

## 22. PROGRAM PERFORMANCE BENEFITS FROM MAJOR INFORMATION TECHNOLOGY INVESTMENTS

**Table 22-1. IT Performance Table**  
(Budget Authority, in Millions of Dollars)

Agency: Program or Project	1998 Actual	1999 Estimate	2000 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>1</sup>	Program Performance Benefits
<b>Agriculture: Common Computing Environment</b>	<b>90</b>	<b>50</b>	<b>90</b>	Farm and Foreign Agricultural Service, Rural Development, and Natural Resources and Environment	Allows "one-stop service" for farmers at local Department offices.
<i>Development, Modernization and Enhancement<sup>2</sup></i>	<i>90</i>	<i>50</i>	<i>90</i>		
<i>Steady State<sup>3</sup></i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Agriculture: Field Automation and Information Management</b>	<b>7.8</b>	<b>11.9</b>	<b>12.1</b>	Food Safety	Ensures that the nations food supply of meat, poultry and egg products is safe, wholesome, and correctly labeled and packaged.
<i>Development, Modernization and Enhancement</i>	<i>7.8</i>	<i>11.9</i>	<i>12.1</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Agriculture: Integrated System Acquisition Project</b>	<b>10.4</b>	<b>6.1</b>	<b>8.6</b>	Marketing and Regulatory Programs	Facilitates the development of safe and effective veterinary biologics, biotechnology-derived products, and other scientific methods for the benefit of agricultural producers and consumers and to protect the health of American agriculture.
<i>Development, Modernization and Enhancement</i>	<i>10.4</i>	<i>6.1</i>	<i>8.6</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Agriculture: Forest Service Infrastructure Modernization</b>	<b>113.6</b>	<b>100.1</b>	<b>101.9</b>	Natural Resources and the Environment	Ensuring an efficient and effective infrastructure that supports public and administrative uses of national forest system lands.
<i>Development, Modernization and Enhancement</i>	<i>65.3</i>	<i>67.7</i>	<i>30.6</i>		
<i>Steady State</i>	<i>48.3</i>	<i>32.4</i>	<i>71.3</i>		

Table 22-1. IT Performance Table—Continued

(Budget Authority, in Millions of Dollars)

Agency: Program or Project	1998 Actual	1999 Estimate	2000 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>1</sup>	Program Performance Benefits
<b>Commerce: Advanced Weather Interactive Processing System</b>	<b>112</b>	<b>85</b>	<b>61</b>	Strengthen and safeguard the nation's economic infrastructure	Improve the speed and accuracy of weather warnings and forecasts and reduce the number of National Weather Service offices from over 300 to 121.
<i>Development, Modernization and Enhancement</i>	<i>107</i>	<i>73</i>	<i>23</i>		
<i>Steady State</i>	<i>5</i>	<i>12</i>	<i>38</i>		
<b>Commerce: Census 2000</b>	<b>148</b>	<b>148</b>	<b>280</b>	Economic Infrastructure and Science, Technology, and Information	Reduces errors, the number of temporary employees needed, and publication costs.
<i>Development, Modernization and Enhancement</i>	<i>148</i>	<i>148</i>	<i>280</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Defense: Defense Message System</b>	<b>89.1</b>	<b>110.9</b>	<b>111.7</b>	Supports the warfighter.	Provides timely, reliable, accountable, and secure messaging and electronic mail directory services to tactical, organizational, and individual users.
<i>Development, Modernization and Enhancement</i>	<i>89.1</i>	<i>110.9</i>	<i>111.7</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Defense: Composite Health Care System II</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	Maintain combat readiness while seeking efficiencies and improved operating procedures.	Provides for integration and communication of critical medical information to deliver health care for the service members, retirees, and family members. Includes patient care management, computer based patient records, as well as other health and administrative requirements.
<i>Development, Modernization and Enhancement</i>	<i>.3</i>	<i>.3</i>	<i>.3</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Defense: Global Command and Control System</b>	<b>86.7</b>	<b>119.1</b>	<b>122.6</b>	Supports the warfighter.	Significantly improves the ability to manage and execute crisis and contingency operations. Provides a fused, real-time, true picture of the battlespace and delivers information when, where, and how it is needed.
<i>Development, Modernization and Enhancement</i>	<i>86.7</i>	<i>119.1</i>	<i>122.6</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		

Table 22-1. IT Performance Table—Continued

(Budget Authority, in Millions of Dollars)

Agency: Program or Project	1998 Actual	1999 Estimate	2000 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>1</sup>	Program Performance Benefits
<b>Education: Direct Student Lending</b>	<b>168</b>	<b>225.1</b>	<b>297.3</b>	Access to Higher Education	Supports loan origination and servicing of a portfolio that will grow to almost \$60 billion in FY 2000.
<i>Development, Modernization and Enhancement</i>	<i>7.8</i>	<i>18.3</i>	<i>9.5</i>		
<i>Steady State</i>	<i>160.2</i>	<i>206.8</i>	<i>287.8</i>		
<b>Education: National Student Loan Data System</b>	<b>25.8</b>	<b>39.9</b>	<b>53</b>	Access to Higher Education	Improves the Government's collection of defaulted loans and integrity of participating institutions.
<i>Development, Modernization and Enhancement</i>	<i>6.4</i>	<i>5.9</i>	<i>4.7</i>		
<i>Steady State</i>	<i>19.4</i>	<i>34.0</i>	<i>48.3</i>		
<b>Education: PELL Grant Systems</b>	<b>5.5</b>	<b>9.9</b>	<b>8.4</b>	Access to Higher Education	Distributes grant funds to institutions and supports sound financial management.
<i>Development, Modernization and Enhancement</i>	<i>1.0</i>	<i>1.3</i>	<i>1.2</i>		
<i>Steady State</i>	<i>4.5</i>	<i>8.6</i>	<i>7.2</i>		
<b>Education: Federal Family Education Loan Data System</b>	<b>15</b>	<b>22.1</b>	<b>27.3</b>	Access to Higher Education	Improves the Government's collection of defaulted loans.
<i>Development, Modernization and Enhancement</i>	<i>2.6</i>	<i>7.2</i>	<i>12.9</i>		
<i>Steady State</i>	<i>12.4</i>	<i>14.9</i>	<i>14.4</i>		
<b>Education: Student Aid Application System</b>	<b>59</b>	<b>64.3</b>	<b>71.9</b>	Access to Higher Education	Assists institutions and students by providing a standardized way to determine financial aid eligibility.
<i>Development, Modernization and Enhancement</i>	<i>7.9</i>	<i>9.3</i>	<i>15.0</i>		
<i>Steady State</i>	<i>51.1</i>	<i>55.0</i>	<i>56.9</i>		
<b>Education: Constituent Communications</b>	<b>29.2</b>	<b>33.8</b>	<b>43.1</b>	Access to Higher Education	Facilitates transfer of information, program data, and funds transfers between the Department and parents, students and institutions.
<i>Development, Modernization and Enhancement</i>	<i>4.1</i>	<i>4.3</i>	<i>5.9</i>		
<i>Steady State</i>	<i>25.1</i>	<i>29.5</i>	<i>37.2</i>		
<b>Education: Savings from Student Aid Delivery Modernization</b>	<b>-9.8</b>	<b>-20.6</b>	<b>-48.4</b>	Access to Higher Education	Reflects net savings realized from investments across all student aid systems.

**Table 22-1. IT Performance Table—Continued**  
(Budget Authority, in Millions of Dollars)

Agency: Program or Project	1998 Actual	1999 Estimate	2000 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>1</sup>	Program Performance Benefits
<b>Energy: Business Management Information System</b>	1	3	16	Financial Management	This system will provide capabilities for enhanced data sharing, validity, and availability to meet the financial and business information needs for the Department's business areas.
<i>Development, Modernization and Enhancement</i>	1	3	16		
<i>Steady State</i>	0	0	0		
<b>Energy: Replacement Telecommunication System</b>	33	31	28	Infrastructure	This system provides hardware infrastructure to support site electronic communications requirements.
<i>Development, Modernization and Enhancement</i>	0	0	0		
<i>Steady State</i>	33	31	28		
<b>Health and Human Services: FDA—Electronic Regulatory Submission and Review Program Level<sup>4</sup></b>	24.9	33.0	33.1	Pre-Market Drug Approval (Prescription Drug User Fee)	Develops and updates IT infrastructure to allow, by FY 2002, the paperless receipt and processing of Investigational new Drugs and New Drug Applications/Biologic License Applications.
<b>Health and Human Services: NIH/National Library of Medicine Medline</b>	2.5	3.3	3.6	Improve Access to Medical Information	Improves and delivers 24 hour public access to medical information, and assists researchers and health care professionals in locating up-to-date worldwide health information. By making Medline available via the Internet, the cost to users of performing a search has decreased from \$3.00 per search to less than a penny.
<i>Development, Modernization and Enhancement</i>	.9	1.5	1.6		
<i>Steady State</i>	1.6	1.8	2.0		

Table 22-1. IT Performance Table—Continued

(Budget Authority, in Millions of Dollars)

Agency: Program or Project	1998 Actual	1999 Estimate	2000 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>1</sup>	Program Performance Benefits
<b>Health and Human Services: Federal Parent Locator Service (FPLS), including the National Directory of New Hires (NDNH) and the Federal Case Registry (FCR)</b>	<b>29</b>	<b>28.9</b>	<b>30.6</b>	Expanded FPLS supports the agency mission of promoting parental responsibility by meeting Federal obligations under welfare reform.	Assists States in locating non-custodial parents in interstate child support cases by matching new hire, quarterly wage, and unemployment insurance claim records contained in the NDNH with child support case/order information contained in the FCR. This system is expected to increase child support collections by billions of dollars over the next ten years. Already, the expanded FPLS has returned location information to the States on 1.2 million non-custodial parents in interstate cases.
<i>Development, Modernization and Enhancement</i>	<i>25.1</i>	<i>21.2</i>	<i>19.8</i>		
<i>Steady State</i>	<i>3.9</i>	<i>7.7</i>	<i>10.8</i>		
<b>Housing and Urban Development: Financial Management Support</b>	<b>57.3</b>	<b>22.2</b>	<b>29.7</b>	Improve program integrity	Provides for further financial system integration and improved data quality and standardization of data and work processes.
<b>Housing and Urban Development: Non-Financial HUD 2020 Initiatives</b>	<b>20.8</b>	<b>2.9</b>	<b>17.1</b>	Improve program integrity	Provides for system design and development to establish the Enforcement Center, Real Estate Assessment Center, and other HUD Reform initiatives.
<b>Housing and Urban Development: Other Key Information Projects</b>	<b>58.4</b>	<b>20.5</b>	<b>23.3</b>	Improve customer service	Improve customer service by using the internet and electronic data interchange technology.
<b>Interior: Automated Land Management Records System</b>	<b>33</b>	<b>35</b>	<b>19</b>	Serve current and future citizens.	Improves the quality of, and access to, land, resources, and title information for public land managers and adjacent land owners.
<i>Development, Modernization and Enhancement</i>	<i>21</i>	<i>17</i>	<i>5</i>		
<i>Steady State</i>	<i>12</i>	<i>18</i>	<i>14</i>		

**Table 22-1. IT Performance Table—Continued**  
(Budget Authority, in Millions of Dollars)

Agency: Program or Project	1998 Actual	1999 Estimate	2000 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>1</sup>	Program Performance Benefits
<b>Interior: Trust Fund Accounting System</b>	<b>6.8</b>	<b>9.7</b>	<b>14.9</b>	Ensure proper and efficient discharge of the Secretary's Trust Fund responsibilities to Indian Tribes and individual Indians	Meets trust responsibility to American Indians by: Properly accounting for and investing all trust fund monies; preparing accurate and timely reports to all account holders concerning funds distribution; maintaining complete, accurate and timely data regarding funds disbursements to Individual Indian Money (IIM) account holders; and maximizing service delivery.
<i>Development, Modernization and Enhancement</i>	<i>6.8</i>	<i>9.7</i>	<i>16.4</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Interior: Trust Asset Accounting and Management System (TAAMS)</b>	<b>3.3</b>	<b>2.4</b>	<b>15.3</b>	Ensure proper and efficient discharge of the Secretary's Trust Assets responsibilities to Indian Tribes and individual Indians.	Meets responsibility to American Indians by: Properly accounting for all trust assets—land, resources, ownership. preparing accurate and timely reports to tribes and individual Native Americans concerning land ownership and resources management; and providing timely data regarding ownership and lease of Indian lands.
<i>Development, Modernization and Enhancement</i>	<i>3.3</i>	<i>2.4</i>	<i>15.3</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Interior: Royalty Management Program Re-engineering (RMP)</b>	<b>1</b>	<b>5</b>	<b>15</b>	Provide timely, accurate, and cost—effective mineral royalty collection and disbursement services.	Ensures that all revenues from Federal and Indian oil and gas leases are accurately collected, accounted for, verified and disbursed in a timely manner back to the Office of the Special Trustee. Improves the oil companies compliance with lease terms, regulations, and laws.
<i>Development, Modernization and Enhancement</i>	<i>1</i>	<i>5</i>	<i>15</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Justice: Integrated Automated Fingerprinting Identification System</b>	<b>98</b>	<b>65</b>	<b>27</b>	Assistance to Tribal, State, and Local law enforcement agencies	Allows the FBI to process routine identification requests in 24 hours and urgent requests in two hours.
<i>Development, Modernization and Enhancement</i>	<i>91</i>	<i>61</i>	<i>0</i>		

Table 22-1. IT Performance Table—Continued

(Budget Authority, in Millions of Dollars)

Agency: Program or Project	1998 Actual	1999 Estimate	2000 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>1</sup>	Program Performance Benefits
<i>Steady State</i>	7	4	27		
<b>Justice: National Criminal Information Center 2000</b>	<b>17</b>	<b>19</b>	<b>8</b>	Assistance to Tribal, State, and Local law enforcement agencies	Provides law enforcement agencies across the country real-time access to sophisticated databases on criminals and criminal activity.
<i>Development, Modernization and Enhancement</i>	17	19	0		
<i>Steady State</i>	0	0	8		
<b>Justice: Information Sharing.</b>	<b>5</b>	<b>62</b>	<b>65</b>	Investigation and Prosecution of Criminal Offenses	Promotes sharing of investigative data across the FBI.
<i>Development, Modernization and Enhancement</i>	5	62	59		
<i>Steady State</i>	0	0	6		
<b>Labor: ERISA Filing Acceptance System.</b>	<b>11</b>	<b>9</b>	<b>6</b>		Increases the speed, accuracy, and integrity of information that three agencies use to safeguard private pensions and health care.
<i>Development, Modernization and Enhancement</i>	11	9	0		
<i>Steady State</i>	0	0	6		
<b>State: Diplomatic and Consular Systems Modernization.</b>	<b>259.6</b>	<b>290</b>	<b>236</b>	Support embassies worldwide	Improves delivery and management of information required by diplomatic and consular officers overseas to support the Nation's foreign policy goals and ensure U.S. border security.
<i>Development, Modernization and Enhancement</i>	181.6	207	148		
<i>Steady State</i>	78	83	88		
<b>Transportation: Display System Replacement<sup>5</sup></b>	<b>207</b>	<b>179</b>	<b>121.6</b>	Safety	Reduce the rate of operational errors and pilot deviations in 1999 from the 1994 base line. By 2007, reduce the number of fatal aviation accidents per 100,000 departures by 80%.
<i>Development, Modernization and Enhancement</i>	203.3	173.6	85.7		
<i>Steady State</i>	3.7	5.4	35.9		

**Table 22-1. IT Performance Table—Continued**  
(Budget Authority, in Millions of Dollars)

Agency: Program or Project	1998 Actual	1999 Estimate	2000 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>1</sup>	Program Performance Benefits
<b>Transportation: Standard Terminal Automation Replacement System</b>	<b>128.3</b>	<b>201.3</b>	<b>194.3</b>	Mobility	Increase system capacity attributable to airport infrastructure at the 50 busiest airports by .5% annually over the 1998 baseline.
<i>Development, Modernization and Enhancement</i>	<i>127.1</i>	<i>199.2</i>	<i>188.9</i>		
<i>Steady State</i>	<i>1.2</i>	<i>2.1</i>	<i>5.4</i>		
<b>Transportation: Wide Area Augmentation System</b>	<b>147.6</b>	<b>96.9</b>	<b>116.5</b>	Safety/Mobility	Reduce the rate of operational errors and pilot deviations in 1999 from the 1994 base line. By 2007, reduce the number of fatal aviation accidents per 100,000 departures by 80%. Increase the number of landing approaches using GPS technology by 500.
<i>Development, Modernization and Enhancement</i>	<i>146.7</i>	<i>95.7</i>	<i>114.4</i>		
<i>Steady State</i>	<i>.9</i>	<i>1.2</i>	<i>2.1</i>		
<b>Treasury: Information Technology Investments</b>	<b>295</b>	<b>211</b>	<b>60</b>	Modernize IRS IT to increase timeliness and accuracy of processing.	Provides advanced funding for redesign of tax administration systems and operations, improving the timeliness and quality of taxpayer data, and thereby significantly enhancing customer service and collection activities. Increases automated calls answered from 16 million to 30 million.
<b>Treasury: Treasury Communications System</b>	<b>221</b>	<b>239</b>	<b>200</b>	Supports all mission areas	Provides secure data transmission and information services worldwide for Treasury bureaus.
<i>Development, Modernization and Enhancement</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<i>Steady State</i>	<i>221</i>	<i>239</i>	<i>200</i>		
<b>Treasury: Automated Commercial Environment</b>	<b>15</b>	<b>8</b>	<b>70</b>	Trade compliance	Supports business process redesign, systems architecture, development, and implementation for systems to replace Custom's Automated commercial systems.
<i>Development, Modernization and Enhancement</i>	<i>15</i>	<i>8</i>	<i>0</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		

Table 22-1. IT Performance Table—Continued

(Budget Authority, in Millions of Dollars)

Agency: Program or Project	1998 Actual	1999 Estimate	2000 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>1</sup>	Program Performance Benefits
<b>Veterans Affairs: VA Medical Enrollment System</b>	<b>16</b>	<b>10</b>	<b>13</b>	Medical	Allows automation of veterans' eligibility status and tracking of veteran demographics.
<i>Development, Modernization and Enhancement</i>	<i>3</i>	<i>10</i>	<i>1</i>		
<i>Steady State</i>	<i>13</i>	<i>0</i>	<i>12</i>		
<b>Veterans Affairs: VISTA Clinical Medical Data System</b>	<b>293</b>	<b>305</b>	<b>351</b>	Medical	Supports day-to-day computer operations at local healthcare facilities.
<i>Development, Modernization and Enhancement</i>	<i>117</i>	<i>122</i>	<i>140</i>		
<i>Steady State</i>	<i>176</i>	<i>183</i>	<i>211</i>		
<b>Environmental Protection Agency: Toxic Release Inventory System</b>	<b>8</b>	<b>8</b>	<b>8</b>	The Public's Right to Know	Helps to improve the environment by maintaining data related to certain toxic chemical uses. The data are available to EPA staff, State and local governments, educational institutions, industry, environmental and public interest groups, and the general public. This allows for search requests to be fulfilled within 48 hours 95 percent of the time.
<i>Development, Modernization and Enhancement</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<i>Steady State</i>	<i>8</i>	<i>8</i>	<i>8</i>		
<b>National Aeronautics and Space Administration: Earth Observing System Data Information System</b>	<b>206.6</b>	<b>206.2</b>	<b>186.8</b>	Earth Science	Supports spacecraft control, science data processing, and Earth science data management, archiving, and distribution of data which is growing at a rate of 2100 gigabytes per day. The spaceflight missions and instruments will map the Earth and support detailed studies of geophysical processes.
<i>Development, Modernization and Enhancement</i>	<i>134.3</i>	<i>129.9</i>	<i>104.6</i>		
<i>Steady State</i>	<i>72.3</i>	<i>76.3</i>	<i>82.2</i>		

Table 22-1. IT Performance Table—Continued

(Budget Authority, in Millions of Dollars)

Agency: Program or Project	1998 Actual	1999 Estimate	2000 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>1</sup>	Program Performance Benefits
<b>General Services Administration: FTS2001 Program</b>	<b>10</b>	<b>9</b>	<b>0</b>	Promote Responsible Asset Management and Excel at Customer Service. Meet U.S. Government Telecommunicatins needs into the 21st Century.	Beginning in 1999, this program will offer the Federal Government low-cost, state-of-the-art, integrated voice, data, and long-distance telecommunications. Replaces the FTS2000 contracts for similar services that expired in 1998. GSA expects to significantly increase the savings we've realized under FTS2000, which has the best prices in the business.
<i>Development, Modernization and Enhancement</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<i>Steady State</i>	<i>10</i>	<i>9</i>	<i>0</i>		
<b>General Services Administration:Pegasys (CFO Financial Management System)</b>	<b>7</b>	<b>9</b>	<b>0</b>	Promote Responsible Asset Management, Excel at Customer Service, Anticipate future workforce needs.	Pegasys will replace the old GSA Financial Management System and its subsystems with an agencywide integrated financial management system.
<i>Development, Modernization and Enhancement</i>	<i>7</i>	<i>9</i>	<i>0</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Nuclear Regulatory Commission: Agency Document Access and Management System</b>	<b>7</b>	<b>3.7</b>	<b>2.2</b>	Management and Support	Implements workprocess improvement review and increases staff efficiency through improved information access and elimination of redundant data entry. Reduces maintenance costs by replacing aging legacy hardware and minimizing custom software.
<i>Development, Modernization and Enhancement</i>	<i>7</i>	<i>3.7</i>	<i>0</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>2.2</i>		
<b>Nuclear Regulatory Commission: Reactor Program System</b>	<b>1.4</b>	<b>1</b>	<b>1.1</b>	Nuclear Reactor Safety	Provides comprehensive, timely and accurate integration of inspection, licensing and other reactor regulation information, and the associated analytical capability to more effectively evaluate reactor program oversight and plant performance. Provides higher levels of efficiency and reduced longer-term costs by replacing ten legacy sytems.
<i>Development, Modernization and Enhancement</i>	<i>1.1</i>	<i>.6</i>	<i>.7</i>		

Table 22-1. IT Performance Table—Continued

(Budget Authority, in Millions of Dollars)

Agency: Program or Project	1998 Actual	1999 Estimate	2000 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>1</sup>	Program Performance Benefits
<i>Steady State</i>	.3	.4	.4		
<b>US Agency for International Development: IT Infrastructure and Office Automation</b>	<b>58.3</b>	<b>36.7</b>	<b>42.3</b>	Support all AID mission areas	Supports world-wide bilateral development by expanding technical and managerial capacities.
<i>Development, Modernization and Enhancement</i>	5.9	1.4	0		
<i>Steady State</i>	52.4	35.3	42.3		
<b>Interagency: Land Mobile Radio Narrowbanding<sup>8</sup></b>	<b>0</b>	<b>130</b>	<b>149.1</b>	Meet wireless communication needs of Federal Public Safety Community	Allows a 50-percent increase in number of radios that can operate in current spectrum, promoting interoperability among users.

<sup>1</sup> Mission areas should be consistent with the major functions and operations identified in the agency's strategy and annual performance plans.

<sup>2</sup> Development, Modernization, and Enhancement Costs include program costs for new systems, changes or modifications to existing systems that improve capability or performance, changes mandated by the Congress or agency leadership, personnel costs for project management, and direct support.

<sup>3</sup> Steady State Costs include the costs of maintenance and operations at current capability and performance levels including costs for personnel, maintenance of existing information systems, corrective software maintenance, voice and data communications maintenance, and replacement of broken IT equipment.

<sup>4</sup> User Fees from the Prescription Drug User Fee act account for the majority of dollars in each of the three years: FY 1998 User Fees \$16.3 million and BA of \$8.6 million, FY 1999 user Fees of \$23.5 million and BA of \$9.5 million, FY 2000 User Fees of \$23.5 million and BA of \$9.6 million.

<sup>5</sup> The expenditure for the FAA Air Traffic Control system Modernization for 1999 is approximately \$1,342 million, of which \$700 million is spent on radars, facilities construction and improvements, safety upgrades, and security measures. The system listed under Transportation in this table represent the three largest IT acquisitions related to the system modernization.

<sup>6</sup> FY 1998 and FY 1999 resources will cover program levels through FY 2000. The Administration is seeking an advanced appropriation of \$325 million for FY 2001.

<sup>7</sup> The Administration is seeking an advanced appropriation of \$163 million for FY 2001.

<sup>8</sup> Funds identified from Departments of Justice, Treasury, Transportation, and Interior.

## 22. PROGRAM PERFORMANCE BENEFITS FROM MAJOR INFORMATION TECHNOLOGY INVESTMENTS

**Table 22-1. IT Performance Table**  
(Budget Authority and Other Financing, in Millions of Dollars)

### Part 1. Agency Summary

Agency	Count	FY 1999	FY 2000	FY 2001
<b>Department of Agriculture</b>				
Major Projects .....	25	528	547	667
Significant, Non-Major Projects .....	0	0	0	0
Other Projects <sup>1</sup> .....	.....	639	616	652
Total IT Investments .....	.....	1,167	1,163	1,319
<b>Department of Commerce</b>				
Major Projects .....	31	562	614	432
Significant, Non-Major Projects .....	58	447	490	517
Other Projects .....	.....	123	131	157
Total IT Investments .....	.....	1,132	1,235	1,106
<b>Department of Defense</b>				
Major Projects .....	78	6,300	6,300	6,300
Significant, Non-Major Projects .....	343	5,800	6,000	6,000
Other Projects .....	.....	4,500	4,600	4,500
Total IT Investments <sup>2</sup> .....	.....	16,600	16,900	16,800
<b>Department of Education</b>				
Major Projects .....	2	399	496	546
Significant, Non-Major Projects .....	0	0	0	0
Other Projects .....	.....	68	72	88
Total IT Investments .....	.....	467	568	634
<b>Department of Energy</b>				
Major Projects .....	6	43	43	29
Significant, Non-Major Projects .....	75	915	961	1,001
Other Projects .....	.....	400	414	391
Total IT Investments .....	.....	1,358	1,418	1,421
<b>Department of Health and Human Services</b>				
Major Projects .....	59	243	321	386
Significant, Non-Major Projects .....	364	2,671	2,457	2,457
Other Projects .....	.....	212	212	253
Total IT Investments .....	.....	3,125	2,990	3,096

**Table 22-1. IT Performance Table—Continued**  
(Budget Authority and Other Financing, in Millions of Dollars)

**Part 1. Agency Summary**

Agency	Count	FY 1999	FY 2000	FY 2001
<b>Department of Housing and Urban Development</b>				
Major Projects .....	22	312	258	286
Significant, Non-Major Projects .....	7	0	16	22
Other Projects .....	.....	0	9	13
Total IT Investments .....	.....	312	283	321
<b>Department of the Interior</b>				
Major Projects .....	39	335	360	369
Significant, Non-Major Projects .....	140	101	109	113
Other Projects .....	.....	99	91	92
Total IT Investments .....	.....	535	560	574
<b>Department of Justice</b>				
Major Projects .....	57	1,133	1,225	1,442
Significant, Non-Major Projects .....	29	206	196	196
Other Projects .....	.....	134	126	130
Total IT Investments .....	.....	1,473	1,547	1,768
<b>Department of Labor</b>				
Major Projects .....	8	51	83	130
Significant, Non-Major Projects .....	44	95	90	109
Other Projects .....	.....	74	80	98
Total IT Investments .....	.....	220	253	337
<b>Department of State</b>				
Major Projects .....	9	546	513	551
Significant, Non-Major Projects .....	0	0	0	0
Other Projects .....	.....	0	0	0
Total IT Investments .....	.....	546	513	551
<b>Department of Transportation</b>				
Major Projects .....	24	976	1,243	1,396
Significant, Non-Major Projects .....	97	1,021	879	1,138
Other Projects .....	.....	232	237	242
Total IT Investments .....	.....	2,229	2,359	2,776
<b>Department of the Treasury</b>				
Major Projects .....	14	2,029	1,735	2,118
Significant, Non-Major Projects .....	22	142	153	153
Other Projects .....	.....	197	205	214
Total IT Investments .....	.....	2,368	2,093	2,485

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 1. Agency Summary**

Agency	Count	FY 1999	FY 2000	FY 2001
<b>Department of Veterans Affairs</b>				
Major Projects .....	27	766	844	1,369
Significant, Non-Major Projects .....	1	0	1	1
Other Projects .....	.....	125	183	91
Total IT Investments .....	.....	891	1,028	1,460
<b>Environmental Protection Agency</b>				
Major Projects .....	49	149	165	212
Significant, Non-Major Projects .....	20	66	64	63
Other Projects .....	.....	188	190	197
Total IT Investments .....	.....	403	419	472
<b>Corps of Engineers</b>				
Major Projects .....	4	28	39	59
Significant, Non-Major Projects .....	9	5	12	69
Other Projects .....	.....	151	142	69
Total IT Investments .....	.....	184	193	197
<b>Federal Emergency Management Agency</b>				
Major Projects .....	11	64	61	61
Significant, Non-Major Projects .....	2	7	6	6
Other Projects .....	.....	53	55	54
Total IT Investments .....	.....	124	122	121
<b>General Services Administration</b>				
Major Projects .....	46	243	298	269
Significant, Non-Major Projects .....	2	1	1	1
Other Projects .....	.....	47	58	54
Total IT Investments .....	.....	291	357	324
<b>National Aeronautics and Space Administration</b>				
Major Projects .....	5	503	545	536
Significant, Non-Major Projects .....	77	1614	1661	1677
Other Projects .....	.....	0	0	0
Total IT Investments .....	.....	2,117	2,206	2,213
<b>National Science Foundation</b>				
Major Projects .....	1	1	2	1
Significant, Non-Major Projects .....	1	0	0	1
Other Projects .....	.....	0	0	0
Total IT Investments .....	.....	1	2	2

**Table 22-1. IT Performance Table—Continued**  
(Budget Authority and Other Financing, in Millions of Dollars)

**Part 1. Agency Summary**

Agency	Count	FY 1999	FY 2000	FY 2001
<b>Nuclear Regulatory Commission</b>				
Major Projects .....	3	8	6	3
Significant, Non-Major Projects .....	27	34	26	26
Other Projects .....	.....	25	25	25
Total IT Investments .....	.....	67	57	54
<b>Office of Personnel Management</b>				
Major Projects .....	4	12	12	16
Significant, Non-Major Projects .....	8	36	36	36
Other Projects .....	.....	9	8	8
Total IT Investments .....	.....	57	56	60
<b>Peace Corps</b>				
Major Projects .....	2	1	7	4
Significant, Non-Major Projects .....	0	0	0	0
Other Projects .....	.....	0	0	0
Total IT Investments .....	.....	1	7	4
<b>Social Security Administration</b>				
Major Projects .....	2	77	74	70
Significant, Non-Major Projects .....	35	347	289	314
Other Projects .....	.....	230	224	240
Total IT Investments .....	.....	654	587	624
<b>U.S. Agency for International Development</b>				
Major Projects .....	3	24	16	17
Significant, Non-Major Projects .....	4	44	51	64
Other Projects .....	.....	0	0	0
Total IT Investments .....	.....	68	67	81

<sup>1</sup> IT investments which support achieving the agency's strategic goals and objectives that are not linked to any one particular "major" or "significant, non-major" project.

<sup>2</sup> Of the \$16.8 billion, approximately \$800 million also supports command, control, and communication investments.

**Table 22-1. IT Performance Table**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Agriculture</b>					
<b>Service Center Modernization <sup>3</sup></b>	<b>35</b>	<b>88</b>	<b>230</b>	Farm Service Agency, Rural Development, and Natural Resources Conservation Agency.	Streamline and modernize the delivery of programs through the county-based delivery systems of the Farm Service Agency, the Natural Resources Conservation Service and the Rural Development mission areas. Departmental oversight and guidance includes reviews at major milestones and independent verification and validations.
<i>Development, Modernization &amp; Enhancement <sup>4</sup></i>	<i>35</i>	<i>86</i>	<i>230</i>		
<i>Steady State <sup>5</sup></i>	<i>0</i>	<i>2</i>	<i>0</i>		
<b>Field Automation and Information Management</b>	<b>8</b>	<b>12</b>	<b>12</b>	Food Safety	The Field Automation and Information Management (FAIM) Initiative analyzes the inspection and business practices of the Agency, and systematically automates those processes to improve Agency productivity, inspection effectiveness, and service to industry. FAIM provides the infrastructure to implement new scientifically-based inspection programs such as HACCP, and to restructure the field organization.
<i>Development, Modernization &amp; Enhancement</i>	<i>8</i>	<i>12</i>	<i>12</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Forest Service Infrastructure Modernization</b>	<b>110</b>	<b>104</b>	<b>103</b>	Natural Resources and Environment	Implement easy to use service-wide technology that will facilitate the access, use, and sharing of information to help the FS better achieve its mission. Installation of the initial system is currently complete service-wide, and the FS has begun to engage in planned system updates, augmentations, and replacements to maintain the currency of the system and meet evolving business needs.

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<i>Development, Modernization &amp; Enhancement</i>	66	59	58		
<i>Steady State</i>	44	45	46		
<b>Department of Commerce</b>					
<b>Commerce Administrative Management System (CAMS)</b>	<b>54</b>	<b>54</b>	<b>54</b>	Develop and implement a DoC IT architecture which provides a common standard based infrastructure for financial management.	Sound Financial management. Clean Departmental Audit.
<i>Development, Modernization &amp; Enhancement</i>	25	24	24		
<i>Steady State</i>	29	30	30		
<b>Decennial Census Data Capture System</b>	<b>86</b>	<b>69</b>	<b>34</b>	Develop an IT system which will capture decennial census data for the U.S.	An accurate census.
<i>Development, Modernization &amp; Enhancement</i>	86	69	2		
<i>Steady State</i>	0	0	32		
<b>Next Generation Weather Radar System</b>	<b>12</b>	<b>15</b>	<b>20</b>	Provide short range weather forecasting	Improves lead time for short range weather forecasting (e.g., lead times for tornado warnings will increase from 42 to 48 minutes).
<i>Development, Modernization &amp; Enhancement</i>	12	15	20		
<i>Steady State</i>	0	0	0		
<b>GFDL High Performance Computing</b>	<b>10</b>	<b>15</b>	<b>17</b>	Provides IT architecture for modeling and forecasting our Nation's weather and climate.	Improves long term weather and climate prediction for the Nation.
<i>Development, Modernization &amp; Enhancement</i>	8	12	13		
<i>Steady State</i>	2	3	4		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Defense</b>					
<b>Defense Integrated Military Human Resources System (DIMHRS)</b>	<b>93</b>	<b>64</b>	<b>57</b>	Functional Area Application supporting Military Personnel and Readiness Strategic Plans	DIMHRS (1) supports all DoD components at all levels (field through corporate) in peacetime, mobilization, wartime, and beyond their military careers; (2) provides one time entry of data; (3) supports independent operations in the field; (4) interfaces with existing external systems; and (5) provides early, incremental capability.
<i>Development, Modernization &amp; Enhancement</i>	93	64	57		
<i>Steady State</i>	0	0	0		
<b>Electronic Commerce/Electronic Data Interchange</b>	<b>36</b>	<b>13</b>	<b>56</b>	Communications Infrastructure-Electronic Commerce/Electronic Data Interchange	Enhance the revolution in business affairs, reduce costs, streamline functions through use of secure electronic data interchange.
<i>Development, Modernization &amp; Enhancement</i>	15	8	26		
<i>Steady State</i>	20	5	30		
<b>Defense Megacenter Operations <sup>6</sup></b>	<b>729</b>	<b>625</b>	<b>592</b>	Computing Infrastructure—Central Processing Activities	Reduced cost of processing by modernizing/consolidating mainframe processing from 71 centers to five centers plus one Legacy site. Reduced overall operating cost of mainframe processing from FY 1990 through FY 2001. Cut support personnel by over 70%. All but 27 Military returned to Services.
<i>Development, Modernization &amp; Enhancement</i>	37	20	20		
<i>Steady State</i>	692	605	572		

**Table 22-1. IT Performance Table—Continued**  
(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Composite Health Care System II</b>	<b>279</b>	<b>276</b>	<b>297</b>	Functional Area Applications in support of Health Activities	Provide every military service member with a comprehensive, life-long medical record of all illnesses and injuries, the care and inoculations they receive, and their exposure to different hazards. This record will help prevent illness and injuries, and identify and help cure those that occur. CHCS II is the core of the FHP Program mandated by Public Law 105-85.
<i>Development, Modernization &amp; Enhancement</i>	<i>92</i>	<i>91</i>	<i>84</i>		
<i>Steady State</i>	<i>187</i>	<i>186</i>	<i>213</i>		
<b>Global Combat Support System (GCSS) <sup>7</sup></b>	<b>255</b>	<b>297</b>	<b>316</b>	Communications and Computing Infrastructure and Logistics	Integration and interoperability initiative to enhance functional applications migration into the Defense Information Infrastructure. GCSS, in conjunction with component info architectures, provide the IT capabilities required to move and sustain joint forces in the DoD Joint Vision 2010. Each functional element provides a combination of functional applications, common HW/SW, shared infrastructure that provide information & communications needed by the Warfighter.
<i>Development, Modernization &amp; Enhancement</i>	<i>134</i>	<i>172</i>	<i>187</i>		
<i>Steady State</i>	<i>121</i>	<i>126</i>	<i>129</i>		
<b>Global Command and Control System (GCCS)</b>	<b>410</b>	<b>354</b>	<b>358</b>	Functional Applications in support of Military Command and Control	GCCS provides seamless integration of Service capabilities necessary to conduct joint and multinational operations into the 21st century. A key C4I capability, GCCS supports Joint Vision 2010's objectives, supports the NCA and subordinate elements in synchronized operations
<i>Development, Modernization &amp; Enhancement</i>	<i>192</i>	<i>139</i>	<i>149</i>		
<i>Steady State</i>	<i>218</i>	<i>215</i>	<i>209</i>		

**Table 22–1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Public Key Infrastructure</b>	<b>64</b>	<b>64</b>	<b>177</b>	Communications and Computing Infrastructure—Information Assurance	Information Assurance Architecture Key. Provides the PKI infrastructure to protect the communications and computing infrastructure that enabled applications will exploit.
<i>Development, Modernization &amp; Enhancement</i>	64	64	177		
<i>Steady State</i>	0	0	0		
<b>Theater Deployable Communications</b>	<b>58</b>	<b>81</b>	<b>103</b>	Information Superiority Command and Control Activity	National Security System—Battlefield command and control
<i>Development, Modernization &amp; Enhancement</i>	53	73	93		
<i>Steady State</i>	5	8	11		
<b>Advanced Field Artillery Tactical Data System</b>	<b>110</b>	<b>107</b>	<b>124</b>	Information Superiority Command and Control Activity	National Security System—Battlefield command and control
<i>Development, Modernization &amp; Enhancement</i>	78	83	97		
<i>Steady State</i>	32	24	27		
<b>Department of Education</b>					
<b>Student Financial Assistance</b>	<b>382</b>	<b>475</b>	<b>522</b>	Strategic Plan Objectives:  Objective 3.3 B Postsecondary student aid delivery and program management is efficient, financially sound, and customer-responsive.  Objective 4.6 B Management of Dept. of Education programs and services ensures financial integrity.	The need to streamline and integrate the Department's disparate student aid management systems was one of the primary factors that led Congress and the Administration to create the performance-based Office of Student Financial Assistance. These systems are responsible for the award of over \$50 billion in aid annually to nearly 9 million students and parents each year. Under the Department's Modernization Blueprint, these systems will deliver aid more efficiently, with greater accountability both to students and schools and internal and external financial management and oversight organizations.
<i>Development, Modernization &amp; Enhancement</i>	40	61	59		

**Table 22–1. IT Performance Table—Continued**  
(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<i>Steady State</i>	341	414	463		
<b>Education Department Central Automated Processing System (EDCAPS)</b>	17	19	24	<p>Strategic Plan Objectives:</p> <p>Objective 4.4 B Information Technology investments are sound and used to improve impact and efficiency.</p> <p>Objective 4.6 B Management of Dept. of Education programs and services ensures financial integrity.</p>	<p>Both the EDCAPS system and its pending replacement project are intended to support the Department's core financial management, contracting and purchasing, grant management, and student loan payment functions. These functions include budget formulation, basic accounting, preparation of financial statements and other required financial reports, grant awards and payments, contracting, purchasing, and other administrative processes—all of which are considered core/priority mission functions for the Department. The benefits of funding ongoing EDCAPS maintenance activities is to continue to provide the Department with the best possible financial management operations in support of its student loan, grants, and contracting functions. Continued funding of steady state tasks also provides a means to maintain high-quality contractor support of system operations and software maintenance. The benefits of the pending replacement to EDCAPS include the improvement of the automated financial management system component of EDCAPS to meet baseline functionality, as well as to provide enhanced functionality and reporting capability. In this regard, the FMSS replacement project will provide the Department increased core financial management, contracting and purchasing, grant management, and student loan payment functions.</p>
<i>Development, Modernization &amp; Enhancement</i>	0	5	5		
<i>Steady State</i>	17	14	19		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Department of Energy</b>					
<b>Organization Site Specific</b>	<b>30</b>	<b>24</b>	<b>22</b>	DOE Strategic Goal to aggressively clean up the environmental legacy of nuclear weapons and civilian nuclear research and development programs. Reduce the most serious risks from the environmental legacy of the U.S. nuclear weapons complex first.	Site specific systems supporting environmental management activities across the complex: Richland, Savannah River, Chicago, and Oak Ridge Operations Offices
<i>Development, Modernization &amp; Enhancement</i>	7	5	5		
<i>Steady State</i>	23	19	17		
<b>National Defense Activities</b>	<b>42</b>	<b>41</b>	<b>42</b>	DOE Strategic Goal to support national security, promote international nuclear safety.	Ensure the vitality of DOE's national security enterprise. Mission specific systems in support of National Defense. Pittsburgh & Schenectady Naval Reactors Organizations.
<i>Development, Modernization &amp; Enhancement</i>	22	21	22		
<i>Steady State</i>	20	20	20		

