SOURCE	Obama-Biden Transition Project documents
DATE	November 5, 2008

Obama-Biden Transition Project Guidance and an Annotated Outline for the "Users' Manual"

General Guidance

This outline is designed to help you produce detailed and useful information about your agency and to deliver that information in easily digestible form to a variety of audiences in the transition team and the next administration. Nonetheless, we expect you to use your best judgment while creating the Agency Users' Manual. Do not treat this outline as a mere formula to be filled in. Your analysis, your insights, and your prioritization of the information you collect will be just as important to the success of this endeavor as any of the particular information requests listed below.

This outline asks you to accomplish two things in your Agency Users' Manual. First, you should identify the big strategic questions facing the agency in light of our candidate's promises during the campaign and the big decisions that will need to be made about those questions. Don't make the decisions; rather, present options and be unsparing in identifying the tough choices to be made. If it is possible, define a vision for the agency, but you should be honest if different visions or philosophies are possible within the boundaries of the President-elect's stated positions on the issues. Sections 2 and 4 are appropriate forums for these discussions, but you may address these large issues elsewhere, as well.

Second, you should identify the specific tactics that the agency's new leadership team should consider to achieve the vision you have sketched out while also avoiding land mines along the way. Again, be unsparing and honest about the tough questions and choices that are presented. Keep the high-level vision and strategic questions discussed above in sight at all times, even when you are providing the detailed information requested by Sections 5, 6, 7, and 8.

The Audiences for the AUM's Various Sections

Sections 2, 3, and 4 are designed to be lifted out and presented as a summary document to the Secretary-designate or agency head, but also to remain in the full Agency Users' Manual for all of the agency's sub-Cabinet officials. If possible, please keep Chapters 2, 3, and 4 to a total of 25 pages. While some Secretaries-designate and agency heads may be interested in the entire Agency Users' Manual, we expect the summary and strategic material in Chapters 2, 3, and 4 to be most valuable, at least as a starting place. In addition, Section 2 can be lifted out and presented to the relevant policy council(s) in the transition team and their White House successors.

Section 5 is designed to surface important personnel issues for the transition team's central personnel operation (and its successor, the Office of Presidential Personnel), the agency's new Chief Operating Office, the agency's Assistant Secretary (or equivalent) for administration and management, and the sub-Cabinet officials who will lead the agency's component units. It will help these agency officials to work with the Office of Management and Budget to address overall personnel levels in the agency and each of its component units. It will also provide the sub-Cabinet officials with important information about available human resources to help them meet the challenges you will describe in Section 2, 4, and 6.

Section 6 will be critical to the sub-Cabinet officials leading component units, the agency's General Counsel, and the Assistant Secretary (or equivalent) for congressional affairs. Basically, this section will educate these officials about the environment in which they must try to achieve the vision you will describe in Section 2.

Section 7 will help the agency's new leaders and their sub-Cabinet officials participate in meaningful discussions with OMB and Congress about the FY 2009 continuing resolution and the FY 2010 budget. In addition, some of the information in Section 7 will be provided to the transition team's budget operation. This section will also help the COO and the Assistant Secretary (or equivalent) for budget, along with the new sub-Cabinet officials leading the agency's component units, to understand how others have evaluated their programs so that they can assess how and whether to respond.

Section 8 is designed to focus the new leadership team's attention on opening up agency processes to the public and using technology, particularly information technology, to improve their agency's functioning.

The Outline

I. INTRODUCTION AND TABLE OF CONTENTS

A. Table of Contents (including appendices)
B. List of team members involved in the preparation of this book specifying the agency sub-division(s) from which each team member collected information.
C. List of agency personnel and others interviewed or otherwise providing information - This list should include every person interviewed and consulted in the preparation of the book, including agency officials and employees, congressional staff, former agency officials, and as appropriate, outside "stakeholders" of the agency. It should describe all other sources of information on which the team relied in the creation of this briefing book.

