

PERFORMANCE
AND
MANAGEMENT ASSESSMENTS



BUDGET OF THE UNITED STATES GOVERNMENT

Fiscal Year 2004

THE BUDGET DOCUMENTS

Budget of the United States Government, Fiscal Year 2004 contains the Budget Message of the President and information on the President's budget and management priorities, including assessments of agencies' performance.

Analytical Perspectives, Budget of the United States Government, Fiscal Year 2004 contains analyses that are designed to highlight specified subject areas or provide other significant presentations of budget data that place the budget in perspective.

The *Analytical Perspectives* volume includes economic and accounting analyses; information on Federal receipts and collections; analyses of Federal spending; detailed information on Federal borrowing and debt; baseline or current services estimates; and other technical presentations. It also includes information on the budget system and concepts and a list of Federal programs by agency and account, as well as by budget function.

Historical Tables, Budget of the United States Government, Fiscal Year 2004 provides data on budget receipts, outlays, surpluses or deficits, Federal debt, and Federal employment over an extended time period, generally from 1940 or earlier to 2008. To the extent feasible, the data have been adjusted to provide consistency with the 2004 Budget and to provide comparability over time.

Budget of the United States Government, Fiscal Year 2004—Appendix contains detailed information on the various appropriations and funds that constitute the budget and is designed primarily for the use of the Appropriations Committee. The *Appendix* contains more detailed financial information on individual programs and appropriation accounts than any of the other budget documents. It includes for each agency: the proposed text of appropriations lan-

guage, budget schedules for each account, new legislative proposals, explanations of the work to be performed and the funds needed, and proposed general provisions applicable to the appropriations of entire agencies or group of agencies. Information is also provided on certain activities whose outlays are not part of the budget totals.

Performance and Management Assessments, Budget of the United States Government, Fiscal Year 2004 contains evaluations and analyses of programs and management at federal departments and agencies. (2)

AUTOMATED SOURCES OF BUDGET INFORMATION

The information contained in these documents is available in electronic format from the following sources:

CD-ROM. The CD-ROM contains all of the budget documents and software to support reading, printing, and searching the documents. The CD-ROM also has many of the tables in the budget in spreadsheet format.

Internet. All budget documents, including documents that are released at a future date, will be available for downloading in several formats from the Internet. To access documents through the *World Wide Web*, use the following address:

<http://www.whitehouse.gov/omb/budget>

For more information on access to electronic versions of the budget documents (except CD-ROMs), call (202) 512-1530 in the D.C. area or toll-free (888) 293-6498. To purchase a CD-ROM or printed documents call (202) 512-1800.

GENERAL NOTES

1. All years referred to are fiscal years, unless otherwise noted.
2. Detail in this document may not add to the totals due to rounding.
3. At the time of this writing, 11 of the 13 appropriations bills for 2003 were not enacted, and the programs covered by them were operating under a continuing resolution. For these programs, references to 2003 spending, excluding current services or baseline estimates, in the text and tables reflect the Administration's 2003 policy proposals. The baseline estimates for the programs covered by the unenacted bills reflect the levels provided by the continuing resolution.

U.S. GOVERNMENT PRINTING OFFICE
WASHINGTON 2003

For sale by the Superintendent of Documents, U.S. Government Printing Office
Internet: bookstore.gpo.gov Phone: (202) 512-1800 Fax: (202) 512-2250
Mail: Stop SSOP, Washington, DC 20402-0001

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PROGRESS ON THE PRESIDENT'S MANAGEMENT AGENDA

In August 2001, the President announced an ambitious agenda for reforming the management of the government and improving the performance of federal programs. Like several of his predecessors, the President found that various aspects of government operations were inefficient or just did not work. Unlike his predecessors, he saw establishing a strict system of accountability, both to him and to the public, as critical to this effort's success.

The President's Management Agenda focuses on areas where the need and opportunity to improve are greatest. The agenda aims not only to correct long-standing problems, but to improve the government's performance. The agenda includes five government-wide initiatives and nine program-specific initiatives.

The five government-wide initiatives represent longstanding management challenges for the federal government. The Strategic Management of Human Capital initiative makes agencies prepare for massive impending retirements and remedy deficiencies in the skills of their employees. The Competitive Sourcing initiative requires agencies to make sure the most efficient sources perform their commercial activities. The Improved Financial Performance initiative improves the quality of financial information so that agencies can ensure the integrity and efficiency of their operations. The Expanded Electronic Government initiative improves the management of information technology. It also streamlines and simplifies the delivery of government services through the use of the Internet. The Budget and Performance Integration initiative enhances the quality of information on program results so that government can make better decisions about its allocation of resources.

Explanation of Status Scores

Green – Agency meets all the Standards for Success

Yellow – Agency has achieved some, but not all, of the criteria

Red – Agency has any one of the a number of serious flaws

Arrows indicate change in status since the baseline evaluation.

The Administration announced in the 2003 Budget a simple grading system — red, yellow, and green — would report the work of federal agencies in implementing the President's Management Agenda. Each quarter agencies receive assessments of their status in achieving the "standards of success," specific good-government goals articulated for each of the initiatives. Agencies also are graded on their progress in achieving the standards, given that many will take sustained work. This volume includes updates on each agency's work to advance the President's Management Agenda, as well as status and progress scores for the quarter ending December 31, 2002.

The 2003 Budget also included baseline evaluations of agencies' status against those standards. The Standards for Success for each of the five government-wide initiatives follow this chapter.

Through the stoplight system and precise action plans on what agencies must deliver, the Administration has made strides in making the government *answerable* to the public for results. However, accountability requires real outcomes. While progress is generally strong, overall improvement, as reflected in changes in status, has been uneven. As we continue to implement