Office of Management and Budget

FY 2005 Report to Congress on Implementation of The E-Government Act of 2002

March 1, 2006

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INTRODUCTION

The Federal government spent approximately $62 billion on information technology in fiscal year 2005. Our investment in information technology is fundamentally changing agency structures, work processes, and ways of interacting with the public. As a result, we are providing more timely and accurate information to citizens and government decision makers, improving the effectiveness and efficiency of agency programs, and delivering results to the American people.

In order to achieve these results, agencies are applying management principles necessary to effectively implement electronic government (E-Government) initiatives and information technology investments. These management principles include:

- developing and using enterprise architectures to help plan information technology investments, maximize interoperability, meet common goals, and avoid unnecessary duplication;
- applying earned value management methodologies to measure cost, schedule, and performance variance;
- documenting capital planning and investment control in order to ensure information technology investments integrate strategic planning, budgeting, procurement, and management in support of agency missions and business needs; and
- securing information based on comprehensive analysis of risk and impact to agency programs, use of adequate controls, and regular testing and evaluating controls to mitigate risks.

The Office of Management and Budget (OMB) works with agencies to implement these management principles, and uses the President's Management Agenda Scorecard to measure agency progress each quarter. Successful implementation of the Administration's E-Government management principles not only helps agencies achieve their own mission objectives and goals, it also supports our government-wide objectives to:

- provide high quality services to citizens;
- reduce the expense and difficulty of doing business with the government and lower government operating costs;
- provide citizens greater access to government services; and
- make government more transparent and accountable.

The Administration also uses E-Government to promote greater public access to government information. As the President said in his December 14, 2005, Executive Order on Improving Agency Disclosure of Information, "The effective functioning of our constitutional democracy depends upon the participation in public life of a citizenry that is well informed." E-Government initiatives and policies described in this report enhance the dissemination of and access to government information to the public.

ABOUT THIS REPORT

This is OMB's third annual progress report on implementation of the E-Government Act of 2002 (Pub. L. No. 107-347) as required by Section 3606 of title 44, United States Code. This report describes activities completed in fiscal year 2005, and is among a series of reports produced by OMB to describe the Administration's use of E-Government to improve government performance and the delivery of information and services to the public.

Most prominent among these other reports are the:

- December 17, 2005, report titled: "Expanding E-Government, Improved Service Delivery for the American People Using Information Technology," describing E-Government accomplishments of the departments and agencies and setting forth our goals for next year;[1]
- December 17, 2005, report titled: "Report to Congress on Implementation of Section 212 of the E-Government Act of 2002," describing the five original E-Government Lines of Business;[2]
- January 6, 2006, report to Congress describing the economic value of multi-agency and cross-government E-Government activities;[3] and
- Chapter 9 of the President's fiscal year 2007 budget of the U.S. Government describing how agencies are integrating information technology to enhance services.[4]

Section I of this report describes the government's efforts over the past year to implement certain technical requirements of the E-Government Act. It also describes other efforts complementing the Act and fulfilling similar objectives. For example, this report describes the government's overall efforts to provide public access to government information and promote information privacy. Section II includes examples of internal agency E-Government activities and Section III details use of the E-Government Fund established by Section 3604 of the E-Government Act.

This report, other reports referenced here, and OMB's prior reports on implementation of the E-Government Act (i.e., for fiscal years' 2003 and 2004) are available on OMB's website and have been provided to the Government Printing Office for distribution to Federal Depository Libraries. Additionally, links to all reports or policies referenced in this report are found in Section IV. The reader is encouraged to refer to all of them for a complete picture of past, current, and planned Administration efforts.

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[1] For more information see: http://www.whitehouse.gov/omb/budintegration/expanding_egov_2005.pdf.
[2] For more information see: http://www.whitehouse.gov/omb/egov/documents/Section_212_Report_Final.pdf.
[3] For more information see: http://www.whitehouse.gov/omb/inforeg/e-gov/e-gov_benefits_report_2006.pdf.
[4] Chapter 9 of the President's fiscal year 2007 budget of the U.S. Government can be found at: http://www.whitehouse.gov/omb/budget/fy2007/pdf/spec.pdf.

SECTION I: COMPLIANCE WITH SPECIFIC GOALS AND PROVISIONS OF THE ACT

Improving Public Access to Government Information – Section 207

The Federal government is the largest single producer, collector, consumer, and disseminator of information in the United States and perhaps the world. The nation and its citizens greatly benefit from dissemination of government information – it is a valuable national resource used to ensure the accountability of government, manage government operations, maintain the healthy performance of the economy, and is itself a commodity in the market place.

Agency information dissemination programs are necessary to deliver programs and services and ensure effective and efficient program performance. Many statutes specifically direct agencies to provide to the public particular information dissemination products or conduct information dissemination programs.[5] Dissemination also is a consequence of agency program activities and in most circumstances information dissemination to the public is an important and a necessary part of agency mission performance. This openness and transparency distinguishes the United States from most other nations.

To effectively disseminate information to the public, agencies apply a dynamic, yet enduring, framework of principles found in law and policy. The E-Government Act built upon this existing framework and underscored those principles. Described below are activities taken over the past year to further improve public access to government information including efforts specifically required by the E-Government Act.

Executive Order 13392, "Improving Agency Disclosure of Information"

For 40 years, the Freedom of Information Act (FOIA) has been an important way for the public to obtain information about their government. On December 14, 2005, the President issued Executive Order 13392, "Improving Agency Disclosure of Information."[6] The order directs agencies to ensure citizen-centered and results-oriented FOIA operations. Agencies identified a chief FOIA officer with agency-wide responsibility for efficient and appropriate compliance with FOIA. Agencies will take a hard look at their FOIA operations, identify areas in which they can do better, and develop a plan for the agency to implement improvements in the coming months. Agencies will also establish FOIA Requester Service Centers to receive inquiries from the public about the status of their FOIA requests, and designate Public Liaisons to help serve the public and respond to inquiries. The results of the review and report will be made available to the

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[5] For example, the Agricultural Research Service of the United States Department of Agriculture was recently authorized by the "Agricultural Research, Extension, and Education Reform Act of 1998" (Pub. L. No. 105-185) to ensure federally supported and conducted agricultural research, extension, and education activities are accomplished in a manner integrating agricultural research, extension, and education functions to better link research to technology transfer and information dissemination activities.

[6] Executive Order 13392, "Improving Agency Disclosure of Information," can be found at: http://www.whitehouse.gov/news/releases/2005/12/20051214-4.html.

public, the Department of Justice (DOJ), and OMB. DOJ and OMB issued memoranda to assist agencies in implementing the Executive order.[7]

OMB Memorandum M-06-02, "Improving Public Access to and Dissemination of Government Information and Using the Federal Enterprise Architecture Data Reference Model"

On December 16, 2005, OMB issued new policy identifying procedures to promote greater access to government information through active dissemination.[8] As intended by the E-Government Act, the policy complements existing laws and policies and incorporates information access and dissemination principles found in policies for the management of Federal information resources and Federal agency public websites. Furthermore, OMB considered input from a variety of sources including the agencies, recommendations from the Interagency Committee on Government Information, and responses to a request for information published by the General Services Administration using resources from the E-Government Fund.[9] The policy improves agency dissemination of government information to the public by recognizing:

- Significant advances in commercial search technologies and standards permit agencies to cost-effectively organize and categorize their information and make it available to the public-at-large by publishing information intended for public use directly to the Internet. This process exposes information to freely available and other search functions (including their associated crawl and index mechanisms), is not complex, and is achieved cost-effectively.

- More complex advance information preparation (e.g., using formal information models such as metadata) is sometimes necessary when freely available and other search functions do not adequately organize and categorize agency information. The policy does not, however, identify an absolute threshold for determining when advance preparation is necessary. Agencies must continue to determine whether advance preparation is needed by consulting with their users, understanding the marketplace, considering the significance of their information products, and balancing their goal of maximizing the usefulness of their information dissemination product while minimizing the cost to the government and the public. All of these considerations occur within the context of an agency's mission. For example, specific identifiable groups (e.g., a particular scientific community) or significant information dissemination products (e.g., reports and products required by law or matters of continuing public interest) may continue to require advance preparation to ensure effective interchange or dissemination.

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[7] OMB Memorandum M-06-04, "Implementation of the President's Executive Order Improving Agency Disclosure of Information," can be found at http://www.whitehouse.gov/omb/memoranda/fy2006/m06-04.pdf.
[8] For more information see: http://www.whitehouse.gov/omb/memoranda/fy2006/m06-02.pdf.
[9] OMB Memorandum M-05-04, "Policies for Federal Agency Public Websites," can be found at: http://www.whitehouse.gov/omb/memoranda/fy2005/m05-04.pdf. OMB Circular A-130, "Management of Federal Information Resources," can be found at: http://www.whitehouse.gov/omb/circulars/a130/a130trans4.pdf. The report summarizing responses to the RFI can be can be found at: http://www.cio.gov/documents/EEIRS_RFI_Response_Analysis.pdf.

Agencies have found over the years, as the significance of the information dissemination product increases, so too may the need for advance preparation.

The policy also requires agencies to continue reviewing the performance and results of their information dissemination programs. The review includes a description of how formal information models, if used, cost-effectively meet an agency's dissemination requirements and how they relate to the Federal Enterprise Architecture Data Reference Model.[10] A description of each agency's information dissemination program as well as the results of the review is to be published on each agency's website along with their Information Resources Management Strategic Plan and inventories, schedules, and priorities.

One benefit of active information dissemination to both the public and the agencies is timelier access to government information. Moreover, readily accessible information through active dissemination may also reduce the complexity of FOIA requests.

Helping the Public Locate Government Information and the Federal Internet Portal

Federal agency public websites and other agency practices help the public locate government information. Information inventories and information product catalogs, as well as priorities and schedules for disseminating information are important methods to aid the public in locating government information. Links to these aids are provided in the agency summaries found in Section II of this report, and are aggregated by FirstGov.gov.[11] Internet search functions also enhance citizen access to and dissemination of government information and are available on the principal homepage of each agency's public website.

The inventories, schedules, and priorities are available for public comment to help agencies maintain communications with the public and ensure dissemination products meet user needs. They also can help agencies identify duplicative collections of information in order to reduce the burden placed on the public such as when responding to surveys and completing required forms for Federal benefits or services.

Furthermore, the inventories, schedules, and priorities augment other necessary forms of communication and consultation with the public so agencies can better understand the market place and know what information is already available. This is especially important when considering the effects of agency efforts on the public, State and local governments, and industry, and avoiding undue burden and inappropriate competition. Communication and consultation also provide notice to the public prior to initiating, substantially modifying, or terminating significant information dissemination products. It also helps agencies disseminate information on timely and equitable terms by avoiding exclusive, restricted, or other distribution arrangements interfering with the availability of information dissemination products.

FirstGov.gov complements agency information dissemination programs by providing in a central location ways to help the public locate government information and services. Besides

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[10] For more information see: http://www.whitehouse.gov/omb/egov/a-5-drm.html.

[11] The link to Firstgov.gov's aggregation of agency inventories, schedules, and priorities is at: http://www.firstgov.gov/Topics/Reference_Shelf/FOIA/web_inventories.shtml.

aggregating agency links to their inventories, schedules, and priorities of information dissemination products, Firstgov.gov will also aggregate agency FOIA plans and Information Resources Management Strategic Plans. Perhaps most significantly, FirstGov.gov's recently enhanced search function organizes search results from .gov and .mil domains into subject categories to further help citizens locate the specific government information they seek.

