



Office of Management and Budget

FY 2003 Report to Congress on
Implementation of
The E-Government Act

March 8, 2004

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Introduction

As part of the institutionalization of the President's Management Agenda, and the continuing support of citizen-centric service delivery, President Bush signed the E-Government Act of 2002 (Public Law 107-347, 44 U.S.C. Ch. 36) into law on December 17, 2002. E-Government is the use of information technology (IT) and the Internet, together with the operational processes and people needed to implement these technologies, to deliver services and programs to constituents, including citizens, businesses and other government agencies. E-Government improves the effectiveness, efficiency, and quality of government services.

The Administration sees this Act as a significant step forward in the way that the Federal agencies should consider using information technology (IT) to transform agency business into a more citizen-oriented and user-friendly process. As part of making the management of IT more proactive the so called "At Risk" list has been replaced by the management watch list in order to assure a cooperative process in improving the delivery of services and information through technology. Through the use of budget guidance OMB can further drive the utilization, interoperability and security of IT investments. The E-Government Act:

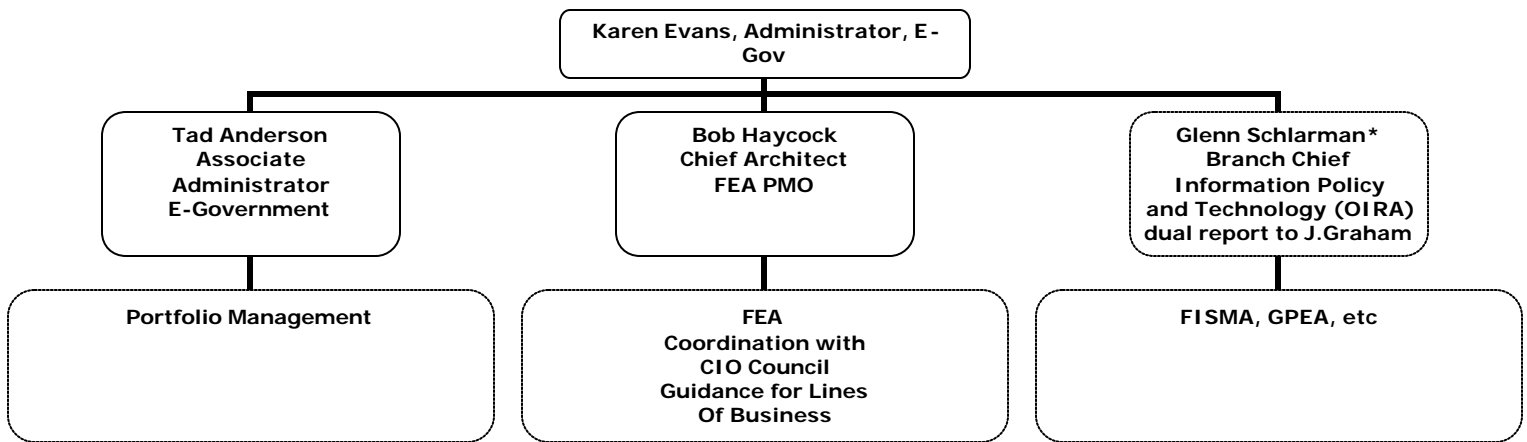
- advocates a more citizen-focused approach to current government-wide IT policies and programs;
- establishes an Office of Electronic Government in the Office of Management and Budget (OMB) to improve Federal management of information resources;
- formalizes the establishment of a Chief Information Officers (CIO) Council;
- permanently reauthorizes and amends agency information security requirements through the Federal Information Security Management Act (FISMA);
- protects the confidentiality of certain types of data through the Confidential Information Protection and Statistical Efficiency Act (CIPSEA); and
- supports activities that OMB and the executive branch are already pursuing under the President's Management Agenda's Expanding Electronic Government initiative.

The E-Government Act codifies and expands OMB's leadership role by establishing the Office of Electronic Government headed by a Presidentially-appointed Administrator. The President's appointed Administrator assists the Director of OMB and the Deputy Director for Management in implementing the requirements of the Act by providing overall leadership and direction to the executive branch on electronic government. Further, the Administrator is responsible for overseeing the implementation of IT throughout the Federal government, including:

- oversight of the E-Gov Fund in support of interagency partnerships and innovation in using E-Government;
- directing the activities of the CIO Council, advising on the appointments of CIO's, and monitoring and consulting on agency technology efforts;
- advising the Director, pursuant to OMB's authorities under the Clinger-Cohen Act, on the performance of IT investments, as well as identifying opportunities for joint agency and government wide IT projects;
- overseeing the development of enterprise architectures within and across agencies through the Federal Enterprise Architecture, a framework for describing the relationship between business functions and the technologies and information that support them;
- overseeing specific IT reform initiatives, activities, and areas of shared responsibility under this Act in areas relating to:

Capital planning and investment control for IT;
 The development of enterprise architectures;
 Information security;
 Privacy;
 Access to, dissemination of, and preservation of government information;
 Accessibility of IT for persons with disabilities; and
 Other areas of electronic government.

The above are in addition to specific responsibilities as set forth in Section 101, §3602 (f)(1-17). The Office of E-Gov and IT organization is reflected in the graphic below:



In August of 2003, the Office of Management and Budget (OMB) issued E-Government Act implementation guidance to agencies (Memorandum M-03-18)¹, providing direction for agencies to complete the specific activities and products required by the Act in using IT to improve a program's effectiveness and efficiency in delivering services to citizens. By memorandum dated November 21, 2003, the Administrator of OMB's Office of Electronic Government issued reporting instructions² for agencies to provide an update of their progress in implementing the provisions of the Act. In December of 2003, OMB received its first annual E-Government Act Reports, in which agencies updated their progress in implementing the provisions of the Act.

The Act also endorses and requires agencies to support cross-agency initiatives such as E-Rulemaking, Geospatial One-Stop, E-Records Management, E-Authentication and Disaster Management, and the FirstGov.gov portal. The federal CIO Council established a far-reaching strategy which has now been published and is available on the CIO website (http://cio.gov/documents/CIO_Council_Strategic_Plan_FY04.pdf). The CIO Council strategy sets the IT agenda for the federal government. Once OMB refines and finalizes IT policies recommended by the CIO Council, the CIO Council has the lead role in directing the implementation activities within their respective agencies. Finally, the Act establishes an E-Government Fund authorizing funding through FY 2007 to support OMB-approved IT projects.

The E-Government Act complements the President's Management Agenda (PMA)³, and the Expanding Electronic Government initiative in particular, which focuses agencies' attention and resources on managing IT investments for results. Criteria for successfully implementing the E-Government PMA initiative include:

- Using a Modernization Blueprint to focus IT investments on priority agency functions;
- Justifying investments with business cases that adequately address security, performance and project and risk management for all major projects;
- Managing major projects so that they deliver as expected, on-time and within budget;
- Securing at least 90% of operational systems and sustaining progress correcting security weaknesses; and
- Avoiding redundant or agency-unique IT projects.

OMB's April 2003 E-Government Strategy located at: http://www.whitehouse.gov/omb/egov/2003egov_strat.pdf outlines the government's goals for achieving the PMA agenda for E-Government in FY 2003 and FY 2004:

- Agencies are focusing IT spending on high-priority modernization efforts.
- Major IT investments are within 10 percent of cost/schedule/performance objectives.

¹ <http://www.whitehouse.gov/omb/memoranda/m03-18.pdf>

² http://www.whitehouse.gov/omb/inforeg/e-gov/egov_instruct112103.html

³ See the entire PMA Scorecard at <http://www.results.gov>

- All IT systems certified and accredited.
- Presidential E-Government initiatives are operational and yield benefits (e.g., reduced cost, faster response time, reduced burden, improved citizen service, etc.).
- Negotiate government-wide Enterprise Software licenses.
- Reduce redundant IT spending in the 6 overlapping lines of business identified in the FY2004 budget, by defining government-wide solutions.

As of December 2003, two of 26 agencies met all of the E-Government standards for success – the National Science Foundation (NSF) and Office of Personnel Management (OPM) – and 19 demonstrated solid progress implementing plans and meeting milestones to achieve the standards of success. DOE is integrating its multiple management systems into one, called I-MANAGE, in order to provide managers with accurate and timely information used to better manage programs. OPM is leading five of the Administration’s 24 E-Government initiatives including USAJOBS, which receives on average 200,000 visits per day by Federal employment job seekers who can create resumes using the tools available on-line. Federal employees have taken more than 160,000 courses through the GoLearn.gov which is the on-line learning center, while E-Payroll initiative is consolidating agencies’ payroll services into four service providers.

This report includes a summary of federal agencies’ compliance with goals and provisions of the Act; details the operation of the E-Government Fund, and summarizes the E-Government information reported to OMB by agencies in December 2003. The report is comprised of three parts:

- I. Operations of the E-Government Fund
- II. Compliance with Goals and Provisions of the Act
- III. Summary of Agency E-Government Activities

Part III provides highlights of agency-specific E-Government activities. The status and progress of the 24 Presidential E-Government initiatives (goals progress, performance outcomes and milestones) can be found in Chapter 9, Table 9-2, FY 2005 Budget of the U.S. Government, Analytical Perspectives.⁴

The information contained in this report is based on the December 2003 agency E-Government Act reports. Additional information has been supplemented by FY 2005 agency budget submissions, as appropriate. OMB and agencies have transmitted other specific reports pertaining to E-Government separately to Congress. For example, while information about implementing the Government Paperwork Elimination Act - an amendment to the Paperwork Reduction Act of 1995 (PRA) - is included in this report, later this year OMB will issue the Fiscal 2004 Information Collection Budget which will describe the information collection burden imposed by the federal government on the public; the agency progress towards eliminating violations of the PRA; and agency

⁴ http://www.whitehouse.gov/omb/budget/fy2005/pdf/ap_cd_rom/9_2.pdf

initiatives to improve the efficiency of information collections, reducing burden on small businesses, farmers, and manufacturers.

I. Operations of the E-Government Fund

The Administrator of the General Services Administration manages the E-Government Fund which is used to support projects approved by the Director of OMB in consultation with the E-Government Administrator. Projects qualifying for funding include those making federal information and services more readily available to members of the public (including individuals, businesses, grantees, and State and local governments), and make it easier for the public to apply for benefits, receive services, pursue business opportunities, submit information, and otherwise conduct transactions with the federal Government. These projects also enable federal agencies to share information and conduct transactions with each other, and with State and local governments.

Projects requesting funds from the E-Government Fund must demonstrate the following:

- Approval by a senior official with agency-wide authority on behalf of the head of the agency, who reports directly to the head of the agency (applicable only to those projects with substantial involvement or funding from only one agency);
- Adherence to fundamental capital planning and investment control processes as established in the Clinger-Cohen Act and Circular A-11 guidance;
- A financing strategy identifying resource commitments from the agencies involved and how these resources will be coordinated with support from the Fund, as well as include plans for potential continuation of projects after all funds made available from the Fund are expended; and
- That the project is new or innovative and does not supplant existing funding streams within agencies.

Funding decisions on projects are based on the following criteria:

- Identification of the group to be served, including citizens, businesses, the federal government, or other governments;
- A detailed explanation of what service or information the project will provide;
- Information on security and privacy protections undertaken by the proposal;
- Is interagency in scope, including projects implemented by a primary or single agency that could confer benefits on multiple agencies and have the support of other agencies;
- Identify performance objectives that tie to agency(s) missions and strategic goals, and interim results that relate to the objectives;
- Has government-wide application or implications;
- Has demonstrated support by the public to be served;

- Integrates federal with State, local, or tribal approaches to service delivery;
- Identifies resource commitments from nongovernmental sectors;
- Identifies resource commitments from the agencies involved;
- Uses web-based technologies to achieve objectives;
- Identifies records management and records access strategies;
- Supports more effective citizen participation in and interaction with agency activities that furthers progress toward a more citizen-centered government;
- Directly delivers government information and services to the public or provides the infrastructure for delivery;
- Supports integrated service delivery; and
- Describes how business processes across agencies will reflect appropriate transformation simultaneous to technology implementation.

In FY 2002, GSA forwarded to Congress on behalf of the Administration requests for the following nine initiatives totaling \$4,890,000. The remaining balance of \$110,000 from the appropriated amount of \$5,000,000 was carried forward to FY 2003.

FY2002 E-Gov Fund Requests			
Agency	Initiative	Funding	Description & Results
DOL	GovBenefits	\$800,000	<p>The funds were used to support the first release of GovBenefits.gov to provide instant access to information on eligibility for government programs and services.</p> <p>The GovBenefits.gov website provides a single point of access for citizens to locate and determine potential eligibility for government benefits and services. During FY 2003 the GovBenefits PMO, managed by the Department of Labor, developed a cross-agency technical and business infrastructure and launched the GovBenefits.gov website on April 29, 2002 with 55 federal benefit programs. GovBenefits.gov had three subsequent releases in June, July and August 2003 that enhanced site-functionality and increased the total number of benefit programs to 110.</p> <p>At the end of FY 2003, GovBenefits.gov had benefit programs from all 10 funding partners (HHS, HUD, ED, VA, USDA, DOL, FEMA, STATE, DOE and SSA) and received over 300,000 visits to the site per month. More importantly, the efforts of the partnership in FY 2003 enabled the GovBenefits initiative to develop into the program that it is today - a</p>

FY2002 E-Gov Fund Requests			
Agency	Initiative	Funding	Description & Results
			successful example of citizen-centric E-Government collaboration with over 500 benefit programs, over 70 federal and state partners, and over 600,000 visits to the site per month by January 2004.
GSA	FirstGov Content Management System	\$400,000	<p>The funds were used to evaluate needs, compile requirements, purchase, and implement Vignette Content Management System (CMS) software.</p> <p>As a result, FirstGov is now able to more efficiently and effectively develop new content on web pages and update existing web pages thereby increasing service to the public. FirstGov is also making the Vignette CMS available to other Federal agencies at incremental costs.</p>
SBA	Business Compliance One-Stop (renamed Business Gateway)	\$740,000	<p>The funds were used to design and create a website to help business find, and understand federal regulations. This website, BusinessLaw.gov, centralized access to a significant amount of legal and regulatory content that is relevant to businesses, and provides compliance assistance tools for businesses. The website has won numerous E-government awards since its launch. The initiative also used this money to develop an integrated application for state registration and federal Employer Identification Number that allowed business owners to file one time for both. It also began the process of harmonizing reporting requirements in two vertical industries (trucking and coal mining) that will ultimately result in reduced burden on businesses. Under the authority of the Small Business Paperwork Relief Act of 2002, OMB chaired an interagency Task Force to study the feasibility of streamlining requirements with respect to small business concerns regarding collection of information and strengthening dissemination of information. The 2002 Small Business Paperwork Relief Task Force recommended that the Business Compliance One Stop Initiative, now Business Gateway, should more specifically focus on reducing federal</p>

FY2002 E-Gov Fund Requests			
Agency	Initiative	Funding	Description & Results
			regulatory paperwork burden on small business. The 2003 Small Business Paperwork Relief Task Force is charged with examining ways to strengthen information dissemination and creating a government-wide internet system to help understand and comply with reporting requirements. The Final Report is due to Congress by June 28, 2004.
GSA	E-Authentication	\$2,000,000	<p>The funding resulted in the following:</p> <ul style="list-style-type: none"> ▪ The deployment of an interim E-Authentication Gateway and digital certificate validation service in September of 2002 ▪ The development of an automated e-authentication risk assessment tool, which is currently available for government-wide use at: http://www.cio.gov/eauthentication/news.htm This tool assists agencies in meeting the requirements of the OMB Memorandum, M-04-04 E-Authentication Guidance for Federal Agencies. ▪ Completion of a certification and accreditation on the E-Authentication Gateway. <p>In October of 2003, E-Authentication began phase 2 of its technical approach, moving to a non-centralized architecture based on emerging authentication standards. The decision to pursue a federated architecture was reached following a twelve-month evaluation of the available options. The initial demonstration of a centralized E-Authentication architecture in FY 2002, known as the Gateway, provided a good understanding of the capabilities and limitations associated with this model. Subsequent testing of the federated authentication architecture indicated that emerging industry standards in this area have reached a level of stability that makes this a viable model.</p> <p>Additionally, an independent review concluded</p>

FY2002 E-Gov Fund Requests			
Agency	Initiative	Funding	Description & Results
			that an architectural approach based on a federated model provides the best opportunity for the success of the Initiative. E-Authentication will release its completed architecture in June of 2004.
OMB	Program Management Support	\$100,000	The funding supported a series of meetings with all 24 E-Government initiatives to define and document vision, goals, objectives and significant milestones for both the managing partner and the partner agencies.
OPM	E-Training	\$200,000	<p>The funds were used to support the release of the first module of GoLearn.gov, a shared site for federal employees to access high quality E-training products and services.</p> <p>With this funding, the E-Training Initiative was able to roll out the foundation of a centralized E-Training site earlier than initially planned. Delivering the Gov Online Learning Center (GoLearn.gov) in July 2003 enabled agencies to see an actual E-Training site that illustrated the potential inherent in the E-Training Initiative vision: To create a premier E-Training environment that supports development of the Federal workforce through simplified and one-stop access to high quality E-Training products and services, and, thus, advances the accomplishment of agency missions. Module 1 of GoLearn provided nearly 30 free E-Training courses, a Resource Center, access to select online books, and a search and select feature that delivered targeted learning objects to support just-in-time training.</p>
DOT	E-Rulemaking	\$200,000	The funds were used to perform an independent capability assessment of existing electronic docket systems, which then allowed the initiative to choose a system that would be enhanced to be the docket management system of the federal government. E-Rulemaking provides centralized access to the public for federal regulatory material.

