to be assessed in 2006). BCBP's expertise in the inspections process will be beneficial in developing successful measures for CSI in the near future. Due to the many successful characteristics of the CSI program, the Administration is requesting additional funding in 2005.	Action taken, but not completed

Update on Follow-up Actions:

The Container Security Initiative program management team has identified a draft set of outcome, information, and efficiency measures. These measures are currently being evaluated by CBP management for acceptance and implementation.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
61	126	139

Program: *Detention and Removal*

Agency: *Department of Homeland Security*

Bureau: *Immigration and Customs Enforcement*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Measure Under Development	2001	96,500	107,556
	2002	107,500	115,495
	2003	112,875	142,008
Annual Efficiency Measure: Measure Under Development			
Annual Efficiency Measure: Measure Under Development			

Recommended Follow-up Actions	*Status*
The Budget proposes to expand the program's initiatives to improve performance in removing all removable aliens.	Completed
The Department will ensure collection of critical performance data for the program's new measures.	Action taken, but not completed
The Department will work to develop cost effectiveness measures for the program.	Action taken, but not completed

Update on Follow-up Actions:

The Detention and Removal program (DRO) has identified the sources of the data for performance and cost-effectiveness measures, which will be baselined in 2004 and 2005 in order to establish targets in 2006.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,084	1,257	1,493

Program: *Drug Interdiction*

Agency: *Department of Homeland Security*

Bureau: *Coast Guard*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Measure Under Development			
Annual Efficiency Measure: Removal rate for cocaine that is shipped via non-commerical maritime means.	2001	15.0%	11.7%
	2004	15%	
	2005	19%	
	2006	22%	
Annual Measure: Measure Under Development			

Recommended Follow-up Actions	*Status*
The Administration will work to develop useful long-term performance measures and efficiency measures for this program and to plan for regular evaluations.	Action taken, but not completed

Update on Follow-up Actions:

Beginning in 2004, the Coast Guard transitioned to a more inclusive "removal rate" measure that includes drugs seized, destroyed, abandoned, or otherwise lost and are thus permanently removed from the illegal drug market. Long-term performance targets out to 2010 were established, and out-year targets were re-assessed and adjusted to reflect the new removal rate measure. The Center for Naval Anslysis is tentatively scheduled to complete an external program evaluation of the drug interdiction program in late 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
904	985	1,114

Program: *Federal Air Marshal Service*

Agency: *Department of Homeland Security*

Bureau: *Bureau of Immigration and Customs Enforcement*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Percentage level in meeting FAM coverage target for each individual category of identified risk. (Targets are under development but data is classified for security reasons)			
Annual Efficiency Measure: Level of FAM days allocated to core mission (i.e., the number of days FAMS are flying on aircraft versus training and other activity days).	2003	80%	
	2004	80%	
	2005	80%	
	2006	80%	
Annual Measure: Number of successful terrorist and other criminal attacks initiated from commercial passenger aircraft cabins with FAM coverage.	2003	0	
	2004	0	
	2005	0	
	2006	0	

Recommended Follow-up Actions	Status
Recommends level funding (after adjusting for congressional earmarks) given current uncertainty over actual needed output performance.	Completed
Recommends that the program conduct an independent evaluation seeking to validate program structural elements and related performance targets. Specifically, the evaluation should assess and validate FAMS program performance related to flight coverage risk categories, the distribution of covered flights, and target levels of coverage. The evaluation would also look at number of FAMS per flight, seating protocols, and the planned number of annual training and field office days.	Action taken, but not completed

Update on Follow-up Actions:

The Department is making progress in conducting an independent evaluation of the Federal Air Marshal Service. The evaluation concept of operation will be complete shortly, and the design phase of the evaluation is complete. Participants on the Independent Evaluation Team are currently being assembled.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
623	663	689

Program: *Federal Law Enforcement Training Center*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Agency: *Department of Homeland Security*

Bureau: *Federal Law Enforcement Training Center*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Average number of months to process benefit applications (data in months; 2001-2002 data for naturalization applications only; 2003-2004 data for all benefit applications; 2003 target under development)	2002		
	2003		
	2004		
	2015	100%	
Annual Measure: Partner organization satisfaction rate of law enforcement training (New measure, targets under development)	2003	0.85	0.924
	2004	0.78	0.927
Long-term Measure: Student satisfaction rate of law enforcement training (new measure, targets under development).	2004	Baseline	64.1

Recommended Follow-up Actions	Status
The program is developing clear long-term performance goals with specific timeframes and measures.	Completed
The program is refining existing annual performance goals and align them with the long-term performance goals.	Completed
The program is working with other training providers to establish uniform measures and unit costs of training personnel.	Completed

Update on Follow-up Actions:

Long-term performance goals were developed in conjunction with the FLETC 2004-2009 Strategic Plan. FLETC continues to improve and align annual and long-term performance goals, measures, and targets. DHS initiated an effort to identify capabilities and capacities within the Department, with a desire to coordinate law enforcement training resources within DHS. The committee completed its work in July 2003, finding that approximately 70% of all federal law enforcement personnel trained at FLETC work within DHS. The Federal Law Enforcement Training Accreditation, an independent accreditation agency, is scheduled to evaluate and certify accreditation for FLETC programs, facilities, and personnel by December 2004.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
192	196	224

Program: *Federal Protective Service*

Agency: *Department of Homeland Security*

Bureau: *Bureau of Immigration and Customs Enforcement*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Reduction of Risk Factor for Federal Facilities - The Federal Protective Service's long term goal is to achieve a 40% overall measurable reduction to the threat of Federal facilities.	2001	>40%	27.46%
	2002	>40%	30.26%
	2003	>40%	
	2004	>40%	
Annual Measure: Annual Reduction of Risk Factors for Federal facilities. (Measures progress toward long-term outcome goal of reducing threat levels at Federal facilities by measuring outputs of different security efforts)	2001	>2.5%	27.46%
	2002	>20%	38.57%
	2003	>20%	
	2004	>20%	
Annual Measure: Percentage of Security Costs Recovered in Rent	1999	0%	31%
	2000	0%	55%
	2001	0%	72%
	2002	81%	83%

Recommended Follow-up Actions	Status
The Department will ensure collection of critical performance data for the program's new measures.	Action taken, but not completed
The Department will work to develop updated strategic and performance goals for the program.	Action taken, but not completed

Update on Follow-up Actions:

The Federal Protective Service is working with the Bureau of Immigration and Customs Enforcement and the Department planning staff to develop new strategic and performance goals aligned to the organizational mission. FPS has developed the Federal Facility Index to measure implementation plans and success. FPS will begin collecting data on the new performance measures once the measures have been approved.

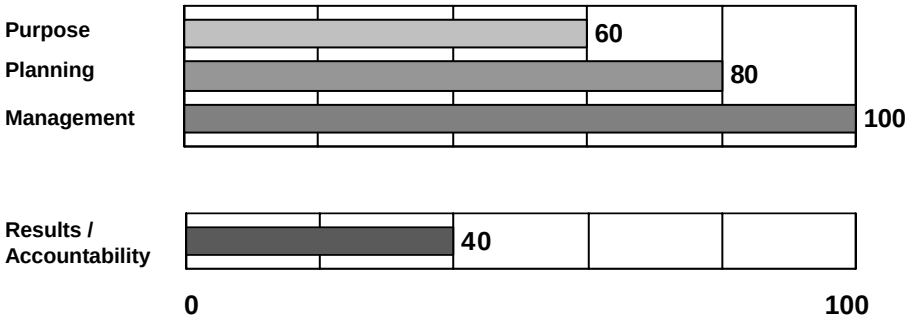
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
424	478	487

Program: *FEMA Response*

Agency: *Department of Homeland Security*

Bureau:



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: Average maximum response time in hours for emergency response teams to arrive on scene.	2004	72	50
	2005	50	
	2006	48	
	2007	36	
Annual Measure: Establishment of FEMA s four Incident Management Teams, now called Federal Initial Response Support Teams (FIRSTs).	2004	25%	25%
	2005	100%	
Annual Efficiency Measure: Average logistical response time in hours to provide essential services to an impacted community of 50,000 people or less.	2004	72	64
	2005	64	
	2006	60	
	2007	48	

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The Department of Homeland Security' s Response program is designed to be an established, comprehensive Federal response program that quickly, efficiently and effectively provides direct and early support to our State, Tribal and local partners, as well as Federal response teams in the event of a natural or manmade major disaster, emergency or terrorist event.

The assessment of the Department of Homeland Security' s Response program found that the program has a clear purpose. It is designed to address an existing need, which is the challenge of implementing various response plans involving many different teams, and the associated need for closer coordination of assets, resources and logistics capabilities to save lives and property in the event of a disaster, whether natural or manmade.

- There are no other programs of integrated emergency management and coordination that respond to domestic disaster contingencies. Because the Response program is unique in nature, it cannot be compared to any other programs for performance evaluation.
- The design of the Response program' s funding stream is not tied to performance measures. Additionally, the program funding is governed by the Stafford Act, which relies on a Presidentially declared disaster in order to pay for the use of many assets.
- The Response program was newly reorganized in FY 2004 due to the establishment of the Department of Homeland Security. While there is no long term information available on performance, the program seems to be achieving its quarterly goals.

In response to these findings, the agency is :

1. Developing baseline information to be used to inform performance measurement.
2. Collecting quarterly information and will be able to update the assessment for the FY 2007 budget to reflect performance measurement information.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
617	1,307	326

Program: *Foreign Protectees and Foreign Missions*

Rating: *Effective*

Program Type: *Direct Federal*

Agency: *Department of Homeland Security*

Bureau: *USSS/Dignitary Protective Division*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percentage of Instances Protectees Arrive and Depart Safely - Foreign Digitaries	2003	100%	100%
	2004	100%	
	2005	100%	
	2006	100%	
Annual Measure: Travel Stops - Foreign Dignitaries, which represents increased risk and level of effort required to provide security	2002	1,700	2,345
	2003	2,000	1,849
	2004	2,000	
	2005	2,000	
Annual Efficiency Measure: Foreign Protection/Mission Efficiency Index -- Measure Under Development			

Program Summary:

The Secret Service' s Foreign Protectees and Foreign Missions (FP/FM) program protects visiting heads of state, heads of government, their spouses, and other distinguished visitors to the United States, and provides external security to foreign diplomatic embassies and missions in the Washington, D.C. area. The need for foreign countries to conduct business securely in the United States is based on statute, treaty, diplomacy, and reciprocity.

The assessment found that this program effectively fulfills its mission. The FP/FM program exercises the Service' s unique authority and capability to centrally coordinate logistics, advanced security surveys, intelligence analysis and dissemination, and other planning activities preceding actual protectee visits.

- The program employs a matrix methodology that clearly specifies the supporting role of other law enforcement agencies in the overall security framework.
- The USSS uses a risk-based methodology to determine the appropriate level of protection for authorized beneficiaries.
- The Service has adopted specific, ambitious long-term performance goals and annual performance measures demonstrating progress toward them. The strategic planning process emphasizes the proactive and continuous improvement that the constantly changing protective environment mandates.
- The program has not engaged in comparative analyses with other federal, state, and local law enforcement agencies' protective programs or elements, though many security agencies view the Secret Service as a model for protective services and methods.
- Relative to baseline data, the rate of reported crimes against embassy personnel and property has decreased over 30% from FY 2001 to FY 2003.

In response to these findings:

1. The Budget includes continued support for the FP/FM program.
2. The agency needs to continue to make progress achieving annual and long-term performance goals while demonstrating improved efficiencies.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
80	106	110

Program: *Hazard Mitigation Grant*

Agency: *Department of Homeland Security*

Bureau:

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Value of avoided property damage (Interim targets under development)	2008	$2.45 B	
Long-term Measure: Measure Under Development			

Recommended Follow-up Actions	Status
The budget proposes a major restructuring of the program to increase its effectiveness: 1. The program will be replaced with a pre-disaster competitive grant program, funded at $300 million, that will allocate limited Federal funding to high risk mitigation priorities. 2. The new program will operate independently of the Disaster Relief programs, assuring that funding remains stable and is not subject to spikes in disaster activity. 3. Awarding grants on a pre-disaster, competitive basis would ensure that the most worthwhile, cost-beneficial projects receive funding. No further funding is recommended for the existing program.	Completed

Update on Follow-up Actions:

In 2003, the Department created the Pre-Disaster Mitigation Program, a nationally competitive mitigation grant program to supplement the Hazard Mitigation Grant Program. In response to PART recommendations, all mitigation grants now require a benefit/cost analysis determination of a minimum of $1 benefit/$1 cost. States with higher benefit/cost ratios receive additional points on their applications for Pre-Disaster Mitigation grants. The Hazard Mitigation Grant Program still exists, but at a lower authorized level so that these two programs are complimentary to one another.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
155	161	161

Program: *Immigration Services*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *Department of Homeland Security*

Bureau: *Bureau of Citizenship and Immigration Services*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Average number of months to process benefit applications (data in months; 2001-2002 data for naturalization applications only; 2003-2004 data for all benefit applications; 2003 target under development)	2001	9	8
	2002	8	10
	2004	11	12
	2005	14	12
Annual Quality Measure: Percentage compliance with naturalization quality procedures (2001-2002 data for naturalization applications only; 2003-2004 data for expanded application types) (New quality measure under development)	2001	99%	99%
	2002	99%	99%
	2005	99%	
	2006	99%	

Recommended Follow-up Actions	***Status***
The program is implementing a series of reforms designed to address these findings.	Action taken, but not completed

Update on Follow-up Actions:

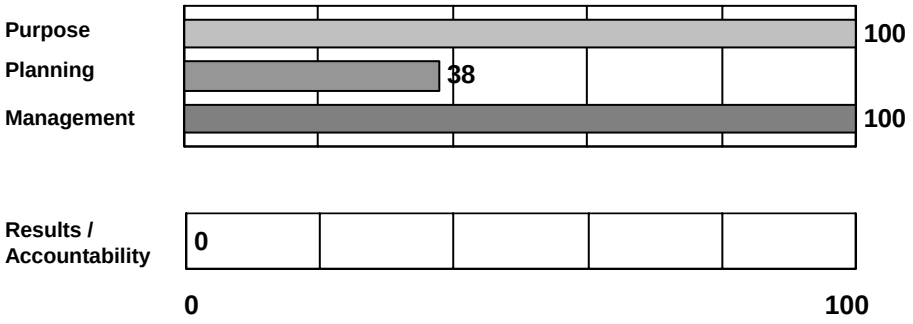
USCIS resolved the issue of timely deposits of immigration benefit application fees. USCIS Service Center data entry contractors are required to deposit fees in a timely manner and comply with Treasury guidelines, and are monitored by USCIS Headquarters. USCIS continues to more forward with lockbox operations, assuring real-time deposits of fees. USCIS is implementing IT and process improvements, including electronic filing for certain applications. Launched in May 2003, more than 247,000 immigration benefit applications have been filed on-line as of 12/2004. Additionally, InfoPass, a web-based system that enables the public to go online to schedule appointments with at select USCIS offices, has been implemented in every district and has reduced or eliminated the wait lines for applicants and petitioners.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
1,576	1,775	1,854

Program: *Inspection Technology*

Agency: *Department of Homeland Security*
Bureau: *Customs and Border Protection*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Automated Targeting System - Expand use of ATS-Anti-Terrorism in Outbound.	2001	Baseline	
	2002	25%	162%
Long-term Efficiency Measure: Process outbound Advanced Passenger Information System (APIS) data from commercial air carriers within 5 minutes.	2001	baseline	87%
	2002	100%	99%
	2003	100%	100%
	2004-2006	100%	
Long-term Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Program Summary:

The Customs and Border Protection' s (CBP) Inspection Technology program is a layered systems approach of integrated and advanced technologies to focus on high-risk and priority interdiction and enforcement. The program allows for balancing protection of our Nations' economic security through lawful international trade and travel, with addressing threats to our security from terrorists and the instruments of terror. Inspection technology includes any device, machine, automated system, or information technology that enhances the capability of CBP personnel to conduct activities associated with the anti-terrorism mission, including the inspection of cargo, mail, conveyances or passengers, the collection and screening of electronic cargo and passenger information for high risk transactions, and/or the reporting of results and the tracking of operational efficiencies.

The assessment found that the Inspection Technology program is unable to demonstrate results due to a lack of comprehensive, outcome-based performance measures or ambitious targets for performance goals.

- The majority of the performance measures for the Inspection Technology program are either " under development" or " new."
- There are no targets, goals, or actual data from previous years to use to measure future performance.

In response to these findings, the Administration will work to develop useful long-term performance and efficiency measures for this program and plan for regular evaluations. A similar component in CBP was evaluated in 2005 with parallel conclusions and has since developed a number of appropriate measures. The Inspection Technology program will benefit from this evaluation. Due to the successful characteristics of the Inspection Technology program, such as the program purpose and the management, the Administration is requesting additional funding in 2006.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
184	205	232

Program: *Marine Environmental Protection*

Agency: *Department of Homeland Security*

Bureau: *Coast Guard*

Rating: *Moderately Effective*

Program Type: *Regulatory Based*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Five-year average number of chemical discharge incidents and oil spills greater than 100 gallons per 100 million tons shipped	2005	47	32.2
	2006	41	22.1
	2007	20	
	2008	19	

Recommended Follow-up Actions	*Status*
Coast Guard will continue its work with the Center for Naval Analyses to complete performance evaluations for all its programs.	Action taken, but not completed

Update on Follow-up Actions:

The Center for Naval Analyses is tentatively scheduled to complete a program evaluation of the Marine Environmental Protection Program in 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
230	295	288

Program: *National Flood Insurance*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Agency: *Department of Homeland Security*

Bureau:

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Dollar value of financial packages (e.g., loans) awarded to assisted minority-owned businesses	2002	$1.000B	$1.102B
	2008	$10B total	
Long-term Measure: Reduce the number of overfished stocks out of 287 major stocks	2004	90%	
	2008	100%	
Annual Efficiency Measure: Improve tornado warning lead time (minutes) Lead time is the difference between the time the warning was issued and the time the tornado affected the warned area. This measure reflects the average lead time for all tornado occurrences throughout the year.	2000		112.4%
	2001	114.0%	
	2003	116.0%	
	2004	117.0%	

Recommended Follow-up Actions	*Status*
The Administration will develop outcome based performance measures.	Action taken, but not completed
Additional program reforms are being deferred until establishment and incorporation of the program into the Department of Homeland Security.	Action taken, but not completed

Update on Follow-up Actions:

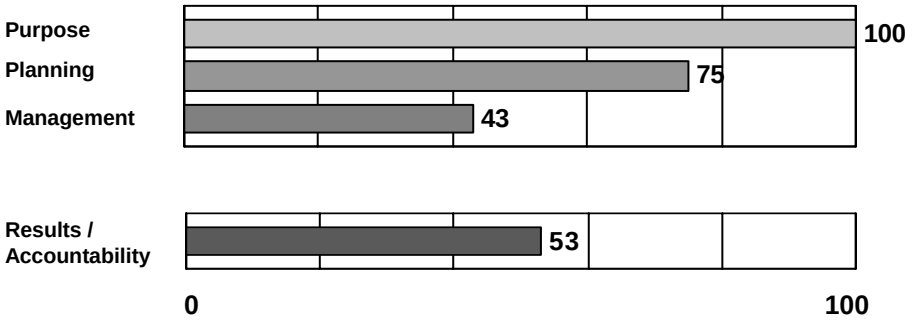
The Department is working on phased implementation of the Flood Insurance Reform Act of 2004.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
2,153	1,524	1,632

Program: *Office of Investigations*

Agency: *Department of Homeland Security*
Bureau: *Immigration & Customs Enforcement*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Percent of completed cases which have an enforcement consequence (arrest, indictment, conviction, seizure, fine or penalty)	2004	58.7%	43.8%
	2005	Baseline	
	2006	TBD	
Long-term Measure: Dollar value of monetary instrument seizures derived from and/or used to support criminal activity	2004	269 million	225 million
	2005	283 million	
	2006	297 million	
	2007	300 million	
Annual Efficiency Measure: Percent of completed cases which have an enforcement consequence (arrest, indictment, conviction, seizure, fine or penalty)	2004	58.7%	43.8%
	2005	Baseline	
	2006	TBD	

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The Office of Investigations enforces trade and immigration laws through the investigation of activities, persons, and events that may pose a threat to U.S. safety and security. In particular, it investigates and tries to prevent illegal trafficking in weapons, narcotics and contraband smuggling, human smuggling and trafficking, money laundering and other financial crimes, fraudulent trade practices, child pornography, and child sex tourism.

The assessment found that the Office of Investigations has made significant progress in the integration of former customs and immigration investigators, and has started to reap the benefits of additional investigative authorities.

- The program has developed a useful outcome goal to raise the percentage of completed investigations with a law enforcement consequence such as an arrest, indictment, conviction, seizure, fine or penalty.
- However, the program has weak financial and management controls in place to ensure appropriate expenditure and budgeting of resources and to hold managers and agency partners accountable for performance results.

In response to these findings, the Administration will:

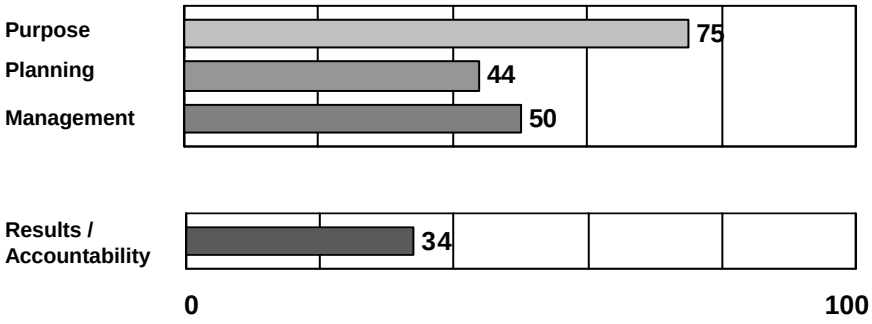
1. The Budget proposes $34 million in initiatives for the Visa Security Program, the Homeland Security Data Network, and increased worksite enforcement.
2. The agency will develop stronger financial control of its resources and develop stronger internal control mechanisms to track the expenditure of funds.
3. The agency will continue its progress in instituting controls to hold managers accountable for performance results.
4. The agency will work to increase cooperation with other Federal law agencies in order to prevent conflicting investigations and to utilize all resources in common investigative goals.
5. The agency will ensure collection of critical performance data for the program' s measures.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
941	1,181	1,399

Program: *Passenger Screening Technology*

Agency: *Department of Homeland Security*
Bureau: *Transportation Security Administration*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Level of machine effectiveness			
Measure Under Development			
Long-term Measure: Level of machine efficiency			
Measure Under Development			
Annual Measure: Level of machine reliability			
Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The Transportation Security Administration' s (TSA) Passenger Screening Technology program provides the technology necessary to prevent the entry of firearms, explosives, and other dangerous weapons on aircraft through inspection of passengers as well as carry-on baggage. Aviation remains one of the primary focuses of terrorist organizations for actions against U.S. citizens, and the airport passenger screening function constitutes the front lines of preventing aircraft contraband that can assist in terrorist acts intended to harm passengers and aircraft.

The assessment found that the Passenger Screening Technology program was unable to demonstrate outcome-based performance results.

- The passenger screening technology architecture is sound, although some shortcomings exist including the quality of screening for explosives.
- The program recently developed strong performance measures, but targets are still under development. The program has not yet undertaken an evaluation of sufficient scope and quality.
- TSA is in the process of implementing better management information systems so that performance oversight of technology contractors is improved.

In response to these findings, the Administration will:

1. Include increases in funding to deploy new passenger screening technology to ensure all higher risk passengers receive improved screening for explosives.
2. Develop and implement performance targets for the new performance measures.
3. Complete a comprehensive capital plan that addresses long term system performance needs.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
27	103	147

Program: *Protective Intelligence*

Agency: *Department of Homeland Security*
Bureau: *USSS/Intelligence Division*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: # of Known Subjects Classified as a Threat Who Approach Protectees or Protective Events	2003	0	0
	2004	0	
	2005	0	
	2006	0	
Annual Efficiency Measure: Protective Intelligence Efficiency Index -- Meaure Under Development			
Annual Measure: Percent of Instances Protectees Arrive and Depart Safely	2003	100%	100%
	2004	100%	
	2005	100%	
	2006	100%	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Protective Intelligence (PI) program minimizes the risk of harm to persons, property, and events protected by the United States Secret Service. The PI program receives, evaluates, disseminates, and maintains information concerning subjects and activities that pose a known, potential, or perceived threat to protected persons, property, and events; investigates those subjects and activities; and conducts intelligence ' advances' preceding protectee travel.

Protecting the Nation' s leaders is an ongoing homeland security imperative. The vulnerability of large, public, visible events to terrorist attack is such that the Secret Service has been directed by the President to plan and implement security designs for designated National Special Security Events (NSSEs).

The assessment found that this program effectively fulfills its mission requirements. The PI program provides Secret Service law enforcement personnel with the timely and relevant information needed to carry out their associated protective operations.

- The program employs intelligence advances to determine the appropriate level of operational resources needed for protectee visits; intelligence advance agents' determinations as to the nature and scope of the local threat environment drive the allocation of resources.
- Program resources surge and contract (both within and across geographic and functional areas) in response to such factors as protectee travel destinations, NSSE venues, variance in national threat levels, and/or crisis management scenarios.
- The program works in partnership with numerous law enforcement and intelligence agencies to achieve its ambitious annual and long-term goals.

In response to these findings:

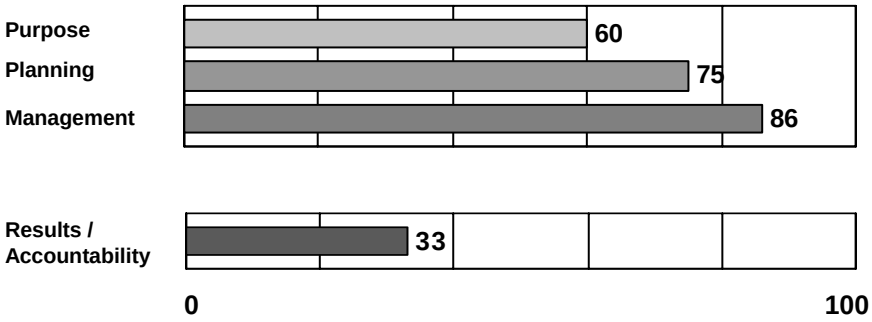
1. The Budget includes continued support for the Protective Intelligence program.
2. The agency needs to continue to make progress achieving annual and long-term performance goals while demonstrating improved efficiencies.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
57	59	60

Program: *Recovery*

Agency: *Department of Homeland Security*
Bureau: *FEMA*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Measure Under Development	2004	90%	90%
Annual Measure: Measure Under Development	2004	87%	89.2
Annual Efficiency Measure: Percentage reduction in Individual Assistance program delivery cost	2004	TBD	NA

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The Department of Homeland Security' s Recovery program ensures that individuals and communities affected by disasters of all sizes, including catastrophic and terrorist events, are able to return to normal function with minimal suffering and disruption of services.

The assessment of the Department of Homeland Security' s Recovery program found that the program has a clear purpose and addresses an existing need. FEMA' s recovery programs are carefully designed to avoid duplicative disaster assistance through sequencing the delivery of FEMA assistance with the assistance available from other sources, such as insurance or other federal agency programs.

- There are no other programs of integrated emergency management and coordination that respond to domestic disaster contingencies. Because the Recovery Program is unique in nature, it cannot be compared to any other programs for performance evaluation.
- The assessment found that, while the implementation of the Recovery program may be free of flaws, the program design has some flaws. The program may be used only in areas included in a Presidentially declared disaster. The program may also be providing disincentives for localities to budget for their own disaster costs. Additionally, funding levels for much of the program are not tied to performance, since they are based on average yearly disaster costs.
- The program is achieving quarterly milestones and is on track to meet long term performance goals.

In response to these findings, the Administration will monitor performance for the Recovery program:

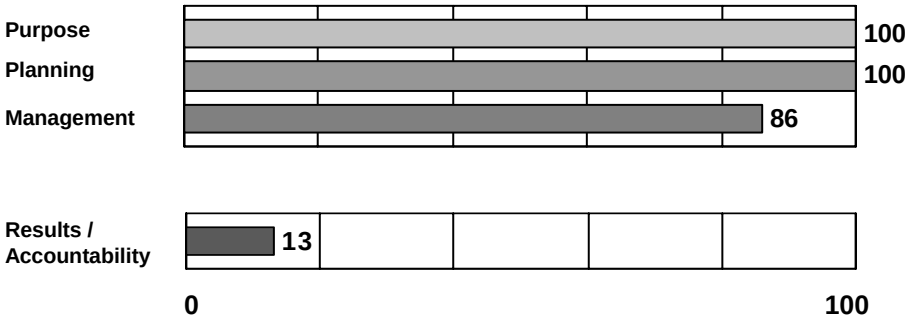
1. The agency is developing additional baseline information on costs of delivering assistance, to be used to inform future performance measurement.
2. The agency is collecting quarterly information and will be able to update the assessment for the FY 2007 budget to reflect performance measurement information.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
3,031	6,466	1,374

Program: *Screener Training*

Agency: *Department of Homeland Security*
Bureau: *Transportation Security Administration*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Level of training course evaluation performance.	2003	Baseline	4.46
	2004	4.51	
	2005	4.56	
	2006	4.60	
Long-term Measure: Level of screeners scoring 85% or greater on annual performance recertification on the first attempt.	2010	97.5	
Annual Efficiency Measure: Cost variance of local TSA-Approved Instructors versus Specialized Security Training Contract training Measure Under Development			

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The Transportation Security Administration's (TSA) Screener Training program provides the training and support necessary to provide a capable screening workforce at the Nation's airports and to also meet the statutory requirements of the Aviation and Transportation Security Act. Screener training is the primary element of screener workforce preparation and ongoing preparedness. Aviation screening requires specialized skills in a variety of areas such as technology, threat recognition, search procedures, and personal interaction with travelers.

The assessment found that TSA has largely addressed design flaws identified through internal and external reviews, and is working to improve overall performance.

- TSA increased the level and scope of supervisory training, instituted processes to identify and remediate screener skill gaps, standardized remedial training, and improved access to training courses through an online training center.
- TSA developed and implemented key annual and long term measures to address the results of initial screener training and annual certification training.
- Some important training issues still need to be addressed, including validating current remedial training standards and ensuring connection with implemented staffing and operational decisions.

In response to these findings, the Administration will:

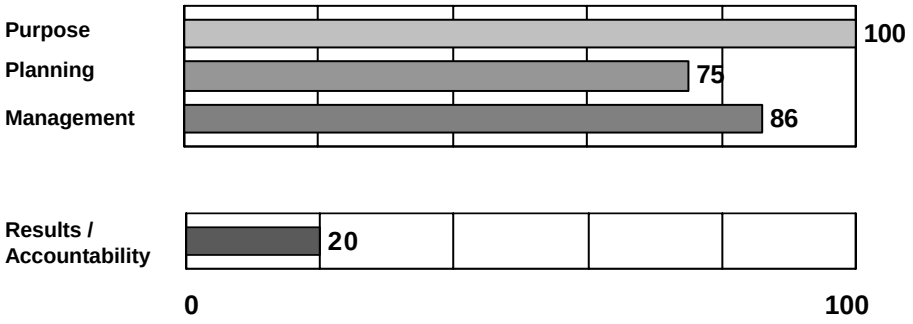
1. Include funding for additional technology infrastructure, which will improve TSA's ability to train employees and monitor performance outcomes.
2. Continue to address training system and process shortfalls identified by the DHS IG, GAO, and others.
3. Ensure that recently-adopted performance measures and targets are effective for the long term for measuring training system performance.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
106	89	91

Program: *Screener Workforce*

Agency: *Department of Homeland Security*
Bureau: *Transportation Security Administration*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percentage of screeners scoring above the national standard level of Threat Image Projection (TIP) performance Measure Under Development			
Long-term Efficiency Measure: Cost per passenger screened Measure Under Development			
Annual Measure: Level of baggage screening covert test results Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Program Summary:

The Transportation Security Administration's (TSA) Screener Workforce program provides the human capital necessary to prevent the entry of firearms, explosives, and other dangerous weapons on aircraft through inspection of passengers as well as carry-on and checked baggage. Aviation remains one of the primary focuses of terrorist organizations for actions against U.S. citizens, and the airport passenger screening function constitutes the front lines of preventing aircraft contraband that can assist in terrorist and other criminal acts intended to harm passengers, aircraft, and other persons and property.

The assessment found that the Screener Workforce program, though making progress, is unable to demonstrate outcome-based performance results.

- TSA is addressing past design flaws including inappropriate staffing levels, poor distribution of screeners among airports, and the inordinate use of full time over part time screeners. TSA recently undertook a workforce realignment effort and developed a draft screener staffing model.
- While TSA has been working aggressively to put in place procedures, systems, and processes to measure cost effectiveness and achieve efficiencies, most are not yet sufficiently in place.
- TSA has not yet established targets and timeframes for most annual and long term performance goals.

In response to these findings, the Administration will:

1. Include funding to sustain and improve the screener workforce.
2. Develop performance targets for new performance measures.
3. Undertake more comprehensive and thorough evaluations on workforce issues to better understand how to address workforce performance needs.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
2,334	2,522	2,669

Program: *Search and Rescue*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Agency: *Department of Homeland Security*

Bureau: *Coast Guard*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percent of all mariners in imminent danger rescued.	2001	85%	84.2%
	2004	85%	84.4%
	2005	85%	
	2006	87%	
Long-term Measure: Measure Under Development			

Recommended Follow-up Actions	***Status***
The Budget will provide funding in 2004 for two Coast Guard initiatives to improve SAR station readiness. These initiatives, totaling $20 million, will enable the Coast Guard to increase SAR staffing. With additional personnel available at small boat stations and command centers, individuals' workweeks will be reduced to 68 hours and watch standards will be capped at 12 hours per shift. These changes will ensure that SAR operations are not hampered by personnel who are overworked and exhausted.	Completed
Coast Guard will work to develop useful long-term performance measures for the SAR program.	Completed

Update on Follow-up Actions:

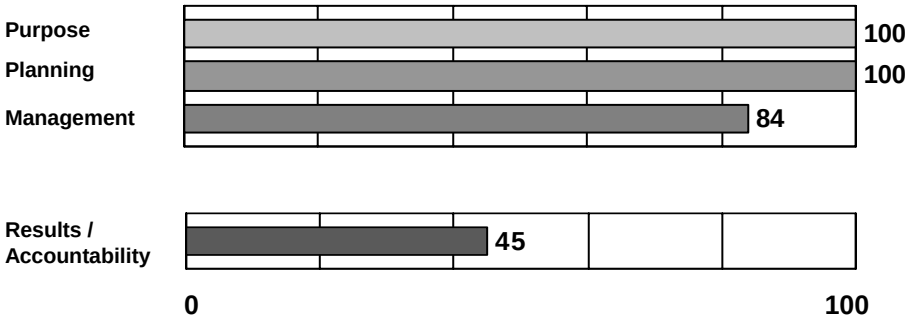
The Coast Guard has established long-term performance targets out to 2010. The Search and Rescue program continues to make progress in achieving its long-term outcome goals. It has exceeded annual targets for the percentage of mariners in imminent danger who are rescued in 2001, 2002, and 2003. It is on track to exceed the target for 2004 as well.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
691	768	794

Program: *Standards*

Agency: *Department of Homeland Security*
Bureau: *Science and Technology*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*

Rating: *Adequate*

Program Type: *Research and Development, Research and Development*

Program Summary:

The Department of Homeland Security Science and Technology Directorate' s Standards Portfolio has a mission is to develop and coordinate the adoption of national standards and appropriate evaluation methods to meet homeland security mission needs. There is an urgent need to develop and implement standards, and test and evaluation protocols for technology used to support the homeland security mission.

This program ranked in the middle of the three portfolios that were evaluated in the PART for this Directorate. They have few tangible programs to which to point and lack many analytical benchmarks and fiscal controls since they are still attempting to ' stand-up' fully as a Portfolio and as a Directorate.

- The Directorate was created as a new part of the Department of Homeland Security and has only begun establishing performance measures and evaluating their progress toward reaching those goals. As such, at the conclusion of the one-year performance cycle the Directorate can evaluate its progress toward those goals.
- Annual Performance Goals for standards are defined in the strategic planning templates and in the future years homeland security performance measures. They include establishing the DHS standards prioritization, adoption and development process, and adopting and developing key standards in 11 subject areas including weapons of mass destruction countermeasures and operational directorates' needs.
- While strategic planning and evaluation is currently underway, subsequent deficiencies have not been identified or remedied. An independent evaluations of the standards program has not been accomplished to date. The Homeland Security Standards Advisory Council will report on the FY 2004 program.

In response to these findings, the Administration considered the PART rating of this Portfolio in its FY 2006 funding decision.

1. Directly related to the PART findings, the Budget includes $37 million, a $3 million decrease.
2. The Administration will await the results of the program evaluation and analysis process that the Directorate is developing. That process will evaluate the progress that each Portfolio makes toward achieving their respective goals and remedying any deficiencies. Once that process is complete, it is expected that this Portfolio will achieve an increased PART score once it is reassessed.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
38	40	37

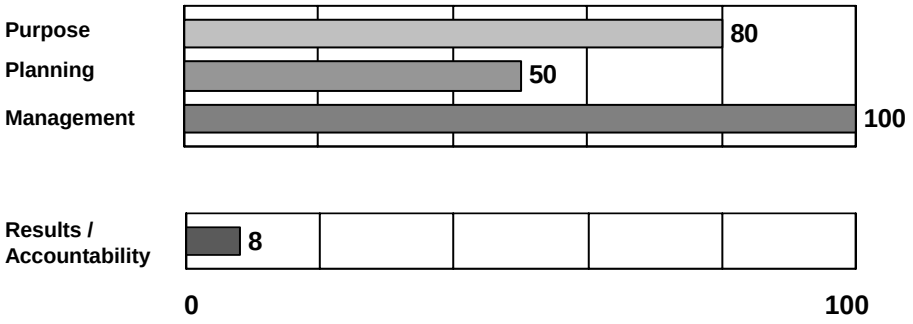
Program: *State Homeland Security Grants*

Rating: *Results Not Demonstrated*

Agency: *Department of Homeland Security*

Bureau: *ODP*

Program Type: *Block/Formula Grant*



Program Summary:

The State Homeland Security Grant Program supports state and local initiatives to prepare, prevent and respond to acts of terrorism. Awarded through the States, these funds are allocated to police, fire, emergency management agencies to meet their equipment, training, exercises, and planning needs outlined in homeland security strategies.

This program grew rapidly in the wake of 9/11, totaling $5.2 billion through FY2005. The program's strengths include a clear focus on terrorism readiness, and a sound management structure at the Federal level. Nevertheless, the rapid growth in funding and visibility has highlighted a number of shortcomings.

- Funding is allocated by a formula that uses population as the sole risk factor, ignoring other threats and vulnerabilities.
- Grant planning and allocation is decentralized, hindering the implementation of national initiatives and priorities.
- The program still lacks clear goals and measures for either national or state-level accountability.
- Grantees' expenditure and disbursement of funds has been slowed by planning delays and conflicting spending authorities.
- Current reporting mechanisms focus on what has been planned and purchased, not outcomes or accomplishments.

In response to these findings and similar concerns, the Administration will continue efforts to better link these dollars to measurable improvements in terrorism preparedness. In addition,

1. The 2006 Budget proposes to restructure the grant allocation process, providing the Secretary with greater discretion to award funds based on risks, threats, and vulnerabilities.
2. The program will accelerate implementation of performance measures based on National Preparedness Goals.
3. The program will complete a detailed needs assessment of state and local capabilities to guide Federal, state and local funding allocations.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Measure Under Development			
Long-term Measure: Measure Under Development			
Long-term Measure: Measure Under Development			

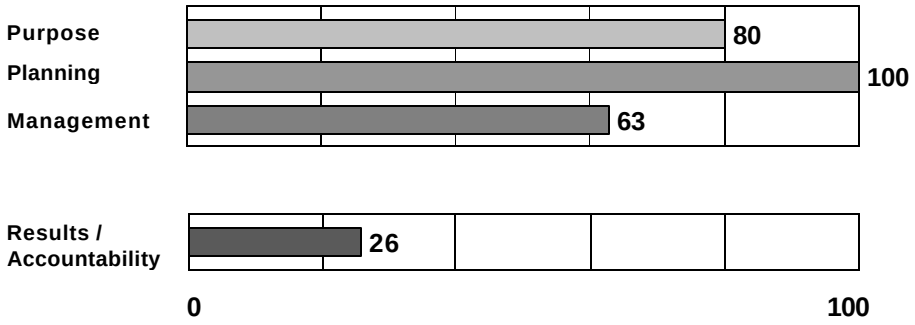
Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
1,200	1,500	1,020

Program: *Threat and Vulnerability, Testing and Assessment (TVTA)*

Agency: *Department of Homeland Security*

Bureau: *Science and Technology*



Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Improvement in the National capability to assess threats and vulnerabilities to terrorist attacks	2006	10	

Rating: *Results Not Demonstrated*

Program Type: *Research and Development, Research and Developmen*

Program Summary:

The Department of Homeland Security Science and Technology Directorate's Threat Vulnerability Testing and Assessment (TVTA) Portfolio has a purpose to provide and develop capabilities that enable the creation, application, and dissemination of threat and vulnerability information to prepare for, anticipate, detect, and prevent terrorist activities and help restore the Nation's operational capabilities if an attack were to occur.

This program ranked the lowest of the three Portfolios that were evaluated in the PART for this Directorate.

- The Directorate was created as a new part of the Department of Homeland Security and has only now begun establishing performance measures and evaluating their progress toward reaching those goals. As such, at the conclusion of the one-year performance cycle, the Directorate can evaluate its progress toward those goals.
- Performance measures can demonstrate TVTA's progress in meeting its strategic objectives and some have been developed as part of TVTA's Strategic Planning efforts, but some fiscal and accountability controls were lacking.
- Strategic planning and evaluation is currently underway and subsequent deficiencies have not been identified or remedied. Their score suffered in part from things outside their control such as the fact that outside evaluators have not had a chance to conduct plenary analysis and because legal impediments have hindered their success.

In response to these findings, the Administration considered the achievements of this Portfolio in its funding decision.

1. Directly related to the PART findings, the Budget includes $50 million, a $16 million decrease for TVTA.
2. The Administration will await the results of the program evaluation and analysis process that the Directorate is developing. That process will evaluate the progress that each Portfolio makes toward achieving their respective goals and remedying any deficiencies. Once that process is complete, it is expected that this Portfolio will achieve an increased PART score once it is reassessed.

Program Funding Level (in millions of dollars)

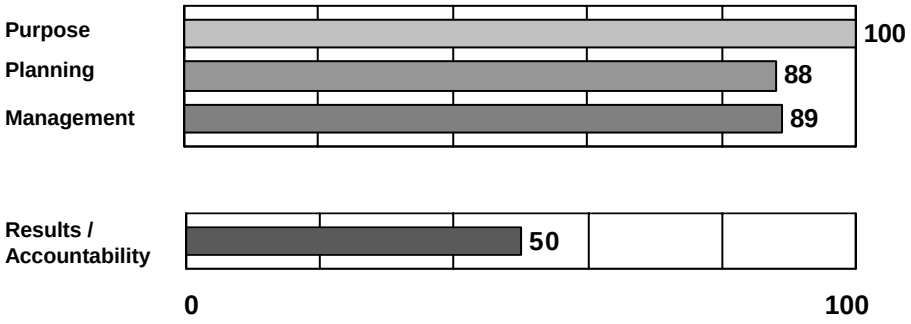
2004 Actual	2005 Estimate	2006 Estimate
93	66	50

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

PART ASSESSMENTS

Program: *Fair Housing Assistance Program*

Agency: *Department of Housing and Urban Development*
Bureau: *FHEO*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Percentage of consistently unfair treatment towards minorities (blacks, hispanics, and asians) over whites in paired testing for rental and sales housing markets	1989		26.6%
	2000		21.0%
	2010	20.1%	
Annual Measure: Improve the public's confidence in enforcement by reducing by four percentage points, from FY 2004, the number of aged cases in the overall FHAP inventory.	2003		43%
	2004	41%	
	2005	39%	
Annual Measure: In order to increase the nation's capacity to provide coordinated enforcement of fair housing laws, certify two new substantially equivilent agencies under the Fair Housing Act	2003	98	98
	2004	99	100
	2005	100	
	2006	102	

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Program Summary:

The Fair Housing Assistance Program (FHAP), which is operated by the Department of Housing and Urban Development' s Office of Fair Housing and Equal Opportunity, enforces the Federal Fair Housing Act (42 U.S.C 3601 et seq.) by providing formula grants to participating state and local law enforcement agencies with State and local fair housing laws that have been determined by the Department of Housing and Urban Development to be " substantially equivalent" to the Federal Fair Housing Act.

FHAP received high scores for program purpose and design, strategic management, and program management. The PART assessment identified the following concerns:

- Government Technical Representatives (GTRs) and Government Technical Monitors (GTMs), HUD staff who are review grantee work products and perform annual grantee assessments, provide inconsistent guidance to FHAP grantees.
- No independent evaluations exist to support program performance and to highlight areas of improvement.

In response to these findings, The Office of Fair Housing and Equal Opportunity is pursuing reforms in areas identified in the PART as needing further attention. These include:

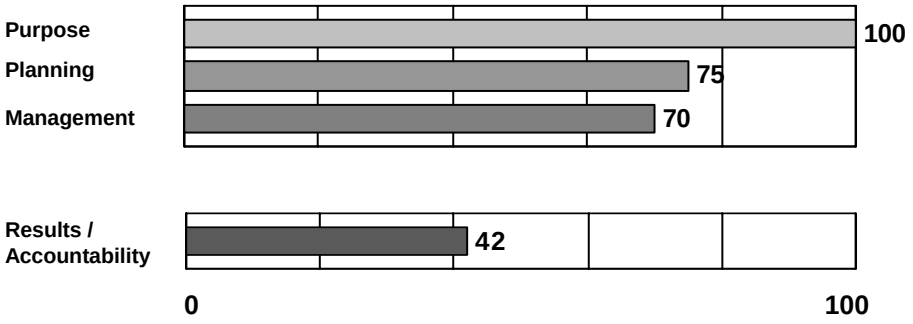
1. Retraining GTRs and GTMs and ensuring that FHAP investigators receive standardized training through revision of the Title 8 handbook and the National Fair Housing Training Academy.
2. Developing independent evaluations of the performance of the FHAP program.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
28	26	23

Program: *Fair Housing Initiatives Program*

Agency: *Department of Housing and Urban Development*
Bureau: *FHEO*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: The percentage of complaints settled.	2001		30%
	2002		42%
	2003		40%
	2004	42%	
Annual Efficiency Measure: The average amount of allocated PEI funding used per complaint referred to FHAPs and HUD	2001		$17733
	2002		$19829
	2003		$15814
	2004		
Long-term Measure: Percentage of the general public who can correctly identify six or more of the eight scenarios describing illegal conduct as unlawful	2001		51%
	2006	60%	

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Program Summary:

The Fair Housing Initiatives Program (FHIP), which is operated by the Department of Housing and Urban Development's Office of Fair Housing and Equal Opportunity, enforces the Federal Fair Housing Act (42 U.S.C 3601 et seq.) by providing competitive grants to private fair housing organizations to conduct private enforcement of the Federal Fair Housing Act, as well as education and outreach activities.

FHIP received a high score for program purpose and design. The Office of Fair Housing and Equal Opportunity is committed to improving program management and strategic planning. The PART assessment found that the Office of Fair Housing and Equal Opportunity must focus on the following areas of improvement:

- More attention is needed to strategic planning and to demonstrating direct grantee contributions to the annual performance goals and measures of the Office of Fair Housing and Equal Opportunity.
- Government Technical Representatives (GTRs) and Government Technical Monitors (GTMs), HUD staff who review grantee work products and perform annual grantee performance assessments, provide inconsistent guidance to FHIP grantees.
- An information technology system is needed for standardized reporting for FHIP grant activities.

In response to these findings, the Office of Fair Housing and Equal Opportunity is pursuing reforms in these areas; including:

1. Development of annual measures to reflect FHIP grantee contributions to the annual performance goals of the Office of Fair Housing and Equal Opportunity.
2. Re-training of the GTRs and GTMs to provide clear and consistent guidance to FHIP grantees.
3. Examining the expansion of the Office of Fair Housing and Equal Opportunity's case management system, TEAPOTS, to provide FHIP grantees standardized reporting of FHIP grant activities.

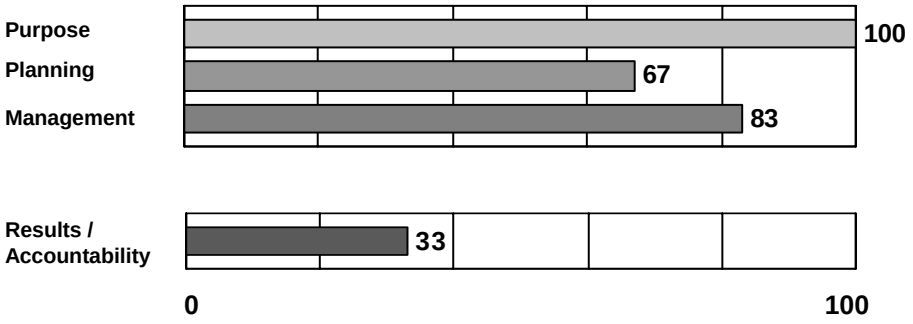
Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
20	20	16

Program: *Family Self-Sufficiency Program (FSS)--within Housing Vouchers*

Agency: *Department of Housing and Urban Development*

Bureau: *Public and Indian Housing Programs*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Increase the graduation rate for those exciting the FSS program 5% each year.	2000		42%
	2005	47%	
	2006	52%	
Annual Measure: Increase by 5% the percentage of FSS participants and graduates whose predominant source of income is earned income.	2004		20,984
	2005	28,366	
	2006	29,784	

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The Family Self-Sufficiency (FSS) program assists families in the Housing Choice Voucher program to achieve economic independence and self-sufficiency by addressing issues of housing, employment, and asset building. It is a voluntary program that requires a five year commitment by families. At the successful completion of the program, families receive savings that have been built over that time.

The PART found that:

- the FSS Program is designed well as it provides incentives for families to commit to the program, become employed, and increase their incomes.
- Since it is a voluntary program for participants and public housing agencies (PHAs) and has a limited budget, FSS can only assist a small number of families.
- HUD has changed the program goals annually, making it hard to construct a baseline and track program performance.

Recommendations:

1. The NOFA (notification of funding availability) application process will be used to better measure outcomes of program participants by Housing Agency.
2. The 2006 Annual Performance Plan will re-establish the 2003 annual goal: "The number of public housing and Voucher households that have accumulated assets through the FSS program increases by 5 percent and the average escrow amount for FSS graduates increase." This measure should be maintained over time.
3. The Flexible Voucher proposal also includes performance measures that will encourage more PHA participation in FSS.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
48	46	55

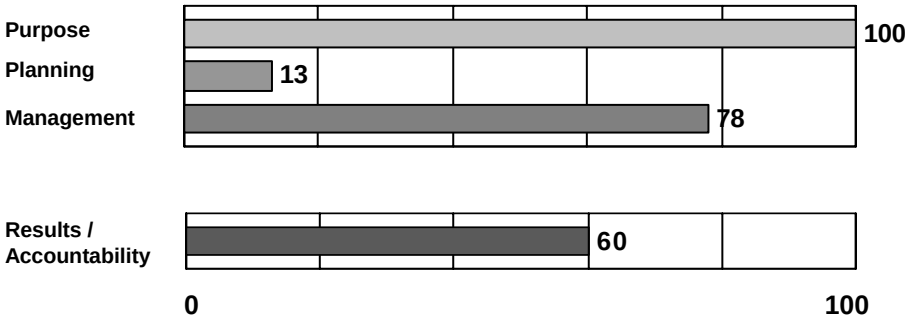
Program: *FHA Single-Family Mortgage Insurance*

Rating: *Adequate*

Program Type: *Credit*

Agency: *Department of Housing and Urban Development*

Bureau: *Office of Housing*



Program Summary:

The Federal Housing Administration's (FHA) Single Family Mortgage Insurance program insures private lenders against losses from default on the single-family mortgages that they issue. The program's purpose is to expand homeownership opportunities for first-time homebuyers and borrowers with low downpayments by providing access to mortgage credit while maintaining an adequate capital ratio for the FHA insurance fund. FHA is also challenged to prevent or mitigate program fraud and risk.

The assessment found that the program is meeting its statutory objective to serve underserved borrowers. In 2004, 73 percent of FHA insured loans were to first-time homeowners, and 37 percent were to minority homebuyers. However, the program lacks quantifiable annual and long-term performance goals which measure FHA's ability to achieve its statutory mission. In addition, the program's credit model does not accurately predict losses to the insurance fund, nor can FHA demonstrate its ability to reduce fraud in the program.

In response to these findings, the Administration will:

1. Establish quantifiable annual and long-term performance goals for the percentage of FHA Single Family endorsements for first-time and minority homeowners. Set 2006 targets for current measures higher than actual experience.

2. Publish efficiency measures in HUD's 2006 Annual Performance Plan to show improved efficiencies or cost effectiveness in the disposition of foreclosed properties.

3. Develop a measure in HUD's 2006 Annual Performance Plan that assesses FHA's ability to identify and address fraud in the program. Further, FHA will continue to develop strategies and initiatives to reduce program risk and target program fraud.

4. Continue development of a credit model that more accurately and reliably predicts claims costs.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: The share of FHA-insured home-purchase mortgages for first-time homebuyers remains above 80 percent in each year through 2008.	2004	80	73
	2005	80	
	2006	80	
	2007	80	
Annual Measure: The ratio of minority and non-minority low- and moderate-income families with children increases by 0.4 percentage points by 2005.	2004	74.3	
	2005	74.3	
	2006		
Annual Measure: Loss mitigation claims are at least 45 percent of total claims on FHA-insured single family mortgages.	2003		50
	2004	40	54.2
	2005	45	
	2006	50	

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
-2,660	-2,121	-1,867

Program: *HOME Investment Partnerships Program*

Agency: *Department of Housing and Urban Development*

Bureau:

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Total number of years of affordability provided for low-income households residing in units produced from the investment of HOME funds	2002		720025
	2003	725000	742430
	2004	750000	778649
	2005	775000	
Long-term Measure: Additional minority households becoming homeowners by 2010 through HOME and American Dream Downpayment assistance	2002	16,500	17,869
	2003	18,000	17,695
	2004	33,000	
	2005		
Long-term Efficiency Measure: Annual increase in the average "blended" HOME investment per unit.	2002	<3.0%	2.1%
	2003	<3.0%	0.034
	2004	<3.0%	0.064
	2005	<3.0%	

Recommended Follow-up Actions	Status
HOME staff is developing a long-term measure to better capture the effect funds have on communities. The indicator will track trends in neighborhood quality that accompany the investment of HOME Program funds. Initially, HUD will use the changes in median home loan amounts (from Home Mortgage Disclosure Act data) as an indicator of trends in neighborhood quality of life.	Action taken, but not completed

Update on Follow-up Actions:

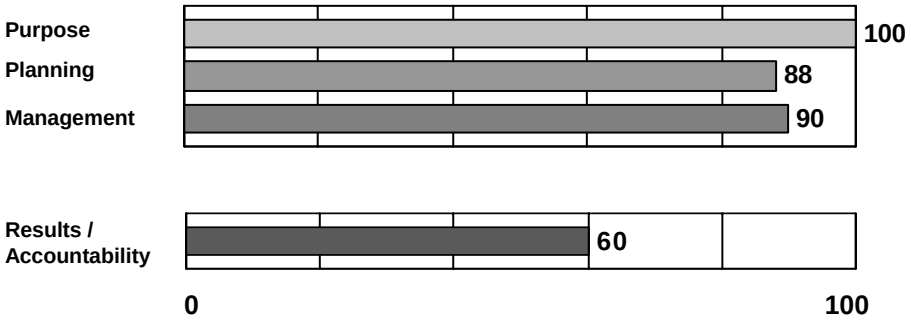
HOME continues to make progress toward its short and long-term goals and is working to implement agreed upon outcomes.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
2,006	1,900	1,941

Program: *Homeownership Voucher*

Agency: *Department of Housing and Urban Development*
Bureau: *Public and Indian Housing*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Number of homeownership closings.	2004	1,800	2,052
	2005	2,500	
	2006	3,000	
Annual Measure: Number of PHAs with homeownership closings.	2004		355
	2005	369	
	2006	405	
Long-term Measure: By 2010, the default rate will remain at or below the national average.	2004	4.41%	2%

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Program Summary:

The purpose of the program is to make homeownership a reality for low-income families that are first-time homebuyers and who have been renting through the Voucher or Public Housing Programs.

The assessment found that the program is designed efficiently as it on works with a specific population and then places income, employment and other restrictions that further target families that are able to sustain a mortgage over time. Public Housing Agency (PHA) staff work on the program in coordination with community nonprofits and lenders. The voluntary nature of the program for PHAs limits the number of participants, but the cost of the voucher is the same for the PHA whether a homeownership or a rental voucher. Cost of available homes, family credit problems, and difficulty with getting lenders to participate in the program are some of the problems facing the program. The program has been outperforming its annual targets, but there have been data collection problems, and participation has been under-reported.

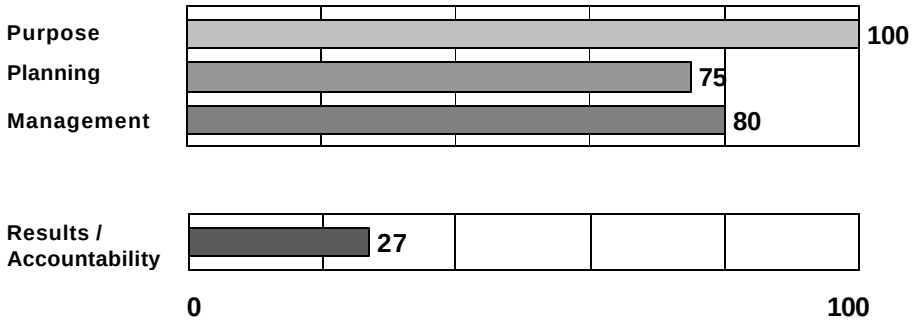
The Department developed two new long-term measures for 2006: 1) Create 50,000 new homeowners in ten years; and 2) The default rate will be at or below the national average by 2010. In addition, HUD will be creating a new baseline from improved data.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
4	3	5

Program: *Housing Counseling*

Agency: *Department of Housing and Urban Development*
Bureau: *Office of Housing*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Between FY 2004 and FY 2008, 3.5 million families will receive HUD housing counseling.	2008	3,500,000	
Annual Measure: Housing counseling is provided to 800,000 homebuyers and homeowners in 2006.	2004	543,659	
	2005	476,084	
	2006	799,372	
Annual Measure: 50 percent of total mortgagors seeking help with resolving or preventing mortgage delinquency will successfully avoid foreclosure.	2004	62	47
	2005	62	
	2006	50	

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The Housing Counseling program expands homeownership and access to affordable housing through the provision of a variety of housing counseling services to potential homebuyers, current homeowners, renters, and the homeless. For example, counseling services educate families on how to identify predatory lending practices and avoid defaulting on their mortgages.

The assessment found that:

- The program's purpose is clear, but that it lacks consistent, strong annual and long-term performance goals.
- The program does not have the information systems necessary to streamline grantee data collection and quality control to improve performance measures.
- The program's lack of independent evaluations makes it difficult to assess the program's full impact.

In response to these findings, the Administration will:

1. Establish information systems to collect client-level data from grantees, and help streamline and standardize the flow of information between HUD and its approved housing counseling agencies, and perform more in-depth data analysis at an aggregate level as a result of improved data collection and reporting abilities.
2. Commission HUD's Office of Policy Development and Research to evaluate the program's impact, performance, and ability to achieve established goals.
3. Adopt standards for housing counseling programs and requirements for housing counselor credentials.
4. Establish efficiency measures to show improved administrative efficiencies and cost-effectiveness in achieving program goals.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
40	42	40

Program: *Housing for Persons with Disabilities*

Agency: *Department of Housing and Urban Development*

Bureau: *Housing Programs*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Measure Under Development			
Annual Measure: Number of households including a disabled person with worst-case housing needs (in thousands) These households do not receive Federal assistance but have incomes below 50 percent of the local median, and pay more than half of their income on rent or live in poor quality housing.	1995		1,050
	1997		1,100
	1999		1,100
	2003	1,070	

Recommended Follow-up Actions	Status
Give priority to local projects that are part of the strategy to end chronic homelessness by housing those disabled who are at high risk of homelessness.	No action taken
Propose amendments to streamline the delivery of new housing assistance to provide more housing units for very low-income disabled persons. Amendments to the current program would allow non-profit organizations more flexibility in using grant funds to respond to local needs.	No action taken
Develop performance measures that attempt to measure outcomes and the efficiency of the program.	No action taken

Update on Follow-up Actions:

The Budget proposes no new funding for the capital grant program.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
249	238	120

Program: *Housing for the Elderly*

Agency: *Department of Housing and Urban Development*

Bureau: *Housing Programs*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Measure Under Development			
Annual Measure: Number of elderly households (in thousands) in the United States with worst-case housing needs These households are renters that do not receive Federal assistance but have incomes below 50 percent of the local median and pay more than half of their income on rent or live in poor quality housing.	1995		1,051
	1997		1,180
	1999		1,028
	2003	970	

Recommended Follow-up Actions	Status
HUD will produce a plan to improve the program's performance within a year, which will include the development of meaningful performance measures.	No action taken
HUD will examine possible policy changes or reforms (statutory, administrative, regulatory) within the program's current design to strengthen performance.	No action taken

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
773	741	741

Program: *Housing Opportunities for Persons with AIDS*

Agency: *Department of Housing and Urban Development*

Bureau: *Community Planning and Development*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Measure Under Development			
Long-term Measure: Percentage of HOPWA clients who maintain housing stability and access care.	2000		62%
	2003	64%	
	2004	66%	
	2008	80%	
Long-term Measure: Measure Under Development			

Recommended Follow-up Actions	Status
Meeting with grantees to clarify reporting on how grants increase housing stability for clients, including reduced risk of homelessness and improved access to HIV treatment and other health care.	Completed
Updating annual reporting requirements to require grantee reporting around the program's long-term outcome measures.	Action taken, but not completed
Development of long-term outcome goals by spring 2004.	Completed
Recommending a statutory update to the formula to use local housing costs and CDC estimates of persons living with AIDS to better allocate resources based on need.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
297	282	268

Program: *Housing Vouchers*

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Agency: *Department of Housing and Urban Development*

Bureau: *Public and Indian Housing Programs*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Number of Housing Choice Voucher households that have accumulated financial savings through the Family Self-Sufficiency program	2001		19600
	2002	16,383	15,296
	2003	12,700	18,951
Annual Measure: Percent of Vouchers managed by troubled housing agencies.	2002		6.4
	2003		7.9
	2005	7.4	
	2006	7.0	

Recommended Follow-up Actions	Status
The Budget proposes to simplify the program and give more flexibility to Public Housing Authorities (PHAs) to administer the program to better address local needs. PHAs would continue to receive a set dollar amount as in 2005, but they would have the freedom to adjust the program to the unique and changing needs of their community, including the ability to set their own subsidy levels based on local market conditions.	Action taken, but not completed

Update on Follow-up Actions:

Neither 2004 nor 2005 Administration reform proposals were enacted, however, the 2005 appropriations act did adopt a "dollar based" rather than "unit based" approach. The Administration will propose reform again in 2006.

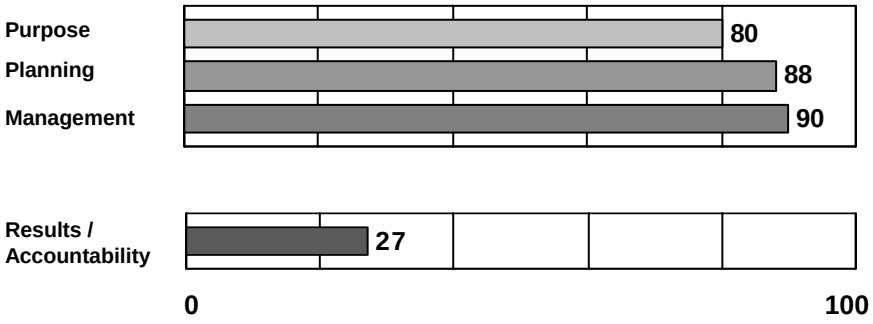
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
14,415	14,717	15,784

Program: *Indian Community Development Block Grant Program*

Agency: *Department of Housing and Urban Development*

Bureau: *Public and Indian Housing/Office of Native American Programs*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Jobs Created or Retained	2004	198	300
	2005	340	
Annual Measure: Number of Public Facilities Constructed	2004	103	91

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The Indian Community Development Block Grant (ICDBG) provides competitive grants to Indian and Alaska native communities to address needs in the areas of housing, economic opportunities and suitable living conditions (e.g., public infrastructure).

The assessment found that the program:

- Has a clear purpose in addressing a critical need: Indian communities suffer from high unemployment and poverty, housing overcrowding, and have a high incidence of incomplete plumbing.
- Has short-term output goals that it largely achieves but that it lacks long-term outcome measures of program impact on community quality of life.
- Is generally well managed in awarding and overseeing its grants.
- Has not been subject to a comprehensive evaluation.

In response to these findings:

1. HUD will consult with tribes to develop more detailed outcome performance measures and reporting. HUD will also develop a better data base of performance information.

2. HUD will perform a comprehensive evaluation of the program.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
72	68	58

Program: *Lead Hazard Grants*

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Agency: *Department of Housing and Urban Development*

Bureau: *Lead Hazard Control*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Number of children under age 6 with elevated blood lead levels.	1994		890,000
	2000		434,000
	2006	210,000	
Annual Measure: Number of housing units made lead-safe with program grant funds.	2003	7,600	9,098
	2004	8,390	8,811
	2005	9,500	
	2006	10,336	

Recommended Follow-up Actions	Status
The Administration proposes to revise the rating factors for grant applicants to target funds toward more cost-beneficial technology so that more units can be made lead-free for the same dollars.	Action taken, but not completed

Update on Follow-up Actions:

The grant rating factors encourage more use of more cost-beneficial technologies but do not require it. Future grant rounds should explicitly give rating points on this factor.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
164	167	110

Program: *Native American Housing Block Grants*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Agency: *Department of Housing and Urban Development*

Bureau: *Public and Indian Housing Programs*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Number of households receiving assistance	2004	69,430	173,703
	2005	170,000	

Recommended Follow-up Actions from Latest PART	*Status*
Simplify reporting requirements for grantees. HUD should re-examine the essential data needed to evaluate grantee performance and compliance with federal regulations and also give consideration to how administratively burdensome reporting requirements are on smaller tribes.	Action taken, but not completed
Develop short- and long-term, outcome-oriented performance measures that track reductions in overcrowded housing.	Action taken, but not completed
Complete the development and implementation of performance tracking systems. HUD has scheduled and funded the development of information technology systems for the block grant in 2003.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
650	622	522

Program: *Project-Based Rental Assistance*

Rating: *Ineffective*

Program Type: *Capital Assets and Service Acquisition*

Agency: *Department of Housing and Urban Development*

Bureau: *Housing Programs*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Thousands of households with worst-case housing needs (households not receiving federal assistance with incomes below 50 percent of the local median, who pay more than h of their income on rent or live in poor quality housing)	1997		4,331
	1999		3,921
	2001	3,807	
	2003	3,730	
Annual Measure: Percent of units meeting physical standards	2000		86.2%
	2001	86.5%	93.1%
	2004	94.7%	95.5%
	2005	95.0%	

Recommended Follow-up Actions from Latest PART	*Status*
HUD will make management improvements, including stepped-up enforcement against properties in poor condition. These actions will increase the number of units meeting acceptable physical quality standards.	Action taken, but not completed
Performance measures for self-sufficiency will also be developed.	No action taken

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
4,769	4,950	4,682

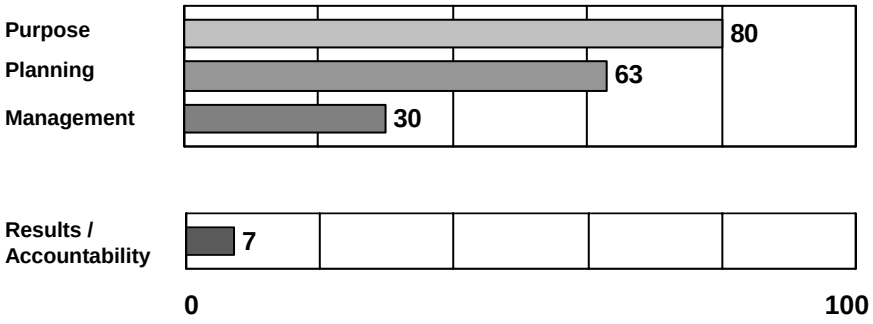
Program: *Rural Housing and Economic Development*

Rating: *Ineffective*

Agency: *Department of Housing and Urban Development*

Bureau: *Office of Rural Housing and Economic Development*

Program Type: *Competitive Grant*



Program Summary:

The purpose of the Rural Housing and Economic Development program is to build local capacity and support housing and economic development activities in rural areas. HUD awards grants to local rural nonprofits, federally recognized Indian tribes, and State agencies.

The assessment found that the program had a clear purpose and design, but program management and results were weak.

- The program duplicates other Federal, State, and local efforts.
- Long-term outcome and short-term outputs have been identified, but data has not yet been collected.
- Oversight of activities and use of performance information is weak, but HUD is developing a system to identify and correct management deficiencies.
- Lack of evaluations, efficiency measures, and performance targets limit the program's effectiveness.

In response to these findings, the Administration proposes to consolidate the program into a new economic and community development program to be administered by the Department of Commerce. The new program would be designed to achieve greater results and focus on communities most in need of assistance.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Number of jobs created	2001		1475
	2002		2035
	2003		1908
Annual Measure: Number of housing units rehabilitated or constructed	2001		1047
	2002		3928
	2003		6065
	2005	3338	

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
25	24	0

DEPARTMENT OF THE INTERIOR

PART ASSESSMENTS

Program: *Abandoned Mine Land Reclamation*

Agency: *Department of the Interior*

Bureau: *Office of Surface Mining Reclamation and Enforcement*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Equivalent acres of abandoned coal mine land with health and safety problems remaining to be reclaimed.	2003	205,000	
	2004	215,000	
	2005		168,310
	2006	205,000	195,529

Recommended Follow-up Actions	Status
Develop long-term measures that are more outcomes oriented and develop at least one efficiency measure.	Action taken, but not completed
Extend the coal fee, which expires on September 30, 2004, to fund the remaining work.	Action taken, but not completed
Propose legislative changes to the program's authorization to increase the rate of pre-1977 abandoned coal mine land reclaimed.	Completed

Update on Follow-up Actions:

The Administration has and will continue to work with Congress to ensure the AML coal fee will continue and funds will be targeted to increase the rate of reclamation. OSM collected information on new measures for the AML program from the states. Since 2004 was the first year for collection of the data, OSM will review the information and update measures in 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
172	168	170

Program: *DOI Wildland Fire Management*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Agency: *Department of the Interior*

Bureau: *Bureau of Land Management*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Number of high priority acres moved to a better condition clas Measures the extent to which excessive fuel loads (small tree and brush that exacerbate risks of catastrophic fire) are reduced and forest health is improved (New measure, targets under development)	2003	471,000	279,188
	2004	280,000	273,899
	2005	325,000	
	2006	160,000	
Annual Measure: Number of high priority acres treated in (1) the wildland urban interface (WUI) or (2) in condition classes 2 or 3...outside the WUI Measures acres treated to reduce fire risk in areas adjacent tc communities and in other high-priority areas. (New measure, targets under development)	2003	885,000	948,398
	2004	771,798	937,172
	2005	787,700	
	2006	716,182	
Long-term Efficiency Measure: Number of high priority acres treated in (1) the wildland urban interface (WUI) or (2) in condition classes 2 or 3...outside the WUI per million dollars of gross investment (New measure, targets under development)	2003	5,772	5,231
	2004	5,739	6,450
	2005	5,214	
	2006	4,755	

Recommended Follow-up Actions from Latest PART	Status
Establishing project criteria to ensure that hazardous fuels reduction funds are targeted as effectively as possible to reduce risks to communities in the wildlandurban interface.	Action taken, but not completed
Improving accountability for firefighting costs and ensuring that states are paying their fair share of such costs.	Action taken, but not completed
Developing a new fire preparedness model that focuses on efficient allocation of available resources.	Action taken, but not completed

Update on Follow-up Actions:

This program is responsible for managing and, if necessary, extinguishing fires on lands managed by DOI. Major activities include fire preparedness, fire suppression, hazardous fuels reduction, and burned area rehabilitation. The assessment found that DOI faces significant obstacles in meeting its long-term goals, most of which relate to management challenges. The agency has taken many steps in the past two years to improve program management, but the results of these actions have been unclear, and DOI has yet to fully address some key deficiencies identified in the PART.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
685	733	757

Program: *Energy and Minerals Management*

Agency: *Department of the Interior*

Bureau: *Bureau of Land Management*

Rating: *Adequate*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent of permits and lease applications processed. (Measures reduction in backlog; fluid, solid, and non-energy minerals tracked separately.)	2003		69%
	2004		78%
	2005	76%	
	2006	80%	
Annual Measure: Percent of permit violations corrected on first notice (fluid minerals).	2004	92%	96%
	2005	94%	
	2006	96%	
Annual Efficiency Measure: Average cost per permit (APD) processed (fluid minerals).	2003		$4,875
	2004	$3,950	$3,335
	2005	$4,100	
	2006	$4,000	

Recommended Follow-up Actions	*Status*
Revise BLM regulations to increase cost recovery in the energy and minerals program. This will better ensure that public land users, rather than the general public, pay for the costs of permitting these activities. It should also improve BLM's ability to respond to changing industry demand by providing additional BLM resources when demand is high.	Action taken, but not completed
Develop baseline data and targets for the newly-developed performance measures.	Completed
Seek to identify additional measures of efficiency for other components of the program, including coal and mineral materials activities.	Action taken, but not completed

Update on Follow-up Actions:

Through this program, BLM: 1) analyzes the environmental impacts of minerals development, 2) leases areas and provides permits for specific actions, 3) conducts inspections to ensure operators are meeting the obligations of their permits, and 4) takes enforcement actions when they are not. The review found that BLM does not adequately charge users for the costs of permitting energy and minerals activities and that BLM lacked adequate performance goals to measure program performance over time. BLM has developed and is using new performance measures for key components of the program, but has been slow to complete new regulations to improve cost recovery. Additional cost recovery fees are assumed in the FY 2006 Budget, and BLM should complete a rule implementing these fees by late 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
109	108	117

Program: *Energy Resource Assessments*

Agency: *Department of the Interior*

Bureau: *U.S. Geological Survey*

Rating: *Moderately Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: % of formal USGS publications and scientific products receiving appropriate peer review	2003	100%	100%
	2004	100%	100%
	2005	100%	
	2006	100%	
Annual Measure: Number of long term data collections maintained - 1) National Coal Resource Data System; 2) Organic Geochemistry Database; 3) National Energy Research Seismic Library; 4) World Coal Quality Inventory; 5) National Coal Quality Inventory	2003	5	5
	2004	3	3
	2005	3	
	2006	3	
Long-term Measure: % of targeted analyses delivered which are cited by identified partners within 3 years after analysis is delivered.	2004	80%	80%
	2005	80%	
	2006	80%	

Recommended Follow-up Actions	*Status*
Work with ERP to continue to make reports, and data more accessible and user friendly.	Action taken, but not completed
Refine performance measures drafted during the PART process and develop a five year program plan that is consistent with these measures.	Action taken, but not completed

Update on Follow-up Actions:

Energy Resources has generate a customer survey questionnaire and placed it on each web supported site to gain feedback from users. Geode, the priimery internet site to deliver data has been transferred to the National geospatial Programs office within USGS to make energy and other geologic data sets better integrated with other USGS science databases. The program is drafting a new 5 year plan that is consistent with PART measures, and refines vision, goals and core competencies. A variety of stakeholders have been engaged in the process.