A prominent example of FirstGov.gov's performance came in the wake of the catastrophic hurricanes Katrina, Rita and Wilma. The government quickly put into place a coordinated effort to provide up-to-date recovery information through a variety of channels. Agency web managers identified five most frequently requested topics following the disaster and FirstGov.gov served as one of five topic managers to help the public find information and services disseminated by all Federal agencies.

FirstGov.gov's specific responsibilities were to assist citizens searching for friends and information, answering frequently asked questions, making available all disaster-related information in Spanish, and other issues requiring coordination across agency and intergovernmental lines (e.g., replacing vital documents, providing hurricane telephone hotlines, and identifying hurricane scams and fraud).[12]

Resources from the E-Government Fund were also used to support Hurricane relief efforts through the development and preparation of a government-wide electronic benefit registration system called GovBenefits.gov. The site helps citizens determine their eligibility and register for Federal services, greatly reducing the time and burden on citizens trying to identify and apply for benefits.

Organizations Complementing Federal Agency Information Dissemination Programs

While each Federal agency is ultimately responsible for disseminating their own information, they must do so by using diverse dissemination channels (e.g., non-federal parties, State and local government agencies, local organizations). This ensures the public has many sources for obtaining government information. FirstGov.gov discussed above is one such channel and OMB's April 17, 2005, report, "Organizations Complementing Federal Agency Information Dissemination Programs," describes four others: community technology centers (CTCs), public libraries, research rooms at the National Archives and Records Administration (NARA), and Federal Depository Libraries managed by the Government Printing Office.[13]

The activities of these organizations complement individual agency information dissemination programs and aid the public in accessing Federal information. They also aid Federal agencies and the public by:

- Communicating with the public and evaluating information dissemination programs to ensure implementation meets user needs;
- Providing ready access to quality information and services, including to the disabled;
- Maintaining records documenting Federal activities;

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[12] For more information see: http://firstgov.gov/Citizen/Topics/PublicSafety/Hurricane_Katrina_Recovery.shtml.

[13] The report can be found at: http://www.whitehouse.gov/omb/inforeg/section_213_report_04-2005.pdf.

- Training staff to aid citizens, including the disabled, in locating government information resources and services; and
- Establishing collaborative relationships with other organizations to share and disseminate information resources.

CTCs also provided timely information and services to aid Hurricane Katrina and Rita evacuees. In one example, a center was established in the George R. Brown Convention Center in Houston, where up to 7,000 evacuees were housed. The center coordinated with related organizations to establish "Room 303 CTC" in the convention center. Room 303 CTC helped hurricane survivors search for lost friends and relatives, and complete online applications for assistance (over 3,000 in the first week).

Public Access to Electronic Federal Records

The Federal Records Act of 1950 requires Federal agencies to properly manage government records to preserve the government's historical record and protect the legal and financial rights of the government and the public. Records management directly supports agency dissemination programs by providing adequate and proper documentation of agency activities and ensures access to records regardless of form or medium.

To promote better records management, on December 17, 2005, NARA issued "Guidance for Implementing Section 207(e) of the E-Government Act of 2002."[14] In developing the policy, NARA considered input from a variety of sources including the agencies and recommendations from the Interagency Committee on Government Information.

NARA's policy provides Federal agencies with guidance to improve the management of electronic records, including web records. All electronic records created and received by agencies are subject to the same existing statutory and regulatory records management requirements as records in other formats and on other media (e.g., paper records). In addition, NARA's policy highlights agency responsibilities to identify and schedule their electronic records, and to transfer to NARA electronic records requiring permanent retention.

Ensuring Accessibility to Government Information and Information Technology for People with Disabilities

Agencies take a number of steps to ensure timely and equitable dissemination of and access to government information, including to members of the public with disabilities. The General Services Administration (GSA) provides agencies technical assistance when procuring information technology to help agencies achieve their dissemination goals and meet the requirements of Section 508 of the Rehabilitation Act. Last year, GSA deployed two new tools for agencies to use.

- The "Buy Accessible Wizard" assists agencies in determining whether Section 508 requirements apply to an acquisition, identifies specific standards applicable to

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[14] NARA's guidance can be found at: http://www.archives.gov/records-mgmt/bulletins/2006/2006-02.html.

information technology being acquired, aids in developing solicitation language, and provides documentation to help monitor Section 508 compliance. The tool also ensures compliance with accessibility standards developed by the United States Access Board when purchasing information technology.

- The "Buy Accessible Data Center" makes available on-line market research provided by vendors describing how their information technology meets Section 508 requirements.

GSA also provides agencies additional information and services including best practices, free training on various Section 508-related subjects (such as micro-purchase training), frequently asked questions, and other useful information.[15]

Common Protocols for Geographic Information Systems

Geospatial data is used by the public, industry, academia, the scientific community and agencies at all levels of government for a variety of purposes from producing maps to identifying population distribution and where government programs are most needed. Therefore, developing and using geospatial data standards are important to permit greater use and sharing between agencies and the public.

OMB policies provide direction for Federal agencies' processing, maintaining, or using spatial data either directly or indirectly to help perform their mission. An inter-agency committee develops standards and a common infrastructure comprising technology, policies, standards, human resources, and related activities to more efficiently and effectively acquire, process, distribute, use, maintain, and preserve spatial data.

To further improve the use of geospatial information, OMB and the committee established the Geospatial One-Stop initiative to implement policy, eliminate unnecessary duplication of data collection, and improve the dissemination of geospatial information. This initiative combines resources from Federal, State, local, tribal and private sources and makes them available on a single website.[16] The GeoData.gov website provides information on geospatial investments, promotes inter-governmental partnerships, shared purchasing opportunities, and provides a single point of access to map-related data. So far, fifteen Federal agencies have posted over 34,000 records and 48 States have posted another 30,000 State and local records to the website.

Over the past year, this effort demonstrated how it has already improved decision-making and government service delivery. Following several disasters, GeoData.gov served as an on-line resource for coordinating multi-agency response and recovery efforts. In support of Hurricane Katrina and Rita relief efforts, the website provided public and first responder access to "Geographic Information Systems for the Gulf," an integrated Federal, State and local database and specialized viewers developed under "Project Homeland," a partnership between the National Geospatial-Intelligence Agency, the Department of Homeland Security, and the United States Geological Survey.

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[15] Additional information and services for agencies can be found at: www.section508.gov.
[16] The website is: www.geodata.gov.

From its beginning, the Geospatial One-Stop has been a partnership with both the public and private sector and has enabled specialized communities to respond to the disasters described above as well as the Asian tsunami and the California wild fires. Over the coming year, areas for further improvements will be studied to promote cost-efficiencies, reduce unnecessary duplication, and provide even greater public access to geospatial data.

Promoting Information Privacy – Section 208

Federal agencies collect personal information about individuals for a variety of authorized purposes including to accurately determine program eligibility and to deliver efficient and effective services. Agencies must protect an individual's rights to information privacy by guarding against unauthorized disclosure or misuse of personal information. Accordingly, agencies take various measures to safeguard the personal information they collect.

To provide context, the following describes the Federal government's overall information privacy program including how agencies are implementing the E-Government Act's privacy provisions. This discussion also includes agency privacy program performance as reflected in their responses to OMB's new privacy reporting requirements.

Statutes and Policies Governing the Federal Government's Information Privacy Program

The Federal government's information privacy program relies primarily on five statutes which assign to OMB policy and oversight responsibilities:

- The Privacy Act of 1974 (5 U.S.C. § 552a) sets collection, maintenance, and disclosure conditions; access and amendment rights and notice and record-keeping requirements with respect to personally identifiable information retrieved by name or identifier.
- The Computer Matching and Privacy Protection Act of 1988 (5 U.S.C. § 552a note) amended the Privacy Act to additionally provide a framework for the electronic comparison of personnel- and benefits-related information systems.
- The Paperwork Reduction Act of 1995 (44 U.S.C. § 101 note) and the Information Technology Management Reform Act of 1996 (also known as Clinger-Cohen Act; 41 U.S.C. §251 note) linked agency privacy activities to information technology and information resources management. Both assign to agency Chief Information Officers (CIO) the responsibility to ensure implementation of privacy programs within their respective agencies.
- Section 208 of the E-Government Act of 2002 included provisions requiring agencies to conduct privacy impact assessments[17] on new or substantially altered information technology systems and electronic information collections, and post web privacy policies at major entry points to their Internet sites.

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[17] Privacy impact assessments analyze agency handling of personally identifiable information, describing for a specific system how the agency ensures compliance with law and policy and where protecting privacy demands modifications to the business process or information system.

As described further below, OMB's privacy policies are found in five guidance documents and referenced in many more, these include:

- Implementing the Privacy Act of 1974;
- Conducting matching programs under the Computer Matching and Privacy Protection Act of 1988;
- Completing privacy reports and other required publications;
- Implementing the privacy provisions of the E-Government Act of 2002; and
- Designating Senior Agency Officials for Privacy.

Implementing the Privacy Act of 1974. Following enactment of the Privacy Act of 1974, OMB issued comprehensive guidance for implementing the specific provisions of that Act (40 Fed. Reg. 28,949-28,978, July 9, 1975). This guidance defines statutory terms and explains notice and recordkeeping requirements as well as record subjects' rights of access and amendment.

Conducting matching programs under the Computer Matching and Privacy Protection Act of 1988. With the enactment of the Computer Matching amendments to the Privacy Act, OMB issued guidance on conducting matching programs (54 Fed. Reg. 25,819-25,829, June 19, 1989). This guidance defines statutory terms (i.e., coverage of the Act) and explains requirements and procedures for developing computer matching agreements.

Privacy reporting and publication requirements. In 1996, OMB issued Circular A-130, Appendix I, "Federal Agency Responsibilities for Maintaining Records About Individuals," amplifying on the guidance mentioned above, specifying content of and procedures for providing required public notices and describing agency obligations to report to OMB on privacy activities and compliance with the Act.[18]

Implementing the privacy provisions of the E-Government Act of 2002. In 2003, OMB issued guidance on implementing the E-Government Act's privacy requirements -- OMB Memorandum M-03-22 of September 26, 2003, "OMB Guidance for Implementing the Privacy Provisions of the E-Government Act of 2002."[19]

Designating Senior Agency Officials for Privacy. Most recently, on February 11, 2005, OMB issued Memorandum M-05-08, "Designation of Senior Agency Officials for Privacy," directing each executive Department and agency to identify a senior agency official for privacy to assume overall responsibility and accountability for ensuring agencies comply with privacy law and policy.[20] The memorandum directs these senior officials to coordinate development of all required agency reports, assume responsibility for agency activities relating to privacy, and address privacy policy issues at an agency-wide level. Specifically, the senior officials are responsible for:

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[18] OMB Circular A-130, "Management of Federal Information Resources," can be found at: http://www.whitehouse.gov/omb/circulars/a130/a130trans4.pdf.

[19] OMB Memorandum M-03-22, "Guidance for Implementing the Privacy Provisions of the E-Government Act of 2002," can be found at: http://www.whitehouse.gov/omb/memoranda/m03-22.html.

[20] OMB Memorandum 05-08, "Designation of Senior Agency Officials for Privacy," can be found at: http://www.whitehouse.gov/omb/memoranda/fy2005/m05-08.pdf.