FY2002 E-Gov Fund Requests			
Agency	Initiative	Funding	Description & Results
			<p>With the launch of Regulations.gov now receiving over 15,000 visits per month, citizens and businesses can find open or proposed rulemakings and comment on them electronically, all from one website. Following the launch of the government-wide common e-docket system, citizens will also be able to view all of the federal docket information in one place.</p>
DOI	Recreation One-Stop	\$150,000	<p>The funds were used to support the re-launch of Recreation.gov, a site offering information and access to government recreational sites.</p> <p>Recreation.gov reduces the amount of time citizens spend searching for information about recreation site and reservations. The re-launched site features an enhanced user interface and added mapping capabilities. As of January 2004, there were more than 3,800 facilities listed in Recreation.gov.</p>
FEMA	Disaster Management	\$200,000	<p>The funds were used to establish a Program Management Office to support the release of both the initial DisasterHelp.gov and Disaster Management Interoperability Services (DMiS).</p> <p>DisasterHelp.gov provides federal, state, and local emergency managers better online access to disaster management-related information, planning and response tools. As of November 2003, there were more than 10,000 registered users of DisasterHelp.gov.</p> <p>The DMIS Interoperability Backbone is a web service that provides responders with communication tools that allow them to share information with other responder organizations. Responder groups receive and transmit information over the web, enabling them to rapidly develop and exchange incident information with other responder organizations. This capability of sharing incident information gives all responders greater knowledge of a</p>

FY2002 E-Gov Fund Requests			
Agency	Initiative	Funding	Description & Results
			particular disaster event by leveraging technology to gain efficiency. There are currently over 300 collaborative operating groups using the tools, which have also been used to respond to more than 60 real-world incidents.
GSA	USA Services	\$100,000	<p>The funding supported the development activities for program management and the USA Services Strategic Management Plan that included marketing strategy, risk management and change management strategies. Additional services included development of Citizen Relationship Management strategies for USA Services.</p> <p>Based on marketing outreach strategies in the plan, USA Services has successfully acquired 18 partnering agencies and E-Gov initiatives.</p>

As a result of the rescission in FY2003, \$4,967,500 was available in the E-Government Fund. In FY 2003, GSA forwarded to Congress on behalf of the Administration requests for the activities described below totaling \$5,000,000. (NOTE: \$32,500 was used of the remaining funds from FY 2002 with an ending balance of \$77,500.)

FY2003 E-Gov Fund Requests			
Agency	Initiative	Funding	Description & Results
OMB	Lines of Business Opportunity Development Phase I	\$500,000	<p>The funds were used to perform Phase I of the Lines of Business (LoB) Opportunity Development Initiative, an analysis of information technology (IT) investments across several lines of business (LoB) within the Federal government. The purpose of this analysis was to better quantify the savings and service improvements that could result from integration and consolidation of projects in the following areas: Financial Management, Human Resources Management, Criminal Investigations, Data and Statistics, Public Health Monitoring, and Monetary Benefits.</p> <p>This two-month opportunity assessment effort, which involved significant Agency support and participation, analyzed the FY04 IT business case</p>

FY2003 E-Gov Fund Requests			
Agency	Initiative	Funding	Description & Results
			data using the Federal Enterprise Architecture (FEA) Business Reference Model (BRM) and additional input from the Agencies. This assessment identified potential savings opportunities of over \$1 billion through the FY08 planning period. Several white papers were developed to describe these cross-agency collaboration opportunities in more detail. These results were presented to the President's Management Council in late June 2003.
OMB	Lines of Business Opportunity Development Phase II	\$600,000	<p>Based on the results from Phase I of the LoB assessment, the PMC decided to continue solution development efforts for four of the cross-agency collaboration opportunities identified: Financial Management, Human Resources Management, Case Management (formerly Criminal Investigations) and Federal Health Architecture (formerly Public Health Monitoring).</p> <p>\$600,000 funded Phase II of the LoB work, which involved the program management support for and the development of joint agency business cases for these four opportunities. The purpose of these cases was to further detail the case for possible consolidation of investments in the planning and acquisition phase of development or reuse of IT infrastructure. For each case development effort, OMB designated a lead agency that was supported by a working team of other agency representatives. The FY05 joint business cases were submitted on September 8, 2003.</p>
OPM	Expansion of the E-Payroll Migration Activities (E-Payroll)	\$510,000	<p>E-payroll is consolidating agencies' payroll services into four service providers. Funds were distributed to three of the four payroll provider partnerships to support migration activities.</p> <p>Department of Agriculture (National Finance Center)</p> <p>The National Finance Center (NFC) was provided</p>

FY2003 E-Gov Fund Requests			
Agency	Initiative	Funding	Description & Results
			<p>\$225,000 to assist in the migration of those non-continuing agencies, who are currently utilizing a PeopleSoft solution, i.e., the Federal Energy Regulatory Commission, the Environmental Protection Agency, and the Department of Labor. The NFC has conducted migration planning activities to include fit/gap analysis and requirements definition and costs have been incurred for these purposes.</p> <p>Department of Defense (Defense Finance and Accounting Service)</p> <p>The Defense Finance and Accounting Service (DFAS) was provided \$200,000 to assist in the migration of the Department of Veterans Affairs (VA). DFAS is currently in the process of conducting fit/gap workshops with VA prior to beginning requirements definition. Costs have been incurred for these purposes.</p> <p>General Services Administration (Heartland Finance Center)</p> <p>The Heartland Finance Center was provided \$85,000 to assist in the migration of small agencies such as the American Battlefield Monuments Commission (ABMC), the Railroad Retirement Board (RRB), and the Broadcast Board of Governors (BBG). The ABMC has been migrated. Migration planning including fit/gap analysis and requirements definition has been completed for the RRB. Preliminary migration planning has been completed for the BBG migration. However, completion of migration activities has been suspended pending selection of a payroll provider by the Department of State who currently services BBG. Costs have been expended for these purposes.</p>
OPM	Expansion of the E-Training Program Management	\$200,000	The funds were used to expand the E-Training PMO by adding program manager support resources which will improve the speed and effectiveness of the Learning Management

FY2003 E-Gov Fund Requests			
Agency	Initiative	Funding	Description & Results
	Office (E-Training)		<p>System (LMS) migrations.</p> <p>With this funding, the E-Training Initiative was able to hire temporary project managers to concentrate on pre-identified project management components that would lead to more efficient and effective agency migrations to GoLearn. This included assessing department/agency participation thus far with the E-Training Initiative, identifying targets of opportunities and strategies for developing them, creating business processes for effective agency migrations, with a focus on creating standards and procedures for products, service delivery levels, issue resolution, and customer satisfaction.</p>
GSA	Developing a Content Management Strategy for the Federal Government	\$540,000	<p>GSA's Office of Citizen Services and Communications is using this funding to support the Interagency Committee on Government Information as required by the E-Government Act of 2002. The Director of the FirstGov Content Management Team is serving as one of the Executive Sponsors of the committee.</p> <p>The funding will be used to acquire expertise and resources (i.e., consultants and reimbursable detailees) to develop a common content model for use by all Federal agencies. Specifically, web content standards will be developed so that OMB can issue guidance to agencies by December 2004 in accordance with provisions of the E-Gov Act. These standards will include:</p> <ol style="list-style-type: none"> 1. Compilation of existing web content standards 2. Proposed web content standards 3. Proposed guidelines 4. Background on other standards/guidelines which were considered <p>A Web Content Manager's Toolkit and Best Practices is also being developed to share the experiences learned through the development and life of FirstGov.gov. Some funding is being used for professional support of an interagency</p>

FY2003 E-Gov Fund Requests			
Agency	Initiative	Funding	Description & Results
			committee that contains members from all cabinet and independent agencies. As the project progresses, we will also need a communications and outreach program to collect input and build consensus and educate all levels of government on the outcomes.
DOI	Recreation One-Stop	\$800,000	<p>The funds are being used to support the improvement of online recreation services provided via Recreation.gov and online recreation reservation systems. The Recreation One-Stop initiative is consolidating several federal campground reservation systems and recreation information sources to create a unified federal recreation portal. The portal will provide a single point of access to information about federal recreation areas, maps, and recreation reservations and transactions.</p> <p>Results achieved will include support for the planning and development of a Request for Proposal (RFP) for the enhanced, single cross-agency recreation reservations system, transition of legacy systems to the unified portal, and the procurement of hardware, software, and telecommunications services for new additions to the reservation system. The single cross-agency portal and reservations system is expected to launch in November 2004.</p>
CNCS	Expansion and Enhancement of USA Freedom Corps Volunteer Network	\$250,000	These funds have not been expended. USA Freedom Corps and CNCS are currently evaluating potential enhancements to the USA Freedom Corps web site (www.volunteer.gov)
SBA	Business Gateway (formerly Business Compliance One-Stop)	\$1,600,000	The funds were used to support various program activities including the launch of a government-wide electronic forms catalog that allows businesses and citizens to find forms that pertain to them in one location. The money also funded the creation of a formal Program Management Office (PMO) to support the ongoing operation of the program.

FY2003 E-Gov Fund Requests			
Agency	Initiative	Funding	Description & Results
			Furthermore, the initiative created a Solution Architecture to guide future implementation efforts for the initiative and its partners. The money was also used to support data harmonization efforts in the trucking and surface coal mining verticals, where multiple constituents including federal, state, and local government partners met with private sector partners and affected businesses to best share and consolidate information collection requirements.

OMB will continue to drive the use of the E-Gov Fund for the migration efforts necessary to achieve efficiency and utilization. The fund will act as a venture capital fund in generating cross-agency savings and improving collaboration and cooperation. The reinvestment of funds generated from cross-agency acquisition savings will be used to drive common solutions. By investing these funds in projects with both immediate and long-term benefits we can meet today's day to day operations while keeping an eye on the future.

There will be a continued focus on driving the prudent use of taxpayer funds and support of initiatives serving the citizen and government well. In this effort OMB will continue to use the Federal Enterprise Architecture, the agency EA's and the CIPIC process to identify redundancies and areas where collaboration will solve delivery problems.

II. Compliance with Other Goals and Provisions of the Act

A. The Program to Encourage Innovative Solutions to Enhance Electronic Government Services and Processes

This program will include announcements using FedBizOpps, the Federal Register, and other appropriate outlets, as well as utilizing the media to solicit suggestions and comments for unique solutions to facilitate the development and enhancement of electronic government services and processes. GSA, in conjunction with the Federal CIO Council and the Office of Federal Procurement Policy will review the announcements and participate in the review of the results.

B. Accessibility to People with Disabilities

The E-Government activities undertaken by agencies comply with Section 508 of the Rehabilitation Act of 1973 to ensure that all people have access the benefits of improved IT management. As amended, this section requires federal agencies to purchase accessible electronics and IT in accordance with standards developed by the Access Board and published in the FAR in April 2001. Section 508 also required federal agencies to conduct an initial self-evaluation to determine how accessible their EIT is to people with disabilities. The Department of Justice is charged with reporting to the President and to Congress the results of this evaluation, and then to report biennially on agency progress in implementing Section 508. In 2000, the Department of Justice surveyed agencies to determine the baseline level of accessibility for web pages, software, telecommunications, information transaction machines, and electronic office equipment. The survey also examined agency procurement policies and practices to determine how accessibility requirements were met at each agency.

C. Compatibility of Executive Agency Methods for Use and Acceptance of Electronic Signatures

In order to reduce the paperwork burden on citizens and businesses, users need to be able to quickly and easily access government services via the Internet. Identity verification and authentication is needed to ensure online government services are accessed securely and in a privacy protected manner. The E-Government Act requires GSA to establish a framework to allow efficient interoperability among Executive agencies when using electronic signatures, including processing of digital signatures, so that constituents can obtain government services in a safe and secure manner. Ongoing activities of GSA and the E-Authentication E-Government Initiative (summarized in Table 9.2 of the FY 2005 Budget of the U.S. Government, Analytical Perspectives) begin

to meet the requirements of Section 203 as well as agency activities to implement the GPEA and the ESIGN Act (Public Law 106-229).

The E-Authentication Initiative is expected to provide full operational capability for common authentication services to support electronic signature and remote access control in July 2004. This includes a suite of policy documents and technology services to provide an online identity validation service that enables the American public to access government services in a secure, trusted environment with credentials of their choosing. The Initiative is also developing technology architecture to ensure interoperability between disparate agency systems (available at www.cio.gov/eauthentication). GSA is also working closely with the Small Business Administration (SBA) on the Business Gateway Initiative. GSA's role in the initiative is to provide the electronic forms infrastructure for government-wide use.

Section 203(b) requires the Director of OMB to issue guidance on electronic signatures. On December 16, 2003, the Director issued Memorandum M-04-04, Electronic Authentication Guidance for Federal Agencies⁵, which will assist agencies in determining their authentication needs for electronic transactions. This guidance directs agencies to conduct "e-authentication risk assessments" on electronic transactions to ensure that there is a consistent approach across government. As a follow up to OMB's guidance, the National Institute of Standards and Technology (NIST) issued a companion Draft Special Publication 800-63 Recommendation for Electronic Authentication (located at: <http://csrc.nist.gov/publications/drafts/draft-sp800-63.pdf>), which establishes consistent technology requirements for electronic transactions that require authentication. Public comments are due to NIST on March 15, 2004, with the final publication expected to be issued in April 2004.

D. Federal Internet Portal

FirstGov.gov is the federal Internet Portal and serves online users as a comprehensive reference point of the U.S. Government. It is the federal government's primary portal for citizen access to U.S. Government information and services. Since its inception, Firstgov.gov has undergone two major redesigns, gradually evolving to meet the needs of the American public. FirstGov.gov provides easy, secure access to federal, state, local, and tribal government information and services. It provides navigational tools, a search function and the option for citizens to e-mail the government questions, with the promise of a response within two business days. Phone and fax communications are also available.

The FirstGov.gov website is organized to provide government information and services directed at key groups through specially designated tabs on the homepage for citizens, businesses and non-profits, federal employees and Government-to-Government. Throughout the website, information and services are organized according to function and topic rather than separated according to the boundaries of agency jurisdiction. For

⁵ <http://http://www.whitehouse.gov/omb/memoranda/fy04/m04-04.pdf>

example, a section on “Online Services” directs the citizen to services they can obtain electronically. Another section lists information by topic. Other sections provide contact information, a reference center, and more. For those more familiar with the organization of government, FirstGov.gov provides an A-Z Agency Index as well as a hierarchical index of government organizations. In addition, FirstGov en Espanol was added in October 2003, to provide a portal of government information and services to the Spanish-speaking population.

The site search function assists citizens in finding government documents and information, and also has the potential to consolidate federal and state documents for rapid and relevant response to citizen search inquiries. FirstGov.gov provides information in a manner that protects privacy and is consistent with privacy laws, and does not store or collect citizen data. Aggregated usage statistics are provided using standard web trending tools and consolidated summaries on number of visits, and similar data are collected and summarized to monitor performance and identify steps to improve the site’s usability for citizens. Currently, FirstGov.gov delivers approximately 16 million page views per month to 5.5 million visitors. At an annualized rate this will approach 192 million page views and 66 million visitors in 2004.

FirstGov.gov and several other citizen-centric programs and offices were consolidated into the GSA new Office of Citizens Services and Communications (OCSC) in July 2002. Among its many responsibilities, OCSC provides leadership and daily support to maintain and enhance FirstGov.gov. Through close coordination with organizations involved in the implementation of E-Government and by participating in cross government E-Government activities, the Office of Citizen Services and Communications maintains constant interaction and communication with federal agencies, other governments, and industry. OCSC has several outreach programs to promote improved interactions with the citizens and to facilitate best practices in implementation of E-Government. Key federal organizations include OMB, the President’s Management Council, GSA’s Office of Intergovernmental Solutions, GSA’s Office of Governmentwide Policy, and others. Key cross government committees include the CIO Council, the Federal Interagency Web Content Managers Committee, and the Federal Webmaster Forum.

FirstGov.gov has received recognition as a superior government portal. It has been ranked the #1 government portal by the United Nations and Brown University; listed by Yahoo! Magazine among the 50 Most Incredibly Useful Sites; and was recently honored with the Innovations in American Government Award by Harvard University and the Ford Foundation.

E. Accessibility, Accountability, and Transparency to the Development and Issuance of Agency Regulations

Section 206 requires regulatory agencies to enhance public participation in Government by electronic means, consistent with the Administrative Procedures Act. By memorandum dated March 1, 2004, the Administrator of OMB’s Office of Electronic

Government and IT and the Administrator of the Office of Information and Regulatory Affairs issued guidance in order to encourage public use of www.regulations.gov. The guidance requested the following two steps:

- In the preamble to any regulatory action requesting public comment, agencies should include (in the “Addresses” section) specific reference directing the public to www.regulations.gov; and
- Every agency website should include in an appropriate place on its homepage a link to www.regulations.gov.

The E-Rulemaking Initiative is providing centralized access to the public for finding and submitting comments on federal regulatory material (www.regulations.gov). The key objectives of E-Rulemaking include:

- Creating a government-wide, centralized on-line capability to access and search all publicly available regulatory material;
- Providing an easy and consistent way for the public to find and comment on proposed rules; and
- Building a unified, cost-effective “back room” regulatory management system to ensure efficiency, economies of scale, and consistency for public customers and the government.

Per Section 206, agencies shall migrate to a common federal wide electronic docket system consistent with the timetable as established by the Director and reported to Congress. OMB has established a goal of completing migrations to the common federal wide electronic docket management system by September 2005. Agencies will begin the migrations to this central solution in September 2004.

F. Accessibility, Usability and Preservation of Government Information

The E-Government Act addresses various aspects of federal management and promotion of electronic government services. The purpose of section 207 is to improve the methods by which government information, including information on the Internet, is organized, preserved, and made accessible to the public.