II. EXECUTIVE SUMMARY

For each of the following items: (1) include policy, legislative, regulatory, personnel, budget, and management priorities; (2) prioritize agency actions across these categories; (3) specify which action items the new President promised during the campaign or advocated during his Senate career; and (4) specify which action items will depend upon White House involvement for their success and which action items can be accomplished by the agency.

A. List the agency's top priorities in the "first 100 days." This section should focus on "ticking time bomb" concerns arising out of looming deadlines, immediate course corrections, or other near-term decisions that must be made by the agency's senior leadership.
B. List the agency's top priorities in the "first year." This section should define intermediate-term goals for the agency, how the agency's goals fit into the administration's agenda, and top-priority actions which the agency should take to achieve its intermediate-term goals. Focus on both the new administration's affirmative agenda and efforts to reverse Bush Administration actions.
C. List the agency's top priorities in the "first term." This section should define long-term goals for the agency, how the agency's goals fit into the administration's agenda, and top-priority actions which the agency should take to achieve its long-term goals. Focus on the new administration's affirmative agenda.

III. AGENCY OVERVIEW

A. Agency's Mission and History - Describe the agency's history and the chronology of any major organizational changes. Describe the agency's "mission" — that is, both its statutory mandates and its historic role — and the mission of each major component unit of the agency (i.e., each significant organization, office, division, administration, bureau etc.).
B. Agency's Organization - Describe how the agency is organized and provide an organizational chart of the agency. In particular, identify the agency's significant component units and list the major programs for which each unit is primarily responsible.
C. Agency History Under Bush - Provide a short summary of the history of the agency since January 19, 2001. Briefly highlight major shifts in overall policy emphasis; legal and regulatory changes of direction; and structural or personnel changes that have materially impacted the functioning of the agency.

IV. ISSUE SUMMARIES

Please note that this section provides the opportunity to (a) provide a fuller discussion of the issues raised in Section 2, (b) identify any issues that you did not discuss in Section 2, but which should be considered by the new senior leadership team, and (c) offer summary background information.

A. Policy and Legislative Issues - List all important non-regulatory policy and legislative issues requiring attention from the agency's senior leadership in the first year.

B. Regulatory and Litigation Issues - List all important regulatory and litigation issues requiring attention from the agency's senior leadership in the first year.

C. Budgetary Issues - Briefly summarize the agency's FY 2009 budget in a manner that is sufficiently detailed and clear to permit meaningful review by designees for senior leadership positions in the agency, their staffs, and senior transition team staff without extensive experience with or training in the budget process. This summary should include, for the agency as a whole and for each of its component units:

- the total FY 2009 budget;
- total full-time employees ("FTEs") who are "on board" and the personnel budget;
- the budget by program within each component unit (distinguishing discretionary spending from non-discretionary spending);
- the budget and categories of expenditures for non-personnel spending by program;
- the same information for each fiscal year from FY 2001 to FY 2008 (preferably presented graphically) and the agency's FY 2010 submission to the Office of Management and Budget (OMB); and
- any other useful budget information.

List budget issues requiring attention from the agency's senior leadership in the first 100 days, the first year, and the first term.

D. Organizational structure – If any are identified, list potential changes to the structure of the agency. In addition, describe any functions that should be moved outside or inside the agency, eliminated entirely, or newly created. Finally, identify areas requiring coordination with other agencies that would not involve structural changes.

E. Personnel Summary - Identify the total number of staff in the agency and each of its component units. By component unit, list each position appointed by the President and subject to Senate confirmation, all other appointed positions, and all career managers. Identify all vacancies in career manager positions and term positions and all positions in which vacancies will arise before January 21, 2010. Discuss personnel issues requiring attention from the agency's senior leadership in the first 100 days, the first year, and the first term.

