



Business Gateway



**Advisory Group Meeting
June 1, 2005**



Purpose:

- Report back on stakeholder feedback collected over the past several weeks
- Refine and achieve consensus on Business Gateway's scope and priorities
- Provide clarity regarding next steps on FY07 funding model

Expected Outcomes:

- Consensus on Business Gateway's value proposition
- Shared understanding of and consensus on refined project scope and priorities
- Refinement of and consensus on Business Gateway's value proposition



- Welcome and introduction 1:00-1:10
- Partner agency interview findings 1:10-1:20
- CIO Council feedback on eGov 1:20-1:25
- Focus group findings 1:25-1:35
- Value proposition & project scope 1:35-2:05
- Team structure 2:05-2:20
- Q&A/ discussion 2:20-2:30
- Wrap up / Next steps 2:30-3:00



Partner Agency Interview Findings



Overall Success

Success would be if the business gateway becomes a one stop shop for the business community that focuses on tailored compliance information with federal, state and local government contact information for all businesses.

- The business community can go to one place and find the information that they need and a knowledgeable person's contact information.*
- Since citizens see the Federal, State & Local government as one large mass, a one stop shop would help.*
- The only reason most people deal with the government is because they have to. Thus compliance is a major issue. They want to be able to ask "What do I need to do and how do I do it?" and then have the option to store the information they give to answer those questions.*
- Compliance was one of the number one items highlighted in the SBPRATask Force.*



Scope and Value of the Business Gateway

The scope and value proposition of the Business Gateway needs to be better defined and clearly articulated to allow partner agencies to provide information needed that will help the business community save time and money.

- Need to narrow the focus without losing the big picture. We will get to the goal faster if we have a targeted approach that we take chunks of at a time.*
- The direction needs to be more focused. It looks like a shot gun approach. The target audience is too broad and the verticals for data harmonization were too narrow.*
- Value proposition is not clear. Business Gateway really needs to show the agencies what is in it for them as well.*
- The vision statement is not accurate and it is too broad; we need to be able to see what the end product is.*
- The strategic goals need to be outcomes versus process.*



Who is the Audience?

Business Gateway needs to define the audience they are trying to reach and figure out how to scope the portal to thoroughly answer all of the compliance needs for federal, state and local laws.

- Business Gateway should be aimed at all business with a focus on small and medium business and non-profits. Large corporations already have a mechanism in place and relationships built when dealing with the federal government.*
- The Business Gateway was supposed to help business, now it is for citizens too which is a muddled point. The business community has the possibility for the most value add because the technology is at a similar level of maturity and gives more homogeneity.*



Forms vs. Information Submission

Business Gateway has the possibility to spearhead an effort to shift the forms paradigm to an information exchange in government.

- *There is no point in a centralized forms processing system. The business community doesn't care and it doesn't solve anything to just relocate the information unless you streamline the experience.*
- *Don't get control of the forms, get control of the information. Then you can create data exchange packages (standard data and interface definitions). This is what will reduce the burden on business year after year (and overtime enable the Federal Government to have an information sharing infrastructure).*
- *Electronic information submission is the #1 priority. The forms don't really matter; it is the data that is on there. We need to break the "forms" metaphor. The forms were only designed to help guide you through the steps.*
- *In the information age, we need to focus on the standard "data" vs. the "system" to successfully achieve information sharing.*



Concern with Feasibility of Data Harmonization

Although data harmonization has potential to help ease the burden on business, the reality of successful data harmonization seems almost impossible due to the impossibility to scale.

- It is almost impossible to scale data harmonization along vertical industries. It has not proven to be a worthwhile objective because the technology manages to overcome the problem. Usually the data can be translated when the information comes through the door. Translation pointers are the best way to mitigate and are less trouble to do.*
- Data harmonization is a huge commitment thus we need to make sure it is the right thing to do and there is a need. But it is worth it if there is a large return.*
- Data harmonization is tremendously laudable and has to be the way we are going. We are never going to be all of one thing to everybody. However, we need to look at what is really doable. Potential in the long run is great, but we need some initial success; there is little immediate value out of it.*



