

A Brief History of Vice President Al Gore's

National Partnership for Reinventing Government

**During the Administration of President Bill Clinton
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The National Partnership for Reinventing Government (NPR), originally the National Performance Review, was the Clinton-Gore Administration's interagency task force to reform and streamline the way the federal government works. It was the eleventh federal reform effort in the twentieth century. In creating NPR on March 3, 1993, President Clinton said: "Our goal is to make the entire federal government less expensive and more efficient, and to change the culture of our national bureaucracy away from complacency and entitlement toward initiative and empowerment."¹

Based on the President's challenge, Vice President Gore set out to create a government that "works better, costs less, and gets results Americans care about." The President asked the Vice President to report on the findings of this National Performance Review within six months. Vice President Gore, however, went far beyond preparing a report and led an effort that evolved into the longest-running and most successful reform effort in U.S. history to date. After the initial report, the NPR team undertook the implementation of the many recommendations, then conducted a second round of reviews in 1995. In the second Clinton-Gore term, NPR changed its mission, approach -- and name -- to focus on leading a fundamental culture change in the government.

**From Red Tape to Results: Creating a Government
That Works Better and Costs Less -- 1993**

Vice President Gore led a task force that included about 250 career civil servants, a few state and local government employees, and several private sector consultants, including David Osborne, co-author of the book "Reinventing Government." The task force was organized into two sets of teams. One set reviewed individual agencies. The other set focused on governmentwide systems -- procurement, budget, personnel, etc. These teams were expected to produce recommendations for tangible improvements on the government's services to the public.

The President also directed agencies to create their own internal reinvention teams that could work with NPR to develop other recommendations for improvements. In addition to these teams, Vice President Gore asked agency heads to create reinvention laboratories -- units within agencies that would pilot innovations in service delivery. Reinvention laboratories were also granted waivers from internal agency rules to allow them the flexibility to be creative. This combination of centralized efforts to change basic systems, such as the procurement system, and directly involving frontline employees, such as the creation of reinvention labs, was a unique approach to government reform.

¹ Presidential Documents, March 3, 1993.



Vice President Gore personally led a series of town hall meetings in several dozen agencies to learn first-hand the problems facing employees. In June 1993, the Vice President also hosted a reinventing government summit at Constitution Hall in Philadelphia. He invited corporate executives, government leaders, and consultants who were leaders in organizational change. This summit provided a business perspective on reforming the government and business approaches to managing change. There, he learned the critical importance of moving quickly rather than incrementally in getting change to happen.

Strategically, the Vice President chose to focus efforts on *how* the government works, not on *what* it should be doing. In addition, he chose to target overhead costs, not the traditional approach of reorganizing existing agencies. NPR started its work in April 1993 with an inspiring set of principles and a clear vision of what it wanted to accomplish. The main objective was to create a government that works better and costs less by empowering employees to put customers first, cutting the red tape that holds back employees, and cutting back to basics.

The Vice President also told the NPR team that, where possible, recommendations be within the power of the executive branch, not proposals requiring statutory changes – and that recommendations for further studies were not acceptable. As a result, NPR chose to target overhead costs, not the organizational structure, of agencies. Working against a six-month deadline ensured the work was focused and not over-analyzed.

Before the original report was published, the Vice President met with agency heads to ensure their personal support for proposed recommendations. The Vice President understood that the success of reinvention could not be realized if the most senior-level officials weren't supportive, regardless of NPR's innovative ideas. He also met with President Clinton a number of times on selected proposals.

The Vice President formally presented the finished report to President Clinton on September 7, 1993 in a ceremony on the South Lawn of the White House before the Cabinet, key members of Congress, and the NPR team against a symbolic backdrop of forklifts full of regulations NPR proposed eliminating. He said: "This report will tell us how to cut waste, cut red tape, streamline the bureaucracy, change procurement rules, change the personnel rules, and create a government that works better and costs less."²

The report, *From Red Tape to Results: Creating a Government That Works Better and Costs Less*, offered 384 major recommendations. The President committed his support to implement all of them, saying: "There are lots of places in this report where it says 'the President should,' 'the President should.' Well, let me tell you something, I've read it, and where it says 'the President should,' the President will."³

The report was based on 38 accompanying reports that detailed 1,250 specific actions intended to save \$108 billion over a five year period by reducing the number of overhead positions (management, procurement, financial management, etc.). The Vice President said these efforts would begin the shift from an Industrial Age, hierarchical bureaucracy to an

² White House Press Release, September 7, 1993.

³ Presidential Documents, September 7, 1993.

Information Age organization of fluid networks. He concluded that making real and lasting change in government would require years of concentrated effort. He said: "In a large corporation, transformation takes 6 to 8 years at best. In the federal government, which has more than 7 times as many employees as America's largest corporation, it will undoubtedly take longer to bring about the historic changes we propose."⁴

Shortly after releasing the report, most of the task force members returned to their home agencies. About 50 staff remained to start implementing over-arching initiatives including customer service, reinvention laboratories, streamlining headquarters functions, and staffing cross-agency councils. Initially, the staff thought that laying out the implementation strategy would take three to six months. However, the Vice President was determined that this report would not "wind up on some dusty bookshelf." As a result, the task force designated a champion for each of the 1,250 action items to be responsible for implementation of that item, with a status report on progress submitted to NPR every six months.

The report was one of the first government documents posted on the Internet, and within days over 100,000 copies had been downloaded. The report quickly headed the New York Times best sellers list. Max Dupree, a popular business book author, called it "the best book on management available in America."⁵ A leading political scientist, James Q. Wilson, said, "In my judgement, the Gore Report is the best White House statement I have ever read about what citizens really want from government administrators and how, in theory, that can be delivered."⁶ In December 1993, the General Accounting Office announced that it disagreed with only one of NPR's 384 recommendations.⁷

Implementing the Original Set of Recommendations -- 1994

Immediately after the original report was released, the President and Vice President toured the country to spread the word about their reinvention efforts in the government. Within days after the report was released, the President issued a series of directives to implement a number of the recommendations including: reducing the work force by 252,000 positions; cutting internal agency regulations in half; and requiring agencies to set customer service standards. Ultimately, President Clinton signed more than 50 directives implementing NPR actions (see appendix B for list).

Also in 1993, President Clinton signed the Government Performance and Results Act. The intent of this law is to transform government agencies into performance-based and results-oriented organizations. This law requires agencies to develop strategic plans describing their overall goals and objectives, and matches these plans with quantifiable measures of performance, and report annually on progress against these measures. GPRA provides a mechanism for agencies and legislators to gauge the progress of government operations per agency, and assess

⁴ NPR Report, 1993, *From Red Tape to Results*, Penguin Books version, page lxiii.

⁵ "Reinvention Reading," *Reinvention Roundtable*, Feb. 18, 1994, p. 6.

⁶ "Reinventing Government," the Gaus Lecture, American Political Science Association, Sept. 2, 1994, p. 18.

⁷ "Management Reform: GAO's Comments on the National Performance Review's Recommendations," GAO/OCG-94-1, December 1993.

how each agency could improve its operations and service to the public to produce better results. The first reports from agencies were submitted to Congress in March 2000.

NPR approached the implementation of these actions at three levels: government-wide, agency-specific, and employee-focused. Among the most notable government-wide accomplishments in 1994 were:

- Working with Congress to pass laws that improved how the government did business. This included reforms such as giving agencies authority to reduce the size of the workforce (by offering bonuses for employees leaving voluntarily), simplifying the government's procurement system, and requiring agencies to have audited financial statements. Ultimately Congress passed more than 90 laws based on recommendations made by NPR (see appendix C for list).
- Helping agencies create their first sets of customer service standards.
- Developing the Hammer Award so the Vice President could publicly recognize innovative teams of federal employees who had reinvented their part of the government.

Individual agencies were responsible for implementing two-thirds of the recommendations because they were specifically targeted to them. The remaining recommendations affecting all agencies (i.e. budget or civil service reforms) became the responsibility of interagency groups (such as the Chief Financial Officers Council), the Office of Management and Budget (OMB), or NPR.

To assist in communicating the reinvention message to the federal work force, NPR developed a variety of materials including: a training video, an interactive CD-ROM disk of the original reports, an electronic forum on reinvention issues involving hundreds of people across the country, and created a newsletter for federal employees. The task force also sponsored "Net Results" – an electronic interchange of information and ideas among federal employees and the general public. This was adapted into the NPR main web site (www.npr.gov) with links to a series of other related sites. (see Appendix D for list).

Phase II of the Performance Review: Creating a Common Sense Government -- 1995

Recognizing the election of a new Congress in Fall 1994 as an opportunity to promote change, President Clinton asked Vice President Gore to launch Phase II of reinvention. By this point, agencies reported that they had implemented one-third of the original recommendations that locked in \$58 billion of the originally anticipated \$108 billion in total savings. The emphasis of Phase II was on *what* government should be doing, but also included additional reforms to make the government work better. By September 1995, NPR had made approximately 200 new recommendations with an estimated savings impact of nearly \$70 billion over a five-year period.

Specific Phase II initiatives included:



- Undertaking a major reform of the regulatory system. In February 1995, President Clinton directed the heads of about 65 regulatory agencies to: cut obsolete regulations, reward results, not red tape; get out of Washington – create grass roots partnerships; and negotiate, not dictate. He asked that they report progress to him in 100 days, which they did with dramatic results. Agencies identified \$28 billion that could be saved each year by reducing regulatory burdens and eliminating 16,000 pages of unnecessary regulations. They also proposed changes to the ways they enforced regulations by increasing the use of partnership arrangements, and shifting the historical emphasis on identifying procedural violations.
- Having agencies review their current programs to identify areas that could be eliminated. This led to the elimination of 250 programs and agencies, such as the Tea Tasting Board and the Interstate Commerce Commission.
- Expanding customer service standard programs. NPR's October 1995 "Customer Service Standards" report showed 214 agencies with over 3,000 standards of service to the public, more than double the prior year.
- Using benchmarking studies to encourage broad action across agencies on specific issues, such as toll-free numbers to call centers and best practices in downsizing and handling customer complaints.
- Expanding the use of results-based grants with state-local governments through the use of performance agreements in place of restrictive grant programs.

In an introduction to the Phase II report, *Common Sense Government*, author Philip K. Howard said this report "boldly announces a strategy to reverse direction toward a government which, whatever its regulatory goals, will be able to serve American citizens instead of crushing us under rigid and often incomprehensible dictates. By laying aside political bickering, this nonpartisan plan holds the key to alleviating the frustration of Americans of every interest and philosophy."⁸

Governing in a Balanced Budget World: A New Challenge -- 1996

By early 1996, the Administration's commitment to produce a balanced federal budget came to the forefront as the government faced declining fiscal resources. This meant that agencies would be called upon to again reduce resources – not in the name of reinvention but due to fiscal constraints. Vice President Gore recognized that agencies needed help responding to these impending resource cuts. Therefore, he proposed new strategies for how the Administration could responsibly govern in a balanced budget world. These strategies included:

- Creating "performance-based organizations," in which offices that deliver measurable services would get greater autonomy, in exchange for greater accountability for results;
- Dramatically improving customer service;

⁸ Vice President Al Gore, "Common Sense Government: Works Better and Costs Less," (New York: Random House) 1995, p. xvi.



- Increasing the use of regulatory partnerships, and
- Creating performance-based partnership grants.

The Vice President concluded his proposals by noting that "if we do all these things we can balance the budget and protect the priorities of the American people. If we don't do these things, we'll balance the budget anyway, but ordinary people could suffer and trust in public institutions could further erode."⁹

In late 1996, toward the end of the first Clinton-Gore Administration, NPR re-assessed the overall status of reinvention in government. Although many improvements had come about, it was apparent that many federal employees still didn't really know or understand the core principles underlying reinvention. NPR saw a disconnect between the senior and middle managers on one hand and frontline employees on the other. Frontline employees of managers who did not support reinvention had no idea about the improved flexibility and changes that had been made by Congress, the White House or their own agencies. This assessment spurred a shift in the focus of reinvention and changed the scope of NPR's efforts.

**Reinvention in the Second Clinton-Gore Administration:
Changing The Culture of Government Agencies -- 1997-2001**

At the beginning of President Clinton's second term in January 1997, NPR shifted its approach in an effort to accelerate changes in government and spread reinvention. In the first Administration, the task force had focused on encouraging hundreds of frontline teams to reinvent their departments or a certain part of the government. However, by 1997, NPR decided it was necessary to shift the focus of reinvention toward the transformation of entire agencies instead of only select portions -- especially in those agencies with direct impact on the public. This new focus was intended to permanently imbed reinvention in the day-to-day operations of the government.

The Blair House Papers. To signal this new approach, the President and Vice President spoke to the new Cabinet in its first meeting in January 1997 about the "rules of the road for reinvention" that they should follow. These were summarized in *The Blair House Papers*, a collection of practical "rules" for reinvention success. *The Blair House Papers* included the most successful change techniques developed during the first term for agencies to use to further reinvention. These tools were organized around delivering great service, fostering partnership and community-based solutions, and using reinvention to get the job done with less. Copies were placed in the hands of every political appointee and senior executive.

Access America. In early 1997, NPR built upon its earlier recommendations to use technology to transform government by issuing a new set of commitments. This report, *Access America: Reengineering Through Information Technology*, laid out a series of actions to "serve the public on its own terms" and give agencies tools to operate an electronic government. Working with the Government Information Technology Services Board and the Chief

⁹ Reinvention's Next Steps: Governing in a Balanced Budget World, p. 13 (March 4, 1996).



Information Officers Council, NPR co-sponsored several dozen task teams to act on the commitments laid out in the report. The report led to statutory changes, for example on electronic benefits transfers and electronic signatures, as well as administrative changes, such as Presidential directives on training and transactions-on-line.

High Impact Agencies. NPR focused on 32 agencies designated as "High Impact Agencies." They were selected for concentrated efforts to transform their performance, even in the face of reduced budgets. These agencies were chosen based on their high degree of interaction with the public, business, or their operational impact on other federal agencies. These 32 High Impact Agencies employed 1.4 million of the 1.8 million civil servants in the federal system. Among these agencies were: the Internal Revenue Service, the Social Security Administration, the Weather Service, the Customs Service, the Park Service, the Patent and Trademark Office, the Occupational Safety and Health Administration, and the Food and Drug Administration. (see Appendix E for list).

The leaders of the High Impact Agencies committed to more than 250 specific improvements in services to the public, which were to be completed by the end of fiscal year 2000. Their specific reinvention commitments were included in the President's fiscal year 1999 Budget. By December 2000, these agencies reported that 96 percent of their goals had been met or would be met in early 2001.

An example of NPR's work with one of these agencies was the 1997 joint task force NPR sponsored with IRS employees and managers to revamp that agency's operations to dramatically improve customer service. NPR's recommendations to this group contributed to significant legislative changes that were still driving major innovations at that organization at the end of 2000. In fact, the most notable change is that the IRS restructured its entire operation to focus on its customer segments (individuals, the self-employed, and small and large businesses), and make sure it delivers quality customer service to each type.

Using Plain Language. Following a June 1998 Presidential directive, agencies are now required to communicate in clear, understandable language with their customers. As an incentive, Vice President Gore presented an award monthly to an employee or group of employees that did a terrific job in rewriting specific communication or regulation documents. Employees saw a significant increase in emphasis by their managers on using plain language, from 26 percent in 1999 to 34 percent in 2000. As a result, the public noticed real changes, from clearer SEC disclosure notices, to OSHA posters of employee rights, to Medicare benefit explanations.