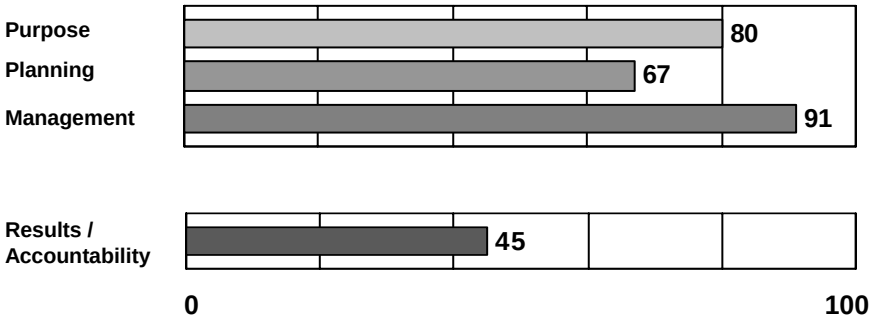
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
25	24	21

Program: *Federal Regulatory and Abandoned Mine Land Program*

Agency: *Department of the Interior*

Bureau: *Office of Surface Mining (OSM)*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Number of land acres reclaimed or mitigated from the effects of degradation from past mining (Calculated equivalent acres)	2003		147
	2004	260	27
	2005	130	
	2006	125	
Annual Measure: Percent of active sites that are free of off-site impacts	2003		93.9%
	2004	93%	95.4%
	2005	93%	
	2006	93%	
Long-term Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Regulatory Based*

Program Summary:

The Federal Regulatory and Abandoned Mine Land Program implements the Surface Mining Control and Reclamation Act of 1977 (SMCRA). SMCRA protects society from the potential adverse environmental effects of surface coal mining, while satisfying the nation's need for coal, and abates or reclaims land scarred and abandoned prior to the passage of the Act. The Office of Surface Mining administers the regulatory and Abandoned Mine Land Reclamation (AML) components in states that choose not to oversee and enforce SMCRA; on Indian Lands; and certain abandoned mined lands sites needing emergency reclamation.

The assessment found that the program:

- Has a clear purpose and a defined scope; is relatively well designed and planned; and supports, but does not duplicate other programs run by states.
- Lacks adequate measurable outcome-based performance goals for the regulatory component and independent evaluations.
- Allocates resources effectively.
- Collaborates with both the Regulatory and state-run AML Programs.
- Does not have enforcement mechanisms to encourage contemporaneous or expedient reclamation.

In response to these and other findings, the Administration will:

1. Collaborate with the states and Indian Tribes to develop at least one long-term and one efficiency measure for the regulatory component by early 2006. Measures should incorporate the level of mining activity and measure adherence to on-site regulations.
2. Assess developing mechanisms to encourage contemporaneous reclamation at mine sites to the extent practical.
3. Evaluate civil penalties and incentives to determine the efficacy of OSM's enforcement mechanisms.
4. Target funds in the FY 2006 Budget to increase the technical capacity of OSM staff and inspectors.
5. Include the Federal Program components in PARTs conducted for the AML and Regulatory Program when reassessing because OSM does not manage the Federal Program with distinct performance measures and targets.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
54	58	58

Program: *Geologic Hazard Assessments*

Agency: *Department of the Interior*

Bureau: *U.S. Geological Survey*

Rating: *Moderately Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: The number of counties, or comparable jurisdictions, that have adopted improved building codes, land-use plans, emergency response plans, or other hazard mitigation measures based on USGS geologic hazard information	2003	Baseline	725
	2004	860	789
	2005	815	
Long-term Measure: Number of metropolitan regions where Shakemap is incorporated into emergency procedures	2003	4	4
	2004	5	5
	2005	5	
	2006	5	
Long-term Efficiency Measure: Data processing and notification costs per unit volume of input data from geophysical sensors in monitoring networks (in cost per gigabyte)	2003		1,007
	2004	997	900
	2005	990	
	2006	990	

Recommended Follow-up Actions	*Status*
Identify opportunities to coordinate hazards investments across landslide, earthquake and volcano activities.	Action taken, but not completed
Update five year plans with performance measures developed during the PART process.	Action taken, but not completed
Work with partners from hazard programs across the federal government to develop a common outcome measure of reduced loss of life and property due geologic hazards.	Action taken, but not completed

Update on Follow-up Actions:

USGS has taken the following initial steps to coordinate hazard investments: mulit program remote sensing imagery purchases, a strategy to achieve consistency in hazard warnings, and ensuring compatibility with data standards and archiving between earthquake and volcano monitoring. Performance measures have been integrated with draft five year plans which are currently under review; plans are expected to be finalized by the end of FY 2005. USGS and hazards partners began discussions on common outcome measures. Due to the challenge of bringing together many program partners the goal to submit initial metrics to OMB by December 2004 was not met.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
75	76	82

Program: *Habitat Restoration Activities*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Agency: *Department of the Interior*

Bureau: *Bureau of Land Management*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent of upland acres achieving proper functioning conditio or an upward trend (revised measure).	2004	63%	55%
	2005	56%	
	2006	58%	
Long-term Measure: Percent of stream miles achieving desired conditions where condition is known (revised measure).	2003		91%
	2004		89%
	2005	89%	
	2006	89%	

Recommended Follow-up Actions from Latest PART	*Status*
Provide an additional $2 million in 2004 for BLM monitoring activities to improve baseline data and track trends over time.	Completed
Evaluate options for more clearly distinguishing between restoration activities funded within the Department's wildland fire program and BLM's operating programs.	No action taken
Refine existing performance measures and develop consistent efficiency measures across the Department for similar restoration activities.	Action taken, but not completed

Update on Follow-up Actions:

With the additional funds that have been provided, BLM is in the process of developing a monitoring strategy to make more effective use of its monitoring resources. However, progress has been slow. The agency also needs to increase its efforts to improve performance measurement for these activities.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
144	150	158

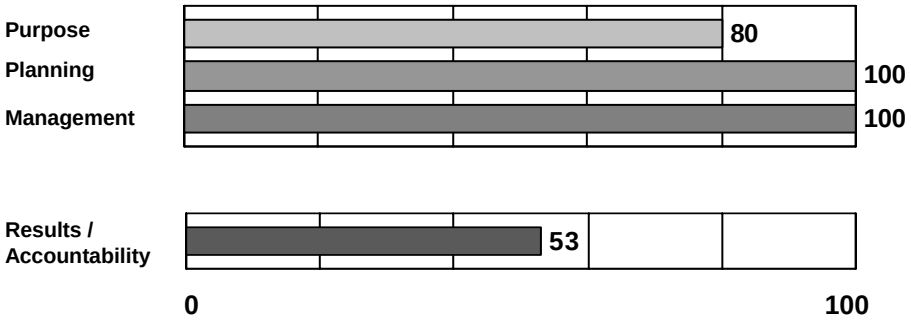
Program: *Indian 477 - Job Placement and Training*

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Agency: *Department of the Interior*

Bureau: *Bureau of Indian Affairs*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual and Long Term Measure: Percentage of adults employed after exiting the program. (BIA had similar measures with ambitious targets in place and is now working to develop targets for these common performance measures).			
Annual and Long Term Measure: Percentage of adults employed after program exit that were still employed after one year. (Targets under development)			
Efficiency Efficiency Measure: Cost per adult participant. (Targets under development)			

Program Summary:

The 477 Job Placement and Training program aims to demonstrate how Native American Governments can integrate similar federal programs on employment, training and related services funded by the Bureau of Indian Affairs (BIA), Department of Labor, Department of Health and Human Services, and Department of Education to improve the delivery and effectiveness of those services. Under this voluntary program, federally recognized Native American Tribes can pool funding from all of these sources to meet individual tribal needs.

The assessment found that the program has a clear purpose to help Tribes make best use of federal dollars by allowing Tribes to coordinate their delivery of services from different program funding sources. Specific findings include:

- The program provides tribes with an opportunity to provide a comprehensive approach to employment training, education and related services.
- The comprehensive approach reduced duplication of tribal reporting from 166 pages to 12 pages annually allowing tribes to spend more time on delivery of services.
- The program is part of the Administration's effort to implement common performance measures for all federal employment and training programs and BIA has adopted the measures for adults and youth lifelong learning beginning in 2004.
- BIA's performance measures prior to the common measures exercise were limited but did demonstrate positive program outcomes on a limited number of similar measures and this PART evaluation recognized the use of those measures. With the new common measures, BIA will need to collect expanded performance information.
- Some Tribes do not have sufficient jobs on their reservation to place trained individuals and some individuals do not wish to work outside the reservation.

In response to these findings, the Administration will:

1. Continue to implement the new common measures and collect the baseline information.
2. Work with affected tribes to clarify the common measures and to encourage tribal participation in the collection of information in support of the new measures.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
8	9	9

Program: *Indian Forestry Program*

Agency: *Department of the Interior*

Bureau: *Bureau of Indian Affairs*

Rating: *Adequate*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of acres on forested reservations that have a forest management plan.	2004	44%	44%
	2005	73%	
	2006	76%	
	2015	76%	
Annual Measure: Percentage of forested reservations covered by forest management plans.	2004	39%	34%
	2005	36%	
	2006	40%	
	2007	41%	
Annual Measure: Percentage of current allowable annual harvest taken.	2004	74%	
	2005	76%	
	2006	78%	
	2007	80%	

Recommended Follow-up Actions	*Status*
Ensure that the forest management plans are consistent with Tribal goals and objectives for economic and cultural purposes.	Completed
Provide for additional forest management plans.	Completed
Develop a long-term goal to ensure 100% of forested reservations have forest management plans.	Completed
Develop baseline data and targets for performance.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
49	53	53

Program: *Indian Law Enforcement*

Agency: *Department of the Interior*

Bureau: *Bureau of Indian Affairs*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Violent crime reported in Indian Country per 100,000 inhabitants.	2002	13.5%	no data
	2003	12.0%	no data
	2004	10.5%	UD
	2005	10.5%	
Annual Measure: Police average response rate for Part I (violent) crimes, reported in minutes. (New measure under development.)			
Long-term Efficiency Measure: Measures under development			

Recommended Follow-up Actions	Status
Develop a Memorandum of Understanding with the Department of Justice on the COPS program.	Action taken, but not completed
Reevaluate program capabilities, goals, and targets for the Bureau's strategic plan.	Action taken, but not completed
Develop baseline data and targets for performance measures.	Action taken, but not completed
Develop a process for and schedule independent program evaluations.	Action taken, but not completed

Update on Follow-up Actions:

The program provides law enforcement services including uniform police, criminal investigation, detention and dispatch. The Bureau of Indian Affairs (BIA) supports 201 law enforcement programs with 47 BIA and 154 tribally operated programs. Under the Indian Self-Determination Act, BIA is limited to what it can require tribes to provide on programs that tribes contract. However, BIA is working with tribes to establish common performance measures, baselines and performance data to help them and BIA operate their law enforcement programs effectively. In addition, BIA is coordinating with the Department of Justice to improve crime reporting in Indian country. BIA will complete in 2005.

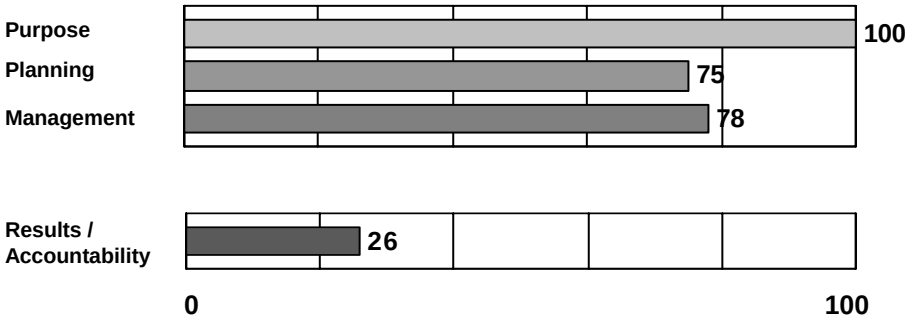
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
172	180	192

Program: *Indian Post Secondary Education - Tribal Colleges*

Agency: *Department of the Interior*

Bureau: *Indian Affairs/OIEP*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Achieve X percent parity on graduation rates between Tribal and non-Tribal community colleges. (Measure and Targets under development.)			
Annual Measure: Number of Degrees granted by Junior and Senior College/Universities will increase by 2%	2003	1,400	1,723
	2004	1,700	TBD
Efficiency Efficiency Measure: (Measure under development)			

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Program Summary:

The Post Secondary Education --Tribal Colleges program provides Native Americans with post secondary education opportunities. Many Native Americans live on remote Indian reservations where they have limited access to post secondary education. The program has four elements: undergraduate scholarships; direct federal operation of two community colleges; operating grants for 25 tribally controlled colleges; and special higher education scholarships for graduate level students.

The assessment found that the program has a clear purpose to provide comprehensive higher education that is of high quality and financially and geographically accessible. In addition, the education provided must be relevant to individual, business and Tribal community needs. Specific findings include:

- The Bureau of Indian Affair' s (BIA) performance measures were limited but did demonstrate positive program outcomes based on annual graduation rates. However, additional measurable outcome based performance goals are needed to effectively and efficiently guide future management of the program. Through the assessment process, some new performance measures were drafted and BIA is developing additional measures to better manage the program.
- It was not apparent that BIA had reviewed the reporting performance measure requirements of accrediting associations, federal grant agencies, and others in developing their own measures to ease Tribal College reporting burdens by eliminating reporting duplication and to identify common performance measures for tracking and management purposes.
- Although the program includes accreditation reviews by accrediting associations on the quality of education, the program lacked comprehensive independent program evaluations on the scholarship programs, effective use of operating grants to the 25 tribally controlled colleges, and operation of the two federally operated community colleges.

In response to these findings, the Administration will:

1. Develop performance goals and measures, baseline information and targets.
2. Encourage Tribes to participate in the collection of information in support of the performance measures.
3. Develop a process for and schedule independent program evaluations.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
94	97	88

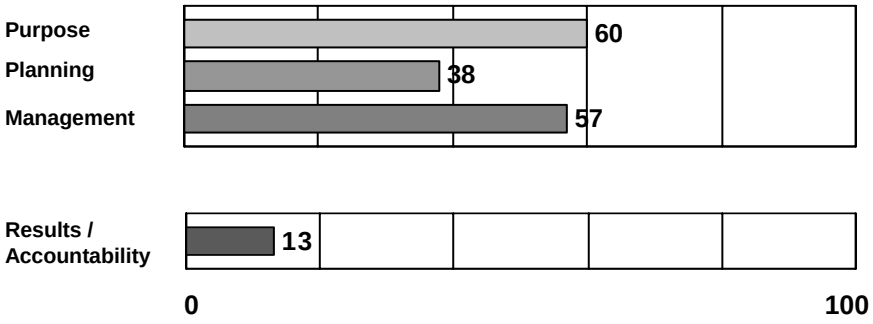
Program: *Indian Roads - Operation and Maintenance*

Rating: *Results Not Demonstrated*

Agency: *Department of the Interior*

Bureau: *Indian Affairs*

Program Type: *Direct Federal*



Program Summary:

The Operation and Maintenance of Roads program maintains the public roads constructed by Indian Tribes using Indian Reservation Road (IRR) grants from the federal Highway Trust Fund (HTF). As of April 2004, the IRR system consisted of about 25,700 miles of roads and 800 bridges. In addition to these IRR roads and bridges, states and local units of government used their own HTF grants to build an additional 38,000 miles of roads and bridges on reservation land. As a condition for building these non-IRR roads and bridges, states and local units of governments are responsible for their operation, maintenance and reconstruction.

The assessment found that the program has a clear purpose to help ensure that IRR roads and bridges meet their design life; provide services such as snow removal, striping and ditching; promote highway safety; and protect the public investment on tribal lands -- $3.4 billion since 1982. Specific findings include:

- Measurable outcome based performance goals are needed to effectively and efficiently guide management of the program. Through the assessment process, some new performance measures were drafted, but more need to be developed.
- States and local government roads crossing reservations are not being reconstructed by theses entities when they have reached their design life. Instead, these entities are assuming that Indian Tribes will use IRR HTF dollars to restore these roads increasing the operation and maintenance costs on IRR roads.
- The program lacks credible independent program evaluations

In response to these findings, the Administration will:

1. Develop performance goals and measures, baseline information and targets.
2. Continue to encourage states and local governments to meet their responsibilities on reconstruction of their roads crossing reservations on a timely basis.
3. Develop a process for and schedule of independent program evaluations.

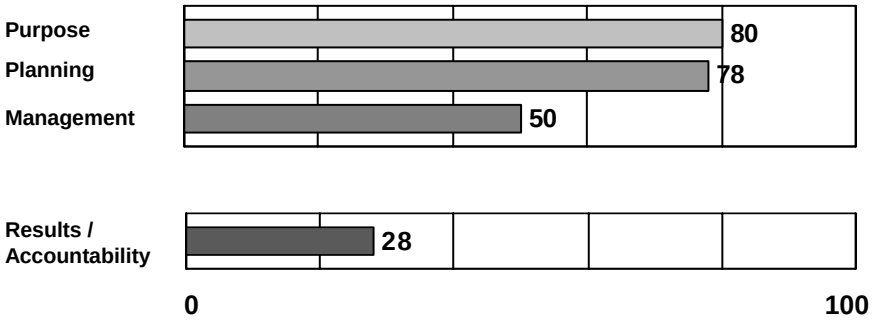
Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Achieve X percent parity on road conditions between Tribal and non-Tribal rural roads. (Measure and targets under development.)			
Annual Measure: Percent of miles of road in good or better condition based on the Service Level Index. (Targets under development)			
Efficiency Efficiency Measure: (Measure under development)			

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
27	27	27

Program: *Indian School Construction*

Agency: *Department of the Interior*
Bureau: *Bureau of Indian Affairs*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Average BIA School Facility Condition Index. An FCI score of .10 or lower means a facility is in good or better condition.	2004		.124
	2005	.113	
	2006	.1012	
	2008	.100	
Long-term Measure: % of BIA replacement schools constructed within 4 years of commencing planning	2004		28%
	2005	40%	
	2006	60%	
	2008	100%	
Annual Efficiency Measure: Average cost per square foot for new replacement schools	2004		$198
	2005	$188	
	2006	$179	
	2008	$161	

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The Indian School Construction program is responsible for the repair and construction of the Bureau of Indian Affairs schools and dormitories. BIA operates 184 elementary and secondary schools, including dormitories, serving approximately 48,000 Indian students in 23 states, as well as two post-secondary institutions.

The program has taken a number of steps to address deficiencies identified through the initial PART assessment:

- In response to findings that the program needed to refrain from identifying construction cost estimates until final project designs were completed, the Congressional budget justification and other budget documents now show only the names of projects undergoing planning and design without cost estimates. Program managers report that this change has improved their ability to negotiate with the Tribes as to size and scope of the project until all analyses, including the anticipated student enrollment, has been completed.
- The PART found that BIA was not enforcing its 1999 policy that limited the amount of funds obligated for construction projects prior to completion of planning and design. As a result of this finding, BIA instructed its program managers to abide by the policy.

The PART completed for the 2004 Budget found that BIA had one good performance measure (using a Facility Condition Index), but lacked additional, ambitious performance goals and targets. BIA agreed to establish several new goals. When reassessed for the 2006 Budget, BIA adopted new goals and established baselines for: (1) the length of time from planning and design through construction of a project; (2) reduction in excess space; and (3) a decrease in the average cost per square foot for new construction. However, the program does not have data on these new goals and has not received credit for meeting the goals.

Since FY 2001 and including the 2006 Budget, funding has been secured for replacement and major improvement projects for more than 40% of the BIA school facility inventory. BIA had difficulty absorbing the large funding increases, and many projects remain to be completed. The 2006 Budget reflects a slowdown to allow planning and design to catch up with construction awards.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
295	263	174

Program: *Indian School Operations*

Agency: *Department of the Interior*

Bureau: *Bureau of Indian Affairs*

Rating: *Adequate*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of students achieving standardized proficiency ratings in math and language arts	2012	70	
Annual Measure: Percentage of students achieving standardized proficiency ratings in math	2001	54	50
	2002	58	50
	2005	55	
	2006	58	
Annual Efficiency Measure: Measure Under Development			

Recommended Follow-up Actions	*Status*
BIA will develop academic performance and cost-efficiency measures that are comparable to similarly located public schools.	Action taken, but not completed
BIA will establish a measure to report on schools (number and %) that are below, near, meet or exceed academic proficiency performance goals.	Completed

Update on Follow-up Actions:

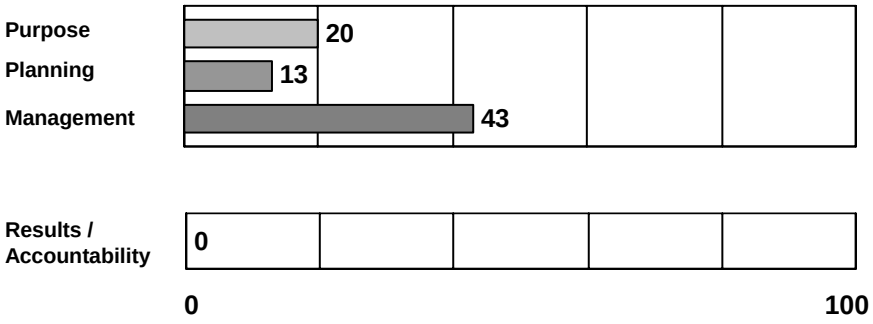
BIA's proficiency measures are comparable with similarly located public schools, but it has yet to begin to develop cost-efficiency measures.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
522	518	522

Program: *LWCF Land Acquisition*

Agency: *Department of the Interior*
Bureau: *BLM, FWS, NPS*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Under Development			
Annual Measure: Under Development			
Efficiency Efficiency Measure: Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Program Summary:

The Department of the Interior (DOI) uses funds from the Land and Water Conservation Fund (LWCF) to purchase land for national parks, wildlife refuges, and other public lands to enhance recreational opportunities, protect cultural and biological resources, and improve operating efficiencies.

Because land acquisition is not a program but rather an activity or tool that serves a variety of DOI programs, designating land acquisition as a " program" was not a good fit with the PART process. In the future, land acquisition will be included in PARTs for related programs, such as the National Wildlife Refuge System.

Specific findings of this assessment include:

- The programs using land acquisition generally have clear purposes (such as the protection of imperiled species and habitat). However, the linkage between each program' s purpose and the use of land acquisition activities is not always clear.
- Congressionally directed land acquisitions and non-profit organization land transfers do not always align with bureau acquisition priorities.
- DOI has neither annual nor long-term performance measures that allow for the evaluation of land acquisition efforts.
- The bureaus' methods for prioritizing parcels for acquisition need improvement, and the Department lacks a clear means to prioritize potential acquisitions among bureaus.

In response to these findings, the Administration will:

1. Include land acquisition activities in the PART evaluations for related programs.
2. Develop performance measures for each relevant program that clearly link land acquisition investments to achievement of DOI goals.
3. By no later than March 31, 2006, obtain an independent review of current prioritization methodologies to identify potential improvements to ensure the objectivity of the priority assessment and ranking system.
4. Maximize conservation results across bureaus by better coordinating inter-bureau ranking of conservation opportunities.

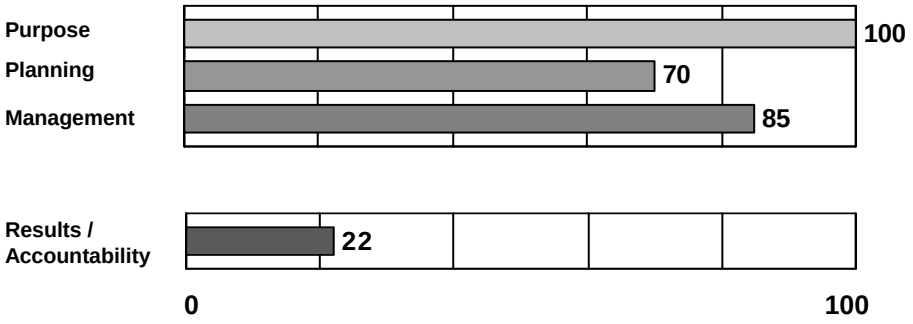
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
98	103	114

Program: *Migratory Bird Program*

Agency: *Department of the Interior*

Bureau: *Fish and Wildlife Service Division of Migratory Birds*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent of all migratory bird species that are at healthy and sustainable levels.	2001	61.8%	Baseline
	2005	61.8%	
	2008	62.3%	
Long-term Measure: Percent of adult Americans who participate in bird-related recreation.	2001	29.8%	Baseline
	2005	29.8%	
	2011	30%	
Annual Measure: Percent of bird population management needs met to achieve healthy and sustainable populations of birds listed on the Birds of Management Concern list. (Baseline and targets under development.)	2005	Baseline	

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Program Summary:

The Migratory Bird Program of the U.S. Fish and Wildlife Service is responsible for maintaining healthy migratory bird populations for the benefit of the American people. The program accomplishes this by conserving and restoring migratory bird populations, restoring and acquiring migratory bird habitat, surveying and monitoring migratory birds, and regulating the take of migratory birds. The program works closely with many partners to ensure the conservation of the birds.

The assessment revealed that the program has a clear mission and has undertaken some valuable strategic planning activities with partners. Specific findings include:

- While the program has a strategic plan that identifies three strategic goals and supporting strategies, the program did not have specific long-term outcome or annual output performance goals. Through the PART process, specific long-term outcome or annual output performance goals were developed.
- There are no regular objective, independent program performance evaluations of the entire program.
- Budget requests have not been explicitly tied to long-term performance goals.
- Program regulations have not been systematically reviewed to ensure consistency in accomplishing program goals or if the program is using the least intrusive and most efficient approach.
- While the program is working to incorporate performance goals into specific employee performance plans, the program needs to complete this task to ensure full accountability for achieving specific program goals.

In response to the PART findings, the Administration will:

1. Adopt long-term outcome and annual output goals developed during PART process. Accomplishment of the outcome goals will depend on the efforts of many and will require the program to continue to work with partners to achieve these goals.
2. Request additional funding in the Budget to develop and implement management plans for five migratory bird species to help achieve the program's new long-term goal to increase the percentage of migratory birds that are healthy and sustainable.
3. Develop baseline data and revise targets as necessary for new performance measures.
4. Schedule and carry out independent program evaluations, including the regulatory part of the program.
5. Link individual employee performance plans with specific goal-related performance targets for each year.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
119	129	141

Program: *Mineral Resource Assessments*

Agency: *Department of the Interior*

Bureau: *U.S. Geological Survey*

Rating: *Moderately Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Average square miles (in millions) of the US with non-energy mineral information available to support management decisions	2003		2.37
	2004	2.5	2.4
	2005	2.98	
	2006	2.98	
Annual Measure: Number of long-term data collections maintained	2003	5	5
	2004	5	5
	2005	3	
	2006	1	
Long-term Efficiency Measure: Average cost of a systematic analysis or investigation	2003		$4.125
	2004	$4.125	$4.306
	2005	$4.125	
	2006	$4.125	

Recommended Follow-up Actions	*Status*
Target program funds on activities that support long term land use and economic policy decisions and improve accessibility and application of MRP information.	Action taken, but not completed
Refine performance measures drafted during the PART process and develop a five year program plan that is consistent with these measures.	Action taken, but not completed

Update on Follow-up Actions:

To target funding the Mineral Resources FY 2005 and FY 2006 request to congress include cuts in activies such as industrial minerals projects, completing collection of basic geologic and mineral deposit data, lowest priority reporting on production and consumption of non-fuel mineral commodities in the US and abroad. A draft Five year plan has been developed which integrates new performance measures and refines vision, mission goals and core competencies. The plan has been submitted to the USGS executive leadership team for review.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
55	54	26

Program: *Minerals Revenue Management*

Agency: *Department of the Interior*

Bureau: *Minerals Management Service*

Rating: *Results Not Demonstrated*

Program Type: *Direct FederalRegulatory Based*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Measure Under Development			
Annual Measure: Proper royalty value received from mineral lease operators on their initial royalty submission, reported as a percentage of the total submissions received.			
Long-term Efficiency Measure: Rate of timely disbursement of mineral revenues to recipients, reported in percent.	2003	92%	92.6%
	2004	94%	95.5%
	2005	96%	
	2006	96.5%	

Recommended Follow-up Actions	*Status*
Implement the Inspector General's recommendations, and after corrective actions have been implemented, conduct an external quality control peer review to ensure audit activities follow Government Auditing Standards.	Completed
Develop appropriate program performance measures.	Action taken, but not completed
Develop baseline data and targets for performance measures.	Action taken, but not completed

Update on Follow-up Actions:

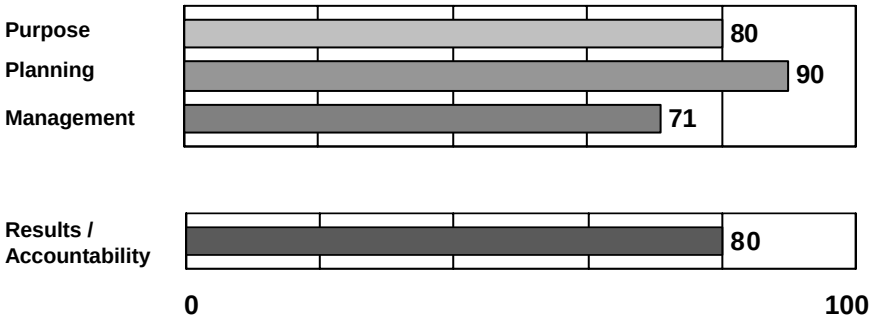
MMS will propose performance metrics and baseline measures for this program as well as the Royalty-in-Kind (RIK) component in 2005. These measures will support the recently completed five-year RIK plan.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
99	103	104

Program: *National Fish Hatchery System*

Agency: *Department of the Interior*
Bureau: *Fish and Wildlife Service*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percent of NFHS priority recovery tasks implemented as prescribed in approved Recovery Plans.	2004	45%	62%
	2005	65%	
	2006	65%	
	2007	65%	
Efficiency Efficiency Measure: Pounds of healthy rainbow trout produced per dollar spent.	2004	.37lb/$1	.37lb/$1
	2005	.37lb/$1	
	2006	.37lb/$1	
	2007	.37lb/$1	
Long-term Measure: Percent of threatened and endangered aquatic species populations that become self-sustaining in the wild. (Targets under development.)			

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The National Fish Hatchery System (NFHS) produces and distributes a variety of fish and other aquatic species for the recovery of threatened or endangered species, mitigation of fish losses due to Federal water development actions, restoration of depleted native fish stocks, and the fulfillment of Tribal fishery agreements.

The program was rated " results not demonstrated" in the initial PART assessment due to inadequate performance goals. Since that time, the NFHS took a number of steps to address deficiencies identified in the PART:

- Through their Strategic Planning activities, the NFHS adopted the mission statement and goals developed during the initial PART and developed a new outcome goal for restoring specific populations of threatened and endangered aquatic species.
- To emphasize priorities and get reimbursed for mitigation production programs, in the 2005 Budget, the NFHS proposed seeking reimbursement from the Bureau of Reclamation for two mitigation projects.
- The NFHS has asked the Sportfishing and Boating Partnership Council to conduct regular evaluations that fit the PART criteria for objectivity and quality. The first evaluation will conclude in early 2005.
- The NFHS has begun to incorporate specific performance targets into managers' performance plans and implement Activity-Based Costing.

To continue improving the NFHS, a number of recommendations follow:

1. Although the program took some steps to recover funds for mitigation production, the Department of the Interior, the Fish and Wildlife Service, and the NFHS need to aggressively seek reimbursement for these activities.
2. While the NFHS has changed, moved, and consolidated hatchery production programs to some extent to emphasize priorities, it should seek legislative changes to acquire the authority to open and close hatcheries to help accomplish program goals.
3. The Budget includes funding to help achieve program performance goals by carrying out specific activities identified in recovery plans and fish management plans.
4. Although the NFHS is working to incorporate direct accountability for specific performance targets into performance plans, the program needs to complete this task to ensure full accountability for achieving specific program goals.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
58	57	58

Program: *National Historic Preservation Programs*

Agency: *Department of the Interior*

Bureau: *National Park Service*

Rating: *Moderately Effective*

Program Type: *Block/Formula GrantDirect Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Historic properties newly designated as National Historic Landmarks.	2003	25	23
	2004	10	11
	2005	10	
	2006	10	
Annual Measure: National Historic Landmarks in good condition.	2002	90%	95%
	2003	90%	95%
	2004	90%	91%
	2005	90%	
Annual Measure: Number of historic properties annually listed in the National Register of Historic Places.	2002	1,400	1,454
	2003	1,450	1,611
	2004	1,450	1,537
	2005	1,450	

Recommended Follow-up Actions	Status
Continue to work with SHPOs to collect and report performance information.	Action taken, but not completed
Determine a process and schedule for an independent evaluation of the program overall.	No action taken
Examine ways to measure and improve program cost-effectiveness.	No action taken

Update on Follow-up Actions:

This NPS program collects performance information from the State offices that conduct various historic preservation activities, but it does not use this information in its budget requests or program management. An independent review of these programs might identify ways to improve peformance, but NPS has taken no action to initiate such a review.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
97	98	88

Program: *National Mapping*

Agency: *Department of the Interior*
Bureau: *USGS*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: % of nation with ecoregion assessments to meet land use planning and monitoring requirements (# of completed eco-region assessments divided by 84 eco-regions)	2004	29%	31%
	2005	38%	
	2006	48%	
	2007	58%	
Annual Measure: # of partnerships for the National Map (TNM) built with State and local governments that collect and maintain higher resolution, more current data	2004	13	30
	2005	27	
	2006	27	
	2007	27	
Efficiency Efficiency Measure: % of total cost saved through partnering for data collection of high resoution imagery	2004	40%	71%
	2005	42%	
	2006	44%	
	2007	47%	

Rating: *Effective*

Program Type: *Research and Development*

Program Summary:

The National Mapping program enables the public to access, integrate and apply geospatial information about land cover and land use to support decision making.

The original part assessment found that USGS was moving slowly to transition a program that enables others to access, integrate, and apply geospatial data, due to a lack of long term performance measures and inappropriate workforce design. To address these findings, USGS has taken a number of steps to address deficiencies identified through the PART assessment including:

- Developing an implementation plan that included measures developed in the last PART review;
- Used voluntary separation incentives to offer buyouts, which provided considerable savings to be redirected for cooperatively funded data acquisition and management;
- Shifting from mapping centers to more distributed and field based mapping partnership offices;
- Developing a common grant guidance and award process with the Federal Geographic Data Committee to maximize grant awards; and
- Integrating the goals of the Federal Geographic Data Committee and Geospatial One stop and the National Map under a consolidated national geospatial programs office.

While USGS has taken steps to improve the Cooperative Topographic program, it is has room for improvement in the Land Remote Sensing (LRS) component. The review found that LRS has been able to make remote sensing imagery and data more accessible to researchers but has not had as much success improving use of imagery by land managers. USGS will focus the activities of LRS on the PART performance measures to map ecosystems and land cover and address the need to strategically target investments to meet DOI goals of resource protection and resource use.

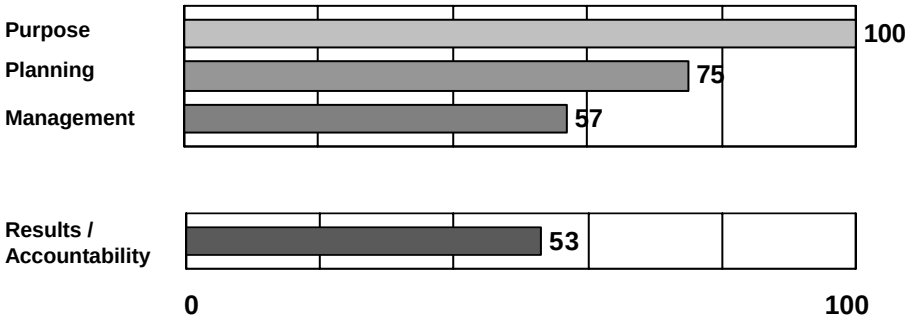
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
130	119	139

Program: *National Park Service Cultural Resource Stewardship*

Agency: *Department of the Interior*

Bureau: *National Park Service*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent of recorded archeological sites in good condition.	2003	46%	47.8%
	2004	50%	49.4%
	2005	50%	
	2006	51%	
Annual Measure: Percent of historic and prehistoric structures that have complete and accurate inventory information.	2003		23.1%
	2004	33.3%	34.5%
	2005	50.0%	
	2006	66.6%	
Efficiency Efficiency Measure: Average cost to catalog a museum object.	2002		$0.93
	2003		$0.97
	2004	$0.95	$0.95
	2005	$0.95	

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The National Park Service (NPS) cultural resource stewardship program protects and preserves historic structures, archeological sites, museum objects and other cultural resources within national parks.

The assessment found that the program has a clear purpose and established procedures for gathering data and measuring results. The challenge has been to use those data in making budget and management decisions. Specifically:

- The program is reasonably well designed, but more can be done to clarify the responsibilities at each organizational level.
- Outcome measures track the condition of resources and output measures track progress in completing inventories, but targets do not appear to be ambitious.
- NPS regularly collects extensive performance information, but needs to show how it is used to adjust priorities, allocate funding, and improve efficiency.
- The 2003 audit found " significant deficiencies in internal control" over supplementary stewardship information, including cultural resources.
- Results have been mixed. Although NPS has met most annual targets, it still needs to complete inventories and improve resource conditions.
- No independent evaluation has been done on effectiveness of the overall program.

In response to these findings, the Administration will:

1. Include performance targets for cultural resource stewardship in individual performance plans for park managers.
2. Establish for the 2007 Budget ambitious targets to complete inventories sooner, which may require parks to reassess what should be inventoried and in what detail.
3. Better demonstrate in the 2007 Budget how measures are used to allocate funding.
4. Prepare a remediation plan to eliminate by the 2006 audit the significant deficiencies in internal controls for supplementary stewardship information on cultural resources.
5. Use the Facility Condition Index and other performance measures to set more ambitious targets for the 2007 Budget to improve the condition of cultural resources.
6. Contract an independent group to complete by 9/30/06 an evaluation of the overall effectiveness of the NPS cultural resources stewardship program.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
92	95	96

Program: *National Park Service Facility Management*

Agency: *Department of the Interior*

Bureau: *National Park Service*

Rating: *Adequate*

Program Type: *Capital Assets and Service AcquisitionDirect Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Condition of all NPS regular assets as measured by a Facility Condition Index (score of 0.14 or lower is acceptable)	2003		0.25
	2004	0.23	0.22
	2005	0.21	
	2006	0.19	
Long-term Measure: Condition of priority NPS buildings as measured by a Facility Condition Index (score of 0.05 or lower means portfolio is in good condition on average)	2003		0.13
	2004	0.12	0.13
	2005	0.08	
	2006	0.05	
Annual Measure: Percent of assets with comprehensive condition assessments (96% of initial assessments are already done)	2003	16%	16%
	2004	40%	46%
	2005	70%	
	2006	100%	

Recommended Follow-up Actions	***Status***
Request $4.9 billion in maintenance and construction funds over five years.	Completed
Improve regular park assets to acceptable condition, as measured by the Facility Condition Index, with the funding provided through FY 2009.	Action taken, but not completed
Complete an inventory with the data elements required by the Federal Real Property Council.	Action taken, but not completed

Update on Follow-up Actions:

NPS has instituted a facility management system and completed an initial round of condition assessments, but has more work to complete an inventory that meets the requirements of the Federal Real Property Council. NPs is working to make better use of performance information when allocating resources (e.g., by using FCI in selecting line-item construction projects), so that it can meet the goal of improving regular park resources to acceptable condition with funds available through 2009.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
700	690	717

Program: *National Park Service Natural Resource Stewardship*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Agency: *Department of the Interior*

Bureau: *National Park Service*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percent of parks that have identified their vital signs for natural resource monitoring	2002	20%	17%
	2003	40%	46%
	2004	60%	65%
	2005	80%	
Annual Measure: Percent of completed data sets of natural resource inventories.	2003	54.0%	54.4%
	2004	59.0%	58.9%
	2005	64.0%	
	2006	72.0%	
Annual Efficiency Measure: Average cost of treating an acre of park land disturbed with exotic plants.	2003	$400	$457
	2004	$400	$502
	2005	$400	
	2006	$400	

Recommended Follow-up Actions	Status
Continue the commitment to gradual funding increases for the Natural Resource Challenge.	Completed
Report on the first group of parks that have identified vital signs to show how each park can use these measures to provide an overview on the health of its ecosystem.	Action taken, but not completed
Determine a process and schedule for an independent evaluation of the program itself.	Action taken, but not completed

Update on Follow-up Actions:

NPS has a process to identify multiple "vital signs" that show the health of a national park's ecosystem; the challenge now is to narrow the focus on a select few measures to track and monitor. The next annual report on the Natural Resource Challenge (due in mid 2005) will indicate how the first group of parks have selected the vital signs to use. NPS stil has problems collecting data for an efficiency measure.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
198	206	210

Program: *National Wildlife Refuge Operations and Maintenance*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Agency: *Department of the Interior*

Bureau: *Fish and Wildlife Service*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term and Annual Measure: Percent of acres of NWRS lands and waters with habitat in good or better condition (based on classification to be developed).			
Long-term and Annual Measure: Percent of populations of indicator species with improved or stable numbers.			
Annual Measure: Percent of NWRS recovery tasks in approved Recovery Plans that are completed.			

Recommended Follow-up Actions	*Status*
Link individual employee performance plans with goal-related performance targets for each fiscal year.	Action taken, but not completed
Develop a five year strategic plan for the NWRS.	Action taken, but not completed
Develop baseline data and targets for performance measures.	Action taken, but not completed
Develop a process for and schedule of independent program evaluations.	No action taken

Update on Follow-up Actions:

Over the past year, the National Wildlife Refuge System has focused its attention on developing a programmatic five year strategic plan and refining performance goals. In May of 2004, the refuge system hosted a Conservation in Action Summit that brought together more than 250 partners and refuge staff to discuss and develop a shared sense of priorities that are influencing the development of the strategic plan. Baseline data for performance measures is currently being collected and will be used to set targets during the strategic planning process. The Strategic Plan is expected to be completed in July of 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
412	402	415

Program: *Outer Continental Shelf Environmental Studies*

Rating: *Moderately Effective*

Program Type: *Research and Development*

Agency: *Department of the Interior*

Bureau: *Minerals Management Service*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: Measure Under Development			

Recommended Follow-up Actions	***Status***
The Administration will work to quantify the measures, while being sensitive to the difficulties that research programs face in attempting to predict progress.	Action taken, but not completed

Update on Follow-up Actions:

In 2004, MMS developed a Quantitative Performance Measurement Tool to assess the extent to which projects in the Environmental Studies Program fulfill MMS needs; they are currently in the final stages of implementation. The rating system incorporates quality, timeliness, and peer review performance aspects; involves multiple perspectives in project-level review; and supports assessment of program-level effectiveness.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
27	27	26

Program: *Partners for Fish and Wildlife*

Agency: *Department of the Interior*

Bureau: *United States Fish and Wildlife Service*

Rating: *Adequate*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Acres of wetlands enhanced or restored through voluntary agreements to help improve fish and wildlife populations	2005	330,000	
Annual Measure: Acres of wetlands enhanced or restored through voluntary agreements to help improve fish and wildlife populations	2001	39,700	45,787
	2004	41,158	36,069
	2005	26,725	
	2006	45,860	
Annual Measure: Acres of upland habitat enhanced or restored through voluntary agreements to help improve fish and wildlife populations	2001	65,979	283,606
	2004	197,457	26,2931
	2005	189,150	
	2006	313,817	

Recommended Follow-up Actions	Status
Propose additional funding in the President's 2004 Budget to fund activities supporting annual goals which the assessment showed were being met or exceeded.	Completed
Develop a schedule to evaluate strategic planning efforts and program results on a regular basis.	Action taken, but not completed
Link individual employee performance plans with goal-related performance targets for each fiscal year.	Action taken, but not completed
The FWS will begin implementing Activity Based Costing in 2004 to help allocate program costs and associate those costs with specific performance measures.	Action taken, but not completed
Continue to develop efficiency measures as part of the common measures exercise.	Action taken, but not completed

Update on Follow-up Actions:

The program has developed a draft strategic planning evaluation schedule and continued to work with other agencies on continuing to develop an efficiency measure. In 2004, the Fish and Wildlife Service began implementing Activity Based Costing and linking performance plans with program goals, however, these efforts are still in the introductory phases.

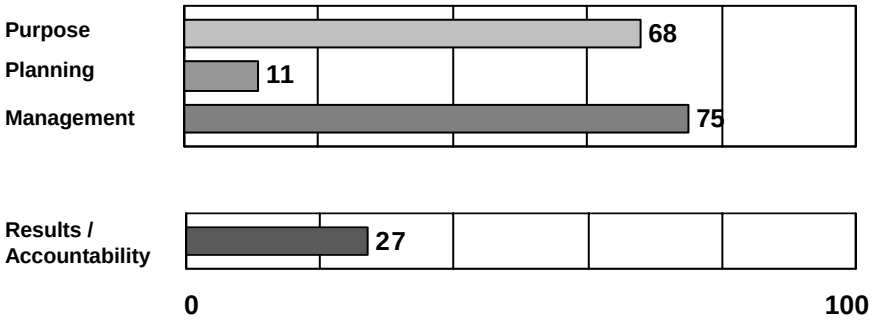
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
42	48	52

Program: *Project Planning and Construction*

Agency: *Department of the Interior*

Bureau: *Bureau of Reclamation*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Acre-feet of storage made available by projects that have been completed (baseline and targets under development)	2004	Baseline	
Long-term Measure: CFS-Miles of Conveyance systems made available each year (baseline and targets under development).	2004	Baseline	
Annual Efficiency Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

Reclamation's Project Planning and Construction program designs and builds water and hydropower infrastructure in the Western U.S. This includes planning and building dams, canals, generating plants, levees, and appurtenant facilities, as well as conducting all the environmental, financial, and other planning involved with constructing large public works projects.

Reclamation has been successfully planning and constructing major public works projects for over a century. Its significant infrastructure is testament to its past accomplishments. However, it currently plans and constructs new projects without having a well-defined set of program goals or a long-term plan. Although the program has a history of great accomplishments, its present configuration has weaknesses, as demonstrated by a recent 48% increase in cost estimates for the Animas La Plata project. The agency has taken steps to correct some of these issues, but has not fully addressed five underlying problems:

- There is no clear linkage between program performance and budget resources.
- There is no systematic way of evaluating projects for funding priority.
- The project planning process does not have adequate controls in place for oversight of project development.
- Reclamation too often does not have enough control of the planning process, which by its nature must involve collaboration with project sponsors, whose own interests often take precedence over national interests.
- Not all Reclamation staff are sufficiently aware of the agency's own planning process, which can result in poor communication with project sponsors and problems with project approval.

In response to these findings, the Administration is:

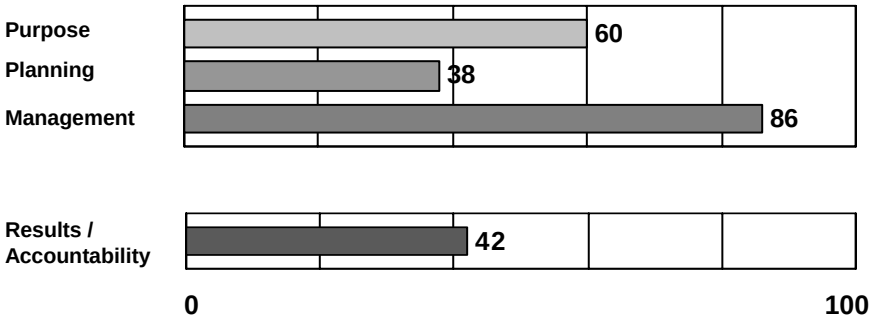
1. Developing performance measures that will clearly link individual projects to specific outcomes, which in turn link to the agency's broader goals. These performance measures will also link project performance to funding levels.
2. Instituting a database to help it track the project planning process.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
143	143	143

Program: *Realty and Ownership Management*

Agency: *Department of the Interior*
Bureau: *Bureau of Land Management*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent of land conveyed to the State and Alaskan Native Corporations as required by statute. (Targets under development.)			
Annual Measure: Number and percent of pending cases of right-of-way permits and grant applications in backlog status.	2003	NA	1740
	2004	NA	1007
	2005	UD	NA
	2006	UD	NA
Annual Efficiency Measure: Average cost to process a minor category right-of-way permit or grant application. (Major types of rights-of-way reported separately. Targets under development)			

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

BLM's Realty and Ownership program consists of three major components: (1) the permitting of various public land uses such as rights-of-way authorizations, (2) the maintenance and development of land ownership data through cadastral surveys, and (3) land tenure adjustments, including the acquisition or exchange of lands and the conveyance of certain lands to the State of Alaska, native corporations, and individual Alaskans.

The PART review found that:

1. At the operational level, the program is relatively well-managed, but BLM lacks adequate performance measures that focus on meaningful, strategic outcomes.
2. BLM has not been adequately recovering the costs of processing certain realty actions for identifiable users and this has contributed, in part, to a continuing backlog in processing use authorizations.
3. The Alaska conveyance program operates in a morass of complicated and often conflicting statutes, regulations, and case law which has prevented the timely completion of land conveyances by BLM.

In response to these findings, the Administration:

1. Developed new measures and refined a few existing measures to improve the program's focus on performance, and in particular, on outcomes.
2. Will finalize regulations to improve cost recovery within the realty program and allow for more timely response to public demand for use authorizations and other BLM actions. (Anticipated completion: March 2005)
3. Will work to implement recently-enacted legislative changes to the Alaska conveyance program to reduce the cost of completing required conveyances and to speed up conveyances and the eventual completion of the program. The FY 2006 Budget assumes cost savings from these changes and reduces funding for conveyance activities accordingly.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
107	107	97

Program: *Reclamation Hydropower*

Agency: *Department of the Interior*

Bureau: *Bureau of Reclamation*

Rating: *Effective*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Efficiency Measure: Percentage of time Reclamation hydroelectric generating units are available to the interconnected Western electrical system during daily peak summer demand periods. Long term goal is to increase from the present baseline average of 92 percent to 94 percent over the next 10 years.	2002	92%	92%
	2003	92.2%	91%
	2004	92.4%	UD
	2005	92.6%	
Long-term Measure: Improve the overall condition and long-term reliability of Reclamation powerplants by reducing the total amount of generating capacity that has a major generator/turbine related component rated in poor condition from the present 46 percent to 40 percent over the next ten years.	2002	46%	46%
	2003	45.8%	45.4%
	2004	45.4%	UD
	2005	44.8%	
Annual Efficiency Measure: Reclamation power production costs will be kept in the cheapest quartile of the industry for comparable hydroelectric plants (above 75%).	2001	75%	86%
	2002	75%	84%
	2003	75%	77%
	2004	75%	UD

Recommended Follow-up Actions	*Status*

Update on Follow-up Actions:

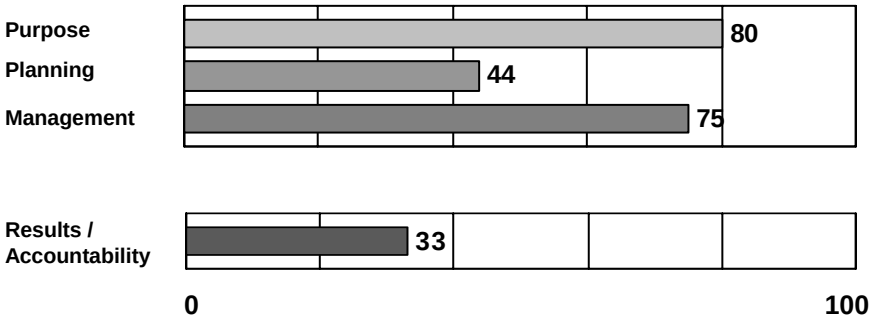
Reclamation's research on desalination must comply with the federal guidelines on research and development.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
59	69	71

Program: *Recreation and Concessions*

Agency: *Department of the Interior*
Bureau: *Bureau of Reclamation*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Percent of recreation areas managed by partners.	2004	66.6%	
	2005	66.6%	
	2008	80.0%	
Annual Measure: Facilities are in fair to good condition as measured by the Facilities Condition Index (baseline and targets under development).	2004	Baseline	
	2005		
	2008		
Annual Efficiency Measure: Percent of Recreation Fee receipts spent on fee collection (baseline and targets under develoment).	2005	Baseline	

Rating: *Adequate*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

Reclamation's Recreation and Concessions program manages its recreation facilities and concessions operations, primarily at Reclamation's reservoirs in the 17 western states. The main objective of the program is to find Federal and non-federal project partners to manage recreation sites and operate concession services. In most instances, the program has authority only to provide minimal facilities when it cannot find a project partner.

The program is fairly well-managed within the constraints of its authorizing legislation that limits the agency's ability to address certain management situations. The fundamental problem is that while there are some entities interested in managing recreation facilities, they often return these facilities back to Reclamation during hard fiscal times. In those instances, Reclamation has to provide some level of service; providing no recreation facilities leads to safety concerns, and can degrade the land and water resources of a reservoir (where most Reclamation recreation is located), as people will come to the site whether there are facilities or not. Unfortunately, the lack of broad authority to manage these properties hampers Reclamation's ability to provide facilities that meet the need and interests of the public, although recently-passed recreation user fee authority will provide some new opportunities. In addition, the assessment found that:

- Finding and maintaining partners for recreation facilities is the program's largest challenge.
- Recreation is not part of Reclamation's core mission.
- The existing authorizing legislation provides inadequate guidance on what to do when partners cannot be found for providing recreation facilities.
- The concessions program is mostly well-run, but it has been difficult to implement performance-based contracts, because the length of the contracts results in infrequent opportunities to renegotiate them.
- New authority to implement user fees will give the program more flexibility to meet recreation needs.

In response to these findings,

1. The agency is aggressively developing a plan to use the newly-authorized recreation user fee authority.
2. The Administration will submit legislation that will give Reclamation broader authority to meet recreation needs when it cannot find project partners.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
10	10	10

Program: *Recreation Management*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *Department of the Interior*

Bureau: *Bureau of Land Management*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percent of recreation users satisfied with the quality of their recreation experience.	2003	92%	97%
	2004	94%	
	2005	92%	
	2006	94%	
Annual Measure: Percent of physical facilities in Special Recreation Management Areas (SMRAs) that are universally accessible.	2003	7%	7%
	2004	9%	
	2005	9%	
	2006	10%	
Annual Measure: Percent of physical facilities in Special Recreation Management Areas (SRMAs) in good or fair condition.	2003	82%	82%
	2004	84%	UD
	2005		
	2006		

Recommended Follow-up Actions from Latest PART	Status
Continue to emphasize greater consistency in establishing user fees so that fees better reflect the relative costs to BLM of permitting various types of recreation. Emphasis will also continue to be placed on greater coordination with other land management agencies to improve efficiencies and customer service through joint permitting processes, interagency pass programs, and the Recreation.gov customer website.	Action taken, but not completed
Work to improve consistency of baseline data and develop ambitious targets for BLM's recreation performance goals.	Action taken, but not completed
Develop an efficiency measure for the program.	Action taken, but not completed

Update on Follow-up Actions:

BLM has taken some steps in the last year to improve its recreation management, including revision of its regulations on Special Recreation Permits and Recreation Use Permits to reduce administrative paperwork and provide consistent law enforcement at fee sites on BLM-managed public lands. However, BLM still has more work to do in addressing the PART recommendations. BLM could improve consistency and clarity in how it sets user fees across the various types of recreation and across units. Also, the quality of the agency's performance data continues to need improvement.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
64	63	68

Program: *Regulation of Surface Coal Mining Activities*

Agency: *Department of the Interior*

Bureau: *Office of Surface Mining*

Rating: *Results Not Demonstrated*

Program Type: *Regulatory BasedBlock/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Percentage of coalmining sites that are free of off-site impacts, such as damage caused by blasting, landslides, water quality effects on streams, etc.	2003	94%	92.8%
	2004	94%	93.0%
	2005	93%	
	2006	93%	

Recommended Follow-up Actions	Status
Collaborate with the regulated states and Indian Tribes to review the performance of the program and agree on appropriate program measures and data collection and reporting.	Action taken, but not completed
Develop baseline data and targets for performance measures.	Action taken, but not completed
Develop a process for and schedule independent program evaluations.	Action taken, but not completed

Update on Follow-up Actions:

OSM has held several meetings with State representatives to develop new measures in 2004. A steering committee comprised of OSM and State staff developed initial draft measures. OSM will consider the Steering Committee's recommended measures in its development of final measures. OSM also met with the Department Inspector General (IG) to receive input on its regulatory measures and discuss an approach for development of a new measure. In addition, OSM met with the IG to review components of the program, though no schedule has been developed.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
70	71	71

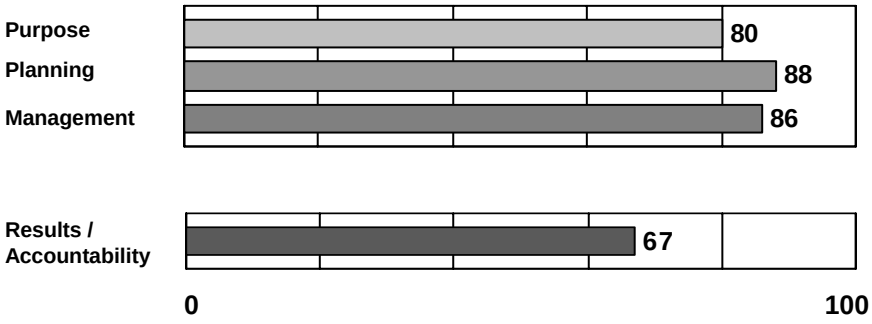
Program: *Resource Evaluation and Leasing Program*

Rating: *Moderately Effective*

Agency: *Department of the Interior*

Bureau: *Minerals Management Service*

Program Type: *Direct Federal*



Program Summary:

The Resource Evaluation and Leasing Program offers access to resources on the Outer Continental Shelf, including oil, gas, sand and gravel, to best meet national energy needs while safeguarding the environment; considering stakeholder comments; preserving free competition; and receiving fair-market value for the public.

The assessment found that the program:

- Demonstrates progress towards providing access to OCS lands to best meet the energy needs of the nation.
- Adheres to a clearly articulated leasing plan; responds efficiently to industry requests.
- Contains some targets that are not ambitious: often they are continuation of a previous baseline. Furthermore, some measures do not reflect the program, but analyze the environment in which the program is operating.
- Needs to maintain modern geological assessment technologies to ensure the taxpayer receives fair-market value for resources.
- Manages access to mineral resources with exceeding proficiency, but guiding statutes preclude the Program from offering access other ocean resources.

In response to these findings, the Administration will:

1. Acquire new geological data for deepwater formations and consider geological assessment technologies to improve the evaluation process.
2. Develop or adjust measurable performance goals to examine program performance and processes.
3. Ensure targets are ambitious rather than extensions of the baseline.
4. Continue support of alternative energy legislation.

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Efficiency Measure: Percent of leases drilled annually for the first time. (First number is 5-year leases, second 8- and 10-year leases.)	2003		8.0/1.5
	2004	7.5/1.7	7.5/1.7
	2005	7.5/1.7	
	2006	7.5/1.7	
Annual Measure: Percent of available OCS acres offered for leasing in each year's lease-sales. Years with low targets reflect the program's assumption that there will be no industry interest, and thus, no sale in scheduled ultra-frontier areas offshore Alaska.	2003	78%	78%
	2004	57%	58%
	2005	99%	
	2006	99%	
Annual Efficiency Measure: Percent of high bids on leases accepted or rejected within 60 days	2003		57%
	2004	60%	63%
	2005	60%	
	2006	65%	

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
54	58	59

Program: *Rural Water Supply Projects*

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Agency: *Department of the Interior*

Bureau: *Bureau of Reclamation*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			
Annual Efficiency Measure: Measure Under Development			

Recommended Follow-up Actions from Latest PART	***Status***
Scale back funding for Reclamation's rural water projects unless and until systemic program weaknesses are addressed, such as non-existent guidelines for eligibility, local cost share, and program planning.	Completed
Submit legislation this Spring establishing a Reclamation rural water program with adequate controls and guidelines, instead of an amalgamation of individuallyauthorized and developed projects that are based on different standards and rules.	Completed

Update on Follow-up Actions:

The Administration submitted legislation to the 108th Congress that would have addressed many of the shortcomings the PART identified with these projects. Unfortunately, Congress did not act on that legislation. The Administration will focus resources on rural water projects that have been in prior budget requests, or to which the President has otherwise committed.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
75	89	55

Program: *Science & Technology Program (S&T)*

Rating: *Effective*

Program Type: *Research and DevelopmentCompetitive Grant , Capital Assets and*

Agency: *Department of the Interior*

Bureau: *Bureau of Reclamation*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Quantity of water liberated (expressed in acre-feet). The ne present value of the water liberated will be 10 times greater than the initial R&D investment.	2004	baseline	UD
	2005	41,500	
	2006	41,500	
	2007	41,500	
Long-term Measure: Cumulative quantity of water liberated (expressed in acre-fe The net present value of the water liberated will be 10 times greater than the initial R&D investment, over a 6-year period.	2010	871,500	
Annual Efficiency Measure: Increase technology transfer to end-users by increasing the production rate of S&T Bulletins per program dollar by 5% each year.	2004	baseline	UD
	2005	5% over FY04	
	2006	5% over FY05	
	2007	5% over FY06	

Recommended Follow-up Actions from Latest PART	Status
Submit legislation establishing overarching authority to enter into cooperative agreements for Research & Development. Such authority would facilitate easier, stronger collaborative efforts with researchers at other institutions, and further increase competition for research funding.	Completed
Work with the Western Area Power Administration and the Bonneville Power administration to develop and submit any necessary legislation and enter into a Memorandum of Understanding with Reclamation to help fund, on a direct financing basis, hydropower research that directly benefits power customers.	Completed

Update on Follow-up Actions:

Further consultations with the agencies determined that it was not necessary to take any further action to facilitate cooperative agreements for research and development; existing arrangements were sufficient. The President's FY05 Budget included language that would have established direct financing of hydropower-related research and development from the appropriate Power Marketing Administration. The President's FY06 Budget includes similar language.

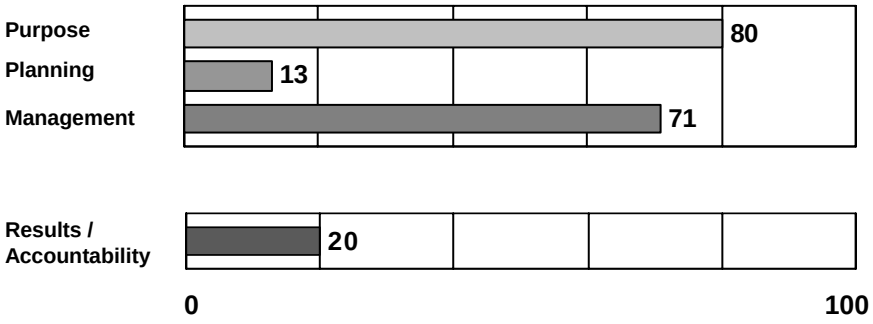
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
16	17	10

Program: *Southern Nevada Public Land Management Act*

Agency: *Department of the Interior*

Bureau: *Bureau of Land Management*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Measure Under Development			
Annual Efficiency Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Program Summary:

The Southern Nevada Public Land Management Act (SNPLMA) – passed in 1998 and amended in 2002 by the Clark County Lands Act – authorizes the sale of certain public lands around Las Vegas. The Act also dedicates the revenues from these sales to various uses within the State of Nevada, mostly in Clark County.

The PART review found that the program, as currently authorized, has been fairly well-run. However, the PART also identified a design flaw in the underlying legislation resulting from the fact that receipts from SNPLMA land sales have far exceeded the levels anticipated when the legislation was originally passed.

In response to these findings, the Administration will:

1. Propose to amend SNPLMA to redirect 70% of the revenues from land sales under the Act to the Federal Treasury, where land sale receipts have historically been deposited. This proposal serves the general taxpaying public by providing compensation for lands removed from public ownership. It would also still provide roughly four times the level of spending in Nevada as originally anticipated when SNPLMA was enacted in 1998. The proposal would not change the amount of revenue currently provided to state and local entities, only the portion dedicated to Federal spending in Nevada.

2. Develop better performance measures for the work that is funded through SNPLMA receipts. This will be done in coordination with other agency programs that conduct similar work. (Anticipated completion: June 2005)

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
240	401	521

Program: *Title XVI Water Reuse and Recycling*

Agency: *Department of the Interior*

Bureau: *Bureau of Reclamation*

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Attain 500 thousand acre feet (taf) per year of recycled and reused water The Administration has determined that this is an inadequate goal because it has no time frame for reaching this benchmark of annual use. (New measure under development)	2002	none	98
Annual Measure: Execute all necessary cooperative agreements and obligation of appropriated funds An inadequate goal, because it measures outputs, not outcomes. (New measure under development)	2000	100%	97.3%
	2001	100%	97.7%
	2002	100%	98% (est.)

Recommended Follow-up Actions	Status
Because this program serves a function that is a local responsibility, the 2004 Budget scales back funding.	Completed
The Administration will consider Reclamation's water research functions in the context of any re-alignment of federal water research priorities, and based on that analysis either expand or transfer those functions to another agency.	Action taken, but not completed

Update on Follow-up Actions:

Reclamation's research on desalination must comply with the federal guidelines on research and development.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
28	26	10

Program: *Tribal Courts*

Agency: *Department of the Interior*

Bureau: *Bureau of Indian Affairs*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			
Annual Efficiency Measure: Measure Under Development			

Recommended Follow-up Actions	***Status***
Develop baseline data and targets for performance measures.	Action taken, but not completed
Encourage Tribal courts to participate in the collection of data in support of the performance measures.	Action taken, but not completed
Work with the Tribal courts to clarify program goals and measures.	Action taken, but not completed
Develop a process for and schedule independent program evaluations.	Action taken, but not completed

Update on Follow-up Actions:

The program enables Native American Tribes to exercise their rights as sovereign nations by establishing and maintaining their own civil and criminal codes in accordance with local tribal customs and traditions. There are more than 250 tribal justice systems and courts. The Bureau of Indian Affairs (BIA) is working with tribes to establish common performance measures, baselines and performance data to help them effectively manage their Tribal Court programs. BIA is coordinating this effort with Tribes through the Tribal Justice subcommittee and has developed and is refining an automated database system to collect and tract vital court statistics. BIA will complete in 2005.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
18	18	18

Program: *Tribal Land Consolidation*

Agency: *Department of the Interior*

Bureau: *Bureau of Indian Affairs*

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Number of ownership interests acquired	2001		10,788
	2002		10,699
	2005	41,000	
	2006	41,000	
Annual Measure: Number of Individual Indian Money accounts inactivated/closed (Targets under development)	2001		310
	2002		479
	2005	300	
	2006	300	

Recommended Follow-up Actions	Status
Propose additional funding in the 2004 Budget to improve program management, standardize business processes, and develop a strategic plan to guide program expansion to other tribal reservations.	Action taken, but not completed
Quantify federal program impacts, including new measures on net reductions in target ownership interests and federal benefit-cost ratios, for Report to Congress.	Action taken, but not completed
Target federal acquisitions to reduce future costs in trust management functions, such as managing land title records, administering land leases, distributing lease payments to IIM accounts, and processing probate actions.	Action taken, but not completed
Develop legislative amendments to consolidate revenue accounts and guidelines for waiving full/partial repayment of purchase costs.	No action taken

Update on Follow-up Actions:

The program has made progress in expanding the pilot to additional reservations; however, it has not finalized a strategic plan. The program needs to focus on specific targets that would have a greater impact on slowing further fractionation of interests. For example, newly passed probate reform legislation should also have an effect on the rate of fractionation, and DOI needs to institute a system for assessing the impact of this legislation. DOI has adopted a performance measure aimed at increasing the number of cooperative agreements with tribes who wish to run their own tribal land consolidation program.

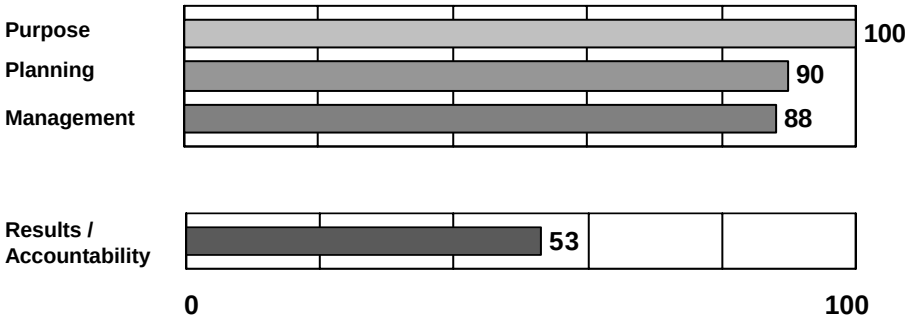
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
22	35	35

Program: *Water Information Collection and Dissemination*

Agency: *Department of the Interior*

Bureau: *USGS*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: % of the Nation's 65 principal aquifers with monitoring wells that are used to measure responses of water levels to drought and climatic variations.	2004	Baseline	60%
	2005	61%	
	2006	62%	
	2007	63%	
Annual Measure: % of ground-water stations that have real-time reporting capability in the ground water climate response network	2004	Baseline	57%
	2005	62%	
	2006	67%	
	2007	72%	
Efficiency Efficiency Measure: % of daily streamflow measurement sites with data that are converted from provisional to final status within 4 months of day of collection	2004	Baseline	0%
	2005	10%	
	2006	20%	
	2007	30%	

Rating: *Moderately Effective*

Program Type: *Research and Development*

Program Summary:

The Water Information Collection and Dissemination program collects, integrates and disseminates water quality and quantity information to support decision making. Specific areas where the program fills a niche is the establishment of protocols for monitoring and organization of information, and maintenance of long-term monitoring sites that provide a national perspective of water resource conditions.

The assessment found that the program has a clear purpose, does a good job at leveraging resources, and has an effective website for distributing and visualizing water information. The program has effectively used the Advisory Committee on Water Information (ACWI) and the National Water Quality Monitoring Council (NWQMC) for feedback to improve programs and coordinate activities. Other specific findings include:

- The water information and collection activities are managed across seven budget line items and as a result it was not clear how the separate efforts contribute to a national capability.
- The program lacked long-term measures which could help track progress and the scope of the programs activities.
- USGS has commissioned independent reviews of specific information collection activities (such as streamgages) but has not regularly had reviews of all water information collection activities.

In response to these findings, new measures where developed in the PART process which cut across the various research disciplines. Specific recommendations for USGS action based on the findings include:

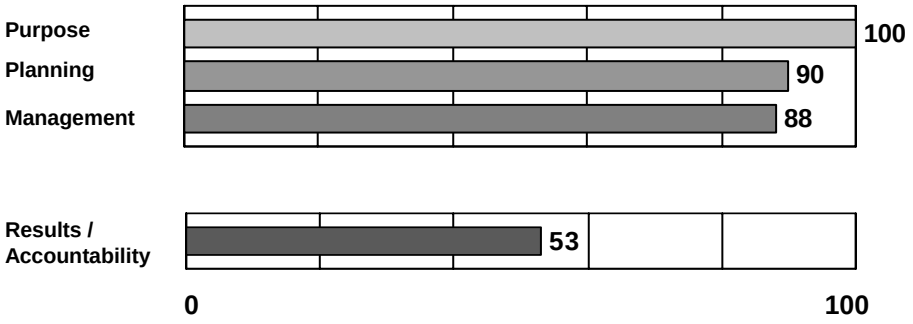
1. Continue building on the successful effort to develop an integrated water information portal with EPA to include information from other water information programs.
2. Focus on efforts to work with the EPA and other federal and state agencies through the ACWI and NWQMC to develop shared water monitoring plans as was developed for the Chesapeake Bay watershed.
3. Determine if and how it would be appropriate to contract out streamgage monitoring.
4. Implement regular, independent and holistic reviews of all information collection and dissemination activities.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
66	64	64

Program: *Water Resources Research*

Agency: *Department of the Interior*
Bureau: *USGS*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: % of US with ground water availability status and trends information to support resource management decisions	2004	Baseline	5%
	2005	7%	
	2006	8%	
	2007	9%	
Annual Measure: % improvement in accuracy of watershed model (SPARROW) prediction for total nitrogen and total phosphorus (measured as percentage reduction in error of model)	2004	Baseline	40%
	2005	36	
	2006	32	
	2007	29	
Efficiency Efficiency Measure: Average cost per analytical result, adjusted for inflation.	2004	Baseline	$8.64
	2005	$8.64	
	2006	$8.64	
	2007	$8.64	

Rating: *Moderately Effective*

Program Type: *Research and Development*

Program Summary:

The Water Resources Research program conducts long term research assessments of water resources to support decision making that affects the quantity and quality of the nation's water. Specific decision making needs that the program addresses include water supply, flood hazard reduction, and watershed management.

The assessment found that the program has a clear purpose, does a good job at leveraging resources, and works with a wide array of partners. Other specific findings include:

- Water research activities have been added to the program in a piecemeal fashion rather than in a strategic framework to address the nation's water needs. Accordingly, the goals of the six water research components could be clearer and better integrated.
- The program lacks long-term measures which could help track progress and the scope of the program's activities.
- Performance information is collected from partners to improve performance; it is difficult to tie this information to long-term goals.
- USGS has commissioned independent reviews of segments of its research; however, they have not regularly had their entire water research program reviewed holistically.

In response to these findings, new measures were developed in the PART process which cut across the various water research line items and focus on high-priority location and topic-based synthesis activities. To address other PART findings,

1. The Budget holds funding constant as USGS works to implement newly developed performance measures.
2. The program will work with other federal agencies on a multi-year plan to coordinate water research and, where possible, develop shared water research performance measures where possible by August 2005.
3. The program will develop a schedule for regular, independent reviews of the entire water resources research program.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
143	141	140

DEPARTMENT OF JUSTICE

PART ASSESSMENTS

Program: *ATF Arson & Explosives Program*

Agency: *Department of Justice*

Bureau: *Bureau of Alcohol, Tobacco, Firearms and Explosives*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Number of incidents involving bomb technician deaths from explosives disposal operations	2006	0	
Annual Measure: NRT Satisfaction Rating	2003	90%	98%
	2004	90%	100%
	2005	90%	
	2006	90%	
Annual Efficiency Measure: Percentage of forensic arson cases closed within 30 days	2004	40%	54%
	2005	45%	
	2006	50%	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The Arson and Explosives Program combats violent crime and contributes to the prevention of terrorism through special agents, inspectors, and technical specialists who enforce the Federal explosives laws and provide training to other Federal, State, and local authorities.

The assessment resulted in the following finding:

- ATF' s programs function interactively to provide a comprehensive proactive and reactive force against crime and terrorism.
- ATF' s revised strategic plan is now more clearly defined by what ATF does—by program area—toward impacting crime and violence. The tactics and corresponding measures support the stated program objectives.
- ATF' s training efforts speak directly to its State, local and tribal counterparts and their ability to be effective first responders to fire and explosives incidents.
- The program has not been the subject of an independent evaluation that addresses the program as a whole, from both an inspection and investigative perspective.
- ATF has demonstrated preliminary progress in its long-term performance goals.

