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# **Expanding E-Government**

## **Partnering for a Results-Oriented Government**

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**December 2004**



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

MEMORANDUM FOR CLAY JOHNSON III  
DEPUTY DIRECTOR FOR MANAGEMENT

FROM: KAREN S. EVANS   
Administrator for E-Government and Information Technology

SUBJECT: Expanding E-Government Results Report

As the second anniversary of the E-Government Act approaches, I am happy to submit this report showing where we are and where we intend to go in pursuit of the best results for the American people. I look forward to working with the agencies in delivering even better results in this fiscal year.

Attachment

# Expanding E-Government Partnering for a Results-Oriented Government

*The Federal Government is results-oriented, with the help of new disciplines and habits departments and agencies are adopting through the President's Management Agenda (PMA).*

The Federal Government is Results-Oriented  
A Report to Federal Employees  
August 2004

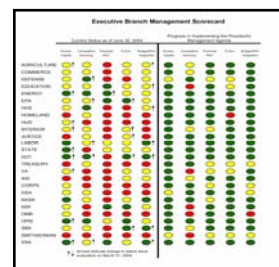
The Federal Government is delivering results through expansion and adoption of electronic government principles and best practices in managing information technology, providing timely and accurate information to the citizens and government decision makers while ensuring security and privacy.

The United States Government is one of the largest users and acquirers of data, information and supporting technology systems in the world, currently investing nearly \$60 billion annually on information technology (IT). Charged with great responsibilities by its citizens and ably served by the Federal workforce, the Federal Government should be the world's leader in managing technology and information to achieve the greatest gains of productivity, service and results. For the past three years, the President's Management Agenda (PMA) initiative to Expand E-Government has delivered significant results to the taxpayer and federal employees alike. However, the departments and agencies are determined to build upon past success and apply new principles and methods to achieve greater savings, better results and improved customer service levels.

## Being the Best

Our goal is to be the best manager, innovator and user of information, services and information systems in the world. There are great opportunities to apply existing and emerging business best practices to government to achieve increases in productivity and delivery of services and information. We will be focused on the customer instead of our traditional approach of focusing on departments and agencies.

Since the introduction of the PMA, departments and agencies have delivered results by incorporating business best practices for information handling and system management. The President's scorecard, located at <http://www.results.gov/agenda/scorecard.html>, documents the progress made by the agencies. To date, there are eight agencies who have achieved "green" status on the E-Gov scorecard element. They are: Department of Transportation, Environmental Protection Agency, Department of Labor, Department of State, Small Business Administration, the National Science Foundation, the National Aeronautics and Space Administration, and the Office of Personnel Management.



### What does it mean to be the best?

- Department and agencies are justifying and managing their IT investments with benefits far outweighing costs;
- Our IT projects are managed to a variance of less than 10 percent of cost, schedule and performance; and
- Citizens and government decision makers have the ability to find information easily and securely.

### Focus on Results

The strategy to date has been focused on:

- Improving productivity;
- Controlling IT costs;
- Implementing the responsibilities of the E-Gov Act of 2002;
- Improving cyber security; and
- Building an effective IT workforce.

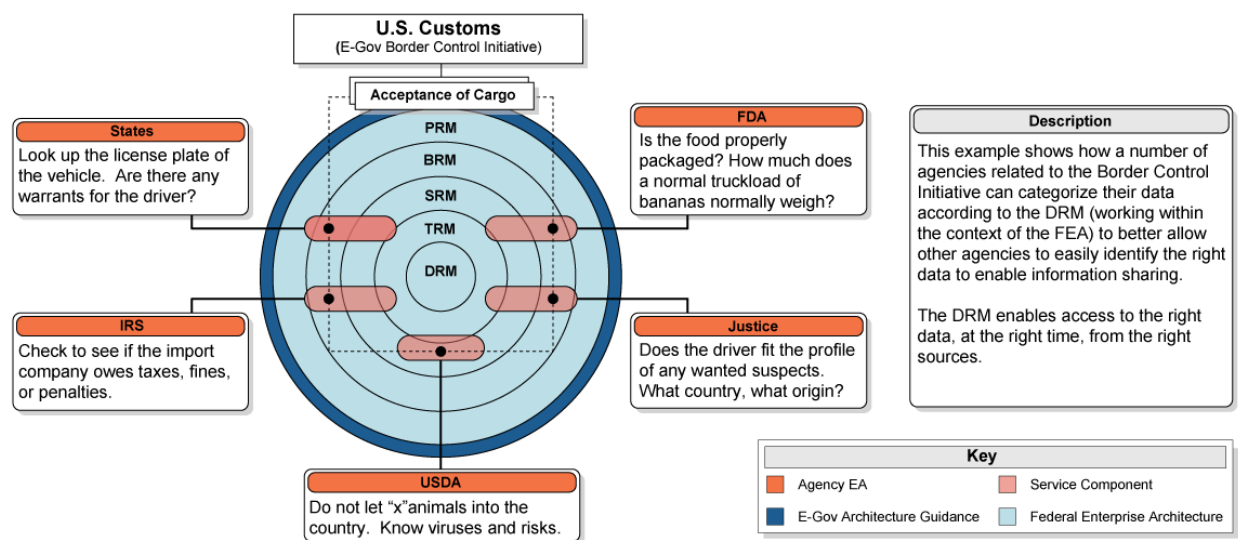
The Office of Management and Budget’s (OMB) E-Government and Information Technology Office, with the support of the General Services Administration and the Federal Chief Information Officers (CIO) Council, established the Federal Enterprise Architecture (FEA) Program which builds a comprehensive business-driven blueprint of the entire federal government. The development of this framework has and will continue to enable the federal government to identify opportunities to leverage technology to:



