



THE U.S. ELECTION ASSISTANCE COMMISSION

FISCAL YEAR 2012 INTERIM CONGRESSIONAL BUDGET JUSTIFICATION

February 14, 2011

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VISION AND MISSION

Vision

Lead election reform that reaffirms the right to vote and to have all eligible votes counted accurately.

Mission

Assist the effective administration of Federal elections.

Salaries and Expenses Resources Available for Obligation					
FY 2010 Enacted		FY 2011 Annualized Continuing Resolution Level		FY 2012 President's Budget	
FTE	Dollars	FTE	Dollars	FTE	Dollars
50	\$17,959,000	50	\$17,959,000	49	\$13,715,665

FY 2012 Priorities

- Serve as a clearinghouse and provide election officials and voters with information regarding the process for casting a vote in the 2012 Federal elections.
- Provide election officials with technical assistance and information, as appropriate, to support poll worker training, educate the public, and help provide voters access to information on such topics as when and where to vote for the 2012 Federal elections.
- Distribute materials designed to allow citizens who are not proficient in the English language to participate fully in Federal elections to any jurisdictions covered by the Voting Rights Act Section 5 languages prior to and as a result of the 2010 Census.
- Provide voluntary best practices for computerized statewide voter registration list requirements and registration by mail guidance to the States.
- Assist election officials by ensuring that voting systems and modifications of already-certified systems submitted to the U.S. Election Assistance Commission's (EAC's) program are successfully and efficiently tested to Federal standards.

Appropriations Language

U.S. Election Assistance Commission

SALARIES AND EXPENSES (INCLUDING TRANSFER OF FUNDS)

For necessary expenses to carry out the Help America Vote Act of 2002, [\$17,959,000] \$13,715,665, of which [\$3,500,000] \$3,250,000 shall be transferred to the National Institute of Standards and Technology for election [reform] administration activities authorized under the Help America Vote Act of 2002. [Provided, that \$750,000 shall be for the Help America Vote College Program as provided by the Help America Vote Act of 2002 (Public Law 107-252): Provided further, that \$300,000 shall be for a competitive grant program to support community involvement in student and parent mock elections.] (Financial Services and General Government Appropriations Act, 2010.)

Legislative Proposal

The Help America Vote Act of 2002 (Public Law 107-252) is amended by: (a) inserting in Section 255(b)(42 U.S.C.15405) “posted on the Commission’s website with a notice” after “cause to have the plan”; (b) inserting in Section 253(d)(42 U.S.C. 15403) “notice of” prior to “the state plan”; (c) striking in Section 254(a)(11)(A)(42 U.S.C. 15404) “in the Federal Register”; and (d) inserting in Section 254(a)(11)(C)(42 U.S.C. 15404) “notice of” prior to “the change.”

The Help America Vote Act (HAVA) of 2002 requires publication of State plans for use of HAVA requirements payments funds in the Federal Register. The cost to publish these documents is significant, as is the time it takes for large documents such as the plans to be published. EAC believes it will be faster and less costly to publish a reference to the State plans in the Federal Register with a hyperlink directing interested parties to the eac.gov website.

EAC Background and Mission

In October 2002, Congress passed the Help America Vote Act (HAVA). The law recognized the need for States to invest in their election infrastructure and required EAC to establish a voluntary federal testing and certification program for voting systems, a clearinghouse replete with election administration studies, voluntary guidance and materials and a program to distribute federal funds.

EAC is an independent, bipartisan agency. Four full-time Commissioners, appointed by the President and confirmed by the U.S. Senate, and three Federal advisory committees--the Standards Board, Board of Advisors, and the Technical Guidance Development Committee--guide the EAC.

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Its mission is to assist in the effective administration of Federal elections. EAC is statutorily required to:

- Create a clearinghouse of information for election officials and the public.
- Distribute HAVA funds to states for election administration improvements.
- Issue, and periodically review and modify, as necessary, Voluntary Voting System Guidelines (VVSG).
- Accredite voting system test labs and certify voting equipment.
- Conduct periodic studies of election administration issues as determined by the Commission.
- Establish best practices and guidance on election administration for state and local election officials.
- Maintain the national voter registration form developed in accordance with the National Voter Registration Act (NVRA) of 1993.
- Provide Congress with a bi-annual report to assess the impact of the NVRA.

The Standards Board and the Board of Advisors provide advice and input to EAC on Voluntary Voting System Guidelines (VVSG) and other election administration issues. In addition, the Technical Guidelines Development Committee (TGDC) assists EAC in the preparation of the VVSG. The VVSG set the standards against which voting systems are tested. The Director of the National Institute of Standards and Technology (NIST) serves as the Chair of the TGDC and provides technical support to the Committee. In addition, NIST and the EAC jointly choose four member of the TGDC. The EAC uses the work product of the TGDC as the basis for all voluntary voting systems guidelines promulgated by the Commission as prescribed by HAVA.

Additionally, HAVA specifies that NIST provide recommendations to EAC regarding voting system test laboratories. Since Fiscal Year (FY) 2004, EAC's annual appropriations have included funds for NIST support.

The Senate confirmed four Commissioners in December 2003 and EAC began operations in January 2004 with an operating budget of \$1.7 million. At the close of the fiscal year, EAC had a staff of 18.

As EAC did not begin operations until 2004, the General Services Administration (GSA) initially distributed HAVA funds to the fifty States, American Samoa, the District of Columbia, Guam, Puerto Rico, and the U.S. Virgin Islands on EAC's behalf in Fiscal Year 2003. EAC's focus in 2004 was to assemble staff, obtain office space, arrange for administrative support from GSA, establish a website, start clearinghouse operations, and distribute Federal financial assistance to states. In regard to Federal financial assistance, Congress appropriated nearly \$3 billion in Fiscal Years 2003 and 2004 for payments to the fifty States, the District of Columbia, and territories for the replacement of punch card and lever voting machines and other election administration improvements pursuant to Titles I and II of HAVA. Specifically, states used these initial funds to carry out activities such as:

- 1) ensuring voting systems met the minimum standards under HAVA,
- 2) establishing a computerized statewide voter registration database,

- 3) improving polling place accessibility, and
- 4) training election officials, pollworkers and election volunteers.