- overseeing, coordinating and facilitating agency compliance with privacy laws, regulations and policies, including maintaining appropriate documentation of compliance and ensuring remedial action for identified compliance weaknesses;
- ensuring the agency's employees and contractors receive appropriate training and education regarding information privacy laws, regulations, policies and procedures; and
- assuming a central policy-making role in the agency's development and evaluation of legislative, regulatory and other policy proposals which implicate information privacy.

Agency Privacy Program Performance

OMB typically evaluates agency privacy compliance in three ways:

- Within the annual budget process, when agencies propose programs or investments in information technology systems;
- When agencies propose regulations or information collections under the Paperwork Reduction Act of 1995; and
- When agencies develop Privacy Act System of Records Notices and E-Government Act privacy impact assessments.

In 2005, OMB added two privacy oversight mechanisms. First, privacy was added to the quarterly President's Management Agenda Scorecard. Second, as part of agencies' annual reporting under the Federal Information Security Management Act, OMB asked agencies to report on how they are implementing the requirements of privacy laws and policy in the areas of privacy leadership and coordination, procedures and practices, and internal oversight.[21] In all areas, OMB works with agencies to address any reported underperformance.

Privacy and the President's Management Agenda

OMB added two criteria to the President's E-Government Management Agenda Scorecard to ensure agencies remain focused on their privacy responsibilities and integrate privacy into their E-Government activities. Agency progress in completing these criteria is evaluated each quarter. In order to maintain a successful evaluation of green on their agency scorecard, OMB measures whether an agency has:

- Conducted and publicly posted privacy impact assessments for at least ninety percent of applicable systems, and

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[21] FISMA reporting instructions can be found at: http://www.whitehouse.gov/omb/memoranda/fy2005/m05-15.html.

- Demonstrated they have developed and published Privacy Act Systems of Records Notices in at least ninety percent of required circumstances.[22]

Currently, 15 of 26 agencies evaluated each quarter by the President's Management Agenda Scorecard have conducted and publicly posted privacy impact assessments for ninety percent or more of applicable systems. Eighteen agencies have developed and published Privacy Act Systems of Records Notices in at least ninety percent of required circumstances.

Findings from Annual Reporting

1. Designating Senior Agency Official for Privacy

More than half of the 24 CFO Act agencies have designated their Chief Information Officer (CIO) as the Senior Agency Official for Privacy, while the remainder designated individuals at the Assistant Secretary, General Counsel, Deputy General Counsel, or component Director level. By contrast, approximately one-quarter to one-third of the small agencies designated CIOs to be their Senior Agency Official for Privacy, while the remainder were General Counsels, Executive Directors, Chief Financial Officers, or Administrators, as many of the micro-agencies (e.g., foundations, boards, commissions) have only a small executive staff with no specialized CIO position.

Of the 24 CFO Act agencies, 23 report their senior agency official for privacy: reviews compliance with agency information privacy activities; evaluates the privacy impact of legislative, regulatory and other policy proposals, as well as testimony and other formal communications; and assesses the impact of technology on the privacy of personal information.

2. Integrating Privacy Controls into Agency Operations

Agencies provided information about the degree to which they document their privacy program activities. Reports from the 24 CFO Act agencies indicate:

- twenty documented their review of compliance with information privacy laws, regulations and policies;
- seventeen provided planned, ongoing, or completed corrective actions addressing compliance deficiencies reported by the agency in a previous reporting period;

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[22] A system of records is a group of any records under the control of any agency from which information is retrieved by the name of the individual or by some identifying number, symbol, or other identifying particular assigned to the individual. The system of records notice documents the name and location of the system, the categories of individuals on whom records are maintained in the system, the categories of records maintained in the system, each routine use of the records contained in the system (including the categories of users and the purposes of such use), the policies and practices of the agency regarding storage, retrievability, access controls, retention, and disposal of records, the title and business address of the agency official who is responsible for the system of records, the agency procedures whereby an individual can be notified at his request if the system of records contains a record pertaining to him, the agency procedures whereby an individual can be notified at his request how he can gain access to any record pertaining to him contained in the system of records, including how he can contest its content, and the categories of sources of records in the system.

- twenty provided privacy training (both general and job specific) for employees and contractors, and conducted reviews of activities required by the Privacy Act and OMB policy;
- twenty-two established written policies and procedures for conducting privacy impact assessments;[23]
- fourteen performed privacy impact assessments as required for systems newly operational or substantially altered in the last year;
- twenty-one established a written process for determining compliance with agency website privacy policies;[24]
- twenty-two provided machine readable privacy policies (e.g., P3P-compliant or automatically readable using some other tool) on their websites and the remaining two plan to make their privacy policies machine readable by June 31, 2006;[25]
- twenty established a written process for determining continued compliance with persistent tracking policies;[26]
- twenty-four complied with the special authorization and notice requirements for persistent tracking;
- seven used persistent tracking and six have incorporated persistent tracking oversight into their privacy governance;
- eleven used technologies enabling continuous auditing of compliance with stated privacy policies and practices;
- nine submitted an annual report to Congress detailing their privacy activities, including activities under the Privacy Act and any violations; and
- ten provided to their Inspectors General (IG) materials helpful to program oversight including compilations of agency privacy and data protection policies and procedures, summaries of the agency's use of information in identifiable form, and verification of intent to comply with agency policies and procedures. OMB will follow up with agencies and their IGs to determine the extent to which IGs use these products for oversight purposes.

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[23] Written policies and procedures for conducting privacy impact assessments help agencies determine whether a privacy impact assessment is needed, conduct an assessment in a consistent manner, evaluate changes in business processes or technology to properly identify when conducting an assessment may is necessary, ensure system owners, privacy experts, and information technology experts participate in conducting the assessment, and disseminate assessments to the public.

[24] This written process helps agencies verify websites comply with the posted privacy policy and ensure corrective action is taken if any deficiencies are identified.

[25] The privacy policies inform users about what information the agency collects, and by what authority. P3P, or the "platform for privacy preferences," is an industry standard providing a simple, automated way for users to gain more control over the use of personal information on Web sites they visit. More information is at: http://www.w3.org/P3P/. Making privacy policies machine-readable ensures visitors to the site can ascertain quickly whether the agency's information handling practices conform to their individual preferences.

[26] Written processes ensure limited use of persistent tracking technology to those instances where a compelling need is identified and when authorized by agency head. It also helps ensure agencies review use of persistent tracking (when used) each year, continue to justify in writing and obtains approval to use the persistent tracking, and include language in the web privacy policy informing visitors when the persistent tracking technology is in use and for what purpose. OMB Memorandum M-00-13, "Privacy Policies and Data Collection on Federal Web Sites," located at: http://www.whitehouse.gov/omb/memoranda/m00-13.html provides privacy policies for agencies managing public websites.

Cross-Government Privacy Coordination - OMB's Interagency Privacy Working Group

To promote a greater government-wide understanding of privacy responsibilities and assist agencies in fulfilling them, OMB leads an interagency working group comprising agency privacy specialists. The working group meets periodically to discuss issues of common interest such as data mining, use of commercial databases, and promising practices in implementing various statutory or policy requirements. To assist all agencies in implementing Homeland Security Presidential Directive-12, "Policy for a Common Identification Standard for Federal Employees and Contractors," the working group developed model system of records notices and privacy impact assessments needed when developing systems using the new identification standard. The models were released by OMB in February, 2006.

Workforce Development -- Section 209

Qualified Federal information technology project managers leading skilled interdisciplinary teams are the first line of defense against project cost overruns, schedule slippages, and poor performance. They are also critical to ensuring an agencies' ability to deliver efficient and effective services to citizens.

On April 15, 2005, the Administration requested agencies submit plans to OMB for closing important information technology skill and competency gaps. The CIO Council identified information technology project management, information technology architecture, and information technology security as important competencies because of their direct impact on an agency's ability to achieve the objectives of the President's Management Agenda. Agencies analyzed these three competencies in addition to other competencies important to the specific mission of the agency. Agencies identified competency gaps in:

- enterprise architecture positions related to the lines-of-business framework developed by OMB for government-wide improvement;
- risk management positions applying methods and tools for risk assessment and mitigation;
- standards positions implementing and verifying compliance with standards and guidelines;
- process design positions analyzing information processing and control to fulfill strategic objectives; and
- systems analysis and development positions aiding the design, specification, cost-benefit analysis, evaluation, management and implementation of information systems.

Agencies workforce plans identified the risks of not achieving agency mission caused by each competency gap, and a schedule for acquiring competencies where gaps created the highest risk. As a result of these analyses, Federal agencies better understand their workforce needs and can effectively adapt their workforce in order to address the most critical areas. The table below summarizes fiscal year 2005 data provided by agencies identifying the total number of current positions by critical skill area, as well as the number of vacant positions agencies planned to fill by the end of the fiscal year (Chapter 9 of the President's fiscal year 2007 budget contains 2006 data).

Job Area	Fiscal Year 2005 – Total Number of Current Positions*	Number of Vacant Positions Agencies Planned to Fill by the End of Fiscal Year 2005
Information Technology Project Management	4,619	211
Information Technology Security	9,030	229
Information Technology Architecture	2,110	179
Total	15,759	619

*As of date agencies reported to OMB

While agencies reported gaps in enterprise architecture competencies, analysis by OMB's enterprise architecture methodology demonstrated agencies have complete and effective enterprise architectures to help plan and implement investments. Furthermore, agency capital investment plans (i.e., business cases) are adequately describing the relationship between each investment, agency enterprise architectures, and the Federal enterprise architecture.

In contrast, only seventy percent of the fiscal year 2007 major information technology investments are managed by qualified project managers, and competency gaps in project management continue. Evaluation of fiscal year 2007 capital investment plans for major information technology investments indicate many project managers do not have adequate training and lack support from integrated project teams comprising necessary expertise (e.g., acquisition, financial, and technical) for successful project execution. Furthermore, project managers often attempt to oversee multiple investments causing them to be less effective.

Gaps in project management competencies not only place major information technology investments at risk, they also inhibit the agency from fulfilling mission objectives. Agencies will first address information technology project management competencies within their existing funding levels (rather than other competency gaps), as this gap causes the highest risk. This prioritization also allows agencies to make efficient use of personnel resources within their existing funding levels while improving the quality of agency project management.

Agencies are addressing project management gaps in several other ways including:

- training and mentoring;
- developing communities of practice;
- using bonuses and other incentives for employees acquiring or possessing needed skills; and
- improving recruitment and retention.

The Administration measures agency progress in hiring, training, mentoring, and use of skills incentive programs to close information technology competency gaps as part of the President's Management Agenda Human Capital Scorecard.

Agencies are using existing guidance and reports produced by the Office of Personnel Management (OPM), OMB, and the CIO Council to ensure their information technology

workforce has the skills necessary to deliver government information and services. To aid agency development, implementation, and assessment of their information technology workforce plans in coordination with their overall human capital planning, agencies are using:

- Federal information technology project manager guidance to ensure Federal information technology project managers have qualifications validated against criteria identified in the guidance.[27]

- a capability planning and analysis tool to conduct sophisticated government-wide and agency-wide analysis of competency and skill gaps and to update their workforce plans.

