Expanding E-Government

Achieving Results for the American People

January 2009

E·GOV

January 12, 2009

MEMORANDUM FOR CLAY JOHNSON III
　　　　　　　　　 DEPUTY DIRECTOR FOR MANAGEMENT

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

SUBJECT:　　 Expanding E-Government Results Report

I am honored to provide my final E-Government Results Report. The results included in this report are for the period of performance ending September 30, 2008. A comparison to past years is also included in the report.

The report illustrates the continued advancement in our overall performance.   Additionally, the advances made by the agencies in managing their IT investments in accordance with sound management principles are notable. The CIO Council continues to share best practices which are increasingly important as the agencies move toward implementing Web 2.0 technologies. The CIO Council has also completed a transition guide for use by the incoming Administration and the new CIOs who will join those continuing on the Council. There remain opportunities for continued improvement, especially in customer satisfaction for the E-Government initiatives.

The departments and agencies have accomplished a great deal, providing a sound foundation for the incoming Administration to implement their program priorities. The CIO Council appreciates your support through the years. I take pride in the fact we have delivered on the promise of value driven and accountable IT, structured to execute on behalf of the mission and business of government, better serving the American people and those devoted to government service. With these achievements, the next Administration will be poised to take on great new initiatives to benefit the American taxpayer.

Attachments

Expanding E-Government: Achieving Results for the American People

The Federal Government continues to improve services and deliver results through the adoption and implementation of the E-Government (E-Gov) initiatives and common government wide solutions. The departments and agencies continue to make great improvements in the area of security and privacy. Many of these initiatives are driven through implementation efforts underway for the requirements included in Homeland Security Presidential Directive-12 (HSPD-12), the Trusted Internet Connection (TIC) and specific efforts for securing personally identifiable information.

The United States Government continues to be one of the largest users and acquirers of data, information and supporting technology systems in the world. By investing approximately $71 billion annually on Information Technology (IT) the US Government must take a leadership position in the security of information and the privacy of every citizen.   During this past year, the Chief Information Officers (CIOs) Council worked to address many important issues including best practices for the use of mobile devices abroad and preparing for the Administration transition by completing the CIO Council Transition Guide (http://cio.gov/index.cfm?function=specdoc&id=Federal%20CIO%20Council%20Transition%20Guide&structure=Council%20Announcements%20and%20Events&category=Founding%20Documents). This transition guide will be of importance to any new CIO entering the federal government to assist those individuals part of the federal government enterprise.

Current Status of Information Technology Portfolio Management

Our goal continues to be the best manager, innovator and user of information, services and information systems in the world. We have shown improvement over the last year in achieving our goal. There continue to be great opportunities in applying existing and emerging business best practices to: achieve increases in productivity, improve delivery of services and information, and increase information and network security. We remain committed to focusing on the American people as customers, and supporting departments and agencies as key elements in the delivery of necessary services.
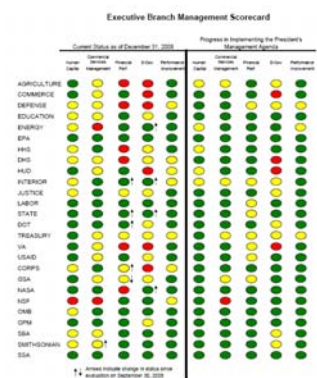
This Administration's scorecard documents the progress continued to be made by the agencies (http://www.results.gov/agenda/scorecard.html).   Currently, 11 agencies have achieved "green" status on the E-Gov scorecard portion. They are:

Social Security Administration, National Science Foundation, Department of Labor, Environmental Protection Agency, National Aeronautics and Space Administration, Department of Interior, Department of State, Department of Energy, Small Business Administration, Smithsonian and the Office of Management and Budget.

In order to improve the quality, efficiency, and value through cost control and transparency of health care we initiated the Health IT Scorecard. The scorecard ensures Federal programs are able to share health information among themselves and eventually with private sector and other governmental entities. This scorecard tracks the progress of the agencies in fulfilling the requirements of Executive Order 13410, "Promoting Quality and Efficient Health Care in Federal Government Administered or Sponsored Health Care Programs." Major sections of the scorecard include:

- Development and compliance with health data standards;
- Systems development;
- Certification process of recognized standards; and
- Price and transparency.

There has been tremendous progress this last year by the responsible agencies.

Q1 FY2009 Health IT Scorecard

Leveraging our requirements through our procurement activities, especially through the SmartBUY initiative, has yielded significant results and savings. As an example, implementing the data-at-rest (DAR) encryption on all mobile computing devices and removable storage has yielded $84 million in savings and the sale of nearly 1.4 million DAR encryption licenses. Over 60 Federal agencies, States and Local governments have ordered from the DAR Blanket Purchase Agreements (BPAs). The largest purchases made so far have been made by Department of Agriculture, the Internal Revenue Service, the Transportation Security Agency, the Army, the Social Security Administration, the State of Ohio, and the State of Connecticut. Each of these purchases was for at least 33,000 software licenses and several were for over 100,000 licenses. These are just a few examples of simplifying our procurement activities, leveraging our requirements for the benefit of all agencies, and delivering better value to the American people.

