

# Implementing the President's Management Agenda for E-Government



## *E-Government Strategy*



April 2003

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## 1 PURPOSE

In 2001, President Bush initiated several government reform efforts, collectively known as the President's Management Agenda (PMA), to make the Federal government more results-oriented, efficient and citizen-centered. One element of the PMA is Expanding Electronic Government. This document describes the E-Government achievements since February 2002 (the issuance date of the previous E-Government Strategy), the challenges facing E-Government leaders in 2003 and 2004, and the strategy to address these challenges.

In addition, it includes detailed information about the initial set of 24 cross-agency E-Government initiatives and other related efforts. These include selected agency E-Government accomplishments, the development of the Federal Enterprise Architecture (FEA), and the initial implementation of the E-Government Act of 2002 (P.L.107-347). Also, this report fulfills the requirements of House Report 107-575 by describing the process (known as "Quicksilver") used by the E-Government Task Force to review and adopt the 24 E-Government initiatives. (See Appendix 5.1).

## 2 EXECUTIVE SUMMARY

Expanding Electronic Government, or “E-Government,” is one of the five key elements of the President’s Management Agenda. Initiated in July 2001, this effort is designed to make better use of information technology (IT) investments to eliminate billions of dollars of wasteful federal spending, reduce government’s paperwork burden on citizens and businesses, and improve government response time to citizens – from weeks down to minutes. A key goal is for citizens to be able to access government services and information within three “clicks,” when using the Internet.

All of the PMA elements, including Expanding Electronic Government, adhere to three guiding principles:

- **Citizen-centered**, not bureaucracy or agency-centered;
- **Results-oriented**, producing measurable improvements for citizens; and
- **Market-based**, actively promoting innovation.

The Federal government is taking a two-pronged approach in E-Government. One path is through modernizing IT investments within agencies using the *principles of e-business*. The second path is through integrating IT investments *across* agencies centered around *groups of* citizens (i.e., individuals, businesses, other governments and federal government employees). There have been measurable improvements in how government serves citizens to date, as a result of both agency-specific efforts and the 24 cross-agency initiatives.

Since the President proposed these 24 E-Government initiatives in the 2003 Budget, 22 already have delivered significant capabilities and results (See examples in Table 1).

**Table 1: Examples of E-Government Progress**

Government Wide	Within Agencies
<ul style="list-style-type: none"> <li>✓ FirstGov.gov: Provides 3 clicks to government service; named one of Yahoo's 50 most incredibly useful Websites</li> <li>✓ Free File: Enables 60% of taxpayers to prepare and file their taxes for free; as of April 9, 2003, 2.4 million taxpayers used this service</li> <li>✓ GovBenefits.gov: Provides a single point of access to over 400 government benefits programs; over 4 million hits since its launch in Spring 2002; listed as one of <i>USA Today's</i> "Hot Sites"</li> <li>✓ Regulations.gov: Makes it easy to find, read and comment on proposed regulations; over 2.6 million unique visitors since its launch in January 2003; expected to save over \$90 million</li> <li>✓ GoLearn.gov: Provides training at pennies per course; more than 45,000 registered users; more than 60 million hits since launch on July 23, 2002</li> <li>✓ E-Payroll: Consolidates government payroll processing centers from 22 to 2 partnerships, saving \$1.2 billion</li> <li>✓ FEA Business Reference Model: Focuses IT investments on delivering better results for citizens</li> <li>✓ E-Government Act: Signed December 17, 2002</li> </ul>	<ul style="list-style-type: none"> <li>✓ VA, DOE, ED advanced to yellow in status on the President's scorecard; NSF to green</li> <li>✓ A majority of agencies are making significant progress in addressing chronic problems and joining in citizen-centered E-Government solutions</li> <li>✓ DOE, VA, and DOJ have elevated CIO roles to drive change and results</li> <li>✓ VA and DOD integrated online patient medical records to provide seamless service to veterans</li> <li>✓ 88% of ED's transactions with the public can be conducted electronically</li> <li>✓ DOE created I-MANAGE to integrate disparate HR, financial management, procurement, facilities management, and budgeting systems</li> <li>✓ Systems with up-to-date system security plans increased to 61% from 40%</li> <li>✓ Systems certified and accredited to be properly secure increased to 47% from 27%</li> </ul>

A significant finding that emerged from the E-Government effort was the need for a Federal Enterprise Architecture (FEA). An enterprise architecture is a comprehensive view of what an organization does, how it does it, and how IT supports it. The Office of Management and Budget (OMB) is leading the development of the FEA with the support of GSA and the Federal Chief Information Officers' (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.

Leading organizations outside government have recognized the importance and progress of E-Government. A September 2002 report from the Pew Foundation found that 71 million Americans have used government web sites – up from 40 million in March 2000. A June 2002 United Nations report, *Benchmarking E-Government: A Global Perspective*, rated the United States as the world leader in E-Government on the basis of achievements over the last year.

A survey released in April 2003 by the Council for Excellence in Government noted that 75% of E-Government users think E-Government has made it easier to get information, and 67% like doing transactions with government online. Nielsen//NetRatings, the global standard for Internet audience measurement and analysis, reports that more than one-third of all Internet users visited a federal government website in February 2003, and about half of all businesses went online in January 2003 to interact with the Federal government.

Congress recognized the importance of E-Government through the passage of the E-Government Act of 2002, signed into law by the President on December 17, 2002. The Administration sees this Act as a valuable contribution to drive forward the current work that is improving government through electronic means. It codifies and expands the E-government leadership role of OMB through the establishment of an Office of E-Government and Information Technology headed by a Presidentially-appointed Administrator.

In January 2003, the current E-Government project managers met with the members of the 2001 E-Government task force (“Quicksilver Task Force”) that identified the PMA E-Government initiatives in 2001. This group of more than 100 government managers shared a number of insights about unresolved E-Government challenges that the 2003 strategy should address. None involved technological barriers – they centered around behavioral or policy changes needed, such as leadership support, parochialism, funding, and communication.

Another challenge in 2003 will be to physically migrate agency-unique solutions to each cross-agency E-Government solution, reducing costs and generating more citizen-centered results. During the first year of work, this was accomplished typically through: establishing single sources of information, accessible by citizens in no more than three clicks (one stop portals such as Recreation.gov and Regulations.gov); developing tools that provide a simple one-stop method to access government programs; or establishing common sets of standards for data collection and reporting (e.g., Geospatial One-Stop, E-Records). The requirement for 2003 and 2004 is to migrate (i.e., move, consolidate) the management of systems, data, and business processes from multiple agencies to a joint solution, supported by one or two service providers.

Several initiatives, such as E-Payroll, have made significant progress in developing joint solutions and implementing migration agreements with other agencies; however, most efforts last year focused on developing cross-agency solutions that simplify and unify federal IT activities. Executing a migration plan will be a primary focus of the projects in 2003.

In 2003 and 2004, the overall E-Government strategy will address the following areas:

- Driving results and productivity growth: IT and management reform investments that create an order of magnitude improvement in value to the citizen, especially in the areas of homeland security information sharing and knowledge flow;
- Controlling IT costs: Consolidating redundant and overlapping investments, enterprise licensing, fixing cost overruns, and competing away excess IT services charges;
- Implementing the E-Government Act of 2002: Including government-wide architecture governance and web-based strategies for improving access to high quality information and services;
- Improving cyber security: Desktop, data, applications, networks, threat and vulnerability-focused, business continuity, and privacy protection; and

- Building an effective IT workforce: Obtaining needed project management – CIO staff and architects who have a passion for solutions for success in leveraging IT spending for strategic results vs. piecemeal, redundant, poorly-defined and technology-focused IT investments.

Specific goals have been established for achieving the E-Government strategy:

1. Agencies are focusing IT spending on high priority modernization initiatives.
2. Major IT projects are within 10% of cost/schedule/performance objectives.
3. Major IT systems are certified, accredited, or otherwise authorized as being properly secured.
4. Presidential E-Government initiatives are operational and yield benefits (for example, cost reduction, response time, burden reduction, improved citizen service, etc.).
5. Negotiate government-wide Enterprise Software licenses.
6. Reduce redundant IT spending in the six overlapping lines of business identified in the FY04 Budget, by defining government-wide solutions.

### 3 OVERVIEW OF 2002 E-GOVERNMENT RESULTS

#### 3.1 INTRODUCTION

Expanding Electronic Government, or “E-Government,” is one of the five key elements of the President’s Management Agenda. Initiated in July 2001, this effort is designed to make better use of information technology (IT) investments to eliminate billions of dollars of wasteful federal spending, reduce government’s paperwork burden on citizens and businesses, and improve government response time to citizens – from weeks down to minutes. A key goal is for citizens to be able to access government services and information within three “clicks,” when using the Internet.

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The Federal government is taking a two-pronged approach in E-Government. One path is through modernizing IT investments within Agencies using the *principles of e-business*. The second path is through integrating IT investments *across* agencies centered around *groups of* citizens (i.e., individuals, businesses, other governments and federal government employees). There have been measurable improvements in how government serves citizens to date, as a result of both agency-specific efforts and the 24 cross-agency initiatives.

Since the President proposed these 24 E-Government initiatives in the 2003 Budget, 22 already have delivered significant capabilities and results (See examples in Table 1).

In addition to constituting an important part of the PMA, the E-Government initiatives will enable the implementation of other parts of the PMA: Budget and Performance Integration, Strategic Management of Human Capital, Competitive Sourcing, and Improved Financial Performance. For example, programs such as E-Payroll, E-Recruitment, E-Clearance, and E-Training are driving systems, process, and role changes that will have a significant impact on the way the Federal government manages human capital. In 2003, there will be a continuing effort to integrate and align the E-Government initiatives with these other components of the PMA.

This section summarizes the progress-to-date of the 24 cross-agency initiatives, gives examples of significant agency-driven initiatives, notes other E-government related accomplishments and provides an overview of the FEA and the E-Government Act of 2002.

#### 3.2 RESULTS BY AGENCY

The Administration monitors agency progress within all the PMA elements, including E-Government, through the use of a quarterly “scorecard.” See Appendix 5.2 for the current E-Government scorecard. Using red, green and yellow indicators, the scorecard depicts an agency’s current performance, and the progress it is making toward its E-Government goals.

Through Q2 FY 2003, OMB used several criteria to evaluate an agency’s current performance. These included: submission of business cases that meet the requirements of A-11 for all major system investments, and the operation of all major IT projects within 90% of Form 300 cost,



schedule, and performance targets. The standards also required agencies to fulfill three of the following E-Government criteria:

- Integration of citizen one-stop service delivery through [FirstGov.gov](http://FirstGov.gov), cross-agency call centers, and offices or service centers;
- Minimization of burden on business by re-using data previously collected or using XML or other open standards to receive transmissions;
- Intergovernmental: deployment of E-Grants or Geospatial One-Stop; and
- Obtainment of productivity improvements by implementing customer relationship management, supply chain management, enterprise resource management, or knowledge management best practices.