In response to the findings, the Administration will:

1. Develop an internal system for independent program evaluation.
2. Update and refine ATF' s long-term performance measures, specifically the bomb technician injury measure and the reported explosives inventory shortages measure. The targets will be established, beginning in 2007, following an analysis of the baseline data for each measure in fiscal years 2006 and 2004-2006, respectively.
3. Provide $26.7 M in additional funding for the Arson and Explosives program areas.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
215	188	195

Program: *ATF Firearms Programs -- Integrated Violence Reduction*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Agency: *Department of Justice*

Bureau: *Bureau of Alcohol, Tobacco, Firearms and Explosives*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Percent firearms crime reduction in metroarea w/ substantial ATF presence (yearly).	2002	3%	
	2003	3%	4%
	2004	4%	.2%
	2005	4%	
Annual Measure: Percent reduction in instances of violations among firearms licensees recommended for recall inspections	2003	10%	5.7%
	2004	4%	3.6%
	2005	4%	
	2006	5%	
Long-term Measure: Percent of high-crime cities nationwide with a reduction in violent firearms crime. (Top 50 cities with highest levels of violent crime in which ATF has a presence. Violent crime rates will be determined by Uniform Crime Report data.)	2004	5%	
	2005	5.5%	
	2006	6.2%	

Recommended Follow-up Actions	Status
Determine the optimal frequency for firearms dealer inspections.	Action taken, but not completed
Increase implementation of the Project Safe Neighborhoods and Youth Crime Gun Interdiction Initiatives. ATF will perform data-driven analysis to target cities for program enhancement. Locating programs in areas with high firearms violence rates and historical cooperation with crime gun tracing and ballistics imaging programs will allow the most effective use of federal resources.	Action taken, but not completed
Utilize a performance-based approach to determine optimal prioritization and resource allocation among various IVRS programs.	Action taken, but not completed

Update on Follow-up Actions:

In 2005, ATF is finalizing a statistical model to mitigate risk in licenses potentially out of compliance. Also, ATF is evaluating a performance model for allocating field resources. Implementation of Project Safte Neighborhoods (PSN) continues in 2005. The 2006 Budget requests $174 million for PSN including expansion of the Youth Crime Gun Interdiction Initiative to additional cities.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
596	673	712

Program: *Bureau of Prisons*

Agency: *Department of Justice*

Bureau: *Federal Prison System*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Systemwide crowding in Federal Prisons as measured by rated capacity: 100% double bunking in low and minimum security, 50% double bunking in medium security and 25% double bunking in high security prisons.	2010	30%	
Annual Measure: Systemwide crowding rates. The number of inmates as a percentage of overall rated capacity.	2002	34%	33%
	2003	37%	39%
	2004	37%	41%
	2005	35%	
Annual Measure: Escapes from secure BOP facilities	2001	0	4
	2002	0	0
	2003	0	0
	2004	0	2

Recommended Follow-up Actions	*Status*
Complete the Taft study comparing private vs. public prison management, operations and costs and make the study available for independent review and analysis.	Action taken, but not completed
Consider using unobligated balances and modernization and repair funds to modify and/or upgrade existing facilities to house higher security inmates and contract out for lower security inmates.	Action taken, but not completed
Develop a plan to modify and/or upgrade existing low and minimum security prisons to accommodate higher level security inmates.	Action taken, but not completed
Establish a moratorium on new prison construction until the program is able to demonstrate through studies or other documentation what it considers to be an acceptable level of inmate crowding (inmates as a percentage of facility rated capacity).	Action taken, but not completed
Take greater advantage of state and local and private sector bedspace to meet its space requirements.	Action taken, but not completed

Update on Follow-up Actions:

BOP is beginning to take greater advantage of State, local and private sector bed space to meet its requirements, as evidenced by its December 2004 contract with Corrections Corporation of America (CCA) to house 1,125 Federal inmates at its correctional facility in Youngstown, Ohio. BOP has committed to a thorough review to fulfill its obligations under the PART recommendations.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
4,755	4,776	5,066

Program: *Community Oriented Policing Services*

Agency: *Department of Justice*

Bureau: *Office of Justice Programs*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Number of training hours delivered	2003	9,784	15,445
	2004	7,060	18,053
	2005	20,000	
	2006	20,000	
Long-term Measure: Total number of funded officers on the street (at present)	2001	91,000	83,024
	2002	100,000	88,028
	2005	104,060	
	2006	108,084	

Recommended Follow-up Actions	Status
Realign COPS funding structure to include only those activities administered by the COPS Office.	Action taken, but not completed
Increase local accountability by making information on grantee activities more available to the public.	Action taken, but not completed
Increase the level of grantee oversight as the number of active grants declines.	Action taken, but not completed
Take additional steps to guarantee the independence of external evaluations.	Action taken, but not completed
Better define its long-term goals to specify when they will be achieved.	Action taken, but not completed

Update on Follow-up Actions:

No funding is requested in the 2006 Budget for the COPS Hiring Grants, which has accomplished its goal, set by the previous Administration, of providing funding for over 100,000 police officers. Funding also is not requested for the COPS Interoperable Communications Grants, which are duplicative of assistance provided by the Department of Homeland Security, and the COPS Law Enforcement Technology Grants, which have been earmarked extensively by the Congress. Realignment of the funding structure has been limited by Congress' unwillingness to fund only those activities administered by COPS within the COPS budget account.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
742	499	22

Program: *Criminal Justice Services*

Agency: *Department of Justice*

Bureau: *Federal Bureau of Investigation (FBI)*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: % of Electronic Fingerprints Identified within 2 Hours - Criminal	2003	Baseline	91.6%
	2004	91%	91.9%
	2005	92%	
	2006	93%	
Annual Efficiency Measure: % of Electronic Fingerprints Identified within 24 Hours - Civil	2003	Baseline	97.5%
	2004	98%	98.7%
	2005	98%	
	2006	98%	
Annual Measure: % of background checks with an Immediate Determination on Firearms Transactions Eligibility	2003	90%	91.20%
	2004	90%	92.08%
	2005	90%	
	2006	90%	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The Criminal Justice Services (CJS) program supports state and law enforcement efforts. This support includes fingerprint and DNA checks, handgun background checks, criminal information services, and national crime statistics.

In general, CJS programs operate at a scope beyond that available to state or locally based law enforcement. Some CJS programs are the only programs of their type in the country. CJS programs are designed to make a unique contribution and have a significant impact on the problem. Additional findings include:

- Timely and credible performance information is collected on the CJS program. However, the program needs to improve the link between budget requests and the accomplishment of annual and long-term performance goals.
- The performance evaluation plan for CJS managers does not hold them accountable for achieving performance goals.
- The program has taken meaningful steps to address management deficiencies. However, there need to be regular independent evaluations of the program.

In response to these findings, the FBI will:

1. Maintain the current level of funding in 2006 except where increases can be tied to achieving annual and long-term performance goals.
2. Continue to develop a capacity for program evaluation studies, either by re-focusing internal organizations or contracting for independent assessments.
3. Institute performance contracts for managers and performance-based evaluations for other employees.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
291	435	464

Program: *Cybercrime*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *Department of Justice*

Bureau: *Federal Bureau of Investigation*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Cumulative value of stolen intellectual property over 6 years (constant dollars in billions)	2002		$30
	2008	$190	
Annual Measure: Value of stolen intellectual property (constant dollars in billions)	2003	$32	$32
	2004	$34	
	2005	$34	
	2006	$34	
Annual Measure: Number of top-ten Internet Fraud targets neutralized	2003	5	5
	2004	6	7
	2005	7	
	2006	6	

Recommended Follow-up Actions	*Status*
Develop a capacity for program evaluation either by re-focusing internal organizations or contracting for independent assessments.	Action taken, but not completed
Monitor success against the new long-term and annual performance goals, while investigating opportunities for additional measures.	Action taken, but not completed

Update on Follow-up Actions:

The FBI is refocusing some of the activities of its Inspection Division to conduct program evaluations. Key questions from the PART questionnaire are being used in the evaluations.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
183	234	251

Program: *Drug Courts*

Agency: *Department of Justice*

Bureau: *Office of Justice Programs*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Number of drug courts that become operational	2003	50	49
	2004	55	64
	2005	78	
	2006	68	
Annual Measure: Percentage of drug-court participants who remain arrest-free	2003	80%	80%
	2004	80%	
	2005	80%	
	2006	80%	

Recommended Follow-up Actions	*Status*
Determine how many additional drug court programs are needed to reach these goals enough, which could be based on the optimal number of jurisdictions covered or the total offender capacity.	No action taken
Develop measures for the long-term goals of improving public safety and reducing recidivism.	Action taken, but not completed
Improve grantees' performance reporting.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
38	39	70

Program: *Drug Enforcement Administration*

Agency: *Department of Justice*

Bureau: *Drug Enforcement Administration*

Rating: *Adequate*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Contribute to DOJ's Goal to Reduce the Availability of Drugs in America. The FY 2008 target is to reduce drug availability by 10 percent from the FY 2002 baseline as published by the Drug Availability Steering Committee in December 2002.	2002	Establish baseline	
	2008	-10%	
Long-term Measure: Number of drug trafficking organizations (Foreign and Domestic) linked to the AG's Consolidated Priority Target (CPOT) List that are dismantled. The CPOT list identifies the major organizations responsible for distributing drugs in the United States.	2004	18	23
	2005	25	
	2006	26	
	2008	90	
Long-term Measure: Number of drug trafficking organizations (Foreign and Domestic) linked to the AG's Consolidated Priority Target (CPOT) List that are disrupted. The CPOT list identifies the major organizations responsible for distributing drugs in the United States.	2004	19	23
	2005	24	
	2006	26	
	2008	110	

Recommended Follow-up Actions	Status
Seek funding to conduct an independent evaluation of DEA's drug enforcement responsibilities.	Completed
Validate the process to establish annual and long-term performance goals;	Completed

Update on Follow-up Actions:

The 2005 President's Budget included $2M for the National Institute of Justice to fund the first of a 3-year independent evaluation of DEA. Although this request was not funded by Congress, DEA is continuing to pursue securing an independent evaluation. DEA developed and implemented a new methodology that uses actual investigative work hours to project and revise annual and long-term targets and goals. The new methodology has been used successfully in budget submissions and performance/resource tables since the beginning of FY 2004. (The 2002 drug availability estimates were near completion at the time of publication).

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
2,070	2,208	2,269

Program: *National Criminal History Improvement Program*

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Agency: *Department of Justice*

Bureau: *Office of Justice Programs/Bureau of Justice Assistance*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Number of States in Interstate Identification Index (III) System.	2003	45	45
	2004	46	47
	2005	47	
	2006	48	
Annual Measure: Number of States participating in the FBI's Intergrated Automated Fingerprint Identification System (IAFIS).	2003	43	43
	2004	43	52
	2005	44	
	2006	46	
Long-term Measure: Percentage of records accessible through III.	2001	60.7%	63.0%
	2003	65.5%	
	2005	67.6%	

Recommended Follow-up Actions	Status
Recommend additional resources for criminal history records improvements, but also target 20 percent as the match for each state (up from 10%), with consideration given to cases in which states cannot meet a 20 percent match.	Completed
Make improvements in data collection to support faster, more useful reporting of performance results.	Action taken, but not completed
Develop a criminal history records data quality measure to better track State records improvements and target Federal resources more effectively.	Action taken, but not completed

Update on Follow-up Actions:

The Administration is seeking additional resources for NCHIP in the 2006 Budget. Additional resources were requested for 2005, but not provided by Congress.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
30	25	58

Program: *Organized Crime/Drug Enforcement*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *Department of Justice*

Bureau: *Federal Bureau of Investigation*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Number of organized criminal enterprises dismantled (cumulative since FY 2002)	2002		17
	2008	139	
Annual Measure: Number of drug trafficking criminal enterprises disrupted	2003	250	209
	2004	392	198
	2005	205	
	2006	205	

Recommended Follow-up Actions	*Status*
The Budget maintains the current funding level in 2005, with increases only for inflation.	Completed
The FBI will institute performance contracts for managers and performance-based evaluations for other employees.	Action taken, but not completed
The FBI will develop a capacity for program review either internally or externally.	Action taken, but not completed

Update on Follow-up Actions:

The FBI is refocusing some of the activities of its Inspection Division to conduct program evaluations. Key questions from the PART questionnaire are being used in the evaluations.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
379	581	545

Program: *Residential Substance Abuse Treatment*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Agency: *Department of Justice*

Bureau: *Office of Justice Programs*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Average treatment cost per inmate	2003	4,665	4,000
	2004	4,665	
	2005	4,000	
	2006	4,400	
Annual Measure: Number of state and local offenders treated annually by RSAT-funded programs	2001	7,293	10,546
	2002	4,375	38,639
	2003	40,000	25,521
	2004	40,000	33,239

Recommended Follow-up Actions	*Status*
Institute changes to improve the quality of grantee performance data.	Action taken, but not completed
Develop a simplified model for estimating grantees' enrollment and treatment costs.	Action taken, but not completed
Develop long-term goals for reducing recidivism among funded programs.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
0	25	44

Program: *State Criminal Alien Assistance Program*

Agency: *Department of Justice*

Bureau: *Office of Justice Programs*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*

Recommended Follow-up Actions	*Status*
For a sampling of states, conduct an OIG or independent program evaluation that examines accuracy of cost data submitted as well as state/local uses (outcomes) of SCAAP reimbursements.	Action taken, but not completed
Require States/localities to report claimed nationality in 2004 as part of the application process for reimbursement (information that would assist alien status verification as well as help screen potential ineligible costs).	Completed
Will review whether any form of reimbursement should continue in 2004 for inmates whose nationality is unknown or cannot otherwise be verified.	No action taken
Eliminate funding for the SCAAP program in 2005 (as also proposed in the 2004 Budget).	Completed

Update on Follow-up Actions:

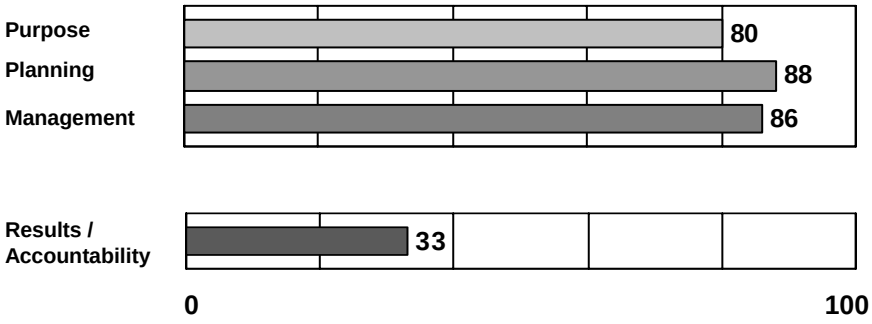
Options for an independent evaluation are being explored. Despite no funding request for 2005, $301 million was appropriated. No funding is requested for 2006.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
297	301	0

Program: *U.S. Attorneys*

Agency: *Department of Justice*
Bureau: *United States Attorneys*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent of Civil Cases Favorably Resolved	2003		85.6%
	2004	80%	83.5%
	2005	80%	
	2006	80%	
Annual Measure: Number of Total Judgments and Settlements	2003	47,352	48,038
	2004	50,335	47,352
	2005	50,673	
	2006	47,200	
Annual Measure: Number of Judgments in Favor of U.S. and Settlements	2003	39,523	41,121
	2004	43,086	39,523
	2005	43,375	
	2006	40,120	

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The United States Attorneys (USA) serve as the nation's principal litigators, conducting the vast majority of litigation in which the United States is a party. Each USA is the chief federal law enforcement officer of the United States within his or her particular jurisdiction.

The work of the United States Attorneys impacts the quality of life and public safety of every community in America. Additional Improvements are needed in the management of the program in order to efficiently allocate resources and maintain the high standard of equal justice under the law.

- The power to pursue or to decline prosecution is an immense power and public trust vested in each USA. Currently, the criteria that the USA applies when making such decisions is unavailable for review by the public. This lack of transparency in government impedes the public's access to and assurance of equal justice.
- Although USAs are excluded from coverage of the law requiring that employees receive performance appraisals, the Department is aware of the need for accountability at the top of the organization. DOJ announced a plan to improve the assessment of USA's efforts to address the President's and Attorney General's priorities, and meet management and performance expectations. However, the lack of performance measures makes USAs relatively unaccountable.
- USAs seem to have duplicative, common administrative functions such as budget, accounting, and human resources that could be consolidated in a more efficient manner. DOJ has developed an efficiency measure defining mission-related costs vs. overhead costs. Mission-related costs are cases and matters, oversight and policy. Overhead costs are administrative functions, facilities, equipment and supplies.

In response to these findings, the Administration will:

1. Implement an expanded review of the declination process in the USAs.
2. Enhance the performance measurement and accountability of the USAs.
3. Review common administrative functions in the USAs, such as budget, accounting, procurement, and human resources, in an effort to create efficiencies.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,525	1,542	1,623

Program: *USMS Apprehension of Fugitives*

Agency: *Department of Justice*

Bureau: *United States Marshals Service*

Rating: *Adequate*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percent of total Federal fugitives apprehended or cleared.	2002	46%	46%
	2003	48%	49%
	2005	48%	
	2006	50%	
Annual Measure: Percent of Class I Federal fugitives apprehended or cleared.	2002	52%	52%
	2003	55%	54%
	2005	54%	
	2006	60%	
Annual Measure: Percent of Class II Federal felony fugitives apprehended or cleared.	2002	48%	48%
	2003	51%	50%
	2005	48%	
	2006	48%	

Recommended Follow-up Actions	Status
The 2005 Budget provides a funding level that maintains a current services level of warrants cleared and federal fugitives apprehended.	Action taken, but not completed
USMS will incorporate findings and recommendations from evaluations and periodic program evaluations into a revised strategic plan and mission statement.	No action taken
USMS will require that all program partners that delegate primary apprehension responsibility to the USMS commit to the fugitive apprehension program performance goals, targets, cost and schedules.	Action taken, but not completed
USMS will conduct routine and periodic independent evaluation of the fugitive apprehension program.	Action taken, but not completed

Update on Follow-up Actions:

The USMS is continuing to work with DOJ's Office of Legal Policy (OLP) to revise policy guidance on investigative responsibilty within the Department.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
181	186	191

Program: *USMS Protection of the Judicial Process*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *Department of Justice*

Bureau: *United States Marshals Service*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Number of interrrupted judicial proceedings due to inadequate security	2002	0	0
	2003	0	1
	2005	0	
	2006	0	
Annual Measure: Assaults against Federal judges	2002	0	0
	2003	0	0
	2005	0	
	2006	0	
Annual Measure: Number of court productions/escapes	2003	530,397/0	536,677/0
	2004	546,309/0	587,719/0
	2005	587,983/0	
	2006	613,340/0	

Recommended Follow-up Actions	***Status***
The budget provides a level of funding that maintains a current services level of judicial protection and additional funds for protection for high threat, high security terrorist trials.	Action taken, but not completed
USMS will develop a comprehensive Memorandum of Understanding (MOU) between the USMS and the General Services Administration (GSA) regarding appropriate division of responsibilities and protection procedures at Federal buildings and courthouses.	Completed
USMS will develop a forward looking court security resource needs assessment plan in conjunction with the courts.	Action taken, but not completed

Update on Follow-up Actions:

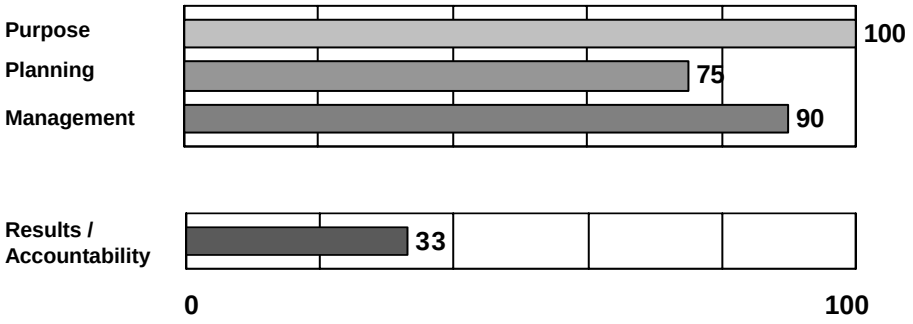
Independent studies of the management of the protection effort and the judiciary have been completed. USMS and the Courts have not yet met to discuss the findings and potential implementation of recommendations.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
539	551	599

Program: *Weed and Seed*

Agency: *Department of Justice*
Bureau: *Office of Justice Programs*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent reduction in homicides per site funded under the Weed and Seed Program.	2004	Baseline	
	2005	-1.2%	
	2006	-1.2%	
	2007	-1.2%	
Annual Efficiency Measure: Application processing time (in days) in program office to process an application.	2003	Baseline	203
	2004	107	83
	2005	105	
	2006	103	
Annual Measure: Percentage of sites including a multi-jurisdictional task force.	2004	87.8%	99.6%
	2005	89%	
	2006	90%	

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

Operation Weed and Seed provides small grants to community organizations, leveraging the efforts of other Federal programs, to reduce violent crime, drug abuse, and gang activity in targeted high-crime neighborhoods across the country. The strategy is two-pronged: "weeding out" crime through the activities of law enforcement agencies and prosecutors, and "seeding" through focusing on human services and neighborhood revitalization.

The initial assessment found inconsistent oversight and results among Weed and Seed sites, lack of baselines for performance measures, and an inadequate evaluation strategy to demonstrate the effectiveness of the program. Reassessment was warranted because the program has taken steps to improve oversight and mitigate performance information inadequacies. For example:

- In response to findings that the program had inconsistent oversight and results, the program has taken steps to improve training and strategic planning with sites, including helping sites set clear goals for sustainability. In addition, as a condition of receiving funds, each of the sites now provides standardized reports on activities, crime, and results. The program also is in a position now to be able to plan for the " graduation" of sites from dependence on program resources.
- Following up on findings that the program had not set baselines for performance measures, Weed and Seed has adopted baselines and begun tracking information on homicides occurring in Weed and Seed sites, as well as a full range of other measures.

Although a number of evaluations both at the local and national level have been conducted for Operation Weed and Seed, these evaluations have not produced consistent or strong evidence of the effectiveness of the program. The 2006 Budget includes funding to begin a rigorous national evaluation—using a randomized controlled trial or comparison groups—to demonstrate the effectiveness of the Weed and Seed program, or its component strategies, at sites across the nation.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
58	61	60

Program: *White Collar Crime*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *Department of Justice*

Bureau: *Federal Bureau of Investigation*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Number of criminal enterprises engaging in white collar crimes dismantled.	2003	10	66
	2004	15	137
	2005	45	
	2006	45	
Long-term Measure: Cumulative number of major corporate fraud cases successfully investigated over 6 years.	2002		18
	2008	120	
Annual Measure: Number of major corporate fraud cases successfully investigated .	2003	25	58
	2004	30	46
	2005	25	
	2006	25	

Recommended Follow-up Actions	*Status*
Proposes to maintain the current level of funding in 2005, with increases only for inflation and corporate fraud.	Completed
Recommends that the FBI develop a capacity for program evaluation either by re-focusing internal organizations or contracting for independent assessments.	Action taken, but not completed
Recommends that the FBI monitor success against the new long-term and annual performance goals to demonstrate the contribution of the White Collar Crime Program, and to justify continued investment in the program.	Action taken, but not completed

Update on Follow-up Actions:

The FBI is refocusing some of the activities of its Inspection Division to conduct program evaluations. Key questions from the PART questionnaire are being used in the evaluations.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
429	508	529

DEPARTMENT OF LABOR

PART ASSESSMENTS

Program: *Black Lung Benefits Program*

Agency: *Department of Labor*

Bureau: *Employment Standards Administration*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percentage of Black Lung benefit claims decided under the revised regulations where there are no requests for further action from any party pending one year after receipt of claim.	2003	70.5	86.6
	2004	74.5%	82.2%
	2005	76.5%	
	2006	77.5%	
Long-term Efficiency Measure: Average number of days for the Office of Workers' Compensation Programs to render a decision on a claim for Black Lung benefits.	2004	320	323
	2005	315	
	2006	310	
	2007	305	

Recommended Follow-up Actions	Status
Periodically review actual performance vis-à-vis targets and modify targets to ensure that they remain challenging.	Action taken, but not completed
Conduct an independent evaluation of the Black Lung program that includes a comparison of program outcomes and efficiency to other similar programs.	Action taken, but not completed
Determine what comparable medical cost trend should be used to evaluate medical cost containment performance.	Action taken, but not completed
Establish performance goals for the OALJ, BRB, and Solicitor that are ambitious and contribute to efficient adjudication of Black Lung claims.	No action taken
Track and report on productivity (output per full-time-equivalent employee) in order to gauge efficiency and year-to-year changes.	Completed

Update on Follow-up Actions:

The Black Lung program provides wage-replacement and medical benefits to coal miners who are totally disabled due to black lung disease and to eligible survivors. The PART noted the Black Lung Disability Trust Fund's large and growing debt, need to measure productivity and adjudicatory agencies' claims processing performance, lack of evaluation data, and need to review performance targets to ensure that they remain challenging. In response to PART findings, DOL has updated its targets in light of actual data and trends, set a medical cost baseline, begun to report on productivity, begun planning for an evaluation, and pursued debt refinancing. DOL will continue to review its targets, pursue refinancing legislation, and report on productivity; and will begin an evaluation, establish adjudicatory agency goals, and set medical cost containment targets.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,451	1,446	1,401

Program: *Bureau of Labor Statistics*

Agency: *Department of Labor*

Bureau: *Bureau of Labor Statistics (BLS)*

Rating: *Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Number of data series converted from outdated to up-to-date current industrial classification system. (Baseline is zero for 2001.)	2003	4	4
	2004	8	8
	2005	9	
	2006	12	
Long-term Measure: Customer satisfaction with BLS data and assistance. (Baseline is 74 for 2001. Scale is 0-100, using the American Customer Satisfaction Index.)	2003	75	74
	2004	75	82
	2005	75	
Long-term Efficiency Measure: Cost per transaction of Internet Data Collection Facility.	2004	n/a	$6.13
	2005	$3.32	
	2006	$3.24	

Recommended Follow-up Actions	Status
Maintain program-monitoring and operational successes.	Action taken, but not completed
Show more clearly to the general user aspects of program performance such as outcome-based, quantitative measures of data accuracy.	Action taken, but not completed
Develop efficiency measures to cover more of the program.	Action taken, but not completed

Update on Follow-up Actions:

The Bureau of Labor Statistics (BLS) has taken steps in all three follow-up areas. The BLS has implemented a systematic and comprehensive management process. In addition, the BLS has added one new efficiency measure to its 2006 Budget: Cost per transaction of the Internet Data Collection Facility. The BLS also has worked to improve the transparency of its performance goals and measures by focusing more on outcomes, reducing the number of its performance measures, and improving management-related performance measures. For 2006, BLS will set new targets for its customer satisfaction measure due to changing its measure of user satisfaction from electronic news subscribers to user satisfaction with its Occupational Outlook Handbook website.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
524	534	543

Program: *Community Service Employment for Older Americans*

Rating: *Ineffective*

Program Type: *Direct Federal*

Agency: *Department of Labor*

Bureau: *Employment and Training Administration*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Entered Employment: Percentage of program participants employed in 1st quarter after program exit (Note: New measure; Targets to be determined. 2002 shows performance against a similar previous measure.)	2002	37	35.2
Annual Measure: Retention in Employment: Percentage of program participants employed in 1st quarter after program exit who remained employed in the 2nd and 3rd quarters after exit (Note: New Measure; Targets to be determined.)			
Annual Measure: Earnings: Percentage change in earnings for program participants: (1) pre-enrollment to program exit; and (2) 1st quarter after exit to 3rd quarter after exit. (Note: New measure; Targets to be determined.)			

Recommended Follow-up Actions	Status
Continue to award national grants competitively to strengthen program design and service delivery.	Completed
Continue to strengthen program accountability through common performance measures, including developing a new measure to gauge cost-effectiveness.	Action taken, but not completed
Ensure that the annual and long-term performance goals established for CSEOA under the new common measures are sufficiently challenging.	Action taken, but not completed
Publish a proposed rule to implement the 2000 OAA amendments.	Completed

Update on Follow-up Actions:

DOL introduced an open competition of National grants in 2003, completing one of the PART recommendations identified in the assesment. On-going reforms are needed to improve the programs effectiveness and ensure that the annual and long-term performance goals established under the new common measures are sufficiently challenging. This program will adopt the new common performance measures for job training programs, but implementation has been delayed. DOL will establish targets after gathering baseline data in 2005. Three of the four new measures appear above.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
439	437	437

Program: *Davis-Bacon Wage Determination Program*

Agency: *Department of Labor*

Bureau: *Employment Standards Administration, Wage and Hour Division*

Rating: *Results Not Demonstrated*

Program Type: *Regulatory Based*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Efficiency Measure: Percentage of Davis-Bacon wage determinations that program issues or updates within 60 days of receiving underlying survey data.	2004	80%	86%
	2005	81%	
	2006	82%	
Annual Efficiency Measure: Number of wage determination data submission forms processed per 1,000 hours.	2004		1,491
	2005	1,506	

Recommended Follow-up Actions	Status
Has convened a work group to develop quantitative and (where appropriate) qualitative indicators and targets that are clear, ambitious, and reflected in managers' performance appraisals.	Completed
Will work closely with stakeholders to identify, recommend, and implement appropriate regulatory, administrative, or statutory reforms.	Action taken, but not completed
Plans to launch an external review of the program in 2004.	Completed
Will modify the wage survey or outreach strategies to boost survey response rates.	Action taken, but not completed

Update on Follow-up Actions:

The Davis-Bacon Wage Determination program publishes wage-rate data for hundreds of jobs in the construction industry. The Davis-Bacon Act requires companies doing construction for the federal government to pay their employees the prevailing wage and benefit rates for the jurisdiction where the work is being performed. Employers use the DOL data to comply with the law. The program must continue its multi-year effort to reform the wage determination process. It must strengthen managerial accountability and develop appropriate performance measures with ambitious annual and long-term targets.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
10	10	10

Program: *Dislocated Worker Assistance*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Agency: *Department of Labor*

Bureau: *Employment and Training Administration*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual and Long-term Measure: Percentage of participants employed after program exit. (This new measure will be implemented in 2005. Data shown are for similar current measure).	2002	78%	82%
	2003	78%	82%
	2004	82%	
	2005	83%	
Annual and Long-term Measure: Percentage of participants who retain employment after exit. (This new measure will be implemented in 2005. Data shown are for similar current measure).	2002	88%	90%
	2003	88%	90%
	2004	91%	
	2005	92%	
Annual and Long-term Measure: Percentage change in participants' earnings. (This new measure will be implemented in 2005. Data shown are for similar current measure: % wage replacement).	2002	98%	90%
	2003	93%	91%
	2004	91%	
	2005	92%	

Recommended Follow-up Actions	Status
Strengthen accountability for employment and earnings outcomes.	Action taken, but not completed
Change the basis for financial reports and reallotments from obligations to actual spending.	Action taken, but not completed
Consolidate the program with three other State grant programs, to increase the number of workers trained, improve services, and eliminate unnecessary overhead.	Action taken, but not completed
Increase the Secretary's and Governors' flexibility to target resources to address special, local layoff situations in a timely manner.	Action taken, but not completed

Update on Follow-up Actions:

This program authorized by the Workforce Investment Act provides formula grants to States and localities for retraining and reemployment services for workers who permanently lost their jobs. The assessment found (1) duplication among this and other Federal efforts, (2) too few resources are available to the Secretary and Governors to target local layoff situations, and (3) incomplete performance information. DOL has proposed changes to address these problems, but the Congress has not approved them. The 2006 Budget would consolidate the program with three others. The program is adopting the new common performance measures for job training programs, but implementation has been delayed. DOL will establish performance targets after gathering baseline data in 2005. Three of the four new measures appear above.

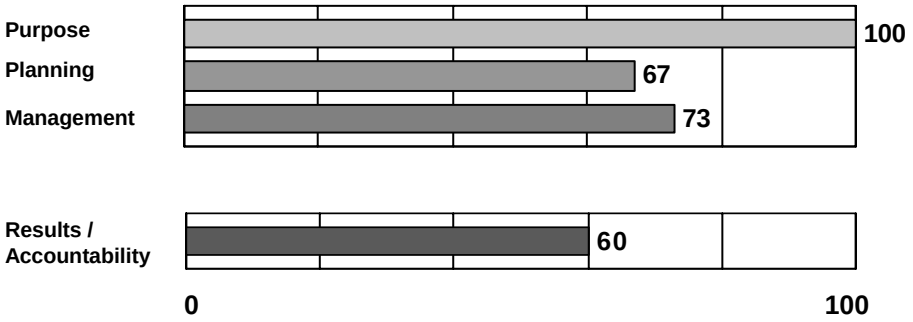
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,236	1,203	1,094

Program: *Employee Benefits Security Administration (EBSA)*

Agency: *Department of Labor*

Bureau:



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Ratio of closed civil cases with corrected violations to all civil cases closed	2003	0.5	0.69
	2004	0.63	0.72
	2005	0.66	
	2006	0.69	
Long-term Measure: Ratio of criminal cases referred for prosecution to total criminal cases.	2003	0.25	0.4
	2004	0.352	0.38
	2005	0.377	
	2006	0.402	
Long-term Measure: Achieve a customer satisfaction index of 67 by FY 2008 for participants and beneficiaries who have contacted EBSA for assistance	2003	56	59
	2004	61	62
	2005	63	
	2006	65	

Rating: *Moderately Effective*

Program Type: *Regulatory Based*

Program Summary:

EBSA promotes retirement security by safeguarding private-sector pension and health plans against embezzlement and other illegal activities, using enforcement, compliance assistance, education and outreach.

The initial PART assessment found that although EBSA's program design was sound, its impact on protecting pension and health benefits was unknown, program evaluations were irregular and of limited scope, cumulative regulatory burdens were not accounted for, and performance targets were not ambitious. Consequently, EBSA was unable to demonstrate results. In the two years since the initial assessment was completed, EBSA has taken a number of steps to address these deficiencies:

- Developed specific long-term performance measures. When last assessed, EBSA had not finished identifying discrete areas where baseline measures and performance targets could be developed. To compensate for this, EBSA has selected output measures to use as proxies for overall agency performance.
- Developed a new efficiency measure that relates inputs (dollars) to outcomes (cases with results). This will permit EBSA to demonstrate improved cost effectiveness in achieving future program goals.
- Completed a number of evaluations and initiated more. Since it was last assessed, EBSA completed evaluations of its enforcement and participant assistance programs, and has initiated further participant assistance program evaluations. EBSA is also conducting a baseline compliance study in the employee contributions plan arena, and an audit plan quality project.

Challenges remaining for EBSA include using its program evaluations to improve its performance and minimizing its cumulative regulatory burden. Specifically, EBSA will:

1. Implement program improvements based on the independent evaluations that have been completed or are currently underway. Continue to subject its programs to independent evaluation, with the goal of identifying additional opportunities for improvement.
2. Monitor the efficiency of its operations using the newly-developed measure, and improve efficiency where possible.
3. Develop ways to quantify and reduce the burden imposed by its regulations.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
134	148	154

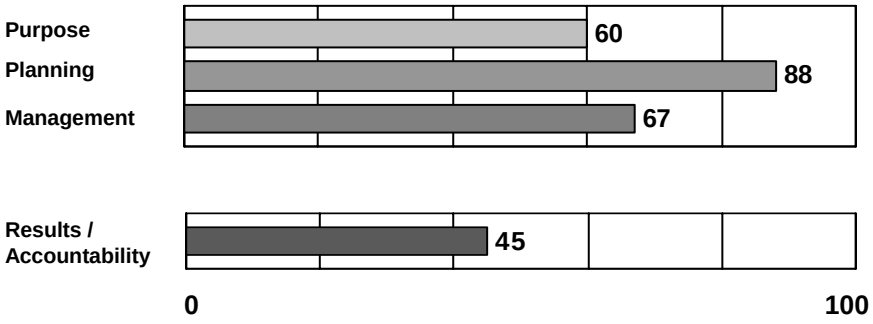
Program: *Employment Service*

Rating: *Adequate*

Agency: *Department of Labor*

Bureau: *Employment and Training Administration*

Program Type: *Block/Formula Grant*



Program Summary:

The Employment Service (ES) brings together individuals who are seeking jobs and employers who are seeking workers. Through ES grants to States, this labor exchange service is provided at no charge through a nationwide network of public One-Stop Career Centers. Over 15 million jobseekers registered with the ES, and employers listed over 10 million job openings in 2002. Labor exchange services are available in person and electronically through internet-based self-service tools like America' s Job Bank.

The assessment found:

- Significant Flaws in Program Design: ES services duplicate some of the core services offered by Workforce Investment Act (WIA) adult and dislocated worker programs that are also offered in the One-Stop Career Centers, which leads to inefficiencies.
- Insufficient Focus on Results: ES grants lack some of the performance accountability features of the WIA programs, such as performance incentives and sanctions. Past program evaluations have looked at outcomes in selected geographic areas, not for the system as a whole.

In response to these findings, DOL will:

1. Continue to pursue legislation that consolidates the ES with the WIA adult and dislocated worker programs.
2. Negotiate performance outcomes with State grantees, using common measures across all Federal employment and training programs.

This program is adopting the new common performance measures for job training programs, but implementation has been delayed. DOL will establish performance targets after gathering baseline date in 2005. The accompanying " Key Performance Measures" table shows performance in 2003 and 2004 against similar current measures.

[Note: Below, the 2006 funding estimate is shown comparable to 2004 and 2005. However, the Administration proposes consolidation with other WIA programs.]

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual and Long-Term Measure: Percentage of participants employed after program exit (This new measure will be implemented in 2005. Data shown are for a similar current measure.)	2003	58%	61%
	2004	58%	
	2005	61%	
Annual and Long-Term Measure: Percentage of participants who retain employment found after exit (This new measure will be implemented in 2005. Data shown are for a similar current measure.)	2003	72%	80%
	2004	72%	
	2005	78%	

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
787	780	696

Program: *Federal Employees Compensation Act (FECA)*

Agency: *Department of Labor*

Bureau: *Employment Standards Administration*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Average lost production days (LPDs) per 100 non-Postal employees resulting from work-related injury and illness.	2003	52.1	55.2
	2004	55.4	62.9
	2005	61	
	2006	60	
Long-term Measure: Average lost production days (LPDs) per 100 Postal employees resulting from work-related injury and illness.	2003	129.7	143.3
	2004	146.1	148.0
	2005	148	
	2006	146	
Annual Efficiency Measure: Change in average medical service cost per case, compared to the annual rate of change in the national Milliman Health Cost Index (MHCI).	2003	9.1	2.8
	2004	8.8	2.4
	2005	Below MCHI	
	2006	Below MCHI	

Recommended Follow-up Actions	Status
Act upon the results of an independent evaluation of FECA's design and strategic goals, the success of various program strategies, and state and private industry best practices.	Action taken, but not completed
Continue its emphasis on timely estimates of federal agencies' FECA liability to support accelerated preparation of government-wide financial statements.	Completed
Continue to measure and improve the level of customer satisfaction.	Action taken, but not completed
Develop a cost-effectiveness performance goal (e.g., cost per rehabilitation) to assess efficiency and year-to-year trends.	Action taken, but not completed
Establish government-wide goals for reducing injuries and lost production days and improving timeliness of injury reporting, and report on agencies' performance against these goals.	Action taken, but not completed

Update on Follow-up Actions:

FECA provides wage-replacement and medical benefits to federal employees for occupational illness, injury, or death. To address PART findings DOL did a program evaluation; set government-wide goals for reducing occupational injury and illness as part of the Safety, Health, and Return to Employment (SHARE) Initiative; provided FECA liability estimates in a timely way; established customer service measure baselines; developed an efficiency measure; and sought program reforms. DOL will continue to implement the evaluation findings, annually set goals and report on progress under SHARE, pursue legislative reforms, and report on customer service performance. DOL will also begin in the 2006 Budget to report on performance on its efficiency measures. (LPD measure in 2004 and outyears reflects a new measurement methodology.)

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
2,571	2,634	2,702

Program: *H-1B Labor Condition Applications Program*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Agency: *Department of Labor*

Bureau: *Employment and Training Administration*

Program Summary:

The H-1B program allows employers to hire foreign workers to fill temporary vacancies in high-skill, " specialty" occupations. Statutory and regulatory safeguards ensure that U.S. workers are not displaced and that their rights and working conditions are protected.

An employer sponsoring an H-1B worker must file a Labor Condition Application (LCA) with DOL before it can file a non-immigrant visa petition with the Department of Homeland Security and before the worker can request a work visa from the Department of State.

The assessment found:

- The efficiency of the LCA process is DOL' s priority, with web– based and fax filing options for the employer.
- DOL' s review process is automated, enabling DOL to issue a determination on most LCAs the day they are received.
- The program is vulnerable to fraud and abuse because the underlying law waives a labor market test, does not require submission of supporting documentation by the employer, and limits DOL' s authority to review or question LCAs.

In response to these findings, the Administration will:

1. Strengthen the LCA process with anti-fraud protections.
2. Implement new government-wide information technology security standards as appropriate.

Note: Subsequent to the completion of this assessment, the Congress made statutory changes to address a number of these findings.

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term and Annual Measure: Percentage of H-1B labor condition applications (LCAs) for which no prevailing wage issues are identified within seven days of filing.	2004	95%	99%
	2005	100%	
	2006	100%	
Long-term and Annual Measure: Percentage of H-1B labor condition applications (LCAs) for which no prevailing wage issues are identified within two days of filing.	2004	98%	95%
	2005	98%	
	2006	98%	

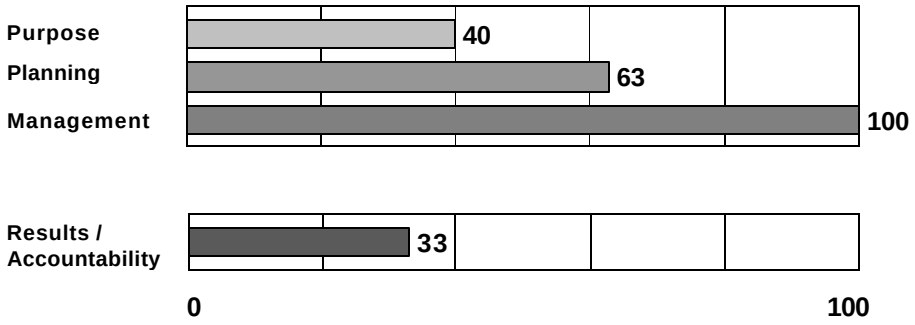
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
5	5	6

Program: *International Child Labor Program and Office of Foreign Relation*

Agency: *Department of Labor*

Bureau: *ILAB/ICLP and OFR*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Number of children prevented or withdrawn from exploitative child labor and provided education/training opportunities as a result of DOL-funded education projects.	2004	70,850	90,198
	2005	107,000	
	2006	132,000	
Annual Measure: Number of children enrolled in education programs as a result of DOL-funded education projects.	2004	42,000	
	2005	50,000	
	2006	51,000	
Annual Efficiency Measure: Cost per child removed or prevented from exploitative child labor. (Targets under development.)			

Rating: *Adequate*

Program Type: *Competitive Grant, Block/Formula Grant*

Program Summary:

The Bureau of International Labor Affairs (ILAB) supports the Secretary of Labor and the President's international labor agenda by undertaking a policy, research, analysis and advocacy role. ILAB produces Congressionally-mandated reports and provides international technical assistance grants focused on reducing exploitative child labor and improving living standards and working conditions in developing countries.

The assessment found:

- ILAB's international technical assistance programs are designed primarily as grants and contracts to organizations with expertise in international labor and development issues. These programs are designed primarily to fulfill Congressional mandates.
- Performance targets are established and results measured for each project funded. However, there is limited data to assess the overall impact of ILAB's investments to reduce exploitative child labor and improve living standards.
- ILAB has defined goals that are specific and measurable for the Child Labor program and is attempting to make them more outcome oriented. Additional work is needed to strengthen the goals and indicators for improving living standards.

In response to these findings, DOL will:

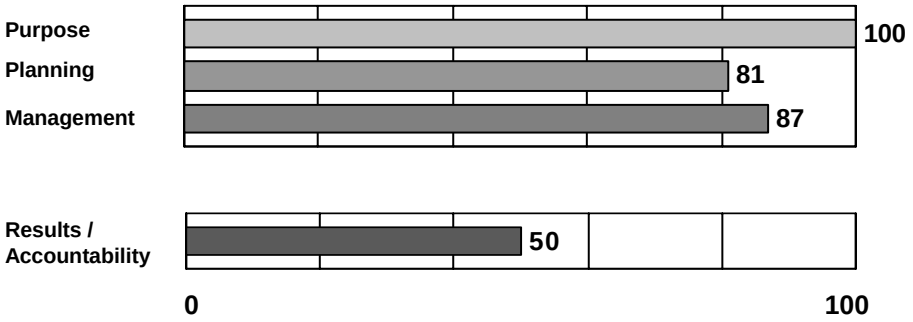
1. Reconsider the agency's role in government-wide international assistance efforts.
2. Conduct a comprehensive evaluation of ILAB's technical assistance programs to assess the programs' overall impact and effectiveness, including program sustainability.
3. Implement a cost-efficiency measure to demonstrate cost efficiencies per child removed or prevented from exploitive child labor and ensure that the annual and long-term goals for improving living standards are sufficiently challenging. Targets are under development.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
111	93	12

Program: *Job Corps*

Agency: *Department of Labor*
Bureau: *ETA*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percentage of participants entering employment or enrolling in post-secondary education, the military or advanced training/occupational skills training	2002	90%	87%
	2003	90%	90%
	2004	85%	
	2005	85%	
Annual Measure: Percentage of participants who achieve literacy or numeracy gains of one or more educational functioning levels.	2004	45%	
	2005	45%	
	2006	47%	
	2007	49%	
Annual Measure: Percentage of participants that earn a high school diploma, GED, or certificate.	2004	64%	
	2005	64%	
	2006	65%	
	2007	65%	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

Through a national network of 122 primarily residential centers, the Job Corps program provides intensive education and training services to disadvantaged youth ages 16-24.

The PART found:

- Job Corps' results are positive, and compare favorably to other federal youth training programs. While the program is expensive on a per-participant basis (almost $23,000) owing to its primarily residential design, its benefits exceed costs.
- The four-year findings of an experimental evaluation of Job Corps were that program participants fared better than their control-group counterparts in terms of employment and earnings increases, literacy and numeracy gains, and reduction in involvement with crime. However, Hispanic youths and 18 and 19-year olds did not have employment or earnings gains; and those who failed to complete vocational training or earn a GED derived no benefit from Job Corps.
- Job Corps has historically not provided capital asset planning information in support of its budget request, does not have a formal capital asset plan, and does not involve the Chief Financial Officer or Procurement Executive in its capital planning process.
- Although the program tracks cost per participant, Job Corps cannot provide evidence of overall year-to-year efficiency or cost effectiveness improvements.
- Job Corps' budget justification displays output and outcome measures alongside the request, but does not present resource needs in a transparent way.

In response to these findings, the Department of Labor will:

1. Improve the employment and earnings outcomes of Hispanic and 18 and 19-year-old enrollees and reduce the share of enrollees (currently half) who fail to complete the program.
2. Provide capital asset information during budget formulation and involve the CFO and Procurement Executive in its capital planning process.
3. Improve program efficiency by, for example, using non-residential centers for a larger portion of the population and increasing employer and provider cost sharing.
4. Revise its budget presentation to show clearly the components of the program's $1.5 billion budget.
5. Proceed with common measures implementation, which has been delayed.

(Note: 2002 and 2003 placement rate reflects the previous measure, which tracks only program graduates versus all individuals who leave the program. Including non-completers will make this goal more challenging, so the levels have been reduced.)

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,566	1,576	1,547

Program: *Mine Safety and Health Administration*

Agency: *Department of Labor*

Bureau:

Rating: *Adequate*

Program Type: *Regulatory Based*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Fatal injury incidence rate. Baseline is FY 2003 rate of .0219 fatalities per per 200,000 hours worked by mine employees.	2003	0.0200	0.0229
	2004	0.0222	0.164
	2005	0.0215	
	2006	0.0208	
Long-term Measure: All-injury incidence rate. Baseline is FY 2000 rate of 5.07 all-injuries per 200,000 hours worked by mine employees.	2003	3.79	4.34
	2004	3.87	4.02
	2005	3.48	
	2006	3.13	
Annual Measure: Reduce respirable coal dust samples exceeding applicable standards by 5% for designated occupations.	2003	14.2%	11.7%
	2004	11.12%	10.2%
	2005	10.1%	
	2006	9.6%	

Recommended Follow-up Actions	Status
Improve the quality of MSHA's Regulatory Impact Analyses (RIAs) for proposed regulations by including cost-benefit and cost-effectiveness analyses.	No action taken
Develop new operational efficiency and cost-effectiveness measures for MSHA.	Action taken, but not completed

Update on Follow-up Actions:

The Mine Safety and Health Administration (MSHA) has developed four cost-efficiency measures to reduce costs and processing times associated with coal production, accident and injury data submitted by mine operators. MSHA, however, has not agreed to conduct cost-benefit and cost-effectiveness analyses for proposed regulations. MSHA believes that a Supreme Court Decision on OSHA health standards prohibits them from conducting cost-benefit analyses. The Administration disagrees with this position and will continue to work with the agency on resolving this issue.

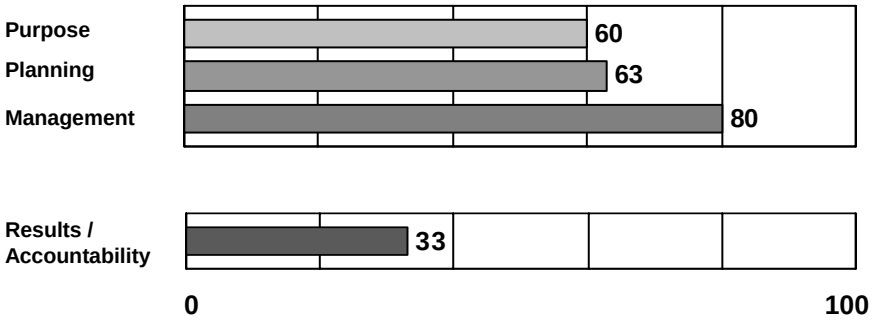
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
269	279	280

Program: *Native American Programs - Workforce Investment Act*

Agency: *Department of Labor*

Bureau: *Employment and Training Administration*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual and Long-term Measure: Percentage of participants employed after program exit (This new measure will be implemented in 2005. Data shown are for a similar current measure.)	2002	56	52
	2003	54	53
	2004	54	
	2005	55	
Annual and Long-term Measure: Percentage of participants who retain employment after exit (This new measure will be implemented in 2005.)			
Annual and Long-term Measure: Percentage change in participants' earnings (This new measure will be implemented in 2005.)			

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The Native American programs authorized by the Workforce Investment Act (WIA) provide grants intended to support employment and training for Indians, Alaska Natives, and Native Hawaiians to develop their skills, make them more successful in the workforce, and promote their communities' economic and social development. Each year, almost 200 grantees serve about 19,000 adults and 9,000 youth.

The assessment found:

- Performance standards, measurement, and accountability are insufficient. For example, each grantee chooses three measures from a menu of thirteen, some of which are not indicators of key employment and earnings outcomes. Further, grantees must achieve only two of three goals, and only substantial and persistent performance failures result in corrective actions or grant termination.
- The program duplicates other Federal efforts. For instance, DOL's WIA Adult State formula grants serve about 3,000 Indian and Native American participants annually. The Departments of the Interior, Health and Human Services, Education, and Agriculture also administer Federal programs for this general population.
- Despite this redundancy and duplication, the program collaborates and coordinates fairly effectively with other Federal programs. For example, most urban grantees coordinate with local WIA One-Stop Career Centers. Under a demonstration enacted in 1992, Federally-recognized tribes and Alaska Native groups may combine funding and reporting for certain Federal employment and training programs.
- The program analyzes costs and has used this information to improve efficiency. For example, the program used a cost analysis to choose a technical and training assistance provider that will use a larger percentage of its fee on direct services.

In response to these findings, the Administration will:

1. Implement the new common performance measures for job training programs, including this one. However, implementation has been delayed. DOL will establish performance targets after gathering baseline data in 2005. Three of the four new measures appear on the left.
2. Strengthen performance reporting and procedures for holding grantees accountable for the key performance outcomes.
3. Continue to improve reporting and review of grantees' financial management.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
57	56	56

Program: *Occupational Safety and Health Administration*

Agency: *Department of Labor*

Bureau:

Rating: *Adequate*

Program Type: *Regulatory Based*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Work-related fatality rate. Baseline is FY2000 - FY2002 rate of 1.62 fatalities per 100,000 workers.	2003	1.59	1.61
	2004	1.57	1.61
	2005	1.52	
	2006	1.47	
Long-term Measure: Days away from work case rate. Baseline is CY 2002 rate of 1.6 days away from work cases per 100 workers.	2003	1.6	1.5
	2004	1.5	
	2005	1.5	
	2006	1.4	

Recommended Follow-up Actions	Status
Implement peer reviews for all of OSHA's scientific and technical data supporting new 'significant regulatory information' as defined by OMB's September 15, 2003 Peer Review and Information Quality Proposed Bulletin.	Action taken, but not completed
Implement the Assistant Secretary's July 2003 directive to identify the monetary costs, benefits, and net benefits for all of OSHA's significant, new proposed and final regulations, and include a summary of this information in its Regulatory Impact Analyses.	Completed
Continue to develop new performance measures and use fatality data from OSHA's own system to complement the Bureau of Labor Statistics data and allow more timely performance assessments.	Completed

Update on Follow-up Actions:

The Occupational Safety and Health Administration (OSHA) has taken action in all areas, including: 1) conducting a peer review of one major regulation in 2004 and planning peer reviews for two regulations in 2005; 2) identifying the monetary costs, benefits and net benefits for occupational exposure to hexavalent chromium and the agency plans to continue this approach for all new economically significant regulations; and 3) using data on OSHA-investigated fatalities to estimate performance results, which allows the agency to conduct more timely performance assessments.

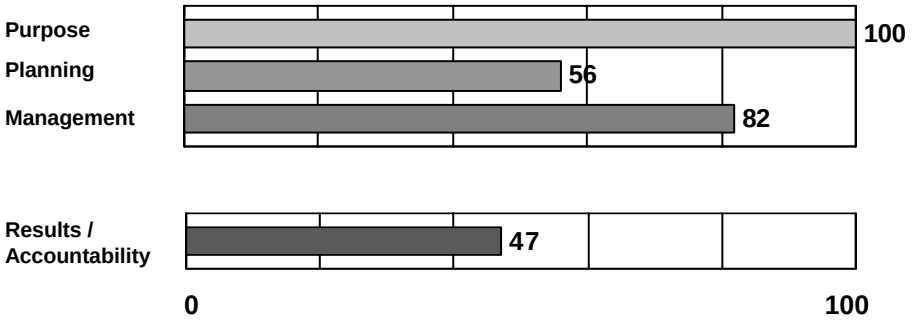
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
458	464	467

Program: *Office of Federal Contract Compliance Programs (OFCCP)*

Agency: *Department of Labor*

Bureau: *Employment Standards Administration*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Reduce incidence of discrimination among federal contractors (as measured by percentage of findings of discrimination in OFCCP compliance reviews). Targets being revised.	2004	9.0%	1.0%
	2005	7.0%	
	2006	6.0%	
Long-term Measure: Increase compliance among federal contractors with other equal opportunity workplace standards (as measured by percentage of findings of technical compliance in OFCCP reviews). Targets being revised.	2004	61%	
	2005	62%	
	2006	64%	
Annual Efficiency Measure: FTE per systemic case resolved (new measure). Under development.			

Rating: *Adequate*

Program Type: *Regulatory Based*

Program Summary:

OFCCP enforces Executive Order 11246 and laws requiring federal contractors to provide equal employment opportunity and affirmative action in hiring, firing, and promotion.

Since its initial assessment, OFCCP has taken a number of steps to address PART findings.

- In response to the lack of data documenting program results, OFCCP sponsored an external evaluation and in-house impact study. The evaluation, completed in December 2003, found that OFCCP effectively targets establishments for review and has been successful in identifying and removing barriers to the employment of protected classes, but could increase the return on its compliance reviews. The impact study concluded that contractor status (and, implicitly, the existence of OFCCP oversight) correlates with increased diversity in the workplace.
- To address its inability to measure year-to-year efficiency improvements, OFCCP has established an efficiency measure (FTE per systemic discrimination case resolved). In addition, the program is refining the quantitative targets for each of its performance measures. Current targets lack rigor.
- To address the recommendation that OFCCP review and simplify its regulatory requirements, OFCCP is formally assessing the quality and relative burden of data it collects, including its Equal Opportunity Survey, which has been criticized for being burdensome and not providing useful or reliable data.
- OFCCP is modernizing its data collection system to improve analytical capability and the targeting of investigative resources.

OFCCP will continue to address the PART recommendations by:

- Establishing challenging targets for each of its outcome measures (actual 2003 performance exceeded the current 2004, 2005, and 2006 targets).
- Tracking and reporting on performance with respect to its new efficiency measure.
- Continuing to modernize its data collection system.
- Regularly and more comprehensively reviewing program regulations and requirements.
- Completing review of and, as appropriate, changes to the Equal Opportunity Survey.

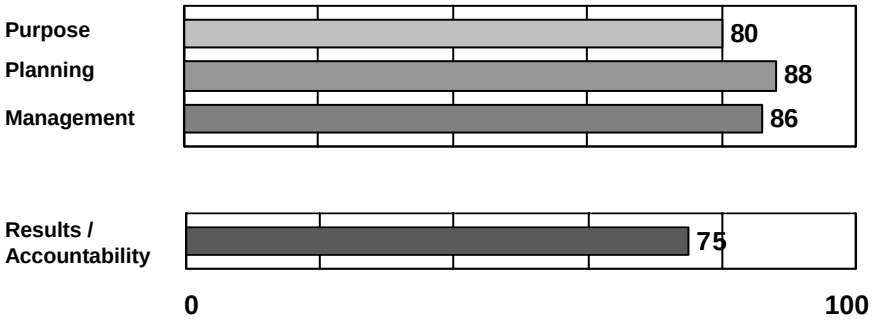
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
79	80	82

Program: *Pension Benefit Guaranty Corporation*

Agency: *Department of Labor*

Bureau:



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: ACSI for Practitioners, an index to measure customer satisfaction in PBGC (0-100 scale).	2002	Baseline	69
	2003	70	69
	2004	71	69
	2005	72	
Long-term Measure: ACSI for Participants (retirees and beneficiaries calling PBGC's customer contact center), an index of customer satisfaction in PBGC (0-100 scale).	2003	74	77
	2004	77	78
	2005	78	
	2006	80	
Long-term Efficiency Measure: Cost per Participant in Trusteed Plans	2004	Baseline	$287
	2005	$278	
	2006	$278	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The PBGC promotes and insures voluntary private pension plans for the benefit of their participants; provides for the timely and uninterrupted payment of pension benefits to certain participants and beneficiaries; and maintains premiums at the lowest level consistent with carrying out its obligations to insure defined-benefit pension plans.

The assessment found that the PBGC is well-managed, but that ERISA (the statute under which PBGC operates) prevents it from following many insurance industry best practices regarding premium structure, risk management, funding rules, and benefit determinations. The Administration supports legislative reform to remove the statutory barriers to improving in these areas. The assessment also found that PBGC:

- Does an excellent job of delivering benefits.
- Has made significant strides in improving its strategic planning by clarifying its goals, focusing on outcomes, and prioritizing initiatives.
- Is unable to timely and credibly monitor the stability and adequate funding of the private defined benefit pension system.
- Has demonstrated improved efficiencies and effectiveness in achieving its program goals. Annual benefit determinations have increased from 20,000 in 1995 to 92,000 in 2003; the average age of a determination has been cut from eight years in the early 1990s to 2.2 years in 2003; and the cost per participant in terminated plans has dropped 25% since 2000.

In response to these findings, the Administration will:

1. Continue to support amendments to ERISA that will permit the PBGC to credibly monitor the stability and funding of the private defined benefit pension system.
2. Seek ways to improve the PBGC' s ability to manage its own financial risk, and the risks in the plans it insures.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
294	312	297

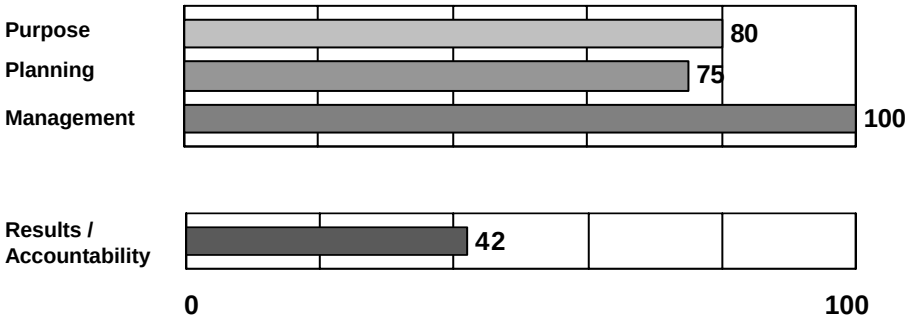
Program: *Permanent Labor Certification Program*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *Department of Labor*

Bureau: *Employment and Training Administration*



Program Summary:

The permanent labor certification program assists employers who wish to hire foreign workers for permanent jobs. Before foreign workers are allowed to immigrate to the U.S. for employment, DOL must certify to the Departments of Homeland Security and State that: (1) no qualified U.S. workers are available, and (2) hiring the foreign workers will not adversely affect U.S. wages or working conditions. The certification process includes review of employer petitions by DOL and state workforce agencies.

The assessment found:

- The current process for reviewing employer petitions is paper-intensive, duplicative, inefficient, and can require up to six years.
- DOL has been developing a streamlined, automated process for reviewing certification requests, but this new process has not been implemented fully.
- The program lacks specific, ambitious targets that are consistent with the program plans to eliminate the backlog. A portion of the backlog will remain even after the new streamlined review process is in place.
- Labor certification fraud continues to be one of DOL's top management challenges. Problems include applications filed on behalf of fictitious employers and sale of certifications.

In response to these findings, DOL will:

1. Implement in 2005 the regulation to streamline the permanent labor certification process.
2. Develop a companion regulation that addresses the fraud problems that have been identified in the current processing system and will prevent similar problems with the streamlined system.
3. Develop appropriate performance measures for the new program, and establish ambitious long-term and annual targets.
4. Redirect funds to finance the new consolidated processing center operations. Funding for the states will be reduced, in line with their reduced responsibilities.
5. Implement new procedures to eliminate the remaining backlog.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Percentage of backlogged applications for the Permanent Labor Certification program that are resolved each year (measured against backlog remaining each year).	2005	20%	
	2006	100%	
Long-term Measure: Percentage of employer applications for labor certification under the streamlined system that are resolved within six months of filing. (Measure to be reframed.)			

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
37	38	40

Program: *Trade Adjustment Assistance*

Rating: *Ineffective*

Program Type: *Direct Federal*

Agency: *Department of Labor*

Bureau: *Employment and Training Administration*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual and Long-term Measure: Percentage of participants employed after program exit. (This new measure will be implemented in 2005. Data shown are for similar current measure).	2002	78%	66%
	2003	78%	62%
	2004	70%	63%
	2005	70%	63%
Annual and Long-term Measure: Percentage of participants who retain employment after exit. (This new measure will be implemented in 2005. Data shown are for similar current measure).	2002	90%	80%
	2003	90%	86%
	2004	88%	89%
	2005	89%	
Annual and Long-term Measure: Percentage change in participants' earnings. (This new measure will be implemented in 2005. Data shown are for similar current measure: % wage replacement).	2002	90%	89%
	2003	90%	73%
	2004	90%	74%
	2005	80%	

Recommended Follow-up Actions	Status
Better link the TAA program to the WIA dislocated worker program to assure that TAA-eligible workers receive the full range of reemployment services needed to return to work.	Action taken, but not completed
Improve financial management practices to ensure that states operate within the annual cap on TAA training expenditures. DOL has instituted new financial reporting and issued planning estimates to states for TAA training.	Completed
Publish TAA regulations to implement the 2002 Trade Act amendments, and use the rule to strengthen accountability.	Action taken, but not completed

Update on Follow-up Actions:

Trade Adjustment Assistance (TAA) provides training and cash benefits to workers who lose their jobs due to imports and other trade-related events. TAA eligibility and benefits were expanded in the 2002 Trade Act. The assessment found that TAA serves a subset of all dislocated workers, many of whom are also eligible for the Workforce Investment Act (WIA) dislocated worker program. TAA provides a narrow set of expensive benefits and relies on other programs to provide the less costly job search assistance. DOL is working to establish better links between TAA and the WIA program to assure that TAA-eligible workers receive the full range of reemployment services needed to return to work. DOL is continuing to develop the regulations necessary to implement the 2002 Trade Act amendments.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,341	1,060	969

Program: *Unemployment Insurance Administration State*

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Agency: *Department of Labor*

Bureau: *Employment and Training Administration*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Payment timeliness: Percentage of intrastate UI first payments made within 14 days in states with a waiting week and 21 days if no waiting week	2003	91.0%	89.0%
	2004	89.2%	88.7%
	2005	89.9%	
	2006	90.3%	
Annual Measure: Establish tax accounts promptly: Percentage of determinations about UI tax liability of new employers made within 90 days of the end of the first quarter they became liable.	2003	80.0%	83.7%
	2004	82.2%	83.6%
	2005	82.4%	
	2006	82.5%	
Annual Measure: Establish overpayments: Dollar amount established for recovery as a percentage of estimated overpayments that states can detect and recover under state law.	2004	59.0%	57.9%
	2005	59.5%	
	2006	59.5%	

Recommended Follow-up Actions	Status
Complete actions needed to give states new tools to reduce fraud and benefit overpayments, including cross-matches with Social Security Administration records and employer-reported data on new hires.	Completed
Target resources on reviews of continued eligibility to help claimants find suitable employment.	Action taken, but not completed
Simplify the performance measurement system, to focus on a few key measures.	Completed

Update on Follow-up Actions:

The Unemployment Insurance (UI) administration program provides grants to states to operate their UI programs, which provide temporary income support to unemployed workers. States finance UI benefits, and DOL pays for the state administrative expenses. The assessment found that DOL has systems in place to provide workload-based funding and to oversee state management of the UI system, although DOL does not directly control state administrative procedures. DOL has been streamlining the UI performance measurement system and increased its emphasis on reducing improper payments and improving reemployment of UI claimants. DOL will be helping states to make efficient use of their new tools for reducing erroneous payments. Performance goals take into account projected economic conditions.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
2,815	2,699	2,660

Program: *Youth Activities*

Rating: *Ineffective*

Program Type: *Block/Formula Grant*

Agency: *Department of Labor*

Bureau: *Employment and Training Administration*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percentage of participants entering employment or enrolling in post-secondary education, the military or advanced training/occupational skills training in the first quarter after exit.	2003	65%	71%
	2004	68%	
	2005	69%	
	2006		
Annual Measure: Percentage of participants that earn a diploma, GED, or certificate.	2003	52%	63%
	2004	53%	
	2005	53%	
	2006		
Annual Measure: Literacy and numeracy gains: percentage of participants who increase one or more educational functioning levels.	2006		

Recommended Follow-up Actions	***Status***
Propose giving the Secretary of Labor and States increased authority to reallocate resources to areas of need.	Action taken, but not completed
Strengthen accountability for employment outcomes and skill attainment by adopting common performance measures and targets to allow for comparisons with other federal job training programs.	Action taken, but not completed
Plan and conduct an impact evaluation for this program.	No action taken
Consolidate the program with three other State grant programs, to increase the number of workers trained, improve services, and eliminate unnecessary overhead.	Action taken, but not completed

Update on Follow-up Actions:

Youth Activities provides formula grants to States and local areas to provide training to low-income and other disadvantaged youth ages 14-21 to help them secure employment. The PART found duplication with Department of Education programs for in-school youth; a lack of evaluation data; inflexibility to reallocate resources to areas of greatest need; and insufficient knowledge of grantee activities, amount of funds available, and whether funds are spent as intended. This program is adopting the new common performance measures for job training programs, but implementation has been delayed. DOL will establish performance targets after gathering baseline data in 2005. The placement and credential measures and actuals reflect current measures for youth aged 14-18.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
1,005	1,012	960

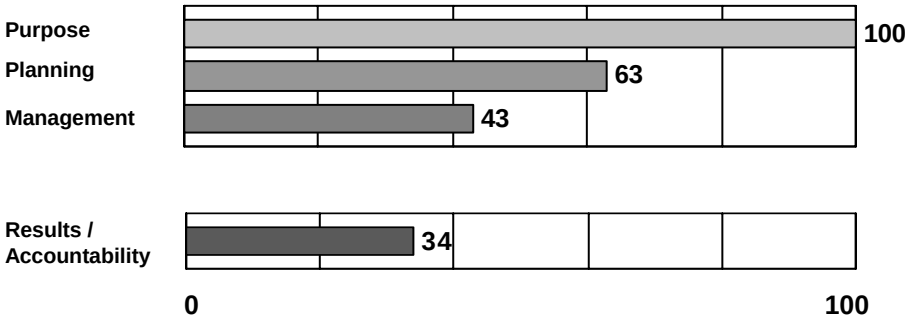
DEPARTMENT OF STATE
AND
INTERNATIONAL ASSISTANCE PROGRAMS

PART ASSESSMENTS

Program: *Andean Counterdrug Initiative (ACI)*

Agency: *Department of State*

Bureau: *Bureau of International Narcotics & Law Enforcement Affairs*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Flying hour cost (measured in U.S. dollars) for aerial coca eradication in Colombia	2002	Baseline	$375.30
	2005	$399	
	2006	$391	
	2007	$375	
Long-term Measure: Metric tons of cocaine produced in Colombia, Peru, and Bolivia. The long-term goal is to reduce production by almost 80% to 210 metric tons (MT) by 2010.	2001	Baseline	995 MT
	2002	850 MT	880 MT
	2003	759 MT	665 MT
	2004	636 MT	
Annual Measure: Hectares (HA) of coca cultivated in Colombia, Bolivia, and Peru.	2002	Baseline	205,450 HA
	2003	173,000 HA	173,000 HA
	2004	154,000 HA	
	2005	132,000 HA	

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The Andean Counterdrug Initiative is a combination of foreign assistance programs designed to help partner governments fight the illicit drug industry in the Andean region. The comprehensive initiative combines crop eradication, drug interdiction, alternative development and rule of law programs, as well as organizational attack against drug traffickers in key source and transit countries, including Colombia, Peru, Bolivia, Ecuador, Venezuela, Brazil and Panama.

Following are the major PART findings:

- While the State Department Bureau for International Narcotics and Law Enforcement Affairs (INL) is on track to meet or exceed its long-term goals for reducing the production of pure cocaine and interdicting drug shipments from the Andean region, its partner agency, the U.S. Agency for International Development (USAID), has not yet developed long-term outcome measures for the alternative development component of the program.
- The INL Bureau is implementing a new financial management system designed to rectify its financial management weaknesses, which include an inability to produce accurate and timely information to support resource requests and allocations.
- The annual ACI budget request, while broken down by country and major program activity, relates funding levels to narrative descriptions of conditions in ACI countries but does not clarify what the impact of funding decisions would be on expected performance, either at the country or program-wide level.

In response to these findings, the Administration will:

1. Develop long-term and annual outcome measures that build toward a desired end state for the alternative development component of the program.
2. Ensure that the State Department INL Bureau's new financial management system can track and report information needed to inform strategic planning and resource allocation decisions.
3. Link annual funding requests for each component of the program to relevant program goals.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
727	725	735

Program: *Anti-Terrorism Assistance*

Agency: *Department of State*

Bureau: *Diplomatic Security*

Rating: *Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Number of participant countries that achieve a capability to effectively deter, detect and counter terrorist organizations and threats and sustain those capabilities.	2007	4	
	2008	8	
	2009	10	
Annual Measure: Percentage of United Nations (UN) member states implementing UN Security Council Resolution 1373 that requires all states to take sweeping measures to combat terrorism.	2002	82%	82%
	2003	86%	
	2004	91%	
	2005		
Annual Measure: Number of planned anti-terrorism courses and number of course evaluations to ensure that skills taught continue to be retained and used after training is completed.	2002	135/14	135/14
	2003	238/14	
	2004	260/16	
	2005	280/18	

Recommended Follow-up Actions	*Status*
Fully implement the country rating system and use in development of FY 2006 budget.	Action taken, but not completed
The Administration will continue to expand the ATA program including additional proposals to complete and sustain in-country training capabilities in several key countries. The increased focus on in-country training programs and use of regional coordinators is part of a larger effort to increase the efficacy and efficiency of the program.	Completed
Develop efficiency measures and incorporate into the PART for the FY 2006 budget.	Completed

Update on Follow-up Actions:

The Anti-Terrorism Assistance (ATA) program focus on development of host country capabilities thorugh in-country training programs has continued and programs are currently underway in several countries including Afghanistan, Colombia, Kenya, and Pakistan. The Department of State developed the following efficiency measure for the ATA: Average length of time ATA participant countries spend in basic training programs before achieving a basic level of sustainment of anti-terrorism capacities. The goal by 2006 is to lower the average length of time to 8 years (from a baseline in 2002 of 14 years). Continued attention is necessary to ensure full implementation of the country rating system and full integration into budget planning.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
141	128	150

Program: *Assistance Coordination of SEED/FSA*

Agency: *Department of State*

Bureau: *Bureau of European and Eurasian Affairs*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Assistance Coordinator for Europe and Eurasia (ACE) administrative costs as a percent of all assistance coordinated by ACE.	2002	Baseline	NA
	2003	0.37%-S/F,	0.37%-S/F,
	2004	0.45%-S/F,	
	2005	0.5%-S/F,	
Long-term Measure: Improve scores on the monitoring Country Progress Index for Economic Reform. Scores range from 1-5 with 5 being optimal.	2002	Baseline	S- 2.82 F- 2.47
	2003	S--2.9 F--2.55	S-2.9 F-2.55
	2004	S- 3 F-2.65	
	2005	S- 3.1 F-2.75	
Long-term Measure: Improve scores on the monitoring Country Progress Index for Democratic Reform. Scores range from 1-5 with 5 being optimal.	2002	Baseline	S- 3.2 F-2
	2003	S- 3.78 F- 1.96	S- 3.78 F- 1.96
	2004	S- 3.9 F-2.0	
	2005	S- 4.1 F-2.2	

Rating: *Effective*

Program Type: *Competitive Grant*

Program Summary:

The Office of the Coordinator for Support for Eastern European Democracy (SEED) assistance ensures targeted, relevant and efficient assistance to each of the countries. The purpose of SEED and FSA assistance is to ensure that the transition to democracy and market economies is irreversible in each of the countries.

The PART assessment in 2003 found that the Coordinator's office could not demonstrate overall performance of the program because performance goals and measures at the Coordinator's level were not established. The Coordinator's office addressed the deficiencies identified through the original PART:

1. Established performance measures (economic and democracy reforms matrix and needs matrix) that are based on independent and highly credible sources. Benchmark standards have been established to determine the assistance phase out timeframes of countries.

2. Developed four types of indicators of annual performance: Effectiveness—Countries monitored annually for achievement of their Mission Performance Plan targets and management action taken as necessary. Quality Management-- Ensure that performance data reported in Annual Reports and Mission Performance Plan is of sufficient quality and relevance to make phase out decisions. Progress toward graduation—Annual reassessment of whether and when to phase out economic and democratic assistance. Efficiency of the allocation of assistance--Percentage of country programs with pipeline red flags.

3. Hired a specialist in strategic planning and performance monitoring to improve annual and long-term performance management both locally and with their posts abroad. To strengthen this process, the specialist has also been given budget responsibility.

The SEED and FSA Coordinator's Office has made great efforts to address the key findings in the PART and improve the ability to assess performance. However, there has been no independent evaluation of this office in its role as a coordinator of assistance or the impact it has on the effectiveness of these programs and the achievement of the FSA and SEED Act's purposes. The Coordinator's office is drafting a plan for such an evaluation to begin in FY 2005.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
1,026	949	864

Program: *Capital Security Construction Program*

Agency: *Department of State*

Bureau: *Overseas Buildings Operations*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Ratio construction management costs to Long Range Overseas Buildings Plan construction project costs over $25M	2002	Baseline	0.08
	2003		0.075
	2004	0.07	0.07
	2005	0.065	
Annual Measure: Number of building sites acquired for capital security construction projects in accordance with the Long-Range Overseas Buildings Plan (LROBP)	2002	Baseline	10
	2003		5
	2004	8	
	2005	9	
Annual Measure: Number of new capital security construction projects awarded	2002	Baseline	12
	2003		9
	2004	13	
	2005	12	

Rating: *Effective*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The Capital Security Construction Program acquires secure, safe, functional facilities for U.S. diplomatic and consular missions overseas through new construction or by purchase/lease and subsequent upgrading of existing buildings.

The assessment found that the program is successful at achieving or exceeding its annual goals. It is a well-managed program with strong planning and evaluation processes, practices and tools in place to track and monitor program progress and deficiencies in a timely fashion.

2006 will mark the second year of implementation of the State Department' s Capital Security Cost Sharing Program (CSCSP), an integral part of the President' s Management Agenda Initiative on Rightsizing. The CSCS program requires that each agency, including State Department, with staff overseas working under Chief of Mission authority contribute funds annually for the construction of new secure embassies and consulates based on the number of authorized positions overseas for that agency and the type of space that their staff occupies. The 2006 Budget request includes funding in each agencies budget for the second year of the program.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
753	775	810

Program: *Contribution to the United Nations Development Programme (UNDP)*

Agency: *Department of State*

Bureau: *Bureau of International Organization Affairs*

Rating: *Effective*

Program Type: *Block/Formula Grant*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: "Operational Support Costs" as a Percentage of Total Costs	2003		12%
	2004	11.5%	
	2005	11%	
	2006	11%	
Long-term Measure: Increased capacity for democratic governance in countries where UNDP is working. (Percentage of countries where annual targets were fully achieved out of the total number of countries (92) where UNDP provided support for democratic governance goal.)	2002	Baseline	63%
	2007	67%	
Annual Measure: Percentage of countries where annual targets were fully achieved out of total number (58) of countries where UNDP provides support to public administration reform and anti-corruption.	2002	Baseline	62%
	2003		78%
	2004	65%	
	2005	65%	

Program Summary:

UNDP's mandate is to provide central funding and coordination of UN activities that advance economic and social development and poverty eradication overseas. Its programs support U.S. strategic interests that include economic development, democracy and human rights, and growth and stability worldwide. UNDP has also taken on an increasing role in post-conflict situations and reconstruction responsibilities in areas such as East Timor and Afghanistan.