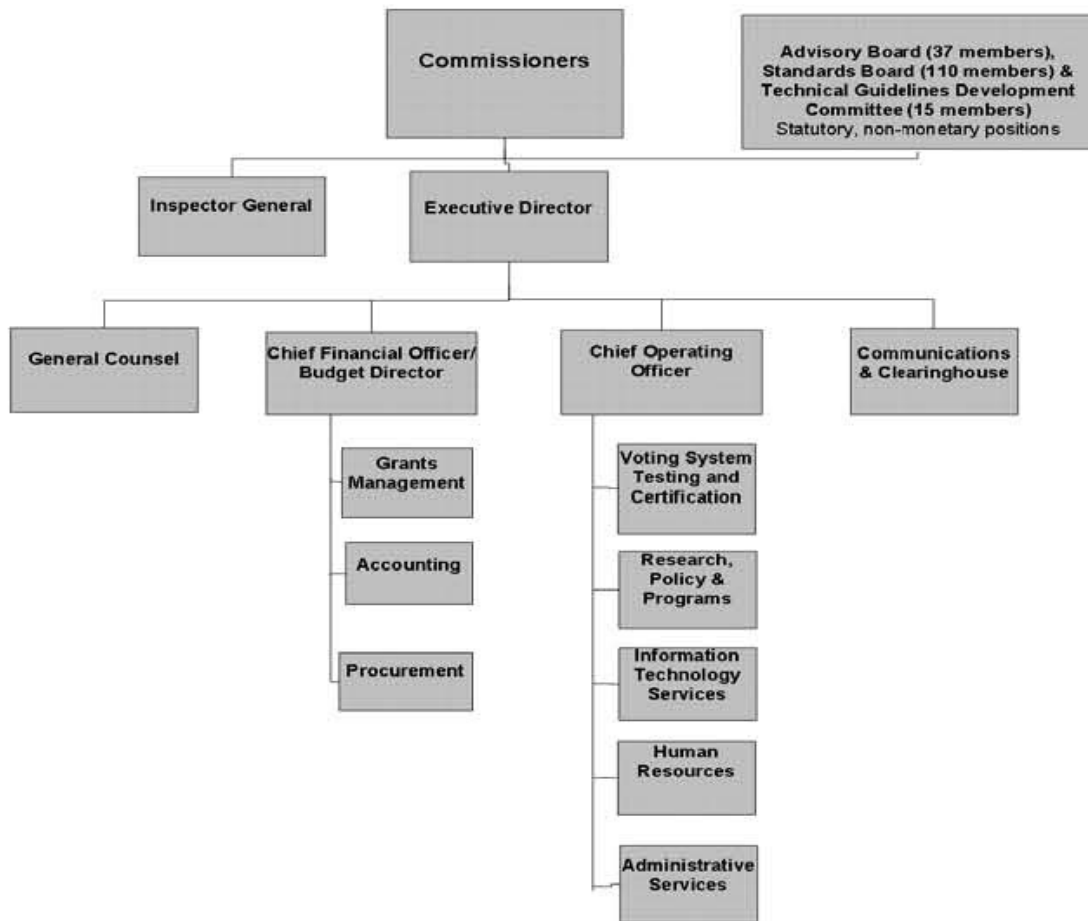
In FY 2004, EAC appointed a statutorily-required General Counsel. During Fiscal Year 2005, EAC appointed its other statutorily-required position, the Executive Director, and an interim Inspector General. EAC focus in subsequent years was on establishing and subsequently updating the VVSG, completing mandated research to promote effective Federal elections and to present key data on election practices and voting, instituting a voting system testing and certification program, auditing State use of HAVA funds, and providing information on effective election practices to its stakeholders.

In FY 2007, the full-time equivalent staffing ceiling of 24 was lifted. As of the end of FY 2010, EAC had a full-time permanent staff of 46 employees, including three Commissioners and four special assistants. In FY2011, one Commissioner left the agency.

EAC's Goals and Structure

EAC's offices are aligned to address the goals in the Strategic Plan: Goal 1, *Communicate* is administered by the Office of Communications and Clearinghouse. Goal 2, *Fund and Oversee* is administered by the Grants Management and Inspector General Offices. Goal 3, *Study, Guide, and Assist*, is aligned with the Research, Program and Policy unit. Goal 4, *Test and Certify* is administered by the Voting System Testing and Certification unit. Goal 5, *Manage* is aligned with the Boards, Commissioners, Executive Director, General Counsel, Chief Operating Officer, and Chief Financial Officer. A cost allocation model distributing administrative costs to the goals is part of the annual Agency Financial Report. Budgets correspond with the goals and information in the financial statements.

**ELECTION ASSISTANCE COMMISSION
ORGANIZATION CHART**



The agency has four high-performance priority (HPP) goals. HPP Goal One aligns with the *Communicate* goal; Goals Two and Three align with the *Study, Guide, and Assist* goal; and HPP Goal Four aligns with *Test and Certify*.

The High-Performance Priority Goals

Voters need easy access to up-to-date information on where, when and how to vote. Leading up to an election year, State and local election officials are faced with an enormous responsibility for informing voters and training Election Day poll workers.

Federal elections are locally administered with a wide variety of practices and policies from jurisdiction to jurisdiction. State and local election officials work hard to conduct fair, accessible, accurate and secure elections. They do this by informing the electorate and properly training poll workers. EAC assists States and local jurisdictions by providing tools and best practices to election officials to improve election administration practices. Under EAC's Election Management Guidelines Program, EAC provides a wealth of information about pre-

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election activities, including ballot preparation and design, voting system security, contingency planning, voting system certification, voting system acceptance testing and parallel testing. The materials promote a proactive approach to election management.

As States look to new technology and practices in voting (including remote access voting for Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) voters, vote by phone and accessible technology for disabled voters and any new voting systems manufacturers market in the future), EAC must be in a position to test the new systems against rigorous Federal standards in a timely, efficient and high-quality manner. EAC's work to develop testable guidelines and test procedures and criteria for UOCAVA pilot voting systems directly relates to the agency's mission to test, certify and decertify voting systems as prescribed under HAVA.

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Operating Plan Summary

Salaries and Expenses	FY 10 Enacted	FY 11 Annualized Continuing Resolution (CR)	FY 12 Request
Full-Time Equivalent Staff (FTE)	50	50	49
Full-Time Permanent Staff	46	46	47
Other than Full-Time Permanent Staff	18	9	7
Personnel Compensation and Benefits			
11.1 Payroll Full-Time Personnel	4,234,324	4,832,567	4,889,436
11.3 Payroll Other than Full-Time Personnel	668,811	542,738	393,965
12 Benefits	1,480,015	1,281,827	1,279,138
<i>Subtotal PC&B</i>	6,383,150	6,657,132	6,562,539
Non-Personnel			
21 Travel	871,894	949,141	684,239
23.1 Rent	850,200	1,034,000	1,059,364
23.3 Communications, Utilities, Postage	120,400	122,808	113,969
24 Printing, reproduction	601,933	673,112	81,870
25 Other Services	4,168,630	3,840,802	1,791,134
25.3 Transfer to NIST	3,500,000	3,500,000	3,250,000
26 Supplies and subscriptions	154,733	113,685	123,150
31 Equipment	258,060	18,320	49,400
41 Grants	1,050,000	1,050,000	-
<i>Subtotal, Non-personnel</i>	11,575,850	11,301,868	7,153,127
Total	17,959,000	17,959,000	13,715,665

Notes:

FY 2012 assumes no Cost of Living Adjustment. Assumes a non-pay inflationary increase of 1.4 percent.

FY 2011 assumes half of anticipated end of year balance of \$867,665 is made available in FY 2012 pursuant to Section 609 of the Financial Services and General Government Appropriations Act. EAC requested and received \$175,000 of FY 2009 Salaries and Expenses remaining balances for use in FY 2010 pursuant to Section 609. The funds were obligated for expenses related to the agency Information Technology Modernization Project.