An agency received a "green" score if it met all of the standards for success. A "yellow" score indicated that an agency had achieved some, but not all of the standards; and a "red" score indicated that there were significant gaps between agency performance and the expected standards of performance. Since the introduction of the scorecards in the FY 2003 Budget, 26 federal departments and agencies have been working to upgrade their ratings.

Agencies that improved their status score from "red" to "yellow" since the baseline evaluations of September 2001 include: the Department of Education, the Department of Energy, and the Department of Veterans Affairs. The National Science Foundation upgraded its status from "yellow" to "green" and continues to serve as a model for how small agencies can successfully implement E-Government.

Agencies that received a "green" progress rating in the first quarter of 2003 are: the Department of Education, the Department of Housing and Urban Development, Department of Interior, Department of Energy, Department of Defense, Department of Justice, Department of Agriculture, Department of Labor, Department of Transportation, Department of Veterans Affairs, the Environmental Protection Agency, National Aeronautics and Space Administration, National Science Foundation, Office of Personnel Management, Social Security Administration, Small Business Administration, and the Smithsonian.

The effectiveness of the support that agencies provide to each other as partners in the 24 cross-agency E-Government initiatives is a key determinant of their score. In addition to participating in the E-Government initiatives, many agencies have successfully deployed other E-Government programs. Some notable examples are:

- Departments of Defense and Veterans Affairs Sharing of Health Data: The Department of Veterans Affairs is currently integrating requirements into the Department of Defense's eligibility and enrollment system – providing veterans with seamless services as they leave the military and apply for benefits at the Department of Veterans Affairs. The Departments also are working jointly on computerized patient medical records that will allow instant exchange of patient information between the two health care systems by the end of 2005. These joint efforts escalate the pace of coordination, reducing costs while increasing efficiency and healthcare quality for those who have served our nation.
- Department of Education Performance Based Data Management Initiative (PBDMI): The Department of Education is using IT to transform how state student academic performance information is collected and managed. Currently states and school districts are bogged down in complicated and redundant reporting that is not shared effectively

among Department of Education programs or education partners. This initiative will streamline data collection processes to eliminate redundant, burdensome reporting.

- Department of Energy I-MANAGE Project: The cornerstone of the Department of Energy's efforts to improve management effectiveness, I-MANAGE will integrate disparate human resources, financial management, procurement, facilities management, budget formulation, financial, and cost accounting systems. I-MANAGE replaces a less effective financial management system that was behind schedule. When implemented, I-MANAGE will provide real-time information to enable managers to monitor program performance.

### 3.3 DESCRIPTION OF E-GOVERNMENT PROJECT PORTFOLIOS

The government has made considerable progress in integrating IT investments across agencies around *groups of* citizens. Much of this improvement has been accomplished through the deployment of the E-Government projects. The projects are organized into "portfolios" or common groupings, defined by the customer segment served. Following is a description of each portfolio, including 2002 goals:

Government to Citizen (G2C). The objective of the G2C portfolio is to provide one-stop, on-line access to information and services to individuals. Citizens should be able to find what they need quickly and easily, and access information in minutes or seconds, instead of days or hours. For example, the GovBenefits.gov portal is expanding to provide potential beneficiaries with instant access to information for all government benefit programs and services through a single web site.

Government to Business (G2B). The goals of the G2B portfolio are to reduce burdens on business, provide one-stop access to information and enable digital communication using the language of e-business (XML). The Federal government should not continue to make businesses report the same data, multiple times to multiple agencies. The government should reuse the data reported appropriately and take advantage of commercial electronic transaction protocols. The deployment of more effective technology will help streamline the myriad of reporting requirements as well as facilitate a more efficient means for businesses to interact with the government. For example, with the implementation of the E-Rulemaking initiative, businesses will no longer need the assistance of a lawyer or lobbyist to participate in the regulatory process. Citizens and businesses can now easily find, read and comment on proposed federal rules or regulations at [www.regulations.gov](http://www.regulations.gov).

Government to Government (G2G). The G2G portfolio's primary goal is to enable federal, state and local governments to more easily work together to better serve citizens within key lines of business. To achieve this goal the Federal government must make it easier for states and localities to meet reporting requirements, while promoting the use of performance measurements. State and local governments will see significant administrative savings and will be able to improve program delivery because the data necessary to measure performance will be more accurate and timely. Improving the way that information is shared among all levels of government has numerous benefits. For example, one homeland security initiative is a secure portal that will improve the disaster management process by simplifying and unifying the interaction between Federal, state, and local public safety personnel.

Internal Efficiency and Effectiveness (IEE). The Federal government must modernize internal processes to reduce costs for federal government agency administration. The IEE portfolio's

focus is to apply industry best practices to improve government operations. By adopting industry best practices in areas such as supply-chain management, financial management, and knowledge management, agencies will be able to improve effectiveness and efficiency, eliminate delays in processing, and increase employee satisfaction and retention. A notable model of this practice is the E-Training initiative that is consolidating numerous online federal training capabilities into a premier E-Training portal ([www.GoLearn.gov](http://www.GoLearn.gov)), providing enhanced access to high quality training and competency development for federal employees.

Across the twenty-four initiatives within these portfolios, one initiative, E-Authentication, will deliver a solution that supports the initiatives that have requirements for authentication. By building an authentication system that supports multiple technologies and is committed to respecting and protecting the privacy and security of users, the E-Authentication initiative enables the trust required to make the other E-Government initiatives successful.

The following are the performance objectives for each E-Government portfolio:

<b>Table 2: E-Government Portfolio Performance Objectives</b>	
<p><b>G2C</b></p> <ul style="list-style-type: none"> <li>• Reduce the average time for citizens to find benefits and determine eligibility</li> <li>• Reduce the number of clicks to access relevant loan information</li> <li>• Increase the number of citizens filing taxes electronically</li> <li>• Reduce the time for citizens to find information on recreational opportunities</li> </ul>	<p><b>G2B</b></p> <ul style="list-style-type: none"> <li>• Increase the ability for citizens and businesses to find, view, and comment on rules and regulations</li> <li>• Reduce burden on business by enabling online tax filing</li> <li>• Reduce the time to fill out export forms and locate information</li> <li>• Reduce time for businesses to file and comply with regulations</li> </ul>
<p><b>G2G</b></p> <ul style="list-style-type: none"> <li>• Decrease response times for jurisdictions and disciplines to respond to an emergency incidents</li> <li>• Reduce the time to verify birth and death entitlement information</li> <li>• Increase the number of grant programs available for electronic application</li> </ul>	<p><b>IEE</b></p> <ul style="list-style-type: none"> <li>• Increase availability of training programs for government employees</li> <li>• Reduce the average time to process clearance forms</li> <li>• Increase use of E-Travel services within each agency</li> <li>• Reduce the time for citizens to search for federal jobs</li> <li>• Reduce time and overhead cost to purchase goods and services throughout the Federal government</li> </ul>
<p><b>E-Authentication</b></p> <ul style="list-style-type: none"> <li>• Reduce the number of credentials by customer segment needed to interact with the Federal government</li> </ul>	

### 3.4 HIGHLIGHTS OF E-GOVERNMENT INITIATIVE ACCOMPLISHMENTS

The E-Government Initiatives are improving the delivery of government services to the citizen. For example, instead of putting thousands of government forms and reams of information online, the Federal government is using technology as a tool to better serve citizens and improve efficiency. All of the projects are providing higher quality information often at a lower cost to the government. People are better able to choose how and when to access information and transact business.

Details about key milestones and accomplishments for each of the 24 E-Government initiatives are provided in Appendix 5.3 of this document. Following are notable E-Government accomplishments since February 2002:

- **FirstGov.gov:** The American citizens' gateway to over 186 million pages of information in more than 22,000 Federal and state web sites. Named one of the "Top 50 Most Incredibly Useful Web Sites" by Yahoo in July 2002, it was recently redesigned to provide government services within "three clicks." The new "three clicks" strategy has

increased the number of unique site visitors dramatically, from 5 million in FY01 to over 28 million in FY02.

- **Volunteer.gov:** Works in support of the President's USAFreedomCorps initiative allowing citizens to volunteer for more than 100,000 openings at national parks, veteran hospitals and other federal facilities.
- **Recreation.gov:** Provides citizens with one-stop online access to America's National Parks and public recreation areas. The web site includes links to over 2500 public recreation sites.
- **GovBenefits.gov:** One-stop access to information and services of over 400 government programs representing more than \$2 trillion in annual benefits. GovBenefits.gov receives over 500,000 visitors per month and is listed as one of *USA Today's* "Hot Sites."
- **IRS Free Filing:** Over 78 million Americans can file their taxes online for free. In the 2003 tax season, 3.5 million Americans are expected to use this service.
- **Integrated Acquisition Environment:** IAE has recently launched a number of key web sites and tools, including the Past Performance Information Retrieval System ([www.PPIRS.gov](http://www.PPIRS.gov)), which provides for a single search and retrieval of contractor past performance information; and the Federal Technical Data System ([www.FedTeDS.gov](http://www.FedTeDS.gov)), which provides for the secure transmission and dissemination of sensitive acquisition material.
- **BusinessLaw.gov:** BusinessLaw.gov is an online resource guide designed to provide small businesses quick access to legal and regulatory information, compliance assistance tools, and the ability to perform online transactions. Also, the site acts as a gateway to federal, state and local information. Estimates indicate that businesses will save at least \$56 million annually by searching for information in an organized, user-friendly manner through one portal.
- **Regulations.gov:** Regulations.gov is estimated to save \$94 million by creating a single system supporting the rulemaking process. Since its launch on January 23, 2003, the site has had approximately 2.6 million hits.
- **GoLearn.gov:** This on-line training initiative is the number one most visited e-training site in the world, with more than 60 million hits for information on over 2,000 e-training courses, e-books, and career development resources. GoLearn.gov has over 45,000 registered users who can receive training at a cost of pennies per course -- training that would not have been possible prior to the launch of GoLearn. Traditional training approaches only serve a fraction of this number of people, sometimes costing as much as \$2,500-\$5,000 per class.
- **E-Payroll:** The initiative is consolidating government payroll processing centers from 22 to two payroll provider partnerships (DoD/GSA and USDA/DOI). \$1.2 billion will be saved over the next 10 years by modernizing fewer providers.
- **E-Clearance:** E-Clearance has deployed an integrated database that will help enable reductions in the security clearance backlog. 99% of all clearances now are available electronically.