- Reduce redundancy;
- Facilitate horizontal (cross-federal) and vertical (federal, state and local) information sharing;
- Establish a direct relationship between IT and mission/program performance to support citizen-centered, customer-focused government; and
- Maximize IT investments to better achieve mission outcomes.

The FEA framework and its five supporting reference models (Performance, Business, Service, Technical and Data) are now used by departments and agencies in developing their budgets and setting strategic goals. With the recent release of the Data Reference Model, the FEA will be the “common language” for diverse agencies to use while communicating with each other and with state and local governments seeking to collaborate on common solutions for services. The following example illustrates the potential benefits:

### Example of Potential Benefits of the Data Reference Model (DRM)



In 2001 the President proposed 24 common solutions for services in the 2003 Budget. We have successfully completed major development milestones and are showing greater adoption and use of these services from citizens, businesses and government agencies. Specific accomplishments were included in the first annual report to Congress on the E-Gov Act of 2002. (<http://www.whitehouse.gov/omb/egov/>)

### Highlights include:

**Government to Citizen Portfolio:** In 2003, 3.4 million US taxpayers filed their taxes using the IRS Free File program, a 21% increase over 2002. Separately all citizens have access to 3,000 federal parks and other recreation sites' reservation services through Recreation.gov.

**Government to Business Portfolio:** Businesses have the ability to apply for Employer Identification Numbers (EIN) and file their tax forms electronically. The IRS received 2.22 million on-line EIN applications and 350,000 businesses tax forms were filed electronically in the first year of availability.

**Government to Government Portfolio:** Incident management services are available to the first responder community. 15,000 users have registered with Disasterhelp.gov, with Disaster Management services being used in 43 actual emergencies as well as 226 disaster preparedness exercises.

**Internal Efficiency and Effectiveness (IEE) Portfolio:** Job seekers logged more than 65 million visits to the web site (USAJobs.com) and created over 600,000 new on-line resumes. Separately, 26 federal payroll systems are being consolidated down to two partnerships resulting in an estimated \$1.1 billion savings over 10 years.

**Lines of Business (LOB) Efforts:** Common solutions to consolidate and eliminate redundant activities in three LOB efforts have been identified: Financial Management (FM), Grants Management (GM) and Human Resources (HR). Work continues in Federal Health and Case Management.

## The Keys to Continued Success

The following goals are part of the departments' and agencies' focus on results:

**Acceptable Business Cases** – Clearly defined vision and outcomes including security linked to the department's or agency's mission through their enterprise architecture with benefits far outweighing the costs. This year's goal is to have 75% of agencies with acceptable business cases for all of their systems.

**Earned Value Management (EVM)** – Operational analysis of cost and schedule overruns and performance shortfalls to average less than 10% for the department's or agency's IT portfolio. This year's goal is to have at least 50% (13) of agencies managing their IT portfolio in accordance with the standard.

**Cyber Security** – Federal government information and infrastructure to be secure. This year's goal is to have 90% of all IT systems properly secured (certified and accredited) including the Inspector General's verification of the effectiveness of the department's or agency's IT security remediation process.

**Human Capital** – IT workforce to be fully trained and qualified. Skill gaps remain in the IT workforce. The CIO Council will develop guidelines for assisting department and agency CIOs in identifying the skills gaps in their work force. The departments and agencies will develop and implement plans to close these gaps. This year's goal is to have 50% of the agencies (13) with no IT skills gaps.

**Governance and Leadership** – Common solutions for government services. As the departments and agencies continue the implementation of the President's initiatives, the CIO Council will assist in integration of the initiatives in the appropriate business line of the Federal Enterprise Architecture and will provide recommendations for funding, enhancements and dispute resolution. With their leadership within their departments and agencies and across government, the CIO Council will assure improved service levels within and throughout the government benefiting the taxpayer.

As these goals are achieved and the FEA framework and departments' and agencies' enterprise architectures are utilized, IT investments will be made and managed wisely. Duplicate functions and/or systems will be eliminated and we will achieve true cost savings, not just "cost avoidance" for the taxpayer.

### What is Coming

In the coming months, the Presidential E-Government initiatives graduate from the development and implementation phase to mature service offerings supported by service fees. Increased agency adoption and customer utilization will become the primary measures of success. The expanded availability of government information and the utilization of an increased percentage of transactions between the federal government and citizens will be measured, where appropriate. The E-Government program will continue to identify IT opportunities for collaboration and consolidation. The FEA framework will guide the interfaces between systems and the re-use of data and applications where appropriate. This service-oriented architecture approach will ensure that future government IT investments will leverage existing capabilities to their maximum potential and will provide the most efficient and customer-centered services.