Streamlined Waiver Authority. In 1998, President Clinton signed a directive requiring agencies to streamline their processes for granting waivers from their own internal rules to front line operations. The directive required agencies to grant a waiver within 30 days or the waiver would be presumed approved. A denial, however, could only be made by the agency head, not by someone at a mid-level. Each agency put in place implementation rules. This allowed front line innovation without the need for designation as reinvention labs.¹⁰

¹⁰Waiver Clearinghouse can be found at: <http://www.napawash.org/waiver/waivers/index.htm>.

Changing NPR's Name to Reflect Its Change in Strategies. In early 1998, NPR changed its name -- to the National Partnership for Reinventing Government -- to reflect its shift in strategy and focus. As part of its emphasis on High Impact Agencies, it began pursuing three longer-term change strategies that meant building new sets of relationships between and among federal agencies, states and communities, and citizens. These relationships at all levels made up the partnership in National Partnership for Reinventing Government. These strategies included:

Achieving Results by Working Collaboratively with States and Communities. People and organizations will collaborate enthusiastically across organizational boundaries to produce amazing results and transfer power to communities and citizen

Some of the things that matter most to Americans are results that are not the sole responsibility of any single government agency or level of government: reducing crime; improving the well-being of our children, and preparing workers for 21st century work. In 1993, NPR recommended changes to how the federal government works with states and communities to streamline the bureaucracy and increase the focus on results and services to citizens.¹¹ NPR was the catalyst for a number of initiatives that brought federal agencies together with states and communities to focus on and share accountability for results and to create more seamless service delivery. The first effort in 1994 was a pilot with the State of Oregon (the Oregon Option) which focused on child health, workforce development, and family stability. Beginning in 1998, NPR launched a series of initiatives that engaged multiple agencies working with states and localities on achieving measurable results in four areas:

- *Improving child well being.* In the early part of the Clinton-Gore Administration, OMB led a cross-agency effort to develop measures for well being of children.¹² Using this as a platform, in 1998 NPR initiated "Boost4Kids," a network of states, communities and federal agencies committed to improving child well-being based on locally set goals and plans.¹³ The 13 core members of the network (including counties in California and the states of Vermont and Hawaii), and an additional 70 associate communities, have made significant strides in a number of areas, including:
 - increasing enrollment in child health insurance;
 - simplifying application processes for health insurance and other services;
 - expanding preschool and afterschool activities;¹⁴ and
 - measuring and mapping indicators of child well-being.

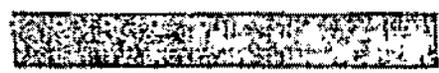
- *Creating Hassle Free Communities.* Also beginning in early 1998, NPR partnered with states and communities that wanted hassle free one-stop delivery of federal, state, and local governmental services outside government buildings. Together, they developed

¹¹ See NPR Accompanying Report, "Strengthening the Partnership in Intergovernmental Service Delivery," September 1993, at <http://www.npr.gov/library/reports/faexec.html>.

¹² Federal Interagency Forum on Child and Family Statistics, *America's Children: Key Indicators of Well-Being* (Washington DC: Government Printing Office), 1999 (annual) <http://childstats.gov>

¹³ The electronic network can be found at <http://www.boost4kids.gov>.

¹⁴ The electronic network can be found at <http://www.afterschool.gov>.



new ways to deliver public services customers want – when, where, and how they want them – based on federal, state, and local partnerships.

Together, partnerships were created at the state or local level in 13 states (California, Colorado, Georgia, Kansas and Missouri, Minnesota, Massachusetts, New York/New Jersey, Oklahoma, Tennessee, Texas, and Washington). In addition, pilot projects were developed to bring access to electronic government services through kiosks in 36 communities in nine additional states (Maine, Connecticut, Florida, Pennsylvania, Illinois, Arkansas, Louisiana, Maryland, Virginia), with more coming online in 2001. In the partnerships, over 100,000 customers found answers and transactions available in their neighborhoods, at community events, state fairs and Veterans medical centers each year. In Minnesota alone, the annual Government on Display event is bringing information and services from over 100 government agencies to over 200,000 visitors in a single weekend at the Mall of America. The government service kiosks are reaching thousands of additional customers each month.

- *Reducing gun violence.* In November 1999, NPR initiated a SafeCities network to link communities and concerned federal agencies committed to reducing gun violence. SafeCities encourages best practices in prevention and prosecution of gun violence.¹⁵ In the first year, the 10 cities belonging to the SafeCities network strengthened their efforts to reduce gun violence in various ways, including: cooperating on federal and local prosecutions; tracing guns used in crimes; tracking crime and injury data; engaging the faith community; and expanding afterschool and other preventive activities.
- *Creating a seamless learning and employment system so Americans have access to the knowledge, skills and tools they need to succeed in the 21st Century workplace.* With the passage of the Workforce Investment Act in 1998, NPR began working with a range of federal agencies to partner with states and localities to implement the spirit of this law. This effort was organized at three levels: individual workers, federal partners, and community organizations.
 - For individual workers, their families, and front line staff in workforce programs, the network created a gateway web site, a key step in realizing a seamless learning and employment system, with over 1,000 links to job banks, skills training, distance learning, family support resources, money management, and other topics.¹⁶
 - At the federal level, NPR convened cross-agency teams to address three specific issues related to the Workforce Investment Act: unified planning, measurement, and cost sharing.
 - At the community level, NPR convened 20 community-based organizations as the 21st Century Skills Community Network. The Network connects community-based partnerships and federal agencies to enhance education, skills, training and lifelong

¹⁵ The electronic network can be found at <http://www.safecities.gov>.

¹⁶ <http://www.workers.gov>.



learning for adults in local communities.¹⁷ The Network, which is sponsored by the Department of Education, started by working on shared projects related to closing the digital divide and increasing access to distance learning.

Getting Agencies to Use a Balanced Set of Measures. *Agency management – from the top to front-line supervisors – will use a balanced set of measures to drive operations.*

In 1999, NPR assessed the use of a set of related, balanced measures to manage organizational performance. NPR found that both public and private sector organizations sought to balance measures of customer satisfaction, employee satisfaction, and business results. Federal agencies pioneering the use of these balanced measures included the Veterans Benefits Administration, the IRS, the National Security Agency, and the Postal Service. Each believed that the use of such a system of measures led to higher performance.

To promote a wider use of such sets of measures in High Impact Agencies, NPR co-sponsored governmentwide surveys to measure both customer and employee satisfaction. Agencies were already required by law to collect mission performance data under the Results Act, which would be available for the first time in early 2000.

Customer Satisfaction. The first measures of customer satisfaction were created with the support of the President's Management Council, which co-sponsored a survey of customer satisfaction with 30 selected services in 30 of the High Impact Agencies.

Using the 100-point American Customer Satisfaction Index (developed by the University of Michigan and used by private-sector businesses over the past decade), NPR found in 1999 the government was virtually the same as the private sector as far as customer satisfaction was concerned. The government index of 68.6 was close to the private service sector index rating of 71.9. Additionally, 60 percent of government customers said they noticed improvements over the previous two years in government service. The survey provided agency leaders a context for where they stand relative to others in providing excellent customer service. The gap between the federal government and the private service sector decreased in a 2000 survey. In addition, the number of services and customer groups expanded in 2001 to more than 100.

Employee Feedback. NPR partnered with the Office of Personnel Management (OPM) to sponsor an annual government-wide employee survey, starting in 1998, to better understand the extent of changes resulting from reinvention initiatives over the previous years. The results showed that 84 percent of those employees who believed reinvention was a priority in their agency were satisfied with their jobs, compared with 37 percent of those who felt reinvention was not a priority in their organization.

The survey also led to new NPR initiatives to improve labor-management relations and individual performance management. In conjunction with OPM and the PMC, specific actions

¹⁷The Network's web site <http://www.skillsnetwork.gov> is used to post best practices, significant issues, and effective strategies for reaching goals and measuring results.

on these issues led to virtually across-the-board increases in favorable employee responses in the 2000 survey.

Business Results. The final aspect of balanced measures – measures of business results – became available in March 2000 as agencies submitted their first Annual Performance Reports to Congress as required by the Government Performance and Results Act (GPRA). GAO found that in general agencies achieved about 60 percent of the targets set in FY 1999, the first full year of the implementation of the Act.

To ensure balanced measures were used by agency leaders in their day-to-day operations, NPR worked with the PMC and the Office of Personnel Management to require the three dimensions to be the basis for senior executive performance assessments and bonuses. These new regulations became effective in 2001.

Creating an Electronic Government. *Government will be transformed by electronic means for doing business and provide the public with better access to the government, similar to how "amazon.com" transformed bookselling.*

Various initiatives started in early 1997 will enable anyone who wants to transact business with the government electronically to do so easily and quickly. By the end of FY 2000, nearly 40 million Americans were doing business with the government electronically. Emerging forms of information technology became vital tools in changing Americans' experience with their government. On a regular basis, people will be able to access information to solve problems through the Internet, telephones, or neighborhood kiosks. It's all about putting citizens online rather than in line.

The Vice President articulated the administration's vision for e-Gov in his *Access America* initiative, unveiled in early 1997. The Vice President's vision includes transcending the traditional boundaries of government by targeting specific groups of citizens with web sites like *business.gov*, *seniors.gov*, *students.gov*, and *workers.gov*.¹⁸ Following NPR's lead, several partnerships were created to increase the number of customer-focused web sites including *statelocal.gov*, *recreation.gov*, and *disabilities.gov*.

On December 17, 1999, drawing on the Vice President's efforts, President Clinton issued a memorandum for the heads of executive departments and agencies on the subject of electronic government. It said, in part, "While government agencies have created 'one-stop shopping' access to information on their agency websites, these efforts have not uniformly been as helpful as they could be to the average citizen...there has not been sufficient effort to provide government information by category of information and service – rather than by agency – in a way that meets people's needs."

NPR worked with agencies to implement the President's directive to give all Americans greater access to their government by expanding the use of e-Gov. As a result, NPR focused on the following initiatives:

¹⁸ Report and results can be found at www.accessamerica.gov



One-stop Government Information. On June 24, 2000, in a web cast address to the nation, President Clinton announced a plan to create *FirstGov* a single Internet portal connecting users to all government sites.¹⁹ The President challenged government and industry to create a site that allows citizens to find every on-line resource offered by the federal government at one easy-to-use location, and to search government information faster and more efficiently than ever before and by topic rather than by agency. He also challenged government and industry to finish it within 90 days. The site launched on schedule in September 2000.

FirstGov introduces a single point-of-entry to one of the largest and most useful collection of web pages in the world. It allows users to search all 27 million federal agency web pages at one time. The *FirstGov* search engine can search half a billion documents in less than one-quarter of a second, and handle millions of searches a day. To speed searches, *FirstGov* allows citizens to find information intuitively -- by subject or by keyword.

Federal Government Forms On-line. A key goal of the Clinton-Gore administration had been to ensure that the Federal government provides the highest quality service to the American people. To help make government services more accessible to its customers, NPR worked with the President's Management Council to place the forms for 500 of the most used government services on-line at a central Internet location. Citizens can download and print the forms via *FirstGov*. Many of the forms may be filled in and submitted electronically. Those forms that require a hand-written signature can be printed and submitted in paper form. The availability of government forms in an easy to access format is an instrumental step in making all appropriate government services available via the Internet by 2003.

E-mail Access to Public Officials. In keeping with agency commitments to "put customers first," a high priority on developing customer service solutions for the Internet environment. A mainstay of these solutions is to provide greater access to agency officials through the use of e-mail. NPR worked to ensure that all executive branch agencies provide specialized email addresses for high profile programs or organizations within the agencies. In fact, the majority of agencies have made provisions for the citizen to contact the agency head directly through a public e-mail address.

Additionally, to better serve of customers and partners in government and industry, the Chief Information Officers' Council has created the Federal White Pages.²⁰ The White Pages provide anyone with an Internet browser free access to a searchable database of telephone and e-mail contact information for over 400,000 Federal officials in 20 Departments and agencies. Citizens can also access the White Pages wirelessly from most Internet-ready telephones by navigating to the same URL. Complementing the White Pages effort is the General Services Administration's Federal Blue Pages,²¹ which allows citizens to look up organizational contacts or a specific government service.

Identifying Best Practices. Identifying and adapting the management techniques and business processes of private and public sector world-class leaders is instrumental in changing the way

¹⁹ at www.firstgov.gov

²⁰ at <http://directory.gov>.

²¹ at <http://bp.fed.gov>.

government does business. Many agencies are developing strategic blueprints to adapt better business processes, pursue commercial alternatives, consolidate redundant functions, and streamline organizations. Several agencies have utilized the expert services of leading public and private sector best practices consulting firms such as the Gartner Group and the Benton Foundation.

To continue the implementation of "best practices" in the government, the National Partnership for Reinventing Government and the E-Government Committee of the Chief Information Officers Council has created a web-searchable database of "Success Stories in E-Government." This database contains over 200 success stories related to e-government activities at federal, state, and local levels. The database is managed by Chief Information Officers Council and will be available on its website, which serves as a central clearinghouse of information about e-government best practices, success stories, and lessons learned, in February 2001.

Making Services Available through Kiosks. NPR's Hassle-Free Communities kiosk initiative (see earlier mention) piloted the use of electronic kiosks – free-standing electronic access to government internet sites in shopping malls, and train and bus stations. The kiosks provided city, state and federal government information, such as taxes, immigration, child support and telephone numbers for government offices. Customers can also print federal, state, and local forms and send e-mails to government officials. By late 2000, there were kiosks in 36 communities around the country from Bangor, Maine to Miami, Florida and from Dallas, Texas, to Los Angeles, California. The sponsorship for the initiative then moved to the General Services Administration.

Building an E-government Infrastructure. To facilitate the transformation to electronic government, NPR worked with the Council for Excellence in Government, along with other public and private partners, to develop an architectural blueprint to enable Americans to conduct all major transactions online by 2003. The blueprint initiative began in November 1999 with a series of symposia attended by more than 100 public and private electronic commerce and information technology leaders who recognized the urgency of identifying a vision of e-government and bringing it into operation. In considering information technology's capacity to help government deliver services and engage citizens more effectively, they also examined the matrix of complicated, interrelated issues involved. They issued a blueprint in early 2001 calling for a Cabinet-level position dedicated to e-Gov, a strategic investment fund, and a commitment to ensuring all Americans have access to the Internet, regardless of income, disability, or educational background.

Building National Geographic Information Systems. In 1993, NPR recommended a cooperative public/private effort to create a National Spatial Data Infrastructure to integrate geographic information about the country. In response, President Clinton signed Executive Order 12906 that strengthened the existing Federal Geographic Data Committee (FGDC), with OMB oversight and a call for a national clearinghouse and standards.²²

²² See: <http://www.fgdc.gov>.



Subsequently, NPR encouraged the use of geographic information as an organizing tool for achieving cross-agency, intergovernmental policy results and accountability in public safety, smart growth, and responsive citizen services. For example, in 1998, a joint NPR-Department of Justice task force recommended crime mapping hardware and software training for police departments to map crime hot spots, and a joint NPR-Federal Emergency Management Agency team developed a 17-agency agreement with North Carolina following Hurricane Floyd in 1999.

In July 2000, NPR co-hosted a geo-spatial information technology roundtable with the Office of Management and Budget (OMB), the Interior Department, and the FGDC, to discuss existing and new policies that would make geo-spatial data a fundamental element of e-government activities. As a result, participants, including state and local governments, the private sector and academia, formed ongoing teams to align geo-spatial data from various sources. The FGDC also partnered with NPR to make geo-spatial information available to the public on the FirstGov website.

Did NPR Make a Difference?

Brookings scholar Don Kettl, in one of his periodic assessments of NPR said in 1998: "No executive branch reform in the twentieth century – indeed, perhaps in the Constitution's 210 years – has enjoyed such high-level attention over such a broad range of activities for such a long period of time."²³

When assessing the impact of the administration's eight-year reform effort, there were at least a half dozen major areas where NPR's impact had been felt:

- Ending the era of big government by cutting both its size and costs (see figure 1);
- Changing government to be more results- and performance-oriented;
- Serving the public better;
- Changing the ways government works with businesses;
- Changing the way government works with communities;
- Transforming access to government through technology; and
- Making the federal government a better place to work.. (see Appendix F for details).