The above was just one example of leveraging our requirements to simplify procurement activities. The following chart illustrates the cost avoidance by fiscal year for the SmartBUY initiative:

SmartBUY Cost Avoidance Savings
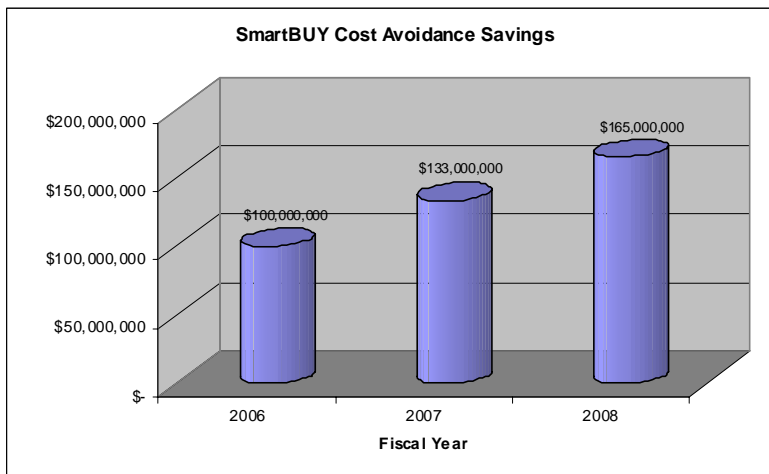
Federal Enterprise Architecture

The Federal Government is increasingly focused on delivering results to the citizen. In the course of managing the President's budget, with approximately $71 billion in annual spending[1], there is an inherent responsibility to manage information technology investments wisely. These investments, and in particular the $21.7 billion in FY2009 Development, Modernization, and Enhancement (DME) funding, represent a key resource for improving agency performance through closing performance gaps and implementing the Administration's priorities.

The purpose of the Federal Enterprise Architecture (FEA), led by the Office of Management and Budget's (OMB) E-Government and Information Technology Office, is to help agencies maximize the impact of their IT Investments. In particular, the FEA guides and supports agency efforts to use information and IT to improve agency mission performance in four ways:

- Closing mission performance gaps identified via agency performance improvement and strategic planning activities.
- Saving money and avoiding cost through:
    o Collaboration and reuse;
    o Process reengineering and productivity enhancements; and
    o Elimination of redundancy.

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[1] $70,716M total, $21,657M in FY2009 DME. This represents the IT crosscut across the President's FY09 Budget. Please see www.budget.gov
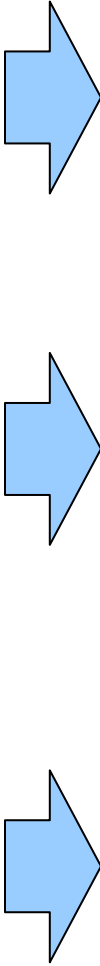
- Strengthening the quality of investments within agency portfolios reflected in critical attributes including (but not limited to): security, inter-operability, reliability, availability, end-user performance, flexibility, serviceability, and reduced time and cost to deliver new services and solutions.

- Improving the quality, validity and timeliness of data and information regarding program performance output and outcome; program and project planning and management; and cost accounting.

In support of this purpose OMB, with the support of the General Services Administration and the CIO Council, completed five key documents this year:

- Federal Segment Architecture Methodology (FSAM) – codifying best practices across the Government and enabling sharing and reuse of agency architectures;

- Segment Architecture Reporting Template – detailing a structured, template-based reporting framework fully harmonized with the FSAM;

- Practical Guide to Federal Service Oriented Architecture (PGFSOA) – clarifying Federal-specific issues and referencing proven practices to accelerate adoption of this new paradigm;

- The Business Case and Roadmap for Completing IPv6 Adoption in the US Government – illustrating the benefits and approach for agencies to holistically plan for and realize benefits from the next steps in IPv6 adoption; and

- EA Assessment Framework v3.0, Improving Agency Performance through the Use of Information and Information Technology – OMB's management framework, featuring key performance indicators based on reported segment architecture data.

Of these, the new EA Assessment Framework (EAAF) best illuminates the evolution of the FEA in 2008. Under previous versions of the EAAF, agencies established, to varying degrees, a baseline of process and architectural maturity. In 2008 the FEA team evolved the EAAF to drive and deliver results using outcome-focused architectures. Version 3.0 focuses on data-driven Key Performance Indicators (KPIs) calibrated via agency provided budgets, strategic planning, architecture, and performance information.

The table below highlights the KPI changes from EAAF Version 2.2 to Version 3.0.

EAAF v2.2			EAAF v3.0		
	KPI	How		KPI	How
Completion	• Performance Architecture • Business Architecture • Data Architecture • Service Component Architecture • Technology Architecture • Transition Strategy	Review of Artifacts		• Target Enterprise Architecture and Enterprise Transition Plan • Architectural Prioritization • Scope of Completion • Internet Protocol Version 6 (IPv6)	Template-based agency segment submissions
Use	• Governance and Program Mgmt • Change Mgmt and Deployment • Segment Architectures / Collaboration and Reuse • CPIC Integration	Assignment of policies and procedures		• Performance Improvement Integration • CPIC Integration • FEA Reference Model and Exhibit 53 Part Mapping • Collaboration and Reuse • EA Governance & Management	Measured alignment between Performance, EA, and CPIC datasets; EA management artifacts
Results	• Cost Savings / Cost Avoidance • Transition Strategy Performance • Enterprise Architecture Value • Internet Protocol Version 6 (IPv6)	Evaluation of measures and metrics		• Mission Performance • Cost Savings and Cost Avoidance • IT Infrastructure Portfolio Quality • Measuring EA Program Value	Measured Delivery against planned improvement commitments

In additional to the 5 key documents, OMB also released two key transparency tools:

1. **Federal Transition Framework (FTF) Update -**

In partnership with GSA, OMB released a major update to the Federal Transition Framework (FTF). The FTF is now a web-based catalog with structured, standards-based descriptions of the 25 E-Government initiatives, 9 Lines of Business (LoB), and 8 other cross Government initiatives (HSPD-12, IPv6, etc.). The FTF enables lead agencies (or managing partners) to publicly post and maintain their architectural artifacts. The FTF also provides all agencies a conduit to provide feedback on their requirements and desired functions (http://www.whitehouse.gov/omb/egov/a-2-EAFTF.html).