The Office of E-Government and Information Technology will provide leadership and support for:

- Common solutions to deliver simplified and unified outcomes;
- Interoperability, with the adoption of data standards and modernization efforts in lieu of legacy systems incapable of providing upgrades or cross agency support;
- Improved service levels with a focus on the citizen; and
- Adoption of best practices and shutting down ancillary and duplicative systems within and across the federal government.

## Expanding E-Government

This Office will continue to work with the departments and agencies to ensure privacy issues are addressed across boundaries to provide a uniform and systematic process to protect citizen information.

The Federal Government is managing its IT more professionally as a resource for improving results. Seventy percent of the Federal Government's IT systems are secure; seventy-two percent of agencies have mechanisms in place to validate performance relative to cost, schedule and performance goals for their IT investments; about half of those agencies meet at least ninety percent of their cost and schedule goals. We have huge potential and opportunities for growth. The Federal Government will continue to work in all aspects of the Expanding E-Government initiative to deliver results the American people deserve.

## Presidential Initiatives Links

Business Gateway	<a href="http://www.Business.gov">www.Business.gov</a>
Disaster Management	<a href="http://www.DisasterHelp.gov">www.DisasterHelp.gov</a>
E-Authentication	<a href="http://www.cio.gov/EAuthentication">www.cio.gov/EAuthentication</a>
E-Loans	<a href="http://www.GovLoans.gov">www.GovLoans.gov</a>
E-Records Management	<a href="http://www.archives.gov/records_management/initiatives/erm_overview.html">www.archives.gov/records_management/initiatives/erm_overview.html</a>
E-Rulemaking	<a href="http://www.Regulations.gov">www.Regulations.gov</a>
E-Training	<a href="http://www.GoLearn.gov">www.GoLearn.gov</a>
Federal Asset Sales	<a href="http://www.FirstGov.gov/shopping/shopping.shtml">www.FirstGov.gov/shopping/shopping.shtml</a>
Geospatial One-Stop	<a href="http://www.GeoData.gov">www.GeoData.gov</a>
GovBenefits.gov	<a href="http://www.GovBenefits.gov">www.GovBenefits.gov</a>
Grants.gov	<a href="http://www.Grants.gov">www.Grants.gov</a>
Business Partner Network	<a href="http://www.BPN.gov">www.BPN.gov</a>
Excluded Parties Listing System	<a href="http://www.EPLS.gov">www.EPLS.gov</a>
Federal Business Opportunities	<a href="http://www.FedBizOpps.gov">www.FedBizOpps.gov</a>
Federal Technical Data Solution (password required)	<a href="http://www.FedTeDS.gov">www.FedTeDS.gov</a>
Federal Procurement Data System	<a href="https://www.FPDS.gov">https://www.FPDS.gov</a>
Past Performance Information Retrieval System	<a href="http://www.PPIRS.gov">www.PPIRS.gov</a>
International Trade Process Streamlined	<a href="http://www.Export.gov">www.Export.gov</a>
IRS Free File	<a href="http://www.irs.gov/app/freeFile/welcome.jsp">www.irs.gov/app/freeFile/welcome.jsp</a>
Recreation One-Stop	<a href="http://www.Recreation.gov">www.Recreation.gov</a>
Recruitment One-Stop	<a href="http://www.USAJOBS.gov">www.USAJOBS.gov</a>
SAFECOM	<a href="http://www.SAFECOMProgram.gov">www.SAFECOMProgram.gov</a>
USA Services	<a href="http://www.FirstGov.gov">www.FirstGov.gov</a> <a href="http://www.usaservices.gov">www.usaservices.gov</a>
Lines of Business Web Site	<a href="http://lobm.gsa.gov">http://lobm.gsa.gov</a>



**E-Gov Related Links**

Official Web Site of the President's E-Gov Initiative	<a href="http://www.egov.gov">www.egov.gov</a>
CFO Council Web Site	<a href="http://www.cfoc.gov">www.cfoc.gov</a>
CIO Council Web Site	<a href="http://www.cio.gov">www.cio.gov</a>
FedWorld	<a href="http://www.FedWorld.gov">www.FedWorld.gov</a>
FirstGov.gov	<a href="http://www.FirstGov.gov">www.FirstGov.gov</a>
GSA E-Gov Web Site	<a href="http://egov.gsa.gov">http://egov.gsa.gov</a>
GSA E-Strategy	<a href="http://www.estategy.gov">www.estategy.gov</a>
OMB Web Site	<a href="http://www.omb.gov">www.omb.gov</a>
OPM E-Gov Web Site	<a href="http://www.opm.gov/egov/">www.opm.gov/egov/</a>
Resources for the President's Team	<a href="http://www.Results.gov">www.Results.gov</a> <a href="http://www.WhiteHouse.gov">www.WhiteHouse.gov</a> <a href="http://www.USAFreedomCorps.gov">www.USAFreedomCorps.gov</a>