In the end, though, the real measure of impact was: did Americans' trust in their federal government to do the right thing increase? The answer was yes. Between 1994 and 1998, the University of Michigan's biennial survey of Americans on this question nearly doubled from an all-time low of 21 percent to 40 percent.(see figure 2). While NPR's efforts cannot claim all the credit for this increase, other studies have shown public trust is strongly tied to performance, and in a 1999 survey by the American Customer Satisfaction Index, 60 percent of respondents said they noticed improvements in service over the previous two years.

In addition, the effects of NPR will be felt for years to come. New approaches to performance management, for example, now require consideration of not only mission results to be considered successful, but also employee and customer views. This will lead to major changes

²³ Donald F. Kettl, "Reinventing Government: A Fifth-Year Report Card," Brookings Institution, September 1998, p. v.

in the government's culture. In addition, new approaches focused on results, not programs or agencies, will have a long term impact on how government approaches its work. Much of this is driven by the increased use of technology, especially the Internet, in the delivery and organization of services, information, results, and citizen feedback.

Appendixes

A -- List of NPR Reports and Publications

B -- List of NPR Presidential Directives Signed Between September 1993 and December 2000

C -- List of Laws Signed by President Clinton Containing NPR Recommended Actions, 1993-2000

D -- List of Reinvention Websites

E -- List of High Impact Agencies

F -- NPR Accomplishments, 1993-2000



**National Partnership for Reinventing Government
(formerly National Performance Review)**

Reports and Publications

December 2000

Initial Report and Status Reports

From Red Tape to Results: Creating a Government That Works Better and Costs Less
(September 1993)

Status Report: Creating a Government That Works Better and Costs Less (September 1994)

Common Sense Government (September 1995)

The Best Kept Secrets in Government (September 1996)

Businesslike Government: Lessons Learned From America's Best Companies (October 1997)

Accompanying Reports to the Original 1993 Report

Reports on the Systems of Government

- Creating Quality Leadership and Management
- Streamlining Management Control
- Transforming Organizational Structures
- Improving Customer Service
- Mission Driven, Results Oriented Budgeting
- Improving Financial Management
- Reinventing Human Resource Management
- Reinventing Federal Procurement
- Reinventing Support Services
- Reengineering Through Information Technology
- Rethinking Program Design
- Strengthening the Partnership in Intergovernmental Service Delivery

Improving Environmental Management
Improving Regulatory Systems

Reports on Major Federal Agencies

U.S. Agency for International Development
Department of Agriculture
Department of Commerce
Department of Defense
Department of Education
Department of Energy
Environmental Protection Agency
Federal Emergency Management Agency
General Services Administration
Department of Housing and Urban Development
The Intelligence Community
Department of Interior
Department of Labor
National Aeronautics and Space Administration
National Science Foundation and Office of Science and Technology Policy
Office of Personnel Management
Small Business Administration
Department of State and U.S. Information Agency
Department of Veterans Affairs

Customer Service Reports

Putting Customers First: Standards for Serving the American People (October 1994)
Putting Customers First '95: Standards for Serving the American People (October 1995)
Putting Customers First '97: Standards for Serving the American People (October 1997)
Reinventing Service at the IRS (March 1998)

Regulatory Reinvention Reports

Reinventing Environmental Regulations (March 1995)
Reinventing Drug and Medical Device Regulations (April 1995)

Reinventing Worker Safety and Health Regulations: The New OSHA (May 1995)

Reinventing Pension Regulations (June 1995)

Reinventing Service Regulations to Small Business: The New Small Business Administration (June 1995)

Reinventing Health Care Regulations (July 1995)

Reinventing the Regulation of Drugs Made from Biotechnology (November 1995)

Reinventing Food Safety Regulations (January 1996)

Reinventing the Regulations of Cancer Drugs (March 1996)

Progress Report: Reinventing Environmental Regulations (March 1996)

Reinventing the Regulation of Animal Drugs (May 1996)

Reinventing the Regulation of Human Tissue (February 1997)

Benchmarking Reports

Serving the American Public: Best Practices in Telephone Service (February 1995)

Serving the American Public: Best Practices in Resolving Customer Complaints (March 1996)

Serving the American Public: Best Practices in Customer-Driven Strategic Planning (Feb. 1997)

Serving the American Public: Best Practices in Performance Measurement (June 1997)

Serving the American Public: Best Practices in Downsizing (October 1997)

Serving the American Public: One-Stop Customer Service (November 1997)

World-Class Courtesy – A Best Practices Report (December 1997)

Balancing Measures: Best Practices in Performance Management (August 1999)

Best Practices in Achieving Workforce Diversity (2000)

Background Papers and Other Reports

Reinventing Government Summit (Proceedings, June 25, 1993)

Reinvention's Next Steps: Governing in a Balanced Budget World (March 1996)

Reaching Public Goals: Managing Government for Results, A Resource Guide (October 1996)

The Blair House Papers (January 1997)

Access America (February 1997)

Turning the Key: Unlocking Human Potential in the Family-Friendly Federal Workplace (1997)

Federal Welfare-to-Work Commitments (1997)

Federal Welfare-To-Work Hiring Progress: Agency Keys to Success (April 1998)

Mapping Out Crime: Providing 21st Century Tools for Safe Communities (Aug. 1999)

Video

Reinventing Government . . . By the People (video, September 1994)



**National Partnership for Reinventing Government
(formerly National Performance Review)**

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[also a CD-ROM version]

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- Rethinking Program Design

Strengthening the Partnership in Intergovernmental Service Delivery
Improving Environmental Management
Improving Regulatory Systems

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Department of Agriculture
Department of Commerce
Department of Defense
Department of Education
Department of Energy
Environmental Protection Agency
Federal Emergency Management Agency
General Services Administration
Department of Housing and Urban Development
The Intelligence Community
Department of Interior
Department of Labor
National Aeronautics and Space Administration
National Science Foundation and Office of Science and Technology Policy
Office of Personnel Management
Small Business Administration
Department of State and U.S. Information Agency
Department of Veterans Affairs

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Federal Welfare-To-Work Hiring Progress: Agency Keys to Success (April 1998)

Mapping Out Crime: Providing 21st Century Tools for Safe Communities (Aug. 1999)

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Reinventing Government . . . By the People (video, September 1994)

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Streamlining the Bureaucracy, Presidential Memorandum, September 11, 1993

ORG01 Reduce the Costs and Numbers of Positions Associated With Management
Control Structures by Half

Setting Customer Service Standards, Executive Order 12862, September 11, 1993

ICS01 Create Customer-Driven Programs in All Departments and Agencies That Provide
Services Directly to the Public

*Elimination of One-Half of Executive Branch Internal Regulations, Executive Order 12861,
September 11, 1993*

SMC07 Reduce Internal Regulations by More Than 50 Percent

President's Foreign Intelligence Advisory Board, Executive Order 12863, September 13, 1993

INTEL06 Merge the President's Intelligence Oversight Board With the President's Foreign
Intelligence Advisory Board

Regulatory Planning Review, Executive Order 12866, September 30, 1993

FSL02 Reduce Red Tape Through Regulatory and Mandate Relief
REG01 Create an Interagency Regulatory Coordinating Group

Agency Rulemaking Procedures, Presidential Memorandum, September 30, 1993

REG05 Streamline Agency Rulemaking Procedures

Negotiated Rulemaking, Presidential Memorandum, September 30, 1993

REG03 Encourage Consensus-Based Rulemaking

Report of Regulations Reviewed, Presidential Memorandum, September 30, 1993

FSL02 Reduce Red Tape Through Regulatory and Mandate Relief
REG01 Create an Interagency Regulatory Coordinating Group

Trade Promotion Coordinating Committee, Executive Order 12870, September 30, 1993

DOC02 Provide Better Coordination to Refocus and Leverage Federal Export Promotion

Implementing Management Reform in the Executive Branch, Presidential Memorandum, October 1, 1993

QUAL01 Provide Improved Leadership and Management of the Executive Branch

Labor-Management Partnerships, Executive Order 12871, October 1, 1993

HRM13 Form Labor-Management Partnerships for Success

Enhancing the Intergovernmental Partnership, Executive Order 12875, October 26, 1993

FSL02 Reduce Red Tape Through Regulatory and Mandate Relief

Streamlining Procurement Through Electronic Commerce, Presidential Memorandum, October 26, 1993

PROC14 Expand Electronic Commerce for Federal Acquisition

U.S. Policy on International Counter-Narcotics in the Western Hemisphere, Presidential Decision Directive No. 14, November 2, 1993

DOJ03/TRE03 Redirect and Better Coordinate Resources Dedicated to the Interdiction of Drugs

- Make the Director of Law Enforcement Responsible for Drug Interdiction Operations Appropriations (partial)

Establishment of the National Science and Technology Council, Executive Order 12881, November 23, 1993

NSF01 Strengthen Coordination of Science Policy

President's Committee of Advisors on Science and Technology, Executive Order 12882, November 23, 1993

NSF01 Strengthen Coordination of Science Policy

Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, Executive Order 12898, February 11, 1994

EPA09 Establish a Blueprint for Environmental Justice Throughout EPA's Operations

Environmental Justice, Presidential Memorandum, February 11, 1994

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Energy Efficiency and Water Conservation at Federal Facilities, Executive Order 12902, March 8, 1994

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Coordinating Geographic Data Acquisition and Access: The National Spatial Data Infrastructure, Executive Order 12906, April 11, 1994

DOI03 Establish a National Spatial Data Infrastructure

Environmentally and Economically Beneficial Practices on Federal Landscaped Grounds, Presidential Memorandum, April 26, 1994

ENV04 Increase Environmentally and Economically Beneficial Landscaping

Environmental Polar Satellite Program, Presidential Decision Directive NSTC-2, May 5, 1994

DOC12 Establish a Single Civilian Operational Environmental Polar Satellite Program

- Establish a Single Environmental Polar Satellite Program Under the Direction of NOAA

Expanding Family-Friendly Work Arrangements in the Executive Branch, Presidential Memorandum, July 11, 1994

HRM07 Enhance Programs to Provide Family-Friendly Workplaces

Promoting Procurement With Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals, Historically Black Colleges, Universities and Minority Institutions, Executive Order 12928, September 29, 1994

HRM07 Enhance Programs to Provide Family-Friendly Workplaces

Continued Commitment to Small, Small Disadvantaged, and Small Women-Owned Businesses in Federal Procurement, Presidential Memorandum, October 13, 1994

PROC07 Enhance Programs for Small Business and Small Disadvantaged Business Concerns

Federal Procurement Reform, Executive Order 12931, October 13, 1994

PROC12 Allow for Expanded Choice and Cooperation in the Use of Supply Schedules

Responsibilities of Federal Executive Boards to Implement Customer Service Initiatives, Presidential Memorandum, December 8, 1994

ICS01 Create Customer-Driven Programs in All Departments and Agencies That Provide Services Directly to the Public

Governmentwide Reform of Regulatory System, Further Reform of Executive Order 12866, February 21, 1995

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REG01 Create an Interagency Regulatory Coordinating Group

Regulatory Reinvention Initiative, Presidential Memorandum, March 4, 1995

REG03 Encourage Consensus-Based Rulemaking

REG04 Enhance Public Awareness and Participation

REG10 Provide Better Training and Incentives for Regulators

Improving Customer Service, Presidential Memorandum, March 22, 1995

ICS01 Create Customer-Driven Programs in All Departments and Agencies That Provide Services Directly to the Public

ICS05 Streamline Ways to Collect Customer Satisfaction and Other Information From the Public

Classified National Security Information, Executive Order 12958, April 17, 1995

INTEL03 Reassess Information Collection to Meet New Analytical Challenges

Waiver of Penalties and Reduction of Reports, Presidential Memorandum, April 24, 1995

SmBus16 Use Discretionary Enforcement Authority to Modify or Waive Penalties in Specific Instances

SmBus17 Reduce the Paperwork Burden on Small Businesses

Democracy Funding Programs, Presidential Letter, May 11, 1995

AID01 Redefine and Focus AID's Mission and Priorities

Supporting the Role of Fathers in Families, Presidential Memorandum, June 16, 1995

HRM07 Enhance Programs to Provide Family-Friendly Workplaces

Career Transition Assistance for Federal Employees, Presidential Memorandum, September 12, 1995

HRM14 Provide Incentives to Encourage Voluntary Separations

Export Licensing Procedures, Executive Order 12981, February 5, 1996

DOC03 Reform the Federal Export Control System for Commercial Goods

- The President Should Direct Basic Overhaul of Export Licensing Procedures

Civil Justice Reform, Executive Order 12988, February 5, 1996

REG06 Encourage Alternative Dispute Resolution When Enforcing Regulations

Implementing Federal Family Friendly Work Arrangements, Presidential Memorandum, June 21, 1996

HRM07 Enhance Programs to Provide Family-Friendly Workplaces

Federal Information Technology, Executive Order 13011, July 17, 1996

IT01 Provide Clear, Strong Leadership to Integrate Information Technology Into the Business of Government

IT09 Improve Government's Information Infrastructure

IT11 Improve Methods of Information Technology Acquisition

Government Employment for Welfare Recipients, Presidential Memorandum, March 8, 1997
(project assigned to NPR)

Improving Administrative Management in the Executive Branch, Executive Order 13048, June 11, 1997

QUAL01 Provide Improved Leadership and Management of the Executive Branch

Electronic Commerce, Presidential Memorandum, July 1, 1997

PROC14 Expand Electronic Commerce for Federal Acquisition

Coordination of United States Government International Exchanges and Training Programs, Executive Order 13055, July 15, 1997

(stemmed from NPR work on State Department issues during NPR Phase II, 1995)

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SMC08 Expand the use of Waivers to Encourage Innovation

Designation of Interagency Committees to Facilitate and Encourage Agency Use of Alternate Means of Dispute Resolution and Negotiated Rulemaking, Presidential Memorandum, May 1, 1998.

REG03 Encourage Consensus-Based Rulemaking

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Actions to Further Improve Financial Management, Presidential Memorandum, May 26, 1998.

FM10 Provide an Annual Financial Report to the Public

Plain Language in Government Writing, Presidential Memorandum, June 1, 1998.

(project developed by NPR)

President's Council on Food Safety, Executive Order 13100, August 25, 1998.

HHS03 Develop a National Uniform Inspection System to Ensure a Safe Food Supply (partial)

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IT13 Provide Training and Technical Assistance in Information Technology to Federal Employees

Memorandum on the Use of Information Technology to Improve Our Society, December 17, 1999

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Air Traffic Performance-Based Organization. Executive Order 13180, December 7, 2000.

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Air Traffic Performance-Based Organization. Executive Order 13180, December 7, 2000.

Action on Vice Presidential Statement, April 1996.