- the information technology workforce development roadmap to identify individual employee skill gaps and necessary training, as well as enhance and coordinate agency training programs as described in OPM's report, "Report on the Establishment of a Government-wide Information Technology Training Program."[28]

- information technology training program guidance to use when addressing their information technology training needs.[29]

- a Federal information technology workforce management resource package to assist in information technology workforce planning and the development of information technology training programs and standards.[30]

Other initiatives sponsored or organized by OPM, the General Services Administration, and the CIO Council further strengthen the Federal information technology workforce and ensure agencies can achieve their mission. An information technology quarterly forum convenes to discuss and share promising practices regarding information technology initiatives. A partnership between CIO University and seven universities graduated over 600 students trained in Federal information technology management. The Cyber Corps program provides more than 300 scholarships and paid internships to students pursuing college, graduate, and doctoral degrees who serve at agencies and work on information security issues.

Exchange programs and other training programs also equip agencies with tools for addressing workforce gaps. For example, OPM finalized regulations to implement the Information Technology Exchange Program (ITEP) for agencies to incorporate in their training and development programs. Agencies are designing information technology exchanges with the private sector with assistance from OPM, and expect to initiate exchanges after a thorough agency review. OPM is marketing the exchange program to the private sector through the USAJobs website where exchange opportunities, participating Federal agencies, and points of

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[27] Federal information technology project manager guidance can be found at: http://www.whitehouse.gov/omb/memoranda/fy04/m04-19.pdf.

[28] The Information Technology Workforce Development Roadmap can be found at: http://itroadmap.golearn.gov, and the report can be found at: http://opm.gov/hrd/lead/pubs/ittpreport_07-04/ittpreportJuly2004.pdf.

[29] The information technology training program guidance can be found at: http://www.chcoc.opm.gov/transmittal_detail.cfm?ID=623.

[30] The resource package can be found at: http://www.cio.gov/index.cfm?function=specdoc&id=649.

contact can be found.[31]   Furthermore, the American Council of Technology hosts a website for Federal agencies to view and explore exchange opportunities in the private sector.[32]

Integrating Reporting and Pilot Projects – Section 212

The Presidential E-Government initiatives and Lines of Business task forces (described in Chapter 9 of the President's fiscal year 2007 Budget) use the Federal Enterprise Architecture (FEA) to identify potential duplication and help agencies consider broad-based approaches to building common solutions rather than maintaining separate investments. The initiatives integrate Federal information systems to make them more interoperable, thereby potentially saving money while improving services and agency efficiency. Agencies also use the FEA to help describe and document existing and desired relationships among business and management processes and information technology. Once the descriptions and relationships are documented, agency enterprise architectures serve as a common frame of reference to identify opportunities to consolidate information resources and processes, share information, and improve interoperability across organizations.[33]

As described in OMB's December 17, 2005 report, "Report to Congress on Implementation of Section 212 of the E-Government Act of 2002," the five E-Government Lines of Business are pilot projects under Section 212 of the E-Government Act.[34] Similarly, the information systems security line of business, supported by resources from the E-Government Fund, is consolidating commonly used information technology security process and controls (e.g., security reporting, certification, and accreditation). Consolidation will reduce the operational costs of producing required security reports and increase the effectiveness of information security programs across the Federal government.

Use of Information Technology to Enhance Crisis Management – Section 214

Information technology is improving the coordination and dissemination of critical government information to improve disaster preparedness, response, and recovery. OMB, in consultation with the Department of Homeland Security's Federal Emergency Management Agency, is completing a study on using information technology to enhance crisis preparedness and response to natural and manmade disasters. The Computer Science and Telecommunications Board Committee of the National Academy of Sciences is aiding in this effort.

The first phase of the study included a workshop held in June, 2005 attended by over 75 practitioners representing Federal, State, and local officials, disaster management experts, and information technology researchers. The workshop covered three major topic areas:

- The critical and evolving role of information technology in disaster management;

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[31] The website describing how to enroll in the ITEP program can be found at:
http://www.opm.gov/leader/hrd/lead/itep/overview.asp. The USA Jobs website is www.USAJobs.gov.
[32] The American Council of Technology's website is at www.actgov.org/ITEP.
[33]The FEA is described in more detail at http://www.whitehouse.gov/omb/egov/a-1-fea.html.
[34] The "Report to Congress on Implementation of Section 212 of the E-Government Act of 2002" can be found at:
http://www.whitehouse.gov/omb/egov/documents/Section_212_Report_Final.pdf.

- Research directions for information technology in disaster management; and
- Collaboration, coordination, and interoperability: pressing issues in a need-to-share world.

The workshop emphasized the critical dependence first responders place upon wireless communication systems during an emergency and the need to enhance interoperability among existing and future wireless communications systems. Participants identified fundamental constraints to wireless communication, significant unsolved problems, and a number of areas for ongoing research.[35]

The National Research Council is supplementing the first phase of the study by organizing additional workshops, site visits, and briefings to inform the final report. The final report will provide findings and recommendations to effectively use information technology for crisis management, research and development needs and opportunities, and related research management and technology transition considerations.

Furthermore, managers of two Presidential E-Gov initiatives described below, Disaster Management and SAFECOM, use information technology and are developing standards to improve information sharing and communications for the nation's public safety community. Both of these initiatives are led by the Department of Homeland Security (DHS), are supported by other Federal agencies with responsibilities in this area, and partner with State, local, and tribal organizations.

Disaster Management Initiative

The Disaster Management initiative provides three critical services to first responders and citizens:

- One-stop access through the www.disasterhelp.gov portal for all Federal disaster management-related information, services, and planning and response tools, allowing for seamless sharing of disaster management information;
- An interoperable disaster management tool, Disaster Management Interoperability Services (DMIS), to assist first responders in preparing for and responding to a disaster; and
- Interoperability standards to share emergency response information across disparate third party software packages and between organizations, regardless of the source or type of information.

The Disaster Management program deployed a new version of DMIS in June 2005. This second release of the software, now used at twenty-five Federal agencies, includes the capability to create and send alerts in a common alert protocol format, allowing a consistent warning message to be sent simultaneously over many different systems. The system allows emergency operating

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[35] A summary of the workshop can be found at: http://www7.nationalacademies.org/cstb/pub_fema_workshop.html.

centers at all levels of government to manage and share incident or disaster related information over the web with other responder organizations, and consequently, emergency responders obtain greater knowledge of a particular incident or disaster and can more easily coordinate response efforts. The system also provides authoritative sources of disaster preparation, mitigation, and recovery information.

There are now over 54,000 registered users of the disasterhelp.gov portal, and the number of visitors to disasterhelp.gov increased exponentially from 3,000 to 6,000 visitors per day in August, to over 30,000 visitors on September 1, 2005.

Over 1,549 user groups in 50 States and Washington, DC use this system (see map below), and it has been used to respond to over 112 incidents, including Hurricanes Katrina and Rita. During the response phase of Hurricanes Katrina and Rita, numerous operating groups used DMIS to see how current events were unfolding. Based on this experience, additional operating groups will be established to collaborate, exchange information, and offer support.
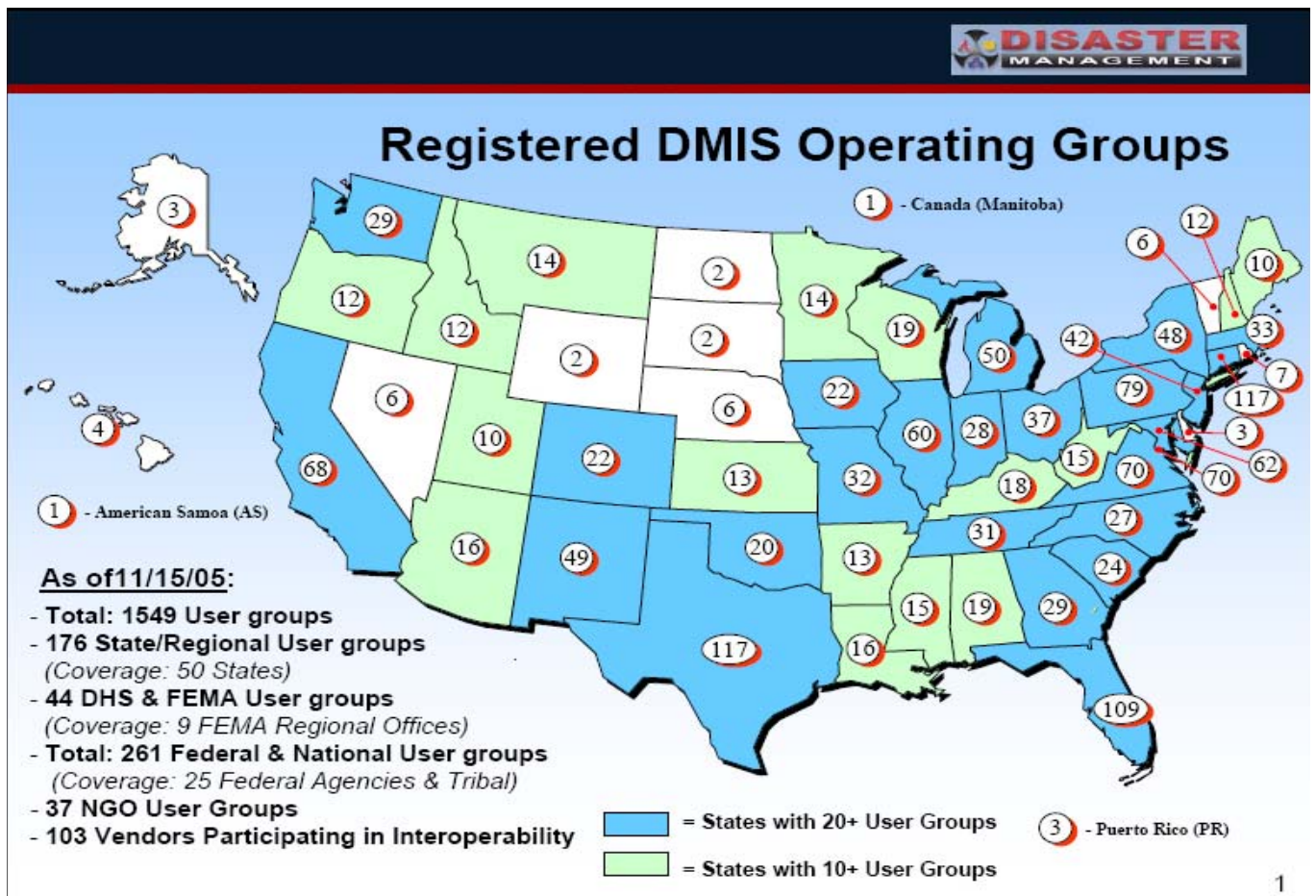
SAFECOM Initiative

SAFECOM is a communications program providing research, development, testing, evaluation, guidance, and assistance for local, tribal, State, and Federal public safety agencies to improve public safety response through more effective and efficient interoperable wireless communications. Public safety officials rely upon wireless communications to obtain and disseminate information when responding to emergencies.

SAFECOM is working with existing Federal communications initiatives and key public safety stakeholders to develop better technologies and processes for the cross-jurisdictional and cross-disciplinary coordination of existing systems and future networks. The scope of this community is broad; the customer base includes over 50,000 local and State public safety agencies and organizations, and there are over 100 Federal agencies engaged in public safety disciplines such as law enforcement, firefighting, public health, and disaster recovery. The initiative continues to:

1. Develop Guidelines and Criteria for Public Safety Communications Systems;

SAFECOM first published functional requirements for public safety wireless communications in March 2004. The requirements are based on input from the public safety and emergency responder community and served as the basis for developing a national architecture framework for communications interoperability. The initiative is further refining the requirements so industry has a blueprint from which to build technologies for addressing public safety needs.