The initial assessment of this program found that the program is well managed, but that strategic planning could be improved. The State Department had set a limited number of long-term performance goals for UNDP, but did not have measurable annual targets or an efficiency measure. In addition, the Department's budget request for the program was not explicitly tied to accomplishment of the annual and long-term performance goals. These findings led to a rating of " Results Not Demonstrated." Since this assessment, the program has taken steps to address these issues:

- In response to initial findings that the program did not have measurable annual targets, the Department reviewed its long-term goals and the purpose of U.S. contributions to UNDP. Working closely with UNDP, the Department created a new long-term goal and related annual measures that focus on democratic governance, a key interest area of the U.S. Government.
- The program also created an efficiency measure for this program.
- The State Department will build on the progress of the last year by including an additional long-term goal in its performance planning documents. The Department will continue to promote results-based management in official meetings and correspondence with UNDP and will monitor progress towards the goals and objectives included in the performance plan. The Department will justify the requested funding level for UNDP on results achieved.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
101	108	95

Program: *Contributions For International Peacekeeping Activities*

Agency: *Department of State*

Bureau: *Bureau of International Organization Affairs*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Total assessed UN peacekeeping mission expenditures divided by the total UN peacekeeping mission staff. (the ratio of total mission costs divided by number of staff)	2003	Baseline	$43,400
	2004	$42,400	
	2005	$41,400	
	2006	$40,400	
Long-term Measure: Five UN peacekeeping operations existing in FY 02 (baseline) will be closed by FY 07.	2002	Baseline	13
	2007	8	
Annual Measure: Percentage of dynamic missions that meet targets (list of targets and missions held offline).	2002	Baseline	N/A
	2003		75%
	2004	50%	
	2005	50%	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Contributions for International Peacekeeping Activities account funds the U.S. Government's share of United Nations (UN) peacekeeping missions. The UN Security Council, of which the U.S. is a member, approves new peacekeeping missions when there is a need to maintain international peace and security through the collective support of the international community.

The PART assessment found that the program purpose is clear and that the program has ambitious long-term and annual goals. However, achieving results can be difficult as the USG's goals are not necessarily the same as the rest of the international community and in the end an individual peacekeeping mission's mandate is a compromise among many parties. The assessment also raised concerns regarding the Department's financial management with regard to this account. Additional findings include:

- Budget requests are linked to the State Department's goals.
- The program has an efficiency measure, but this measure could be improved.
- Independent evaluations are mixed regarding the program's effectiveness, including the efforts of the UN Department of Peacekeeping Operations.

In response to these findings:

1. The State Department will reexamine the efficiency measure for this program and create a new measure if the current measure is deemed inadequate.
2. Program managers will continue to work with the UN Department of Peacekeeping Operations and other member states to ensure that peacekeeping missions focus on more efficient ways of achieving its goals.
3. The Department will focus on improving financial management related to this account.
4. The proposed funding level reflects the PART findings that the program purpose is clear.

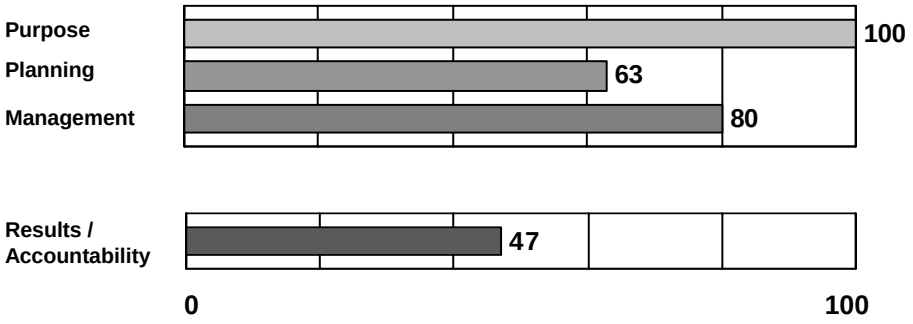
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
795	483	1,036

Program: *Economic Support Fund (HRDF)*

Agency: *Department of State*

Bureau: *Bureau of Democracy, Human Rights and Labor*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: Operating costs divided by the number of projects managed	2002	Baseline	3346
	2003		3136
	2005	2569	
	2006	2313	
Long-term Measure: Percentage of HRDF-funded countries which show a positive change (decrease on the scale) on their Freedom House Freedom in the World (FITHW) score or a positive change (increase on the scale) on their Freedom House Countries at the Crossroads (CATC) score.	2002	Baseline	0
	2007	65%	
	2008	70%	
	2009	75%	
Long-term Measure: Percentage of HRDF-funded countries which demonstrate decrease in human rights abuses such as extrajudicial killings, disappearances, torture, or detention without trial as evidenced by Amnesty International statistics, State Department annual Human Rights Reports, and other indicators.	2002	Baseline	0
	2007	60%	
	2008	65%	
	2009	70%	

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The Human Rights and Democracy Fund (HRDF) is a grants program that is used to monitor and promote human rights and democracy worldwide. HRDF is managed by the Department of State's Bureau of Democracy, Human Rights and Labor (DRL). HRDF's purpose is to be a flexible, responsive mechanism that supports innovative projects that advance human rights and civil society in countries of strategic significance to the United States.

The assessment found: while performance evaluation was effective at the level of HRDF's individual grants, the program has only recently initiated efforts to measure HRDF's effectiveness and results due to the lack of program-level measures and targets.

- HRDF succeeds in targeting grants for use on projects that support the Department's regional and country strategies, and coordinates effectively with the U.S. Agency for International Development and Embassies during the review of grant proposals to avoid potential duplication of effort with other U.S. programs.
- HRDF has achieved significant new efficiencies in processing grants, and has taken steps to remedy the lack of independent evaluations of its activities by hiring evaluators for major programs in China and Central Asia.
- Although the DRL Bureau publishes an informative annual report that provides information to the public on country progress and notable outcomes of all U.S. government activities that support human rights, the performance of the HRDF program, relative to specific goals and performance targets, is not effectively measured , and therefore cannot be usefully tied to budget requests and is not made available to the public.

In response to these findings, the Administration will:

1. Continue to refine HRDF's performance goals and measures, set specific targets for HRDF's annual performance goals, and improve the reporting of HRDF's results and performance to the public.
2. Analyze the findings of independent evaluations, and annual and long-term program performance data, and incorporate this analysis in the FY 2007 budget process.

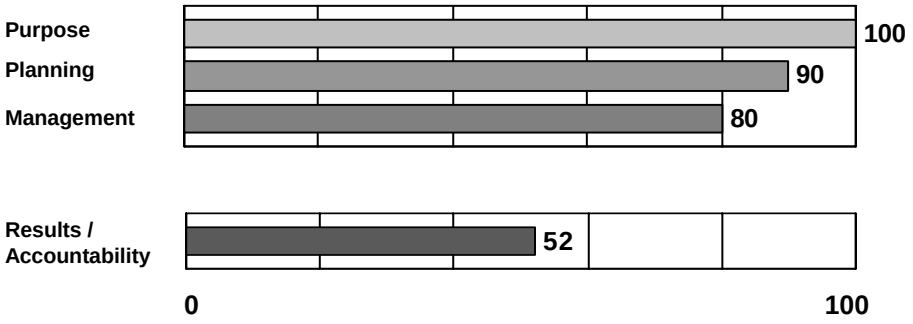
Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
34	37	27

Program: *Economic Support Fund (WHA)*

Agency: *Department of State*

Bureau: *Bureau of Western Hemisphere Affairs*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Transparency International's Corruption Perceptions Index. Tracks perceptions of corruption in the region, which can be affected by increasing awareness of the problem vs. an actual increase or decrease in the incidence of corruption. Is the most reliable annual quantifiable indicator of progress.	2002	Baseline	3.95
	2006	4.3	
	2007	4.35	
Long-term Measure: World Economic Forum Growth Competitiveness Index (GCI). Uses World Bank information to determine median hemispheric score. Measures changes in the capacity of national economies to achieve sustained economic growth over the medium term, controlling for current levels of development.	2002	Baseline	3.67
	2006	4.45	
	2007	4.67	
Annual Measure: Countries w/ the equivalent of a Freedom of Information Act	2003	Baseline	4
	2004	4	
	2005	5	
	2006	6	

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Program Summary:

The Economic Support Fund programs at the Department of State are authorized to provide assistance in order to promote economic or political stability worldwide. This new PART assessment for FY 2006 focused on the application of Economic Support Fund resources by the Bureau of Western Hemisphere Affairs (ESF-WHA). ESF-WHA has focused largely on funded for democracy programs to foster political stability in the Western Hemisphere, including South America, Central America, the Caribbean and Mexico. ESF-WHA also funds assistance to governments faced with difficult economic crises, support for nascent civil society institutions, assistance for free and fair elections, trade capacity building, and assistance in the resolution of regional conflicts.

The assessment found that Economic Support Fund programs for the Western Hemisphere are Moderately Effective. Less than half of the governments in the region had democratic, constitutional governments in 1980, while today only Cuba does not. That said, the region still faces severe poverty and is vulnerable to economic and political instability. The Department has developed clear and ambitious long-term targets for reducing corruption, expanding basic freedoms, and increasing economic growth., while at the same time managing this account to maintain the ability to respond to new and unforeseen economic and political developments in the region. Weaknesses found in the assessment include the lack of useful annual performance targets for these ESF resources, (although this has been partially remedied through State coordination with USAID on improving and coordinating annual performance goals and indicators), and the need for a clearer link between the analysis of performance data and budgeting.

In response to these findings, the Administration will:

1. Focus the improved State-USAID coordination on assistance to the Western Hemisphere region between synchronizing goals and targets, and improving results and accountability.
2. Apply the Western Hemisphere' s model of developing ambitious long-term and annual targets for ESF resources to the remaining regional bureaus.
3. Strengthen the direct linkage between budget requests and the analysis of performance data by revising instructions and guidance on budget submissions.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
149	146	174

Program: *Educational and Cultural Exchange Programs in Near East Asia and*

Agency: *Department of State*

Bureau: *Bureau of Educational & Cultural Affairs*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Efficiency Measure: Percent of Administrative Costs in relation to Program Costs (Administrative Efficiency)	2002	Baseline	35
	2003		34
	2004	33	33
	2005	32	
Long-term Measure: Percentage of exchange participants who report a more favorable view of the people of the United States within one year after their exchange experience.	2002	Baseline	0.92
	2003		0.91
	2004	92	0.92
	2005	93	
Long-term Measure: Percentage of exchange participants who initiate or implement a positive change in their organization or community within five years of their exchange, based on knowledge gained from their exchange. "Positive" is defined as exemplifying the fundamental norms and values embraced by Americans and inc	2002	Baseline	0.76
	2003		0.8
	2004	0.8	0.8
	2005	0.8	

Rating: *Effective*

Program Type: *Competitive Grant*

Program Summary:

The Educational and Cultural Exchange Programs in the Near East and South Asia regions increase mutual understanding between the people of the United States and the people of Near East and South Asian countries by means of educational, professional and cultural exchanges. Exchange programs also help to build a corps of American intellectuals and opinion leaders who are well-informed about beliefs, values and events in other countries.

The assessment found that the program is successful at achieving or exceeding its annual goals. It is a well managed program with strong planning and evaluation processes and tools in place to track and monitor program progress and deficiencies in a timely fashion.

The bureau of Educational and Cultural Exchanges has shown exceptional commitment to improving the management and evaluation of all of its programs. The Administration supports the expansion of ECA' s coordination and management of policy, planning and development of standardized performance and evaluation tools and methods for all Public Diplomacy programs, not just the educational and cultural exchange programs.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
80	89	125

Program: *Export Controls*

Agency: *Department of State*
Bureau: *Bureau of Non-Proliferation*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Cumulative number of EXBS program countries that have developed and instituted valid export control systems that meet international standards.	2003	0	0
	2004	3	3
	2005	8	
	2006	11	
Annual Efficiency Measure: Average cost reduction per training course	2004	-0.05	
	2005	-0.07	
	2006	-0.09	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Export Control and Related Border Security Assistance (EXBS) Program, managed by the Department of State' s Office of Export Control Cooperation, seeks to curtail the illicit transit of weapons by building effective national export control systems that meet international standards. These efforts are targeted to countries that possess, produce, or supply weapons as well as countries through which such items are most likely to transit. The Program works to assist governments in strengthening their export controls by improving their legal and regulator frameworks, licensing processes and enforcement capabilities.

EXBS received an overall rating of effective. The program is a core component of the U.S. effort to stop the flow of illegal weapons and materials. The assessment found:

- The Program has ambitious targets and timeframes for its long-term measures. It proposes to more than double the number of countries receiving U.S. assistance that are meeting international standards for export controls between fiscal year 2004 and 2006 and to reduce the average delivery time for goods and services by 2 months each year within the same timeframe.
- Substantial progress has been made in achieving the long-term goal of establishing export controls that meet international standards in Kyrgyzstan, Azerbaijan, the Balkans, Moldova, Ukraine, UAE, Jordan, Thailand, Cyprus and Malta. Poland, Hungary and the Czech Republic graduated from the program.
- The Program also received an independent evaluation of their programs, in order to better help EXBS target its training and enforcement programs.

In response to these findings, the Administration will:

- Meet the two key targets enumerated above, and set new objectives for future years.
- Graduate three countries in FY 2006.
- Review methods for determining country priorities and incorporate the results of the independent evaluation to further assess the country program needs.
- Further tie funding request to specific measures that relate to the progress key countries have made in the development of export controls. This will also take into account the ability of key countries to absorb program funding.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
35	38	44

Program: *Global Educational and Cultural Exchanges*

Rating: *Effective*

Program Type: *Competitive Grant*

Agency: *Department of State*

Bureau: *Bureau of Educational & Cultural Affairs*

Program Summary:

The Educational and Cultural Exchanges Program funds programs worldwide that increase mutual understanding between the people of the United States and the people of other countries by means of educational, professional and cultural exchanges. Exchange programs also help to build a corps of American intellectuals and opinion leaders who are well-informed about beliefs, values and events in other countries.

The PART assessment found that the Global Exchanges program purpose is clear and that the program has ambitious long-term and annual goals as well as efficiency measures. We commend ECA for their exceptional work on this assessment and coordination with OMB.

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Percent of Administrative Costs in relation to Program Costs (Administrative Efficiency)	2002	Baseline	35
	2003		34
	2004	33	
	2005	32	
Long-term Measure: Percentage of exchange participants who report a more favorable view of the people of the United States within one year after their exchange experience.	2002	Baseline	92
	2003		91
	2004	92	
	2005	93	
Long-term Measure: Percentage of exchange participants who initiate or implement a positive change in their organization or community within five years of their exchange, based on knowledge gained from their exchange. "Positive" is defined as exemplifying the fundamental norms and values embraced by Americans and inc	2002	Baseline	0.76
	2003		0.8
	2004	0.8	
	2005	0.8	

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
321	356	430

Program: *Humanitarian Demining*

Agency: *Department of State*
Bureau: *Bureau of Political-Military Affairs*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Number of countries receiving U.S. Humanitarian Mine Action assistance that eliminated the most pressing humanitarian impacts and are able to sustain future operations with indigenous capacity and little external funding.	2002	12	9
	2003	13	12
	2004	15	
	2005	17	
Annual Measure: Percentage of countries supported by PM/WRA's program meeting their target for casualty reduction figures as defined in the country plans	2003	85%	above target
	2004	85%	
	2005	85%	
	2006	85%	
Annual Efficiency Measure: Ratio of Countries Reaching Sustainment/Cumulative Budget Authority in millions	2004	3.8	
	2005	3.5	
	2006	3.2	
	2007	2.8	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

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- EXBS program countries strengthened export control systems and some, including Bulgaria, Romania, Latvia, Poland, Estonia, and Lithuania, significantly strengthened implementation Poland, Hungary and the Czech Republic graduated from the program.
- The Program also received independent evaluations of the export control systems of the target countries, in order to better help EXBS assess progress and target its training and enforcement activities.

In response to these findings, the Administration will:

- Meet the two key targets enumerated above, and set new objectives for future years.
- Graduate three countries in FY 2006.
- Review methods for determining country priorities and incorporate the results of the independent evaluation to further assess the country program needs.
- Further tie funding request to specific measures that relate to the progress key countries have made in the development of export controls. This will also take into account the ability of key countries to absorb program funding.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
50	59	72

Program: *Humanitarian Migrants to Israel*

Rating: *Effective*

Agency: *Department of State*

Bureau: *Bureau of Population, Refugees, and Migration*

Program Type: *Block/Formula Grant*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Average cost per migrant. Goal is to reduce time migrants stay at absorption centers, thereby reducing cost.	2003	Baseline	$2487.40
	2004	$2438	
	2005	$2388	
	2006	$2340	
Long-term Measure: The percentage of Ethiopian humanitarian migrant households that leave absorption centers within a period of 24 months, where Ethiopian humanitarian migrants represent the most vulnerable sub-group under the program.	2002	Baseline	4.8%
	2004	15%	
	2005	20%	
	2006	25%	
Annual Measure: Percentage of high school students under the program who earn a matriculation certificate upon completion of the program.	2002	Baseline	85%
	2004	80%	86%
	2005	80%	
	2006	80%	

Program Summary:

The Humanitarian Migrants to Israel program provides " assistance for the resettlement in Israel of humanitarian migrants from the former Soviet Union, countries in Eastern Europe, Africa and the Near East, and other countries of distress." The program consists of a grant to the United Israel Appeal, which is renegotiated annually.

The assessment found:

- Overall, the program is well managed and has a clear purpose. While the number of Jewish humanitarian migrants to Israel is decreasing, there is still a need for the program.
- Program managers have worked with the United Israel Appeal to improve performance measures since the first PART was completed in 2002. The program has improved measures and established targets for these measures. Given the fact that the program did not have measurable goals before the PART was first completed and that the Congress specifically designates funding for the program every year, establishment of measures and targets is an important improvement for the program.
- The Department is collaborating with, and receiving support from its program partners, the United Israel Appeal and the Jewish Agency for Israel (the ultimate recipient of the funds), on performance measurement. The 2003 grant agreement, signed after the first PART evaluation was completed, included mention of the PART.
- The program created an efficiency measure, evaluating the amount of time migrants from the former Soviet Union stay at absorption centers. The goal is to reduce the time spent in absorption centers, thereby reducing the overall cost. The program has successfully reduced housing costs for migrants.
- Due to the long-term success of this program in settling Jewish humanitarian migrants in Israel, the number of individuals seeking to migrate has decreased significantly since 1991, reducing the overall funding requirements for this program.

In response to these findings:

1. The Administration will work to further strengthen long-term and annual measures for this program.
2. Due to reduced funding requirements, the 2006 budget request for this program is a $10 million decrease from the 2005 budget.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
49	50	40

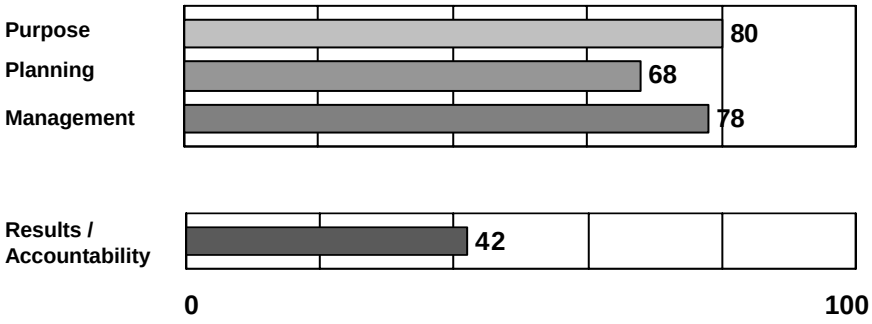
Program: *International Fisheries Commissions*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Agency: *Department of State*

Bureau: *Oceans and International Environmental & Scientific Af.*



Program Summary:

The State Department's International Fisheries Commissions program leads and coordinates U.S. input to the ten international fisheries commissions and related organizations to which the United States belongs. These bodies were created by separate treaties, and U.S. participation in them is governed by separate statutes. Within these commissions the State Department advances U.S. interests including fishing rights, marine science, the well-being of coastal communities, and habitat protection.

Findings from the program assessment rating include:

- State coordinates with other U.S. government technical agencies to achieve the goals of each commission, but State's role is not identical in each. There is overlap and duplication of State's and other agencies' responsibilities in certain commissions.
- Each commission has ambitious short- and long-term measures, which have been met or exceeded. However, the overall International Fisheries Commissions program lacks program-wide measures that are outcome-oriented and promote results and accountability.
- Evaluations of the fisheries commissions have been conducted by formal constituent advisory committees, by the State Department Inspector General, and by outside panels, but it is unclear whether these evaluations are independent or regular enough to adequately evaluate or support improvements to the program itself, not just the management of the program.
- The fisheries commissions program neither monitors nor has a formal system to improve the efficiency or cost effectiveness of the program.

In response to these findings, the State Department will:

1. Continue to improve its program-wide measures, in order to evaluate the outcome and results of the fisheries commissions. In particular, State will increase the number of outcome-oriented measures and efficiency measures in the 2007 Bureau Performance Plan.
2. Use program-wide measures to prioritize its budget recommendations within each commission, based on the performance of each commission and the degree to which each commission contributes to program goals.
3. Work with other relevant agencies to reinforce the independence and increase the transparency of the constituent advisory committees.
4. Solicit independent evaluations of sufficient scope and quality to analyze the impact of the fisheries program.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Number of multilateral regional fisheries management organizations implementing comprehensive schemes to improve compliance with conservation and management measures by both members and non-members.	2004	2 of 7	2 of 7
	2005	3 of 7	
	2006	4 of 7	
	2007	5 of 7	
Annual Measure: Estimated parasitic sea lamprey abundance in all Great Lakes as a percentage of the maximum target level that would allow for healthy fish populations.	2004	188%	
	2005	162%	
	2006	138%	
	2007	110%	
Annual Efficiency Measure: Northwest Atlantic Fisheries Organization: Average publishing and correspondence cost per document (Canadian $).	2003		$70,001
	2005	$50,000	
	2006	$38,002	
	2007	$38,002	

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
19	21	25

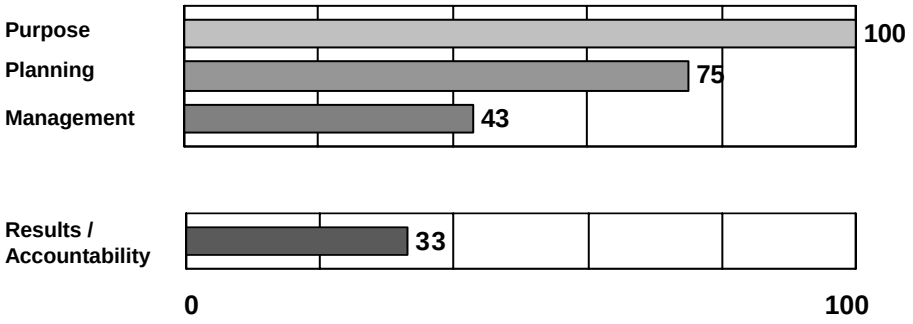
Program: *International Narcotics Control and Law Enforcement Programs in*

Agency: *Department of State*

Bureau: *Bureau of International Narcotics & Law Enforcement Affairs*

Rating: *Adequate*

Program Type: *Direct Federal*



Key Performance Measures from Latest PART	Year	Target	Actual
Annual Efficiency Measure: Foreign nation seizures of illicit drugs (measured in U.S. dollars) per INCLE funds expended to support law enforcement interdiction efforts. (Measures the U.S. street value of seizures of cocaine, marijuana, and opium poppy in Mexico, Guatemala, and Jamaica and compares it to INCLE funds expended to support host nation interdiction efforts in the prior year.)	2000	Baseline	$93.44
	2004	$95	
	2005	$100	
	2006	$110	
Long-term Measure: Disrupt and reduce the flow of cocaine and heroin (measured in metric tons) entering the U.S. arrival zone by improving host government law enforcement interdiction capabilities. The baseline year was 1999, when 341 metric tons of cocaine and 15.25 metric tons of heroin from the Western Hemisphere region entered the U.S. arrival zone. The desired end state is to cut both of these amounts in half by the year 2010.	1999	Baseline	341; 15.25
	2004	210;12.2	
	2005	200; 11.4	
	2006	190; 10.6	
Annual Measure: Reduce the potential harvest of opium and marijuana in Mexico through effective aerial eradication efforts. (Percentages represent the amount of opium and marijuana aerially eradicated, respectively, out of total amounts cultivated.)	2003	Baseline	29%; 23%
	2004	35%; 40%	
	2005	45%; 45%	
	2006	60%; 55%	

Program Summary:

The State Department's International Narcotics Control and Law Enforcement programs in the Western Hemisphere (INCLE WHA) provide direct support and technical assistance to partner governments in the region, primarily Mexico, Guatemala, Jamaica and the Bahamas. The purpose of this assistance is to disrupt and reduce the flow of drugs and other criminal influences in the region by developing law enforcement, interdiction, and judicial sector capabilities in these partner countries.

Following are the major PART findings:

- The program has demonstrated mixed results in pursuing its long-term and annual goals. For example, since 2000 the flow of cocaine into the United States has decreased cumulatively by 26% (although it actually increased in both 2001 and 2002 over the prior years), while the flow of heroine has increased by 33% (also exhibiting fluctuating annual changes).
- The State Department's International Narcotics and Law Enforcement Affairs Bureau (INL) is implementing a new financial management system designed to rectify its financial management weaknesses, which include an inability to produce accurate and timely information to support resource requests and allocations.
- INL's annual budget request for its programs in the Western Hemisphere, while broken down by country and major program activity, relates funding levels to narrative descriptions of conditions in partner countries but does not clarify what the impact of funding decisions would be on expected performance, either at the country or program-wide level.

In response to these findings the Administration will:

1. Contract for an independent evaluation of key assistance activities in order to understand why the program is getting mixed results and what corrective actions can be taken.
2. Ensure that the State Department INL Bureau's new financial management system can track and report information needed to inform strategic planning and resource allocation decisions.
3. Link annual funding requests for each component of the program to relevant program goals.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
47	45	51

Program: *Military Assistance to new NATO and NATO Aspirant*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Agency: *Department of State*

Bureau: *Department of State, activities*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: The proportion of allied nations that spend at least 2% of GDP on military budget	2002	100%	20%
	2003	100%	30%
	2004	40%	40%
	2005	50%	
Annual Measure: As new NATO military reforms continue, percentage of aspirants making progress achieving NATO-defined and measured, country-specific Membership Action Plans	2002	100%	60%
	2003	100%	60%
	2004	100%	100%
Annual Measure: Percentage of countries that contribute military capabilities (e.g., equipment, units, and forces) or infrastructure (e.g., airfields) for contingencies when requested by the U.S.	2002	100%	90%
	2003	100%	60%
	2004	100%	90%

Recommended Follow-up Actions	Status
The budget proposes a funding level that, with estimated carryover balances, will allow the program to achieve its 2004 goals.	Completed
Continued development of an e-government management tool will assist managers in determining program deficiencies.	Completed
State and Defense will press nations that are lagging in their reform efforts.	Completed

Update on Follow-up Actions:

The Department, in conjunction with DOD, established a web tool/database that allows Posts to identify goals and objectives in priority order as well as reflect performance indicators and progress. In future years, the web tool will also be used to report results against the prior years' goals and objectives. The web tool requires countries to list specific objectives and justify each objective. NATO aspirants and new NATO members are to meet specific NATO objectives within timelines associated with NATO enlargement and NATO coalition operations. FMF assistance is targeted at specific equipment/ training needs consistent with US foreign policy objectives. Procurement cycles and integration of U.S. products onto non-standard USG platforms (such as aircraft), however, have resulted in some delays.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
149	173	141

Program: *Nonproliferation & Disarmament Fund*

Agency: *Department of State*
Bureau: *Bureau of Non-Proliferation*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: Ratio of total Administrative Costs to Program Costs	2003	0.05	0.05
	2004	0.049	
	2005	0.048	
	2006	0.047	
Long-term Measure: Average Number of proliferation and strategic threats eliminated	2003	11	11
	2004	12	
	2005	15	
	2006	15	
Annual Measure: Percentage of NDF projects completed within budget and that meet outcome goals established when the project is approved.	2003	100%	100%
	2004	100%	
	2005	100%	
	2006	100%	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Nonproliferation and Disarmament Fund (NDF) funds carefully selected projects to: 1) halt the proliferation of nuclear, radiological, biological and chemical weapons; 2) destroy or neutralize existing weapons of mass destruction, their delivery systems, and related sensitive materials; 3) limit the spread of advanced conventional weapons and technologies; and 4) track, control and secure dangerous materials.

The PART assessment completed in 2003 found that the NDF had documented successes in achieving its program purpose and annual goals. However, development of long-term goals had proved difficult. A draft long-term measure was included in the PART reflecting the overall management goal of the program which is to achieve and maintain a capability to respond to unanticipated nonproliferation and disarmament priorities. However, the absence of a long-term goal was the reason for the rating of Results Not Demonstrated in the 2003 PART.

As a result of improvements made in the development of its long term goals, the 2004 PART reassessment found NDF to be " effective." However, the assessment also found that NDF budget requests are deficient in that they are not explicitly tied to the accomplishment of the programs long term goals. In response to these findings, the Administration will improve its annual budget submissions by incorporating this information.

A 2004 report by the Government Accountability Office (GAO) recommended management changes with regard to NDF' s Tracker Program. Tracker is a software system that assists countries in processing their trade control and licensing procedures. In response to these recommendations, the Administration will transfer management of Tracker to the Export Control and Border Security Assistance Program. This will integrate the program into existing U.S. government efforts to assist countries in strengthening their export controls.

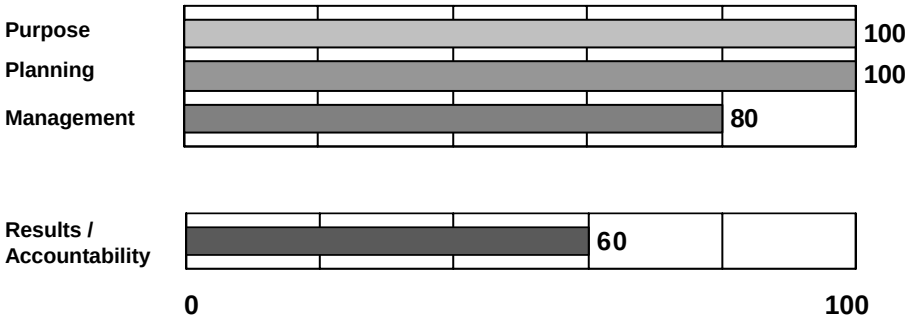
Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
29	32	38

Program: *Nonproliferation of WMD Expertise (NWMDE)*

Agency: *Department of State*

Bureau: *Bureau of Non-Proliferation*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Cost to Assist a WMD Institute to Reach Financial Self-Sufficiency (in thousands of dollars)	2004	822	
	2005	806	
	2006	790	
	2007	775	
Long-term Measure: Number of institutes and/or scientists graduated into commercially sustainable ventures.	2002	0	0
	2003	16	16
	2004	26	
	2005	29	
Long-term Measure: U.S. private sector funding of collaborative research as a percentage of USG regular project funding.	2002	0.08	0.08
	2003	0.1	0.1
	2004	0.12	
	2005	0.15	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The Nonproliferation of Weapons of Mass Destruction Expertise (NWMDE) program seeks to redirect the work of former WMD scientists and technicians in the former Soviet Union and elsewhere toward peaceful and economically sustaining work.

The NWMDE program received an overall rating of moderately effective. The program has been an instrumental part of U.S. Government efforts aimed at preventing the proliferation of WMD technology to other nations by former weapons scientists in the former Soviet Union. The assessment found:

- The program focus is increasingly weighted toward projects and programs that seek to create viable business enterprises using former WMD institutes and scientists, reducing the need for continued long-term U.S. assistance. This " graduation" strategy is a key part of long-term program goals.
- The long-term goal of self-sustaining institutions is an accurate measure of program progress. However, more work needs to be done to track and demonstrate that scientists engaged in the program remain in peaceful enterprises.
- The program' s nonproliferation goals cover a wide range of potential proliferation threats including nuclear, biological, and chemical expertise and the program' s geographical coverage is expanding outside the former Soviet Union. For example, a program to work with scientists in Libya is being developed.
- An interagency policy review group works to ensure against duplication among various assistance programs to NWMDE countries. Each year, 15 percent of ongoing projects are audited and NWMDE officers are trained and certified Contract Officer Representatives.

In response to these findings, the Administration will:

- Review mechanisms to monitor the impact of the NWMDE program on scientist attitudes regarding potential proliferation of expertise. For example, the program could implement regular surveys to inform program management.
- Review the feasibility of long-term tracking of participating scientist activities to demonstrate long-term program success.

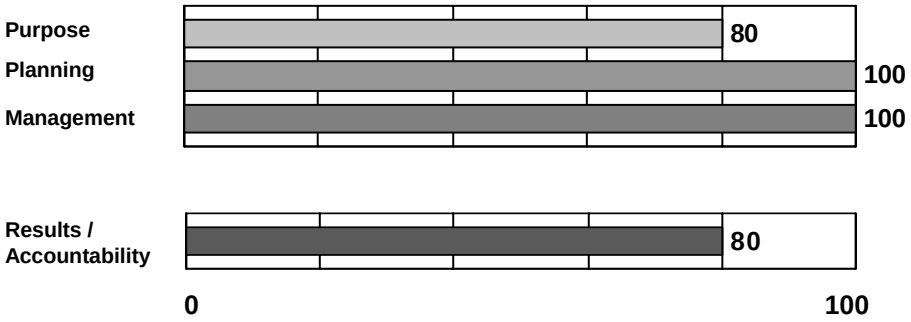
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
36	38	44

Program: *Non-Security Based Capital Construction Program*

Agency: *Department of State*

Bureau: *Overseas Buildings Operations*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Ratio construction management costs to Long Range Overseas Buildings Plan construction project costs over $25M	2004	0.07	0.07
	2005	0.065	
	2006	0.065	
	2007	0.065	
Annual Measure: New building sites acquired for regular/asset management capital construction projects	2004	N/A	
	2005	Hanoi,Taipei,Koloni	
	2006	Tijuana	
	2007	Pristina	
Annual Measure: Number of regular/asset management capital construction projects awarded IAW the LROBP . The number of projects is based on OMB and Congressional approval of specific projects and the cost associated with each project. There are years where no projects are approved and therefore no funding is appropriated for this program.	2003	Baseline	Dili
	2004	Berlin	Berlin
	2005	N/A	
	2006	5 projects	

Rating: *Effective*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The Non-Security Construction Program within Embassy Security, Construction and Maintenance funds the construction of safe, secure and functional facilities that are not on the list of top 80 posts to receive security construction funds; are required primarily for non-security reasons i.e. diplomatic relations; or would be typically funded out of regular capital programs or supplementals and do not fit into the criteria for the Security Construction Program.

The PART assessment found that the program purpose is clear and that the program has ambitious long-term and annual goals of the program. However, there is concern that this program may be duplicative of the security construction program.

In response to these findings:

1. The State Department will reexamine the mission and purpose of the program as compared to the security construction program in order to determine that these programs are complimentary rather than duplicative.
2. Projects being constructed in war-zones, or hostile environments often face unpredictable challenges related to security, equipment and staff as well as funding particularly if contracts are not fixed-price. State Department will work to continue to pursue fixed-price contracts in order to meet contracting and funding goals set at the commencement of a project.
3. The State Department will create new performance measures and goals specifically tailored to this program in order to differentiate it further from the Security Construction program.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
64	0	0

Program: *PKO - OSCE Programs*

Agency: *Department of State*

Bureau:

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Existing and emergent regional conflicts in Moldova and the Caucasus are contained and/or resolved. 2003 target - Government and separatist groups in Moldova accept formally the Kiev Document, detailed negotiations commence. 2006 target - Post-conflict resolution phase begins. Actual: 2003 target has been met & exceeded.			
Annual Measure: Comprehensive settlement of the Nagorno-Karabakh conflict between Armenia and Azerbaijan. 2003 Target: With presidential and parliamentary elections in both Armenia and Azerbaijan, Prague Mechanism coninues. 2005 Target: Negotiations begin in earnest on a comprehensive political settlement document. Actual: Little progress achieved but the Prague Mechanism continues, no ground is lost.			
Annual Measure: Implement system to ensure accountability for U.S. extra-budgetary contributions to OSCE. 2003 Target: USOSCE institutes quarterly assessment visits to OSCE institutions/missions and works to establish tracking system. 2005 Target: USOSCE clears all unexpended funds from 2003 or earlier.			

Recommended Follow-up Actions	*Status*
Explicitly link the budget request to accomplishment of performance goals as part of the 2006 performance plan and budget cycle.	Completed
Take steps to hold federal managers and program partners accountable for achieving key program results.	Completed
Develop at least one efficiency measure for these programs.	Completed
Continue to evaluate and refine the performance goals for these programs to ensure that they provide useful information to inform management, budget and policy decisions.	Completed

Update on Follow-up Actions:

Beginning in FY 2005, the Support for East European Democracy (SEED) and FREEDOM Support Act (FSA) accounts assumed funding responsibliity for most OSCE missions within the respective SEED and FSA regional allocations. SEED and FSA were reevaluated for the FY 2006 PART process and received an overall score of effective. The SEED and FSA Coordinator's office has made signficant efforts to improve their ability to assess performance that meet the recommendations made as part of the PKO-OSCE PART.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
28	2	2

Program: *Refugee Admissions to the U.S.*

Agency: *Department of State*

Bureau: *Bureau of Population, Refugees, and Migration*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: Total average cost per refugee arrival in the U.S.	2003		$4,428
	2004	$4,000	$3,500
	2005	$3,700	
	2006	$3,600	
Long-term Measure: Number of refugees admitted to the U.S. as a percentage of the regional ceilings established by Presidential Determination.	2003		57%
	2004	100%	106%
	2005	100%	
	2006	100%	
Annual Measure: Number of individual and group refugee referrals to the U.S. from UNHCR.	2003		14,690
	2004	15,000	18,000
	2005	15,000	
	2006	15,000	

Rating: *Effective*

Program Type: *Competitive Grant*

Program Summary:

The Refugee Admissions program provides refugees of " special humanitarian concern to the U.S." the opportunity to resettle in the United States. The program is administered through cooperative agreements and grants to non-governmental organizations (NGOs) and international organizations to assist refugees through the overseas admittance process, as well as to help refugees acclimate to life in the United States.

The assessment found:

- The program purpose is clear and the program is generally well managed.
- Program managers work closely with program partners, including NGOs, international organizations, and other government agencies, to ensure coordination.
- A number of steps have been taken since the first PART was done for the 2004 Budget resulting in an improved program rating. Most notably, program managers continued to improve strategic planning efforts and have shown progress in meeting long-term and annual goals. The program has added an efficiency measure: Total average cost per refugee arrival in the United States. In 2004 the average cost per refugee arrival was approximately $3,500, a decrease of $945 from 2002. The program achieved efficiencies by consolidating Overseas Processing Entities in Asia. The program also consolidated the International Organization for Migration's transportation network, reducing those costs by 20%.
- The program resettled over 52,000 refugees in the United States in 2004, an increase of 86% over 2003. It continues to set ambitious resettlement targets.
- The program must continue to work towards stabilizing the costs of operating the program, understanding that external factors greatly affect this program's performance.
- The budget request is determined nearly a year before the President establishes the refugee admissions ceiling, creating difficulty in aligning the budget request with the Administration's goals.

In response to these findings:

1. The budget request for this program for 2006 is an increase over the 2005 budget in order to continue increasing the number of refugees resettled in the United States.
2. The Administration will work to more closely align the budget request with the establishment of the annual ceiling for refugee admissions.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
142	138	223

Program: *Security Assistance for the Western Hemisphere*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Agency: *Department of State*

Bureau: *Western Hemisphere Affairs*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Number of terrorist attacks against the Cano Limon oil pipeline.This measures the ability of the Colombian Army to defend a high value target in difficult terrain distant from urban centers and normal support structure.	2001	170	1.7
	2003	< 170	41
	2004	< 50	
	2005	< 25	
Annual Measure: Percentage of FMF and IMET recipient countries that have civilians in senior defense leadership positions.This shows the impact of US programs supporting military subordination to civilian authority.	2001	> 75%	85%
	2002	> 75%	88%
	2003	> 85%	
Annual Measure: Percentage of FMF and IMET countries that are militarily stable.	2001	> 90%	97%
	2002	> 90%	97%
	2003	> 90%	
	2004	> 90%	

Recommended Follow-up Actions	Status
The budget proposes FMF and IMET funding levels that will enable the counter-drug program in Colombia and regional personnel exchanges to achieve their annual goals.	Completed
Performance goals will be evaluated as newer programs are implemented.	Completed
The State and Defense Departments will work to coordinate annual budgets and develop more specific long-term goals with timeframes.	Completed

Update on Follow-up Actions:

The Department of State's Western Hemisphere Affairs (WHA) Burfeau conducted more rigorous interagency Mission Program Plan reviews. Improved coordination between the Departments of State and Defense has ensured that funding in budget requests is not duplicated. The efficiency measure created for this program covers roughly 82 percent o FMF spending in the region. The WHA Bureau Bureau Program Plan and and Mission Program Plan goal papers document results achieved toward our goals and specific targets (e.g. terrorists attacks against the key pipeline are down by two-thirds and the situation in Colombia is improving, especially in the areas supported by FMF). In addition there is significant cooperation on a broad range of defense issues. For example, four WHA countries contributed forces for Iraq, the US has routine access to four Forward

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
133	140	149

Program: *Security Assistance to Sub-Saharan Africa*

Agency: *Department of State*

Bureau: *African Affairs*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: U.S. trained African military units are available to support peace keeping/humanitarian missions.	2003	55%	55%
	2008	>85%	
Long-term Measure: U.S. trained African military units are more professionally led and capable of operating with U.S. forces.	2002	1,971	1,971
Long-term Measure: African militaries are capable of sustained peace keeping and humanitarian operations.	2002	33%	33%
	2004	65%	

Recommended Follow-up Actions	*Status*
Explicitly link the budget request to accomplishment of performance goals as part of the 2006 performance plan and budget cycle.	Completed
Institute measures to hold federal managers and program partners accountable for achieving key program results.	Completed
Develop at least one efficiency goal for these programs.	Completed
Continue to evaluate and refine the performance measure for these programs to ensure that they provide useful information to inform management, budget and policy decisions.	Completed

Update on Follow-up Actions:

The Department of State has taken action to improve the performance measurement of this program over the past year. The efficiency measure established will track the cost to train and equip one battalion of U.S.-trained or U.S. trainer-trained African peacekeeping troops with a goal of reducing the cost to under $1 million per battalion by FY 2006. Further improvements in measuring the qualitative improvements in peacekeeping training are planned as part of the Global Peace Operations Initiative to begin in FY 2005 which will focus on improving African peace enforcement capabilities.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
57	86	147

Program: *Terrorist Interdiction Program (TIP)*

Agency: *Department of State*

Bureau: *Office of the Coordinator for Counterterrorism*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: Average cost of TIP PISCES phased installations per yearly appropriation (in millions)	2003	1.6	1.6
	2004	1.3	
	2005	1.3	
	2006	1	
Long-term Measure: Percentage of the 60 highest priority countries capable of screening for terrorists through implementation of the Terrorist Interdiction Program.	2002	0.08	0.08
	2003	0.2	0.2
	2004	0.33	
	2005	0.45	
Annual Measure: Percentage of foreign government usage of the Terrorist Interdiction Program's watchlisting system across all sites at which the system is installed.	2002	0.45	0.45
	2003	0.58	0.58
	2004	0.64	
	2005	0.72	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Terrorist Interdiction Program (TIP) provides foreign governments with the Personal Identification Secure Comparison and Evaluation System (PISCES), information technology that enables border control officials to quickly identify and detain or track suspect persons seeking to cross their borders and collect, compare, and analyze traveler data.

The original PART assessment conducted in 2003 rated TIP as " results not demonstrated." The Program was found deficient in the areas of program management and performance. The Administration agreed to complete program management staff improvements, develop performance targets, improve long-term outcome measures to capture qualitative improvements in host country capabilities, and to demonstrate progress on newly developed efficiency measures and incorporate these into the 2004 PART reassessment.

For the 2004 PART reassessment, TIP received an overall rating of " effective." The Program has instituted long-term and annual performance goals, improved its financial management practices, and increased its coordination with key partners.

The Administration will take further action to relate spending to achieving annual and long-term goals. Funding requests will be directly tied to the key indicators that the Program has established. In addition, improved coordination with other complementary U.S. Government programs will be further detailed in budget justifications to ensure that a comprehensive approach is presented to meet the outcome goal of improving a host nation's border control capabilities.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
4	4	8

Program: *UN High Commissioner for Refugees (UNHCR)*

Agency: *Department of State*

Bureau: *Bureau of Population, Refugees, and Migration*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: UNHCR Inventory Control: Ratio of value non-expendable items procured/total value of recorded non-expendable property procured. (Measures the value of the goods bought versus value of goods actually recorded in inventory. Purpose is to determine how much of the goods bought are lost in transit, and reduce that amount. Ideal ratio is 1:1)	2002	Baseline	2.4:1
	2003	2.0:1	1.8:1
	2004	2.0:1	
	2005	1.5:1	
Annual Measure: Number of protection positions funded by the USG and the number of positions created by UNHCR. (Tracks succes of the creation of a separate UNHCR budget mechanism to provide funding for creation of additional posts with UNHCR in the "protection" area, and annual progress toward creation, funding, and mainstreaming of these positions.)	2003	Baseline	240 4/1/03
	2004	25; 0	27; 0
	2005	25; 3	
	2006	41; 12	
Annual Measure: The number and percentage of negative findings in an audit report for one year that are addressed by the time of the next year's audit report.	2003	Baseline	20, 40%
	2004	18, 50%	
	2005	16, 55%	
	2006	14, 60%	

Rating: *Effective*

Program Type: *Block/Formula Grant*

Program Summary:

The U.S. contribution to the UN High Commissioner for Refugees (UNHCR) allows the agency to provide a comprehensive response to the protection and assistance needs of refugees.

The assessment found:

- The program purpose is clear and program managers work closely with UNHCR to ensure that U.S. goals are understood and included in the organization's planning.
- The long-term and annual measures for this program are ambitious and mission-related. The program established an efficiency measure: improved inventory control of UNHCR's non-expendable items to ensure that resources are adequately accounted for.
- For several years the Department of State and UNHCR have agreed to goals in a signed " Framework for Cooperation," showing the degree to which UNHCR and the Department coordinated with regard to goals for the program.
- UNHCR has begun to roll out a modern finance and supply chain management computer system. It will link headquarters and field operations procurement data, and will streamline the asset tracking system. This will improve inventory management and control.
- The Department is working with UNHCR to strengthen protection activities in the field. It is also supporting UNHCR's development of a new refugee registration system.

In response to these findings:

1. The budget request includes a level of funding that will allow the U.S. to continue to contribute its traditional share of approximately 25% of UNHCR's regular budget.
2. Department will continue to support UNHCR's protection activities.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
297	270	285

Program: *Visa and Consular Services*

Agency: *Department of State*

Bureau: *Bureau of Consular Affairs*

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Border Security program, as part of the bureau of Consular Affairs, is comprised of visa, passport and American Citizen Services programs. Consular Affairs administers laws, writes regulations, and implements policies to execute a broad range of consular services and activities provided to American Citizens here in the US and abroad.

The Border Security program underwent a PART analysis in 2002, 2003, and 2004. The managers of this program and the program itself have made great progress over the past three years (since 9/11). The program was found to be effective in the latest assessment. Consular Affairs has made tremendous progress and has committed substantial time and effort working with OMB and other agencies to effectively target programs, establish achievable goals and develop thoughtful policies throughout the past year.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: Number of days between receipt of routine passport application by Passport Services and issuance of a passport.	2002	Baseline	90% within 25
	2003		90% within 23
	2004	90% within 21	
	2005	90% within 19	
Long-term Measure: Development of a biometric visa program for the United States. Includes continuation of the Border Crossing Card and analysis of facial recognition technology. Future years work towards full implementation of the biovisa program including implementation of a pilot and the development of new technologies, modes of screening and the addition of other biometrics to travel documents.	2002	Baseline	BCC&tech
	2003	pilot	pilot
	2004	full	full
	2005	full+new tech	full+new tech
Long-term Measure: Development of a biometric collection program for US Passports Basline included initiatl discussions within the US and with the international community to determine if ok to include biometrics in passports. Future years included development of a chip to hold the digitized information, the development of software, procurement, beta testing and then the phasing in of the production of new biometric passports. In FY 2007, new more robust technologies will	2002	Baseline	can it be done?
	2003	chiptech	chiptech
	2004	ini. Roll	ini. Roll
	2005	3m	3m

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
649	755	791

Program: *Worldwide Security Upgrades*

Agency: *Department of State*

Bureau: *Bureau of Diplomatic Security*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: Number and percentage of staff/time needed to complete background investigation cases. Targets measure the number of staff needed to complete a certain percentage of the applicant cases over a certain number of days.	2003	Baseline	159,63%, 77
	2004	130,38%, 90	130,38%, 90
	2005	130,90%, 90	
	2006	130,90%, 90	
Long-term Measure: The percentage of security countermeasures projects completed.	2002	Baseline	0.95
	2003		0.97
	2004	0.98	0.98
	2005	0.98	
Long-term Measure: Number of posts provided with chemical/biological countermeasures equipment, first responder and escape mask training. Includes both domestic and overseas employees and training.	2002	Baseline	2/240
	2003	240/240& 75/240	240/240& 75/240
	2004	195/240& 1250	195/240& 1250
	2005	240/240& 2500	240/240& 2500

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Worldwide Security Upgrades (WSU) program was created in response to the 1998 embassy bombings in Africa (Nairobi and Dar es Salaam) when it became evident that certain posts, previously considered low to medium threat, were now vulnerable to the threat of transnational terrorism. The mission of the WSU program (including Diplomatic Security) is to enhance and sustain worldwide security operations and support homeland security and counterterrorism efforts.

The WSU program was designed as a five-year program, beginning in 1999 and ending in 2004 with continuing operations each year thereafter. Diplomatic Security staff assesses threats and threat levels of personnel and facilities both overseas and domestically and adjusts its security programs and responses accordingly. The long-term program goal is to reach and maintain a baseline level of security at all overseas facilities and ensure the safety of U.S. Government personnel overseas.

The assessment found that the program is successful at achieving or exceeding its annual and long term goals. The managers of the Worldwide Security Upgrade program continually strive to attain clear well established goals and measures of effectiveness. In addition, the WSU programs, administered by the bureau of Diplomatic Security, and security programs in general, are frequently evaluated and monitored.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
640	650	690

Program: *Broadcasting to Africa*

Agency: *Broadcasting Board of Governors*

Bureau:

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Audience size for the Africa Division (in millions)	2002	34	34
	2008	35.7	
	2005	34	
	2006	34	
Annual Measure: Program Quaility Score (Range 0-4) - scores are determined through assessments of program content and presentation for each language service. This data is for the Central Africa Service.	2003	3.7	3.7
	2004	3.7	
	2005	3.7	
	2006	3.7	
Annual Efficiency Measure: Cost Per Listener ($ dollars) - tracks cost per listener for each Africa language service. This data is for the English to Africa (Ghana) Service.	2003	$0.52	$1.15
	2004	$0.94	
	2005	$0.79	
	2006	0.79	

Recommended Follow-up Actions	Status
Ensure that funding requests for the program are linked to relevant performance goals in all performance plans included in the next annual budget request.	Completed
Link program support costs to each language service in the program's next annual budget request.	Action taken, but not completed
Design additional performance measures that capture the quality of the programming, as well as the impact the broadcasting has on the views of listeners in Africa.	Action taken, but not completed

Update on Follow-up Actions:

BBG's 2006 Budget request presents integrated performance information. BBG has not yet linked all program support costs to each language service, but does link program delivery support costs by language service. BBG will continue to analyze the allocation of the remaining support costs to each language service as part of the performance presentation for future budget requests. BBG will continue to develop and/or refine its performance measures. BBG added program-wide measures of credibility (percent of the audience assessing BBG news and information as trustworthy or very trustworthy) and is defining internet and television performance measures.

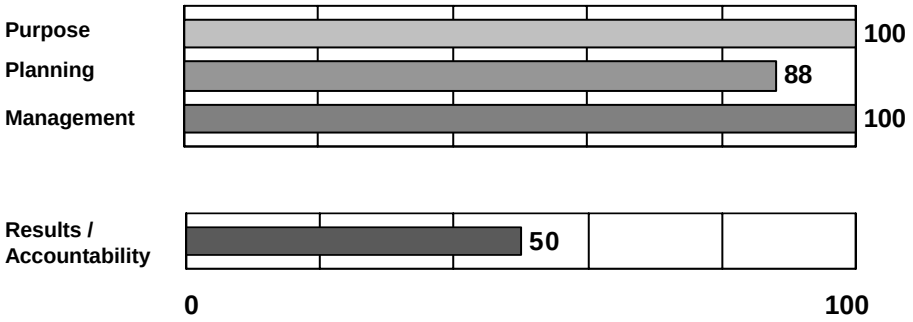
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
13	14	13

Program: *Broadcasting to East Asia & Eurasia*

Agency: *Broadcasting Board of Governors*

Bureau:



Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Audience Reach. This measure tracks BBG's performance in increasing its audience reach across East Asia (in millions).	2003	Baseline	21.7
	2008	22.4	
Annual Measure: Weekly Audience. This measure charts the weekly percent of the target audience tuning into broadcasting in each country. This data is for RFE/RL's Russian service.	2003		5.6
	2004		3.8
	2005	5.0	
	2006	5.5	
Annual Measure: Audience Awareness. This measure charts the percentage of the population that can recognize BBG station names. This data is for Voice of America's Mandarin service.	2003	Baseline	2.0
	2004		6.0
	2005	7.0	
	2006	8.0	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

Broadcasting to East Asia and Eurasia promotes and sustains freedom and democracy by broadcasting accurate and objective news and information about America and the world to audiences in East Asia and Eurasia.

Findings from the program assessment include:

- The program scores well for program and financial management. In particular, the annual Language Service Review and Program Review process identifies under-performing programs, develops action plans to address program weaknesses, allocates or re-allocates resources as necessary, and follows up on the implementation and results of the action plans.
- BBG has ambitious, long-term targets for increasing audience reach for each language in this region. However, due to difficulties in surveying certain target audiences (in North Korea, China, etc.), data is not available for a number of language services. For those services where data is available, BBG has achieved fair results and is on track to reach its long term goals.
- Additional or improved program-wide long-term performance measures are needed that refine audience reach, including internet and television as separate media.
- BBG includes agency-wide and language-specific performance goals and measures in its 2006 budget justification. This has enabled BBG to allocate resources toward programs with the greatest impact and desired results.
- BBG has a common efficiency measure for all language programs: cost per listener. In countries where data is available, the cost-per-listener has decreased slightly in the past several years. BBG has achieved efficiencies through reducing duplicate broadcasting and integrating content of different broadcast services into a single cohesive program stream.

In response to these findings:

- BBG has added program-wide measures of credibility (percent of the audience assessing BBG news and information as trustworthy or very trustworthy).
- BBG will continue to develop or refine its performance measures, including internet and television performance measures.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
102	100	106

Program: *Broadcasting to Near East Asia and South Asia*

Agency: *Broadcasting Board of Governors*

Bureau:

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Audience reach for broadcasting to Iran (as a percentage of the total targeet population)	2004	13.0%	15.2%
	2005	18.0%	
	2006	20.0%	
	2008	20.0%	
Long-term Measure: Audience reach for Radio Sawa (in millions)	2004	10.7	14.3
	2005	18	
	2006	20	
	2008	21	
Annual Measure: Program quality score (Range 0-4) - scores are determined through assessments of program content and presentation for each language service. This data is for the Afghanishan Radio Network.	2003	3.6	3.6
	2004	3.8	3.8
	2005	3.9	
	2006	3.9	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

Broadcasting to Near East Asia and South Asia promotes and sustains freedom and democracy by broadcasting accurate and objective news and information about America and the world to audiences in Near East and South Asia.

This program was initially assessed in 2002 and reassessed in 2003 with " moderately effective" results. The earlier PART analyses show that BBG has achieved strong results and is on track to reach its long term goals for each language service. BBG has scored well for program and financial management, and the PART highlighted the annual Language Service and Program review process as a successful means of program management. It also showed progress in BBG' s strategic planning, in terms of increasing the number of agency-wide and language-specific goals and measures, but identified three remaining weaknesses:

- Funding requests are not linked to relevant performance goals.
- Additional performance measures are needed.
- Support costs should be examined for each language service.

In response to these findings:

- BBG includes agency-wide and language-specific performance goals and measures in its 2006 budget justification, enabling BBG to allocate resources toward programs with the greatest impact and desired results.
- BBG has added program-wide measures of credibility (percent of the audience assessing BBG news and information as trustworthy or very trustworthy).
- Program delivery support costs have been linked to language services.
- BBG completed the performance plan for the Middle East Broadcast Network (MBN).

BBG will continue to improve its strategic planning by:

- Refining or improving performance measures to define audience reach;
- Analyzing the allocation of support costs to each language service as part of the performance presentation for the budget; and
- Defining internet and television performance measures.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
136	145	170

Program: *Export Import Bank - Long Term Guarantees*

Agency: *Export-Import Bank of the United States*

Bureau:

Rating: *Moderately Effective*

Program Type: *Credit*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Financing terms (interest rates and fees) competitive with those terms provided by foreign governments to their exporters (Compet. = Competitive)	2003	Compet.	Compet.
	2004	Compet.	Compet.
	2005	Compet.	
	2006	Compet.	
Annual Measure: Percentage of Long Term Guarantees that involve high-risk markets or high-risk customers (Annual measures under development)	2003	60%	72%
	2004	60%	57%
	2005	60%	
	2006	60%	

Recommended Follow-up Actions	Status
The Administration will work with the Bank to develop and implement more effective performance measures and to ensure that the Bank does not provide undue subsidies to exporters.	Action taken, but not completed

Update on Follow-up Actions:

The Administration has begun working with the Bank to develop and implement more effective performace measures to ensure that Ex-Im Bank's programs are intended to not only match financing offers from foreign, officially supported Export Credit Agencies (ECAs) but also to fill commercial sector financing gaps and address market failures to support US exports and jobs.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
585	764	490

Program: *Overseas Private Investment Corporation - Finance*

Rating: *Adequate*

Program Type: *Credit*

Agency: *International Assistance Programs*

Bureau: *Overseas Private Investment Corporation*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Number of jobs per $1,000,000 invested	2003	>20	18.6
	2004	>20	47.9
	2005	>20	
	2006	>24	
Annual Measure: Managerial and professional jobs as a proportion of total jobs created	2003	>40%	33%
	2004	>40%	58%
	2005	>40%	
	2006	>45%	
Annual Efficiency Measure: Efficiency of small business projects as measured by application processing time	2003	105 days	102 days
	2004	90 days	99 days
	2005	75 days	
	2006	75 days	

Recommended Follow-up Actions	Status
Continue to improve the credit function by ensuring the independence of the Credit Committee and the credit review process from the deal originating departments.	Action taken, but not completed
Improve coordination and cooperation between OPIC and other government agencies, including by completing a Memorandum of Understanding between OPIC and USAID.	Action taken, but not completed
Improve public disclosure of the agency's projects and enhance the clarity and quality of reporting from the program staff to the OPIC Board.	Action taken, but not completed
Review and monitor the developmental standards applied to projects to ensure consistent treatment and high standards.	Action taken, but not completed

Update on Follow-up Actions:

OMB is pleased to note that OPIC continues to make progress in implementing the recommendations made during last year's PART. In addition, OPIC continues to refine its performance measure targets in order to more accurately track performance on projects. OPIC and OMB will work together to migrate these performance measures to a single development performance metric, to be implemented during the next PART review.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
24	24	20

Program: *Overseas Private Investment Corporation - Insurance*

Rating: *Adequate*

Program Type: *Credit*

Agency: *International Assistance Programs*

Bureau: *Overseas Private Investment Corporation*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Number of jobs created per $1 million invested.	2003		19
	2004	20	99.4
	2005	20	
	2006	24	
Annual Measure: Percentage of on-going OPIC projects monitored for compliance with OPIC's U.S. effects, environmental, and worker rights standards.	2003		95%
	2004	100%	94%
	2005	100%	
	2006	100%	
Annual Efficiency Measure: Efficiency of small business projects as measured by application processing time.	2003		77 days
	2004	90 days	47 days
	2005	75 days	
	2006	75 days	

Recommended Follow-up Actions	Status
Improve coordination and cooperation between the program and other government agencies, including by completing a Memorandum of Understanding between OPIC and the United States Agency for International Development.	Action taken, but not completed
Monitor the program's implementation of its 'additionality' policy to ensure the policy's effectiveness is not being undermined by the discretion given to clients.	Action taken, but not completed
Work with OPIC to integrate its budget with its performance.	Action taken, but not completed

Update on Follow-up Actions:

OMB is pleased to note that OPIC continues to make progress in implementing the recommendations made during last year's PART. In addition, OPIC continues to refine its performance measure targets in order to more accurately monitor its performance on projects. OPIC and OMB will work together to migrate these performance measures to a single development performance metric, to be implemented during the next PART review.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,800	2,000	2,000

Program: *U.S. Trade and Development Agency*

Agency: *Trade and Development Agency*

Bureau:

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Dollar amount of U.S. exports for every $1 in agency funding (the multiplier)	2003	$40	$42
	2004	$35	$39
	2005	$35	
	2006	$35	
Long-term Measure: Percentage of Agency Projects that produce US exports (the hit rate)	2003	38%	39%
	2004	37%	37%
	2005	38%	
	2006	35%	
Long-term Measure: Percentage of implemented activities that result in infrastructure/industrial projects	2004	> 55%	NA
	2005	> 55%	
	2006	> 55%	

Recommended Follow-up Actions	Status
USTDA will integrate its resources with its performance.	Completed
USTDA will implement the newly created development goals and performance measures.	Completed

Update on Follow-up Actions:

The Administration worked with USTDA to create and implement new development goals and performance measures. USTDA has started collecting data on these new measures and expects to demonstrate the developmental impact of their programs when this PART is reassessed for the FY 2007 President's Budget.

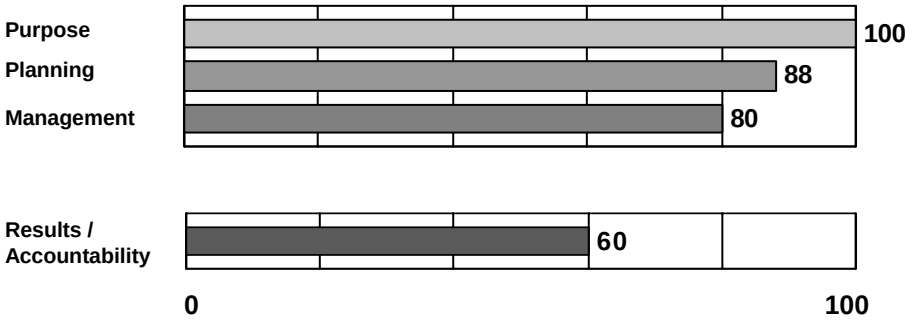
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
67	58	52

Program: *Child Survival and Health (CSH - LAC)*

Agency: *United States Agency for International Development*

Bureau: *Latin America and Caribbean (LAC) Bureau*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Proportion of children under one year of age who received the complete series (three doses) of DPT (diphtheria, pertussis, and tetanus) vaccine before age 12 months.	2003	Baseline	83%
	2004	84%	
	2005	85%	
	2006	86%	
Annual Measure: Contraceptive Prevalence Rate (CPR). The CPR is a measure of the proportion of the population that is using contraception.	2003	Baseline	66%
	2004	68%	
	2005	70%	
	2006	72%	
Annual Measure: Percent of deliveries attended by skilled birth attendants	2003	Baseline	69%
	2004	70%	
	2005	71%	
	2006	72%	

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Program Summary:

The Child Survival and Health (CSH) account in the Latin America and Caribbean Region (LAC) works to advance sustainable development by improving human health and reducing the spread of infectious diseases in the Western Hemisphere; helping people realize their reproductive intentions; and addressing the HIV/AIDS epidemic. Specifically, CSH account funds activities in support of immunization, oral re-hydration, health, nutrition, water and sanitation, displaced and orphaned children, prevention, treatment and control of, HIV/AIDS, TB, malaria, polio, as well as family planning/reproductive health.

The assessment found that while strategic planning and performance evaluation were effective in operating units, the regional bureau could not demonstrate progress in achieving results due to the lack of LAC regional performance measures and targets. Additionally, USAID' s LAC Bureau could not tie budget requests to program accomplishments in the absence of regional performance data. The program has taken a number of steps to address deficiencies identified through the PART:

- To facilitate performance monitoring the LAC Bureau in FY 2004 undertook an extensive effort to align and harmonize a set of contextual and regional performance indicators that would provide valuable performance information to managers both in the field and at Washington Headquarters.
- USAID' s long-term performance goals are supported by outcome and/or output-related performance measures and regional indicators which the LAC bureau uses to assess progress towards completion of the long-term goals. These measures allow Agency management to re-direct program where necessary.

Based on the reassessment, recommendations for USAID will include the following:

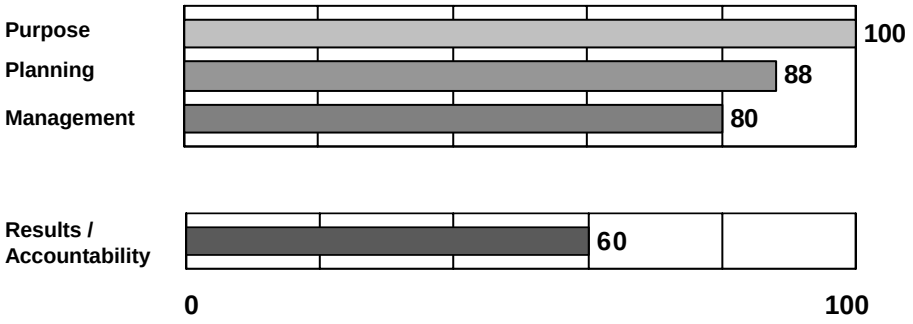
1. Develop regional performance indicators for the remaining regional bureaus at the agency.
2. Continue efforts to strengthen budget and performance integration using the new agency-wide and regional performance data.
3. Continue to refine the analysis of this new performance data to broaden its applications for management decision-making at all levels of the agency.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
150	130	132

Program: *Development Assistance (LAC)*

Agency: *United States Agency for International Development*
Bureau: *Latin America and Caribbean (LAC) Bureau*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percent of responding Operating Units whose programs have resulted in citizens' concerns being effectively represented at the national and local levels.	2003	Baseline	86%
	2004	90%	
	2005	90%	
	2006	91%	
Annual Measure: Number of loans provided as a result of USAID assistance (to historically disadvantaged groups).	2003	Baseline	491,022
	2004	500,000	
	2005	500,500	
	2006	505,000	
Annual Measure: Primary education completion rates - percentage of children who have successfully completed primary school.	2003	Baseline	80.3%
	2004	81.6%	
	2005	82.8%	
	2006	83.3%	

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Program Summary:

The Development Assistance (DA) program in the Latin America and Caribbean Region (LAC) funds a broad menu of USAID assistance activities in fifteen countries in the areas of rural development, education, trade development, rule of law, environment, energy, science and technology, democratic governance, conflict prevention, and human rights.

The original assessment found that while strategic planning and performance evaluation were effective in operating units, the USAID LAC Regional Bureau could not demonstrate progress in achieving results due to the lack of regional performance measures and targets. Additionally, the USAID LAC Regional Bureau could not tie budget requests to program accomplishments in the absence of regional performance data. The bureau has since taken a number of steps to address deficiencies identified through the PART:

- To facilitate performance monitoring, in FY 2004 the LAC Bureau undertook an extensive effort to align and harmonize a set of regional performance indicators that would provide valuable performance information to managers both in the field and at Washington Headquarters.
- USAID' s long-term performance goals are now supported by annual outcome and/or output-related performance measures and regional indicators which the LAC Bureau uses to assess progress towards completion of the long-term goals. These measures allow Agency management to re-direct program where necessary.

Based on the program reassessment, recommendations for USAID include the following:

1. Develop regional performance indicators for the remaining regional bureaus at the agency.
2. Continue efforts to strengthen budget and performance integration using the new agency-wide and regional performance data.
3. Continue to refine the analysis of this new performance data to broaden its applications for management decision-making at all levels of the agency.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
265	255	224

Program: *Office of Transition Initiatives*

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Agency: *United States Agency for International Development*

Bureau: *Democracy, Conflict and Humanitarian Assistance*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percentage of OTI programs that demonstrate increased access to unbiased information by target population on key transition issues.			
Long-term Measure: Percentage of OTI programs that have a sustainable handoff strategy (either to USAID Mission or local civil society groups) in place after 18 months of starting up a new country program.			
Long-term Measure: Percentage of final evaluations that find that OTI made significant impact in strengthening democratic institutions/participatory processes or increasing momentum for peaceful resolution of conflict (depends on main objective of specific country program)			

Recommended Follow-up Actions	***Status***
Closely monitor the development of OTI's short-term and long-term baselines, timeframes, and targets to ensure their completion by June 2004.	Action taken, but not completed
Continue to monitor OTI's coordination/cooperation with related offices and programs -- including the Bureau of Democracy, Human Rights, and Labor at the Department of State and the Office of Conflict Management and Mitigation at USAID -- to ensure that there is no duplication of effort or overlap.	Action taken, but not completed
Continue to press OTI to develop a performance measure that better measures the sustainability of transition initiative outcomes by June 2004.	Action taken, but not completed

Update on Follow-up Actions:

The Office of Transition Initiatives (OTI) has taken several important steps to address the PART recommendations. OTI is making progress on developing baselines, timelines, and targets as well as sustainability measures.

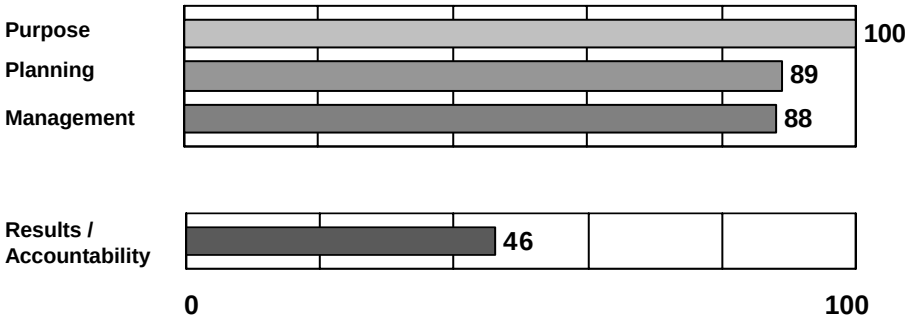
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
55	49	325

Program: *Operating Expenses and Capital Investment Fund (OE/CIF)*

Agency: *United States Agency for International Development*

Bureau: *Policy and Program Coordination/Management*



Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Average margin of positive responses over negative responses ("Margin of Victory") on Customer Service Survey for Management Offices	2003	Baseline	51.6
	2004	54.6	
	2005	58.5	
	2006	61.7	
Annual Measure: Number of information security vulnerabilities per information technology hardware item (e.g. printer, computer)	2004	Baseline	1
	2005	.5	
	2006	.25	
	2007	.125	
Annual Efficiency Measure: Procurement Cost-effectiveness Ratio (millions of contract and grant dollars awarded per procurement employee)	2004	Baseline	29.6
	2005+	27	

Rating: *Moderately Effective*

Program Type: *Direct Federal, Capital Assets and Service Acquisition*

Program Summary:

The Operating Expenses (OE) account and Capital Investment Fund (CIF) provide funding for USAID operations at missions around the world and headquarters in Washington. Specifically, OE pays for all costs associated with U.S. direct hire personnel, other support staff, information technology infrastructure, and rent and maintenance of facilities; the CIF pays for new investments in information technology and building construction.

USAID Operating Expenses and the Capital Investment Fund earned a score of ' Moderately Effective' on the PART. The evaluation highlighted the importance of USAID continuing its efforts to improve financial, human capital, and information technology management. While USAID' s on-going business transformation initiatives have already resulted in significant achievements, challenges remain including institutionalizing performance management in decision making. Performance data is insufficiently used by managers when making resource allocation decisions. The data that is available highlights a number of areas in which further reform efforts are required.

In response to these findings, the Administration will:

1. Continue to develop and operationalize meaningful performance measures and utilize them in the management of agency operations. This will include ensuring that operating units and their managers are held accountable for results through regular reviews and performance reporting, and that the use of performance data becomes a routine part of making resource allocation decisions.
2. Focus reform efforts on increasing the effectiveness and efficiency of agency operations, including continuing to develop the capability to take advantage of further regionalization, centralization, cross-servicing, or other alternative approaches to the bi-lateral model of program delivery.
3. Implement comprehensive analysis-based workforce planning process encompassing USDH and non-USDH positions funded by trust, program or OE. Use results from the performance management plan to make key human capital program decisions and to drive improvements.
4. Expand the use of performance based contracting.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
737	672	758

Program: *Public Law 480 Title II Food Aid*

Agency: *United States Agency for International Development*

Bureau: *Democracy, Conflict, and Humanitarian Assistance*

Rating: *Adequate*

Program Type: *Competitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Emergency Food Aid: Meet Critical Food Needs of Targeted Groups	1996		67%
	2002	90%	77%
	2003	93%	92%
	2004	93%	94%
Long-term Measure: Development Food Aid: Increased effectiveness of FFP's partners in carrying out Title II development activities with measurable results related to food security with a primary focus on household nutrition and agricultural productivity.	2002	65%	50%
	2003	65%	58%
	2004	65%	61%
Annual Measure: Emergency Food Aid: % of programs reporting improved or maintained nutritional status	1996		37%
	2002	70%	93%
	2003	75%	90%
	2004	90%	89%

Recommended Follow-up Actions	Status
Address flexibility by implementing better contingency planning for emergency needs that arise late in a fiscal year.	Action taken, but not completed
Implement changes to improve efficiency and continue others (such as for monetization).	Action taken, but not completed
Improve performance measures that incorporate the implementation of programs by USAID's non-governmental partners, such as private voluntary organizations (PVOs).	Action taken, but not completed

Update on Follow-up Actions:

USAID is continuing its development of a strategic plan and to develop performance indicators. The strategic plan should address several key PART recommendations.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,185	1,173	885

Program: *USAID Climate Change*

Rating: *Adequate*

Program Type: *Competitive Grant*

Agency: *United States Agency for International Development*

Bureau: *Economic Growth, Agriculture, and Trade*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Cumulative area (hectares) where AID has acted to maintain or increase carbon stocks or reduce their rate of loss	2001	59.5	93
	2002	61	147
	2002	61	120
	2002	61	TBD
Annual Measure: Annual emissions of carbon dioxide equivalents (million metric tons) avoided due to AID assistance	2001	2.95	5.8
	2002	2.95	4.0
	2002	2.95	3.8
	2002	2.95	TBD

Recommended Follow-up Actions	Status
Focus funding on priority areas in the short term: specifically, the high priority geographic and programmatic areas that would support the Administration's climate negotiating team.	Action taken, but not completed

Update on Follow-up Actions:

USAID's climate change program promotes sustainable development while addressing climate change through activities that: minimize the associated growth in greenhouse gas emissions; increase carbon sequestration in forests and agricultural soils; reduce vulnerability to climate change; and increase developing countries' capacity to participate in the international process. USAID addresses Administration priorities on climate change through priority bilateral and multilateral climate change activities. USAID's climate change programs in the 2006 budget will contribute to the "Methane-to-Markets" multi-agency initiative announced by the President in 2004, showing that funding is being focused on priority areas. USAID is undertaking a strategic planning exercise in FY2005 which will be implemented in FY2006 and following years.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
180	180	150

Program: *USAID Development Assistance - Population*

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Agency: *United States Agency for International Development*

Bureau: *Global Health*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percentage of married women across 54 countries receiving population assistance who use modern contraceptives	1999	36.4	36.4
	2000	36.4	36.4
	2001	36.4	36.4
	2007	47.7	
Annual Measure: Percentage of total demand for family planning satisfied among married women across 34 countries receiving population assistance	2000		65.2
	2001		65.2
	2002	72.0	65.2
	2003	73.5	65.2
Annual Measure: Percentage of first births to women under age 18 among Married women across 34 countries receiving population assistance	2000		24.5
	2001		24.5
	2002	16.2	24.5
	2003	16.0	24.5

Recommended Follow-up Actions	Status
Continue to provide resources at the 2003 request level.	Action taken, but not completed
Take steps to better align resource allocations with country needs through new performance budgeting efforts.	Completed

Update on Follow-up Actions:

In the FY 2002 PART assessment, OMB determined that USAID's population program has a relevant purpose and design for achieving its objectives. The PART assessment provided an impetus to allocate family planning and reporoductive health funding more strategically by taking into account country-level needs, measured in terms of populations density, fertility and mortality rates, and unmet need for family planning. As a result, USAID reallocated over $30 million of FY 2004 Family Planning/Reproductive Health funding to higher-need countries. The FY 2006 request incoporates this strategic budgeting approach.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
373	372	346

DEPARTMENT OF TRANSPORTATION

PART ASSESSMENTS

Program: *FAA Air Traffic Services*

Agency: *Department of Transportation*

Bureau: *Federal Aviation Administration*

Rating: *Adequate*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Number of Operational Errors. (When air traffic controllers allow planes to come too close together in the air.)	2003	642	680
	2004	629	637
	2005	637	
	2006	618	
Annual Measure: Number of highest risk runway incursions (potential collisions on the ground).	2003	44	32
	2004	40	28
	2005	36	
	2006	33	
Annual Measure: Percent of flights arriving on-time	2003	78.2%	82.3%
	2004	82.1%	79.08%
	2005	82.2%	
	2006	88.40%	

Recommended Follow-up Actions	Status
Continue to resolve the concerns that have been raised by the Department of Transportation Inspector General and the General Accounting Office.	Action taken, but not completed
Work to meet long-term goals on a consistent basis.	Action taken, but not completed
Continue to improve performance and contain costs.	Action taken, but not completed
Develop efficiency measures and targets for the 2006 President's Budget.	Action taken, but not completed

Update on Follow-up Actions:

The Air Traffic Services program has been reorganized and is now known as the Air Traffic Organization (ATO). The ATO is working to resolve issues raised in the PART review but many require a restructuring of business operations and the workforce which will take time.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
6,581	7,475	7,247

Program: *FAA Grants-in-Aid for Airports (Airport Improvement*

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Agency: *Department of Transportation*

Bureau: *Federal Aviation Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Eliminate airport conditions that cause aircraft accidents and security breaches (Such conditions include safe runways and taxiways that meet standards. The long-term target is to bring all 520 runway safety areas to standard by 2007. The annual target is to bring 65 runway safety areas to standard each year.)	2000	65	71
	2001	65	78
	2002	65	68
	2003	65	77
Long-term Measure: Reduce the number of people exposed to high levels of noise by 50,000 over 5 years (The annual target is a reduction of 10,000 people exposed a year.)	2002	10,000	16,068
	2003	12,500	13,287
	2005	20,000	
	2006	20,000	
Long-term and Annual Measure: Maintain at least 93% of active airfield pavement in fair or better condition (The 93% figure was selected because 5-7% of all runways are undergoing major repairs each year.)	2001	93%	96%
	2002	93%	96%
	2005	93%	
	2006	93%	

Recommended Follow-up Actions	Status
The Administration will propose to review and possibly restructure the AIP program. To change the authorization formula so that funds will be primarily targeted to medium and small airports that are more dependent on Federal assistance. AIP will continue to support safety, security, and major capacity projects at airports that provide the greatest benefits to the national system.	Completed

Update on Follow-up Actions:

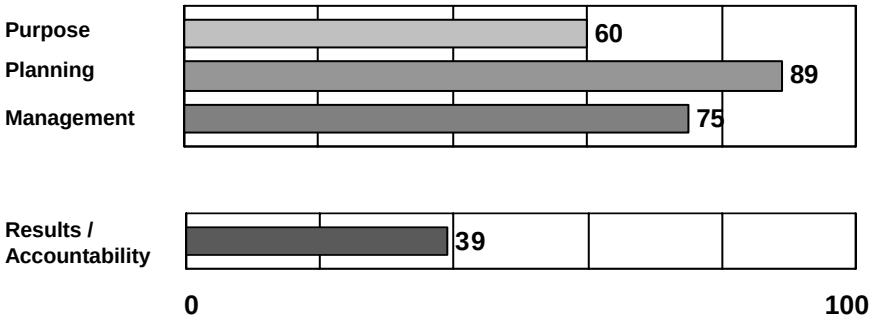
Program was reathorized in FAA's reauthorization bill, VISION 100. The Administration's proposed changes to the formula were not adopted.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
3,784	3,987	3,021

Program: *Facilities and Equipment*

Agency: *Department of Transportation*
Bureau: *Facilities and Equipment*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Fatal aviation accidents per 100,000 departures.	2001	.043	.037
	2002	.038	.026
	2003	.033	.024
	2004	.028	.021
Annual Measure: Capital Investment projects that exceed either cost or schedule by 10%. Baseline and target under development.			
Annual Efficiency Measure: Reduce the number of baseline modifications. Baseline and target under development.			