List of Laws Signed Containing NPR Recommended Actions, 1993 - 2000¹

As of December 31, 2000, President Clinton has signed more than 90 laws containing 43 percent of NPR's Phase I and II recommendations that require legislative action:

1. Public Law 103-66, The Omnibus Budget Reconciliation Act of 1993

FSL01 Improve the Delivery of Federal Domestic Grant Programs

2. Public Law 103-87, The Foreign Operations Export Financing and Related Programs Appropriations Act of 1994

AID02 Reduce Funding, Spending, and Reporting Micromanagement

3. Public Law 103-103, The Federal Employees Leave Sharing Act of 1993

HRM07 Enhance Programs to Provide Family-Friendly Workplaces

HRM09 Improve Accountability for Equal Opportunity Goals and Accomplishments

4. Public Law 103-111, Agriculture, Rural Development, Food and Drug Administration and Related Agencies Appropriations Act, FY 1994

USDA02 Eliminate Federal Support for Honey

5. Public Law 103-112, The Labor, HHS, and Education Appropriations Act, FY 1994

DOL20 Reduce Federal Employees' Compensation Act Fraud

6. Public Law 103-121, The Commerce, Justice and State Appropriations Act, FY 1994

DOJ04 Improve Department of Justice Debt Collection Efforts

DOJ10 Improve White Collar Fraud Civil Enforcement

- Improve White Collar Crime Enforcement

7. Public Law 103-123, The Treasury, Postal Service, and General Government Appropriations Act, 1994

BGT05 Provide Line Managers With Greater Flexibility to Achieve Results

8. Public Law 103-130, Amendments to the National Wool Act of 1954

USDA01 End the Wool and Mohair Subsidy

¹The Public Laws are generally followed by the recommendations listed in the 1993 NPR report, "From Red Tape to Results" (Appendices A and C), in the 1995 NPR report, "Common Sense Government," Appendices C and D), or the "Access America" report (1997). Other recommendation sources are noted otherwise.

9. Public Law 103-160, The National Defense Authorization Act for Fiscal Year 1994

ENV03 Increase Energy and Water Efficiency

10. Public Law 103-182, The North American Free Trade Agreement

TRE10 Modernize the U.S. Customs Service

11. Public Law 103-208, The Higher Education Technical Amendments of 1993

ED07 Simplify and Strengthen Institutional Eligibility and Certification for Participation in Federal Student Aid

12. Public Law 103-211, Emergency Supplemental Appropriations Act of 1994

DOT19 Rescind Unobligated Earmarks for the FTA New Starts and Bus Program

DOT21 Terminate Grant Funding for Federal Aviation Administration Higher Education Programs

13. Public Law 103-226, The Federal Workforce Restructuring Act of 1994

HRM06 Clearly Define the Objective of Training as the Improvement of Individual and Organizational Performance; Make Training More Market-Driven

HRM14 Provide Incentives to Encourage Voluntary Separations

14. Public Law 103-227, Goals 2000: Educate America Act

ED41 Build a Professional, Mission-Driven Structure for Research

FSL01 Improve the Delivery of Federal Domestic Grant Programs

FSL02 Reduce Red Tape Through Regulatory and Mandate Relief

15. Public Law 103-233, Multifamily Housing Property Disposition Reform Act of 1994

HUD02 Improve Multifamily Asset Management and Disposition

16. Public Law 103-236, Foreign Relations Authorization Act, FY 1994-95

DOS06 Consolidate U.S. Nonmilitary International Broadcasting

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Congress Should Appropriate Funding for AID Development Assistance Programs on a Two-Year or Multi-Year Basis Depending on Specific Assistance Needs

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22. Public Law 103-317, Department of Commerce and Related Agencies Appropriations Act, FY 1995

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DOJ10 Improve White Collar Fraud Civil Enforcement

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NASA04 Strengthen and Restructure NASA Management

24. Public Law 103-329, Department of Treasury and General Government Appropriations Act of 1995

BGT05 Provide Line Managers with Greater Flexibility to Achieve Results

HRM07 Enhance Programs to Provide Family-Friendly Workplaces

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DOL17 Revise and Update the Consumer Price Index

DOL20 Reduce Federal Employees' Compensation Act Fraud

26. Public Law 103-354, Department of Agriculture Reorganization Act

USDA03 Reorganize the Department of Agriculture to Better Accomplish Its Mission, Streamline Its Field Structure and Improve Service to Its Customers

27. Public Law 103-355, Federal Acquisition Streamlining Act of 1994

PROC01 Reframe Acquisition Policy

- Provide New Legislation Authority to Test Innovative Procurement Methods

PROC02 Build an Innovative Procurement Workforce

- Provide Civilian Agencies With Authority Similar to DOD's for Improving the Acquisition Workforce

PROC03 Encourage More Procurement Innovation

- Maintain the \$500,000 Threshold for Cost and Pricing Data Requirements for Civilian Agencies

- PROC04 Establish New Simplified Acquisition Threshold and Procedures
- Enact Legislation Simplifying Procurement
- PROC06 Amend Protest Rules
- Allow Penalties for Frivolous Protests
- PROC07 Enhance Programs for Small Business and Small Disadvantaged Business Concerns
- Amend Small Business Act to Authorize Civilian Agencies to Conduct Small/ Disadvantaged Business Set-Asides
- PROC12 Allow for Expanded Choice and Cooperation in the Use of Supply Schedules
- Allow State and Local Government, Grantees, and Certain Nonprofit Agencies to Use Federal Contracts as Sources of Supply or Services
- PROC13 Foster Reliance on the Commercial Marketplace
- Make It Easier to Buy Commercial Items
- PROC18 Authorize Multi-Year Contracts
- Amend Federal Property and Administrative Services Act to Authorize Multi-Year Contracts
 - Amend the Federal Property and Administrative Services Act to Allow Contracts for Severable Services to Cross Fiscal Years
- PROC19 Conform Certain Statutory Requirements for Civilian Agencies to Those of Defense Agencies
- Repeal the Requirement for Commercial Pricing Certificates and Authorize Contract Awards Without Discussions
 - Maintain the \$500,000 Threshold for Cost and Pricing Data Requirements for DOD
- DOD04 Outsource Non-Core Department of Defense Functions
- DOD Should Work With Congress to Implement Recommendations of the Acquisition Law Advisory Panel's Section 800 Report
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- DOD and Congress Should Work to Empower Installation Commanders to Make Best Value Purchases
 - Legislation Should Be Enacted to Permit Use of Simplified Acquisition Procedures for Contracts Between \$25,000 and \$100,000
 - DOD Should Amend the Federal Acquisitions Regulations to Permit Purchasing From Large Businesses Based on Cost and Quality of Items Required
 - DOD Should Reform Contract Protest Procedures
- SUP03 Improve Distribution Systems to Reduce Costly Inventories
- SUP09 Simplify Procedures for Acquiring Small Blocks of Space to House Federal Agencies
- SUP10 Establish New Contracting Procedures for the Continued Occupancy of Leased

- Office Space
- SBA02 Improve Assistance to Minority Small Businesses
- Give Civilian Agencies the Same Authority That DOD Has in Its Small Disadvantaged Business Set-Aside Program

28. Public Law 103-356, Government Management Reform Act of 1994

- FM03 Fully Integrate Budget Financial and Program Information
- FM04 Increase the Use of Technology to Streamline Financial Services
- FM06 "Franchise" Internal Services
- FM09 Simplify the Financial Reporting Process
- HRM14 Provide Incentives to Encourage Voluntary Separations (Cap on SES Leave)

29. Public Law 103-382, Improving America's Schools Act

- ED01 Redesign Chapter 1 of Elementary and Secondary Education Act
- ED02 Reduce the Number of Programs the Department of Education Administers
- Consolidate the Drug-Free Schools and Communities Act and Safe School Act Programs
- ED05 Streamline and Improve the Department of Education's Grant Process
- ED12 Develop a Strategy for Technical Assistance and Information Dissemination

30. Public Law 103-403, Small Business Act Reauthorization

- SBA05 Manage the Microloan Program to Increase Loans for Small Business
- Congress Should Amend the Small Business Act so that SBA Can Guaranty 100 Percent of Loans to SBA Selected Intermediaries

31. Public Law 104-4, Unfunded Mandate Reform Act of 1995

- FSL02 Reduce Red Tape Through Regulatory and Mandate Relief

32. Public Law 104-19, FY 1995 Rescissions/Disaster Assistance

- ED02 Reduce the Number of Programs the Department of Education Administers
- HUD01 Reinvent Public Housing
- DOT17 Eliminate Funding for Highway Demonstration Projects
- DVA03 Eliminate Legislative Budget Constraints to Promote Management Effectiveness
- OTH2-02 Terminate the Chemical Safety and Hazard Investigation Board

33. Public Law 104-23, Fish Hatchery to the State of Arkansas

- DOI2-07 Divest Fish and Wildlife Service Activities

34. Public Law 104-24, Fish Hatchery to the State of Iowa

- DOI2-07 Divest Fish and Wildlife Service Activities

35. Public Law 104-25, Fish Hatchery to the State of Minnesota

DOI2-07 Divest Fish and Wildlife Service Activities

36. Public Law 104-28, Federal Tea Tasters Repeal Act of 1996

Eliminate What We Don't Need

37. Public Law 104-32, Department of Defense Military Construction Appropriations for Fiscal Year 1996

DOD10 Give Department of Defense Installation Commanders More Authority and Responsibility Over Installation Management

38. Public Law 104-36, Small Business Lending Enhancement Act of 1995

SBA2-01 Reduce the Government's Cost of Financing Small Business While Serving More Customers

39. Public Law 104-46, Energy and Water Appropriations Act of 1996

DOD12 Streamline and Reorganize the U.S. Army Corps of Engineers

DOE02 Incorporate Land Use Planning in Cleanup

DOE06 Redirect Energy Laboratories to Post-Cold War Priorities

40. Public Law 104-50, Department of Transportation Appropriations Act of 1996

DOT04 Establish a Corporation to Provide Air Traffic Control Services (partial flexibilities granted in procurement and personnel authority)

DOT17 Eliminate Funding for Highway Demonstration Projects

DOT20 Reduce Annual Essential Air Service Subsidies (partial)

DOT2-03 Streamline DOT's Organizational Structure

41. Public Law 104-52, Treasury, Postal Service and General Government Appropriations Act of 1996

BGT05 Provide Line Managers with Greater Flexibility to Achieve Results

- Permit Agencies to Roll Over 50 Percent of Their Unobligated Year-End Balances in Annual Operating Costs to the Next Year (partial)

HRM01 Create a Flexible and Responsive Hiring System

HRM07 Enhance Programs to Provide Family-Friendly Workplaces

GSA01 Separate Policymaking from Service Delivery and Make GSA a Fully Competitive, Revenue-Based Organization (partial)

42. Public Law 104-58, Alaska Power Administration Asset Sale and Termination Act of 1995

DOE08 Support the Sale of the Alaska Power Administration

43. Public Law 104-59, National Highway System Designation Act of 1995

DOT05 Permit States to Use Federal Aid as a Capital Reserve

DOT2-02 Capitalize State Infrastructure Banks

44. Public Law 104-66, Federal Reports Elimination and Sunset Act of 1995

- AID02 Reduce Funding, Spending, and Reporting Micromanagement
- Statutory Reporting and Notification Requirements Should Be Reduced
- SMC06 Reduce the Burden of Congressionally Mandated Reports
- Eliminate at Least Half of All Congressionally Mandated Reports

45. Public Law 104-88, Interstate Commerce Commission Termination Act of 1995

- OTH2-01 Terminate the Interstate Commerce Commission

46. Public Law 104-91, Fish Hatchery to the Commonwealth of Massachusetts

- DOI2-07 Divest Fish and Wildlife Service Activities

47. Public Law 104-99, Balanced Budget Down Payment Act

- DVA16 Recover administrative costs of veterans' insurance programs from premiums and dividends

48. Public Law 104-106, National Defense Authorization Act for FY 1996

- DOD10 Give Department of Defense Installation Commanders More Authority and Responsibility Over Installation Management (partial)
- DOE2-02 Privatize the Naval Petroleum Reserves in Elk Hills, California
- DOE2-03 Sell Uranium No Longer Needed for National Defense Purposes After Rendering It Unsuitable for Commercial Power Reactors
- PROC05 Reform Labor Laws and Transform the Labor Department Into an Efficient Partner for Meeting Public Policy Goals
- PROC06 Amend Protest Rules
- PROC08 Reform Information Technology Procurements
- PROC11 Improve Procurement Ethics Laws
- PROC13 Foster Reliance on the Commercial Marketplace
- PROC17 Authorize a Two-Phase Competitive Source Selection Process
- IT01 Provide Clear, Strong Leadership to Integrate Information Technology Into the Business of Government
- IT09 Improve Government's Information Infrastructure
- IT11 Improve Methods of Information Technology Acquisition
- ORG01 Reduce the Costs and Numbers of Positions Associated With Management Control Structures by Half (would cut DOD headquarters by 25 percent)

49. Public Law 104-107, Foreign Operations Appropriations of FY 1996

- AID02 Reduce Funding, Spending, and Reporting Micromanagement
- Congress Should Appropriate Funding for AID Development Assistance Programs on a Two-Year or Multi-Year Basis Depending on Specific Assistance Needs
 - The Administration and Congress Should Work to Appropriate Development

Assistance Funds as Part of a Single Account

50. Public Law 104-121, Contract with America Advancement Act of 1996

SBA01 Allow Judicial Review of the Regulatory Flexibility Act

51. Public Law 104-127, Federal Agricultural Improvement and Reform Act of 1996

USDA02 Eliminate Federal Support for Honey
USDA2-06 Shift USDA's Peanut Program to No-Net-Cost Basis
USDA2-09 Streamline USDA Rural Development Programs

52. Public Law 104-130, Line Item Veto Act of 1995

BGT08 Seek Enactment of Expedited Rescission Procedures

53. Public Law 104-134, Omnibus Appropriations of 1996

USDA2-09 Streamline USDA Rural Development Programs
DOC10 Amend the Omnibus Trade and Competitiveness Act to Increase the Data Quality of the National Trade Data Bank
ED2-04 Terminate Low-Priority Education Programs
DOE03 Make Field Facility Contracts Outcome-Oriented
DOE04 Increase Electrical Power Revenues and Study Rates (partial)
EPA02 Streamline EPA's Permit Program
EPA03 Shift EPA's Emphasis Toward Pollution Prevention and Away From Pollution Control
EPA2-07 Create Performance Partnership Grants
HHS09 Take More Aggressive Actions to Collect Outstanding Debts Owed to the Social Security Trust Fund
HHS10 Institute and Collect User Fees on FDA's Inspection and Approval Processes (partial)
HUD01 Reinvent Public Housing (partial)
HUD04 Create an Assisted-Housing/Rent Subsidy Demonstration Project

- HUD Should Conduct Negotiated Restructuring of Assisted Housing Projects on a Demonstration Basis

HUD2-01 Consolidate 60 Programs Into Three
HUD2-02 Transform Public Housing
DOI04 Promote Entrepreneurial Management of the Park Service (partial)
HUD2-03 Reinvigorate the Federal Housing Administration
DOJ04 Improve Department of Justice Debt Collection Efforts
SSA2-03 Allow Electronic Fund Transfers for Beneficiary Payment
TRE18 Modernize the Financial Management System (partial)
TRE2-05 Improve Collection of Delinquent Debt Owed the Federal Government
FM11 Strengthen Debt Collection Programs
BGT05 Provide Line Managers With Greater Flexibility to Achieve Results

- Permit Agencies to Roll Over 50 Percent of Their Unobligated Year-End Balances in Annual Operating Costs to the Next Year (partial)

54. Public Law 104-180 Agriculture, Rural Development, FDA, and Related Agencies Appropriations for FY 1997

USDA06 Encourage Better Food Package Management Practices and Facilitate Multi-State Contracts for Infant Food and Formula Cost Containment in the WIC Program