2. Coordinate Testing and Evaluation Processes for Interoperability Products;

SAFECOM created a testing and evaluation working group to help ensure methodologies for testing and evaluating interoperability products are technically sound and comparable across testing laboratories. Coordinated testing and evaluation processes ensure communications equipment meets the critical needs of emergency responders with the first critical need being operability. The working group members are practitioners and subject matter experts from law enforcement, fire services, and emergency medical services. These members help review and develop test criteria and serve the program by determining which products should be evaluated.

3. Standardize Public Safety Communications Equipment with Grant Guidance;

SAFECOM developed grant guidance for public safety interoperability equipment grants administered and awarded by DHS and DOJ to local, tribal, and State organizations. The grant guidance ensures consistency in public safety communications grant solicitations, maximizes the allocation and use of grants, and helps create interoperable systems.

<u>4. Coordinate Communications Spectrum Policy; and</u>

The radio spectrum is a finite resource shared by public safety, radio broadcasters, government users, and other commercial and private consumers, and coordination of its use is critical to ensuring interoperability.   Overcrowding due to high demand can cause delays or disruption of public safety communications. SAFECOM is assessing public safety spectrum needs to support the President's national spectrum management initiative.

<u>5. Coordinate Communications Planning.</u>

Statewide emergency communications plans are fundamental to effective emergency response. SAFECOM published the Statewide Communications Interoperability Planning Methodology, a model for States to integrate practitioner input in statewide strategic plans.[36] The model is based on the strategic plan SAFECOM partnered with Virginia and DOJ to develop for improving statewide interoperable communications. SAFECOM is also helping Nevada and Kentucky to implement the methodology.

SAFECOM works closely with representatives from the public safety community to identify and implement solutions and is applying lessons learned from RapidCom to public safety agencies at the Federal, State, local, and tribal levels. Rapidcom was initiated by SAFECOM to help improve capabilities for immediate incident-level interoperable emergency communications in ten high-threat urban areas. Upon completion of the project, incident commanders in each of the urban areas have the ability to communicate quickly with each other and their command centers during an incident.

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[36] The planning methodology can be found at:
http://www.safecomprogram.gov/SAFECOM/library/interoperabilitycasestudies/1223_statewidecommunications.htm.

SECTION II: HIGHLIGHTS OF INDIVIDUAL AGENCY INTERNAL E-GOVERNMENT ACTIVITIES

This section of the report summarizes and highlights agency specific E-Government activities. More detailed information is located on each agency's website.

Department of Commerce: http://www.commerce.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.osec.doc.gov/cio/oipr/web_pub_sched.htm.

The Shipper's Export Declaration (SED) is the most common form of export documentation filed by the U.S. exporter community. Information collected on the form is used by the U.S. Census Bureau to compile trade statistics and help prevent illegal exports. The Automated Export System (AES) and *AESDirect.gov* were implemented to automate the manual, paper-based process of filing the SED and related export documentation. *AESDirect.gov,* the Census Bureau's free Internet-based system, can be used directly by exporters, and anyone else responsible for export reporting to electronically file SED information. This saves exporters time and effort in filing required forms, reduces time and resources required by the Census Bureau for data processing, and provides the Federal government more timely and accurate trade data for the monthly principal economic indicator, "U.S. International Trade in Goods and Services."

AES benefits the export trade community by removing the burden on them for paper handling and retention, reducing costs, eliminating duplicate reporting to multiple government agencies, and helping to maintain a compliant level of reporting. For example, prior to the implementation of AES, around six million SEDs were filed each year. The Census Bureau has reduced this number to approximately 720,000 per year by implementing requirements for filing AES, marketing the benefits of AES, and working with companies to successfully migrate from paper to electronic filing. Use of the system has reduced the reporting burden placed on exporters by 167,000 hours from current levels, and will reduce the costs for exporters from $50 to file a paper SED to $1.50 when filed electronically.

The Census Bureau maintains a direct dialog with the key stakeholders (e.g., exporters, forwarding agents, carriers, consolidators, port authorities, software providers, and service centers) involved in the export trade process who are using the system. The Census Bureau regularly holds seminars in major port cities to educate the exporting community on the benefits of AES and AES*Direct*.

The Census Bureau utilizes innovative technology to ensure widespread use and availability of AES*Direct*. For example, the Census Bureau maintains an active Section 508 accessibility compliance program, ensures information is available through a wide variety of formats, and makes information and services available to non-Internet users.

Department of Defense: http://www.dod.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.defenselink.mil/sitemap.html.

The Defense Information Systems Agency manages an E-Business program to support and accelerate the application of electronic business practices. The program hosts a suite of E-Business applications to improve the internal efficiency and effectiveness of the Department's operations. Regular meetings with industry groups and vendor training sessions, as well as system users within the Department, obtain feedback on ways to improve the program's initiative. Furthermore, representatives from each of the military services and defense agencies support the development and maintenance of the functional requirements for these systems to ensure the program meets Department needs.

One of three key components of the E-Business program is the electronic document access system. This system provides secure online, electronic storage and retrieval of procurement information and documents across the entire Department. Users of the system have access to awarded contracts and other documents within 4 days of award/release compared to 30 days via paper processing, allowing the Department to begin acquisition and implement new services more quickly.

Another key component of the E-Business program is the global exchange services system. This system provides translation, routing, and archiving services as transactions move between DOD's business systems. The system identifies and records all transactions passing through the system, providing users an up-to-date status overview and robust audit trails to ensure transactions are not misplaced. The system reduces paper handling costs by an estimate of $0.15 per transaction, saving approximately $52.8 million from over 352 million transactions.

Finally, the wide-area workflow initiative ensures almost all commercial payments are on time to vendors, reducing the total cycle time for invoicing by sixty percent, as well as reducing the "acceptance to payment" cycle time from 60 days to 24 days. Over the last year, use of the system has almost tripled for a total value of $10.589B in invoice transactions. In comparison, the Department paid interest penalties of an estimated $294 per million dollars in invoice transactions when using the older manual process, but the automated process allowed by this initiative reduced the interest penalties to only $0.02 per million in invoice transactions.

Department of Education: http://www.ed.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.ed.gov/notices/egovinventory.html.

The Department of Education has improved mission critical processes by developing an online e-monitoring system to provide grant monitoring functionality for Department staff. The system allows all Department users, across multiple agencies, access to essential grant management information. The application enhances the Department's ability to effectively manage grants by improving the efficiency of the Department's grant processing. For example, the system allows

users to analyze budget and financial summary data over the lifecycle of the grant, as well as monitor, track, and report grant status and trends. The system also aids in grants processing by allowing users to reassign grants for review and receive notice of inadequate and excessive grant drawdown.

While the initiative is designed to assist Department employees in monitoring recipients of Department grants, and is not used by external partners, it does improve the Department's interaction and communication with external partners and grantees. For example, the system allows users to log email, phone or mail communications of any given grant, as well as print mailing labels and send bulk emails to aid in information dissemination. Performance agreements of applicable Department employees required use of the system, reinforcing the importance of the initiative.

The system has been implemented in one program office, and there are plans to roll out the tool to other Department program offices over the next year. The system will be evaluated to assess performance and impact on improving the agency mission, and the Department is establishing performance measures (including cost savings and avoidance) based on baseline data collected this year.

Department of Energy: http://www.energy.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.energy.gov/webpolicies.htm.

The Department of Energy (DOE) Voluntary Protection Program improves the safety and health of those managing environmental remediation, nuclear operations, weapons maintenance and production, strategic petroleum reserves and national laboratories run by DOE. The program uses a web-based system to disseminate information from DOE to help protect health and safety at participating sites and organizations and serves as a management system for identifying, preventing, and controlling occupational hazards.

The system greatly simplifies and reduces the workload for business partners (including corporate organizations and other contractors) in preparing, transmitting, and amending applications to participate in the voluntary protection program. By using the system, participants are improving relations between labor groups and executive management, reducing workplace injuries and illnesses, increasing employee involvement in organizing and managing their own health and safety programs, and improving employee morale. The system also enables users to electronically submit required reports, identify performance trends, and evaluate participant performance data. In the past, the application process took weeks to process and resulted in applications containing hundreds of documents. This system reduces the time and resources spent on submissions and reporting by three-fourths. The Department estimates participation in the program resulted in an annual cost avoidance caused by safety accidents of over $250,000 per site per year, with cumulative savings at twenty-five major DOE sites saving over $6,000,000 per year.

This program is operated jointly by DOE and the Voluntary Protection Programs Participants' Association, an association of non-profit organizations made up of the 1,200 private sector corporations. The association's outreach program partners with private-sector firms desiring recognition of outstanding voluntary safety programs. DOE, the Environmental Protection Agency, and the association work closely with OSHA in the development and implementation of the program.

Department of Homeland Security: http://www.dhs.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.dhs.gov/interweb/assetlibrary/ContentInventory.htm.

The Department of Homeland Security utilizes the International Trade Data System to implement an integrated, government-wide system for the electronic collection, use, and dissemination of trade and transportation data. Twenty-six Federal agencies participate in this initiative to provide the Federal government a single window into international trade data collection and distribution.

The system aids importers, businesses, and Federal agencies by simplifying and streamlining the process of importation. Previously, users were required to complete multiple forms with the same information and provide them to different agencies. With this system, users file data into one account for use by all related agencies, allowing users to file their import data once for use many times.

Through consolidation of a variety of different automated systems and paper forms, this system better serves the user. Participating organizations reduce the expense and difficulty of doing business with the government, and Federal agencies are able to provide high quality, coordinated service across multiple business channels. Furthermore, unified business processes and information collection bring substantial reductions in paperwork and reporting burdens, and enhances enforcement of international trade and transportation regulations and laws.

To achieve its partnering vision, the initiative is governed by a board of directors comprising members from participating agencies. To facilitate greater understanding of the system, a series of outreach sessions have been conducted to identify the initial agencies to be integrated into the collaborative environment.

Department of Health and Human Services: http://www.hhs.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.hhs.gov/webinventory/.

The Centers for Medicare & Medicaid Services (CMS) at the Department of Health and Human Services has established a Medicare beneficiary portal at http://My.Medicare.gov. The portal provides beneficiaries and their caregivers access to Medicare information and services.

Registered beneficiaries can view eligibility, entitlement, deductible and address of record information. This helps them understand what services they qualify for, the status of their Medicare enrollment or claim (claims data will be available in early, 2006), and other essential information. Additionally, My.Medicare.gov provides beneficiaries with information on preventive services, prescription drug plans, and limited income subsidy enrollment information. The portal also has an option for web chat assistance for any technical questions and a message center for beneficiaries to gain access to important Medicare related messages and announcements sent from CMS.

The initiative improves services by allowing transaction processing in a secure environment, lowers the overall cost of administering Medicare services in a paper-based environment, and ensures relevant and quality information reaches Medicare recipients in a timely manner. The portal is available to all Medicare beneficiaries, and citizens without Internet access can also obtain the same information and services over the phone. The initiative used pilots to guide gradual implementation, and the Department hosted multiple focus groups with Medicare beneficiaries to help design the system and better understand citizen needs. Continuous feedback will be used by the initiative to provide a broader set of functionality to all Medicare beneficiaries.

Department of Housing and Urban Development: http://www.hud.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.hud.gov/about/inventory.cfm.