2. **Visualization to Understand Expenditures in Information Technology (VUE-IT) -**

VUE-IT is the newest addition to OMB's suite of transparency applications and provides a series of different ways to view and understand the Federal IT budget. The general public and federal stakeholders can navigate through the Federal IT budget by agency/bureau relationships, or by the FEA service groupings. The FEA service groupings are based on the FEA's Business Reference Model (BRM) and the Service Component Reference Model (SRM) (see Appendix B). In addition to showing the different perspectives of the IT budget data, VUE-IT integrates information from the Management Watch list (MWL) and the OMB High Risk list (HRL), enabling the public to see the planning weakness identified by OMB's MWL and the performance status reported by the agency's quarterly HRL updates (http://www.whitehouse.gov/omb/egov/a-1-fea.html).

Integrating the Architectures

With the segment methodology, updated framework and transparency tools in place, the Federal government can finally integrate the three levels of the Federal Enterprise Architecture: enterprise, segment, and solution architectures.

Just as organizations typically have hierarchical structures, so do the different architectural views in the Federal Enterprise Architecture:

- **Enterprise Architecture** is composed of agency core mission areas (e.g., healthcare), business services (e.g., financial management), or enterprise services (i.e., identity management) segments.
- **Segment Architecture** is made up of services that span across the operating divisions of a bureau, bureaus of an agency, or between agencies. Segments are fundamental building blocks of the enterprise architecture.
- **Solution Architecture** segments include technical blueprints for specific systems/applications providing the services. Solution segments map to the appropriate segment architecture.

Level	Scope	Detail	Impact	Audience
Enterprise Architecture	Agency/Organization	Low	Strategic Outcomes	All Stakeholders
Segment Architecture	Line of Business	Medium	Business Outcomes	Business Owners
Solution Architecture	Function/Process	High	Operational Outcomes	Users and Developers

To illustrate the power of levels of architecture and segment architecture, consider the following: In the FY2009 President's IT Budget, there are 494 discrete investments providing services within the health mission area, with a total FY 2009 value of $5.4B, each presumably with its own distinct solution architecture. Federal agencies have registered 11 Health IT segment architectures, in various stages of planning, with OMB across four agencies. Using the FEA, OMB has been able to help agencies better align budget planning processes around these Health IT segments. OMB also identifies agencies that are under-represented in the segment activities and encourages their participation to ensure inter-operability and reuse of services, solutions, and technology.

Another key aspect of the FEA is to drive greater intra- and inter-Governmental inter-operability and information sharing. Within the FEA, the key to increased interoperability and information sharing is the Data Reference Model (DRM), which

OMB has promoted the adoption and usage of. The Department of Homeland Security, Department of Justice, and the Global Justice Information Sharing Initiative (a DOJ's Federal Advisory Committee Act organization) collaborated to establish the National Information Exchange Model (NIEM) as one of the first major implementations of the DRM. Due to the success of NIEM with state and local justifications, NIEM has now been adopted by the Program Manager for the Information Sharing Environment (PM-ISE) as the basis for its work to promote law enforcement, homeland security, and counter-terrorism information sharing.

The chart below illustrates status of NIEM adoption nation-wide:

In 2008, DOJ, DHS, Department of Defense (DOD), and Director of National Intelligence (DNI) successfully harmonized NIEM with DOD's Universal Core, a complementary information sharing framework. The collaboration and extension of the NIEM environment demonstrates tremendous progress for standardized, reusable information exchanges across Federal agencies as recently demonstrated by the Maritime Domain Awareness initiative between DOD and DHS.

Measuring Results

Since launching the E-Gov initiatives for improved services, the agencies now operate and support the common government-wide solutions. The E-Gov initiatives are providing high-quality and well-managed solutions throughout the Federal government. Lines of Business (LoB) task forces identified common solutions and methodologies to increase operational efficiencies, improve services and decrease duplication. During FY 2008, we successfully completed major implementation milestones and demonstrated greater adoption and use of these services from citizens, businesses and government agencies. Agencies continue to shut down legacy systems increasing efficiency and cost effectiveness of Federal operations.

The following chart shows the progress the agencies have achieved by fiscal year:

For FY 2006:
- 25 of 28 agencies had mutually accepted implementation plans with OMB
- 87% of milestones (or 1708) were met
- 5% of milestones (or 95) were missed
- 8% of milestones (or 166) were moved/held not accountable