**Table 22-1. IT Performance Table—Continued**  
(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Business Management Information Systems— Financial Management</b>	<b>3</b>	<b>6</b>	<b>9</b>	DOE Strategic Goal on Corporate Management, to use efficient and effective corporate management systems and approaches to guide decision making, streamline and improve operations, align resources and reduce costs, improve the delivery of products and services.  Major change in DOE's financial management practices are also driven by external actions: CFO Act of 1990, GPRA (1993), FFIA of 1996, Clinger-Cohen Act of 1996, OMB Circular A-127, and Joint Financial Management Improvement Program	BMIS-FM will improve access to the Corporate Executive Information System (EIS) and the Financial Data Warehouse (FDW). Benefits include:  1) Financial and human resource information content in the Corporate EIS increased significantly.  2) User's group established to help prioritize future content areas  3) SIM process conducted on financial management functions  4) Purchase core financial system software to support two pilot sites implementation of the core financial system
<i>Development, Modernization &amp; Enhancement</i>	<i>3</i>	<i>6</i>	<i>9</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Department of Health and Human Services</b>					
<b>FDA Adverse Event Reporting Systems</b>	<b>8</b>	<b>8</b>	<b>11</b>	Surveillance	Given the recent emergence of the magnitude of the public health problems related to medical errors, FDA recognizes the importance of good adverse events reporting systems. In this area, FDA in FY 2001 will build upon existing systems that monitor adverse events related to medical products, animal drugs, foods, and cosmetics. Specifically, the Agency will work on building linkages to internal and external databases that relate to adverse events reporting systems in place.
<i>Development, Modernization &amp; Enhancement</i>	<i>3</i>	<i>3</i>	<i>6</i>		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<i>Steady State</i>	5	5	5		
<b>HRSA—National Practitioner Data Bank</b>	<b>16</b>	<b>16</b>	<b>17</b>	Assure Quality of Care	Collects and releases certain information related to the professional competence and professional conduct of physicians, dentists, and other health care practitioners. The database improves the health care practitioner credentialing process by making information available to eligible entities on; (1) medical malpractice payments made on behalf of physicians, dentists, and other licensed health care practitioners; and (2) adverse actions taken against physicians and dentists by State licensing authorities, hospitals and other health care entities, and professional societies. The NPDB also encourages greater efforts in professional peer review and restricts the ability of incompetent health care practitioners to move from State to State without discovery of previous substandard performance or unprofessional conduct.
<i>Development, Modernization &amp; Enhancement</i>	0	0	0		
<i>Steady State</i>	16	16	17		
<b>NIH—National Library of Medicine MEDLARS Database Updating and Information Retrieval</b>	<b>29</b>	<b>35</b>	<b>36</b>	Acquire, organize, preserve and disseminate biomedical information for the benefit of the public health.	Provides free, on-line biomedical information (biographic references typically including abstracts from over 4300 biomedical journals) to health professionals and lay people throughout the nation facilitating improvements in patient care, education and health research
<i>Development, Modernization &amp; Enhancement</i>	19	23	23		
<i>Steady State</i>	10	12	12		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>IHS—RPMS</b>	<b>3</b>	<b>5</b>	<b>6</b>	Provide Clinical and Preventive Health Services and Perform Core Functions	RPMS is a comprehensive clinical and administrative information system that supports efficient and effective delivery of health care. RPMS enables effective program operation based on comprehensive, aggregated patient specific data.
<i>Development, Modernization &amp; Enhancement</i>	1	2	2		
<i>Steady State</i>	2	3	4		
<b>HCFA—Collection of Managed Care Encounter Data &amp; Implement Risk Adjustors for Medicare + Choice</b>	<b>1</b>	<b>13</b>	<b>13</b>	Foster excellence in the design and administration of HCFA's programs. (APP Goal FAC4-01: Develop New Medicare Payment Systems in Fee-for-Service and Medicare+ Choice)	The program benefit of this project is the implementation of a payment system that more accurately reimburses managed care organizations (MCOs) for their enrollees. MCOs will be paid less for healthy beneficiaries and more for sicker beneficiaries. Since MCOs generally enroll healthier beneficiaries than fee-for-service providers, program savings should accrue. This system should also encourage plans to enroll and treat sicker beneficiaries.
<i>Development, Modernization &amp; Enhancement</i>	1	13	0		
<i>Steady State</i>	0	0	13		

**Table 22–1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>HCFA—Managed Care Systems Redesign</b>	<b>0</b>	<b>18</b>	<b>18</b>	Foster excellence in the design and administration of HCFA's programs and Promote beneficiary and public understanding of HCFA and its programs (APP Goal MB4–01: Improve Medicare's administration of the beneficiary appeal process.)	This is to redesign the currently outdated legacy systems for beneficiary enrollment, beneficiary payment calculation, and MCO payment to ensure continued viability of the systems and responsiveness to new program demands.  The appeal process is a critical safeguard available to Medicare beneficiaries enrolled in MCOs, allowing beneficiaries to challenge denials of service/care. Provides a system to collect plan-level appeal data for MCO oversight and quality of care monitoring by HCFA.
<i>Development, Modernization &amp; Enhancement</i>	<i>0</i>	<i>18</i>	<i>18</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>CDC—Public Health Surveillance</b>	<b>4</b>	<b>4</b>	<b>10</b>	This initiative supports the agency's mission of promoting health and quality of life by preventing and controlling disease.	This initiative will reduce duplication of effort and costs for the agency and its partners; improve the quality, timeliness, sensitivity, specificity, and comparability of information destined to be used for formulation of public health policy and plans for action; provide easy and comprehensive access to public health data; and provide resources necessary to strengthen public health data and strengthen public health informatics training programs to ensure that well-trained personnel are available to develop, operate, and maintain modern electronic public health surveillance and health information networks.
<i>Development, Modernization &amp; Enhancement</i>	<i>4</i>	<i>3</i>	<i>7</i>		
<i>Steady State</i>	<i>0</i>	<i>1</i>	<i>3</i>		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>PSC—Payment Management System</b>	<b>4</b>	<b>3</b>	<b>3</b>	Grants payment and cash management support	Provides a centralized electronic payment and cash management service to all organizations receiving Federal grants and contracts
<i>Development, Modernization &amp; Enhancement</i>	2	1	0		
<i>Steady State</i>	2	2	3		
<b>Expanded Federal Parent Locator Service (FPLS), including the National Directory of New Hires (NDNH) and the Federal Case Registry <sup>8</sup></b>	<b>29</b>	<b>35</b>	<b>38</b>	A. Establish parentage for all children; B. Ensure that all children in IV-D cases have financial and medical support orders; and C. Obtain financial and medical support from both parents for all children in IV-D cases.	The expanded FPLS assists States in locating parents, establishing support orders and enabling child support collections.
<i>Development, Modernization &amp; Enhancement</i>	7	6	5		
<i>Steady State</i>	23	29	33		
<b>Department of Housing and Urban Development</b>					
<b>Tenant Assessment Sub-System</b>	<b>4</b>	<b>3</b>	<b>2</b>	Strategic Goal 2: Ensure equal opportunity in housing for all Americans  Strategic Goal 5: Restore public trust in HUD	Improving reporting of tenant income will:  1) Ensure appropriate levels of rental assistance 2) Speed up eligibility assessment 3) Ensure consistency and fairness of services
<i>Development, Modernization &amp; Enhancement</i>	3	2	1		
<i>Steady State</i>	1	1	1		
<b>Enterprise Data Warehouse</b>	<b>5</b>	<b>5</b>	<b>7</b>	Strategic Goal 5: Restore public trust in HUD	EDW will allow consolidation of financial information, improving oversight and management of funds, and give better comparative data across HUD's functional areas

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<i>Development, Modernization &amp; Enhancement</i>	5	4	6		
<i>Steady State</i>	0	1	1		
<b>Departmental Grants Management System</b>	<b>5</b>	<b>5</b>	<b>7</b>	Strategic Goal 5: Restore public trust in HUD	DGMS will consolidate HUD's grant management systems, reducing paperwork and simplifying grant-ee submissions while providing more timely performance and oversight information.
<i>Development, Modernization &amp; Enhancement</i>	5	5	1		
<i>Steady State</i>	0	0	6		
<b>Department of the Interior</b>					
<b>Trust Fund Accounting System (TFAS)</b>	<b>10</b>	<b>15</b>	<b>14</b>	Overall improvement of the Government's trust management responsibility for the Native American people.	Ensure more accurate trust funds distribution to Native Americans.  Ensure more timely reporting to all account holders of collections, disbursements, investments and return on investments related to their trust accounts.
<i>Development, Modernization &amp; Enhancement</i>	10	15	14		
<i>Steady State</i>	0	0	0		
<b>Trust Asset Accounting and Management System (TAAMS)</b>	<b>7</b>	<b>15</b>	<b>13</b>	Overall improvement of the Government's trust management responsibility for the Native American people.	Ensure more accurate trust funds distribution to Native Americans. Improved processing speed for chain of title search (from days to minutes). Improved management and timely processing of leases and contracts Offers improved, and more timely information to land owners on status (lease, asset use, right-of-way, etc) of all properties regardless of their location.
<i>Development, Modernization &amp; Enhancement</i>	7	15	13		
<i>Steady State</i>	0	0	0		

**Table 22-1. IT Performance Table—Continued**  
(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Royalty Management Program Re-engineering</b>	<b>14</b>	<b>24</b>	<b>24</b>	Provide timely, accurate, and cost effective mineral royalty collection and disbursement services	When implemented in FY 2001, the re-engineered RMP is expected to yield the following benefits: <ol style="list-style-type: none"> <li>1. Increased annual audit collections of \$14.6 million.</li> <li>2. Simplified reporting related cost reductions of \$1.5 million.</li> <li>3. Reduced payer and operator allowance adjustments of \$1 million per year.</li> <li>4. Improved program and system efficiencies resulting in \$2 million annual savings.</li> </ol>
<i>Development, Modernization &amp; Enhancement</i>	5	15	15		
<i>Steady State</i>	9	9	9		
<b>Department of Justice</b>					
<b>Integrated Surveillance Intelligence System (ISIS)</b>	<b>26</b>	<b>18</b>	<b>38</b>	Supports efforts to gain control and manage the Nation's border by detecting and assisting in the apprehension of illegal border crossers.	The use of this camera technology provides day and night observation of the border. ISIS permits the Border Patrol to count illegal crossers and determine the number of apprehensions and turn-backs at each site while increasing officer safety as agents respond to illegal incursions. In test locations in Arizona and New Mexico, ISIS is credited with a 75 percent apprehension rate (15 percent return to Mexico after seeing the ISIS tower or when confronted by Border Patrol agents sent in response to ISIS observation). Its effectiveness in observation and apprehension is proving to be a deterrent to illegal crossing in and around ISIS sites.
<i>Development, Modernization &amp; Enhancement</i>	23	13	27		
<i>Steady State</i>	3	5	11		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Firebird</b>	<b>37</b>	<b>45</b>	<b>100</b>	To help accomplish DEA's mission to stem the flow of illegal drugs and control production and distribution of such substances, DEA employs a broad spectrum of traditional and innovative drug control approaches.	FIREBIRD supports the enforcement agent's ability to make cases by providing an automated infrastructure that facilitates the management of case material, provides immediate access to critical information, and encourages the exchange of that information among DEA personnel. As a result of this continued investment, time spent processing documents has decreased, support personnel provide more efficient support to investigative agencies, cases are better managed, fugitives are more quickly identified, and agents have significantly increased the amount of time spent on the street working cases. Intelligence information is more readily available. Document preparation and processing is faster and more efficient. The FIREBIRD infrastructure provides the backbone by which enhanced capabilities necessary to support the investigative process and the case management can be developed in the near future.
<i>Development, Modernization &amp; Enhancement</i>	<i>18</i>	<i>20</i>	<i>67</i>		
<i>Steady State</i>	<i>18</i>	<i>25</i>	<i>33</i>		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Integrated Automated Fingerprinting Identification System (IAFIS)</b>	<b>66</b>	<b>45</b>	<b>44</b>	Provide law enforcement partners with timely, accurate, and relevant investigative information.	The IAFIS is the FBI's technologically advanced, automated fingerprint identification system. IAFIS provides enhanced system capabilities and reliability, a rapid response time, electronic submission and transfer of fingerprint and criminal history information, remote searches of FBI criminal and fingerprint database information, and enhanced latent fingerprint search capabilities. These valuable investigative tools support law enforcement in taking criminals off the street and preventing unqualified persons from securing employment in sensitive positions.
<i>Development, Modernization &amp; Enhancement</i>	<i>56</i>	<i>0</i>	<i>0</i>		
<i>Steady State</i>	<i>10</i>	<i>45</i>	<i>44</i>		
<b>National Criminal Information Center 2000 (NCIC)</b>	<b>21</b>	<b>5</b>	<b>14</b>	Provide law enforcement partners with timely, accurate, and relevant investigative information	The NCIC 2000 system enables the law enforcement community to collect, store, and retrieve data related to wanted persons, deported felons, violent felony offenders, missing persons, unidentified persons, stolen vehicles, boats and parts, stolen articles, stolen guns, stolen securities, violent gang and terrorist organization groups. The system is accessed almost 2,000,000 times daily by law enforcement officials and responds within two seconds to such queries.
<i>Development, Modernization &amp; Enhancement</i>	<i>19</i>	<i>0</i>	<i>0</i>		
<i>Steady State</i>	<i>2</i>	<i>5</i>	<i>14</i>		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Department of Labor</b>					
<b>Employee Retirement Income Security Act Filing Acceptance System (EFAST)</b>	<b>11</b>	<b>14</b>	<b>9</b>	A Secure Workforce	EFAST supports a "SECURE Workforce" through faster processing to facilitate compliance by pension plan sponsors, plan officials, and service providers; and through speeded-up assistance to workers in understanding their rights and protecting their benefits. EFAST provides for electronic filing, automated screening and archiving of employee benefits pension plan returns. EFAST's automated real-time accessible filings' database system simultaneously supports four participating agencies (PWBA, IRS, PBGC, and SSA) with quick responsiveness to public inquiries and compliance enforcement responsibilities.
<i>Development, Modernization &amp; Enhancement</i>	<i>11</i>	<i>0</i>	<i>0</i>		
<i>Steady State</i>	<i>0</i>	<i>14</i>	<i>9</i>		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Office Automation Suite Implementation</b>	<b>0</b>	<b>0</b>	<b>10</b>	A Prepared Workforce; A Secure Workforce; Quality Workplaces	The Department's IT Strategic Plan includes the establishment of an IT Architecture that allows for information to be shared internally and externally. During the development of the target enterprise architecture, it became apparent that the Department could immediately benefit by having one standard desktop environment to support office automation needs. Expected tangible benefits include reduced business and IT costs, improved employee productivity, the ability to achieve economies of scale through resource sharing, and improved service to the American public. This initiative enables the Department's employees to work collaboratively together in a "one Department" environment, sharing program information seamlessly across organizational boundaries.
<i>Development, Modernization &amp; Enhancement</i>	<i>0</i>	<i>0</i>	<i>10</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>IT Architecture Implementation and Web Services</b>	<b>17</b>	<b>43</b>	<b>67</b>	A Prepared Workforce; A Secure Workforce; Quality Workplaces	The Department's IT Strategic Plan includes the establishment of an IT Architecture that allows for information to be shared internally and externally. This initiative will ensure a secure, reliable, and flexible infrastructure and processing environment for the Department. This crosscutting initiative will benefit every agency through improved information sharing, interoperability, better leveraging of scarce resources, and the ability to meet new requirements such as web services, teleconferencing, electronic record keeping, distance learning, and security. Progress made on reaching the target architecture will also provide the infrastructure needed to further the use of common administrative systems and IT tools. When agencies IT systems operate more efficiently, the Department can better serve our constituents including the job seekers, wage earners, and retirees of the United States, as well as their employers.
<i>Development, Modernization &amp; Enhancement</i>	<i>7</i>	<i>31</i>	<i>39</i>		
<i>Steady State</i>	<i>11</i>	<i>12</i>	<i>28</i>		
<b>Department of State</b>					
<b>Passport Modernization</b>	<b>17</b>	<b>16</b>	<b>16</b>	American Citizens Travel and Immigration	Combats risk of fraud and photo substitution by increasing passport security features including digitized photo and electronic imaging of passport applications.  Goal to cover 75% of passport production by 4th quarter, FY 2000. Complete by 9/30/01.
<i>Development, Modernization &amp; Enhancement</i>	<i>17</i>	<i>16</i>	<i>16</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Department of Transportation</b>					
<b>Standard Terminal Automation Replacement System</b>	<b>119</b>	<b>156</b>	<b>178</b>	Mobility	Reduce the rate of air travel delays by 5.5 percent from a 1992–1996 baseline of 181 delays per 100,000 activities. The FY 2000 target is 171 per 100,000 activities.
<i>Development, Modernization &amp; Enhancement</i>	<i>119</i>	<i>156</i>	<i>178</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Wide Area Augmentation System (WASS)</b>	<b>88</b>	<b>84</b>	<b>107</b>	Safety/Mobility	Reduce the number of operational errors and deviations by 10 percent from 1994 baselines of 0.541 errors and 0.108 deviations per 100,000 activities. The 2000 targets are 0.486 errors and 0.097 deviations per 100,000 activities. Increase access to the nation's airports during adverse weather conditions by publishing 500 GPS/WAAS approaches per year for the next three years from aprior year (FY 1995–FY 1998) baseline of 1,453 GPS approaches to date. The FY 2000 target is to complete at least 2,453 approaches total.
<i>Development, Modernization &amp; Enhancement</i>	<i>87</i>	<i>83</i>	<i>66</i>		
<i>Steady State</i>	<i>1</i>	<i>1</i>	<i>41</i>		
<b>Oceanic Automation System</b>	<b>17</b>	<b>63</b>	<b>89</b>	Mobility	Reduce the rate of air travel delays by 5.5 percent from a 1992–1996 baseline of 181 delays per 100,000 activities. The FY 2000 target is 171 per 100,000 activities.
<i>Development, Modernization &amp; Enhancement</i>	<i>10</i>	<i>27</i>	<i>52</i>		
<i>Steady State</i>	<i>7</i>	<i>36</i>	<i>37</i>		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Free Flight Phase 1</b>	<b>92</b>	<b>180</b>	<b>172</b>	Mobility	Reduce the rate of air travel delays by 5.5 percent from a 1992–1996 baseline of 181 delays per 100,000 activities. The FY 2000 target is 171 per 100,000 activities.
<i>Development, Modernization &amp; Enhancement</i>	92	180	172		
<i>Steady State</i>	0	0	0		
<b>Department of the Treasury</b>					
<b>IRS Modernization<sup>9</sup></b>	<b>211</b>	<b>0</b>	<b>119</b>	Revenue Collection and Improved Customer Service	Modernize outdated data systems
<i>Development, Modernization &amp; Enhancement</i>	211	0	119		
<i>Steady State</i>	0	0	0		
<b>Integrated Treasury Network (wireless)</b>	<b>0</b>	<b>3</b>	<b>55</b>	Enforcement mission	The Department's consolidated wireless network will enable Treasury to convert their current communications network to meet National Telecommunications and Information Administration (NTIA) narrowband requirements. Consolidating budgets and plans will also leverage future investments through economies of scale. The consolidated network will provide standard communication capability and interoperability within and external to Treasury.
<i>Development, Modernization &amp; Enhancement</i>	0	3	55		
<i>Steady State</i>	0	0	0		
<b>ACS/ACE/ITDS</b>	<b>16</b>	<b>72</b>	<b>338</b>	Enforcement Mission	Modernizing trade data processing reduces time and cost for both government and trade community
<i>Development, Modernization &amp; Enhancement</i>	13	5	266		
<i>Steady State</i>	3	67	72		

**Table 22-1. IT Performance Table—Continued**  
(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>DO HR Connect</b>	<b>10</b>	<b>26</b>	<b>30</b>	Management Mission	Centralize HR to reduce expenses and increase efficiency.
<i>Development, Modernization &amp; Enhancement</i>	10	13	17		
<i>Steady State</i>	0	13	14		
<b>Department of Veterans Affairs</b>					
<b>Veterans Benefits Administration (VBA) Telephone Strategy</b>	<b>2</b>	<b>0</b>	<b>12</b>	Benefits	Veterans make approximately 20 million calls to VBA's toll free number annually. The goal of this project is to improve telephone access to benefits information and improve customer service by working to achieve "world class" industry standards.  Performance goals include less than 60 seconds average answer, less than 2% abandoned call rate, and less than 1% blocked call rate (busy signal).
<i>Development, Modernization &amp; Enhancement</i>	2	0	9		
<i>Steady State</i>	0	0	3		
<b>National Cemetery Administration BOSS</b>	<b>0</b>	<b>0</b>	<b>1</b>	Burial	Automates all manual, paper-intensive record keeping, and information and forms processing associated with interments. Provides nationwide burial location capability, linkage to Gravesite Reservation files, and a benefit cross-check to facilitate a timely First Notice of Death to VBA and its benefit delivery systems. Supports the electronic transfer of information for VA's corporate master veteran record identification initiative.
<i>Development, Modernization &amp; Enhancement</i>	0	0	0		
<i>Steady State</i>	0	0	0		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Veterans Health Administration (VHA) Government-wide Computerized Patient Record (G-CPR)</b>	<b>12</b>	<b>15</b>	<b>19</b>	Medical	To develop and implement the standards and architecture required to achieve easily accessible, but secure, life-long medical records for each veteran, military personnel and their dependents. VHA is working with other federal agencies (e.g., DoD, HHS), as well as private industry to develop the electronic standards for such patient records.
<i>Development, Modernization &amp; Enhancement</i>	12	15	19		
<i>Steady State</i>	0	0	0		
<b>Environmental Protection Agency</b>					
<b>Toxic Chemical Release Inventory System</b>	<b>8</b>	<b>8</b>	<b>9</b>	Expansion of Americans' Right to Know About Their Environment	Provides fundamental information to all Americans about toxic chemical uses in their communities. Publication of data provides bench marks for facility comparisons and provides catalyst to industry to develop and adopt pollution-reducing best practices. Information is available to all constituencies on the Internet for instant searches as well as in print.
<i>Development, Modernization &amp; Enhancement</i>	0	0	1		
<i>Steady State</i>	8	8	8		
<b>Envirofacts Warehouse</b>	<b>7</b>	<b>5</b>	<b>4</b>	Expansion of Americans' Right to Know About Their Environment	Takes the tens of millions of dollars of collected regulatory data and makes it accessible to environmental professionals, the regulated community, citizen groups, and to State and EPA employees, in an easy to use, one-stop access point. Public groups are more informed for public hearings and the regulated community can ensure that the data they submitted through the regulatory process is complete and accurate.

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<i>Development, Modernization &amp; Enhancement</i>	4	2	2		
<i>Steady State</i>	3	3	2		
<b>Comprehensive Environmental Response Compensation Liability Information System</b>	<b>8</b>	<b>3</b>	<b>3</b>	Better Waste Management, Restoration of Contaminated Waste Sites, And Emergency Response	Improves the effectiveness and efficiency of EPA's Superfund program. Supports EPA's efforts in cleaning up previously polluted sites, restoring them to uses appropriate for surrounding communities, and responding to and preventing waste-related or industrial accidents.
<i>Development, Modernization &amp; Enhancement</i>	4	0	0		
<i>Steady State</i>	4	3	3		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Federal Emergency Management Agency</b>					
<b>Map Service Center (MSC)</b>	6	6	5	<p>National Flood Insurance Act of 1968; Map Service Center stores and distributes over 154450 map panels and flood data products</p> <p>FEMA Strategic Goal 1: Protect lives and prevent the loss of property from all hazards</p> <p>GPR goal M.3.2: Standards and Procedures: Implement standards and procedures, including the modernization of the flood plain-mapping program, to increase the effectiveness of mitigation information tools provided to communities to become more disaster resistant.</p> <p>Applicable Means &amp; Strategies:</p> <p>#3 Begin the digital conversion of the flood map inventory and updates of flood data; and</p> <p>#5 Use technology upgrade to improve the production, utility, and accuracy of floodplain mapping</p> <p>Applicable Means &amp; Strategies:</p> <p>#4 Enter the cooperative technical community (CTC) agreements for flood map preparation and maintenance, flood data sharing, development and review, and risk assessment.</p>	<p>Used by:</p> <ol style="list-style-type: none"> <li>1) FEMA during disasters</li> <li>2) Federal Insurance Administration</li> <li>3) Citizens/insurance agents to locate flood insurance risk zones</li> <li>4) Flood determination companies as to whether a property resides in a flood zone</li> <li>5) Federal, State and local communities to administer floodplain management regulations and mitigate flood damage</li> <li>6) Other Federal agencies to determine whether properties and buildings require flood insurance</li> </ol> <p>Streamlined new product creation resulting in improved customer service and reduced life-cycle product development costs.</p> <p>Foundation for the total integration of MSC's e-commerce:</p> <ol style="list-style-type: none"> <li>1) Implement digital products and digital distribution.</li> <li>2) Infrastructure for delivery and accountability of National Flood Insurance Program products.</li> <li>3) Coordinate new map product development for internet delivery.</li> <li>4) Better customer service.</li> <li>5) Improved MSC distribution turnaround.</li> <li>6) Lower distribution costs</li> </ol> <p>Improved accountability.</p>
<i>Development, Modernization &amp; Enhancement</i>	4	4	3		
<i>Steady State</i>	2	2	2		

**Table 22-1. IT Performance Table—Continued**  
(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>National Emergency Management Information System (NEMIS)</b>	<b>12</b>	<b>8</b>	<b>10</b>	FEMA Strategic Goal 2: Reduce human suffering and enhance the recovery of communities after disaster strikes  GPRA goal RR.4.1:NEMIS Development  Also referenced in GPRA goals:  M.3.4: Repetitive-Loss Strategy  RR.1.1: Response Services  E.2.1: Financial Management	Speeds delivery of disaster assistance grants through direct interface with FEMA's financial system. Improves the quality and consistency of grant payments by automating program business rules. Improves internal management controls. Utilizes extensive access and security controls. Uses optical imagery to transfer documents to caseworkers anywhere in the enterprise.Can be configured for disaster-specific needs. Improves electronic data exchange with SBA and States.  Permits direct access by States to key NEMIS functions. Is scalable to major and catastrophic disasters. Provides cross-disaster information and analysis to improve mitigation and to lessen recurrence of losses. Establishes an enterprise infrastructure to support FEMA's IT architecture, on which other enterprise applications can be built.Provides program information consistently and agencywide.
<i>Development, Modernization &amp; Enhancement</i>	5	3	5		
<i>Steady State</i>	7	5	5		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>General Services Administration</b>					
<b>Pegasys (CFO Financial Management System)</b>	<b>16</b>	<b>27</b>	<b>16</b>	Promote Responsible Asset Management	Pegasys will replace the old GSA financial management system with a modern, agencywide, integrated system. Pegasys will provide managers with a better mechanism for more business analysis and less reconciliation, and will facilitate producing agencywide reports and information for agency employees, managers and executives, external agencies, and the Congress. Information will be readily available to be merged across projects, GSA Services, and funds.
<i>Development, Modernization &amp; Enhancement</i>	16	24	11		
<i>Steady State</i>	0	3	5		
<b>Seat Management</b>	<b>14</b>	<b>35</b>	<b>35</b>	Promote Responsible Asset Management	Seat Management will provide desktop computing as an integrated "information utility." Seat management contracts will accommodate the full spectrum of desktop computing resources from general purpose to high performance, scientific and engineering environments. They will provide end-to-end IT engineering and management services, and enable the government to acquirer desktop computing services as a utility and pay for it based on the number of workstations. GSA will achieve economies of scale through the consolidated, unified and integrated Seat Management approach to providing desktop assets and services.
<i>Development, Modernization &amp; Enhancement</i>	14	35	35		
<i>Steady State</i>	0	0	0		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>National Aeronautics and Space Administration</b>					
<b>Earth Observing System Data Information System (EOSDIS)</b>	<b>262</b>	<b>263</b>	<b>252</b>	Earth Science Enterprise  Objective: Implement open, distributed, and responsive data system architectures.	EOSDIS is a comprehensive data and information system designed to support NASA's Earth Observing System (EOS). The EOSDIS will archive, manage, and distribute Earth science data from NASA missions and will provide spacecraft control and science data processing for the EOS missions. For EOS spacecraft and instruments, the EOSDIS will perform acquisition, capture and processing of telemetry data, processing of telemetry data into higher level science data products, archiving and distribution of standard science products, and mission operations for instrument and spacecraft control.
<i>Development, Modernization &amp; Enhancement</i>	<i>179</i>	<i>177</i>	<i>160</i>		
<i>Steady State</i>	<i>83</i>	<i>86</i>	<i>92</i>		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>NASA Integrated Services Network (NISN)</b>	<b>89</b>	<b>84</b>	<b>81</b>	Manage Strategically  Objective: Improve information technology capability and services.	The NISN was chartered in 1996 with management responsibility for operations and maintenance of all NASA's wide area telecommunications networking requirements, except for research activities as performed by the NASA Research and Education Network (NREN) project. The NISN provides voice, video, and data services to meet programmatic, mission, scientific, and institutional requirements. Customer locations include NASA centers, international locations, and affiliated contractors and universities. The NISN services include all Agency coordination of the General Services Administration's FTS2000 and FTS2001 program. NISN services include long distance telephone, facsimile, voice and video teleconferencing, data and video distribution, and Internet-working.
<i>Development, Modernization &amp; Enhancement</i>	0	0	0		
<i>Steady State</i>	89	84	81		

**Table 22-1. IT Performance Table—Continued**  
(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>NASA ADP Consolidation Center (NACC)</b>	<b>19</b>	<b>20</b>	<b>20</b>	Manage Strategically  Objective: Improve information technology capability and services.	NACC was established in 1994 to centrally integrate, implement, and operate Agencywide computing resources for NASA Centers and Headquarters (HQ) at Marshall Space Flight Center (MSFC). The NACC supports each NASA Center's administrative processing requirements as well the Agency's consolidated payroll and consolidated support for legacy administrative software systems. Also, the NACC maintains and operates computer systems which support manufacture of the Shuttle External Tank (ET) at Michoud Assembly Facility, Space Transportation System (STS) databases, the JSC Integrated Management Information Computer (IMIC), and the JSC International Space Station
<i>Development, Modernization &amp; Enhancement</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<i>Steady State</i>	<i>19</i>	<i>20</i>	<i>20</i>		
<b>Desktop LAN &amp; Voice Communications Services (ODIN)</b>	<b>60</b>	<b>91</b>	<b>117</b>	Manage Strategically  Objective: Improve information technology capability and services.	ODIN is a long-term outsourcing arrangement with the commercial sector which transfers to it the responsibility and risk for providing and managing the vast majority of NASA's desktop, server, and intra-center communications assets and services. Under the contract, NASA will define the computer and communications capabilities for each job within the Agency and purchase a particular bundle of hardware, software and communications equipment for each "seat." The price for each type of "seat" will be fixed.
<i>Development, Modernization &amp; Enhancement</i>	<i>12</i>	<i>11</i>	<i>11</i>		
<i>Steady State</i>	<i>48</i>	<i>80</i>	<i>106</i>		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Small Business Administration</b>					
<b>Lender Monitoring System</b>	<b>8</b>	<b>8</b>	<b>8</b>	Business and Loan Programs	Enables SBA to provide effective oversight of its lenders and continue the development of its cost accounting
<i>Development, Modernization &amp; Enhancement</i>	<i>8</i>	<i>8</i>	<i>8</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Paperless Disaster Loan Application</b>	<b>0</b>	<b>0</b>	<b>5</b>	Disaster Loan Programs	Decreases processing time, decreases errors, and improves SBA's ability to quickly respond to the needs of disaster victims.
<i>Development, Modernization &amp; Enhancement</i>	<i>0</i>	<i>0</i>	<i>5</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Social Security Administration</b>					
<b>Electronic Wage Reporting System (EWRS)</b>	<b>6</b>	<b>6</b>	<b>6</b>	Best-in-Business Management	This initiative promotes SSA's commitment to providing electronic filing services to submitters of Forms W-2/W-3 Annual Wage Reports. It includes re-engineering the current processes used to handle magnetic media submittals. The EWRS will have the capacity to support 5,000 tax year 2000 electronic submittals involving 40 million Forms W-2, and will be expanded to support increased electronic filing for subsequent tax years.
<i>Development, Modernization &amp; Enhancement</i>	<i>6</i>	<i>6</i>	<i>6</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Title II Redesign</b>	<b>18</b>	<b>17</b>	<b>18</b>	To Deliver Customer-Responsive, World-Class Service	Title II Redesign will provide a single system for processing virtually all initial claims and client-initiated post-entitlement actions in an online interactive mode.
<i>Development, Modernization &amp; Enhancement</i>	<i>18</i>	<i>17</i>	<i>18</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>Paperless Processing Centers</b>	<b>5</b>	<b>13</b>	<b>8</b>	Best-In-Business Management	The major objective of the Paperless Processing Centers Initiative is to implement document and imaging technologies to improve SSA's paper-intensive folder processing in the Program Service Centers and the Office of Central Operations.
<i>Development, Modernization &amp; Enhancement</i>	<i>5</i>	<i>13</i>	<i>8</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		
<b>Electronic Folder Implementation</b>	<b>7</b>	<b>10</b>	<b>14</b>	Best-in-Business Management	This technology investment will store data in an electronic folder. It will automate the disability interview process in field offices, eliminate reliance on paper, and support improvements in the disability process by reducing the amount of time that applicants' folders spend in transit between field and disability offices, as well as reducing the time it takes SSA staff to locate information regarding claimant applications.
<i>Development, Modernization &amp; Enhancement</i>	<i>7</i>	<i>10</i>	<i>14</i>		
<i>Steady State</i>	<i>0</i>	<i>0</i>	<i>0</i>		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	1999 Actual	2000 Estimate	2001 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Program Performance Benefits
<b>US Agency for International Development</b>					
<b>Financial Management Systems</b>	<b>20</b>	<b>22</b>	<b>19</b>	USAID Strategic Goal: Improve program effectiveness.	Provide program managers with access to timely and accurate financial information for decision-making on USAID's sustainable development programs worldwide. Strengthen USAID's relationship with its customers and partners in the delivery of development assistance through enhanced analysis and planning of financial requirements, tracking of full cost of programs and timely delivery of financial resources. Strengthen management controls and accountability for financial resources throughout the Agency.
<i>Development, Modernization &amp; Enhancement</i>	4	12	13		
<i>Steady State</i>	16	10	6		

<sup>1</sup>This table contains a selected subset of each agency's major IT investments.<sup>2</sup>Mission areas should be consistent with the major functions and operations identified in the agency's strategy and annual performance plans.<sup>3</sup>This project includes both spending and budget authority funds.<sup>4</sup>Development, Modernization, and Enhancement Costs include program costs for new systems, changes or modifications to existing systems that improve capability or performance, changes mandated by the Congress or agency leadership, personnel costs for project management, and direct support.<sup>5</sup>Steady State Costs include the costs of maintenance and operations at current capability and performance levels including costs for personnel, maintenance of existing information systems, corrective software maintenance, voice and data communications maintenance, and replacement of broken IT equipment.<sup>6</sup>Total of Defense Megacenters are a Working Capital Fund Activity. Each Service and Component using this activity pay based on a rate calculated based on usage and special costs.<sup>7</sup>Total of Navy's Tactical Command Support System, Army's Combat Support System, Air Force's Combat Support System, and Defense-Other's Combat Support System<sup>8</sup>BA: FY 1999, 2000, 2001 = 26.4, 25.8, 24.7, User Fees: FY 1999, 2000, 2001 = 2.9, 8.9, 12.9. These levels do not reflect legislative proposals.<sup>9</sup>This investment reflects only budget authority.

## 22. PROGRAM PERFORMANCE BENEFITS FROM MAJOR INFORMATION TECHNOLOGY INVESTMENTS

This IT Performance Table provides a summary of spending by agency for Information Technology and a snapshot of individual IT investments with program and performance benefits. This Table supplements the discussion of capital planning issues outlined in the FY2002 President's Budget (Section 3, Chapter 1) by addressing the use of capital planning and investment control to select and manage IT investments.

Agencies have made mixed progress over the last several years in the areas of capital planning, enterprise architecture, performance management, IT security, privacy, and e-Government. The majority of agencies have some process for capital planning yet many are just beginning to develop an enterprise architecture, address IT security and privacy, and make the transformation to an e-Government. Therefore, while some progress in terms of the processes have been made, much work remains to ensure that these processes are implemented and that planned program and performance benefits of the projects and investments are delivered within and across agencies. As agencies improve their capital planning and investment control processes,

they are incorporating and addressing these issues as integral parts of their capital planning processes for individual investments, their overall agency IT investment portfolios, as well as cross-agency coordination. Agencies will be expected to increase and accelerate the attention given to these issues in FY2002 and beyond.

Part 1 of this table provides a summary of spending by agency, identifies number of major and significant projects, and identifies spending for fiscal years 2000, 2001, and 2002. Part 2 of this table highlights several projects from each agency and report the planned investments, the mission or goal of the agency the investment supports, and the planned program or performance benefits tied to the investment. The Agency IT Investment Portfolio (OMB A-11, Exhibit 53) provides additional information on the agency's IT Investments. Detailed project information for each IT investment is reported via OMB A-11 Exhibit 300-B, Capital Asset Plans. Additional discussion of these issues will also appear as part of the Administration's government reform and management agenda.