Rating: *Adequate*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The Facilities and Equipment program provides development and acquisition products and services that enable the Federal Aviation Administration (FAA) to enhance the safety of the national airspace system (NAS) and satisfy current and future operational needs of the U.S. civil aerospace system for national and international operations.

This assessment found that the program provides the necessary equipment and facilities for the FAA to fulfill its mission for a safe, secure, and efficient NAS. Additional findings include:

- The program uses a collaborative decision-making tool to support resource allocations. However, projects consistently experience large cost and schedule overruns and the relative benefits are unclear.
- Capital funding processes have driven management priorities towards discrete priorities rather than comprehensive, integrated, and on-going refresh of operating capabilities.
- The program has good long-term outcome measures that focus on increasing aviation safety, creating greater capacity, and ensuring organizational excellence.
- Managers are held accountable for achieving cost, schedule, and performance targets through the FAA' s Performance Management System, which is evaluated semiannually.

In response to these findings, the Administration will:

1. Continue efforts to develop better internal financial management standards and controls to validate the basis for estimating capital program costs and benefits.
2. Improve contract management discipline by increasing the use of performance-based contracts and employing an incremental lifecycle approach.
3. Revise the Acquisition Management System to ensure it aligns with the government standards for justifying capital investments in FY 2005.

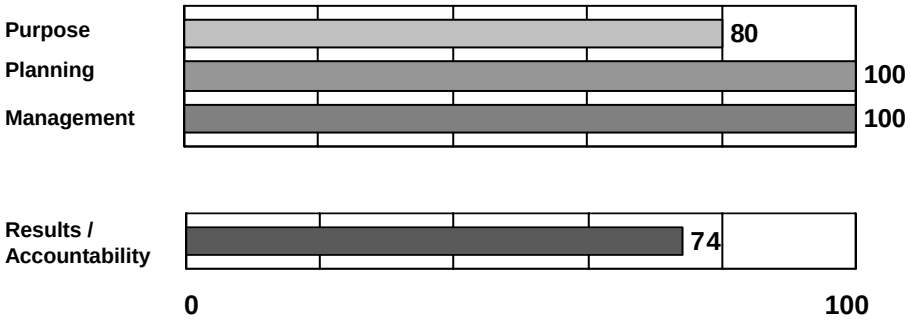
Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
2,863	2,525	2,448

Program: *Federal Highway Administration (FHWA): Research and Development/*

Agency: *Department of Transportation*

Bureau: *Federal Highway Administration*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Number of deliverable research products, innovations, and technologies that support the accomplishment of DOT and FHWA safety goals.	2003	5	10
	2004	5	5
	2005	5	
	2006	5	
Long-term Measure: Number of deliverable research products, innovations, and technologies that support the accomplishment of DOT and FHWA infrastructure improvement goals.	2002	5	18
	2003	5	12
	2004	5	
	2005	5	
Long-term Measure: Number of deliverable research products, innovations, and technologies that support the accomplishment of DOT and FHWA congestion mitigation goals.	2002	3	4
	2003	3	3
	2004	4	
	2005	3	

Rating: *Moderately Effective*

Program Type: *Research and Development*

Program Summary:

The Research, Development, and Technology (RD&T) program advances innovations in highway technology primarily to make the roadway safer, to improve condition of highway infrastructure, and to reduce congestion. The program develops new products, technologies, and innovations to be deployed by FHWA and State highway agencies.

The PART assessment found the program uses management procedures to ensure it produces relevant and high-quality research. In particular, the PART revealed:

- FHWA has recently updated its strategic framework for managing the RD&T program to focus more on achieving agency performance goals, involving outside stakeholders, and systematic program planning. FHWA's R&D Corporate Master Plan documents its adoption of industry best practices.
- FHWA now manages each of its 63 different research areas using multi-year program plans, or "road maps," that link agency performance data, R&D schedule milestones, and budget information.
- To develop these plans, FHWA solicits input from R&D stakeholders regarding project selection and evaluation. FHWA also conducts lab reviews to obtain independent feedback on the quality of its research.
- Congress earmarks a major portion of RD&T's budget (47 percent in FY 2004), limiting FHWA's ability to conduct research in critical subject areas.
- RD&T high-level planning documents do not show progress made towards program-specific goals, though this data is tracked by program managers.
- FHWA budget requests to Congress have not explained how adjusting program funding levels would affect the achievement of RD&T specific goals. Requests also have not thoroughly addressed the value of the program's research.

In response to these findings, the Administration will:

1. Require the recipients of earmarked funds to demonstrate how projects and intended results support FHWA and DOT goals.
2. Include in FHWA's RD&T annual performance reports a numeric chart showing progress made towards achieving performance goals at the R&D project level.
3. Discuss how FHWA is implementing the President's R&D investment criteria (relevance, quality, and performance) in the FY 2006 DOT budget and performance documents.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
436	458	430

Program: *Federal Lands*

Agency: *Department of Transportation*

Bureau: *Federal Highway Administration*

Rating: *Moderately Effective*

Program Type: *Block/Formula GrantDirect Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Efficiency Measure: Program Delivery Costs (measure/targets adjusted and redefined in FY 2002). This metric measures the percent of funds to deliver projects to construction.	2002	<28%	<29%
	2005	<25%	
	2006	<25%	
	2007	<25%	
Long-term Efficiency Measure: Percent of Funds Obligated (measure/targets adjusted and redefined in FY 2002). This metric measures the percent of obligations completed during a fiscal year.	2002	100%	98%
	2005	80-85%	
	2006	80-85%	
	2007	80-85%	
Annual Measure: Project Development Customer Satisfaction. This measure assesses customers' rating of performance by a score of 0 to 100.	2003	>85%	83%
	2004	>85%	
	2005	>85%	
	2006	>85%	

Recommended Follow-up Actions	Status
Consider revision of the Federal Lands Highway program business plan to more clearly link activities with goals and performance, including those of the Federal Highway Administration.	Action taken, but not completed
Develop a comprehensive evaluation plan and conduct a program evaluation in FY 2006.	Action taken, but not completed

Update on Follow-up Actions:

A team was established to develop guidance to facilitate the implementation of a Memorandum of Agreement between Federal Lands Highways and the National Park Service concerning the delivery of the Park Roads and Parkway Program. The team identified 11 issues that are critical to the delivery of the program and several groups are working to address these issues. The ultimate goal is to develop a comprehensive delivery plan and performance measures by September 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
664	750	973

Program: *Federal Motor Carrier Safety Administration Grant*

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Agency: *Department of Transportation*

Bureau: *Federal Motor Carrier Safety Administration*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Large Truck Fatalities per 100 Million Commercial Vehicle Miles Traveled (CVMT)	2008	<1.65	
	2005	<1.96	
	2006	<1.85	
Annual Measure: Large Truck Fatalities per 100 million per CVMT	2002	<2.32	2.30
	2003	<2.19	2.29 (e)
	2004	<2.07	2.21(p)
	2006	<1.85	

Recommended Follow-up Actions	*Status*
Commit partners to working toward same long-term/annual goals and link State and Federal program goals.	Completed
Promote accountability of Federal managers by holding them accountable for cost schedule and performance results.	Completed
Utilize SAFETEA reauthorization proposals to effectively distribute $227 million in grants to States to reward them for implementing CMV safety measures and reduce State fatalities rates.	Action taken, but not completed

Update on Follow-up Actions:

FMCSA has taken steps to align its agency budget with priorities consistent with the Administration's surface transportation reauthorization proposal, however Congress has yet to enact the proposal.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
193	193	225

Program: *FHWA Highway Infrastructure*

Agency: *Department of Transportation*

Bureau: *Federal Highway Administration*

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Traffic related fatalities per 100 million vehicle miles traveled (VMT)	2003	1.4	1.48
	2004	1.38	1.45
	2005	1.38	
	2006	1.38	
Long-term Measure: Percent of vehicle miles traveled on National Highway System (NHS) with acceptable pavement smoothness	2003	92.5	90.8
	2004	93	90.8
	2005	93.5	
	2006	94	
Long-term Measure: Percent of travel under congested conditions	2003	31.6	30.8
	2004	32.3	30.9
	2005	33	
	2006	33.7	

Recommended Follow-up Actions	Status
Direct more resources to comprehensive evaluation activities, particularly at the State project level.	Action taken, but not completed
Prepare a plan for improving program and project oversight of States.	Action taken, but not completed
Devise efficiency measures to show that program delivery is cost-effective.	Completed
Advocate amending the program's authorizing statute to establish an oversight program to monitor the effective and efficient use of funds.	Action taken, but not completed

Update on Follow-up Actions:

FHWA is working to improve the stewardship of its grant dollars, but still needs to take further steps. In its reauthorization bill, FHWA has proposed several methods for improving project management, though Congress has not yet passed this legislation. Additionally, for 2004, the Department's auditors have identified a material weakness regarding FHWA's need to establish stronger financial and cost controls over grant funds awarded to states. DOT is preparing a plan to address to the stewardship issues raised by its auditors.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
32,728	32,926	33,167

Program: *Formula Programs - Section 5307 and 5309*

Rating: *Effective*

Program Type: *Block/Formula Grant*

Agency: *Department of Transportation*

Bureau: *Federal Transit Administration*

Program Summary:

The Federal Transit Administration's (FTA) Urbanized Area and Fixed Guideway Modernization Formula Grant program provides funding to help local transit agencies to maintain and improve public transit service and infrastructure in urbanized areas, as designated by the US Census.

FTA's Formula Grant program is administered effectively and has made some significant improvements in the services provided by the local transit agencies. FTA's performance measures focus on outcomes such as increased mobility and accessibility for all Americans, and improvement of the transportation infrastructure. In addition, FTA also tracks its customer service, such as grant processing times. FTA uses a variety of performance monitoring systems to both track and enforce cost, schedule and performance results by FTA staff and its grantees. Through its executive core accountabilities, FTA senior staff members are held accountable for FTA's overall performance. Specifically, the evaluation has found that the Formula Grant program has--

- Exceeded its goal of improving access to public transportation (bus and rail) for people with disabilities;
- Stabilized or in some cases made modest improvements in the infrastructure of local transit agencies;
- Limited impact on overall ridership. However, FTA has made some improvement since 2002.

In response to these findings, the Administration will work with FTA to evaluate ways to improve national ridership rates and to ensure that FTA continues to administer the grants efficiently.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Ridership - Average percent change in transit boardings per transit market (150 largest transit agencies), adjusted for changes in employment levels (new measure with target starting 2003)	Baseline	2002	.2
	2003	2.0	1.2
	2004	2.0	.7
	2005	1.0	
Long-term Measure: Accessibility - Increase the percentage of bus fleet that are ADA compliant (lift-equipped, ramp-equipped, or low floor).	2002	86%	90%
	2003	89%	93%
	2004	92%	95%
	2005	95%	
Long-term Measure: Accessibility - Increase the percentage of key rail stations that are ADA compliant.	2002	68%	77%
	2003	79%	82%
	2004	89%	82%
	2005	84%	

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
4,427	5,384	5,024

Program: *Hazardous Materials Transportation*

Agency: *Department of Transportation*

Bureau: *Research and Special Programs Administration*

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Number of serious hazardous materials incidents.	2003	515	485
	2004	509	450 (est.)
	2006	498	
	2008	488	
Annual Measure: Hazmat responders trained. This measure reflects one aspect of the universe of DOT activities conducted to achieve the DOT-wide goal of reducing serious hazardous materials incidents.	2003	200,000	204,000
	2004	200,000	204,350
	2005	200,000	
	2006	200,000	
Annual Measure: Emergency plans completed. This measure reflects one aspect of the universe of DOT activities conducted to achieve the DOT-wide goal of reducing serious hazardous materials incidents.	2003	3,000	2,423
	2004	3,000	2,512
	2005	3,000	
	2006	3,000	

Recommended Follow-up Actions	Status
Schedule a comprehensive program evaluation to be conducted in FY 2007.	Action taken, but not completed
Develop a closer linkage between this program's performance goals and grantee's performance goals, either through legislative or administrative means.	Action taken, but not completed

Update on Follow-up Actions:

Guidance will be sent in FY 2005 to Emergency Preparedness Grants recipients to forge a closer link between the program's and the grantees' performance goals. By September 30, 2005, a program evaluation plan will be developed which will define the scope of the evaluation, the questions to be answered, who will conduct the evaluation, and a timetable for completion.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
14	14	14

Program: *Maritime Security Program*

Agency: *Department of Transportation*
Bureau: *Maritime Administration*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of DOD-required shipping capacity (both commercial and government-owned) complete with crews available within mobilization timelines	2003	94%	96%
	2004	94%	94%
	2005	94%	94%
	2006	94%	
Annual Measure: Ship capacity [in thousands of twenty-foot container equivalent units (TEUS)] enrolled in the Maritime Security Program available to meet DOD's requirements for intermodal, commercial sealift capacity	2004	116	129
	2005	116	
	2006	130	

Rating: *Effective*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The Maritime Security Program (MSP), run by the Maritime Administration (MarAd) provides funding to private, commercial carriers to ensure that cargo vessels can be made available to support the Department of Defense and fulfill national security requirements when necessary. MSP also helps maintain a US presence in international maritime commerce.

The MSP was established in 1996 in response to the inefficiencies of a preceding program. Unlike its predecessor, MSP eliminated complicated reimbursement schemes and replaced it with a set subsidy per vessel which is capped by law. As a result, MSP reduced the number of people necessary to run the program from 30 to 4. The PART evaluation found the following -

- MSP is an effective program that targets its resources to vessels that are militarily useful in times of need.
- However, while MSP compares favorably with its predecessor, the current program needs to develop a better measure that tracks whether program execution needs improvement.

In response to these findings, the Administration will work with MarAd and the Department of Transportation to ensure that MSP remains responsive to the cargo capacity needs of the Department of Defense. For example,

1. MarAd has developed and will include in the Budget a new measure to track MSP's contribution to the total commercial sealift capacity requirement. This will also help DOT evaluate whether the current mix of vessels in the MSP fleet are appropriate.
2. The Budget will also propose to give the MSP more flexibility in entering into contract with the commercial carriers so that the program can better meet the changing requirements of the Department of Defense.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
102	101	156

Program: *National Highway Traffic Safety Administration Grant*

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Agency: *Department of Transportation*

Bureau: *National Highway Traffic Safety Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Fatalities per 100 million vehicle-miles of travel (VMT)	1999	1.6	1.6
	2000	1.5	1.5
	2001	1.5	1.51
	2002	1.4	1.5
Annual Measure: Injured persons per 100 million vehicle-miles of travel	1999	127	120
	2000	116	116
	2001	113	109
	2002	111	N/A
Annual Measure: Percentage of front occupants using seat belts	1999	80%	67%
	2000	85%	71%
	2001	86%	73%
	2002	75%	75%

Recommended Follow-up Actions	Status
Establish criteria for receiving grants that creates links between performance of states and awarding incentive grants to states.	Action taken, but not completed
Propose to streamline and focus grants to address state fatality rates.	Action taken, but not completed

Update on Follow-up Actions:

NHTSA has made progress in implementing the PART recommendations. However, future progress is dependent on enactment of the Administration's SAFETEA proposal.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
224	227	469

Program: *New Starts*

Agency: *Department of Transportation*

Bureau: *Federal Transit Administration*

Rating: *Moderately Effective*

Program Type: *Competitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Percent of projects under Full Funding Grant Agreements that have current total cost estimates that do not exceed baseline cost by more than 5%. 25 projects are being tracked on a monthly basis. Historic data from 1997-2002 shows that of the 13 projects completed, two were over budget.	1997-2002	85%	85%
	2002	85%	85%
	2003	100%	100%
	2004	100%	92%
Annual Measure: Ridership: The percent change in transit passenger-miles traveled per transit market, adjusted for employment levels. (new measure of ridership established in FY 2003).	2001	N/A	4.3%
	2002	3.5%	2.9%
	2003	2.0%	.7%
	2004	2.0%	.7%

Recommended Follow-up Actions	*Status*
As FTA uses the new performance targets to measure performance, the 2006 budget submission will better reflect how funding impacts performance.	Completed
FTA submits a budget justification to the Congress that is aligned with performance for 2005.	Completed

Update on Follow-up Actions:

FTA completed its deliverables and completed a performance-based budget for 2005.

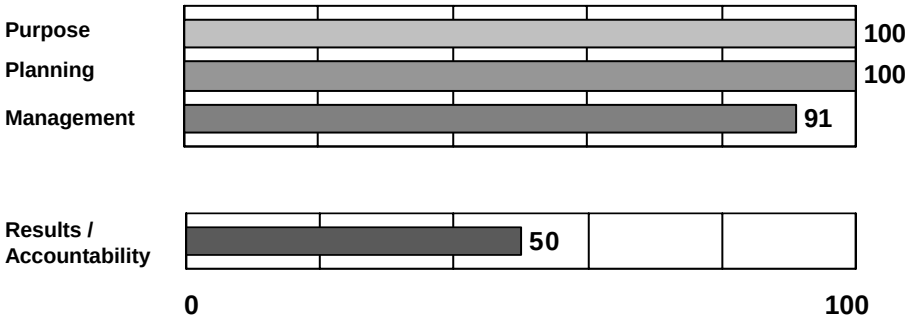
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,438	1,531	1,531

Program: *Operations and Programs*

Agency: *Department of Transportation*

Bureau: *Federal Motor Carrier Safety Administration*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Large Truck Fatalities per 100 million per Commercial Vehicle Miles Traveled (CVMT)	2003	2.19	2.23
	2004	2.07	2.29
	2005	1.96	
	2006	1.85	
Annual Measure: Number of Federal Compliance Reviews conducted annually.	2003	10,650	9,070
	2004	7,000	
	2005	8,000	
	2006	10,000	
Long-term Measure: Number of HAZMAT Incidents involving commercial motor vehicles	2003	430	376
	2004	419	
	2005	409	
	2006	399	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The Federal Motor Carrier Safety Administration's (FMCSA) Operation and Programs activities support the agency's administrative infrastructure, including safety enforcement and regulatory development.

FMCSA has provided detailed performance information demonstrating continued reductions in motor carrier fatalities; however the organization has not reached its annual targets in several key performance areas. Additional findings include:

- FMCSA's goal of reducing motor carrier-related fatalities directly links to the Department of Transportation's primary goal of improving transportation safety. FMCSA has set ambitious long-term targets for its goal of reducing motor carrier fatalities.
- Federal Motor Carriers is successful in coordinating its efforts to improve highway safety with other federal agencies contributing to the same goal, including the Federal Highway Administration and the National Highway Traffic Safety Administration.
- FMCSA has difficulty in demonstrating how its regulatory activities contribute to reaching its safety goals.

In response to these findings, the Administration will:

1. Develop and implement a comprehensive and recurring Regulatory Evaluation program. This program will provide a comprehensive review of Agency regulations to evaluate their timeliness and effectiveness in improving Agency performance.
2. Develop and implement a comprehensive Quality Assurance Program to ensure Agency programs and practices are consistent, standardized and applied in a timely manner.

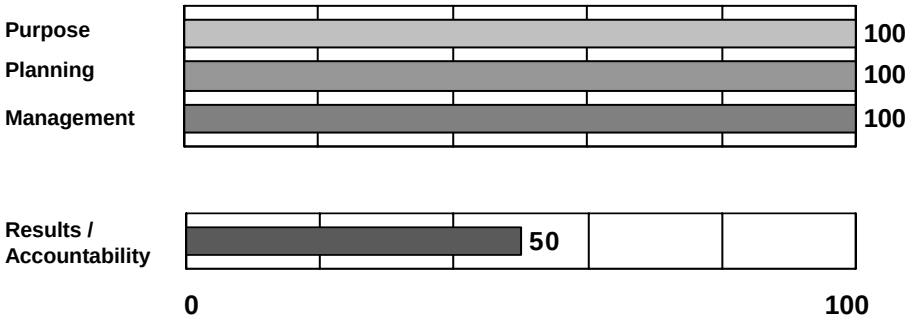
Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
175	229	233

Program: *Operations and Research*

Agency: *Department of Transportation*

Bureau: *National Highway Traffic Safety Administration*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Highway fatality rate per 100 million vehicle miles traveled (VMT).	2003	1.40	1.48
	2004	1.38	
	2005	1.38	
	2008	1.0	
Annual Measure: Percent of vehicle occupants using safety belts.	2003	78%	79%
	2004	79%	80%
	2005	80%-85%	
	2006	82%	
Annual Measure: Fatality rate in high blood alcohol content (0.08+) crashes per 100 million Vehicle Miles Traveled	2003	0.53	.51
	2004	0.53	.51
	2005	0.53	
	2006	0.51	

Rating: *Moderately Effective*

Program Type: *Regulatory Based, Research and Development*

Program Summary:

The Operations and Research program seeks to advance highway safety through research and regulations concerning vehicle technologies and human behavior. This program is focused on researching vehicle safety countermeasure technology, researching behavioral safety countermeasures, issuing vehicle safety regulations and investigating vehicle defects.

The Operations and Research Program has made progress in reducing the highway fatality rate, but not enough for DOT to achieve its annual targets. Additional findings include:

- NHTSA has set ambitious long-term goals that directly link to DOT' s long-term passenger vehicle occupant fatality goal.
- During the past three years, DOT has not reached its annual performance goal for reducing highway fatalities, however the overall fatalities rate reached the lowest ever in 2003.
- The program recently implemented a systematic review of all of its current vehicle safety regulations (FMVSSs) over a seven-year period. This will help NHTSA ensure that its regulations are up-to-date and eliminate any weaknesses in its rules.

In response to these findings, the Administration will:

1. Increase funding for fatality data analysis to ensure that DOT has timely and accurate fatalities statistics.
2. Conduct a review of completed safety evaluations to determine the effectiveness of programs in contributing to safety goals.
3. Implement its Motorcycle Safety Program Plan to identify methods and strategies for improving motorcycle safety.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
112	278	285

Program: *Pipeline Safety*

Agency: *Department of Transportation*

Bureau: *Pipeline and Hazardous Materials Safety Administration*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Number of pipeline natural gas incidents and hazardous liquid accidents.	2003	327	369
	2004	310	393
	2005	295	
	2006	280	
Long-term Measure: Tons of oil and hazardous liquid materials spilled per million ton-miles shipped by pipelines (including highly volatile liquids).	2003	0.0134	.0129
	2004	0.0126	.0102
	2005	0.0118	
	2006	0.0110	
Annual Measure: Number of all pipeline incidents caused by excavation damage.	2003	102	106
	2004	97	89
	2005	92	
	2006	87	

Rating: *Moderately Effective*

Program Type: *Regulatory Based, Block/Formula Grant, Research and Development*

Program Summary:

The pipeline safety program, which is administered by the Department of Transportation's Office of Pipeline Safety, ensures the safe, reliable, and environmentally sound operation of the Nation's pipeline system. The program includes regulatory, inspection, enforcement, training, and research and development activities.

The assessment found that the program has made significant progress in recent years toward meeting long-term and annual goals, but overall could continue to improve strategic planning for the program. Additional findings include:

- Recent independent evaluations have indicated that the program is improving its effectiveness, but advised that the program continue working to enhance performance for gas transmission pipelines and enforcement.
- Program partners submit performance data, but a clear linkage between the data submitted and the program's long-term and annual goals needs to be established.
- The program has demonstrated improved efficiency and cost effectiveness by using a risk-based approach, focusing on high consequence areas (HCAs) to maximize available resources. The program is developing baseline data for an efficiency measure to assess the results of this approach.

In response to these findings, the Administration will:

1. Enhance program resources for States to address the performance of gas transmission pipelines. The Administration also will allocate resources to provide improved technical oversight and evaluation of program partners.
2. Include language in pipeline safety grant agreements and other transactions to ensure State program partners commit to and report on the program's long-term and annual goals.
3. Finalize a program-wide strategic plan, including research and development activities.
4. Develop and collect baseline data for two efficiency measures related to enforcement actions and costs of implementing the Integrity Management Program in HCAs.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
101	116	92

Program: *Railroad Safety Program (RSP)*

Agency: *Department of Transportation*

Bureau: *Federal Railroad Administration*

Rating: *Moderately Effective*

Program Type: *Regulatory Based*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Rail-related Fatalities Per Million Train Miles	2003	1.25	1.16
	2004	1.20	1.16
	2005	1.18	
	2006	1.15	
Annual Measure: Rail-related Injuries Per Million Train Miles	2003	14.8	12.13
	2004	11.56	10.95
	2005	11.11	
	2006	10.68	
Annual Measure: Train Accidents Per Million Train-Miles	2003	3.63	4.0
	2004	3.6	3.98
	2005	3.59	
	2006	3.58	

Recommended Follow-up Actions	***Status***
Seek funding for tools, including a track geometry vehicle and a dedicated training facility, to make FRA safety inspectors more effective and efficient.	Action taken, but not completed
Develop an efficiency measure for the rail safety program.	Completed
Schedule an independently conducted evaluation of program effectiveness.	Completed

Update on Follow-up Actions:

FRA has requested and Congress has appropriated funding for new rail safety tools, including a new track geometry measurement car. Additionally, FRA has developed an efficiency measure that compares the portion of resources devoted to "overhead" functions to programmatic functions. Further, FRA now has a schedule for hiring independent reviewers to evaluate elements of the safety program on a five-year rolling basis, with the first evalution to be done in FY 2005.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
143	157	148

Program: *Regulation & Certification*

Agency: *Department of Transportation*
Bureau: *Federal Aviation Administration*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Reduce the number of Fatal Air Carrier Accidents per 100,000 departures by 80%, from a three-year average baseline (1994-1996) to 0.010.	2003	.033	.024
	2004	.028	.022
	2005	.023	
	2006	.018	
Long-term Measure: By FY 2008, reduce the number of general aviation and nonscheduled Part 135 fatal accidents to no more than 325 (from 385, which represents the average number of fatal accidents for the baseline period of 1996-1999)	2003	374	366
	2004	349	267
	2005	343	
	2006	337	
Long-term Measure: Reduce the number of accidents in Alaska from 130, which represent the average number of fatal accidents for the baseline period of 2000-2002, to 104 by FY 2008.	2004	125	63
	2005	120	
	2006	115	
	2007	110	

Rating: *Moderately Effective*

Program Type: *Regulatory Based*

Program Summary:

The Aviation Regulation and Certification (AVR) organization at the Federal Aviation Administration provides safety and regulatory oversight of the aviation industry.

The assessment indicates that the Aviation Regulation and Certification organization is effective and achieves results and has well defined short and long-term goals. Additional findings include:

- AVR has specific long-term performance measures that are tied to multi-year objectives that are linked to FAA's strategic plan.
- Program lacks efficiency measures and targets but is in the process of implementing such measures.
- Program maintains appropriate financial and management oversight of the program
- Program issues only those appropriate rules and regulations that are required to meet the goals of the program – without over-regulating – while taking into consideration cost versus benefits and public/stakeholder issues.

In response to these findings, the Administration will:

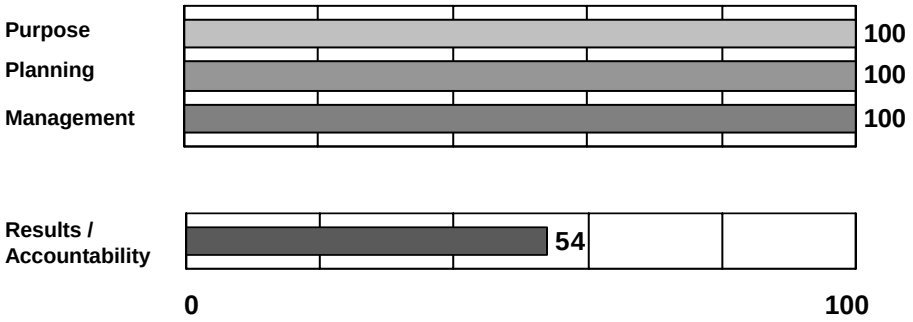
1. Develop efficiency metric to measure cost to develop a rulemaking in FY 2005.
2. Conduct look-back study in FY 2005 to determine if rule maximized net benefits.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
871	903	942

Program: *Research and Development*

Agency: *Department of Transportation*
Bureau: *Federal Railroad Administration*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Train accident rate (total number of train accidents versus train miles in millions)	2002	4.06	3.76
	2003	3.63	3.94
	2004	3.60	
	2005	3.59	
Long-term Measure: Number of deliverable research products, innovations, and technologies relating to equipment and operating practices that support DOT and FRA rail safety goals.	2002		2
	2003		2
	2004	2	
	2005	3	
Long-term Measure: Number of deliverable research products, innovations and technology relating to track and infrastructure that support DOT and FRA rail safety goals.	2002		2
	2003		2
	2004	2	
	2005	3	

Rating: *Moderately Effective*

Program Type: *Research and Development*

Program Summary:

The R&D program conducts work that supports the Federal Railroad Administration' s (FRA) regulatory safety mission and that enhances the railroad system as a national transportation resource.

The PART evaluation found that FRA is generally well-managed and produces relevant research. Specifically, the PART revealed:

- The program conducts applied research that produces technologies and innovations that can be directly adopted by the rail industry.
- FRA' s research findings often guide the development of its rail safety regulations. The research interests of FRA and the rail industry sometimes diverge, particularly regarding research that could affect safety regulations.
- FRA frequently follows R&D management " best practices," including seeking stakeholder input on research agendas and using outside merit reviews of research outcomes. However, FRA does not employ a systematic method for engaging stakeholders and conducting evaluations of projects.
- From budget and performance documents, it is not clear how individual research projects support the department' s and program' s strategic goals. The program also lacks a systematic process tracking budget and timeliness targets.

In response to these findings, the Administration will:

1. Develop a strategic framework for managing the program and its component research projects. This would involve developing multi-year R&D program plans that contain detailed schedule and budget information; clear explanations of how research projects support FRA performance goals; standard procedures for soliciting stakeholder input on setting research agendas; and standard procedures for obtaining merit reviews of work performed and funded by FRA.
2. Request $150,000 in the FY 2006 budget for staff and resources to coordinate this effort.
3. Include in FRA' s annual performance reports a numeric chart showing progress made towards achieving performance goals at the R&D project level.
4. Develop process for tracking " on-budget" and " on-schedule" efficiency measures.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
37	44	51

Program: *Research, Engineering & Development*

Agency: *Department of Transportation*

Bureau: *Federal Aviation Administration*

Rating: *Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Turbulence-forecast products developed (linked to long-term target to develop five new turbulence forecast products by 2008)	2002	1	1
	2004	1	1
	2006	1	
	2007	1	
Annual Measure: In-flight icing and freezing precipitation aloft products developed (linked to long-term target to develop six new in-flight icing and freezing precipitation products by 2008).	2002	1	1
	2006	1	
	2007	1	
	2008	1	
Long-term Measure: New technologies, procedures, test methods, and criteria developed for preventing accidents that result from hidden in-flight fires and fuel tank explosions.	2008	1	
	2005	0	
	2006	0	

Recommended Follow-up Actions	Status
Continue to work with NASA to ensure there is no duplication of effort and that resources are focused on high-priority national research goals.	Completed
In 2004, implement a new cost accounting system that will allow R,E&D to view financial plans at various reporting levels in real-time.	Action taken, but not completed
Include efficiency measures and targets in the FY 2005 President's Budget.	Completed

Update on Follow-up Actions:

FAA will continue to work with NASA and other partners on its research efforts. Also, the cost accounting system is under development and data will be available in FY 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
137	165	146

DEPARTMENT OF THE TREASURY

PART ASSESSMENTS

Program: *Administering the Public Debt*

Agency: *Department of the Treasury*

Bureau: *Bureau of the Public Debt (BPD)*

Rating: *Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percentage of retail customer service transactions completed within: 4 weeks in 2001; 3 weeks in 2002 and 2003; and 13 days in 2004 and 2005.	2002	90%	98.3%
	2003	90%	99.8%
	2004	90%	90%
	2005	90%	
Annual Measure: Percent of auction results released in: one hour in 2001; 25 minutes in 2002; six minutes in 2003; and four minutes in 2004 and 2005.	2002	95%	99.5%
	2003	80%	96.5%
	2004	95%	95.0%
	2005	95.0%	

Recommended Follow-up Actions	*Status*
Continue to improve annual performance targets.	Completed
Develop long-term performance measures and goals for inclusion in the 2005 budget.	Completed
Set interim targets for long-term performance goals.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
173	175	177

Program: *African Development Fund*

Agency: *Department of the Treasury*

Bureau: *International Affairs*

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Primary education enrollment rates (baseline and targets under development)			
Long-term Measure: Extreme poverty and malnutrition rates (baseline and targets under development)			

Recommended Follow-up Actions	*Status*
Request $118 million in 2005 for the third of three annual installments under the AfDF-IX replenishment agreement. By signing onto the agreement, the U.S. committed to provide $118 million annually for three years (2003-2005).	Completed
Closely monitor the Bank's progress in implementing the results measurement and results-based management systems, particularly the development of short-term performance measures, targets, and baselines ' and long-term targets and timeframes -- by September 2004.	Action taken, but not completed
Continue to press AfDF and other donors to increase the amount of grants that the AfDF provides.	Action taken, but not completed

Update on Follow-up Actions:

The Administration requested $118 million for FY 2005, but Congress only appropriated $105 million. Treasury continues to seek reforms to improve African Development Fund (AfDF) results and performance measurements. Treasury has met deadlines to see that US proposals for reform are incorporated into AfDF's current replenishment negotiations.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
112	105	136

Program: *ATF Consumer Product Safety Activities*

Rating: *Adequate*

Program Type: *Regulatory Based*

Agency: *Department of the Treasury*

Bureau: *Bureau of Alcohol, Tobacco and Firearms*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: The percentage of Certificate of Label Approvals issued, by initiating electronic application and approval procedures	2003	10%	3%
	2006	18%	
	2008	22%	
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Recommended Follow-up Actions	***Status***
Establish clear guidelines and procedures to insure that goals are very specific. Establish written guidelines and supporting documentation for all aspects of the program.	Action taken, but not completed
Refine performance measures to more accurately reflect the goals and achievements of the program.	Action taken, but not completed

Update on Follow-up Actions:

The Alcohol and Tobacco Tax and Trade Bureau (TTB) was created in early 2003 when the Homeland Security Act transferred the majority of the functions of the Bureau of Alcohol, Tobacco, and Firearms to the Department of Justice. This program was PARTed prior to the transfer. The new TTB has developed a Strategic Plan with associated goals and objectives, but it is still working to refine its performance measures. TTB will refine its measures by March, 2005.

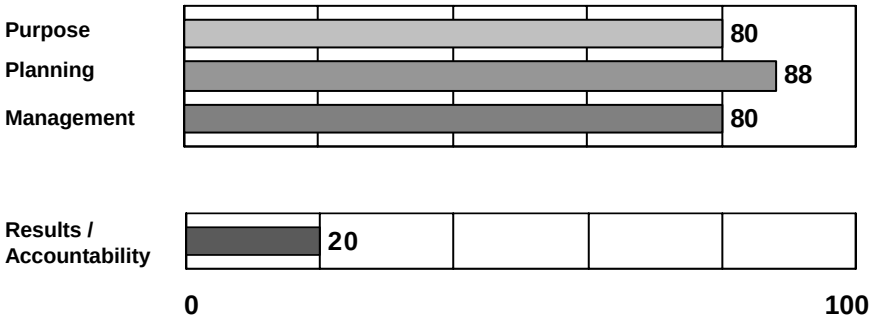
Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
20	37	41

Program: *CDFI Fund: Financial and Technical Assistance*

Agency: *Department of the Treasury*

Bureau: *CDFI Fund*



Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percent of CDFIs that increased their total assets	2010	80%	
Annual Measure: Percent of CDFIs that increased their total assets over the previous year	2004	50%	67%
Annual Measure: Amount of private and non-CDFI Fund investment that CDFIs leverage with the CDFI Fund financial assistance awards	2003	$1.0 B	$1.6 B
	2004	$669 M	$2.6 B

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The Financial and Technical Assistance program assists community development financial institutions (CDFIs) to provide credit, capital and related services to residents of low-income communities.

The assessment found that the program has some unique aspects but its community and economic development mission is similar to numerous other Federal programs (e.g. Commerce's Economic Development Administration and HUD's CDBG program). In addition, the program has ambitious long-term and annual measures but has not had the opportunity to demonstrate success in accomplishing its long-term goals.

In response to these findings, the Administration proposed to consolidate the Financial and Technical Assistance program into new community and economic development program to be administered by the Department of Commerce. The new program would be designed to achieve greater results and focus on communities most in need of assistance.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
38	32	0

Program: *Coin Production*

Agency: *Department of the Treasury*

Bureau: *United States Mint*

Rating: *Effective*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Efficiency Measure: Conversion costs per 1,000 coin equivalents This measures production cost efficiency.	2003	$9.96	$9.96
	2004	$9.78	$7.93
	2005	$7.03	
	2006	$7.02	

Recommended Follow-up Actions	*Status*
Reducing the maintenance down time of coin manufacturing machinery.	Action taken, but not completed
Establishing a performance target to reduce the time required to process raw materials into finished goods.	Completed

Update on Follow-up Actions:

In order to reduce maintenance down time of coin manufacturing currency, the Mint is implementing an information system in manufacturing facilities that allows the Mint to identify, quantify, and analzye equipment downtime and implement improvements.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
431	481	480

Program: *Debt Collection*

Rating: *Effective*

Program Type: *Direct Federal*

Agency: *Department of the Treasury*

Bureau: *Financial Management Service (FMS)*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: By 2010, there will be $3.5 billion collected annually from delinquent debt referrals.	2003	$2.8 billion	$3.10 billion
	2004	$2.9 billion	$3.0 billion
	2005	$3.0 billion	
	2006	$3.1 billion	
Annual Measure: Amount of delinquent debt collected through all available tools.	2003	$2.8 billion	$3.10 billion
	2004	$2.9 billion	$3.0 billion
	2005	$3.0 billion	
	2006	$3.1 billion	
Annual Efficiency Measure: Percentage of delinquent debt referred to FMS for collection compared to amount eligible for referral.	2003	85%	92%
	2004	90%	0.99
	2005	92%	
	2006	0.93	

Recommended Follow-up Actions	***Status***
Develop a more ambitious long-term performance measure.	Completed
Set interim targets and describe interim actions necessary to achieve the long-term performance measure.	Completed
Propose legislation to increase and enhance debt collection opportunities.	Completed

Update on Follow-up Actions:

The Administration sought legislative authority for following debt collection initiatives: 1) Allow Treasury to match information about persons who owe delinquent debt to the Government with information contained in the HHS National Directory of New Hires; 2) Increase amounts levied from vendor payments (from 15 percent to 100 percent) to collect outstanding debts; 3) Allow the offset of Federal tax refunds to collect delinquent state UI overpayments; and 4) Eliminate the 10-year limitations period applicable to the offset of Federal non-tax payments to collect debt owed to Federal agencies. Items 1 and 2 were enacted in the FY 2005 Omnibus Appropriations Act (P.L. 108-447) and the Jumpstart Our Business Strength Act (P.L. 108-357) respectively. Items 3 and 4 will be re-proposed in the FY 2006 Budget.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
64	44	50

Program: *Earned Income Tax Credit (EITC) Compliance*

Rating: *Ineffective*

Program Type: *Direct Federal*

Agency: *Department of the Treasury*

Bureau: *Internal Revenue Service*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percent of EITC dollars paid that should not have been paid This means that more than one dollar in four paid under EITC should not have been paid. (Targets under development)	1997		24 to 26%
	1999		27 to 32%
Annual Measure: Revenue protected, i.e., dollars incorrectly claimed by taxpayers that IRS either did not pay or later recovered ($ in billions) (Targets under development)	2001		1.169
Annual Measure: EITC returns audited	2003	349,000	412,837
	2004	364,000	437,500
	2005	371,315	
	2006	382,454	

Recommended Follow-up Actions	Status
IRS will delay refunds on returns deemed to be high risk for filing status or income errors while agents take action to resolve cases. High-risk returns will be identified by researching taxpayer historical compliance and by requiring new information on EITC returns.	Completed
IRS will require high-risk EITC applicants to pre-certify that the children claimed on their return are really qualifying children under EITC. Incorrectly claimed qualifying children have been a major source of EITC error. High risk applicants will be identified through databases such as the Federal Case Registry (information on child custody) and by focusing on taxpayers with characteristics linked to high error rates in compliance studies (e.g., relatives other than parents who claim a child for EITC purposes).	Action taken, but not completed

Update on Follow-up Actions:

In 2004, The IRS implemented its new strategy for high risk filing status and income error EITC returns. The IRS is currently evaluating the success of these efforts. The IRS is piloting its certification strategy for reducing EITC qualifying child errors to measure its impact on erroneous payments, participation rates and IRS costs. Once this pilot is complete, the Administration will decide whether or not to fully implement this program.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
197	165	169

Program: *Financial Management Service (FMS): FMS Collections*

Agency: *Department of the Treasury*

Bureau: *Financial Management Service*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of Federal revenue transactions processed electronically.	2003	36%	36%
	2004	38%	40%
	2005	42%	
	2006	47%	
Annual Measure: Percentage of the dollar amount of Federal collections made electronically.	2003	80%	80%
	2004	81%	81%
	2005	82%	
	2006	83%	
Annual Efficiency Measure: Reduction to the percentage increase in transaction costs in the Electronic Federal Tax Payment System (EFTPS) compared to the FY 2002 baseline of 8.8%	2004	70%	100%
	2005	65%	
	2006	65%	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The Financial Management Service' s (FMS) Collections program provides a centralized consolidated governmentwide service to all Federal agencies to collect, deposit, and account for Federal revenue (taxes, duties, fees, fines, sales, leases, loan repayments, donations, etc.). The Collections program is operated by a network of commercial financial institutions and Federal Reserve Banks and provides a means for individuals and organizations, including citizens, businesses, state and local governments, nonprofits, foreign governments and individuals, and other entities, to remit funds to the Government.

The assessment found that the program:

- Has a clear purpose; is well designed; and is well managed;
- Meets its annual performance targets; and
- Effectively collects, deposits, and accounts for approximately $2.3 trillion in revenue on behalf of Federal agencies each year.

However, the program must develop stronger policies and techniques to convince its program partners - - customer Federal agencies and agent commercial banks - - to work toward achieving the long-term goals of the program.

In response to these findings, the Administration will:

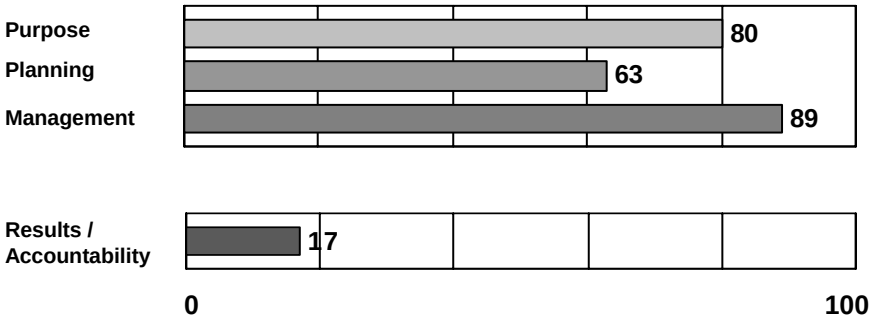
1. Work with program partners to explore opportunities to better reduce paper-based collections; and
2. Provide 2006 funding at the same level as in 2005 (excluding funding received for services provided to other Federal agencies).

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
17	20	17

Program: *Global Environment Facility*

Agency: *Treasury Department*
Bureau: *International Affairs*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Increase biodiversity area (million hectares) under protection and/or improved management			
Long-term Measure: Eliminate persistent organic pollutants (tons of POPs)			
Long-term Measure: In the very long term, stabilize CO2 emissions (tons).			

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Program Summary:

The Global Environment Facility (GEF) is an international financial institution that helps developing countries fund projects and programs that benefit the global environment. The GEF funds projects related to climate change, international water, biodiversity, land degradation, the ozone layer, and persistent organic pollutants. Projects must be endorsed by the government of the country in which the project is implemented. GEF funding, which is primarily grants, is intended to cover only the incremental cost of a project that is related to its global environmental benefit. The GEF aims at leveraging additional funding for projects from private sector and other sources.

Although the GEF has produced some positive results, it is difficult to assess the overall performance of the GEF. The GEF has put in place some reforms requested by the U.S., but still has to make progress in several areas:

- The GEF has not yet implemented a performance-based allocation system (PBAS) as promised during the most recent donor replenishment agreement for the GEF (called GEF-3). While project selection focuses on global benefits, projects are funded in the order in which they are proposed and not on the basis of relative country performance or environmental benefit.
- GEF funds should be focused on countries with the greatest potential benefits to the global environment and the best policy performance.
- The GEF needs to pay greater attention to cost-effectiveness.
- While the GEF has long-term performance goals, several are rather general, such as conserving biological diversity; many do not have established baselines; and several goals lack time-frames.
- GEF annual measures are mainly process rather than outcome oriented.
- The GEF needs to undertake more rigorous evaluations of its projects' performance and donors should tie a portion of their replenishment contributions to key outcomes.

In response to these findings, Treasury, which represents the Administration at the GEF, continues to seek agreement by management and member countries to implement a performance-based allocation system at the GEF.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
138	107	108

Program: *International Development Association*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Agency: *Department of the Treasury*

Bureau: *International Affairs*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Universal primary education (Ensure that by 2015 children everywhere will be able to complete a full course of primary schooling)	2015	100%	
Annual Measure: Measles immunization rate	2002		58%
Indicator of progress in health	2004	60%	
Annual Efficiency Measure: Reduction in number of days required for business start-up	2002		81
Indicator of progress in private sector development	2004	75	

Recommended Follow-up Actions	***Status***
By signing on to the IDA-13 replenishment agreement, the U.S. committed to provide $850 million annually for the next three year (2003 through 2005). The Administration is also requesting $27 million in 2004 to clear some of the $73 million in arrears that the U.S. owes IDA.	Completed
The Administration will request an additional $100 million for IDA in 2004 if IDA meets specific performance benchmarks and an additional $200 million for IDA in 2005 if IDA makes satisfactory progress in the areas of health, education, and private sector development.	Completed
The Administration will continue to press IDA and other donors to increase the amount of grants that IDA provides.	Action taken, but not completed

Update on Follow-up Actions:

In 2004, Congress provided $908 million for IDA, including part of the requested $100 million performance-related incentive payment. In 2005, Congress provided $843 million, excluding the requested incentive payment. Treasury continues to seek reforms to improve IDA results and performance measurements. US proposals for reform and increased grants and new performance measures are incorporated into IDA's current replenishment negotiations.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
908	843	950

Program: *IRS Tax Collection*

Agency: *Department of the Treasury*

Bureau: *Internal Revenue Service*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Measure Under Development			
Annual Measure: Taxpayer Delinquent Accounts case closures (field cases) These are cases where taxpayers have not paid known tax debts.	2003	714,000	880,939
	2004	892,460	949,521
	2005	1,050,000	
	2006	1,183,000	
Annual Measure: Field Collection Quality (Percent of cases meeting strict standards for process and treatment of taxpayers)	2003	87%	84.2%
	2004	86%	82.0%
	2005	84%	
	2006	85%	

Recommended Follow-up Actions	*Status*
The Budget includes funding for 537 new collection employees.	Action taken, but not completed
Reengineering and technology modernization efforts are ongoing to introduce risk-based approaches to target specific taxpayers with the most effective collection procedure (i.e., notice, phone call, or field visit).	Action taken, but not completed
The Budget includes a legislative proposal to allow IRS to hire private collection contractors to secure payment in some cases. The legislation includes strong taxpayer rights protections. The contractors will be paid from receipts based on actual collections.	Completed

Update on Follow-up Actions:

The 2004 and 2005 budgets both included collection staffing increases. However, due to reductions in the enacted levels and higher than budgeted pay raises; IRS has been unable to significantly increase collection staffing. IRS has raised productivity in collection. Delinquent tax account closures per staff year in its Automated Collection System increased by 14 percent between 2003 and 2004. Its technology modernization effort will further improve productivity. Legislation passed in late 2004 allowing IRS to use private collection contractors to help secure tax payments. IRS will ensure that taxpayer rights are protected as it implements this new tool.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,773	1,826	2,015

Program: *IRS Taxpayer Advocate Service*

Agency: *Department of the Treasury*
Bureau: *Internal Revenue Service*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Case Closure to Receipt Ratio (Shows the Advocate's ability to keep up with its taxpayer problem case workload. Greater than 100 percent indicates case inventory is dropping.)	2003	100%	105%
	2004	100%	101%
	2005	100%	
	2006	100%	
Long-term Measure: Casework Quality (Quality based on independent evaluation of eight quality standards for a random sample of Advocate taxpayer problem cases.)	2003	90%	84.7%
	2004	90%	90.5%
	2005	91%	
	2006	92%	
Long-term Measure: Customer Satisfaction with Advocate Assistance (Based on random surveys, 5-point scale with 1 = very dissatisfied and 5 = very satisfied.)	2003		4.30
	2004		4.30
	2005	4.35	
	2006	4.40	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The Office of the Taxpayer Advocate (the Advocate) was established in legislation to solve taxpayer problems when normal Internal Revenue Service (IRS) systems have failed to treat taxpayers fairly. It serves as an independent advocate within the IRS to resolve individual taxpayer problems and to propose solutions to systemic problems. In 2004, the Advocate helped 165,622 taxpayers resolve problems with IRS and made numerous recommendations to the IRS and Congress to improve tax administration and laws.

The assessment found that the Advocate has improved its performance in the past few years:

- Case quality (measured through random case reviews) has improved from 71 percent in 2001 to 90.5 percent in 2004.
- Taxpayer hardship cases caused by systemic IRS problems have declined as the Advocate has worked with IRS program managers to improve processes.
- The program needs to improve its financial information – an IRS-wide problem – and its ability to measure the unit cost of its processes.
- During the PART process, the Advocate set long-term goals and developed an efficiency measure for this program.

To further improve this program, the Advocate will:

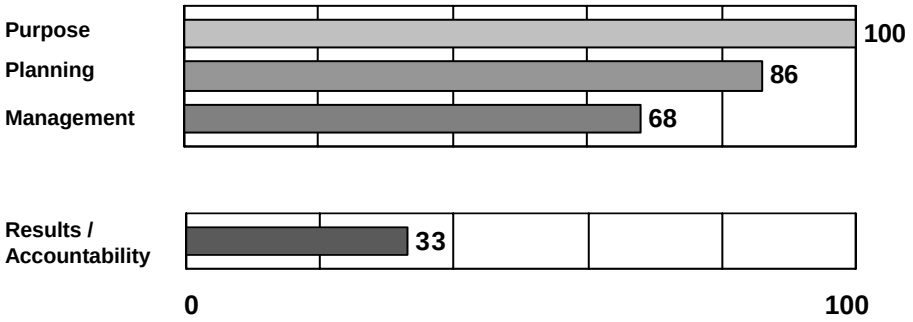
1. Develop a unit cost measure for its casework by 2006.
2. Explore other means to measure its effectiveness in solving systemic problems leading to taxpayer hardship.
3. Improve financial information as part of the IRS-wide financial management improvements.
4. Further improve case quality.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
166	170	174

Program: *IRS Taxpayer Service*

Agency: *Department of the Treasury*
Bureau: *Internal Revenue Service*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Telephone Level of Service (The percent of time that taxpayers calling IRS toll-free operations successfully reach a live assister.)	2003	72%	80%
	2004	83%	87%
	2005	82%	
	2006	82%	
Long-term Measure: Tax Law Accuracy for Telephone Service (Percent of answers provided by IRS telephone assisters on tax law questions which are accurate.)	2003	86%	82%
	2004	85%	80%
	2005	82%	
	2006	84%	
Long-term Measure: Tax Law Accuracy for Walk-in Service (Percent of answers provided by IRS field assisters which are accurate.)	2003		75%
	2004	80%	75%
	2005	81%	
	2006	82%	

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The purpose of the Taxpayer Service program is to reduce taxpayer burden by providing assistance on tax law and account issues in a professional and courteous manner. In 2004 the Internal Revenue Service (IRS) answered 69 million calls, served 7.7 million taxpayers in walk-in offices, and had 739 million downloads from its web site.

The assessment found that IRS has significantly improved taxpayer service and maintained high levels of customer satisfaction in recent years.

- In 2001 IRS was able to answer only 62 percent of taxpayer calls. In 2004, IRS had improved this to 87 percent with a 94 percent customer satisfaction rate.
- Taxpayer Service continues to have trouble with the accuracy of answers. In 2004, IRS estimates only 80 percent of tax law calls were answered accurately. Accuracy is a significant challenge given the complexity of the tax code.
- The program needs to set long term goals, improve its financial information – an IRS-wide problem – and improve its ability to measure the unit costs of each of its taxpayer service processes.
- IRS has developed a strong set of balanced measures (quality, customer satisfaction and results) to understand its taxpayer service performance. During the PART process IRS added an efficiency measure (customer contacts per staff year) for this program.

To further improve this program, the IRS will:

1. Set long term goals for all programs during 2005.
2. Convert its efficiency measures to cost based rather than staff year based metrics as accounting systems improve and use them in the 2007 performance budget (e.g., cost per call answered). IRS will also add efficiency measures for each taxpayer service process for internal management purposes.
3. Use customer satisfaction measures in its published performance budget.
4. Explore the mix of service options (phones, walk-in, internet, volunteer services) to ensure that the most efficient and effective means is used to deliver service.
5. Improve the accuracy of information provided to taxpayers.
6. Research the impact of taxpayer service programs on voluntary compliance.
7. Improve financial information as part of the IRS-wide financial management improvements.
8. The Budget streamlines taxpayer service programs by reducing dependence on walk-in service centers and increasing reliance on more efficient telephone and internet service.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
2,361	2,329	2,254

Program: *New Currency Manufacturing*

Agency: *Department of the Treasury*

Bureau: *Engraving & Printing*

Rating: *Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Currency shipment discrepancies per million notes. This measure refers to product overages or underages of as little as a single currency note in shipments of finished notes to the Federal Reserve Banks.	2002	0.01	0
	2003	0.01	0
	2004	0.01	0
	2006	0.01	
Annual Efficiency Measure: Manufacturing cost per 1,000 new design currency notes delivered (in dollars).	2002	$35.75	$34.91
	2003	$37.40	$37.04
	2004	$42.00	$35.8
	2006	$37.50	
Annual Measure: Maintain ISO Certification. ISO Certification signifies that the certified organization follows a rigorous quality control program under stringent international standards.	2002	certified	certified
	2003	certified	certified
	2004	certified	certified
	2006	certified	

Recommended Follow-up Actions	*Status*
BEP will closely monitor its design and overhead costs related to the manufacture of New Currency to ensure the most efficient production and distribution of future denominations.	Action taken, but not completed
BEP will continue working with Federal partners to assess the impact of New Currency on counterfeiting performance measures across government.	Action taken, but not completed

Update on Follow-up Actions:

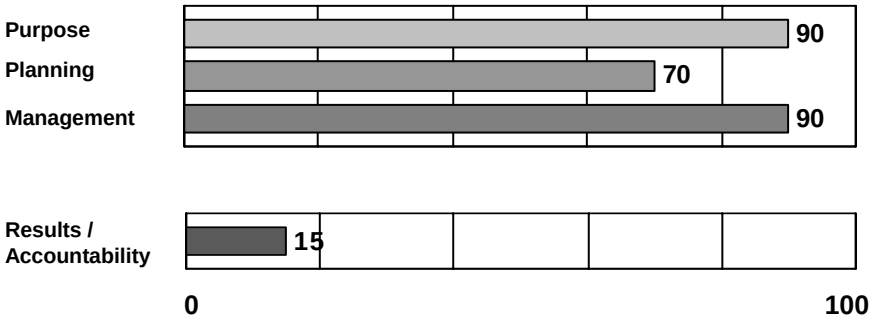
BEP is working closely with the Advanced Counterfeit Deterrence (ACD) Steering Committee to evaluate future design proposals based on cost-benefit analysis and best value considerations to control design and overhead costs. The ACD committee, which includes the Federal Reserve and the Secret Service, also meets regularly to determine and report on the effectiveness of current counterfeit deterrence features.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
340	345	410

Program: *New Markets Tax Credit*

Agency: *Department of the Treasury*
Bureau: *Domestic Finance/CDFI Fund*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Community Development Entities' investments in low-income communities (in billions of dollars)	2010	$6	
Long-term Measure: By 2010, the average median home purchase loan value will increase faster than inflation for census tracts that received $5 million or more in NMTC investments. (Baseline and targets under development.)			
Annual Measure: Amount of investments in low-income communities that CDEs have made with capital raised through their NMTC tax credit allocations (targets under development)			

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

The New Markets Tax Credit program is administered by the Community Development Financial Institutions (CDFI) Fund at the Treasury Department. The program issues Federal tax credits to private sector entities in return for investments in low-income communities. Money raised from investors will be used to provide mainstream financial services, including real estate opportunities, to residents of low-income neighborhoods.

The assessment found that the program has established meaningful long-term and annual performance measures. However, since the program is new and investments are only beginning to be made, meaningful data is not yet available to evaluate the effectiveness of the tax credits or establish baselines for the performance measures.

In response to these findings, the Administration:
1. Has collected initial program data and developed baselines for the two annual measures for inclusion in the 2006 Budget.
2. Will conduct an independent assessment of the program, including use of the credits and overall program management, in 2006.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
5	6	4

Program: *OCC Bank Supervision*

Agency: *Department of the Treasury*

Bureau: *Comptroller of the Currency*

Rating: *Effective*

Program Type: *Regulatory Based*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of National banks with high ratings according to industry standards (composite CAMELS rating of 1 or 2) (Performance measure was adopted in 2002)	2001	90%	94%
	2002	90%	95%
	2003	90%	94%
	2004	90%	92%
Annual Measure: Percent of problem banks rehabilitated, as measured by industry standards (Performance measure was adopted in 2002)	2001	40%	44%
	2002	40%	47%
	2003	40%	32%
	2004	40%	36%
Annual Measure: Annual Measure: Percent of national banks that are well capitalized (Performance measure was adopted in 2002)	2001	95%	98%
	2002	95%	99%
	2003	95%	99%
	2004	95%	99%

Recommended Follow-up Actions	*Status*
Federal banking regulatory agencies, including the OCC, the OTS, the NCUA, the Federal Reserve, and the FDIC, will work together to align outcome goals and related measures to allow for greater comparison of program performance in the industry.	Action taken, but not completed

Update on Follow-up Actions:

The Office of Comptroller of the Currency's (OCC) strategic goals and performance measures are now closely aligned with those of the Office of Thrift Supervision (OTS). All the banking regulatory agencies (OCC, OTS, National Credit Union Administration (NCUA), Federal Deposit Insurance Corporation(FDIC), Federal Reserve, and the Office of Federal Housing Enterprise Oversight) continue to share their strategic plans, performance plans, and performance measures on a regular basis. This allows each agency to consider the approaches used by the other agencies when developing or revising their goals and measures. Measures of all the banking regulatory agencies could be better aligned.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
477	488	509

Program: *Office of Foreign Assets Control (OFAC)*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Agency: *Department of the Treasury*

Bureau: *Departmental Offices*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Measure Under Development			
Annual Measure: Timely development of trade sanction programs			
Annual Measure: Compliance with US trade sanctions			

Recommended Follow-up Actions from Latest PART	***Status***
Developing long-term performance goals with specific timeframes and measures.	No action taken
Adopting annual performance goals and aligning them with the long-term performance goals.	No action taken

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
22	22	24

Program: *OTS Thrift Supervision*

Agency: *Department of the Treasury*

Bureau: *Office of Thrift Supervision*

Rating: *Effective*

Program Type: *Regulatory Based*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of thrifts with high ratings according to industry standards (composite CAMELS ratings of 1 or 2) (Performance measure was adopted in 2003)	2002	90%	90%
	2003	90%	91.8%
	2004	90%	93.6%
	2005	90%	
Long-term Measure: Thrifts with consumer compliance ratings of 1 or 2 (Performance measure was adopted in 2003)	2002	90%	92%
	2003	90%	93.4%
	2004	90%	94.1%
	2005	90%	
Annual Measure: Percent of thrifts that are well capitalized (Performance measure was adopted in 2003)	2002	95%	98%
	2003	95%	99.5%
	2004	95%	99.9%
	2005	95%	

Recommended Follow-up Actions	*Status*
Federal banking regulatory agencies, including the OTS, the OCC, the NCUA, the Federal Reserve, and the FDIC, will work together to align outcome goals and related measures to allow for greater comparison of program performance in the industry.	Action taken, but not completed

Update on Follow-up Actions:

The Office of Thrift Supervision's (OTS) strategic goals and performance measures are now closely aligned with those of the Office of the Comptroller of the Currency (OCC). All the banking regulatory agencies (OTS, OCC, National Credit Union Administration (NCUA), Federal Deposit Insurance Corporation (FDIC), Federal Reserve, and the Office of Federal Housing Enterprise Oversight) continue to share their strategic plans, performance plans, and performance measures on a regular basis. This allows each agency to consider the approaches used by the other agencies when developing or revising their goals and measures. Measures of all the banking regulatory agencies could be better aligned.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
178	182	187

Program: *Submission Processing (SP)*

Agency: *Department of the Treasury*

Bureau: *Internal Revenue Service*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Percent of Individual 1040 Series Returns Processed Electronically	2003	40	40
	2004	45	47
	2005	51	
	2006	55	
Annual Efficiency Measure: Individual Masterfile (IMF) Refund Timeliness (paper, percent issued in 40 days)	2003	98.4	98.8
	2004	98.4	98.3
	2005	98.4	
	2006	98.4	
Annual Efficiency Measure: IMF Deposit Timeliness (interest dollars (millions) lost due to processing delays)	2003	573	532
	2004	500	407
	2005	400	
	2006	375	

Recommended Follow-up Actions	Status
Complete a successful implementation of the Integrated Financial Systems project, which will provide Submissions Processing with the data necessary to calculate accurate, complete unit cost measures.	Action taken, but not completed
Implement the Modernized E-File IT project to facilitate further e-file growth.	Action taken, but not completed
Develop appropriate short and long-term outcome goals for Submissions Processing.	Action taken, but not completed

Update on Follow-up Actions:

IRS will roll out its new Integrated Financial System in early 2005. This should allow it to capture cost data to develop accurate unit cost measures. IRS successfully rolled out another release of its Modernized E-File project in 2004 allowing forms 1120 and form 990 to be e-filed. Future releases will improve e-filing for additional taxpayers and will provide joint state/federal filing for some forms. IRS continues to improve its performance measures, and is introducing a new efficiency goal for this program (returns processed per staff year) this year. In 2005, it will set long term performance goals for all IRS programs.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,275	1,276	1,274

Program: *Treasury Technical Assistance*

Agency: *Department of the Treasury*

Bureau:

Rating: *Adequate*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Increase in GDP average of 15 representative countries in which OTA operates. Since OTA's long-term goal is to increase GDP, this measures OTA's impact in this area. The target number represents a percentage increase over the baseline.	2001	Baseline GDP	$19.3 B
	2007	>2%	
Long-term Measure: Increase in Trade/GDP ratio. Since OTA's long-term goal is to increase trade as a percent of GDP, this measures OTA's impact in this area. The target number represents a percentage increase over the baseline.	2001	Baseline ratio	56.59%
	2007	>2%	
Annual Measure: Increase in total number of countries that publish Annual Budget in Brief (Citizen's Guide) each year. Publishing this document is a sign of a transparent budget process, which is one of OTA's short-term goals.	2003		3
	2004	4	
	2005	5	
	2006	6	

Recommended Follow-up Actions	*Status*
The Administration will continue to work with OTA as they implement PMTS and develop long-term and annual measures and targets across OTA.	Action taken, but not completed

Update on Follow-up Actions:

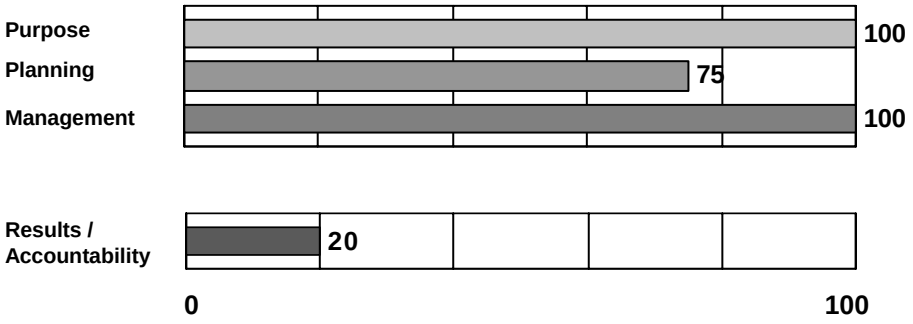
OTA has developed and implemented long-term performance measures, through the new Project Management Tracking System (PMTS), on which it continues to work. In addition, OTA has implemented annual perforance measures for its Budget Unit, and is in the process of extending these to its other units.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
19	19	20

Program: *Tropical Forest Conservation Act*

Agency: *Department of the Treasury*
Bureau: *International Affairs*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percentage of TFCA programs submitting evaluation sheet information (including information on individual program outcome goals).	2006	Baseline	0%
	2007	100%	
	2008+	100%	
Long-term Measure: Percentage of TFCA programs (operational for at least two years) receiving an evaluation sheet score of 'acceptable' or above.	2006	Baseline	0%
	2007	100%	
	2008+	100%	
Long-term Efficiency Measure: Percentage of new TFCA Agreements operational within one year of agreement signing.	2006	Baseline	0%
	2007	100%	
	2008+	100%	

Rating: *Results Not Demonstrated*

Program Type: *Credit*

Program Summary:

The Tropical Forest Conservation Act (TFCA) program enables eligible low and middle income countries with (1) concessional loans from the U.S. and (2) tropical forests to substitute some portion of their debt obligations to the United States for local currency obligations toward domestic tropical forest conservation and protection activities. Responsibility for implementing and monitoring the TFCA program is divided among the Treasury Department, USAID, and the State Department; individual programs are controlled by local boards, comprised mainly of non-governmental organizations.

The assessment found that the program did not have performance measures that would enable a meaningful evaluation of program effectiveness. To overcome this deficiency the Treasury has developed an Evaluation Sheet, and is currently in the process of implementing this tool for existing and pending agreements. The Evaluation Sheet will measure the success of TFCA boards and oversight committees in developing a strategic plan that specifies key objectives, conservation and funding priorities, target dates in meeting those objectives, and key TFCA efficiency measures. To date no performance data has been collected, leading to the 'Results Not Demonstrated' rating.

In response to these findings, the Administration will:

1. Work with TFCA boards, oversight committees, and program partners to implement the TFCA Evaluation Sheet for all existing and pending agreements, and include the Evaluation Sheet or other appropriate evaluations in all new agreements;
2. Ensure that the program is effectively managed and meets performance goals;
3. Provide funding for the program in 2006, within appropriated levels, based on the program's ability to demonstrate results in 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
20	20	0

Program: *U.S. Mint: Numismatic Program*

Agency: *Department of the Treasury*
Bureau: *United States Mint*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Efficiency measure: Inventory Turnover - The number of times per year the average inventory is sold. The Mint seeks to minimize its inventory of raw materials and finished goods to reduce the associated costs This measure indicates whether the Mint is efficiently handling its resources.	2003	3.3	1.96
	2004	3.3	2.48
	2005	4.2	
	2006	5.1	
Long-term Measure: Long-term Measure: Customer Satistaction Survey - A measure of the satisfaction of customers with numismatic products. Combines elements of product quality, responsiveness, and order fulfillment.	2003	70%	87%
	2004	87%	78%
	2005	87%	
	2006	87%	

Rating: *Effective*

Program Type: *Direct Federal*

Program Summary:

The United States Mint numismatic program designs, sells, and delivers quality collectible coin products.

The assessment of the Mint's numismatic program found that the Mint has established performance measures focused on customer satisfaction and improved cost efficiencies. Additional findings include:

- The Mint has made enormous strides over the past several years to streamline the production of numismatic products. Between 1999 and 2003, the Mint reduced costs by 38 percent and reduced workforce by 50 percent. During that same time period, production levels increased by 46 percent.
- The Mint has an excellent internal management structure that is able to receive and analyze real-time financial, production, and other operating data on a daily basis. This enables the Mint to respond quickly to changing production and customer needs.
- In 2003, the Mint's numismatic program scored an 87 on the American Customer Satisfaction Index (CSI). This CSI score was the highest of any government agency, and second highest of all entities (public and private) evaluated. In 2004, the Mint's CSI score dropped to 78 percent. The lower score was the result of an increase in call center volume at the same time call center staff reductions were made in anticipation of outsourcing this function in 2005.
- The Mint is making significant progress toward meeting its inventory turnover target of 4.2 in 2005, which reflects the number of times per year the Mint works through its inventory. This measure improved 27 percent from 1.96 in 2003 to 2.48 in 2004. By improving performance, the Mint reduces costs associated with inventory and the production planning process runs more efficiently.

In response to these findings, the Administration will:

1. Ensure a smooth transition for the Mint's call center as it moves to an outside contractor so that customer service is not significantly interrupted.
2. Continue substantial progress toward reaching the Mint's target goal for inventory turnover. In 2005, the Mint will focus on reducing the time from when a product concept is developed to when the product goes into production, and on improving production planning.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
452	709	696

DEPARTMENT OF VETERANS AFFAIRS

PART ASSESSMENTS

Program: *Burial Benefits*

Agency: *Department of Veterans Affairs*

Bureau: *National Cemetery Administration*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Percent of veterans served by a burial option within a reasonable distance (75 miles) of their residence	2003	74.4	75.2
	2004	75.3	75.3
	2005	81.6	
	2006	83.6	
Long-term and Annual Measure: Percent of respondents who rate the quality of service provided by the national cemeteries as excellent	2003	95.0	94.0
	2004	95.0	94.0
	2005	95.0	
	2006	96.0	
Long-term and Annual Measure: Percent of respondents who rate national cemetery appearance as excellent	2003	98.0	97.0
	2004	98.0	98.0
	2005	98.0	
	2006	99.0	

Recommended Follow-up Actions	Status
Will strengthen methods to link performance, budget, and accountability.	Action taken, but not completed
Will adopt more performance measures to address all burial benefits and the national shrine commitment	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
431	453	467

Program: *Disability Compensation*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Agency: *Department of Veterans Affairs*

Bureau: *Veterans Benefits Administration*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Measure Under Development			
Long-term Measure: Measure Under Development			
Long-term Measure: Measure Under Development			

Recommended Follow-up Actions	*Status*
Will initiate a program evaluation in 2004.	Action taken, but not completed

Update on Follow-up Actions:

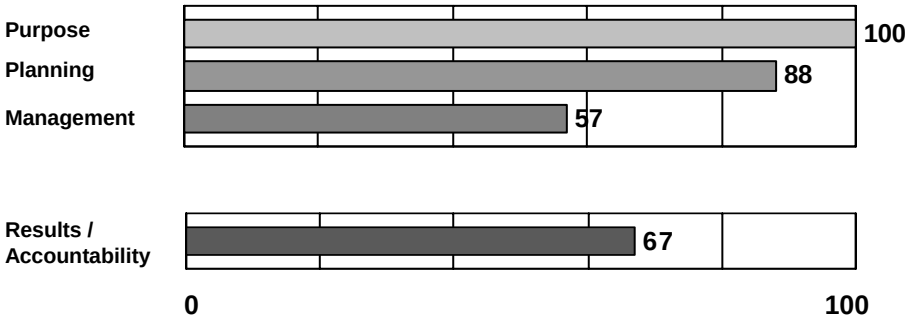
In November 2003, President Bush signed into law a bill that established a 13-member Veterans' Disability Benefits Commission which will complete a comprehensive assessment of these benefits and all other Federal benefits that compensate veterans and their survivors for disability or death attributable to military service.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
26,995	29,845	30,644

Program: *General Administration*

Agency: *Department of Veterans Affairs*
Bureau: *Department of Veterans Affairs*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Number of audit qualifications identified in the auditor's opinion on VA's Consolidated Financial Statements	2003	0	0
	2004	0	0
	2005	0	
	2006	0	
Long-term Measure: Percent of VA employees who indicate they understand VA's strategic goals	2003	75%	75%
	2004	90%	75%
	2005	80%	
	2006	80%	
Annual Efficiency Measure: Percent of cases using alternate dispute resolution techniques	2003	60%	58%
	2004	70%	60%
	2005	72%	
	2006	73%	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The Department of Veterans Affairs (VA) General Administration program provides administrative and management support for VA. It funds ten offices: the Office of the Secretary, six Assistant Secretaries, the Board of Contract Appeals, the Board of Veterans' Appeals, and the General Counsel's office.

The assessment found that the program aims to deliver world-class service to veterans and their families by applying sound business principles. Additional findings include:

- The program' s purpose and design are clear and free of redundancies.
- The program' s strategic planning includes long-term strategic targets that focus on outcomes and the program has ambitious targets for its long-term and annual measures.
- The program does not explicitly link its Budget to its annual or long-term goals. Additionally, resource needs are not presented clearly in the program' s budget.
- The program does collect timely performance information. However, it is not clear what process is used to hold managers fully accountable.