Section 207 requires the Director of OMB to establish the Interagency Committee on Government Information (ICGI), which was established on June 17, 2003. The committee members are meeting and working toward the deadlines for recommendation to OMB and NARA. After these recommendations are made OMB and NARA will evaluate them and issue any necessary guidance or policy in accordance with the Act. Below is a summary of the committee’s deliverables:

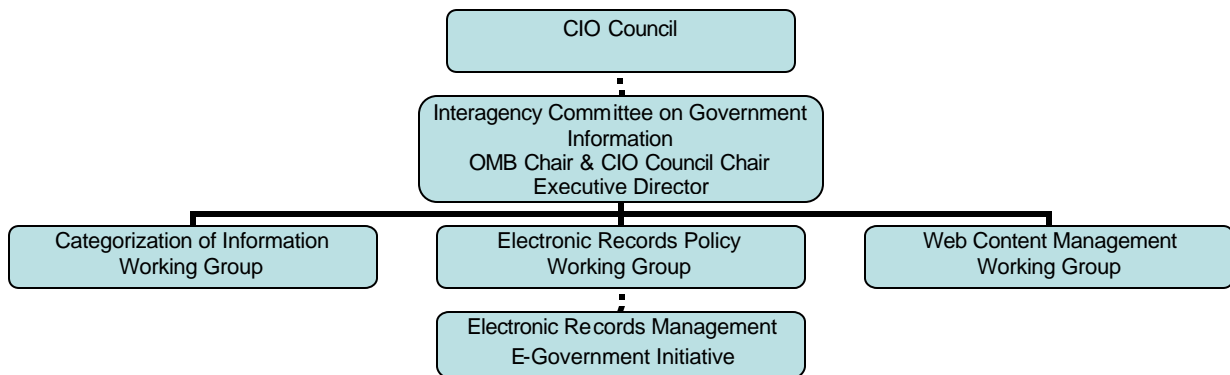
Deliverable	Deadline
Establish Interagency Committee on Government Information	Established June 2003
Recommend method of establishing public domain directory to OMB Director	June 2004
Recommend standards for agency websites to OMB Director	June 2004
Recommend policies to improve agency reporting and dissemination of Federally funded R&D to OMB Director and OSTP	June 2004
Recommend to OMB Director standards for categorizing and indexing government information	December 2004
Recommend policies and procedures to OMB Director and NARA Archivist for recordkeeping of information on the Internet and other electronic records	December 2004

The fourth and fifth deliverables, while not explicitly called for in the Act, are necessary for the ICGI and OMB to comply with the intent of delivering robust governmentwide policy and implementations.

The illustration below shows that ICGI consists of an Executive Committee comprised of representatives of the NARA, the offices of the Chief Information Officers (CIOs) of federal agencies, and other relevant officers from the executive branch. The ICGI's executive committee, which operates under the direction of the CIO Council, has overall responsibility for the requirements specified in section 207 of the E-Government Act. A designee of the OMB Director chairs the ICGI executive committee. In addition to the OMB Chair, the ICGI executive committee includes the executive sponsor of each ICGI working group and a Co-Chair from the CIO Council. The ICGI executive committee can create and delegate work to subordinate working groups.

There are currently three ICGI working groups (see illustration below): the Categorization of Information Working Group; the Electronic Records Policy Working Group, and the Web Content Management Working Group. These working groups are charged with developing final draft deliverables of the ICGI, which will be submitted to the executive committee for review and final approval.

The working groups include representatives from agencies throughout the federal government, including any relevant E-Government programs. They are also available for consultations with any federal agency. Each ICGI working group is consulting with interested communities and with government agencies. ICGI working groups report to the executive committee on progress and refer matters of information policy to the executive committee.



Categorization of Information

The Categorization of Information Working Group’s purpose is to fulfill the requirements of subsection 207(d) of the Act, "Categorizing of Information." Specifically on:

- (A) the adoption of standards, which are open to the maximum extent feasible, to enable the organization and categorization of government information in a way that is searchable electronically, including by searchable identifiers; and in ways that are interoperable across agencies;
- (B) the definition of categories of government information which should be classified under the standards; and
- (C) the determination of priorities and the development of schedules for the initial implementation of the standards by agencies.

The ICGI recommendations also address what defined categories of government information shall be required to be categorized under the standards. The Categorization of Information working group will provide ongoing consultation with OMB and interested parties regarding modifications to policies and procedures.

Public Access to Electronic Information

The Electronic Records Policy Working Group’s purpose is to fulfill the requirements of subsection 207(e) of the Act, “Public Access to Electronic Information.” Specifically on:

- (A) the adoption by agencies of policies and procedures to ensure that chapters 21, 25, 27, 29, and 31 of title 44, United States Code, are applied effectively and comprehensively to government information on the Internet and to other electronic records; and

- (B) the imposition of timetables for the implementation of the policies and procedures by agencies.

In addition, the Electronic Records Policy Working Group acts as executive board for the Electronic Records Management E-Government project. The Electronic Records Policy Working Group will provide ongoing consultation with the Archivist and interested parties regarding modifications to policies and procedures.

Agency Websites

The Web Content Management Working Group's purpose is to assist OMB in fulfilling the requirements of subsection 207(f)(1), and 207(f)(3) of the Act, "Standards For Agency Websites," and "Public Domain Directory of Public Federal Government Websites," respectively. The website standards will require agencies to include direct links to agency missions and statutory authority, including their strategic plans, as well as information about the organizational structure of the agency. The standards will also provide minimum goals for agencies to assist users in quickly retrieving search results of high relevancy, tools to aggregate the data, and protocols to protect information.

G. Access to Federally Funded Research and Development

A governmentwide repository and website of federally funded research and development will integrate into one location information about research and development funded by the federal government. The repository shall integrate information about each separate research and development task or award, and facilitate the coordination of federal research and development activities. The National Science Foundation (NSF) and OMB have completed a detailed analysis and evaluation of RaDiUS, a database system currently supported by NSF. RaDiUS can provide access to information regarding federally Funded Research and Development, and has closely aligns to the functional requirements of the database and website prescribed by the E-Government Act. OMB and NSF will work with agency representatives through the National Science and Technology Council to discuss the potential uses for and implementation of such a database. As advised by OMB, NSF will continue to support RaDiUS at least through the end of FY 2004. The Web Content Management working group from the ICGI will also assist OMB and NSF on any future evaluation.

H. Implementation of E-Government Act Privacy Provisions

Background

The Administration is committed to protecting the privacy of the American people. In September 2003, the OMB Director issued guidance (Memorandum M-03-22) addressing privacy protections when Americans interact with their government. The guidance directs agencies to conduct reviews of how information about individuals is handled within their agency when they use IT to collect new information, or when agencies develop or buy new IT systems to handle collections of personally identifiable information. Agencies are also directed to describe how the government handles

information that individuals provide electronically, so that the American public has assurances that personal information is protected. All OMB privacy guidance is available at OMB's website.⁶

Results and Next Steps

The E-Government Reporting Instructions called for agencies to report on their privacy impact assessments, use of persistent tracking technology, implementation of machine-readable privacy tools, and to supply contact information for officials principally responsible for IT, web, and privacy matters.

The privacy impact assessment (PIA) is a process for determining: (i) whether the agency's information handling practices conform to the established legal, regulatory, and policy privacy framework, (ii) what risks arise from electronic collection and maintenance of information about individuals and (iii) what protections or alternative processes should be implemented to mitigate the risks identified. It is a description of business processes, data flows and technologies in the context of applicable privacy principles.

Agencies satisfied the PIA requirement by providing assessments when system changes created new privacy risks. Agencies are refining their understanding of the PIA requirement and working to conform to OMB standards articulated in circular A-11 regarding the circumstances in which an agency must conduct a PIA and continue outreach and training forums in which the PIA requirement is reviewed and explained. Agencies should take a multidisciplinary approach to completing the PIA, inviting the coordinated efforts of system and program owners as well as experts in IT, security, privacy law, and policy. Agencies indicated they plan to post PIAs on their web sites unless the publication of the PIA would raise security concerns or reveal classified or sensitive information.

Persistent tracking technology refers to technologies (such as persistent cookies, web bugs, web beacons) that permit the tracking, monitoring or surveillance of a visitor's activity on the Internet (i.e., beyond the immediate web session). In most cases, tracking technology may not be employed to follow the activities of identifiable users of the site. However, exceptions may be granted when a proper authorizing official approves its use for a compelling agency purpose. In such instances, the agency must report to OMB the reasons necessary for tracking the individual's activities and the safeguards instituted to protect the information collected.

Of the sixty agencies reporting, most did not employ persistent tracking technology. Of those that did, the persistent tracking technology was appropriately approved by the head of the agency, or the head of the subordinate agency or CIO reporting directly to the agency head. In addition, agencies reporting the use of tracking technology provided citations to the required privacy policy informing the public about the application of tracking technology. The Department of Homeland Security reported

⁶ <http://www.whitehouse.gov/omb/>

while they were not aware of any use of persistent tracking technology they are currently developing an inventory of several hundred websites. One goal of this work is to verify their sites do not have or use such technologies. If such technology is identified the Department's report noted they would follow the appropriate procedures in law and policy.

Machine readable privacy policies are web privacy policies that have been translated into a standard computer language readable by a browser. Where a privacy policy is so translated, the browser automatically informs the user if an agency's privacy practices do not reflect the user's keyed-in privacy preferences. Of the sixty reporting agencies, over half identified current or future use of a standard for machine readability as well as the date such technology will be implemented. Other agencies were "undecided", indicating they were either examining the field or they were awaiting a recommendation from OMB on what standard to use. OMB remains technology-neutral and will not endorse a particular standard even though only one standard exists at this time, and will provide information to agencies about emerging standards as alternatives to the existing standard develop.

The E-Government Reporting Instructions also asked agencies to identify the primary officials responsible for privacy policies designated by the head of the Department or Agency. Agencies generally designated a single individual as the point of contact for IT and web matters and another individual as the principal point of contact for privacy policies. Several agencies designated three separate individuals and several agencies assigned all three responsibilities to a single individual. OMB is in the process of communicating with the listed individuals to supplement the information provided and develop a contact roster. By communicating with all three principals, OMB can ensure that agency privacy officials are part of the agency's capital planning and investment process.

I. Federal Information Technology Workforce Development

Background

The government must have an IT workforce capable of effectively delivering E-Government products and services. Prior to implementation of Section 209 of the E-Government Act, the Clinger Cohen Act and the President's Management Agenda were also drivers for the collaborative efforts of the CIO Council, OMB, the Office of Personnel Management (OPM), and the General Services Administration (GSA) to improve the recruitment, development, retention and management of a fully trained and qualified IT workforce.

In 2001, the CIO Council Workforce and Human Capital for IT Committee worked with OPM in creation and issuance of the Information Technology Management Series, GS-2210⁷ that replaced the Computer Specialist Series, GS 334, and other series previously used to classify changing IT occupations. Under GS-2210, ten specialty areas

⁷ <http://www.opm.gov/fedclass/2200a/gs2200a.pdf>

and job titles were created (1) to more effectively communicate job-related information to potential applicants for vacant positions (2) to more easily identify the composition of the current IT population for IT workforce planning purposes and (3) to more readily link job titles with required competencies. In 2002 and 2003, the Committee collaborated with OPM in its development of interpretive guidance for IT Project Management positions.

As the federal government increases the "corporate" management of IT resources, resulting in more enterprise-wide programs, the IT workforce must be able to effectively plan, manage and execute such projects. In September 2003, the CIO Council Workforce and Human Capital for IT Committee developed a survey to gauge the qualifications status of IT project managers across government. It also formed a Project Management best practices study team, the first product of which is the Project Management Training Directory that can be found at www.cio.gov. The Directory is a compilation of government, academic and commercial training and education sources with a cross-reference by state listing. Follow-up actions to remedy the identified project management skills gap will remain a high priority in FY2004. This work provided a strong foundation for the federal CIO Council's emerging role in developing competent project managers for enterprise-level IT initiatives. The CIO Council most recently has requested CIOs to provide their estimated skills gap analysis of Project Managers, IT Security Specialists and Solution Architects to assist in FY 04 hiring, education, and development remedial actions.

To make it easier to ascertain the skills an employee needs to improve upon and provide a mechanism for him/her to develop those competencies, the CIO Council Workforce and Human Capital for IT Committee developed federal IT Core Competencies and sponsored the development of the IT Skills Roadmap, a skills assessment and development tool.⁸

The Committee also sponsored the first federal-wide IT Workforce assessment tool, which provides the first step in agencies' compliance with OMB policy requirements for FY 04 to conduct and report annually on IT workforce skills in accordance with the Clinger Cohen Act.

In collaboration with OMB and the CIO Council, GSA offers federal IT professionals training opportunities to keep up with constantly evolving IT and E-Government competencies. Training is offered at the CIO University, Strategic and Tactical Advocates for Results (STAR) program, and the Interagency Resources Management Conference (IRMCO).⁹

The CIO University is a virtual consortium of universities that offers graduate level programs to address executive core competencies. STAR is a one-week residential seminar program focused on program and project management, leadership, security, technology, government and capital planning. STAR is held at least twice a year and

⁸<http://www.cio.gov/index.cfm?function=documents§ion=it%20workforce%20/%20hr&startrow=1&endrow=10>

⁹ <http://www.gsa.gov/Portal/gsa/ep/channelView.do?pageTypeId=8199&channelId=-13450>

emphasizes Clinger-Cohen results-based management and "information technology as a strategic resource." IRMCO is the federal government's premier annual interagency forum for senior executives and managers to address the most significant and timely issues facing government communities and has developed several certificate programs to address key IT management education and training needs. Additionally, the CIO Council Workforce and Human Capital for IT Committee supports OPM's Scholarship for Service "Cyber Corp" program, whose graduates will add federal IT workforce capability in cyber security for years to come.¹⁰

Finally, federal mentoring and job shadowing programs are also early and continuing contributors to the federal government's successful collaborative efforts to meet the changing and increasing need for a strong IT workforce.

Results and Next Steps

In leading the Human Capital initiative of the President's Management Agenda, OPM has primary responsibility for fulfilling the requirements of Section 209 of the E-Government Act. The E-Government Report called for OPM to report on its progress in providing IT Workforce guidance to agencies. IT Workforce planning should be integrated in an agency's overall Human Capital efforts. OPM designed the Workforce Planning Model and the Human Capital Assessment and Accountability Framework located at to ensure federal agencies have the information and tools necessary to devise successful workforce plans.¹¹

On August 23, 2003, OPM published *Interpretive Guidance for Project Manager Positions*.¹² The Guidance delineates the particular duties, tasks, knowledge, skills, abilities, and competencies for IT project manager positions and authorizes an official position title of IT Project Manager covered by the Information Technology Management Series, GS-2210. This will assist agencies in identifying qualified candidates as well as develop current employees who will assume these responsibilities. OPM is developing and coordinating a report on existing government-wide IT training programs and recommendations for improvement as required by the E-Gov Act.

OPM posted a proposed rule in the Federal Register on January 15, 2004, to seek input on the development of the digital exchange program established in the E-Government Act.¹³ The program, "Information Technology Exchange," is intended to improve the competency of the federal workforce in using IT to deliver government information and services. In accordance with reporting requirements of the E-Government Act, on December 18, 2003, OPM submitted a Report on Existing Exchange Programs to the Committee on Governmental Affairs, which identified exchange programs in existence as of December 17, 2002.

¹⁰ <http://www.opm.gov/hr/employ/products/recruitment/scholarship/scholarship.asp>

¹¹ <http://www.opm.gov/workforceplanning> and <http://apps.opm.gov/HumanCapital/tool/index.cfm>

¹² <http://www.opm.gov/fedclass/PM/index.asp>

¹³ <http://www.opm.gov/fe/dregis/2004/69-011504-2311-a.pdf>

In partnership with the federal CIO Council IT Workforce Committee, the first federal-wide Clinger Cohen IT Workforce Assessment Survey was conducted in September 2003. Results at the federal level are being coordinated and will be published soon. Agencies are using their agency-specific results to assess their “bench strength” and as a tool in their IT Human Capital Planning. OPM will review and evaluate agencies’ workforce analysis plans; review and evaluate agency gap closure plans, and analyze government-wide trends by applying the Human Capital Assessment and Accountability Framework to the IT workforce challenge found at <http://apps.opm.gov/HumanCapital/tool/index.cfm>. Furthermore, OPM will refine the assessment tool to enable annual or biannual assessments, the results of which will become the basis for specific gap-filling federal-wide education and training strategies.

OMB’s E-Government Act reporting instructions asked agencies to report on their IT workforce planning, management activities, and progress in accordance with OPM guidance and the President’s Management Agenda Human Capital initiative. Agencies were requested to identify job categories, specialty areas, skills, and competencies that are critical to fulfilling their strategic plans, enterprise architectures, and IT investment portfolios. Additionally, they were asked to report gaps that require action plans to close, strategies to do so, and measures of success.

Most executive agencies have set strategic direction regarding workforce planning and are in the second step of Human Capital planning as prescribed in OPM’s Workforce Planning Guide. The next step requires assessment and gap analysis. Several agencies participated in the October 2003 federal-wide Clinger Cohen IT Workforce Assessment and were analyzing their data at the time of reporting to OMB. A few agencies are further along and are involved in action planning and implementation to close skills gaps and measure success in doing so. The occupational areas most often identified as critical were IT Policy and Planning, IT Project Management, IT Security, Systems Analysis, Applications and Data Management, Contracting/Procurement, and Customer Service. Almost all agencies reporting a skills gap cite the IT Project Management.

There are several federal-wide resources to close existing competency gaps. These include OPM’s Recruitment-One-Stop, OPM’s virtual training center, Go.Learn.gov, OPM’s IT Roadmap, a self-assessment tool that produces individual development plans, OPM’s Scholarship for Service to develop and place Cyber Security Specialists, and OPM’s direct-hire authority and other incentive allowances and bonuses. A few agencies, such as Department of Energy, have allotted a percentage of their IT budgets for the development of their IT workforce. The Department of State and Department of Veterans Affairs were one of the first Departments to streamline the recruitment process through the use of electronic recruitment and assessment tools.

Agency performance measures relative to IT workforce planning are in the early stages of development and use. Some cited the traditional personnel statistics to track vacancies, hires, training hours, and retention and attrition rates. A few agencies, such as the Department of Transportation and Department of State, incorporated IT workforce planning as part of the overall Agency Human Capital planning through partnership with

their Agencies' Human Capital Officers. DOT, State, and VA provided specific numeric goals and results; such as, rate and timelines for IT PM certifications and required security awareness training, time to fill vacancies, training achieved in accordance with development plans. The Office of Personnel Management, Small Business Administration, Department of State, and U.S. Agency for International Development stated meeting mission and customer satisfaction as primary measures used to build workforce plans.