**Table 22-1. IT PERFORMANCE TABLE**  
(Budget Authority and Other Financing, in Millions of Dollars)

### Part 1. Agency Summary

Agency	Count	FY 2000	FY 2001	FY 2002
<b>Corps of Engineers</b>				
Major Projects .....	4	27	25	31
Significant Projects .....	9	13	91	66
Small and Other Projects .....	.....	144	109	82
Total IT Investments .....	.....	\$184	\$225	\$179
<b>Department of Agriculture</b>				
Major Projects .....	36	658	775	822
Significant Projects .....	71	260	229	258
Small and Other Projects .....	.....	358	379	408
Total IT Investments .....	.....	\$1,276	\$1,383	\$1,488
<b>Department of Commerce</b>				
Major Projects .....	20	234	215	205
Significant Projects .....	65	653	661	565
Small and Other Projects .....	.....	142	155	180
Total IT Investments .....	.....	\$1,029	\$1,031	\$950

**Table 22-1. IT PERFORMANCE TABLE—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 1. Agency Summary**

Agency	Count	FY 2000	FY 2001	FY 2002
<b>Department of Defense</b>				
Major Projects .....	109	7,607	7,723	7,630
Significant Projects .....	457	10,839	11,171	10,916
Small and Other Projects .....		2,766	2,835	2,983
Total IT Investments .....		\$21,212	\$21,729	\$21,529
<b>Department of Education</b>				
Major Projects .....	20	428	502	509
Significant Projects .....	12	15	25	24
Small and Other Projects .....		100	116	120
Total IT Investments .....		\$543	\$643	\$653
<b>Department of Energy</b>				
Major Projects .....	8	33	43	47
Significant Projects .....	202	858	914	926
Small and Other Projects .....		220	170	173
Total IT Investments .....		\$1,111	\$1,127	\$1,146
<b>Department of Health and Human Services</b>				
Major Projects .....	99	2,383	2,750	2,795
Significant Projects .....	619	706	734	830
Small and Other Projects .....		249	229	289
Total IT Investments .....		\$3,338	\$3,713	\$3,914
<b>Department of Housing and Urban Development</b>				
Major Projects .....	40	144	214	204
Significant Projects .....	43	76	83	87
Small and Other Projects .....		86	67	78
Total IT Investments .....		\$306	\$364	\$369
<b>Department of the Interior</b>				
Major Projects .....	37	342	356	400
Significant Projects .....	142	151	167	146
Small and Other Projects .....		67	75	60
Total IT Investments .....		\$560	\$598	\$606
<b>Department of Justice</b>				
Major Projects .....	56	849	1109	1007
Significant Projects .....	72	458	450	496
Small and Other Projects .....		101	106	129
Total IT Investments .....		\$1,408	\$1,665	\$1,632

**Table 22-1. IT PERFORMANCE TABLE—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 1. Agency Summary**

Agency	Count	FY 2000	FY 2001	FY 2002
<b>Department of Labor</b>				
Major Projects .....	8	51	85	125
Significant Projects .....	106	241	289	295
Small and Other Projects .....		0	0	0
Total IT Investments .....		\$292	\$374	\$420
<b>Department of State</b>				
Major Projects .....	11	190	158	146
Significant Projects .....	2	192	411	467
Small and Other Projects .....		14	13	21
Total IT Investments .....		\$396	\$582	\$634
<b>Department of Transportation</b>				
Major Projects .....	23	940	1067	1288
Significant Projects .....	134	981	1162	1089
Small and Other Projects .....		199	248	276
Total IT Investments .....		\$2,120	\$2,477	\$2,653
<b>Department of the Treasury</b>				
Major Projects .....	142	2,013	2,616	2,833
Significant Projects .....	54	102	112	124
Small and Other Projects .....		81	64	74
Total IT Investments .....		\$2,196	\$2,792	\$3,031
<b>Department of Veterans Affairs</b>				
Major Projects .....	42	898	1038	1096
Significant Projects .....	1	1	1	1
Small and Other Projects .....		190	180	164
Total IT Investments .....		\$1,089	\$1,219	\$1,261
<b>Environmental Protection Agency</b>				
Major Projects .....	47	166	186	203
Significant Projects .....	23	70	75	78
Small and Other Projects .....		163	167	169
Total IT Investments .....		\$399	\$428	\$450
<b>Federal Emergency Management Agency</b>				
Major Projects .....	13	69	79	82
Significant Projects .....	4	55	53	50
Small and Other Projects .....		0	0	0
Total IT Investments .....		\$124	\$132	\$132

**Table 22-1. IT PERFORMANCE TABLE—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 1. Agency Summary**

Agency	Count	FY 2000	FY 2001	FY 2002
<b>General Services Administration</b>				
Major Projects .....	43	277	285	275
Significant Projects .....	24	53	58	58
Small and Other Projects .....		50	56	56
Total IT Investments .....		\$380	\$399	\$389
<b>National Aeronautics and Space Administration</b>				
Major Projects .....	37	1,411	1,511	1,425
Significant Projects .....	19	614	612	537
Small and Other Projects .....		85	107	134
Total IT Investments .....		\$2,110	\$2,230	\$2,096
<b>National Science Foundation</b>				
Major Projects .....	1	2	2	2
Significant Projects .....	0	0	0	0
Small and Other Projects .....		0	0	0
Total IT Investments .....		\$2	\$2	\$2
<b>Nuclear Regulatory Commission</b>				
Major Projects .....	3	6	3	3
Significant Projects .....	12	23	24	23
Small and Other Projects .....		31	29	30
Total IT Investments .....		\$60	\$56	\$56
<b>Office of Personnel Management</b>				
Major Projects .....	5	14	29	35
Significant Projects .....	7	34	39	44
Small and Other Projects .....		9	8	9
Total IT Investments .....		\$57	\$76	\$88
<b>Patent Trademark Office</b>				
Major Projects .....	16	40	53	46
Significant Projects .....	1	55	74	68
Small and Other Projects .....		82	113	119
Total IT Investments .....		\$177	\$240	\$233
<b>Social Security Administration</b>				
Major Projects .....	10	119	120	93
Significant Projects .....	36	409	426	407
Small and Other Projects .....		167	195	202
Total IT Investments .....		\$695	\$741	\$702

**Table 22-1. IT PERFORMANCE TABLE—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 1. Agency Summary**

Agency	Count	FY 2000	FY 2001	FY 2002
<b>U.S. Agency for International Development</b>				
Major Projects .....	4	46	54	56
Significant Projects .....	0	0	0	0
Small and Other Projects .....		23	26	25
Total IT Investments .....		\$69	\$80	\$81
<b>All Other Reporting Agencies</b>				
Total IT Investments .....		\$113	\$113	\$144
<b>Total All Agencies IT Investments</b>				
Major Projects .....	853	\$18,947	\$20,998	\$21,358
Significant Projects .....	2,142	\$16,859	\$17,861	\$17,555
Small and Other Projects .....		\$5,327	\$5,447	\$5,781
All Other Reporting Agencies .....		\$113	\$113	\$144
Total All IT Investments .....		\$41,246	\$44,419	\$44,838

**Table 22-1. IT Performance Table**  
(Budget Authority and Other Financing, in Millions of Dollars)  
**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in Fy 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Department of Agriculture (USDA)</b>					
<b>Service Center Modernization Initiative—Information Technology</b>					
Total Investment	\$12	\$59	\$59	Mission Areas Supported: Farm and Foreign Agricultural Service, Rural Development, Natural Resources and Environment. Supports the following goals: Expand Economic and Trade Opportunities of U.S. Agricultural Producers ; Maintain and Enhance the Nation's Natural Resources and Environment: Enhance the Capacity of All Rural Residents, Communities, and Businesses to Prosper	To improve organizational productivity, accountability, and performance. Establish a common computing environment for USDA Service Centers which includes hardware, software, security, websites, telecommunications, and databases: Target 2001 2002 Workstations deployed (%) 100 N/A FSA connectivity in Place (%) 100 N/A Network Servers deployed (%) 100 N/A Application servers deployed (%) N/A 100 Common SC webfarms deployed 3 N/A Enhancements to web farm security, services, and connectivity completed (%) N/A 100 SC data warehouses operational 2 N/A Compliance with E-file and GPEA Yes Yes
Development, Modernization & Enhancement	\$12	\$59	\$59		
Steady State	\$0	\$0	\$0		
<b>FAIM State Implementation</b>					
Total Investment	\$12	\$12	\$15	Mission Area Supported: Food Safety Goal: Promote Health by Providing Access to Safe, Affordable and Nutritious Food	This investment supports HACCP and food safety in conjunction with the FSIS FAIM initiative. Target 2001 2002 Inspectors Trained 1100 1050 Computers deployed 1125 850
Development, Modernization & Enhancement	\$12	\$12	\$15		
Steady State	\$0	\$0	\$0		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>FS IT Infrastructure IBM (Project 615)</b>					
Total Investment	\$109	\$123	\$115	Mission Area Supported: Natural Resources and Environment  Goal: Maintain and Enhance the Nation's Natural Resources and Environment	This investment supports the implementation of service-wide technology, which facilitates the access, use and sharing of information to help the Forest Service better achieve its mission. FY 2001: Geographical Information System project work standardized. FY 2002: 90% of major information systems operating with corporate standards and support.
Development, Modernization & Enhancement	\$36	\$42	\$37		
Steady State	\$73	\$81	\$78		
<b>Department of Commerce (Commerce)</b>					
<b>Core Commerce Administrative Management System</b>					
Total Investment	\$35	\$40	\$47	Financial Management	FY 2001—Implement systems in 9 bureaus and FY 2002—Implement systems in 11 bureaus
Development, Modernization & Enhancement	\$29	\$34	\$41		
Steady State	\$6	\$6	\$6		
<b>Decennial/Data Capture System 2000</b>					
Total Investment	\$69	\$34	\$10	Census and Surveys	FY 2001—Successfully completed "Pass 2" data capture operations for Census 2000. Closed Data Capture Centers on Schedule.  FY 2002—Will successfully perform archiving of Census 2000 data.
Development, Modernization & Enhancement	\$69	\$2	\$0		
Steady State	\$0	\$32	\$10		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Next Generation Weather Radar</b>					
Total Investment	\$12	\$14	\$14	Adv. Short-term Warning and Forecast Services	FY 2001: —Deploy 15% of Radar Product Generator (RPG) systems —Improved detection of small tornadoes FY 2002: —Deploy remaining RPG systems —Improved observation of tornadic and hail storms and faster information delivery to forecasters and private sector
Development, Modernization & Enhancement	\$12	\$14	\$14		
Steady State	\$0	\$0	\$0		
<b>GFDL High Performance Computing</b>					
Total Investment	\$16	\$15	\$18	Adv. Short-term Warning and Forecast Services. Imp Seasonal to Inter-annual Climate Forecasts. Predict and Assess Decadal to Centennial Change.	FY 2001: —Improved Hurricane Forecasts —Prototype Next-generation Climate Model FY 2002: —Improved Climate Model Operational —Incorporate Ocean Observations in Climate Model
Development, Modernization & Enhancement	\$5	\$4	\$7		
Steady State	\$11	\$11	\$11		
<b>Department of Defense (DOD) <sup>3</sup></b>					
<b>Defense Integrated Military Human Resources System (DIMHRS)</b>					
Total Investment	\$75	\$74	\$83	Functional Area Application supporting Military Personnel and Readiness Strategic Plans	DIMHRS (1) supports all DoD components at all levels (field through corporate) in peacetime, mobilization, wartime, and beyond their military careers; (2) provides one time entry of data; (3) supports independent operations in the field; (4) interfaces with existing external systems; and (5) provides early, incremental capability.

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
Development, Modernization & Enhancement	\$69	\$69	\$83		
Steady State	\$6	\$5	\$6		
<b>Electronic Commerce / Electronic Data Interchange</b>					
Total Investment	\$122	\$109	\$96	Communications Infrastructure-Electronic Commerce/ Electronic Data Interchange	Enhance the revolution in business affairs, reduce costs, streamline functions through use of secure electronic data interchange.
Development, Modernization & Enhancement	\$94	\$83	\$64		
Steady State	\$28	\$27	\$32		
<b>Defense Enterprise Computing Centers <sup>4</sup></b>					
Total Investment	\$733	\$765	\$824	Computing Infrastructure-Central Processing Activities	Reduced cost of processing by modernizing/consolidating mainframe processing from 71 centers to five centers plus one Legacy site. Reduced overall operating cost of mainframe processing from FY 1990 through FY 2001. Cut support personnel by over 70%. All but 27 Military returned to Services.
Development, Modernization & Enhancement	\$25	\$21	\$78		
Steady State	\$707	\$744	\$747		
<b>Composite Health Care System II</b>					
Total Investment	\$271	\$333	\$283	Functional Area Applications in support of Health Activities	Provide every military service member with a comprehensive, life-long medical record of all illnesses and injuries, the care and inoculations they receive, and their exposure to different hazards. This record will help prevent illness and injuries, and identify and help cure those that occur. CHCS II is the core of the FHP Program mandated by Public Law 105-85.
Development, Modernization & Enhancement	\$66	\$145	\$107		
Steady State	\$204	\$188	\$176		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Global Combat Support System (GCSS)</b>					
Total Investment	\$258	\$328	\$361	Communications and Computing Infrastructure and Logistics	Integration and interoperability initiative to enhance functional applications migration into the Defense Information Infrastructure. GCSS, in conjunction with component info architectures, provide the IT capabilities required to move and sustain joint forces in the DoD Joint Vision 2010. Each functional element provides a combination of functional applications, common HW/SW, shared infrastructure that provide information & communications needed by the Warfighter.
Development, Modernization & Enhancement	\$165	\$217	\$249		
Steady State	\$93	\$111	\$112		
<b>Global Command and Control System (GCCS)</b>					
Total Investment	\$358	\$425	\$470	Functional Applications and Communications and Computing Infrastructure in support of Military Command and Control	GCCS provides seamless integration of Service capabilities necessary to conduct joint and multinational operations into the 21st century. A key C4I capability, GCCS supports Joint Vision 2010's objectives, supports the NCA and subordinate elements in synchronized operations
Development, Modernization & Enhancement	\$173	\$240	\$288		
Steady State	\$185	\$185	\$182		
<b>Public Key Infra-structure/Common Access Card</b>					
Total Investment	\$88	\$209	\$209	Defense In Depth Information Assurance	Information Assurance Architecture Key. Provides the PKI infrastructure to protect the communications and computing infrastructure that enabled applications will exploit. NOTE: This number includes PKI-related \$ ("could benefit PKI") not in core PKI program.

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
Development, Modernization & Enhancement	\$88	\$209	\$209		
Steady State	\$0	\$0	\$0		
<b>Theater Deployable Communications</b>					
Total Investment	\$81	\$96	\$90	Information Superiority Command and Control Activity	National Security System—Battlefield command and control
Development, Modernization & Enhancement	\$74	\$85	\$82		
Steady State	\$7	\$11	\$8		
<b>Advanced Field Artillery Tactical Data System</b>					
Total Investment	\$104	\$118	\$115	Information Superiority Command and Control Activity	National Security System—Battlefield command and control
Development, Modernization & Enhancement	\$102	\$116	\$113		
Steady State	\$2	\$2	\$2		
<b>Department of Education</b>					
<b>EDCAPS Asset Management Subsystem (AMSS)</b>					
Total Investment	\$0	\$1	\$1	Supports Goal 4 and Objective 4.4, Our information technology investments are sound and used to improve impact and efficiency and Objective 4.6, Management of our programs and services ensures financial integrity.  Last year this was one project. This year it is reported as multiple projects.	For FY01 the project is in the analysis phase of the AMSS. We are determining our requirements from a financial system perspective. Our Office of the Chief Information Officer is the primary developer of the asset management system.

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in Fy 2001 and Planned FY 2002 Program Performance Goals and Benefits
Development, Modernization & Enhancement	\$0	\$1	\$0		
Steady State	\$0	\$0	\$1		

**EDCAPS Contracts and Purchasing Subsystem (CPSS)**

Total Investment	\$1	\$2	\$1	Supports Goal 4 and Objective 4.4, Our information technology investments are sound and used to improve impact and efficiency and Objective 4.6, Management of our programs and services ensures financial integrity.	FY01: Continue with contractor maintenance and enhancement support for the COMPRIZON.BUY product. Implementing enhancements that will streamline the process for purchase card simplified acquisitions, reducing data entry requirements, and provide for purchase card reconciliations. Implementing our first web functionality, a vendor past performance module to be available 4/23. The Department is also focusing on integrating the product with the new Oracle financial system.  FY02: Education will be working on a number of enhancements including web receipt of electronic proposals and invoices, electronic signature capability and subcontract report tracking.
Development, Modernization & Enhancement	\$0	\$0	\$0		
Steady State	\$1	\$2	\$1		

**EDCAPS Financial Management Subsystem (FMSS)**

Total Investment	\$2	\$3	\$3	Supports Goal 4 and Objective 4.4, Our information technology investments are sound and used to improve impact and efficiency and Objective 4.6, Management of our programs and services ensures financial integrity.	FY01: Implemented the Accounts Receivables portion of the Oracle financial software in October. The Department is maintaining the existing system, i.e.FARS, until it "goes live" with the remainder of the Oracle software in August. For FY02 the Oracle software will become the system of record for the Department of Education and i.e.FARS will be shutdown.
Development, Modernization & Enhancement	\$0	\$0	\$0		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
Steady State	\$2	\$3	\$3		
<b>EDCAPS Grants and Payments Subsystem (GAPS)</b>					
Total Investment	\$3	\$3	\$2	Supports Goal 4 and Objective 4.4, Our information technology investments are sound and used to improve impact and efficiency and Objective 4.6, Management of our programs and services ensures financial integrity.	FY01: We continue expansion of e-Application program, a web-based application for preparing and submitting grant applications electronically. The goal this year is to include half of ED's grant competitions or 75 programs in this initiative. The Department has also implemented e-Reader functionality allowing peer reviewers to electronically review applications, and e-Reports, which will be available in April and allow both annual grant performance reports to be completed via the Internet.  FY02 goals include: further expansion of e-Application to all formula and discretionary grant programs; e-Award, which will allow ED to electronically submit grant awards to recipients; piloting electronic signatures within the e-Application software; and e-Admin Action which will provide grantees the ability to request administrative actions via the Internet.
Development, Modernization & Enhancement	\$0	\$0	\$0		
Steady State	\$3	\$3	\$2		
<b>EDCAPS General Ledger Replacement (GLR)</b>					
Total Investment	\$7	\$11	\$3	Supports Goal 4 and Objective 4.4, Our information technology investments are sound and used to improve impact and efficiency and Objective 4.6, Management of our programs and services ensures financial integrity.	FY01: Implemented the Accounts Receivables portion of the Oracle financial software in October. This was the first piece of the new software to be installed and utilized. The Department's intention is to "go live" with the remainder of the Oracle software in August. For FY02 the Oracle software will become the system of record for the Department of Education.

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in Fy 2001 and Planned FY 2002 Program Performance Goals and Benefits
Development, Modernization & Enhancement	\$7	\$11	\$3		
Steady State	\$0	\$0	\$0		
<b>EDCAPS Integration Systems Support (ISS)</b>					
Total Investment	\$13	\$14	\$13	Supports Goal 4 and Objective 4.4, Our information technology investments are sound and used to improve impact and efficiency and Objective 4.6, Management of our programs and services ensures financial integrity.	For FY01 Continue contractor maintenance and enhancement support. Major implementation efforts focus on the new Oracle financial software and the new travel management software. Education's goal is to have the Oracle software implemented and integrated with core systems, i.e. GAPS, CPSS, by August 2001. The travel management software will come on line October 31.
Development, Modernization & Enhancement	\$0	\$0	\$0		
Steady State	\$13	\$14	\$13		
<b>EDCAPS Travel Management System</b>					
Total Investment	\$0	\$1	\$1	Supports Goal 4 and Objective 4.4, Our information technology investments are sound and used to improve impact and efficiency and Objective 4.6, Management of our programs and services ensures financial integrity	Purchased Gelco's Travel Manager Software in January 2001, after extensive analysis. In the process of configuring the software and determining initial interface requirements. Education plans on training users beginning later this fiscal year rolling the software out on October 31.
Development, Modernization & Enhancement	\$0	\$1	\$0		
Steady State	\$0	\$0	\$1		
<b>Student Financial Assistance</b>					
Total Investment	\$442	\$521	\$465	Ensure access to post-secondary education and lifelong learning and assist in developing an efficient and effective IT infrastructure.	Education has a detailed SFA Performance Plan Summary available.

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
Development, Modernization & Enhancement	\$56	\$59	\$53		
Steady State	\$386	\$463	\$412		
<b>Department of Energy (DOE)</b>					
<b>Organization Site Specific</b>					
Total Investment	\$32	\$34	\$35	Environmental Quality	For FY 2001, please see endnote. <sup>5</sup>
Development, Modernization & Enhancement					
Steady State					
<b>National Defense Activities</b>					
Total Investment	\$41	\$37	\$34	National Nuclear Security <b>Mission Area Supported:</b> Provide the Navy with safe, militarily the safety, performance, reliability, and service life of operating personnel effective nuclear propulsion plants, and ensure their continued safe and reliable operation.	NR's performance measures are based on a year of operations, hence none are complete for FY 2001. However, we expect to reach our goals by the end of the fiscal year. FY 2001 NS5-1 :Ensure the safety, performance, reliability, and service life of operating reactors. NS5-2: Develop new technologies, methods and materials to support reactor plant design, including the next generation reactor, which will be 93 percent complete by the end of FY 2001, and initiate detailed design efforts on a reactor plant for the next generation aircraft carrier.

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
					<p>NS5-3: Maintain outstanding environmental performance ensure no personnel exceed Federal limits for radiation exposure and non-significant findings result from environmental inspections from State and Federal regulators</p> <p>FY 2002</p> <p>NS5-1 : Ensure the safety, performance, reliability, and service life of operating reactors.</p> <p>NS5-2: Develop new technologies, methods and materials to support reactor plant design, including the next generation reactor, which will be 96 percent complete by the end of FY 2002, and conduct detailed design efforts on a reactor plant for the next generation aircraft carrier.</p> <p>NS5-3: Maintain outstanding environmental performance ensure no no personnel exceed Federal limits for radiation exposure and non-significant findings result from environmental inspections from State and Federal regulators</p>
Development, Modernization & Enhancement					
Steady State					

**Business Management Information System—Financial Management**

Total Investment	\$4	\$8	\$10	Corporate Management	<p>In FY 2001, the BMIS Phoenix project began to implement its contract for integration services for design and installation of a modernized financial management system as part of an ERP solution.</p> <p>Major accomplishments to date:</p> <ul style="list-style-type: none"> <li>—Purchase and successful installation of project hardware, operating system, database and application software</li> <li>—Successful testing of remote access and LAN connectivity</li> </ul>
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**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
					<ul style="list-style-type: none"> <li>—Two “boot camp” training sessions for core team members to prepare for software configuration decisions</li> <li>—Establishment of a communications strategy, monthly newsletter, project website, and a pattern of briefings for key stakeholders</li> <li>—Initiation of a census of key legacy and planned applications that may require interface with the new system</li> <li>—Completion of the initial phase of the project methodology, the “Prepare” phase, and posted the work products on the website. This includes the risk management plan and the quality assurance plan.</li> </ul> <p>Planned milestones:</p> <ul style="list-style-type: none"> <li>—Complete a series of conference room pilots to test key design choices such as the accounting flex field</li> <li>—Complete the “Focus” phase which involves a gap analysis of the software and the work processes</li> <li>—Complete the initial design for the system (Design Phase) FY 2002</li> </ul> <p>Major focus:</p> <ul style="list-style-type: none"> <li>—Go live with the production system at the Capital Area Service Center and the Albuquerque Service Center with their respective related satellite</li> <li>—Complete necessary training of staff, testing, redesign of work processes, interface mapping and development of any necessary administrative procedures prior to the decision to go live</li> </ul>
Development, Modernization & Enhancement	\$4	\$8	\$10		
Steady State	\$0	\$0	\$0		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in Fy 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Department of Health and Human Services (HHS)</b>					
<b>Electronic Research Administration (eRA) (NIH)</b>					
Total Investment	\$14	\$34	\$35	The mission of NIH is to work towards uncovering new knowledge that will lead to better health for everyone. One way it does this is by supporting the research of non-Federal scientists in universities, medical schools, hospitals, and research institutions throughout the country and abroad. ERA directly supports that mission by providing the information systems and infrastructure to electronically administer, award and monitor grant applications and awards.	ERA is the comprehensive term used to describe the electronic systems that NIH uses to manage data on grant awards. The goal of eRA—comprised of both legacy and new grants processing systems, and the NIH COMMONS, the prototype system for the Federal Commons, serving as an electronic mall where the grantee community may conduct business electronically with NIH over the Internet—is the capability for end-to-end electronics grants administration.  In FY 2001 eRA has secured sufficient resources, management support and community engagement to ensure the long term success of the project. FY 2002 targets include increasing reporting capabilities, redesigning the NIH Commons, X-Train, and Committee Management Modules to provide increased capability and flexibility for both NIH staff and grantee institutions.
Development, Modernization & Enhancement	\$3	\$7	\$8		
Steady State	\$11	\$27	\$27		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>MEDLARS Database Updating and Information Retrieval (NIH/NLM)</b>					
Total Investment	\$53	\$58	\$67	Acquire, organize, preserve and disseminate the world's biomedical information for the benefit of the public health.	In 2001 MEDLARS provided biomedical information (biographic references typically including abstracts from over 4300 biomedical journals to health professionals and lay people throughout the nation, via the Internet, at no charge.  FY 2002 targets include continued improvements in NLM's retrieval interfaces; developing an NLM Gateway that provides simple integrated access to all of NLM's databases and Web-based information for the unsophisticated searcher; improving advanced search and subsetting capabilities; developing easy-to-use access and delivery mechanisms to promote public awareness of health information resources; adding improved and expanded drug information to the Hazardous Substances Data Bank; enhancing the TOXNET web interface; analyzing feedback and developing new metrics to evaluate NLM's computer-based services and their accessibility.
Development, Modernization & Enhancement	\$37	\$20	\$24		
Steady State	\$17	\$38	\$43		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Expanded Federal Parent Locator Service (eFPLS) (OCSE)</b>					
Total Investment	\$38	\$37	\$37	<p>A. Establish parentage for all children ;</p> <p>B. Ensure that all children in IV-D cases have financial and medical support orders; and</p> <p>C. Obtain financial and medical support from both parents for all children in IV-D cases.</p>	<p>The expanded FPLS assists States in locating parents, establishing support orders and enabling child support collections, as well as in establishing paternity and medical support orders. Using the expanded FPLS, OCSE was able to provide States information on over 3 million non-custodial parents and putative fathers. With 4,231 financial institutions participating in the Multistate Financial Institution Data Match (MSFIDM), its Inquiry File containing 4.5 million obligators has resulted in 1 million matched accounts, with a value of \$2.5 billion (from more than 690,000 delinquent obligators) being distributed each quarter to States. For FY 2002, OCSE projects that 96% of all children will have parentage established, and 64% of all children in IV-D cases will have financial and medical support orders.</p>
Development, Modernization & Enhancement	\$8	\$8	\$4		
Steady State	\$30	\$29	\$33		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Adverse Events Reporting (AERS) (FDA)</b>					
Total Investment	\$12	\$4	\$8	AERS supports the FDA performance goal to streamline the adverse events reporting system for drugs.	In FY 2001, the goal to provide the capability to process 100% of adverse events reports submitted from industry electronically was met. Spontaneous reporting (from health professionals) is considered to be the most robust method for identifying new and previously unknown safety issues. In FY 2002, AERS will be evaluated against its established performance metrics to determine its effectiveness. This will include reviewing the time-frame for receiving incoming reports, the cost of processing reports and the total volume of paper received
Development, Modernization & Enhancement	\$3	\$2	\$2		
Steady State	\$9	\$2	\$6		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Managed Care Encounter Data/Risk Adjustment (HCFA)</b>					
Total Investment	\$18	\$14	\$13	Foster excellence in the design and administration of HCFA's programs. (APP Goal FAC4-01: Develop New Medicare Payment Systems in Fee-for-Service and Medicare+ Choice)	The program benefit of this project is the implementation of a payment system that more accurately reimburses managed care organizations for their enrollees, paying MCOs less for healthy beneficiaries and more for sicker beneficiaries, and producing program savings, while encouraging plans to enroll and treat sicker beneficiaries. Implementation of the encounter data processing is taking place in three phases: (1) implementation of processing of inpatient, physician, and outpatient data; (2) development and testing of comprehensive risk adjuster model; (3) implementation of comprehensive model for payments beginning January 1, 2004. Phase 1 was completed in FY 2001. The goal for FY 2002 is completion of Phase 2.
Development, Modernization & Enhancement	\$18	\$14	\$13		
Steady State	\$0	\$0	\$0		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Medicare Managed Care Systems Redesign (HCFA)</b>					
Total Investment	\$15	\$15	\$18	Foster excellence in the design and administration of HCFA's programs. <i>and</i> Promote beneficiary and public understanding of HCFA and its programs (APP Goal MB4-01: Improve Medicare's administration of the beneficiary appeal process.)	Redesign is needed in the currently outdated legacy systems for beneficiary enrollment, beneficiary payment calculation, and MCO payment to ensure continued viability of the systems and responsiveness to new program demands. The appeal process is a critical safeguard available to Medicare beneficiaries enrolled in MCOs, allowing beneficiaries to challenge denials of service/care. MMCS Redesign will provide a system for collection of plan-level appeal data for MCO oversight and quality of care monitoring by HCFA.  This project is being completed in two stages. Completion of Stage 1 will result in redesigned beneficiary payment and enrollment functions. Completion of Stage 2 produces a redesigned Managed Care Organization payment function. Analysis and design phase of Stage 1 will be completed in FY 2001. System development will continue in FY 2002, and is planned for implementation in FY 2003. Project completion is expected in FY 2003.
Development, Modernization & Enhancement	\$15	\$15	\$18		
Steady State	\$0	\$0	\$0		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Payment Management System</b>					
Total Investment	\$5	\$5	\$5	Grants payment and cash management support.	<p>In 2001 PMS provided a centralized electronic payment and cash management service to all organizations receiving Federal grants and contracts.</p> <ul style="list-style-type: none"> <li>• We met the goal of 15,000 for number of recipient organizations reporting electronically.</li> <li>• We met the goal of completing audit resolutions within six months of receipt.</li> </ul> <p>2002 targets include: PMS will increase the non-HHS customer base serviced.</p> <ul style="list-style-type: none"> <li>• Increase the number of recipient organizations reporting electronically.</li> <li>• Increase the level of customer satisfaction with PMS.</li> </ul>
Development, Modernization & Enhancement	\$3	\$0	\$0		
Steady State	\$2	\$5	\$5		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>National Practitioner Data Bank (NPDB) (HRSA)</b>					
Total Investment	\$14	\$17	\$17	Assure Quality of Care	The NPDB collects and releases certain information related to the professional competence and professional conduct of physicians, dentists, and other health care practitioners. The database improves the health care practitioner credentialing process by making information available to eligible entities on (1) medical malpractice payments made on behalf of physicians, dentists, and other licensed health care practitioners, and (2) adverse actions taken against physicians and dentists by State licensing authorities, hospitals and other health care entities, and professional societies. The NPDB also encourages professional peer review and restricts the ability of incompetent health care practitioners to move from State to State without discovery of previous substandard performance or unprofessional conduct. The use of the NPDB is estimated to increase in FY 2001 and level off in FY 2002. An estimated 4.3 million queries to the NPDB are projected in FY 2001 and FY 2002. The NPDB is fully financed by user fees.
Development, Modernization & Enhancement	\$0	\$0	\$0		
Steady State	\$14	\$17	\$17		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Healthcare Integrity and Protection Data Bank (HIPDB) (HRSA)</b>					
Total Investment	\$4	\$4	\$8	Assure Quality of Care	The HIPDB collects data on all final adverse actions (such as revocations, suspensions, exclusions, criminal convictions and civil judgments) against health care providers, suppliers, and practitioners. Health plans and federal and state programs and officials (including licensing agencies, certification agencies, criminal prosecutors, government attorneys participating in civil cases, and agencies taking program exclusion actions) are required to report to the HIPDB. Federal and State agencies and health plans are permitted to query the HIPDB. The HIPDB is operated in conjunction with the NPDB, and is fully financed by user fees. The HIPDB, which opened for querying on March 6, 2000, is projected to receive an estimated 1.8 million queries in FY 2001 and 2.0 million queries in FY 2002.
Development, Modernization & Enhancement	\$1	\$0	\$0		
Steady State	\$3	\$4	\$8		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>RPMS (IHS)</b>					
Total Investment	\$27	\$29	\$32	Provide Health Services and Perform Core Functions and Advocacy	<p>FY2001 Achieved: Enhanced 3rd Party Billing package to allow electronic billing of the HCFA-1500-E and UB-92; provided support for reprinting electronic claims; provided support for multiple billing locations and billing for sites not designated as satellite clinics.</p> <p>Enhanced the Accounts Receivable package to include importing of Explanation of Benefits files from Medicare; automated review, posting, and adjustment of Medicare claims; flat rate posting, and additional reports.</p> <p>FY2002 Planned:</p> <p>In addition to upgrading software required to improve the RPMS infrastructure, specific emphasis will be placed upon data quality, billing and accounts receivable packages, as well as clinical support components. Upgrading data set exports will include the Patient Statistical Record, ORYX and GPRA measures. These upgrades will provide the ability to extract clinical and financial data to determine best practices in a more secure environment.</p>
Development, Modernization & Enhancement	\$11	\$12	\$13		
Steady State	\$16	\$17	\$19		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>National Electronic Disease Surveillance System (NEDSS) (CDC)</b>					
Total Investment with Extramural	\$19	\$27	\$28	This initiative supports the agency's mission of promoting health and quality of life by preventing and controlling disease.	<p>Goal 1: Pilot projects will develop and test electronic linkages between public health agencies and the health care sector.</p> <p>FY01: CDC funded 14 states to develop elements of a capacity to link with managed care, hospitals, or other health care providers.</p> <p>FY02: CDC plans to fund 10 more states in such element development.</p> <p>Goal 2: National data standards for surveillance and reporting will be developed including data definitions and a common user interface and system architecture; and a secure pipeline for surveillance reporting.</p> <p>FY01: The Base System for NEDSS in 2 states will pilot common data standards.</p> <p>FY02: Common data standards will be expanded to 10 additional states.</p> <p>Goal 3: Increase CDC-developed surveillance systems incorporating enhanced security measures for most surveillance reporting.</p> <p>FY01: 80% of states are transmitting secure surveillance data to CDC.</p> <p>FY02: 100% of states to transmit securely.</p> <p>Goal 4: Increase the percentage of CDC's web-based surveillance systems which have implemented enhanced security measures for Internet transmission of case-level data.</p> <p>FY01: 80% of surveillance systems have implemented the transmission of case-level surveillance data using the Secure Data Network (SDN).</p>
Total Intramural Investment	\$5	\$7	\$7		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
					FY02: 100% of surveillance systems will implement the transmission of case-level surveillance data using the Secure Data Network (SDN).
Development, Modernization & Enhancement (Intramural)	\$4	\$5	\$5		
Steady State (Intramural)	\$1	\$2	\$2		

**Department of Housing and Urban Development (HUD)****Departmental Grants Management System (DGMS)**

Total Investment	\$6	\$5	\$9	Agency Strategic Goal 5: Ensure public trust in HUD.	DGMS development will address 90% of Module 1 Priority 1 grantee and HUD functionality for 15 percent of HUD's grant programs (16 out of 101 grant programs).  A minimum of three Public Interests Groups will receive quarterly updates of the status on the development effort.
Development, Modernization & Enhancement	\$6	\$5	\$4		
Steady State	\$0	\$0	\$5		

**Tenant Assessment Subsystems**

Total Investment	\$2	\$2	\$2	Agency Strategic Goals 1 and 5: 1) Increase the availability of decent, safe, and affordable housing in american communities and 5) ensure public trust.	Increase the availability of rental assistance by identifying over-subsidized and ineligible households and facilitating housing agency/owner/agent actions to terminate rental assistances to ineligible households.  Increase timeliness of SS and SSI reports delivery to local administrators of rental assistance programs. Reports delivered for tenants scheduled to recertify delivered within 3 months of the first day of the scheduled recertification month.
Development, Modernization & Enhancement	\$2	\$1	\$1		
Steady State	\$0	\$2	\$1		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in Fy 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Empowerment Information System (EIS)</b>					
Total Investment	\$8	\$8	\$9	Agency Strategic Goal 5: Ensure Public Trust	For FY2001, there are 66 sub-objectives under 5 broader strategic goals. The EIS will provide data in support of at least 10% (20 of 66) of these strategic sub-objectives this year.  Develop a data-warehouse strategy and plan that meets 100% compliance with the guidelines of the revised OMB Circular A-16.
Development, Modernization & Enhancement	\$8	\$7	\$7		
Steady State	\$0	\$1	\$2		

**Department of the Interior****Trust Fund Accounting System (TFAS)**

Total Investment	\$15	\$15	\$15	Ensure Proper and efficient discharge of the Secretary's Trust Fund responsibility to Indian Tribes and individual Indians.	Goals for improving trust fund management are described in a comprehensive High Level Implementation Plan (March 2000) for Indian Trust Management Improvement.  The Office of the Special Trustee for American Indians completed conversion of over 263,000 tribal and Individual Indian Monies accounts to TFAS in March 2000. TFAS provides quarterly statements to account holders.
Development, Modernization & Enhancement	\$15	\$0	\$0		
Steady State	\$0	\$15	\$15		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Minerals Revenue Management (MRM) System Re-engineering</b>					
Total Investment	\$15	\$17	\$9	Provide timely, accurate, and cost-effective mineral royalty collection and disbursement services.	Reengineered systems are being implemented during FY2001. During FY2002, MRM will continue to make progress toward its goals to: Increase the proportion of revenues available to recipients within 24 hours Increase the timeliness and accuracy of revenue payment and reports Accelerate revenue compliance review processes Improve cost effectiveness
Development, Modernization & Enhancement	\$15	\$15	\$0		
Steady State	\$0	\$2	\$9		
<b>Trust Asset and Accounting Management System (TAAMS)</b>					
Total Investment	\$15	<sup>6</sup> \$19	<sup>6</sup> \$20	Ensure proper and efficient discharge of Secretary's Trust Asset responsibility to Indian Tribes and individual Indians.	Goals for improving trust fund management are described in a comprehensive High Level Implementation Plan (March 2000) for Indian Trust Management Improvement. TAAMS consists of four component modules for managing Indian land titles and records, realty leases, real estate appraisals, and probates. The land title and records module is operational in four BIA regions, with deployment planned to other regions during 2001 and 2002. The lease module is expected to begin deployment in 2001. The appraisal and probate modules are under development.
Development, Modernization & Enhancement	\$15	\$14	\$12		
Steady State	\$0	\$0	\$2		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Department of Justice (DOJ)</b>					
<b>Integrated Automated Fingerprint Identification System (IAFIS)</b>					
Total Investment	\$42	\$49	\$39	Prevent and Reduce Crime and Violence by Assisting State, Tribal, Local and Community-Based Programs.	<p>Performance Goals achieved in FY 2001: the average turnaround time for Electronic Criminal Answer Required 10-print requests for November 2000 was 2.59 hours and the average turnaround time for Electronic Civil 10-Print Requests for November 2000 was 4.35 hours.</p> <p>Performance Goals FY 2002: an average turnaround time of two hours on all electronic criminal fingerprint submissions, with 99% of all responses being completed within 3 hours. In addition, an average turnaround time of 24 hours on all electronic civil fingerprint submissions with 99% of all responses being completed within 48 hours.</p> <p>Performance Benefits for FY 2002: IAFIS is the FBI's technologically advanced, automated fingerprint identification system. IAFIS provides enhanced system capabilities and reliability, a rapid response time, electronic submission and transfer of fingerprint and criminal history information, remote searches of FBI criminal and fingerprint database information, and enhanced latent fingerprint search capabilities. These valuable investigative tools support law enforcement in taking criminals off the street and preventing unqualified persons from securing employment sensitive positions.</p>
Development, Modernization & Enhancement	\$0	\$11	\$0		
Steady State	\$42	\$38	\$39		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>National Crime Information Center (NCIC 2000)</b>					
Total Investment	\$14	\$12	\$9	Prevent and Reduce Crime and Violence by Assisting State, Tribal, Local and Community-Based Programs.	Performance Goals achieved in FY 2001: 99.72% actual system availability as compared to performance goal of 99.5%. Performance Goals FY 2002: 99.5% system availability. Performance Benefits for FY 2002: NCIC enables the law enforcement community to collect, store, and retrieve data related to wanted persons, deported felons, violent felony offenders, missing persons, unidentified persons, stolen vehicles, boats and parts, stolen articles, stolen guns, stolen securities, violent gang and terrorist organization groups. NCIC responds to queries within two seconds.
Development, Modernization & Enhancement	\$0	\$3	\$0		
Steady State	\$14	\$9	\$9		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Integrated Surveillance Systems Program (ISIS)</b>					
Total Investment	\$18	\$35	\$35	Fairly and Effectively Administer the Immigration and Naturalization Laws of the United States	The use of this camera technology provides day and night observation of the border. ISIS permits the Border Patrol to count illegal crossers and determine the number of apprehensions, turn-backs, and get-aways at each site while greatly increasing officer safety as agents respond to illegal incursions. During FY 2000, 59 systems were deployed to the Southwest Border, with 70 systems planned for deployment during FY 2001. In addition to its effectiveness in observation and apprehension, ISIS is responsible for reducing the man hours previously required for officers to respond to false sensor activations. ISIS is also proving to be a deterrent to illegal crossing in and around areas of deployment. As system performance and data tracking methodology, along with personnel resources to monitor and update data, are enhanced, performance measures will be formalized and reporting requirements established.
Development, Modernization & Enhancement	\$10	\$26	\$22		
Steady State	\$8	\$9	\$13		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Firebird</b>					
Total Investment	\$55	\$88	\$118	Mission Area II: Keep America Safe by Enforcing Federal Criminal Laws.	<p>DEA is currently in the process of defining program performance measures related to the Firebird infrastructure which will be set in place during the FY 2003 budget cycle. To date, DEA emphasis has been the worldwide deployment and sustainment of Firebird.</p> <p>While there have been measurable improvements in terms of communication and collaboration related to investigative and case information across the DEA with the implementation of the Firebird network, the most significant, program-related improvements will be realized with the application environment that a fully deployed Firebird will make possible. For example, in FY2001 Firebird provides the platform for DEA's automated booking system, the Firebird Booking Service (FBS) which reduces the average processing time for fingerprint processing from two weeks to under two hours. As a result, an agent now has critical identification and criminal history information about the arrestee while the individual is still in custody.</p>