F. Management Issues Summary - Prepare a summary of the agency's most recent Annual Performance Report and/or Performance Assessment Rating Tool (PART), prepared pursuant to the Government Performance and Results Act (GPRA), which is sufficiently detailed and clear to permit meaningful review by designees for senior leadership positions in the agency, their staffs, and senior transition team staff without extensive experience with or training in the GPRA process. This summary should explain which component units and programs of the agency are performing consistent with the expectations expressed in the Multi-Year Strategic Plan and the Annual Performance Plan, as well as whether additional resources may be required by any component units to perform consistent with expectations. In addition, discuss any other management issues requiring attention from the agency's senior leadership in the first 100 days, the first year, and the first term.

V. DETAILED DISCUSSION OF PERSONNEL

A. Overview and Important Issues

1. Organization and Reporting Relationships - Provide an organizational chart for the agency and each component unit of the agency. The chart should show reporting relationships of all senior staff and relationships between component units and sub-units. Include any further explanation of the reporting relationships that might prove helpful.

2. Succession – Describe the department's succession plan and the succession plan within each of the agency's component units. Specify whether the succession plan is the subject of a secretarial order or other formal declaration of policy. If so, provide a copy a copy of that order/declaration as an appendix. If not, then specify how succession decisions are made and name the official(s) who will make them.

3. Agency's Total Workforce - List the total number of full-time employees ("FTEs") authorized to be employed by the agency in each fiscal year from FY 2001 to FY 2009. Also, list the total number of FTEs actually "on board" in each year from October 1, 2001through October 31, 2008.

4. Component Units' Workforces - For each component unit of the agency, list the total number of FTEs which the component unit was authorized to employ in each fiscal year from FY 2001 through FY 2009. Also, list the total number of FTEs actually "on board" in that unit (and in each division, bureau or other sub-unit of that unit) in each year from October 1, 2001 through October 31, 2008.

5. Current Vacancies - For each component unit of the agency, list all existing vacancies which the agency is currently authorized to fill. For each position, include the job title, position description, level, type of appointment (e.g., term, career or non-career, SES or GS), the closing date for applications, and other pertinent information.

6. Identify any newly created non-career positions in the agency.

7. Provide current job descriptions for the agency's senior leadership positions.

8. Federal Advisory Committees - List any committees organized by the agency under the provisions of the Federal Advisory Committee Act (FACA). Include a brief description of the committees' purpose and membership.

9. Recent Decisions Affecting Salaries or Other Compensation, Travel, or Other Benefits to Any Category of Employees or Individual Employees - Apart from congressionally mandated decisions, automatic increases, or increases tied to performance reviews, list all decisions implemented since January 21, 2005 that were made within the agency affecting the compensation, travel reimbursement, travel permissions, or other benefits provided to a category of employees (e.g., ES, SES, Schedule A, Schedule C, GS), a group within a category of employees (e.g., political SES, managers within one agency component unit) or an individual employee.

B. Career Managers and Political Appointees

1. Presidential Appointee Positions - List all Presidential Appointment positions within the agency by job title, position description, level, and salary, along with the name of the individual currently holding the position, if any. Articulate the difference between the official job descriptions and duties the incumbents in those positions actually perform. If any Presidential Appointment positions are term appointments (i.e., the individual in the position serves for a fixed term of years rather than at the pleasure of the President), indicate both the date of the incumbent's appointment and the date on which the incumbent's term expires. For all term appointments, specify whether the incumbent intends to voluntarily resign from his/her position before the expiration of his/her term and, if so, the date on which he/she would like to have the resignation become effective.

2. SES and Other Managers, with dates of promotions - Organized by component unit, list all career and non-career SES positions within the agency, including all limited term or emergency SES positions. Also, list all non-SES career managers in each component unit (i.e., GS-14 or higher supervisors and managers). For each position, provide the job title, a position description, level, type of appointment (i.e., career or political), and the date on which the position became an SES position, along with the name of the individual presently holding that position, if any. Where there is a significant difference between the official job descriptions and duties the incumbents in those positions actually perform, describe the differences. For all career SES positions, specify whether the incumbent intends to voluntarily resign or retire from his/her position and the date on which he/she would like to have the resignation or retirement become effective. For each component unit within the agency, list all career SES positions from which an incumbent has retired or otherwise left the agency since January 21, 2001 and the name of the incumbent currently occupying that position, if any.

