THE U.S. ELECTION ASSISTANCE COMMISSION

FISCAL YEAR 2014
INTERIM CONGRESSIONAL BUDGET JUSTIFICATION

April 10, 2013

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VISION AND MISSION

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

Mission
Assist the effective administration of Federal elections.

Salaries and Expenses Resources Available for Obligation					
FY 2012 Enacted		FY 2013 Annualized CR Rate		FY 2014 President's Budget	
FTE	Dollars	FTE	Dollars	FTE	Dollars
38	$11,500,000	29	$11,477,000	29	$11,062,500

FY 2014 Priority Goals

--Ensure that voting systems and modifications of already certified systems submitted to Election Assistance Commission's (EAC) Voting System and Certifications program are successfully and efficiently tested to Federal standards.

--Serve as a Clearinghouse and provide election officials and voters with necessary information regarding the elections process.

--Provide election officials with information to support effective and efficient election administration, and provide information to voters about the voting process.

--Review and update the National Voter Registration form (pending the establishment of a commissioner quorum).

Appropriations Language

For necessary expenses to carry out the Help America Vote Act of 2002 (Public Law 107-252), $11,062,500, of which $2,750,000 shall be transferred to the National Institute of Standards and Technology for election reform administration activities authorized under the Help America Vote Act of 2002. (Financial Services and General Government Appropriations Act, 2012.)

Legislative proposals

No legislative proposals are being submitted at this time due to lack of a quorum of Commissioners.

<u>EAC Background and Mission</u>

The U.S. Election Assistance Commission (EAC) was established by the Help America Vote Act (HAVA) of 2002. EAC is an independent, bipartisan commission charged with accrediting voting system testing laboratories and certifying voting systems, adopting voluntary voting system guidelines for the States, developing guidance for State and local election officials to meet HAVA requirements, serving as a national Clearinghouse of information on election administration including tools and best practices, maintaining the national mail voter registration form developed in accordance with the National Voter Registration Act (NVRA) of 1993, providing grantees with technical assistance on use of grant funds, and auditing the use of HAVA funds.

HAVA established the Standards Board and the Board of Advisors to advise EAC. The law also established the Technical Guidelines Development Committee (TGDC) to assist EAC in the development of voluntary voting system guidelines. The Commission holds Public Meetings and hearings to inform the public about its progress and activities. EAC is headed by four Commissioners appointed by the President and confirmed by the U.S. Senate. As of this writing, there are no commissioners.

Among EAC's key stakeholders are election officials. Leading up to an election, State and local election officials are faced with the enormous responsibility of informing voters about where, when and how to vote; training Election Day poll workers; and conducting fair, accessible, accurate and secure elections. Federal elections are locally administered in an estimated 11,000 jurisdictions. Election practices, policies and laws vary from State to State and jurisdiction to jurisdiction.