Budgetary Changes FY 2011 to FY 2012
(in whole dollars)

Personnel Compensation and Benefits	-\$94,594, -1 FTE
Decrease of one position in CFO for procurement	
Travel	-\$264,902
Testing and Certification to FY 2010 actual level; Public Meetings; Research, Policy and Programs; Grants Management monitoring; Inspector General; Commissioners; Executive Director; miscellaneous	
Printing	-\$591,242
Assumes research, testing and certification, and educational products are available on-line only; State Plan amendments referenced in Federal Register (pending enactment of legislative proposal)	
Other Services	-\$2,049,668
EAC website enhancements; Public Meetings; administrative services; contracted audits; one-time move costs; escrow services for election system software	
Transfer to NIST	-\$250,000
Grants	-\$1,050,000
College Poll Worker, Mock Elections	
Miscellaneous	+\$57,070
Rent, Telecommunications, Supplies and subscriptions, Equipment and furniture. Assumes carryover from FY 2011 to 2012.	

**Budget Requests and Performance Measures by Strategic Plan and
High Performance Priority Goals**

COMMUNICATE

Strategic Plan Goal 1: Communicate timely and accurate information on the effective administration of elections for Federal office and on the operations and services offered by EAC. The anticipated outcome of the goal is to help ensure that Congress, Federal agencies, State and local election officials, and the public receive reliable, accurate, and non-partisan information about administering, conducting and participating in Federal elections and how, where, and when Americans vote.

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EAC Strategic Outcome -- Communicate		
FY 2010 Enacted	FY 2011 CR	FY 2012 Request
\$848,752	\$897,758	\$669,583

Goal 1’s aim of communication of timely and accurate information is the responsibility of the Office of Communications and Clearinghouse. The goal will be achieved via three strategic objectives: 1) operate the EAC Elections Clearinghouse effectively; 2) respond to outside requests about the EAC timely and accurately; and 3) convey the results of EAC operations and accomplishments.

High-Performance Priority Goal 1: Serve as a Clearinghouse and provide election officials and voters with necessary information regarding the process for casting a vote in the 2012 Federal elections. Provide States with funding, and election officials with technical assistance and information, as appropriate, to support activities such as poll worker training, educating the public, and helping provide voters with access to information such as when and where to vote for the 2012 Federal elections. The first of the high-performance priority goals is aimed at assisting eligible voters so that they have the information on how to cast a ballot for a federal election, and providing a central resource about election administration for election officials. Part of the first high-performance priority goal is also to share information with the Public about EAC’s budget, internal operations and structure, as well as other policies and procedures that impact the public.

In order to implement the goals, EAC will employ such strategies as:

- Using the latest technology and communication tools for www.eac.gov (recognized in the Top Five Federal Websites by Congress.org in December 2010)
- Complying with Open Government requirements and continue to operate transparently
- Providing more tools for the public to interact with and provide input to EAC
- Integrating various EAC operations, information and resources into the Clearinghouse

EAC’s website will continue to be the platform to facilitate meeting this high priority goal. The new website, unveiled in 2010, is designed to support the Commission’s efforts to increase transparency. It features leading-edge search, navigation and content-delivery tools that transformed the site into a more modern, dynamic and transparent source of information for the public and election officials.

EAC’s most commonly provided materials, such as the National Mail Voter Registration Form, voter’s guides, Election Management Guidelines, and National Voter Registration Act reports are easily access from the website. The new Election Resource Library holds all of these materials for easy searching, sorting and browsing.

Open Government and Public Participation Activities

EAC’s Open Government activities are available at www.eac.gov/open. General comments can be submitted to www.eac.gov/contact. Throughout EAC’s website, the agency has applied the

concept of open government as well as implemented tools to facilitate a conversation with the public about voting and election administration.

EAC's new website provides several mechanisms through which the public can provide direct feedback to EAC on agency activities and operations. For instance, the public can rate and comment on nearly 200 EAC reports, policies, manuals and Election Management Guidelines in the Election Resource Library. In addition, EAC's new Public Comment section makes it easier for the public to keep track of draft EAC policies on which the agency is seeking public input.

Users can also customize their online experience by signing up for automatic e-mail alerts on a variety of election topics and events, including Public Meetings, advisory board meetings, reports, policies and agency news. Other new features include a multimedia center that provides educational and training videos on polling place management, election contingency planning, voting accessibility, and voting system testing and certification. The videos are also available on YouTube at youtube.com/helpamericavote.

EAC Elections Clearinghouse

EAC's mission is to assist the effective administration of Federal elections. The Elections Clearinghouse is mandated by the Help America Vote Act (HAVA) of 2002, and provides a public portal for information about elections. Currently, EAC's website serves as a national Clearinghouse of election administration information. Among its thousands of pages of content are test plans and reports of voting system manufacturers seeking Federal certification, datasets containing detailed information by State on voter registration and turnout statistics in recent Federal elections, and information for voters on how to register to vote and contact their State elections offices.

The Communications division is instrumental in ensuring that all stakeholders receive information about the voting system testing and certification program, among other activities. The Communications staff post and disseminate voting system reports and studies that have been conducted or commissioned by a State or local government on the EAC's Testing and Certification Voting System Reports Clearinghouse.

The Communications and Clearinghouse Division

EAC's Communications Division is responsible for communicating with the media and stakeholders, including election officials, academics, policy-makers, advocacy groups and the public. The Communications division maintains the agency's website, www.eac.gov, which contains thousands of documents with information about voting system test plans, agency correspondence, and testimony from EAC hearings and Public Meetings and hearings; and external and internal communications such as press releases, news articles and speeches, informational videotapes on the programs, a monthly newsletter about EAC activities and events that is disseminated to approximately 1,200 subscribers, and a weekly email on internal operations. The unit coordinates with EAC staff to communicate policies, guidance, research, and other agency initiatives to the public.

EAC will continue to achieve its goal of serving as the trusted source for information about elections and election administration. The FY 2012 request includes \$220,000 for the website

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contract, training videos, and staff training. The request also includes \$7,000 for staff travel, \$26,000 for printing of the mandated EAC Annual Report and Freedom of Information Act notices in the Federal Register, \$5,000 for public education materials during a presidential election year, and \$30,000 for supplies and subscriptions such as the National Journal. Goal 1 is administered by a staff of three full-time employees.

Strategic Goal One: Communicate Performance Measures

Performance Indicator	Type of Indicator	FY 2009		FY 2010		FY 2011	FY 2012
		Planned	Actual	Planned	Actual	Planned	Planned
<i>Strategic Objectives</i>							
<i>Operate the EAC clearinghouse effectively.</i>							
Post applicable information on the website within 24 hours of receipt. ^{1/}	Output	100% of data posted within 24 hours	100% of data posted within 24 hours	100% of data posted within 24 hours	100% of data posted within 24 hours	100% of data posted within 24 hours	100% of data posted within 24 hours
<i>Respond to outside requests about the EAC timely and accurately.</i>							
Respond to 75 percent of non-FOIA requests within 72 hours.	Output	75% response rate in 72 hours	100% response rate in 72 hours	100% response rate in 72 hours	100% response rate in 72 hours	100% response rate in 72 hours	100% response rate in 72 hours
<i>Convey the results of EAC operations and accomplishments.</i>							
Issue quarterly press releases summarizing EAC activities.	Output	4 press releases	26 press releases	4 press releases	25 press releases	4 press releases	4 press releases
Provide regular briefings regarding EAC activities to Congressional staffers.	Output	2 formal briefings	2 formal briefings; inquiries completed and chronicled	2 formal briefings	4 formal briefings	2 formal briefings	2 formal briefings

^{1/} Note: This is a change to the Strategic Plan, replacing "web-based Clearinghouse" with "website." This excludes Commissioner approval of tally votes or voting system reports from States that are posted within 48 hours.