J. Share-in-Savings Initiatives

The General Services Administration (GSA), in consultation with OMB, is required to identify potential Share-in-Savings (SiS) opportunities across government and develop guidance on how to determine mutually beneficial savings share ratios for the contractor and agency, as well as baselines for measuring savings. OMB is required to develop techniques in consultation with Congress to permit an agency to retain savings, and to report to Congress within 2 years of the enactment of the E-Government Act on the use of SiS contracting.

SiS is intended for use in cases where projects are innovative and transformational. The Clinger-Cohen Act directed the use of SiS for a few pilot projects, but the potential downside for these pilots was fairly significant. Agencies were not allowed to keep the savings they recognized and the financial benefits were therefore negligible. The E-Government Act allows agencies to retain some of the savings and brings tremendous value and benefit to government by spreading risk across projects. SiS has been used very successfully to recognize significant benefit to the services government provides while costing the taxpayers significantly less money. Advantages of SiS contracts to agencies are:

- low up-front costs
- shifting of burden to the contractor
- payment for results, not effort.

In order for SiS contracts to be successful, a number of criteria must be met. Project managers must have clear baseline data, and be able to answer how many web servers there are, the current costs of operation, and be able to identify any hidden costs. There must also be buy in from the highest levels. The proposed solution must generate enough savings to justify the approach, and there should be true partnership between government and industry. These calculations need to be precise, complete, and available to the vendor if they are to assume financial risk based on that information.

GSA, DoD, and NASA issued an advance notice of proposed rulemaking on October 1, 2003 to solicit public input on potential FAR amendments to motivate contractors and successfully capture the benefits of SiS contracting. Public comments have been analyzed and proposed changes to the FAR will be issued shortly. In addition, GSA has established a series of e-tools on its website to assist agencies with developing sound business cases for suitable SiS projects available at www.gsa.gov/shareinsavings.

Projects can be tracked through these e-tools, which will provide seminal pieces of information for reporting to Congress.

K. Authorization for Acquisition of Information Technology by State and Local Governments through Federal Supply Schedules

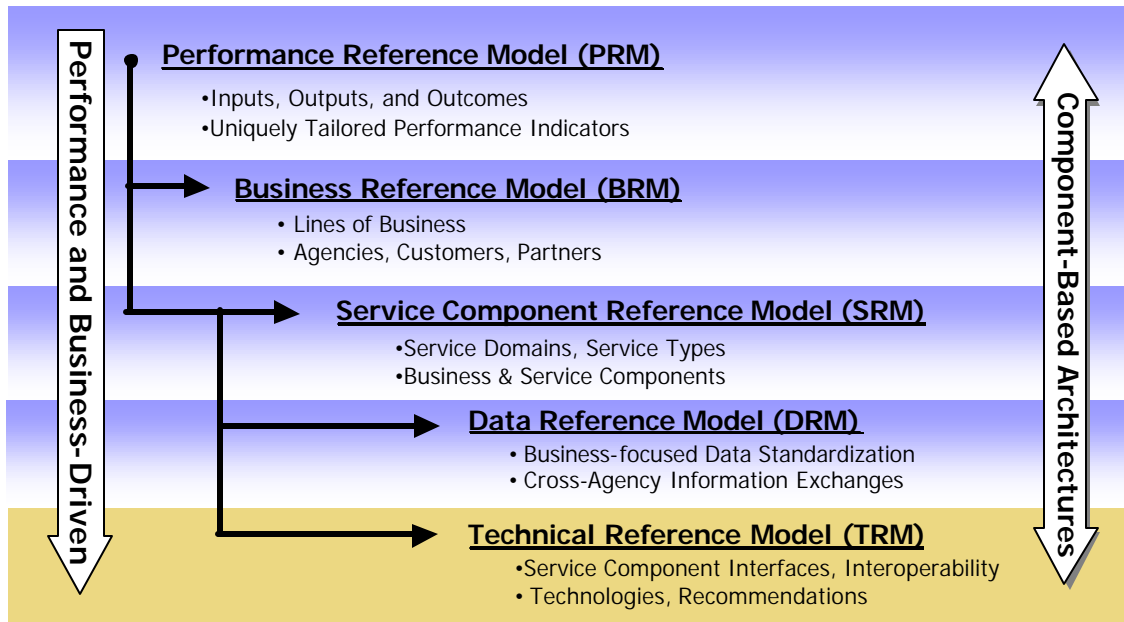
Section 211 of the E-Government Act provides for the use by States or local governments of GSA's Federal Supply Schedules for automated data processing equipment (including firmware), software, supplies, support equipment, and services as included in Schedule 70. GSA issued an interim rule on May 7, 2003 amending the GSA Acquisition Regulation (GSAR). Comments on the interim rule are being analyzed and a final rule is pending.

L. Integrated Reporting Study and Pilot Projects

An Enterprise Architecture is a comprehensive view of what an organization does, how it does it, and how IT supports it. OMB is leading the development of the FEA with the support of GSA and the federal CIO Council. The FEA is a business-focused framework that provides OMB and federal agencies with a way to monitor, analyze, and control federal investments in information technology. The FEA will make possible horizontal (cross-federal) and vertical (federal, state, and local governments) collaboration and communication with respect to IT investments.

The FEA framework is nearing completion and identifies opportunities for federal-wide systems interoperability and collaboration. The FEA reference models are a viable framework to analyze agency IT investments, enabling the government to wisely target inter- and intra-agency collaboration efforts to improve citizen services and streamline government business processes. Each model is constantly updated to reflect evolving government operations. The models are defined at: <http://feapmo.gov/fea.asp> as the:

- Performance Reference Model
- Business Reference Model
- Service Component Reference Model
- Data and Information Reference Model
- Technical Reference Model



As a result of using the FEA last year, OMB identified and targeted redundancies across five federal functions, which have been identified as lines of business (LoB). These LoBs are case management, federal health architecture, financial management, human resources information, and the second phase of E-Grants. Initial analysis of these activities identified hundreds of millions dollars in IT investments that should be reviewed for potential savings. Now underway as pilot projects, the LoB initiatives will enable agencies to implement common business practices and technology solutions. Over the next year, these initiatives will produce new roadmaps outlining best practices for agencies to follow and enable the government to ensure interoperability of the systems. The end result saves taxpayer dollars, measurably reduces the administrative burden, and significantly improves service delivery beginning in FY 2005.

M. Development of Online Tutorial on Government Information and Services (IMLS)

The Institute of Museum and Library Sciences (IMLS), in consultation with the Secretary of Education, OMB, the GSA Administrator, and other relevant agencies will develop an online tutorial for users wanting to learn how to take full advantage of the content found at the Federal Internet Portal, FirstGov.gov. IMLS, OMB, and FirstGov.gov program officials from GSA identified the scope of the tutorial to include information for users on how to quickly and easily find government information as well as identify opportunities for citizens to participate in federal activities.

N. Study on Community Technology Centers

The Department of Education began an evaluation of Community Technology Center practices in March 2003 with its America Connects website (americacconnects.net) which posts best practices of Community Technology Centers (CTC). During FY 2004,

the work will proceed in partnership with the CTC Network and others, to consolidate information and provide outreach to technology centers, public libraries and other institutions that provide internet access to the public along with a database of technology centers throughout the country. The study will identify characteristics of effective CTCs and recommend ways to promulgate best practices with other CTCs.

O. Enhancing Crisis Management through Advanced Information Technology

IT is used to coordinate and facilitate information across multiple channels to improve disaster preparedness, response, and recovery. Section 214 of the E-Government Act charged the Administrator, in consultation with the Federal Emergency Management Agency (FEMA), to complete a study on how IT can be used to enhance crisis preparedness, response, and consequence management of natural and man-made disasters. FEMA (through the Project SAFECOM E-Government initiative) worked with the Department of Defense in conducting this study. A contractor team identified and modeled interoperability technologies and processes at Federal, state, and local levels. Some of the factors SAFECOM documented include, affordability, lead time to implementation (six months or less), compliance to open standards (as certified by nationally recognized standards organizations), and scalability. This effort served the dual purpose of meeting short-term interoperability needs while gathering information to inform the gap analysis work for developing architecture framework for two Presidential E-Government initiatives described below..

Additionally, DHS has held a number of events in which vendors are given the opportunity to present and discuss IT solutions which would assist in crisis preparedness, response, and consequence management of natural and man-made disasters. DHS also issued a request for information (RFI) focused on IT relating to interoperability of public safety communications and is about to issue an RFI relating to information sharing and integration among first responder communities and government jurisdictions.

Section 214 also charges the E-Gov Administrator, in consultation with FEMA, to initiate pilot projects or report to Congress on other activities which further the goal of maximizing the use of IT in disaster management. There are two Presidential interagency E-Government initiatives that directly support and promote improving information sharing between Federal, state, and local public safety officials through maximization of IT, Disaster Management and Project SAFECOM. DHS is the managing partner for these initiatives. Partner agencies for Disaster Management include: DOC, DOD, DOI, DOJ, EPA, HHS, and USDA. Partner agencies for Project SAFECOM include: DoD, DOE, DOI, DOJ, HHS, and USDA. Additional information on both of these initiatives is available at www.egov.gov.

The goal of Disaster Management is to: 1) provide Federal, state and local emergency manager's online access to disaster management-related information, planning, and response tools; and 2) improve first responder interoperability through partnership with the public safety community and industry by developing common standards and an architecture. Disaster Management provides Federal, State, and local

emergency managers, as well as citizens, with online access to disaster management-related information, as well as planning and response tools, making it easier to find disaster assistance information. The DisasterHelp.gov portal has over 11,500 registered users. This portal is in the process of being transitioned to the DHS enterprise-wide portal consolidation effort led out of the DHS CIO office which is expected to be completed mid FY 2004.

At its core, this initiative is working toward achieving interoperability among all types of public safety officials at all levels of government. To date, the first responder toolset has been delivered to nearly 300 collaborative operating groups in 46 states and has been used to respond to more than 30 real-world incidents. Additionally, Federal agencies are expected to coordinate all disaster and emergency management investments, including incident or emergency management systems, through the Disaster Management initiative.

The Project SAFECOM initiative partners with Federal agencies, state, local, and tribal public safety organizations to achieve interoperable wireless communication and information sharing across all levels of government so public safety officials can communicate and share information as they respond to emergencies. The three objectives of this initiative are to: 1) develop standards to promote wireless interoperability; 2) develop a national architecture to assist in the progression towards wireless interoperability; and 3) coordinate the Federal government's wireless interoperability investments and programs.

In conjunction with representatives from the public safety community, SAFECOM developed common grant guidance to be used by all grant programs related to public safety communications. Last year, this guidance was incorporated by grant programs at both COPS and FEMA and Federal agencies with grant programs that address public safety communications were expected to adopt the common grant guidance.

P. Disparities in Access to the Internet

GSA and the National Academy of Science (NAS) are developing a methodology and approach for examining disparities in Internet access and how they influence the effectiveness of online government services. The study will include a review of the nature and causes of disparities in Internet access. The study will also examine how the increase in online government services influences the disparities in Internet access and how technology development and diffusion trends may offset these adverse influences. GSA will work to compile the results of the best studies in the field of disparities of public access to information including existing NAS works. The report will be completed by December 2004.

Q. Common Protocols for Geographic Information Systems

Section 216 of the E-Government Act discusses common protocols for geographic information systems and geospatial data. Geospatial data identifies the geographic location and characteristics of natural or constructed features and boundaries on the Earth. Although a wealth of geospatial information exists, it is often difficult to locate, access, share, and integrate in a timely and efficient manner. Many Federal, state, and local agencies collect and use geospatial data in different formats and standards based on their requirements. This results in wasteful spending, redundant data collection, and can hinder the ability of federal, state, and local governments to effectively and efficiently provide information and services to each other, citizens, and business.

This section charges the E-Gov Administrator, in consultation with the Secretary of the Interior, and working through an interagency group, to facilitate the development of common protocols for the development, acquisition, maintenance, distribution, and application of geographic information. The Federal Geographic Data Committee (FGDC), The FGDC is chaired by the Secretary of the Department of the Interior, with the Deputy Director for Management at OMB, serving as Vice-Chair. It was organized in 1990 under OMB [Circular A-16](#), “Coordination of Geographic Information, and Related Spatial Data Activities”, serves as the interagency group. The FGDC promotes the coordinated use, sharing, and dissemination of geospatial data on a national basis and is composed of representatives from nineteen Cabinet level and independent federal agencies.

Additionally, another key interagency effort underway is the President’s E-Government initiative, Geospatial One-Stop. The goal of this initiative is to promote coordination and alignment of geospatial data collection and maintenance among all levels of government. Specifically, this initiative is working to:

- Facilitate sharing of geospatial information;
- Improve planning for future investments in geospatial data;
- Expand collaborative partnerships that help leverage investments and reduce duplication; and
- Collaborate on the development and implementation of standards that encourage sharing and use of best practices and advance implementation of the National Spatial Data Infrastructure.

Additionally, Geospatial One-Stop is accelerating the development of the National Spatial Data Infrastructure (NSDI), which will provide federal, state, and local governments, as well as private citizens, with “one-stop” access to geospatial data. Interoperability tools, which allow different parties to share data, will be used to migrate current geospatial data from all levels of government to the NSDI, following data standards developed and coordinated through the FGDC using the standards process of the American National Standards Institute.

To date, Geospatial One-Stop has developed a portal for seamless access to geospatial information, provided a number of standards and models for geospatial data, and created an interactive index to geospatial data holdings at federal and non-federal levels. Twenty-four Federal agencies are posting data sets to GeoData.gov with over 214 Federal records posted. Eighteen states have posted data sets representing 213 state records posted with another 2,126 local jurisdiction records posted. OMB will continue to work with GeoSpatial One-Stop and Federal agencies to drive utilization of this initiative.

By making it easier for government officials at all levels to share, coordinate the collection of and gain access to geospatial data, Geospatial One-Stop will help to improve decision making and the delivery of government services. In its first months of operation, the Geospatial One-Stop Portal responded to support several national disaster events including Hurricane Isabel and the California Wild Fires. From one location, users of the portal could access storm tracking, modeling, weather information, satellite images and regional and local mapping services and links to disaster planning web sites.

Geospatial One-Stop will also accelerate cost efficiencies while reducing duplication as governments better allocate their data resources. Additionally, data consistency, compatibility, and easy access will stimulate vendor development of geospatial tools and reduce technology risk for geospatial data users. Over the next six months the current operational portal capabilities will be enhanced and the content and number of network providers of metadata will grow significantly as production metadata harvesting begins. In addition, a schedule for purchasing interoperable portal components will be developed by the Geospatial One-Stop team and released by the GSA.

A contract is being created for Interoperable Geospatial Portal Components. This contract will be available for organizations at all levels of government to acquire interoperable, standards-based geospatial components for use in portals and other applications. This objective is aligned with the E-Government Act, the Federal government's IT management principles, the work being conducted under the Federal Enterprise Architecture, and the OMB policy on creating the NSDI.

R. Compliance with the Government Paperwork Elimination Act

Background

Before the E-Government Act, the primary legislative driver for E-Government was the Government Paperwork Elimination Act (GPEA) of 1998, 44 U.S.C. § 3504. GPEA requires agencies to provide for electronic submission of forms, including electronic signature and proper security. GPEA required agencies by October 21, 2003, to provide for the (1) option of electronic maintenance, submission, or disclosure of information, when practicable as a substitute for paper; and (2) use and acceptance of electronic signatures, when practicable. GPEA states that electronic records and their

related electronic signatures are not to be denied legal effect, validity, or enforceability merely because they are in electronic form.

OMB's Procedures and Guidance on Implementing the Government Paperwork Elimination Act¹⁴ provides guidance for GPEA implementation and required that each agency update annually its plan for implementing GPEA and submit to OMB a summary of that plan. Agencies were asked to build on their existing efforts to implement electronic government, prioritize their implementation based on achieve-ability and net benefit, and coordinate the plan and schedule with their strategic IT planning activities to support program responsibilities consistent with the budget process.

Results and Next Steps

Agencies have been aggressively working to meet the GPEA deadline, focusing on those transactions that will provide the greatest benefit to the citizen. Statistics, as of December 2003, showed that 57% of all government transactions met the GPEA deadline to provide an electronic option. Table One summarizes federal government compliance as of December 2003.

Table One: Summary of Federal Government Compliance

	Percentage	Number of Transactions
Transactions Compliant As of October 21, 2003	56%	4040
Transactions Compliant After October 21, 2003*	12%	898
Transactions that will not be Completed	32%	2249
Total Transactions Reported		7187

*Agencies provided an expected date of completion of 2004 and beyond

However, the GPEA implementation statistics do not provide the complete picture of government-wide compliance:

- GPEA provides agencies the flexibility to determine whether or not a transaction is practicable. For example, there are some paper transactions that are not suitable to do on the web (e.g. customs form filled out on airplane).
- Compliance data include data on both transactions (e.g. forms submitted to the government) and information dissemination activities (e.g. posting of publications on a government website).

Beginning in September of 2000, agencies have been asked to submit an annual status report of their progress in meeting the requirements of GPEA. Table Two summarizes agency compliance as of December 2003. Agency compliance will be continually monitored through the E-Government Act Report and the OMB process for

¹⁴ OMB Memorandum M-00-10, 4/25/00, <http://www.whitehouse.gov/omb/memoranda/m00-10.html>

approving information collections under the Paperwork Reduction Act (PRA, 44 U.S.C. 3501-20). As this report demonstrates, agencies are continuing to make progress on the implementation of GPEA.

In addition to continued agency efforts to work towards GPEA compliance, the Business Gateway Initiative has created an E-forms catalog, which will provide an easy one-stop access to publicly available forms that affect businesses and citizens. The development of this catalog is the first step towards providing agencies with a service to manage their forms electronically.