### 3.5 FEDERAL ENTERPRISE ARCHITECTURE

A significant finding that has emerged from the E-Government effort is the need for a Federal Enterprise Architecture (FEA). An enterprise architecture is a comprehensive view of what an

organization does, how it does it, and how IT supports it. The FEA provides the following value to IT management:

- Improves decisions about IT system investments (e.g., enables an agency to determine if a system is redundant)
- Aligns IT support with business objectives
- Aligns IT investments with business drivers
- Reduces redundancy
- Improves interoperability between processes and systems
- Supports realization of economies of scale

The Office of Management and Budget (OMB) is leading the development of a Federal Enterprise Architecture 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 IT. The FEA will govern and guide IT investment decisions within agencies, and support the identification of opportunities to collaborate on, consolidate, and integrate current and planned initiatives. Also, the FEA will make possible horizontal (cross-federal) and vertical (federal, state, and local governments) collaboration and communication with respect to IT investments.

### **3.6 OTHER E-GOVERNMENT ACHIEVEMENTS**

In addition to the successful E-Government initiative deployments, there were a number of other E-Government-related achievements in 2002:

- Initial development of a “content model”, which will provide a framework to govern how the government makes information available to the public through the Internet;
- Major strides by individual agencies, such as the Departments of Energy and Veterans’ Affairs, in developing e-strategies that leverage IT to modernize programs and activities.
- Re-launch of the [www.egov.gov](http://www.egov.gov) website, including an E-Government logo. The website is an up-to-date, public source of information about the project and portfolio plans and their accomplishments.
- Use of the \$5 million E-Government fund to provide tools to integrate agency investments. These tools were new and not redundant with other existing agency expenditures and were integrated into projects such as [GovBenefits.gov](http://GovBenefits.gov), E-Rulemaking, E-Authentication and E-Training.
- Development and use of standard performance measures to identify progress and areas for improvement within agency IT security programs.
- Use of a variety of federal government and intergovernmental governance groups, including the Presidents Management Council (PMC), the PMC E-Government subcommittee, the Federal CIO Council and related subcommittees, the Quad Council, and the Office of Intergovernmental Solutions (GSA). These groups meet regularly to provide leadership, technical guidance, and outreach support to the 24 E-Government initiatives and related E-Government efforts.

Leading organizations outside government recognized the progress and importance of E-Government. A September 2002 report from the Pew Foundation found that 71 million

Americans have used government web sites – up from 40 million in March 2000. And based on a poll commissioned by the Council for Excellence in Government in February 2002, citizens overwhelmingly believe that electronic government leads to better government. In addition, the June 2002 United Nations report, *Benchmarking E-Government: A Global Perspective*, rated the United States as the world leader in E-Government on the basis of achievements over the last year.

Current E-Government surveys and reports continue to affirm citizens' positive experiences when they access government information and services online. A survey released in April 2003 by the Council for Excellence in Government noted that 75% of E-Government users think E-Government has made it easier to get information, and 67% like doing transactions with government online.

Nielsen/NetRatings, the global standard for Internet audience measurement and analysis, reports that more than one-third of all Internet users visited a federal government website in February 2003, and about half of all businesses went online in January 2003 to interact with the Federal government. In total, traffic to Federal government web sites jumped 26 percent from December 2002 to February 2003 to nearly 44.9 million surfers. Garnering more than 9 million additional unique visitors from home and work over this three-month period, government organizations are harnessing the power of the Internet to communicate with Americans.

Also, the Nielsen/NetRatings report noted that “. . . government sites are an excellent source for information, and in most cases the resources these sites provide come free of charge. With no cost barriers, government sites provide an easy incentive for all Web users to utilize their online services . . .” The report listed the U.S. Government among the top Internet parent companies in number of online visitors, following AOL Time Warner, Microsoft, and Yahoo. A parent company is defined as a consolidation of multiple domains and URLs owned by a single entity.

### **3.7 THE E-GOVERNMENT ACT OF 2002 (P. L. 107-347)**

Congress recognized the importance of E-Government through the passage of the E-Government Act of 2002, signed into law by the President on December 17, 2002. The Administration sees this Act as a valuable contribution to drive forward the current work that is improving government through electronic means. In summary, this legislation:

- Codifies and expands the E-Government leadership role of OMB through the establishment of an Office of E-Government and IT headed by a Presidentially-appointed Administrator;
- Authorizes several initiatives (E-Rulemaking, Geospatial One-Stop, E-Records Management, E-Authentication and Disaster Management), and endorses the FirstGov.gov portal;
- Sponsors ongoing dialogue with state, local and tribal governments, as well as the general public, the private, and non-profit sectors to find innovative ways to use IT to improve the delivery of government information and services; and
- Establishes an E-Government Fund, administered by GSA, to support IT projects approved by OMB, that enable the Government to conduct activities electronically. The Act authorizes funding through FY07.

OMB and the agencies will implement many of the E-Government Act requirements in 2003. Appendix 5.4 includes a summary of OMB's implementation plan and timetable.

## 4 E-GOVERNMENT STRATEGY: CHALLENGES AND FOCUS

### 4.1 KEY CHALLENGES

In January 2003, the current E-Government project managers met with the members of the 2001 E-Government task force (“Quicksilver Task Force”) that identified the PMA E-Government initiatives in 2001. This group of more than 100 government managers shared a number of insights about unresolved E-Government challenges that the 2003 strategy should address. None involved technological barriers – they centered around behavioral or policy changes needed, such as:

- **Leadership support:** strengthen the connection between Lead Agencies, Partner Agencies, CIOs, and the PMC and improve how agency leaders work together to implement projects.
- **Parochialism:** address current policies and budget practices that reinforce “small hat,” agency-centric thinking.
- **Funding:** provide more resources in general (dollars and staff) and make the budget process more transparent and effective.
- **Communication:** better understand the inter-relationships among the E-Government initiatives, improve the interface between OMB and the Lead Agencies, and create a more cohesive, effective relationship with the Hill.

Another challenge in 2003 will be to physically migrate agency-unique solutions to each cross-agency E-Government solution, reducing costs and generating more citizen-centered results. During the first year of work, this was accomplished typically through: establishing single sources of information, accessible by citizens in no more than three clicks (one stop portals such as Recreation.gov and Regulations.gov); developing tools that provide a simple one-stop method to access government programs; or establishing common sets of standards for data collection and reporting (e.g., Geospatial One-Stop, E-Records). The requirement for 2003 and 2004 is to migrate (i.e., move, consolidate) the management of systems, data, and business processes from multiple agencies to a joint solution, supported by one or two service providers.

Several initiatives, such as E-Payroll, have made significant progress in developing joint solutions and implementing migration agreements with other agencies; however, most efforts last year focused on developing cross-agency solutions that simplify and unify federal IT activities. Executing a migration plan will be a primary focus of the projects in 2003.

Other key trends in the IT industry that government is tracking are:

- Broadband content
- Transactional interoperability between government, industry and individuals
- Web services
- Privacy and security

### 4.2 STRATEGIES AND GOALS

In 2003 and 2004, the E-Government initiatives will deliver more and better services to citizens through more effective inter- and intra-governmental teamwork. The government will deliver



these services at a lower cost, through the reduction of redundant systems and applications. The Office of E-Government and IT will pursue the following strategies to accomplish these goals and address the challenges described in Section 4.1:

- 1. Simplify work processes to improve service to citizens.** The individual E-Government projects will be driving the migration of systems, data and processes to a common solution that better meets citizen needs. Agencies will be setting up solutions that cross traditional organization “silos,” based on e-business principles of “buy once, use many” and “collect once, use many.” The FEA models and other migration guidelines and standards developed by OMB will guide these transitions.

Program managers will need to have a clear understanding of agency requirements, gain agreements and funding commitments from agencies, and prepare detailed transition plans to implement successful migrations. As in 2002, a key success factor will be how the program managers and lead agency leadership work with their partners to communicate, educate and build an understanding of the changes that will occur with migration. In addition, it will be important to use the regulations and governing groups already in place, such as the President’s Management Council, the Federal CIO Council, the Clinger-Cohen Act, and the annual budget process, to drive cross-agency and inter-governmental cooperation and collaboration.

- 2. Use the annual budget process and other OMB requirements to support E-Government implementation.** OMB will use current budgetary processes and authorities provided by the E-Government Act of 2002 to drive more effective and less redundant IT and E-Government spending. There will be a continued consolidation of work plans and investments in technologies acquired by different agencies for like purposes, and external-facing transactions platforms. Agencies will continue to reduce redundant spending and improve the return on IT investments through the use of business cases, the Capital Planning, Investment and Control (CPIC) process, and through other means, such as enterprise licensing.

A key project supporting enterprise licensing is an effort led by GSA called SmartBUY (Software Managed and Acquired on the Right Terms). It will establish contracting vehicles to better leverage the buying power of the Federal government. It will reduce the cost for commodity software while achieving the same level of quality; employ “smart” buying practices to reduce acquisition and support costs, including software asset management; and increase the use of standards-compliant software.

- 3. Improve project delivery through development, recruitment and retention of a qualified IT workforce.** OMB will support the efforts of the Office of Personnel Management, the General Services Administration and the Federal CIO Council to analyze federal information resource management and personnel needs and assess and upgrade current IT training programs. For the project managers leading the E-Government initiatives, OMB will provide support to improve their effectiveness. For example, the E-Government PMO will continue to hold monthly project manager meetings and frequent one-on-one meetings with individual project leaders and teams to identify and resolve barriers to success.
- 4. Continue to modernize agency IT management around citizen-centered lines of business.** The next series of E-Government initiatives will drive improvement in the way the

Federal government makes and monitors IT investments. The Administration has defined an annual cycle for identifying, analyzing and deploying opportunities to integrate and consolidate activities along business lines that cross agency boundaries. The policy of the Administration is that IT transformation will be based on consolidation along lines of business and citizen needs: agencies will have to make the business case for developing a unique solution.

As a result of using of the FEA Business Reference Model to evaluate FY 2004 agency IT budgets requests, OMB has been able to identify potential redundancies in six business lines:

**Financial Management** - involves the aggregate set of accounting practices and procedures that allow for the accurate, efficient, transparent, and effective handling of all government revenues, funding, and expenditures. This includes cost management, funds management, financial reporting, general ledger management, payment management and accounts receivable management. OMB identified over \$250 million in financial projects that are candidates for further analysis of potential savings.

**Data and Statistics** - includes activities performed in providing data and information pertaining to the current state of the nation in areas such as the economy, labor, weather, international trade, etc.

**Human Resources** - includes all activities associated with the recruitment, management and separation of employees. It includes recruitment, staffing, employee and labor relations, advancement and awards, benefit management, payroll management and expense reimbursement, resource training and development and security clearance management. Based upon a review of systems in the Human Resources business line, OMB identified systems requests of over \$50 million that should be further assessed for potential savings.

**Monetary Benefits** - involves the allocation of money to members of the public for retirement (e.g., Social Security), welfare, unemployment, medical services (e.g., Medicare, Medicaid), and other related services. The initial review revealed an estimated \$200 million in investments that require further assessment.