FUND AND OVERSEE

Strategic Plan Goal 2: Deliver and manage Federal funds effectively. The anticipated outcome of the goal is for States and other recipients to promptly and accurately receive Federal funds administered by EAC and use the funds appropriately to improve the administration of elections for Federal office.

	FY 2010 Enacted	FY 2011 CR	FY 2012 Request
Grants Management	\$1,914,069	\$1,776,928	\$372,500 ^{1/}
OIG	1,770,259	1,864,979	1,562,346
Total	\$3,684,328	\$3,641,907	\$1,934,846

^{1/} Reflects decreases of \$1,050,000 for discretionary Help America Vote College Poll Worker, and National Student and Parent Mock Election grants; and \$294,500 for printing of State Plans in the Federal Register, assuming EAC's legislative proposal (see page 6) is enacted

Goal 2 consists of three strategic objectives: 1) accurately and timely disburse Federal financial assistance administered by EAC; 2) effectively monitor Federal financial assistance administered by EAC; and 3) provide technical assistance and guidance on the management of Federal financial assistance administered by EAC to reduce the risk of inappropriate use of funds and

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accounting errors. Goal 2 is administered by the Grants Management division and the Office of the Inspector General (OIG).

The Grants Management Division

EAC’s Grants Management division is responsible for distributing, monitoring, providing technical assistance to States and grantees on the use of funds, and reporting on requirements payments and discretionary grants to improve administration of elections for Federal office. The office resolves audit findings on the use of HAVA funds, and sets indirect cost rates with grantees. A system to track audits and State completion of corrective actions has been established by a grants officer with lead responsibility for the grant audit function.

EAC’s Grants Management staff emphasizes financial management technical assistance to the States and grantees, offering workshops and training sessions using webinars tools. For example, in FY 2010, a webinar was held for State grantees on completing the Standard Form 425 *Federal Financial Report*. EAC will continue to work with the States and grantees to clarify the responsibilities they have in managing the funds they receive.

The Grants Management Office is currently staffed by an acting director, a grants officer and a grants specialist with contractor and one part-time peer review coordination staff support. Funds for the contractor and peer review coordinator are not requested for FY 2012. Interagency arrangements for indirect cost rate negotiations will be brought in-house. Office goals are to achieve the performance targets for timeliness in the Strategic Plan (see chart next page), such as resolving 100 percent of audit findings within established timeframes, submitting State Plans or references to the Plans to the Federal Register within 30 days of receipt.

Strategic Goal Two: Fund and Oversee Performance Measures

		FY 2009		FY 2010		FY 2011	FY 2012
Performance Indicator	Type of Indicator	Planned	Actual	Planned	Actual	Planned	Planned
<u>Strategic Objectives</u>							
<i>Accurately and timely disburse Federal financial assistance administered by EAC.</i>							
Award grants within established timeframes.	Output	100%	100%	100%	100% of requirements paymts & 1 yr. grants, 33% no yr. discretionary grants	100%	100%
Submit State plans for publication in the Federal Register within 30 days of receipt of the plan.	Output	100%	100%	100%	100%	100%	100%
Submit payment requests to GSA within 10 days of receipt of acceptable requests/certifications.	Output	100%	98%	100%	100%	100%	100%
<i>Provide technical assistance and guidance on the management of Federal financial assistance administered by EAC to reduce the risk of inappropriate use of funds and accounting errors.</i>							
Respond to all inquiries by recipients about the use and administration of funds in accordance with EAC requirements in a timely manner.	Output	24 hour turn-around for phone & email response time	To be measured beginning in FY 2010	24 hour turn-around for phone & email response time 75%	24 hour turn-around for an email or phone response 90%	24 hour turn-around for phone & email response time 85%	24 hour turn-around for phone & email response time 100%

The Office of the Inspector General (OIG)

EAC's OIG conducts regular audits of recipients of grant funds distributed by the agency, annual audits of EAC's operations, and periodic reviews and audits of EAC program operations and transactions. In addition, OIG conducts investigations in response to allegations against the EAC, its grant recipients, or other third parties involved in EAC programs.

OIG has focused on auditing the grants distributed to States under the Help America Vote Act (HAVA). These grants represent the vast majority of grant funds distributed by EAC. The objectives of the State audits, in part, are to determine whether the State:

- 1) expended HAVA payments in accordance with the HAVA and related administrative requirements; and
- 2) complied with the HAVA requirements for:
 - replacing punch card or lever voting machines,
 - establishing an election fund,
 - appropriating five percent matching funds, and
 - maintaining State expenditures for elections at a level not less than expended in the State's base fiscal year per HAVA Section 254(a)(7).

Since the inception of the audit plan, OIG has completed 31 audits, with 11 additional audits underway in FY 2011. To date, OIG has audited \$1.23 billion of the \$3.09 billion of requirements payment grants appropriated by Congress. Additionally, OIG has issued 12 reports regarding EAC's operations. The reports on State HAVA funds audits, EAC audits and evaluations, investigations, and Semi-Annual Reports to Congress are available at www.eac.gov/inspector_general.

OIG uses various tools to communicate with EAC, Congress, and the public. OIG operates a website, located at www.eac.gov/inspector_general, which includes the ability to file an on-line complaint. OIG uses its newsletter to remind EAC employees and the public about their ability and responsibility to report fraud, waste, and abuse, and to educate States and other grantees on such topics as common audit findings.

Over the past several years, OIG has relied primarily on contract auditors to conduct audits of grants to States. Currently, when issues arise that require investigation, OIG enters into Interagency Agreements with other Office of Inspector General for investigative services.

OIG's FY 2012 initial request of \$1,837,836 maintains its activities at the level requested for FY 2011. The initial request is reduced by \$275,490 to \$1,562,346 in keeping with the agency's funding level for FY 2012 and in consultation with the IG. The lower amount reflects foregoing hire of three full-time and one part-time staff previously requested. The decrease in funding will reduce the number of audits, reviews and investigations that OIG will conduct in comparison to the FYs 2010 and 2011 levels. OIG's request includes \$3,750 as a transfer to the Council of Inspectors General on Integrity and Efficiency (CIGIE) in keeping with the provisions of the Inspector General Reform Act of 2008. Of the total requested, \$13,000 is for training and professional development for staff: all OIG staff will be required to meet the continuing

education requirements applicable under the Generally Accepted Government Auditing Standards.