55. Public Law 104-182, Safe Drinking Water Act Amendments of 1996

EPA2-01 Consolidate State Revolving Funds Into a Performance Partnership

56. Public Law 104-185 Federal Oil and Gas Royalty Simplification and Fairness Act of 1996

DOI08 Improve Mineral Management Service Royalty Collections

57. Public Law 104-188, Small Business Job Protection Act of 1996

PENS01 Create a Simple Retirement Savings Plan for Small Employers
PENS02 Eliminate the Family Aggregation Rule Requiring Certain Highly Compensated Employees and Their Families to Be Treated as Single Employees
PENS03 Eliminate the Special Restrictions on Plans Maintained by Self-Employed Individuals
PENS04 Simplify Substantial Owner Rules Relating to Plan Terminations
PENS05 Provide Design-Based Nondiscrimination Safe Harbors That Would Give Employers the Option of Avoiding Testing Contributions
PENS06 Facilitate Testing by Using Prior Year Data Rather Than Ongoing Testing or Post-Year-End Corrections
PENS07 Improve Fairness in Correcting Distribution Rules
PENS08 Permit Tax-Exempt Organizations to Maintain 401(k) Pension Plans
PENS09 Standardize Distribution Rules for All 401(k) Pension Plans
PENS10 Eliminate Excessive Testing by Simplifying the Definition of a Highly Compensated Employee
PENS11 Exempt Defined Contribution Plans From the Requirement That at Least 50 Employees, or 40 Percent of All Employees in Smaller Companies, Be Covered
PENS12 Eliminate the Special Vesting Schedule for Multi-Employer Plans
PENS15 Eliminate the Combined Plan Limit on Contributions and Benefits (Section 415(e))
PENS16 Exempt Government and Multi-Employer Plans From Certain Benefit and Contribution Limits
PENS17 Allow Tax-Exempt Organizations to Provide Excess Benefit Plans
PENS19 Eliminate the Rule Requiring Employer Plans to Begin Minimum Distribution Before Retirement
PENS20 Simplify Taxation of Annuity Distributions
PENS24 Establish Uniform Penalties for Failure to Provide Information Reports

DOE08 Support the Sale of the Alaska Power Administration (authorizes tax exempt financing)

58. Public Law 104-191, The Health Insurance Accountability and Portability Act of 1996

HHS2-01 Strengthen Medicare Program Integrity
HHS2-04 Consolidate Surveys and Coordinate Data Standards

59. Public Law 104-193, Personal Responsibility and Work Opportunity Act of 1996

USDA05 Administer the Employment and Training Requirements for Food Stamp Recipients More Effectively and Efficiently
USDA07 Deliver Food Stamp Benefits Via Electronic Benefit Transfer to Improve Service to Customers While Remaining Cost Effective
USDA2-02 Change Family Day Care and Child Care Rates
USDA2-03 Allow States Greater Flexibility in Food Stamp Program
USDA2-04 Include Food Stamp Anti-fraud Provisions for Retailers and Recipients

60. Public Law 104-201, Defense Authorization Bill for FY 1997

INTEL02 Consolidate Defense Agency and Service Intelligence Personnel Management Systems into One Statute
INTEL2-01 Consolidate Imagery Intelligence
SUP07 Simplify travel and increase competition

61. Public Law 104-202, Omnibus Consolidation Appropriations Act for FY 1997

DOI04 Amend and extend the Fee Demonstration Program in the National Parks

62. Public Law 104-204, VA, HUD, and Independent Agencies Appropriations for FY 1997

EPA2-06 Create sustainable development challenge grants
DVA07 Establish a working capital fund
DVA16 Recover administrative costs of veteran's insurance program from premiums and dividends
HUD02 Direct Federal Assistance to Individuals not Housing Projects
HUD04 Create an Assisted-Housing/Rent Subsidy Demonstration Project
HUD08 Reduce Section 8 Contract Rent Payments

63. Public Law 104-205, Transportation and Related Agencies Appropriations for FY 1997

DOT12 Develop an integrated national transportation research and development plan

64. Public Law 104-206, Energy and Water Development Appropriations Act

DOD12 Reorganization Plan for Streamlining and Right-sizing Corps of Engineers.

65. Public Law 104-208, Making Omnibus Consolidated Appropriations for FY 1997

DOD02 Allow Flexibility to Transfer Administrative Funds Among Appropriation Accounts

DOD05
ENV03 Create incentives for the Department of Defense to Generate Revenues by allowing installation commanders to retain savings from recycling and energy savings.

DOL02 Authority to collect fees for OSHA and MSHA's Accreditation Process
DOL05 Automate the Processing of ERISA Annual Financial Reports (Forms 5500) to Cut Costs and Delays in Obtaining Employee Benefit Plan Data
DOL08 Create one-stop centers for career management by piloting workforce flexibility pilots in 6 states (partial)
DOL11 Authorize public and private competition for operation of Job Corps Civilian Conversation Centers
DOL2-14 Privatize OSHA and MSHAs Accreditation Process
DOL2-19 Streamline the ERISA Annual Report
DVA07 Establish a Working Capital Fund
HRM07 Enhance programs to provide family-friendly workplaces by establishing telecommuting centers
HRM14 Provide Incentives to Encourage Voluntary Separations
ORG06 and
EOP04 Identify and change legislative barriers to cross-organizational cooperation by exempting Federal Executive Boards from the "anti-pass-the-hat" provisions that prevent agencies from sharing resources in joint projects (partial)

IT02 Implement nationwide, integrated electronic benefit transfers
TRE12 Expand FLETC Training Facilities to accommodate multi-agency training
TRE18 Establishment of Treasury Franchise Fund
BGT05 Provide Line Managers With Greater Flexibility to Achieve Results

- Permit Agencies to Roll Over 50 Percent of Their Unobligated Year-End Balances in Annual Operating Costs to the Next Year (partial)

66. Public Law 104-213, Fish Hatchery to State of Alabama

DOI2-07 Divest Fish and Wildlife Service Activities

67. Public Law 104-215, Fish Hatchery to State of Nebraska

DOI2-07 Divest Fish and Wildlife Service Activities

68. Public Law 104-239, The Maritime Security Act of 1996

DOT15 Provide reemployment rights for merchant mariners

69. Public Law 104-265, Fish Hatchery to State of South Carolina

DOI2-07 Divest Fish and Wildlife Service Activities

70. Public Law 104 - 262, Veterans Health Care Eligibility Reform Act

DVA15 Restructure the Veterans Affairs' Health Care System

DVA2-01 Reform VA health care eligibility and treatment

71. Public Law 104-276, Fish Hatchery to State of Wyoming

DOI2-07 Divest Fish and Wildlife Service Activities

72. Public Law 104-264, The Federal Aviation Authorization Act, 1996

DOT07 Authorize user fees for foreign aircraft operations that transit U.S. Controlled airspace

73. Public Law 104-273, Helium Privatization Act of 1996

DOI12 Improve the Federal Helium Program

DOI2-13 Privatize the Helium Program

74. Public Law 104-297, Sustainable Fisheries Act

DOC06 Improve Marine Fisheries Management

75. Public Law 104-299, Health Centers Consolidation Act of 1996

HHS2-02 Create performance partnerships (partial)

76. Public Law 104-320, Administrative Dispute Resolution Act

REG06 Establish a Policy to use ADR in Government Contract Disputes.

77. Public Law 105-32, Waiving Certain Enrollment Requirements

DOL06 Amend ERISA Requirement for Summary Plan Descriptions

78. Public Law 105-33, Balanced Budget Act of 1997

HHS04 Reconfigure Support for Health Professions Education

DVA04 Streamline Benefits Claims Processing

DVA06 Enhance VA Cost Recovery Capabilities

DVA07 Remove statutory sunset dates on VA programs from the Omnibus Budget Reconciliation Act

DVA13 Eliminate "Sunset" Dates in the Omnibus Budget Reconciliation Act of 1990

DVA2-03 Allow VA to retain a greater proportion of collections from third-party insurers for treating nonservice-related conditions

79. Public Law 105-34, Taxpayer Relief Act of 1997

DOL06 Amends ERISA to streamline requirements of summary plan descriptions

DOL2-17 Streamline the ERISA Annual Report

TRE17 Authorize Federal Tax Payment by Credit Card

80. Public Law 105-61, Treasury and General Government Appropriations Act, FY 1998

BGT05 Provide Line Managers With Greater Flexibility to Achieve Results

- Permit Agencies to Roll Over 50 Percent of Their Unobligated Year-End Balances in Annual Operating Costs to the Next Year (partial)

ORG06 and
EOP04 Identify and change legislative barriers to cross-organizational cooperation by exempting Federal Executive Boards from the "anti-pass-the-hat" provisions that prevent agencies from sharing resources in joint projects (partial)
DOD05 Create Incentives for DOD to Generate Revenues (retention of recycling revenues is available governmentwide)

81. Public Law 105-108, Authorization for Fire Administration Appropriations and Other Sale of the Naval Academy Dairy Farm

FEMA2-03 Privatize Open Learning Fire Service Program

82. Public Law 105-115, Food And Drug Administration Modernization Act of 1997

HHS10 Allow FDA to institute and collect user fees on inspections and approval process

83. Public Law 105-118, Departments of Commerce, Justice, State, the Judiciary and Related Agencies Appropriations Act of 1997

Improve operations that support all US agencies operating overseas through the International Cooperative Administrative Support program.

84. Public Law 105-206, Internal Revenue Service Restructuring and Reform Act of 1998

Acts on recommendations in NPR-IRS report: "Reinventing Service at the IRS" 1998.

85. Public Law 105-220, Workforce Investment Partnership Act of 1998

DOL08 Create One-Stop Centers for Career Management

DOL09 Create a Boundary-Spanning Work Force Development Council

86. Public Law 105-362, Federal Reports Elimination Act of 1998

SMC06 Reduce the Burden of Congressionally Mandated Reports

- Eliminate at Least Half of All Congressionally Mandated Reports

87. Public Law 105-244, Higher Education Amendments of 1998

Creates first Performance Based Organization, Office of Student Financial Assistance (NPR recommended in March 1996)

88. Public Law 106-25, Education Flexibility Partnership Act of 1999

Created Performance-Based Grants (NPR recommended in March 1996)

89. Public Law 106-107, Federal Financial Assistance Management Improvement Act of 1999

A11: Use Electronic Commerce to Streamline Government Business Processes

- Build a consolidated electronic federal grants application system

90. Public Law 106-113 Making Consolidated Appropriations for the Fiscal Year Ending September 30, 2000, and for other Purposes

Creates second Performance Based Organization, US Patent and Trademark Office (NPR recommended in March 1996)

91. Public Law 106-171, Electronic Benefits Transfer Interoperability and Portability Act
A02 Implement Nationwide, Integrated Electronic Benefits Transfer

92. Public Law 106-531, Reports Consolidation Act of 2000

SMC06 Reduce the Burden of Congressionally Mandated Reports

- Eliminate at least half of all Congressionally mandated reports

List of Laws Signed Containing NPR Recommended Actions, 1993 - 2000¹

As of December 31, 2000, President Clinton has signed 94 laws containing 43 percent of NPR's Phase I and II recommendations that require legislative action:

1. Public Law 103-66, The Omnibus Budget Reconciliation Act of 1993

FSL01 Improve the Delivery of Federal Domestic Grant Programs

2. Public Law 103-87, The Foreign Operations Export Financing and Related Programs Appropriations Act of 1994

AID02 Reduce Funding, Spending, and Reporting Micromanagement

3. Public Law 103-103, The Federal Employees Leave Sharing Act of 1993

HRM07 Enhance Programs to Provide Family-Friendly Workplaces

HRM09 Improve Accountability for Equal Opportunity Goals and Accomplishments

4. Public Law 103-111, Agriculture, Rural Development, Food and Drug Administration and Related Agencies Appropriations Act, FY 1994

USDA02 Eliminate Federal Support for Honey

5. Public Law 103-112, The Labor, HHS, and Education Appropriations Act, FY 1994

DOL20 Reduce Federal Employees' Compensation Act Fraud

6. Public Law 103-121, The Commerce, Justice and State Appropriations Act, FY 1994

DOJ04 Improve Department of Justice Debt Collection Efforts

DOJ10 Improve White Collar Fraud Civil Enforcement

- Improve White Collar Crime Enforcement

7. Public Law 103-123, The Treasury, Postal Service, and General Government Appropriations Act, 1994

BGT05 Provide Line Managers With Greater Flexibility to Achieve Results

8. Public Law 103-130, Amendments to the National Wool Act of 1954

USDA01 End the Wool and Mohair Subsidy

¹The Public Laws are generally followed by the recommendations listed in the 1993 NPR report, "From Red Tape to Results" (Appendices A and C) and in the 1995 NPR report, "Common Sense Government," Appendices C and D). Other recommendation sources are noted otherwise.

9. Public Law 103-160, The National Defense Authorization Act for Fiscal Year 1994

ENV03 Increase Energy and Water Efficiency

10. Public Law 103-182, The North American Free Trade Agreement

TRE10 Modernize the U.S. Customs Service

11. Public Law 103-208, The Higher Education Technical Amendments of 1993

ED07 Simplify and Strengthen Institutional Eligibility and Certification for Participation in Federal Student Aid

12. Public Law 103-211, Emergency Supplemental Appropriations Act of 1994

DOT19 Rescind Unobligated Earmarks for the FTA New Starts and Bus Program

DOT21 Terminate Grant Funding for Federal Aviation Administration Higher Education Programs

13. Public Law 103-226, The Federal Workforce Restructuring Act of 1994

HRM06 Clearly Define the Objective of Training as the Improvement of Individual and Organizational Performance; Make Training More Market-Driven

HRM14 Provide Incentives to Encourage Voluntary Separations

14. Public Law 103-227, Goals 2000: Educate America Act

ED11 Build a Professional, Mission-Driven Structure for Research

FSL01 Improve the Delivery of Federal Domestic Grant Programs

FSL02 Reduce Red Tape Through Regulatory and Mandate Relief

15. Public Law 103-233, Multifamily Housing Property Disposition Reform Act of 1994

HUD02 Improve Multifamily Asset Management and Disposition

16. Public Law 103-236, Foreign Relations Authorization Act, FY 1994-95

DOS06 Consolidate U.S. Nonmilitary International Broadcasting

17. Public Law 103-239, School to Work Opportunities Act

FSL01 Improve the Delivery of Federal Domestic Grant Programs

18. Public Law 103-271, Board of Veterans' Appeals Administrative Procedures Act of 1994

DVA04 Streamline Benefits Claims Processing

19. Public Law 103-305, Federal Aviation Administration Authorization Act of 1994

DOT10 Establish Aeronautical Telecommunications Network to Develop a Public-Private Consortium

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Congress Should Appropriate Funding for AID Development Assistance
Programs on a Two-Year or Multi-Year Basis Depending on Specific Assistance
Needs

21. Public Law 103-316, Energy and Water Development Appropriations Act, FY 1995

DOE06 Redirect Energy Laboratories to Post-Cold War Priorities

22. Public Law 103-317, Department of Commerce and Related Agencies Appropriations Act, FY 1995

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26. Public Law 103-354, Department of Agriculture Reorganization Act

USDA03 Reorganize the Department of Agriculture to Better Accomplish Its Mission,
Streamline Its Field Structure and Improve Service to Its Customers

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- Provide New Legislation Authority to Test Innovative Procurement Methods

PROC02 Build an Innovative Procurement Workforce

- Provide Civilian Agencies With Authority Similar to DOD's for Improving
the Acquisition Workforce

PROC03 Encourage More Procurement Innovation

- Maintain the \$500,000 Threshold for Cost and Pricing Data Requirements for
Civilian Agencies