Top Priorities	Secondary Priorities	Low Priorities
<ul style="list-style-type: none"> -Redefinition of the scope, value and audience of the Business Gateway is needed -Business Gateway needs to shift the “forms paradigm” to electronic information submission -Need to focus on compliance issues for businesses -An understanding needs to be reached that no systems will be “turned off” because of Business Gateway 	<ul style="list-style-type: none"> -Businesses should be able to fill out information only once. That information should be stored for future updates -There is a need to figure out how Business Gateway can help business do business with government 	<ul style="list-style-type: none"> -Agencies have their mission specific forms processing systems, Business Gateway should not try to duplicate these processes -There should be little emphasis placed on helping large corporations -Business Gateway should not be directed to citizens; it should focus on businesses



CIO Council Feedback on eGov Initiatives



- Desire to shift paradigm being “taxed” to “buying” a product (which requires each initiative to have a clear value proposition).
- Require increased rigor in defining needs; visibility into the defining scope, budget, schedule, and Service Level Agreements (SLAs); and accountability for performance.
- Consider integration cross eGov initiatives where there are logical connections.
- Require market/communications campaign to brand these new products and services.



Business Person Focus Groups Interviews: Methodology



The **focus group** discussions were organized around the following topics:

- Satisfaction with government interaction today.
- Awareness, expectations and priorities for Business Gateway.
- Guided tours and impressions of *business.gov*, *forms.gov*, *business laws*, *SBPRA Compliance Assistance resources*, and *COMPASS*.
- Site usefulness and intent to visit.



- **7 focus groups** in 4 cities, segmented by size, sector and profession to ensure broad coverage.
- Respondents were screened to ensure they had internet access and interacted with government as part of their job.
- Respondents were given the opportunity to continue offering feedback to Business Gateway, and many expressed an interest in doing so.



Population	Description	Market	Description
Financial Managers	Financial, tax responsibilities in medium/large cos.	NYC	Large Metro area, presence of large companies, state is strong in e-government
Compliance Mgrs	Compliance/regulatory responsibilities, e.g., securities, intellectual property, legal in medium/large cos.		
Execs of Mid-Size Companies	Owners or senior managers in mid-sized companies	DC (Md Suburbs)	Large Metro area, presence of large companies and non-profits
Execs of Non-Profits	Associations, higher education, healthcare		
New/Emerging Businesses	Planning to start a business or newly established small business	Charleston, SC	Small Metro area, below average in e-government
Small Businesses	Owners, senior managers of established/mature small business	Portland, OR	Medium-sized Metro area, average in e-government
Human Resource Managers	Human resource/payroll responsibilities		



Trade Association Interviews: Methodology



The **trade association interviews** were organized around the following topics:

- What issues businesses face in complying with laws/regulations.
- Association member needs from Business Gateway.
- Perceptions of the current initiative, and the directions it should take.
- Role of associations in supporting Business Gateway.



- **Associations** that represent industries, professions, and special business communities.
- Mix of industries, professions, and communities with large membership or reputation as leader in their sector/profession.
- Contacted individuals specialize in government affairs or e-government.
- Interviews are still in progress.



Segment	Interviewed
Trade/Industry Associations	-National Association of Manufacturers -National Restaurant Association -Illinois Retail Merchants Association
Professional Associations (professions that interact with government)	-American Association of Society Executives -Society for Human Resource Management -Colorado Society of CPAs
Business Communities	-U.S. Chamber of Commerce -National Federation of Independent Businesses -Greater Kansas City Chamber of Commerce
Business Gateway Stakeholders	-Association of Small Business Development Centers -SCORE

In process:

- American Farm Bureau Federation (will contact)
- National Association of Women Business Owners (checking schedule)
- US Hispanic Chamber of Commerce (contacting)



- This research is qualitative in nature and has certain limitations:
 - Based on small convenience samples
 - Data is unstructured
 - Results are not statistically projectable to the larger population

- Quantitative research will be conducted, from which projectable conclusions can be drawn



Focus Groups and Trade Association Interviews: Findings



➤ Primary:

- Entrepreneurs and owners of new businesses
- Owners of established/mature small businesses
- Managers in mid-sized or large companies with a wide range of government-facing responsibilities (e.g., HR generalist, CFO)

➤ Secondary:

- Specialists in large companies
- Non-profits (need a resource but would be concerned about the credibility of one dedicated to businesses)



- **Personal contact.** Businesses hope Business Gateway can help them locate and interact more effectively with the right government employees for compliance issues.
- **Plain language compliance assistance.** A major concern of businesses and expectation of Business Gateway is help with compliance, in “plain language,” and on issues relevant to them that they are unaware of
- **Issue-based searches.** Businesses see a lot of value in an integrated portal that helps them search and locate government information around problems and issues they face (rather than around agencies and regulations)
- **Searchable, fill-able, file-able forms.** Another key expectation is the ability to electronically find, fill, and file for all levels of government—federal, state, and local.