3. Schedule C Employee Positions - Organized by component unit, list all "Schedule C" appointments within the agency. For each position, provide a job title, position description, level, and the name of the individual presently holding the position. Articulate the difference between the official job descriptions and duties the incumbents in those positions actually perform. Also, determine whether the agency has any other non-career appointing authorities and, if so, how long they have been in effect and when they expire.

4. All Conversions from Political to Career - List all employees currently employed in career positions

of any type who were employed after January 21, 2001 as non-career employees in your agency or another agency of the federal government. Also, list all positions in the agency that have been converted from political status to career or some other status.

5. Pending or Expected Career Employee Hiring - Organized by component unit, list the name, grade, job title, date of hiring, and place of employment of all individuals hired or expected to be hired (include the projected hiring date) between November 5, 2008 and January 21, 2009.
6. Retirements and Resignations - For each component unit, list the total number of retirements and resignations or other separations from the agency during each of the preceding four fiscal years. Acquire a list of the career GS 15's and SES's who are retirement-eligible and a branch-by-branch succession plan within the Agency
7. Advisory Committees - For each component unit (or specify if they are agency-wide), list all advisory committees to the agency, each advisory committee's membership, the members' terms of appointments, and any appointment that has been made, is pending, or is expected to be made before January 21, 2009.

C. Outplacements and Inplacements

1. Transfers and Separations - List the total number of transfers or other separations from the agency during FY 2009 and each of the four preceding fiscal years. Also, list the name, grade, job title, and location of assignment or place of employment for all individuals presently being processed or processed in the last year for a transfer, a temporary duty assignment, or a conversion from a political or other type of employment status.
2. IPAs and White House Fellows - List all currently effective appointments or anticipated appointments under the Intergovernmental Personnel Act, the White House Fellows Program, or other similar programs. Also, list any agency employee detailed to a foreign government by executive agreement or otherwise.
3. Details - Determine what appointive positions are currently on intra-agency detail outside of their "home" branch. List all employees detailed from your agency to or from the White House, another Executive Branch entity, or any office in or related to the U.S. Congress since January 21, 2001. Include the current status of each detailee, as well as the job title, level, and component unit within the agency from which the employee was detailed. Specify the office in which the detailee works or worked and for what period.

D. Contractors

1. Experts and Consultants - List all individuals currently engaged by the agency or who are parties to letters of intent with the agency, as well as those individuals expected to be engaged, as experts or consultants between November 5, 2008 and January 21, 2009. Indicate the nature of the work to be performed, the duration of the relationship, and the agency employee assigned to supervise the expert or consultant.
2. Contractors - List all corporations, firms, associations, and other groups or organizations with which the agency has a current contract for consulting services, or which are parties to letters of intent for such services or expected to be contracted with between November 5, 2008 and January 21, 2009. Indicate the nature of the work to be performed, the terms and duration of the agreements, and the agency employee assigned to supervise the corporation, firm, association, group or organization.

E. Other Useful Information

1. Union Contacts: Meet with any union that represents a unit of the agency's employees if the union is the employees' exclusive representative and the union has an effective collective bargaining agreement with the agency. Record any issues raised by the union during the meeting that should be brought to the attention of the agency's incoming leadership.
2. Other Information at the Team's Discretion, including:
    - Determine branch-by-branch within the Agency what are the management processes that have improved the most in the past three years?
    - Determine branch-by-branch within the Agency what significant management and human

capital initiatives are currently underway? Briefly describe their goals. When are they expected to be operational? What significant changes have been made in the last two years?

- Determine branch-by-branch within the Agency the 4 most significant current challenges in managing each branch. These are questions about the capabilities of senior managers, processes crucial to the branch's output, budget, and Congressionally mandated funding.
- Detail the duties of the White House Liaison as currently constituted. How does the selection of appointees currently work? Name the steps.
- Describe the role of the Executive Secretariat as currently constituted. Interview the senior career officer in the Executive Secretariat if possible.