**Criminal Investigations** - includes the systems that support the Federal government's criminal investigation activities. The initial review revealed an estimated \$300 million in investments that require further assessment.

**Public Health Monitoring** - involves activities associated with monitoring the public health and tracking the spread of disease.

In 2003, funding for systems in these areas will be subject to continuing review and potential integration or consolidation. Teams composed of representatives of each partner agency, the lead agency or "business line owner", and appropriate OMB officials will conduct a thorough assessment of the potential redundancies in each business line for implementation as part of the 2004 budget.

- 5. Engage agency leadership to support E-Government project implementation.** OMB will use current leadership groups and establish others, as appropriate, to accelerate and improve the deployment of the E-Government program. OMB leadership and the Federal CIO Council will use the knowledge and experience of agency leaders more often and

meaningfully in the support of the 24 current initiatives. OMB portfolio managers will work with project managers and agency leaders to identify process requirements, create memorandums of understanding, reduce redundant spending and execute migration plans. The Administrator of E-Government and IT will work with the PMC, CIO Council and other leadership groups to address and resolve barriers to progress.

### **4.3 MEASURES OF SUCCESS**

OMB established goals for E-Government and IT and reiterated the performance criteria for the E-Government portion of the agency scorecard:

1. Agencies are focusing IT spending on high priority modernization initiatives.
2. Major IT projects are within 10% of cost/schedule/performance objectives.
3. Major IT systems have been certified, accredited, or otherwise authorized as being properly secured.
4. 24 Presidential E-Government initiatives are operational and yield benefits (for example, cost reduction, response time, burden reduction, improved citizen service, etc.)
5. Negotiate government-wide Enterprise Software licenses.
6. Reduce redundant IT spending in the six overlapping lines of business identified in the FY 2004 Budget, by defining government-wide solutions.

The milestones for each these goals are detailed in the following table.

**Table 3: E-Government 2003/2004 Milestones**

<b>Table 3: E-Government 2003/2004 Milestones</b>	
<b>1. Agencies are focusing IT spending on high priority modernization initiatives.</b>	
<ul style="list-style-type: none"> <li>Define, with agency CIOs and Dep Secs, the key elements of each agency modernization blueprint, including highest priority IT projects and inventory</li> <li>Publish Federal Enterprise Architecture reference models</li> <li>Engage with agencies to ensure FY 2005 IT budget reflects strategic priorities</li> </ul>	2003
<ul style="list-style-type: none"> <li>Overlay planned agency IT investments and modernization plans against FEA</li> <li>Conduct pre-submission review of key agency IT investment requests</li> </ul>	2003
<b>2. Major IT projects are within 10% of cost/schedule/performance objectives.</b>	
<ul style="list-style-type: none"> <li>Close IT project management training gap by ensuring staff who need training are assigned to an agency training course</li> </ul>	2003
<ul style="list-style-type: none"> <li>Hold virtual job fair at USAJobs for IT Project Managers and Solution Architects</li> <li>Assess business cases for major IT investments</li> </ul>	2003
<ul style="list-style-type: none"> <li>Lock-in baseline cost, schedule and performance targets for FY 2004 major IT investments and use of Earned Value Management System</li> <li>Agree on Risk Management Plan for on-going FY 2003 projects experiencing cost and schedule overruns or performance shortfalls</li> </ul>	2004
<ul style="list-style-type: none"> <li>Work with agencies and RMOs to address "at risk" projects</li> </ul>	Ongoing
<b>3. Major IT systems have been certified, accredited, or otherwise authorized as being properly secured.</b>	
<ul style="list-style-type: none"> <li>Review and comment on business cases, agency and IG FISMA reports, and revised POA&amp;Ms</li> <li>Assist in prioritizing funds to address key IT security weaknesses</li> </ul>	2004
<ul style="list-style-type: none"> <li>Implement (w/DHS) Incident Warning and Response process</li> </ul>	2004
<ul style="list-style-type: none"> <li>Prepare OMB FISMA Report to Congress</li> </ul>	2004
<ul style="list-style-type: none"> <li>Review agency progress in achieving Plan of Action and Milestones (POA&amp;M)</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>Assist in prioritizing funds to address key IT security weaknesses</li> </ul>	Ongoing
<b>4. 24 Presidential E-Government initiatives are operational and yield benefits (cost reduction, response time, burden reduction, citizen service, etc.).</b>	
<ul style="list-style-type: none"> <li>Issue financing guidance with MOU template</li> </ul>	2003
<ul style="list-style-type: none"> <li>Ensure migration plans and agency agreements are completed</li> </ul>	2003
<ul style="list-style-type: none"> <li>Implement final business case, including remediation actions</li> </ul>	2004
<ul style="list-style-type: none"> <li>Monitor progress and issues with lead agency, assist in resolution</li> </ul>	Ongoing
<b>5. Negotiate government-wide Enterprise Software licenses.</b>	
<ul style="list-style-type: none"> <li>Select target licenses for aggregation opportunities</li> </ul>	2003
<ul style="list-style-type: none"> <li>Charter/Launch SmartBuy Program Office and obtain resources for negotiations</li> </ul>	2003
<ul style="list-style-type: none"> <li>Endorse results and initiate implementation</li> </ul>	Ongoing
<b>6. Reduce redundant IT spending in the six overlapping lines of business identified in the FY 2004 budget by defining government-wide solutions.</b>	
<ul style="list-style-type: none"> <li>Complete opportunity analysis and create cross agency line of business teams</li> </ul>	2003
<ul style="list-style-type: none"> <li>Complete business cases for line of business consolidation</li> </ul>	2003
<ul style="list-style-type: none"> <li>Issue guidance in support of business case implementation, if necessary</li> </ul>	2004

Agencies need to meet the following criteria to achieve a “green” on the quarterly E-Government scorecard:

- The agency has a Modernization Blueprint that focuses IT investments on important agency functions and defines how those functions will be measurably improved
- All major systems investments have an acceptable business case (security, measures of success linked to the Modernization Blueprint, program management, risk management, and cost, schedule, & performance goals)
- For all major IT projects, cost and schedule overruns average less than 10% and performance shortfalls average less than 10%
- Inspector General verifies that there is a Department-wide IT Security Plan of Action and Milestone remediation process
- 90% of operational major IT systems are properly secured (certified, accredited, or otherwise authorized), including mission critical systems
- Agency contributes to, and participates in, 3 of the 4 categories of E-Government initiatives rather than creating redundant, or agency unique, IT projects

Agencies need to meet the following criteria to achieve a “yellow” on the quarterly E-Government scorecard:

- More than 50% of major systems investments have an acceptable business case
- Security Reports to OMB document consistent security improvement and either:
  - 80% of operational major IT systems are properly secured OR
  - Inspector General verifies that there is a Department-wide IT Security Plan of Action and Milestone remediation process
- For all major IT projects, cost and schedule overruns average less than 30% and performance shortfalls average less than 30%
- Agency contributes to, and participates in, 2 of the 4 categories of E-Government initiatives rather than creating redundant, or agency unique, IT projects

## 5 APPENDICES

### 5.1 DESCRIPTION OF E-GOVERNMENT INITIATIVE SELECTION PROCESS

In July 18, 2001, OMB Director Mitchell E. Daniels initiated an interagency E-Government Task Force to identify the action plan for implementing the President's E-Government initiative. The Task Force of nearly 80 federal employees from across the Federal government followed a rapid, methodical process to identify the high payoff projects and key barriers to be addressed in the President's Expanding E-Government initiative. The process is documented in the report [E-Government Strategy: Implementing the President's Management Agenda for E-Government](http://www.whitehouse.gov/omb/info/egovstrategy.pdf) (<http://www.whitehouse.gov/omb/info/egovstrategy.pdf>). The method used reflected commercial e-strategy best practices, identifying strategic initiatives and key barriers using the method defined in text books such as [Unleashing the Killer App](#) and [Net Ready](#). The Administration supplemented the strategy method by using operations research techniques, including Multi-Attribute Utility scoring to ensure objectivity and completeness.

Twenty-four initiatives were selected to simplify and consolidate redundant, poorly defined projects that were planned or underway at federal agencies. The E-government task force identified twenty-three of the initiatives through the following activities:

1. E-Government Task Force conducted 71 interviews with more than 150 senior government officials during the process to gather and identify strategic E-Government opportunities. In addition, nearly 200 projects were identified from e-mails sent primarily by federal employees. The interview and data collection process produced more than 300 potential E-Government projects; most were underway or proposed in agency plans for FY 2002. On the basis of overlaps in purpose and citizens affected, the potential projects were consolidated to approximately 45 initiatives.
2. A steering group of President's Management Council members met to narrow the number of initiatives to 10 per citizen centered group (Government to Citizen, Government to Business, Government to Government, and Internal Efficiency and Effectiveness). The steering group selected a set of 30 E-Government initiatives using two rounds of prioritization after discussing potential citizens affected by each initiative, policy priorities and further opportunities for consolidation.
3. The Task Force created four teams of subject matter experts involved in similar efforts, reflecting the four citizen centered groupings. The teams developed mini-business cases for each of the 30 initiatives, providing estimates of benefits, costs and risks. Each team conducted a 15-day assessment of costs, benefits, and risks for 5 to 10 of the 30 initiatives. The estimates were rough order of magnitude and more specific in some cases. The teams used data from existing agency assessments, efforts underway by other governments, or analysis conducted during the 15 days. Twenty-four of the 30 would derive significant benefits from simplifying the underlying processes, and 17 of the 30 would derive significant benefits from unifying infrastructure and operations across agency silos.
4. Each team applied Multi-Attribute Utility analysis and used their data to assign a numeric score for each project in the following categories: value to citizens, number of citizens affected, potential improvement in agency efficiency, the likelihood of deployment within 18-to-24 months, and resource requirements. The teams assigned a numerical score of 1-10 to each one. Scores for each component were added to produce a final overall score for an initiative. Each initiative was scored as follows:

**a. Improvement in Service Delivery:**

- Convenience/ease of doing business with the government (10 = significant paperwork or similar burden reduction; 1 = little reduction)
- Order of magnitude benefit (two orders of magnitude improvement in program results for citizen = 10; little improvement = 1; and
- Number of customers (10 = hundreds of millions; 1 = hundreds of thousands)

**b. Doable Category:**

- Timeframe for initial deployment of capability with the overall timeframe of 18-24 months (10 = less than 6 months; 8 = 6-12 months; 6 = 12-18 months; 4 = 18-24 months; 2 = 24 months or longer)
- Risk of implementation: (10 = key risks are being addressed projects underway; 5= the availability of COTS or government best practices; 1 = initiatives which required new development and projects where there was significant resistance or failure to-date)

**c. Benefits Category:**

- Monetary benefit: potential return on investment from consolidating redundant spending on IT or reducing inefficient program administration resources (10 = tens of billions in reduced redundancy; 1 = hundreds of thousands);
- Improvements in operational effectiveness: including response time reduction (10 = high; 1 = low)

**d. Resource Requirements:** rough order of magnitude investment needed ranging from less than \$5 million (scored as 10) to over \$100 million (scored as 2)

5. The Task Force steering group met to evaluate and reduce the number of initiatives and identify responses to the major barriers determined to be inhibiting the Federal government's progress in E-Government. From this analysis, 20 initiatives were selected, plus three for further business case development.
6. The final selections were made by a steering group comprised of the members of the President's Management Council under the leadership of the OMB Director. The full President's Management Council approved 23 initiatives at the October 3, 2001 meeting. Subsequently, payroll processing ("E-Payroll") was added as the 24th initiative based on the criteria used by the Task Force.