States are looking at new technology and practices in voting such as remote access voting for Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) voters, vote by phone, internet voting, and accessible technology for disabled voters. To assist the States, EAC has produced reports *A Survey of Internet Voting,* the *Uniformed and Overseas Citizens Absentee Voting Act Registration and Voting Process* and *UOCAVA Pilot Program Testable Requirements*; awarded two grants totaling $7 million for the Accessible Voting Technology initiative to support research and development activities to increase the accessibility of new, existing, and emerging technological solutions. Further, EAC discusses the new technologies
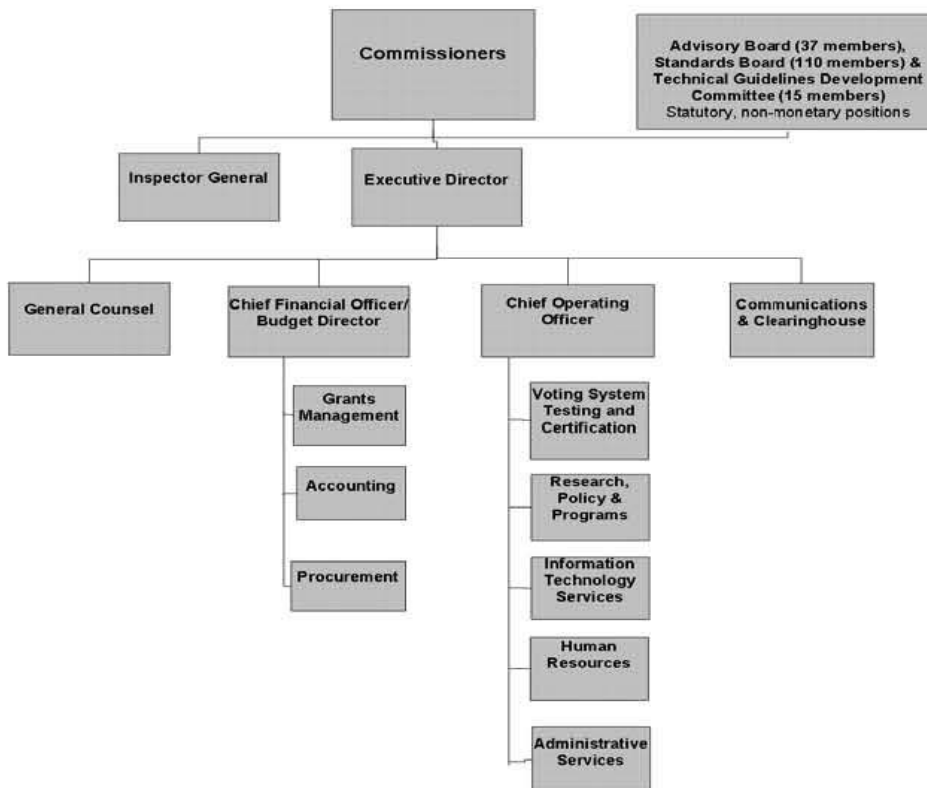
and practices with its advisory boards. Due to a lack of commissioners, the boards' activities are currently suspended.

EAC's Goals and Structure

EAC's offices are aligned to address the goals in the Strategic Plan: Goal 1, *Communicate* is administered by the Office of Communications and Clearinghouse. Goal 2, *Fund and Oversee* is administered by the Grants Management and Inspector General Offices. Goal 3, *Study, Guide, and Assist*, is administered by the Research, Program and Policy unit. Goal 4, *Test and Certify* is administered by the Voting System Testing and Certification unit. Goal 5, *Manage* is administered by the Boards, Commissioners, Executive Director, Chief Operating Officer, Chief Financial Officer and General Counsel.

A cost allocation model distributing administrative costs to the four program goals is part of the annual Agency Financial Report. The model is reviewed by EAC's independent financial statement auditors and is used to present the FY 2014 agency budget request. Budgets correspond with the goals.

ELECTION ASSISTANCE COMMISSION ORGANIZATION CHART

Operating Plan Summary

Salaries and Expenses	FY 2012 Enacted	FY 2013 Annualized CR Rate	FY 2014 Request
Full-Time Equivalent Staff	38	29	29
Full-time Staff	35	28	28
Other than Full-time Staff	9	3	2
Personnel Compensation and Benefits			
11.1 Full-Time Permanent Staff	$3,575,956	$3,218,721	$3,168,259
11.3 Other than Full-Time Permanent	367,139	187,030	187,030
12.1 Personnel Benefits	964,165	812,810	797,575
Transit and Parking Benefits	58,742	54,780	54,780
Subtotal, Personnel	*4,966,002*	*4,273,340*	*4,207,644*
Non-Personnel			
21 Travel	327,460	369,798	369,798
23.1 Rent	972,495	907,665	740,860
23.3 Communications, Utilities, Postage	129,208	133,008	125,004
24 Printing and Reproduction	57,650	81,176	64,175
25 Other Services	2,198,749	2,859,309	2,683,065
25.3 Transfer to NIST	2,750,000	2,744,500	2,750,000
26 Supplies and Subscriptions	89,001	87,839	71,589
31 Equipment	9,435	20,365	50,365
Subtotal, Non-Personnel	*6,533,999*	*7,203,660*	*6,854,856*
Total	**$11,500,000**	**$11,477,000**	**$11,062,500**

Notes:
1. FY 2014 assumes a .6211 percent Cost of Living Adjustment, zero non-pay inflationary increase, and relocation to smaller space (Rent 23.1 decrease).
2. Travel remains level because it has been reduced from $622,946 in FY 2011. Of the $369.8 thousand requested, $196.7 thousand is requested for board and public meetings, and $77.5 thousand for voting system site visits. The two amounts represent 74 percent of the request. EAC uses webinar services and procures voting systems to reduce the need for travel.