STUDY, GUIDE, AND ASSIST

Strategic Plan Goal 3: Identify and develop information on areas of pressing concern regarding the administration of elections for Federal office and issue guidance, translations, best practices and recommended improvements as required by HAVA, and carry out responsibilities under the National Voter Registration Act (NVRA). The anticipated outcome of this goal is: 1) the election community and other key stakeholders are provided pertinent, impartial, timely, and high-quality information, recommendations, guides and other tools on election and voting issues to help improve the administration of elections for Federal office, and 2) eligible citizens use the mail voter registration application to register to vote, register with a political party, or report a change of name, address, or other information.

FY 2010 Enacted	FY 2011 CR	FY 2012 Request
\$1,544,817	\$1,443,636	\$1,137,025

Goal 3 consists of four strategic objectives:

- 1) complete research on issues deemed relevant by the Commission that improves the administration of elections for Federal office and expeditiously report on critical administration subjects and election data;
- 2) identify and collect required and useful data on election administration practices, voting methods, and demographics pursuant to HAVA and, if deemed necessary by the Commission, provide recommendations for improving the quality of practices, methods and data;
- 3) issue voter’s guides, translations and other tools that are timely and useful; and
- 4) update and maintain a national mail voter registration application and report to the Congress as required by NVRA.

High-Performance Priority Goal 2: Support jurisdictions covered by the Voting Rights Act Section 5 languages so that all jurisdictions have access to and use materials designed to allow citizens who are not proficient in the English language to participate fully in Federal elections.

The goal is to make available materials such as voter guides and glossaries for eligible voters that reside in jurisdictions covered under Section 5 prior to and as a result of the 2010 Census. These voters include persons who are Native American, Asian American, Alaskan Natives or are of Spanish heritage. These materials are intended to provide assistance and support to limited and non-English proficient voters who wish to register and vote. The lead EAC office responsible for implementing the goal is the Language Accessibility Program of the Research, Policy and

Programs Division. Partners in the effort include State and local election officials, voter advocacy groups and other stakeholders.

EAC's strategy to achieve the goal is to receive the 2010 Census data and translate the EAC *Voter's Guide to Federal Elections* and other materials to any additional languages and jurisdictions determined to be covered under minority language provisions of the Voting Rights Act, and any other jurisdiction that may have a need based on their population. Resources needed to achieve the goal include funds for translations and publications and the ability to convene working groups and roundtables.

EAC is excited to announce its partnership with the Office of Citizenship within the U.S. Citizenship and Immigration Services. The goal of the partnership is to provide every new citizen a copy of EAC's *Voter's Guide to Federal Elections* brochure in the U.S. naturalization ceremony packet. Given the current naturalization rates, the Office of Citizenship estimates that they will print and distribute 750,000 to 800,000 copies of the guide each year. The Office of Citizenship will start with 650,000 brochures and reprint copies at their expense as needed. EAC will provide the Office of Citizenship with updated information contained in the *Guide* on a yearly basis.

High-Performance Priority Goal 3: Provide States with voluntary guidance on computerized voter registration lists and the national mail voter registration form.

The aim of Goal 3 is to encourage the 50 States, American Samoa, the District of Columbia, Guam, Puerto Rico, and the U.S. Virgin Islands to utilize best practices that encourage increased voter participation. The lead EAC division for the effort is Research, Policy and Programs, in partnership with State and local election officials, voter advocacy groups and other stakeholders.

In order to achieve Goal 3, EAC, using in-house research, will help election officials educate voters on the need to update their registration status, and provide assistance regarding training poll workers on how to assist voters who have relocated within the same State (locating the new polling place, procedures for casting provisional ballots, acceptable forms of identification, etc.). EAC plans on issuing voluntary guidance that may include but is not limited to: voter registration database matching protocols, maintenance of accurate voter registration lists, data collection and storage, online functionality, identification requirements for first-time voters, and inter- and intra-operability of databases; and help States promote intergovernmental cooperation between their various agencies and departments such as Election Offices and Social Services.

The Research, Policy and Programs Division

EAC's Research, Policy and Programs (RPP) division administers:

- 1) The Election Management Guidelines Program which provides information to State and local election officials and voters on various topics, which during 2010 have included technology in elections, voter accessibility and election office administration;
- 2) The Language Accessibility Program which provides informational materials on the Federal election process and election terminology in languages other than English. In 2010, the

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program provided new translations of resources in three Native American languages and one Native Alaskan;

- 3) Technical assistance and program support to EAC grantees who are working to encourage college students to serve as poll workers and high school students to conduct “mock” elections; and
- 4) Election research on mandated topics including administering the biennial Election Administration and Voting Survey, which includes mandatory reports to Congress on the National Voter Registration Act of 1993 (NVRA) and Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA).

Research projects that were started in FY2010 but continue through FY2011 include the study of differences between administering elections in urban and rural areas, a study on vote count and recount procedures, and other topics Commissioners or the EAC Board of Advisors may identify.

EAC plans to release two mandatory reports to Congress based on data collected during the 2010 general election: the Impact of the National Voter Registration Act (NVRA) on the Administration of Elections for Federal office and the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA). The comprehensive Election Administration and Voting Survey report, which includes additional election administration-related topics, is scheduled for release in 2011. In 2012, EAC will administer its bi-annual Election Administration and Voting Survey to the States. The reports related to the survey will be released in 2013.

In 2011, EAC will continue its work related to re-issuing the National Voter Registration Act regulations. The project involves reviewing the current regulations, making any proposed changes to the regulations, and consideration of Public comments. To ensure broad participation in the rulemaking process, EAC conducted hearings and provided information to elections officials and the public through the public comment period that ensued in the summer of 2010. Final regulations will be presented for adoption by the Commission following the public rulemaking process and printing of the rule in the Federal Register before taking effect. In addition, EAC intends to update the Federal Election Commission’s existing NVRA implementation manual to reflect any changes in the regulations and the additional requirements added by the passage of HAVA.

EAC will also work to update key election management guideline materials such as guidance on provisional voting, poll worker training manuals, and other critical educational products. Based on the findings from the 2010 Census, EAC will also work to create voter educational products in newly-identified U.S. Department of Justice Voting Rights Act Section 203 minority languages.

EAC will continue to provide technical assistance and program support to its program grantees along with providing opportunities for grantees to share best practices. In 2010 and 2012, EAC will also continue extensive outreach to various voting publics as it seeks to update its educational materials designed to improve the administration of Federal elections. In 2012, EAC

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plans on completing work related to updating guidance on the ongoing implementation of Statewide voter registration databases.

The division requests funding in FY 2012 for a staff of six; \$585,000 for analysis of the biennial Election Administration and Voting Survey results; \$18,000 in support of working group meetings; and \$1,000 for registration fees, supplies, and subscriptions.