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
					<p>The completion of the deployment of Firebird and the implementation of improved case management techniques on Firebird are FY 2002 performance goals that will result in the availability of investigative information across DEA in a matter of days rather than weeks. Current accurate information available in a timely manner is a valued commodity. DEA's goal with investigative information is to make this perishable information readily available to agents across jurisdictional lines while the information is still relevant, making better cases and identifying more complete drug organizations. The Department's ultimate goal, when Firebird is completely deployed, is to add applications that will enable case information to be immediately available to agents who may be working cases against the same suspects.</p>
Development, Modernization & Enhancement	\$27	\$38	\$68		
Steady State	\$28	\$50	\$50		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Department of Labor (DOL)</b>					
<b>Enterprise Architecture</b>					
Total Investment	7 \$0	7 \$18	7 \$51	A Prepared Workforce; A Secure Workforce; Quality Workplaces	The Department's IT Strategic Plan includes the establishment of an Enterprise Architecture that allows for information to be shared internally and externally. During the development of the target architecture, it became apparent that the Department could immediately benefit by having one standard desktop environment to support office automation needs. Expected tangible benefits include reduced business and IT costs, improved employee productivity, the ability to achieve economies of scale through resource sharing, and improved service to the American public. This initiative enables the Department's employees to work collaboratively together in a "one Department" environment, sharing program information seamlessly across organizational boundaries.
Development, Modernization & Enhancement	\$0	\$18	\$25		
Steady State	\$0	\$0	\$16		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Office Automation</b>					
Total Investment	7 \$0	7 \$9	7 \$11	A Prepared Workforce; A Secure Workforce; Quality Workplaces	<p>The Department's IT Strategic Plan includes the establishment of an IT Architecture that allows for information to be shared internally and externally. This initiative will ensure a secure, reliable, and flexible infrastructure and processing environment for the department.</p> <p>This crosscutting initiative will benefit every agency through improved information sharing, interoperability, better leveraging of scarce resources, and the ability to meet new requirements such as web services, teleconferencing, electronic record keeping, distance learning, and security. Progress made on reaching the target architecture will also provide the infrastructure needed to further the use of common administrative systems and IT tools. When agencies' IT systems operate more efficiently, the Department can better serve its constituents including the job seekers, wage earners, and retirees of the United States, as well as their employers.</p>
Development, Modernization & Enhancement	\$0	\$9	\$4		
Steady State	\$0	\$0	\$7		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>(Common Administrative Systems) People Power 2000</b>					
Total Investment	\$8	\$10	\$16		This initiative will modernize the Department's Human Resources (HR) and payroll reprocessing system through implementation of a Commercial-Off-The-Shelf (COTS) solution. The initiative improves and implements new technology in support of process re-engineering that establishes an environmental foundation for implementation of e-commerce processing functionality. The system reduces the administrative burden of paper-initiated actions, streamlines processing of HR and Payroll actions, and improves accuracy, record keeping and workflow throughout the entire Department.
Development, Modernization & Enhancement	\$5	\$7	\$11		
Steady State	\$3	\$3	\$5		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Modernization of Departmental Core Accounting System</b>					
Total Investment	\$5	\$6	\$7	A Secure Workforce; Quality Workplaces	The Department of Labor's core accounting system (DOLAR\$) is the system of record for transactions involving the Department's financial resources. The integrity of this central system and its ability to produce timely and accurate data are essential to the stewardship of those resources. Despite its usefulness for over a decade, DOLAR\$ is approaching the end of its life cycle. In addition, integrated financial management systems must increasingly support program managers, financial managers, and budget analysts simultaneously. Transition to a new core accounting system will ensure that the Department remains compliant with legislatively prescribed standards that require compliance with the Joint Financial Management Program's functional requirements for core accounting systems and that cost data can be captured in accordance with the Federal Accounting Standards Advisory Board's Standard #4.
Development, Modernization & Enhancement	\$3	\$4	\$5		
Steady State	\$2	\$2	\$2		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in Fy 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Employee Retirement Income Security Act Filing Acceptance System (EFAST)</b>					
Total Investment	\$14	\$9	\$9	A Secure Workforce	The EFAST program will have completed its transition to "Steady State" operations in FY2001. FY2002 will be its first full fiscal year of "Steady State" operations. EFAST has met both its Cost and Schedule baseline goals for its development and scale-up phases (FY1998 FY 2001). Quantified specifics on these two performance goals are reflected in the program's FY2002 Exhibit 300B, submitted January 2001. This will be the last year that this project will be reported in Table 22-1.
Development, Modernization & Enhancement	\$4	\$0	\$0		
Steady State	\$10	\$9	\$9		
<b>Department of State</b>					
<b>A Logical Modernization Approach</b>					
Total Investment	\$10	\$12	\$30	Diplomatic Readiness: Infrastructure and Operations	FY2001: Refresh unclassified infrastructure at 25% of posts and FY2002: Refresh unclassified infrastructure at 25% of posts, and deploy hardware and software needed for overseas internet access via unclassified network at all posts
Development, Modernization & Enhancement	\$2	\$2	\$20		
Steady State	\$8	\$10	\$10		
<b>Classified Connectivity Program</b>					
Total Investment	\$5	\$8	\$97	Diplomatic Readiness: Infrastructure and Operations	FY2001: Deploy modernized classified IT infrastructure to 37 overseas posts, and FY2002: Deploy modernized classified IT infrastructure and office automation to 95 posts.
Development, Modernization & Enhancement	\$5	\$8	\$97		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
Steady State	\$0	\$0	\$0		
<b>E-mail Operations</b>					
Total Investment	\$8	\$8	\$10	Diplomatic Readiness: Infrastructure and Operations	FY2001: Ongoing worldwide E-mail operations, Deploy enhanced operational support and e-mail network protection. FY2002: Ongoing Worldwide E-mail operations and improved e-mail virus detection and firewalls.
Development, Modernization & Enhancement	\$2	\$2	\$4		
Steady State	\$6	\$6	\$6		
<b>Enterprise Network Management</b>					
Total Investment	\$9	\$10	\$15	Diplomatic Readiness: Infrastructure and Operations	FY2001: 7x24 Three Tier Network Management for unclassified IP networks, further consolidation of IP network management, upgrade systems management tools worldwide. FY2002: 7x24 network management for all departments IP infrastructure networks, and increased redundancy and capacity to support PDD-63 and Department initiatives such as internet access.
Development, Modernization & Enhancement	\$3	\$3	\$8		
Steady State	\$7	\$7	\$7		
<b>Enterprise Software—Licensing and Maintenance</b>					
Total Investment	\$5	\$4	\$5	Diplomatic Readiness: Infrastructure and Operations	FY2001: Implement Oracle and Server backup licenses. Combine IOS maintenance and service contracts. FY2002: Enterprise Oracle licenses continued.
Development, Modernization & Enhancement	\$3	\$2	\$3		
Steady State	\$2	\$2	\$2		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in Fy 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Foreign Affairs System Integration IT Pilot</b>					
Total Investment	\$1	\$17	\$0	Diplomatic Readiness: Infrastructure and Operations	FY2001: Implement FASI Collaboration Zone prototype. Begin Deployment of Foreign Affairs Common IT Platform to pilot sites Mexico and India and FY2002: fully deploy FASIP pilot and analyze pilot results
Development, Modernization & Enhancement	\$1	\$17	\$0		
Steady State	\$0	\$0	\$0		
<b>Technology Infrastructure</b>					
Total Investment	\$201	\$230	\$332	Diplomatic Readiness: Infrastructure and Operations	FY2001: Ongoing infrastructure refresh, Help Desk, Security Services FY2002: Ongoing infrastructure maintenance <ul style="list-style-type: none"> <li>Worldwide Internet Access via unclassified network fully deployed</li> <li>Enterprise-wide unclassified infrastructure certified and accredited</li> <li>Deploy HW/SW needed for domestic Internet access via unclassified network</li> </ul>
Development, Modernization & Enhancement	\$60	\$92	\$192		
Steady State	\$141	\$138	\$140		
<b>ILMS Integrated Logistics Management System</b>					
Total Investment	\$2	\$10	\$13	Diplomatic Readiness: Information	FY2001: ILMS components developed and tested FY2002 Implementation of ILMS in A/LM and key bureaus
Development, Modernization & Enhancement	\$2	\$10	\$11		
Steady State	\$0	\$0	\$2		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in Fy 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Applications and Software Development</b>					
Total Investment	\$7	\$14	\$14	Diplomatic Readiness: Information	FY2001 Streamline and integrate administrative applications FY2002 Streamline and integrate administrative applications Access to medical records electronically
Development, Modernization & Enhancement	\$5	\$11	\$11		
Steady State	\$2	\$3	\$3		
<b>IMPACT Section 508 Initiative</b>					
Total Investment	\$1	\$1	\$1	Diplomatic Readiness: Human Resources	FY2001: Identification of Section 508 bureau requirements and guidance for bureaus and FY2002: Ongoing bureau compliance
Development, Modernization & Enhancement	\$1	\$1	\$1		
Steady State	\$0	\$0	\$0		
<b>Training</b>					
Total Investment	\$2	\$2	\$2	Diplomatic Readiness: Human Resources	FY2001: Ongoing ALMA training and distance learning support and FY2002: Ongoing ALMA training and Open Net+ security training and CCP user and system administrative training
Development, Modernization & Enhancement					
Steady State	\$2	\$2	\$2		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>All Other IT Infrastructure and Office Automation</b>					
Total Investment	\$209	\$237	\$243	Diplomatic Readiness: Infrastructure and Operations	FY2001:Ongoing Desktop and LAN refresh and maintenance and FY2002: Ongoing Desktop and LAN refresh and maintenance
Development, Modernization & Enhancement					
Steady State	\$209	\$237	\$243		
<b>Department of Transportation (DOT)</b>					
<b>Standard Terminal Automation Replacement System (STARS)</b>					
Total Investment	\$195	\$179	\$171	Mobility	The performance goal to reduce delays to 171 delays per 100,000 activities for 2000 was not met because of external factors such as weather conditions being worse than normal. The FY 2002 goal is to reduce delays from 250 per 100,000 activities to 171 per 100,000 activities
Development, Modernization & Enhancement	\$195	\$179	\$171		
Steady State	\$0	\$0	\$0		
<b>Oceanic Automation System</b>					
Total Investment	\$63	\$89	\$164	Mobility	The performance goal for FY 2002 is to increase flight route flexibility by 3% in FY 2001 and 5% in FY 2002. Significant savings will result from shorter and more direct flight routes. Since the contract for oceanic automation has not been awarded, there are no performance results for FY 2000.
Development, Modernization & Enhancement	\$27	\$52	\$87		
Steady State	\$36	\$37	\$77		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Flight Phase I</b>					
Total Investment	\$180	\$170	\$121	Mobility	The performance goal for FY 2002 is to increase flight route flexibility by 3% in FY 2001 and 5% in FY 2002. Significant savings will result from shorter and more direct flight routes, and potential delay reductions at major airports. Since only portions of Free Flight Phase 1 (FFP1) are operational and the remaining components of FFP1 are planned to be operational by the end of FY 2002, performance cannot be fully measured until 2002.
Development, Modernization & Enhancement	\$180	\$170	\$121		
Steady State	\$0	\$0	\$0		
<b>Wide Area Augmentation System (WAAS)</b>					
Total Investment	\$84	\$119	\$196	Safety, Mobility	The FY 2000 goal of publishing 500 procedures for airport approaches relying on the GPS satellite navigation system, augmented by WAAS, was exceeded. The FY 2002 goal more specifically addresses all weather access by proposing to increase the number of runways that are accessible in poor weather conditions from 1,191 to 1,354.
Development, Modernization & Enhancement	\$83	\$78	\$75		
Steady State	\$1	\$41	\$121		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Department of the Treasury</b>					
<b>ACE Software Development</b>					
Total Investment	\$0	\$85	\$228	Enforcement	<p>Contract award for this project is planned during FY2001. We will work with the contractor and Customs staff to document and baseline multiple performance areas, such as:</p> <p>Automating time-consuming and labor-intensive truncations, reducing requirements for filing, providing national views of importer activity, achieving national perspective for enforcement violations, enabling faster cycle time at borders, allowing remote filing locations, reducing data entry by importers and the government, reducing filings for importers and brokers, Consolidating individual payments and credits into one periodic national payment (account-based processing), consolidating operations for the import trade, improving Customs operations management, improving Customs targeting and analytical capabilities, improving system reliability and enhance Customs ability to handle the continual growth in trade volume.</p>
Development, Modernization & Enhancement	\$0	\$85	\$228		
Steady State	\$0	\$0	\$0		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>ACS Life Support</b>					
Total Investment	\$67	\$123	\$123	Enforcement	2001 —Ability to provide the trade with better reliability faster response times and enhanced capabilities. —Ability to meet increased trade volume and expanding mission requirements. 2002 —Provide reliable database environment that will guard against unscheduled outages. —Ability to capture ACS programs in a single repository to help retain knowledge of complex system as programmers and analysts who built the system retire.
Development, Modernization & Enhancement	\$35	\$56	\$0		
Steady State	\$32	\$67	\$123		
<b>Integrated Treasury Network</b>					
Total Investment	\$0	\$30	\$25	Enforcement	For FY02: 40% of Treasury LMR assets converted to narrowband. Infrastructure conversion of 2 regions to narrowband. OTAR/DATA network installed in 2 regions.
Development, Modernization & Enhancement	\$0	\$30	\$25		
Steady State	\$0	\$0	\$0		
<b>International Trade Data System</b>					
Total Investment	\$6	\$5	\$5	Enforcement	2003—Reduction of Government and trade community processing time and costs 2004—Elimination of duplicate Government trade data systems and communications networks. 2004—Enhance fraud detection capabilities. 2004—Increased border processing throughput.
Development, Modernization & Enhancement	\$6	\$5	\$5		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
Steady State	\$0	\$0	\$0		
<b>HR Connect</b>					
Total Investment	\$21	\$26	\$26	Treasury-wide Management Policies and Programs	FY2002 Planned Performance Goals and Benefits Increase number of employees served by HR Connect Increase percent of requirements satisfied by HR Connect Retire legacy systems and reduce cost of operations Improve level of HR customer satisfaction with accuracy, timeliness, and business value of HR Connect, Support new business offerings FY2001 Performance Goals Achieved 12% of total Treasury FTE supported 6 core HR areas redesigned/supported (Personnel Action Requests, Payroll Interface, Recruitment, Performance/Position Management, Training Administration)
Development, Modernization & Enhancement	\$16	\$21	\$19		
Steady State	\$5	\$5	\$7		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Treasury IRS Business Systems Modernization</b>					
Total Investment	\$0	<sup>8</sup> \$377	\$397	<ol style="list-style-type: none"> <li>1. Service to each taxpayer—The first strategic goal is to improve service to the individual taxpayer. Taxpayers should be able to obtain information and have appropriate adjustments made to their account accurately, quickly and conveniently.</li> <li>2. Service to all taxpayers—The second strategic goal requires the IRS to apply the law with integrity and fairness to all. This ensures that taxpayers who do not comply will not place a burden on those who do comply.</li> <li>3. Productivity through a quality work environment—The third strategic goal is to increase productivity by providing a quality work environment for IRS employees. The IRS must not only provide top quality service to taxpayers, but also efficiently, using the fewest possible resources.</li> </ol>	<p>IRS Business Systems Modernization is a portfolio containing multiple systems. These systems support a major transformation of the IRS' organization, business practices and enabling technologies.</p> <p>Documentation contained within the agency Enterprise Architecture, Blueprint 2001, and the Enterprise Life Cycle describes how each system within the Modernization portfolio will support and fulfill these three objectives.</p>
Development, Modernization & Enhancement	\$0	\$377	\$397		
Steady State	\$0	\$0	\$0		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>ACE/Enterprise Infrastructure</b>					
Total Investment	\$0	\$45	\$80	Enforcement	The performance measures will be determined after the Prime Contractor has been selected and onboard with the project.
Development, Modernization & Enhancement	\$0	\$45	\$80		
Steady State	\$0	\$0	\$0		
<b>Department of Veterans Affairs (VA)</b>					
<b>Veterans Benefits Administration Telephone Strategy</b>					
Total Investment	\$4	\$8	\$7	Benefits	Improved telephone access to VBA services and information
Development, Modernization & Enhancement	\$2	\$5	\$2		
Steady State	\$2	\$3	\$5		
<b>National Cemetery Administration BOSS</b>					
Total Investment	\$0	\$0	\$0	Burial	Automated all manual paper-intensive record keeping, and information and forms processing associated with interments. Provided nationwide burial location capability, linkage to Gravesite Reservation files, and a benefit crosscheck to facilitate a timely First Notice of Death (FNOD) to VBA and its benefits deliver systems. Supports the electronic transfer of information for VA's corporate master veteran record identification initiative.
Development, Modernization & Enhancement	\$0	\$0	\$0		
Steady State	\$0	\$0	\$0		
<b>Veterans Affairs Veterans Health Administration VistA</b>					
Total Investment	\$449	\$453	\$458	Medical	Supports the delivery of quality health care services to eligible veterans using information systems for major clinical management, fiscal and administrative functions.

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in Fy 2001 and Planned FY 2002 Program Performance Goals and Benefits
Development, Modernization & Enhancement	\$31	\$32	\$35		
Steady State	\$418	\$421	\$423		

**Environmental Protection Agency (EPA)****Comprehensive Environmental Response (CERCLIS)**

Total Investment	\$5	\$3	\$3	Expansion of Americans' Right to Know About Their Environment Under GPRA Goal 5— Better Waste Management, Restoration of Contaminated Waste Sites, and Emergency Response—Subobjective 5.1.2 Respond to Superfund Hazardous Waste Sites 5.1.3, Superfund Enforcement and Subobjective 5.1.4 Federal Facility Inter-agency Agreements, CERCLIS is the IT tool used to collect and report on progress for those goals and objectives	Provides fundamental information to all Americans about toxic chemical uses in their communities. Publication of data provides bench marks for facility comparisons and provides a catalyst to industry to develop and adopt pollution-reducing best practices. Information is available to all constituencies on the Internet for instant searches as well as in print. During FY 2000 CERCLIS was updated to include new agency goals and updated reports. During FY2001 and 2002 CERCLIS will continue to be updated to enhance reporting for GPRA.
Development, Modernization & Enhancement	\$1	\$0	\$0		
Steady State	\$4	\$3	\$3		

**Envirofacts**

Total Investment	\$4	\$4	\$5	Goal 7—Quality Environmental Information	FY2001 EPA realized a 10% percentage increase in the number of page requests and 4,000 increase in the number of distinct hosts accessing the site. Approximately 16.6 billion bytes of data was transferred from the EF Warehouse data base per month indicated that Envirofacts successfully delivered environmental information to the public. FY2002
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**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
					The availability and accessibility of the Envirofacts Warehouse to the public will result in a 10% percentage increase in the number of page requests and a 5% increase in the number of distinct hosts accessing the site.
Development, Modernization & Enhancement	\$2	\$2	\$2		
Steady State	\$2	\$2	\$3		
<b>Toxic Chemical Release Inventory (TRIS)</b>					
Total Investment	\$7	\$6	\$6	Goal 7—Quality Environmental Information	FY2001 EPA accelerated the processing and analysis of the TRI data in order to achieve a goal of releasing the TRI data within the same year in which it is received.  FY2002 EPA will continue to accelerate the processing and analysis of TRI data in order to achieve a goal of releasing TRI data within the same year in which it was received.
Development, Modernization & Enhancement	\$0	\$0	\$0		
Steady State	\$6	\$6	\$6		
<b>Federal Emergency Management Agency (FEMA)</b>					
<b>Map Service Center (MSC)</b>					
Total Investment	\$6	\$5	\$3	National Flood Insurance Act of 1968; Map Service Center stores and distributes over 154450 map panels and flood data products  GPRA goal M.1.1 Public Hazards Information: Increase the availability and effectiveness of natural hazards information.	In FY 2001, produce 3,000 updated NFIP flood-hazard map panels in digital format. Process requests for map changes. Convert 14,900 maps from manual to digital format.

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
					FY 2002, Transition to an integrated 'digital warehouse.' Improve map distribution turn-around, improve accountability, reduce distribution costs, and coordinate new map development for internet delivery
Development, Modernization & Enhancement	\$4	\$3	\$1		
Steady State	\$2	\$2	\$2		

**National Emergency Management Information System (NEMIS)**

Total Investment	\$11	\$7	\$8	FEMA Strategic Goal 2: Reduce human suffering and enhance the recovery of communities after disaster strikes.	<p>In FY 2001</p> <ul style="list-style-type: none"> <li>Speeds delivery of disaster assistance grants through direct interface with FEMA's financial system.</li> <li>Improves the quality and consistency of grant payments by automating program business rules.</li> <li>Improves internal management controls.</li> <li>Utilizes extensive access and security controls.</li> <li>Uses optical imagery to transfer documents to caseworkers anywhere in the enterprise.</li> <li>Improves electronic data exchange with SBA and States.</li> <li>Permits direct access by States to key NEMIS functions.</li> <li>Is scalable to major and catastrophic disasters.</li> <li>Provides cross-disaster information and analysis to improve mitigation and to lessen recurrence of losses.</li> <li>Establishes an enterprise infrastructure to support FEMA's IT architecture, on which other enterprise applications can be built.</li> <li>Provides program information agency-wide.</li> </ul> <p>In FY 2002</p> <ul style="list-style-type: none"> <li>New modules delivered on schedule and within budget.</li> <li>Attain initial compliance with Disaster Mitigation Act of 2000.</li> </ul>
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**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
					Improve disaster processing by 5%.
Development, Modernization & Enhancement	\$5	\$3	\$5	GPRA goal RR.4.1.NEMIS Development: Direct remaining NEMIS Development and monitor operations and maintenance.	
Steady State	\$6	\$4	\$4	Also referenced in GPRA goals: M.5.1: Repetitive-Loss Strategy RR.1.1: Response Services E.211: Financial Management	

**Multi-Hazard Loss Estimation Methodology (HAZUS)**

Total Investment	\$3	\$4	\$4	GPRA Goal M.1.2. Assessment Tools: Increase the availability of loss-estimation and risk-assessment methods and tools.	In FY 2001, the HAZUS loss estimates and statistics, which are calculated at the county level, will be available via the Internet. Loss estimates were used by Seattle and the State of Washington to mitigate against earthquake damage and to estimate actual damage or loss. The hurricane and flood loss modules are over 50% completed.  In FY 2000, the goal is to develop a final flood loss estimation module and a preview hurricane, wind loss estimation module.
Development, Modernization & Enhancement	\$2	\$3	\$3		
Steady State	\$1	\$1	\$1		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Integrated Financial Management System (IFMS)</b>					
Total Investment	\$3	\$3	\$3	GPRA Goal E.1.1. Agency Financial Management: Achieve the FY 2001 objectives of the Financial Management Status Report and Five-Year Plan	In FY 2001, streamlined and integrated procurements and vendor payment processes, efficient intergovernmental transfers, maximum use of electronic media for processing disbursements and collecting financial data.  In FY 2002, promote the use of performance-based contracting and on-line procurements. Work with other agency organizations to reduce inappropriate payments.
Development, Modernization & Enhancement	\$1	\$1	\$1		
Steady State	\$2	\$2	\$2		
<b>Mobile Emergency Response System (MERS)</b>					
Total Investment	\$1	\$5	\$5	GPRA Goal RR.1.3. Improve response operations	In FY 2001, support emergency responders with services to operate in a distressed environment without using limited local resources. Upgrade HF radio system.  In FY 2002, Maintain standards and operations. Upgrade telecommunications systems.
Development, Modernization & Enhancement	\$0	\$4	\$4		
Steady State	\$1	\$1	\$1		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>National Warning System (NAWAS)</b>					
Total Investment	\$2	\$2	\$2	GPRA Goal RR.3.1. Operated Emergency Communications Systems: Operate emergency communications systems to deliver emergency warning, messages, and critical information to reduce losses and lower response and recovery costs.	In FY 2001, Disseminate messages within 3 minutes. Issue weather warnings and alerts to all nodes within the affected area. System remains operational during shutdowns of commercial utilities. Coordinate responses to regional emergencies by State and local officials. Reduction in deaths, injuries, hospital stays, and property damage. In FY 2002, maintain NAWAS standards and operations.
Development, Modernization & Enhancement	\$0	\$0	\$0		
Steady State	\$2	\$2	\$2		
<b>USFA Simulation and Training Network (SIMLAB)</b>					
Total Investment	\$3	\$1	\$1	GPRA Goal P.3.4. Training and Education: Increase the knowledge, skill, and ability of the nation's fire service and allied professions through comprehensive training and education.	In FY 2001, deliver on- and remote-site simulation and training programs and exercises. Develop additional simulations. Produce and distribute CD-ROM training programs. In FY 2002, develop additional simulations. Expand distribution of courses via electronic networking.
Development, Modernization & Enhancement	\$3	\$1	\$1		
Steady State	\$0	\$0	\$0		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Write Your Own/Actuarial Information System (WYO/AIS)</b>					
Total Investment	\$5	\$5	\$5	GPRA Goal M.6.1. Business Process Improvements: Modernize National Flood Insurance Program to incorporate state-of-the-art business practices and technologies that assure that operating integrity, cost efficiency, and customer-service standards are met.	In FY 2001, complete studies to update business processes to ease exchange of data, shorten turn-around times, improve accuracy and reduce costs. In FY 2002, begin system modernization efforts, including web-enabled processing with insurers and partners to eliminate redundant reporting, improve accuracy, accelerate data receipts, lower O&M costs, and allow greater program flexibility.
Development, Modernization & Enhancement	\$0	\$0	\$0		
Steady State	\$5	\$5	\$5		
<b>Logistics Information Management System (LIMS)</b>					
Total Investment	\$1	\$1	\$1	GPRA Goal RR.2.1. Logistics: Provide timely and cost-effective resources in support of the hazards emergency management mission of the Agency.	In FY 2001, maintain a 97% on-time delivery of disaster assets. Ensure property management integrity, accountability, and recovery. In FY 2002, reduce by 10% the value of assets remaining at closed DFO's.
Development, Modernization & Enhancement	\$1	\$1	\$1		
Steady State	\$0	\$0	\$0		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in Fy 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>FEMA Switched Network (FSN)</b>					
Total Investment	\$14	\$14	\$14	GPRA Goal E.2.1. Efficient and Effective Services: Manage processes to reduce costs through the effective and efficient provision of services.	In FY 2001, maintain 50 T-1 circuits at better than 99% availability; managed local and long-distance telephone service, 1-800 telephone service, pagers, cellular phones, satellite service, Internet service, and TV broadcast service for disasters. Record intrusions through FEMA Internet firewall.  In FY 2002, FEMA will integrate data and voice networks reducing the need for T-1 circuits. FEMA will install wireless disaster field offices and laptop computers to reduce shipping fees, equipment warehousing, installation time, manpower, and power consumption, reducing IT service costs by 25%.
Development, Modernization & Enhancement	\$1	\$2	\$2		
Steady State	\$13	\$13	\$12		
<b>Disaster Communications</b>					
Total Investment	\$13	\$18	\$18	GPRA Goal E.2.1. Efficient and Effective Services: Manage processes to reduce costs through the effective and efficient provision of services.	In FY 2001, connect any disaster or other temporary FEMA facility to the FSN within 24 hours. Oversee the ordering and termination of circuits and services for best pricing plans.  In FY2002, maintain current level of services and response; packages services to reduce per unit costs by 2%.
Development, Modernization & Enhancement	\$0	\$0	\$0		
Steady State	\$13	\$18	\$18		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Desktop Services</b>					
Total Investment	\$9	\$10	\$10	GPRA Goal C.1.1. Customer Satisfaction Levels: Deliver accessible and standardized IT services that promote cost effective, reliable, and trouble-free information services.	In FY 2001, maintain trouble-free services at 98%. Operate data centers for enterprise IT systems. Resolve 80% of trouble tickets within the week. Intercept viruses coming via e-mail and file transfers. In FY 2002, Resolve 80% of trouble tickets on first call.
Development, Modernization & Enhancement	\$0	\$0	\$0		
Steady State	\$9	\$10	\$10		
<b>General Services Administration (GSA)</b>					
<b>Pegasys</b>					
Total Investment	\$23	\$24	\$25	1) Promote responsible asset management	Using surveys achieve 80% customer satisfaction. Increase to 90%. Reduce data entry. Completion of data entry at source location. Decrease by 50%.
Development Modernization & Enhancement	\$19	\$19	\$19		
Steady State	\$4	\$6	\$6		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Seat Management</b>					
Total Investment	\$17	\$23	\$24	1) Promote responsible asset management, 2) compete effectively for federal market, 3) Excel at customer service, 4) Meet Federal social and environmental objectives, and 5) Anticipate future workforce needs.	Ensure that the infrastructure is operational 95% of the time during business hours. Track network performance, establish a baseline of existing operational uptime, and conduct and evaluate customer surveys. Increase by another 1% over baseline during the fiscal year. Provide efficient and effective response to trouble calls. Establish a baseline for average time to respond, repair or replace. Review prioritized calls obtained. Increase by another 1% over baseline during fiscal year.
Development, Modernization & Enhancement					
Steady State	\$17	\$23	\$24		

**National Aeronautics and Space Administration (NASA)****Earth Observing System Data Information System (EOSDIS)**

Total Investment	\$279	\$252	\$241	Earth Science Enterprise Objective: Implement open, distributed, and responsive data system architectures.	For FY 2001 and FY 2001 EOSDIS has the following four goals: 1. EOSDIS is a comprehensive data and information system designed to support NASA's Earth Observing System (EOS). The EOSDIS will archive, manage, and distribute Earth science data from NASA missions and will provide spacecraft control and science data processing for the EOS missions. For EOS spacecraft and instruments, the EOSDIS will perform acquisition, capture and processing of telemetry data, processing of telemetry data into higher level science data products, archiving and distribution of standard science products, and mission operations for instrument and spacecraft control.
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**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
					2. EOSDIS will double the volume of data archived compared to FY 98. 3. EOSDIS will increase the number of distinct customers by 20% compared to FY 98 4. EOSDIS will increase products delivered from the DAACs by 10% compared to FY 98.  These performance metrics are being met in FY 2001 and will continue as target indicators in FY 2002
Development, Modernization & Enhancement	\$206	\$183	\$172		
Steady State	\$73	\$69	\$69		
<b>NASA Integrated Services Network (NISN)</b>					
Total Investment	\$87	\$105	\$104	Manage Strategically: Objective: Improve information technology capability and services	NISN operates and maintains all of NASA's wide area telecommunications networking requirements, except for research activities. NISN services include long distance telephone, facsimile, voice and video teleconferencing, data and video distribution, and Internet working. The NISN performance metrics have been baselined at customer satisfaction response of satisfactory and the FY 1998 transmission costs. These performance metrics are being met in FY 2001 and will continue as target indicators in FY 2002.
Development, Modernization & Enhancement	\$0	\$0	\$0		
Steady State	\$87	\$105	\$104		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>NASA ADP Consolidation Center (NACC)</b>					
Total Investment	\$20	\$18	\$19	Manage Strategically: Objective: Improve information technology capability and services	NACC is the central and integrated Agency wide computing resources for NASA, and as such it supports each NASA Center's administrative processing requirements as well the Agency's consolidated payroll and consolidated support for legacy administrative software systems. The NACC performance metrics have been baselined at customer satisfaction response of satisfactory and the FY 1998 processing resource unit costs. These performance metrics are being met in FY 2001 and will continue as target indicators in FY 2002
Development, Modernization & Enhancement	\$0	\$0	\$0		
Steady State	\$20	\$18	\$19		
<b>NASA Desktop LAN and Voice Communications Services (ODIN)</b>					
Total Investment	\$85	\$112	\$111	Manage Strategically: Objective: Improve information technology capability and services	ODIN is a long-term outsourcing arrangement with the commercial sector which transfers to it the responsibility and risk for providing and managing the vast majority of NASA's desktop, server, and intra-center communications assets and services. The ODIN performance metrics have been baselined at customer satisfaction response of satisfactory and the FY 1999 costs for a standard workstation. These performance metrics are being met in FY 2001 and will continue as target indicators in FY 2002
Development, Modernization & Enhancement	\$12	\$12	\$10		
Steady State	\$73	\$100	\$101		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
<b>Social Security Administration (SSA)</b>					
<b>Title II Redesign</b>					
Total Investment	\$24	\$25	\$25	World Class Service	<p>In FY 2001 the following legislation and processing improvements will be completed:</p> <ul style="list-style-type: none"> <li>-Interim process to implement 'Easy Back On' legislation;</li> <li>Title II initial claims and post-entitlement releases to support Internet initiatives;</li> <li>Improved processing of Workers Comp cases;</li> <li>Elimination of another Object Program, (MISCOR);</li> <li>Additional field office reinstatements; and,</li> <li>Web-based Title II processing information.</li> </ul> <p>In FY2002, Title II initial claims and post-entitlement releases to support Internet initiatives will be complete.</p>
Development, Modernization & Enhancement	\$17	\$18	\$17		
Steady State	\$7	\$7	\$8		
<b>Paperless Program Service Centers</b>					
Total Investment	\$14	\$8	\$7	World Class Service	<p>Implementation is underway and will be completed in all PSCs by 2001. Major functionality includes the archiving and retrieval of documents and site-to-site transfer of new work. When implementation is complete, 90 percent of the work will be processed electronically.</p> <p>FY 2002 will see full implementation in OCO. Functionality will include site-to-site transfer of all work, resulting in improved customer service by decreasing backlogs. Ninety percent of the work will be processed electronically.</p>
Development, Modernization & Enhancement	\$14	\$8	\$7		

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
Steady State	\$0	\$0	\$0		
<b>Electronic Wage Reporting System</b>					
Total Investment	\$9	\$9	\$9	Program Integrity	By FY 2001, we expect to begin receiving wage reports via the Internet. By FY 2002, small filers will be able to key W-2 data directly to SSA using the Internet.
Development, Modernization & Enhancement	\$9	\$9	\$9		
Steady State	\$0	\$0	\$0		
<b>Electronic Disability System (formerly Electronic Folder)</b>					
Total Investment	\$8	\$11	\$9	World Class Service	Folderless pilots are underway in New York, California, Wisconsin and Delaware state disability determination service (DDS) offices and will be completed in FY2001 and FY2002. The pilots include proof of concept for operational/management issues of subsequent phases of Electronic Folders. We will learn about secure electronic mail as we test an infrastructure necessary to support digital signature, encryption and transmission of medical evidence. Scanning and imaging of self-help claims will be piloted and evaluated. We will establish electronic folder standards for hardware and software interfaces with other DDS systems. We expect to implement software and infrastructure changes needed to use a messaging tool. In FY2002, we expect to fully implement the electronic medical record. However, implementation is strongly influenced by the Health Insurance Portability and Accountability Act (HIPPA). Once the regulations are promulgated, we will make the provisions consistent with our planning activities

**Table 22-1. IT Performance Table—Continued**

(Budget Authority and Other Financing, in Millions of Dollars)

**Part 2. Selected Major Information Technology Investments**

Agency: Program or Project <sup>1</sup>	2000 Actual	2001 Estimate	2002 Proposed	Mission Area of Agency Strategic Plan that is Supported by this Investment <sup>2</sup>	Performance Goals Achieved in FY 2001 and Planned FY 2002 Program Performance Goals and Benefits
Development, Modernization & Enhancement	\$8	\$11	\$9		
Steady State	\$0	\$0	\$0		

**United States Agency for International Development (USAID)****Financial Management Systems**

Total Investment	\$18	\$21	\$19	USAID Strategic Goal: Improve program effectiveness	Provide program managers with access to timely and accurate financial information for decision-making on USAID's sustainable development programs worldwide. Strengthen USAID's relationship with its customers and partners in the delivery of development assistance through enhanced analysis and planning of financial requirements, tracking of full cost of programs and timely delivery of financial resources. Strengthen management controls and accountability for financial resources throughout the Agency.
Development, Modernization & Enhancement	\$13	\$12	\$9		
Steady State	\$5	\$9	\$10		

<sup>1</sup>This table contains a selected subset of each agency's major IT investments.

<sup>2</sup>Mission areas should be consistent with the major functions and operations identified in the agency's strategic and annual performance plans.

<sup>3</sup>The projections beginning in FY 2002 for the Department of Defense Major IT Investments contained herein are subject to change as a result of the Defense Strategy Review currently underway.

<sup>4</sup>Total of Defense Enterprise Computing Centers (formerly Megacenters) are a Working Capital Fund Activity. Each Service and Component using this activity pay based on a rate calculated based on usage and special costs.

<sup>5</sup>Strategic interfaces include the legacy systems in the programs and to external customers as well as the interface with the integrated contractors. The major benefit of investment of the requested amount is schedule slippage are avoided and potential cost overruns do not spread the project out unnecessarily. DOE can then phase out the existing less efficient and less responsive legacy systems in a more timely fashion and minimize the period of parallel operations. The Department then begins to enjoy the stream of benefits from a modern, integrated financial management system sooner. If the FY 2002 funding were reduced below the required amount, then that difference would need to be added back to the FY 2003 funding request.

Funding at the requested level reduces implementation and interface efforts resulting in delays to Departmental unique solutions (i.e., integrated contractors, receivables/reimbursable work) and jeopardizes the ability of the project to meet the goal of implementing the CFS for FY 2003. Investment plans for the necessary database, utility and financial management software for successful.

<sup>6</sup>These numbers are budget authority numbers. They do not reflect total funding estimates for TAAMS, which are currently estimated at \$18.6 million in FY 2001 (\*\$13.5 million FY 2001 appropriations and \$5.1 carryover funding) and \$20 million for FY 2002 (\$14 million FY 2001 appropriation and \$6 million carryover funding).

<sup>7</sup>Represents funds from Departmental Management Crosscut only.

<sup>8</sup>FY2001 represents obligations from prior year balances in addition to \$72 million budget authority.

## 22. PROGRAM PERFORMANCE BENEFITS FROM MAJOR INFORMATION TECHNOLOGY INVESTMENTS

The federal government's investment in information technology (IT) is estimated to be \$50 billion for 2003. This investment makes the federal government the largest buyer of information technology (IT) in the world. Indeed, the federal government is likely one of the few organizations planning double-digit percentage IT spending increases in the next year. In addition to improving the government's overall performance within and across agencies in the federal government, the additional investment will support the three key priorities in the President's Budget: homeland security, the war on terrorism, and facilitating economic growth.

More specifically, to improve the results from federal IT spending, the President has made "Expanding Electronic Government" one of five management priorities. IT spending should focus on efforts that make the federal government citizen-centered and results-oriented, so that citizens can rapidly get service and decisions in minutes or hours instead of the current standard of weeks or months. Over the next two years, the Administration is deploying 24 high payoff E-Government initiatives that improve government productivity at multiple departments and agencies, while eliminating redundant systems and significantly improve government's quality of service for citizens and businesses. Overall, the President's E-government initiative will focus federal investments in technology to free-up billions of dollars of wasteful federal spending, reduce government's burden on citizens and businesses, and improve government operations.

A key principle of the Administration's approach is to simplify government processes and unify hundreds of redundant government computer systems across agencies that act as "islands of automation." Indeed, the complicated processes and redundant operations represent a legacy of operations that have held back necessary productivity gains. The United States can no longer afford to be the world's number one superpower yet run the risk of being second-rate as a federal government in providing services to its citizens. The Internet has placed government IT investments at a crossroads, and the President has chosen to invest in modernization that delivers results for the citizen rather than spend increasing amounts to maintain legacy systems without improving government's performance.

Achieving the President's vision requires effective IT management practices. The federal government is spending \$45 billion on IT in 2002, and this Budget estimates an increase to \$50 billion in 2003. But federal IT investments have not produced improvements in productivity and quality in service delivery that are commensurate with those of commercial firms. Expanding E-government is critical for the federal government to

achieve the tremendous improvements in efficiency and customer service that the Internet has spawned throughout society. As the detail in the table that follows (and related documents identified below) demonstrates, the 2003 Budget represents a stark contrast to past approaches for federal IT investment. Under the Administration's IT management reforms, federal agencies will no longer pursue the costly strategy of automating paper intensive procedures that have long outlived their worth. Instead, the 2003 Budget focuses on using information technology to:

- Simplify and integrate processes across redundant or duplicative programs, so as to make it easy for citizens to get service,
- Directly improve the management of programs, so as to achieve better program outcomes,
- Ensure sound security of government information systems,
- Eliminate redundant or non-productive IT investments, and
- Bring successful e-business practices to government administrative operations, such as effective procurement and human capital management strategies.

As will be outlined below, the 2003 IT investment decisions have been made on the basis of business cases that review the costs, benefits, and risks. In executing these business plans, federal agencies will use information technology to improve their effectiveness through improving performance in individual agencies, and more importantly improving the way agencies work together to serve citizens. Expanding E-Government and improving IT management will both result in improved program performance and are inextricably linked.

### Background

The Clinger-Cohen Act of 1996 (CCA) requires that, in conjunction with the President's budget submission, the Director submit a report to Congress on the results of federal IT spending. The Act requires that the report identify "net program performance benefits achieved as a result of major capital investments made by executive agencies in information systems and how the benefits relate to the accomplishments of the goals of the executive agencies." The Act requires that computer security be considered in IT investment decisions. In addition, the Clinger-Cohen Act and the Federal Acquisition Streamlining Act of 1994 contain IT management reform activities that must be documented in the President's budget submission to Congress:

- The Clinger-Cohen Act requires the Director to develop, as part of the budget process, a procedure for "analyzing, tracking, and evaluating the risks

and results of all major capital investments made by an executive agency for information systems.”

- The Federal Acquisition Streamlining Act, Title V, (FASA V) requires that agencies review for termination any major projects significantly exceeding cost, schedule, and performance goals, so that an agency’s average cost overruns, performance shortfalls, and schedule delays do not exceed 10%.

This Budget fulfills the statutory requirements through two components: Table 22–1 and the Agency IT Investments Portfolios (Exhibit 53 as required by OMB Circular A–11). Table 22–1 summarizes the results of IT management processes at major agencies. The table documents how agency actions are improving the program results from IT investments, fulfilling the requirements of the Clinger Cohen Act.

The Agency IT Investment Portfolios (available in the Exhibit 53 on the Internet at <http://www.whitehouse.gov/OMB>) provide details for the 2003 IT investments, including:

- Agency summaries of major projects and many significant projects,
- Current and anticipated funding,
- Strategic goals, and
- Performance goals and measures.

Related documents on IT security and E-government are discussed below, and will also be available at <http://www.whitehouse.gov/OMB>.

### Improving the Management of Government IT

Federal IT spending has risen from \$32.9 billion in 1999 to an estimated \$50 billion in 2003. However, government productivity has not noticeably improved. Achieving productivity growth requires executive focus on E-Government and IT management reform. Consequently, the Office of Management and Budget has implemented IT decisionmaking practices that review IT investments across agencies to resolve six issues that have previously limited productivity improvements:

1. **Automation of existing outdated processes, instead of fixing underlying management problems or simplifying agency procedures to take advantage of new e-business and E-Government capabilities.** This issue must be addressed for agencies to reduce burden and improve service to citizens, other government entities, and businesses that interact with the federal government. Rather than putting paper processes online, new federal IT systems reflect improvements in agency operations that are being tailored to better address to these customers’ needs.
2. **Duplicative IT investments.** Multiple departments and agencies buy the same IT items, resulting in redundant investments and operations that make it difficult and time consuming for citizens to interact with the federal government. The President’s management agenda requires agencies to work as a team across agency silos to create single points or websites where citizens and busi-

nesses can obtain service. Prior to the 2003 Budget, IT investment decisions often led to purchase of separate systems performing much the same functions (that is, stove-piped operations) at different agencies. With the 2003 Budget, operations and IT investments are being integrated into efficient, responsive operations, especially for citizen centered service delivery or information security investments.