VI. PROGRAM, POLICY, AND REGULATORY INFORMATION

A. Program Information

1. Programmatic Authority - Organized by component unit, list all programs over which the agency has been given jurisdiction by legislation, executive order, or other legal authority. For each program, provide a citation to the source of the authority for the agency's jurisdiction and identify the agency officials who oversee the program and to whom they report.
2. Programs Expiring - Organized by component unit, list all programs or other activities over which the agency has jurisdiction which will expire or otherwise terminate by operation of law or other preexisting requirement between November 5, 2008 and July 21, 2010. For each program, provide a citation to the authority for the program's expiration or termination, identify the agency officials who oversee the program and to whom they report, and the date on which the program will expire or terminate.
3. Pending Proposed Program Changes - For each program listed in #1, describe any proposed changes to the program proposed by the agency for possible implementation before July 20, 2010, expected to be proposed by the agency before July 20, 2010 for future implementation, or otherwise under development within the agency, or recommended to the agency by the Office of Management and Budget (OMB), or the agency's congressional authorizing committee (or its sub-committees) or appropriations sub-committee.
4. Appropriations Riders and Earmarks Affecting Existing Programs - Organized by component unit, list all riders and earmarks in the agency's FY 2009 appropriations bill that limit, prohibit, direct, or require any action by the agency. Specify when the rider or earmark first became effective and its stated duration.
5. Other Legislative Changes - By program, describe any already-enacted legislation that will affect the programs or operations of the agency beginning after November 5, 2008 through July 20, 2010. Include all legislation, including that which does not directly or explicitly regulate the agency's behavior.
6. GAO Reports - List all GAO Reports issued since January 21, 2001 discussing and assessing the agency's programs. Identify reports worth special attention from the agency's incoming senior leadership. Attach the "special attention" GAO reports as appendices.
7. OIG Reports - List all Inspector General Reports issued since January 21, 2001 discussing and assessing the agency's programs. Identify reports worth special attention from the agency's incoming senior leadership. Attach the "special attention" OIG reports as appendices.
8. Program Evaluations - Identify and describe any other cost-benefit analyses or other evaluation data relating to the agency's programs. For major programs (i.e., $200 million or larger), list the evaluations completed within the last four fiscal years and those evaluations currently in progress. Identify those evaluations worth special attention from the agency's incoming senior leadership. Attach those "special attention" evaluations as appendices.

B. Policy, Legislative, Regulatory, and Enforcement Issues

1. Pending or Expected Legislation - List all legislation pending in Congress that was proposed by the agency or identified with the agency. Include the agency's legislative calendar, if any.
2. Pending or Expected Regulations - Organized by component unit, list all regulatory actions,

including notices of proposed rulemaking, advance notices of proposed rulemaking, requests for public comment, notices of availability for public examination or review, final rules, or interpretive rules, that will be initiated, continued, or completed or are expected to be initiated, continued, or completed, between November 5, 2008 and July 20, 2010. Include the most recent Semi-Annual Unified Regulatory Agenda and any information not included in the Unified Agenda. Also, identify all regulations on which work was begun before January 21, 2001, halted after January 21, 2001 without being published in final form, and the work still exists in the agency.