For FY 2007:
- 26 of 28 agencies had mutually accepted implementation plans with OMB
- 81% of milestones (or 978) were met
- 7% of milestones (or 83) were missed
- 13% of milestones (or 152) moved/held not accountable
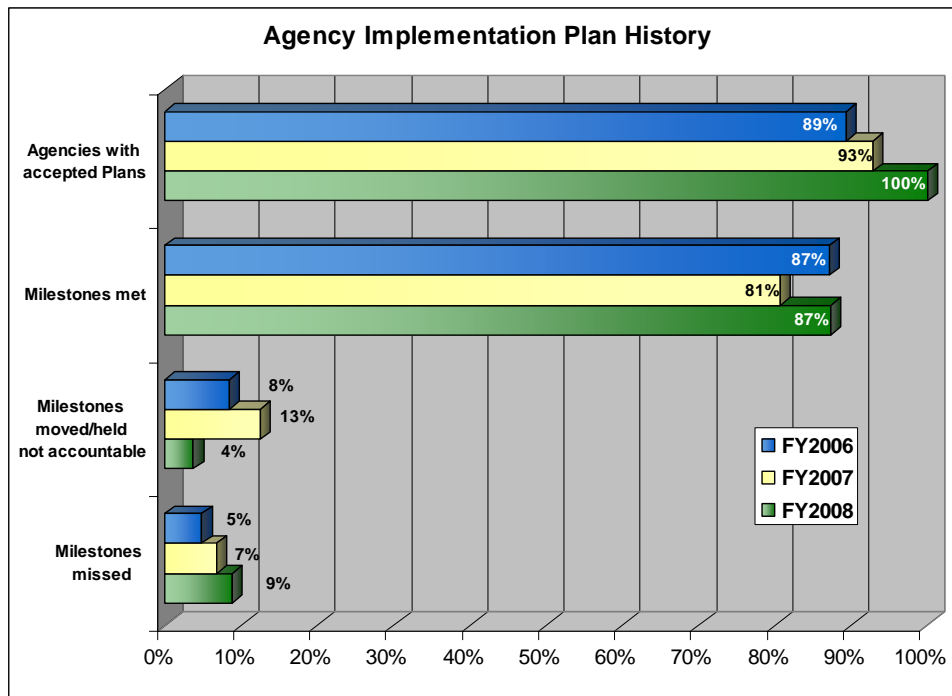
For FY 2008:
- 28 of 28 agencies had mutually accepted implementation plans with OMB
- 87% of milestones (or 1041) were met
- 9% of milestones (or 106) were missed
- 4% of milestones (or 45) were moved/held not accountable

Opportunities for Continued Improvement

1. Improve Information Security Management –

Agencies are continuing to make progress in securing their networks and developing their information security management as required by the Federal Information Security Management Act (FISMA). The table below shows the progression of agencies in certification and accreditation, security controls testing and contingency planning testing from FY 2002 through the fourth quarter of 2008.

Security Status and Progress							
Percentage of Systems with:	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY2007	FY 2008
Certification and Accreditation	47%	62%	77%	85%	88%	92%	**94%**
Tested Contingency Plan	35%	48%	57%	61%	77%	86%	**89%**
Tested Security Controls	60%	64%	76%	72%	88%	95%	**91%**
Total Systems Reported	**7,957**	**7,998**	**8,623**	**10,289**	**10,595**	**10,304**	**10,599**

Security Status and Progress - Percent of Systems with:
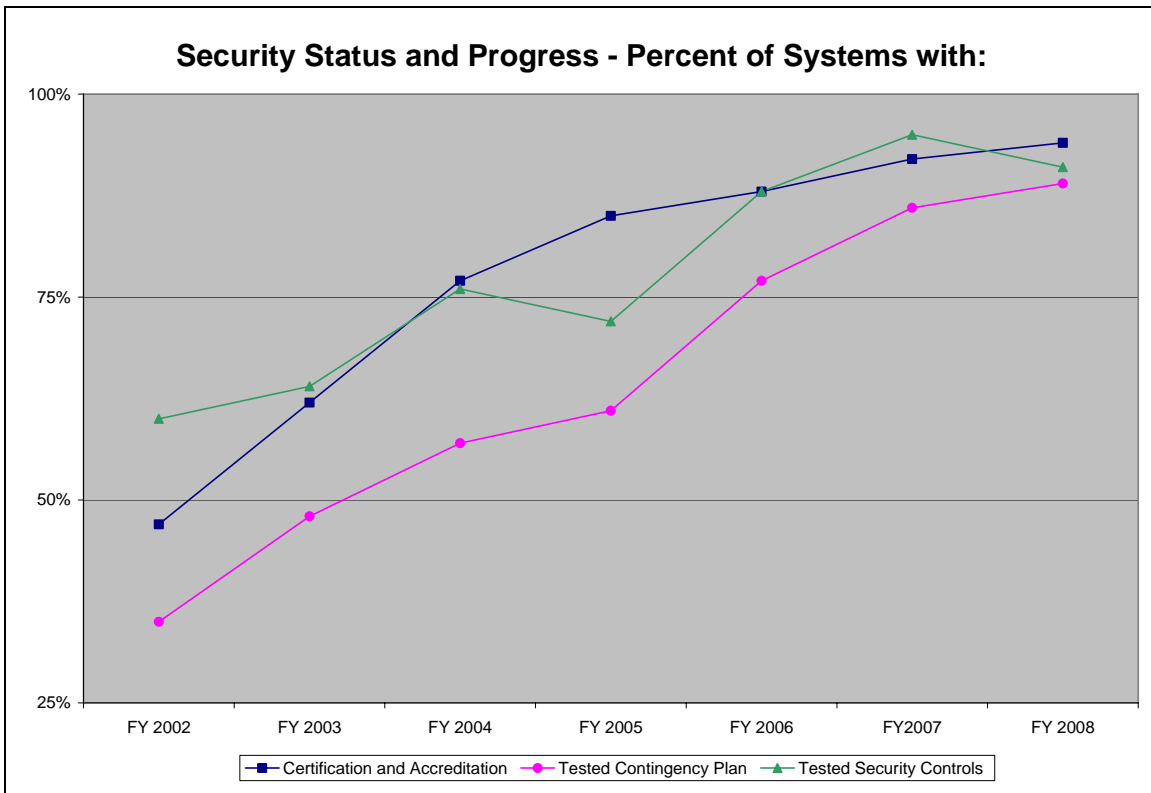
2. Improve Information Privacy –

Agencies have continued to improve in their protection of sensitive privacy data from disclosure. As the table below shows, agencies increased their number of systems that are identified as containing privacy data, and which therefore, require system of records of notice (SORN) and privacy impact assessments (PIA).