The Enterprise Income Verification system aids the Department of Housing and Urban Development (HUD) and housing authorities to aggregate information necessary for administering public housing programs. The system serves as a centralized income data source for public housing authorities when verifying applicant income, and is used by housing authorities to quickly and accurately determine tenant income and subsidy levels as part of the annual re-certification process. Housing authorities can now assess information supplied by tenants together with new hire, wage, unemployment compensation, and Social Security benefit information, as well as other information from the system to help determine appropriate subsidy levels.

The system has significantly contributed to the overall success of HUD's assistance programs and services, and aids HUD's efforts to reduce erroneous payments and ensure funds are effectively used for those with actual housing assistance needs. For example, the system helped reduce the annual subsidy loss associated with administrative errors and unreported income from $1,202.7 million to $623.2 million, representing a fifty-two percent decrease in the annual subsidy error, and increased the number of correct public housing subsidy determinations by ten percent. In addition to increased efficiency and accuracy of income and rent determinations, the system has reduced incidents of underreported household income, eased the burden on HUD business partners in verifying tenant-reported income, and eliminated the burden on Federal and State entities of supplying tenant income data piecemeal to 4,300 Public Housing authorities. The system also removed material weaknesses in HUD's public housing tenant re-certification process and related program operations.

HUD maintains regular communications with housing authorities and other business partners, and meets with public housing interest groups to share information, obtain feedback, and address the needs of applicants and system users. All information is available in various formats, including paper documentation available upon request by phone and other means. Additionally, HUD has placed 106 touch-screen kiosks in public places throughout the country to provide basic information about HUD programs and services to citizens. HUD regional offices across the country also provide information, and community events supplement dissemination of HUD program information.

Department of the Interior: http://www.doi.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.doi.gov/soc.

The Department of the Interior (DOI) has the responsibility to manage federally owned resources, protect the environment, prevent, detect, and investigate criminal activity and manage visitor use and protection programs. The Incident Management Analysis and Reporting System (IMARS) will provide a Department-wide information collection, analysis, and reporting system for incident information. Currently, it is not possible to query and analyze incidents across multiple National Park Service (NPS) parks or other DOI Bureaus. The system will aggregate and disseminate incident information, improve DOI's ability to prevent, detect, and investigate criminal activity, and thereby aid in protecting the public, as well as natural and cultural resources. The system will also help DOI prioritize protection efforts and complete reports required to evaluate agency programs and services.

An advisory council will include representatives from non-law enforcement subject areas, as well as the National Park Service, the Bureau of Reclamation, Fish and Wildlife Service, the Bureau of Indian Affairs, and the Bureau of Land Management, and ensure requirements from all bureaus are included when developing and implementing the system. The system will also interface with criminal information sharing networks at other Federal, State, and local governments. Information on the system will be accessible to those who are disabled, and resources will be available to answer questions or provide assistance when necessary. Future services and information disseminated by the system will also be provided in alternative media.

The timeliness and number of successfully adjudicated cases, as well as the number of illegal incidents leading to damage or loss to Federal or private property located on DOI lands or areas of interest will be key performance indicators demonstrating the system's impact on agency programs and services. The system will reduce operational costs by replacing and integrating isolated law enforcement efforts into a centralized and common infrastructure, and eliminate the need for duplicative technologies and training.

Department of Justice: http://www.usdoj.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.usdoj.gov/jmd/ocio/egovschedule.htm.

The Bomb Arson Tracking System at the Department of Justice (DOJ) is an Internet based arson and explosives tracking system. Investigators use the system to share incident based bomb and arson information in a timely, secure, and accurate manner and provide State, local and other Federal law enforcement agencies the ability to receive and exchange real-time information concerning fire, bomb and arson related violent crimes.

The system provides images of arsons, improvised explosives devices, and crime scenes to be shared online with law enforcement partners anywhere in the United States. The system also provides a central repository view of real-time data regarding the improvised explosive and incendiary devices being used throughout the country. As a result, investigators can identify and track any trends and compare incidents for similarities in motives, leads, and potential suspects.

The system is accessible to over 500 agencies and organizations, including all DOJ law enforcement agencies, as well as related Federal, State, local and tribal law enforcement organizations. Sharing of this data improves coordination and cooperation between law enforcement partners across the United States, and contributes directly to increased efficiencies, including improved case solvability and decreased costs.

While DOJ is responsible for maintaining the consolidated arson and explosives system, an advisory board comprised of members from Federal, State and local law enforcement and fire service agencies meets with related interest groups to identify needs and useful approaches. Other Federal, State, local and tribal law enforcement agencies and associated groups collaborated very closely in the development of the system and continue to meet regularly with the advisory board.

Department of Labor: http://www.dol.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.dol.gov/dol/aboutdol/content.htm.

The Department of Labor (DOL) Unified Technology Infrastructure project is identifying and consolidating information technology infrastructure and business processes across the Department. Beginning this year, DOL will consolidate nine independent networks into a single, unified wide area network providing network services and on-line services to all DOL installations. The project will support DOL employees in their work and reduce overhead costs by:

- eliminating network duplication and complexity,
- creating a unified and coordinated structure for managing security and privacy programs,
- protecting and ensuring the continuity of services in the event of an emergency, and
- maximizing system integration and interoperability across the entire Department.

The Department is evaluating the implementation and performance of the project to ensure it meets objectives. These include a planned 10% reduction in network service outages per year and a 5% reduction in network service outages due to malicious acts. The Department currently maintains network uptime around 99.8% of the time, and the project plans to increase levels to 99.9% network uptime in subsequent years. Increasing the network's uptime ensures network services and information are available when the Department delivers its programs. It is estimated consolidation of the networks and business processes will provide an annual savings of $3 million.

To facilitate this project, an intra-agency working group has executed a collaborative approach to identify consolidation opportunities, risks and requirements. The group has consulted extensively with independent experts, contract support staff, and other Federal agencies. As the project continues, DOL will begin an analysis to identify and implement additional opportunities to consolidate other infrastructure and supporting business processes, such as data centers and help desks.

Department of Transportation: http://www.dot.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.dot.gov/webpublishing.htm.

The National Highway Traffic Safety Administration of the Department of Transportation uses an online interactive web portal to facilitate its mission of saving lives and reducing injuries and vehicle-related crashes. The Department collects industry data from over 650 manufacturers of vehicles, child safety seats, tires, and motor vehicle equipment. Over 9,000 unique users visit the site each day to access real-time data on prior investigations, recalls, and consumer complaints. Previously, manufacturers submitted this information via paper, increasing the time necessary to upload information and make it available for analysis. Automating this process will avoid an estimated $1.2 million dollars in cost per year.

The Department hosted numerous public meetings with industry to aid in developing the web portal to ensure it met their needs. The meetings also helped design responsive helpdesk services. To ensure continual improvement, the Department monitors the total number of manufacturers submitting data and the number of attempts necessary to accept manufacturer input. The number of manufacturers submitting electronically has grown by a factor of six, and the average number of attempts before acceptance dropped from 3.5 to 1.2. These metrics indicate more users are taking advantage of the web portal and their interaction with it is increasingly easier.

While the Department embraces the use of information technology, it is equally important to ensure access to government information to individuals without Internet access or with disabilities. All services and information provided through the web portal is accessible to everyone, and there links to additional resources and service options if necessary. Furthermore, the Department provides the same information available on the portal via a one-stop toll-free call center and text telephone to those without Internet access. The vehicle safety hotline allows users

to submit complaints or request an operator to search the site for summaries of investigations, recalls, and technical service bulletins. The Department also takes requests via walk-in visitors and processes information requests received by fax, mail, or email.

Department of the Treasury: http://www.treas.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.treas.gov/offices/cio/web-inventory.shtml.

The Department of Treasury's Bureau of the Public Debt operates TreasuryDirect, an Internet-based application enabling investors to purchase and hold both marketable and non-marketable Treasury securities directly with Treasury in a single account. At TreasuryDirect.gov, investors can create and access accounts, submit bids, purchase securities, conduct transactions, and manage their account information and holdings online in a secure environment.

The system has transformed the bureau's retail securities program by enabling investors to purchase, manage, and conduct paper-free transactions for securities conveniently from any web-enabled personal computer without assistance from a bank, broker, or other intermediary. The system incorporated a payroll savings feature which enables employees to deposit amounts deducted from their pay to their accounts for the purchase of securities, and has become a one-stop shop for all retail securities, Treasury bills, notes, and inflation-protected securities. Owners of paper savings bonds are able to convert their bonds to electronic form and hold them in their TreasuryDirect accounts. While the system eliminates the need for all paper and related costs for handling paper, bond and marketable security services are still available through traditional channels for those without Internet access.

The bureau measures usage of the system by counting the number of accounts established, transactions, sales of securities, outstanding balances in accounts, and paper savings bond conversions. Last year, the bureau established 165,975 new TreasuryDirect accounts, and processed 3 million online transactions. The bureau uses TreasuryDirect.gov as a primary channel for communicating with customers and stakeholders. The website contains a wealth of information and enables the bureau to educate current and potential investors about Treasury's products and services. New features and program changes are highlighted on the website.

Department of State: http://www.state.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.state.gov/r/pa/ei/rls/38791.htm.

The Department of State provides U.S. citizens an online, Internet-based service disseminating information on how to obtain a U.S. passport (see: http://www.travel.state.gov/passport). The initiative provides all information necessary for obtaining a passport, and includes passport renewal and related services. The initiative ensures citizens can obtain up-to-date information about the status of their passport application at any time. The initiative will also begin administering diplomatic passports and official passports issued to Federal employees. This will improve the operational efficiency of the many Federal departments and agencies requiring

employees to travel internationally.

The initiative reduces resources necessary to respond to status requests in a paper-based process, thereby allowing Department employees more time to help citizens with application issues. The service also reduces processing errors and helps ensure passports are obtained in a timelier manner. While the initiative has reduced the number of calls made to the passport center, those without Internet access can continue to call and obtain the same information and services over the phone.

The service was designed with input from stakeholders throughout the Department, and citizens can also provide feedback (thru mail, phone, or email) detailing any improvements and suggestions for improving the service.

Department of Veterans Affairs: http://www.va.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www1.va.gov/webinventory/.

The Federal Health Information Exchange Program is an interagency information technology initiative between the Department of Veterans Affairs (VA) and Defense (DoD) enabling the secure transmission of protected electronic health information. The program uses existing clinical systems and offers authorized VA clinicians, including those involved in claims adjudication, immediate access to DOD clinical data about service members separated from the Armed Forces. The program supports the Department's goal of ensuring a smooth transition for veterans from active military service to civilian life.

DOD and VA worked very closely in establishing the appropriate technical architecture to extract electronic health information from an existing DOD health care system and transmit this information to a secure, shared repository. VA can then make the data accessible to VA clinical care providers as part of the veteran's electronic medical record within VA's health information system, ensuring a patient's health information held at DOD is readily available at any VA service center. The program provides current and historical data electronically from DOD's existing health care systems into VA's on selected data types for active duty, retired and separated service members, thereby reducing the cumbersome and manual process associated with transferring paper health information from DOD to VA. As a result, users of the system can easily retrieve patient health information and focus more time on providing patient care.

Environmental Protection Agency: http://www.epa.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.epa.gov/epahome/inventory.htm.

The Environmental Protection Agency (EPA) completed the first of a multi-step strategy to reduce the reporting burden of participants in the Toxics Release Inventory program (http://www.epa.gov/tri/). The program provides a publicly available database containing

information on toxic chemical releases and other waste management activities as reported by certain industry groups and Federal facilities.