Lead agencies were identified and cross-agency teams were established to develop detailed business cases (per OMB A-11 guidance) which were incorporated into the FY 2003 budget, while agencies integrated planned FY 2002 efforts into the 24 E-Government initiatives. It is important to note that the E-Government Task Force did not create new projects; it consolidated, leveraged, and integrated projects already underway or planned.

**5.2 PRESIDENT'S MANAGEMENT AGENDA E-GOVERNMENT SCORECARD (AS OF DEC. 31, 2002)**
**Executive Branch Management Scorecard**

	Current Status as of December 31, 2002					Progress in Implementing President's Management Agenda				
	Human Capital	Competitive Sourcing	Financial Perf.	E-Gov	Budget/Perf. Integration	Human Capital	Competitive Sourcing	Financial Perf.	E-Gov	Budget/Perf. Integration
AGRICULTURE	Red	Red	Red	Yellow	Red	Green	Red	Green	Green	Yellow
COMMERCE	Red	Red	Red	Yellow	Yellow ↑	Green	Green	Green	Yellow	Green
DEFENSE	Yellow ↑	Red	Red	Red	Yellow ↑	Green	Yellow	Green	Green	Green
EDUCATION	Red	Red	Red	Yellow ↑	Red	Green	Green	Green	Green	Green
ENERGY	Yellow ↑	Red	Yellow ↑	Yellow ↑	Red	Green	Green	Green	Green	Yellow
EPA	Red	Red	Yellow ↑	Yellow	Yellow	Green	Green	Green	Green	Green
HHS	Red	Red	Red	Red	Red	Green	Green	Yellow	Yellow	Green
HOMELAND	Red	Red	Red	Red	Red					
HUD	Red	Red	Red	Red	Red	Yellow	Yellow	Green	Green	Green
INTERIOR	Red	Red	Red	Red	Red	Green	Green	Red	Green	Green
JUSTICE	Red	Red	Red	Red	Red	Green	Green	Green	Green	Green
LABOR	Yellow	Red	Yellow ↑	Yellow	Yellow ↑	Green	Yellow	Green	Green	Green
STATE	Red	Red	Red	Red	Red	Green	Yellow	Green	Yellow	Green
DOT	Red	Red	Red	Red	Yellow	Green	Green	Green	Green	Green
TREASURY	Red	Red	Red	Red	Red	Green	Green	Green	Yellow	Green
VA	Red	Red	Red	Yellow ↑	Yellow ↑	Green	Green	Green	Green	Green
AID	Red	Red	Red	Red	Red	Red	Red	Yellow	Yellow	Green
CORPS of ENGINEERS	Red	Red	Red	Red	Red	Green	Red	Green	Yellow	Yellow
GSA	Red	Red	Yellow	Red	Red	Red	Green	Green	Yellow	Yellow
NASA	Yellow ↑	Red	Red ↓	Red	Yellow ↑	Green	Green	Green	Green	Green
NSF	Red	Red	Green	Green ↑	Red	Green	Red	Green	Green	Yellow
OMB	Red	Red	Red	Red	Red	Yellow	Green	Yellow	Green	Yellow
OPM	Yellow	Red	Yellow ↑	Yellow	Red	Green	Green	Green	Green	Green
SBA	Red	Red	Red ↓	Yellow	Yellow	Green	Green	Red	Green	Yellow
SMITHSONIAN	Red	Red	Red	Yellow	Red	Yellow	Yellow	Yellow	Green	Yellow
SSA	Yellow	Red	Yellow	Yellow	Yellow ↑	Green	Yellow	Green	Green	Green

arrows indicate change in status since baseline evaluation on September 30, 2001



**5.3 SUMMARY OF E-GOVERNMENT INITIATIVE 2002 PROGRESS AND 2003/2004 MILESTONES**

<b>Government to Citizen</b>		
<b>Project</b>	<b>Lead Agency &amp; Project Website</b>	<b>Description</b>
<b>GOVBENEFITS.GOV</b>	DOL <a href="http://www.govbenefits.gov">www.govbenefits.gov</a>	Provides a single point of access for citizens to locate and determine potential eligibility for government benefits and services.
<b>Performance Metrics</b>	<b>Progress to Date</b>	<b>Key Migration Milestones</b>
<ul style="list-style-type: none"> <li>▪ Hits to site per month (Target: 350,000)</li> <li>▪ # of referrals to partner benefit sites (Target: 10% increase)</li> <li>▪ Average time to find benefits and determine eligibility (Target: 20 minutes or less)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Initial services locator launched on as a screening tool to identify services for which citizens may qualify (Now at over 400 programs)</li> <li>▪ Established first iteration of virtual benefits data standards with states</li> </ul>	<ul style="list-style-type: none"> <li>▪ Q1 2004 – Make progress in migrating SSA and VA forms toward a single site, that may be maintained by one of these agencies</li> </ul>
<b>Project</b>	<b>Lead Agency &amp; Project Website</b>	<b>Description</b>
<b>RECREATION ONE-STOP</b>	DOI <a href="http://www.recreation.gov">www.recreation.gov</a>	Provides citizens with a single-point of access to a web-based resource, offering information and access to government recreational sites in a user-friendly format.
<b>Performance Metrics</b>	<b>Progress to Date</b>	<b>Key Migration Milestones</b>
<ul style="list-style-type: none"> <li>▪ # of partners sharing data via Recreation.gov (Target: 35 partners added)</li> <li>▪ # of facilities listed in Recreation.gov (Target: 25% increase)</li> <li>▪ Customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>▪ First county/state data added to Recreation.gov as part of intergovernmental "Government Without Boundaries" initiative, May 2002</li> <li>▪ Recreation.gov relaunched with enhanced map interface and state data in September 2002</li> <li>▪ Joined OASIS and initiated RecML data standard process December 2002</li> </ul>	<ul style="list-style-type: none"> <li>▪ 05/31/03 – Add new map capability</li> <li>▪ 09/30/03 – Complete Recreation data standard (RecML)</li> <li>▪ 10/31/03 – Re-launch online cross-government reservation system; De-activate Park Service reservation system</li> </ul>
<b>Project</b>	<b>Lead Agency &amp; Project Website</b>	<b>Description</b>
<b>IRS FREE FILING</b>	TREAS <a href="http://www.irs.gov">www.irs.gov</a>	Creates a single-point of access to free online preparation and electronic tax filing services provided by Industry Partners to reduce burden and costs to taxpayers.
<b>Performance Metrics</b>	<b>Progress to Date</b>	<b>Key Migration Milestones</b>
<ul style="list-style-type: none"> <li>▪ % coverage of tax filing public (Target: minimum of 60%)</li> <li>▪ # of citizens filing electronically (Target: 15% increase)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Signed agreement with Industry Partners to offer free tax services for the 2003 tax season</li> <li>▪ Deployed industry partnership for free online tax filing solution for 2003 tax season</li> </ul>	

Project	Lead Agency & Project Website	Description
<b>ONLINE ACCESS FOR LOANS</b>	ED	Creates a single point of access for citizens to locate loans. Improves the efficiency and reduces burden of loan programs.
<b>Performance Metrics</b>	<b>Progress to Date</b>	<b>Key Migration Milestones</b>
<ul style="list-style-type: none"> <li>▪ # of clicks to access relevant loan information (Target: 3 clicks)</li> <li>▪ Improve Agency access to risk mitigation data (Target: Reduce response time to access by 50%)</li> <li>▪ Customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>▪ PMC endorsement of business case and loan program improvement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ 09/30/03 – Release eLoans Gateway: a plain speak website that educates citizens on federal loan programs, with links to federal agencies and private sector resources</li> <li>▪ 09/30/03 – Web enable risk mitigation data for agency access</li> </ul>
Project	Lead Agency & Project Website	Description
<b>USA SERVICES</b>	GSA	Develop and deploy government wide citizen customer service using industry best practices that will provide citizens with timely, consistent responses about government information and services.
<b>Performance Metrics</b>	<b>Progress to Date</b>	<b>Key Migration Milestones</b>
<ul style="list-style-type: none"> <li>▪ Average time to respond to inquiries through Firstgov.gov and FCIC (Target: 100% of inquiries responded to within 24 hours)</li> <li>▪ Average time to resolve inquiries through Firstgov.gov and FCIC (Target: 48 hours)</li> <li>▪ # of government-wide inquiries call center and e-mail systems can handle (Target: 3.3M calls/year and 150,000 emails/year)</li> <li>▪ Achieve cost savings by outsourcing Tier 1 citizen inquiry contact center requirements to USA Services (Target 10 Agencies by end of Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Created an Office of Citizen Services at GSA to provide cross-agency customer service for citizens</li> <li>▪ Integrated Federal Citizen Information Center's (FCIC) call center with Firstgov.gov to provide citizens with ability to contact the Federal government via telephone, email, letters, or fax.</li> <li>▪ Add e-mail capability to FCIC's National Contact Center</li> </ul>	<ul style="list-style-type: none"> <li>▪ 07/03 – USA Services rollout</li> <li>▪ 04/01/04 – Launch expanded National Contact Center</li> </ul>