PROC04 Establish New Simplified Acquisition Threshold and Procedures

- PROC06 • Enact Legislation Simplifying Procurement
Amend Protest Rules
- PROC07 • Allow Penalties for Frivolous Protests
Enhance Programs for Small Business and Small Disadvantaged Business Concerns
- PROC12 • Amend Small Business Act to Authorize Civilian Agencies to Conduct Small/ Disadvantaged Business Set-Asides
Allow for Expanded Choice and Cooperation in the Use of Supply Schedules
- PROC13 • Allow State and Local Government, Grantees, and Certain Nonprofit Agencies to Use Federal Contracts as Sources of Supply or Services
Foster Reliance on the Commercial Marketplace
Make It Easier to Buy Commercial Items
- PROC18 • Authorize Multi-Year Contracts
• Amend Federal Property and Administrative Services Act to Authorize Multi-Year Contracts
• Amend the Federal Property and Administrative Services Act to Allow Contracts for Severable Services to Cross Fiscal Years
- PROC19 • Conform Certain Statutory Requirements for Civilian Agencies to Those of Defense Agencies
• Repeal the Requirement for Commercial Pricing Certificates and Authorize Contract Awards Without Discussions
• Maintain the \$500,000 Threshold for Cost and Pricing Data Requirements for DOD
- DOD04 • Outsource Non-Core Department of Defense Functions
• DOD Should Work With Congress to Implement Recommendations of the Acquisition Law Advisory Panel's Section 800 Report
- DOD10 • Give Department of Defense Installation Commanders More Authority and Responsibility over Installation Management
• DOD and Congress Should Work to Empower Installation Commanders to Make Best Value Purchases
• Legislation Should Be Enacted to Permit Use of Simplified Acquisition Procedures for Contracts Between \$25,000 and \$100,000
• DOD Should Amend the Federal Acquisitions Regulations to Permit Purchasing From Large Businesses Based on Cost and Quality of Items Required
• DOD Should Reform Contract Protest Procedures
- SUP03 • Improve Distribution Systems to Reduce Costly Inventories
- SUP09 • Simplify Procedures for Acquiring Small Blocks of Space to House Federal Agencies
- SUP10 • Establish New Contracting Procedures for the Continued Occupancy of Leased Office Space

- SBA02 Improve Assistance to Minority Small Businesses
- Give Civilian Agencies the Same Authority That DOD Has in Its Small Disadvantaged Business Set-Aside Program

28. Public Law 103-356, Government Management Reform Act of 1994

- FM03 Fully Integrate Budget Financial and Program Information
FM04 Increase the Use of Technology to Streamline Financial Services
FM06 "Franchise" Internal Services
FM09 Simplify the Financial Reporting Process
HRM14 Provide Incentives to Encourage Voluntary Separations (Cap on SES Leave)

29. Public Law 103-382, Improving America's Schools Act

- ED01 Redesign Chapter 1 of Elementary and Secondary Education Act
ED02 Reduce the Number of Programs the Department of Education Administers
- Consolidate the Drug-Free Schools and Communities Act and Safe School Act Programs
- ED05 Streamline and Improve the Department of Education's Grant Process
ED12 Develop a Strategy for Technical Assistance and Information Dissemination

30. Public Law 103-403, Small Business Act Reauthorization

- SBA05 Manage the Microloan Program to Increase Loans for Small Business
- Congress Should Amend the Small Business Act so that SBA Can Guaranty 100 Percent of Loans to SBA Selected Intermediaries

31. Public Law 104-4, Unfunded Mandate Reform Act of 1995

- FSL02 Reduce Red Tape Through Regulatory and Mandate Relief

32. Public Law 104-19, FY 1995 Rescissions/Disaster Assistance

- ED02 Reduce the Number of Programs the Department of Education Administers
HUD01 Reinvent Public Housing
DOT17 Eliminate Funding for Highway Demonstration Projects
DVA03 Eliminate Legislative Budget Constraints to Promote Management Effectiveness
OTH2-02 Terminate the Chemical Safety and Hazard Investigation Board

33. Public Law 104-23, Fish Hatchery to the State of Arkansas

- DOI2-07 Divest Fish and Wildlife Service Activities

34. Public Law 104-24, Fish Hatchery to the State of Iowa

- DOI2-07 Divest Fish and Wildlife Service Activities

35. Public Law 104-25, Fish Hatchery to the State of Minnesota

- DOI2-07 Divest Fish and Wildlife Service Activities

36. Public Law 104-28, Federal Tea Tasters Repeal Act of 1996

Eliminate What We Don't Need

37. Public Law 104-32, Department of Defense Military Construction Appropriations for Fiscal Year 1996

DOD10 Give Department of Defense Installation Commanders More Authority and Responsibility Over Installation Management

38. Public Law 104-36, Small Business Lending Enhancement Act of 1995

SBA2-01 Reduce the Government's Cost of Financing Small Business While Serving More Customers

39. Public Law 104-46, Energy and Water Appropriations Act of 1996

DOD12 Streamline and Reorganize the U.S. Army Corps of Engineers

DOE02 Incorporate Land Use Planning in Cleanup

DOE06 Redirect Energy Laboratories to Post-Cold War Priorities

40. Public Law 104-50, Department of Transportation Appropriations Act of 1996

DOT04 Establish a Corporation to Provide Air Traffic Control Services (partial^{3/4} flexibilities granted in procurement and personnel authority)

DOT17 Eliminate Funding for Highway Demonstration Projects

DOT20 Reduce Annual Essential Air Service Subsidies (partial)

DOT2-03 Streamline DOT's Organizational Structure

41. Public Law 104-52, Treasury, Postal Service and General Government Appropriations Act of 1996

BGT05 Provide Line Managers With Greater Flexibility to Achieve Results

- Permit Agencies to Roll Over 50 Percent of Their Unobligated Year-End Balances in Annual Operating Costs to the Next Year (partial)

HRM01 Create a Flexible and Responsive Hiring System

HRM07 Enhance Programs to Provide Family-Friendly Workplaces

GSA01 Separate Policymaking from Service Delivery and Make GSA a Fully Competitive, Revenue-Based Organization (partial)

42. Public Law 104-58, Alaska Power Administration Asset Sale and Termination Act of 1995

DOE08 Support the Sale of the Alaska Power Administration

43. Public Law 104-59, National Highway System Designation Act of 1995

DOT05 Permit States to Use Federal Aid as a Capital Reserve

DOT2-02 Capitalize State Infrastructure Banks

44. Public Law 104-66, Federal Reports Elimination and Sunset Act of 1995

- AID02 Reduce Funding, Spending, and Reporting Micromanagement
- Statutory Reporting and Notification Requirements Should Be Reduced
- SMC06 Reduce the Burden of Congressionally Mandated Reports
- Eliminate at Least Half of All Congressionally Mandated Reports

45. Public Law 104-88, Interstate Commerce Commission Termination Act of 1995

- OTH2-01 Terminate the Interstate Commerce Commission

46. Public Law 104-91, Fish Hatchery to the Commonwealth of Massachusetts

- DOI2-07 Divest Fish and Wildlife Service Activities

47. Public Law 104-99, Balanced Budget Down Payment Act

- DVA16 Recover administrative costs of veterans' insurance programs from premiums and dividends

48. Public Law 104-106, National Defense Authorization Act for FY 1996

- DOD10 Give Department of Defense Installation Commanders More Authority and Responsibility Over Installation Management (partial)
- DOE2-02 Privatize the Naval Petroleum Reserves in Elk Hills, California
- DOE2-03 Sell Uranium No Longer Needed for National Defense Purposes After Rendering It Unsuitable for Commercial Power Reactors
- PROC05 Reform Labor Laws and Transform the Labor Department Into an Efficient Partner for Meeting Public Policy Goals
- PROC06 Amend Protest Rules
- PROC08 Reform Information Technology Procurements
- PROC11 Improve Procurement Ethics Laws
- PROC13 Foster Reliance on the Commercial Marketplace
- PROC17 Authorize a Two-Phase Competitive Source Selection Process
- IT01 Provide Clear, Strong Leadership to Integrate Information Technology Into the Business of Government
- IT09 Improve Government's Information Infrastructure
- IT11 Improve Methods of Information Technology Acquisition
- ORG01 Reduce the Costs and Numbers of Positions Associated With Management Control Structures by Half (would cut DOD headquarters by 25 percent)

49. Public Law 104-107, Foreign Operations Appropriations of FY 1996

- AID02 Reduce Funding, Spending, and Reporting Micromanagement
- Congress Should Appropriate Funding for AID Development Assistance Programs on a Two-Year or Multi-Year Basis Depending on Specific Assistance Needs
 - The Administration and Congress Should Work to Appropriate Development

Assistance Funds as Part of a Single Account

50. Public Law 104-121, Contract with America Advancement Act of 1996

SBA01 Allow Judicial Review of the Regulatory Flexibility Act

51. Public Law 104-127, Federal Agricultural Improvement and Reform Act of 1996

USDA02 Eliminate Federal Support for Honey
USDA2-06 Shift USDA's Peanut Program to No-Net-Cost Basis
USDA2-09 Streamline USDA Rural Development Programs

52. Public Law 104-130, Line Item Veto Act of 1995

BGT08 Seek Enactment of Expedited Rescission Procedures

53. Public Law 104-134, Omnibus Appropriations of 1996

USDA2-09 Streamline USDA Rural Development Programs
DOC10 Amend the Omnibus Trade and Competitiveness Act to Increase the Data Quality of the National Trade Data Bank
ED2-04 Terminate Low-Priority Education Programs
DOE03 Make Field Facility Contracts Outcome-Oriented
DOE04 Increase Electrical Power Revenues and Study Rates (partial)
EPA02 Streamline EPA's Permit Program
EPA03 Shift EPA's Emphasis Toward Pollution Prevention and Away From Pollution Control
EPA2-07 Create Performance Partnership Grants
HHS09 Take More Aggressive Actions to Collect Outstanding Debts Owed to the Social Security Trust Fund
HHS10 Institute and Collect User Fees on FDA's Inspection and Approval Processes (partial)
HUD01 Reinvent Public Housing (partial)
HUD04 Create an Assisted-Housing/Rent Subsidy Demonstration Project

- HUD Should Conduct Negotiated Restructuring of Assisted Housing Projects on a Demonstration Basis

HUD2-01 Consolidate 60 Programs Into Three
HUD2-02 Transform Public Housing
DOI04 Promote Entrepreneurial Management of the Park Service (partial)
HUD2-03 Reinvigorate the Federal Housing Administration
DOJ04 Improve Department of Justice Debt Collection Efforts
SSA2-03 Allow Electronic Fund Transfers for Beneficiary Payment
TRE18 Modernize the Financial Management System (partial)
TRE2-05 Improve Collection of Delinquent Debt Owed the Federal Government
FM11 Strengthen Debt Collection Programs
BGT05 Provide Line Managers With Greater Flexibility to Achieve Results

- Permit Agencies to Roll Over 50 Percent of Their Unobligated Year-End Balances in Annual Operating Costs to the Next Year (partial)

54. Public Law 104-180 Agriculture, Rural Development, FDA, and Related Agencies Appropriations for FY 1997

USDA06 Encourage Better Food Package Management Practices and Facilitate Multi-State Contracts for Infant Food and Formula Cost Containment in the WIC Program

55. Public Law 104-182, Safe Drinking Water Act Amendments of 1996

EPA2-01 Consolidate State Revolving Funds Into a Performance Partnership

56. Public Law 104-185 Federal Oil and Gas Royalty Simplification and Fairness Act of 1996

DOI08 Improve Mineral Management Service Royalty Collections

57. Public Law 104-188, Small Business Job Protection Act of 1996

PENS01 Create a Simple Retirement Savings Plan for Small Employers

PENS02 Eliminate the Family Aggregation Rule Requiring Certain Highly Compensated Employees and Their Families to Be Treated as Single Employees

PENS03 Eliminate the Special Restrictions on Plans Maintained by Self-Employed Individuals

PENS04 Simplify Substantial Owner Rules Relating to Plan Terminations

PENS05 Provide Design-Based Nondiscrimination Safe Harbors That Would Give Employers the Option of Avoiding Testing Contributions

PENS06 Facilitate Testing by Using Prior Year Data Rather Than Ongoing Testing or Post-Year-End Corrections

PENS07 Improve Fairness in Correcting Distribution Rules

PENS08 Permit Tax-Exempt Organizations to Maintain 401(k) Pension Plans

PENS09 Standardize Distribution Rules for All 401(k) Pension Plans

PENS10 Eliminate Excessive Testing by Simplifying the Definition of a Highly Compensated Employee

PENS11 Exempt Defined Contribution Plans From the Requirement That at Least 50 Employees, or 40 Percent of All Employees in Smaller Companies, Be Covered

PENS12 Eliminate the Special Vesting Schedule for Multi-Employer Plans

PENS15 Eliminate the Combined Plan Limit on Contributions and Benefits (Section 415(e))

PENS16 Exempt Government and Multi-Employer Plans From Certain Benefit and Contribution Limits

PENS17 Allow Tax-Exempt Organizations to Provide Excess Benefit Plans

PENS19 Eliminate the Rule Requiring Employer Plans to Begin Minimum Distribution Before Retirement

PENS20 Simplify Taxation of Annuity Distributions

PENS24 Establish Uniform Penalties for Failure to Provide Information Reports

DOE08 Support the Sale of the Alaska Power Administration (authorizes tax exempt financing)

58. Public Law 104-191, The Health Insurance Accountability and Portability Act of 1996

HHS2-01 Strengthen Medicare Program Integrity
HHS2-04 Consolidate Surveys and Coordinate Data Standards

59. Public Law 104-193, Personal Responsibility and Work Opportunity Act of 1996

USDA05 Administer the Employment and Training Requirements for Food Stamp Recipients More Effectively and Efficiently
USDA07 Deliver Food Stamp Benefits Via Electronic Benefit Transfer to Improve Service to Customers While Remaining Cost Effective
USDA2-02 Change Family Day Care and Child Care Rates
USDA2-03 Allow States Greater Flexibility in Food Stamp Program
USDA2-04 Include Food Stamp Anti-fraud Provisions for Retailers and Recipients

60. Public Law 104-201, Defense Authorization Bill for FY 1997

INTEL02 Consolidate Defense Agency and Service Intelligence Personnel Management Systems into One Statute
INTEL2-01 Consolidate Imagery Intelligence
SUP07 Simplify travel and increase competition

61. Public Law 104-202, Omnibus Consolidation Appropriations Act for FY 1997

DOI04 Amend and extend the Fee Demonstration Program in the National Parks

62. Public Law 104-204, VA, HUD, and Independent Agencies Appropriations for FY 1997

EPA2-06 Create sustainable development challenge grants
DVA07 Establish a working capital fund
DVA16 Recover administrative costs of veteran's insurance program from premiums and dividends
HUD02 Direct Federal Assistance to Individuals not Housing Projects
HUD04 Create an Assisted-Housing/Rent Subsidy Demonstration Project
HUD08 Reduce Section 8 Contract Rent Payments

63. Public Law 104-205, Transportation and Related Agencies Appropriations for FY 1997

DOT12 Develop an integrated national transportation research and development plan

64. Public Law 104-206, Energy and Water Development Appropriations Act

DOD12 Reorganization Plan for Streamlining and Right-sizing Corps of Engineers.

65. Public Law 104-208, Making Omnibus Consolidated Appropriations for FY 1997

DOD02 Allow Flexibility to Transfer Administrative Funds Among Appropriation Accounts

DOD05
 ENV03 Create incentives for the Department of Defense to Generate Revenues by allowing installation commanders to retain savings from recycling and energy savings.