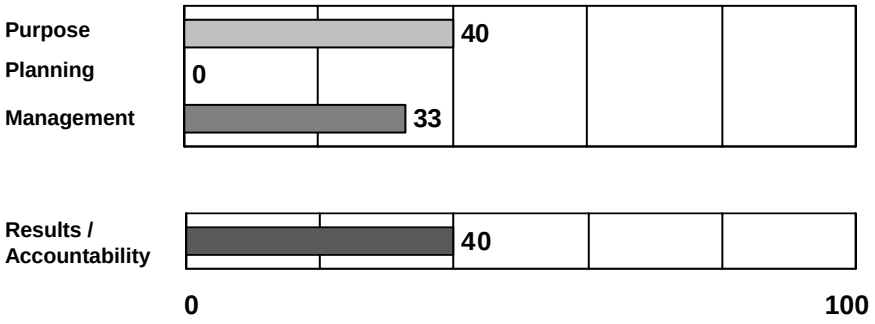
In response to these findings, VA will:
1. Develop performance based budgets and clearer resource requests.
2. Develop a process to hold managers accountable for program cost, schedule and performance results.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
551	622	677

Program: *Housing*

Agency: *Department of Veterans Affairs*
Bureau: *Veterans Benefits Administration*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Credit*

Program Summary:

The Department of Veterans Affairs (VA) Housing program provides home loan guarantees to veterans, active-duty service members, and reservists. The program provides low interest rate loans and loans with a no down payment option.

The assessment found that the program addresses the desire of veterans, active-duty service members, and reservists to acquire a no down payment housing loan. Additional findings include:

- While the program's purpose is clear and addresses a specific and existing need, the program is duplicative of other federal and state efforts.
- The program does not have specific long-term performance measures that are focused on outcomes or reflect the purpose of the program.
- The program does not conduct annual independent evaluations to support program improvements.
- The program does not collect timely performance information to improve its effectiveness.

In response to these findings, VA will:

1. Eliminate duplicative program activities. VA will follow-up with the Department of Housing and Urban Development to develop more coordinated efforts in administering home loan programs.
2. Develop long-term performance measures focused on outcomes that meaningfully reflect the purpose of the program.
3. Develop independent evaluations that identify ways to improve the program's effectiveness.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
9,385	11,440	10,678

Program: *Medical Care*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *Department of Veterans Affairs*

Bureau: *Veterans Health Administration*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Clinical Practice Guideline Index	2003	0.68	0.70
	2004	0.77	0.77
	2005	0.77	
	2006	0.77	
Annual Measure: Percent of Patients Rating VA Health Care Service as Very Good or Excellent (Outpatient)	2003	0.72	0.73
	2004	0.73	0.72
	2005	0.73	
	2006	0.73	
Long-term Measure: Increase the Scores on the Prevention Index II	2003	0.88	0.83
	2004	0.88	0.88
	2005	0.88	
	2006	0.88	

Recommended Follow-up Actions	*Status*
Accelerate the collaborative activities with DoD and other Federal agencies, e.g., interoperable computerized patient health data, improved data on insurance coverage, and enrollment and eligibility information.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
28,207	29,925	30,705

Program: *Montgomery GI Bill (MGIB) (Education Benefits)*

Agency: *Department of Veterans Affairs*

Bureau: *Veterans Benefits Administration*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Percentage of Payments made accurately	2003	95%	94%
	2004	94%	94%
	2005	95%	
	2006	95%	
Annual Efficiency Measure: Average number of days to complete original education claim	2003	30	23
	2004	24	26
	2005	25	
	2006	24	
Annual Efficiency Measure: Average days to complete supplemental education claim	2003	17	15
	2004	13	13
	2005	13	
	2006	7	

Recommended Follow-up Actions	*Status*
Create an outcome measure on veterans' readjustment to civilian life due to the benefit received in this program.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,968	1,991	2,580

Program: *VA Research and Development*

Agency: *Department of Veterans Affairs*

Bureau: *Veterans Health Administration*

Rating: *Results Not Demonstrated*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Design and implement a Career Development program for all of Research and Development measured by number of awardees each year	2002	209	209
	2003	216	210
	2004	237	239
	2005	240	

Recommended Follow-up Actions	*Status*
VA should continue to emphasize the implementation of research findings by Veterans Health Administration and other Federal and private health systems.	Action taken, but not completed
The program develops meaningful and useful performance measures to assist VA in management.	Action taken, but not completed

Update on Follow-up Actions:

Since the last assessment, new performamce measure are being developed and implemented.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
866	784	786

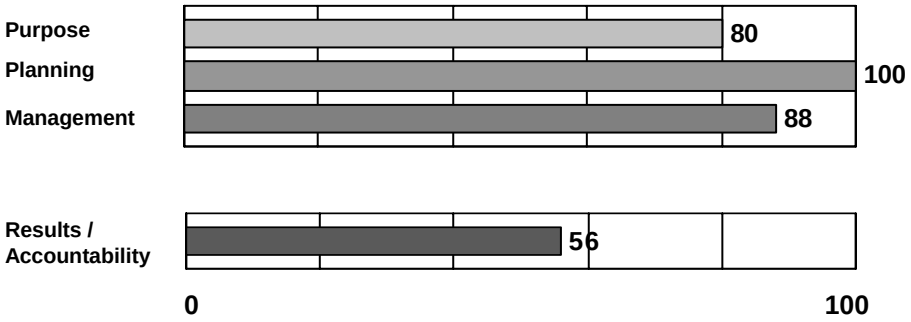
CORPS OF ENGINEERS

PART ASSESSMENTS

Program: *Coastal Ports and Harbors*

Agency: *Corps of Engineers-Civil Works*

Bureau:



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Percent of projects exceeding facilities condition index (FCI) standard. The measure assesses the agency's performance in meeting its maintenance objectives. (Baseline and targets are under development.)			
Annual Measure: Value of Construction projects completed this year. This measure is designed to encourage the timely completion of cost-beneficial projects. In more specific terms, it is the present value of net benefits attributable to projects completed this fiscal year. IBaseline and targets are under development.)			
Annual Measure: Number of partnership agreements the Corps has signed with top 299 coastal ports. Measure indicates progress in establishing productive working relationships between the Corps and port authorities.	2004	4	4
	2005	25	
	2006	50	

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The U.S. Army Corps of Engineers builds and maintains federal shipping channels (much as the Federal Highway Administration builds and maintains federal highways) to support and expand commerce and trade. The agency does this at 299 deep-draft coastal ports. It spends some $600 million annually to maintain this infrastructure and some $300 million to expand and upgrade it.

The assessment found this program supports an important national function.

- The U.S. is a world power, with worldwide economic and commercial interests. International trade supports that leadership role and contributes to domestic prosperity. Approximately 95 percent of all commodity trade is by water. The importance of ports, navigation channels and trade is expected to grow in the future.
- The Corps works together closely with the private sector -- port authorities, and dredging contractors -- to build and maintain the needed coastal navigation infrastructure. The private sector invests $1.7 billion each year to construct new port facilities (focusing on channels, docks, warehouses, cranes and ties to inland rail and trucking lines); the Corps supplements this with an additional $0.3 billion (18%) to construct shipping channels. The private sector also spends $1.7 billion each year to maintain and operate the port system; the Corps supplements this with an additional $0.6 billion (35%) to operate and maintain shipping channels. The Corps also provides needed permits and oversight to upgrade the coastal navigation system and to allow that system to work effectively and efficiently.

The assessment found the following areas in the program need improvement.

- The Executive Branch and the Legislative Branch have somewhat differing visions of how the Corps should spend money on this program. The President each year proposes a Budget in which the Corps focuses its resources on projects with the highest economic return per dollar invested. The Congress prefers to allocate Corps funding in a way which spreads federal money to a wider range of projects.
- The Corps and port authorities agree they need to work together more closely as partners, improving their coordination and working relationship.

In response to these findings, the Administration will:

1. Propose a revised formula for allocating the Corps construction budget, emphasizing the additional economic benefits and remaining costs of each Corps-assisted project
2. Sign partnering agreements with port authorities, where beneficial, and improve day-to-day cooperation and coordination.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
914	911	907

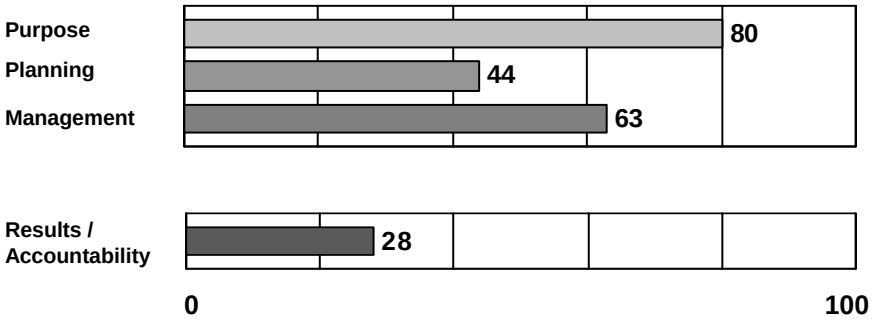
Program: *Coastal Storm Damage Reduction*

Rating: *Results Not Demonstrated*

Agency: *Corps of Engineers-Civil Works*

Bureau:

Program Type: *Capital Assets and Service Acquisition*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Average percentage deviation of actual, price-level adjusted costs from original estimated costs for projects completed in fiscal year	2004	Baseline	
	2005	10%	
	2006	9%	
Long-term Measure: The Corps is developing a measure to track the percent reduction in national flood and storm damages that are attributable to Corps storm damage reduction projects.			
Annual Measure: Total benefits realized by completion of construction and/or design of projects in the fiscal year (Baseline and targets under development)			

Program Summary:

The coastal storm damage reduction program helps reduce damages from shoreline erosion caused by hurricanes and coastal storms. This program largely involves the Corps partnering with coastal communities to perform long-term periodic beach re-nourishment but also implements other structural and non-structural storm damage reduction solutions.

The assessment of this program generated the following findings:

- *Purpose.* The program is authorized to provide Federal funds for 50 years of periodic sand placement on beaches. The scope and cost of long-term renourishment activities are unjustified (except when such work is performed to mitigate the impact of Federal navigation projects) and limit the program's performance potential by tying up out-year funds that could be invested in other projects that yield a greater return to the Nation.
- *Planning.* The budget sets funding priorities primarily based on the estimated economic and/or environmental return of individual storm damage reduction projects (i.e., projects' remaining benefits-remaining costs ratios), but the program still needs an overall outcome-oriented performance measure that captures the total benefits and costs of the program's ongoing work.
- *Management.* The program generally has sound management practices but needs to better coordinate its beach nourishment activities with other Federal, state and local hazard mitigation efforts, particularly those undertaken by FEMA.
- *Results/Accountability.* In developing additional outcome-oriented measures for the program, the Corps should collaborate with FEMA and consider the results of post-construction audits that compare estimated versus actual project benefits and costs.

In response to these findings, the Administration will:

1. Propose to limit funding for beach re-nourishment in the 2006 budget to projects that are needed to mitigate for the impacts of operating Federal projects. Funding for the initial nourishment phase of authorized projects will be based primarily on the relative benefits and costs of those projects.
2. In collaboration with FEMA, develop performance metrics in 2005 that measure actual damages reduced from authorized projects and emphasize the national benefits derived from these projects.
3. Identify a strategy for better coordinating with Federal, state and local hazard mitigation efforts to track how Corps projects contribute to the overall reduction of storm damages and to ensure that projects are not inducing further development in coastal areas.

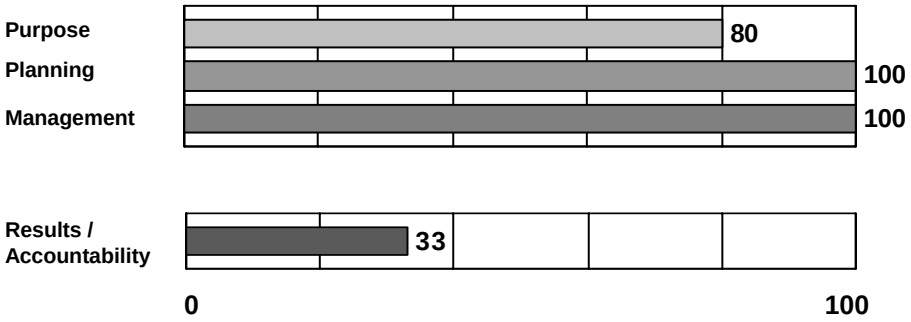
Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
93	82	69

Program: *Corps Hydropower*

Agency: *Corps of Engineers-Civil Works*

Bureau:



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent of regions achieving system-wide forced outage rate of 2 percent.	2004	Baseline	40%
	2010	100%	
Annual Measure: Percent of regions achieving system-wide forced outage rate of 2 percent.	2004	Baseline	40%
	2005	60%	
	2006	60%	
	2007	80%	
Annual Efficiency Measure: Percentage of regions whose system-wide production capacity is 98 percent of nameplate capacity.	2004	Baseline	80%
	2005	80%	
	2006	80%	
	2007	100%	

Rating: *Adequate*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The Corps Hydropower program produces hydroelectric power at 75 Federal reservoirs, which also operate for purposes of recreation, flood damage reduction, and commercial navigation. The program generates 24 percent of the Nation's supply of hydropower.

The Corps has taken several steps to address the program's deficiencies and implement recommendations made in the initial assessment:

- The initial assessment found that the Corps lacked a long-term asset management strategy. Since then the Corps has developed the Hydropower Asset Management Plan (HydroAMP), an analytical tool used by plant and program managers to make risk-based investment decisions and set regional and national investment priorities.
- As recommended, the Corps has continued to pursue legislative authority for the program's wholesale customers, the Power Marketing Administrations, to finance directly the full cost of operating and maintaining Corps hydropower facilities that generate power for them.
- Based on initial recommendations, the Corps is deploying a monitoring system to track the maintenance and repair history of all hydropower equipment. The system will enable the Corps to better track maintenance needs over time and avoid forced facility closures that result from unscheduled equipment maintenance and repairs.

The reassessment generated the following recommendations for continued program improvement:

1. This year the Corps will begin using HydroAMP to set national investment priorities and, within the framework of the Five-Year Civil Works Plan, develop a strategy for funding those priorities in the budget.
2. The 2006 Budget proposes again that the Congress authorize the Southeastern, Southwestern, and Western Area Power Administrations to finance directly the full cost of operating and maintaining the Corps facilities that generate power for them.
3. This year the Corps will develop a measure for tracking the cost efficiency of Corps hydropower facilities compared to other, non-Federal hydropower production facilities.

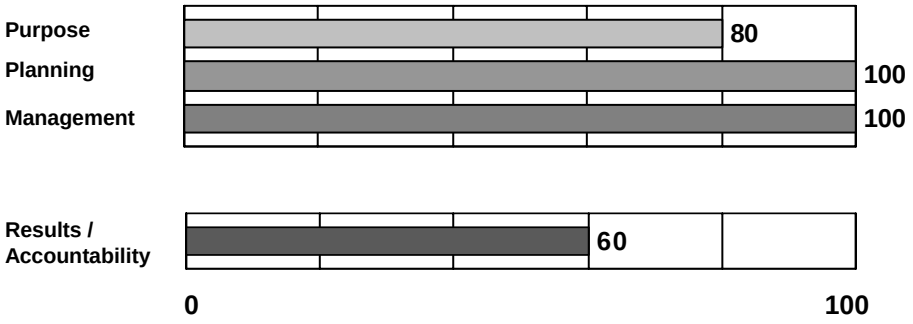
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
245	285	240

Program: *Emergency Management*

Agency: *Corps of Engineers-Civil Works*

Bureau:



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent of time that Planning Response Team is in Green state of readiness to repsond to Stafford Act emergencies under Emergency Support Function#3.	2008	95%	
Annual Measure: Percent of time solutions are implemented prior to next flood season.	2004	90%	92%
	2005	90%	
	2006	90%	
	2007	90%	
Annual Measure: Percent of time that Planning Response Team is in Green state of readiness to repsond to Stafford Act emergencies under Emergency Support Function#3.	2004	90%	93%
	2005	90%	
	2006	90%	
	2007	90%	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

Under the Emergency Management program, the Corps prepares for and responds to flood and coastal storms by formulating response plans, training and equipping personnel, contracting for emergency supplies, undertaking advance measures, and conducting emergency operations during disasters and repairing protective works (e.g., levees, beaches) after flood and coastal storms. When regular appropriations are insufficient, funds are provided through supplementals (the major funding source).

The Federal Emergency Management Administration (FEMA) contracts with the Corps to provide certain emergency services (water supply, temporary housing) in response to flooding and hurricanes, as well as other natural disasters. These activities are funded under the Stafford Act authority and not included in this PART, which evaluates only the planning and response activities funded by FCCE.

This program was rated " moderately effective" in 2002 based on available, but imperfect measures, internal performance reviews, and anecdotal evidence from clients. The assessment recommended funding this program at the " long-term, average annual cost of doing business" and developing new, quantitative output and outcome measures.

Since the initial PART assessment, the Administration has proposed funding the program at the average annual cost of doing business and the Corps improved program effectiveness by developing additional measures that can be evaluated against targets. Examples are:

- Percent of time solutions are developed and implemented prior to the next flood season (measures the timeliness of the flood response). The solutions must be economically justified and they include restoring flood control works to pre-flood conditions or non-structural measures (e.g. creating floodways, moving structures).
- Percent of time that Planning Response teams are in a " Green" readiness status (measures whether teams are trained, staffed, and deployable.)
- Reduction in training cost per individual compared to 2003 baseline.

The new measures will be used to assess program performance and identify needed improvements.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
3	148	70

Program: *Flood Damage Reduction*

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Agency: *Corps of Engineers-Civil Works*

Bureau: *Civil Works*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percent of time that Corps owned flood protection infrastructure functioned properly	2004	95%	100%
	2005	95%	
	2006	95%	
Annual Measure: Additional measures are being modified or developed			
Long-term Measure: Measure Under Development			

Recommended Follow-up Actions	*Status*
Broaden the Corps approach flood damage reduction by more closely coordinating this program with the other Federal programs (e.g., Federal Emergency Management Agency Flood Mitigation program) and considering ways for the Corps to be more pro-active in preventing flood risks rather than reacting to them.	No action taken
Develop additional outcome oriented performance measures.	Action taken, but not completed

Update on Follow-up Actions:

The Corps recognizes the importance of better coordinating with FEMA to more efficiently and effectively prevent flood damages. In the upcoming year, the Corps will work with FEMA to develop long-term and annual outcome measures of actual flood damages prevented.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,077	1,059	967

Program: *Inland Waterways Navigation*

Agency: *Corps of Engineers-Civil Works*

Bureau: *Civil Works*

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percent of time that all Inland Waterways segments with high commercial activity are available when customers want to use them.	2005	97%	
	2006	97%	
Annual Measure: Measure Under Development	2005	97%	
	2006	97%	
Annual Efficiency Measure: Measure Under Development			

Recommended Follow-up Actions	***Status***
The Budget places priority on maintaining high commercial use segments.	Completed
The Corps will develop a new economic model so that it will be able to estimate properly the benefits of a range of possible improvements on the Upper Mississippi River and Illinois Waterway system.	Action taken, but not completed
The Corps will develop additional performance measures.	Action taken, but not completed

Update on Follow-up Actions:

The Corps is working on a variety of possible performance measures, including a facilities condition index and risk and reliability criteria. The Corps has confirmed that its existing economic models do not properly measure shipper responses to prices and other relevant factors, but is still in the early stages of building a model that would properly estimate the benefits of navigation projects.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
866	844	898

Program: *Non-regulatory Wetlands Activities*

Agency: *Corps of Engineers-Civil Works*

Bureau: *Civil Works*

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Recommended Follow-up Actions	*Status*
Provide a high level of funding in the Budget for three Corps wetlands efforts that are nationally significant: restoring Florida's Everglades, revitalizing the side channel system of the Upper Mississippi, and re-creating a string of natural areas along the lower Missouri River.	Completed
Focus more broadly on identifying where, and how, the Corps can best contribute to the overall national wetlands effort.	No action taken
Develop ecological and cost criteria for determining when a proposed wetlands investment is justified.	No action taken

Update on Follow-up Actions:

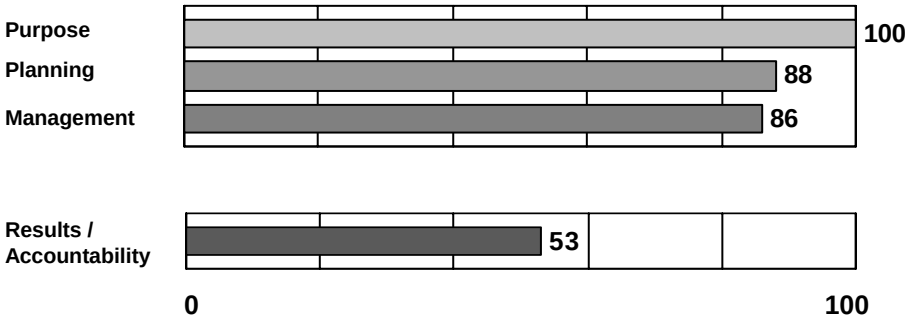
The Administration provided a high level of funding for these nationally significant wetlands efforts in the 2004 and 2005 Budgets for the Corps, and continues this commitment in the 2006 Budget.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
413	423	507

Program: *Recreation Management*

Agency: *Corps of Engineers-Civil Works*
Bureau: *U.S. Army Corps of Engineers*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Facility Condition Index. This is an output measure of the quality of facilities available at Corps recreation areas. The U.S. Army Construction Engineering Research Lab is designing several computerized maintenance management systems. The recreation management program will use one or more of these systems to allocate O&M spending. (Baselines and targets are under development.)			
Annual Measure: National Economic Development Benefits. This is an estimate of the net economic benefits produced by the Corps recreation program. It includes an estimate of the additional income earned as a result of the Corps recreation program. (Baselines and targets are under development.)			
Annual Measure: Cents per dollar of agency operation and maintenance spending that program beneficiaries pay for through user fees, lease payments, and other fees and contributions. It is a measure of the extent to which program beneficiaries (rather than federal taxpayers) pay for the program. It is also an indicator of consumer satisfaction and community support.	2003	0.13	0.13
	2004	0.14	0.14
	2005	0.14	
	2006	0.16	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The U.S. Army Corps of Engineers is one of the country' s largest suppliers of outdoor recreation sites and services. It manages 4,300 recreation areas at 465 Corps projects (mainly lakes) in 43 states. For a list of Corps lakes, campgrounds, cabins and conference centers, visit the program website, http://corpslakes.usace.army.mil/visitors/

The assessment found the program is effective and well managed.

- It serves an estimated 25 million Americans annually -- 1 in 12 -- at lakes which are often near metropolitan areas – Dallas TX, for example, and Nashville TN. This program serves more vacationers each year than the U.S. Park Service.
- Some 2,000 Corps Park Rangers operate campgrounds at Corps lakes. In addition, Corps lake managers work effectively with local business people and state and local government officials to provide campgrounds, marinas, cabins, hotels, and other recreation facilities at no cost to the Federal Government. Corps recreation program managers in many instances demonstrate outstanding entrepreneurial and community relations skills, promoting cooperation among competing interests.
- The program strikes a healthy balance between economic development and environmental values. It provides enjoyable recreation. It adds to the local tax base. It provides jobs in the recreation industry. It preserves and protects the environment.

The assessment found the following areas in the program need improvement.

- Recreation facilities in some cases are aging and need better maintenance. Greater financial flexibility could help the Corps deal with these problems. The program should explore new financial arrangements that encourage program beneficiaries to help pay for the program, at those locations where doing so is appropriate.
- The program needs a strategic plan that standardizes management practices countrywide. In particular, it should build on its successes, encouraging even greater use of local community leadership and private sector and state and local government resources and expertise.

In response to these findings, the Administration will:

1. Propose a " Rec-Mod" initiative, allowing project managers to retain user fees they collect and use them to improve the recreation site where they are collected.
2. Encourage innovative public/private partnerships such as lake improvement districts that allow local property owners and other program beneficiaries to help finance and manage Corps recreation facilities. This approach will help ensure these recreation assets are well maintained and their natural beauty is preserved and enhanced.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
260	268	268

Program: *USACE Regulatory Program*

Agency: *Corps of Engineers-Civil Works*

Bureau: *Regulatory Program*

Rating: *Moderately Effective*

Program Type: *Regulatory Based*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: No net loss of aquatic resources. The measure compares the acres of aquatic resources lost to the acres restored, replaced or otherwise mitigated.	2003	1:1	1:2.0
	2004	1:1	1:2.0
	2005	1:1	
	2006	1:1	
Annual Measure: Percentage of active mitigation sites for which field inspections have been completed each fiscal year. This measure ensures developer has complied with the terms of his permit.	2004	5%	10%
	2005	5%	
	2006	10%	
Annual Measure: Percentage of Individual permits issued in 120 days or less of applicant's filing (excluding those with Endangered Species Act consultations lasting greater than 60 days). The program seeks to achieve its goals efficiently, at minimum feasible cost in terms of dollars, time and uncertainty.	2003	>70%	56%
	2004	>75%	64%
	2005	>70%	
	2006	>75%	

Recommended Follow-up Actions	*Status*
Work to achieve the performance standards that program managers have developed. E.g. complete compliance inspections on 20% of all permits issued the previous year. Resolve 30% of unresolved non-compliance cases annually.	Action taken, but not completed
Increase program flexibility where appropriate. Address unresolved wetland quality issues for permits and mitigation.	Action taken, but not completed

Update on Follow-up Actions:

The program has developed performance measures and the database needed to support them. It used the data and measures to structure decisions on its 2006 budget request. It is also using these measures to allocate funds for 2005 and track performance. Program managers are being held accountable for achieving revised targets they helped design. In addition, the agency worked to improve program flexibility and ensure quality results through key initiatives such as implementating the Mitigation Action Plan, developing improved wetland quality measures, and using watershed management to focus wetland manament efforts.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
140	144	160

ENVIRONMENTAL PROTECTION AGENCY

PART ASSESSMENTS[1]

[1] Due to timing and ongoing work on the Agency's Operating Plan, 2005 funding estimates for EPA programs do not include resources from the 2005 Consolidated Appropriations Act. Funding levels presented represent the 2005 President's Budget request.

Program: *Acid Rain*

Agency: *Environmental Protection Agency*

Bureau: *Office of Air and Radiation*

Rating: *Moderately Effective*

Program Type: *Regulatory Based*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent change in number of chronically acidic waterbodies in acid-sensitive regions.	2030	-30%	
	2006		
	2030		
Annual Measure: Percent change in average nitrogen deposition and mean ambient nitrate concentrations.	2007	-0.05	
	2010	-0.05	
	2007		
	2010		
Long-term Efficiency Measure: Measure Under Development			

Recommended Follow-up Actions	*Status*
Program should develop efficiency measures to track and improve overall program efficiency. Measures should consider the full cost of the program, not just the federal contribution.	Action taken, but not completed
Remove statutory requirements that prevent program from having more impact including (but not limited to) barriers that; set maximum emissions reduction targets, exempt certain viable facilities from contributing, and limit the scope of emission reduction credit trading. The Administration's Clear Skies proposal adequately addresses these and other statutory impediments. Program should work as appropriate to promote the enactment of the Clear Skies legislation.	Action taken, but not completed

Update on Follow-up Actions:

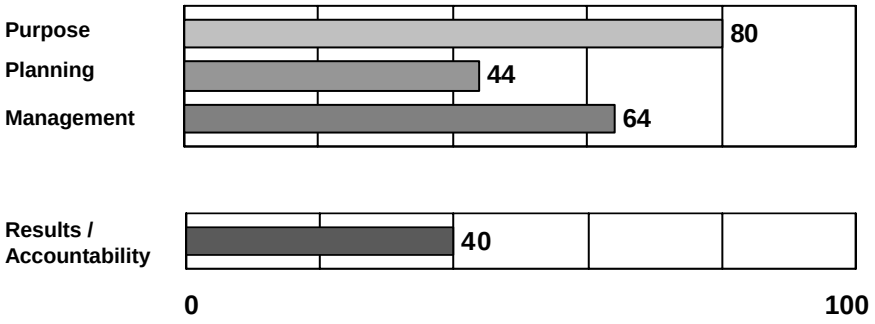
The Administration continues to promote its Clear Skies legislation, which addresses existing statutory requirments that prevent this program from having more impact. Efficiency measures are still under development.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
19	19	19

Program: *Air Toxics*

Agency: *Environmental Protection Agency*
Bureau: *Office of Air and Radiation*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Percentage reduction in tons of toxicity-weighted (for cancer risk) emissions of air toxics, compared to 1993 baseline.	1993	Baseline	
	2010	19%	
Annual Measure: Cumulative percentage reduction in tons of toxicity-weighted (for cancer risk) emissions of air toxics, compared to 1993 baseline.	1993	Baseline	
	2006	22%	
	2007	22%	
	2008	21%	
Long-term Efficiency Measure: Tons of toxicity-weighted (for cancer and noncancer risk) emissions reduced per total cost ($). (Targets and baseline under development)			

Rating: *Adequate*

Program Type: *Regulatory Based*

Program Summary:

The Air Toxics program is designed to reduce emissions of hazardous air pollutants (HAPs) from stationary sources, such as factories, and from vehicles and other mobile sources. For stationary sources, the Clean Air Act prescribes technology-based standards followed by additional standards if the residual risk at these facilities is too high. For mobile sources, Congress instructs EPA to set technology-based standards, taking into consideration feasibility and cost.

The initial PART found that the program had a clear purpose and that management was generally good. Other findings, however, indicated that the program had not fully utilized statutory flexibility to maximize net benefits, that it had difficulty linking annual measures to long term health and environmental outcomes, and that data gaps limited its ability to demonstrate results. A reassessment was conducted because the program had taken the following steps to address these deficiencies:

- In response to an initial finding that the program lacked monitoring data, the 2004 President's Budget requested an additional $7 million in state grants. Congress provided the additional funds and nationwide ambient monitoring will begin in early 2005.
- The original PART assessment found that the program was not maximizing net benefits. In recent rulemakings, EPA has taken steps to reduce costs and increase flexibility, and some rulemakings have been able to quantify positive net benefits.
- In response to recommendations that the program establish better performance measures, including an appropriate efficiency measure, the Administration developed new outcome-oriented performance measures and efficiency measures. Annual and long-term measures now link program results to environmental outcomes.

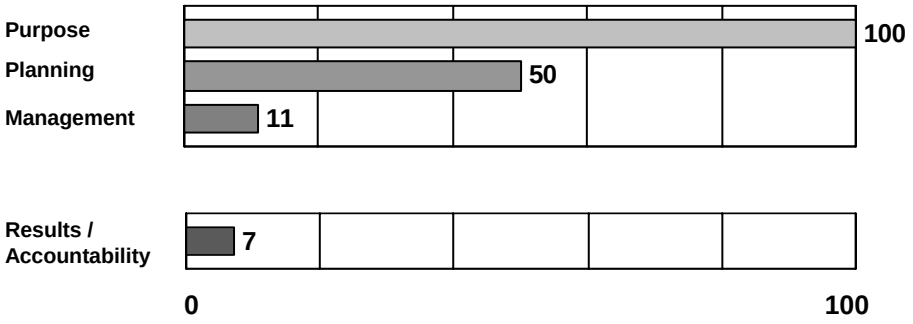
The Administration will continue to use data to better understand actual risk levels and manage the program accordingly. As the residual risk program continues to develop, EPA will target high-risk facilities and use its statutory authority to avoid unnecessary regulation and minimize costs.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
96	99	100

Program: *Alaska Native Villages*

Agency: *Environmental Protection Agency*
Bureau: *Office of Water*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percent of Alaska rural and native households with drinking water and wastewater systems.	2003	77%	
	2004	80%	
	2005	83%	
	2006	86%	
Long-term Measure: By 2011, provide wastewater and drinking water systems to the remaining Alaska and Native Village population living in unserved homes.	2011	100%	

Rating: *Ineffective*

Program Type: *Block/Formula Grant*

Program Summary:

The Alaska Native Villages Program provides grants to the State of Alaska for wastewater and drinking water systems intended to benefit eligible Native and rural villages. Approximately one in four Native and rural households in Alaska lack access to basic drinking water and wastewater facilities.

The Administration is developing appropriate new performance measures for the program. However, the PART found the program has systemic management deficiencies. For example:

- The program does not compete its contracts and purchases.
- The State is not held accountable for cost overruns and questionable purchases.
- Basic program performance information is not collected or used to manage the program.

In response to these findings, the Administration will:

1. Develop program regulations that improve oversight and accountability and reduce chances for waste, fraud, and abuse.
2. Reduce program funding by $20 million until there is greater confidence that the funds are achieving the desired results.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
43	45	15

Program: *Brownfields*

Rating: *Adequate*

Program Type: *Competitive Grant*

Agency: *Environmental Protection Agency*

Bureau: *Office of Solid Waste and Emergency Response*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Brownfields Properties Assessed	2002	3100	3807
	2008	9,200	5034
	2006	8034	
	2008		

Recommended Follow-up Actions	*Status*
Consistent with program expansion, continue to assess and clean-up Brownfields sites at an accelerated rate.	Action taken, but not completed
Work to develop more ambitious long term assessment targets that focus on redevelopment, since the current targets are within easy reach.	Action taken, but not completed

Update on Follow-up Actions:

The 2004 results for performance measures will not be available until March 2005. The program was not reassessed for the FY 2006 Budget, but it did put forward to OMB a new efficiency measure (not yet approved). EPA also replaced the annual measure with two new measures that focus on the program's mission to reduce risks to public health and the environment at Brownfields sites. The first measure is "Assessed properties cleaned up per year." The second measure is "Acres made ready for reuse."

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
170	210	210

Program: *Civil Enforcement*

Agency: *Environmental Protection Agency*

Bureau: *Office of Enforcement and Compliance Assurance*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Pounds of pollution reduced, treated, or eliminated	2005	Baseline	
Annual Measure: Change in behavior as measured by the percentage of entities making improvements in management practices.	2004	Baseline	
Efficiency Measure: Pounds of pollutants reduced, treated, or eliminated per FTE	2004	Baseline	

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The Environmental Protection Agency's (EPA) Civil Enforcement Program enforces federal environmental laws to protect human health and the environment by ensuring that regulated entities comply with these laws. EPA's management of their federal enforcement responsibility includes direct federal actions (inspections, investigations, compliance assistance and incentives) as well as assisting and overseeing state, tribal, and local partners in achieving compliance to protect human health and the environment.

The initial 2002 PART assessment found four major weaknesses, lack of meaningful outcome measures, weak management that didn't target resources based on workload analysis, issues of data quality, and lack of adequate non-compliance rates. The lack of meaningful outcome measures lead to a Results Not Demonstrated (RND) characterization. The program has followed through on original PART findings by undertaking development of outcome oriented performance measures.

In response to these initial findings the program has since:

- Created a "Measures Implementation Plan" to set targets and milestones for developing outcome oriented performance measures.
- Initiated a data audit to review data quality.
- Performed a workforce deployment review and used its findings to make some marginal resource allocation decisions.

However, little progress has been made with respect to deriving and using statistically valid non-compliance rates.

In response to these findings, the Administration will:

1. Direct funds toward completion of the Permit Compliance System (PCS)
2. Target resources based on workload analysis and take into account recommendations by the intra-agency Superfund Review completed in April 2004.
3. Continue to expand and improve use of statistically valid non-compliance rates.

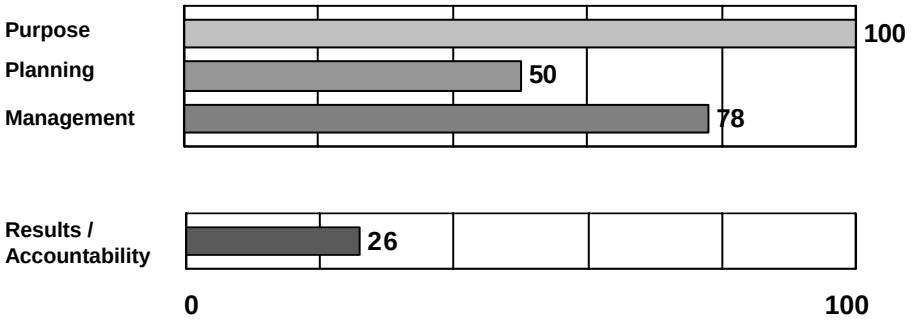
Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
446	446	467

Program: *Clean Water State Revolving Fund*

Agency: *Environmental Protection Agency*

Bureau: *Office of Water*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of waterbodies previously designated nonattainment, now meeting all water quality standards.	2002	Baseline	0%
	2006	5%	
	2012	25%	
Long-term Efficiency Measure: Number of waterbodies restored or improved per million dollars of CWSRF assistance provided			
Annual Measure: Percentage of all major publicly-owned treatment works (POTWs) that comply with their permitted wastewater discharge standards	2006	98.6%	

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Program Summary:

The Clean Water State Revolving Fund (CWSRF) provides capitalization grants to States to help finance wastewater infrastructure projects. States provide a 20 percent match and loan the funds to communities at below-market rates, with loan repayments and interest recycled back into the program.

The initial PART assessment of the CWSRF found that the program is an effective financial resource for wastewater infrastructure. However, the program received a rating of " Results Not Demonstrated" due to new long-term and annual performance measures for which EPA lacked sufficient data, as well as the absence of an efficiency measure. For this year' s reassessment, EPA developed two outcome-based efficiency measures that track the amount of CWSRF funds spent per restored, improved, or protected waterbody. The program was also able to demonstrate, to a small extent, progress toward its long-term and annual measures.

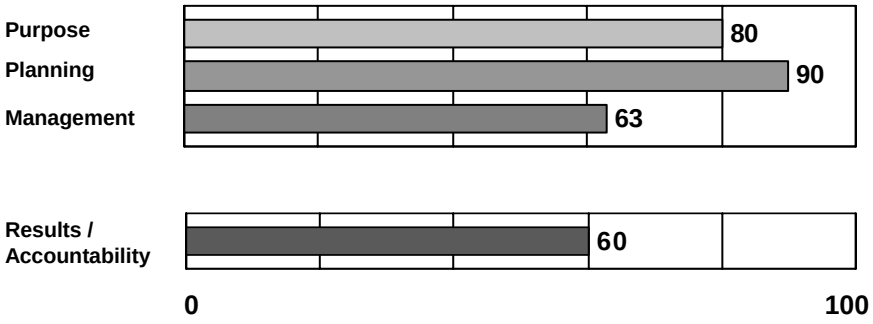
To continue its progress, EPA will focus on improving the quality and breadth of CWSRF performance data. In particular, EPA needs to focus on collecting data on minor systems, which receive a significant proportion of CWSRF funding, and waterborne disease.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,342	1,091	730

Program: *Climate Change Programs*

Agency: *Environmental Protection Agency*
Bureau: *Office of Air and Radiation*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Million metric tons of carbon equivalent (mmtce) of greenhouse gas emissions reduced in the industry sector.	2012	123.0	
Annual Measure: Million metric tons of carbon equivalent (mmtce) of greenhouse gas emissions reduced in the industry sector.	2004	55.0	62.2
	2005	53.7	
	2006	62.1	
	2007	70.8	
Long-term Efficiency Measure: Tons of greenhouse gas emissions (MMTCE) prevented per societal dollar in the Industry sector. (Targets and baseline under development.)			

Rating: *Adequate*

Program Type: *Direct Federal, Research and Development*

Program Summary:

The Climate Change Programs PART covers over 20 separate climate change-related programs at EPA. In general, these programs are grouped into one of three sectors based on the areas that they target: industry, transportation, or buildings. All of the programs have the same general purpose: reducing greenhouse gas emissions and facilitating energy efficiency. The majority of the programs are voluntary partnerships. An exception is the Clean Automotive Technology program - it is a research and development program that focuses on the development of advanced engine and vehicle technologies that reduce fuel consumption and emissions.

The PART assessment showed that EPA's Climate Change programs are for the most part successful and directly support the President's goal of an 18% reduction in greenhouse gas intensity by 2012. Specific findings include:

- The Climate Change voluntary programs have adequate performance measures and have recently implemented sector-wide efficiency measures that will help inform management and planning decisions.
- EPA's Energy Star program in particular collects and presents performance information in a useful manner and uses the data to drive management decisions.
- The Clean Automotive Technology program needs to improve its performance measurement.

In response to these findings:

1. EPA will complete an assessment and comparison of the potential benefits and efforts of the Clean Automotive Technology program to other agency's efforts with similar goals by April 1, 2005.
2. The Clean Automotive Technology program will work to develop better performance measures that more clearly link to greenhouse gas reduction potential in the near term.
3. EPA will work to develop sector-level goals that are in terms of greenhouse gas intensity, similar to the President's goal.

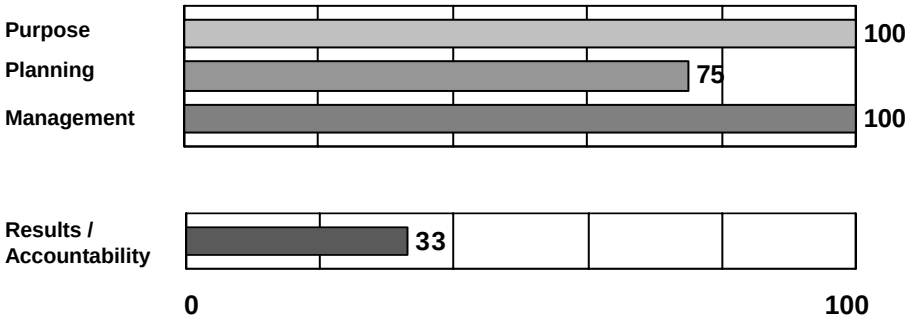
Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
110	109	113

Program: *Criminal Enforcement*

Agency: *Environmental Protection Agency*

Bureau: *Office of Criminal Enforcement, Forensics, and Training*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Pounds of pollution reduced treated or eliminated	2005	Baseline	
Annual Measure: Reduction in recidivism	2005	Baseline	
Efficiency Measure: Lbs. Of Pollutant Reduction per FTE	2005	Baseline	

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The Environmental Protection Agency' s (EPA) Criminal Enforcement Program investigates violations of laws, regulations, and permit conditions that cause or threaten significant harm to human health and the environment, and refers cases to the Department of Justice and to the States for prosecution.

The initial PART assessment found that it was very difficult to assess either general or specific deterrence for either EPA or law enforcement in general. It also found that since EPA works with Department of Justice (DOJ) on prosecuting criminal cases, that outputs and outcome measures were co-dependent on that relationship. The PART also found that the program mostly used output measures and did not have outcome oriented performance measures. It was this lack of meaningful outcome measures that led to a Results Not Demonstrated (RND) characterization for the 2005 Budget.

The reassessment for the FY 2006 Budget found that although the criminal program is making progress in thinking about performance measures, there are as yet very few outcome measures actually developed, or in the process of being implemented

In response to initial findings that the program did not have well developed performance measures, EPA has since:

- Created a " Measures Implementation Plan" to set targets and milestones for developing outcome oriented performance measures.
- Initiated a workgroup to standardize definitions.

The Agency will develop baseline and targets for its performance measures, including measuring recidivism, and reducing pollution.

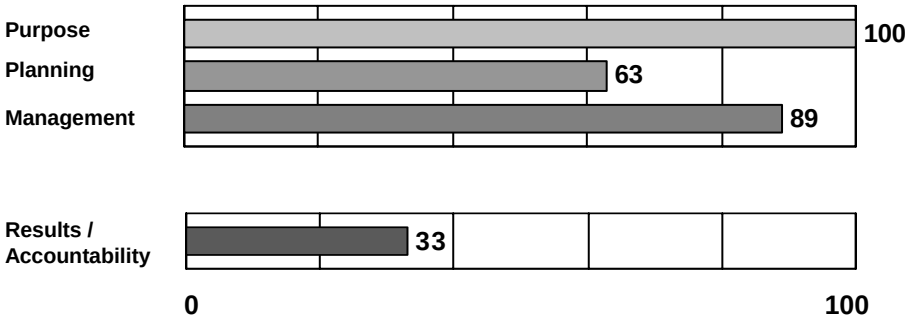
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
43	46	51

Program: *Drinking Water State Revolving Fund*

Agency: *Environmental Protection Agency*

Bureau: *Office of Water*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent population served by community water systems in compliance with health-based drinking water standards.	2003	Baseline	91.0%
	2008	95%	
Annual Measure: Percent community water systems in compliance with drinking water standards.	2003	Baseline	92%
	2004	92.5%	
	2005	93%	
	2006	93.5%	
Long-term Efficiency Measure: People receiving drinking water in compliance with health-based drinking water standards per million dollars (Federal and State).	2003	Baseline	202,840
	2008	233,645	

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Program Summary:

The Drinking Water State Revolving Fund (SRF) program capitalizes state revolving loan funds that finance infrastructure improvements for public water systems and other activities that support state drinking water programs and promote public health protection. Most of the money has gone to upgrade water treatment systems.

The PART completed in 2002 recommended the development of performance measures that better demonstrate the impact of the program. Reassessment of the program under the 2003 PART guidelines found that the Drinking Water SRF program had implemented acceptable performance measures; however, an acceptable outcome efficiency measure had not yet been developed. Further reassessment of the program under the 2004 PART guidelines found the program has demonstrated overall improvement:

1. Demonstrated that states are operating their SRFs to ensure sustainability after federal capitalization ends. This is a crucial element of the program as it will allow states to continue loaning money well after federal capitalization ceases.
2. Evaluation of public health impacts from infrastructure improvements continues to be difficult, in part because states provide only aggregate data.
3. Developed an outcome efficiency measure that demonstrates the improvement in compliance for the dollars expended for the program. This measure is expected to assist the program in more efficiently utilizing available resources in order to better protect public health.
4. Showed progress on system modernization to improve drinking water system compliance reporting by states. However, data quality problems continue to persist and as a result, EPA may not be accurately reporting its performance.

In response to these findings, the Administration will:

1. Implement recommendations from the second triennial drinking water data quality review which are designed to improve the overall quality of the data in EPA's drinking water compliance reporting system.
2. Develop a new long-term outcome performance measure to assess the impact of drinking water compliance improvements on public health.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
845	850	850

Program: *Ecological Research*

Rating: *Results Not Demonstrated*

Program Type: *Research and DevelopmentCompetitive Grant*

Agency: *Environmental Protection Agency*

Bureau: *Office of Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Measure Under Development			

Recommended Follow-up Actions	*Status*
Reduce funding in FY 2005 by $22 million. Savings from this reduction will be shifted to other high priority efforts in EPA, including the water quality monitoring initiative. Funding may be increased when the program develops sufficient performance measures and demonstrates results.	Completed
Encourage EPA to develop one or two more outcome-oriented long-term measures, as well as annual and efficiency measures.	Action taken, but not completed

Update on Follow-up Actions:

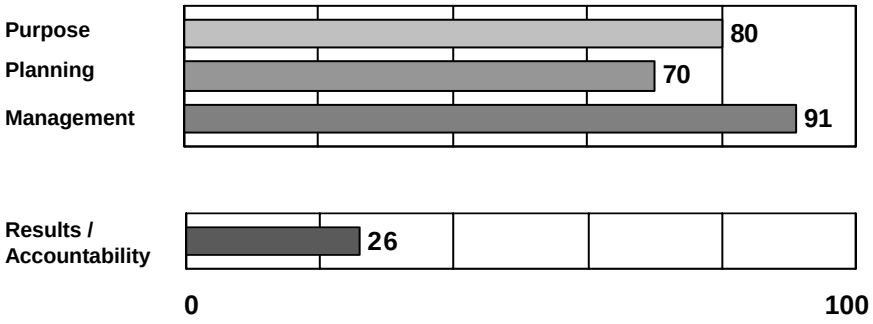
Congress supported the President's recommended funding reduction for the program in 2005. The 2006 Budget proposes to fund the program at $84 million, a reduction of $10 million from 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
115	94	84

Program: *Endocrine Disruptors*

Agency: *Environmental Protection Agency*
Bureau: *ORD/OPPTS*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Determination of the extent of the impact of endocrine disruptors on humans, wildlife, and the environment to better inform the federal and scientific communities. (Targets and baseline under development).			
Annual Measure: Cumulative number of screening assays that have been validated. (Targets under development).			
Annual Efficiency Measure: Cost per labor hour of contracted validation studies. (Targets and baseline under development).			

Rating: *Adequate*

Program Type: *Direct Federal, Competitive Grant, Research and Development*

Program Summary:

The Endocrine Disruptors (ED) Program provides EPA with the scientific information necessary for the Agency to reduce or prevent potential unreasonable risks to human health and wildlife from exposures to chemicals that adversely affect the endocrine system, called endocrine disrupting chemicals (EDCs). The program has two components: the screening program, which is mandated under the Food Quality Protection Act and the Safe Drinking Water Act, and the research program, which provides the scientific information and tools for the screening program to fulfill its purpose.

The assessment found that the ED program is free of major design flaws, has a clear purpose, and is reasonably well-managed. Additional findings include:

- It is not clear that EPA's ED research is not duplicative of other federal efforts.
- The program lacks ambitious targets for its long-term measures.

In response to these findings, the Administration will:

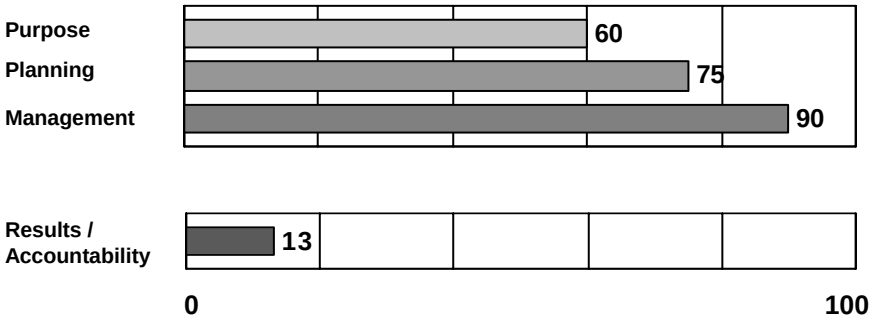
1. Maintain funding at approximately the FY 2005 President's Budget level.
2. Develop adequate timeframes, targets, and baselines for ED performance measures.
3. Articulate clearly R&D priorities to ensure compelling, merit-based justifications for funding allocations.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
17	17	18

Program: *Environmental Education*

Agency: *Environmental Protection Agency*
Bureau: *Administrator's Office*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent of all students and teachers targeted demonstrate increased environmental knowledge, as measured by the Guidelines for Learning for K-12, developed by the North American Association for Environmental Education. (Baseline under development.)			
Annual Measure: Number of NNEMS fellows who pursue environmental careers.			
Long-term Efficiency Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Program Summary:

The Environmental Education program was created to provide leadership and resources to the field of environmental education at the local, state, national, and international levels; to encourage careers related to the environment; and to leverage non-Federal investment in environmental education and training programs.

Prior to the formal PART process, the Administration proposed (2003 Budget) not funding this program because it primarily supported environmental advocacy rather than environmental education. The PART completed for the 2005 Budget again found that the program had deficiencies in purpose, planning, and results. The program has addressed some of these deficiencies; however, some remain:

1. The program has improved its strategic planning primarily by the development of long-term and annual performance measures designed to measure education performance. However, the program has yet to develop baselines, targets, or timeframes. This lack of performance information may be reducing the effectiveness of grants management.
2. More evidence is required to show that the program is not duplicative of other private, local, state, or national efforts.
3. The program lacks flexibility that could prevent EPA from distributing funds or pursuing programs based on performance.
4. The program has developed a timeline for regular independent evaluations.

The program has shown a dedication towards improvement. It still lacks measurable results and flexibility. In response to these findings, the administration continues its recommendation for transferring the program from the Environmental Protection Agency.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
9	9	0

Program: *Existing Chemicals*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *Environmental Protection Agency*

Bureau: *Office of Prevention, Pesticides, and Toxic Substances*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Percent cumulative reduction of chronic human health risk from environmental releases of industrial chemicals in commerce since 2001.	1997		24%
	2005	12%	
	2006	15%	
	2008	21%	
Annual Measure: Measure Under Development	2002		85
	2005	125	
	2006	144	
	2008	180	
Annual Efficiency Measure: Measure Under Development	2005		
	2006		

Recommended Follow-up Actions	***Status***
Maintain funding at the 2004 President's Budget level.	Completed
Create outcome measures for AEGLs.	Action taken, but not completed
Develop a long-term outcome efficiency measure.	Action taken, but not completed

Update on Follow-up Actions:

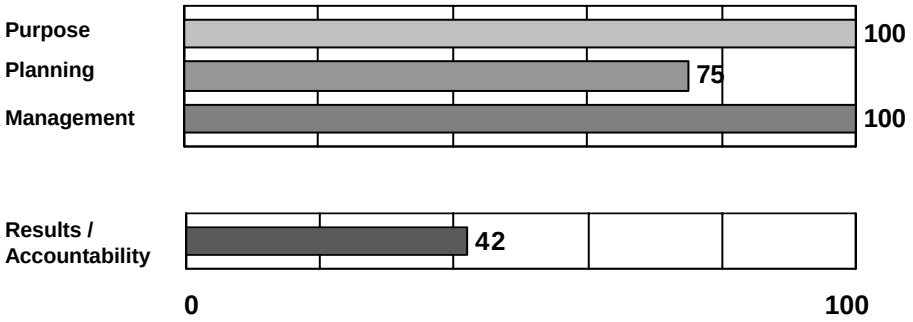
Long-term outcome efficiency measures are not available at this time. Output efficiency measures that clearly link to outcomes are under development.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
16	16	17

Program: *Leaking Underground Storage Tanks*

Agency: *Environmental Protection Agency*
Bureau: *Office of Solid Waste and Emergency Response*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Number of sites that meet state risk-based standards for human exposure and groundwater migration.	2003	21000	18518
	2004	21000	
	2005	21000	
	2006	18300	
Long-term Measure: Increase the number of sites that meet state risk-based standards for human exposure and groundwater migration on Indian Country.	2003	Baseline	165
	2008	315	
Annual Efficiency Measure: Cleanups Complete (3-year rolling average) per total cleanup dollars	2006	Baseline	
	2007		
	2008		

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Program Summary:

The Leaking Underground Storage Tank program's purpose is to clean up leaking underground petroleum tanks.

The initial PART assessment found the program had a clear purpose, is well managed, but would benefit from regular independent evaluations and a systematic process to review the program's strategic planning. The program needed to set goals that are adequately ambitious and human health or environmentally outcome-oriented, and was tasked to develop outcome measures that would test the link between the program's activities and the impact of those activities on human health and the environment. In response, the program:

- Demonstrated that their long-term goal of completing clean ups has clear, identifiable human health benefits. Sites are considered complete only when the clean up has reached a state-set, risk-based standard for human exposure and groundwater migration.
- Developed annual and long-term goals for clean ups in Indian Country. This measure tracks EPA's performance of directly cleaning up LUST sites, rather than EPA's oversight of state cleanup programs as measured under their national clean-up goal.
- Developed a measure of efficiency that is representative of the program's activities and will push the program to clean up LUST sites at a greater level of efficiency.

The Administration will:
1. Continue to clean storage tank sites efficiently and at a rapid pace, recognizing that the complexity of cleanups has increased.
2. Use the newly developed efficiency measure to establish baselines and set goals for efficiency improvement.
3. Seek out regular independent evaluations and a systematic process to review the program's strategic planning.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
72	69	69

Program: *Mobile Source Standards and Certification*

Rating: *Moderately Effective*

Agency: *Environmental Protection Agency*

Bureau: *Office of Transportation and Air Quality*

Program Type: *Regulatory Based*

Program Summary:

EPA's Mobile Source Standards and Certification program protects public health by regulating harmful emissions from mobile sources of air pollution. Mobile sources, including cars, trucks, buses, locomotives, and farm, industrial and construction equipment pollute the air nationwide. EPA is required by the Clean Air Act to set standards for all categories of new engines and vehicles.

The PART review found that the program was well-designed, well-managed, and had demonstrated environmental results. Specific findings include:

- The program's "technology-forcing" regulations have been successful in reducing emissions from many categories of mobile sources, often cost-effectively.
- Although these standards have significantly reduced emissions per vehicle mile traveled (VMT), overall increases in VMT mean that mobile sources remain a significant contributor to air pollution in the U.S.
- The program has demonstrated increased management efficiencies through improvements in its regulatory and compliance programs.

In response to these findings, the Administration will:

1. Request $66 million for EPA's mobile source programs, $1.5 million more than the 2005 President's Budget request.
2. Begin collecting data to support two new efficiency measures – one long and one short-term – to enable the program to measure further efficiency improvements.
3. Systematically review its existing regulations to maintain consistency and ensure that it is maximizing net benefits. EPA will also conduct thorough ex ante economic analyses and evaluations of alternatives in support of regulatory development.

Note: In addition to the measures listed in the table, the program has similar long term performance measures for reduced mobile source emissions of volatile organic compounds (VOCs) and particulate matter (PM), and has similar annual performance measures for VOCs, PM, and carbon monoxide.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Millions of tons of nitrogen oxides (NOx) reduced since 2000 from mobile sources	2000	Baseline	11.8
	2010	3.4	
Annual Measure: Millions of tons of nitrogen oxides (NOx) reduced since 1995 from mobile sources	1995	Baseline	12
	2003	1.45	1.45
	2005	1.69	
	2006	2.03	
Annual Efficiency Measure: Tons of pollutants (VOC, NOx, PM, CO) reduced per total emission reduction dollars spent. (Targets and baseline under development).			

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
61	68	70

Program: *New Chemicals*

Agency: *Environmental Protection Agency*

Bureau: *Office of Prevention, Pesticides, and Toxic Substances*

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Cumulative reduction of releases of industrial hazardous chemicals to the environment and in industrial wastes in millions of pounds.			
Long-term Efficiency Measure: Review costs per chemical (for EPA and indusry) (under development).	2005		
	2006		
Annual Measure: Annual cumulative quantity of water conserved (millions of gallons).	2002		330
	2005	1.5	
	2006	1.9	
	2008	650	

Recommended Follow-up Actions	Status
Maintain funding at the 2004 President's Budget level.	Completed
Establish targets and timeframes for its measures, including efficiency measures.	Action taken, but not completed
Propose appropriations language to change the Toxic Substances Control Act to lift the cap on fees that the Agency can collect for new chemical reviews.	Completed

Update on Follow-up Actions:

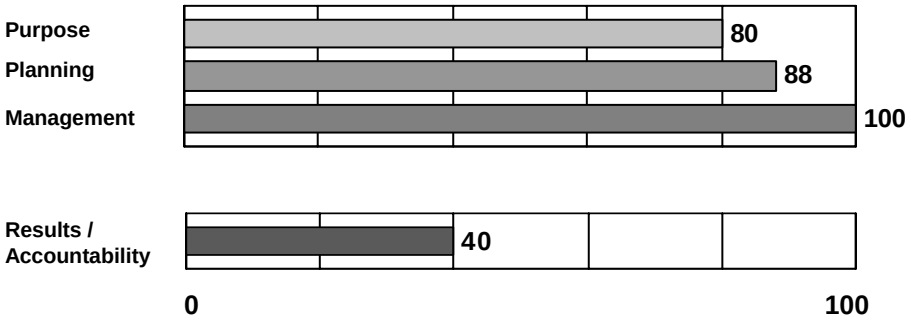
Appropriations language was proposed in the 2005 President's Budget to lift the cap on fees for new chemical reviews but it was not enacted. Language will be proposed again ir 2006. Efficiency measures are still under development.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
15	14	15

Program: *Nonpoint Source Grants*

Agency: *Environmental Protection Agency*
Bureau: *Office of Water*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Number of waterbodies identified by States (on the 2000 303(d) list) as being primarily NPS-impaired partially or fully attaining designated uses.	2008	250	
	2012	700	
Annual Measure: Reduction in phosphorus loadings (millions of pounds)	2006	4.5	
Long-term Efficiency Measure: Section 319 funds ($million) expended per partially or fully restored waterbody.	2008	$4.7	

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Program Summary:

The Nonpoint Source (NPS) Grants Program provides grants to States to identify NPS problems and develop effective, locally-supported solutions. Examples of NPS projects include riparian area restoration, constructed wetlands, and filter strips.

EPA and OMB previously assessed the NPS Grants Program in 2002 and 2003. Each year, EPA has addressed some of the identified deficiencies and improved the program's PART score. The initial PART found the program lacked acceptable performance measures, including an efficiency measure. The second PART found the program had developed acceptable long-term and annual measures but still lacked an efficiency measure.

For the most recent PART, as recommended, EPA developed an appropriate long-term efficiency measure that tracks the amount of funds expended per fully or partially restored waterbody. To continue to improve this program and meet its long-term goals, EPA will focus on ensuring its funds are used for the most beneficial projects. Additionally, EPA will consider contracting for an independent evaluation of the program that can serve as the basis for further improvements.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
237	209	209

Program: *Particulate Matter Research*

Agency: *Environmental Protection Agency*

Bureau: *Office of Research and Development*

Rating: *Results Not Demonstrated*

Program Type: *Research and DevelopmentCompetitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			
Long-term Efficiency Measure: Measure Under Development			

Recommended Follow-up Actions	***Status***
Continue a strong emphasis on PM research, especially on co-pollutant effects, assessment of hazardous components, and identification of the sources of those hazardous components	Action taken, but not completed
Establish a better metric for uncertainty reduction, which is the established, and widely supported outcome for this program.	Action taken, but not completed

Update on Follow-up Actions:

The administration continues to place a strong emphasis on PM research. EPA recently awarded a 10-year, $30 million grant to support research into these topics. To develop a better metric to measure performance, the Office of Research and Development (ORD) is establishing independent expert reviews of its research programs to qualitatively assess performance of research programs in reducing uncertainty and answering key science questions. ORD is also working to develop an efficiency measure for the 2007 PART process.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
57	64	66

Program: *Pesticide Enforcement Grant Program*

Agency: *Environmental Protection Agency*

Bureau: *Office of Enforcement and Compliance Assistance*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percent of violators committing subsequent violations (Baseline and targets under development.)			
Long-term Measure: Percent of violators committing subsequent violations (Baseline and targets under development.)			
Efficiency Efficiency Measure: Number of enforcement actions taken (Federal + State) per million dollars of costs (Federal + State). (Baseline and targets under development.)			

Rating: *Ineffective*

Program Type: *Block/Formula Grant*

Program Summary:

The Environmental Protection Agency' s (EPA) Pesticide Enforcement Grants program distributes grant monies to the States so they can enforce pesticide laws. The state programs vary, but usually include elements for training, certification, and review of pesticide applicators.

States independently, after review of EPA national program guidance and discussion with EPA, outline their plans for use of the grant funds. After a negotiation process, states and EPA agree on how funds are to be used. This is documented in an annual cooperative agreement and work plan.

The assessment found:

- The States do not collect sufficient outcome measures to assess the program.
- EPA s oversight of performance is limited to output and financial propriety information.
- The higher the percentage of EPA funding for a State' s total program, the higher the average cost of conducting enforcement actions. The lower the percentage of overall funding provided by EPA, the more cost effective enforcement actions are.

In response to these findings, the Administration will:

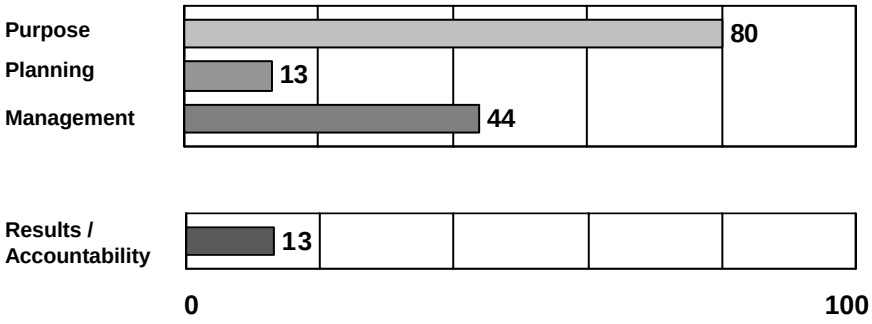
1. Work to develop appropriate outcome performance measures.
2. Develop targets and baselines.
3. Evaluate why cost effectiveness appears inversely proportional to amount of Federal funding.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
20	20	19

Program: *Pesticide Field Programs*

Agency: *Environmental Protection Agency*
Bureau: *Office of Pesticide Programs*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Cumulative reduction in the number of occupational poisoning incidents associated with exposure from pesticides. (Baseline and targets under development)			
Annual Measure: Measures Under Development			
Annual Efficiency Measure: Measures Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Block/Formula Grant*

Program Summary:

The Pesticide Field Programs PART covers three programs at EPA: Endangered Species (ES), Water Quality (WQ), and Worker Protection/Certification & Training (WPC&T). The ES program works to ensure protection of listed, threatened and endangered species from pesticides. The WQ program helps protect water resources from pesticide contamination, and the WPC&T program promotes the safe use of pesticides to protect human health.

The PART analysis showed that each field program has its own unique issues but all programs contribute to the same overall mission – to protect human health and the environment from the potential harm associated with pesticide use. Findings include:

- Overlap between the missions of the WQ program and the Office of Water's Surface Water Protection program.
- The Field Programs in general do not adequately measure performance, making it difficult to determine their effectiveness and efficiency.
- Grantee performance data is not available in a readily accessible manner and is only provided to the public upon request.

In response to these findings, the Administration will:

1. Include a $1 million reduction in funding for the Field Programs WQ program in the FY 2006 President's Budget. EPA must ensure that WQ program activities affected by this reduction are adequately addressed in the Office of Water's Surface Water Protection program.
2. Develop and implement annual goals and efficiency measures and continue development of baselines and targets for long-term outcome measures for all Field Programs.
3. Develop and implement a method of compiling and disseminating Field Programs grantee performance data in a manner easily accessible to the public.
4. Make the Field Programs budgeting more transparent and more clearly link to adequate and relevant program-specific measures.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
38	40	38

Program: *Pesticide Registration*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *Environmental Protection Agency*

Bureau: *Office of Pesticide Programs*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent reduction in terrestial and aquatic wildlife mortality incidents involving pesticides			
Annual Measure: Percentage of agricultural acres treated with reduced-risk pesticides	2002	1%	7.5%
	2004	8.5%	
	2005	8.7%	
	2006	0.09	
Long-term Efficiency Measure: Measure Under Development			

Recommended Follow-up Actions	*Status*
The Administration recommends maintaining funding at the 2004 President's Budget level adjusted for the annual pay increase.	Completed
The program will also work on long-term outcome efficiency measures.	Action taken, but not completed
The program will develop long-term risk-based outcome performance measures that will supplement the existing long-term measures.	Action taken, but not completed

Update on Follow-up Actions:

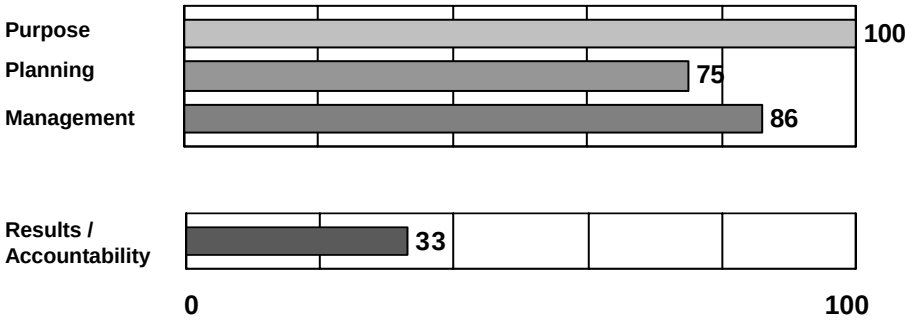
Long-term outcome efficiency measures are not available at this time. Output efficiency measures that clearly link to outcomes are under development. An effort to develop risk based measures for EPA's Pesticides Programs is also underway.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
43	45	44

Program: *Pesticide Reregistration*

Agency: *Environmental Protection Agency*
Bureau: *Office of Pesticide Programs*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Cumulative percentage of Tolerance Reassessments completed.	2004	78%	
	2005	87.7%	
	2006	100%	
Long-term Measure: Percent reduction in terrestrial and aquatic wildlife incidents and mortalities caused by certain high-risk pesticides. (Baseline Under Development)	2003	Baseline	
	2008	30%	
Annual Efficiency Measure: Reduction in time required to issue Reregistration Eligibility Decisions	2002	Baseline	30 months
	2005	10%	
	2006	15%	
	2007	20%	

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The Pesticide Reregistration program ensures that all pesticides used in the US, not just newly registered ones, are safe for humans and the environment based on current science standards that take into account toxicity, exposure, population, and use.

The initial PART assessment showed that though the program has a clear purpose and addresses a clear and ongoing need, it could not demonstrate results because of inadequate measures and inconsistent progress in achieving annual targets. Reassessment was warranted because adequate performance measures are necessary. EPA has taken a number of steps to address deficiencies identified in the PART assessment completed two years ago:

- In response to initial findings that the program needed better long-term outcome goals with adequate baselines and targets, the program has been participating in an Office of Pesticide Programs initiative on performance indicators. The program has proposed new measures for this reassessment.
- The original PART assessment found that the program was not measuring its level of efficiency. As a result, the program has proposed new output efficiency measures that will promote better management and a more direct focus on efficiently achieving outcomes.
- To address the issue of not meeting annual targets and concerns about meeting statutorily-required deadlines, the program did use additional resources for reviewing antimicrobial pesticides and inert ingredients as proposed in the FY 2004 President's Budget.

The Administration will continue to implement the Office of Pesticide Programs indicators initiative to develop better measures, baselines, and targets as well as to identify and develop sources of indicator data.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
54	61	61

Program: *Pollution Prevention and New Technologies*

Rating: *Results Not Demonstrated*

Program Type: *Research and DevelopmentCompetitive Grant*

Agency: *Environmental Protection Agency*

Bureau: *Office of Research and Development (ORD)*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			
Long-term Efficiency Measure: Measure Under Development			

Recommended Follow-up Actions	Status
Shift funding from this research program to another Environmental Protection Agency (EPA) pollution prevention program that has shown results (see New Chemicals PART).	Completed
Recommend improvement of the program's strategic planning, including an independent evaluation of the program and responding to previous evaluations. In addition, the program should provide information on why it should pursue projects instead of other parties that are capable of conducting the projects.	Action taken, but not completed
Establish performance measures, including efficiency measures.	Action taken, but not completed

Update on Follow-up Actions:

In response to PART findings, the 2005 President's Budget shifted funds from the Office of Research and Development's (ORD) Pollution Prevention Research program to the Office of Pollution Prevention and Toxics (OPPT). Congressional appropriations for 2005 reduced ORD's program by the requested amount, but did not make the recommended increase to OPPT's Pollution Prevention activities. For 2006, the Pollution Prevention research program is being reoriented to introduce sustainability concepts and approaches into its research agenda. ORD is holding training sessions for research staff that focus on developing outcome-oriented goals and measures. ORD is also establishing independent expert reviews of its research programs to qualitatively assess performance in terms of reduced uncertainty.

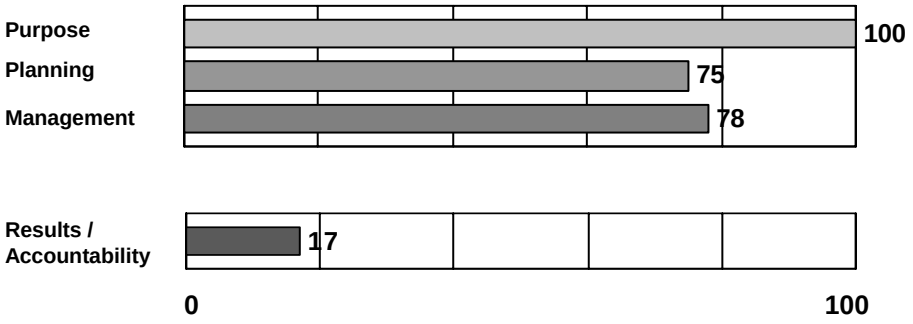
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
43	34	26

Program: *Public Water System Supervision Grant Program*

Agency: *Environmental Protection Agency*

Bureau: *Office of Water*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent population served by community water systems in compliance with health-based drinking water standards.	2003	Baseline	91%
	2008	95%	
Annual Measure: Percent community water systems in compliance with drinking water standards.	2003	Baseline	92%
	2004	92.5%	
	2005	93%	
	2006	93.5%	
Long-term Efficiency Measure: People receiving drinking water in compliance with health-based drinking water standards per million dollars.	2003	Baseline	202,840
	2008	233,645	

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Program Summary:

The Public Water System Supervision (PWSS) Grant program provides grants to states to assist them with implementation and enforcement of their state PWSS programs. The state PWSS programs implement and enforce the National Primary Drinking Water Regulations which are intended to assure that the public is provided an adequate quality of safe drinking water.

The assessment found:

- The program has a clear purpose which addresses the implementation and enforcement of state PWSS programs and it is effectively targeted in order to directly address this purpose.
- Overall, the program has adequate long-term and annual outcome-based performance measures and it has committed to develop an outcome measure to assess the impact of drinking water compliance improvements on public health.
- The program exhibits strong management potential; however, it could benefit from adopting procedures to measure and achieve efficiencies and cost effectiveness in program execution.
- The program is making efforts to achieve results; however, data quality problems in the drinking water compliance reporting system are hindering their ability to demonstrate adequate progress in achieving performance goals.

In response to these findings, the Administration will:

1. Implement recommendations from the second triennial drinking water data quality review which are designed to improve the overall quality of the data in EPA's drinking water compliance reporting system.
2. Develop a new long-term outcome performance measure to assess the impact of drinking water compliance improvements on public health.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
102	105	101

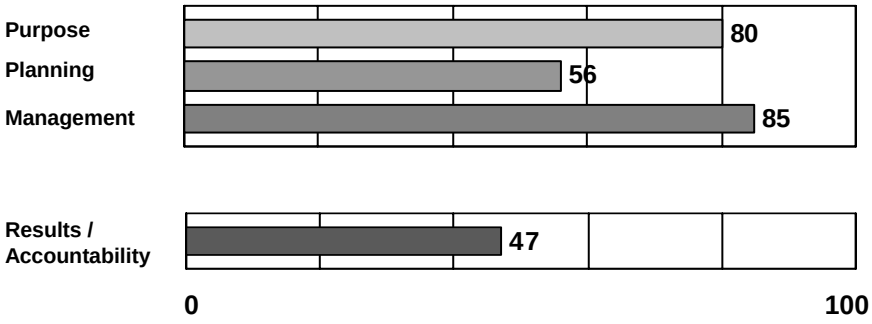
Program: *RCRA Base Program, Permits and Grants*

Rating: *Adequate*

Agency: *Environmental Protection Agency*

Bureau: *Office of Solid Waste*

Program Type: *Regulatory Based*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Annual increase in the percentage of facilities with permits or other approved controls.	2005	2.8%	
	2006	2.5%	
	2007	2.1%	
	2008	2.0%	
Long-term Measure: Update controls for preventing releases at the facilities due for permit renewal.	2008	150	
Annual Efficiency Measure: Facilities Under Control (permitted) per total Permitting Costs	2006	Baseline	

Program Summary:

The RCRA base program is comprised of the waste minimization, waste management, and hazardous waste programs. The hazardous waste permitting and waste management programs are primarily delegated to states and EPA provides administrative, technical, and financial assistance (grants) as states implement the program. The waste minimization program focuses on forming voluntary partnerships to reduce the amount of waste generated and recover resources.

The RCRA program demonstrated that:

- EPA manages hazardous waste grants in a manner that provides incentives for states to take ownership of goals that contribute to EPA's national goals.
- Waste minimization partners do not commit to EPA's overall national goals. The voluntary agreements focus on achieving goals that are beneficial to the partnering party and it is EPA who must engage in a sufficient number of partnerships in order to meet its national goal.
- The regulatory program failed to go far enough when determining the costs and benefits of its initial regulations.
- The hazardous waste permitting program developed new, ambitious targets. However, the program is unable to demonstrate the benefits of a permitted facility.
- Biennial data measurements for municipal solid waste create a data lag and hinder evaluation of program performance, but a more frequent data collection effort is unlikely to be cost effective.
- The RCRA base program has only two measures of output efficiency although it has multiple operations.

In response to these findings, the Administration will:

1. Develop an efficiency measure for the waste minimization component of the RCRA base program.
2. Develop a new regulatory definition of solid waste that satisfies the judicial requirements while ensuring that costs are not inappropriately shifted to the Superfund or other corrective action programs by narrowing the exclusion of previously regulated substances.
3. Continuously improving the program by identifying where compliance costs are excessive and reducing the cost of compliance where appropriate (i.e. RCRA manifest rule).