<b>Government to Business</b>		
<b>Project</b>	<b>Lead Agency &amp; Project Website</b>	<b>Description</b>
<b>E-RULEMAKING</b>	EPA <a href="http://www.regulations.gov">www.regulations.gov</a>	Allows a citizen to easily access and participate in a high quality, efficient rule making process. Improves the access to, and quality of the rulemaking process for individuals, businesses, and other government entities while streamlining and increasing the efficiency of internal agency processes.
<b>Performance Metrics</b>	<b>Progress to Date</b>	<b>Key Migration Milestones</b>
<ul style="list-style-type: none"> <li>▪ # of electronic comments submitted through Regulations.gov (Target = 200,000)</li> <li>▪ # of online docket systems decommissioned with the associated cost savings and cost avoidance (Target = 5 systems; Cost Savings: \$8M; Cost Avoidance: \$3M)</li> <li>▪ # of downloads of rules and regulations (Target = 4 million)</li> <li>▪ # of public participants in rulemaking process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developed a cross agency front-end web application for receiving public comments on proposed agency rules</li> <li>▪ Firstgov.gov links to all agency regulatory docket sites</li> <li>▪ Completed the benchmarking study and evaluation of existing agency websites</li> <li>▪ Clinger-Cohen letter issued to consolidate redundant and agency-centric websites</li> <li>▪ Launched government-wide portal giving citizens the ability to find, view, and comment on all proposed rules</li> </ul>	<ul style="list-style-type: none"> <li>▪ 07/03 – Complete enhancement of common e-docket system</li> <li>▪ 07/03 – Begin migration of legacy web-based system agencies to the federal-wide system</li> <li>▪ 07/03 – Begin converting five non – web based system agencies to the federal-wide systems</li> <li>▪ 09/30/04 – Complete migration and conversion of the identified Agencies</li> </ul>
<b>Project</b>	<b>Lead Agency &amp; Project Website</b>	<b>Description</b>
<b>EXPANDING ELECTRONIC TAX PRODUCTS FOR BUSINESSES</b>	TREAS	Reduces the number of tax-related forms that businesses must file, provides timely and accurate tax information to businesses, increases the availability of electronic tax filing, and models simplified federal and state tax employment laws.
<b>Performance Metrics</b>	<b>Progress to Date</b>	<b>Key Migration Milestones</b>
<ul style="list-style-type: none"> <li>▪ Burden reduction for corporations per return and/or application filed (Target = \$63.3M in savings to businesses)</li> <li>▪ Administrative cost to Federal government per return filed (Target = TBD)</li> <li>▪ Cycle time to grant Employer Identification Number (EIN) - interim EIN granted immediately (Target for response = 5 sec. by Internet, immediately by phone, 4 days by fax, 10 days by paper)                             <ul style="list-style-type: none"> <li>▪ # of electronic tax-related transactions (all forms) (Target = 615K)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Completed a proof-of-concept for Pre-Screening Notice and Certification Request for the Work Opportunity and Welfare-to-Work Credits (Form 8850)</li> <li>▪ Deployed Form 94X - Employment tax form built in XML format to make business returns easier to file electronically</li> </ul>	<ul style="list-style-type: none"> <li>▪ 01/04 – Initial implementation of 1120 e-file for business to facilitate end to end tax administration (Modernizing E-File System)</li> <li>▪ 04/03 – Complete deployment of Internet EIN application</li> </ul>

Project	Lead Agency & Project Website	Description
<b>FEDERAL ASSET SALES</b>	GSA <a href="http://www.firstgov.gov">www.firstgov.gov</a>	Identify, recommend, and implement improvements for asset recovery and disposition, making it easier for agencies, businesses, and citizens to find and acquire/buy federal assets.
Performance Metrics	Progress to Date	Key Migration Milestones
<ul style="list-style-type: none"> <li>▪ At least 10 Federal departments and agencies actively contributing and supporting FAS effort by offering assets for sale by end of FY03</li> <li>▪ Reduce the number of existing web sites that sell or list federal assets for sale by 25% in FY04</li> <li>▪ Reduce the cost to process a personal property sales transaction by 5% in FY04</li> <li>▪ Increase the number of unique visitors to FAS by 5 times January '03 baseline in FY04</li> <li>▪ Decrease average cycle time associated with the personal property asset disposition process by 21 business days in FY04</li> </ul>	<ul style="list-style-type: none"> <li>▪ Migrated Fedsales.gov to Firstgov.gov and improved search capabilities for items that agencies are trying to sell</li> <li>▪ Released Request for Info (RFI)</li> <li>▪ Business requirements completed for personal property</li> <li>▪ Business requirements completed for real property</li> </ul>	<ul style="list-style-type: none"> <li>▪ 01/04 – Personal Property Asset Sale Deployment</li> <li>▪ 04/04 – Real Property Asset Sales Deployment</li> <li>▪ 07/01 – Financial Property Asset Sales Deployment</li> </ul>
Project	Lead Agency & Project Website	Description
<b>INTERNATIONAL TRADE PROCESS STREAMLINING</b>	DOC <a href="http://www.export.gov">www.export.gov</a>	Makes it easy for Small and Medium Enterprises (SMEs) to obtain the information and documents needed to conduct business abroad.
Performance Metrics	Progress to Date	Key Migration Milestones
<ul style="list-style-type: none"> <li>▪ Time to fill out export forms and locate information (Target: 10% annual reduction)</li> <li>▪ # of unique visitors to Export.gov (Target: 15% increase)</li> <li>▪ # of trade leads accessed by SMEs through Export.gov (Target: 10% increase)</li> <li>▪ # of registered businesses on Export.gov</li> </ul>	<ul style="list-style-type: none"> <li>▪ Defined solution architecture for simplifying export processes</li> <li>▪ Deployed online collaborative workspace that consolidates all information gathered by trade specialists and disseminates it through Export.gov to SMEs</li> </ul>	<ul style="list-style-type: none"> <li>▪ 05/03 – Automate NAFTA certificate of origin guidance</li> <li>▪ 04/03 – Deploy integrated Export.gov/Buy USA</li> <li>▪ 04/03 – Migrate content from Foreign Agriculture Service to export.gov</li> <li>▪ 06/03 – Access more forms and partner agencies online</li> </ul>

Project	Lead Agency & Project Website	Description
<b>ONE-STOP BUSINESS COMPLIANCE</b>	SBA <a href="http://www.businesslaw.gov">www.businesslaw.gov</a>	Reduces the burden on businesses by making it easy to find, understand, and comply with relevant laws and regulations at all levels of government.
Performance Metrics	Progress to Date	Key Migration Milestones
<ul style="list-style-type: none"> <li>▪ Time savings for business compliance and filing (Target: 50% reduction)</li> <li>▪ Regulatory agency savings through transition to compliance from enforcement through automated processes (Target: 25% increase)</li> <li>▪ # of days reduced for issuing permits and licenses</li> <li>▪ Cycle time to issue permits and licenses issued (Target: within 24 hours)</li> <li>▪ # of visitors/page views (Target: 10-20% increase)</li> <li>▪ Reduction in redundant IT investments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Launched Businesslaw.gov</li> <li>▪ Piloted Portal Maximizer for improved navigation</li> <li>▪ Created two transactions online: 1) A national Business Registration for state identification and an IRS EIN and 2) a proof of concept Report Harmonization tool for coal miners that saves 25,000 hours annually in reporting burden to five federal and one state agency</li> </ul>	<ul style="list-style-type: none"> <li>▪ 07/03 – Launch compliance portal for trucking industry</li> <li>▪ 05/03 – Complete 30 expert tools (from multiple agencies, including OSHA, EPA, IRS, INS, DOT, DOE) designed to help businesses comply with relevant regulations in the environment, health and safety, employment, and taxes</li> </ul>
Project	Lead Agency & Project Website	Description
<b>CONSOLIDATED HEALTH INFORMATICS</b>	HHS	Adopts a portfolio of existing health information interoperability standards (health vocabulary and messaging) enabling all agencies in the federal health enterprise to “speak the same language” based on common enterprise-wide business and information technology architectures.
Performance Metrics	Progress to Date	Key Migration Milestones
<ul style="list-style-type: none"> <li>▪ # of federal agencies &amp; systems using the standards to store and/or share health information</li> <li>▪ # of contracts requiring the standards</li> <li>▪ Impact on patient service, public health and research</li> <li>▪ % increase in common data available to be shared by users</li> </ul>	<ul style="list-style-type: none"> <li>▪ Government-wide health IT governance council established</li> <li>▪ Resubmitted business case including full work breakdown structure and in-kind financing plan</li> <li>▪ Proposed messaging and laboratory data standards under consideration by partners</li> <li>▪ Established &amp; institutionalized federal health data standards governance; announced council</li> <li>▪ Announced four messaging and one vocabulary standard including initial deployment efforts</li> <li>▪ Announced 25 target priority vocabulary domains for initiative and scheduled for federal adoption</li> </ul>	<ul style="list-style-type: none"> <li>▪ 09/03 – Begin deploying health informatics standards, including laboratory and messaging vocabularies in federal systems</li> <li>▪ 09/03 – Standards maintenance and ever greening processes in place</li> </ul>

<b>Government to Government</b>		
<b>Project</b>	<b>Lead Agency &amp; Project Website</b>	<b>Description</b>
<b><i>GEOSPATIAL ONE-STOP</i></b>	DOI	Provides federal and state agencies with single-point of access to map-related data enabling consolidation of redundant data.
<b>Performance Metrics</b>	<b>Progress to Date</b>	<b>Key Migration Milestones</b>
<ul style="list-style-type: none"> <li>▪ # of data sets posted to portal (Target = 1,000 in Month One with 20% growth per month for remainder of Year 1)</li> <li>▪ # of users (Target = 20 Federal agencies, 40 States, 500 Counties)</li> <li>▪ # of cost sharing partnerships for data collection activities (Target = 10 cost sharing partnerships)</li> <li>▪ # of data-set hits (Target = 5,000 the first quarter with 10% growth per month for remainder of Year 1)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete draft standards for critical spatial data themes (framework data)</li> <li>▪ Kick started development of open standards-based interoperable portal</li> </ul>	<ul style="list-style-type: none"> <li>▪ 05/03 – Deploy first iteration of the planned metadata</li> <li>▪ 05/03 – Deploy first iteration of the Geospatial One-Stop Portal</li> </ul>
<b>Project</b>	<b>Lead Agency &amp; Project Website</b>	<b>Description</b>
<b><i>DISASTER MANAGEMENT</i></b>	DHS <a href="http://www.disasterhelp.gov">www.disasterhelp.gov</a>	Provides federal, state, and local emergency managers online access to disaster management-related information, planning and response tools.
<b>Performance Metrics</b>	<b>Progress to Date</b>	<b>Key Migration Milestones</b>
<ul style="list-style-type: none"> <li>▪ Reduce response recovery time by 15%</li> <li>▪ Improve situational awareness planning capability by 25%</li> <li>▪ Increase the number of first responders using Disaster Management Information System tools by 10%</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public launch of Disasterhelp.gov portal</li> </ul>	<ul style="list-style-type: none"> <li>▪ 04/03 – Re-launch of Disasterhelp.gov portal</li> <li>▪ 06/03 – Release of agent ID tool</li> <li>▪ 06/03 – Develop knowledge management, responder application basic tools, and level 1 interoperability</li> <li>▪ 10/03 – Deploy an integrated channel for access to Disaster Management organizations, knowledge, services, and tools</li> <li>▪ 06/04 – Develop responder applications, advanced tools, and level 2 interoperability</li> </ul>