EPA's entry point for the submission of environmental data, the Central Data Exchange (CDX), works with EPA program offices looking for a way to better manage incoming data and stakeholders looking for a way to reduce time and money spent to meet EPA reporting requirements. The system provides stakeholders with the ability to:

- submit data through one centralized point of access;
- complete a single electronic form which can be submitted instantaneously instead of mailing multiple paper forms;
- receive agency confirmation upon receipt of submission;
- submit data in a variety of formats; and
- reduce costs associated with submitting and processing data submissions.

In fiscal year 2005, more than half of all annual TRI reports were sent electronically to EPA, a 43% increase over prior year reports. In comparison to paper processing, electronic reporting saved the government approximately $1.2 million, and when the information is transmitted electronically, the data are more timely, accurate, and complete. Detailed information indexed by geographic location helps Federal, State, and local governments set priorities, measure progress, and target areas of special and immediate concern. The public also benefits from the information made available thru this initiative to understand their local environment, participate in local and national debates about choices being made affecting their health and the health of their children, and exert their influence on the outcome of these debates.

General Services Administration: http://www.gsa.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: www.gsa.gov/gsagovinventory.

The General Services Administration (GSA) administers .gov domain name registration for Federal departments and agencies, as well as for State and local governments and federally recognized Indian Tribes. The initiative helps agencies to disseminate government information and services, and ensures government information dissemination products can be made available on recognizable websites. As a result, Internet users are assured they are accessing an official government website to obtain quality information and services.

The creation and use of .gov helped brand Federal agency public websites, and soon became useful for establishing cross-agency public websites disseminating information and services to specific identifiable user groups, such as recreation.gov. Similarly, the initiative grew to include all levels of government including States, cities, towns, and counties. Currently .gov hosts approximately 4,000 different second level domains of State and local governments (second level domain names contain more descriptive information beyond first level domains of .com, .edu, .gov, and others).

GSA collaborates with users through various councils and associations, such as the National Association of State Chief Information Officers (CIOs) to ensure the service meets everyone's needs. Stakeholders meet at least once a year to review the .gov registration process and identify potential improvements. The initiative provides prompt service and can activate a new site online in as little as 48 hours upon receiving funds and a letter from an agency CIO. In emergencies, GSA will expedite critical requests, such as websites related to Hurricane Katrina relief. When preparing to register, government entities can refer to requirements listed on GSA's web site, and a help desk is available to provide them assistance when registering their site.

National Aeronautics and Space Administration: http://www.nasa.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.nasa.gov/about/contact/information_inventories_schedules.html.

The National Aeronautics and Space Administration (NASA) is converting an older paper medical records system created in 1958 into a new electronic health information system. The system contains required occupational health data of NASA employees, and improves the management of agency medical records by making records readily available, creating back-up records to ensure sufficient storage and archival, and deploying safeguards to ensure confidentiality.

NASA consulted with its various clinics to identify their health evaluation requirements, processes, and practices when planning and developing the system. A working group comprising medical and computer technology personnel from each NASA center consulted with other subject matter experts, as well as representatives from the Department's of Defense, Health and Human Services, and Veterans Affairs, to learn best practices and obtain recommendations.

The system is transforming occupational health services performed at the agency by maximizing the input of health data in digital format. The initiative standardizes medical terms and methods for data input to improve the quality and access to medical information. By automating data entry and retrieval of multiple paper records, agency medical personnel have more time for patient assessment and care. A reduction of processing errors and improved patient safety will create further efficiencies. Additionally, personnel traveling from one NASA location to another have immediate clinic access to their medical records as needed. Medical personnel at each site are available to aid those without access to the Internet and persons with disabilities when they seek information from the system.

Nuclear Regulatory Commission: http://www.nrc.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.nrc.gov/reading-rm/doc-collections/news/2000/00-083.html.

The Nuclear Regulatory Commission (NRC) National Source Tracking System is being developed to support implementation of a forthcoming rule establishing requirements for licensee reporting on sealed sources containing nuclear materials. The system will track individual sealed sources throughout their entire life cycle, beginning at manufacture, through

storage, transfer, possession, and disposition. Currently, tracking is performed using an interim database with periodic data loads from organizations licensed by the NRC and States to handle sensitive materials.

The NRC established a governance and project management structure with representation from multiple Federal, State, and local government stakeholders to ensure the system is developed to meet user needs. The SafeSource Steering Committee includes NRC, the Department of Energy (DOE), and Agreement State representatives and is tasked with policy direction and oversight of a working group.   The working group defined system requirements, and is recommending necessary regulatory changes, providing capital planning analysis and justification, and contributing to the development and implementation of the system. The working group is also advised by an interagency coordinating committee of representatives from other Federal agencies.

The cost-benefit analysis indicated this project will avoid substantial costs since it will provide a simplified interface for prompt tracking information of sealed sources. The system serves as repository of up-to-date information, and will generate alert notifications to designated agency staff when certain business or system events occur. Without the system, the NRC would have to manually locate and compile physical sealed source transfer documents in order to provide necessary tracking reports. Access to the system will primarily be web-based, however provisions will be in place for those without access to the Internet or those who prefer to provide data in hard copy, by fax, by phone, or by other means. Provisions will include a user help desk and data entry support. An internal NRC management directive specifies what categories of documents are to be made publicly available by the staff, and NRC intends to automatically make information publicly available when information is anticipated to be of interest to the public. Using this guidance, NRC makes approximately 200 to 300 documents publicly available each day.

National Science Foundation: http://www.nsf.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.nsf.gov/policies/egov_inventory.jsp.

Administration of merit-based grants is a primary function of the National Science Foundation (NSF). A sophisticated electronic grants management system called "eJacket" is a primary component of this business function, and is the core internal system used by NSF to process proposals for research opportunities submitted by researchers. The system provides NSF staff with a single, web-based application designed to electronically process proposals from submission through grant award.

The system supported the processing of 41,700 proposals last year, and served to consolidate multiple grants applications and business processes at the Foundation. The initiative has already reduced the time necessary to make an award decision by 13 days, and 70% of NSF's paper proposal handling activity has been eliminated. Manual, paper-based proposal processes consisting of printing submitted proposals, processing hard copy jackets and paper archiving and storage will be eliminated.

The system was developed in extensive consultation with a wide range of stakeholders from each research directorate and other relevant customers, and requirements for all enhancements are developed using working groups comprising subject matter experts throughout the Foundation. Furthermore, capabilities are deployed in an iterative and phased approach to ensure smooth adoption and deployment. The system has been designed for ease of use with speech recognition tools, allowing tasks to be completed with single word instructions, and the system provides various screen displays for the visually impaired.

The Office of Management and Budget: http://www.whitehouse.gov/omb

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.whitehouse.gov/omb/gils/gils-top.html.

The Office of Management and Budget (OMB) uses an application to collect Program Assessment Rating Tool (PART) data. The application allows agency officials to present performance information about their programs to OMB examiners and integrate PART information in the development of the President's budget.

The system allows users to monitor and evaluate agency actions to address findings and recommendations identified in the PART. Agencies use the application to accurately respond to questions in the PART and provide other data necessary for reports. Information shared between agencies allows for interagency collaboration and timely assessment of improvement plans, and performance information from similar programs at other agencies can be compared as well.

The application was developed incorporating feedback from agency representatives, and is modeled after a similar management information tracking system at the Departments of Interior and State. Focus groups are held regularly to solicit feedback. Trained agency coordinators provided assistance to those using the system, and additional web-based training materials are available for agency staff.

The results of the PART process are now published on a new website, www.expectmore.gov, and are accessible to those with disabilities. Citizens without access to the Internet can find summary information printed in Chapter 2 of the President's fiscal year 2007 budget of the U.S. Government.

Office of Personnel Management: http://www.opm.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.opm.gov/About_OPM/WebContentInventory-OMB.asp.

The Office of Personnel Management (OPM) initiated a project to modernize its financial management and procurement systems. A recent audit identified weaknesses related to budgetary accounting and Federal accounting standards caused reporting of inaccurate and incomplete financial data. This initiative moves financial processes to a more effective operating center in order to record and report financial data in a more timely and accurate manner.

Program managers need up-to-date financial information to effectively manage their programs and make informed decisions.

Rather than building its own replacement financial system, OPM determined significant cost savings would be achieved by obtaining similar services, or "cross-servicing," from the Department of Treasury. The Department of Treasury operates multiple financial systems on behalf of other agencies, and is able to share resources across a greater number of systems, giving it the scale to provide OPM with consistent service at a lower cost. As a result, OPM's operating costs for financial management services has decreased as the agency no longer manages its own financial system; the agency estimates saving $2.2 million annually during the project.

A project office at OPM was established to help transition the agency's financial management systems. The project office coordinated with key stakeholders within the agency including the OPM Director, Chief Financial Officer, Inspector General, Chief Information Officer, and program managers to ensure financial services continued to meet OPM needs and comply with capital planning and investment control requirements, including maintaining accessibility for the disabled.

Small Business Administration: http://www.sba.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.sba.gov/aboutsba/contentinventory.html.

The Small Business Administration's (SBA) HUBZone (Historically Underutilized Business Zone) Program uses an Internet-based system to provide services for applicants and certified small business concerns. The purpose of the HUBZone program is to provide Federal contracting assistance to qualified small businesses located in historically underutilized business zones. The system enables users to quickly and efficiently determine eligibility. Once certified, a client becomes eligible for the benefits of the HUBZone program, including certain Federal contract set asides, sole source awards, and price evaluation preferences reserved for HUBZone small businesses.

The system fully automates all of the program's business processes including application by potential clients, re-certification of a client's eligibility, and program examination by SBA staff. The system also delivers a variety of applicant services and allows SBA program managers to comply with the HUBZone legislative directive to certify eligible firms and monitor continuing eligibility. For example, the system incorporates information from related databases and receives client input to track the status of submitted forms and provide Federal contracting officers an up-to-date list of HUBZone certified small business concerns. This also prevents applicants from submitting the same information multiple times. The system also provides a web-based mapping feature allowing users to quickly and easily identify Congressional districts covered by the HUBZone Program, and is used by State and local governments to identify areas of economic distress.

The program office maintains an open line of communication with Federal agencies using the system, as well as the national council representing HUBZone certified small business concerns. The project enhances various program operations by increasing staff productivity in related areas, including program examinations, re-certifications, and protest and appeals resolution. For example, an SBA employee can now process 440 applications per year as compared to 133 for other SBA employees using another older paper-based system.

Social Security Administration: http://www.socialsecurity.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.socialsecurity.gov/webcontent/.

Social Security Administration (SSA) recently implemented the Social Security Number Verification Service, a free online service allowing employers or their third-party representatives to verify names and social security numbers of their employees against records from SSA. Ensuring the accuracy of names and social security numbers for wage reporting is important because unmatched records result in additional processing costs to SSA and unaccredited earnings for workers, which may lead to inaccurate benefit levels and tax liabilities. This new online service transforms agency operations by reducing the number of verifications done via other more time-consuming means, such as through telephone, paper, tapes or diskettes – all of which are maintained as alternate service options.

The electronic application was developed after extensive collaboration among employers and associations representing the payroll and software communities. All respondents to a user satisfaction survey of the pilot program rated the system favorably. Usage of the system by employers has been growing steadily, there are currently as many employers using the system (slightly over 5,000) as there are those using older paper-based verification processes.