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
152	156	158

Program: *RCRA Corrective Action*

Agency: *Environmental Protection Agency*

Bureau: *Office of Solid Waste and Emergency Response*

Rating: *Adequate*

Program Type: *Regulatory Based*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Current human exposures under control (baseline and target under development)	2005	1637	
Long-term Efficiency Measure: Measure Under Development			
Annual Measure: Migration of contaminated groundwater under control (baseline and targets under development)	2005	203	

Recommended Follow-up Actions	***Status***
Program must define a new baseline for performance measures and establish appropriate annual targets to make goals more ambitious in achieving long-term objectives of the program.	Completed
Program should establish appropriate efficiency measures to adequately track program efficiency over time.	Completed

Update on Follow-up Actions:

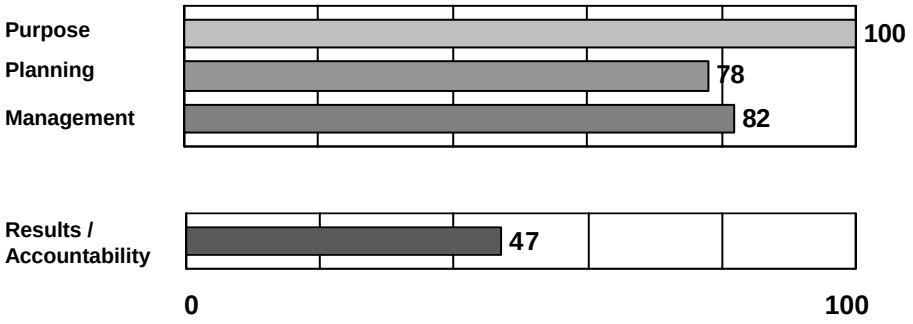
The RCRA Corrective Action program adjusted its baseline of high priority facilities (now 1968 facilities). The program developed three new output measures for FY 2008 that will track the program's progress toward final cleanup of sites. The program established a measure of efficiency designed to track how efficiently the Corrective Action program is at constructing final remedies thereby moving toward final construction completions. Typically there are multiple components of a final remedy and the cumulative effect of individual remedies is site-wide clean up, or construction complete.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
40	41	41

Program: *Stratospheric Ozone Protection*

Agency: *Environmental Protection Agency*
Bureau: *Office of Air and Radiation*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Reductions in melanoma and nonmelanoma skin cancers, measured by millions of skin cancer cases avoided.	2050	10	
	2070	48	
	2165	299	
Annual Measure: Remaining U.S. consumption of HCFCs, measured in tons of ozone depleting potential (ODP).	2005	<9,900	
	2006	<9,900	
	2007	<9,900	
Long-term Efficiency Measure: Cost (industry and EPA) per ozone depletion potential (ODP)-ton phase-out targets. (Targets under development).			

Rating: *Adequate*

Program Type: *Regulatory Based*

Program Summary:

The Stratospheric Ozone program implements programs to protect the earth's ozone layer. In accordance with the Montreal Protocol on Substances that Deplete the Ozone Layer and Title VI of the 1990 amendments to the Clean Air Act, the program manages EPA's review of substitutes for ozone-depleting substances, oversees and coordinates international technology transfer, and develops and implements adaptation programs that identify and address the risks associated with stratospheric ozone depletion.

This assessment found that:

- The program has a clear purpose, addresses a specific need, and is effectively targeted. Program design appears to be free of major flaws, but there is no conclusive evidence that an alternate design would not be more effective.
- The program has long-term performance measures that focus on outcomes, and an annual measure that demonstrates progress toward these goals.
- The program has demonstrated some initial progress toward its domestic performance goals, but international cooperation and compliance are essential to achieving health-based long-term goals.

In response to these findings, the Administration will:

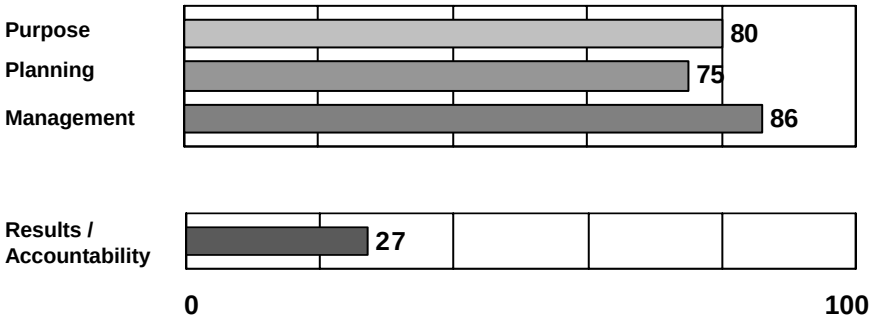
1. Continue to support the Multilateral Fund for the Implementation of the Montreal Protocol.
2. Convert long-term health effects measure into a rate of skin cancer prevalence so that an actual baseline can be established once statistics are available.
3. Continue to monitor progress to ensure that the program is on track to meet goals.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
17	19	18

Program: *Superfund Remedial Action*

Agency: *Environmental Protection Agency*
Bureau: *Office of Solid Waste and Emergency Response*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Additional Superfund sites with human exposures under control (exposure pathways are eliminated or potential exposures are under health-based levels for current use of land or water resources)	2003	10	28
	2004	10	
	2005	10	
	2006	10	
Annual Efficiency Measure: Percentage of Superfund spending that is obligated to individual sites each year. [Increases accountability of program overhead.]	2005	56%	
	2006	57.25%	
	2007	58.5%	
	2008	60%	
Annual Measure: Annual number of Superfund sites with remedy construction completed.	2003	40	40
	2004	40	
	2005	40	
	2006	40	

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The Superfund Remedial Action program addresses contamination from uncontrolled releases at Superfund hazardous waste sites that may threaten human health and the environment. By design, the Superfund Remedial Program is a cleanup program of last resort that addresses, via the National Priorities List (NPL), the Nation's most contaminated sites.

The assessment found that the Superfund Remedial Action program has a clear purpose and is designed to address the specific need for federal intervention to remediate severely contaminated sites when viable responsible parties do not exist.

Specific findings include:

- The Superfund Remedial Program has two long-term outcome-based performance measures that support clean up and reuse of contaminated land: Human Exposures Under Control and Groundwater Migration Under Control. These measures track progress in controlling all unacceptable human exposure contaminant pathways at sites listed on the NPL.
- A large portion of the Superfund resources (45%) is not charged to individual sites. It is not clear whether resources charged for program management, policy and administrative support functions directly address and support the program's purpose.
- The official data repository (CERCLIS) has significant data quality issues that may adversely affect accuracy and completeness of the data.

In response to these findings, the Administration will:

1. Improve reporting accuracy for results of performance measures.
2. Develop at least one additional efficiency measure or revise the current measure to track the ratio of total outputs or outcomes to total inputs.
3. Demonstrate that deficiencies in CERCLIS have been addressed.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
622	748	622

Program: *Superfund Removal*

Agency: *Environmental Protection Agency*

Bureau: *Office of Solid Waste and Emergency Response*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Measure Under Development			
Annual Measure: Number of removals completed	2001	275	302
	2004	350	385
	2005	350	
	2006	350	
Measure Under Development			

Recommended Follow-up Actions	Status
Propose funding at the 2003 President's Budget level.	Completed
Improve data quality in the CERCLIS database.	Action taken, but not completed
Develop outcome oriented measures that test the linkage between program activities and the impact on human health and the environment.	Action taken, but not completed

Update on Follow-up Actions:

An initial assessment of the program's performance database (CERCLIS) was completed in December 2004. The assessment identified areas for improvement and key data quality objectives. The program will implement the recommended changes by March 21, 2005. The program proposed new outcome and efficiency measures based on the number of people protected from actual or potential exposure threats as a result of undertaking removal actions. An internal review of the Superfund program, reported in April 2004, made recommendations to optimize the use of removal actions to speed cleanups at Superfund sites. The next PART assessment will examine how the program has addressed these recommendations.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
232	229	246

Program: *Tribal General Assistance*

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Agency: *Environmental Protection Agency*

Bureau: *American Indian Environmental Office - Office of Water*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: # of tribes with delegated and non-delegated programs. (new targets under development)	2004	28	159
	2005	159	
	2015	189	
Long-term Measure: % decrease in the number of households in Indian Country with inadequate wastewater sanitation systems.	2005	11	
	2006	17	
	2007	23	
	2008	50	
Long-term Measure: Measure Under Development			

Recommended Follow-up Actions	Status
EPA will improve the program's accountability.	Action taken, but not completed
EPA will develop ambitious performance targets for its annual and efficiency measures.	Action taken, but not completed

Update on Follow-up Actions:

Targets have been set and currently exceeded for the annual measure of " # of tribes with delegated and non-delegated programs". Targets have been revised for the long term measure . For the efficiency measure EPA will: select the targets by spring 2005, finish the development of the tracking system by fall 2005, and begin data collection by Jan. 2006.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
62	63	58

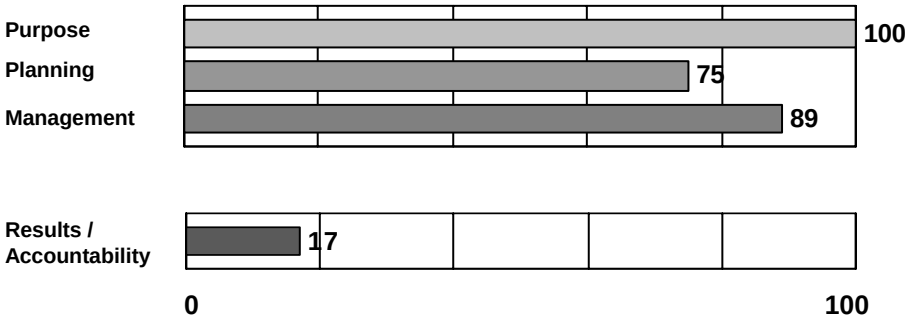
Program: *Underground Injection Control (UIC) Grant Program*

Agency: *Environmental Protection Agency*

Bureau: *Office of Water*

Rating: *Adequate*

Program Type: *Block/Formula Grant*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent population served by community water systems in compliance with health-based drinking water standards.	2003	Baseline	91%
	2008	95%	
Long-term Efficiency Measure: People receiving drinking water in compliance with health-based drinking water standards per million dollars.	2003	Baseline	202,840
	2008	233,645	
Annual Measure: Measure Under Development			

Program Summary:

The Underground Injection Control (UIC) Grant program provides grants to states to assist them with development and implementation of programs that protect underground sources of drinking water. The Safe Drinking Water Act requires state programs to adequately implement and enforce underground injection control regulations.

The assessment found:

- The program has a clear purpose which addresses the development and implementation of state programs and it is effectively targeted in order to directly address this purpose. It does so based on five underground injection well classes separated on type of fluid injected and location of injection.
- The program has effective *long-term outcome*-based performance measures and it is currently developing *annual output*-based measures. However, the program does not have an *annual outcome*-based performance measure or ambitious targets and timeframes for the *annual output*-based measures.
- The program holds federal managers accountable for program results, the program has procedures to measure and achieve efficiencies and cost effectiveness in program execution, and the program has strong financial oversight of grantee activities.
- The program has made small attempts to demonstrate outcome results; however, a number of factors are hindering their progress. These include data quality problems in the drinking water compliance reporting system.

The Administration will:

1. Develop an outcome-based annual performance measure and an efficiency measure, which demonstrate the protection of source water quality.
2. Implement recommendations from the second triennial drinking water data quality review which are designed to improve the overall quality of the data in EPA' s drinking water compliance reporting system.

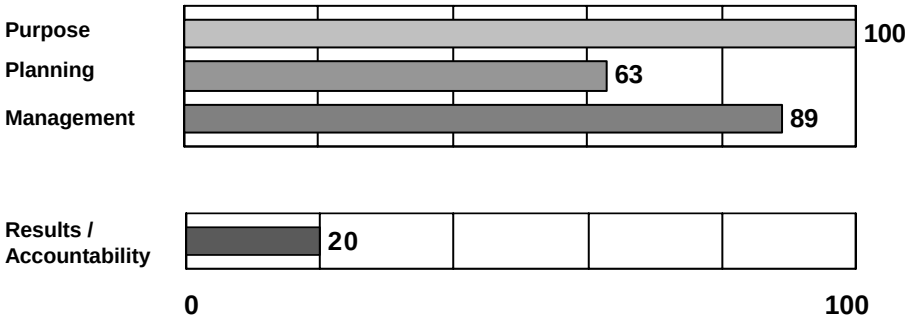
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
11	11	11

Program: *U. S.-Mexico Border Water Infrastructure*

Agency: *Environmental Protection Agency*

Bureau: *Office of Water*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Percentage of water quality standards met in shared and transboundary surface waters.	2012	>50%	
Annual Measure: Percentage of homes connected to potable water supply and wastewater collection and treatment systems. (Baseline under development.)			
Long-term Efficiency Measure: Measure Under Development			

Rating: *Adequate*

Program Type: *Block/Formula Grant*

Program Summary:

The Mexico Border program funds drinking water and wastewater infrastructure projects in the U.S. /Mexico border region. To design, finance, and build these projects, EPA works with the Border Environment Cooperation Commission (BECC), the North American Development Bank (NADBank), and the Mexican Secretariat for Environment and Natural Resources (SEMNARAT).

The PART found that the program is generally focused and well-managed, but lacks adequate performance information. For example:

- U.S. and Mexican staff meet quarterly to discuss project details, including funding, construction delays, and policy issues, and make programmatic and/or project changes as needed based on information gathered at these meetings.
- The program is currently undergoing a business process review by an independent contractor to identify areas for improvement.
- While the program collects some performance information, it does not currently have information that will allow it to measure long-term outcomes such as water quality improvements, or efficiency.

In response to these findings, the Administration will:

1. Develop baselines and targets for its long-term and efficiency measures.
2. Follow-up on the results of the business process review to help EPA implement program changes that could improve effectivess.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
50	50	50

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

PART ASSESSMENTS

Program: *Aeronautics Technology*

Agency: *National Aeronautics and Space Administration*
Bureau: *Aeronautics Research Mission Directorate*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Percent reduction of the aviation fatal accident rate through the development of a suite of technologies (baseline is the average of accident statistics for US Civil Aviation for the period 1991 - 1996).	2005	50	
	2010	70	
	2018	80	
Annual Measure: As agreed upon by both NASA and the Federal Aviation Administration (FAA), number of validated Air Traffic Management Decision Support Tools developed for terminal area and en route throughput for transfer to the FAA.	2002	3	3
	2004	5	3
	2005	1	
	2007	2	
Annual Efficiency Measure: Percentage of research funding subject to external peer review prior to award. [New measure still under development]			

Rating: *Moderately Effective*

Program Type: *Research and Development, Competitive Grant*

Program Summary:

NASA's Aeronautics Technology Program conducts long-range research and develops and transfers technologies to create a safer, more secure, environmentally friendly and efficient air transportation system. The program also conducts aeronautics research to support national defense, Earth and space science missions.

The assessment found that, despite a high number of congressionally directed projects, the Aeronautics Technology Program has planned and coordinated well its research portfolio with its partners in government, academia, industry and others in the aviation community. Additional findings include:

- The National Research Council (NRC) reviewed the program and found the research to be of good quality, with some areas identified as producing world-class results. The NRC provided a set of recommendations that the program is currently implementing.
- The program's strategic planning efforts will be further enhanced by its updated agreements with other federal agencies (e.g., Federal Aviation Administration) to coordinate and transition technologies.
- The program is striving to increase the percentage of research funding that is awarded through a competitive, peer review process. The program's historically large workforce and infrastructure will make this difficult to implement.
- The program does not track any overall efficiency metrics, but is working on increasing efficiencies in two areas: procurement and personnel.
- The PART assessment does not address the appropriateness of the Federal role in a given area. However, the program is reexamining its portfolio to ensure that it is only funding those areas in which there is a specific role for government.

In response to these findings, the Administration will:

1. Continue performing regular program reviews to ensure funding of projects that are relevant and effective.
2. Strengthen priority research areas identified by NASA, the National Research Council, and external partners.
3. Develop efficiency metrics and demonstrate improved efficiencies (e.g., cost) for achieving program goals.
4. Restructure the program to better focus on projects that have a federal role.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
1,057	906	852

Program: *Biological Sciences Research*

Rating: *Results Not Demonstrated*

Program Type: *Research and Development*

Agency: *National Aeronautics and Space Administration*

Bureau: *Office of Biological and Physical Research*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: For defined classes of space flight, produce research results that reduce the probability and consequences of the 55 (prioritized) risks to human health and safety from the current risk baseline.	2016	55	
Annual Measure: Use of ground and space-based research to lessen the risks related to long duration phenomena such as bone loss, psychological adaptation to isolation and confinement, and the biological effects of radiation as described in the Critical Path Roadmap. (Measures and targets to be refined)			
Annual Measure: Reduce the projected mass of a life support flight system compared to the system baseline for the International Space Station. (New measure in FY 2004)	2004	50%	50%
	2005	TBD	
	2006	TBD	

Recommended Follow-up Actions	Status
Develop efficiency measures that can be used to demonstrate improvement in the research process.	Action taken, but not completed
Develop methods of evaluating research processes and productivity against NIH and NSF where applicable.	No action taken
Develop outcome oriented performance measures, particularly in terms of achieving the goals established in the 'Critical Path Roadmap' (NASA's plan for certifying humans for long-duration space travel).	Action taken, but not completed

Update on Follow-up Actions:

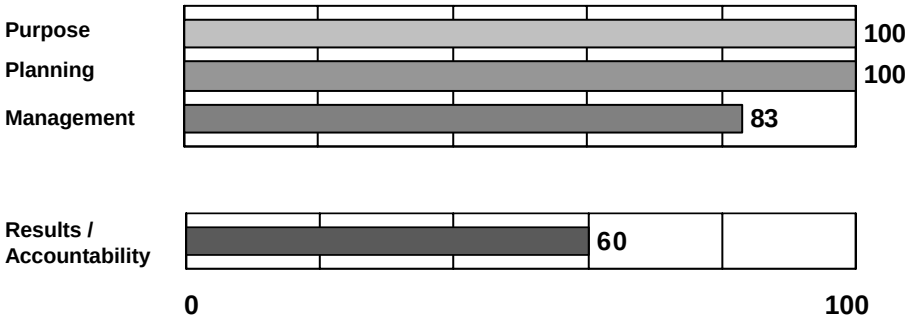
NASA's Biological Research Program is in the process of being reconfigured to support the new vision for space exploration. Organizationally, it is now located within a new "Human Systems Research and Technology" Theme. The PART recommendations will be incorporated in the development of the new program. The performance measures listed above will be considered by the new program as new measures are developed. A complete set of revised measures is anticipated in 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
365	482	385

Program: *Earth System Science*

Agency: *National Aeronautics and Space Administration*
Bureau: *Earth Science Enterprise*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Continue to develop and deploy advanced observing capabilities and acquire new observations to help resolve key science questions; progress and prioritization validated periodically by external review. (New measure in FY 2005)			
Annual Measure: Keep 90% of the total on-orbit instrument complement functional throughout the year.	2004	90%	91%
	2005	90%	
	2006	90%	
Annual Efficiency Measure: Number of days to award research grants, as determined by the time from receipt of proposals to issuance of the selection announcement.	2004	250	250
	2005	225	
	2006	203	

Rating: *Moderately Effective*

Program Type: *Research and Development*

Program Summary:

NASA's Earth System Science Program uses the vantage point of space to observe the planet and improve our ability to predict and assess global change. This program is being merged with NASA's "Earth Science Applications" and "Sun-Earth Connections" themes to create a new "Earth-Sun System" program to better leverage NASA's research and technology. It is unclear how the new organization will impact the issues raised in the assessment or the nature of the performance metrics used to evaluate the program.

The assessment found that NASA's program has been successful in demonstrating the use of remotely sensed data to improve our understanding of Earth's processes. Additional findings include:

- The program provides observations, research and technology critical to other agencies and interagency groups with missions to predict and assess changes in the Earth's climate, weather, surface and interior.
- Planning and management has improved by aligning the program around science focus areas and key science questions developed in consultation with the broader Earth science community.
- There remains a need to demonstrate a clear methodology and rationale for prioritizing future missions and research.
- A key opportunity to increase effectiveness lies in improving the U.S. Government's ability to fully exploit research results and transition key data sets and technologies to other federal agencies.

In response to these findings, the Administration will:

1. Ensure that NASA's new structure capitalizes on assessment results and adequately supports interagency goals and activities.
2. Assess the impediments to improving the "hand-off" of NASA's research and development and implement necessary organizational and system fixes to ensure results.
3. Improve the collection of grantee performance data and make these data available and accessible to ensure wide distribution of NASA research results.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
1,505	1,384	1,248

Program: *Earth Science Applications*

Agency: *National Aeronautics and Space Administration*

Bureau:

Rating: *Results Not Demonstrated*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Benchmark improved performance from the assimilation of observations and predictions resulting from NASA Earth Science research in 12 decision support systems serving national priorities and the missions of Federal agencies.	2012	12	
Annual Measure: Benchmark improved performance to at least 2 national decision support systems using NASA results, including the Air Quality Index provided by EPA and USDA's reservoir monitoring tools. (New measure in FY 2004)	2004	2	3
	2005	TBD	
	2006	TBD	
Annual Measure: Benchmark improved performance from the use of predictions from 2 NASA Earth system science models in the President's initiative of illegal logging within the CARPE program and maritime use of ocean predictions with the Navy. (New measure in FY 2004)	2004	2	1
	2005	TBD	
	2006	TBD	

Recommended Follow-up Actions	Status
Finalize roadmaps for each of the twelve priority areas that specify how and where NASA content can be best utilized.	Completed
Continue to improve performance measures to reflect the value added of incorporating NASA data into existing systems (i.e., measure the quality of products versus the quantity).	Completed
Improve the collection of grantee performance data and make these data available and accessible.	Completed

Update on Follow-up Actions:

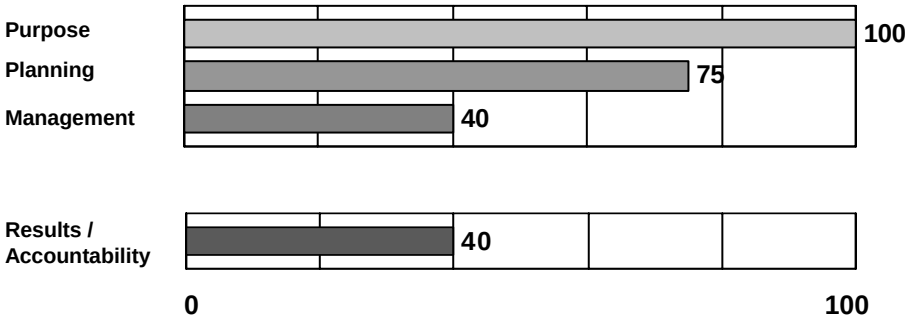
NASA's Earth Science Applications program has been integrated into a larger "Earth-Sun System" theme. Regardless, the program has made substantial progress addressing the PART recommendations as well as moving forward in accomplishing its strategic objectives. The performance measures listed above will be considered by the new program as new measures are developed. A complete set of revised measures is anticipated in 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
103	76	76

Program: *Education*

Agency: *National Aeronautics and Space Administration*
Bureau: *Education Enterprise*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of NASA higher education student participants who are studying or working in space-related fields five years after their involvement has ended and claim their NASA education experience influenced or reinforced their career decisions	2005	Under dev	
	2006	Under dev	
	2007	Under dev	
	2008	Under dev	
Long-term Efficiency Measure: Number of people reached via e-education technologies per dollar invested	2005	Under dev	
	2006	Under dev	
	2007	Under dev	
	2008	Under dev	
Annual Efficiency Measure: Percentage of grants awarded on a competitive basis	2005	Under dev	
	2006	Under dev	
	2007	Under dev	
	2008	Under dev	

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

NASA's Education Program supports the Agency's goal " to inspire the next generation of explorers." The program's K-12, higher education, informal education, e-education, and minority programs are designed to attract a diversity of students to careers in NASA-related science and technology disciplines, provide opportunities for higher education faculty to engage in NASA research, and allow the public to better understand the nature and value of NASA's work.

The assessment found that, despite a heavily earmarked budget and other management challenges, the Education Program's offerings have the potential to attract students to science and technology careers. Specific findings include:

- While many of the Program's dozens of research and grant programs have existed for years without being reviewed for their effectiveness and value to the Agency, managers are beginning to conduct regular program reviews to determine whether to continue, modify, or terminate programs within the portfolio.
- Over half of the Program's budget is dedicated to minority education programs.
- The Program does not collect performance information on a regular basis for all of its programs or make this information available for public review.
- NASA lacks complete data on the effectiveness of its education programs, namely the degree to which program participants have (1) been offered and accepted jobs with NASA and (2) gone on to pursue other science and technology careers.
- The Program's GPRA performance measures do not meaningfully reflect the desired outcomes of the program.

In response to these findings, the Administration will:

1. Continue to perform regular program reviews to ensure that only effective, relevant programs are funded.
2. Require all programs to report annually on accomplishments and make these data available to the public.
3. Require programs to perform self-evaluations including, as appropriate, solicitations of student feedback and collections of longitudinal data on student career paths.
4. Fill the Agency's workforce needs by making a stronger effort to consider eligible Education program participants for and facilitate their entry into jobs at NASA.
5. Develop appropriate performance measures, baselines, and targets.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
230	217	167

Program: *Mars Exploration*

Agency: *National Aeronautics and Space Administration*

Bureau:

Rating: *Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Accomplishment of key development activities.	2004	Achieve	Achieved
	2005	Achieve	
	2006	Achieve	
Long-term Measure: Progress in characterizing the present climate of Mars and determining how it has evolved over time (** NASA's external advisory committee will rate NASA's performance against this measure as "green" [on a green-yellow-red "stoplight" scale], signifying NASA's successful achievement of this goal.)	2004	Green**	Green
	2005	Green	
	2006	Green	
Annual Efficiency Measure: Percentage of budget allocated through open, peer-reviewed competition	2003	>75%	66%
	2004	>75%	83%
	2005	>75%	
	2006	>75%	

Recommended Follow-up Actions	Status
Assess the technical feasibility, potential schedule, and estimated costs of mission options for the next decade of Mars exploration.	Action taken, but not completed
Improve the independence of external performance reviews by ceasing the practice of pre-formulating ratings for evaluators to either accept or modify.	Completed
Make research grant annual reports and/or a list of current research grant recipients, grant levels, and project titles available on its web site.	Completed

Update on Follow-up Actions:

This program will be merged with the Solar System Exploration Program in the FY 2006 Budget. NASA successfully achieved the following key development activities in 2004: landing the two Mars Exploration Rovers, Spirit and Opportunity; meeting and exceeding the rovers' level 1 requirements by identifying the previous presence of large bodies of water on Mars; and completing the 2005 Mars Reconnaissance Orbiter assembly test, and launch operations readiness review. In 2005, the program expects to achieve these key development activities: successfully launch the Mars Reconnaissance Orbiter and select the science instruments for the 2009 Mars Science Laboratory.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
596	681	723

Program: *Solar System Exploration*

Agency: *National Aeronautics and Space Administration*

Bureau:

Rating: *Effective*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Accomplishment of key development activities.	2004	Achieve	Achieved
	2005	Achieve	
	2006	Achieve	
Long-term Measure: Progress in understanding the initial stages of planet and satellite formation (** NASA's external advisory committee will rate NASA's performance against this measure as "green" [on a green-yellow-red "stoplight" scale], signifying NASA's successful achievement of this goal.)	2004	Green**	Yellow
	2005	Green	
	2006	Green	
Annual Efficiency Measure: Percentage of budget allocated through open, peer-reviewed competition	2003	>75%	73%
	2004	>75%	85%
	2005	>75%	
	2006	>75%	

Recommended Follow-up Actions	Status
Improve the independence of external performance reviews by ceasing the practice of pre-formulating ratings for evaluators to either accept or modify.	Completed
Make research grant annual reports and/or a list of current research grant recipients, grant levels, and project titles available on NASA's web site.	Completed
Monitor the programmatic impacts of: (a) the recent changes that have been made in the management of Discovery missions and (b) the management methods that will be used for New Frontiers missions.	Completed

Update on Follow-up Actions:

NASA successfully achieved the following key development activites in 2004: launching the MESSENGER spacecraft to Mercury; delivering the Deep Impact spacecraft for environmental testing; and completing the New Horizons (Pluto mission) critical design review. In 2005, the program expects to achieve these key development activities: successfully launch the Deep Impact spacecraft to a comet and complete integration and testing of the New Horizons spacecraft. Progress in understanding the initial stages of planet and satellite formation was deemed yellow because of the failed landing of the Genesis spacecraft in September 2004. NASA achieved all other goals for the program.

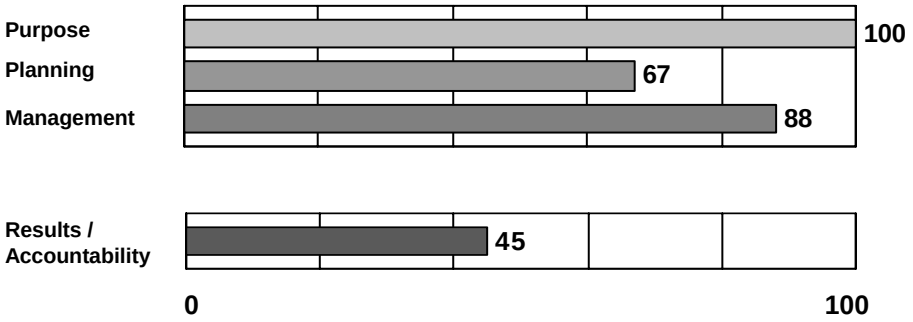
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,296	1,125	1,043

Program: *Space and Flight Support*

Agency: *National Aeronautics and Space Administration*

Bureau:



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Ratio of reduction in long-term environmental liability to amount spent on cleanup.	2003	1	2.1
	2004	1.1	1.4
	2005	1.1	
Annual Measure: Number of major mishaps in the Space and Flight Support program	2004	0	0
	2005	0	
	2006	0	
Long-term Measure: Percentage of NASA expendable launch vehicles that successfully achieve their missions.	2010	0.95	

Rating: *Adequate*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The Space and Flight Support program provides communications, launch support, rocket propulsion test, crew health and safety, and environmental remediation services to NASA and, to a lesser degree, to other customers.

The assessment found that the program was generally effective in providing services to NASA and other customers, but needed better plans to improve those services in the future. The program:

- Is comprised of a set of distinct Agency-level services which, with the exception of environmental remediation, serve a common role of customer service.
- To a large extent, achieved goals within budgeted cost and established schedules.
- Generally collaborates and cooperates well with organizations within and outside of NASA.
- Needs to set more ambitious goals to drive improvement in performance and efficiency.

In response to these findings, the Administration will:

1. Continue to fund the program at an essentially flat level, but strive to improve the program's results by increasing efficiency.
2. Develop a plan to independently review all of the major program elements to support improvements and evaluate effectiveness and relevance.
3. Develop better measures that will help to drive program improvement.
4. Remove Environmental Remediation from the Space and Flight Support portfolio and make it a part of NASA's corporate general and administrative costs.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
466	485	376

Program: *Space Shuttle*

Agency: *National Aeronautics and Space Administration*

Bureau:

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Mishaps causing death, damage to property of more than $250 thousand, or permanent disability or hospitalization of three or more people	2003	0	2
	2004	0	0
	2005	0	
Annual Measure: Average number of in flight anomalies per flight	2003	<8	5.3
	2004	0	0
	2005	<8	
Long-term Measure: Measure Under Development			

Recommended Follow-up Actions	Status
Plan to retire the Shuttle by the end of the decade, when its role in assembling the International Space Station is complete.	Action taken, but not completed
Return the Shuttle safely to flight and continue using it to support the Space Station.	Action taken, but not completed
Develop outcome-oriented short and long-term measures for the Space Shuttle Program.	Action taken, but not completed

Update on Follow-up Actions:

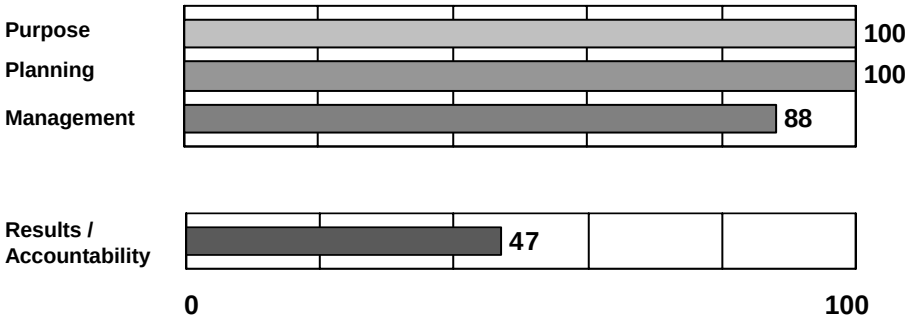
Efforts to return the Space Shuttle to flight continue and NASA now expects the Shuttle to fly again in 2005. The Shuttle will retire when its role in assembling the International Space Station is complete, planned for the end of the decade. The program has not completed developing outcome-oriented short and long-term measures, due in part to their focus on returning the Shuttle to flight.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
4,061	4,669	4,531

Program: *Space Station*

Agency: *National Aeronautics and Space Administration*
Bureau: *Office of Space Flight*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent of the International Space Station, including the U.S. components that support U.S. space exploration goals and those provided by foreign partners, assembled by the end of this decade.	2010	100	
Annual Measure: Initiate non-Shuttle crew and cargo transfer to the Space Station	2004	Publish Strategy	Not done
	2005	Complete RFP	
	2006	TBD	
Annual Efficiency Measure: To be developed			

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The Space Station Program builds, operates, and maintains the United States' segment of the International Space Station, a space laboratory that orbits the Earth. The program also manages space station resources such as electrical power, research space, and crew time. Other NASA programs manage the research conducted on the Space Station.

Last year's assessment found that, due to the loss of the Space Shuttle Columbia, the program was unable to meet many of its goals. However, the program had significantly improved its management, particularly in the areas of cost control. Program performance was difficult to measure because the program lacked sufficient long term performance measures. A reassessment was warranted to determine whether the program could demonstrate results against improved performance measures.

This year's PART found that the program has taken a number of steps to address deficiencies identified last year:

- In response to last year's PART findings that the program had improved management and clarity of purpose, the Administration allowed the program to continue construction of the Space Station beyond the U.S. core complete stage.
- Last year's PART found that the program needed to develop annual efficiency measures and improve long-term performance measure. The program has developed improved measures that can be used to drive future performance improvements.
- Last year's PART found that the program had effectively managed its budget reserves, and recommended continued good reserve management to forestall future cost increases. NASA has continued to manage reserves effectively, but Congressional cuts and increases in space shuttle costs have eroded the reserves.

Last year's PART found that the program was extremely dependent on the Space Shuttle and was examining alternative plans to supply the Space Station. NASA will continue working to develop alternatives to the Shuttle for re-supplying the space station.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,364	1,676	1,857

Program: *Structure and Evolution of the Universe*

Rating: *Effective*

Agency: *National Aeronautics and Space Administration*

Program Type: *Research and Development*

Bureau:

Program Summary:

NASA's Structure and Evolution of the Universe (SEU) Program supports scientific investigations to understand how the universe began, how it will evolve, and what the limits are of matter and energy and of space and time. As part of NASA's reorganization, this program is being merged with NASA's Astronomical Search for Origins program into a single "Universe" program. The programs have significant management, scientific, and functional commonalities; thus, the findings and recommendations here should generally apply to the newly formed program.

The assessment found that SEU is a well-defined, well-managed program with clear purpose and direct ties to NASA's mission. Specific findings include:

- SEU embraces the research priorities of the astronomy and astrophysics community and includes those priorities within its mission plans.
- SEU space missions do not have a strong record of adhering to budgeted costs and planned schedules.
- No new major SEU missions will be launched before 2014, leaving the astronomy and astrophysics community concerned about the availability of data and funds to support its research work.

In response to these findings, the Administration will promote project cost and schedule compliance by requiring that, for each major SEU mission, NASA will apply new Agency cost management requirements and will report:

- The estimated life cycle cost before entering development;
- The anticipated cost and schedule associated with each mission phase;
- The mission's cost and schedule progress achieved in each phase before entering the next; and
- Any plans to re-baseline life cycle cost and/or schedule.

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Average number of days to make research award selections	2005	150	
	2006	142	
Annual Measure: Accomplishment of key development activities in support of SEU (In 2005, NASA will successfully complete the integration and testing of the GLAST spacecraft bus.)	2005	Achieve	
	2006	Achieve	
	2007	Achieve	
	2008	Achieve	
Long-term Measure: Progress toward determining the size, shape and matter-energy content of the Universe (NASA's external advisory committee will rate performance as "green" on a green-yellow-red "stoplight" scale, where green = all goals were achieved; yellow = some but not all goals were achieved; and red = goals largely were not achieved.)	2004	Green	Green
	2005	Green	
	2006	Green	
	2007	Green	

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
451	378	353

Program: *Sun-Earth Connection*

Agency: *National Aeronautics and Space Administration*

Bureau:

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Average number of days to make research award selections	2005	150	
	2006	142	
Annual Measure: Accomplishment of key development activities (In 2005, NASA will successfully complete Critical Design Review for the SDO and THEMIS missions and complete STEREO integration and testing.)	2005	Achieve	
	2006	Achieve	
	2007	Achieve	
	2008	Achieve	
Long-term Measure: Progress in understanding solar variability's impact on space climate/global change in Earth's atmosphere (NASA's external advisory committee will rate performance as "green" on a green-yellow-red "stoplight" scale, where green = all goals were achieved; yellow = some but not all goals were achieved; and red = goals largely were not achieved.)	2004	Green	Green
	2005	Green	
	2006	Green	
	2007	Green	

Rating: *Effective*

Program Type: *Research and Development*

Program Summary:

NASA's Sun-Earth Connection (SEC) Program supports scientific investigations to understand how the Sun, the region of space around Earth, and Earth's upper atmosphere are connected in a single system. As part of NASA's reorganization, this program is being merged with NASA's Earth Science programs into a single "Earth-Sun System" program to better leverage NASA's research and technology. NASA still must address how the new organization will impact the assessment findings and the program's performance against the measures used to evaluate it.

The assessment found that SEC is a well-defined, well-managed program with clear purpose and direct ties to NASA's mission. Specific findings include:

- SEC embraces the research priorities of the solar and space physics community and includes those priorities within its mission plans.
- SEC program goals were largely achieved within budgeted costs and established schedules.
- SEC missions have the potential to provide basic understanding and monitoring of the Sun's impact on human and robotic explorers in fulfillment of the President's space exploration vision.

The Administration is committed to promoting project cost and schedule compliance across all NASA space science missions and will require that, for each major SEC mission, NASA apply new Agency cost management requirements and report:

- The estimated life cycle cost before entering development;
- The anticipated cost and schedule associated with each mission phase;
- The mission's cost and schedule progress achieved in each phase before entering the next; and
- Any plans to re-baseline life cycle cost and/or schedule.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
731	696	740

NATIONAL SCIENCE FOUNDATION

PART ASSESSMENTS

Program: *Biocomplexity in the Environment*

Agency: *National Science Foundation*

Bureau:

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: Percent of award decisions made available to applicants within six months of proposal receipt or deadline date, while maintaining a credible and efficient competitive merit review system, as evaluated by external experts.	2003	70%	83%
	2004	70%	61%
	2005	70%	
	2006	70%	
Long-term Measure: Qualitative assessment by external experts of the "overall quality of the research and education projects supported" by the Biocomplexity in the Environment program.	2004	Success	Success
	2007	Success	
	2010	Success	
Annual Measure: Percent of Biocomplexity in the Environment (BE) proposals with at least one female PI or co-PI for BE solicitation.	2003	> 49%	49%
	2004	51%	53%
	2005	53%	
	2006	53%	

Rating: *Effective*

Program Type: *Research and Development, Competitive Grant*

Program Summary:

The Biocomplexity in the Environment program applies the strengths of many scientific disciplines and tools to gain better understanding of how the environment and living things interact. This is a seven-year NSF priority area to develop knowledge, promote tools and the scientific workforce needed to improve science-based forecasting for complex environmental systems.

The PART assessment found that the program is effective overall, but could be improved with additional attention to achieving performance and efficiency targets. Additionally, the assessment shows that the program:

- has an effective design toward achieving its purpose;
- has appropriate long-term measures and targets for a research program;
- uses external advisory committees to evaluate program effectiveness and support program improvements;
- has practices consistent with the R&D Investment Criteria in promoting quality, relevance, and performance; and
- demonstrates preliminary progress toward its performance and efficiency targets.

In response to these findings, the Administration will continue to strengthen the management of this priority area, through the following means:

1. The program will improve the monitoring of performance and efficiency against targets.
2. An external committee of visitors will complete targeted reviews of the program.
3. The Budget provides funding to continue this program' s current effectiveness in furthering our understanding of the interactions between systems of living things and the environment.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
104	99	84

Program: *Collaborations*

Agency: *National Science Foundation*

Bureau:

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: Percent of award decisions made available to applicants within six months of proposal receipt or deadline date, while maintaining a credible and efficient competitive merit review system, as evaluated by external experts.	2003	70%	92%
	2004	70%	82%
	2005	70%	
	2006	70%	
Annual Measure: Percentage of Collaborations proposals received from institutions not in the top 100.	2003	> 62%	61%
	2004	61%	61%
	2005	62%	
	2006	63%	
Long-term Measure: External validation by Advisory Committee that NSF programs promote greater diversity in science, technology, engineering, and mathematics (STEM) workforce through increased participation of underrepresented groups and institutions.	2004	Success	Success
	2007	Success	
	2010	Success	

Rating: *Effective*

Program Type: *Research and Development, Competitive Grant*

Program Summary:

The Collaborations program fosters partnerships with colleges, universities, school districts, and other institutions - public, private, state, local, and Federal - to strengthen science and engineering education at all levels and broaden participation in those fields. The Collaborations program includes programs such as Centers for Learning and Teaching, Math and Science Partnership, and Informal Science Education.

The PART assessment found that the program is effective overall, but could be improved with additional attention to achieving performance and efficiency targets. Additionally, the assessment shows that the program:

- has an effective design toward achieving its purpose;
- has appropriate long-term measures and targets for a research program;
- uses external advisory committees to evaluate program effectiveness and support program improvements;
- has practices consistent with the R&D Investment Criteria in promoting quality, relevance, and performance; and
- demonstrates preliminary progress toward its performance targets.

In response to these findings, the Administration will continue to strengthen this program, through the following means:

1. The program will improve performance targets and will continue to improve monitoring of performance against those targets.
2. External committees of visitors are continuing targeted reviews of the components of the program.
3. The Budget provides funding to continue this program's current effectiveness in enhancing science and engineering education.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
398	306	298

Program: *Facilities*

Rating: *Effective*

Agency: *National Science Foundation*

Bureau:

Program Type: *Research and Development*, *Capital Assets and Service Acquisition*, *Competitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Efficiency Measure: Percent of construction acquisition and upgrade projects with negative cost and schedule variances of less that 10% of the approved project plan.	2003	90%	88%
	2004	90%	100%
	2005	90%	
	2006	90%	
Annual Efficiency Measure: Percent of operational facilities that keep scheduled operating time lost to less than 10%	2003	90%	87%
	2004	90%	89.7%
	2005	90%	
	2006	90%	
Long-term Measure: External advisory committee (AC/GPA) finding of "significant achievement" that facilities enable discoveries or enhance productivity of NSF research or education communities.	2003	Success	Success
	2004	Success	Success
	2005	Success	
	2006	Success	

Recommended Follow-up Actions	Status
Strengthen project management, including monitoring of performance against performance targets.	Action taken, but not completed
Continue to strengthen performance targets.	Completed

Update on Follow-up Actions:

In 2004, a National Academies report called for an open process with well-defined criteria for setting priorities among NSF's facilities projects. In 2005, the Facilities program will complete its refinement of its selection process to ensure that processes and decisions are clearly documented.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
566	615	692

Program: *Individuals*

Rating: *Effective*

Program Type: *Research and DevelopmentCompetitive Grant*

Agency: *National Science Foundation*

Bureau:

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: External validation of "signficant achievement" in promoting diversity in the science and engineering workforce through increased participation of underrepresented groups in NSF activities.	2003	Success	Success
	2004	Success	Success
	2005	Success	
	2006	Success	
Annual Measure: Number of applicants for Graduate Research Fellowships from groups that are underrepresented in the science and engineering workforce. (NSF is working to improve targets for this measure.)	2003	Baseline	820
	2004	Increase	1,009
	2005	Increase	
	2006	Increase	
Long-term Measure: External validation of "significant achievement" in attracting and preparing U.S. students to be highly qualified members of the global S&E workforce.	2003	Success	Success
	2004	Success	Success
	2005	Success	
	2006	Success	

Recommended Follow-up Actions	*Status*
Initiate a targeted review of the priority area across the agency through an external committee of visitors.	Completed
Continue to strengthen performance targets and continue to improve monitoring of performance against those targets.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
567	547	519

Program: *Information Technology Research*

Agency: *National Science Foundation*

Bureau:

Rating: *Effective*

Program Type: *Research and DevelopmentCompetitive Grant , Capital Assets and*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Qualitative assessment by external experts that there have been significant research contributions to software design and quality, scalable information infrastructure, high-end computing, workforce, and socio-economic impacts of IT.	2005	Success	
Annual Measure: Average annual award size for new ITR research grants. This measure promotes increasing award size, rather than supporting a greater number of smaller grants, which helps improve the efficiency of researcher time.	2002	Baseline	$226,454
	2003	$230,000	$276,000
	2004	$230,000	$336,000
Annual Measure: Peak available teraflops (trillions of operations per second) for scientific computation	2002	6	6
	2003	10	12.4
	2004	20	22

Recommended Follow-up Actions	Status
Continue the program activities in the broader interagency NITRD effort.	Completed
Continue to strengthen the performance targets the program sets and continue to improve its monitoring of performance against those targets.	Completed

Update on Follow-up Actions:

The Information Technology Research program is no longer an NSF priority area. Its external advisory committees will meet in 2005, and many of the activities that had been in the priority area will continue within NSF's core research programs. NSF will no longer collect or provide other performance information this collection of activities.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
309	197	167

Program: *Institutions*

Agency: *National Science Foundation*

Bureau:

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: Percent of award decisions made available to applicants within six months of proposal receipt or deadline date, while maintaining a credible and efficient competitive merit review system, as evaluated by external experts.	2003	70%	80%
	2004	70%	83%
	2005	70%	
	2006	70%	
Annual Measure: Percentage of Institutions proposals received from institutions not in the top 100 of those funded by the program.	2003	> 66%	70%
	2004	71%	68%
	2005	72%	
	2006	73%	
Long-term Measure: External validation by the Advisory Committee that Institutions has made "significant achievement" in developing the Nation's capability to provide K-12 and higher education faculty with opportunities for continuous learning and career development in science, technology, engineering and mathematics.	2004	Success	Success
	2007	Success	
	2010	Success	

Rating: *Effective*

Program Type: *Research and Development, Competitive Grant*

Program Summary:

The Institutions program funds a wide array of fellowships and traineeships that enable colleges, universities and other institutions to attract students to science and engineering fields and enhance the quality of education in those fields at all levels. The program also supports public understanding of science and technology, faculty enhancement, student education and training, and development of instructional materials.

The PART assessment found that the program is effective overall, but could improve by devoting additional attention to achieving performance and efficiency targets. Additionally, the assessment shows that the program:

- has an effective design toward achieving its purpose;
- has appropriate long-term measures and targets for a research program;
- uses external advisory committees to evaluate program effectiveness and support program improvements;
- has practices consistent with the R&D Investment Criteria in promoting quality, relevance, and performance; and
- demonstrates preliminary progress toward its performance targets.

In response to these findings, the Administration will continue to strengthen this program, through the following means:

1. The program will improve performance targets and will continue to improve monitoring of performance against those targets.
2. External committees of visitors are continuing targeted reviews of the components of the program.
3. The Budget provides funding to continue this program's current effectiveness in enhancing science and engineering education.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
181	177	159

Program: *Nanoscale Science and Engineering*

Agency: *National Science Foundation*

Bureau:

Rating: *Effective*

Program Type: *Research and DevelopmentCompetitive Grant , Capital Assets and*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Average annualized new research grant award size (in dollars) within NS&E solicitation. This measure promotes increasing award size, rather than supporting a greater number of smaller grants, which helps improve the efficiency of researcher time.	2003	$330,000	$315,000
	2004	$330,000	$336,000
	2005	$330,000	
	2006	330,000	
Annual Measure: Number of users accessing National Nanofabrication Users Network/National Nanotechnology Infrastructure Network (NNUN/NNIN) and Network for Computational Nanotechnology (NCN) sites.	2003	3,000	3,000
	2004	4,000	6,370
	2005	4,000	
	2006	4,500	
Long-term Measure: As qualitatively evaluated by external experts, the successful development of a knowledge base for systematic control of matter at the nanoscale that will enable the next industrial revolution for the benefit of society.	2004	On-track	On-track
	2007	On-track	
	2010	Success	

Recommended Follow-up Actions	Status
Continue NSF leadership in the interagency National Nanotechnology Initiative.	Completed
Initiate a targeted review of the priority area across the agency through an external committee of visitors.	Completed
Continue to strengthen performance targets and continue to improve monitoring of performance against those targets.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
256	297	257

Program: *Polar Tools, Facilities and Logistics*

Agency: *National Science Foundation*

Bureau:

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: Percent of person-days planned for Antarctic research for which the program is able to provide the necessary research support	2003	>90%	96.1%
	2004	>90%	94.3%
	2005	>90%	
	2006	>90%	
Long-term Measure: Qualitative assessment by external experts that the Polar Tools, Facilities and Logistics program provides appropriate logistics, facilities, and science support to meet science community needs.	2001	Success	Success
	2004	Success	Success
	2007	Success	
Annual Efficiency Measure: Percent of construction cost and schedule variances of major projects as monitored by Earned Value Management.	2003	<10%	5.1%
	2004	<10%	9.8%
	2005	<9%	
	2006	<8%	

Rating: *Effective*

Program Type: *Research and Development, Capital Assets and Service Acquisition, Competitive Grant*

Program Summary:

The Polar Tools, Facilities and Logistics program supports world-class science in the Antarctic and the Arctic. The program includes logistics, facilities construction, operations, and other support for polar research, including year-round operation of the Nation's three Antarctic research stations.

The PART assessment found this to be an effective program. Specifically, the PART determined:

- The program has effective processes for prioritizing and managing its various roles in supporting polar research.
- The program is responsive to recommendations of external advisory bodies, including its Committee of Visitors.
- The program has practices consistent with the R&D Investment Criteria in promoting quality, relevance, and performance.
- Due to the extreme environment the Antarctic research stations face, maintaining appropriate support and safety is a constant challenge.
- Recent ice conditions have made it difficult and costly to access Antarctic research stations, especially considering the age of the Nation's heavy icebreakers.
- The program should further promote its use of earned value management to promote efficiency in facilities construction.

In response to these findings, the Administration will continue to strengthen this program, through the following means:

1. The program will improve performance targets and will continue to improve monitoring of performance against those targets.
2. An external committee of visitors is completing targeted reviews of the program.
3. The program should further promote its use of earned value management to promote efficiency in facilities construction.
4. The Budget provides funding to continue this program's current effectiveness in supporting Arctic and Antarctic research.
5. The Budget includes a transfer of funding for three polar icebreakers from the U.S. Coast Guard to NSF, the primary customer for polar icebreaking services.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
277	257	301

SMALL BUSINESS ADMINISTRATION

PART ASSESSMENTS

Program: *Business Information Centers*

Agency: *Small Business Administration*

Bureau:

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Number of small businesses counseled and trained.	2002	146,410	146,658
	2003	151,058	
	2004	155,590	
Annual Measure: Percent of customers satisfied with program services.	2002	90.0%	83.0%
	2003	85.5%	
	2004	88.0%	
Annual Efficiency Measure: Unit Cost ($ per client served).	2002		$81
	2003	$84	
	2004	$82	

Recommended Follow-up Actions	Status
The Administration will terminate the BIC program and redirect resources to more efficient technical assistance functions.	Action taken, but not completed

Update on Follow-up Actions:

While grants under the program have totaled $500,000 or less per year, SBA's administrative costs for managing the program exceeds $10 million annually. Terminating the program will allow SBA to redirect resources to more efficient technical assistance programs.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
0	0	0

Program: *Disaster Loan Program*

Agency: *Small Business Administration*
Bureau: *Office of Disaster Assistance*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent of businesses still operational 6 months after final Economic Injury Disaster Loan (EIDL) disbursement.	2004	75%	
	2005	76%	
	2006	77%	
	2007	78%	
Annual Efficiency Measure: Percent of loans that receive initial disbursement of proceeds within 5 days of loan closing.	2003	95%	98%
	2004	95%	
	2005	95%	
	2006	95%	
Long-term Measure: Percent of customers satisfied with Disaster Loan program services.	2004	70%	
	2005	70.5%	
	2006	71%	
	2007	71.5%	

Rating: *Effective*

Program Type: *Credit*

Program Summary:

The Disaster Loan program provides low interest loans to businesses and homeowners to cover the uninsured recovery costs resulting from disasters. In 2004, the Small Business Administration (SBA) approved $884 million in loans to almost 29,000 borrowers.

The original assessment found that: 1) the program complements rather than duplicates other disaster assistance programs; 2) SBA lacked reliable credit models for measuring the Federal government's costs; and 3) loan making costs, due to fraud prevention, are high.

The program has taken a number of steps to address deficiencies identified through the PART assessment:

- SBA has developed a new loan-level subsidy model that better reflects taxpayer costs for the program.
- SBA has developed a new, long-term strategic plan.

SBA will continue to measure the program's performance against newly developed performance baselines and the Administration will review options for reducing loan administrative costs through technological advances and streamlining the loan making process.

[Program funding levels below do not include supplementals]

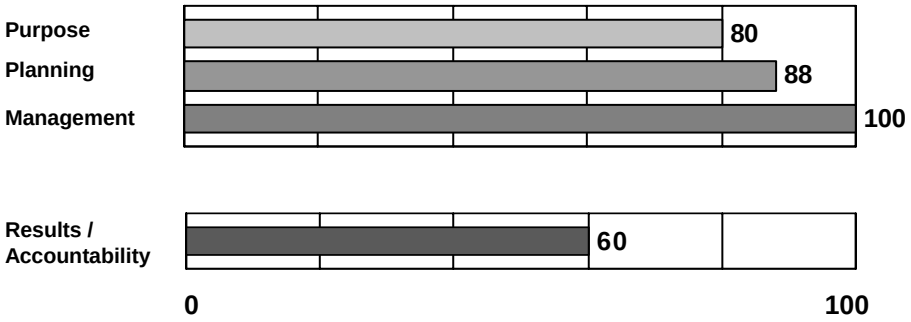
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
169	112	138

Program: *SCORE*

Agency: *Small Business Administration*

Bureau:



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Number of clients who attend training programs, workshops, or seminars conducted by SCORE.	2003	125,925	138,327
	2004	129,703	133,651
	2005	133,594	
	2006	137,602	
Annual Measure: Customer return rate	2003	35%	
	2004	35%	
	2005	35%	
	2006	36%	
Annual Efficiency Measure: Administrative Cost per Client ($).	2003		24
	2004	28	49
	2005	63	
	2006	62	

Rating: *Moderately Effective*

Program Type: *Block/Formula*

Program Summary:

Under the SCORE program (formerly known as the " Service Corps of Retired Executives"), experienced business executives volunteer their time to counsel and assist entrepreneurs. There are approximately 390 SCORE locations with a total of 10,800 volunteers. In 2004, SCORE assisted 462,647 entrepreneurs.

The program has taken a number of steps to address deficiencies identified through the initial PART assessment:

- SBA developed a new strategic plan with meaningful annual and long-term outcome-oriented measures. The program now has clear goals from which to assess performance.
- SBA has developed a standardized evaluation strategy for all of its technical assistance programs. The first survey is being undertaken in FY 2005.

To further improve the program, SBA needs to continue evaluating the program' s performance and make program changes as warranted. The Budget requests funding for evaluations.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
5	5	5

Program: *Section 504 Certified Development Company Guaranteed Loan*

Rating: *Adequate*

Program Type: *Credit*

Agency: *Small Business Administration*

Bureau: *Capital Access*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Estimated number of jobs created or retained.	2001	104,702	104,702
	2002	116,048	116,048
	2003	80,759	127,475
	2004	80,759	152,287
Annual Measure: Number of 504 loans guaranteed.	2002	5,220	5,480
	2003	6,000	6,863
	2004	6,000	8,357
	2005	6,300	
Annual Efficiency Measure: Cost to originate each loan.	2002	2,780	2,781
	2003	2,904	3,927
	2004	2,912	3,912
	2005	3,491	

Recommended Follow-up Actions	Status
Is changing servicing requirements so that intermediaries will be responsible for loan liquidations in the event of default.	Completed
Is developing an evaluation strategy to ensure that loans supplement rather than supplant credit available in the private market.	Action taken, but not completed
Issued regulations that remove barriers to competition among Certified Development Company program intermediaries.	Completed

Update on Follow-up Actions:

The Section 504 loan program provides fixed-rate financing for land, building and other fixed-asset costs. The program requires no credit subsidy as non-administrative costs are covered by loan fees.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
0	0	0

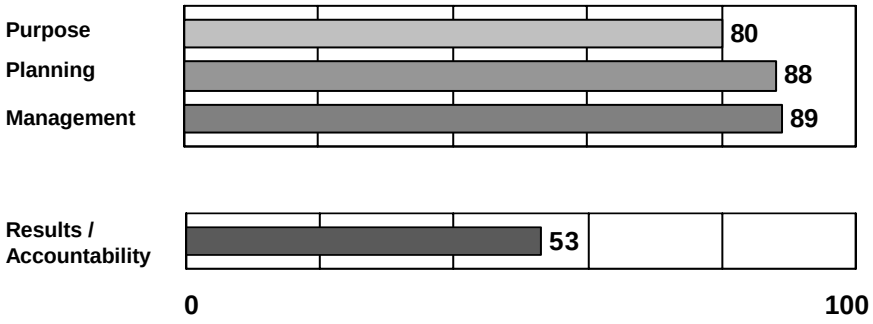
Program: *Section 7 (a) Guaranteed Loan Program*

Rating: *Adequate*

Program Type: *Credit*

Agency: *Small Business Administration*

Bureau: *Office of Capital Access/Financial Assistance*



Program Summary:

The 7(a) General Business loan program provides general financing to small businesses that cannot obtain credit on reasonable terms from other sources. In 2004, the program guaranteed $12.7 billion in loans to approximately 81,000 borrowers.

The assessment found that:

- The agency has developed meaningful outcome goals for the program but results will take several years to measure.
- While different in structure, the 7(a) program overlaps with the SBA's Section 504 program in that both can provide long-term financing for the same borrowers. The program also overlaps, to some extent, with other Federal agency credit programs.
- SBA's defaulted loan purchase and liquidation processes needed better controls.
- Further evaluations are necessary to ensure that the program complements rather than competes with private-sector loans.
- The agency has demonstrated improved efficiencies in achieving program annual goals.

In response to these findings:

1. The agency is developing baselines for its outcome measures.
2. SBA consolidated the loan liquidation function from 69 District Offices to a single center in order to reduce costs and ensure consistency in processing.
3. SBA is identifying other loan management strategies to further reduce administrative costs.
4. The agency is developing an evaluation strategy to ensure that loans supplement rather than supplant credit available in the private markets.

Legislation was successfully enacted in 2005 that eliminates the credit subsidy cost for providing loans. However, the agency continues to incur administrative costs related to managing loans.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Number of prospective and start-up businesses assisted.	2003/2007	106,400	
Long-term Measure: The percent of SBA-assisted start-ups (one year or older) will exceed the national average for successful start-ups as measured by change in firm birth, change in firm terminations, and change in firms revenue.	2003/2007		
Annual Efficiency Measure: Administrative cost per loan ($).	2003		2,470
	2004	1,415	2,349
	2005	997	
	2006	729	

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
78	0	0

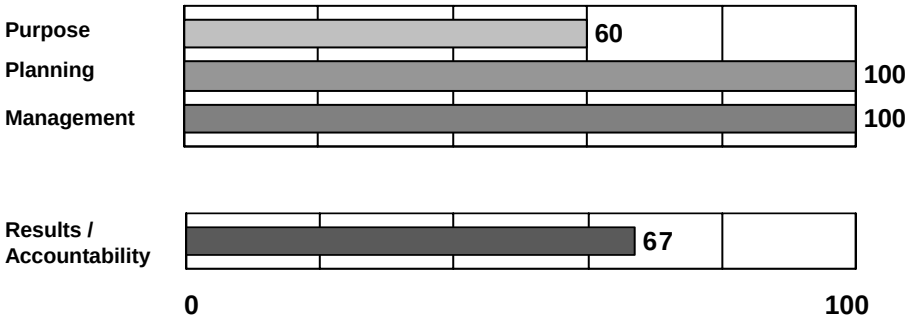
Program: *Small Business Development Centers*

Rating: *Moderately Effective*

Agency: *Small Business Administration*

Bureau:

Program Type: *Block/Formula*



Program Summary:

Small Business Development Centers (SBDCs) provide business counseling and management assistance to current and prospective small business owners. The SBDC program is the largest resource partnership of the Small Business Administration (SBA), and it is operated with state and local governments, and institutions of higher education. In 2004, the 1,100 SBDCs assisted approximately 730,176 individuals.

The program has taken a number of steps to address deficiencies identified through the initial PART assessment:

- In response to initial findings that the program did not have adequate performance measures, SBA developed a new 5-year strategic plan with meaningful annual and long-term outcome-oriented measures. The program now has clear goals from which to assess performance.
- The original PART assessment found that the agency lacked independent evaluation data to assess the impact of the program. As a result, SBA has developed a standardized evaluation strategy for all of its technical assistance programs. The first survey is being undertaken in FY 2005.

To further improve the program, SBA needs to continue evaluating the program's performance and make program changes as warranted. SBA has proposed legislation that would make lead center grants competitive to help ensure promulgation of best practices. Implementation would help address concerns that have resulted in a low program purpose rating.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Jobs created or retained.	2003	247,343	268,139
	2004	276,183	284,769
	2005	284,469	
	2006	293,003	
Annual Measure: Jobs created or retained.	2003	132,000	
	2004	132,000	
	2005	135,960	
	2006	140,039	
Annual Efficiency Measure: Administrative cost per client ($).	2003	N/A	135
	2004	138	272
	2005	155	
	2006	153	

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
88	88	88

Program: *Small Business Investment Company*

Rating: *Adequate*

Program Type: *Credit*

Agency: *Small Business Administration*

Bureau:

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Number of financings to start up companies	2003	1,500	1,364
	2004	1,700	1,160
	2005	1,350	
	2006	1,350	
Annual Measure: Number of financings	2003	4,400	4,833
	2004	4,500	4,462
	2005	4,600	
	2006	5,000	
Annual Measure: Number of financings to established firms			

Recommended Follow-up Actions

Status

Update on Follow-up Actions:

The Small Business Investment Company Participating Securities program ceased making new guaranteed investments on October 1, 2004, as sufficient borrower fees were not enacted. With realized and projected losses exceeding $2.2 billion, the FY 2006 Budget does not propose continuation of this program. However, the FY 2006 Budget supports $3 billion in new guaranteed investments for the Small Business Investment Company Debentures program. Note: Appropriated funding amounts represent administrative expenses to continue program oversight and risk management. Subsidy costs are funded through borrower fees rather than appropriations.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
0	0	0

SOCIAL SECURITY ADMINISTRATION

PART ASSESSMENTS

Program: *Disability Insurance*

Agency: *Social Security Administration*

Bureau:

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Initial disability claims average processing times (days). This is the number of days from the filing of an applicaiton to the date processing is complete.	2002	115	104
	2003	104	97
	2004	95	97
	2008	90	
Long-term Efficiency Measure: Number of hearings cases processed per workyear (includes all hearings, not just initial disability).	2003	101	103
	2004	105	100
	2005	103	
	2006	105	
Annual Measure: Percent of initial disability (allowances and denials) correctly processed.	2003	97%	96%
	2004	97%	
	2005	97%	
	2006	97%	

Recommended Follow-up Actions	Status
Improve the disability claims process by fully implementing technology eliminate the need to store, locate, and mail millions of paper files and finalize proposals to redesign the disability claims process.	Action taken, but not completed
Better connect DI beneficiaries with expanding employment opportunities for individuals with disabilities.	Action taken, but not completed
Better match up DI administrative resources with performance benchmarks.	Completed

Update on Follow-up Actions:

SSA is rolling out Accelerated Electronic Disability (Aedib), which will convert SSA's paper-based disability application process to an electronic one. Over the past year, SSA solicited public feedback on proposals to redesign the disability determination process. SSA is considering this feedback before drafting regulations in early 2006. Regarding connecting DI beneficiaries with employment opportunities, SSA rolled out the Ticket to Work Program and is in the early stages of conducting several demonstrations to facilitate the transition to employment. Regarding the connection between administrative resources and performance, SSA has succeeded in demonstrating how an increase in administrative dollars affects hearings processing time.

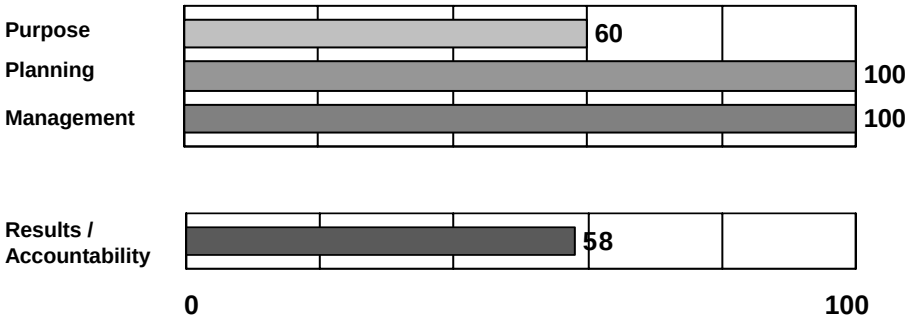
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
78,162	83,951	90,041

Program: *Supplemental Security Income*

Agency: *Social Security Administration*

Bureau:



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Average processing time for initial disability claims (DI & SSI)	2002	115	104
	2003	104	97
	2004	97	95
	2008	90	
Annual Efficiency Measure: Number of SSA hearings cases processed per work year (PPWY)	2003	101	103
	2004	105	100
	2005	103	
	2006	105	
Annual Measure: Percent SSI payments free of preventable error overpayments (OP)	2003	95.4%	93.9%
	2004	94.4%	
	2005	94.9%	
	2006	95.4%	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The Supplemental Security Income (SSI) program provides money to needy individuals who are blind, disabled or who are aged 65 years or older and who have limited or no other income. In 2003, over 3.8 million individuals receiving SSI had no other income.

The assessment found that the program is strong overall, but is still working to provide benefits to the right people for the right amounts on a timely basis. Additional findings include:

- The program has a strong purpose and strong management.
- The program has well-developed efficiency measures and goals that the agency uses to increase productivity.
- As Congress intended in starting the program, SSI provides supplemental cash support to truly needy individuals. In 2002, 47% of beneficiaries depended on SSI for more than 90% of their income.
- SSA has established strong financial management and accountability practices. For example, SSA' s accounting and cost analysis systems allow it to track full actual costs of the SSI program, including all administrative costs and overhead.
- Although the precise relationship between resources and outcomes is not readily known for all outcomes, such as the percent of payments correctly paid, SSA is making progress in relating resources to processing time and productivity.
- The targets for the percent of SSI payments made correctly without overpayments have not been achieved.
- This federal program provides national uniform eligibility requirements for supplemental income in comparison with the patchwork of state programs that it replaced in 1974.

To address these findings, the SSA will:

1. Speed up and increase the accuracy of the process used to determine whether an applicant for benefits is disabled.
2. Better connect SSI beneficiaries with expanding employment opportunities for individuals with disabilities.
3. Address payment accuracy issues by aggressively pursuing strategies outlined in the SSI Corrective Action plan, such as simplifying income reporting requirements.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
36,903	41,843	41,381

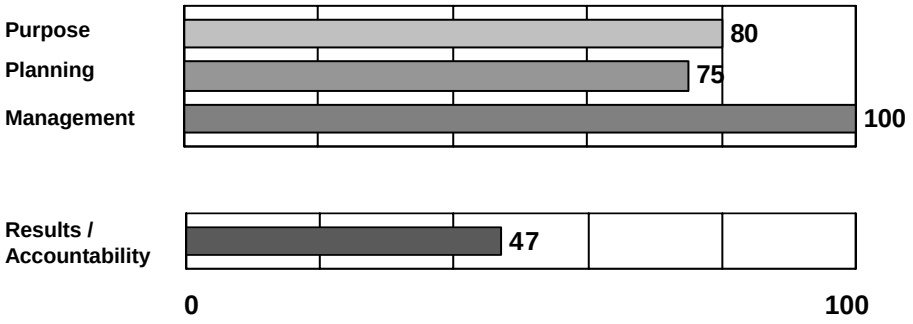
OTHER INDEPENDENT AGENCIES

PART ASSESSMENTS

Program: *Appalachian Regional Commission*

Agency: *Appalachian Regional Commission*

Bureau:



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of distressed counties in the nation that are in Appalachia.	2004	Baseline	21%
	2009	16%	
Annual Measure: Number of new jobs created	2003	30,000	23,358
	2004	20,000	
	2005	20,000	
	2006		
Annual Measure: Number of participants in job training and education programs that demonstrate results (i.e., expand worker skills, obtain a job, increase in educational attainment and achievement)	2003	17,500	53,258
	2004	35,000	
	2005	35,000	
	2006		

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

Congress established the Appalachian Regional Commission (ARC) in 1965 to reduce the substantial socioeconomic gaps between Appalachia and the rest of the nation. ARC is a federal/state partnership comprised of a federal co-chair and representation from the 13 member states. ARC addresses the social and economic needs of the region by helping to fund such projects as education and workforce training, highway construction, small business start-up and expansion assistance, and leadership development programs.

ARC has made significant strides in developing outcome-oriented performance measures and helps coordinate federal resources to the region. For example, recent efforts have brought state and federal stakeholders together to develop strategies to address such issues as health care and brownfields redevelopment in the region. However, defining ARC's specific niche and understanding its impact on community and economic development remains a challenge, as there are a number of federal programs that provide assistance to the region and ARC's investment is relatively small compared to total federal investment. Additionally, ARC should reconsider the methodology used to measure job creation as ARC often only represents a portion of federal dollars going into a project.

In response to these findings, the Administration will:

1. Focus ARC's efforts on planning and coordinating regional investments and continue targeting assistance to areas of distress.
2. Revise performance measure methodology to eliminate double-counting of performance.
3. Share performance data and research results among Federal agencies to better understand the link between Federal investments and overall community-level change.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
66	65	65

Program: *Asset Management of AFRH Real Property*

Agency: *Armed Forces Retirement Home*

Bureau:

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Efficiency Measure: Percent of targeted Long-term leased square footage (520,822 sqft). Leasing of excess facilities increases revenues to the Homes, and reduces annual operational costs. Leasing blocked until 2005.	2005	1%	
	2006	5%	
	2007	47%	
	2008	100%	
Long-term Efficiency Measure: Sale or lease of real property (113 acres). Selling or leasing excess land generates additional revenue for the Homes and reduces infrastructure costs. Percent of total.	2004	>40%	40%
	2005	40%	
	2006	100%	
Long-term Efficiency Measure: Reduce operational square footage (317,277 sqft). Eliminating unneeded operational space reduces operation and maintenance costs, and increases the inventory of revenue-producing lease space. Percent of total.	2003	9%	10%
	2004	39%	39%
	2005	99%	
	2006	100%	

Recommended Follow-up Actions	*Status*
Establish performance standards for managers incorporating program performance into personnel performance evaluation criteria.	Action taken, but not completed
Establish regular, independent performance reviews of the Program.	Action taken, but not completed
Expect significant savings in 2005 which should continue in the out years and assist in balancing the AFRH Trust Fund.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
68	65	61

Program: *Enforcement Program*

Agency: *Commodity Futures Trading Commission*
Bureau: *Division of Enforcement*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Percent growth in market volume.	2004	22	24
	2005	20	
	2006	20	
	2007	20	
Annual Measure: Percent of cases successfully resolved.	2004	100	99
	2005	100	
	2006	100	
	2007	100	
Annual Efficiency Measure: Of all investigations closed during the fiscal year, percentage that were closed or resulted in enforcement action within one year of opening.	2004	65	72
	2005	74	
	2006	75	

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Program Summary:

The Commodity Futures Trading Commission (CFTC)'s Enforcement program protects market users and the public from fraud, manipulation, and abusive practices related to the sale of certain commodity interests, including futures and options. Through these efforts, the program fosters open, competitive, and financially sound futures markets.

The CFTC Enforcement program:

- Is well designed to meet its objectives and to maximize the use of its resources. Through cooperative enforcement with other government and private organizations, the program enhances the impact of its efforts.
- Demonstrates through its performance measures that it brings substantive cases in a timely manner. CFTC successfully resolved 99 percent of the cases it closed in the past year.
- Lacks performance measures that illustrate whether the program meets its overall objective. Like other enforcement programs, it faces challenges in establishing overall performance measures to indicate the percentage of violative activity deterred, since no way has as yet been devised to measure the total amount of fraud that exists. Thus, while current measures show that markets have been growing, which could demonstrate that they are " open, competitive, and financially sound," it cannot be determined how free they are from " fraud, manipulation, and abusive practices."

In response to these findings, the Administration will:

1. Work with other similar programs in the government to develop measures that better reflect program effectiveness. The program will consider developing novel ways of measuring results, for instance surveying industry experts.
2. Develop a measure that quantifies increased efficiencies.
3. Develop measures and targets for the collections of fines.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
35	38	40

Program: *Consumer Product Safety Commission*

Agency: *Consumer Product Safety Commission*

Bureau: *Consumer Product Safety Commission*

Rating: *Results Not Demonstrated*

Program Type: *Regulatory Based*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: The rate of death in the U.S. from fire related causes (measured per million people)	1995	10.3	11.4
	1997	10.3	10.3
	1999	10.3	8.8
	2005		
Long-term Measure: The rate of death in the U.S. from electrocutions (measured per 10 million people)	1999	7.1	7.4
	2000	7.1	6.1
	2001	7.1	5.3
	2004	7.1	
Annual Measure: Recalls initiated within 20 days under the Fast Track Product Recall program	2001	90%	95%
	2005	95%	
	2006	95%	

Recommended Follow-up Actions	*Status*
Develop more ambitious long-term strategic goals.	Completed
Review the conduct of cost-benefit analyses on PPPA regulations to ensure that these regulations are conducted in a more comprehensive, consistent and thorough manner, and propose legislative change when appropriate.	Action taken, but not completed
Develop a plan to systematically review its current regulations to ensure consistency among all regulations in accomplishing program goals.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
60	62	62

Program: *AmeriCorps*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Agency: *Corporation for National and Community Service*

Bureau: *Corporation for National and Community Service*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Recommended Follow-up Actions	***Status***
Establish new financial management procedures to ensure that the Corporation has timely and accurate information on AmeriCorps enrollments that are within budgeted levels and properly records education award obligations.	Completed
Continue to work on strengthening performance measures and indicators.	Action taken, but not completed
Develop more outcome-oriented long-term and annual performance measures for the 2005 Budget.	Completed

Update on Follow-up Actions:

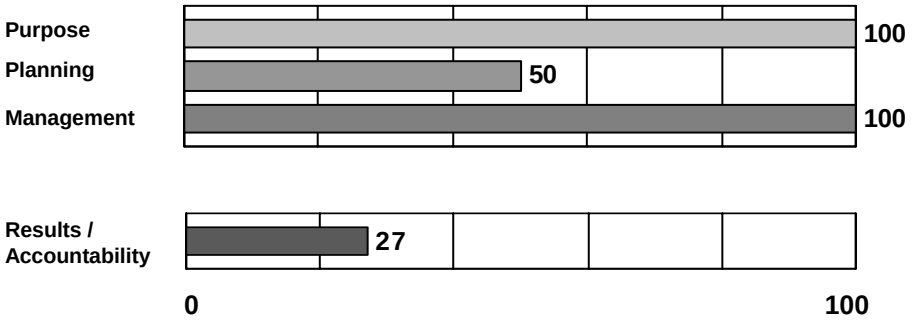
CNCS has taken a number of steps to address the deficiencies identified by the initial PART Assessment. Among them, CNCS has implemented new management and financial reforms to ensure coordination between the AmeriCorps program and the Chief Financial Officer before enrolling members. These reforms are consistent with the Strengthen AmeriCorps Act, legislation that reinforces sound financial practices and protects AmeriCorps members by providing additional oversight. CNCS is also developing quantifable performance indicators, focusing on results-oriented and long-term performance measures. The revised measures and indicators will be reflected in a reassessment of the program. Efforts to establish a more reliable means to quantify volunteer leveraging and report data are underway.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
312	288	277

Program: *Community Supervision Program*

Agency: *Court Services and Offender Supervision Agency for the District*
Bureau: *Community Supervision Program*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Rearrest rate - Percentage of supervised offenders rearrested during the measurement period.	2003		15%
	2004	15%	18%
	2005	15%	
	2006	15%	
Annual Measure: Drug testing - Percentage of offenders on active supervision who are drug tested at least monthly.	2003	50%	78%
	2004	80%	80%
	2005	85%	
	2006	85%	
Annual Measure: Treatment program completion - Percentage of offenders placed in contract treatment programs who satisfactorily complete the program.	2003	60%	53%
	2004	60%	64%
	2005	65%	
	2006	70%	

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The Court Services and Offender Supervision Agency's (CSOSA's) Community Supervision Program (CSP) provides supervision and support services for probationers, parolees, and offenders on supervised release that were convicted in the D.C. Superior Court.