Top Priorities	Secondary Priorities	Segmented Focus
<p>1. Provide additional ways to get info besides the web (e.g., phone #s, FAQs)</p> <p>2. Make it easier for businesses to find and comply with laws/regs</p> <p>3. Make it easier to understand laws and regulations (i.e., using plain language)</p>	<p>4. Make federal, state and local regulations accessible in one place</p> <p>5. Provide a customization feature based on industry, size, life cycle, function</p> <p>6. Ability to search for any federal form in a single site</p> <p>7. Filling and filing forms online at a single site</p> <p>8. Information on employment issues</p> <p>9. Match up forms with info on laws/regulations</p> <p>10. Consolidate forms and processes</p>	<p>11. Provide info to help business planning through all stages</p> <p>12. Provide info on govt. contracting</p> <p>13. Provide info for special entrepreneurial communities</p> <p>14. Provide info to help businesses with financial planning and taxes</p>



- There are mixed reviews on how much data redundancy exists in dealing with government.
- Largest perceived burden relates to repeated submissions of the same form.
- Smaller enterprises do not feel as much burden or redundancy.
- In larger companies, a specialist typically deals with one or a few agencies; in some cases, companies created their own automation for handling multiple data entry.



Positive feedback:

- The sites have an attractive “look and feel”
- Many of the broader topic areas are on target, and certain audiences feel they will get a lot of value

Areas for improvement:

- The various sites and tools are rated as mediocre by businesses
- **Business.gov** too “emerging and small businesses” focused, which creates a concern among users in more experienced businesses, larger concerns, and non-profits
- Quality and relevance of content
- Ineffective searches, especially on **forms.gov**
- **COMPASS** is rated the highest of all the areas, but the level of customization of search results should match the level of customization of search questions



Project Scope



- To reduce the burden on the Nation's ~~small~~ businesses by simplifying and improving electronic access to federal government information, programs, and services, [and provide businesses ~~and~~ ~~citizens~~ with one-stop means to find, fill, sign, and submit ~~forms~~ and transactions electronically.]

data

E-GOV Outcome Oriented Strategic Goals...

- Answer businesses' questions with an on-line "issue-based" search and information organization capability.
- Provide information and resources about how to comply with the most burdensome rules and regulations (i.e. organized links to plain-language, regulations, forms, agency guidance).
- Provide contact information and frequently asked questions.
- [Provide "stream-lined" interface to submit information required for compliance.]
- Provide related information and resources that help business do business.

- **Business Gateway saves time and money by:**
 - Reducing the time for a businesses to understand what rules and regulations apply to them... and allows busy business people to focus on their business.
 - Increasing understanding of what businesses need to do to comply to rules and regulations.
 - Reducing the time to get the answers businesses need and improves the quality and completeness of the information business provide to the government.
 - [Streamlining compliance and information collection resources/tools saving time and increasing of accuracy data collection.]
 - Reducing the perceived compliance barriers that inhibit emerging and growing a business, resulting in increased number of successful businesses.

- **Business Gateway improves Agency's service to business by:**
- Serving as the translator between the business community and the Federal Government by helping Federal Agencies understand and focus how to best serve the business community.
 - Improving access to high quality information and services which improves the perception and relationship of government to business.
 - Providing a marketing and communications channel to direct business' to Agency driving up the value and demand for the Agency's information and services.
 - Increasing the number of Business' that are compliant which reduces the Agency's time to respond to incompliance.
 - A comprehensive contact list and frequently asked questions reduces the number of "misdirected" calls, saving time responding to unnecessary inquiries.
 - Streamlining and increasing the information submitted electronically which increases the integrity of the data submitted and decreases the clerical time required for data reconciliation and correction.
 - Enabling productivity improvements by reinforcing customer relationship and knowledge management best practices.
 - Providing agencies a solution to implement the E-Government Act of 2002 and the Small Business Paperwork Relief Act of 2002.