Privacy Status and Progress			
	FY 2006	FY 2007	FY 2008
Number of systems containing information in identifiable form	2,870	3,259	3,423
Number of systems requiring a PIA	1,321	1,826	1,934
Number of systems with a PIA	1,113	1,525	1,767
Percentage of Systems with: **Privacy Impact Assessment (PIA)**	**84%**	**84%**	**91%**
Number of systems requiring a SORN	1,874	2,607	2,331
Number of systems with a SORN	1,555	2,169	2,155
Percentage of Systems with: **System of Records Notices (SORNs)**	**83%**	**83%**	**92%**

Privacy Status and Progress - Percent of Systems with:
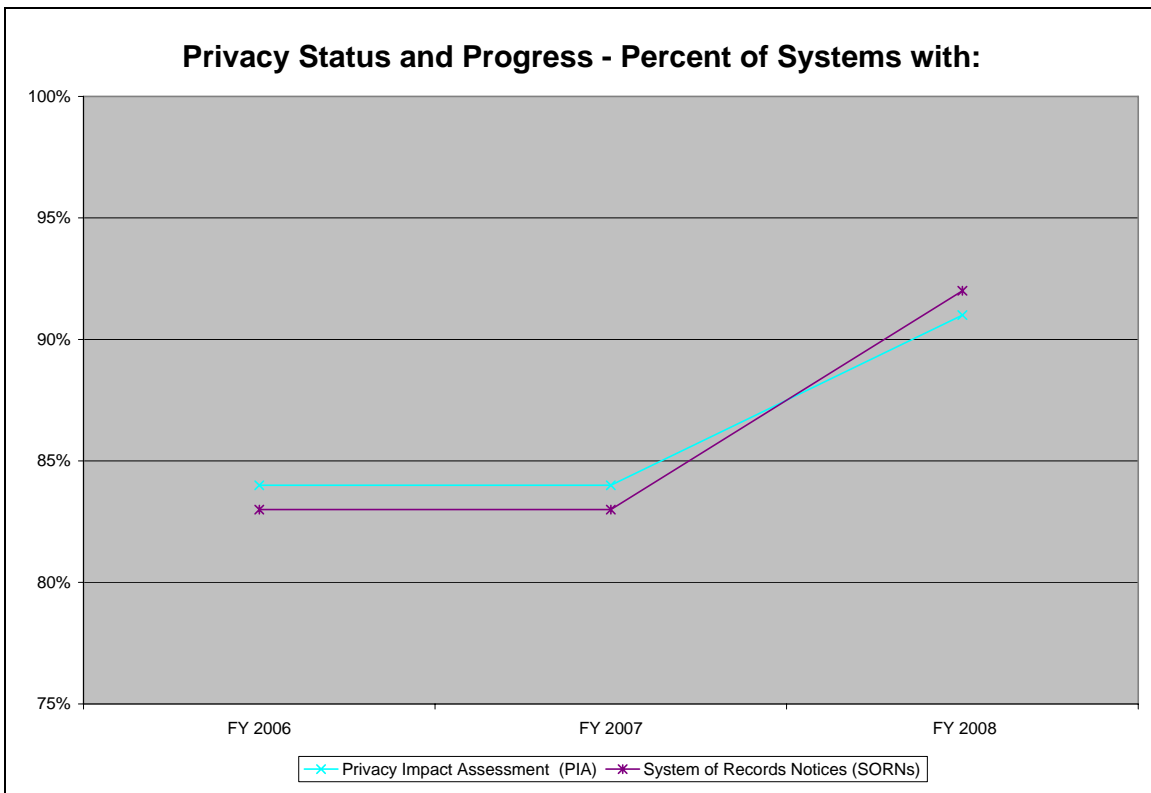
3. Increase IT Workforce Competency –

In order to go forward with any program and/or initiative, we must have a workforce capable of providing necessary services. We will continue to work with the Office of Personnel Management (OPM), and the CIO Council to close competency and skill gaps within the IT profession. Agencies are seeking improvements across a wide range of positions, but are specifically focused on critical positions identified below:

- Project Management;
- IT Security; and
- IT Architecture (Solutions and Enterprise).

The OPM and the CIO Council jointly conducted the IT Workforce Assessment Survey to better identify current needs and areas for improvement within the IT workforce. The Survey collected information from Federal IT professionals about the types of work they perform, as well as their level of proficiency in competencies and skills. It also identified top training needs, gathered information on certifications held, and provided key demographic data.