Strategic Goal Three: Study, Guide, and Assist Performance Measures

Performance Indicator	Type of Indicator	FY 2009		FY 2010		FY 2011	FY 2012
		Planned	Actual	Planned	Actual	Planned	Planned
<u>Strategic Objectives</u>							
<i>Complete research on relevant issues that improve the administration of elections for Federal office and expeditiously report on critical election administration subjects and data.</i>							
Establish, in FY 2010, a baseline for measuring stakeholder use of EAC research & educational products to improve the admin. of elections for Fed'l office. In subsequent years, increase % of stakeholder use...	Output			Establish baseline	Baseline established at 50%	60%	70%
<i>Identify and collect required and useful data on election administration practices, voting methods, and demographics; and make recommendations for improving the quality of practices, methods, and data.</i>							
Establish a baseline in FY 2009 on the accuracy and completeness of data reported by States in response to EAC surveys. Increase the accuracy and completeness of reported data in each of the succeeding years.	Output	Baseline 93% Election Day Survey (EDS) '04	95% response rate to EDS '08		NA	97% response rate to EDS '10	NA
Include recommendations to improve election data collection and data provided to Congress in the biennial report on the Election Day Survey.	Output	2008 election recommendations	Report submitted June 2009		NA	Report submitted June 2011	NA

TEST AND CERTIFY

Strategic Plan Goal 4: Build public confidence in elections by testing and certifying voting systems to improve system security, operation and accessibility. The anticipated outcome of the goal is that voting equipment operates more reliably and securely and provides greater accessibility to the disabled. States, the District of Columbia, and territories use EAC's testing and certification program to ensure voting systems meet their respective standards and statutory requirements.

FY 2010 Enacted	FY 2011 CR	FY 2012 Request
\$1,861,008	\$1,704,685	\$1,307,493

Goal 4 consists of three strategic objectives:

- 1) develop and update the voluntary voting system guidelines (VVSG);
- 2) provide for the accreditation and revocation of accreditation of independent, non-Federal laboratories qualified to test voting systems to Federal standards; and
- 3) administer the testing, certification, decertification, and recertification of voting system hardware and software by accredited laboratories.

High-Performance Priority Goal 4: Ensure that modifications of certified systems submitted to EAC's program are successfully and efficiently tested to Federal standards.

The goal is to ensure that new voting systems and modifications of certified systems submitted to EAC's testing and certification program are successfully and efficiently tested to Federal standards. The certifications provide a baseline level of conformity to assist election officials in maintaining the reliability and security of certified voting systems and the integrity of the overall election results. The lead office for implementation of the goal is the Voting System Testing and Certification division, with input from partners including the U.S. Department of Commerce National Institute of Standards and Technology (NIST) and the Technical Guidelines Development Committee (TGDC).

Continued support for the testing and certification program is needed, along with continued research and development, to support additional industry-wide solutions that allow voters with disabilities to vote privately and independently.

The Voting System Testing and Certification Program

Under HAVA, EAC is responsible for assisting States with improvements to voting systems through the distribution of Federal funds and by providing a voluntary Federal certification program. The Federal Government's first voluntary Voting System Testing and Certification Program for the States also provides the public with the opportunity to review every aspect of the certification process, such as voting equipment system information, test plans and reports, and reports on voting system anomalies in the field.

EAC accredits voting system test labs which, using Voluntary Voting System Guidelines, evaluate voting systems, devices, and software to determine if they provide the functionality, accessibility, and security capabilities needed for reliable election results. The test labs provide recommendations to EAC, and the Commission's Executive Director determines whether to issue a certification.

Participation by the States in EAC's Voting System Testing and Certification Program is voluntary. States use varying approaches for both the type of testing required and the language used to require testing. The following four categories illustrate the diverse approaches taken by the State, including the degree States have mandated the use of EAC's Testing and Certification Program.

- Thirteen States require Federal certification. Relevant State statutes and/or rules require that voting systems be certified by a Federal agency.
- Nine States require testing to Federal voting system standards. The States reference standards drafted by the Federal Election Commission (FEC), National Institute of Standards and Technology, or the EAC.
- Thirteen States require testing by a laboratory accredited to Federal standards.
- Twenty States do not have Federal certification requirements. Relevant State statutes and/or regulations do not mention any Federal agency, certification program, laboratory, or standard.

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These varying requirements of States, the District of Columbia, and territories as well as the location of EAC-certified systems, are available via an interactive map on www.eac.gov.

Comprehensive procedures for the Program are detailed in EAC's Voting System Testing and Certification Program Manual. The program supports local elections officials in the areas of acceptance testing and pre-election systems. It also increases quality control in voting system manufacturing by means of periodic manufacturing facility audits of EAC-registered manufacturers, and provides clear procedures to manufacturers for the testing and certification of voting systems to specified Federal standards consistent with the requirements of HAVA.

In addition to its certification duties, the division works in a cooperative and coordinated manner with the National Institute of Standards and Technology (NIST) to evaluate and accredit voting system test laboratories (VSTLs). A condition for accreditation requires all VSTLs to possess a valid accreditation from NIST's National Voluntary Laboratory Accreditation Program (NVLAP). NVLAP accreditation is the primary means by which EAC ensures that each VSTL meets and continues to meet the technical requirements of the EAC program. It sets the standards for each VSTL's technical, physical and personnel resources, as well as its testing, management, and quality assurance policies and protocols.

After NIST provides its list of recommended laboratories, EAC sends a letter to the laboratories inviting them to apply for EAC accreditation under the VSTL program. Procedural requirements for the VSTL Program are detailed in EAC's Voting System Test Laboratory Manual. Currently, six voting systems are certified, as are two laboratories. Laboratories apply for EAC accreditation by invitation from the Commission. A letter of invitation from EAC identifies the scope of accreditation for which the laboratory may apply. After a thorough review of the laboratory application, the Commissioners vote on whether to accredit each potential VSTL. EAC monitors VSTLs through a comprehensive compliance management program.

The Compliance Management Program

Program staff gather information on the procedures and practices of its VSTLs. There are three main sources of information:

- 1) VSTL Notifications of Changes;
- 2) EAC Requests for Documents or Information; and
- 3) EAC On-Site Reviews.

The information collected is reviewed by EAC to ensure that VSTLs meet all program requirements.

EAC staff has continued to improve the certification process by answering technical questions from election officials and manufacturers, helping VSTLs understand how to test specialized systems, reviewing test plans, tracking anomalies, and keeping the technical review and approval process moving forward. The staff has met the commitment made in 2009 to match the testing time schedules provided by the voting system test laboratories and manufacturers.

Each VSTL is also required to provide to division staff a weekly update of the project timeline for all voting system testing engagements, and to promptly inform staff when testing

discrepancies or other actions require changes to the project schedule. Staff continues to hold weekly teleconferences with the laboratories and manufacturers of all testing engagements underway and to hold kick-off meetings with the labs and manufacturers to give EAC staff and technical reviewers an opportunity to meet with the labs and manufacturers and ask technical questions about the systems submitted for testing.

In addition to voting system certification and laboratory accreditation, EAC along with its Standards Board, Board of Advisors, and Technical Guidelines Development Committee (TGDC) (chaired by the director of NIST and comprised of 14 other members) work together to update and implement voluntary testing guidelines for voting systems. Efforts continue into research and development of improved guidelines for the next iteration VVSG document. Issues in the VVSG include:

- Software Independence
- Common Data Format
- Accessibility
- Vote-by-Phone systems
- EPollBook
- Open Ended Vulnerability Testing

The Voting System Testing and Certification (T&C) Division

T&C consists of six full-time staff and five part-time technical reviewers. To save contractual overhead costs, EAC converted two contractor staff at a cost of \$350,000 per year to two half-time technical reviewer staff, taking advantage of the Part-Time Annuitants Act authority at a cost of \$220,500 in late FY 2010. Further, by the end of FY 2011, EAC plans on decreasing staff by one of the part-time reviewers.

