INFORMATION TECHNOLOGY INVESTMENTS

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*.

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 rethink 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*. 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 files 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 rulemaking 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*; 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*; 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*.

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
Agriculture				
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 andobjectives 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.
Commerce				
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
Department of Defense				
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.
Education				
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.
Energy				
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
Health and Human Services				
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.	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.	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.	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.	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.
Housing and Urban Development				
CPIC process is comprehensive, includes all parts of the Department and is used to make decisions about IT investments.	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.	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.	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.	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.

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
Interior				
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.	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.	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.	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.	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.
Justice				
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.	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.	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.	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.	

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
Labor				
CPIC process is comprehensive, includes all parts of the Department and is used to make sound decisions about IT investments.	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.	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.	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.	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).
State				
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.	The Department has not completed an enterprise architecture to guide IT investments although it plans to do so in 2002.	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.	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.	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.

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
Transportation				
Transportation's CPIC process is currently being documented and vetted and is expected to be in place throughout the department during FY2002.	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.	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.	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.	Transportation will implement a comprehensive CPIC process by the end of FY 2002, and will complete EA business analyses for five Operating Administrations.
Treasury				
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.	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.	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.	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.	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.

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
Veterans Affairs				
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.
Environmental Protection Agency				
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.
Federal Emergency Management Agency				
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
General Services Administration				
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.
Agency for International Development				
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.
National Aeronautics and Space Administration				
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
National Science Foundation				
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)
Office of Personnel Management				
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.
Small Business Administration				
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
Social Security Administration				
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.	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.	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.	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".	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.
National Archives and Record Administration				
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.	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.	NARA is working to strengthen its business cases for IT and will periodically inform OMB of its progress.	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"	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.

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
Nuclear Regulatory Commission				
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.	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.	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.	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.	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.
Corps of Engineers—Civil Works				
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.	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.	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.	It is difficult to assess the agencies efforts and compliance is 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.	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.