3. **Few IT investments have significantly improved mission performance.** Although agencies have made progress in implementing capital planning and investment control, agency budget decisions and management practices rarely linked IT investments to program performance improvement. For example, agencies often evaluated IT investments by the percentage of time the computers work rather than the performance gain they deliver to the programs supported. Setting departmental priorities among competing project proposals has been exception, not the rule. For the 2003 Budget, IT investments are not being made without a valid business case.
4. **Few agencies have plans demonstrating and documenting the linkage between IT capabilities and the business needs of the agency.** Lack of such “enterprise architecture” plans can lead to IT investments that cannot work together, which further retards information flows across agencies and across the government. As a result, citizens and businesses supply the same information repeatedly because agencies cannot share information across systems. For the same reason, agencies make unnecessary investments in infrastructure because individual programs cannot ensure that their infrastructure requirements will be met collaboratively. Additionally, without such an architecture, agencies cannot easily analyze information security risks and determine investment needs. Virtually every agency is considering or investing in enterprise resource management (ERP) software to improve management of finances and human capital. Building on the lessons learned from similar private sector efforts, 2003 ERP investment decisions were made contingent on an enterprise architecture that documents how improved results will be obtained.
5. **Many major IT projects do not meet cost, schedule, and performance goals.** Under the Federal Acquisition Streamlining Act (FASA), agencies must report and track progress against cost, schedule and performance goals for IT and other capital projects, which is implemented through Administration budget guidance. There is wide variation in the performance of agencies against these benchmarks. The President’s management agenda requires that IT investment performance be tracked and reported quarterly, with agencies identifying any needed corrective actions and the Chief Information Officers (CIO) Council

developing tools and best practices in support of achieving the FASA requirements.

**6. Major gaps exist in agency and government-wide computer-related security.** Under the Government Information Security Reform Act, agencies submitted reports to OMB based on annual assessments by CIOs and Inspectors General. The assessments show gaps both within and across agencies, which suggest that federal agency missions may be put at risk by a broad range of security problems. OMB guidance directs agencies to identify, prioritize, and resolve these problems to eliminate such gaps. The 2003 Budget reflects IT investment decisions made to address security gaps, through which IT investments have incorporated security or were terminated for lack of security.

The Administration's actions taken to address these are described in the key areas discussed in Table 22-1. An agency's IT management and governance process must contain three "legs"—capital planning and investment control (CPIC), enterprise architecture (EA), and IT performance management. Agencies over the last few years have focused primarily on the CPIC process, without sufficient focus on enterprise architecture and IT performance management. Also, as discussed below, security is a critically important element in IT management that has now been incorporated in agency IT investment and management decisions.

*Development of Agency Capital Planning Processes.* To manage investments in IT and as required by Clinger-Cohen, most agencies have a capital planning and investment control process in place. Capital Planning and Investment Control (CPIC) is a collective decision-making process for ensuring that IT investments integrate strategic planning, budgeting, procurement, and the management of IT in support of agency missions and business needs. Agencies have made mixed progress over the last few years in terms of capital planning. As agencies continue to improve these processes, they are integrating planned cost, schedule, and performance information as elements of the processes, thereby ensuring the only projects selected for funding are those that identify and capture the benefits to the agency's programs and business lines. As reflected in Table 22-1, agencies continue to fall into several categories in terms of the effectiveness of their CPIC process.

*Development of Agency Enterprise Architectures.* Enterprise Architecture (EA) is a tool required under the Clinger-Cohen Act and OMB policy to ensure agency management is kept effective and modern. The EA establishes an Agency-wide roadmap to achieve an Agency's mission by improving its core business processes and effectively using information technology (IT). Simply stated, Enterprise Architectures are "blueprints" for systematically and completely defining an organization's current (baseline) or desired (target) environment. Enterprise Architectures are essential for evolving information systems and developing new systems that

optimize their value to the agency missions. EAs also allow an agency to continually identify redundant organizations, processes, and projects in order to unify and simplify their business lines, identify opportunities for cross-agency applications, and identify process and projects that could be better performed in the private sector. An EA also identifies an agency's capabilities in terms of delivering projects and investments, and the absence of an EA can be the sole reason for failure of a project. As expected, Table 22-1 shows that agencies have made mixed progress in terms of enterprise architecture.

*Development of IT Performance Measures.* The 2003 IT Budget information and the Administration's focus on E-Gov is leading to improvement on performance measurement for IT. As an example, 2002 budget reviews indicated less than 20 percent of the IT investments identified any performance goals and measures. The 2003 information detailed in the Agency IT Investment Portfolios (Exhibit 53) reveal a significant improvement in the performance metrics with a large number of the projects including performance information in three areas:

- Government Performance and Results Act and Agency performance goals;
- Contracts that are performance based with measures; and
- IT project goals in terms of increasing customer service, reducing process time, and reducing burden on the citizen by standardizing data and reusing it to address multiple business processes.

The Administration's increased emphasis on the business cases that are used to justify IT investments is also creating a mandate that agencies identify these performance measures in order to support the proposed or ongoing IT investment. Still, much work remains to ensure that when agencies request funding for investments, they can identify how much funding is needed, the agency's process goals and measures, the IT project and acquisition goals, and what the federal government will accrue in terms of benefit by investing in the project. The progress that agencies have made on identifying performance measures suggests that with continued significant, sustained attention by the Administration and at senior levels in the agencies, similar progress can be made on capital planning and enterprise architecture.

*IT Security.* The President has given a high priority to the security of government assets, including government information systems and the protection of our Nation's critical information assets from cyber threats and physical attacks to our cyber assets. To adequately protect the information and information systems that the federal government depends upon, agencies must identify and resolve current security weaknesses and risks as well as protect against future vulnerabilities and threats. Implementing sound security is a critically important enabler to the success of the E-government strategy outlined below, and is a key part of the agenda that this Budget outlines for Homeland Security.

OMB's review of 2001 agency security reports has identified six common government-wide security weaknesses. To appropriately address these weaknesses, federal agencies need to:

- Greatly increase the degree of *senior management attention*. Senior leaders must consistently establish and maintain control over the security of the operations and assets for which they are responsible.
- Establish *measures of performance* to ensure senior agency management can evaluate the performance of officials charged with securing agency operations and assets.
- Improve *security education and awareness*. Ensure that general users, IT professionals, and security professionals have the knowledge to do their jobs effectively.
- Fully integrate *security into capital planning and investment control*. Security must be built into and funded within each system and program through effective capital planning and investment control.
- Ensure *contractor services* are adequately secure as most federal IT projects are developed and ultimately operated through outsourcing.
- Improve their ability to *detect, report, and share information on vulnerabilities*.

To address these weaknesses and others, agencies are responsible for developing corrective action plans. These plans will assist agencies in identifying, assessing, prioritizing, allocating resources, and monitoring the progress of corrective efforts for their security weaknesses. They are important because they bring a discipline to the process, make tracking progress much easier for all involved, and are a valuable management and oversight tool.

For additional information on agency security programs, please see the 2001 OMB Summary Report on Government Information Security Reform, which will be available at [www.whitehouse.gov/omb/inforeg/infopoltech/FY01SecurityActReport](http://www.whitehouse.gov/omb/inforeg/infopoltech/FY01SecurityActReport).

### **Improving Performance and Citizen Service Across the Government: The E-Gov Strategy**

The President's Expanding E-Government initiative requires that agencies leverage technology to better serve citizens. While the government will not become a "dotcom," the U.S. government will mix its use of Internet and physical assets to become a "click and mortar" enterprise where organizations that serve citizens, businesses, internal federal government functions, and inter-governmental needs become more accessible, effective and efficient. In adopting a "click and mortar" model, the federal government will use the best practices of industry. The Administration's goal is that services and information will rarely be more than 3 clicks away.

Indeed, Electronic Government is one of the five key elements in the President's Management Agenda. Detailed elsewhere in the Budget, the President's vision for government reform under the Management Agenda

is guided by three principles, that the government should be:

- **Citizen-centered**, not bureaucracy-centered;
- **Results-oriented**; and
- **Market-based**, actively promoting rather than stifling innovation through competition.

E-Government is critical to implementing these principles across agencies. The Administration is committed to advancing the E-Government strategy by supporting broad-ranged projects that provide performance gains and citizen services across agency boundaries. With that objective, the Administration, through OMB, established a Task Force in August 2001 to develop a roadmap for the implementation of E-Government (E-Gov). The E-Gov Task Force's objectives were to:

- Recommend highest-payoff-cross-agency initiatives that can be rapidly developed;
- Identify key barriers to becoming a citizen-centered E-Government and actions needed to overcome these barriers; and
- Develop an IT architecture that provides for the integration of government services and information.

Pursuing a coherent electronic government vision can result in an order-of-magnitude improvement in the federal government's value to the citizen. E-government efforts are critical to our ability to effectively and efficiently run the government, including achievement of the following goals:

- Simplified delivery of services to citizens;
- Citizens, businesses, and other levels of governments find it efficient and easy to access information and do business with the federal government on-line;
- Agencies' business processes are simplified and unified through integration and elimination of multiple, redundant (systems) operating elements; and
- Government services are organized around customer groups.

In short, by using information technology strategically to simplify business processes and unify information flows across government lines of business, agencies will:

- Provide high-quality customer service, regardless of whether the citizen contacts the agency by phone, in person, or on the Web;
- Reduce the expense and difficulty of doing business with the government;
- cut government operating costs;
- Provide citizens with readily available access to government services;
- Increase access for seniors and persons with disabilities to electronic services; and
- Make government more transparent and accountable.

Our E-Government strategy focuses initiatives on four citizen-centered groups, each providing opportunities to transform delivery of services.

- **Individuals:** We are focused on building easy to find one-stop-shops for citizens-creating single points of easy entry to access high-quality government services. Citizens should be able to find what they need quickly and easily and access information in minutes or seconds, instead of days or hours.
- **Businesses:** The federal government must reduce the burden on businesses through the use of the Internet. This is not about building government web sites, but rather about being able to communicate with businesses in the language of E-business. The Administration cannot continue to make businesses report the same data to multiple agencies because government fails to reuse the data appropriately or fails to take advantage of commercial electronic transaction protocols. This can help streamline myriad reporting requirements as well as facilitate a more efficient means for business to do business with the government. Businesses will be able to avoid significant cost and effort while becoming more aware of compliance requirements.
- **Intergovernmental:** The federal government must make it easier for states and localities to meet reporting requirements, while enabling better performance measurement, especially for grants. Other governments will see significant administrative savings and will be able to improve program delivery because of more accurate data is available in a timely fashion. Moreover, improving the way that information is shared among levels of government will improve the nation's ability to provide for homeland security.
- **Internal Efficiency and Effectiveness:** The federal government must use modern technology to re-think internal processes to reduce costs for federal government agency administration by using industry best practices in areas such as supply-chain management, financial management, and knowledge management. Agencies will be able to improve effectiveness and efficiency, eliminating delays in processing and improving employee satisfaction and retention.

To better identify opportunities to simplify and unify work across agencies, it was instructive to identify a clear organization of the government's business architecture and develop a model. The outcome indicated that there were 30 major business lines in the Executive Branch of government. Each of these business lines is supported by multiple IT systems. The E-Gov Task Force then reviewed the information technology budgets of the agencies and found that on average among 30 major agencies, each line of business is being performed by 19 agencies and that each agency is involved in 17 business lines.

In many cases, agencies buy redundant IT systems to support redundant operations; this generally overburdens and confuses the citizen, business, or local government that must hire experts who convert simple data into complex government filings four or five times over. Silos of federal operations create an untenable situation for citizens seeking service on-line. Today's federal government business architecture is expensive to operate and not customer-centered.

The business architecture points to opportunities to unify operations and simplify processes within lines of business. Basic management principles tell us that government operating costs will go down and effectiveness will go up if we make it simpler for citizens to get service. E-Government provides the tool kit for accomplishing these objectives. E-Government offers the opportunity to streamline this hodgepodge of activities, so that different agencies can perform different lines of business for the federal government as a whole, allowing all agencies to focus on their core competencies and mission requirements.

Part of the solution to unify islands of automation is to better use authorities under the Budget process to promote cross-agency work that serves citizens. Although agencies have made significant strides in improving their business cases for IT projects in preparing this Budget, many project plans remain non-compliant with the Clinger Cohen Act, FASA V, and OMB policy (including security requirements). Agencies must continue to revise IT business cases to make them compliant, and thus demonstrate productivity improvements as a result of making or continuing the investment. If an agency fails to demonstrate an acceptable business case for an IT project, OMB will take appropriate action, consistent with law and policy, to ensure either that an acceptable business case is presented or that funds are re-allocated to other high priority activities.

The result of all this work is detailed in the report of the E-Gov Task Force, which will be available online at [www.whitehouse.gov/OMB](http://www.whitehouse.gov/OMB). The report describes the 24 cross-cutting E-Gov initiatives that will lead to significant improvements in the productivity of agencies working across traditional boundaries to serve citizens. The 24 initiatives, along with the agency "managing partners" who are leading the cross-agency work that underlies each initiative, are:

#### **Government to Citizen**

##### **Recreation One-Stop Proposed Agency Managing Partner: Interior**

This initiative will build upon "Recreation.Gov" and will provide a one-stop, searchable database of recreation areas nationwide, featuring on-line mapping and integrated transactions, including online campground reservations and the purchase of recreational passes, maps, and other products.

### **Eligibility Assistance Online** **Proposed Agency Managing Partner: Labor**

Through a common Internet access point citizens will gain an on-line tool for identifying federal government benefit programs for which they may be eligible. The site will provide direct access to an integrated array of services. This will enable individuals to easily learn about assistance programs that may help them and to start the process of gaining that assistance.

### **On-Line Access for Loans** **Proposed Agency Managing Partner: Education**

The On-line Access for Loans initiative will allow citizens and businesses to find the loan programs that meet their needs and access information for applying for loans. Citizens will have direct and faster access to the loan process in agencies.

### **USA Service** **Proposed Agency Managing Partner: General Services Administration**

The USA Service initiative will use best practices in customer relationship management to enable citizens to quickly obtain service on-line, while improving the responsiveness and consistency across government agencies. This would enable citizens to personalize the combination of services they obtain across multiple programs and agencies, in a privacy-protected environment.

### **EZ Tax Filing** **Proposed Agency Managing Partner: Treasury/Internal Revenue Service**

The initiative would make it easier for businesses and the public to file taxes in a web-enabled environment.

## **Government to Business**

### **On-Line Rulemaking Management** **Proposed Agency Managing Partner: Transportation**

This initiative would provide access to the rule-making process for citizens anytime, anywhere. An existing "e-docket" system would be expanded and enhanced to serve as a government-wide system for agency dockets. Other agency systems would use the system by creating "storefronts," consistent with statutory requirements for each agency under the Administrative Procedures Act. Comments would be organized using knowledge management tools to improve the quality of rules.

### **Simplified and Unified Tax and Wage Reporting** **Proposed Agency Managing Partner: Treasury /Internal Revenue Service**

This initiative's goals include decreasing the number of tax-related forms that an employer must file, providing timely and accurate tax information to employers, increasing the availability of electronic tax filing,

and modeling simplified federal and state tax employment laws.

### **Federal Asset Sales** **Proposed Agency Managing Partner: General Services Administration**

Customers will be able to find assets that they are interested in regardless of the agency that holds those assets. Customers will be able to bid and/or make purchases electronically for financial, real, and disposable assets.

### **International Trade Process Streamlining** **Proposed Agency Managing Partner: Commerce**

The initiative would create a single customer-focused site, whereby new or existing exporters could be facilitated through the entire export process. The 20 current web sites would be organized and accessed through a single entry point.

### **One-Stop Business Compliance Information** **Proposed Agency Managing Partner: Small Business Administration**

This initiative would provide information on laws and regulations, help users understand this information, and offer wizards and tutorials to help users determine if rules apply to them and how to proceed. To the maximum extent possible permits would be completed, submitted, and approved online.

### **Consolidated Health Informatics (business case only)** **Proposed Agency Managing Partner: Health and Human Services**

The initiative would provide a simplified and unified system for sharing and reusing medical record information among government agencies and their private healthcare providers and insurers. It would provide a single mechanism for making those records accessible.

## **Government to Government**

### **Geospatial Information One-Stop** **Proposed Agency Managing Partner: Interior**

The GIS One-Stop will provide access to the federal government's spatial data assets in a single location. Agencies will coordinate their planned future spatial data activities and make them available to state and local governments in an effort to promote collaboration and reduce duplicative efforts.

### **eGrants** **Proposed Agency Managing Partner: Health and Human Services**

This initiative will create an electronic grants portal for grant recipients and grant-making agencies that will streamline, simplify and provide an electronic option for grants management across the government. This effort will include the 26 federal grant-making agencies' work to implement P.L. 106-107.

**Disaster Assistance and Crisis Response**  
**Proposed Agency Managing Partner: Federal Emergency Management Agency**

This initiative involves a public one-stop portal containing information from applicable public and private organizations involved in areas including disaster preparedness, response and recovery.

**Wireless Networks for Emergency Communications**  
**Proposed Agency Managing Partner: Treasury**

To be effective before, during, and after their response, public safety officials throughout levels of government, must be able to communicate with each other. This initiative would provide standards to enable interoperability between federal, state, and local officials.

**eVital**  
**Proposed Agency Managing Partner: Social Security Administration**

This initiative would expand the existing vital records on-line data exchange efforts between federal agencies and state governments.

**Internal Efficiency and Effectiveness**

**eTraining**  
**Proposed Agency Managing Partner: Office of Personnel Management**

The vision is to provide a repository of government-owned courseware to be made available to all government (federal, state and local), to provide high interest and government required training to government employees at economies of scale pricing. In addition, this would foster development of communities of practice. This initiative supports achievement of the President's Human Capital initiative.

**Recruiting One-Stop**  
**Proposed Agency Managing Partner: Office of Personnel Management**

The initiative will modify USAJOBS to create an automated resource for federal government information and career opportunities. It would allow for automated resume and assessment tools with the ability to route resumes, assess candidates and streamline the federal hiring process, as well as an up-to-the-minute application status for job seekers.

**Enterprise HR**  
**Proposed Agency Managing Partner: Office of Personnel Management**

This initiative will eliminate the need for a paper employee records, enable the electronic transfer of HR data throughout the federal sector, better protect the rights and benefits of the federal workforce, and streamline and improve government-wide reporting and data analyses. This initiative will also reduce the time

required to seek and access employee and contractor security clearance information through electronic application, shared clearance history and investigative data, and reciprocity among government agencies.

**eTravel**  
**Proposed Agency Managing Partner: General Services Administration**

Agencies will use a common travel management system throughout the federal government. Existing travel management resources will be consolidated and processes will be simplified for cheaper more efficient operation.

**Integrated Acquisition**  
**Proposed Agency Managing Partner: General Services Administration**

Agencies will begin sharing common data elements to enable other agencies to make better-informed procurement, logistical, payment and performance assessment decisions. It will also allow agencies to make maximum use of e-markets approaches.

**eRecords Management**  
**Proposed Agency Managing Partner: National Archives and Record Administration**

This initiative will establish procedures, requirements and standards for electronic record keeping by agencies, including a prototype for the use of extensible markup language (XML).

**ePayroll**  
**Proposed Agency Managing Partner: Office of Personnel Management**

The vision is to simplify and unify elements of the payroll process in order to consolidate and integrate payroll systems across the government with HR systems.

**Initiatives that Address Barriers to E-Government Success**

**eAuthentication and digital signature**  
**Proposed Agency Managing Partner: General Services Administration (infrastructure)**

e-Authentication is the enabler of trust in Government to Citizen, Government to Business, and Government to Government transactions. Without an appropriate level of identity proofing the promise of e-Government will not reach its full potential.

Finally, underlying all of the previous initiatives is the necessity to develop a Federal Enterprise Architecture. This activity, being led by OMB, will map government processes by line of business. It will develop information, data and application interface standards to unify redundancies, yield improved operating efficiency and effectiveness.

Table 22–1 that follows provides agency by agency summaries of performance. For more detail on agency performance, see the Agency IT Investment Portfolios (Exhibit 53) at [www.whitehouse.gov/OMB](http://www.whitehouse.gov/OMB); for more detail on the E-Gov initiatives, see the Report of the E-Gov Task Force which will be available at [www.whitehouse.gov/OMB](http://www.whitehouse.gov/OMB); for more detail on security, see the FY 2001 OMB Summary Report on Government Information Security Reform, which will be available at [www.whitehouse.gov/omb/inforeg/infopoltech/FY01SecurityActReport](http://www.whitehouse.gov/omb/inforeg/infopoltech/FY01SecurityActReport).

**Table 22–1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2002
<b>Agriculture</b>				
CPIC process is comprehensive, includes all parts of the Department and is used to make decisions about IT investments.	Agency has an EA framework and process in the very early stages and it is not yet used to make decisions about IT investments.	Many, but not all, major USDA system investments have been adequately justified and supported by well-drawn business cases. Many, but not all, of the projects are operating within 90 percent of cost, schedule, and performance targets. For those projects not making the business case, the CIO is actively involved in assisting the program areas to strengthen the business cases and the management of the project.	USDA is deploying Geospatial Information Systems and participates in Firstgov.gov. In the first quarter of FY 02, USDA defined its mission, vision, goals and objectives and identified "smart choices" for its leader projects, in addition to participating in 12 of the 23 Quick Silver initiatives. In December 2001 most of the crop insurance providers began providing services electronically as required by the Freedom to E-File Act. By June 2002, USDA Service Center agencies will offer agricultural producers and customers involved in USDA rural development programs the option of electronically submitting forms.	Agency provided a detailed project plan for EA on January 4, 2002. OMB will work with the agency as it moves forward on this EA effort ensuring the EA addresses business, data, applications, and technology for its current architecture and any modernization plans. During FY 2002, the Department needs to assess how its projects meet the Administration's goals to unify and simplify and reduce redundancy in IT systems government-wide. This assessment should be completed by February 28, 2002 to allow for discussion during OMB's review of general IT issues next spring.
<b>Commerce</b>				
The Department has a robust CPIC process in the agency and the process informs decisions about IT Investments. Commerce is working to strengthen the CPIC process, integrate it with their EA efforts and create a comprehensive E-Government governance process for managing IT in the Department.	The EA in Commerce addresses most parts of the Department and the agency continues to work with the bureaus to educate them about EA, the implications for Commerce, and for the overall efforts of the Federal government. Commerce has engaged OMB on this improvement effort.	Commerce submitted sound business cases for nearly all major systems and continues to work to strengthen the remaining business cases.	Commerce bureaus are using the Internet to serve businesses interested in international trade and minority contracting opportunities. Census uses e-government for its economic surveys of firms, and will use it more for the 2010 census of population. Commerce is also the managing partner for the "International Trade Process Streamlining" E-Gov initiative of the President's Management Council.	Commerce will work to integrate its CPIC and EA processes and will update OMB on progress periodically. Commerce will also continue to strengthen their management of IT by making IT decisions based upon sound business cases and a portfolio management process of trade-offs between benefits and risks.

**Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2002
<b>Department of Defense</b>				
DoD operates a lengthy budget review process, the Planning, Programming and Budgeting System (PPBS) which serves as the capital planning and investment control process for DoD. It often fails, however, to closely link IT with the departments mission. It also fails to consider a family of systems approach to IT investment decisions.	The DoDC4ISR Global Information Grid (GIG) Architecture is a well crafted technical architecture. DoD should build on this primarily technical architecture to create a comprehensive EA with fully developed business and data layers. It should also include an operational view that describes the plan for the future and the transitional plan.	Clinger-Cohen and DoD regulations require DoD to justify major IT investments. DoD has begun to implement this requirement and complete the necessary analysis. However, DoD has failed to submit complete business cases for a number of its major IT investments. In addition, many of the cases that were submitted require improvement to meet Clinger-Cohen standards.	DoD is a leader in some areas of e-gov, such as on-line education opportunities through programs like eArmyU. It has not, however, made significant progress in creating one stop service centers, implementing DoD-wide business process enterprise solutions, or developing electronic methods for data submission and collection. DoD does not have an department-wide e-gov plan.	DoD will review its major projects to improve visibility of IT funds. In addition, DoD will continue to work on a financial management Enterprise Architecture and will expand this effort to other areas. DoD will also work to improve the oversight of IT projects and the capital planning and investment control process, in part by including the Office of Program Analysis and Evaluation in the review of IT business cases.
<b>Education</b>				
The Department has developed a robust CPIC process but still needs to fully incorporate all business units throughout the agency.	The Department has had two separate EA issues ongoing in the agency—one for Student Financial Aid and another for the remainder of the agency. This non-integrated approach allows for possible duplication of process, systems, and technology.	Performance has been mixed. Initial submission of student aid modernization business cases were incomplete. Work continues to: 1) identify all major projects within the Department’s Portfolio; 2) demonstrate that the business cases for all major projects; and 3) strengthen the business cases for some of the projects.	Education has success in using new technologies to simplify students’ access to financial aid, such as using electronic signatures for aid applications and promissory notes.	The agency is working to develop a single, integrated and comprehensive EA. OMB is in active conversation with the agency as to the strategy and design of this integrated EA. In addition, the Department is undertaking a major reform of the IT security and testing process and is working to fully integrate all IT into a common process for IT management.
<b>Energy</b>				
The Department does not have an integrated and comprehensive CPIC process that includes all of the program offices and does not use the tenets of CPIC to make decisions about IT investments.	The Department has an EA that addresses only a small portion of the corporate issues of the department. The EA does not include program offices and is not used to make or control decisions about IT investments.	Initial submission of business cases were incomplete and work continues to 1) identify all major projects within the Department’s Portfolio, 2) demonstrate the business cases for all major projects, 3) and continue to strengthen the business cases for the projects initially submitted that were not compliant with A–11.	DOE reports only 10% of its IT investments as “major”, which excludes too many relevant projects from oversight and justification. DOE has not been extensively involved in the QuickSilver Initiatives of the President’s Management Council (PMC).	Redefine its major IT investments to include a majority of the \$1 Billion in IT investments. DOE is to consolidate the IT portfolio and manage it at a departmental level, and provide strong leadership from the CIO in the areas of IT management and E-Gov as the agency transforms and modernizes.

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2002
<b>Health and Human Services</b>				
<p>HHS must continue strengthening central IT decision-making, and identifying duplicative IT systems across the Department, in order to consolidate and unify common-purpose systems. This should create savings, and enhance the setting of priorities and coordination of data use across the agency. Security planning in project plans and justifications must be strengthened.</p>	<p>HHS needs better enterprise architecture documentation, most particularly in the areas of baseline and target data architectures, business process descriptions, and systems and application descriptions. Recently initiated plans to unify financial and human resource systems across HHS are a step forward, but will be demanding in execution. The utility of extensive health data resources should be enhanced through architecture planning.</p>	<p>IT projects justifications have been extensive, but need to better inform budget decisions, and the quality of these justifications is uneven. HHS is working with OMB to establish more solid business cases for all major IT development projects and continuing legacy systems.</p>	<p>HHS leadership in grants streamlining/E-Grants is its highest priority. GPEA plans are adjusting to focus on transactions with the greatest impact on the public. As a partner in many E-Gov initiatives, HHS will advance plans for contributing technical assistance, staffing and funding resources.</p>	<p>HHS will develop an improved EA and its 5 year Strategic IT Plan, with a focus on E-Gov and IT security. HHS will also continue to assess internally duplicative systems, consolidate IT resources commencing with infrastructure support functions, and analyze overlaps of HHS systems with the President's Management Council's E-Gov initiatives.</p>
<b>Housing and Urban Development</b>				
<p>CPIC process is comprehensive, includes all parts of the Department and is used to make decisions about IT investments.</p>	<p>EA is in the first year of implementation and work continues to populate the business, data, application, and technology layers of the EA. HUD should continue working to improve the integration of the CPIC and EA processes creating an E-Government governance process for selecting, managing, and evaluating IT investments.</p>	<p>All of HUD's major projects demonstrated business cases. However, many of HUD's projects start out seemingly well planned but fail to deliver on the planned benefits. Over the past year, HUD initiated an aggressive project management effort to correct this problem and continues to work on improving delivery of the systems within planned costs, schedule, and performance goals.</p>	<p>HUD is in the process of updating its tool for EA, the Enterprise Architecture Management System (EAMS) to reflect an E-Government view and are assessing their IT efforts against the E-Gov initiatives of the President's Management Council. One such effort has been noted, and HUD is integrating their Departmental Grants Management System (DGMS) effort into the E-Grants initiative.</p>	<p>During 2002, HUD will continue to integrate its CPIC and EA process, will continue with the project management education, and will work to fully integrate security efforts into the EA and CPIC.</p>

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2002
<b>Interior</b>				
<p>Departmental CPIC process is designed and implemented in a decentralized manner. Some bureaus have comprehensive CPIC process for their individual bureau portfolios but there is not a comprehensive priority setting process at the Departmental Enterprise level. Therefore, there remains duplicative process and systems within the Department's IT portfolio.</p>	<p>Agency does not have an integrated and comprehensive EA. Like the CPIC process, individual bureaus have EA efforts for their IT investments but there is no enterprise view of these investments at the Departmental level.</p>	<p>Historically, Interior has made major information technology (IT) investments without thorough analysis of realistic cost, schedule, and performance goals for new acquisitions. As a result, Interior puts large sums of public funds at high risk for failure and does not comply with either the Paperwork Reduction Act or the Clinger-Cohen Act. Initial submission of business cases were incomplete and work continues to 1) identify all major projects within the Department's Portfolio, 2) demonstrate the business cases for all major projects, and 3) continue to strengthen the business cases for the projects initially submitted that were not compliant with A-11.</p>	<p>DOI has taken a government-wide leadership role as managing partner for an intergovernmental Recreation One-Stop project and a similar One-Stop project for geospatial information. In addition Interior's Budget includes the initiation of an E-Gov Transformation project that will transform the Outer Continental Shelf oil and gas business processes to increase efficiency and responsiveness to customers—states and federal agencies, industry, and citizens.</p>	<p>Interior is committed to improving its review and approval of IT investments centrally, and has already hired a contractor to survey Interior's IT environment and make recommendations, due in June 2002, that will guide future investment decisions. DOI's Inspector General is reviewing the Department's IT investment process as well. Further, Interior has agreed to create an integrated and comprehensive departmental EA that supports and coordinates the work of the bureaus in the area of EA. The Department is actively working to improve this situation and will have the first four phases of the EA completed in May 2002. The Department plans to have the last four phases of the EA completed by December 2002.</p>
<b>Justice</b>				
<p>In spite of recent progress, significant work remains to fully carry out a capital planning process. The CPIC process exists on paper but is not fully implemented throughout the agency though much progress was made in this area over the last reporting cycle. Justice's timetable calls for all bureaus to have completed a plan by the end of 2002.</p>	<p>EA is in the very early stages and was redirected during this past year to better accommodate the bureaus needs as well as those of the Department. Agency provided a detailed EA project plan with the initial budget submission. To ensure system compatibility and improve information sharing, Justice's enterprise architecture efforts must be a high priority throughout the Department.</p>	<p>Many, but not all, major projects have been adequately justified and supported by well-drawn business cases. Many, but not all, of the projects are operating within 90 percent of cost, schedule, and performance targets. The agency continues to strengthen the business cases for those not initially A-11 compliant. Discussions continue with OMB on these efforts.</p>	<p>DOJ is collaborating in a number of E-Gov initiatives, and are in the process of assessing the impact and collaboration opportunities against the other E-Gov initiatives and their related DOJ Projects. DOJ investments tied to the PMC E-Gov initiatives are being asked to assess their project vis-a-vis the federal initiative.</p>	

**Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2002
<b>Labor</b>				
<p>CPIC process is comprehensive, includes all parts of the Department and is used to make sound decisions about IT investments.</p>	<p>EA is in the first full year of implementation and is used to make decisions about IT investments. Labor is currently updating its EA to reflect the E-Gov Strategy of the Department and continues to work to complete the business, data, application, and technology portions of the EA. Completing the EA helps to ensure that planned investments in IT accrue savings or enhance business operations, or both.</p>	<p>All of the Department’s major projects provided business cases for IT projects. There were a number of projects identified as “significant” that may meet the criteria for “major”. The agency is updating its CPIC process to include E-Gov type criteria and will submit business cases for all of the “significant” projects that are upgraded to the “major” category.</p>	<p>DOL’s information technology (IT) is built on a strong enterprise architecture and planning process. DOL is the only federal agency with Department-wide IT financing to ensure that its investments are cost effective and serve the entire organization mission. DOL has let IT serve citizens better. For example, OSHA accepts health and safety complaints over the Internet; individuals can use the Internet to discover lost pensions; and a pilot project allows people to calculate approximate retirement benefits on-line. Labor is also the managing partner for the “Eligibility Assistance On-line” E-Gov initiative of the President’s Management Council.</p>	<p>The Department will work further to complete the business and other portions of its EA, which will help enhance its E-Gov focus and strategy. The agency will continue updating the EA information in the Enterprise Architecture Management System (EAMS).</p>
<b>State</b>				
<p>The CPIC process does not routinely scrutinize a large portion of IT investments. For example, FY 2003 300s, only 49 percent of planned major project spending, totaling \$329 million has been reviewed and approved by the CPIC.</p>	<p>The Department has not completed an enterprise architecture to guide IT investments although it plans to do so in 2002.</p>	<p>Initial submission of business cases were incomplete and work continues to 1) identify all major projects within the Department’s Portfolio, 2) demonstrate the business cases for all major projects, 3) and continue to strengthen the business cases for the projects initially submitted that were not compliant with A–11.</p>	<p>Department of State is collaborating on a number of the E-Gov initiatives of the President’s Management Council (PMC). The Department will assess how its projects meet the Administration’s goals to unify, simplify, and reduce redundancy in IT systems.</p>	<p>Working with OMB, the department plans an aggressive effort to improve their business cases and make them A–11 compliant by August of 2002. Also, the Department will increase the central review of projects to at least 70 percent of total spending and all of the planned major project spending.</p>

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2002
<b>Transportation</b>				
<p>Transportation's CPIC process is currently being documented and vetted and is expected to be in place throughout the department during FY2002.</p>	<p>DOT is continuing its work to develop an IT EA. The Department's EA is being developed by an inter-modal group representing all DOT components. The DOT EA will be completed by early FY2003.</p>	<p>DOT is working to strengthen its business cases for major Information Technology projects. In addition, cost, schedule, and performance milestones for some major projects, particularly those within the Federal Aviation Administration, will be monitored to ensure that potential problems are addressed in a timely fashion.</p>	<p>DOT is implementing e-business process initiatives that will improve agency operations, as part of their GPEA implementation. The Department has committed to an e-government leadership role for on-line rulemaking management.</p>	<p>Transportation will implement a comprehensive CPIC process by the end of FY 2002, and will complete EA business analyses for five Operating Administrations.</p>
<b>Treasury</b>				
<p>Treasury has made progress in recent years in improving its technology investment planning and execution (i.e., using business cases and monitoring progress against performance targets). However, improvements are still needed to ensure that all investments are managed carefully to achieve maximum benefits. The Department needs to exert more control over and provide more guidance to the bureaus. Capital planning needs to include ongoing projects as well as proposed initiatives.</p>	<p>The Treasury Enterprise Architecture Framework needs to be strengthened. The CIO shop should exert more leadership and provide more guidance to the bureaus. Bureaus' architectures have surpassed the Department's in levels of planning and further independent development at the bureaus introduces the risk that they ultimately will be incompatible.</p>	<p>Initial submission of business cases were incomplete and work continues to 1) identify all major projects within the Department's Portfolio, 2) demonstrate the business cases for all major projects, 3) and continue to strengthen the business cases for the projects initially submitted that were not compliant with A-11.</p>	<p>Treasury has made progress in implementing electronic government options for citizens (e.g., electronic tax filing and benefits payments). The Budget proposes to further expand electronic government including new tax payer services and expanding the Treasury's Pay.gov on-line payment system.</p>	<p>Department: Expand improved IT planning and investment control processes at the bureaus and the Department. IRS: Demonstrate improved management process controls for the Business Systems Modernization program at the IRS before submission of the next spending plan. Extend disciplined controls to investments funded by the Information Systems account. Provide improved business cases in support of IS investments. Customs: Improve investment decision making and management process controls.</p>

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2002
<b>Veterans Affairs</b>				
The Department needs to exert more control over and provide more guidance about project life cycle management to the Administrations. Capital planning needs to be strengthened for ongoing projects as well as proposed initiatives.	The Department has just begun an integrated comprehensive EA and submitted a detailed project plan for implementation with the initial Budget Submission. It is too early to determine whether this EA will be effective in managing and controlling IT investments in the Department. The EA does integrate CPIC and EA which as is required by OMB guidance; an application to automate the EA/CPIC interface is under development.	Initial submission of business cases were incomplete and work continues to 1) identify all major projects within the Department's portfolio, 2) demonstrate the business cases for all major projects, and 3) continue to strengthen the business cases for the projects initially submitted that were not compliant with A-11.	VA is currently reviewing its IT projects against the E-Gov initiatives of the President's Management Council (PMC) for opportunities to participate and collaborate. One project has already been redirected through this review process. Further, VA is committed to the OMB recommendation that it partner with DOD to develop an integrated enrollment system as well as a joint patient record system.	In early 2002, VA provide a detailed project plan for their EA efforts and are working with OMB to provide Business Cases for IT projects for all IT investments by March 2002. VA will also report to OMB periodically on status of the improvement efforts in the area of E-Gov and IT management.
<b>Environmental Protection Agency</b>				
Most of EPA's capital asset planning for information technology acquisitions is well done although not fully documented.	EPA has the fundamental elements of an EA documented.	On average, major IT projects operate near cost, schedule, and performance targets.	EPA plans to make regulatory information more readily available through a consolidated docket. EPA also plans to participate in several other e-gov initiatives.	The agency aims to integrate enterprise architecture and its capital planning process; implement a broad based network for efficient electronic sharing of environmental information; and promote e-gov through a central data exchange.
<b>Federal Emergency Management Agency</b>				
FEMA's CPIC process is comprehensive, includes all parts of the agency and is used to make decisions about IT investments.	FEMA's EA effort is comprehensive and addresses the business, data, application and technology layers of the agency. OMB recommends that FEMA continue to update its EA efforts with knowledge they gain via their role in the E-gov initiatives, and create an EA repository so that managing change becomes easier.	Many of FEMA's revised business cases demonstrated improvement. However, work remains for a number of FEMA's IT investments that failed to make the business case, particularly in regards to performance goals. Additionally, the agency failed to submit their initial business cases on time.	FEMA is involved with a number of e-gov initiatives including lead on the disaster assistance and crisis response initiative.	During 2002, FEMA will work to integrate its CPIC and EA process, will address all A-11 requirements when developing their business cases and submit the business cases in a timely manner, and will work to fully integrate security efforts into the EA and CPIC. Two recent initiatives — the establishment of an Office of Cyber Security reporting directly to the CIO and the revision of FEMA's CPIC — should significantly advance the Agency's efforts in these regards.

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2002
<b>General Services Administration</b>				
GSA's documented CPIC process appears to be very comprehensive and complies with OMB guidance. The resulting business cases from this process demonstrate that the processes is not fully integrated into agency decision-making. GSA is working to better educate the agency on the tenets of CPIC and integrating CPIC with their EA efforts.	GSA provided draft EA documents and OMB cannot officially assess or comment on the draft until it is signed and executive buy-in from the agency demonstrated. However, OMB does note that if the work continues as is defined in the draft, the agency will be well on their way to addressing EA and the principles of OMB guidance.	Initial submission of business cases were incomplete and work continues to demonstrate and strengthen business cases for all major projects.	GSA plays a major role in the area of E-gov. They are the managers of the Federal Government's portal (firstGov), and is the managing partner for 4 of the President's Management Council (PMC) E-Gov initiatives: 1) USA Service, 2) Federal Asset Sales, 3) E-Authentication, and 4) E-Travel.	GSA will continue during 2002 to educate the agency on CPIC and further integrate the processes into decision-making for IT investments within the agency. GSA will also continue integrating CPIC and EA with an emphasis on E-Gov within their IT governance structure at GSA. GSA should also update its agency EA efforts with knowledge learned from managing the E-Gov initiatives of the PMC.
<b>Agency for International Development</b>				
Not integrated with overall IT management processes. USAID is undertaking a study to re-engineer Agency business practices, improve capital planning and integrate enterprise architecture.	Not integrated with overall IT management processes. USAID is undertaking a study to re-engineer Agency business practices, improve capital planning and integrate enterprise architecture.	None of the Agency's IT projects could make the business case. Revised business cases will submitted.	The agency has a comprehensive plan to go online and implement the Government Paperwork Elimination Act.	USAID is undertaking a study to address how it can make more effective use of capital planning, enterprise architecture, and modern business concepts. The FY 2003 budget includes a capital investment account to segregate and better manage IT funding.
<b>National Aeronautics and Space Administration</b>				
NASA is working with OMB to develop a more complete, agency-level framework for managing all of its IT investments.	NASA has made progress in the area of EA and continues to populate the business, data, application, and technology layers of the EA. NASA should continue working to improve the integration of the CPIC and EA processes creating an E-Government governance process for selecting, managing, and evaluating IT investments.	NASA has 5 major projects that demonstrated business cases for IT projects. NASA is in the process of developing other business cases for major projects for submission to OMB in February. NASA is directed to continue work on the remaining FY 2003 major projects identified in their Exhibit 53.	NASA has been a strong leader in e-government. NASA should continue to assess its IT investments against the 23 major e-government initiatives of the President's Management Council to identify opportunities to collaborate and participate.	During 2002, NASA will continue to integrate its CPIC and EA process. NASA will continue work to fully integrate OMB Circular A-11 requirements into its internal reviews for FY 2004.