- **Paperwork Reduction Act 1995**
...to have Federal agencies become more responsible and publicly accountable for reducing the burden of Federal paperwork on the public, and for other purposes.
- **Small Business Regulatory Enforcement Fairness Act of 1996**
... agencies must publish compliance guides for all rules with a significant small business impact. These guides must explain in plain language how the firms can comply with the regulations.
- **Government Paperwork Elimination Act of 1998**
...to allow individuals or entities that deal with the agencies the option to submit information or transact with the agency electronically, when practicable, and to maintain records electronically, when practicable.
- **E-Government Act of 2002**
...enhance citizen access to Government information and services, and for other purposes.
- **Small Business Paperwork Relief Act of 2002**
... each agency to consolidate requirements regarding collections of information with respect to small business concerns within and across agencies...
... publishing a list organized-- in another manner by which small business concerns can more easily identify requirements with which those small business concerns are expected to comply...
... savings, including cost savings, and develop recommendations for implementing-- systems for electronic submissions of information to the Federal Government...
... improve the electronic dissemination of information collected under Federal requirements...
...interactive Government-wide system, available through the Internet, to allow each small business to-- (A) better understand which Federal requirements regarding collection of information (and, when possible, which other Federal regulatory requirements) apply to that particular business; and (B) more easily comply with those Federal requirements...
...consider opportunities for the coordination-- of Federal and State reporting requirements...
- **Pending : S.769 'Small Business Compliance Assistance Enhancement Act of 2005'**
...COMPLIANCE ACTIONS- `(A) IN GENERAL- Each guide shall explain the actions a small entity is required to take to comply with a rule.... The explanation `(i) shall include a description of actions needed to meet the requirements of a rule, to enable a small entity to know when such requirements are met; ... ensure that the guide is written using sufficiently plain language likely to be understood by affected small entities.



➤ **Government to Business Presidential Initiatives**

The Government to Business Initiatives are committed to **helping business interact efficiently and effectively with the Federal government**. These Initiatives help reduce burden on businesses, provide one-stop access to information, and enable digital communication using the language of E-Business (XML).

➤ **President's Management Agenda: E-Government Initiative**

The Administration will advance E-government strategy by supporting projects that offer performance gains across agency boundaries ... The task force will also identify the systematic barriers that have blocked the deployment of E-government advances. The task force will work to:

- **Create easy-to-find single points of access to government services for individuals.**
- **Reduce the reporting burden on businesses—businesses should not have to file the same information over and over because government fails to reuse the data appropriately or fails to take advantage of commercial electronic transaction protocols.**
- **Share information more quickly and conveniently between the federal and state, local, and tribal governments. We must also do a better job of collaborating with foreign governments and institutions.**
- Automate internal processes to reduce costs internally, within the federal government, by disseminating best practices across agencies.

➤ **President Clinton's memorandum on Plain Language in Government Writing**

JUNE 1, 1998. **The Federal Government's writing must be in plain language.** By using plain language, we send a clear about what the Government is doing, what it requires, and what services it offers. Plain language saves the Government and the private sector time, effort, and money.

To ensure the use of plain language, I direct you to do the following:

- By October 1, 1998, use plain language in all new documents, other than regulations, that explain how to obtain a benefit or service or how to comply with a requirement you administer or enforce.... By January 1, 2002, all such documents created prior to October 1, 1998 must also be in plain language.
- By January 1, 1999, use plain language in all proposed and final rulemakings published in the Federal Register, unless you proposed the rule before that date. You should consider rewriting existing regulations in plain language when you have the opportunity and resources to do so.

- The Nation's businesses have similar but distinct needs. The business.gov web site will refine its look and content to meet the needs of:
 - Emerging and new small businesses
 - Mature small businesses and mid-size businesses
 - Generalists within large businesses



FY 02	FY 03	FY 04	FY 05	FY 06	FY 07 ⇨
<p>I. Established a consolidated access point</p>			<p>II. Upgrade business.gov to reflect targeted business segments, integrate with other applicable eGov initiatives and quick hit requirements</p>		
			<p>III. Provide contact information</p>		
			<p>IV. Develop issue-based search capability</p>		
			<p>V. Provide compliance assistance resources (including plain language, rules and regs, forms)</p>		
			<p>VI. Create business information exchange standards and collection interface</p>		
			<p>VII. Integrate Federal, State and local government information/resources</p>		



➤ What's in...