Table Two: Summary of Agency Compliance

Agency		Total Transactions Reported	Transactions Compliant As of 10/21/03	Transactions Compliant After 10/21/03	Transactions that will not be Completed
USAID	Agency for International Development	57	17	40	0
USDA	Department of Agriculture	509	188	140	181
DOC	Department of Commerce (1)	321	201	54	66
DOD	Department of Defense	137	77	17	43
Education	Department of Education	297	257	2	38
DOE	Department of Energy (2)	93	52	24	17
HHS	Department of Health and Human Services	344	207	44	93
DHS	Department of Homeland Security	277	215	35	27
HUD	Department of Housing and Urban Development	225	132	51	42
DOI	Department of the Interior	299	46	95	158
DOJ	Department of Justice	117	71	32	14
DOL	Department of Labor (3)	408	249	35	124
DOS	Department of State	94	62	19	13
DOT	Department of Transportation	290	290	0	0
Treasury	Department of the Treasury	708	297	50	361
VA	Department of Veteran's Affairs	189	158	5	26
EPA	Environmental Protection Agency	449	103	0	346
GSA	General Services Administration	48	30	9	9
NARA	National Archives and Records Administration	50	18	29	3
NASA	National Aeronautics and Space Administration	12	6	1	5
NSF	National Science Foundation	19	15	3	1
NRC	Nuclear Regulatory Commission	692	565	1	126
OPM	Office of Personnel Management	111	60	28	23
SBA	Small Business Administration	57	38	1	18
SSA	Social Security Administration	219	76	10	133
Other Independent Agencies, Boards, and Commissions					
BBG	Broadcasting Board of Governors	5	3	1	1
CFTC	Commodity Futures Trading Commission	10	3	0	7
CPSC	Consumer Product Safety Commission's	7	3	2	2
CNCS	Corporation for National and Community service	4	3	0	1
EEOC	Equal Employment Opportunity Commission	164	59	101	4
EXIM	Export-Import Bank of the United States	14	4	8	2

Agency		Total Transactions Reported	Transactions Compliant As of 10/21/03	Transactions Compliant After 10/21/03	Transactions that will not be Completed
FAR	Federal Acquisition Regulations	100	98	0	2
FCA	Farm Credit Administration	7	3	0	4
FCC	Federal Communications Commission	80	69	3	8
FDIC	Federal Deposit Insurance Corporation	57	1	4	52
FHFB	Federal Housing Finance Board	7	2	2	3
FLRA	Federal Labor Relations Authority	10	0	0	10
FMC	Federal Maritime Commission	13	13	0	0
FTC	Federal Trade Commission	46	9	2	35
IMSLS	Institute of Museum and Library Services	1	0	0	1
USITC	International Trade Commission	8	5	3	0
MSPB	Merit Systems Protection Board	7	5	2	0
NCUA	National Credit Union Administration	34	16	0	18
NEA	National Endowment for the Arts	8	5	3	0
NEH	National Endowment for the Humanities	10	8	0	2
NLRB	National Labor Relations Board	5	1	4	0
NMB	National Mediation Board	10	9	1	0
OGE	Office of Government Ethics	4	0	4	0
OSC	Office of Special Counsel	2	2	0	0
OSHRC	Occupational Safety and Health Review Commission	1	0	1	0
OPIC	Oversee Private Investment Corporation	21	20	1	0
Peace	Peace Corps	13	3	1	9
RRB	Railroad Retirement Board	159	10	29	120
SEC	Securities and Exchange Commission	313	218	1	94
TVA	Tennessee Valley Authority	45	38	0	7
Total		7187	4040	898	2249

(1) Includes Patent and Trademark Office

(2) Includes Federal Energy Regulatory Commission

(3) Includes Pension Benefit Guaranty Corporation

III. Summary of Agency E-Government Activities

Agency for International Development

Agency Accomplishments

USAID has engaged in many of the E-Government exercises under the Presidential Management Agenda. Working in concert with the State Department, two of the most active E-Government programs at USAID include the overseas deployment of a new accounting system called Phoenix, and the design and purchase of a Procurement Solution (PSIP) aligned with Phoenix and the Department of State's financial management system. Phoenix is fully implemented in Washington and further modules of Phoenix are being rolled out to four pilot missions. PSIP is in the design phase as systems requirements are being refined and documented.

Maintaining Communication

USAID strives to promote the best interests of the public by participating in workgroups such as USAID/Department of State Joint Management Council (JMC). These entities use this forum to develop policy solutions through a variety of shared management challenges in an effort to achieve their unique but parallel missions with more efficiency and effectiveness. The Department has not specified if it works with private or non-profit entities to promote its organizational objectives.

Public Accessibility

USAID ensures information on its website can be accessed by those without internet access by providing this information in hardcopy through the agency printing office.

United States Department of Agriculture

Department Accomplishments

Over the next five years, the USDA plans to develop and implement a modern supply chain management system that will optimize its delivery and execution of its domestic and international food programs. This effort will focus on satisfying the needs of employees, food customers and suppliers by providing the information, tools and resources they need to receive and provide food across the globe. One of the most critical enablers of this transformation will be implementing and using advanced technologies to allow the seamless, transparent and efficient flow of food products throughout the supply chain process.

A COTS solution will be used to achieve objectives of the initiative. The COTS technology platform envisioned for Web-based Supply Chain Management (WBSCM) is in line with private sector technology solutions leveraged by many leading companies.

Additionally, the system is designed so that after completion of initial development and rollout for commodity distribution programs and processed commodity management, it can be extended to USDA's bulk commodity management programs (which includes grain, sugar, and cotton), to replace the current Grain Inventory Management System (GIMS). These programs manage billions of dollars of inventory and touch over \$5 billion of the FSA's budget.

The WBSCM initiative is a cross-agency effort including representatives from all USDA agencies involved in commodity distribution programs (AMS, FAS, FNS, and FSA), as well as the U.S. Agency for International Development (USAID) and the U.S. Department of Transportation's Maritime Administration (MARAD). As part of the process of developing the business case, feedback from USDA business partners and customers across the supply chain process was considered. Planned performance measures include:

- 10-20% reduction in overall staff time devoted to bid and contract management processes.
- 15-25% Reduction in amount of export spoilage and shrinkage.
- 24 x 7 operation, 99.9% overall uptime and reliability.

Other cost savings and benefits include:

Strategic:

- Reduces costs for customers; reduces storage costs paid by school districts for late deliveries.
- Increases food aid and meals: A \$50 million savings would fund the annual cost of the Food Distribution Program on Indian Reservations (FDPIR) and/or USDA portion of millions of school meals.

Financial:

- Reduces total commodity spending (estimated value: \$120 million/year in 3-5 years);
- Reduces transportation costs (estimated value \$22-35 million).
- Reduces inventory and warehouse costs and investments (estimated value: \$0.3-\$0.6 million).
- Reduces information technology cost (estimated value \$5-\$8 million).
- The significant estimated cumulative seven-year benefits of the WBSCM solution, which will deliver additional productivity benefits, are expected to range from \$455-790 million.

Operational:

- Improves timely delivery of USDA commodities and reduces processing cycles.
- Improves collaboration and integration across the Departments.
- Ensures timely financial management and reconciliation and improves reporting capabilities.

Maintaining Communication

USDA puts forth a concerted effort to frequently communicate with three stakeholder groups: employees, business partners, and citizens, around whom the Department's E-Government Strategic Plan is organized. USDA collaborates with these groups through various outreach programs which are used as a means of conducting surveys, usability studies and discussion groups. The Department uses these forums to learn how it can more efficiently use electronic tools to deliver services and information to agricultural producers and consumers.

Public Accessibility

USDA is a business about and for people; the human element in USDA's services — the food inspector, the Extension agent, the county office — will neither be diminished nor displaced by the Internet. The Web will not entirely replace paper-based, phone, or live communications options for those who are dependent on or prefer these means. However, the Internet is a prominent and growing channel for service and product delivery that USDA must embrace. In our vision, Web-based technology will be used to support, supplement, and enhance the more meaningful personal interactions between citizens, business partners, and USDA employees.

USDA's mission includes economic and community development for rural communities as well as food assistance programs for poor children and families. Lack of access to technology and technical skills in an era dominated by electronic change threatens economic opportunity and social inclusion. USDA is doing many things to help bridge the "digital divide." Cognizant of our mission and this goal, USDA assessed the readiness of its core citizen customers for E-Government and their level of Internet access. Some highlights are shared in the table below:

Major USDA Citizen Group	Estimated # of Customers	Internet Access
Farmers/Producers	2.2 Million	43%
Rural Communities & Businesses	2.5 Million (direct), 50 Million (indirect)	39%
Children	30 Million	89%
Low-Income Families & Individuals (\$15-\$25K/yr)	20 Million	24%
Landowners and Conservationists	10 Million	N/A
All Americans	285 Million	44%

Department of Commerce

Department Accomplishments

For the 2002 Economic Census, the Census Bureau offered electronic reporting to all 3.5 million participating businesses. In an innovative use of XML and a meta data repository, businesses were able to download forms from the Internet, and file them on

the Census Bureau's Web site. More than 50,000 online requests for extensions, re-mails, and additional form requests have been made using the Census Web site. Further, the Census Bureau provides one-stop access to the most popular Bureau data and products through the Internet.

Finally, the National Oceanic and Atmospheric Administration (NOAA) Center for Operational Oceanographic Products is working with a private company to develop data delivery techniques for cell phones and personal data assistants. While still in the experimental stages, it is expected tides and water level data will be available to users who can simply download the information to their personal electronic devices.

Maintaining Communication

In FY2003, DOC collaborated with a variety of groups interested in finding new ways of using IT to identify and to address the needs of the public. DOC organized user groups and forums to offer the public the opportunity to voice their needs and concerns. The Department continuously works with government officials from all levels to develop new tools and procedures for its IT infrastructure.

Public Accessibility

DOC makes information about its services and products available to those without internet access in hardcopy format as well as by phone, fax and CD-ROM. Examples of other non-Internet services include the National Weather Service (NWS) disseminating observations, forecasts, and warnings available to the mass media for widespread distribution through the NOAA Weather Radio and via the Family of Services (FOS), which provides external users access to weather information through a collection of data services. Text products are disseminated to NWS partners using the Satellite Broadcast Network, NOAA Weather Radio (NWR), and the NOAA Weather Wire System (NWWS). NWS's Alaska region operates a system called the "Alaska Weather Line" (AWL). The AWL is an interactive system that provides toll-free telephone access to weather information throughout the state. There is no Internet dependency for the AWL operation.

Department of Defense

Department Accomplishments

DoD's Central Contractor Registration (CCR) has been so successful in reducing the registration efforts of vendors for DoD contracts that OMB mandated the use of CCR throughout the federal government as of October 1, 2003. CCR is Section 508 compliant, and through the CCR Help Desk, individuals without internet access can register with CCR. CCR supports the expansion of E-Government by serving as the single repository for vendor business information, including electronic payment data, for the entire federal government.

DoD is also leading an initiative to better anticipate the impacts of emerging information technologies through a web-based Community of Practice. This project, titled Technology, leverages the combined efforts of the Air Force, DoD, industry, and academic communities in a synergistic manner to study the military implications of commercial information technologies. The Technology project performed two case studies in 2003 and is poised to expand to broader communities of interest and a broader set of information technologies.

Another significant cross-agency collaboration effort is occurring with GSA's SmartBUY initiative. The broad success of the DoD Enterprise Software Initiative is providing lessons learned to execute SmartBUY and successfully leverage the federal government's immense purchasing power to drive down software prices.

Maintaining Communication

DoD is also heavily engaged in leveraging standards to meet mission requirements through enhanced interoperability while reducing the cost of IT systems through the promotion and use of commercial standards. As the DOD Executive Agent for IT Standards, the Defense Information Systems Agency (DISA) works with the Institute for Electronics and Electrical Engineering (IEEE), the International Standards Organization (ISO), and many other similar groups to ensure that the needs of DOD and the federal government are addressed in standards. DISA also works with the National Institute for Standards and Technology (NIST) and the Department of Homeland Security on certain non-governmental standards to promote effective communications for critical governmental functions.

Public Accessibility

To ensure that the availability of government information and services is not diminished for those without internet access, DoD and its components continue to respond to a wide range of queries and contacts through traditional media, such as telephone, mail, fax, and personal contacts. In addition, DoD routinely distributes information to the public via hard copy publications and normal distributions through the print and electronic media (e.g., press releases).

Other ways DoD provides information related to E-Government initiatives include the Central Contractor Registration (CCR) Help Desk and the Defense Technical Information Center (DTIC) reference staff. For government agencies that require access to the CCR database but do not have access to the Internet, the CCR Program Office can supply CDROM versions of the CCR database on a monthly basis. The DTIC reference staff performs database searches and produces printed results for those users who cannot or do not wish to search via the Internet.

Department of Education

Department Accomplishments

The September redesign of www.ed.gov integrated No Child Left Behind and ed.gov into a single, more engaging and aesthetically appealing website. This integration established a common look and feel across the site, thereby creating a recognizable branding for ED.gov and No Child Left Behind. The redesign offers "information paths" for our most frequent visitors -- students, parents, teachers, and administrators -- and standardizes navigation to make it easier for visitors to find their way around the site and locate what users are looking for. The new site is more robust than its predecessor, and unscheduled downtime has dropped by 34%.

The Department of Education has continued to focus on its on-line services to customers. During FY 2003, the Department expanded public access to grants, loans, and research information through improvements in electronic transactions. 100% of the Department's Title IV loan programs provide online capability. In addition to the fact that the eligibility application (FAFSA) is available online, students and parents can also complete and sign loan applications/promissory notes online. Fifty-seven percent (105 competitions) of the Department's FY 2003 grant competitions provided the capability for applicants to submit electronic applications using the Department's e-Application system, which is an increase over the 31% of programs that provided this capability in FY 2002. This is the fourth year that the Department's e-Application system for grants has been available. The e-Application system supports all of the Department's standard grant forms and has been modified to support additional program specific grant forms and requirements for grant programs that do not use the Department's standard forms and application process.

The Department of Education has launched the Performance-Based Management Initiative (PBDMI) to provide a central data repository of performance information for federal grant programs. PBDMI will include analytic tools so that users will have easy access to performance information and an electronic survey tool to accommodate unique information requirements. PBDMI is a system for measuring student achievement by: 1) providing an integrated, Web-based collection of timely data on student achievement and educational outcomes; 2) eliminating existing reporting burdens that divert State and local school resources from their educational mission; and 3) assisting in analysis of data on educational results to identify performance trends and inform management, budget, and policy decisions.

Implementation of the system will help lay the groundwork for shifting the Department's emphasis from focusing on compliance with procedural requirements to a focus on actual student achievement. All the State Educational Agencies (SEAs) will use the PBDMI system to provide required performance information to ED. The system will be available to ED staff to obtain performance information. In addition, it is envisioned that selected information will be provided to the public through the Internet. It is anticipated that the reduction in the reporting burden achieved by PBDMI will promote the redirection of State and local resources from responding to collection requests to addressing core mission objectives.

Maintaining Communication

From the Electronic Access Conferences to the Software Developers Conference, the Department of Education, Federal Student Aid (FSA) annually hosts thousands of financial aid professionals from across the nation at conferences and events designed to promote dialogue on IT updates, industry best practices, recent developments and process improvements. In addition, FSA constituencies can access any one of several websites developed and maintained by FSA to receive real-time information on issues impacting student aid.

Public Accessibility

Customers who do not have access to the Internet may still receive Department of Education information and services via toll-free telephone (including a TTY number), fax, and mail from ED Pubs. In addition, multi-lingual customer service representatives answer all ED Pubs toll-free telephone lines. Upon request, ED Pubs provides publications in alternate formats such as Braille and large print for customers who need special services. The Department also has an Information Resource Center (IRC) that links families, schools and communities to education information. As a central entry point for the U.S. Department of Education through 1-800-USA-LEARN and usa_learn@ed.gov, the IRC assists Principal Offices and initiatives in reaching their customers. The IRC is staffed with a team of experienced information specialists who provide customers with the latest education information. In addition, the Department offers optional grant electronic submission for most programs that use the Department's e-Application system, and there is a waiver process for programs that may require electronic submission.

Department of Energy

Department Accomplishments

To accomplish the Department of Energy's (DOE) unique E-Government initiatives, DOE developed Project IDEA (Innovative Department of Energy E-Government Applications), which includes agency-specific E-Government investments. Sample initiatives identified below enable the agency to move forward in meeting its strategic goals. DOE has completed one project and initiated seven of its nineteen original IDEA initiatives.

DOE has redesigned its website to be organized around the principle Departmental strategic objectives and standardizes the layout of individual program office web sites. The new departmental web presence initiative has been deployed and is fully operational. This project was completed in FY 2003. This initiative supports DOE Strategic Corporate Management Goals & Objectives: "Advocate and implement E-Government citizen service delivery. Performance metrics include:

- 50% increase in number of user's sessions in the first six months of operation

- over the existing energy.gov usage.
- 100% increase at the conclusion of the first year, and a 200% increase by the end of the second year of operation.
- Reduction of 50% in request for users request for general information (vice detailed information) submitted to the DOE Webmaster within six months of operation. 75% reduction by the end of the first year of operation.
- In the first six months of operation, program offices will submit collectively, on average, one article per day for posting to the new Departmental site, an average of two submittals per day at the end of the first year of operation, three per day by the end of the first year of operation.
- Public can find 95% of all information they seek on Departmental services and data within three clicks.

The goals and objectives of I-MANAGE/STARS and I-MANAGE outlined in the DOE 2004 Annual Performance Plan are directly and indirectly supported by the Standard Accounting and Report System (STARS) and the Standard Budget System (SBS) through best practices for budget planning, budget execution, financial accounting and reporting. These new systems will provide integrated information processing capabilities to better plan, budget, manage, and measure the performance of program activities. This initiative supports DOE Strategic Corporate Management Goals & Objectives to: “Demonstrate excellence in the management of the Department’s human, financial, physical and information assets” and will help meet the Departmental Strategic Objectives to:

- Achieve an effective and efficient management of the Department of Energy by implementing the President’s Management Agenda initiatives by taking advantage of industry best practices resident in the application.
- Implement the President’s E-Government initiatives” using applications built upon Oracle’s Internet Computing Architecture (ICA) and through alignment with the Department’s Enterprise Information Architecture.