Budgetary Changes FY 2012 Enacted to FY 2014
(in whole dollars)

Personnel Compensation and Benefits   **($758,358)**
>   Decrease of nine full-time and 3 part-time staff

Rent
>   Decrease space when the current lease expires March 2014   **($231,635)**

Other Services   **$484,315**
>   Increase for the eac.gov website $241,760, videostreaming of public
>   meetings $152,648, change of financial services provider $202,967;
>   decrease $63,849 in IG procurements and other reductions $49,211 to
>   reflect the decrease in the request

Miscellaneous   **$68,178**
>   Increases for travel $42,338, purchase of voting system equipment
> $30,000 and other equipment $10,931, printing $6,525; decreases for
>   office equipment rentals ($4,204), and supplies and subscriptions
>   ($17,412)

Budget Requests and Performance Measures by Strategic Plan Goal

COMMUNICATE

Strategic Plan Goal 1: **Communicate timely and accurate information on the effective administration of elections for Federal office and on the operations and services offered by EAC.** The anticipated outcome of the goal is to provide Congress, Federal agencies, State and local election officials, and the public with reliable, accurate, and non-partisan information about the administration of Federal elections.

	FY 2012 Enacted	FY 2013 Annualized CR Rate	FY 2014 Request
Direct Costs	$405,996	$740,697	$721,197
Indirect Costs	523,559	776,970	751,845
Total, Communicate	**$929,555**	**$1,517,667**	**$1,473,042**

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

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

Open Government and Public Participation Activities
EAC's Open Government activities are available at www.eac.gov/open and general comments can be submitted to www.eac.gov/contact. Throughout EAC's website, the agency has applied the concept of open government and implemented tools to facilitate a conversation with the public about voting and election administration. There are several mechanisms through which the public can provide direct feedback to EAC on agency activities and operations. For example, the public can rate and comment on nearly 200 EAC reports, policies, manuals and Election Management Guidelines in the Election Resource Library. In addition, EAC's Public Comment section makes it easier for the public to keep track of draft EAC policies on which the agency is seeking Public input.

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

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

The Clearinghouse's primary purpose is to:

- Disseminate election information to the public.
- Supplement States' efforts to provide information to assist voters.
- Provide a central location for best practices, shared practices, innovations and creative solutions in election administration.
- Share research findings and data about elections.

- Provide information about EAC's voluntary voting system certification and testing program including information regarding voting system experiences and anomalies submitted by State and local election jurisdictions.
- Notify the public about EAC's funding grants opportunities.
- Report on the expenditure of HAVA funds.

The FY 2014 Request
Efforts will continue in FY 2014 to post and disseminate additional information on election administration topics to achieve the goal of serving as the trusted source for information about elections and election administration.

The FY 2014 request includes funds for a staff of two. Estimated cost for the website contract is $418,810. The request also includes $7,000 for staff travel, and $28,500 for supplies and subscriptions.

FUND AND OVERSEE

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

	FY 2012 Enacted	FY 2013 Annualized CR Rate	FY 2014 Request
Grants Management Direct Costs	$415,776	$236,475	$228,471
OIG Direct Costs	1,250,000	1,247,500	1,187,500
Indirect Costs	1,308,898	1,165,455	1,127,768
Total, Fund and Oversee	**$2,974,674**	**$2,649,430**	**$2,543,739**

Goal 2 consists of three strategic objectives: 1) accurately and timely disburse Federal financial assistance administered by EAC; 2) effectively monitor Federal financial assistance administered by EAC; and 3) provide technical assistance and guidance on the management of Federal financial assistance administered by EAC to reduce the risk of inappropriate use of funds and accounting errors. Goal 2 is administered by the Grants Management unit and the Office of the Inspector General (OIG).