3. OIRA Relations - Identify which agency employees manage the agency's relationship with the Office of Management and Budget's Office of Information and Regulatory Affairs (OIRA) with respect to regulatory matters. Describe the relations between these agency employees and the OIRA career staff. List the agency's principal contacts on OIRA's career staff.
4. Existing Agency Regulatory Practice - Describe the existing practice within the agency for the review of regulatory actions proposed by a component unit before the regulation is sent to OIRA for consideration. Also, identify the agency employees responsible for managing the regulatory process and assembling the agency's section of the Unified Agenda.
5. Agency's Congressional Relations - Identify the agency's authorizing committee, sub-committees of that authorizing committee that address issues within the agency's jurisdiction, other committees and sub-committees that address issues within the agency's jurisdiction, and the agency's appropriations sub-committee. List the membership of the committees and principal majority and minority staff. Describe how the agency has managed its congressional relations and with whom it has worked most closely on its authorizing and appropriations committees. Identify which agency employees manage the agency's relationship with the relevant appropriations sub-committee.
6. In-Process Reports by Agency, including In-Process OIG Reports - Organized by component unit, list all reports, assessments, or other analytical documents to be provided to the U.S. Congress or other federal government body which the agency expects or is required to issue in draft or final form between November 5, 2008 and July 20, 2010.
7. Executive Orders and Other Orders affecting Agency's Programs - List all executive orders, secretarial orders, bureau directives, intra-Executive Branch memoranda of understanding, or similar actions relating to the agency's jurisdiction which might be or are expected to be issued between November 5, 2008 and July 20, 2010.
8. Enforcement Issues - For each component unit with any form of law enforcement authority, list each major enforcement strategy or important tactic commenced by the agency after January 21, 2001 or expected to be commenced between November 5, 2008 and July 20, 2010.

C. Litigation

1. Pending Lawsuits - List all significant pending lawsuits (i.e., ongoing at the time of your report) commenced by or against the agency. Provide copies of the initial litigation reports and a summary of the current status of each lawsuit. Include any lawsuit in which the agency is participating as amicus curiae (i.e., "friend of the court") as well as those in which the agency is a party.
2. Expected Lawsuits - List all lawsuits expected to be commenced by or against the agency between November 5, 2008 and July 20, 2010 and the expected date on which the lawsuit will commence.
3. Resolved Lawsuits Affecting Agency Operations or Decisionmaking - List all lawsuits resolved after January 21, 2001 which significantly affect the agency's operations or a component unit's operations, including regulatory, enforcement, or other programmatic activities.

VII. SECTION 7 - BUDGET, MANAGEMENT, CONTRACTS, AND PROCUREMENT

A. FY 2009 Budget Information

1. FY 2009 Budget - For each authorized program, specify (a) the program's authorized level of funding; (b) the amount appropriated by Congress in FY 2009 or otherwise available for the program and whether annual or "no year" funds; (c) unobligated balances at the end of FY 2008; (d) the amount appropriated by Congress in FY 2008 and whether annual or "no year" funds; and (e) any other funds available for use by the program.

2. Budget Justification - As an appendix to this briefing book, provide a complete copy of the agency's FY 2009 and FY 2010 justification books supplied to the Appropriations Committee or its sub-committees.
3. Supporting Materials - As an appendix to this briefing book, provide a complete copy of any Comparative Statement of Budget Authority or "All Purpose" tables provided by the agency to the Appropriations Committee or similar tables currently used by the budget office. Describe the latest congressional action relating to this information.
4. Unobligated Balances - By line item, list current unobligated balances and describe the intended use of these funds in as much detail as possible.
5. Changes in Current Services Estimates - By line item, list all major changes (more than $200 million or 10% in budget authority or outlays for any account) in the current services estimates for FY 2008 and FY 2009 when compared with the OMB Mid- Session estimates for those fiscal years.
6. Additional Supporting Materials - As an appendix, provide complete copies of all issue and background papers prepared for OMB staff in preparation for the FY 2009 budget and for the transition process.