Two of the Department’s Goals for Corporate Management are heavily dependent on the successful implementation of these systems:

- Management of the Department’s financial resources and other assets, attainment of an unqualified audit opinion, and integration of financial, budget and program information will rely on a successful implementation of the STARS system. A significant risk to the Department will be avoided by replacing existing legacy system hardware and software.
- Full integration of the Department’s budget and performance will rely on the power, flexibility, and scalability of the STARS System architecture and software.

Performance metrics to assess effectiveness of this initiative are:

- Implement major project development and implementation milestones on schedule and within budget.

- Obtain an unqualified audit opinion on the Department's financial statements.
- Demonstrate integration by eliminating redundant data files, crosswalk tables, and manual interfaces.

The I-MANAGE Data Warehouse will enable progress toward agency objectives, strategic goals, and statutory mandates by eliminating manual data calls, increasing accessibility to data, decreasing response time to ad-hoc queries, linking transactional systems with related data, reducing the need for paper reports, and increasing the quality and consistency of data. System requirements have been drafted and circulated for comment. Performance metrics for this initiative include:

- 50% of data calls eliminated because information is retrieved from I-MANAGE Data Warehouse.
- Senior management utilization of the Data Warehouse for formulating information in a timely manner.

e-Assessment of Foreign Owned, Controlled or Influenced (FOCI) Companies automates FOCI Companies' determination process and aids the Department in reducing adverse security incidents. New Authentix password software has been fully integrated into the FOCI processing site. Efforts continue in the areas of graphics and related programming, Section 508 compliance, documentation of software development, and data entry for the historical FOCI determinations.

This initiative supports DOE Strategic Corporate Management Goals & Objectives to "manage information technology systems and infrastructure to improve the Department's efficiency and effectiveness." Performance metrics used to assess the effectiveness of this initiative are:

- Database populated 50%, analytical tools work begins, and all submission types can be accommodated.
- Electronic signatures added to system.

Maintaining Communication

The Office of the Chief Information Officer provides overall leadership and direction for the Departments electronic government initiatives through the Information Technology Leadership Council, the Innovative Department of Energy E-Government Applications (IDEA) Task Force, and the Capital Planning and Investment Control process (CPIC). The CIO serves on several E-Government inter and intra - governmental working groups to promote cross agency collaboration in the area of E-Government, while maintaining a continued dialogue with local, state, private and non-profit sectors.

Public Accessibility

DOE's Office of Public Affairs redeployed the agency's Internet Web site and other outreach programs (i.e., print media) to ensure the availability of program specific

information to all segments of the public in compliance with Section 508 of the rehabilitation Act.

Environmental Protection Agency

Agency Accomplishments

Over the past 14 months, the Environmental Protection Agency (EPA) has focused tremendous effort on creating the National Environmental Information Exchange Network (the Exchange Network). The Exchange Network, supported by a congressionally authorized \$20 million state grant mechanism, is an innovative model for exchanging environmental, health, and natural resource information among partner organizations. It revolutionizes the management of environmental information across the U.S.. Over the next three-to-five years, the Exchange Network will increase efficiency, improve the quality of environmental data, provide agencies and the public with ready access to these data, and increase their ability to employ this information to protect public health and the environment. The Exchange Network will be standards based, highly interconnected, dynamic, flexible and secure, and will operate with the broad-based voluntary participation of individual states and EPA. The Exchange Network offers a modern, innovative, and technologically feasible answer to many of the problems posed by incompatible and difficult-to-use information systems of the past. It is not just another new technology initiative, but instead represents a change in the way environmental agencies do business. The Exchange Network has working groups to assist in key areas and support activities that are staffed by EPA and state staff. Central Data Exchange (CDX) serves as EPA's gateway or "node" on the Exchange Network, providing a single point of exchange between EPA and our state, tribal, local, and federal agency partners on the Network. CDX staff also serve as EPA's technical support team to states and other partners in validating their technical solutions to the Network, as well as testing and deploying Exchange Network standards.

Maintaining Communication

EPA strives to promote dialogue among itself, state, local, and tribal governments and industry in an effort to identify and development new ways of using IT to meet the environmental needs of the public. In FY 2003, the Administration supported this objective by creating various workgroups and the CDX to enable interested parties to communicate with more ease. EPA has promoted interagency collaboration by consulting with other federal agencies to develop a universal web-based application that enables the public to find, view, understand and comment on federal regulatory actions and in turn enhance their participation in the federal regulatory process.

Public Accessibility

EPA maintains a network of libraries in 24 locations across the United States that provides access to Agency documents and information on-site. Citizens without Internet access are also encouraged to visit one of the nearly 1,300 federal Depository Libraries

for assistance in accessing and using government information. These federal Depository Libraries provide access to the Internet as well as a collection of printed documents made available through the U.S. Government Printing Office.

General Services Administration

Agency Accomplishments

The General Service Administration's (GSA) 3GS Program demonstrates good progress in GSA's efforts to use IT to align agency goals with customer needs. The program unifies as well as increases the accountability of the government's financial activities. GSA has partnered with industry, federal government and consumer representatives to establish a clear understanding of how GSA officials should proceed to develop a robust IT system that meets user needs. GSA believes this program will alleviate the financial burden placed on taxpayers because this program replaces numerous legacy systems and reduces the maintenance costs of IT systems.

Maintaining Communication

GSA finds new ways to improve service to the public by collaborating with representatives from state and local governments, trade associations, academia and the private sector. The Administration supports this objective by facilitating workgroups and conferences that allow the aforementioned parties to exchange information regarding new IT products as well as best practices.

Public Accessibility

GSA makes certain that information and services mentioned via its Website are also available to those without internet access. GSA also provides information and services by mail or phone, and through local government offices. The federal information program was initiated to respond to citizens' questions about federal agencies, programs, and services as part of President Lyndon Johnson's "war on gobbledygook." From its beginnings in a federal building lobby in Atlanta, it has expanded to respond to about 3 million inquiries per year through its toll-free telephone number, 1-800-688-9889 (1-800-326-2996 for TDY users). This center provides information and documents to phone callers about GSA and other federal programs. GSA also operates the federal Relay Service to provide phone access to persons who are hearing impaired through TTY to voice conversion.

Department of Homeland Security

Department Accomplishments

The Department of Homeland Security (DHS) uses IT and E-Government in a number of ways to meet both its primary homeland security missions such as securing our nation's borders, ports, and transportation systems as well as its other non-homeland

security responsibilities such as providing services to immigrants and providing disaster assistance. DHS's development and implementation of the Student and Exchange Visitor Information System (SEVIS) exemplifies how the Department has used IT to remain proactive. Officials have not only used the SEVIS software to document and maintain an accurate status of foreign students and their dependents in the U.S. but, to also respond more quickly to students who may have violated immigration laws by overstaying their visas or failure to maintain their status. DHS has used measurements to evaluate the success of this program which range from percentage of leads that are generated into investigative cases based on students who have violated their stay to percentage of re-certifications that are completed in accordance with 2-year requirement. The Department has indicated that this program will reduce monitoring costs of foreign students from \$4.5 million annually to \$.8 million.

Maintaining Communication

The Department of Homeland Security (DHS) promotes an ongoing dialogue with numerous parties to identify new ways of using IT to better serve the public. DHS participation in the federal CIO Council offers its officials the opportunity to interact with IT professionals within the federal government. Its National Association of State CIOs (NASCIO) membership allows the Department to strengthen its ties with state and local governments. Furthermore, DHS has formed alliances with private entities through its involvement in the Industry Advisory Council as well as the Private Sector Council.

Public Accessibility

Departmental documents are available on the Department's website, www.dhs.gov, and in paper format. Additionally, information is disseminated via public service announcements in print, radio, and television mediums; there are telephone centers available to discuss questions citizens may have, such as 1-800-BE-READY; press releases; and by Departmental officials at public forums.

Department of Housing and Urban Development

Department Accomplishments

The Department of Housing and Urban Development's (HUD) progress with IT is exemplified by the manner it has used these resources to distribute information to low-income individuals in the presence of service delivery barriers and to increase public awareness of program performance through its website (<http://www.hud.gov>). Through HUD's Public Access Technology (PAT) initiative, the Department offers free internet access to its website via public kiosks so individuals may learn about the Department's services and products. HUD officials estimate that 300,000 citizens used these kiosks in FY2003.

HUD initiated Home.gov, a multi-agency project that will make it easy for citizens to find and buy federally-owned homes. HUD is the managing partner and

USDA and VA are partner agencies. Homes.gov will provide an online sales capability to streamline the current federal sales process. More importantly, the initiative will increase both agency and buyer/consumer access by offering better search capability, ease of access and quality of information. Homes.gov will also reduce redundant websites, and enhance communications through built-in common business rules.

The Credit Alert Interactive Voice Response System (CAIVRS) is a HUD-initiated federal government interagency shared database used to alert participating federal lending agencies when an applicant for credit benefits has a federal lien judgment or a federal loan which is currently in default or foreclosure. CAIVRS allows authorized employees of participating federal agencies to access a shared database of delinquent federal borrowers for the purpose of pre-screening direct loan applicants for credit worthiness, and access the delinquent borrower database for the purpose of pre-screening the credit worthiness of applicants for federally guaranteed loans. CAIVRS reduces the risk of endorsing a mortgage for FHA insurance without knowledge of previous delinquencies or defaults in federal programs. Agencies access CAIVRS via the FHA Connection. CAIVRS has realized over \$215 million in loss avoidance annually since 1988 and it is anticipated similar savings will be realized in the future.

Maintaining Communication

HUD strives to maintain an ongoing dialogue with public interest groups, industry, other government entities as well as public organizations. The Department facilitates meetings with non-profit and public entities in an effort to promote a free exchange about IT and how they can be applied to address public needs. Furthermore, Department representatives regularly meet with developers and lenders to learn how technologies can be applied to deliver their services and products to citizens in less time and at lower costs. Subsequently, this combination of efforts has enabled HUD to use IT as an instrument for targeting the needs of low-income individuals with greater efficiency.

Public Accessibility

HUD notes that it has put forth a concerted effort to serve millions of low and moderate income households, and is sensitive to the challenges created by the “Digital Divide.” The Department addresses this “Divide” by maintaining an extensive field staff to answer questions and to provide assistance over the phone or through face-to-face contact for those without Internet access. HUD has also placed 106 touch-screen kiosks in public places throughout the country to provide basic information about HUD programs and services to citizens. HUD's outreach efforts are further supplemented through events (e.g., local homeownership fairs) sponsored by HUD business partners who disseminate HUD program information.

HUD's Community Planning and Development programs have taken several steps to make program accomplishment data available to the public. For example, the HOME program's performance “Snapshots” and other production reports encourage State and

local grantees to improve performance by comparing their performance to other grantees through quarterly program and individual grantee performance reports. HUD also uses its website to post actual expenditure data for each of the more than 1,100 State and local governments that receive Community Development Block Grant (CDBG) funds. The public can evaluate a grantee's actual use of CDBG funds accounting for more than 90 different eligible categories. HUD will continue to make performance data more transparent in an effort to improve accountability and focus on results.

Department of Health and Human Services

Department Accomplishments

The Centers for Medicare & Medicaid Services (CMS) is currently implementing the Next Generation Desktop (NGD). The NGD is a computer application that is used by customer service representatives and CMS to answer telephone and written inquiries from Medicare beneficiaries and providers. The NGD increases operational efficiency by handling both beneficiary and provider inquiries via a single application vs. the multiple applications in use today. By leveraging existing NGD infrastructure, providers can access claims status information over the internet and beneficiaries can access enrollment and eligibility information. The cost of completing an internet transaction is pennies verses dollars to answer a telephone inquiry.

The Electronic Health Record (EHR) project is a key component of the IHS E-Health Initiative, which supports IHS Strategic Objective to provide quality health information for decision making to patients, providers and communities through improved information systems. As stated in the IHS E-Health Initiative proposal to the HHS, “the project will deliver a software package that include an easy to use graphical user interface, clinical features, and decision support tools for improved clinical management of diabetes (year 1), asthma (year 1), cardiovascular disease (year 2), HIV/AIDS (year 2) and alcohol/substance abuse (year 3)...”

The E-Health Initiative will demonstrate how successful development and deployment of an inclusive electronic health record designed for provider use can improve the delivery of preventive services and assist in the management of chronic disease conditions to help patients remain healthy and out of the hospital. Five chronic diseases were originally identified in December 2002 as representing our long term measures of increased compliance with clinical practice guidelines: diabetes, asthma, cardiovascular disease, HIV/AIDS, and alcohol/substance abuse. For this long-term measure, HHS has substituted obesity as the fifth measure; the alcohol/substance abuse measure will be tracked in Long-Term Measure #3 Behavioral Health System Improvement (see below).

Clinical guideline compliance has been documented in the IHS Strategic Plan and as indicators in the IHS Annual Performance Plan to Congress. Diabetes has been base lined, using RPMS diabetes case management and GPRA+ Clinical Indicator Reporting software applications. Three of these diseases, asthma, cardiovascular disease and obesity

were base lined in FY 2003 using GPRA+ and additional case management software. HIV care will have a baseline available in FY 2004 as well as a new case management application.

The IHS has a limited number of specific annual performance measures that can demonstrate progress towards achieving the long-term goals established for RPMS. The *IHS Information Resources Management Plan 2003-2008* and the Annual IHS Government Performance Results Act (GPRA) Performance Plan include key annual performance goals for RPMS. These annual performance measures are drivers for current and future RPMS development and enhancements. These performance measures reflect long-term goals and strategies from the IHS Strategic Plan. In addition, ITSC produces an Annual Work Plan that includes the development and deployment of the software tools that are needed to support the delivery of these annual performance measures.

Other partners who collaborate with the IHS on the EHR E-Government initiatives, include the following:

- Information Systems Advisory Committee
- Professional Specialty Groups (PSGs)
- Tribes and Urban Programs
- Contractors
- Veterans' Health Affairs (VHA)
- Agency for Health Care Research and Quality (AHRQ)

Maintaining Communication

Administration for Children and Families (ACF) was the lead agency in formulating the HHS Reverse Vendor Fair. This event brought together HHS IT staff and IT vendors for the purpose of exploring business opportunities and innovative technology. ACF engages in numerous outreach and promotes conferences with IT workshops devoted to grantee (state, local and private and non-profit sectors represented). Workshops allow for the exchange of IT related information

The Food and Drug Administration maintains an ongoing dialogue with its regulated industry and other federal, state and local agencies regarding IT through many diverse mechanisms; of which the following are more prominent examples:

- Participation with Pharma and BioPharma in collaborative discussions on common standards and approaches to IT.
- Innovative use of Cooperative Research and Development Agreements (CRADAs) to establish partnerships with the Private and non-profit sectors.
- Participation in the International Conference on Harmonization (ICH) to develop electronic submission standards positively impacting U.S. and international governments as well as Industry.

All HHS operating divisions participate on the HHS Data Council to collaboratively arrive at data standards and common projects (such as the Patient Safety Network) that support common objectives in support of the safety and health of the public. Finally, many HHS operating divisions are active in the Consolidated Health Informatics and developing federal Health Architecture E-Gov initiatives, the National Committee on Vital and Health Statistics, and national standards development.

Public Accessibility

HHS maintains accessibility to Department services and information in a variety of ways. One example is at the Centers for Disease Control and Prevention (CDC), which provides equivalent information through the agency administered hotlines (e.g. HIV/AIDS, STD, immunization hotline), clearinghouses (e.g. NPIN and NIOSHTIC), and the CDC Voice/Fax Information Service which provides automated telephonic information and fax-back of documents. CDC recently released a request for proposal to industry to consolidate all hotlines into one consumer response center for all health topics. CDC also participates in the depository libraries at the Department.

Furthermore, the National Library of Medicine (NLM) has launched several major consumer websites. These websites include MedlinePlus, ClinicalTrials.gov, ToxTown, NIHSeniorHealth.gov, Household Products Database, and the Genetics Home Reference. All are specifically designed to provide the American public with reliable, high quality health information. MedlinePlus usage grew between FY 2002 and FY 2003 from 116 million page views to 214 million; and from 9.5 million unique visitors to over 16 million. NLM collaborates with all NIH Institutes, HHS components, and other government agencies in developing these resources.

Department of Interior

Department Accomplishments

E-Planning is an initiative led by the Bureau of Land Management (BLM) to use technology to assist the land use planning and NEPA processes. E-Planning is based on web, relational database, dynamic content management, project team management, and Geographic Information Systems (GIS) technology. The goal of the project is to develop interactive planning and NEPA documents/web sites, and to facilitate collaboration with the public to review draft and final Resource Management Plans; submit and respond to comments; and publish web, CD, and hardcopy versions of planning documents. Performance measures used to assess the effectiveness of E-Planning implementation includes:

- Percentage of land use plans and associated NEPA analysis available on the Internet for review, query, comment, analysis;
- Percentage of planning dollars allocated to printing costs (a measure of savings);
- Number of E-Planning pilot participations satisfied with application and

- contribution to performance in land use planning;
- Percentage of desired stakeholders (DOI, non-DOI) using E-Planning tools; and
- Number of concurrent users supported.

BLM is the managing partner and the Forest Service, the Army Corps of Engineers, the Air Force, Mineral and Mining Service, and the Council of Environmental Quality are also involved in the initiative. BLM completed a return on investment analysis based on costs of preparing and publishing Resource Management Plans in its field offices. Over the 10 year lifecycle of the project, a very conservative \$8.25 million can be saved on printing and mailing some 116 land use plans and \$2.6 million can be saved on developing HTML code for planning websites. Similar savings may result for other agencies that elect to use the software.

DOI's application of IT exemplifies the degree of savings E-Government can bring to taxpayers. For example, the Department's LANDFIRE IT system helps to implement the National Fire Plan and the President's Healthy Forests Initiative by providing geospatial data and predictive models required for characterizing vegetation, fuel conditions, and fire regime conditions throughout the country. DOI officials will evaluate the potential of this project by the following factors:

- Number of acres in a fire regime elevated to a better condition;
- Number of acres restored or enhanced to achieve desirable habitat conservation outcomes;
- Percent of communities applying project technologies.

The Department has calculated that the application of the LANDFIRE project is expected to reduce annual property damage caused by wildfires by \$18.5 million.