Grants Management
EAC's Grants Management unit is responsible for distributing grants funds, monitoring grantee performance, providing technical assistance to States and grantees on the use of funds, and reporting on requirements payments and discretionary grants to improve administration of elections for Federal office. The office recommends actions to resolve audit findings on the use of HAVA funds. Via a Memorandum of Understanding with the U.S. Department of Health and Human Services, the unit sets indirect cost rates with grantees.

The FY 2014 Request
For FY 2014, goals include achieving the performance targets for timeliness in EAC's Strategic Plan (see chart below), including resolving 100 percent of audit findings within established timeframes, awarding grants in established timeframes, and submitting State Plans to the Federal Register within 30 days of receipt.

The request includes funds for staff, an estimated $800 for grant site visit travel, $1,500 for webinar services which reduce travel costs, $2,334 to print references to State Plan and grant notices in the Federal Register, $25,000 for a Memorandum of Understanding with the U.S. Department of Health and Human Services for indirect cost rate negotiation plus $25,000 for audit resolution services, $2,000 for peer reviewers for Logic and Accuracy grants, and $50 for supplies.

Office of Inspector General

The Office of Inspector General (OIG) was established by HAVA and the Inspector General Act of 1978 (IG Act), as amended, to provide independent and objective reporting to EAC and Congress through its audit and investigative activities.
Charged with the identification and prevention of waste, fraud, and abuse of Federal resources, OIG strives to promote economy, efficiency and effectiveness in EAC programs and operations. To accomplish this goal the OIG conducts regular audits of recipients of grant funds distributed by the EAC, annual audits of EAC's operations, and periodic reviews and audits of EAC program operations and transactions. In addition, the OIG conducts investigations in response to allegations against the EAC, its grant recipients, or other third parties involved in EAC programs.

Auditing Grant Programs and EAC Operations
Section 902 of HAVA gives EAC and other agencies making grants or payments the authority to conduct audits of any recipients of funds. EAC is further authorized to conduct regular audits of funds distributed under HAVA. OIG conducts those audits on behalf of EAC.

Over the past several years, OIG has focused on auditing large dollar amount grants distributed to states under Title II of HAVA. These grants represent the vast majority of grant funds distributed by EAC.

The objectives of the state audits are to determine whether the state:

(1) expended HAVA payments in accordance with HAVA and related administrative requirements,
(2) complied with HAVA requirements including replacing punch card or lever voting machines,
(3) established an election fund,
(4) appropriated five percent in matching funds to the HAVA payments, and
(5) maintained state expenditures for elections at a level not less than expended in the state's base fiscal year per HAVA Section 254(a)(7).

The Federal government has made a sizable investment in the American electoral system with Congress appropriating $3.25 billion in grant funds to the states to improve election infrastructure and processes. To date, the OIG has audited $2.15 billion of these $3.25 billion in grants funds and completed audits of 41 states. The 41 HAVA OIG state audits conducted to date have made over 200 recommendations for improving the HAVA program at the state level. Audits have identified over $29 million of unallowable costs.

OIG's program to ensure economy, efficiency and integrity in the use of funds is not limited to audits. OIG also works with EAC to help educate states on the requirements associated with federal funding.

When allegations are made concerning the misappropriation of HAVA funds, OIG is responsible for investigating those allegations. To meet the requirement of identifying and investigating waste, fraud and abuse in EAC programs and operations, OIG uses technology to communicate with its stakeholders and the public by operating a web site, http://www.eac.gov/inspector_general/, where information is available concerning its operations, issued reports, rights and protections for whistleblowers, as well as an on-line form for making complaints of fraud, waste, abuse and mismanagement. The OIG hotline allows people to make complaints via telephone, fax, email, mail, and on-line.

Complaints from the hotline as well as information from audits and evaluations can identify potential civil or criminal wrongdoing and when the OIG identifies potential wrongdoing, it institutes an investigation. OIG does not currently employ an investigator. When issues arise that require investigation, OIG contracts with other government agencies for investigative services.

OIG also is responsible for conducting reviews, audits, and investigations of EAC's internal policies, procedures, and actions. Over the past several fiscal years, OIG has issued a total of 14 reports regarding EAC's operations. These reports assess the efficiency of EAC's operation and its compliance with governing statutes and regulations, including compliance with the Federal Information Security Management Act (FISMA) and compliance with the Federal Travel Regulations. OIG as part of its duties to oversee the financial statement audit and the FISMA audit issues a final financial audit report by November 15 of each fiscal year.