B. FY 2010 Budget Information

1. OMB Submission - As an appendix to this briefing book, provide a complete copy of the agency's latest submission(s) to OMB during the 2008 review process for the President's FY 2010 Budget.
2. Proposed Management and Administrative Savings - By line item, describe major savings (i.e., more than $200 million or more than 10% of appropriated funds) incorporated in the current services baseline that are based on management reforms or administrative actions that have not yet been fully implemented. Explain whether these actions are on schedule and consistent with the savings estimates.
3. Regulatory Impact - List all regulatory actions that will have an impact on the agency's budget and personnel. Describe the impact on the current services estimates, programs, operations, or other budgetary aspects of the agency. Specify how this impact will be reflected in the agency's FY 2010 current services submission to OMB. Include information relating to all regulatory actions identified in Section 6B(2) above.
4. Impact of Litigation or Union Issues - Taking care to avoid the disclosure of closely held information, list all lawsuits or union grievances that will have an impact on the agency's budget and personnel. Describe the impact on the current services estimates, programs, operations, or other budgetary aspects of the agency. Specify how this impact will be reflected in the agency's FY 2010 current services submission to OMB.
5. Impact of Executive and Other Orders - List all executive orders, secretarial orders, bureau directives, intra-Executive Branch memoranda of understanding, or similar actions relating to the agency's areas of jurisdiction that will have an impact on the agency's budget and personnel. Describe the impact on current services estimates, programs, operations, or other budgetary aspects of the agency. Specify how this impact will be reflected in the agency's FY 2010 current services submission to OMB.
6. Hiring Freezes and Reductions in Force - Determine whether the agency or any part of the agency is subject to a hiring freeze. Identify how much of a reduction in the agency's present operating budget would trigger furloughs or reductions-in-force not currently planned.
7. Reductions in Resources - If a major reduction in resource levels were required, describe what major program consolidations or downsizing should be considered that would not interfere with accomplishing the agency's mission. Assess a 3% reduction and a 10% reduction.
8. Reductions in Operations - By component unit, list any closings, consolidations, or relocations of any agency offices or installations that will be undertaken after November 5, 2008 under mandate by Congress or the General Services Administration. Identify the total expected costs and savings associated with those actions. Also, list any closings, consolidations, or relocations of any agency offices or installations since January 21, 2001, the costs or savings projected to flow from those actions, and the actual costs or savings from those actions.

C. Government Performance and Results Act (GPRA)

1. Strategic Plans - Provide a copy of the agency's most recent Multi-Year Strategic Plan prepared pursuant to GPRA and any interim adjustments to the strategic plan. If the strategic plan has not been completed, provide any draft materials to be used in the preparation of the next Multi-Year Strategic Plan. Also, provide a copy of any prior Multi-Year Strategic Plans and interim adjustments prepared by the agency pursuant to GPRA and the agency's schedule for the completion of the next Multi-Year Strategic Plan.
2. Annual Performance Plans (a/k/a "Performance Budgets") - Provide a copy of the agency's most recent Annual Performance Plan, its plans for the preceding four fiscal years, and any interim adjustments to those strategic plans. If the FY 2008 or FY 2009 performance plan has not been completed, provide any draft materials to be used in the preparation of the next set of plans.
3. Annual Performance Reports - Provide copies of all PART assessments of the agency and its component units, if any. Also, provide copies of the agency's and the component units' Annual Performance Reports prepared pursuant to GPRA for FY 2009 and each of the four preceding fiscal years. Also, provide any draft materials to be used in the preparation of the Annual Performance Report for FY 2010.
4. Congressional and OMB Responses - Provide copies of any congressional correspondence or other formal responses to the agency's or component units' current Multi-Year Strategic Plan, most recent Annual Performance Plan, and most recent Annual Performance Plan. Also, provide copies of any formal correspondence from the responding to the agency's or component units' current Multi-Year Strategic Plan, most recent Annual Performance Plan, and most recent Annual Performance Plan.

D. Presidential Management Agenda (PMA)

1. President's Management Agenda Scorecards and Supporting Materials - Provide copies of the agency's PMA scorecards since the inception of the President's Management Agenda and all materials prepared by the agency, whether or not submitted to the Office of Management and Budget, relating to the subjects addressed in the scorecards. In particular, provide a copy of any completed or ongoing feasibility studies associated with the President's Management Agenda and all competitive sourcing competitions that have been completed or are planned or ongoing.
2. PMA Plans - Identify all plans within the agency relating to the President's Management Agenda that would be implemented between November 5, 2008 and July 20, 2010.