Job Area	Percent of Agencies
IT Project Management	33 %
IT Security/Information Assurance	26 %
Solutions Architecture	21 %
Enterprise Architecture	20 %

The most frequently targeted competency and skill gaps by area are as follows:

	# of Agencies Identifying Gaps for Closure
Enterprise Architecture	
Business Process Reengineering	8
Information Technology Architecture	6
Solutions Architecture	
Information Technology Architecture	6
Requirements Analysis	5
IT Project Management	
Project Management	16
Capital Planning and Investment Assessment	7
Risk Management	7
IT Security	
Information Assurance	9
Information Systems Security Certification	8
Information Systems/Network Security	7
Risk Management	6

4. Improve E-Gov Initiatives' Performance Measures –

In the fall of 2006, performance measures, metrics and targets for the E-Government initiatives were developed in collaboration with the initiative program management leads. Metrics were designed to demonstrate initiative progress in five key dimensions:

- Adoption/Participation – the degree to which the relevant community participates in the initiative;
- Usage – the level used by the target end user;
- Customer Satisfaction – end user satisfaction with the initiative's products and/or services;
- Cost Savings/Avoidance – any cost savings, avoidance, or reduction in burden resulting from the initiative for both government and citizenry ; and
- Efficiency – the degree to which the Initiative results in process improvements such as a decrease in time and/or an increase in productivity.

The following chart shows those initiatives having Customer Satisfaction metrics, base on their American Customer Satisfaction Index (ACSI) Rating, and their potential to improve. They are all demonstrating an upward trend but there is room to improve and to become better than "average."

E-Gov Initiative ASCI Ratings
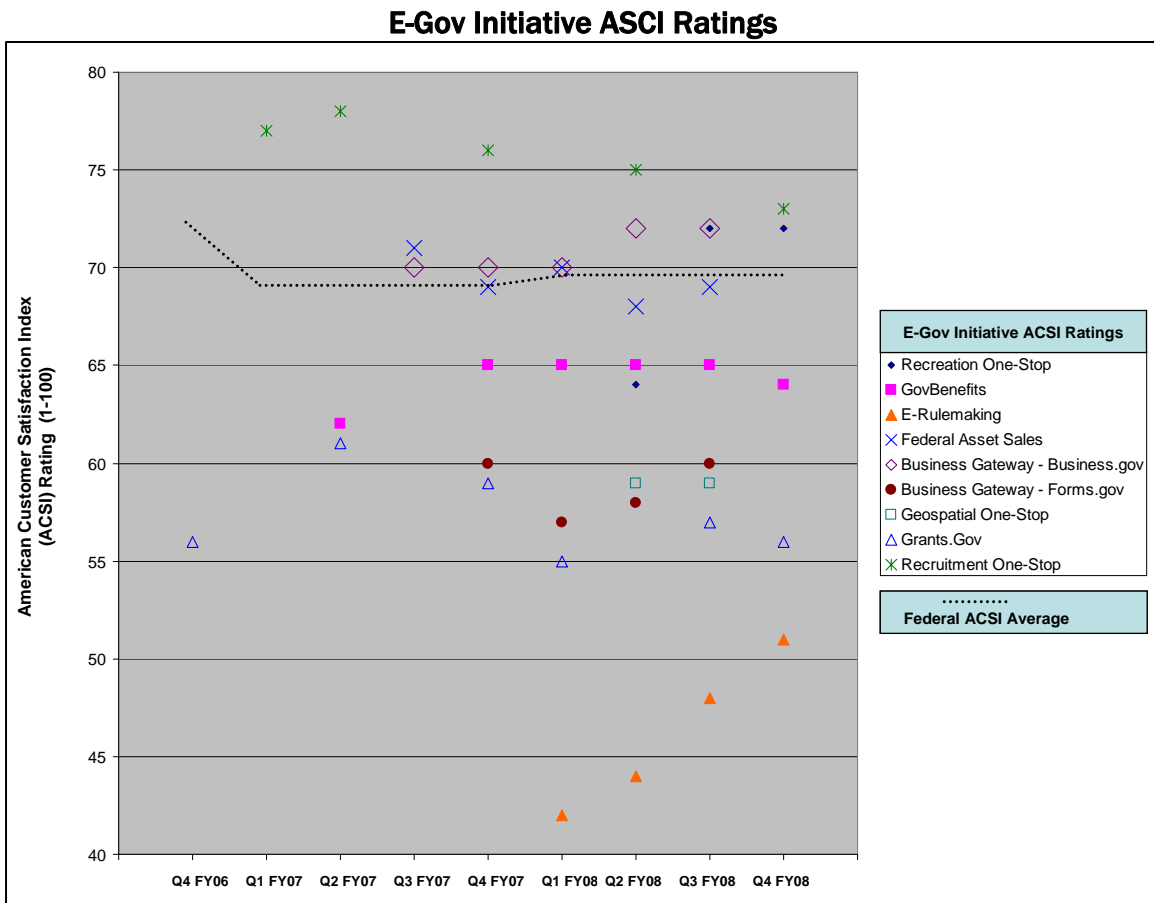
In Conclusion

The departments and agencies have plans in place to continue on with their implementation of all the initiatives in the coming months. The E-Government program is prepared for the transition, ensuring the common solutions continue to provide value into the next Administration in collaboration with the CIO Council. The future activities are focused around the institution of the management practices and the reliability and security of the services.

The Office of E-Government and Information Technology needs to continue to provide leadership and support for:

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

This Office has been institutionalized within the Office of Management and Budget (OMB) and will continue to work with the departments and agencies, and the Congress to ensure privacy issues are addressed across boundaries to provide a uniform and systematic process to protect citizen information.