The division's FY 2012 budget request includes \$201,700 for travel, \$15,000 for the purchase of voting systems for in-house use, \$3,500 for supplies, \$1,800 for printing, and \$1,500 for training.

Transfer to NIST

In 2012, EAC plans on transferring \$3,250,000 to NIST and entering into an interagency agreement for the activities specifically required under HAVA Sections 221 *Technical Guidelines Development Committee* (TGDC), 231 *Certification and Testing of Voting Systems*, and 245 *Study and Report on Electronic Voting and the Electoral Process*. EAC and NIST continue to work on the development of testable guidelines for remote electronic voting systems to assist voters covered under the Uniformed and Overseas Citizens Absentee Voting Act and the National Defense Authorization Act for Fiscal Year 2010.

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Strategic Goal Four: Test and Certify Performance Measures							
Performance Indicator	Type of Indicator	FY 2009		FY 2010		FY 2011	FY 2012
		Planned	Actual	Planned	Actual	Planned	Planned
Strategic Objectives							
<i>Provide for the accreditation and revocation of accreditation of independent, non-federal laboratories qualified to test voting systems to Federal standards.</i>							
Complete accreditation reviews for all laboratories recommended to EAC by NIST and for all emergency actions within 90 days.	Output	100% complete in 90 days	66% complete in 90 days	75% complete in 90 days	66% complete in 90 days	85% complete in 90 days	95% complete in 90 days
Test and document the results of the review of compliance with procedures by 100 percent of accredited laboratories every 2 years.	Output	100%	100%	100%	100%	100%	100%
<i>Administer the testing, certification, decertification, and recertification of voting system hardware and software by accredited laboratories.</i>							
Test 100 percent of systems qualifying for testing each year.	Output	100% of systems submitted for testing are tested according to program standards	Completed testing according to standards for 60% of systems submitted (3 out of 5 systems)	Complete testing according to standards for 75% of systems submitted	Completed testing according to standards for 60% of systems submitted (3 out of 5 systems)	Complete testing according to standards for 80% of systems submitted	Complete testing according to standards for 90% of systems submitted
Respond to requests for interpretations of voting system standards within 45 days (Measures may be modified after EAC determines average number of requests).	Output	45 days	52.4 days (40% on target)	50 days	52.4 days (40% on target)	48 days	46 days

MANAGE

Strategic Plan Goal 5 consists of one clear-cut objective: Implement a high performance organization. The anticipated outcome of the goal is that EAC Commissioners and staff proficiently carry out EAC's strategic objectives.

Goal 5 is administered by the Commissioners, the Standards Board, the Board of Advisors, the Technical Guidelines Development Committee, Executive Director, General Counsel, Chief Operating Officer, and Chief Financial Officer.

	FY 2010 Enacted	FY 2011 CR	FY 2012 Request
Commissioners	\$1,186,525	\$1,103,761	\$1,328,497
Board of Advisors, Standards Board	293,299	274,787	274,460
Executive Director & Public Meetings	627,182	722,514	479,508
Office of the General Counsel	670,677	759,332	517,844
Chief Operating Officer	3,037,900	2,720,467	2,422,704
Chief Financial Officer	704,511	503,993	393,704
Total	\$6,520,094	\$6,084,854	\$5,406,718

Note: FY 2011 CR amount for Commissioners assumes two new Commissioners are appointed April 2011

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EAC's first Goal 5 performance measure, "Obtain a clean audit opinion on agency financial Statements within two years of the initial Statement preparation" was achieved in FY 2009 approximately eight months after the new CFO department was established.

The second measure, on implementing 90 percent of OIG audit recommendations with agreed upon timeframes, has been affected by the need for Federal Information Security Management Act (FISMA) resolution and a small number of remaining policies and procedures that must be put in place. Now that the agency's first Chief Information Officer is on board, EAC has been able to resolve all FISMA audit findings and implement all but one OIG recommendation by the end of December 2010. While FISMA audits for the past two fiscal years were addressed with the assistance of contractors, starting in FY2011, with the CIO, EAC will be able to address future FISMA audits in-house.

Each month, EAC's Chair reports on the status of 82 OIG audit recommendations made as of March 2008. To date, only three recommendations remain open. With the exception of a recommendation related to the National Voter Registration Act rulemaking process, the open recommendations are on track for resolution in FY 2011. In addition, there were three recommendations made in the FY 2009 Financial Statement audit. One on IT security controls was resolved in 2010, one on journal voucher review was implemented, and EAC is in the ongoing process of establishing continuous assurance about the effectiveness of internal controls relating to effectiveness and efficiency of programmatic operations.

On the third measure, meeting annual performance measures, management is working to foster a culture of accountability among staff. The agency is seeking to improve staff satisfaction ratings and achieve management excellence through improved internal controls and human resource initiatives. Agency directors who are responsible for the implementation of the EAC Strategic Plan goals report on their division metrics for the Agency Financial Report in November, the Annual Performance Report along with the Congressional Budget Justification around February of each year, and on planned metrics in the OMB Budget Justification each September. The CIO and CFO plan to work on automated systems to capture performance data.

Further, EAC plans on independently verifying the reported programmatic (non-financial) metrics data. To provide further assurance, EAC will implement programmatic internal control procedures as part of the Agency Financial Report process. This includes sending the program managers assessable unit risk assessment questionnaires and having the managers sign individual letters of assurance after they have identified risks and have procedures in place to manage the risks. The directors' letters of assurance will be rolled into the CFO's annual Statement of Assurance.

One of the keys to management excellence is a strong internal control program. EAC staff was offered internal control training onsite in two sessions during FY 2010. The agency is working towards an integrated internal control evaluation process to evaluate financial and budgeting performance, program risks and performance, control activities and assessments, and formal monitoring of the effectiveness of programmatic activities on a periodic basis.

Improper Payments

EAC continues to focus on the elimination of improper payments by enacting new policies and procedures as well as reviewing and updating existing policies and procedures that govern the processes required for all payments. These processes incorporate sound internal controls and segregation of duties to ensure that all payments are made to the correct recipient, for the correct amount, and within the correct time frame. EAC incorporates further payment oversight by way of reconciliations and reviews performed each reporting cycle.

Acquisition Strategies

Acquisition Improvements

EAC has transitioned over 90 percent of its procurements to the utilization of GSA Schedule contracts. This provides substantial cost savings in terms of lower prices, strategic sourcing, and internal operational efficiencies. EAC has eliminated the vast majority of contracts awarded noncompetitively, procurements where only one bid is received, and cost-reimbursement and time-and-materials contracts. Only in very rare circumstances do these occur. EAC is investigating use of an interagency agreement for procurement services in lieu of an in-house contracting officer.