E. Budget Officers' Opinions About the Agency's Budget - Interview the agency's budget officers and seek their opinions regarding any cuts or increases they suggest as options for the agency's FY 2010 budget. Also, describe any short-term or long-term budgetary "land mines" or potential problems in the agency's budget that have been identified by the agency budget officers.

F. OMB/OIG Relations and Related Matters

1. OMB/Budget and Management - Describe the relations between the agency budget officers and the OMB career staff, specifically the examining staff and the management staff. Identify the agency employees who manage the relationship with the OMB career staff.
2. OIG - Describe the role played by and the effectiveness of the agency's Office of the Inspector General with respect to budget issues.

G. Special Spending Categories

1. Pending Procurement Decisions - List any major procurement decisions that will bind the agency in any way and will be made or are expected to be made between November 5, 2008 and July 20, 2010. Also, identify any major procurement decisions made after September 1, 2008.

2. List of Contracts with Experts, Consultants, and Contractors - Using the list of experts, consultants, and contractors identified in Section 4D, and any other vendors or service providers to the agency, list which contracts are currently in force; which contracts are expect to be awarded or renewed during FY 2009 or FY 2010; and which contracts have been or are likely to be awarded on a sole source basis.

H. Other Useful Information

VIII. TECHNOLOGY INFORMATION

A. Information Transparency –List the agency's major information dissemination activities (in reports, on web sites, etc.). Describe how the agency decides what information to publish on the Internet and on paper. Identify the agency officials who manage these decisions and to whom they report.

B. Key Data - Provide the following information about the agency's collection and dissemination of information:

1. Identify information that has been collected in the agency, but is not currently available to the public via the web (e.g. ethics disclosure forms are not online).
2. Identify information that is not yet collected, but could be collected, and disseminated to the public to improve programs or operations.
3. Identify agency data that are published in open, structured, machine-readable formats.
4. Identify key agency data that the CTO or CIO believe ought to be made more transparent and accessible.

C. Open Government – Identify any ways in which the agency conducts its business in the open (e.g., televised or webcast meetings, posting of travel and meeting schedules online).

D. Cyber-Security and Privacy – Identify the agency officials who have primary responsibility for 1) cyber security policies and practices and 2) privacy policies and practices. Identify to whom these officials report. Ask the responsible officials to describe how the agency protects application, infrastructure, and network security and user/citizen privacy. Assess the extent to which the agency's cybersecurity and privacy programs are robust, mature, and effective.

E. Public Participation Practices - Identify forms of consultation the agency uses, other than notice-and-comment rulemaking, for consulting scientists or other experts and consulting the public (e.g. Federal Advisory Committees, Science Advisory Boards, Negotiated Rulemaking). Identify existing ways in which a citizen can contribute to agency work via the Internet.

F. ransacting with the Public – Identify ways in which the agency transacts business with the public online (e.g., submission of benefits applications, account management, applications for licenses, online tax and regulatory filings).

G. IT Infrastructure – Ask the CTO/CIO to describe major IT infrastructure owned by the agency and major IT infrastructure leased or outsourced by the agency. Ash him/her to provide the age of the major IT infrastructure and to indicate how much (if any) ancillary infrastructure is not included in the above.

H. Planning – Ask the CTO/CIO to describe the IT capital planning process. Ask him/her to describe any major IT infrastructure or application projects that have been completed in the past two years. Also, ask him/her to describe any major projects that are currently under construction and their status.

I. Procurement – Ask the CTO/CIO how well the IT procurement process works. Ask him/her if it produces results that achieve the agency's technology goals and how might it be improved.

J. Cost Savings – Ask the CTO/CIO to identify ways in which they agency could save money in its technology budget without interfering with the agency carrying out its programs and functions. Ask him/her to identify the three most expensive processes performed by the agency.

K. Innovations – Ask the CTO/CIO to identify the agency's three most significant technology innovations in the past 2 years and any near-term opportunities to use technology in innovative ways to better perform the agency's mission.