Maintaining Communication

DOI maintains an ongoing dialogue with other sectors of government, private industry and citizen groups through its outreach and consultation efforts as well as public meetings. DOI relies on these activities to enhance its understanding of client needs and to determine what innovative technologies should be developed and implemented to better meet them.

Public Accessibility

The Internet is an important and growing channel for Interior and other organizations to communicate and conduct business with customers and stakeholders. However, DOI continues to maintain all of its other existing channels of communication and information distribution. As a field-based organization with over 2,400 field stations across the country, Interior, through its bureaus and offices, works closely with the communities it serves on a daily basis. DOI deals with many of its customers on a face-to-face basis by providing information and services in a direct manner to the millions of visitors to National Parks, National Wildlife Refuges, Public Lands and other recreational

facilities. DOI holds numerous public meetings and consultation sessions to gain public input on our policies and decisions. Finally, DOI holds formal consultation meetings with the tribal governments to which Interior has trust obligations, and provides products and services and scientific information to a wide variety of partners.

Department of Justice

Department Accomplishments

The Department of Justice's (DOJ) application of IT exemplifies how electronic government can enhance citizen services. The Drug Enforcement Administration (DEA) Office of Diversion Control initiative titled: The Electronic Prescription for Controlled Substances (EPCS) Controlled Substances Ordering System (CSOS) will facilitate the electronic transfer of prescription information from prescriber to pharmacy, and allow secure electronic versions of order forms to replace the current paper version form. Specifically, DEA is establishing standards and a Public Key Infrastructure (PKI) to issue digital certificates that will allow health care practitioners and supply chain organizations to transform their transaction processes away from paper to electronic transmission.

The Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) Firearms Integrated Technology (FIT) initiative is another good example of how DOJ is implementing E-Government. The ATF is pursuing an integrated regulatory and enforcement strategy to provide electronic filing capabilities for the regulated industries, law enforcement agencies, and the public so that required forms and reports can be filed using secure internet transactions. Through the FIT program, ATF will consolidate common data elements of over 20 stand-alone systems that support gun tracing, regulatory licensing and permitting data analysis, and data storage, including On-Line Lead, the firearms and explosives licensing system and the Firearms Tracing System. This will result in faster processing of legal firearms transactions regulated by ATF, as well as improved ability for law enforcement to investigate illegal firearms transactions.

Maintaining Communication

DOJ maintains ongoing dialogue with interested parties to improve the delivery of government information and services and to enhance understanding of best practices and innovative approaches in acquiring, using and managing information resources. Dialogue is conducted through working groups, task forces, agency IT committees, and professional associations. The Advisory Policy Board (APB) at the Criminal Justice Information Services (CJIS) reviews policy issues and appropriate technical and operational issues related to the FBI's CJIS Division programs and makes recommendations to the Director of the FBI. Meeting at least twice a year, the APB is composed of representatives from criminal justice agencies throughout the United States. The Global Justice Information Sharing Initiative Global Advisory Committee (GAC) helps guide and facilitate the nation's efforts to improve information sharing across the criminal justice community. During the past year, the Committee made a series of

recommendations to the Attorney General on strategies to improve intelligence-based policing capabilities in the U.S.

Public Accessibility

DOJ ensures that information about its activities is available to those without Internet access by also providing it in paper form, fax, via call centers, and in local government offices. One example is at the U.S. Marshals Service (USMS), which through a variety of USMS publications provides information to other federal, local, tribal and state law enforcement agencies, local detention facilities, businesses that provide services to the agency, and members of the public interested in Marshals Service activities.

Department of Labor

Department Accomplishments

The Department of Labor's (DOL) use of IT, through its Internet Payment Platform (IPP) and Statistical Data Collection/ Information Dissemination Programs, demonstrates how E-Government can reduce costs and promote efficiency. IPP decreases the burden of taxpayers by unifying the tracking and payment of vendor invoices and enabling cost savings through timely payment of vendor invoices and streamlined workflow processes which offer payment discounts. This new IT program system will increase the value of DOL data by reducing the distribution and analysis of critical information and allowing researchers and policy makers to make informed decisions sooner.

Maintaining Communication

DOL has aimed to find new ways of using IT to better serve the public by facilitating committee and workgroup meetings with academics and industry representatives. Advisory councils and alliances are some examples of how DOL communicates with its stakeholders. The Bureau of Labor Statistics (BLS) maintains an on-going dialogue with interested parties through a variety of advisory committees and partnerships that include the Business Research Advisory Council, Labor Research Advisory Council, and the Federal Economic Statistics Advisory Committee. These advisory bodies include members from the private and public sectors and help provide the BLS with forums to discuss a variety of statistical issues and technical issues, including some IT issues. Feedback from data users via telephone and e-mail is also a source for identifying areas where there is need or opportunity for IT improvements. The Employee Benefits Security Administration (EBSA) has regularly scheduled meetings with the ERISA Advisory Council, which provides suggestions on how EBSA can increase its effectiveness in improving its interaction with the public, which includes the use of Information Technology. The Mine Safety and Health Administration (MSHA) has formed four health and safety "alliances" with stakeholder groups – formal agreements to work together to foster a culture of accident prevention in mines nationwide. These

signed agreements typically address cooperative efforts to use IT to assist in pinpointing areas of concern and the on-line dissemination of best practices.

Public Accessibility

Members of the public can call or visit any of the Department's agency offices located throughout the country and can obtain paper copies of any material listed on DOL and Agency Websites. Since its inauguration on Labor Day 2001, the National Call Center has responded to 2.4 million calls and over 40,000 e-mails from employers and employees. Call volume is currently running at a 1.2 million annual rate. Eighty percent of all calls were answered within 30 seconds by a "live", trained customer service representative (CSR). English and Spanish speaking CSRs are on site, and near instant service is available for over 140 additional languages. The Call Center operates 8 a.m. to 8 p.m. to accommodate the West Coast time zones, and operates a 24/7 emergency line for OSHA-related questions. During FY 2002, a pilot program designed to train and employ individuals with significant disabilities on-site at the Call Center facility was implemented. During FY 2003, a pilot with DOL's Office of Disability Employment Policy (ODEP) and a grantee to train and utilize remote, home based CSRs with significant disabilities was implemented. A multi-layered Quality Control system has been established to ensure timely, consistent, accurate and polite service, and customer satisfaction surveys rate highly. The initiative consolidates and streamlines more than three hundred (1-800) agency level lines and stove-piped agency call centers, and improves service to the public.

National Aeronautics and Space Administration

Department Accomplishments

The National Aeronautics and Space Administration's (NASA) progress in implementing E-Government is reflected by its development and implementation of its Employees Benefits System (NEBS). This IT system has reduced the financial burden placed on taxpayers by automating the delivery and reporting of federal employee benefits and retirement information for its workforce. NEBS has promoted cost-efficiency by translating employee personnel data in a unified fashion to produce a comprehensive report on individual employee benefits. The Administration has evaluated this project by identifying the number of employee records that are compiled through this system. Preliminary cost-benefit analysis has indicated that NEBS will enable NASA to deliver unlimited on-line benefit statements each year at a cost of at least 80% less than the cost incurred by the average private sector organization.

Maintaining Communication

NASA regularly partners with various groups to discuss how information technology may be used to better meet citizen needs. For instance, NASA officials meet with industry representatives to understand how it Department can apply new IT solutions. It has also formed alliances with other federal agencies, through the federal

CIO Council, to learn about their IT best practices and how they may be incorporated into NASA's activities. Just as NASA actively investigates what technologies are available to meet the needs of the public, it relies on technology to enable American citizens to offer feedback about NASA's activities.

Public Accessibility

NASA is committed to providing Agency information and services to all citizens, including those without access to the Internet. The Agency continues to provide its most important documents, including scientific and technical publications, to the American public through our participation in the federal Depository Library Program. In addition, NASA provides information, materials, and services to the larger education community through a multifaceted dissemination network. Our extensive educational outreach programs bring NASA's information and services directly into the Nation's classrooms. NASA's Central Operation of Resources for Educators provides distribution of NASA's educational materials, such as videotapes, slide sets, CD-ROMs, and DVDs, to supplement classroom curricula while providing information on NASA's programs and accomplishments. The NASA Educator Resource Center Network provides expertise and facilities to help educators utilize NASA-related science, mathematics, technology, and geography instructional products in all formats. Finally, NASA Television provides real-time coverage of Agency activities and missions, including instructional programming targeted for classroom use.

National Science Foundation

Agency Accomplishments

The National Science Foundation (NSF) is a federal leader in the use of information technology and promotes electronic business solutions that are simpler, faster, more accurate, and less expensive. New customer-focused E-Government capabilities have significantly improved the agency's ability to solicit, review, select, award, manage and report results on government-funded research and education projects. The agency's paper-based work processes have evolved to capitalize on technology-enabled ways of doing business, allowing the agency to serve as an effective and capable steward of the taxpayer's resources. As a result of the technology innovations implemented in FY 2003, NSF processed more than:

- 40,000 Electronic Proposals (over 99.9% of all proposals)
- 190,000 Electronic Reviews
- 7,500 Graduate Research Fellowships
- 25,000 Electronic Grantee Progress Reports
- 10,000 Electronic Post-Award Actions
- 15,000 Electronic Cash Requests
- \$3.5 Billion Distribution of Funds

One example of an NSF E-Government initiative is the Federal Demonstration Partnership (FDP). FDP is a cooperative initiative among federal agencies and institutional recipients of federal funds. It was established to increase research productivity by streamlining the administrative process and minimizing the administrative burden on principal investigators while maintaining effective stewardship of federal funds. The FDP is composed of institutional members, emerging research institutions, federal agencies and affiliate members (see <http://thefdp.org>). NSF participates on committees and task forces of the FDP, including the Electronic Research Administration group. Given its diverse membership, FDP is uniquely qualified to act as a forum for addressing issues of mutual interest and concern to the partners, and for testing innovative approaches and streamlining process and systems for federally supported research and education. For example, NSF's current e-authentication system was evaluated by and tested with the FDP community prior to full implementation. NSF has been an active participant in the FDP since its inception, and NSF staff currently serve as co-chairs of two of the seven FDP standing committees as well as on the Executive Committee.

The Experimental Program to Stimulate Competitive Research (EPSCoR) is a joint program of NSF and twenty-three States, the Commonwealth of Puerto Rico, and the Territory of the U.S. Virgin Islands, who currently participate in the NSF EPSCoR program. The program promotes the development of the state's science and technology (S&T) resources through partnerships involving a state's universities, industry and government and their federal research and development (R&D) enterprise. EPSCoR operates on the principle that aiding researchers and institutions in securing federal R&D funding will help develop a state's research infrastructure and advance economic growth. EPSCoR's goal is to maximize the potential inherent in a state's S&T resources and use those resources as a foundation for economic growth.

Maintaining Communication

NSF carries out its mission primarily by making merit-based grants and cooperative agreements to individual researchers and groups, in partnership with more than 2,000 colleges, universities, and other public, private, state, local, and federal organizations throughout the United States. NSF is organized by science, engineering, and education disciplines which receive business and administrative support from the Offices of Budget, Finance and Award Management and Information Resource Management. Through merit review, NSF selects about 10,500 proposals for new grant awards each year from about 40,000 competitive proposals that are submitted by the science and engineering research and education communities. The Foundation leads the nation's efforts to achieve excellence in science, mathematics, engineering, technology and education at all levels. NSF employs a variety of outreach activities to support an ongoing dialogue with its communities to identify innovative ways to use IT for use in the proposal and award process.

NSF annually co-hosts two "Regional Grants Conferences" with workshops and presentations by NSF staff covering topics such as the NSF organizational structure and

funding portfolio, the proposal preparation and merit review processes, cross-disciplinary and special interest programs, and grant award administration. Given the pervasive use of electronic systems at NSF, such conferences provide a unique opportunity to converse with proposers and awardees on potential improvements to the proposal and award process through information technology. The 2003 conferences were in Albuquerque, New Mexico and Minneapolis, Minnesota. Conferences frequently include specialized workshops on using e-systems.

Outreach conducted for external users include attendance at meetings of the major professional societies for research administrators, such as the Society of Research Administrators (SRA) and the National Council of University Research Administrators (NCURA) and the American Association of State Colleges and Universities (AASCU). NSF attends the annual national and regional conferences of these groups and the agenda includes “NSF Update” sessions that provide attendees with an update of significant issues and policy changes of relevance to the grantee community, including changes to the ways information technology is used in the proposal and award process at NSF.

NSF employs a variety of ongoing outreach activities, including: “NSF Days” with professional societies; Experimental Program to Stimulate Competitive Research (EPSCoR) program participation; state and university site visits; active participation in the Federal Demonstration Partnership, a cooperative initiative among federal agencies and institutional recipients of federal funds, to address issues of mutual concern; leadership in the Research Business Models (RBM) Subcommittee of the Committee on Science, a chartered committee of the National Science and Technology Council, to facilitate a coordinated effort across federal agencies to address policy implications rising from changing nature of scientific research and their effects on business models; and FastLane presentations and workshops at organizations across the country.

Public Accessibility

Today virtually all NSF publications are electronically available, and since FY 2002, all program announcements have been available online. A comparison of FY 2002 and FY 2003 demonstrates the effectiveness of the electronic dissemination program. In FY 2002, nearly \$348,000 was spent on print dissemination; in FY 2003, that number dropped to about \$268,000 – a decrease of \$80,000 or 23 percent. This is a notable accomplishment considering that in FY 1998, agency costs for printing publication was about \$745,000. Thus, over the last five years, NSF printing costs have decreased by 64%. Furthermore, NSF works closely with the Computer/Electronic Accommodations Program (CAP) to acquire assistive technology accommodations and services for our own staff and for our guests. Some of the assistive technology NSF has installed includes:

- An application in the NSF Library to provide staff and visitors with limited vision with the capability to fully magnify text or photos on a color monitor for sharp reading and viewing for reading, textbooks, maps, catalogs, instructions, science citations, forms, etc.

- FM assistive listening systems in 6 central conference rooms to aid deaf and hard of hearing persons attending meetings, lectures, workshops, and/or training seminars. Each system is complete with an FM microphone receiver, transmitter, headsets, neck loops, and personal Assistive Listening Device (ALD) receiver.
- Existing hallway television monitors were replaced with new ones that provide captioning.
- Assistive technology and equipment for an NSF Program Officer with impaired vision included screen magnification software, keyboard stick on key labels, and a special graphics adapter card.

Nuclear Regulatory Commission

Agency Accomplishments

The Nuclear Regulatory Commission's (NRC) progress in implementing E-Government is reflected by the development of a National Source Tracking System (NSTS). In the aftermath of September 11, 2001, security has become a priority for all Americans and has motivated leaders to strengthen the manner the U.S. safeguards radioactive materials and prevents them from being used maliciously. To address this priority, the NRC has established an Interagency Workgroup Group to explore how IT may be used to establish a National Source Tracking System to log the movement and location of radioactive materials in the U.S..

Maintaining Communication

The NRC holds periodic meetings with stakeholders and communicates the status of issues raised on its Web page. The NRC also communicates via its web page information policies and new initiatives. One example is the Licensing Support Network Advisory Review Panel (LSNARP) that provides advice to the Commission on the design, development, and operation of the Licensing Support Network (LSN), an electronic information management system for use in the Commission's high-level radioactive waste (HLW) licensing proceeding. Membership consists of those interests (including the State of Nevada, local governments and tribes) that will be affected by the HLW program, which also includes DOE. The LSNARP normally meets annually. NRC also has an Agencywide Document Access and Management System (ADAMS) User Group consisting of members of the public. The ADAMS system provides public access to all NRC's publicly available documents. The user group informs enhancements to ADAMS and meets twice a year. There are two access paths to ADAMS, via the web, and via dial-in service.

Public Accessibility

NRC maintains a Public Document Room where copies of NRC publicly available records can be reviewed, and from which copies can be ordered in person, or by phone.

Office of Personnel Management

Agency Accomplishments

The Retirement Systems Modernization (RSM) project is an example of the Office of Personnel Management (OPM) implementing E-Government to improve public services. This multi-year project strongly supports the principles of E-Government and is described extensively in the Capital Assets Plans OPM has submitted to OMB. These plans outline the performance metrics used for RSM and how they support the OPM's strategic goals.

Maintaining Communication

OPM fosters dialogue with representatives from all sectors of government, the private sector, and citizens. Through these interactions, OPM aims to identify the unmet needs of the public and how they may be resolved with the application of new IT products and processes. OPM conducts focus groups to ensure these products fulfill the needs of all interested parties.

Public Accessibility

Major OPM applications and information products are routinely made available through various media and avenues of notification to ensure access for the public. Many OPM customers, e.g., annuitants, do not have access to the Internet. Typical alternative methods of access to information include call centers, Interactive Voice Response systems, direct mail, and availability of hardcopy documents, brochures, and forms.

Small Business Administration

Agency Accomplishments

The Small Business Administration (SBA) has implemented the Small Business Training Network (SBTN) as means of using information technology (IT) to provide SBA's customers with access to numerous courses and electronic tools that can be used to obtain critical business knowledge. Businesslaw.gov exists as another one of SBA's E-Government accomplishments as this site enables small business entities to access regulations governing their activities with more ease. Together, these initiatives generated \$10 million in savings for taxpayers in FY 2003.

The Office of Disaster Assistance is currently developing the Disaster Credit Management System which will employ such technologies as electronic processing, scanning and imaging, automatic interfaces, workflow management and much more. These capabilities will allow ODA to process disaster loans anytime, anywhere. The DCMS is being developed parallel to the ODA Strategic Plan and will play a significant role in ODA meeting its goals under the strategic plan. The DCMS will streamline the procedures for both processing and closing SBA disaster loans. The project will also

allow ODA faster retrieval of “duplication of benefit” information from FEMA, will reduce the amount of paperwork required for a loan, and is expected to reduce the number of staff necessary to fulfill the loan-making and closing processes. The initiative will also allow disaster loans to be processed and closed from virtually any location in the United States, thereby reducing travel costs. It will allow ODA to meet its outcome and performance goals more quickly while using fewer resources. Full implementation of this system will provide the agency with the ability to process disaster loans electronically, thus reducing the costs related to travel, per diem, and the shipping of files.