Project	Lead Agency & Project Website	Description
<b>SAFECOM</b>	DHS	Provides interoperable wireless solutions for federal, state and local public safety organizations and ensures they can communicate and share information as they respond to emergency incidents.
Performance Metrics	Progress to Date	Key Migration Milestones
<ul style="list-style-type: none"> <li>▪ # of agencies that can communicate with one another (Target = 5% increase)</li> <li>▪ Response times for jurisdictions and disciplines to respond to an event (Target = 10% reduction)</li> <li>▪ # of wireless grant programs that include SAFECOM-approved equipment (Target = 10% increase)</li> <li>▪ Voice, data and video convergence (Target = 5% increase)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identified existing wireless network integration solutions fielded by federal, state, tribal, and local public safety agencies proven to provide interoperability. Solutions are used as models to provide a baseline from which to further implement options for interoperability within the public safety community.</li> <li>▪ Modified an existing web-based tool as a channel of distribution for the identified wireless network integration solutions</li> <li>▪ Developed common guidance for wireless grant funding to state, tribal, and local organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ 07/03 – Define the requirements for first responder interoperability at state, local, tribal, and federal levels to develop a long-term architecture</li> <li>▪ 09/03 – Identify gaps between existing wireless systems and interoperability requirements</li> <li>▪ 09/03 – Develop national architecture</li> <li>▪ 10/03 – Develop concept of operations for interoperability</li> </ul>
Project	Lead Agency & Project Website	Description
<b>E-VITAL</b>	SSA	Establishes common electronic processes for federal and state agencies to collect, process, analyze, verify and share birth and death record information. Also promotes automating how deaths are registered with the States.
Performance Metrics	Progress to Date	Key Migration Milestones
<ul style="list-style-type: none"> <li>▪ Time for state to report death to SSA (Target: 15 days)</li> <li>▪ # of verified death records</li> <li>▪ Time to verify birth and death entitlement factors (Target: 24 hours)</li> <li>▪ # of false identity cases</li> </ul>	<ul style="list-style-type: none"> <li>▪ Birth information from eight states (CO, HI, MO, MS, MN, IA, CA, OK) is available online for Social Security to use</li> <li>▪ Three states (MN, MT, SD) and New York City have signed contracts to implement an improved death registration process</li> </ul>	<ul style="list-style-type: none"> <li>▪ 06/04 – Launch production Electronic Verification of Vital Events (EVVE) hub</li> <li>▪ 10/03 – Deploy an initial capability for Electronic Death Registration (EDR) records with DC, NJ, and NH</li> </ul>

Project	Lead Agency & Project Website	Description
<b>E-GRANTS</b>	HHS <a href="http://www.grants.gov">www.grants.gov</a>	Creates a single, online portal for all federal grant customers to find and apply for grants, thus making it easier for potential recipients to obtain information about federal grants.
Performance Metrics	Progress to Date	Key Migration Milestones
<ul style="list-style-type: none"> <li>▪ # of grant-making agencies publishing grant opps in portal (Target = 26 100% announcement)</li> <li>▪ # of grant programs available for electronic application (Target = 50 ~8% of programs)</li> <li>▪ % of reusable information per grant application (Target = 60% "core" is 60% of average application collected via E-Grants)</li> <li>▪ # of applications received electronically (Target =15,000 – 3-5% of total)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Unified grant application standard completed</li> <li>▪ Initial operating capability of "find" pilot</li> </ul>	<ul style="list-style-type: none"> <li>▪ 06/03 – Deploy E-Grants "apply" pilot</li> <li>▪ 06/03 – Re-launch FedGrants.gov</li> <li>▪ 10/03 – Deploy simple, unified grant application mechanism</li> </ul>



<b>Internal Efficiency and Effectiveness</b>		
<b>Project</b>	<b>Lead Agency &amp; Project Website</b>	<b>Description</b>
<b>E-TRAINING</b>	OPM <a href="http://www.golearn.gov">www.golearn.gov</a>	Provides a single point of online training and strategic human capital development solutions for all federal employees, reducing instructor and travel costs and improving human capital management.
<b>Performance Metrics</b>	<b>Progress to Date</b>	<b>Key Migration Milestones</b>
<ul style="list-style-type: none"> <li>▪ Cost avoidance: total tuition/travel cost reductions for participating agencies (Target: minimum of \$50M in reductions)</li> <li>▪ % of executive branch agencies receiving their e-training via GoLearn.gov</li> <li>▪ E-Training is supplier of choice to fulfill human capital training at all Cabinet-level agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Launched on 07/23/02 and as of March has had over 60 million visitors with over 45,000 registered users</li> <li>▪ Variable training costs have been reduced to less than a penny per student</li> <li>▪ Recently launched IT security courses that map to the GISRA and NIST requirements (developed in collaboration with, and endorsed by NSA)</li> <li>▪ Launched Module 2 on 01/31/03 which includes additional free and fee-for-service course (contains user and managerial tools such as virtual classrooms and evaluation tools, FLETC CoP, KARTA)</li> </ul>	<ul style="list-style-type: none"> <li>▪ 06/30/03 – Launch Module 3 which establishes CoPs/Knowledge Domains categorized by profession, linked to competencies, KSAs, and mapped to E-Training courses</li> <li>▪ 09/30/04 – Interface to/shutdown of existing online training systems</li> </ul>
<b>Project</b>	<b>Lead Agency &amp; Project Website</b>	<b>Description</b>
<b>RECRUITMENT ONE-STOP</b>	OPM <a href="http://www.usajobs.opm.gov">www.usajobs.opm.gov</a>	Deliver state-of-the-art on-line recruitment services to job seekers that include intuitive job searching, on-line resume submission, applicant data mining, and on-line feedback on status and eligibility.
<b>Performance Metrics</b>	<b>Progress to Date</b>	<b>Key Migration Milestones</b>
<ul style="list-style-type: none"> <li>▪ Cost-per-hire</li> <li>▪ Time-to-fill vacancies</li> <li>▪ % of federal job applicants using Recruitment One-Stop (Target: 80%)</li> <li>▪ Availability of applicant status (Target: Real-time)</li> </ul> <p><i>Additional metrics can be captured based on market-based metrics incorporated in the Recruitment One-Stop solution</i></p>	<ul style="list-style-type: none"> <li>▪ An improved site was re-launched on 06/30/02</li> <li>▪ Soft launched best practice site with commercial partner in March 2003</li> </ul>	<ul style="list-style-type: none"> <li>▪ 08/29/03 – Implement applicant database mining; fully integrate agency assessment tools; track applicant status</li> <li>▪ 12/31/03 – Shutdown agency job search engines and resume builders</li> </ul>

Project	Lead Agency & Project Website	Description
<b>ENTERPRISE HR INTEGRATION</b>	OPM	Streamlines and automates the exchange of federal employee human resources information. Replaces official paper employee records.
Performance Metrics	Progress to Date	Key Migration Milestones
<ul style="list-style-type: none"> <li>▪ Cost/cycle time savings per transaction due to reduction in manual paper processing</li> <li>▪ Time for inter-agency transfers (Target: 50% reduction in data error rate)</li> <li>▪ Usage of analytics by all Cabinet-level agencies in the Human Capital Planning process (Target: 9 of 18 agencies use analytics tool)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gained agreement of federal human resource officers on common data standards</li> <li>▪ Demonstrated Workforce Analysis and Support System (WASS) and Civilian Forecasting (CIVFORS) tools to EHRI Partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ 05/1/03 – Propose data standards and standard components to CIO Council Architecture Committee</li> <li>▪ 01/30/04 – Deploy EHRI Repository to support CPDF replacement, E-Payroll and E-Clearance</li> <li>▪ 06/30/04 – Establish standardization policy</li> <li>▪ 06/30/04 – Deploy EHRI Repository to support Inter-Agency Employee Transfer Requirement</li> <li>▪ 06/30/04 – Deploy EHRI Repository to support RSM</li> </ul>
Project	Lead Agency & Project Website	Description
<b>E-CLEARANCE</b>	OPM	Streamlines and improves the quality of the current security clearance process.
Performance Metrics	Progress to Date	Key Migration Milestones
<ul style="list-style-type: none"> <li>▪ Cost per application (Target: 5% reduction in cost or \$4.6 M annually)</li> <li>▪ Reciprocity between agencies (Target: Eliminate all unnecessary investigations of similar or lesser scope on the same person by different agencies, within one year of each other)</li> <li>▪ Average time to process clearance forms (Target: Eliminate at least 7 days of time from when a security officer of a governing agency receives a new SF86 to when an investigation case is scheduled)</li> <li>▪ Average time to complete clearance forms</li> <li>▪ Time to locate and evaluate previous investigations and clearances</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finalizing testing of federal security questions (SF86)</li> <li>▪ Consolidated clearance investigation results to a DOD and civilian database, May 2002</li> <li>▪ Deployed Clearance Verification System (CVS) in January 2003</li> </ul>	<ul style="list-style-type: none"> <li>▪ 05/31/03 – Imaging: All agencies begin imaging background investigation information</li> <li>▪ 06/30/03 – Implement e-QIP</li> </ul>

Project	Lead Agency & Project Website	Description
<b>E-PAYROLL</b>	OPM	Consolidates 22 federal payroll systems to simplify and standardize federal human resources/payroll policies and procedures to better integrate payroll, human resources, and finance functions.
Performance Metrics	Progress to Date	Key Migration Milestones
<ul style="list-style-type: none"> <li>▪ Payroll cost per transaction per employee</li> <li>▪ Accuracy of Treasury Disbursements (Target: 100%); Post Payroll Interfaces (Target: 95%); and Periodic Reporting (Target: 95%)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Selected four qualified payroll providers; negotiated with the best qualified group on terms and conditions of Memorandum of Agreement</li> <li>▪ Customer education forum – 12/5/02</li> <li>▪ Identified 87 opportunities to standardize policies affecting payroll</li> <li>▪ Agencies and OPM announced selection of payroll providers</li> <li>▪ Began move from the 22 existing providers to the two selected payroll partnerships in March 2003</li> </ul>	<ul style="list-style-type: none"> <li>▪ 07/28/03 – Standardize payroll processes</li> <li>▪ 09/30/03 – Complete first consolidations (DOE, EPA,)</li> <li>▪ 09/30/04 – Migrate Executive agencies to one of two payroll partnerships</li> </ul>