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2002
<b>National Science Foundation</b>				
The Foundation has a strong CPIC process in place in the agency that drives decision making about IT investments.	NSF has the tenets of a good EA working. The IT Architecture is being updated to reflect a more E-Government focus.	NSF provided business cases for IT projects for all of their major projects.	NSF was the first agency to perform all of its critical interactions with its proposal applicants through the web. Over 99 percent of the proposals the agency receives are submitted electronically.	Initiate Strategic Business Analysis and Business Case for Next Generation eGovernment capability and supporting Enterprise Architecture (June 02)
<b>Office of Personnel Management</b>				
OPM's CPIC process is robust and informs decisions about IT investments based on trade-offs of benefits and risks.	OPM's EA effort is comprehensive and addresses the business, data, application and technology layers of the agency. OMB recommends that OPM continue to update its EA efforts with knowledge they gain via their role in the E-gov initiatives, to create an EA repository so that managing change becomes easier.	OPM submitted fully compliant business cases for all of their major projects with the initial budget request.	OPM will lead 5 of the President's Management Council (PMC) E-Gov initiatives: 1) Integrated HR, 2) Recruitment One Stop, 3) E-Clearance, 4) E-Training, and 5) Payroll Modernization.	OPM will continue to integrate its CPIC and EA processes to create an E-Government governance process for all IT investments including the PMC E-Gov initiatives, pre-existing IT initiatives (e.g., Retirement System Modernization), and strategic initiatives that will unify and simplify personnel processes across government, eliminating duplicate systems and reducing costs.
<b>Small Business Administration</b>				
The agency has a strong CPIC process in place in the agency and it is used to make decisions about IT investments.	SBA has had an IT Architecture for several years. It is not clear whether the ITA in the past was used to govern decisions about IT. The agency is in the process of updating the ITA to an EA to capture a more comprehensive view of the agency and to integrate it with the CPIC process.	SBA has business cases for all IT projects that were approved via the budget process.	SBA has been very active in the President's Management Council (PMC) E-Gov efforts. SBA is managing partner for the "One Stop Business Compliance Information" E-Gov initiative.	Agency will continue working with OMB throughout 2002 to integrate its CPIC and EA processes. SBA is also reviewing its IT portfolio to ensure that 100 percent of the IT investments are subject to the CPIC and EA processes and ensuring IT security is planned and demonstrated for all IT projects.

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2002
<b>Social Security Administration</b>				
<p>SSA's capital planning process has improved markedly over the last two years. However, SSA still needs to improve its risk management assessment, set performance goals associated with specific IT projects, and develop a cost-tracking system that consolidates cost information for IT projects.</p>	<p>SSA has just begun an integrated comprehensive EA and submitted a detailed project plan for implementation with the initial Budget Submission. It is too early to determine whether this EA will be effective in managing and controlling IT investments in the agency.</p>	<p>All of SSA's major projects demonstrated business cases for IT projects. SSA continues to work on improving delivery of the systems within planned costs, schedule, and performance goals. OMB has asked the agency to review their "significant" projects against the criteria for "major" in an effort to increase the visibility of the IT portfolio. Negotiations continue with the agency in this area.</p>	<p>SSA has taken constructive steps in the last two years by rapidly expanding online customer service options. These include retirement claims, Medicare replacement cards, online "account" status, access to change one's address and telephone number, and direct deposit. Despite these new services, SSA remains a paper-driven agency that still relies on moving claims folders from one site to the next for processing. SSA is also managing partner for the President's Management Council (PMC) E-Gov initiative "E-Vital".</p>	<p>SSA will continue through 2002 to build upon the EA submitted to OMB with the FY03 budget and will focus on the integration of the CPIC and EA to create an E-Government governance process whereby all decisions for managing IT at SSA are made.</p>
<b>National Archives and Record Administration</b>				
<p>NARA submitted a CPIC process for the first time this year. NARA should continue to develop the CPIC, with an emphasis on developing an integrated framework for managing all of its IT investments across the agency.</p>	<p>NARA submitted an EA for the first time this year. NARA should continue to develop the EA and to improve the integration of the CPIC and EA processes.</p>	<p>NARA is working to strengthen its business cases for IT and will periodically inform OMB of its progress.</p>	<p>NARA is the managing partner for the "Electronic Records Management (ERM)" E-government initiative. This initiative will prototype the use of a markup language based approach in establishing uniform procedures and requirements for the creation, management, and interagency sharing of electronic records. NARA is also a partner on several other e-government initiatives, including Transportation's "Online Rule-making Management"</p>	<p>During 2002, NARA will continue to integrate its CPIC and EA process. NARA continues to work on the "Electronic Records Archive (ERA). NARA will also continue to work on the ERM e-government initiative and to coordinate with the other partner agencies.</p>

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2002
<b>Nuclear Regulatory Commission</b>				
<p>The NRC CPIC process has been in place for several years. NRC strives for continuous improvements by incorporating best practices. NRC has underway a major review and update of the CPIC to better integrate the IT management processes within the agency and to promote a stronger business case approach for IT investments.</p>	<p>The NRC Enterprise Architecture (EA) process is based on OMB's Memorandum M-97-16, "Information Technology Architectures," and has been in place for several years. In response to more recent guidance, CIO Council's "A Practical Guide to Federal Enterprise Architecture," NRC is in the process of updating their EA efforts, integrating them with the updated CPIC processes and creating an E-Government framework which they will use to manage IT investments.</p>	<p>NRC's major projects are supported by business cases. NRC is also continuing to 1) include all major projects within the Department's Portfolio, 2) demonstrate the business cases for all new major projects, and 3) improve the decision making processes for IT investments.</p>	<p>NRC has implemented Electronic Information Exchange (EIE) with its nuclear reactor licensees. The agency has initiated a rulemaking activity to open the EIE program to all licensees by the end of FY 2002.</p>	<p>NRC will continue working throughout 2002 to improve the CPIC and EA processes in consultation with OMB. NRC will also review the President's Management Council (PMC) E-Gov initiatives for opportunities to participate.</p>
<b>Corps of Engineers—Civil Works</b>				
<p>The Corps' CPIC process has been in place and not updated for several years. The Corps is reviewing and updating the CPIC to better integrate a myriad of IT management process within the agency and a stronger business case approach for IT investments.</p>	<p>The Corps' EA efforts were started prior to the issuance of Clinger-Cohen. The Corps' original 1995 architecture had a heavy preponderance in the areas of technology and infrastructure with no clear tie or mapping to the business and data layers as required in OMB guidance. The Corps web-based Enterprise Architecture Framework (CEA) is in place, but needs to be fully populated.</p>	<p>The Corps' initial submission of business cases were incomplete. The Corps engaged OMB in efforts to demonstrate the business cases and were successful in doing so for the major projects identified. The Corp is also continuing to: 1) identify all major projects within the Department's Portfolio; 2) demonstrate the business cases for all major projects; and 3) improve the decision-making processes for IT investments.</p>	<p>It is difficult to assess the agencies efforts and compliance in this area. The Corps only provided detailed justification for the three projects it identified as "major," which is only 14 percent of its IT investments. The agency is reassessing their entire IT portfolio to provide greater visibility into their efforts.</p>	<p>The Corps will continue working throughout 2002 to improve the CPIC and EA processes in consultation with OMB. It is recognized that the Corps is participating in one of the 23 multi-agency eGov initiatives, specifically, "Recreation One Stop." However, the Corps needs to provide increased visibility to its internal e-Gov initiatives and also review the President's Management Council (PMC) e-Gov initiatives for further opportunities to participate. Also, The Corps is in the process of updating their EA efforts, integrating them with an updated CPIC processes and creating an E-Government framework which they will use to manage IT investments.</p>

## 22. PROGRAM PERFORMANCE BENEFITS FROM MAJOR INFORMATION TECHNOLOGY INVESTMENTS

The federal government's investment in information technology (IT) is estimated to be \$59 billion for 2004, up from the 2003 Budget request of \$53 billion. This increase, much of which is expected to occur during 2003, has two primary causes: better reporting by agencies has identified \$2 billion that was not previously reported as IT; and new spending is planned to support homeland security and the war on terrorism. The increase in IT spending has primarily been achieved through reprioritizing to support key Administration goals, with a shift by agencies toward strategic use of technology to improve performance.

This investment continues to make the federal government the largest buyer of information technology (IT) in the world, and agencies are deriving better value from IT. Indeed, more effective use of IT will improve the government's overall performance. This is occurring within agencies by modernizing to support their mission and improve their infrastructure and across agencies by simplifying and unifying activities around the needs of citizens.

Some improvements have been attained through better IT management within agencies, which is discussed in detail in Table 22-1 of this document. Additionally, specific initiatives in the federal IT portfolio have started to deliver real successes in citizen services and government operations. For example:

- **FirstGov:** [www.firstgov.gov](http://www.firstgov.gov) is the gateway to the federal government. The site was redesigned to provide government services within "three clicks". This was accompanied by the creation of the Office of Citizen Services at the General Services Administration, which integrated FirstGov with the operations of the Federal Consumer Information Center to serve as a single point of contact to the Government on-line and by telephone. The new strategy has increased the number of site visitors by 50 percent, and the site was named "One of the Top 50 Most Incredibly Useful Web Sites" by Yahoo.
- **GovBenefits:** The Government now provides one-stop access to information and services of almost 200 government programs representing more than \$1 trillion in annual benefits. [GovBenefits.gov](http://GovBenefits.gov) receives over 500,000 visitors per month and appears on *USA Today's* list of "Hot Sites."
- **Free Filing:** The Internal Revenue Service has created a single-point of access to free online preparation and electronic tax filing services, provided by industry partners, to reduce burden and costs to taxpayers. As of January 2003, this service is available to a substantial majority of taxpayers at [www.firstgov.gov](http://www.firstgov.gov) and [www.irs.gov](http://www.irs.gov).

- **GoLearn:** This on-line training initiative is the number one most visited e-training site in the world, with more than 36 million hits for information on many thousands of e-training courses, e-books, and career development resources. [GoLearn.gov](http://GoLearn.gov) has already allowed over 30,000 federal employees to receive training at a cost of pennies per course that would not have been possible prior to the launch of GoLearn. Traditional training approaches only serve a fraction of this number of people, often at as much as \$2,500-\$5,000 per class.
- **Departments of Defense and Veterans Affairs Sharing of Information Technology:** The Department of Veterans Affairs has incorporated the Department of Defense's eligibility and enrollment system—providing veterans with seamless services as they leave the military and apply for benefits at the Department of Veterans Affairs. The Departments also are working jointly on computerized patient medical records that will allow instant exchange of patient information between the two health care systems by the end of 2005. These joint efforts escalate the pace of coordination, reducing costs while increasing efficiency and health care quality for those who have served our nation.
- **Performance Based Data Management Initiative (PBDMI):** At the Department of Education, IT is being used to transform how state student academic performance information is collected and managed. Currently states and school districts are bogged down in complicated and redundant reporting that is not effectively shared among Department of Education programs or education partners. This initiative will result in a streamlined data collection process that reduces burden on state governments and eliminates redundancy across the department.
- **I-MANAGE:** The cornerstone of the Department of Energy's efforts to improve management effectiveness, I-MANAGE will integrate disparate human resources, financial management, procurement, facilities management, budget formulation, financial and cost accounting systems. I-MANAGE replaces a less effective financial management system that was behind schedule. When implemented, I-MANAGE will provide real-time information enabling managers to monitor program performance.

The Government has also improved productivity and results from IT investments because of success in the way agencies identify, select and manage their IT investments. Some agencies—including Office of Per-

sonnel Management and the Departments of Energy and Labor—have made significant strides in identifying “modernization blueprints”, or Enterprise Architectures, to target IT investments that enable programs and business lines to high priority effectiveness and efficiency goals.

Improved business cases and other information on agency IT investments allow the Administration to more accurately identify opportunities for agencies to achieve results. Specifically, the 2004 Budget includes roughly 1400 major projects at \$35 billion. IT investments are funded only when agencies demonstrated that the project would provide significant value to its mission, had a reasonable likelihood for success in meeting goals and objectives, incorporated sufficient IT security, helped achieve the President’s Management Agenda, and did not duplicate other investments.

Despite the major gains that the Government has made over the last year, we still have much work to do. OMB continues to monitor the performance of IT investments by agencies. For example, of the \$59 billion in the 2004 Budget for IT investments, 771 projects representing \$20.9 billion are currently on an “At-Risk List”. This list includes mission-critical projects that do not successfully demonstrate sufficient potential for success through the business case, or do not adequately address IT security (currently 694 at risk projects accounting for \$18.9 billion). Agencies continually work to improve these projects and address the weaknesses that placed them on the “At Risk List”. OMB will allow investments on the list to move forward only after agencies present successful business cases.

Specific challenges that remain to better serving the citizen through E-Government include:

- There is a shortfall in qualified project managers and IT architects needed to successfully manage the federal IT investments.
- IT security continues to be an issue. Many agencies find themselves faced with the same security weaknesses year after year and are not adequately

prioritizing security improvements in their IT investment portfolio. As a result, agencies seek funding to develop new systems while significant IT security weaknesses continue, especially in their legacy systems.

As this Chapter will discuss, correcting these and other longstanding issues requires a focused effort across the Government. OMB will increasingly work to ensure that the federal government consolidates and improves the quality of IT investments. Under OMB Circular A-11 and decisions made in preparing this Budget, agencies are required to leverage existing IT investments when appropriate, and pursue agency-unique solutions only where a business case justifies such an approach.

### Background

The Clinger-Cohen Act of 1996 (CCA) requires that, in conjunction with the President’s budget submission, the OMB Director submit a report to Congress on the results of federal IT spending. The Act requires that the report identify “net program performance benefits achieved as a result of major capital investments made by executive agencies in information systems and how the benefits relate to the accomplishments of the goals of the executive agencies.” The Act also requires that appropriate security and privacy controls are identified and implemented to safeguard the federal government’s information and systems. Finally, the Clinger-Cohen Act and the Federal Acquisition Streamlining Act of 1994 contain IT management reform activities that must be documented in the President’s budget submission to Congress.

More recently, the E-Government Act of 2002 requires OMB to submit an annual report on the status of E-Government, timed for submission with the Budget.

The table below provides detail on these statutory requirements.

### Background for Legislation

Legislation	Description
Clinger-Cohen Act of 1996	In 1996, recognizing the importance of information technology for effective government, the President signed the Information Technology Management Reform Act and the Federal Acquisition Reform Act. These two Acts, together known as the Clinger-Cohen Act, require the heads of federal agencies to link IT investments to agency accomplishments. The Clinger-Cohen Act also requires that agency heads establish a process to select, manage and control their IT investments.
Federal Acquisition Streamlining Act of 1994, Title V (FASA V)	There are two major components of the Federal Acquisition Streamlining Act Title V (FASA V). First, agencies must demonstrate sound decision-making and a results-oriented focus when planning for projects. Second, agencies must effectively manage ongoing programs and achieve at least ninety percent of planned costs, schedule, and performance goals.

### Background for Legislation—Continued

Legislation	Description
The E-Government Act of 2002	<p>The E-Government Act:</p> <ul style="list-style-type: none"> <li>• Codifies an Office of Electronic Government, headed by an Administrator within the Office of Management and Budget</li> <li>• Requires Agency compliance with OMB guidance on E-Government and IT.</li> <li>• Authorizes \$345 million over four years for interagency E-Government projects</li> <li>• Requires privacy impact assessments for new IT systems and information collections that contain personal information</li> <li>• Authorizes a centralized online portal (<a href="http://www.firstgov.gov">www.firstgov.gov</a>), so that information and services are organized according to citizens' needs</li> <li>• Improves recruitment and training of information technology professionals</li> </ul> <p>The Act contains a variety of other provisions, for example authorizing online rule-making, enhanced use of electronic signatures, and strong new privacy protections. In addition, it makes permanent information security laws under the Federal Information Security Management Act of 2002, initially enacted through the Government Information Security Reform Act (GISRA).</p>

This Budget fulfills the statutory requirements through four components: Chapter 22, Table 22–1, the Agency IT Investments Portfolios (Exhibit 53 as required by OMB Circular A-11), and “Performance Information for Major IT Investments”. Table 22–1 summarizes the results of IT management processes at major agencies. The table documents how agency actions are improving the program results from IT investments, fulfilling the requirements of the Clinger Cohen Act.

The Agency IT Investment Portfolios (available in Exhibit 53 on the Internet at <http://www.whitehouse.gov/OMB>) provide details for the 2004 IT investments, including:

- Agency summaries of major projects and many significant projects, and
- Current and anticipated funding.

Performance Information for Major IT Investments uses the business cases provided by agencies to demonstrate project information for major investments, support of the agency’s strategic goals and missions, performance goals and measures covering two years, and a description of the planned benefits of the project. Performance Information for Major IT Investments will be published on the internet at <http://www.whitehouse.gov/OMB> by March 31, 2003.

Related documents on IT security and E-Government are discussed below, and will also be available at <http://www.whitehouse.gov/OMB>.

#### Expanding E-Government: Bringing E-Business to the Government

Over the last year, the federal government has made significant progress toward becoming a transformed and more productive “E-Enterprise” to serve citizens. The Administration has taken a two-pronged approach to IT reform: modernizing within agencies around the tenets of e-business, and consolidating and integrating IT investments across agencies around groups of citizens that include individuals, businesses, other govern-

ments, and federal government employees. Specific achievements during the past year have included:

- Release of the federal government’s first E-Strategy last February, which will be updated later this month.
- Implementation of the citizen-centered, cross-agency E-Government initiatives, discussed in the 2003 Budget, that have started to make a real improvement in government service.
- The redesign of FirstGov and creation of the Office of Citizen Services at GSA.
- The development and use of the Federal Enterprise Architect (FEA) to focus modernization on better results.
- The initial development of a “content model”, which will provide a framework to govern how the government makes information available to the public through the Internet.
- Major strides by individual agencies, such as the Departments of Energy and Veterans’ Affairs, in developing e-strategies that leverage IT to modernize programs and activities.
- The development and use of standard performance measures to identify progress and areas for improvement within agency IT security programs.

In addition, the E-Government Act of 2002, signed into law by the President on December 17, 2002, codifies high-level leadership in OMB to direct the changes made possible through E-Government, embrace new initiatives and funding mechanisms, and break down the narrowly focused agency silos that have served to develop and finance IT for too long. The statute authorizes a number of the Administration’s E-Government initiatives. It also embraces and furthers this Administration’s citizen-centered, cross-agency and performance-based strategy to reform government through more effective use of information technology and sound development of information policy.

Other major steps that OMB and the agencies have taken in the past year include:

- The Chief Information Officer (CIO) Council members (CIOs, Deputy CIOs, and Chief Technology Officers) from the Cabinet level agencies) agreed in May 2002 to work together on investment and architecture decisions that improve Government performance, such as more effective use of enterprise licenses that allow for consolidated software purchasing at significantly lower prices. This represented a major step forward to leverage IT activities across agencies, and the CIO Council's Architecture and Infrastructure Committee has been restructured to implement this agreement. The Committee's work will be enhanced with the doubling of visibility into planned IT purchases; agency business cases now address \$35 billion in the Government's IT portfolio, up from \$18 billion last year.
- OMB developed guidance under the President's Expanding E-Government Initiative that requires agencies to create "modernization blueprints", identifying the business lines of the agency, the information needed to manage these business processes, and the IT that is needed to achieve program and business goals. Law and policy use the term "enterprise architecture" to identify these agency plans; this Budget also uses the term modernization blueprints to better describe strategies that will transform and modernize an agency around the needs of the citizen.
- To provide a framework that will strengthen and integrate modernization blueprints, last year OMB and the CIO Council developed the Business Reference Model, the first of five modules of a FEA. The FEA gives OMB and agencies significant opportunities to consolidate IT investments around the needs of citizen groups (including businesses and state and local governments). Under the FEA, agencies have started to develop modernization blueprints for IT. OMB used the BRM to identify redundancies and gaps in agency business lines and proposed IT investments. More detail on the FEA and next steps can be found at the end of this chapter.

### Continuing Challenges for Federal Information Technology

Even with these important achievements, the government still has a lot of work to do to address key challenges:

- As indicated, the FEA reveals significant redundancies in agency activities, while "siloed" agency-specific buying perpetuates redundant IT purchases and limits productivity gains from government technology investments.
- Data collected in the 2004 Budget Process revealed that the federal government has a major shortage of skilled IT program managers and program management skills.

- Implementation of the Government Information Security Reform Act (GISRA—now amended to be FISMA, the Federal Information Security Management Act) has provided a baseline for agency IT security performance, and the Administration now knows what has been secured and the workload remaining. The 2002 GISRA reports documented significant new and remaining gaps in federal IT security programs.

The Administration is taking steps to address each of these challenges. Specifically, the next section addresses policy improvements, as well as actions being taken in response to six "chronic problems" discussed in the 2003 Budget.

### How Has the Government Responded to These Challenges?

*The Principles of E-Government Lie at the Core of OMB Policy.* In order to move the federal IT portfolio toward the General Accounting Office (GAO) and industry views of best practice, OMB guidance identified how agencies should provide information that improved the IT portfolio included in this Budget. This guidance discussed how to collaborate across government and within agencies, and then informed agencies on the standards that OMB would use to review and select the portfolio. Industry best practices for IT Portfolio Management were followed in the review and analysis.

*Business Cases Drive Performance Improvement.* As one of the key elements in the President's Management Agenda, E-Government should close performance gaps and leverage E-Business techniques to achieve an order of magnitude improvement in government performance. As in the 2003 budget process, the 2004 Budget continues to use IT investment business cases in assuring that IT investments generate increased efficiency, effectiveness, and, most importantly, maximized service to citizens. As required in OMB Circular A-11, several key criteria were applied to determine the viability of an agency's business case:

- *Linkage to the Agency and Program Performance*—Performance goals must be provided for the agency, linked to the annual performance plan as well as the agency mission and strategic goals, and performance measures must demonstrate how the project will support the improvements in the effectiveness and efficiency of the programs. Agencies must also clearly demonstrate how the project assists the agency to become more productive, citizen-centered, and results oriented.
- *Support of the President's Management Agenda*—IT proposals must include multiple agencies; state, local, or tribal governments; use E-Business technologies; be governed by citizen needs; support the FEA Business Reference Model (FEA BRM) published by OMB; and, where appropriate, be fully aligned with the President's E-Gov initiatives.
- *Mitigation of Risk to the federal government*—Agencies must demonstrate an Acquisition Strategy that uses a strong Risk Mitigation Plan to

limit the government's risk; accommodates Section 508 (access for persons with disabilities); and has a program plan with milestones, a viable program management structure, and a clearly defined way to implement the Acquisition Strategy.

- *Management of IT Security and Privacy*—Agencies must demonstrate through their business cases that each investment is compliant with IT security requirements and security costs have been identified and integrated in the overall life cycle costs of the investment. Additionally, each investment must address privacy implications when collecting personal information.

The following table documents the process used in applying these criteria for 2004 IT Budget decisions:

#### STEPS FOR THE 2004 BUDGET PREPARATION

1.	June: A-11 Guidance published; agencies were required to submit business case information that shows project value, program plan, cost, schedule, risk management, and leverages partnering around E-Gov projects and the FEA BRM Lines of Business.
2.	May-August: OMB memoranda identified potential opportunities for leveraging cross agency partnering.
3.	Agencies submitted business cases and IT portfolios in September, with ongoing updates; data arrived via Extensible Markup Language (XML) and were made available for on-line analysis within OMB.
4.	OMB reviewed and scored business cases based on A-11 criteria <ul style="list-style-type: none"> <li>• Individual projects were reviewed for strategic value, viability, program decisions, etc</li> <li>• Agencies were provided scores and resubmitted improved business cases.</li> </ul>
5.	OMB identifies opportunities for consolidation in three key areas: <ul style="list-style-type: none"> <li>• The Presidential E-Government initiatives</li> <li>• The Lines of Business and sub-functions of the BRM. There are many potentially redundant projects within these 35 sub-functions; OMB determined a need to focus on opportunities in 6 business lines with multiple IT development requests totaling more than \$100M (human resource information systems, financial management, monetary benefits, data and statistics, public health monitoring, and criminal investigation)</li> <li>• Comparison of business cases for agency infrastructure against commercial best practices and IT spending benchmarks. Significant opportunities were identified for consolidating office automation and infrastructure within an agency, supporting enterprise licenses and hardware buys as well as consolidation of enterprise architecture programs.</li> </ul>
6.	OMB provided guidance to agencies on Capital Planning and Investment Control (CPIC), Enterprise Architecture (EA), business cases, at risk projects, IT security, Government Paperwork Elimination Act (GPEA), and E-Gov initiatives. Investment increases were directed to priority areas such as Homeland Security, the war on terrorism and modernization.
7.	Agencies continue to improve business cases and revise IT Budgets to reflect decisions.

#### Information Technology (IT) Performance: Transformation through E-Government Must Continue to Address Six Chronic Problems

Over the past year, the Administration made significant progress in addressing the six chronic problems that were identified in the 2003 Budget as limiting IT effectiveness. Indeed, the increased visibility into major IT projects allows OMB to identify redundancy and duplication, and provides a wealth of agency data for use in funding decisions. Consequently, the Administration has implemented IT decision-making practices that review IT investments across agencies to resolve these six issues that have previously limited productivity improvements. Ultimately, agencies must continue to meet these longstanding challenges in order to deliver measurable improvements in the key areas of program performance: reduced time to process information and services ("cycle time"), lower costs for provide information and services, and improved quality in agency decisionmaking. The 2004 Budget indicates improvement in the way that agencies are handling these problems, yet there is still much to do.

#### 1. Automation of existing outdated processes, instead of fixing underlying management problems or simplifying agency procedures to take advantage of new E-Business and E-Government capabilities.

For years IT Investments in the federal government focused on agency hardware and software needs, without addressing underlying management issues in the overall design and scope of the project. Consequently, government agencies traditionally used IT to automate existing processes rather than create more efficient and effective solutions now possible because of the state of technology. This approach, commonly referred to as paving the cowpath, has been documented as a cause of failure in major IT investments. Systems are often evaluated by the percentage of time they are working rather than the results delivered to the programs and citizen they support.

OMB's guidance for the 2004 IT budget process required that agencies take a comprehensive reform approach in identifying people, processes, and technology required to deliver significantly better results. Specifically, criteria were added to the Risk Management Section and the EA Section of the business cases to address these issues. As a result, more than 600 projects, representing approximately \$20 billion, are on the "At Risk List" for failing to address people and process transformation needed to ensure success.

In addition, OMB issued guidance to ensure that agency Government Paperwork Elimination Act (GPEA) implementation plans were not merely automating existing processes. GPEA requires agencies to reengineer their business processes in order to maximize the benefits of technology to create online transactions that are faster, cheaper, and more efficient to the citizen; GPEA means much more than simply automating a paper form. While agencies have made significant progress, much work remains. Of the 5,800 reported transactions,

only 52 percent are expected to meet the October 2003 statutory deadline of providing an electronic reporting option. OMB is driving government compliance with GPEA through its reviews of agency information collection requests under the Paperwork Reduction Act, use of the President's Management Agenda scorecard to push agencies to be in full compliance with GPEA, and leveraging resources across government to promote electronic transaction through specific E-Government initiatives. In addition, OMB is working closely with the agencies to improve their status in complying with the Act.

A key example of an IT investment request that successfully leverages technology with process redesign is the Entry-Exit program in the new Department of Homeland Security. To improve the security of our nation's borders, the processes and systems that support entry and exit from the United States must be reengineered to ensure improved information sharing and technology optimization. The Departments of Justice, State, Treasury, and Transportation, over the last year, have been developing an entry exit program to more effectively manage the people, cargo, and transport crossing U.S. borders. Ensuring that the appropriate IT systems support improved entry and exit processes is essential to achieving our Nation's Homeland Security goals. This effort is now underway and the Department of Homeland Security will take over the program in 2003.

## **2. Duplicative IT investments.**

OMB policy calls for agencies to make maximum use of shared IT solutions and to stop redundant IT purchases. Best practices in private industry identify several opportunities for savings within an IT portfolio of investments. Three consolidation practices in the private sector also are applicable to the federal government:

- Consolidation of IT around the customer.
- Consolidation of IT within a line of business or function.
- Consolidation of IT infrastructure.

To identify potential opportunities in these areas, OMB analyzed the agency IT investment portfolios and provided feedback and suggestions to the agencies. This consolidation analysis not only identified savings for the agencies, but also served to strengthen the governance processes for IT management by identifying and continually pursuing opportunities in this area. For example, use of enterprise licenses for software can generate hundreds of millions of dollars in reduced costs.

In order to maximize consolidation opportunities, agencies must continue to identify and inventory the proposed IT investments within the agencies and across organizations. These processes are increasing the agencies' and OMB's visibility into the type of IT investments the federal government is planning, and provides a vehicle for agencies to collaborate much more effectively on solutions. Over the past year, OMB:

- Determined that due to redundant infrastructure investments, the federal government was pur-

chasing excess infrastructure capacity, such as telecommunications, office automation, and main-frame computers.

- Identified redundant IT investments made for the same purpose and supporting the same lines of business across multiple agencies.
- Developed portfolios and deployed initial versions of IT investments consolidated around citizen needs. The four portfolios comprise cross-agency E-Government initiatives for citizens, businesses, other levels of government, and the federal government's internal efficiency and effectiveness.
- Rejected agency requests for duplicative IT investments across the federal government, and rather directed agencies to collaborate together to create one-stop points of service.

In key examples of cross agency consolidations, payroll operations will be standardized and consolidated from approximately 22 separate providers to a few federal payroll providers by September 2004. The current systems employ a variety of paper and electronic processing; records are not easily shared between agencies as federal employees change jobs in the federal system; and records are manually retired upon employees' retirement and resignation. Numerous agencies had targeted their payroll operations for costly modernization efforts. Millions of dollars will be saved through shared resources and processes and by modernizing on a cross-agency, government-wide basis rather than agency-by-agency. In addition, the Departments of Agriculture and the Interior, and the Army Corps of Engineers, consolidated into one parks reservation system, which will allow the public to obtain information and make reservations for all the recreational opportunities that these agencies offer.

The Administration continues work to ensure that IT investments:

- Reflect consolidation around citizen groups and along lines of business,
- Reduce duplicative collection of data from citizens, businesses, and state and local government
- Purchase enterprise licenses for the federal government where appropriate, and
- Reduce surplus infrastructure capacity.

## **3. Few IT investments have significantly improved mission performance.**

IT investment results have been limited by significant redundancy in federal business operations. OMB issued guidance requiring that agency IT investments synchronize with the FEA. The FEA is a tool that enables the government to identify opportunities that leverage technology and alleviate redundancy or to highlight where agency overlap limits the value of IT investments. Led by OMB, this effort identified opportunities to simplify processes and unify IT investments across the agencies and within the lines of business of the federal government. The Business Reference Model (BRM) is the foundation of the FEA. It describes the federal government's lines of business, including operations and services to the citizen—independent of the

Agencies, bureaus, and offices that perform them. The outcome will be a more citizen-centered, customer-focused government that maximizes technology investments to better achieve mission outcomes.

For 2004 Budget decisions, OMB required agencies to map their major IT investments, as presented in the Exhibit 300, to the BRM. OMB then mapped Exhibit 300s to the model and captured the information in the Federal Enterprise Architecture Management System (FEAMS). The system can now generate analysis reports for agency IT investments by each line of business, sub-function, and Agency.

As a result, OMB now can ensure that IT resources are being allocated optimally across common functions that the government performs. Functions that are performed by multiple agencies are now clearly delineated, and the opportunities for cross-agency collaboration to improve performance are readily apparent. Furthermore, because the FEA has been validated by the agencies, it has become a common framework for initiating cross-agency performance improvements. Over the past year, OMB used the BRM to:

- Assist agencies in identifying opportunities for collaborative investments, joint infrastructure projects, and greater use of enterprise licensing across the government—all of which can help agencies to focus on their mission and avoid unnecessary redundant spending.
- Deny funding to redundant investments, while directing agencies to reuse existing IT or join with other agencies making overlapping investments in the appropriate line of business.

**4. Few agencies have plans demonstrating and documenting the linkage between IT capabilities and business needs.**

While there are many ways to prepare enterprise architecture, the most important element is identification of how IT can be leveraged best to improve agency performance of core missions. Many agency Enterprise Architectures lack focus on business results. As a result, many agencies, bureaus and operating divisions cannot share information or systems. This shortfall increases operating costs as well as burden on citizens and businesses. Additionally, agencies cannot easily analyze IT security risks and determine investment needs; and agencies make redundant investments in IT because programs cannot predict whether IT requirements will be met without buying their own version of a system. These issues can be addressed through better use of enterprise architectures that comprise a “modernization blueprint”.

Although some improvements have been made in recent years through progress in implementing capital planning and investment control, agencies still often base IT investments on business cases that fail to link IT investments to performance improvement. As part of OMB’s evaluation on agency progress in the President’s Management Agenda, agencies are rated on the quality of their Enterprise Architecture as a modernization blueprint. For the 2004 budget, the Administration

added specific questions to the business case guidance to ensure that agencies began to tie IT investments to performance goals and measures.

Progress in this area includes:

- Agencies are progressing towards fully implementing their own Enterprise Architecture frameworks, meeting criteria set by OMB and the General Accounting Office; these criteria are used to assess agencies on their EA performance as part of the Administration’s Management Scorecard for E-Government. Some agencies, such as Department of Energy and Environmental Protection Agency, are basing IT investments on core modernization initiatives identified using their Enterprise Architecture activities. These agencies use the Enterprise Architecture process as an opportunity to identify performance gaps and ways that technology can be used to help close those gaps and better serve the citizen.
- OMB has begun to coordinate EA efforts, groups, working groups, communities of practices, etc., to ensure that the overall strategy and any guidance for EA is driven by the FEA. In the place of the redundant and overlapping activities will be a structured and well-planned modernization effort guided by the work of the FEA.
- For the 2004 business cases, OMB added specific questions to ensure that agencies began to tie IT investments to the performance goals and measures of the programs they support.

**5. Many major IT projects do not meet cost, schedule, and performance goals.**

Under the Federal Acquisition Streamlining Act (FASA) and the Clinger Cohen Act, agencies must report and track progress against cost, schedule and performance goals for IT. Under OMB Circular A-11, agencies are expected to achieve on average 90 percent of the cost and schedule goals without reducing the performance capabilities of the items being acquired. There is wide variation in the performance of agencies against these benchmarks. The greatest problem for the agencies is identifying how a project is performing against planned costs, schedule, and mission improvement goals. Until agencies begin to establish and document baselines, the Administration’s ability to assess whether agencies are meeting such goals will be limited.

A comparison of agency investment requests for 2003, versus what is reported as actual costs, provides specific demonstration that too many IT projects have cost and schedule overruns. A sample comparison of projects-identified cost growth ranging from 10 percent to 225 percent! Not surprising, these same projects failed to successfully make the business case for the 2004 budget and have either been rejected or placed on the “At Risk List”.

Over the past year, OMB has approached this issue from two separate yet complementary standpoints: 1) improving agencies abilities to meet planned cost, schedule, and performance targets, and 2) raising the skills of the federal IT workforce and agencies.

The root problem appears to be a shortfall of skilled IT professionals to support the magnitude of federal IT projects. Specifically, nearly 1,200 of this year's IT projects (major and small) represent IT projects over \$5 million; therefore, the federal government needs a similar number of qualified project managers and solutions architects. However, review of over 1,000 proposed IT business cases for 2004 indicates a significant shortage of skilled personnel, which increases the risk that IT projects will fail. A Gartner August 2002 report (Get the federal IT Workforce in Shape, 19 August 2002, Gartner) found that "Projects to improve federal security, intelligence and E-Government will not succeed unless the U. S. government has a talented and high-caliber IT workforce." For a variety of reasons, the current IT workforce is not able to meet the increased workload and rapidly changing IT environment.

It is important to note that the skills required of today's IT workforce have less to do with technology than with developing and justifying business cases; building and leading cross-functional and cross-organization teams; and planning and monitoring contractor cost, schedule, and performance. Solutions architects are needed to oversee integration of people, process and technology elements of a successful program. Project managers are needed to lead and direct myriad government and contractor personnel, while interfacing with program and oversight officials. Unfortunately, many IT project staff have been selected based on their education and experience in positions requiring technology skills without the benefit of honing business and change management skills. In addition, there is a significant change in the number of projects in a department from year to year, and IT staff cannot move across departments in line with shifting requirements. The skills imbalance was identified by the federal CIO Council, which established the CIO Council IT Workforce Committee to work with OPM to implement innovative commercial best practices toward identifying and closing the skills gap.

The Administration has established a number of efforts to address this area, including an inventory of skills and training opportunities, enhanced training programs, and an online "virtual" job fair. Most recently, OPM and the CIO Council IT Workforce Committee developed federal project management qualifications. Positions requiring those qualifications will be titled with a "project management" suffix. The qualifications are currently being reviewed by the HR community as well as the CIO community. Attaining breakthroughs in closing the skills gap requires partnership of Agency mission program managers, HR officers, and CIOs. While it was primarily the CIO Council that led the charge, the project management challenge and the OPM qualifications are recognized as enterprise tools that apply to project management of every federal investment.

There are several strategies to improve the government's capacity to manage its IT portfolio. In response to the President's Management Agenda, and emerging

needs such as homeland security, the federal IT workforce needs to become flexible to meet these new cross-agency needs. To address this issue, over the past year, OMB:

- Required that all major acquisitions implement an Earned Value Management System (EVMS), based on the industry developed ANSI/EIA Standard 748. An EVMS supports program management by effectively integrating the work scope of a program with the schedule and cost elements for optimum program planning and control. The system requires thorough planning, combined with the establishment and disciplined maintenance of a baseline for performance measurement.
- Directed that by the end of 2004 all major acquisition programs should have an EVMS in place that will enable agencies to report accurate information on the achievement of the baseline cost, schedule and performance goals during 2005.
- Indicated that for the 2005 budget submissions, OMB will compare what was reported in the 2004 business cases against what agencies report in 2005 to determine whether or not the investments are meeting cost, schedule and performance goals.
- Directed agencies to have a program management plan and a qualified project manager for projects to be approved for spending in 2004 and thereafter.

#### **6. Major gaps exist in agency and government-wide computer-related security.**

The Government Information Security Reform Act (GISRA) requires federal agencies and Inspector General (IGs) to conduct annual IT security reviews of programs and systems and report the results of those reviews to OMB and the Congress. OMB issued specific reporting instructions to agencies and IGs to ensure appropriate and uniform reporting. GISRA was recently revised under the E-Government Act of 2002 and renamed the Federal Information Security Management Act.

Under the first year of GISRA reporting in 2001, the Administration was able to establish a baseline of agencies' IT security performance. OMB is assessing the 2002 agency and IG reports, to identify progress made against that baseline as well as identify new or remaining weaknesses. A summary of agency and IG reports will be included in the annual OMB report to Congress on IT security in 2003. Initial review of agency and IG reports are mixed. While some agencies (e.g., DOJ, DOT, and DOL) have demonstrated clear progress over the last year, significant challenges remain for other agencies.

Agency and IG reviews identify numerous IT security weaknesses. To ensure that those weaknesses are appropriately addressed, OMB guidance also requires agencies to develop, implement, and maintain plans of action and milestones for every program and system where an IT security weakness was found. Agencies submit these plans along with quarterly updates on their progress in closing security performance gaps to

OMB. These plans are tied directly to the budget request for a system. Agency progress in executing their plans is used in determining the quarterly E-Government score for the President's Management Agenda Scorecard. Last year, OMB also increased enforcement of the IT security criteria for funding new investments. This year, OMB is reinforcing longstanding policy that agencies address serious IT security weaknesses in their legacy systems prior to proceeding with new IT investments.

For the first time, the federal government's IT security program now has a basic set of IT security performance measures, a comprehensive and uniform process for collecting data against those measures, and a set of tasks and milestones that enable tracking of federal IT security progress. Additionally, agency reports reveal that further progress has been made against the six common government-wide IT security weaknesses identified in last year's budget:

1. *Increasing agency senior management attention to IT security.* In addition to conditionally approving or disapproving agency IT security programs, OMB used the President's Management Agenda Scorecard to focus on serious IT security weaknesses. Through the scorecard, OMB and senior agency officials monitor agency progress on a quarterly basis. As a result, senior executives at most agencies are paying greater attention to IT security.

2. *Development of IT security performance measures.* For the 2002 reporting instructions OMB developed high-level management performance measures to assist agencies in evaluating their IT security status and the performance of officials charged with implementing specific IT security requirements. Agencies reported the results of their security evaluations and their progress implementing their corrective action plans according to these performance measures. These measures are mandatory and help to ensure that accountability follows authority.

3. *Improving security education and awareness.* Through the Administration's "Go-Learn" E-Government initiative on establishing and delivering electronic training, IT security courses were available to all federal agencies in late 2002. Initial courses are targeted to CIOs and program managers, with additional courses to be added for IT security managers, and the general workforce.

4. *Increasing integration of security into capital planning and investment control.* OMB continues to aggressively address this issue through the budget process, to ensure that adequate security is incorporated directly into and funded over the life cycle of all systems and programs before funding is approved. Through this process agencies can demonstrate explicitly how much they are spending on security and associate that spending with a given level of performance. OMB also provided agencies guidance in determining IT security costs of their IT investments. As a result, federal agencies will be far better equipped to determine what fund-

ing is necessary to achieve improved IT security performance.