The DCMS project is being coordinated with FEMA (Federal Emergency Management Agency) as well as the IRS. SBA is collaborating with FEMA for NEMIS interface for referrals, the duplication of benefits and declined applicant referrals. In the future, SBA hopes to receive electronic tax return transcripts from IRS. In addition, SBA is coordinating with credit bureaus to obtain credit reports for its loan applicants through DCMS. The DCMS business case estimates the cost savings from implementing DCMS to be \$68.97 million over nine years.

Maintaining Communication

SBA has strived to develop new ways of promoting the best interests of small business by regularly communicating with industry, academics and consumers. It has relied on using various entities from focus groups to SBA field office staff and managers to accomplish this objective. SBA has also aimed to build alliances with leading IT companies, such as Microsoft and Google, to gain their perspective on how IT resources may be used to better serve the needs of small businesses. Furthermore, it has partnered with other government entities, members of private and public organizations, as well as consumers to identify and devise modes of using IT to implement E-Government and better meet the needs of the public.

The Office of Strategic Alliances (OSA) is extending the SBA’s public-private relationships with corporate partners to further promote agency outreach, and among other things, allow SBA to increase dialogue concerning internal IT issues. Through OSA, SBA has built alliances with leading IT companies including Microsoft, Yahoo, Google, and eBay. These companies offer SBA with invaluable insight into the most effective use of technological resources to better serve its small business customers. In addition to private sector input, SBA dialogues with public and non-profit sector partners through training events, hosted luncheons, and formal arrangements such as Strategic Alliance Memoranda. For example, SBA currently partners with over 30 small business trade associations to hold quarterly discussions on current issues. While relationships such as these are often coordinated from SBA Headquarters, many discussions are also held in SBA Field Offices across the Nation as alliances are formed, events conducted, and outreach extended to the many current and potential alliance partners. OSA is keenly interested in fostering alliance opportunities that promote the innovative use of IT.

Public Accessibility

For those without Internet access, SBA makes information about its services and products available through its field offices and resource partners. One example at the ODA occurs when disaster victims (who do not have computers or access to the Internet) lose access to disaster program information, disaster loan applications and program availability, ODA utilizes the media to announce who, what, where, when and how upon the declaration of a disaster by the President or the SBA Administrator. Furthermore, SBA partners with all other federal, state, and local governments involved in a given disaster to strategically locate disaster staff on-site to personally assist disaster victims and provide them with the information and help they need.

Social Security Administration

Agency Accomplishments

One of the Social Security Administration's (SSA) E-Government initiatives is the development and implementation of an electronic disability process (eDib). This initiative exemplifies how federal agencies can use IT to make high quality citizen-centered services more readily available. eDib offers prospective disability beneficiaries the ability to submit information with more ease and have decisions made and acted on in less time. The eDib process also provides the opportunity for external participants in the disability process (e.g., medical providers, advocates and representatives) to respond quickly to requests for information and assist in reducing processing delays. SSA will measure improvement of the processing and delivery of disability benefits using three categories of measurement to help SSA determine if initial disability claims are being processed with more accuracy and efficiency:

- Average completion time of initial, reconsideration and hearings level claims;
- Number of initial disability claims and hearings pending; and
- Accuracy rate of claim and hearing decisions.

Additionally, SSA has worked with employer payroll and software communities to encourage electronic filing of wage reports for the past several years with continued success. The agency has established the necessary systems architecture and is working extremely hard to market the process. Electronic wage reporting significantly improves the accuracy of wages reported by employers and reduces the number of erroneously posted wage records. The percent of W-2s filed electronically and processed to completion has risen from 6.6% in FY 1999 to 53.4% in FY 2003. This represents an increase of millions of records.

Electronic Entitlement to Social Security Benefits and Supporting Actions
A-eDIB is not SSA's only effort to provide on-line services to the public. In FY 2003, SSA launched its improved website to enhance ease of use by the public. Services provided via the Internet include change of address, filing for retirement benefits and others. In FY 2004, SSA expects to handle at least 300,000 such transactions including

Internet Social Security Benefit Applications, Benefit Verification Statements, Medicare Replacement Cards, Change of address and direct deposit requests.

Maintaining Communications

The Social Security Administration (SSA) strives to identify innovative ways of using IT to improve service by maintaining dialogue with industry, academics, federal officials and citizens on a routine basis. SSA fulfills this objective by working with other federal agencies, such as the Centers for Medicare & Medicaid Services (CMS), to share best practices and to improve similar services and information they provide to the public via the internet and the telephone. In addition, the agency also heads a Research and Development Linkage Initiative which allows federal benefit agencies (SSA, CMS and Railroad Retirement Board) to exchange information with private and academic entities concerning new technologies that can be used to improve service. In the area of web-based citizen services, SSA uses focus groups to evaluate the efficiency and effectiveness of current and prospective IT offerings and to encourage feedback and suggestions for improvement. These collective efforts enable SSA to better meet the needs of the public.

SSA is working with the States to provide timely electronic access and transmittal of birth and death records, and has collaborated actively with other federal agencies serving the beneficiary population to promote electronic services. SSA routinely provides services and information such as electronic Social Security Number verification, to trusted third parties with legitimate needs, such as employers and state motor vehicle agencies.

Public Accessibility

SSA views electronic services as an additional contact channel for the public, and continues to support all channels of service (face-to-face, telephone, mail and Internet).

Department of State

Department Accomplishments

A key E-Government accomplishment is the Department's TIPOFF Initiative, a counter terrorism/crime tool that supports the war on terror. TIPOFF enables the use of sensitive intelligence to detect known or suspected terrorist and other felons as they apply for US, Canadian or Australian visas, or as they attempt to pass through border entry points in each country. Department officials monitor the effectiveness of the TIPOFF initiative by measuring the total number of suspected terrorists/felons identified applying for visas or attempting to enter the US Canada or Australia, and by the appropriate resolution of each case in which a terrorist/felon has been detected and positively identified.

The Passport Modernization System incorporates modernized technologies to improve passport application turn-around times. In addition, it incorporates biometric chip technologies in the manufacture of new passports to enhance border security. The new Passport biometric benefits are measured in terms of cost avoidance related to the prevention of terrorist, criminal and other acts, as well as lost jobs caused by who might gain entry into the U.S if this project were not in effect.

Maintaining Communication

The Department frequently conducts individual interviews and meetings with private and public-sector entities to identify new ways of managing and using IT to enhance the services and information it provides to the public. This approach keeps the Department well-informed of IT developments, products and issues. While State puts forth a concerted effort to communicate with IT industry leaders and public-sector entities, it actively collaborates with other federal agencies. The Department of State has partnered with DHS, SSA, IRS, FBI, DoD, DOT, HHS, DOC, Treasury, NARA, NASA, and USAID on IT Initiatives to learn about their IT best practices and discuss how their lessons learned can be applied in the Department.

Public Accessibility

The Department ensures that general information is published on its principal Internet website (www.state.gov) and is available in print form upon request. Other programs include a website, www.usinfo.state.gov; Information Resource Centers at posts in more than 140 countries where people can come in or call and get information; and a speakers program that links over a thousand U.S. speakers a year in person or via digital video conferencing to key foreign audiences at overseas posts. Consular Affairs offices provide information and services (as well as passport agencies) and they maintain a phone service (1-877-4USAPPT) found on Department brochures.

Department of Transportation

Department Accomplishments

The efforts made by the Department of Transportation (DOT) to implement E-Government as a means of promoting the well-being of the public is reflected by its Toll Free Emergency Notification System (ENS). This system provides a more cost-effective means for citizens, agencies, law enforcement, and safety personnel to alert industry and government Rail Operation and Traffic Management Centers of rail-related hazards at railroad-highway crossings. With this system, the federal Rail Administration can conduct quantitative analysis of the data generated by ENS and target areas where improvements are needed.

Another example is the Motor Carrier Messaging Information System (MCMIS), which is a citizen-centered application providing citizens with an online method for obtaining safety data about motor carriers for use in making decisions. It is a

government-to-business application that provides businesses with an online, efficient method for applying for operating authority and registering for a USDOT number. MCMIS also serves as a government-to-government application by improving the sharing of commercial motor carrier information among multiple levels of government (federal, state, and local) allowing all direct access and use of MCMIS as a knowledge management resource for their own safety, enforcement, licensing, and insurance business processes.

Performance measures that demonstrate how successfully this initiative is meeting agency objectives are based on the number of new entrants and Cargo Tank Manufacturers who can register online as well as the number of inspections, crash records, and compliance reviews. The system will develop functionality to allow new entrants and new cargo tank manufacturers to register online; and increase the collection of registration and safety data on motor carriers and hazardous materials shippers. The initiative reduces costs and improves efficiencies by providing:

- Information for all interstate carriers stored in one central database (MCMIS). Without MCMIS, data for carriers who operate in many States would be difficult and expensive to exchange among States.
- MCMIS safety data for motor carriers used to target enforcement activities. With this information, FMCSA and the States work smarter and more efficiently by focusing their enforcement activities on carriers, vehicles, and drivers who are at-risk based on their past performance.
- Other stakeholders (i.e., insurance companies, shippers, and the public) operating authority and safety data for motor carriers from MCMIS, SAFER, and L&I so they have an efficient way to assess a motor carrier's safety posture so they can make better, informed business decisions.

Another DOT E-Government initiative is the work of the Saint Lawrence Seaway Development Corporation (SLSDC) with its Canadian, private sector counterpart to operate the waterway known as the Seaway System. The system allows vessels to transit between the Atlantic Ocean and the Great Lakes using the Seaway locks. The SLSDC and its Canadian counterpart jointly provide a binational Internet web site to current and prospective users that acts as a single resource for Seaway-related information on rules and regulations, real-time vessel locations, water level and weather conditions, trade development and promotional activities, regulatory cost information, and cargo matching services. The binational web site makes the Seaway more efficient and enhances transportation safety.

Maintaining Communication

DOT maintains an active role in multiple organizations, such as the Surface Transportation Board, the American Association of State Highway and Transportation Officials (AASHTO), and others to identify opportunities for the use of IT. The most significant forum for this activity is the Department of Transportation's Intelligent

Transportation Systems (ITS) Program. The DOT CIO is a member of the ITS Board of Directors. ITS was established to:

- Promote the implementation of a technically integrated and jurisdictionally coordinated transportation system across the country;
- Support ongoing applied research and technology transfer;
- Ensure that newly developed ITS technologies and services are safe and cost-effective; and
- Create a new industry by involving and emphasizing the private sector in all aspects of the program.

The national ITS program addresses both information and infrastructure-based approaches to achieving its goals. The program also has an inter-modal nature, incorporating highways, transit, and rail, requiring unprecedented cooperation among diverse groups of public (i.e., state and local agencies) and private stakeholders. ITS also has significance beyond transportation, due to its potential to stimulate and revitalize the United States technology base. Offices within the various program administrations (i.e., FHWA, NHTSA, FTA, FRA, FMCSA, and MARAD) are responsible for the actual implementation of ITS activities.

Public Accessibility

In addition to Internet communication, DOT enables citizens to have the flexibility of requesting a variety of information from its organizations by means of selected 1-800 numbers and fax on demand. For example, 1-800 numbers provide easy access to NHTSA's statistical publications, FMCSA's payment process and forms, and the ability to report oil spills by telephone. Overall, DOT's flexibility facilitates on-line and paper processes for conducting business and completing transactions.

Department of Treasury

Department Accomplishments

At the Bureau of Public Debt, the Bureau's Strategic Plan incorporates performance goals that are tied to E-Government initiatives. In the category, "*Government to Business*," Public Debt offers an internet application called "SLGSafe" for investors in state and local government securities. Internet solutions have also been deployed for savings bonds issuing agents. Commercial customers, such as private financial institutions and brokerage firms use the web-based "TAAPSLINK" system to submit tenders in the auction process. One example of a BPD performance measure is their Government-to-Business Wholesale Securities Services which facilitates investing via the website. The strategic goal which has been established is to increase the number of bidders in Treasury auctions by 15 percent by FY 2010.

Maintaining Communications

The Department of Treasury uses a variety of methods to build customer relations and to foster a better understanding of what their needs are. The Department promotes this objective through the use of focus groups, industry, regulatory committees, and community outreach initiatives. The Department also reinforces its consumer-centered activities by conducting a National Tax Forum for tax preparers and software developers. While the Department engages in various modes of communication to promote the interests of the public through technology, it also uses IT as a means to enhance its capabilities. The Internal Revenue Service (IRS) has established five formal groups to dialogue with tax administrators at all levels of government. Stakeholder meetings are conducted periodically to interested parties informed of changes in tax law. List servers and websites are also used to keep various groups informed of pending changes. In addition, the IRS conducts National Tax Forums for tax preparers and software developers, and periodically conducts surveys and focus groups to gather input from its customers. And finally, the IRS website allows citizens to forward feedback anonymously to the IRS.

Public Accessibility

Treasury is committed to access and continued communication for all potential users not just those with Internet access. Included among these options are telephone contact service centers, face-to-meetings with customers, the Federal Register, and hard copy documents sent via surface mail. Customers can use IRS telephone services to obtain tax law information, forms, and publications, refund, business and individual account information, and specialty services such as Practitioner Priority Service (PPS), Spanish language assistance and service for the hearing impaired (TTY). Other services include VITA Hotline assistance (for VITA volunteer use during the filing season), non toll free telephone assistance for international callers, a Criminal Investigation Hotline, estate and gift tax, and excise tax. IRS telephone assistants provide information to callers such as the locations and hours for IRS walk-in offices and for VITA sites. Automated services, including refund information and TRIS Notice/Letter/Bill applications are available 24 hours per day.

During the filing season, late January until April 10, 2004, Saturday service will be provided through the Individual Tax Line (800-829-1040) and to NTA (877-777-4778) customers. In addition to published IRS telephone numbers, toll free service is provided to customers who received a notice from the IRS.

Department of Veterans Affairs

Department Accomplishments

The Department of Veterans Affairs (VA) strategy to migrate from the current VistA health information system to the next generation Health₂Vet-VistA system will create a person-centered system where clinical information will be available to any health provider at any time, anywhere across the VA health system. Furthermore, the solution will support improvements in health care quality, patient safety, and the effective use of

limited health resources. Furthermore, this program will enhance the service delivery capabilities of VA by equipping it with the ability to share patient health record data as appropriate with the Department of Defense.

Maintaining Communications

VA has aimed to devise new methods of meeting the needs of veterans by preserving its ongoing discussion with other federal agencies as well as public and private sector organizations. While VA aims to work with a broad range of individuals, its main partner concerning health care IT issues is the Department of Defense. VA has created Health₂People as a strategy to work with other federal agencies and with other public and private sector organizations. For example, Health₂People (federal) includes the joint VA/DoD Electronic Health Record System Interoperability Plan. Another example is the co-leadership position VA shares with Consolidated Health Informatics, a Presidential E-Government initiative tasked with adopting a portfolio of existing health messaging and vocabulary standards for use within the federal healthcare enterprise.

Public Accessibility

When VA uses the Internet as a new means to provide service, VA retains the original non-Internet service as well.

Examples of Small Agency E-Government Activities

Small agencies demonstrate progress in implementing the E-Government Act. The examples below are sample highlights:

The **U.S. Consumer Product Safety Commission** (CPSC) recently launched, in partnership with the Food and Drug Administration, the U.S. Coast Guard, the National Highway Traffic Safety Administration, the U. S. Department of Agriculture and the Environmental Protection Agency, a new government web site:

<http://www.recalls.gov>.

This web site provides the public with the most up-to-date information on recalls in a one-stop web environment, eliminating the need to visit each agency web site separately. CPSC monitors the public's usage of the site as a baseline for future evaluation and web enhancements.

The **U.S. Equal Employment Opportunity Commission** (EEOC) leads an initiative called the Charge Assist System to provide individuals with the capability to submit information related to a charge of employment discrimination electronically. Slated for piloting in FY 2004, this initiative will enhance agency effectiveness and increase customer service to the public by enabling electronic submission of a charge inquiry through the Internet. Savings will be achieved through a reduction in staff resources required to respond to inquires which are outside of EEOC's jurisdiction or are

related to completing the initial questionnaire; although at this time it is too early to begin to quantify savings as usage metrics are not yet available.

The **Board of Governors of the Federal Reserve System** has implemented the Restricted-Controlled Information Transmission System (RITS). RITS is a secure electronic system for transmitting Restricted-Controlled recommendations and actions on discount rates between the Board and the 12 Federal Reserve Banks that replaced a system using a dedicated secure fax machine. The system was developed in conjunction with the Reserve Banks and its users (or customers), and design was refined to accommodate their operational considerations. Productivity has been increased in several respects. RITS eliminates the need to convert electronic documents into paper and to use paper-based processes to send and receive information. It also permits almost simultaneous communication of the Board's action on discount rates to the Reserve Banks. The Federal Reserve Board estimates staff time devoted to processing discount rate information has been reduced by approximately three hours per week.

RITS also incorporates innovative information technology that uses commercial best practices and addresses security considerations. Based on a Lotus Notes platform, RITS features a symmetric key encryption, dedicated secure server, and hierarchical access protocol to prevent unauthorized access to discount rate information. Another Lotus Notes platform (Sametime) was used to significantly reduce costs associated with training staffs at the Reserve Banks in the set-up, testing, and operation of the system.

The **Smithsonian's** Center for Education and Museum Studies has forged partnerships with school systems, educators, education and museum professional associations, and others to expand opportunities for development and dissemination of Smithsonian-based education resources. The Center developed an award winning website to disseminate education resources to educators, students, and families. The Center also collaborated with the kids.us internet domain, which is overseen by the National Telecommunications and Information Administration (NTIA) at the Department of Commerce, as an "anchor Web site" partner, and smithsonian.kids.us was the first kids.us Web site to go live, serving as a model example for other partners.

Additionally, the National Museum of the American Indian (NMAI) in collaboration with the Department of Interior, the Department for Health and Human Services, and the Native American Advisory Committee are working to develop a "Native One Stop" portal to bring together federal, tribal, and state government program services, information and electronic transactions for online access by Native Americans, as well as meet the related informational and educational needs of the American public.