- Priorities based on **validated Business needs** – expanding federal focus to include business focus.
- **Refined audience**- Targeted business segments (with common needs to find, understand and comply) including: Emerging and new small businesses; Mature small and mid-size businesses; Generalists within large businesses.
- **Refined Strategic Goals** (outcome oriented vs. process oriented).
- **Clarified value proposition** for businesses AND agencies.
- **Staged delivery** of valuable functionality (doable chunks that provide measurable value).
- **Upgraded business.gov** to increase relevance to targeted business segments, alignment/integration other related e-Gov initiatives, SBA.gov and other agency business resources.
- **Upgrade forms.gov guidance** to ensure posted forms are appropriate for use (i.e. remove forms being retired or forms targeted for data collection associated with controlled demographics).
- Increased focus on what is necessary to **find, understand and comply** with the federal rules and regulations that cause the highest burden to the targeted business segments.
- **Business “issue-based” search** and organization of information and resources.
- **Contact information** of who to call and frequently ask questions.
- Upgraded Business Gateway team structure **to increase rigor, visibility and accountability** of functional requirements development, cost, schedule and performance (SLAs).



➤ What's pending decision/funding...

- Provide businesses with one-stop means **to find, fill, sign, and submit data (forms)** and transactions electronically.
- **Data harmonization around top compliance scenarios.**

➤ What's out...

- Non-business focused **citizen** functionality.
- Specialists within **large businesses/industries**... they have personal relationships within Government agencies.
- **Non-profit** specific functionality... they will use Business Gateway for those functions they share with for-profit businesses.
- **Contracting assistance**: Making it easier to do business WITH the Federal Government.
- **Data Harmonization around industry**... data harmonization natural result around business information exchange.



1. FY04 Success: Consolidated access point to government resources
 - Launch of business.gov and forms.gov
 - Positive user feedback
 - Interagency collaboration and stable program infrastructure

2. FY05-FY06: Back-end integration and enhanced user interface
 - Reorganize business.gov and forms.gov with enhanced search capability around business issues
 - Provide issue-based contact information and FAQs
 - Integrate plain language resources, compliance assistance, [data collection, and data harmonization]

3. Plan for FY07 and Beyond
 - Integration with state and local government
 - To be determined by ongoing stakeholder feedback: quantitative research, focus groups, trade association feedback, usability testing

Business Gateway Product Roll-out Strategy



Current Business Gateway Working Group “Lane” Structure

- **Business.gov Portal**
 - Redesign business.gov to reflect targeted market segments (broadening beyond small, emerging businesses).
 - Redesign business.gov to reflect new emphasis on Compliance Assistance.
 - State & Local information integration.
 - Content Management Tool Upgrades.
 - O&M.
 - Review portal integration potential with other related eGov initiatives, SBA.gov and other agency business resources.
- **Forms.gov Catalog**
 - Integrate forms catalog with business.gov.
 - Link Management Tool upgrades.
 - Guidance to remove forms that are resulting in “unintended” consequences (i.e. use of forms being retired; target use forms).
 - O&M.
- **Compliance**
 - Definition/evaluation of COMPASS decision tree requirements.
 - Work with OMB and agencies to more usefully organize the vast array of compliance assistance resources/tools available within the Federal Government to insure quick and easy access to key issues being addressed in the business segments.
 - Design and develop (google like) search capability to provide government information/resources associated with key business issue-based inquiries.
 - Work with agencies to develop or refine “plain-language regulation guides” for compliance assistance for key issues being addressed in the business segments.
- **Data Harmonization**
 - Identify approach/policy associated with information collection, retention, privacy, and security.
 - Define approach to key data collection and interface issues including system of record, reconciliation, and redundancy.
 - Coordinate with OMB FEA, Industry Standards and Business communities efforts to define standard business data.
 - Identify and categorize information/resources associated with **key issues being addressed in the business segments.** (Both existing resources and gap analysis of needed information).
- **Forms Processing**
 - Coordinate with OMB FEA, Industry Standards and Agency efforts to define standard data translation and interface bridge.
 - Develop data collection interface that provides a “single entry” data package dynamically created to collect all the information required to comply with a given rules/regulations/guidance.
 - Develop a business information exchange product which integrates forms, compliance and data harmonization.