The assessment found that CSP has a well thought out strategic plan and robust measures identified to determine success of the program, but has not yet been able to collect data on all of these measures. Additional findings include:

- CSOSA implemented an automated case management system in 2002 that will be critical in CSP's progress toward conducting meaningful performance measurement and has allowed for increased management oversight and accountability of Community Supervision Officers.
- CSP's initial strategic plan (2000 – 2005) laid out a clear single long-term measure of reducing recidivism among violent and drug offenders under CSP supervision.
- CSOSA has determined baseline information and targets for only a few of its measures. This is because, until 2002, CSOSA was using an outdated internal information system and because CSOSA must rely on outside sources for some of the data it hopes to capture. CSOSA is currently assessing the viability of several measures and intends to develop baselines and targets for all viable measures in 2005.

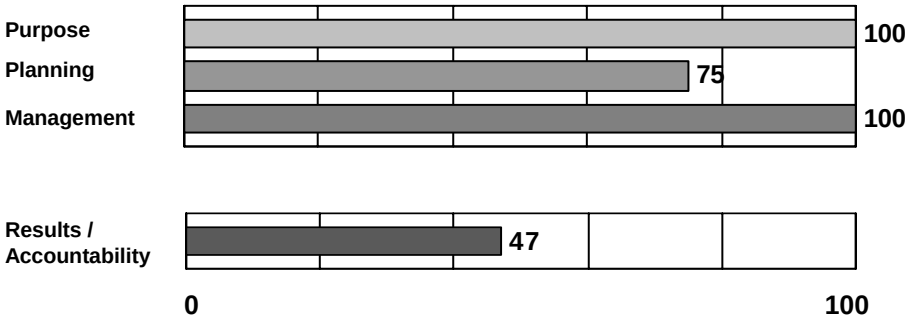
In response to these findings, the Administration will continue to develop meaningful baseline measures and ambitious targets for key CSP performance measures during 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
118	110	131

Program: *Pretrial Services Agency*

Agency: *Court Services and Offender Supervision Agency for the District*
Bureau: *Pretrial Services Agency*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Reduction of Rearrest Rate - Percentage of all defendants rearrested during the period of pretrial supervision	2003	13%	12%
	2004	13%	14%
	2005	13%	
	2006	13%	
Long-term Measure: Reduction of Failure to Appear Rate - Percentage of all cases in which a defendant failed to appear for at least one court hearing	2003	14%	15.6%
	2004	14%	14%
	2005	14%	
	2006	14%	
Annual Measure: Placement in Substance Abuse Treatment - Percentage of assessed eligible defendants placed in substance abuse treatment programs	2003		
	2004	70%	46%
	2005	70%	
	2006	70%	

Rating: *Moderately Effective*

Program Type: *Direct Federal*

Program Summary:

The Pretrial Services Agency (PSA) gathers and presents objective risk information about newly arrested defendants in the District of Columbia and supervises defendants released from custody during the pretrial period in the D.C. Superior Court and the U.S. District Court.

The assessment found that PSA has a well thought out strategic plan and robust measures identified to determine success of the program. Additional findings include:

- PSA conducts a risk and needs assessment on each defendant to determine the probability of the risk of flight and the potential for criminal behavior, as well as the defendant's needs in the areas of drug treatment, employment services, education, housing and other social services. The needs assessment is an essential component of case planning and management as well as an effective resource management tool.
- PSA has two long-term outcome measures that directly reflect PSA's mission: a reduction in rearrest during the period of pretrial supervision and a reduction in the failure to appear in court. Both of these measures have showed significant reductions between 2001 and 2003.
- PSA has identified 11 intermediate annual measures that feed into their outcome goals. Of the 11, six measures met or exceeded targets, two did not meet establish targets, and three still need to establish baseline data and targets.

In response to these findings, the Administration will:

1. Continue to develop meaningful baseline measures and ambitious targets for PSA's annual performance measures.
2. Partner with other Federal and non-Federal entities to conduct future independent evaluations of the impact of substance abuse treatment and different models of supervision on rearrest and failure to appear in court outcome measures.

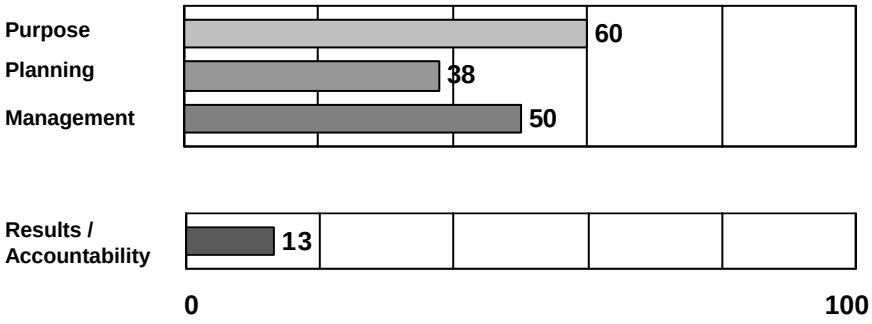
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
38	39	42

Program: *Delta Regional Authority*

Agency: *Delta Regional Authority*

Bureau:



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Median per capita income level in all 8 states	2000	Baseline	$22,728
	2005	$26,220	
	2010	$30,249	
Long-term Measure: Average unemployment rate in all eight states	2000	Baseline	5.5%
	2005	5.6%	
	2010	4.9%	

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Program Summary:

Established in 2001, the Delta Regional Authority (DRA) is a federal-state partnership serving a 420-county/parish area in the eight state Delta region. The DRA aims to address severe and chronic economic distress by stimulating economic development and fostering partnerships that will have a positive impact on the region's economy.

The PART found that the program serves a clear purpose as 227 counties out of the 240-county region are economically distressed with high rates of poverty and unemployment. Additionally:

- While the DRA has established clear long-term goals, it currently lack annual performance measures to assess progress in addressing needs of the region.
- The lack of annual performance measures and regional strategic plans, combined with a large mission, makes it difficult for the DRA to focus investments and define its role in stimulating economic development.
- The DRA currently lacks methods to evaluate performance and assess program impact.

In response to these findings, the Administration will:

1. Focus the program on its role as a regional planner and investment coordinator to increase efficient investment in areas of high distress.
2. Develop annual performance measures to assess progress in achieving long-term goals.
3. Share performance data and research results among Federal agencies to better understand the link between Federal investments and overall community-level change.

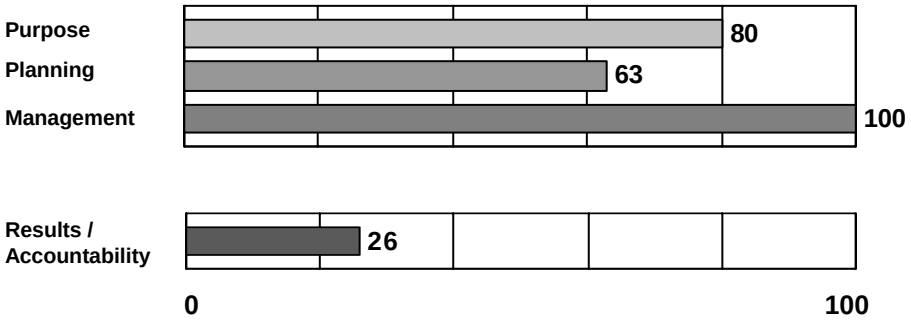
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
5	6	6

Program: *Denali Commission*

Agency: *Denali Commission*

Bureau:



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Number of distressed communities in rural Alaska.	2004	Baseline	125
	2010	100	
Annual Measure: Number of bulk fuel facilities constructed or renovated to be code compliant with U.S Coast Guard and Environmental Protection Agency standards.	2003	6	13
	2004	6	
	2005	2	
	2006		
Annual Measure: Percent increase in median earnings 7-12 months after Denali Commission Training.	2003	Baseline	33.6%
	2004	35%	
	2005	35%	
	2006		

Rating: *Adequate*

Program Type: *Competitive Grant*

Program Summary:

Established in 1998, the Denali Commission is a federal-state partnership designed to provide critical utilities, infrastructure and economic support to distressed rural communities in Alaska. The Denali Commission partners with tribal, Federal, state and local governments to improve the effectiveness and efficiency of Federal investment to areas of high distress.

The program serves a clear purpose as 27 percent of rural Alaskan households are below the poverty line and many communities lack basic water and energy infrastructure. Additionally:

- The Commission has improved performance measures and has focused limited resources to address critical energy and health care infrastructure needs.
- While the Commission has established long-term outcome measures, the extent to which Denali' s investments are having an impact on economic development in rural Alaskan communities is unclear.
- The program lacks adequate evaluations that assess program impact.

In response to these findings, the Administration will:

1. Focus the program on its role as a regional planner and investment coordinator to increase efficient investment in areas of high distress.
2. Develop and implement a performance evaluation of community and economic development programs.
3. Share performance data and research results among Federal agencies to better understand the link between Federal investments and overall community-level change.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
59	70	6

Program: *Schools and Libraries - Universal Service Fund*

Agency: *Federal Communications Commission*

Bureau:

Rating: *Results Not Demonstrated*

Program Type: *Regulatory BasedBlock/Formula Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Measure Under Development			
Annual Efficiency Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Recommended Follow-up Actions	Status
Develop a long-term outcome measure that addresses the purpose of providing the E-rate discounts and annual efficiency measures such as cost of service per student or per student-hour connected.	Action taken, but not completed
Work with the Department of Education to develop additional evaluations on program effectiveness, including the educational or community-based benefits of the program.	Action taken, but not completed

Update on Follow-up Actions:

The Federal Communications Commission (FCC) has been in contact with the Department of Education to develop measures that reflect the educational impact of the Schools and Libraries program. In addition, the FCC is planning to complete PART evaluations of other Universal Service Fund programs, including a reassessment of the Schools and Libraries program for the 2007 Budget.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
2,250	2,250	2,250

Program: *Compliance -- Enforcement*

Agency: *Federal Election Commission*

Bureau:

Rating: *Results Not Demonstrated*

Program Type: *Regulatory Based*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percent of closed cases with substantive action	2002	>50%	65%
	2003	55%	79%
	2004	55%	85
	2005	55	
Annual Measure: Increase total civil penalties assessed	2002		$1.462 million
	2003	$1.975 million	$2.774 milion
	2004	$2.000 million	$3.394 million
	2005	$2.000 million	
Annual Measure: Percent of enforcement cases in active status (47% average for FYs 95-01)	2002	50%	67%
	2003	50%	65%
	2004	50%	67
	2005	55%	

Recommended Follow-up Actions	*Status*
Begin evaluating the economic impact of its regulations.	No action taken
Continue to improve annual performance measures and targets;	Action taken, but not completed
Develop long-term performance measures and goals;	No action taken

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
50	52	55

Program: *Asset Management of Federally-Owned Real Property*

Agency: *General Services Administration*

Bureau: *PBS*

Rating: *Effective*

Program Type: *Capital Assets and Service Acquisition*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Achieve a viable self sustaining inventory with an average return on Equity of at least 6% by FY2010 for 80% of our government owned assets	2004	65%	
	2005	68%	
	2006	71%	
	2010	80%	
Long-term Measure: Reduce energy consumption by 35% by 2010 over the 1985 baseline	2004	22.6%	22.4%
	2005	30%	
	2006	31%	
	2010	35%	
Annual Measure: Owned assets with positive Funds from Operations	2004	75%	
	2005	80%	
	2006	85%	
	2007	90%	

Program Summary:

The General Services Administration' s (GSA) asset management of federally-owned real property program manages government-owned space. (This does not include GSA' s new construction program.)

The program has taken a number of steps to address deficiencies identified through the PART assessment. It has developed long-term measures and annual stretch goals that are linked to the long term measures. GSA also continued efforts to assess the financial and physical condition of its existing inventory and is restructuring its real estate portfolio to consist primarily of income-producing properties.

In response to these findings GSA will:

1. Excess underperforming properties as necessary.
2. Per the Agency targets develop and finalize appropriate regional performance targets.
3. Monitor measurement of major repair and alterations projects performance targets, which allows development of mitigation strategies.

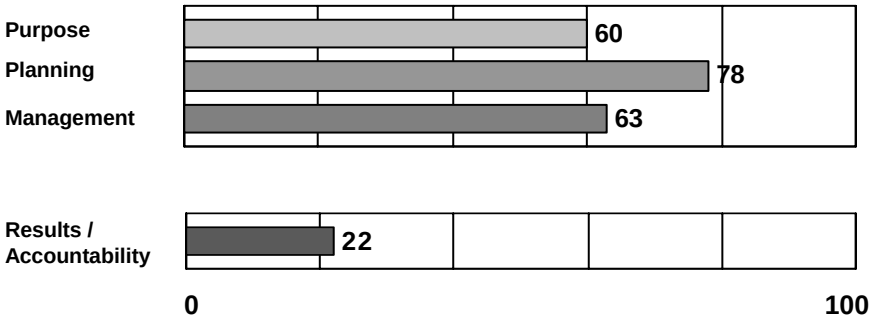
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
2,384	2,393	2,725

Program: *GSA New Construction (BA51) Program DRAFT*

Agency: *General Services Administration*

Bureau: *PBS*



Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The General Services Administration (GSA) new construction program purpose is to create new buildings when the existing inventory or leased space cannot meet client agency space needs.

The assessment found that the program purpose was clear. However, there are no long-term outcome goals or efficiency measures. In addition, it was recommended that GSA review the organizational structure for the new construction program. GSA does perform sufficient independent evaluations and does perform significant cost benefit analysis on its projects.

In response to these findings, GSA will:
1. Develop ambitious long-term outcome goals and efficiency measures.
2. Review its structure to determine the optimal structure of the construction program.
3. Develop a method for establishing more credible cost and schedule goals.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Construction projects on schedule	2004	84%	80%
	2005	85%	
	2006	86%	
	2007	87%	
Annual Measure: Percent of escalations on construction projects	2004	1.5%	
	2005	1%	
	2006	1%	
	2007	1%	

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,035	956	845

Program: *GSA's Regional IT Solutions Program*

Agency: *General Services Administration*

Bureau: *Federal Technology Service*

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Percentage of task orders subject to the fair opportunity process (i.e. all contractors, including small businesses, were considered for the award).	2003	>80%	>86%
	2004	>85%	>96%
	2005	>95%	
	2006	>95%	
Annual Measure: Percent of dollar savings between independent government cost estimates (IGCEs) and award amounts.	2004	7%	12%
	2005	7%	
	2006	7%	
Annual Measure: Percentage of negotiated award dates for services and commodities that are met or bettered.	2003	>90%	91%
	2004	>93%	88%
	2005	>94%	
	2006	>95%	

Recommended Follow-up Actions	Status
Develop a systematic approach to correcting management deficiencies.	Action taken, but not completed
Develop efficiency goals and targets that capture the savings (cost or time) agencies realize when using the program.	Action taken, but not completed
Develop long-term outcome goals with ambitious targets that benchmark to other government agencies or the private sector.	Action taken, but not completed

Update on Follow-up Actions:

GSA is still working to develop long-term and annual goals that benchmark to non-GSA sources. Also, GSA has been working closely with the Inspector General's Office to implement a pre-award audit program to ensure proper use of contracting vehicles.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
5,401	5,217	5,311

Program: *Leasing Space*

Agency: *General Services Administration*

Bureau: *Public Buildings Service*

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Percent of lease cost at or below the average market rate	2003	99.2%	
	2004	99.3%	
	2005	99.4%	
Annual Measure: Percent tenants that rate leased space services as satisfactory or better.	2003	85%	
	2004	85.5%	
	2005	85.5%	
Annual Measure: Percent of vacant space in leased inventory	2002	2.0%	2.0%
	2003	2.1%	
	2004	2.0%	
	2005	2.0%	

Recommended Follow-up Actions	Status
Implement new brokerage service contracts that will hold them accountable for achieving the Leasing program's goals.	Completed
Incorporate criteria in manager's performance evaluations holding them accountable for achieving the Leasing program's goals.	Completed
Develop long-term, outcome goals and efficiency measures.	Action taken, but not completed
Review current annual goals and determine whether revisions are required to support the long-term goals.	Completed

Update on Follow-up Actions:

GSA has almost completed its action plan. There are no 2006 targets for the above measures, as GSA has developed new measures that are displayed in the budget and is developing an efficiency measure related to the cost of the program. Its effective management of the program is a balance of maintaining low lease rates and high customer satisfaction, which are both measures. The action plan allowed GSA to determine this balance, as well as hold its managers and contractors accountable for this balance.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
3,722	4,164	4,198

Program: *Multiple Award Schedules*

Agency: *General Services Administration*

Bureau: *Supply and Technology Activities*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Measure Under Development			
Annual Measure: Percent of schedule contracts awarded to small and minority-owned businesses	2003	77%	78.4%
Annual Measure: Operating cost per $100 of sales	2003	.72	.60
	2004	.59	.50
	2005	.58	
	2006	.57	

Recommended Follow-up Actions	*Status*
Adjust administrative fee to .75 percent and develop mechanisms for evaluating the effect of this adjustment on program.	Action taken, but not completed
Improve training to help agencies achieve best value on negotiated procurements.	Action taken, but not completed
Develop adequate long-term, measurable goals.	Completed
Develop annual goals that are ambitious, meaningful, and linked to the achievement of long-term outcome goals.	Action taken, but not completed

Update on Follow-up Actions:

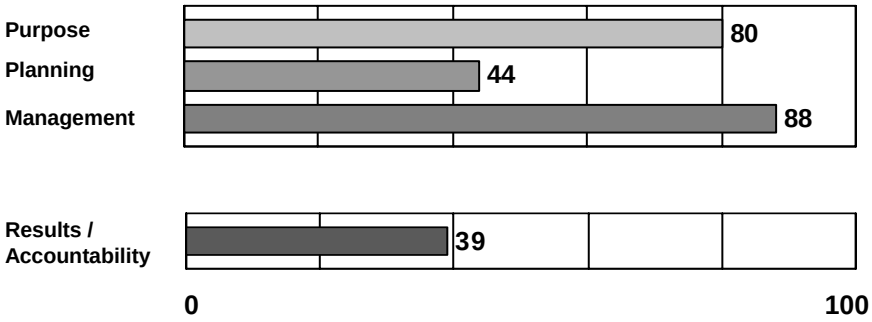
GSA has lowered the administrative fee to .75 percent, but it has not developed mechanisms to adjust the fee in the future. In addition, while some progress has been made on training customers on the use of the program, GSA should continue this work to ensure agencies are properly using GSA contracting vehicles. GSA is revising several of its annual and long-term measures for this program.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
463	479	506

Program: *National IT Solutions Program*

Agency: *General Services Administration*
Bureau: *Federal Technology Service*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percentage of negotiated award dates for services and commodities that are met or bettered.	2003	>90%	95%
	2004	>93%	92%
	2005	>94%	
	2006	>95%	
Annual Measure: Percentage of the dollar value of eligible service orders awarded with performance-based statements of work.	2003	Not Measured	Not Measured
	2004	>40%	58%
	2005	>50%	
	2006	60%	
Annual Measure: Percentage of task and delivery orders subject to the fair opportunity process.	2003	>80%	86%
	2004	>95%	98%
	2005	>95%	
	2006	>95%	

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The National Information Technology (IT) Solutions program provides expert technical, acquisition, and IT products and services to Federal clients. The National ITS program provides large-scale, agency-wide, international, and specialized products/services.

The assessment found that the program is useful to federal agencies that do not have in-house procurement expertise to acquire IT products or services. Additional findings include:

- The program does not have long term outcome performance goals.
- The program has annual goals, but they do not sufficiently measure savings and quality improvement that agencies achieve through the use of the program.
- The General Services Administration has taken steps to address inefficiencies by realigning market research, marketing, service delivery and contract development activities within the agency.
- The program has initiated a performance management process to integrate strategic planning and budget development.

In response to these findings, the Administration will:

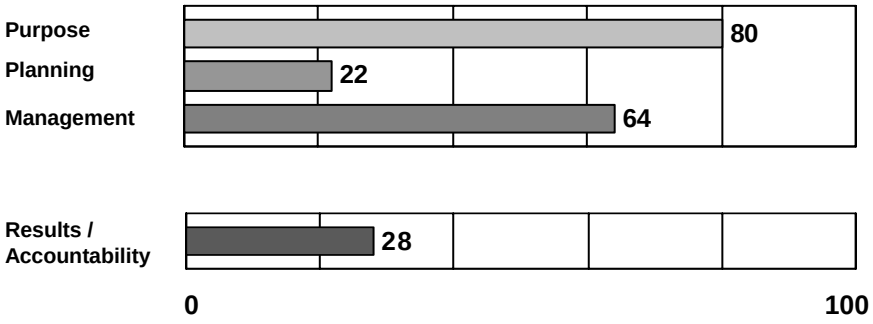
1. Develop long-term outcome goals with ambitious targets that benchmark to other government agencies or the private sector.
2. Develop a limited number of annual goals and performance measures, including efficiency measures, that are ambitious, meaningful, and linked to the achievement of the long-term outcome goals.
3. Take a more active role in assisting agencies with their major acquisitions by participating in the full development of business case analyses.
4. Implement a mechanism to collect and report performance information on capital projects to ensure adherence to cost and schedule goals.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,829	1,847	1,937

Program: *Office of Governmentwide Policy*

Agency: *General Services Administration*
Bureau: *Office of Governmentwide Policy*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Rating: *Results Not Demonstrated*

Program Type: *Regulatory Based*

Program Summary:

The Office of Governmentwide Policy (OGP) carries out the statutory responsibilities assigned to the Administrator of General Services for regulating the management of administrative services, including real and personal property, travel, transportation, motor vehicle and aircraft fleets, and mail.

The assessment found that GSA has generally been effective in setting up groups of agency professionals to advise it in developing regulations and promulgating best practices. However, the assessment also found several weaknesses in OGP's performance:

- OGP sometimes goes beyond GSA's policy authorities and overlaps other agencies' responsibilities.
- OGP's intended policy leadership role within GSA has not always been well understood or accepted by GSA's Services. This has sometimes resulted in GSA operational programs that do not support policy.
- OGP only has performance measures for a few of its activities and has no targets for any of its measures. OGP also lack any mechanism for measuring its overall performance.

In response to these findings, the Administration will:

1. Refocus and prioritize OGP's activities on GSA's statutory missions and responsibilities delegated by OMB.
2. Clarify OGP's policy role with respect to GSA's operational activities.
3. Develop performance measures and targets for the activities under GSA's regulatory purview as well as a mechanism for measuring OGP's overall performance score.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
93	133	125

Program: *Personal Property Management Program (FBP)*

Agency: *General Services Administration*

Bureau: *Federal Supply Service*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percent of customers who report service levels as satisfactory or better.	2003	76%	86%
	2004	88%	91%
	2005	89%	
	2006	90%	
Long-term Measure: Cycle Time: total days required to transfer, donate, or sell property.	2003	95	83
	2004	79	72
	2005	77	
	2006	76	
Annual Measure: Direct cost as percentage of revenue	2003	62%	61.5%
	2004	58%	48%
	2005	48%	
	2006	47%	

Recommended Follow-up Actions	*Status*
Clarify the relationship between the policy and operational aspects of this program.	Action taken, but not completed
Consolidate the presentation of total program resources and related performance goals, regardless of funding source.	Completed
Develop an acceptable independent assessment process for this program.	Action taken, but not completed
Develop performance-based agreements with the State Agencies for Surplus Property.	Action taken, but not completed
Develop acceptable efficiency measures for the full range of program activities.	Action taken, but not completed

Update on Follow-up Actions:

Although FSS has begun all of the follow-up actions, it has only completed one. FSS will work with OGP to finalize the actions that require policy approval.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
32	29	31

Program: *Real Property Disposal (PR)*

Agency: *General Services Administration*

Bureau: *Public Buildings Service*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: Percent of customers who report service levels as satisfactory or better.	2003	67%	75%
	2004	75%	70%
	2005	76%	
Annual Measure: Dollar ratio of the value of properties disposed to program costs.	2003	18:1	26:1
	2004	18:1	52:1
	2005		
	2006		
Annual Measure: Cycle Time: total days required to transfer, donate, or sell property.	2003	336	277
	2004	320	223
	2005	320	
	2006	320	

Recommended Follow-up Actions	Status
Consolidate the presentation of total program resources, regardless of funding source, and related performance goals.	Completed
Publish program evaluation results as they are received by the evaluating organizations rather than in GSA announcements.	Completed
Replace the current 'level of effort' contracts with 'performance-based' contracts.	Action taken, but not completed
Develop efficiency measures for the full range of program activities.	Action taken, but not completed
Develop long-term outcome goals with ambitious targets that benchmark to other government agencies or the private sector and are linked to annual targets.	Action taken, but not completed

Update on Follow-up Actions:

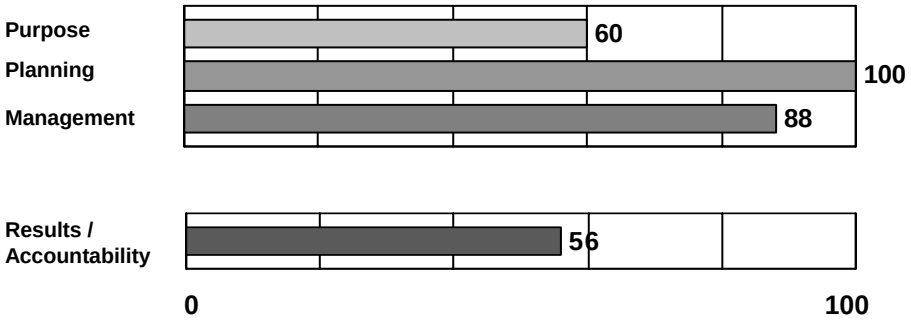
PBS has developed a performance-based contract for real property sales under the Federal Asset Sales initiative but the solicitation process is still underway. PBS is holding up changes to its long-term goals and efficiency measures pending completion of a new management information system capable of collecting the related data.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
27	47	45

Program: *Supply Depots and Special Order*

Agency: *General Services Administration*
Bureau: *Federal Supply Service*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: External customer satisfaction survey score	2003	79%	79.6%
	2004	79.7%	79.0%
	2005	79.8%	
	2006	79.9%	
Annual Measure: Percent of Supply mark-up for stocked items	2003	47.5%	45.9%
	2004	45.0%	42.8%
	2005	43.5%	
	2006	40.1%	
Annual Measure: Percent of domestic, non-hazardous orders shipped within 24 hours	2003	89%	86%
	2004	90%	85%
	2005	92%	
	2006	93%	

Rating: *Adequate*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The Supply and Special Order program provides agencies with a method to acquire goods from the blind, severely handicapped, federal prisons, and small businesses. In addition, the program also helps customer agencies' meet disaster and/or common use needs in emergency situations or wartime conditions.

The program has taken a number of steps to address deficiencies identified through the PART assessment:

- The original PART assessment found that the program did not have long-term goals that were measurable with timeframes to allow for future assessment. In response to initial findings, that the program developed long-term performance measures to guide management and performance, and to gain an insight into how well the program is meeting its customer' s needs.
- In response to the initial evaluation that found the threshold for success in achieving the annual performance measures were very low. As a result, the program developed more ambitious performance targets and in FY 2005 the program will be able to benchmark its performance to similar federal programs.
- The original PART assessment found that the there are redundancies in the number/type of products offered and inefficiencies in the delivery mechanisms employed.

To further improve the performance of this program the Administration will:

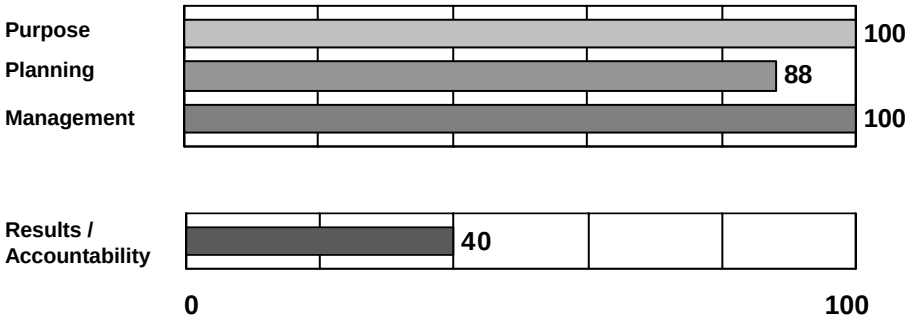
1. Benchmark program performance against similar federal agencies.
2. Evaluate its information technology systems to improve automation and become more customer-oriented.
3. Continue to evaluate the program to identify opportunities to increase efficiency and effectiveness by ensuring that redundancy with commercial sources is minimized and delivery models are standardized and/or consolidated.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
1,075	1,166	1,226

Program: *Vehicle Acquisition*

Agency: *General Services Administration*
Bureau: *Federal Supply Service*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percentage that average GSA vehicle costs to agencies are below manufacturers' invoice prices.	2003	= > 20%	26%
	2004	27%	33%
	2005	27.5%	
	2006	28%	
Annual Measure: GSA Automotive external customer satisfaction survey score	2003	77	76
	2004	78	77
	2005	79	
	2006	79	
Annual Efficiency Measure: Number of Vehicles Purchased per FTE	2003	1,227	1,191
	2004	1,250	1,350
	2005	1,275	
	2006	1,300	

Rating: *Adequate*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

GSA' s Vehicle Acquisition Program buys cars and other specialized motor vehicles for federal agencies.

The program has taken a number of steps to address deficiencies identified through the PART assessment:

- In response to the initial finding that the program did not have measurable long-term goals or related annual goals that were linked to its strategic goals, FSS modified its long-term and annual program goals to correct this problem.
- The initial assessment criticized this program for failing to link its budget projections to performance targets. Since then, GSA has implemented a performance management process to tie budget projections to annual program goals.

To further improve the performance of this program the Administration will:

1. Use GSA' s performance management process to continue to improve the linkages between program performance and funding needs.
2. Commission regular, independent outside evaluations of this program that would assess its performance against commercial and other vehicle fleet acquisition programs.
3. Annually reassess targets for performance measures where actual results indicate that more aggressive targets are appropriate.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
1,292	1,321	1,376

Program: *Vehicle Leasing*

Agency: *General Services Administration*
Bureau: *Federal Supply Service*

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percentage that GSA Fleet leasing rates are below commercial rates on the GSA Vehicle Leasing Schedule.	2003	=> 20%	37%
	2004	=> 25%	32%
	2005	=> 27%	
	2006	=> 29%	
Annual Efficiency Measure: Program support and operational expenses per vehicle year of operation	2003	$486	$507
	2004	$530	$556
	2005	$482	
	2006	$504	
Annual Efficiency Measure: Number of Vehicles Managed Per FTE	2003	271	271
	2004	277	275
	2005	322	
	2006	335	

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

GSA's Vehicle Leasing Program leases cars and trucks to federal agencies.

The program has taken a number of steps to address deficiencies identified through the PART assessment:

- In response to the initial finding that the program did not have measurable long-term goals or related annual goals that were linked to its strategic goals, FSS modified its long-term and annual program goals to correct this problem.
- The initial assessment criticized this program for failing to link its budget projections to performance targets. Since then, GSA has implemented a performance management process to tie budget projections to annual program goals.
- FSS has begun to unbundle its fleet management services to address the needs of agencies that don't want or need the "one size fits all" leasing service provided by GSA.

To further improve the performance of this program the Administration will:

1. More aggressively pursue the marketing of unbundled fleet management services to federal agencies.
2. Use GSA's performance management process to improve the linkages between program performance and funding needs.
3. Commission regular, independent outside evaluations of this program that would assess the performance of the various components of the program (e.g., maintenance management, accident control, management reporting, etc.) as well as overall performance against commercial and other fleet service providers.

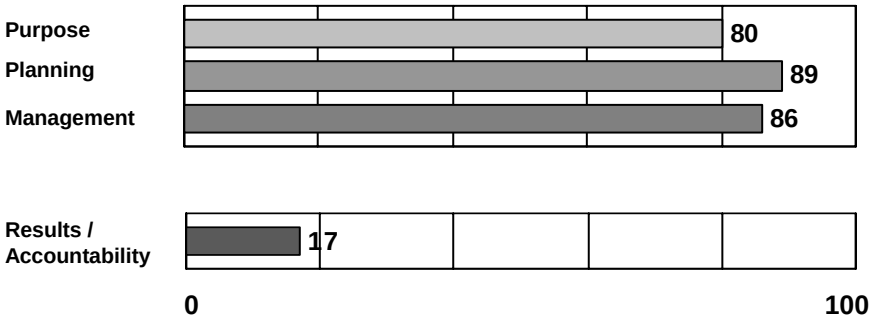
Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
1,117	1,138	1,161

Program: *Electronic Records Services*

Agency: *National Archives and Records Administration*

Bureau:



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percentage of archival electronic records accessioned by NARA at the scheduled time.	2005	20%	
	2008	80%	
Long-term Efficiency Measure: Per megabyte cost of managing archival electronic records through the Electronic Records Archives will decrease each year (Targets pending development of ERA)			
Annual Measure: Milestone measures for development of the Electronic Records Archives in 2005 include completing design reviews and selecting a final contractor for the system. Milestones in 2006 include completion of design reviews for the first increment of the system.			

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Program Summary:

The National Archives and Records Administration (NARA) Electronic Records Services program provides guidance and assistance to Federal officials on the management of electronic records, determines the retention and disposition of Federal electronic records, and preserves for public and historical use electronic records determined by the Archivist of the United States to have sufficient historical or other value to warrant continued preservation by the U.S. Government.

The assessment found:

- The program purpose and need are clear. Use of technology has created a new records management environment and a proliferation of Federal electronic records, which largely requires new techniques and procedures to ensure adequate management, preservation and access to electronic records.
- NARA has adequate performance measures in place for this program that address records management, preservation and access goals, including cost-efficiency measures. Because results are primarily contingent upon NARA building an Electronic Records Archives (ERA), which is intended to provide the capability to preserve and provide access to electronic records to a degree currently unavailable to NARA, this program will not be able to demonstrate results until initial deployment of ERA.
- Planning and management for the program are relatively sound, although NARA should continue to make improvements to its overall IT security and continue implementation of earned value management in order to minimize risk during acquisition of ERA. A major challenge that continues to face NARA is the need for other Federal agencies to commit to sound electronic records management practices.

In response to these findings; NARA will continue to:

1. Work on resolving the basis for its material weakness in IT security.
2. Implement and utilize earned value management for acquisition of the Electronic Records Archives.
3. Refine its records management policies and strategies and engage with Federal agencies to continue methods of improving records management across the Federal government.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
54	50	49

Program: *Records Services Program*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *National Archives and Records Administration*

Bureau:

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Efficiency Measure: Annual cost of archival storage space per cubic foot of traditional holdings. (under development)			
Annual Efficiency Measure: Percent of requests for military service records answered within 10 working days.	2002	35%	40%
	2003	45%	37%
	2004	70%	75%
	2005	95%	
Annual Efficiency Measure: Percent of traditional NARA archival holdings described in an on-line catalog. Traditional holdings are books, papers, maps, photographs, motion pictures, sound and video recordings and other material not stored electronically.	2002	20%	19%
	2003	25%	20%
	2004	30%	33%
	2005	40%	

Recommended Follow-up Actions from Latest PART	*Status*
NARA will develop targets for newly created unit-cost measures.	Action taken, but not completed

Update on Follow-up Actions:

NARA created several new unit-cost measures and collected related data for the first time for the year ending September 30, 2004. Results of these measures were published in NARA's 2004 Performance and Accountability Report. Two more measures are planned for development in 2005. Cost data is currently under review to determine appropriate targets.

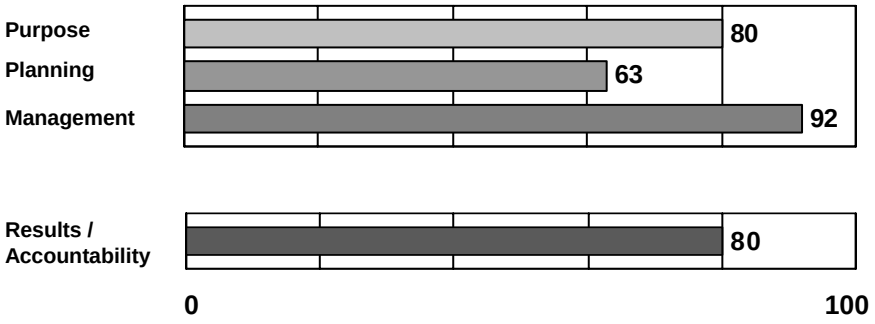
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
351	363	384

Program: *Community Development Revolving Loan Fund -- Loan and Technical*

Agency: *National Credit Union Administration*

Bureau: *Office of Credit Union Development*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Percentage increase in low-income designated credit unions (LICUs).	2003	Baseline	6.3%
	2004	6%	
	2005	6%	
Annual Measure: Percentage increase in loans at low-income designated credit unions (LICUs).	2003	Baseline	17.4%
	2004	6%	
	2005	6%	
	2006	6%	
Annual Measure: Percentage increase in shares at low-income designated credit unions (LICUs).	2003	Baseline	18.2%
	2004	7.5%	
	2005	7.5%	
	2006	7.5%	

Rating: *Results Not Demonstrated*

Program Type: *Credit, Competitive Grant*

Program Summary:

The National Credit Union Administration (NCUA) Community Development Revolving Loan Fund provides loans and grants to credit unions that serve low-income customers. These efforts help credit unions provide basic financial services and stimulate economic activities in their communities. Through these services, the program seeks to increase income, ownership, and employment opportunities for low-income credit union customers.

The Community Development Revolving Loan Fund:

- Is well designed to meet its objectives and to effectively target its resources. Performance measures demonstrate that credit unions that serve low-income customers are increasing loans, member deposits, and assets.
- Is duplicative of certain aspects of the Community Development Financial Institution Fund, which also seeks to promote community development through assisting financial institutions.
- Lacks performance measures that illustrate whether the program meets its overall objective of increasing income, ownership, and employment opportunities for low-income customers.
- Does not monitor credit unions that are eligible beneficiaries under the program to ensure that their membership continues to qualify as " low-income."

In response to these findings, the Administration will:

1. Work to monitor the status of credit unions that are designated to be eligible beneficiaries under the program to ensure that their membership still qualifies as " low-income."
2. Develop a long-term performance measures that demonstrate that credit unions that serve low-income customers are contributing to increasing income, ownership, and employment opportunities.
3. Revise current annual performance measures so that performance of credit unions that serve low-income customers is tied to the performance of all credit unions.

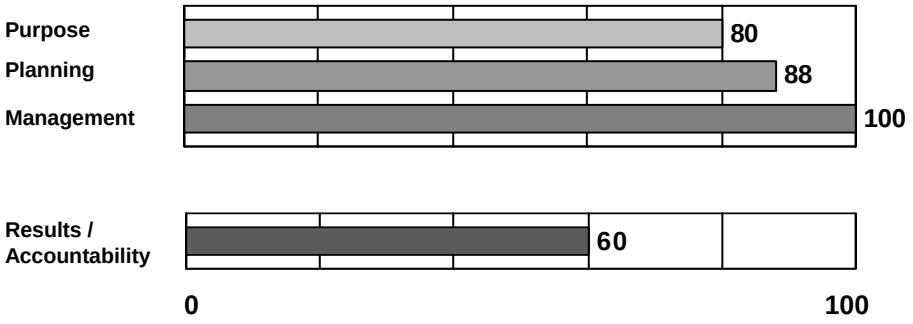
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
4	6	6

Program: *Neighborhood Reinvestment Corporation*

Agency: *Neighborhood Reinvestment Corporation*

Bureau:



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Total direct investments made by NeighborWork Organizations (in millions of dollars)	2003	1934	1908
	2004	2211	2209
	2005	2260	
	2006	2300	
Annual Measure: Number of homeownership units constructed	2003	14475	13421
	2004	15900	14643
	2005	16150	
	2006	14670	
Annual Measure: Total individuals provided with homeownership counseling	2003	78000	75561
	2004	84000	90111
	2005	86000	
	2006	85000	

Rating: *Moderately Effective*

Program Type: *Block/Formula Grant*

Program Summary:

The Neighborhood Reinvestment Corporation (NRC) is a government-chartered corporation that supports community development by working with local financial institutions and community groups. It provides technical assistance and grants to local partners.

The assessment found:

- NRC' s purpose is clear in addressing neighborhood decline, a need that is evidenced in part by low homeownership rates in high-poverty areas.
- While it successfully targets populations of need (first-time homeowners, minorities and low-income households), it is less successful at targeting geographic areas of need.
- While NRC has good long-term goals and several annual performance measures that follow the output of it and its partners, it lacks measures that focus on neighborhood change or outcomes in lives of those it assists.
- NRC forms strong partnerships with a variety of national and local organizations to leverage its investments and monitors the progress of its grantees.
- NRC consistently meets its annual performance goals.

In response to these findings:

1. The Administration proposes an increase in funds for NRC consistent with the generally good PART findings.

2. NRC will develop geographic performance measures and outcome measures.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
114	114	118

Program: *Fuel Facilities Licensing & Inspection*

Agency: *Nuclear Regulatory Commission*

Bureau: *Office of Nuclear Materials and Safeguards*

Rating: *Effective*

Program Type: *Regulatory Based*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: No deaths resulting from acute radiation exposures from civilian or malevolent uses of source, byproduct, or special nuclear materials, or deaths from other hazardous materials used or produced from licensed material	2002	0	0
	2003	0	0
	2004	0	0
	2005	0	
Annual Measure: No more than 6 events per year resulting in significant radiation or hazardous material exposures from the loss or use of source, byproduct, and special nuclear material	2002	<6	0
	2003	<6	1
	2004	<6	0
	2005	<6	
Annual Measure: No more than 30 events per year resulting in radiation overexposures from radioactive material that exceed applicable regulatory limits (with another Division in NRC)	2002	<30	23
	2003	<30	16
	2004	<30	7
	2005	<30	

Recommended Follow-up Actions	*Status*
Better demonstrate contributions of program activities and resources to outputs.	Action taken, but not completed
Strengthen the alignment of program performance measures with agency long-term goals.	Action taken, but not completed

Update on Follow-up Actions:

In August 2004, NRC issued its 2004-2009 Strategic Plan which revised its performance metrics at the agency level. However, NRC is still working to develop program-level metrics that show more clearly how the performance of individual programs contribute to agency outcomes and how resource requests affect program performance. Determining appropriate performance metrics has proved challenging given that users, rather than NRC, directly handle nuclear materials. The program aims to complete a reevaluation of its program measurements by April 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
22	39	36

Program: *Nuclear Materials Users Licensing & Inspection (NMULI)*

Agency: *Nuclear Regulatory Commission*

Bureau:

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: No deaths resulting from acute radiation exposures from civilian uses, including malevolent uses, of source, byproduct or SNM, or deaths from other hazardous materials used or produced from licensed material.	2003	0	0
	2004	0	0
	2005	0	
	2006	0	
Annual Measure: No more than 6 events per year resulting in significant radiation or hazardous material exposures from the loss or use of source, byproduct, or special nuclear materials.	2003	<6	1
	2004	<6	0
	2005	<6	
	2006	<6	
Annual Measure: No more than 30 events per year resulting in radiation overexposures from radioactive materials that exceed applicable regulatory limits.	2003	30	16
	2004	30	7
	2005	30	
	2006	30	

Rating: *Effective*

Program Type: *Regulatory Based*

Program Summary:

The U.S. Nuclear Regulatory Commission's (NRC) Nuclear Materials Users Licensing and Inspection (NMULI) program regulates all of the nation's non-defense related use of nuclear materials in medical, academic, and industrial applications. The purpose of the NMULI program is to ensure adequate protection of public health and safety, to promote the common defense and security, and to protect the environment. The program issues licenses to receive title to, own, acquire, deliver, receive, possess, use, and transfer nuclear materials. The program conducts inspections to verify licensee performance in accordance with NRC's regulatory requirements. Ninety percent of the NMULI program is financed through licensee fees.

The assessment found that the program:

- Has a clear purpose and is well designed and results-oriented.
- Is achieving its long-term strategic goal to prevent radiation-related deaths and illnesses, promote the common defense and security, and protect the environment in the use of source, byproduct, and special nuclear material.
- Has monitored its performance through performance measures and has consistently achieved its annual targets.
- Successfully performs its financial management and budget execution duties.

In response to these findings, the NRC will:

1. Provide with the 2007 Budget a clearer demonstration of the contributions of specific program activities to agency goals.
2. Create program goals that will support the mission of the agency.
3. Schedule an evaluation of the program consistent with guidance in OMB Circular A-11 prior to the submission of the 2007 Budget. Discuss with OIG the feasibility of having them conduct independent evaluations as required in PART assessments.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
44	63	65

Program: *Reactor Inspection and Performance Assessment*

Rating: *Effective*

Program Type: *Regulatory Based*

Agency: *Nuclear Regulatory Commission*

Bureau: *Office of Nuclear Reactor Regulation*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: No nuclear reactor accidents	2002	0	0
	2003	0	0
	2004	0	0
	2005	0	
Long-term Measure: No deaths resulting from acute radiation exposures from nuclear reactors	2002	0	0
	2003	0	0
	2004	0	0
	2005	0	
Annual Measure: No more than one event per year identified as a significant precursor of a nuclear accident	2002	1 or less	1
	2003	1 or less	0
	2004	1 or less	0
	2005	0	

Recommended Follow-up Actions	*Status*
Better demonstrate contributions of program activities and resources to outputs.	Action taken, but not completed
Strengthen the alignment of program performance measures with agency long-term goals.	Action taken, but not completed

Update on Follow-up Actions:

In August 2004, NRC issued its 2004-2009 Strategic Plan which revised its performance metrics at the agency level. However, NRC is still working to develop program-level metrics that show more clearly how the performance of individual programs contribute to agency outcomes and how resource requests affect program performance. Determining appropriate performance metrics has proved challenging given that users, rather than NRC, directly handle nuclear materials. The program aims to complete a reevaluation of its program measurements by April 2005.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
107	180	193

Program: *CTAC Counterdrug Research & Development*

Agency: *Office of National Drug Control Policy*

Bureau: *Office of National Drug Control Policy*

Rating: *Results Not Demonstrated*

Program Type: *Research and Development*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Number of peer-reviewed publications based on CTAC-funded research.	2003	Define Goal	
	2004	25	
	2005	25	
	2006	25	
Annual Measure: New research institutions equipped within budget and on-time.	2003	Define Goal	
	2004	2	
	2005	2	
	2006	2	
Long-term Measure: Percentage of systems developed by CTAC that are purchased by Federal LEAs, thereby validating the project as useful to and supported by client agencies.	2003	Define Goal	
	2004	20%	25%
	2005	20%	
	2006	20%	

Recommended Follow-up Actions	Status
Complete, by September 2004, an assessment of the CTAC R&D program performance and management processes.	Action taken, but not completed
Review the process by which CTAC selects projects and determine whether those projects reflect the priorities of the National Drug Control Strategy and the best use of CTAC resources.	Completed
Revise the Counterdrug Research and Development Blueprint Update to ensure it provides a complete and clear picture of CTAC's R&D program.	Completed
Develop a performance measurement system, including acceptable baselines, targets, and timeframes in sufficient time to assess the FY 2004 performance of the CTAC R&D program.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
18	18	10

Program: *CTAC Technology Transfer Program*

Agency: *Office of National Drug Control Policy*

Bureau: *Office of National Drug Control Policy*

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Efficiency Measure: Administrative costs as a percent of total program funds expended.	2003	Establish Targets	
	2004	10%	6%
	2005	10%	
	2006	10%	
Annual Measure: Percentage of TTP recipients that report TTP equipment has provided a technological solution to an investigative requirement.	2003	Establish Targets	
	2004	95%	
	2005	95%	
	2006	95%	
Annual Measure: Percentage of TTP recipients who report that the training received for use of the TTP equipment was adequate based on experience using the equipment in the field.	2003	Establish Targets	
	2004	95%	
	2005	95%	
	2006	95%	

Recommended Follow-up Actions	Status
Complete, by September 2004, an assessment of the CTAC TTP performance and management processes.	Action taken, but not completed
Improve the quality of program data collected and the use of those data to manage the program.	Action taken, but not completed
Revise the Counterdrug Research and Development Blueprint Update to ensure it provides a complete and clear picture of CTAC's TTP program.	Completed
Develop a performance measurement system, including acceptable baselines, targets, and timeframes in sufficient time to assess the FY 2004 performance of the CTAC Technology Transfer program.	Completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
24	24	20

Program: *Drug-Free Communities Support Program*

Agency: *Office of National Drug Control Policy*

Bureau: *Office of National Drug Control Policy*

Rating: *Adequate*

Program Type: *Competitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Percent of DFC grantees that report meeting the target established for enhancing the capabilities of community anti-drug coalitions in their communities.	2003	Est. measure	
	2004	Establish Targets	
	2005	25%	
	2006	25%	
Long-term Measure: Percent of DFC grantees that report meeting the target established for enhancing prevention activities in their communities.	2003	Est. measure	
	2004	35%	
Annual Measure: Percent of DFC grantees that report meeting the target established for Increase citizen participation in prevention efforts in their communities.	2003	Design System	
	2004	55%	

Recommended Follow-up Actions	*Status*
ONDCP will seek additional funding to expand the program and will ensure that planned changes are implemented.	Action taken, but not completed

Update on Follow-up Actions:

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
70	79	80

Program: *High Intensity Drug Trafficking Areas (HIDTA)*

Agency: *Office of National Drug Control Policy*

Bureau:

Rating: *Results Not Demonstrated*

Program Type: *Competitive Grant*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Number of individual HIDTAs that meet performance goals established for core measures of anti-drug efforts	2003	Design System	
	2004	24	
Long-term Measure: Number of individual HIDTAs that meet performance goals established for the specifc threat assessment developed by the HIDTA.	2003	Design System	
	2004	24	

Recommended Follow-up Actions	Status
In response, ONDCP will seek no significant funding increases for the program until: 1) The performance measurement system for individual HIDTAs is operating; and 2) Overall performance targets for the national program are implemented.	Completed

Update on Follow-up Actions:

The HIDTA program has not yet established targets for its performance measures or begun to collect performance data. The 2006 Budget proposes to transfer the HIDTA program to the Department of Justice to achieve better coordination with the Organized Crime and Drug Enforcement Task Force program. The funding is reduced to target resources on a smaller number of HIDTA-designated areas with pressing drug enforcement problems.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
225	227	100

Program: *Youth Anti-Drug Media Campaign*

Agency: *Office of National Drug Control Policy*

Bureau:

Rating: *Results Not Demonstrated*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Measure: Increase the percentage of youth (12-18) who believe there is great risk of harm from regular marijuana use	2003	Establish target	60.5%
	2004	62%	
	2005	62.9%	
	2006	63.8%	
Long-term Measure: Percentage of parents who report holding strong beliefs that parental monitoring will make it less likely their child will use any drug	2003	Establish target	50.4%
	2004	47.2%	
	2005	47.2%	
	2006	47.2%	
Long-term Measure: Decrease the percentage of 10th graders who report being current users of marijuana	2003	Establish target	17%
	2004	18.9%	15.9%
	2005	18.6%	
	2006	18.3%	

Recommended Follow-up Actions	Status
In response to these findings, the Administration proposes reducing funding for the National Youth Anti-Drug Media Campaign.	No action taken

Update on Follow-up Actions:

In the FY 2006 Budget, funding for the media campaign is maintained at approximately the same level as in the 2005 appropriation. ONDCP should consider more ambitious--though achievable--targets for the program's performance measure.

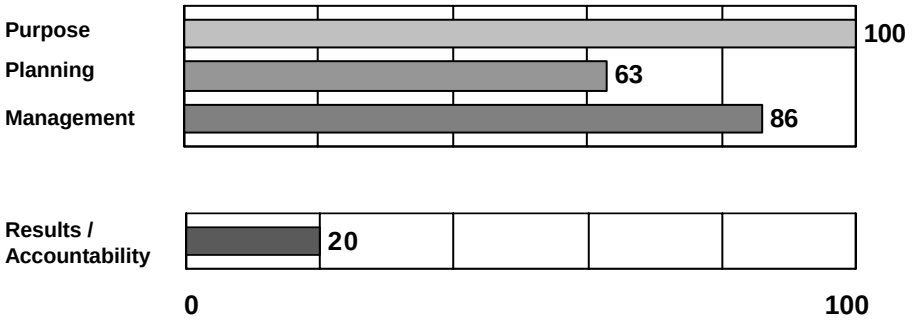
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
144	119	120

Program: *Federal Employees Group Life Insurance (FEGLI)*

Agency: *Office of Personnel Management*

Bureau: *OPM-wide*



Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Efficiency Measure: Paid claims timeliness	2004	<10 days	6.4 days
	2005	< 10 days	
	2006	< 10 days	
Long-term Measure: Enrollee satisfaction with life insurance benefits (FEGLI)	2004		62%
	2009	64%	
Long-term Measure: % of new hires who say FEGLI benefits are competitive, a fair value, and important in their decision to accept a job with the Federal Government.	2004		67%
	2005	65%	
	2009	65%	

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The Federal Employees Group Life Insurance program (FEGLI) is an employer-sponsored group life insurance program created to meet the individual life insurance needs of employees and recruitment and retention needs of the Federal government.

The initial PART assessment found that the program is generally well-managed, but was unable to demonstrate results due to the lack of adequate performance measures. Furthermore, the program had no ambitious long-term or annual measures to assess the program' s role in recruitment and retention and did not routinely collect information to measure the effectiveness of the program design.

The program has taken a number of steps to address deficiencies identified through the initial PART. These include:

1. Developed long-term and annual performance measures to assess the effectiveness of the program purpose.
2. Conducted an employee benefit survey to measure employee satisfaction and took steps towards conducting a benefits benchmarking study. These instruments will be used to develop baselines and track performance for the newly developed long-term and annual measures.
3. Committed to conducting an independent program evaluation of sufficient scope and quality to improve planning with regard to program effectiveness.

As a result of the steps taken above the program rating has increased to adequate. To continue improving the program will:

1. Establish ambitious targets for the newly developed long-term goals and demonstrate adequate progress in achieving these performance goals.
2. Hold program managers and partners accountable for cost, schedule and performance results and demonstrate that the program and its partners are achieving its annual performance goals.
3. Conduct an independent program evaluation of sufficient scope and quality; OPM will use the information to demonstrate that program is effective and is achieving results.
4. Improve future budget requests to effectively link resources to program performance and results/outcomes.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
3,499	3,607	3,844

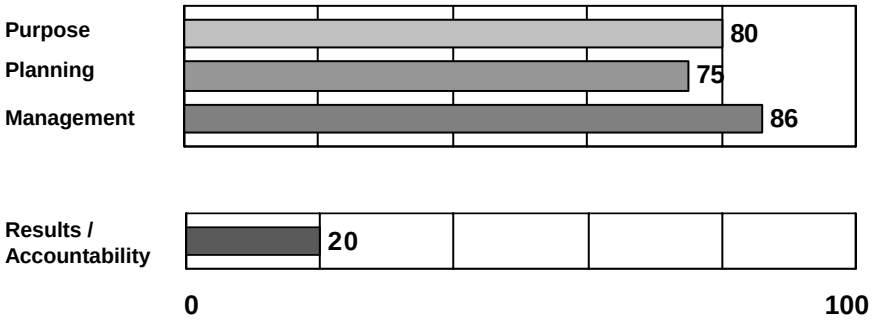
Program: *Federal Employees Health Benefits Program*

Rating: *Adequate*

Program Type: *Direct Federal*

Agency: *Office of Personnel Management*

Bureau: *OPM-wide*



Program Summary:

The Federal Employees Health Benefits program (FEHB) is an employer-sponsored program that provides Federal employees, retirees, and their families with health benefits coverage to meet their individual health needs and the Federal government' s recruitment and retention needs.

The PART assessment found that the program is generally well-administered and has annual and long-term performance measures. However, the assessment found that the program must routinely collect, assess and use performance information to demonstrate achievement of results. In response to these findings, the Office of Personnel Management will:

1. Establish ambitious targets for the newly developed long-term goals and demonstrate adequate progress in achieving these performance goals.
2. Hold program managers and partners accountable for cost, schedule and performance results, and demonstrate that the program and its partners are achieving its annual goals.
3. Conduct an independent program evaluation of sufficient scope and quality. OPM will use this information to demonstrate that program is effective and is achieving results.
4. Improve future budget requests to effectively link resources to program performance and results/outcomes.

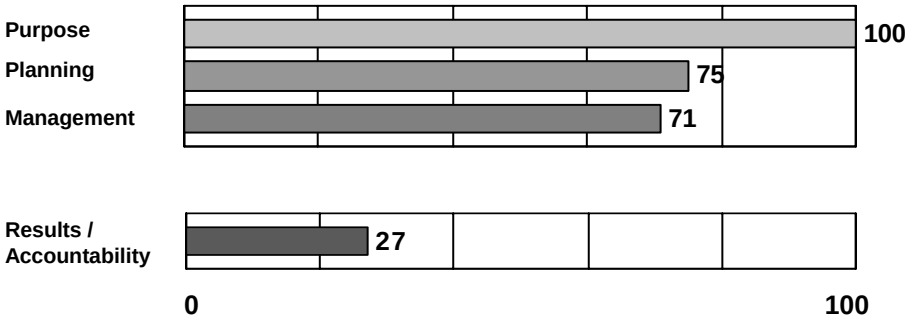
Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Long-term Measure: Overall customer satisfaction scores with FEHB plans versus industry standard.	2004	63%	70%
	2009	>industry ave	
Annual Measure: Health outcome: Cholesterol Management after Acute Cardiovascular Events. (This measure covers only enrollees in HMO plans; in FY05 OPM will develop an appropriate and feasible health outcome measure covering all FEHBP enrollees).	2004		76%
	2005	77%	
	2006	>77%	
Annual Efficiency Measure: Timely claim processing: FEHB Program carriers' medical claims processing timeliness versus industry standard of 95% or more within 30 working days.	2004	>95%	95%
	2005	>95%	
	2006	>95%	

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
29,220	32,126	34,625

Program: *Federal Employees Retirement Program*

Agency: *Office of Personnel Management*
Bureau: *OPM-wide*



Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: % of new hires who say retirement benefits are competitive, a fair value, and important in their decision to accept a job with the Federal Government.	2004		80%
	2009	81%	
Annual Efficiency Measure: Interim annuity payment claims processing timeliness	2003		4.4 days
	2004		5.4 days
	2005	5 days	
	2006	4 days	
Annual Efficiency Measure: Claims processing unit cost	2003		$99.54
	2004		$91.91
	2005	$89	
	2006	$82	

Rating: *Adequate*

Program Type: *Direct Federal*

Program Summary:

The Federal Employees Retirement Program provides Federal employees options and tools for retirement planning and supports the Federal government's recruitment and retention needs.

The initial PART assessment found that the program's purpose is clear, that the program is well-managed and administered, and that it does have some annual measures related to service delivery. However, it had no long-term goals that related to identifying and evaluating the role retirement benefits play in recruiting and retaining the desired workforce, and was therefore unable to demonstrate results.

The program has taken a number of steps to address deficiencies identified through the initial PART. These include:

1. Developed long-term and annual performance measures to assess the effectiveness of the program with regard to both providing employees with options and tools for retirement planning, and meeting the government's recruitment and retention needs.
2. Conducted an employee benefit survey to measure employee satisfaction with their retirement benefits and took steps towards conducting a benefit benchmarking study. These instruments will be used to develop baselines and track performance for the newly developed long-term and annual measures.
3. Committed to conducting an independent program evaluation of sufficient scope and quality to improve planning with regard to program effectiveness.

While the Retirement program has made progress towards implementing PART recommendations, the program must begin to routinely collect, assess and use performance information that will demonstrate achievement of results. To continue improving, the Office of Personnel Management will:

1. Establish ambitious targets for the newly developed long-term goals and demonstrate adequate progress in achieving these performance goals.
2. Hold program managers and partners accountable for cost, schedule and performance results and demonstrate that the program and its partners are achieving its annual performance goals.
3. Conduct an independent program evaluation of sufficient scope and quality and use the information to demonstrate that program is effective and is achieving results.
4. Improve future budget requests to effectively link resources to program performance and results/outcomes.

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
52,475	55,951	58,850

Program: *FEHBP Integrity*

Agency: *Office of Personnel Management*

Bureau: *Office of Inspector General (OIG)*

Rating: *Effective*

Program Type: *Direct Federal*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Long-term Measure: Return on Investment (Dollars returned to FEHB Trust Fund per direct OIG program dollar spent) - Note: Delays in completing action on two multi-million dollar recoveries until FY 04 adversely affected actual Return on Investment in 2003.	2003	10	4
	2004	10	7
	2005	10	
	2006	10	
Annual Measure: FEHBP Audit Recovery Rate (Percentage of audit recommendations that OPM program office agrees to collect)	2003	70-75%	92%
	2004	70-75%	87%
	2005	70-75%	
	2006	70-75%	
Long-term Measure: FEHB Carrier Audit Cycle (Average number of years between audits for all FEHB carriers)	2003	4	4
	2004	3	3
	2005	2.9	
	2006	2.4	

Recommended Follow-up Actions	*Status*
Further develop evaluation capacity and analytical abilities through computer assisted audit techniques and tools, and develop a health benefits claims data warehouse.	Action taken, but not completed
Incorporate independent evaluation into program management.	Action taken, but not completed

Update on Follow-up Actions:

For the past months, the OPM-OIG made a number of technological improvements for the data warehouse project (e.g., increasing storage capacity, shortening processing speed, and installing a new system security feature) to provide a solid platform to expand the project over the next several years. In an attempt to incorporate independent evaluation into program management, the OPM-OIG participated in a peer review of its operation by the President's Council on Integrity and Efficiency. Also, the OIG established a quality assurance team and is tasked with reviewing all of its functions and operations. While this oversight is performed internally, the OIG claims that the team is given sufficient independence and authority so that findings and recommendations are not influenced by program staff.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
12	13	13

Program: *Public Defender Service for the District of Columbia*

Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Agency: *Public Defender Service for the District of Columbia*

Bureau:

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	*Year*	*Target*	*Actual*
Annual Measure: Measure Under Development			
Annual Measure: Measure Under Development			
Annual Measure: Measure Under Development			

Recommended Follow-up Actions	*Status*
Invest an additional $4 million in 2005 for staff and technology, which will allow PDS program managers to engage in better financial and management oversight of PDS resources.	Action taken, but not completed
Finalize an annual performance plan by March 2004.	Completed
Establish baseline measures for performance measures during 2005, with completion in 2006.	Action taken, but not completed

Update on Follow-up Actions:

PDS is in the process of implementing a financial management improvement program, which includes investments in technology and staff. In addition, PDS is on track to collect baseline data in 2005. One of PDS's goals is to be a model public defender office by providing quality representation for its clients. Measurements for this goal include: 1) Outcomes for felony cases and the most serious juvenile cases compared to other public defender agencies and the private defense bar in the District of Columbia and 2) Number of identified client needs (mental health, mental disabilities, special education, and post-conviction) served.

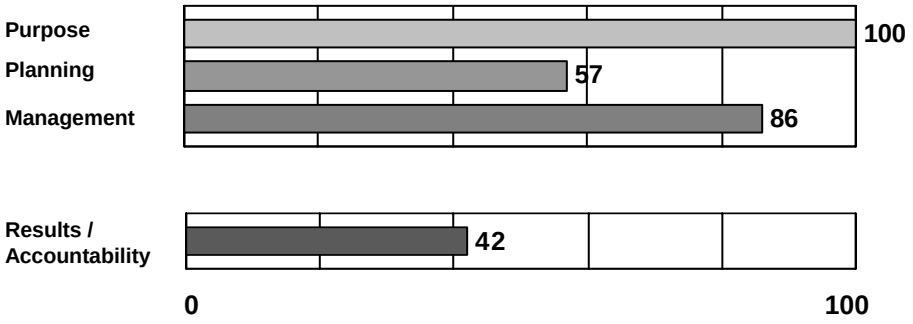
Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
25	30	30

Program: *Enforcement*

Agency: *Securities and Exchange Commission*

Bureau:



Rating: *Results Not Demonstrated*

Program Type: *Direct Federal*

Program Summary:

The Securities and Exchange Commission (SEC)'s Enforcement program seeks to maintain investor confidence in capital markets by deterring fraud and misrepresentation in connection with the offer and sale of securities. The program promotes the integrity and efficiency of the U.S. securities markets through early detection and prevention of potential violations and the sanctioning of violations when they do occur.

The SEC Enforcement program:

- Has a clear purpose and serves a unique and necessary role in the Federal Government.
- Demonstrated through its performance measures that it brings substantive cases in a timely manner and successfully resolves a significant percentage of the matters (parties) for which judgments were entered in the past year.
- Lacks performance measures that illustrate whether the program meets its overall objective. Like other enforcement programs, it faces challenges in establishing overall performance measures to indicate the percentage of violative activity deterred, since no way has as yet been devised to measure the total amount of fraud that exists. Thus, current measures are unable to show if the program achieves its goals of detection and prevention of potential violations.

In response to these findings, the Administration will:

1. Work with other similar programs in the government to develop measures that better reflect effectiveness.
2. Develop a measure that quantifies increased efficiencies.
3. Develop targets for existing measures on the collections of fines.

Key Performance Measures from Latest PART	***Year***	***Target***	***Actual***
Annual Measure: Percentage of cases successfully resolved	2004	82%	98.1%
	2005	85%	
	2006	87%	
Annual Efficiency Measure: Percentage of first enforcement cases filed within two years within initiation of an investigation.	2004	52%	70%
	2005	54%	
	2006	57%	
Long-term Measure: Maintaining a effective distribution of cases across core enforcement areas. This measure evaluates whether the agency maintains an effective distribution of cases so that no category exceeds 40% of the total.	2004	40%	goal met
	2005	40%	
	2006	40%	

Program Funding Level (in millions of dollars)

2004 Actual	**2005 Estimate**	**2006 Estimate**
303	361	356

Program: *Full Disclosure Program (Corporate Review)*

Agency: *Securities and Exchange Commission*

Bureau:

Rating: *Results Not Demonstrated*

Program Type: *Regulatory Based*

Last Assessed: *1 year ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term Efficiency Measure: Percentage of issuers reviewed annually	2003	20	23
	2004	24	21.7
	2005	28	
	2006	33	
Annual Efficiency Measure: Average time to issue initial comments on full review registration and merger proxy statement filings (in days)	2003	30	27.7
	2004	30	27.8
	2005	30	
	2006	30	
Annual Efficiency Measure: Average number of days to resolve comments provided to issuers on reviews of annual reports	2003	117	126
	2004	115	130
	2005	110	
	2006	100	

Recommended Follow-up Actions	Status
SEC will develop outcome-based performance goals and measures that reflect program performance in a meaningful way.	Action taken, but not completed

Update on Follow-up Actions:

The program refined its perfomance measure and began tracking the number of significant changes resulting from staff comments on disclosure filings to capture the impact of these actions. The program is examining how best to reflect the significance of these changes (in both financial and non-financial information disclosure). To assess its review process, the program adopted a new measure to capture the number of actionable referrals it makes to the Division of Enforcement. To begin analyzing its efficiency and whether rulemaking initiatives are implemented clearly, the program also adopted a measure to track the percentage of requests for no-action letters and interpretive requests resolved within six months. Over the next year, the program will continue to develop its performance measures.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
96	128	129

Program: *TVA Power*

Agency: *Tennessee Valley Authority*

Bureau:

Rating: *Moderately Effective*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Long-term and Annual Measure: The Administration is establishing a debt reduction goal with annual targets for achieving these goals.	2004		278
	2005	225	
	2006	150	
	2007	501	
Annual Measure: Other measures are under development. The PART assessment gives TVA solid ratings for its operations but the agency needs to develop improved performance measures and complete its strategic plan together with useful goals for the plan.			

Recommended Follow-up Actions	Status
TVA will develop and adopt a debt reduction plan and targets by September 30th, 2003, to bring the agency's debt level into a range comparable with that of other utilities. The Budget proposes legislation that makes explicit that lease/leaseback and similar long-term financing liabilities are treated as equivalent to traditional financing notes and bonds and will count against TVA's $30 billion "debt cap."	Action taken, but not completed
TVA will develop a strategic plan which should help TVA evaluate major TVA-proposed investments in new power plants and transmission lines.	Completed

Update on Follow-up Actions:

TVA has committed to a debt reduction plan that reduces its outstanding debt by more than $5 billion over a ten-year period. The current debt reduction targets are printed above. TVA's cost of delivered power (cents/KHW) performance measure is no longer tracked and replacement measures are under review. TVA published its strategic plan in January 2004 and is incorporating it into its business model. The President's 2006 Budget proposes several TVA reforms with the goal of putting TVA on more sound financial footing and increasing the transparency of its operations to stakeholders.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
7,657	7,875	8,153

Program: *TVA Resource Stewardship (Non-Power)*

Agency: *Tennessee Valley Authority*

Bureau:

Rating: *Effective*

Program Type: *Capital Assets and Service Acquisition*

Last Assessed: *2 years ago*

Key Performance Measures from Latest PART	Year	Target	Actual
Annual Measure: The ratio of TVA's actual water storage compared to storage potentially available 80% is seen as the appropriate target in years of normal rainfall. TVA will do further work to develop this metric since it is dependent in part on rainfall in the region.	2003	80%	63.5%
	2004	80%	75.1%
	2005	80%	
	2006	80%	
Other measures are under development. The PART assessment gives TVA solid ratings for the agency's operation of its resource stewardship (non-power) program but TVA needs to further develop the annual and long-term measures for this program.			

Recommended Follow-up Actions	Status
The Administrations is encouraging TVA's Board, management and staff to continue to make a good program better and to continue to be responsive to the constituencies TVA serves.	Action taken, but not completed

Update on Follow-up Actions:

TVA serves the seven state-state Tennessee Valley region through its management of the nation's largest public power system and the nation's fifth-largest river system, the Tennessee River. Navigation, flood control, and other non-power services are maintained while attempting to provide for economic progress and protection of the environment.

Program Funding Level (in millions of dollars)

2004 Actual	2005 Estimate	2006 Estimate
87	87	85

Summaries are not included for the following programs that were assessed for the 2004 or 2005 Budgets.

Department or Agency Program	Budget Where Assessment Published	Rating	Explanation
Department of Commerce			
Advanced Technology Program	2004	Adequate	The 2006 Budget does not provide funding for this program. Large shares of ATP funding have gone to major corporations and past GAO studies found projects often have been similar to those conducted by firms not receiving such subsidies. Given the growth in available sources of private funding, the program is no longer warranted. The 2005 enacted level eliminated funding for new awards, so the program is already on a path for termination.
Department of Defense			
Comanche Helicopter Program	2004	Results Not Demonstrated	The Department of Defense cancelled this program in 2004.
Department of Education			
Comprehensive School Reform	2004	Adequate	The 2006 Budget does not provide funding for this program. The program duplicates the set-asides for improving low-performing schools in Title I, Grants to Local Educational Agencies.
Even Start	2004	Ineffective	The 2006 Budget does not provide funding for this program. Three national evaluations have shown that children and adults participating in program do not make educational gains that are greater than those of non-participants.
Federal Perkins Loans	2005	Ineffective	The 2006 Budget does not provide funding for this program. Program is duplicative of the larger direct and guaranteed student loan programs and not well targeted to the neediest students.
GEAR UP	2005	Adequate	The 2006 Budget does not provide funding for this program. Program activities such as tutoring and guidance for at-risk students will be addressed as part of the comprehensive strategy for improving the effectiveness of Federal investments at the high school level included in the 2006 Budget.

Occupational and Employment Information	2004	Results Not Demonstrated	The 2006 Budget does not provide funding for this program. Support for State career guidance and academic programs for youth and adults will be addressed as part of a comprehensive strategy for improving the effectiveness of Federal investments at the high school level included in the 2006 Budget.
Safe and Drug Free Schools State Grants	2004	Ineffective	The 2006 Budget proposes elimination of this program but adds $100 million to Safe and Drug Free Schools National Activities to support more promising model reform efforts.
Teacher Quality Enhancement	2005	Results Not Demonstrated	The 2006 Budget does not provide funding for this program. The program is redundant of other Teacher Quality programs with a better track record or greater promise of success such as Teacher Quality State Grants.
Tech-Prep Education State Grants	2004	Results Not Demonstrated	The 2006 Budget does not provide funding for this program. Efforts to develop structural links between secondary and postsecondary institutions to integrate academic and vocational education will be addressed as part of a comprehensive strategy for improving the effectiveness of Federal investments at the high school level included in the 2006 Budget.
TRIO Talent Search	2005	Results Not Demonstrated	The 2006 Budget does not provide funding for this program. Program activities such as financial aid and academic counseling will be addressed as part of the comprehensive strategy for improving the effectiveness of Federal investments at the high school level included in the 2006 Budget.
TRIO Upward Bound	2004	Ineffective	The 2006 Budget does not provide funding for this program. Program activities such as tutoring and guidance for at-risk students will be addressed as part of the comprehensive strategy for improving the effectiveness of Federal investments at the high school level included in the 2006 Budget.
Vocational Education State Grants	2004	Ineffective	The 2006 Budget does not provide funding for this program. States may continue to support high school and community college educational activities related to vocational and technical education as part of the comprehensive strategy for improving effectiveness of Federal investments at the high school level included in the 2006 Budget .
Department of Energy			
Nuclear Research Initiative	2004	Results Not Demonstrated	This initiative was integrated into mainline nuclear energy R&D programs beginning in 2004. No funding is requested in the 2005 Budget and none is requested for 2006.

Department of Health and Human Services			
Community Services Block Grant	2005	Results Not Demonstrated	The 2006 Budget proposes to consolidate this program into a new economic and community development program to be administered by the Department of Commerce. The new program will be designed to achieve greater results and focus on communities most in need of assistance.
Health Alert Network	2004	Adequate	The Center for Disease Control and Prevention is no longer tracking funding separately for this program, but will monitor and track this program within the Sate and Local Preparedness activity.
Department of Homeland Security			
Metropolitan Medical Response System	2004	Results Not Demonstrated	The program's mission to provide 122 cities with necessary funding to establish a base level of preparedness has been completed. Although no funding was requested in the 2005 Budget, the Congress appropriated $30 million to continue the program. The 2006 Budget does not provide funding for this program.
Department of Housing and Urban Development			
Community Development Block Grant	2005	Ineffective	The 2006 Budget proposes to consolidate this program into a new economic and community development program to be administered by the Department of Commerce. The new program will be designed to achieve greater results and focus on communities most in need of assistance.
HOPE VI	2005	Ineffective	The 2006 Budget does not provide funding for this program. The program has accomplished its goal of demolishing 100,000 units of severely distressed housing and offering a better alternative form of assistance.
National Community Development Initiative	2005	Moderately Effective	The 2006 Budget proposes to consolidate this program into a new economic and community development program to be administered by the Department of Commerce. The new program will be designed to achieve greater results and focus on communities most in need of assistance.
Partnership for Advancing Technology in Housing (PATH)	2005	Results Not Demonstrated	The 2006 Budget does not provide funding for the program. The program has poorly defined objectives and is a low priority use of funds.
Department of the Interior			
Land & Water Conservation Fund (LWCF) State Grants	2005	Results Not Demonstrated	The 2006 Budget terminates Land and Water Conservation Fund (LWCF) State recreation grants for improvements to State and local parks that are more appropriately funded through State funding or bonds than Federal sources..

Department of Justice			
Juvenile Accountability Block Grants	2004	Ineffective	The 2006 Budget does not provide funding for this program. The impact of the grants is unknown.
Department of Labor			
Migrant and Seasonal Farmworkers	2005	Ineffective	The 2006 Budget does not provide funding for this program. Program duplicates other Federal efforts, its focus on job training is insufficient, and performance accountability is poor.
Department of the Treasury			
Bank Enterprise Award	2004	Results Not Demonstrated	The 2006 Budget proposes to consolidate this program into a new economic and community development program to be administered by the Department of Commerce. The new program will be designed to achieve greater results and focus on communities most in need of assistance.
National Aeronautics and Space Administration			
Mission and Science Measurement Technology	2005	Moderately Effective	NASA discontinued this theme in 2004. Some of the research funded in this theme was transferred to the Exploration Mission Directorate's Human and Robotic Technology theme.
Other Agencies			
American Battlefield Monuments Commission -- World War II Memorial	2005	Effective	The program was successfully completed with the Presidential Dedication on May 29, 2004.

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