Project	Lead Agency & Project Website	Description
<b>E-TRAVEL</b>	GSA	Provides a government wide web-based service that applies world-class travel management practices to consolidate federal travel, minimize cost and produce superior customer satisfaction. The E-Travel Service will be commercially hosted to minimize technology costs to the government and guarantee refreshed functionality. From travel planning and authorization to reimbursement, end-to-end service will leverage administrative, financial and information technology best practices to realize significant cost savings and improved employee productivity.
Performance Metrics	Progress to Date	Key Migration Milestones
<ul style="list-style-type: none"> <li>▪ % users expressing high level of satisfaction</li> <li>▪ No. of agencies using E-Travel</li> <li>▪ % of use of E-Travel services within each agency</li> <li>▪ No. of trips serviced through E-Travel</li> <li>▪ % of trips planned and completed online</li> <li>▪ Significant reduction in duplicative systems (Currently 6+ online booking channels, 50+ travel planning/processing channels, 200+ licensed and government-developed expense reporting systems)</li> <li>▪ Reduction in administrative cost per trip (Target: align with commercial best practices)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developed government-wide inventory and business case defining cost/benefits and high-level agency migration requirements</li> <li>▪ In final stages of completing MOUs with 24 BRM agencies</li> <li>▪ Provided an online booking engine for interim use</li> <li>▪ Approved acquisition plan to consolidate and aggregate government-wide E-Travel services</li> <li>▪ Posted final RFP draft</li> <li>▪ Partnered with VA on benchmarking study of agency-specific end-to-end service</li> <li>▪ Issued Federal Travel Regulation guidance and mandates for use of the E-Travel service</li> </ul>	<ul style="list-style-type: none"> <li>▪ 07/30/03 – Complete an acquisition and award to end-to-end service provider</li> <li>▪ 12/31/03 – Complete pilot to deploy first full agency and initiate migration of all agencies to end-to-end service</li> <li>▪ 12/31/03 – Begin agency capture of detailed travel and financial information in government-wide data warehouse</li> <li>▪ 12/31/04 – All agencies fully committed to using end-to-end solution and replace all existing agency end-to-end travel systems</li> </ul>

Project	Lead Agency & Project Website	Description
<b>INTEGRATED ACQUISITION ENVIRONMENT (IAE)</b>	GSA	Creates a secure business environment that will facilitate and support cost-effective acquisition of goods and services by agencies, while eliminating inefficiencies in the current acquisition environment.
Performance Metrics	Progress to Date	Key Migration Milestones
<ul style="list-style-type: none"> <li>▪ % reduction in time for delivery of products and services cost-per-serve</li> <li>▪ % of intra-governmental transactions going through IAE</li> <li>▪ % reduction in procurement transaction errors</li> <li>▪ % of vendors registered in central database</li> </ul>	<ul style="list-style-type: none"> <li>▪ Launched a Business Partner Network, a one-stop portal for vendor registration</li> <li>▪ Launched past performance information retrieval system (July 2002)</li> <li>▪ Issued business rules for intragovernmental transactions (Oct. 2002)</li> <li>▪ Merged SBA Pro-NET Registration with CCR Registration (<a href="http://www.BPN.gov">www.BPN.gov</a>) (Dec. 2002)</li> <li>▪ Registered all agencies for intra-governmental transactions (Jan. 2003)</li> <li>▪ Launched Federal Technical Data Solution (<a href="http://www.FedTeDS.gov">www.FedTeDS.gov</a>) (Feb. 2003)</li> <li>▪ Collapsed the DoD Technical Data Solution (April 2003)</li> </ul>	<ul style="list-style-type: none"> <li>▪ 09/30/03 – Contract directory fully populated</li> <li>▪ 09/30/03 – Publish standardized e-Transactions for interface and data exchanges</li> <li>▪ 10/01/03 – Deploy updated management information system</li> <li>▪ 10/01/03 – Deploy initial intra-governmental exchange portal</li> <li>▪ 12/31/03 – Implement online representations and certifications with new clauses; consolidate/leverage contract writing systems</li> </ul>

Project	Lead Agency & Project Website	Description
<b>E-RECORDS MANAGEMENT</b>	NARA	Provides policy guidance to help agencies to better manage their electronic records, so that records information can be effectively used to support timely and informed decision making, enhance service delivery, and ensure accountability.
Performance Metrics	Progress to Date	Key Migration Milestones
<ul style="list-style-type: none"> <li>▪ % of eligible data items archived/preserved electronically (Target: 70% of NARA's electronic holdings)</li> <li>▪ Consolidation of IT investments for correspondence systems</li> <li>▪ Document search/retrieval burden</li> <li>▪ Document recovery burden</li> </ul>	<ul style="list-style-type: none"> <li>▪ Issued guidance for transferring permanent email records and attachments to the National Archives (Sept. 2002)</li> <li>▪ Adopted revised Department of Defense standard for common set of requirements for records management applications DoD-wide (June 2002) records to NARA</li> <li>▪ Announced adoption of records management application standard on 01/15/03</li> <li>▪ Completed E-Records transfer standards for three formats in March 2003</li> </ul>	<ul style="list-style-type: none"> <li>▪ 06/15/03 – Deploy enterprise-wide ERM system guidance</li> <li>▪ 09/30/04 – Establish policy for consistency in implementation of ERM</li> </ul>
<b>Cross-Cutting</b>		
Project	Lead Agency & Project Website	Description
<b>E-AUTHENTICATION</b>	GSA	Minimizes the burden on businesses, the public and government when obtaining services online by providing a secure infrastructure for online transactions, eliminating the need for separate processes for the verification of identity and electronic signatures.
Performance Metrics	Progress to Date	Key Migration Milestones
<ul style="list-style-type: none"> <li>▪ IT cost savings from a coordinated and streamlined approach to E-Authentication</li> <li>▪ <b>% of GPEA burden associated w/transactions that use the E-Authentication gateway</b></li> <li>▪ # of credentials by customer segment needed to interact with the Federal government (Target = 50 ECPs)</li> <li>▪ % of citizens trusting transactions with the government (from existing surveys) (Target = Taken from the Pew survey)</li> <li>▪ Time to access E-Government applications (Target = 24 hours)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Four agencies (DOD, TREAS, USDA, NASA) cross-certified with Federal PKI Bridge</li> <li>▪ Live interim gateway deployed (10/02)</li> <li>▪ Certified and accredited E-Authentication gateway (04/03)</li> <li>▪ Gateway prototype deployed</li> </ul>	<ul style="list-style-type: none"> <li>▪ 04/03 – Issue government-wide authentication guidance</li> <li>▪ 05/03 – Deploy first applications to use the E-Authentication gateway; deploy additional applications throughout FY03 and FY04</li> <li>▪ 08/03 – Establish list of trusted credential providers</li> <li>▪ 10/03 – Fully deploy E-Authentication gateway</li> </ul>

**5.4 E-GOVERNMENT ACT OF 2002 IMPLEMENTATION PLAN**

Required Activity or Product	Statutory Timeframe
Establish Office of E-Government and IT & Administrator (Sec 101, 3602)	April 17, 2003
Sponsor ongoing dialogue with state, local, and tribal governments, as well as the general public, the private, and the non-profit sectors to find innovative ways to improve the performance of governments in collaborating on the use of information technology to improve the delivery of Government information and services (Sec 101, 3602)	Ongoing
Authorization of CIO Council (Sec 101, 3603)	April 17, 2003
Authorization of E-Government Fund (Sec 101, 3604)	April 17, 2003
Establish program to encourage development of innovative solutions to enhance government-wide electronic services (Sec 101, 3605)	Ongoing
Annual E-Government Report to Congress (Sec 101, 3606)	April 2003 for update of current E-Government strategy; March 2004 for Annual E-Government Report to Congress
Agencies to develop citizen and productivity-related performance measures for use of E-Government and information technology in meeting agency objectives, strategic goals, and statutory mandates. These measures are to be incorporated into the agency's annual Performance Plan and the agency's Strategic Plan (Sec 202)	Ongoing
Interoperable implementation of electronic signatures for secure electronic transactions with Government (Sec 203)	Ongoing
Federal Internet Portal (Sec 204)	Ongoing
Timetable for agency compliance with electronic dockets for regulatory agencies (Sec 206)	Required in first E-Government report to Congress March 2004
Implementation guidance for Information Dissemination (Sec 207)	OMB will establish Committee by June 2003

Required Activity or Product	Statutory Timeframe
Establish Interagency Committee on Government Information Establish standards for categorizing and indexing government information Establish standards for agency websites Create a public directory for agency websites (Sec 207)	By May 2003 By June 2006 Standards for agency websites by April 2005
Develop guidance on: <ul style="list-style-type: none"> <li>○ Categorization and indexing standards</li> <li>○ Policies to improve agency reporting and dissemination of Federally funded R&amp;D (Sec 207)</li> </ul>	By June 2006
Work with agencies to create public domain directory of agency websites (taxonomy) (Sec 207)	April 2005
Issue guidance on PIAs and agency privacy notices on websites (Sec 208)	By May 2003
IT Workforce issues (Sec 209) <ul style="list-style-type: none"> <li>○ Analyze personnel needs of Federal government in IT and IRM</li> <li>○ Identify current gaps</li> <li>○ Oversee development of curricula, training methods, and training priorities for projected personnel needs</li> <li>○ Assess current training offerings in IT</li> <li>○ Issue policies and guidance</li> <li>○ Oversee the IT exchange program/Digital Tech Corps</li> </ul>	Ongoing
Ensure that agencies collect standardized information on IT and IRM workforce assessments (Sec 209)	Ongoing
Develop IT training programs with OPM oversight	Ongoing
IT Workforce Reports to Congress I. Report on existing government-wide IT training programs and recommendations for improvement or establishment of a program if none exist. II. IT Exchange Program/Digital Tech Corps <ul style="list-style-type: none"> <li>○ Report on existing personnel exchange programs</li> <li>○ Prepare a bi-annual report for Congress on agency use of the Digital Corps and the number of placements/exchanges/assignments (publish in Federal Register and online)</li> <li>○ Report to Congress evaluating the Digital Corps program and making an evaluation for its continuation</li> </ul>	January 1, 2003  April 17, 2004 Due April 30 <sup>th</sup> and October 31 <sup>st</sup> of each year  By April 2007
Modification of FAR for government-wise use of share-in-savings contracts (sec 210)	By Sept 2003
Report to Congress on share-in-savings progress (Sec 210)	By April 2005
Report to Congress on State and local use of Federal Supply Schedules (Sec 211)	By Dec 31, 2004
Director to designate up to 5 pilot projects for data integration across agencies (Sec 212)	By March 2004
OMB to have study conducted on best practices of Community Technology Centers (CTC) and submit report to Congress (Sec 213)	Study by Dec 2004; Report by June 2005*



Required Activity or Product	Statutory Timeframe
ED and IMLS to develop online tutorial on government information and services (Sec 213)	TBD*
OMB, with FEMA, to contract for Crisis Management study (Sec 214)  Report to Congress	Contract needed by March 2003  December 2004
Conduct Digital Divide Study (Sec 215)	Ongoing*
Oversee and coordinate development of common Geospatial Protocols designed to maximize the compatibility and accessibility of geographic information (Sec 216)	Ongoing

\* Pending appropriation