The system is a win-win application for both the agency and employers. Employers save time by using a faster online application, and they can submit their requests online at their convenience rather than limited hours when a call center is available. SSA, employers, and citizens all benefit by having wage information accurately and timely accredited as it aids the proper administration of tax and benefit programs. The system is also accessible to the disabled. Estimates indicate the system will save SSA $6.6 million over a seven year period by decreasing the number of telephone calls and gradually transitioning the verification process from a tape/diskette/paper process to an electronic one.

U.S. Agency for International Development: http://www.usaid.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://www.usaid.gov/policy/egov/inventory.html.

The agency is implementing a financial management system, known as Phoenix, as part of a comprehensive business systems modernization initiative. The system supports financial operations at agency headquarters and 22 overseas regional offices, with the remaining 29 regional offices planned to complete implementation soon.

The system provides up-to-date financial data for program managers to use to assess program performance, make informed mission critical decisions, and identify program areas requiring improvement or attention. The system improves the accuracy of financial reporting and increases the speed and efficiency of processing financial payments. For example, the number of on-time payments has improved to 99%.

The Department of State coordinates with the agency to plan and implement the initiative, and as a result Phoenix is aligned with their financial systems. The agency conducts frequent focus groups to identify areas of improvement, and solicits information from vendors, other agencies, and interested parties to find innovative ways to use information technology and implement best practices.

The initiative will create savings by eliminating redundant systems and transforming paper-based business processes. For example, the system reduces invoice processing costs by automating and consolidating transaction processes. The agency estimates savings due to increased efficiencies of over $6.5 million. Contracts to acquire and implement the system ensure the functions and services are accessible to all users, and the agency performs periodic reviews to verify the system is meeting performance expectations.

U.S. Department of Agriculture: http://www.usda.gov

Inventory, priorities, and schedules of agency information dissemination products are located at: http://w3.usda.gov/comments/contentinventory.html.

The Farm Service Agency (FSA) at the United States Department of Agriculture recently released an Electronic Loan Deficiency Payment application (http://www.fsa.usda.gov/egov/eldp_default.htm). The application allows eligible producers in every State to request loan deficiency payments online and, in most cases, receive approval and payment by direct deposit within 24 to 48 hours. Previously, the paper-based process to obtain direct deposit took two weeks. This initiative transforms the operations of FSA's local offices by consolidating a set of reports for monitoring producer payments to make their processing more accurate and efficient.

The Department has administered several small surveys to solicit feedback from users of the service as well as Department staff, and analyzes less favorable responses in order to improve the business process and software system. In designing and launching the system, FSA reached out for input from personnel at FSA centers as well as the producers who use the service, and continual feedback from them has helped to perfect the system. Those who need the service but are without Internet access can visit a local FSA office or public library, and the system is accessible to the disabled.

Through January, 2006, the system has handled 1,250,000 applications and processed approximately $4.1 billion in electronic transactions. This represents a significant proportion of the total volume of loan deficiency payment transactions, which together comprise 1,420,000 applications for approximately $4.6 billion. Assuming a typical annual volume of 2,000,000

loan deficiency payment transactions, the use of this system will save 104,000 hours per year. Accordingly, the electronic process has eliminated the costs of salaries for a temporary workforce of 200 to 400 processors, and has allowed permanent staff more time to work on other services and programs. Additionally, the Department has realized $2 million in savings by reducing the payment interest accrued from delayed loan deficiency payments.

SECTION III: OPERATIONS OF THE E-GOVERNMENT FUND

The General Services Administration manages the E-Government Fund to support innovative interagency projects approved by OMB. The initiatives transform internal operations necessary to secure and disseminate Federal information while improving the services delivered to the public.

The following table describes the projects for which funding was approved by OMB in fiscal year 2005 and the results achieved. Funding for these four initiatives totaled $1,465,693.

Fiscal Year 2005 E-Government Fund Initiatives			
Agency	**Initiative**	**Funding**	**Description and Results**
OMB	Lines of Business – Information Systems Security	$500,000	The Information Systems Security line of business is consolidating commonly used information technology security processes and controls (e.g., security, weakness tracking, data collection and reporting patch management, certification and accreditation tools). Consolidation will reduce the operational costs of producing required security reports and increase the effectiveness of information security programs across the Federal government. A cyber security technology (named "Bro"), developed by the Department of Energy (DOE), provides intrusion detection capabilities to help monitor agency Internet connections. Funds were used with the National Institute of Standards and Technology and DOE to: • exchange and review software code to help expand the service to other agencies; and • test and implement the technology in a pilot environment to validate and verify it's capabilities.
OMB	Lines of Business – Information Systems Security	$612,806	Funds were used for a program support office for the information systems security line of business. The program office: • developed a Request For Information (RFI) to elicit best practices and potential approaches of public, private, and non-profit organizations; • planned, facilitated and hosted a practitioner day to demonstrate how different approaches can be used; • analyzed RFI responses for government applicability; and

			• supported analysis of business case for the information systems security line of business, documenting representative information security needs of Federal agencies.
OMB	Lines of Business - Efficient and Effective Information Sharing Line of Business	$152,887	This initiative supported the implementation of Executive Order 13356 and studied the most cost-effective means to search for, identify, locate, retrieve, and share information, and assessed the net performance difference (including cost-benefits) of assigning metadata and/or controlled vocabulary to various types of information versus not doing so. Funds were used to provide program support and: • develop an RFI to elicit best practices and potential approaches of public, private, and non-profit organizations; • work with agency subject matter experts to reach out and identify possible respondents to the RFI; • plan and facilitate a practitioner day for RFI respondents; and • provide RFI analysis. The initiative concluded for the majority of government information, exposing it to indexing with commercial search technology is sufficient to meet the information categorization, dissemination, and sharing needs of the public and as required by law and policy. The interagency taskforce developed and submitted an implementation plan as required by the Executive Order.
GSA	GovBenefits	$200,000	Funds were used to support Hurricane Katrina relief efforts through the development and preparation of a government-wide electronic benefit registration system. The system will determine benefit eligibility for evacuees and forward registration data to Federal agencies providing benefits for follow-up with the evacuee, thus greatly reducing the time and burden to evacuees of identifying and applying for benefits.

SECTION IV: LISTING OF REPORTS AND POLICIES USED IN THIS REPORT

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1. "Expanding E-Government, Improved Service Delivery for the American People Using Information Technology," can be found at: http://www.whitehouse.gov/omb/budintegration/expanding_egov_2005.pdf.
2. "Report to Congress on Implementation of Section 212 of the E-Government Act of 2002," can be found at: http://www.whitehouse.gov/omb/egov/documents/Section_212_Report_Final.pdf.
3. The report to Congress describing the economic value of multi-agency and cross-government e-government activities can be found at: http://www.whitehouse.gov/omb/inforeg/e-gov/e-gov_benefits_report_2006.pdf.
4. Chapter 9 of the President's fiscal year 2007 budget of the U.S. Government can be found at: http://www.whitehouse.gov/omb/budget/fy2007/pdf/spec.pdf.

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5. Executive Order 13392, "Improving Agency Disclosure of Information," can be found at http://www.whitehouse.gov/news/releases/2005/12/20051214-4.html.

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6. OMB Memorandum M-06-04, "Implementation of the President's Executive Order Improving Agency Disclosure of Information," can be found at: http://www.whitehouse.gov/omb/memoranda/fy2006/m06-04.pdf.
7. "Improving Public Access to and Dissemination of Government Information and Using the Federal Enterprise Architecture Data Reference Model" can be found at: http://www.whitehouse.gov/omb/memoranda/fy2006/m06-02.pdf.
8. OMB Memorandum M-05-04, "Policies for Federal Agency Public Websites," can be found at: http://www.whitehouse.gov/omb/memoranda/fy2005/m05-04.pdf.
9. OMB Circular A-130, "Management of Federal Information Resources," can be found at: http://www.whitehouse.gov/omb/circulars/a130/a130trans4.pdf.
10. "Efficient and Effective Information Retrieval and Sharing (EEIRS) Request for Information (RFI) Response Analysis" can be found at: http://www.cio.gov/documents/EEIRS_RFI_Response_Analysis.pdf.

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11. "The Data Reference Model" can be found at: http://www.whitehouse.gov/omb/egov/a-5-drm.html.
12. The link to Firstgov's aggregation of agency inventories, schedules, and priorities is: http://www.firstgov.gov/Topics/Reference_Shelf.shtml.

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13. More disaster recovery information found at Firstgov can be found at: http://firstgov.gov/Citizen/Topics/PublicSafety/Hurricane_Katrina_Recovery.shtml.
14. OMB's Section 213 of the E-Government Act Report to Congress: "Organizations Complementing Federal Agency Information Dissemination Programs," can be found at: http://www.whitehouse.gov/omb/inforeg/section_213_report_04-2005.pdf.

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15. "NARA Guidance for Implementing Section 207(e) of the E-Government Act of 2002" can be found at: http://www.archives.gov/records-mgmt/bulletins/2006/2006-02.html.

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16. Additional information and services to help agencies meet the requirements of Section 508 of the Rehabilitation Act can be found at: www.section508.gov.
17. www.geodata.gov.

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18. OMB Circular A-130, "Management of Federal Information Resources," can be found at: http://www.whitehouse.gov/omb/circulars/a130/a130trans4.pdf.
19. OMB Memorandum M-03-22, "Guidance for Implementing the Privacy Provisions of the E-Government Act of 2002," can be found at: http://www.whitehouse.gov/omb/memoranda/m03-22.html.
20. OMB Memorandum 05-08, "Designation of Senior Agency Officials for Privacy," can be found at: http://www.whitehouse.gov/omb/memoranda/fy2005/m05-08.pdf.

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21. FISMA reporting instructions can be found at: http://www.whitehouse.gov/omb/memoranda/fy2005/m05-15.html.

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22. More information about the platform for privacy preferences can be found at: http://www.w3.org/P3P/.
23. OMB Memorandum M-00-13, "Privacy Policies and Data Collection on Federal Web Sites," is located at: http://www.whitehouse.gov/omb/memoranda/m00-13.html.

24. Federal information technology project manager guidance can be found at: http://www.whitehouse.gov/omb/memoranda/fy04/m04-19.pdf.
25. The Information Technology Workforce Development Roadmap can be found at: http://itroadmap.golearn.gov.
26. The "Report On The Establishment Of A Government-wide Information Technology Training Program" can be found at: http://opm.gov/hrd/lead/pubs/ittpreport_07-04/ittpreportJuly2004.pdf.
27. Information technology training program guidance can be found at: http://www.chcoc.opm.gov/transmittal_detail.cfm?ID=623.
28. The Information Technology Workforce Management Resource Package can be found at: http://www.cio.gov/index.cfm?function=specdoc&id=649.

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29. Information about the information technology exchange program can be found at: http://www.opm.gov/leader/hrd/lead/itep/overview.asp.
30. The USA Jobs website is www.USAJobs.gov.
31. The American Council of Technology's website is at www.actgov.org/ITEP.
32. The FEA is described in more detail at http://www.whitehouse.gov/omb/egov/a-1-fea.html.
33. The "Report to Congress on Implementation of Section 212 of the E-Government Act of 2002" can be found at: http://www.whitehouse.gov/omb/egov/documents/Section_212_Report_Final.pdf.

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34. A summary of the workshop can be found at: http://www7.nationalacademies.org/cstb/pub_fema_workshop.html.

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35. The statewide communications interoperability planning methodology can be found at: http://www.safecomprogram.gov/SAFECOM/library/interoperabilitycasestudies/1223_statewidecommunications.htm.