- **Functional Requirements Definition “System Engineering” Teams**
 - **Portal Requirement Team**
 - Establish **consolidated access point** to Government resources that makes it easier for businesses to find benefits, information and forms from across all Federal agencies, and from State and local governments.
 - **Content Search and Organization Team**
 - Improve service to business community by providing an **issue-based** search and information exchange capability that will target information that is of interest to specific business inquiry.
 - **Compliance Resources Team**
 - Reduce the time and money it costs a business to understand the **compliance information** of “what to do and how to do it”.
 - Reduce the time and money burden on businesses by providing **plain language** easy to follow steps to comply and contact information of who to call.
 - **Compliance Information Submission Team**
 - Develop **data and translation bridge interface definitions** to reduce the difficulty, redundancy and expense of compliance for business.

- **Business Gateway Tool/Resource Development Team**
 - **Technology and Tool Development Team:**
 - Provide an integrated, rigorous development approach grounded in IT system development and implementation best practices.

- **Additional Tasks Teams:** Financial Model, Tool Development Procurement



Outcome: Establish **consolidated access point** to Government resources that makes it easier for businesses to find benefits, information and forms from across all Federal agencies, and from State and local governments.

Function: Define Business.gov user interface requirements.

Working Group	Outputs	Staff Required
Portal Requirements Team	<ul style="list-style-type: none"> •Requirements to upgrade business.gov to reflect targeted market segments (broadening beyond small emerging businesses). •Requirements to upgrade business.gov to reflect new emphasis on Compliance Assistance. •Requirements to integrate/align other form.gov, eGov initiatives, SBA.gov and other agency business resources. •Content Management/“Refresh” Policy and Procedures. •On-going O&M. 	Agency Content Managers <ul style="list-style-type: none"> •Level of effort: 8 hours/month •Period of Performance: On-going



Team Structure

Outcome: Improve service to business community by providing an **issue-based** search and information exchange capability that will target information that is of interest to specific business inquiry.

Function: Define issue-based search and content organization requirements.

Working Group	Outputs	Staff Required
<p>Content Search & Organization Team</p>	<ul style="list-style-type: none"> • Provide contact information and answers to frequently asked questions. • Identify and categorize information/resources associated with key issues being addressed in the business segments. Both existing resources and gap analysis of needed information. • Develop guidance to regarding what forms to be posted in Forms Catalog - remove forms that are resulting in “unintended” consequences (i.e. use of forms being retired; target use forms). • Identify requirements for (google- like) search capability to provide information/resources associated with key business issue-based inquiry. • Identify state and local information/resource requirements. (starts in FY06) 	<p>Agency Business Compliance Functional Reps</p> <ul style="list-style-type: none"> • Level of Effort: 80 hours/month • Period of Performance: June, 2005 – July, 2005



Outcome: Reduce the time and money it costs a business to understand the **compliance information** of “what to do and how to do it”. And to reduce the time and money burden on businesses by providing **plain language** easy to follow steps to comply and contact information of who to call.

Function: Define the compliance assistance requirements.

Working Group	Outputs	Staff Required
Compliance Resources Team	<ul style="list-style-type: none"> •Identify top compliance issues •Work with OMB and agencies to more usefully organize the vast array of compliance assistance resources/tools available within the Federal Government to insure quick and easy access to answers associated with key issues being addressed in the business segments. •Work with agencies to identify regulatory resources “plain-language regulation guides” for compliance assistance for key issues being addressed in the business segments. •[Identify streamlined (harmonized) data collection requirements associated with rules/regulations/guidance related to top compliance requirements.] •Definition/evaluation of COMPASS decision tree search, 	TBD



[Outcome: Develop **data and translation bridge interface definitions** to reduce the difficulty, redundancy and expense of compliance for business.

Function: Define information submission requirements.

Working Group	Outputs	Staff Required
<p>Compliance Information Submission Team</p>	<ul style="list-style-type: none"> •Using the forms.gov and compliance analysis information to understand the information collection requirement, coordinate with OMB FEA, Industry Standards and Business communities efforts to define standard business data. •Coordinate with OMB FEA, Industry Standards and Agency efforts to define standard data translation and interface bridge. •Define “enter once, use many” data collection interface requirements. •Identify approach/policy/legalities associated with information collection, retention, privacy and security. •Define approach to key data collection and interface issues including “single-entry”, system of record, reconciliation, and redundancy. 	<p>Senior Information Systems Engineers</p> <ul style="list-style-type: none"> •Level of Effort: 8 hrs/week •Period of Performance: •June, 2005 – December, 2006 <p>Privacy, Security, Policy & Architecture SME</p> <ul style="list-style-type: none"> •Level of Effort: 8 hrs/mnth •Period of Performance: June, 2005 – December, 2006]