DOL02 Authority to collect fees for OSHA and MSHA's Accreditation Process
 DOL05 Automate the Processing of ERISA Annual Financial Reports (Forms 5500) to Cut Costs and Delays in Obtaining Employee Benefit Plan Data
 DOL08 Create one-stop centers for career management by piloting workforce flexibility pilots in 6 states (partial)
 DOL11 Authorize public and private competition for operation of Job Corps Civilian Conversation Centers
 DOL2-14 Privatize OSHA and MSHAs Accreditation Process
 DOL2-19 Streamline the ERISA Annual Report
 DVA07 Establish a Working Capital Fund
 HRM07 Enhance programs to provide family-friendly workplaces by establishing telecommuting centers
 HRM14 Provide Incentives to Encourage Voluntary Separations
 ORG06 and
 EOP04 Identify and change legislative barriers to cross-organizational cooperation by exempting Federal Executive Boards from the "anti-pass-the-hat" provisions that prevent agencies from sharing resources in joint projects (partial)
 IT02 Implement nationwide, integrated electronic benefit transfers
 TRE12 Expand FLETC Training Facilities to accommodate multi-agency training
 TRE18 Establishment of Treasury Franchise Fund
 BGT05 Provide Line Managers With Greater Flexibility to Achieve Results

- Permit Agencies to Roll Over 50 Percent of Their Unobligated Year-End Balances in Annual Operating Costs to the Next Year (partial)

66. Public Law 104-213, Fish Hatchery to State of Alabama

DOI2-07 Divest Fish and Wildlife Service Activities

67. Public Law 104-215, Fish Hatchery to State of Nebraska

DOI2-07 Divest Fish and Wildlife Service Activities

68. Public Law 104-239, The Maritime Security Act of 1996

DOT15 Provide reemployment rights for merchant mariners

69. Public Law 104-265, Fish Hatchery to State of South Carolina

DOI2-07 Divest Fish and Wildlife Service Activities

70. Public Law 104 - 262, Veterans Health Care Eligibility Reform Act

DVA15 Restructure the Veterans Affairs' Health Care System

DVA2-01 Reform VA health care eligibility and treatment

71. Public Law 104-276, Fish Hatchery to State of Wyoming

DOI2-07 Divest Fish and Wildlife Service Activities

72. Public Law 104-264, The Federal Aviation Authorization Act, 1996

DOT07 Authorize user fees for foreign aircraft operations that transit U.S. Controlled airspace

73. Public Law 104-273, Helium Privatization Act of 1996

DOI12 Improve the Federal Helium Program

DOI2-13 Privatize the Helium Program

74. Public Law 104-297, Sustainable Fisheries Act

DOC06 Improve Marine Fisheries Management

75. Public Law 104-299, Health Centers Consolidation Act of 1996

HHS2-02 Create performance partnerships (partial)

76. Public Law 104-320, Administrative Dispute Resolution Act

REG06 Establish a Policy to use ADR in Government Contract Disputes.

77. Public Law 105-32, Waiving Certain Enrollment Requirements

DOL06 Amend ERISA Requirement for Summary Plan Descriptions

78. Public Law 105-33, Balanced Budget Act of 1997

HHS04 Reconfigure Support for Health Professions Education

DVA04 Streamline Benefits Claims Processing

DVA06 Enhance VA Cost Recovery Capabilities

DVA07 Remove statutory sunset dates on VA programs from the Omnibus Budget Reconciliation Act

DVA13 Eliminate "Sunset" Dates in the Omnibus Budget Reconciliation Act of 1990

DVA2-03 Allow VA to retain a greater proportion of collections from third-party insurers for treating nonservice-related conditions

79. Public Law 105-34, Taxpayer Relief Act of 1997

DOL06 Amends ERISA to streamline requirements of summary plan descriptions

DOL2-17 Streamline the ERISA Annual Report

TRE17 Authorize Federal Tax Payment by Credit Card

80. Public Law 105-61, Treasury and General Government Appropriations Act, FY 1998

BGT05 Provide Line Managers With Greater Flexibility to Achieve Results

- Permit Agencies to Roll Over 50 Percent of Their Unobligated Year-End

Balances in Annual Operating Costs to the Next Year (partial)

- ORG06 and
EOP04 Identify and change legislative barriers to cross-organizational cooperation by exempting Federal Executive Boards from the "anti-pass-the-hat" provisions that prevent agencies from sharing resources in joint projects (partial)
- DOD05 Create Incentives for DOD to Generate Revenues (retention of recycling revenues is available governmentwide)

81. Public Law 105-108, Authorization for Fire Administration Appropriations and Other

- Sale of the Naval Academy Dairy Farm
- FEMA2-03 Privatize Open Learning Fire Service Program

82. Public Law 105-115, Food And Drug Administration Modernization Act of 1997

- HHS10 Allow FDA to institute and collect user fees on inspections and approval process

83. Public Law 105-118, Departments of Commerce, Justice, State, the Judiciary and Related Agencies Appropriations Act of 1997

- Improve operations that support all US agencies operating overseas through the International Cooperative Administrative Support program.

84. Public Law 105-206, Internal Revenue Service Restructuring and Reform Act of 1998

- Acts on recommendations in NPR-IRS report: "Reinventing Service at the IRS" 1998.

85. Public Law 105-220, Workforce Investment Partnership Act of 1998

- DOL08 Create One-Stop Centers for Career Management
- DOL09 Create a Boundary-Spanning Work Force Development Council

86. Public Law 105-362, Federal Reports Elimination Act of 1998

- SMC06 Reduce the Burden of Congressionally Mandated Reports
- Eliminate at Least Half of All Congressionally Mandated Reports

87. Public Law 105-244, Higher Education Amendments of 1998

- Creates first Performance Based Organization, Office of Student Financial Assistance (NPR recommended in March 1996)

88. Public Law 106-25, Education Flexibility Partnership Act of 1999

- Created Performance-Based Grants (NPR recommended in March 1996)

89. Public Law 106-107, Federal Financial Assistance Management Improvement Act of 1999

- AI1: Use Electronic Commerce to Streamline Government Business Processes

90. Public Law 106-113 Making Consolidated Appropriations for the Fiscal Year Ending September 30, 2000, and for other Purposes

Creates second Performance Based Organization, US Patent and Trademark Office (NPR recommended in March 1996)

91. Public Law 106-531, Reports Consolidation Act of 2000 (S.2712)

92. Public Law 106-xxx, Electronic Benefits Transfer Interoperability and Portability Act (S.1733)

93. Public Law 106-xxx, Federal Reports Elimination and Sunset Act of 1995 Exemptions (HR 3111)

94. Public Law 106-107, Federal Financial Assistance Management Improvement Act of 1999

Reinvention Websites

NPR-sponsored websites have been a major reinvention tool since 1993 and some have been spun off. As examples:

National Partnership for Reinventing Government (<http://www.npr.gov>)

NPR's site, opened in 1993, is targeted to reinventors and their partners, but it reaches students, researchers, the general public, and international visitors. NPR posts all official reinvention documents, including vision, strategy, reports, news releases, and many speeches. Updated almost daily, it features all major NPR initiatives, such as High Impact Agencies, Hassle-Free Communities, Conversations with America, Reinventing Regulations, Plain Language, Hammer Awards, Reinvention Labs, and many more. The site features a reinvention calendar, tools and resources, and reinvention news, including agency news and activities.

FinanceNet (<http://www.financenet.gov/>)

Since 1994, this site has been the home for public financial management worldwide. FinanceNet reaches across geopolitical boundaries to link government financial management administrators, educators and taxpayers worldwide. Its purpose is to catalyze continuous improvements in the productivity of government personnel and in the stewardship and accountability for taxpayer resources. It has many interesting features. For example, it's a one-stop for the sale or auction of public assets and surplus property from federal, state, or local government or international sources. FinanceNet is operated by the National Science Foundation and sponsored by the U.S. Chief Financial Officers Council.

Budget Net (<http://www.financenet.gov/budget.htm>)

BudgetNet is a networking resource for professionals interested in governmental budgeting and the policy, program, economic, financial, and managerial issues associated with reinvention. BudgetNet was initiated by NPR in 1994 and is hosted by its sister network, FinanceNet, above.

Acquisition Reform Net (<http://www.arnet.gov/>)

This site, launched in 1993, supplies information across agency lines and provides an electronic forum so a network of procurement professionals can discuss issues. This electronic tool played a key role in government-wide procurement reform.

Reinvention Lab /Waiver Clearinghouse. <http://www.napawash.org/waiver/index.htm>

This site, hosted by the Alliance for Redesigning Government, includes a database of all labs. It also provides a means for reinventors to share information and tools, including practices and policies by which reinventors get waivers to deviate from internal agency policies and procedures so they can improve internal operations.

The Business Advisor (<http://www.business.gov>)

This site was NPR's first interagency website targeted toward a specific customer group. NPR developed it in 1995 with partners from government and the private sector. The site, which is undergoing a comprehensive overhaul, will soon be administered by the Small Business Administration.

US State and Local Gateway (<http://www.statelocal.gov>)

NPR worked with 17 agencies and seven associations to open the site in 1998. This site provides federal information that state and local government employees over the country need to do their jobs. The Department of Housing and Urban Development hosts the site and serves as the lead agency.

Plain Language (<http://www.plainlanguage.gov>)

This one-stop site, initiated in 1998, helps federal agencies implement the government-wide Plain Language initiative. The site includes the President's Executive Order, the Vice President's No Gobbledygook Awards, samples, tools, tips, and other aids for federal workers who are writing and re-writing government regulations and other documents so people can understand them.

Access America Online Magazine (<http://www.accessamerica.gov>)

Delivering services electronically and using IT to improve government productivity is the vision of the Vice President's 1997 report, "Access America: Reengineering Through Information Technology." This site, begun in 1998, is an "e-zine" with electronic stories about electronic government. A new issue is published every Monday, featuring federal, state and local government IT innovations. It is administered by an interagency team and sponsored by the Government Information Technology Services Board (GITSB). Co-sponsors are NPR, the CIO Council, and the Federal Communicators Network.

Access America for Seniors (<http://www.seniors.gov>)

NPR worked with the Social Security Administration and many other agencies and organizations to open a comprehensive one-stop site for seniors in 1999. On this site, seniors can get information and services related to their needs and issues they care about--benefits, health care, veterans, nutrition, taxes, and volunteer opportunities, among other topics.

Access America for Students (<http://www.students.gov>)

NPR worked with the Department of Education, selected colleges and other agencies and organizations to launch a one-stop demonstration site for students in 1999. The site features information on scholarships, grants, managing finances, selecting courses, recreation, travel, and more. College students serve as advisors to determine the online services and information on this site.

Transforming Governments in the 21st Century (<http://www.21stcentury.gov>)

In 1999, NPR worked with the United States Information Agency to convene the Vice President's Global Conference on Reinventing Government and to open its attendant website. The site shares reinvention documents and tools from that conference and from governments around the world.

Government-wide Employee Surveys (<http://www.employeesurvey.gov>) – hosted by OPM and NPR) This site includes the results of the three government-wide employee surveys conducted in 1998, 1999, and 2000, as well as reports on agency improvement plans and accomplishments.

Customer Service (<http://customerservice.gov>) – hosted by the Federal Consulting Group) – This site is the Federal government's official customer service site. It includes information on what the government has done, and will continue to do, to improve customer service throughout the government.

Federal Communicators Network (<http://www.fcn.gov>) - hosted by Department of the Treasury) – This site is the homepage of the Federal Communicators Network, a group formed in 1998 that now has more than 700 members involved in disseminating information within and outside the government. The site includes useful Federal communication resources, including the new Communicators Handbook, reinvention news, a calendar of communication events, and useful links.

Government "Blue Pages" Directory (<http://www.bluepages.gov>) – This site is an easy-to-use, free, Federally-funded directory linking the public to a wide variety of Federal government services. Its key advantage over similar sites is that services are listed functionally, so if you're looking for "tax help," you'll find it under "I" (IRS) and under "T" (taxes). Listings include agency names, Internet listings, toll-free telephone numbers, and special program telephone numbers.

recreation.gov (Interior and other agencies)

disAbility (Labor)

Workers (Labor)

TradeNet (SBA)

skillsnetwork.gov (Education)

Access America E-Gov E-Zine

GIS initiative (update pending) -- Pam

E-Government Success Stories (CIO Council -- will it stay a dot-com?)
<http://egov.sciencewise.com/BestPractices/index.cfm>

boost4kids.gov (HHS/HRSA)

safecities.gov (Justice)

-afterschool.gov (GSA)

www.americasteens.gov (GSA)

welfare to work (OPM)

Family Reunion (Univesity of Minnesota)

(??) centerofexcellence.gov (GSA)

reinvention labs/waivers (hosted by National Alliance for Redesigning Government, but plan to archive)

rego.gov (archive)

High Impact Agencies

In the first Clinton-Gore Administration, Vice President Gore's National Partnership for Reinventing Government (formerly the National Performance Review) had sparked the widespread introduction of important reinvention changes across the government. However, the next step was to completely reinvent entire agencies.

Vice President Gore's reinvention goal was to restore Americans' trust in government. This required the complete transformation of how agencies work in order to get results Americans care about. This next step in the National Performance Review was the hardest -- to create customer-oriented, performance-based, results-driven agencies where the public can see the difference. Over the second Clinton-Gore Administration, NPR fostered the reinvention of entire agencies, starting with those that have the most interaction with the public and business, such as the Internal Revenue Service, the National Park Service, and the Social Security Administration.

Vice President Gore personally challenged the leaders of these "High Impact Agencies" to commit to a small handful of significant, concrete, measurable goals that can be achieved over the next three years. About 1.4 million of the federal government's 1.9 million civilian employees work in these 32 agencies. When the Vice President met with the heads of these agencies in late 1997, he told them: "You should focus your efforts in three areas: partnerships, the use of information technology, and customer service. . . Yours are the agencies that shape the public's opinion of government and can redeem the promise of self-government. Public cynicism about government is a cancer on democracy. Reinvention isn't just about fixing processes, it's about redefining priorities and focusing on the things that matter."

NPR worked in partnership with these agencies to help them transform themselves entirely to focus on customers and getting results that matter to Americans. This process built on agencies' strategic and annual performance plans produced as a result of the Government Performance and Results Act as well as ongoing quality improvement efforts.

The high-impact performance goals for each of these agencies were published on these agencies' and NPR's web sites. The Vice President asked the heads of these agencies to encourage the public to comment on these goals and periodically report publicly on their progress toward them. As a result, these commitments evolved over time to reflect their listening to their customers. By late 2000, over 95 percent of these goals had been met or were scheduled to be met in early 2001.

HIGH IMPACT AGENCIES

Agriculture

1. Animal and Plant Health Inspection Service
2. Food Safety and Inspection Service
3. Food and Consumer Service
4. Forest Service

Commerce

5. Bureau of the Census
6. U.S. & Foreign Commercial Service/ITA
7. Patent and Trademark Office
8. National Weather Service

Defense

9. Acquisition Reform

Education

10. Student Financial Assistance
11. Environmental Protection Agency
12. Federal Emergency Management Agency
13. General Services Administration

Health and Human Services

14. Food and Drug Administration
15. Administration for Children and Families
16. Health Care Financing Administration

Interior

17. National Park Service
18. Bureau of Land Management

Justice

19. Immigration and Naturalization Services

Labor

20. Occupational Safety and Health Administration
21. National Aeronautics and Space Administration
22. Office of Personnel Management
23. Small Business Administration
24. Social Security Administration

State

25. Bureau of Consular Affairs

Transportation

26. Federal Aviation Administration

Treasury

27. Customs Service
28. Internal Revenue Service
29. Office of Domestic Finance/Financial Management Service

30. U.S. Postal Service

Veterans Affairs

31. Veterans Health Administration
32. Veterans Benefits Administration

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Defense

9. Acquisition Reform

Education

10. Student Financial Assistance

11. Environmental Protection Agency**12. Federal Emergency Management Agency****13. General Services Administration****Health and Human Services**

14. Food and Drug Administration
15. Administration for Children and Families
16. Health Care Financing Administration

Interior

17. National Park Service
18. Bureau of Land Management

Justice

19. Immigration and Naturalization Services

Labor

20. Occupational Safety and Health Administration

21. National Aeronautics and Space Administration**22. Office of Personnel Management****23. Small Business Administration****24. Social Security Administration****State**

25. Bureau of Consular Affairs

Transportation

26. Federal Aviation Administration

Treasury

27. Customs Service
28. Internal Revenue Service
29. Office of Domestic Finance/Financial Management Service

30. U.S. Postal Service**Veterans Affairs**

31. Veterans Health Administration
32. Veterans Benefits Administration

NPR ACCOMPLISHMENTS, 1993 – 2000

A Summary

NPR was the longest-running reform effort in the history of the Federal Government. It started by recommending over 1,200 specific changes to make government work better, cost less, and get results Americans cared about. It then set out to implement those recommendations. After the first Clinton-Gore term, nearly two-thirds of the changes had been made.