Appendix A

The following goals are included in the departments' and agencies continued focus on continued improvement and results for the citizen:

		FY 2005	FY 2006	FY 2007	FY 2008
Enterprise Architecture	Goal	Federal Enterprise Architecture and the agencies' Enterprise Architectures are used to eliminate redundant business functions, processes, and technologies	Agencies to continue to use their EA to eliminate redundant business functions. The elimination of functions/systems will show true cost savings and not just "cost avoidance"	100% of agencies to continue to use their EA to achieve results.	Agencies to achieve a Level 4 for Completion, Use, and Results in order to achieve a status of "green." This increase in the "green" standard continues to focus agencies on achieving results, while ensuring their enterprise architectures are mature enough to guide investment decision making at the agency
	Results	All agencies have an "effective" EA – i.e. the EA is sufficiently mature enough to inform agency investment processes	Agencies were required to achieve a Level 3 for the "Results" capability area to achieve the "green" criteria 22 out of the 24 agencies (92%) achieved green	Agencies were required to achieve a Level 4 for Completion, Level 3 for Use, and a Level 3 for Results in order to achieve a status of "green" overall: 23 out of the 27 agencies (85%) achieved green 2 agencies (7%) yellow 2 agencies (7%) red	Agencies were required to achieve a Level 4 for both Use and Results in order to achieve a status of green overall 26 out of 27 agencies (96%) achieved this new, raised target. 1 agency (4%) red

		FY 2005	FY 2006	FY 2007	FY 2008
Acceptable Business Cases	**Goal**	75% of agencies have all acceptable business cases	90% of agencies with acceptable business cases for all of their systems	90% of agencies with acceptable business cases for all of their systems	90% of agencies with acceptable business cases for all of their systems and 85% of the business cases are acceptable
	Results	84% of the agencies (or 21 of 25) had acceptable business cases	81% of the agencies (or 22 of 27) had acceptable business cases	48% (13 of 27) of the agencies had all acceptable business cases 44% (12 of 27) of the agencies had more than 50% of business cases acceptable 7% (2 of 27) of the agencies had less than 50% of their business cases acceptable	55% (15 of 27) of the agencies had all acceptable business cases 26% (7 of 27) of the agencies had more than 50% of business cases acceptable 19% (5 of 27) of the agencies had less than 50% of their business cases acceptable 73% of the business cases are acceptable

		FY 2005	FY 2006	FY 2007	FY 2008
Security	**Goal**	90% of IT systems have been certified and accredited	90% of all IT systems properly secured (certified and accredited) including the Inspector General's verification of the effectiveness of the department's or agency's IT security remediation process	90% of all IT systems properly secured (certified and accredited) including the Inspector General's verification of the effectiveness of the department's or agency's IT security remediation process including 90% of applicable systems to have PIAs posted and 90% of systems with PII covered by the Privacy Act to have SORNs	90% of all IT systems properly secured (certified and accredited) including the Inspector General's verification of the effectiveness of the department's or agency's IT security remediation process including 90% of applicable systems to have PIAs posted and 90% of systems with PII covered by the Privacy Act to have SORNs
	Results	85% of agency systems are secured and accredited	88% of agency systems are secured and accredited	92% of agency systems are secured and accredited 67% of agencies have a verified effective plan of action and milestone process	94% of agency systems are secured and accredited 81% of agencies have a verified effective plan of action and milestone process

		FY 2005	FY 2006	FY 2007	FY 2008
Privacy	**Goal**	NONE	90% of applicable systems to have publicly posted privacy impact assessments and 90% of systems with PII covered by the Privacy Act to have SORNs	90% of applicable systems to have publicly posted privacy impact assessments 90 percent of systems with personally identifiable information contained in a system of records covered by the Privacy Act to have developed, published, and maintained systems of records notices (SORNs)	90% of applicable systems to have PIAs posted and 90% of systems with PII covered by the Privacy Act to have SORNs
	Results	NONE	80% of applicable systems have publicly posted privacy impact assessments (PIAs) 82% of systems with personally identifiable information (PII) contacted in a systems records covered by the Privacy Act to have developed, published, and maintained systems of records notices (SORNs)	84% of applicable systems have publicly posted privacy impact assessments 83% of systems with personally identifiable information contained in a system of records covered by the Privacy Act have developed, published, and maintained systems of records notices (SORNs)	91% of applicable systems have publicly posted privacy impact assessments 92% of systems with personally identifiable information contained in a system of records covered by the Privacy Act have developed, published, and maintained systems of records of notices (SORNs)

IT Workforce		FY 2005	FY 2006	FY 2007	FY 2008
	Goal	Gaps in the IT workforce are identified by agency CIOs and 50% of the agencies will have closed the identified gaps	Gaps in the IT workforce are identified by agency CIOs and 50% of the agencies will have closed the identified gaps	Gaps in the IT workforce are identified by agency CIOs and 50% of the agencies will have closed the identified gaps	50% of the agencies will close the identified gaps
	Results	The CIO Council developed guidelines for assisting department and agency CIOs in identifying skills and competencies gaps in their workforce	65% (17 of 26) of agencies have met all gap closure milestones 58% (15 of 26) agencies have met or are consistently meeting their IT hiring targets	96% (24 of 25) of agencies have met all gap closures milestones or are consistently meeting their IT hiring targets. We continue to have challenges in closing identified gaps at this time	96% (26 of 27) agencies have met all gap closures milestones or are consistently meeting their IT hiring targets. We continue to have challenges with the IT workforce in closing identified gaps