5. *Working toward ensuring that contractor services are adequately secure.* Through the Administration's Committee on Executive Branch Information Systems Security, an issue group was created to review this problem and develop recommendations for its resolution, to include addressing how security is handled in contracts themselves. This issue is currently under review by the Federal Acquisition Regulatory Council to develop, for government-wide use, a clause to ensure security is addressed as appropriate in contracts.

6. *Improving process of detecting, reporting, and sharing information on vulnerabilities.* Early warning for the entire federal community starts first with detection by individual agencies and reporting to incident response centers at the FBI, GSA, DOD, or elsewhere. While it is critical that agencies and their components report all incidents in a timely manner, it is also essential that agencies actively install corrective patches for known vulnerabilities. To further assist agencies in doing so, GSA's Federal Computer Incident Response Center (FedCIRC) recently awarded a contract on patch management. Through this work, FedCIRC will be able to disseminate patches to all agencies more effectively.

As agencies conduct more reviews, the number of security weaknesses they will find is likely to increase. Based on agency and IG IT security reports, agencies' plans of action and milestones, and IT budget materials, both progress and weaknesses have been identified. OMB set targeted milestones for improvement for some of the critical IT security weaknesses. These targets include:

- More agencies must establish and maintain an agency-wide process for developing and implementing program and system level plans. Plans of action and milestones must serve as an agency's authoritative management tool, to ensure that program and system level IT security weaknesses, once identified, are tracked and corrected. By the end of 2003, all agencies shall have an adequate process in place.
- Many agencies find themselves faced with the same security weaknesses year after year. They lack system level security plans and certifications. Through the budget process, OMB will continue to assist agencies in prioritizing and reallocating funds to address these problems. By the end of 2003, 80 percent of federal IT systems shall be certified and accredited.
- While agencies have made improvements in integrating security into new IT investments, significant problems remain in ensuring security of new and in particular, legacy systems. By the end of 2003, 80 percent of the federal government's 2004 major IT investments shall appropriately integrate security into the lifecycle of the investment.

### **Making Use of Statutory Authorities for IT Management**

In addition to the cross-cutting steps taken to address each of these chronic problems as discussed above, OMB has also begun to use one of the key authorities established in section 5113 “Enforcement of Accountability” of the CCA. Under this authority, the use of which has been endorsed by the General Accounting Office (GAO), the Director is required to evaluate information resources management practices of the executive agencies with respect to IT investments. As part of this evaluation OMB issued “Clinger Cohen Letters”. These letters were used to identify and halt further investment in potentially redundant IT investments, and are summarized below.

#### **Clinger Cohen Letters Issued:**

##### **E-Clearance issued on April 29, 2002 (B-02-03) “Expedited Processing of National Security Clearances using the Clearance Verification System”**

- The Clearance Verification System (CVS) ensures that there is documentation in a centrally accessible databases of all government issued security clearances, and is an important element in the Administration’s Homeland Security efforts.
- The purpose of this bulletin is to direct Executive branch departments and agencies whose clearance records are not in JPAS or an intelligence community database to comply with the Bulletin’s requirements to load clearance information into the combined environment. The bulletin also gives OPM the authority to link the DoD and OPM systems to simplify and automate locating investigations and clearances for anyone in DoD or any civilian agencies, and will reduce the number of reinvestigations.

##### **Online Rulemaking Management issued on May 6, 2002 (M-02-08)**

##### **“Redundant Information Systems Relating to On-Line Rulemaking Initiative”**

- The purpose of this memorandum is to advise agency heads of the intention to consolidate redundant IT systems relating to the President’s on-line rulemaking initiative.

The memo directs all federal rulemaking agencies to:

- Leverage and use a single, front-end web application for receiving public comments on proposed agency rules by December 31, 2002.
- Consolidate duplicative “back end” information technology systems into an integrated solution built on an existing system and processes by December 31, 2003.
- Conform agency IT spending to the On-Line Rulemaking program plan.

##### **Homeland Security issued July 19, 2002 (M-02-12)**

##### **“Reducing Redundant IT Infrastructure Related to Homeland Security”**

- Consolidation and integration of IT infrastructure across the component agencies of the Department of Homeland Security presents significant opportunities for savings while providing the best investments for our homeland security mission.
- The memo directs component agencies to:
  - Cease temporarily all IT infrastructure system development and planned modernization efforts above \$500,000 pending an expedited review of all DHS component agencies investments.
  - Identify any current or planned spending on IT infrastructure
  - Participate in the Homeland Security IT Investment Review Group led by the Office of Homeland Security (OHS) and OMB.

##### **Homeland Security issued July 30, 2002 (M-02-13)**

##### **“Review and Consolidation of Business Management Systems for the Proposed Department of Homeland Security”**

- An effective DHS requires high quality integrated common systems. A similar opportunity to integrate IT for effectiveness and economy exists in the case of management systems for financial management, procurement, and human resources.
- The memo directs component agencies to:
  - Cease temporarily new financial management, procurement, and HR system development or modernization efforts above \$500,000 pending an expedited review of all DHS component agency investment plans.
  - Identify any current and planned spending on IT systems directly for or related to financial management, human resources management, and procurement.
  - Participate in the Business Systems IT Review Group led by OMB and OHS.

##### **Recreation One-Stop issued on December 17, 2002 (M-03-03)**

##### **“Redundant Reservations Systems Relating to Recreation One-Stop Initiative”**

- The purpose of this memorandum is to advise agency heads of the intention to consolidate redundant IT systems relating to recreation reservations systems as part of the President’s Recreation One-Stop Initiative.
- Affected agency IT spending for recreation reservation systems must conform to the Recreation One-Stop reservation program plan and the October 2003 consolidation. If necessary, OMB will apportion funds consistent with a migration plan developed by the Recreation One-Stop reservation initiative team.

##### **E-Payroll issued on January 10, 2003 (M-03-05) “Consolidating and Standardizing Federal Civilian Payroll”**

- The purpose of this memorandum is to advise agency heads of the actions required to consolidate federal government Payroll providers. Specific actions include:

- DoD, GSA, DOI, and USDA will proceed with payroll processing migration and consolidation to two partnerships under OPM's leadership.
- Agencies who receive payroll processing from DoD, GSA, DOI or USDA will remain with those providers through September 30, 2004.
- Agencies identified to migrate to a new provider must confirm selection of payroll processing provider with OPM no later than February 3, 2003.
- Agencies other than DoD, GSA, DOI, and USDA shall not spend 2003 funds for modernization of payroll processing unless that IT investment facilitates the agency migration to one of the consolidated payroll processors.

Many agencies made significant progress in accomplishing the goals of expanded E-Government, leveraging information technology to become more citizen-centered and results oriented. For more information on agency implementation of the Expanding E-Government initiative, see Table 22-1; and for more information about the PMA Scorecard, see the "Governing with Accountability" chapter in the Budget volume.

#### **Improving Performance and Citizen Service Across Government through the E-Gov Initiatives:**

The expanded E-Government initiatives are improving the delivery of government services to the citizen. Instead of putting thousands of government forms and reams of information online, the federal government is using technology as a tool to better serve citizens and improve efficiency. IT provides higher quality of information at an often lower cost to the government. People are able to choose when they access the information and utilize these government services electronically. The government is making progress both in agency-specific efforts and in the cross-agency initiatives. Detail on these cross-agency initiatives is provided in Table 22-2 of this document. Here are some highlights of major successes since February 2002:

**Volunteer.gov:** Works in support of the President's USA Freedom Corps initiative, allowing citizens to volunteer for more than 100,000 openings at national parks, veteran's hospitals and other federal facilities.

**Recreation.gov:** One-stop online access to America's National Parks and public recreation areas. The website includes links to 1900 federal parks with over 750,000 site visitors per month.

**GovBenefits.gov:** One-stop access to information and services of almost 200 government programs representing more than \$1 trillion in annual benefits. GovBenefits receives over 500,000 visitors per month and is represented on USA Today's list of "Hot Sites."

**Integrated Acquisition:** Supports cost-effective acquisition of goods and services by agencies, while eliminating inefficiencies in the current acquisition environment by providing a one-stop portal for vendor registration. In addition, this initiative is providing government purchasing managers with a past performance informa-

tion retrieval system and an on-line catalog of items available at different prices from multiple agency contracts.

Progress has also improved in agencies becoming more citizen-centered and results oriented, based on results from the perspective of the four key citizen-centered groups.

*Government to Citizen (G2C).* The objective of the portfolio is to provide one-stop, on-line access to information and services for the citizen. The portfolio has met most of its objectives, but work remains to be done. GovBenefits.gov has compiled most government benefit programs online and developed a tool so citizens can easily determine their eligibility for benefit programs. The portfolio is reusing this tool on specific benefit topics like seniors, loans, and disabilities—multiplying its impact for the citizen. 77 percent of government site users have gotten tourism and recreation information from government websites (Pew Internet & American Life Project, April 2002). Recreation.gov has merged recreation data from across the government into an easy to use site that addresses this demand. It also provides the same data to private sector sites that pick subsets for their specific topic web site—"franchising" much like GovBenefits above. Finally IRS Free Filing is using a private-public partnership to deliver free Internet tax filing to the public. 70 percent of those who filed their taxes online say have saved time and about half say they saved more than an hour (Pew).

*Government to Business (G2B).* The goal of the Government to Business portfolio is to reduce burdens on business, provide one-stop access to information and enable digital communication using the language of E-Business (XML). Businesses have started to receive benefits as a result of our efforts through a series of one-stop portals and soon as a result of limited information re-use across agencies. Success from the Business Compliance One-Stop initiative can already be found in Businesslaw.gov where businesses can access information about laws and regulations and can use expert tools that make it easier and cheaper to understand and comply with laws and regulations. Exciting work has also begun to form the basis for a unified portfolio of health data domains that will allow for the sharing of medical record information across government agencies and healthcare organizations. Under the E-Rule-making initiative, businesses will no longer need the assistance of a lawyer or lobbyist to participate in the regulatory process. Citizens and businesses can now easily find, read and comment on proposed federal rules or regulations at the regulations.gov website. Finally, the Expanding Electronic Tax Products for Businesses Initiative will benefit 5.4 million corporations by reducing

the burden associated with filing the 1120/1120S (Corporate Income Tax) Forms.

*Government to Government (G2G).* The G2G portfolio's primary goal is to enable federal, state and local governments to more easily work together to better serve citizens within key lines of business. There are mixed results. Tremendous progress was made on two initiatives, E-Grants and E-Vital. In 2002, both projects worked closely with state and local governments to create standards and pilots that facilitate data integration and deliver measurable benefits to all levels of government. Three other projects, relate to Homeland Security. Stakeholders in these initiatives serve vital constituencies, and in many cases maintain significant existing infrastructure investments. The Disaster Management initiative launched a portal (disasterhelp.gov) for public safety personnel that includes secure messaging and tools to facilitate communication and disaster response. *Internal Efficiency and Effectiveness (IEE).* This portfolio's focus is to apply industry best practices to government. Accomplishments in 2002 initiated business transformation successes by advancing agency partnering, citizen focus, and reduction of stovepipe systems. DOT's Virtual University investment was leveraged to deliver the E-Training government-wide online training portal (Golearn.gov); migrating online training services from over 40 agencies to one, while supporting areas of competency in achieving Human Capital goals. E-Payroll, through the efforts of multi-agency teams, is initiating the migration of agencies from the present 22 providers to two payroll partnerships, with a projected lifecycle cost savings of \$1.2 billion. Integrated Acquisition has resulted in an agency-shareable single vendor-performance file; a single vendor registration area that makes it easier to do business with the federal government, and a community platform for the Intra-Governmental Transfers, a significant governmental accounting challenge. E-clearance has defined the aggregation and sharing of clearances along a single entry point, 98 percent of investigations will be located with one search.

### **Looking to the Future: Overall Governance Process**

In order to generate performance improvement from IT across the government, it is necessary to rethink the organizational, governance, and funding structures that hamper cross-agency coordination. Actively managing federal IT investments as a consolidated portfolio is needed to obtain more productivity from the federal IT investments. There are major policy decisions that must be made, including what will be the roles of agencies with overlapping responsibilities. These decisions must be made to drive productivity and better deliver the services to the citizens.

To facilitate the federal government working as one enterprise, the government has developed a number of new tools. The FEA is helping to identify opportunities for agencies to collaborate and eliminate redundant spending. The FEA BRM describes the federal government by common lines of business, and opportunities for key cross organization initiatives. By describing the federal government around common business areas instead of the stovepiped agency-by-agency view, it promotes agency collaboration. The Performance Reference Model (PRM) provides a framework for identifying performance improvement opportunities in quality, costs, and cycle time, spanning traditional organizational structures and boundaries.

In addition, the Expanding E-Government Initiative requires agencies to develop modernization blueprints that will close performance gaps and more effectively perform their mission to the citizens. Together, the FEA and agency modernization blueprints identify what agencies have IT investments and where there are gaps in leveraging technology for performance improvement or opportunities to consolidate IT spending.

Agencies have started to come together under the leadership of the President's Management Council (PMC) to establish a framework for collaboration. The PMC has identified three of the E-Government initiatives (Project SAFECOM on wireless interoperability, Disaster Management, and E-authentication) as needing full PMC involvement, while determining the remaining 21 should be managed by either the team of agencies affected or a lead agency that has primary mission responsibility addressed by an initiative.

In 2004 OMB proposes to add staff to the new Office of Electronic Government and IT to develop and use the FEA. The FEA will be used to identify both significant gaps as well as redundancies across agency major IT investments.

While there are new tools to foster collaboration, agencies' CIOs have not felt empowered to develop new joint investments. Using agency business case data and the BRM, OMB identified that as much as 20 percent of agency IT requests could benefit from a joint agency approach. However, of the approximately 1300 major projects that were submitted in 2004, a small number were joint submissions from multiple agencies. The government will continue to incorporate enterprise architecture criteria into the regular process of developing joint IT investment proposals as well as to use the budget process to reduce duplicative spending.

Emerging from this process will be a systematic way to group interagency initiatives into three areas. In each area, it will be critical to assign clear responsibility to the agency or agencies that must take the lead in implementing the initiatives. The three areas are:

1. IT and E-Government projects where it is clear that one agency has the lead. These can be implemented through the normal agency-specific budget process.

2. IT and E-Government projects where a subset of agencies are involved. These may require joint ownership and funding.

3. IT and E-Government projects that are common to all agencies or rise and govern at a level of major policy significance. These will require action from the PMC as a whole to be successful, as well as a new way to finance their operations.

### Expanding the Transformation by Modernizing Across Agencies

In order to continue, enhance, and make lasting E-Government transformation, the Administration is working to integrate the FEA with federal budget preparation and execution processes. The fully integrated processes will allow continuous integration and consolidation of systems and processes in order to better fulfill citizen needs. The FEA is a powerful tool for identifying both key gaps and redundant efforts and can be used to determine the most effective investment of IT.

A recent report by the National Commission on the Public Service, chaired by Paul A. Volcker, entitled “Urgent Business for America: Revitalizing the Federal Government for the 21st Century”, found that “Across the full range of government activities, new demands are accelerating, and the pace of change is quickening. At the same time, the federal government has had difficulty in adapting to the knowledge-based economy and taking advantage of the significant advances in technology.” The FEA will allow the government to address these challenges by identifying both significant gaps as well as opportunities to leverage technology across agency processes. The FEA BRM describes the federal government by common lines of business, and points to opportunities for key cross organization initiatives.

Working with the Chief Information Officer’s (CIO) Council, OMB built a first version of the BRM. It has used this model to assess agency IT investments for 2004 and identify areas for future integration across agencies. The Administration is incorporating enterprise architecture criteria into the regular process of developing joint IT investment proposals. In addition, the new E-Government Act should the identification and use of cross agency initiatives consistent with this approach. The process is premised on several critical success factors:

- The Director of OMB and the PMC work together to establish targets for consolidation of IT initiatives to achieve substantial cost and citizen service gains.
- Federal agencies analyze IT redundancies and gaps in order to achieve citizen outcome goals.
- Business line owners in agencies are identified and provided with the authority and resources to lead cross-agency consolidation efforts.
- Resources are committed by both the business line owners and the involved agencies to ensure that complete and accurate analysis of consolidation opportunities are conducted.

- OMB oversees the overall process, utilizing the FEA, of evaluating agency progress in eliminating redundancies and gaps through the budget process.
- Communication with key Congressional stakeholders, including GAO and the appropriate committees, occurs regularly.

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

As a result of deployment and use of the FEA BRM in evaluating 2004 agency IT budgets requests, OMB has been able to identify potential redundancies in six business lines:

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

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

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

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

**Criminal Investigations**—includes the systems that support the federal government’s criminal investigation activities. Initial review revealed an estimated \$300 million in investments that require further assessment.

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

Funding for systems in these areas will be subject to review and potential integration or consolidation. Teams composed of representatives of each partner agency, the lead agency or “business line owner”, and

appropriate OMB officials would be established to conduct a thorough assessment of the potential redundancies in each business line. Based on these assessments, funding would be aligned; the funding would then be managed by the business line owners. A portion of the savings from eliminating redundant systems within these business lines could be re-allocated to higher priority activities, as appropriate, in coordination with the agency.

### **Conclusion**

E-Government is an integral part of the President's Management Agenda, making it easier for citizens and businesses to interact with their government, save taxpayer dollars and streamline citizen-to-government transactions. Table 22-1 summarizes the results of IT management processes at major agencies while Table 22-2 provides summary information on each of the Presidential E-Government initiatives. A copy of the President's E-Government strategy, which includes additional information on each of the E-Government Ini-

tiatives, is available on the OMB Web site at [www.omb.gov](http://www.omb.gov).

In conclusion, while the federal government has made significant progress in implementing E-Government to better serve the citizen efficiently, work remains. The federal government must further rationalize its architecture to eliminate redundant IT investments that are both costly and often create unnecessary burden to the citizen. OMB expects the number of interagency E-Government initiatives to grow significantly in the 2005 budget process as a result of the further deployment of other FEA Reference Models and the expansion of OMB's FEA governance processes, as discussed above. Agencies must continue to collaborate together to develop innovative solutions and work as one federal enterprise instead of individual agencies. OMB will continue to focus agencies on achieving measurable results from IT investments. Agencies must also continue to improve their workforce to better manage its IT investment and improve the security of these investments.

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>Agriculture</b>				
<p>USDA's CPIC process is used in concert with their Modernization Blueprint, EA, and their E-Gov Strategy throughout the budget process. The CPIC and EA are working toward full integration.</p>	<p>USDA's EA is continuing to focus on the business, data, application, and technology layers of the EA. USDA is also working to integrate the EA efforts throughout the department.</p>	<p>For the 2004 budget, USDA prepared 50 business cases. 48 made the business case. USDA will review its IT investments to ensure that projects and systems that meet the criteria for major projects provide business cases.</p>	<p>USDA continues to participate in many E-Gov initiatives including Safecom, Gov-Benefits, Geospatial, e-Loans, e-Grants, e-Payroll, e-Training, e-Travel, Integrated Acquisition, and e-Authentication. Starting in 2003, USDA will participate in the e-Grants pilot by using the new standard for grant applications and synopsis data. The USDA E-loans initiative must be aligned and coordinated with the government wide e-Loans initiative managed by the Department of Education. As a federal payroll provider, USDA is responsible for financing and migration strategies to ensure e-Payroll goals are met. USDA's progress in complying with GPEA has 58 percent (272) of its 469 total transactions projected to meet the deadline.</p>	<p>The Department should create an integrated EA effort that consolidates the myriad of EA efforts underway in the Department. All organizations within USDA should partner with the Department's Office of the CIO to eliminate the redundant EA efforts and to continually pursue opportunities for consolidating office automation.</p>

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>Commerce</b>				
All components (CIO, CFO, Procurement Executive) participate in the CPIC process. DOC has made progress toward integrating its CPIC and EA processes.	DOC's EA work is identifying key business modernization issues and has made progress on developing the 4 layers (Business, Data, Application, Technology). The EA is used to make budget decisions about IT investments.	Commerce provided business cases for all major systems and 60 percent of its total IT investments.	DOC's International Trade Administration is the managing partner of the International Trade Process Streamlining initiative (ITPS), and NOAA and Census are actively involved in the Geospatial One-Stop initiative. DOC is also participating in the integrated project team of Project SAFECOM and is involved in Rec-One Stop, e-Grants, e-Training, e-Travel, Integrated Acquisition and e-Authentication. DOC has made progress in meeting its GPEA requirements; only 11 significant transactions (transactions with over 5000 respondents) will be delayed beyond the end of 2003.	In 2003, Commerce should continue their efforts to align the agency EA with the Federal Enterprise Architecture. The department will continue and increase involvement in the development and deployment of the President's E-Government initiatives. By mid-February, the Department will update the Agency's IT Strategic Plan, tie to specific measurable results and identify 2-3 major modernization initiatives for the department that are also strongly linked to measurable outcomes/results. Commerce will submit a revised Enterprise Architecture that reflects these major modernization initiatives.

**Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>Department of Defense</b>				
<p>DoD operates a lengthy budget review process, the Planning, Programming and Budgeting System (PPBS), which serves as the capital planning and investment control process for DoD. The PPBS system often fails, however, to link budget and performance for Information Technology systems and to integrate Information Technology efforts with the mission of the department.</p>	<p>DoD’s Enterprise Architecture, the Global Infrastructure Grid (GIG), is a good start for developing an Enterprise Architecture. The newest version, Version 2.0, to be released in January 2003 for departmental coordination, is expected to expand the scope of the current version of the Enterprise Architecture. The DoD Chief Information Officer will work to ensure the Financial Management Architecture (FMA) effort is consistent with the department’s Enterprise Architecture, the Global Infrastructure Grid.</p>	<p>DoD submitted complete business cases for 184 major projects, as defined by DoD, totaling about \$14 billion. This shows a substantial improvement by the department to increase the visibility into the Information Technology portfolio. In addition, the quality of the business cases improved greatly.</p>	<p>DoD is involved in many of the E-Gov initiatives including, Online Rule-making Management, Disaster Assistance and Crisis Response, Project Safecom, e-Grants, Geospatial One-Stop, Integrated Acquisition, e-Authentication, and e-Records. DoD is commended for the work it has done with the E-Clearance and E-Authentication E-Gov projects. DoD is also working with other federal agencies in the e-Payroll initiative. DoD is improving the coordination and alignment of the medical care delivery systems in DoD and the Department of Veterans Affairs (VA). DoD continues to make progress implementing the requirements of GPEA. DoD projects that 69 percent (94) of 137 total transactions will meet the deadline to comply with GPEA.</p>	<p>DoD will release the newest version (version 2.0) of the department’s Enterprise Architecture, known as the Global Information Grid (GIG) in January 2003 for Departmental coordination. DoD will release the Financial Management “To-Be” Architecture in April 2003. DoD will continue to determine the most appropriate alignment of the department’s Enterprise Architecture and the Financial Management Architecture with the Federal Business Reference Model.</p>

**Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>Education</b>				
<p>All components (CIO, CFO, PEC) participate in its CPIC process. The Department has developed an integrated CPIC process which will allow for analysis of IT investments for compliance with the EA.</p>	<p>Education’s EA work has made progress on developing the 4 layers (business, data, application, and technology), but does not yet fully address security. ED has developed a draft Security Reference Model which addresses this shortfall. ED should continue its work to align FSA’s EA with the Department’s EA and the Federal Enterprise Architecture.</p>	<p>Many of ED’s projects failed to make successful business cases because of security weaknesses and will be placed on the “At-Risk” list for monitoring. ED will report to OMB on a quarterly basis the progress made toward certifying and accrediting each system described in an “At-Risk” business case.</p>	<p>ED’s E-Gov efforts are resulting in tangible efficiencies and improvements. ED has improved its business cases and investment review process and is significantly ahead of other agencies on GPEA requirements. The Department is involved in a number of the E-Gov initiatives including Gov-Benefits, e-Loans, e-Grants, e-Travel, e-Training, Integrated Acquisition and e-Authentication. The Department should begin implementation of the e-Loans initiative. ED has made progress in meeting GPEA requirements: 74 percent (126) of its transactions (representing 88 percent of the total respondent burden) are projected to have an electronic option. ED is developing a plan for the incorporation of the remaining relevant transactions.</p>	<p>In terms of EA, ED must develop a comprehensive strategy that clarifies:</p> <ul style="list-style-type: none"> <li>• the factors that will guide EA development prior to One-ED completion;</li> <li>• how IT decisions will be coordinated with both an “interim” EA and ongoing information provided by One-ED; and</li> <li>• how agency-wide IT decisions will be coordinated with FSA IT decisions prior to the completion of an integrated EA. ED should continue the implementation of system risk assessments and associated corrective action plans, and certify and accredit all major systems.</li> </ul>

**Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>Energy</b>				
The Department has a strong CPIC process that is integrated with both the EA efforts and the budget process.	DOE has made significant progress on its EA efforts and should continue working on aligning its EA with the Federal Enterprise Architecture (FEA) effort.	The Department has made significant progress on providing business cases compliant with A–11 and A–130. However, many of DOE’s projects failed to make successful business cases and will be placed on the “At-Risk” list for monitoring. DOE must report to OMB on a quarterly basis on the progress made toward strengthening business cases for “At-Risk” projects and the management of the projects.	The Department should continue working on the E-Gov initiatives. It is currently a partner in including Gov-Benefits, E-Records, E-Grants, E-Training, E-Travel, Integrated Acquisition, and E-Authentication. DOE’s progress in complying with GPEA indicates three of the projected 19 transactions will meet the deadline of 10/03.	The Department should create an integrated EA effort that accommodates the myriad of EA efforts underway in the Department. All organizations within DOE are directed to partner with the Department’s Office of the CIO to eliminate the redundant EA efforts and to continue to pursue opportunities for consolidating office automation and infrastructure buys by utilizing enterprise licenses and Departmental purchases. DOE is also reviewing all financial management systems and efforts to ensure alignment with the Department’s plans for I-MANAGE.
<b>Health and Human Services</b>				
HHS shows evidence of commitment to strengthening its central CPIC process. Progress must continue and produce results including a true integration of IT capital planning with the general budget decision-making process.	The departmental EA efforts are in the early stages, not addressing equally all parts of the Department, and manifested in several separate Enterprise Architecture efforts.	HHS’ IT projects are generally tracking well on cost, schedule, and performance. However, more than 50 percent of the HHS major system business cases (Ex. 300s) require improvement because they inadequately address security. HHS did not submit Ex. 300s for some large projects.	HHS has continued to lead well on E-Grants and Consolidated Health Informatics (CHI). On the cross-agency E-Gov agenda front, HHS has moved forward on many detailed implementation issues encountered in E-Grants, filed the Ex. 300 for Consolidated Health Informatics, and increased commitment of resources. HHS’s progress report on complying with GPEA shows 63 percent (212) of its 337 total transactions projected to meet the deadline. Additional progress is dependent upon establishing a Public Key Infrastructure for electronic signatures, working with the E-Authentication initiative.	Improve coordination of HHS’s internal IT activities with E-Grants, Geospatial One-stop and E-Gov initiatives related to simplifying administrative systems. OMB notes that work on the Enterprise Architecture should progress quickly to an integrated and comprehensive departmental process for EA, to identify and reduce redundancies, and map the Departmental EA to the Federal Enterprise Architecture efforts of OMB.

**Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>Housing and Urban Development</b>				
HUD has a strong CPIC process that is integrated with both the EA efforts and the budget process.	HUD has made significant progress on their EA efforts and should continue working on aligning their EA with the Federal Enterprise Architecture (FEA) effort.	HUD submitted business cases on 100 percent of major systems for the 2004 Budget and were operating within 90 percent of submitted cost, schedule, and performance targets.	HUD has continued to be a partner in many of the 24 E-Gov initiatives, including: Gov-Benefits, Online Rule, E-Grants, E-Loans, E-Training, E-Travel, Integrated Acquisition, and E-Authentication. HUD delivered the New FHA module on time. Given HUD’s number of transactions, it is recommended that HUD move to aggressively implement the requirements of GPEA.	HUD will develop an Action Plan for meeting milestones in major systems. HUD must continue to make progress in delivering new working systems, including the FHA Ledger Project and other important delivery milestones to be laid out by HUD.
<b>Interior</b>				
Interior’s CPIC process and governance document was piloted in 2002, revised, and reissued to bureaus for implementation.	Interior is reviewing its many separate and uncoordinated EA efforts and creating an integrated and comprehensive departmental process for EA. OMB was briefed on the strategy and the agency is moving forward on these efforts.	Significant strides have been made to identify all IT investments and to use OMB’s Exhibit 53 and 300s to display and track IT investments. The initial budget submission included business cases for 35 projects with 20 of them remaining on the “At-Risk” list. Interior has recently submitted additional business cases and strengthened business cases initially submitted. Interior will continue strengthening the business cases on the “At-Risk” list and the projects they represent. Interior will review its IT portfolio and ensure that all projects meeting the major project definition provide business cases. Interior and OMB will work together to improve the linkage between budget data and IT investment data from Exhibit 53.	Recreation One-Stop is making good progress and will expand to include enhanced links to reservation and other services. Geospatial One-stop is being coordinated with Federal agencies, states, and local governments. Interior hired a permanent Executive Director and established an intergovernmental Board of Directors for the project. Interior is making progress in complying with GPEA. OMB identified 271 eligible GPEA transactions for Interior to review. Of these, Interior identified an initial 80 eligible for conversion—50 percent will be completed by the deadline and Interior will make every effort to complete the others by the deadline. For the remaining possible eligible transactions, Interior is reviewing the transactions to determine the feasibility of making those transactions electronic in tandem with its information technology modernization.	The Department is creating an integrated and comprehensive departmental process for EA to identify and reduce redundancies of EA efforts across the department and working with OMB to develop a department-wide EA process. Interior continues its efforts to map the departmental EA to the Federal Enterprise Architecture efforts of OMB. OMB endorses the process used by Bureau of Land Management. The EA should be fully developed to a detail level that ensures the efficient management of Department IT resources, not merely a high-level overview. The Department will implement an inter-bureau IT consolidation. Interior’s CPIC process will be implemented at the bureau level in 2003. The remaining 50 percent (40) of initial eligible GPEA transactions will have plans in place to be completed post 10/2003.

**Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>Justice</b>				
All components (CIO, CFO, PEC) participate in the CPIC process.	DOJ has made progress toward integrating their CPIC and EA. Justice’s work on its EA shows progress in developing the 4 layers (business, data, application, and technology), but does not yet fully address security. Justice does use the EA to make decisions about IT investments. The Department appears to have many separate and uncoordinated Enterprise Architecture efforts.	DOJ prepared 2004 business cases for their major investments; however, many will be placed onto the “At-Risk” List due to deficiencies that must be addressed.	The Department issued its Strategic Plan in July of 2002. The Department was active in a number of E-Gov initiatives including E-Authentication and E-Grants. It was also involved in other E-Gov initiatives including Disaster, Safecom, e-Travel, e-Training, and Integrated Acquisition. It should continue to stay an active participant in these initiatives. As part of the e-Authentication Initiative, DOJ is requested to coordinate its E-Commerce Controlled Substances Ordering System effort with the e-authentication project and report its progress in Spring Review. DOJ’s progress in complying with GPEA has 63 percent (68) of its 108 total transactions projected to meet the deadline.	The Department will create an integrated and comprehensive departmental process for EA, including identifying and reducing redundancies in these separate approaches. Justice will work with OMB to develop a department wide EA process and continue its efforts to map the Departmental EA to the Federal Enterprise Architecture efforts of OMB. The Department should conduct an analysis to map its major system 300s to business, stakeholders, and selected other layers of the IT architecture.

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>Labor</b>				
<p>DOL's CPIC process is used to implement the Modernization Blueprint and EA throughout the budget process. The CPIC and EA are fully integrated.</p>	<p>DOL's EA is a Modernization Blueprint for improving agency mission performance and is consistent with the FEA BRM. It addresses the four layers (business, data, application, technology) and security. It is used to make budget decisions about IT. DOL should continue to work to ensure that its EA efforts are consistent with the Federal Enterprise Architecture.</p>	<p>Only 15 of DOL's 55 business cases were evaluated as "At-Risk". Most of these were for lack of security reviews that were already in progress but not complete. All of these business cases are scheduled for revision within the first quarter of CY 2003.</p>	<p>DOL was the first department with a central IT fund to promote cost-effective investments to serve its mission. The percentage of investments in this fund, while still small, increased from 13 percent in 2002 to 17 percent in 2003. DOL is the managing partner of GovBenefits, which was launched publicly April 29, 2002. DOL is a partner agency and active participant in 12 other E-Gov initiatives. DOL's progress in complying with GPEA has 73 percent of their transactions projected to meet the deadline. In 2003, it should work toward ensuring the streamlining of all of its electronic transactions that had until recently been paper-based. In this way, DOL will move toward being an exemplar for converting paper to E-Government transactions.</p>	<p>GovBenefits should work with State governments to define virtual social services application forms. Labor should complete implementation of its common e-mail system, which is scheduled for 5/03. DOL should establish an integrated, publicly accessible website for Service Contract Act wage determination data. DOL should complete its IT improvements to its Davis-Bacon system.</p>

**Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>State</b>				
<p>State is currently reviewing its CPIC process and has negotiated an improvement plan with OMB to address CPIC, EA, and E-Gov issues.</p>	<p>State’s initial EA is heavily focused on the technical aspects of the enterprise and does not provide a Modernization Blueprint for the agency. OMB received an EA Project Plan from State with milestones that clearly defines how the agency will move forward on their EA work.</p>	<p>Since September 30, 2001, State has markedly improved its business cases. None of the business cases submitted with the 2004 budget failed. 15 of 24 are on the “At-Risk” list, a big improvement over last year. State should continue strengthening those business cases on the “At-Risk” list and the projects they represent. State should also review its IT portfolio to ensure that all projects meeting the definition of “major” provide successful business cases.</p>	<p>State is a participating partner in several E-Gov initiatives; however, it seems that State is continuing to develop systems in isolation that would benefit from collaboration with other agencies, in particular USAID. State Department is beginning to partner with the E-Government e-Training project management team. State’s progress in complying with GPEA has 48 percent (45) of its 94 total transactions projected to meet the deadline.</p>	<p>State and USAID agreed to develop a joint Enterprise Architecture and identify opportunities for collaboration and consolidation of IT systems, beginning with financial management. State is launching a major new system, SMART, designed to replace many key functions (cables, messaging, document management). This project could be the lynchpin of State’s operations. We expect that State’s management team will diligently and carefully plan, design, and evaluate this new system. One key aspect that must be considered is how SMART meshes with the E-Gov initiatives and how it will function as a shared multi-agency tool. State’s new E-diplomacy office should work in concert with State’s Information Resource Management Office to assess how IT systems meet the Administration’s goals to unify, simplify, and reduce redundancy in IT systems government-wide.</p>

**Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>Transportation</b>				
<p>DOT has made progress in the area of its CPIC process, including finalization of its overall IT CPIC policy and convening of the Departmental Investment Review Board, which resulted in the consolidation of multiple redundant systems. This consolidation effort is underway and will be reflected in the 2005 submission. The department should continue strengthening the process and ensure that the CPIC is fully integrated with the budget and EA.</p>	<p>DOT’s EA is still in the early stages of development. DOT needs to maintain its focus on a business driven EA that addresses all of the necessary security issues and an EA that is aligned with the Federal Enterprise Architecture effort.</p>	<p>The department has made tremendous progress in terms of providing business cases as part of the budget, though much work remains to be done in this area. The initial budget submission included business cases for 85 projects. 44 of these projects remain on the “At-Risk” list and Transportation should continue to strengthen the business cases and the projects they represent.</p>	<p>DOT is an active partner and continue to be in many of the E-Gov initiatives including Rec-One Stop, Disaster, Safecom, Online Rulemaking, Geospatial, e-Grants, e-Training, e-Travel, Integrated Acquisition. DOT’s progress in complying with GPEA has 90 percent (338) of its 375 total transactions projected to meet the deadline.</p>	<p>The Department will provide OMB an update on its progress at least quarterly and further integrate its EA into the budget process for future years. DOT should work with the Online Rulemaking Management Initiative managing partner (EPA) to develop and adopt a common rule-making solution. As part of E-Authentication, it should coordinate with the Common Access Architecture—Public Key Infrastructure (PKI) for Digital Signature project with the E-authentication team to determine if this system is redundant with e-authentication.</p>

**Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>Treasury</b>				
<p>While Treasury’s CPIC process has existed within the Department it does not appear to be integrated with the budget process. The bureaus within the Department have independent CPIC processes that fail to be integrated into one Department wide process.</p>	<p>Treasury’s EA has a very strong technology layer with little business and data information. Treasury should continue work on their EA and provide information in the four layers (business, data, application, and technology) with a clear view of how Treasury will use the EA to modernize the agency.</p>	<p>The Department cannot demonstrate that its IT investments are achieving at least 70 percent of planned costs, schedule, and performance goals. The majority of its business cases for 2004 did not successfully make the business case and therefore will be placed on the “At-Risk” list.</p>	<p>Treasury is leading two E-Gov initiatives, Free Filing and Expanded Electronic Tax Products for Business and is actively supporting expansion of Pay.gov. It should deploy the Internet application for EINs as part of the One-Stop Business Compliance project. Treasury should carefully review the IT portfolios of its bureaus to ensure that the bureaus are investing in projects in a manner fully consistent with the government-wide E-Government initiatives and continue participating in such projects as Free Filing, Online Rule, Expanding Electronic Products for Business, e-Training, e-Travel, Integrated Acquisition, and e-Authentication. Treasury’s progress in complying with GPEA has 36 percent (256) of its 700 total transactions projected to meet the deadline. 86 percent of these transactions are from IRS, who should continue to make progress towards GPEA compliance and the goal established by the IRS Restructuring and Reform Act of 1998 (RRA98) of 80 percent of all tax and information returns being filed electronically by 2007.</p>	<p>Develop a project plan that describes how Treasury will achieve an integrated CPIC process across the Department during 2003 before publication of the President’s Budget. Create an integrated and comprehensive departmental process for Enterprise Architecture (EA). To do this, it would help to identify and reduce redundancies in the current separate bureau by bureau approaches. These architecture efforts should include efforts to map the Departmental EA to the Federal Enterprise Architecture. All bureau-specific EA efforts should be put on hold until a Department-wide EA plan, consistent with the Federal Enterprise Architecture efforts, is developed.</p>

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>Veterans Affairs</b>				
<p>VA has implemented a CPIC process governed by its Senior Management Committee (SMC). VA has made progress toward integrating their CPIC and EA.</p>	<p>VA should continue its efforts to modernize IT using the EA effort and report quarterly progress on milestones to OMB. VA should continue looking for opportunities to unify, simplify, and consolidate around the needs of the veterans.</p>	<p>The 2004 budget submission demonstrates significant improvement in VA's business cases. While a number of the business cases were on the "At-Risk" list, the department has continued to strengthen these business cases and the projects they represent. There are opportunities for VA and DoD to expand collaboration on projects. VA should increase its coordination and alignment with VA's and DoD's medical care delivery systems. This effort will allow both Departments to better serve their beneficiaries, many of whom are dually eligible, while using Federal funds more efficiently and effectively. These efforts should be in addition to efforts currently underway.</p>	<p>VA has expanded its participation in E-Gov initiatives, including becoming a significant partner in at least one project in each of the four E-Gov portfolios. VA will continue participation in E-Gov initiatives, especially e-Payroll, e-Grants, e-Loans, e-Travel, e-Training, e-Authentication and Gov-Benefits. VA's progress in complying with GPEA has 88 percent (156) of its 177 total transactions projected to meet the deadline.</p>	<p>VA will continue to implement the centralization of IT authority under the CIO. VA will continue populating the One-VA Enterprise Architecture. It should complete the crosswalk of the VA EA with the Federal EA and Business Reference Model (BRM). VA and DoD collaboration milestones: VA and DoD should provide OMB with a joint draft site selection proposal three weeks prior to submission to Congress, quarterly reports detailing progress on development of the pilot projects (starting April 1, 2003), and a joint implementation plan before proceeding with operations at the pilot sites (by July 15, 2004).</p>

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>Environmental Protection Agency</b>				
<p>EPA's CPIC process has all the components (CIO, PEC, CFO) participating in the process. EPA has made progress toward integrating CPIC and EA. However, additional work remains to integrate the CPIC and budget processes.</p>	<p>EPA has provided a baseline "As Is" architecture and is rapidly creating a Modernization Blueprint and identifying key business modernization issues as part of their target architecture. It has made progress on developing the 4 layers of the Enterprise Architecture (business, data, application, and technology), but does not fully address security. EPA should continue its work to align agency EA efforts to the Federal Enterprise Architecture.</p>	<p>EPA submitted revised 2004 business cases as required. After final review, 100 percent of business cases received passing scores.</p>	<p>As the managing partner for the Online Rulemaking initiative, EPA has established a highly capable program management office for this project and is poised to deliver the rule-making website ahead of schedule. Overall, EPA is currently participating in 14 of the 24 E-Government initiatives. EPA's progress in complying with GPEA has 26 percent (131) of its 505 total transactions projected to meet the deadline.</p>	<p>EPA is already working to better integrate their budget planning and CPIC processes. The agency submitted its Target Architecture in December and is continuing to develop a robust Enterprise Architecture that will serve as the Agency's Modernization Blueprint. EPA should also continue its involvement in all appropriate E-Government initiatives including e-Travel, Disaster Management, Geospatial, Integrated Acquisition, e-Records, and e-Authentication. To support this, the agency should continue its centralized mechanisms for ensuring its active participation in the initiatives.</p>