Acquisition Workforce

EAC is budgeting for continuing educational acquisition training of its current acquisition workforce in order to meet current standards and requirements. Additionally, this is also being accomplished for current EAC Contracting Officer's Technical Representative (COTR) staff.

Information Technology Infrastructure and Security

Information Technology Infrastructure

EAC's information security program encompasses those measures necessary to protect the Commission's information resources. These measures include providing the appropriate technical, personnel, physical, administrative, environmental and telecommunications safeguards for each project; and continuity of operations through contingency or disaster recovery plans. The Commission's protective measures cover: data, applications, software, hardware, physical facilities and telecommunications. The Commission's information security program assures that each automated information system has a level of security commensurate with the risk and magnitude of harm that could result from the loss, misuse, unauthorized disclosure or improper modification of the data contained in the system.

EAC depends on the General Services Administration (GSA) for email, internet and Information Technology (IT) security services, and on a contractor for maintenance of the agency website, www.eac.gov. Current IT staff maintains personal computers and smartphones, provides software requested by EAC staff, and performs vulnerability scans. EAC's vision is to be responsible for its own infrastructure led by a qualified Chief Information Officer (CIO). EAC hired its first CIO in Quarter 3 of FY 2010. In FY 2011, the CIO will implement an Information Technology Modernization Project which includes upgrade the agency's email to MS Outlook

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from Lotus Notes, establish an intranet where policies and procedures can be posted in a user friendly format in place of use of a shared drive, and upgrade the agency's telephone system using Interactive Voice Response and Voice Over Internet Protocol. Upgrading of personal computers and software related to the Project have occurred.

In FYs 2011 and 2012, plans are for the CIO to work on integration of EAC systems, assist the directors with systems to capture performance metric data, and guide EAC in implementation of an e-Travel system.

Summary of Information Technology Resources Table

Salaries and Expenses (Dollars in thousands)				
IT Resource Category	Budget Activity	FY 2010 Enacted	FY 2011 CR	FY 2012 Request
Major IT Investments	Not applicable			
Non-Major IT Investments				
Telecommunications	Telephone, smartphones, wireless service for PCs	92.2	94.0	95.3
Financial management system and reports	Memorandum of Understanding with GSA/Pegasys and FMIS	17.0	17.3	17.5
Payroll processing and reports	Memorandum of Understanding with GSA/Comprehensive HR Integrated System (CHRIS)	14.7	15.0	15.2
<i>Subtotal, Non-Major IT Investments</i>		123.9	126.3	128.0
IT Security	Memorandum of Understanding with GSA	5.0	5.1	5.2
Infrastructure Investments	EAC website and intranet enhancements and maintenance	400.0	400.0	222.0
	Staff salaries and benefits	294.4	399.0	397.5
	Memorandum of Understanding with GSA	35.6	36.3	36.8
	Personal computers	182.4	9.5	9.6
<i>Subtotal, Infrastructure Investments</i>		917.4	849.9	671.1
Total, IT Investments		1,041.3	976.2	799.1

Cyber Security

EAC uses GSA as a primary Internet Service Provider for its Information Technology needs. EAC's cyber security management needs are covered by GSA through our annual Memorandum of Understanding for IT services at approximately \$36,800 for FY 2012. The agreement funds the tools that enable GSA to continuously monitor EAC's IT systems security as described in OMB M-10-15, *FY 2010 Reporting Instructions for the FISMA and Agency Privacy Management* dated April 21, 2010. Additionally, in FY 2011, EAC implemented its own installed its own intrusion detection hardware and software.

Human Resource Management

Improving Employee Engagement

EAC's Office of Human Resources is responsible for the human capital strategy that is aligned with EAC's mission, goals, and organizational objectives. This strategy is integrated into EAC's

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budget and strategic plan, consistent with the Office of Personnel Management's (OPM's) Human Capital Assessment and Accountability Framework. It complies with standards for internal accountability systems to ensure effective merit-based human resources management.

In FYs 2011 and 2012, EAC will continue implementing the programs, processes, and strategies necessary to accomplish the goals and objectives outlined in the agency's first Human Capital Plan developed in December 2009. Further, the 2009 Annual Employee Survey (AES) results have provided valuable indicators of areas where EAC can improve: internal communication, leadership, performance culture, and training.

Through a contractual agreement with a team development facilitator, some of the low-scoring issues from the 2008 AES were addressed in 2009. The 2009 AES showed favorable score increases in the areas of personal work experience; employee recruitment, development, and retention; and job satisfaction. Areas for improvement included personal empowerment to change work processes, and the procedures for receiving rewards for creativity and innovation.

The 2010 AES shows improvement in the areas of perceptions of supervisory performance and relationships with staff including diversity, levels of workforce knowledge and skills, relationship between individual work and contribution to agency goals and priorities, understanding of the performance appraisal process, rewarding creativity and innovation, personal empowerment, job satisfaction, and leadership ability to motivate and lead the workforce. Areas where survey results indicate the agency still may improve are bettering physical working conditions, utilizing staff talents, and assessing training needs.

Ongoing efforts include: mandatory training for all supervisors – 80 percent of EAC's supervisors have taken the training; brown bag briefings to foster awareness about selected EAC topics; relationship-building opportunities between the Executive Director, General Counsel, Chief Operating Officer, Chief Financial Officer, and staff; weekly program reports to all staff; monthly all staff meetings, monthly Commissioner briefings, and regularly-scheduled meetings within program areas and/or units; and continued participation in the Small Agency Council Training Program.

Wellness

EAC kicked off its Health and Wellness Program in July 2009 to reduce injuries and illness, create good will among employees, to improve productivity, and reduce health risk factors. Since then, we have: provided an eight-week, on-site nutrition and weight management program; offered ergonomic assessments of workstations; partnered with the Pension Benefit Guaranty Corporation for Federal Occupational Health (FOH) seminars and lectures; participated in FedsGetFit activities, including the Healthy Recipe Challenge; held its first healthy recipe potluck lunch; instituted telework and flexible schedule programs; and provided training to eleven staff members on Red Cross First Aid, Cardiopulmonary, and Automated External Defibrillator use.

Ongoing efforts include tracking employee usage of health and wellness programs and reaching out to Federal Employee Health Benefit carriers to bring health and wellness programs and activities onsite. In an effort to promote health and wellness initiatives, EAC provides staff with

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an Employee Assistance Program via a Memorandum of Understanding (MOU) with Federal Occupational Health. Services under the MOU include clinic services such as health screenings, blood pressure checks, physician-prescribed services, health awareness programs, first-aid, emergency response, and FOH's WorkLife4You Program. The Work/Life4You program is designed to help employees better manage everyday responsibilities and life events. EAC does not have to expend funds for a fitness facility as one is provided to staff in the building to use free of charge. EAC participates in the Flexible Spending Account program, and provides flexible work schedules, telecommuting, and transit benefits. EAC will continue to monitor progress against the Annual Employee Survey items and utilize them as an indicator of our success in improving worklife/wellness offerings at EAC.

Future endeavors include a yoga workshop for anxiety and stress reduction; a tobacco cessation program; increasing the healthy food choices in vending machines; partnering with other Federal agencies in the building to establish a health and wellness committee; and determining return on investment for the wellness program.