In the second Clinton-Gore term, NPR began to focus on transforming the culture in major agencies with the most public contact to be more results-oriented, performance-based, and customer-focused. It used technology and new approaches in employees' roles as key levers. It also created a network of results-oriented partnerships across agency lines with states and local governments, and changed the relations between regulatory agencies and business.

Its major accomplishments included:

Ending the Era of Big Government

- Reduced the size of federal civilian workforce by 426,200 positions between January 1993 and September 2000.¹ Thirteen of 14 departments reduced in size; Justice grew because of Administration's fight against crime and drugs. The government workforce was for the first time the smallest it had been since the Eisenhower Administration.
- Action on more than two-thirds of NPR recommendations resulted in savings of more than \$136 billion.
- Cut government the right way by eliminating what wasn't needed – bloated headquarters, layers of managers, outdated field offices, obsolete red tape and rules. For example, cut 78,000 managers governmentwide and some layers by late 1999.
- Cut 640,000 pages of internal agency rules (equivalent to 125 cases of copy paper).
- Closed nearly 2,000 obsolete field offices and eliminated 250 programs and agencies, like the Tea-Tasters Board, the Bureau of Mines, and wool and mohair subsidies.
- Procurement reform led to the expanded use of credit cards for small item purchases, saving about \$250 million a year in processing costs.

¹ After removing the temporary workers for the decennial 2000 Census.

Changing Government to be More Results- and Performance-Oriented

- Made the government more results oriented – developed the first annual performance reports required under the Results Act, created networks and cross-agency partnerships for results, and advocated the use of balanced measures to drive individual performance incentives.
- Recommended legislation adopted by Congress that included delinquent debt reform, financial standards, grant reform, the use of credit cards to pay taxes and more. President Clinton signed more than 90 NPR-related bills and 50 Presidential directives.
- Fixed long-standing management challenges in specific agencies, including in the Federal Emergency Management Administration, Internal Revenue Service, the disability program in Social Security Administration, the Patent and Trademark Office, the Office of Student Financial Assistance, and the Federal Aviation Administration's air traffic control operations.

Serving People Better

- By 1997, about 570 federal organizations had committed to more than 4,000 customer service standards, embedding a recognition that government does in fact have customers. By 2000, 80 percent of managers saw service goals aimed at meeting customer expectations, up from 36 percent in 1992.
- By 2000, 30 agencies were measuring satisfaction with their services via a third party with international standing. Comparison with private sector was close and narrowed between 1999 and 2000. Agencies have committed to expanding to over 100 customer segments in 2001.
- Agencies working together (the Bureau of Land Management's Trading Posts with the Forest Service; Customs and INS international airport clearance efforts, community level service kiosks).
- Expanded the use of Internet gateways sites allowing one-stop transactions and more than 1,000 on-line forms, such as IRS electronic filing in 2000 by more than 32 million Americans. More than a dozen cross-agency sites serve populations such as students, seniors, businesses, and state-local employees.
- Worked with agencies and communities to create hassle-free communities in 13 states to provide one-stop service delivery and encouraged agencies to have public conversations with America to learn first-hand the needs of their customers. Agencies sponsored hundreds of such forums.
- As part of the Administration's welfare reform initiative, President Clinton in March 1997 charged federal agencies with setting a good example for the private sector by

hiring former welfare recipients. He asked NPR to lead this initiative. NPR worked with agencies to set a goal of 10,000 hired over a three-year period. By the end of 2000, agencies had hired 50,330.

Changing the Way Government Works with Businesses

- The use of regulatory partnerships has become the preferred approach for getting results. NPR worked with five key regulatory agencies (EPA, FDA, FSIS, OSHA and FAA) to pilot new approaches, to deploy information technology, and to do a better job measuring what matters—namely their impact on their mission (e.g. clean air) as opposed to historical process measures (e.g. the number of tickets written for regulatory violations). As a result, food-borne illness, toxic emissions, and worker injury rates are dropping. And the regulated community has better information and tools to help with compliance.
- In 1996, agencies eliminated more than 16,000 pages of unnecessary federal regulations affecting businesses.
- Agencies also rewrote another 31,000 pages into understandable, plain language. This initiative spread to a broad segment of the federal workforce, with more than one-third recognizing it as an important initiative. Customers of agencies and programs, such as the Small Business Administration, the Security and Exchange Commission, and Medicare, have recognized the change.

Changing the Way Government Works With Communities

Used partnerships and networks to achieve results and streamline services via five initiatives:

- The Oregon Option piloted joint federal-state-local efforts in three policy areas: child health, workforce development, and family stability.
- Reducing gun violence in 10 cities working together in a SafeCities network with a range of federal partners. Included the development of a gun violence injury tracking system.
- Implementation of the 1998 Workforce Investment Act via a network of more than 2,000 one-stop job centers, a website with 1,000 useful links for workers, streamlined planning, measurement, and cost sharing efforts, and a local 21st century skills community network among 20 communities and federal partners.
- A network of 13 communities and states, along with 70 associate communities and federal partners in a Boost 4 Kids network focused on improving child well-being in part by insuring children.

- Afterschool network to ensure children have access to appropriate supervision after school. In 2000, resource fairs were conducted in 50 communities and networks of providers and users were created.

Transforming Access to Government Through Technology

- Worked to create FirstGov – a one-stop website for government information, transactions, program results, and e-mail feedback to public officials– with connections to 27 million web pages and about 1,000 forms and services.
- Catalyzed the creation of more than a dozen Internet gateway websites to serve specific populations of users, such as students, workers, disabled, business, state-local, recreation users.
- Catalyzed the creation of kiosks offering touch screens for one-stop services in 36 communities traditionally under-served by the Internet. Piloted by GSA, more are under development by other agencies, and private businesses.
- Catalyzed the use of mapping and other geographic information as an organizing tool for achieving cross-agency, intergovernmental policy results and accountability in public safety, smart growth, and responsive citizen services. For example, catalyzed a joint 17-agency agreement with North Carolina after the 1999 Hurricane Floyd to ensure better public safety information in the future. Also supported the Census's American Community Survey to provide more performance information to policymakers outside the decennial census.

Making the Federal Government a Better Place to Work

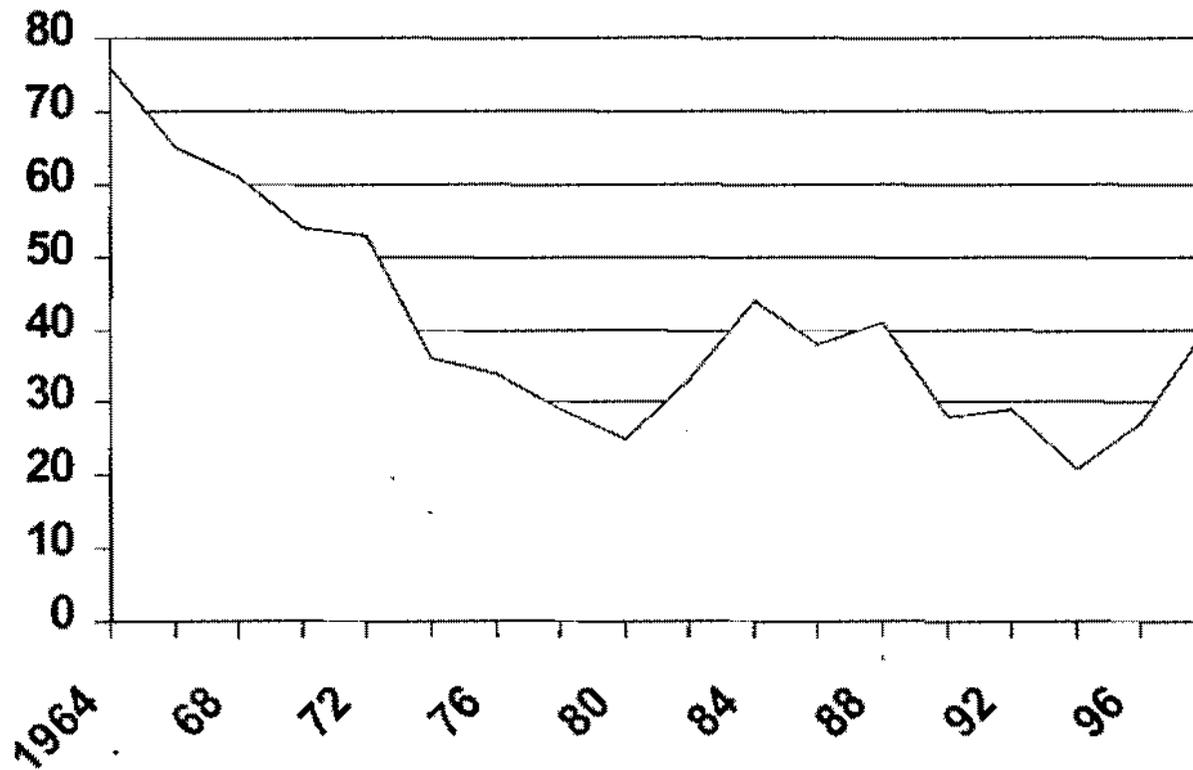
- Recognized frontline employees for their reinvention innovations. More than 68,000 employees on 1,378 teams received Vice President Gore's Hammer Award. Together, they not only improved government operations but also saved or put to better use nearly \$53 billion.
- Empowered front-line employees to better do their jobs. NPR chartered more than 350 reinvention labs to pilot new ways of doing business. President Clinton also directed agencies to streamline the granting of waivers from their own internal regulations so frontline operating units could better serve their customers.
- Streamlined some administrative silliness. About 41 percent of employees said sign-in sheets and time cards had been eliminated and statutory changes have allowed paperless travel arrangements and vouchers, saving millions in administrative costs.
- Increased employee understanding of what constitutes good performance from 26 to 31 percent. Embedded continued change by requiring that SES bonuses be based on demonstrated improvements in business results, customer satisfaction, and employee feedback.

- Expanded initiatives to create a family-friendly workplace. Sixty-five percent of employees rated the federal government as a family-friendly workplace.
- 850 labor-management partnerships were sponsored by agencies, covering 66 percent of bargaining unit employees.
- Governmentwide employee surveys between 1998 and 2000 showed that employees who felt their organizations actively promoted reinvention were twice as satisfied with their jobs than those employees who did not believe reinvention was a priority in their organizations.

Conclusion

Overall, accomplishments like these have been important steps in restoring trust and faith in the government by improving the delivery of service to the public. After a 30-year decline, public trust in the federal government is finally increasing. When last measured by the University of Michigan in 1998, the public's trust in government had nearly doubled within a four-year period to 40 percent. While this cannot be totally attributed to the results of reinvention, NPR believes reinvention has made an important contribution in raising the public's trust in the government and creating a better workplace for federal employees.

Trust in Government: 1964-98

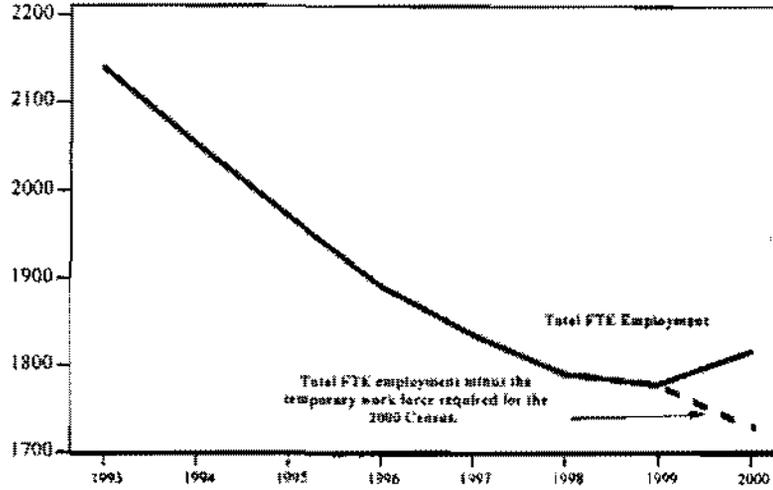


Source: University of Michigan, Post Election Surveys, 1964-98

Trends in Federal Employment

(Excluding Postal Service)

Civilian employment as measured by full-time equivalents in thousands



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In the second Clinton-Gore term, NPR began to focus beyond the recommendations to transforming the operating culture in the major agencies that touched the public and businesses to be more results-oriented, performance-based, and customer-focused. It used technology and changes in approaches to the role of people in organizations as key levers for accomplishing this. It also created a network of results-oriented partnerships across agency lines with states and localities, and changed the relations between regulatory agencies and businesses.

Its major accomplishments included:

Ending the Era of Big Government

- Reduced size of federal workforce by 377,000 positions. Thirteen of 14 departments reduced in size; Justice grew because of Administration's fight against crime and drugs. The government workforce was for the first time the smallest it had been since the Eisenhower Administration.
- Cut government the right way by eliminating what wasn't needed – bloated headquarters, layers of managers, outdated field offices, obsolete red tape and rules.
- Cut 640,000 pages of internal agency rules (equivalent to 125 cases of copy paper).
- Closed nearly 2,000 obsolete field offices and eliminated 250 programs and agencies, like the Tea-Tasters Board, the Bureau of Mines, and wool and mohair subsidies.

Radically Changing Government to be More Results- and Performance-Oriented

- Action on more than two-thirds of NPR recommendations resulted in savings of more than \$136 billion.
- Procurement reform led to the expanded use of credit cards for small item purchases, saving about \$250 million a year in processing costs.
- Cut 78,000 managers governmentwide, and a few layers.

- Recommended legislation that Congress adopted included Delinquent debt reform., financial standards, grant reform . . .
- Fixed individual agencies: IRS, SSA Disability; PTO, SFA, FAA on the right track.
- More results oriented – GPRA implementation with reports, networks; cross-agency partnerships for results, Balanced Measures,

Serving People Better

- By 1997, about 570 federal organizations had committed to more than 4,000 customer service standards.
- Agencies working together (Trading Post, border crossing, kiosks)
- Gateways sites, transactions and forms on internet, such as IRS e-filing
- Customer satisfaction scores
- Hassle-Free communities; conversations with America

Changing the Way Government Works with Businesses

- Regulatory partnerships
- Agencies eliminated more than 16,000 pages of unnecessary federal regulations affecting businesses. Agencies also rewrote another 31,000 pages into understandable, plain language.
- Changed ways regulatory agencies approached their work from adversarial to collaborative
- Plain language – e.g., SBA

Changing the Way Government Works With Communities

- Reducing gun violence
- One-stop job centers, skills net
- Boost for Kids network
- Oregon Option

- Use of Geographic Information Systems

Transforming Access to Government Through Technology

- FirstGov – information, transactions, results, interaction – 500 forms/services
- Gateway sites
- Kiosks
- Mapping

Making the Federal Government a Great Place to Work

- Recognized frontline employees for their reinvention innovations. More than 1,300 teams were recognized with Vice President Gore's "Hammer Award." Together, they not only improved government operations but also saved or put to better use more than \$41 billion.
- Empowered front line employees to better do their jobs. NPR chartered more than 350 "reinvention labs" to pilot new ways of doing business. President Clinton also signed a directive that agencies would streamline their granting of waivers of internal regulations to frontline operating units so they could better serve their customers.
- Streamlined some of the silliness – travel and T&A reforms
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(insert Trust and downsizing charts from OMB Budget, FY 2001)