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>General Services Administration</b>				
<p>GSA has all of the appropriate organizational components (CIO, PEC, CFO) participating in its CPIC process. GSA has made progress toward integrating its CPIC and Enterprise Architecture (EA). GSA issued a 5 year IT Strategic Plan in December, 2002.</p>	<p>GSA has developed a satisfactory "As-Is" financial management architecture and recently submitted the "To-Be" architecture for its financial management functions. While GSA has made progress towards developing a modernized financial management architecture approach because these financial management functions constitute most but not all of the enterprise, the EA is still technology-driven, and not business driven.</p>	<p>GSA has made progress on providing business cases compliant with A-11 and A-130. However, many of GSA's projects failed to make successful business cases because of security weaknesses and will be placed on the "At-Risk" list for monitoring. GSA must report to OMB on a quarterly basis on the progress made toward strengthening business cases for "At-Risk" projects and the management of the projects.</p>	<p>GSA continues to provide good support for the five E-Gov initiatives for which GSA is managing partner and OMB E-Gov activities generally. It should continue its participation in the E-Gov initiatives as managing partner of Federal Asset Sales, e-Travel, Integrated Acquisition, USA Services, and e-authentication. It should also continue its participation in e-Payroll and e-Records. By March 14th 2003, GSA should provide OMB a schedule for adding the Federal Acquisition Institute and the Applied Learning Center training activities to the e-Training website. GSA's recent GPEA report to OMB has all of GSA's remaining 48 transactions, which are not yet GPEA compliant projected to meet the October 2003 deadline.</p>	<p>GSA should demonstrate it is making IT decisions across the enterprise, with full service involvement (e.g. the work begun on Enterprise wide Infrastructure, web page content management, and Customer Relationship Management). GSA must continue to fully leverage its partner resources for the five E-Gov initiatives it manages; and actively participate in the internal efficiency initiatives where GSA currently has redundant or complementary systems (e-Training and Recruitment One Stop).</p>
<b>Agency for International Development</b>				
<p>USAID has made progress in updating its CPIC process since last year primarily through its Business Transformation Executive Committee (BTEC). It is in the process of defining requirements for its newly established Capital Investment Working Group. USAID will update its CPIC process to reflect the group's participation in the agency's CPIC process.</p>	<p>USAID EA has a very strong technology layer with some business and data information. USAID has been in the process of updating their EA. They should continue these activities and provide information in the four layers (business, data, application, and technology) with a clear view of how AID will use the EA to modernize the agency and collaborate with State.</p>	<p>Since September 30, 2001, USAID has markedly improved its business cases. None of the business cases submitted with the 2004 budget failed, however all six of the business cases that were submitted were placed on the "At-Risk" List. USAID should continue strengthening those business cases on the "At-Risk" list and the projects they represent. USAID should also review its IT portfolio to ensure that all projects meeting the definition of "major" provide successful business cases.</p>	<p>USAID and State will develop a joint Enterprise Architecture and identify opportunities for collaboration and consolidation of IT systems, beginning with financial management. In addition, USAID has begun more active participation in government-wide initiatives, including e-Grants. USAID's GPEA plan shows that 92 percent of its transactions are projected to meet the deadline.</p>	<p>State and USAID will develop a joint Enterprise Architecture and a plan for increased IT collaboration. USAID will also investigate potential collaboration with other agencies on their grants and acquisition systems. Finally, USAID will bring their business cases in compliance with A-11 requirements and be a full and active participant in relevant government-wide initiatives, including e-Grants and Integrated Acquisition.</p>

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>National Aeronautics and Space Administration</b>				
<p>NASA's has all the appropriate stakeholders participating in the CPIC process (e.g., the CIO, Procurement Executive (PEC), and CFO).</p>	<p>NASA has aligned its Enterprise Architecture with the Federal Business Reference Model and discussed it with the OMB Chief Technology Officer.</p>	<p>NASA has made great strides in refining its plans and processes for monitoring and reporting on its IT investments. However, only two of NASA's 14 IT business cases were judged to be adequate and not "At-Risk". NASA and OMB will continue to review its IT portfolio to improve the information that NASA collects and to determine which IT investments require business cases.</p>	<p>NASA is aggressively increasing its integration of E-Government activities internally, and continues to participate in four inter-agency E-Gov initiatives. Additionally, NASA is providing informal support to five other interagency initiatives. NASA has a key role in cross-agency certification of Public Key Encryption. NASA should continue being an active participant in the following E-Gov initiatives: e-Travel, Geospatial, e-Training, Integrated Acquisition, and e-Authentication. NASA will take necessary steps to make its OneNASA Portal operational by February 2003. The NASA CIO and Comptroller have issued new guidance letters on the collection of information to address IT investments and their alignment with IT security. As NASA already provides online access to a majority of its transactions, the agency is making progress towards compliance with GPEA. However, NASA should concentrate its efforts on the information collections related to IFMP.</p>	<p>NASA should create an integrated CPIC process that incorporates the various centers and enterprises into one unified CPIC process. NASA has made some progress toward integrating its CPIC and Enterprise Architecture (EA). NASA needs to create an integrated EA effort that accommodates the various EA efforts underway in the agency. All centers and enterprises within NASA are directed to partner with NASA's Office of the CIO on these EA efforts, eliminate any redundant EA efforts, and continually pursue opportunities for consolidating office automation and infrastructure buys.</p>

**Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>National Science Foundation</b>				
NSF’s CPIC process is used to implement the agency’s Enterprise Architecture (EA) throughout its budget process. The CPIC and EA are fully integrated.	NSF’s EA is consistent with the Federal Enterprise Architecture Business Reference Model.	NSF submitted 5 business cases. While some of them were initially placed on the “At-Risk” list, NSF has continued to strengthen these business cases and the projects they represent.	NSF receives over 99 percent of its annual proposals electronically through its FASTLANE system. NSF continued as an active partner in e-Grants, it has paid its full share of e-Grants Phase I costs. It should continue its involvement in the E-Gov initiatives and seek additional opportunities to participate in the E-Gov initiatives. NSF’s progress in complying with GPEA is excellent. Of NSF’s nearly 25 transactions, it has only one transaction that lacks a date for GPEA compliance.	NSF should continue work to ensure that the agency’s EA efforts map to and support the Federal Enterprise Architecture. Based on its upcoming Business Analysis, NSF will develop its next generation Enterprise Architecture that supports and maps to the Federal Enterprise Architecture. It will include the development of a phased implementation plan for the identified new technologies. NSF should ensure that its five-year IT strategic plan is consistent with government-wide E-Gov efforts.
<b>Office of Personnel Management</b>				
OPM uses its CPIC process to implement the Modernization Blueprint and EA through the budget process.	OPM’s EA is a Modernization Blueprint for improving agency mission performance. The next update will align OPM’s business lines to the Federal Enterprise Architecture and the governmentwide and agency E-Gov initiatives.	Business cases for major projects substantially comply with the requirements of OMB Circular No. A–11 and A–130. Major projects with approved cost, schedule & performance goals are on time, within budget and meeting performance objectives.	OPM leads five of the 24 governmentwide E-Gov initiatives—Recruitment One-Stop, e-Training, e-Clearance, Enterprise HR Integration, and e-Payroll—that support the federal employee lifecycle and help to transform federal human capital management. At least 81 percent of OPM’s information transactions will meet the GPEA deadline for electronic options.	Continue to achieve planned security remediation activities for 42 program systems and report progress quarterly.

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>Small Business Administration</b>				
<p>SBA's CPIC process has all the necessary components (CIO, PEC, CFO) participating in the decision making process. SBA has made progress toward integrating its CPIC and EA. SBA needs to improve IT program performance oversight.</p>	<p>Through SBA's EA work, the agency is currently identifying key business modernization issues, and has made progress on developing the 4 critical IT layers (business, data, application, technology). Nonetheless, the EA does not yet fully address security. SBA should continue aligning its EA efforts with the Federal Enterprise Architecture.</p>	<p>Submitted revised 2004 business cases as required. After final review, 100 percent of business cases received passing scores.</p>	<p>Established BusinessLaw.gov to provide small businesses easy access to information on how to find, understand, and comply with government regulations. Citizen one-stop service delivery integrated through Firstgov.gov. SBA plans to enhance management and support of customers and partners through implementation of relationship models, including the elimination of program "stove-pipes" and better integration of all programs and delivery systems through one-stop shops and/or supply chain management techniques. SBA should continue its participation in e-Loans, One Stop Biz, e-Training, Integrated Acquisition, and e-Travel. SBA projects that 81 percent (47) of its 58 total transactions will meet the GPEA deadline.</p>	<p>SBA is steadily improving its IT processes and business cases have shown improvements. SBA must formally implement its EA process and ensure that CFO, procurement, and other officials partake in the investment decision and review process.</p>
<b>Social Security Administration</b>				
<p>SSA's CPIC process is integrated with business modernization plans and the budget process. The CPIC and EA are fully integrated.</p>	<p>SSA's EA work is currently identifying key business modernization issues, has made progress on developing the 4 layers (business, data, application, technology), but does not yet fully address security.</p>	<p>SSA provided business cases for all major projects but does not show that 90% of projects meet cost, schedule, and performance goals.</p>	<p>SSA remains a paper-driven agency but is building capacity to reduce reliance on paper-based processes and provide integrated service delivery in the future. SSA is the managing partner for e-Vital, which is on schedule, and participates in e-Authentication, e-Training and other cross-agency initiatives. SSA formulated performance indicators for customer Internet usage and established baseline data. SSA projects that 16 percent (32) of SSA's 201 total transactions will meet the GPEA deadline.</p>	<p>SSA should continue working to align its EA efforts with the Federal Enterprise Architecture and actively pursue opportunities to collaborate with other agencies to design and deliver systems around the needs of the citizens.</p>

**Table 22–1. EFFECTIVENESS OF AGENCY’S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>National Archives and Record Administration</b>				
NARA’s CPIC process has all of the components (CIO, PEC, CFO) participating. NARA has made progress toward integrating their CPIC and EA.	NARA’s EA work is currently identifying key business modernization issues, has made progress on developing the 4 layers (business, data, application, technology), but does not fully address security.	NARA has made significant progress on providing business cases compliant with A–11 and A–130. However, most of NARA’s projects failed to make successful business cases and will be placed on the “At-Risk” list for monitoring. NARA is working to improve the business case for their “Electronic Records Archives.”	NARA serves as the Managing Partner for the E-Records E-Gov initiative. It should continue to be an active participant in the e-Travel and Integrated Acquisition projects. NARA’s progress in complying with GPEA has 6 percent (3) of its 50 total transactions projected to meet the deadline.	NARA should continue working to align its EA efforts with the Federal Enterprise Architecture. It should develop a strategy for using its EA as the Modernization Blueprint for the agency.
<b>Nuclear Regulatory Commission</b>				
NRC uses its CPIC process to implement its Modernization Blueprint and EA throughout its budget process.	NRC’s EA work is currently identifying key business modernization issues, has made progress on developing the four layers (business, data, application, technology), but does not fully address security.	NRC submitted business cases for its major IT investments and exceeded the performance goal of at least 60 percent of its IT budget request accompanied by business cases. However, many of the business cases did not successfully make the business case and therefore will be placed on the “At-Risk” list.	NRC should continue participating in the e-Travel and Integrated Acquisition E-Gov initiatives. NRC should also work with the Online Rulemaking Management Initiative (OLRM) managing partner (EPA) to develop and adopt a common rulemaking solution.	NRC should continue work to align its EA with the Federal Enterprise Architecture and continue working to ensure that its EA will serve as the agency’s Modernization Blueprint. NRC should continue working to ensure full alignment and integration of all NRC enterprise-wide IT policies and processes, to include best practices systems development, CPIC, EA, systems security certification and accreditation, and routine E-Gov reviews of existing and proposed IT investments.

**Table 22-1. EFFECTIVENESS OF AGENCY'S IT MANAGEMENT AND E-GOV PROCESSES—Continued**

Capital Planning and Investment Control (CPIC) Effectiveness	Enterprise Architecture (EA) Effectiveness	Business Cases for IT Projects	E-Gov Progress	Process Improvement Milestones for Calendar Year 2003
<b>Corps of Engineers</b>				
The Corps uses the CPIC process to implement its EA throughout the budget process.	The Corps conducted significant work to integrate its EA activities with the work of the Federal Enterprise Architecture. The Corps needs to develop a more robust EA that should serve as its Modernization Blueprint.	All of the business case the Corps submitted will be placed on the "At-Risk" List. Only 11 percent of the Corps 2004 IT budget request was accompanied with business cases and therefore it did not meet the performance goal of major projects accounting for at least 60 percent of the IT investment portfolio for 2004 reporting. (A-11, Section 53)	As part of Recreation One Stop, the Corps should have a plan for accommodating the Department of Interior in the National Recreation Reservation Service. The Corps should continue working on the other E-Gov initiatives they are currently involved with including Geospatial and Integrated Acquisition. Corps' progress in complying with GPEA has all of its 17 transactions projected to meet the deadline.	The Corps will develop an action plan with milestones for developing an Enterprise Architecture that will serve as the agency's Modernization Blueprint. The Corps will develop additional business cases for 2005 to increase the visibility of its IT Portfolio.

**Table 22–2. Government to Citizen—By Projects**

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
<b>GOVBENEFITS.GOV</b>				
DOL <a href="http://www.govbenefits.gov">www.govbenefits.gov</a>	Provides a single point of access for citizens to locate and determine potential eligibility for government benefits and services.	<ul style="list-style-type: none"> <li>• Hits to site per month (Target: 350,000)</li> <li>• # of referrals to partner benefit sites (Target: 10% increase)</li> <li>• Average time to find benefits and determine eligibility (Target: 20 minutes or less)</li> </ul>	<ul style="list-style-type: none"> <li>• Initial services locator launched on 04/29/02 as a screening tool to identify services citizens may qualify for (Now at 200 programs)</li> </ul>	<ul style="list-style-type: none"> <li>• 03/31/03—Establish first iteration of virtual benefits data standards with states</li> <li>• 04/30/03—Online screening tool for 225 benefit programs from current 200</li> <li>• Q1 2004—Make progress in migrating SSA and VA forms toward a single site, which may be maintained by one of these agencies</li> </ul>
<b>RECREATION ONE-STOP</b>				
DOI <a href="http://www.recreation.gov">www.recreation.gov</a> <a href="http://www.volunteer.gov/gov">www.volunteer.gov/gov</a>	Provides citizens with a single-point of access to a web-based resource, offering information and access to government recreational sites in a user friendly format.	<ul style="list-style-type: none"> <li>• # of partners sharing data via Recreation.gov (Target: 35 partners added)</li> <li>• # of facilities listed in Recreation.gov (Target: 25% increase)</li> <li>• # of online reservations</li> <li>• Customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• First county/state data added to Recreation.gov as part of intergovernmental “Government Without Boundaries” initiative, May 2002</li> <li>• Recreation.gov relaunched with enhanced map interface and state data in September 2002</li> <li>• Joined OASIS and initiated RecML data standard process December 2002</li> <li>• Data provided in a consistent format for 2,471 recreation sites managed by 10 Federal organizations, 4 states, and 1 county, January 2002</li> </ul>	<ul style="list-style-type: none"> <li>• 4/30/03—Add new map capability</li> <li>• 09/30/03—Complete Recreation data standard (RecML)</li> <li>• 10/31/03—Online cross-government reservation system relaunched; Park Service reservation system de-activated</li> </ul>
<b>IRS FREE FILING</b>				
TREAS <a href="http://www.irs.gov">www.irs.gov</a>	Creates a single-point of access to free online preparation and electronic tax filing services provided by Industry Partners to reduce burden and costs to taxpayers.	<ul style="list-style-type: none"> <li>• % coverage of tax filing public (Target: minimum of 60%)</li> <li>• # of citizens filing electronically (Target: 15% increase)</li> </ul>	<ul style="list-style-type: none"> <li>• Signed agreement with Industry Partners to offer free tax services for the 2003 tax season</li> </ul>	<ul style="list-style-type: none"> <li>• 01/16/03—Deploy industry partnership for free online tax filing solution for 2003 tax season</li> </ul>

Table 22–2. Government to Citizen—By Projects—Continued

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
<b>ONLINE ACCESS FOR LOANS</b>				
DOED	Creates a single point of access for citizens to locate loans. Improves the efficiency and reduces burden of loan programs.	<ul style="list-style-type: none"> <li>• # of clicks to access relevant loan information</li> <li>• Improve Agency access to risk mitigation data</li> <li>• Customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• PMC endorsement of business case and loan program improvement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• 09/30/03—Release eLoans Gateway: a plain speak website that educates citizens on federal loan programs, with links to federal agencies and private sector resources</li> <li>• 09/30/03—Web enable risk mitigation data for agency access</li> </ul>
<b>USA SERVICES</b>				
GSA	Develop and deploy government wide citizen customer service using industry best practices that will provide citizens with timely, consistent responses about government information and services.	<ul style="list-style-type: none"> <li>• Average time to respond to inquiries through Firstgov.gov and FCIC (Target: 100% of inquiries responded to within 24 hours)</li> <li>• Average time to resolve inquiries through Firstgov.gov and FCIC</li> <li>• # of government-wide inquiries call center and e-mail systems can handle (Target: 3.3M calls/year and 150,000 emails/year)</li> <li>• Customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Created an Office of Citizen Services at GSA to provide cross-agency customer service for citizens</li> <li>• Integrated Federal Citizen Information Center's (FCIC) call center with Firstgov.gov to provide citizens with ability to contact the federal government via telephone, email, letters, or fax.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a pilot multi channel contact center by 06/03/03</li> <li>• 01/04—Develop and deploy a pilot government wide citizen customer service using industry best practices that will provide citizens with timely, consistent responses about government information and services</li> <li>• 11/30/03—Define call-center/email architecture</li> </ul>

**Table 22–2. Government to Business—By Projects**

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
<b>E–RULEMAKING</b>				
EPA <a href="http://www.regulations.gov">www.regulations.gov</a>	Allows citizens to easily access and participate in high quality, efficient rule making process. Improves the access to, and quality of, the rulemaking process for individuals, businesses, and other government entities while streamlining and increasing the efficiency of internal agency processes.	<ul style="list-style-type: none"> <li>• # of electronic comments submitted through <a href="http://regulations.gov">regulations.gov</a></li> <li>• # of online docket systems decommissioned with the associated cost savings and cost avoidance</li> <li>• # of downloads of rules and regulations</li> <li>• # of public participants in rulemaking process</li> </ul>	<ul style="list-style-type: none"> <li>• Developed a cross agency front-end web application for receiving public comments on proposed agency rules</li> <li>• <a href="http://firstgov.gov">Firstgov.gov</a> links to all agency regulatory docket sites</li> <li>• Completed the benchmarking study and evaluation of existing agency websites</li> <li>• Clinger-Cohen letter issued to consolidate redundant and siloed agency websites</li> </ul>	<ul style="list-style-type: none"> <li>• 01/03—Launch of government-wide portal giving citizens the ability to find, view, and comment on all proposed rules</li> <li>• 02/03—Begin development of the E-Rulemaking back office tools</li> <li>• 07/03—Complete enhancement of EPA system</li> <li>• 07/03—Begin migration of legacy web-based system agencies to the federal-wide system</li> <li>• 07/03—Begin converting five non-web based system agencies to the federal-wide systems</li> <li>• 09/30/04—Complete migration and conversion of the identified Agencies</li> </ul>
<b>EXPANDING ELECTRONIC TAX PRODUCTS FOR BUSINESSES</b>				
TREAS	Reduces the number of tax-related forms that businesses must file, provides timely and accurate tax information to businesses, increases the availability of electronic tax filing, and models simplified federal and state tax employment laws.	<ul style="list-style-type: none"> <li>• Burden reduction for corporations per return and/or application filed</li> <li>• Administrative cost to Federal government per return filed</li> <li>• Cycle time to grant Employer Identification Number (EIN)—interim EIN granted immediately</li> <li>• # of electronic tax-related transactions (all forms)</li> </ul>	<ul style="list-style-type: none"> <li>• Completed development of the Employment Tax (Form 94x) and Internet EIN applications.</li> <li>• Completed a proof-of-concept for Pre-Screening Notice and Certification Request for the Work Opportunity and Welfare-to-Work Credits (Form 8850)</li> </ul>	<ul style="list-style-type: none"> <li>• 01/28/03—Deploy Phase 1 online EIN</li> <li>• 01/6/03—Deploy Form 94X—Employment tax form building in XML format to make business returns easier to file electronically</li> <li>• 01/04—Initial implementation of 1120 e-file for business to facilitate end to end tax administration (Modernizing E-File System)</li> </ul>
<b>FEDERAL ASSET SALES</b>				
GSA <a href="http://www.firstgov.gov">www.firstgov.gov</a>	Creates a single, one-stop access point for businesses to find and buy government assets.	<ul style="list-style-type: none"> <li>• Cycle time reduction for asset disposition</li> <li>• \$ cost avoidance for personal property</li> <li>• Return on assets (ROA)</li> </ul>	<ul style="list-style-type: none"> <li>• Migrated <a href="http://Fedsales.gov">Fedsales.gov</a> to <a href="http://Firstgov.gov">Firstgov.gov</a> and improved search capabilities for items that agencies are trying to sell</li> <li>• Released Request For Info (RFI)</li> </ul>	<ul style="list-style-type: none"> <li>• 07/03—Vendor contract awarded</li> <li>• 12/03—First program federal asset sale</li> </ul>

Table 22–2. Government to Business—By Projects—Continued

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
<b>INTERNATIONAL TRADE PROCESS STREAMLINING</b>				
DOC <a href="http://www.export.gov">www.export.gov</a>	Makes it easy for Small and Medium Enterprises (SMEs) to obtain the information and documents needed to conduct business abroad.	<ul style="list-style-type: none"> <li>• Time to fill out export forms and locate information (Target: 10% annual reduction)</li> <li>• # of unique visitors to Export.gov (Target: 15% increase)</li> <li>• # of trade leads accessed by SMEs through Export.gov (Target: 10% increase)</li> <li>• # of registered businesses on Export.gov</li> </ul>	<ul style="list-style-type: none"> <li>• Defined solution architecture for simplifying export processes</li> </ul>	<ul style="list-style-type: none"> <li>• 03/03—further integrate EX-IM insurance filing processes and products into Export.gov</li> <li>• 02/27/03—Deploy online collaborative workspace that consolidates all information gathered by trade specialists and disseminates it through Export.gov to SMEs</li> <li>• 05/03—Automate NAFTA certificate of origin guidance</li> <li>• TBD—Migrate BuyUSA to GTN</li> </ul>
<b>ONE-STOP BUSINESS COMPLIANCE</b>				
SBA <a href="http://www.businesslaw.gov">www.businesslaw.gov</a>	Reduces the burden on businesses by making it easy to find, understand, and comply with relevant laws and regulations at all levels of government.	<ul style="list-style-type: none"> <li>• Time savings for business compliance and filing (Target: 50% reduction)</li> <li>• Regulatory agency savings through transition to compliance from enforcement through automated processes (Target: 25% increase)</li> <li>• # of days reduced for issuing permits and licenses</li> <li>• Cycle time to issue permits and licenses issued (Target: within 24 hours)</li> <li>• # of visitors/page views (Target: 10-20% increase)</li> <li>• Reduction in redundant IT investments</li> </ul>	<ul style="list-style-type: none"> <li>• Launched Businesslaw.gov (Dec 2002)</li> <li>• Piloted Portal Maximizer for improved navigation</li> <li>• Created two transactions online: 1) A national Business Registration for state identification and an IRS EIN and 2) a proof of concept Report Harmonization tool for coal miners that saves 25,000 hours annually in reporting burden to five federal and one state agency</li> </ul>	<ul style="list-style-type: none"> <li>• 02/03—Launch compliance portal for trucking industry</li> <li>• 05/03—Complete 30 expert tools (from multiple agencies, including OSHA, EPA, IRS, INS, DOT, DOE) designed to help businesses comply with relevant regulations in the environment, health and safety, employment, and taxes</li> <li>• 08/03—Design and implementation for five most common applications for the food processing vertical</li> </ul>

**Table 22–2. Government to Government—By Projects**

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
<b>CONSOLIDATED HEALTH INFORMATICS</b>				
HHS	Adopts a portfolio of existing health information interoperability standards (health vocabulary and messaging) enabling all agencies in the federal health enterprise to speak the same language based on common enterprise-wide business and information technology architectures.	<ul style="list-style-type: none"> <li>• # of federal agencies &amp; systems using the standards to store and/or share health information</li> <li>• # of contracts requiring the standards</li> <li>• # Impact on patient service, public health and research</li> <li>• # increase in common data available to be shared by users</li> </ul>	<ul style="list-style-type: none"> <li>• # Government-wide health IT governance council established</li> <li>• # Resubmitted business case including full work breakdown structure and in-kind financing plan</li> <li>• # Proposed messaging and laboratory data standards under consideration by partners</li> </ul>	<ul style="list-style-type: none"> <li>• # 02/02—Establish &amp; institutionalize federal health data standards governance; announce council</li> <li>• # 02/03—Announce four messaging and one vocabulary standard including initial deployment efforts</li> <li>• # 02/03—Announce 25 target priority vocabulary domains for initiative and schedule for federal adoption</li> <li>• # 09/03—Begin deploying health informatics standards, including laboratory and messaging vocabularies in federal systems</li> <li>• # 09/03—Standards maintenance and ever greening processes in place</li> </ul>
<b>GEOSPATIAL INFORMATION ONE-STOP</b>				
DOI	Provides federal and state agencies with single-point of access to map-related data enabling consolidation of redundant data.	<ul style="list-style-type: none"> <li>• # of data sets posted to portal</li> <li>• # of users</li> <li>• # of cost sharing partnerships for data collection activities</li> <li>• # of data-set hits</li> </ul>	<ul style="list-style-type: none"> <li>• Created a draft standard to ensure consistency among data sets that describe transportation routes and allows governments to share data about transportation related issues</li> <li>• Kick started development of open standards based interoperable portal</li> </ul>	<ul style="list-style-type: none"> <li>• 02/03—Complete draft standards for critical spatial data themes (framework data)</li> <li>• 02/03—First iteration of the planned metadata</li> <li>• 05/03—Deploy first iteration of the Geospatial One-Stop Portal</li> </ul>
<b>DISASTER MANAGEMENT</b>				
FEMA <a href="http://www.disasterhelp.gov">www.disasterhelp.gov</a>	Provides federal, state, and local emergency managers online access to disaster management related information, planning and response tools.	<ul style="list-style-type: none"> <li>• Reduce response recovery time by 15%</li> <li>• Improve situational awareness planning capability by 25%</li> <li>• Increase the number of first responders using DMIS tools by 10%</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot launch on 11/25/02</li> </ul>	<ul style="list-style-type: none"> <li>• 10/1/03—Deploy an integrated channel for access to Disaster Management organizations, knowledge, services, and tools</li> </ul>

Table 22-2. Government to Government—By Projects—Continued

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
<b>SAFECOM</b>				
FEMA	Provides interoperable wireless solutions for federal, state and local public safety organizations and ensures they can communicate and share information as they respond to emergency incidents.	<ul style="list-style-type: none"> <li>• # of agencies that can communicate with one another</li> <li>• Response times for jurisdictions and disciplines to respond to an event</li> <li>• # of wireless grant programs that include Safecom-approved equipment</li> <li>• Voice, data and video convergence</li> </ul>	<ul style="list-style-type: none"> <li>• Identifying existing wireless network integration solutions fielded by federal, state, tribal, and local public safety agencies proven to provide interoperability. Solutions will be used as models to provide a baseline from which to further implement options for interoperability within the public safety community.</li> <li>• Modifying an existing web-based tool as a channel of distribution for the identified wireless network integration solutions</li> <li>• Developing process for grant funding to state, tribal, and local organizations</li> <li>• Plans in place to launch a requirements definition and analysis</li> </ul>	<ul style="list-style-type: none"> <li>• 02/03—Develop short-term interim solution for immediate integration of wireless networks</li> <li>• 07/03—Define the requirements for first responder interoperability at state, local, tribal, and federal levels to develop a long-term architecture</li> <li>• 09/03—Identify gaps between existing wireless systems and interoperability requirements</li> <li>• 10/03—Develop concept of operations for interoperability</li> <li>• 09/04—Develop national architecture</li> </ul>
<b>E-VITAL</b>				
SSA	Establishes common electronic processes for federal and state agencies to collect, process, analyze, verify and share birth and death record information. Also promotes automating how deaths are registered with the States.	<ul style="list-style-type: none"> <li>• Time for state to report death to SSA (Target: 15 days)</li> <li>• # of verified death records</li> <li>• Time to verify birth and death entitlement factors (Target: 24 hours)</li> <li>• # of false identity cases</li> </ul>	<ul style="list-style-type: none"> <li>• As of Dec 2002, birth and death information from eight states (CO, HI, MO, MS, MN, IA, CA, OK) is available online for Social Security to use</li> <li>• Three states (MN, MT, SD) and New York City have signed contracts to implement an improved death registration process</li> </ul>	<ul style="list-style-type: none"> <li>• 06/1/04—Launch production EVVE hub</li> <li>• 10/31/03—Deploy an initial capability for Electronic Death Registration (EDR) records with DC, NJ, and NH</li> </ul>
<b>E-GRANTS</b>				
HHS <a href="http://www.fedgrants.gov">www.fedgrants.gov</a>	Creates a single, online portal for all federal grant customers to access and apply for grants, thus making it easier for potential recipients to obtain information about federal grants.	<ul style="list-style-type: none"> <li>• # of grant-making agencies publishing grant opps in portal</li> <li>• # of grant programs available for electronic application</li> <li>• % of reusable information per grant application</li> <li>• # of applications received electronically</li> </ul>	<ul style="list-style-type: none"> <li>• Launched on 8/30/02</li> <li>• Unified grant application standard completed 10/1/02</li> <li>• HHS reached an agreement with agencies, universities and nonprofits, setting data standards for grant applications</li> </ul>	<ul style="list-style-type: none"> <li>• 10/1/03—Deploy simple, unified grant application mechanism</li> </ul>

**Table 22–2. Internal Efficiency and Effectiveness—By Projects**

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
<b>E-TRAINING</b>				
OPM <a href="http://www.golearn.gov">www.golearn.gov</a>	Provides a single point of online training and strategic human capital development solutions for all federal employees, reducing instructor and travel costs and improving human capital management.	<ul style="list-style-type: none"> <li>• Cost avoidance: total tuition/travel cost reductions for participating agencies (Target: minimum of \$50M in reductions)</li> <li>• % of executive branch agencies receiving their e-training via golearn.gov</li> <li>• E-Training is supplier of choice to fulfill Human Capital training at all Cabinet-level agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Launched on 07/23/02 and as of October has had over 35 million visitors with over 28,000 registered users</li> <li>• Variable training costs have been reduced to less than a penny per student</li> <li>• Recently launched IT security courses that map to the GISRA and NIST requirements (developed in collaboration with, and endorsed by NSA)</li> </ul>	<ul style="list-style-type: none"> <li>• 01/31/03—Launch Module 2 which includes additional free and fee-for-service course (contains user and managerial tools such as virtual classrooms and eval tools, FLECT CoP, KARTA)</li> <li>• 06/30/03—Launch Module 3 which establishes CoPs/ Knowledge Domains categorized by profession, linked to competencies, KSAs, and mapped to E-Training courses</li> <li>• 09/30/04—Interface to/ shutdown of existing on-line training systems</li> </ul>
<b>RECRUITMENT ONE-STOP</b>				
OPM <a href="http://www.usajobs.opm.gov">www.usajobs.opm.gov</a>	Outsources delivery of USAJOBS Federal Employment Information System to deliver state-of-the-art on-line recruitment services to job seekers that include intuitive job searching, on-line resume submission, applicant data mining, and on-line feedback on status and eligibility.	<ul style="list-style-type: none"> <li>• Cost-per-hire</li> <li>• Time-to-fill vacancies</li> <li>• % of federal job applicants using Recruitment One-Stop (Target: 80%)</li> <li>• Availability of applicant status (Target: Real-time)</li> </ul> <p>Additional metrics can be captured based on market-based metrics incorporated in the Recruitment One-Stop solution</p>	<ul style="list-style-type: none"> <li>• An improved site was re-launched on 06/30/02</li> <li>• Evaluating vendor proposals</li> </ul>	<ul style="list-style-type: none"> <li>• 01/03—Contract award</li> <li>• 3/10/03—Implement improved job application submission process, job searching, job vacancies / announcements and linkage to agency assessment tools</li> <li>• 08/29/03—Implement applicant database mining; full integration to agency assessment tools; applicant status tracking</li> <li>• 12/31/03—Shutdown of agency job search engines and resume builders</li> </ul>

**Table 22-2. Internal Efficiency and Effectiveness—By Projects—Continued**

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
<b>ENTERPRISE HR INTEGRATION</b>				
OPM	Streamlines and automates the exchange of federal employee human resources information. Replaces official paper employee records.	<ul style="list-style-type: none"> <li>• Cost/cycle time savings per transaction due to reduction in manual paper processing</li> <li>• Time for inter-agency transfers</li> <li>• Usage of analytics by all Cabinet-level agencies in the Human Capital Planning process</li> </ul>	<ul style="list-style-type: none"> <li>• Gained agreement of federal human resource officers on common data standards</li> <li>• Demonstrated Workforce Analysis and Support System (WASS) and Civilian Forecasting (CIVFORS) tools to EHRI Partners</li> </ul>	<ul style="list-style-type: none"> <li>• 02/11/03—Demonstrate analytics and forecasting</li> <li>• 05/1/03—Propose data standards and standard components to CIO Council Architecture Committee</li> <li>• 01/30/04—Deploy EHRI Repository to support CPDF replacement, E-Payroll and E-Clearance</li> <li>• 06/30/04—Establish standardization policy</li> <li>• 06/30/04—Deploy EHRI Repository to support Inter-Agency Employee Transfer Requirement</li> <li>• 06/30/04—Deploy EHRI Repository to support RSM</li> </ul>
<b>E-CLEARANCE</b>				
OPM	Streamlines and improves the quality of the current security clearance process.	<ul style="list-style-type: none"> <li>• Cost per application</li> <li>• Reciprocation between agencies</li> <li>• Average time to process clearance forms</li> <li>• Average time to complete clearance forms</li> <li>• Time to locate and evaluate previous investigations and clearances</li> </ul>	<ul style="list-style-type: none"> <li>• Finalizing testing of federal security questions (SF86)</li> <li>• Consolidated clearance investigation results to a DOD and civilian database, May 2002</li> </ul>	<ul style="list-style-type: none"> <li>• 01/31/03—Deploy Clearance Verification System (CVS)</li> <li>• 05/31/03—Imaging: All agencies begin imaging background investigation information</li> <li>• 06/30/03—Implement e-QIP</li> </ul>
<b>E-PAYROLL</b>				
OPM	Consolidates 22 federal payroll systems to simplify and standardize federal human resources/payroll policies and procedures to better integrate payroll, human resources, and finance functions.	<ul style="list-style-type: none"> <li>• Payroll cost per transaction/per employee (Target: in-line with industry averages)</li> <li>• Accuracy of Treasury Disbursements, Post Payroll Interfaces, and Periodic Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Selected four qualified payroll providers; negotiating with the best qualified group on terms and conditions of Memorandum of Agreement</li> <li>• Customer education forum—12/5/02</li> <li>• Identified 87 opportunities to standardize policies affecting payroll</li> </ul>	<ul style="list-style-type: none"> <li>• 01/8/03—Agencies and OPM announce selection of payroll providers</li> <li>• 03/1/03—Start migration to move from the 22 existing providers to the two selected payroll partnerships</li> <li>• 07/28/03—Standardize payroll processes</li> <li>• 09/30/03—First consolidations (DOE, EPA, ...)</li> <li>• 09/30/04—Executive agencies migrated to 1 of 2 payroll partnerships</li> </ul>

Table 22-2. Internal Efficiency and Effectiveness—By Projects—Continued

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
<b>E-TRAVEL</b>				
GSA	Provides a common government wide end-to-end travel service that rationalizes, automates, and consolidates the travel process in a self-service web-centric environment, covering all aspects of travel planning, authorization and reservations, to expense reporting and reimbursement. Leverages administrative, financial and information technology best practices to realize significant cost savings and improved employee productivity in-line with industry averages.	<ul style="list-style-type: none"> <li>• Administrative cost per trip (Target: in-line with industry averages)</li> <li>• # trips serviced through E-Travel</li> <li>• # of agencies and users using E-Travel services</li> <li>• % of use of E-Travel services within each agency</li> <li>• % improvement of time for traveler to get reimbursed</li> </ul>	<ul style="list-style-type: none"> <li>• Developed government-wide inventory and business case defining cost/benefits and high-level agency migration requirements</li> <li>• In final stages of completing MOUs with 24 BRM agencies</li> <li>• Provided an online booking engine for interim use</li> <li>• Approved acquisition plan to consolidate and aggregate government-wide E-Travel services</li> <li>• Posted final RFP draft</li> <li>• Partnered with VA on benchmarking study of agency-specific end-to-end service</li> <li>• Issued Federal Travel Regulation guidance and mandates for use of the E-Travel service</li> </ul>	<ul style="list-style-type: none"> <li>• 06/30/03—Compete an acquisition and award to end-to-end service provider</li> <li>• 10/01/03—Establish Travel Management Office (TMO) for ongoing travel service management</li> <li>• 12/31/03—Complete pilot to deploy first full agency and initiate migration of all agencies to end-to-end service</li> <li>• 12/31/03—Begin agency capture of detailed travel and financial information in government-wide data warehouse</li> <li>• 12/31/04—All agencies fully committed to using end-to-end solution and replace all existing agency end-to-end travel systems</li> </ul>
<b>INTEGRATED ACQUISITION ENVIRONMENT</b>				
GSA	Creates a secure business environment that will facilitate and support cost-effective acquisition of goods and services by agencies, while eliminating inefficiencies in the current acquisition environment.	<ul style="list-style-type: none"> <li>• % reduction in time for delivery of products and services</li> <li>• cost-per-spend</li> <li>• % of intragovernmental transactions going through IAE</li> <li>• % reduction in procurement transaction errors</li> <li>• % of vendors registered in central database</li> </ul>	<ul style="list-style-type: none"> <li>• Launched a Business Partner Network, a one-stop portal for vendor registration</li> <li>• Launched past performance information retrieval system (July 2002)</li> </ul>	<ul style="list-style-type: none"> <li>• 07/01/03—Contract directory fully populated</li> <li>• 09/30/03—Publish standardized eTransactions for interface and data exchanges</li> <li>• 10/01/03—Deploy updated management information system</li> <li>• 10/01/03—Deploy initial intra-governmental exchange portal</li> <li>• 12/31/03—Implement online representations and certifications with new clauses</li> <li>• Consolidate/leverage contract writing systems</li> </ul>

**Table 22–2. Internal Efficiency and Effectiveness—By Projects—Continued**

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
<b>E-RECORDS MANAGEMENT</b>				
NARA	Provides policy guidance to help agencies to better manage their electronic records, so that records information can be effectively used to support timely and informed decision making, enhance service delivery, and ensure accountability.	<ul style="list-style-type: none"> <li>• % of eligible data items archived/preserved electronically</li> <li>• Consolidation of IT investments for correspondence systems</li> <li>• Document search/retrieval burden</li> <li>• Document recovery burden</li> </ul>	<ul style="list-style-type: none"> <li>• Issued guidance for transferring permanent email records and attachments to the National Archives (Sept 2002)</li> <li>• Adopted revised Department of Defense standard for common set of requirements for records management applications DoD-wide (June 2002)</li> </ul>	<ul style="list-style-type: none"> <li>• 12/30/02—Expand methods of transferring E-Records to NARA</li> <li>• 01/15/03—Announce adoption of records management application standard</li> <li>• 03/31/03—Complete E-Records transfer standards for three formats</li> <li>• 06/15/03—Deploy enterprise-wide ERM System guidance</li> <li>• 09/30/04—Establish policy for consistency in implementation of ERM</li> </ul>

**Table 22–2. Cross-Cutting—By Projects**

Lead Agency & Project Website	Description	Performance Metrics	Progress to Date	Key Migration Milestones
<b>E-AUTHENTICATION</b>				
GSA	Minimizes the burden on businesses, public and government when obtaining services online by providing a secure infrastructure for online transactions, eliminating the need for separate processes for the verification of identity and electronic signatures.	<ul style="list-style-type: none"> <li>• Cost savings from IT expenditures a coordinated and streamlined approach to E-Authentication</li> <li>• % of GPEA burden using transactions that authenticate using the E-Authentication gateway</li> <li>• # of credentials by customer segment needed to interact with the federal government</li> <li>• % of citizens trusting transactions with the government (from existing surveys)</li> <li>• Time to access e-government applications</li> </ul>	<ul style="list-style-type: none"> <li>• Four agencies (DOD, TREAS, USDA, NASA) cross-certified with Federal PKI Bridge</li> <li>• Live interim gateway deployed (Oct 2002)</li> </ul>	<ul style="list-style-type: none"> <li>• 02/03—Certification and accreditation of interim E-Authentication gateway</li> <li>• 04/03—Government-wide authentication guidance</li> <li>• 05/03—Deployment of first applications to use the E-Authentication gateway, additional apps added throughout 2003 and 2004</li> <li>• 08/03—Establish list of trusted credential providers</li> <li>• 09/30/03—Full deployment of E-Authentication gateway</li> </ul>