		FY 2005	FY 2006	FY 2007	FY 2008
Earned Value Management	**Goal**	At least 50% of agencies are managing their IT portfolio in accordance with the standard	At least 50% of the agencies are managing their IT portfolio in accordance with the standard and averaging 10% of cost, schedule and performance	50% of agencies (14 out of 27) managing their projects to within 10 percent cost, schedule, and performance	At least 75% of the agencies managing their IT portfolio in accordance with the standard and averaging 10% of cost, schedule and performance
	Results	28% of agencies have fully implemented EVMS (7 out of 25) and on average are achieving at least 90% of their cost, schedule, and performance goals

52% of agencies are using some level of EVMS (13 out of 25) to track the cost and schedule status of their major investments and do not have cost overruns or schedule delays exceeding 30% | 46% of agencies have fully implemented EVMS (12 out of 26) and on average are achieving at least 90% of their cost, schedule, and performance goals

42% of agencies are using some level of EVMS (11 out of 25) to track the cost and schedule status of their major investments and do not have cost overruns or schedule delays exceeding 30% | 48% (13 out of 27) of agencies have now fully implemented EVM in accordance with the industry standard, and on average are achieving at least 90 percent of their cost, schedule, and performance goals

44% of agencies are using some level of EVMS (12 out of 27) to track the cost and schedule status of their major investments and do not have cost overruns or schedule delays exceeding 30% | 52% (14 of 27) agencies have now fully implemented EVM in accordance with the industry standard, and on average are achieving at least 90 percent of their cost, schedule, and performance goals

37% (10 of 27) agencies are using some level of EVM to track the cost and schedule status of their major investments and do not have cost overruns or schedule delays exceeding 30% |

Appendix B

The chart below provides a snapshot of the FY 2009 IT Budget by FEA service groupings, these groupings are based on the FEA's Business Reference Model (BRM) and the Service Component Reference Model (SRM). Furthermore the chart also provide information by the core types of segment architectures: core mission (i.e., services to citizens), business services (i.e., management of government resources), and enterprise services (i.e., supporting services).

Services to Citizens	Number of Investments	FY2009 Request*	42%
Defense and National Security	268	$11,594	
Health	494	$5,398	
Transportation	183	$3,128	
Homeland Security	135	$2,551	
Community and Social Services	39	$1,188	
General Science and Innovation	218	$960	
Environmental Management	173	$860	
Law Enforcement	89	$834	
Income Security	34	$591	
Education	137	$591	
Disaster Management	129	$575	
Intelligence Operations	40	$471	
Economic Development	64	$281	
Natural Resources	120	$231	
Correctional Activities	6	$110	
Workforce Management	42	$107	
Energy	54	$71	
International Affairs and Commerce	33	$70	
Litigation and Judicial Activities	33	$66	

Support Delivery of Services	Number of Investments	FY2009 Request*	4%
General Government	219	$1,914	
Planning and Budgeting	248	$455	
Public Affairs	112	$249	
Controls and Oversight	156	$224	
Revenue Collection	27	$79	
Internal Risk Management and Mitigation	18	$40	
Regulatory Development	40	$26	
Legislative Relations	8	$0	

Management of Government Resources	Number of Investments	FY2009 Request*	47%
Information and Technology Management	1,390	$25,894	
Supply Chain Management	583	$2,605	
Financial Management	538	$2,448	
Human Resource Management	480	$1,590	
Administrative Management	271	$910	

Supporting Services	Number of Investments	FY2009 Request*	7%
Management of Processes	22	$2,149	
Development and Integration	6	$1,506	
Communication	9	$189	
Asset / Materials Management	10	$131	
Systems Management	4	$91	
Customer Initiated Assistance	8	$87	
Knowledge Management	20	$81	
Supply Chain Management	10	$69	
Security Management	16	$69	
Human Resources	9	$67	
Customer Relationship Management	13	$44	
Knowledge Discovery	4	$34	
Investment Management	11	$27	
Document Management	3	$22	
Data Management	8	$17	
Tracking and Workflow	7	$9	
Financial Management	10	$7	
Reporting	5	$3	
Collaboration	2	$2	
Visualization	3	$1	
Content Management	1	$1	
Forms Management	2	$0	
Analysis and Statistics	1	$0	
Search	1	$0	

Core Mission / *Business Services* / *Enterprise Services*

* Dollars shown in millions

E-Government Initiatives Links

Business Gateway	www.Business.gov
Disaster Management	www.DisasterHelp.gov
E-Authentication	www.cio.gov/EAuthentication
E-Loans	www.GovLoans.gov
E-Records Management	www.archives.gov/records_management/initiatives/erm_overview.html
E-Rulemaking	www.Regulations.gov
E-Training	www.USALearning.gov
Federal Asset Sales	www.FirstGov.gov/shopping/shopping.shtml
Geospatial One-Stop	www.GeoData.gov
GovBenefits.gov	www.GovBenefits.gov
Grants.gov	www.Grants.gov
Business Partner Network	www.BPN.gov
Excluded Parties Listing System	www.EPLS.gov
Federal Business Opportunities	www.FedBizOpps.gov
Federal Technical Data Solution (password required)	www.FedTeDS.gov
Federal Procurement Data System	www.FPDS.gov
Past Performance Information Retrieval System	www.PPIRS.gov
International Trade Process Streamlined	www.Export.gov
IRS Free File	www.irs.gov/efile/article/0,,id=118986,00.html
Recreation One-Stop	www.Recreation.gov
Recruitment One-Stop	www.USAJOBS.gov
SAFECOM	www.SAFECOMProgram.gov
USA Services	www.FirstGov.gov www.usaservices.gov
Lines of Business Web Site	www.whitehouse.gov/omb/egov/c-6-lob.html

E-Gov Related Links

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