OIG uses various tools to communicate with the EAC, Congress, and the general public concerning the status of EAC's programs and operations as well as OIG's activities in conducting audits, evaluations, inspections, and investigations. OIG issues reports following each formal engagement, regardless of type. Reports are disbursed to the entity that is subject of the audit or evaluation, as well as the EAC and oversight and appropriations committees of Congress.

The OIG also produces two semi-annual reports to Congress in each fiscal year. That report summarizes the audit, evaluation, inspection and investigation reports issued by the OIG during the relevant six months. The report includes OIG activities and statistics such as the number of findings that are outstanding, the amount of costs that were questioned, and how much in federal funding could be put to better use.

The FY 2014 Request
In FY 2014, OIG will continue: 1) outreach efforts to keep EAC, Congress and the public informed of OIG's activities as well as its reviews of EAC programs and operations; 2) to rely upon interagency agreements with other offices of Inspector General to assist with conducting investigations of fraud, waste, abuse and mismanagement; and 3) to focus its efforts on the $3.25 billion in grants appropriated to the states, auditing EAC grant recipients, conducting external investigations, and auditing and investigating EAC programs and operations. OIG is currently staffed by two full-time employees: the Inspector General and the Assistant Inspector General for Audits.   The attorney position is currently vacant. OIG will continue to use contract auditors in FY 2014 to conduct audits.

For FY 2014, the OIG is requesting a total of $1,187,500. The request includes: $3,325 as a transfer to the Council of Inspectors General for Integrity and Efficiency (CIGIE) in keeping with section 6(f) of the Inspector General Act of 1978, as amended, 5 U.S.C. App. 3, Sec. 6(f); and $5,000 for costs associated with training and professional development for the OIG's full-time employees. OIG evaluates the effectiveness and efficiency of EAC programs and operations, and in the same manner, it is important that OIG ensure its operations are effective and efficient. This includes having the needed policies, procedures and practices in place that underpin its operations and providing a supportive working environment including providing professional education and training for its employees. All of the OIG employees will be required to meet the continuing education requirements applicable under the Generally Accepted Government Auditing Standards.

The FY 2014 request includes the $3,325 transfer to CIGIE and $5,000 for training mentioned above; $276,149 for OIG staff salaries; $61,276 for benefits; $10,000 for travel; $3,000 for the printing of notices in the Federal Register, and printing of reports, audits, etc.; $669,750 for contracts to support audits of EAC programs and grant recipients; $150,000 for interagency agreements for supplemental investigatory and legal services; $4,000 for administrative supplies and material; and $5,000 for the purchase of equipment.

	OIG BUDGET REQUEST BY OBJECT CLASS			
		FY 2012 Enacted	**FY 2013 Annualized CR Rate**	**FY 2014 Request**
	Personal Compensation and Benefits			
11.1	Full-time permanent	$275,000	$275,000	$276,149
12.1	Civilian personnel benefits	61,076	62,100	61,276
	Contractual Services and Supplies			
21	Travel and transportation of persons	10,000	10,000	10,000
24	Printing and reproduction	3,000	3,000	3,000
25.2	Other services	738,324	734,800	669,750
	Training			5,000
25.3	Other purchases of goods and services from Government accounts	150,000	150,000	150,000
26	Supplies and materials	4,000	4,000	4,000
	Acquisition of Assets			
31	Equipment	5,000	5,000	5,000
94	Financial Transfers	3,600	3,600	3,325
	Total Program	**$1,250,000**	**$1,247,500**	**$1,187,500**

STUDY, GUIDE, AND ASSIST

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

	FY 2012 Enacted	**FY 2013 Annualized CR Rate**	**FY 2014 Request**
Direct Costs	$1,029,975	$1,015,814	$810,971
Indirect Costs	1,047,119	461,765	442,297
Total, Study, Guide, and Assist	**$2,077,094**	**$1,477,579**	**$1,253,268**

Goal 3 consists of four strategic objectives: 1) complete research on issues that improve the administration of elections for Federal office and expeditiously report on those subjects and

election data as deemed relevant by the Commission; 2) identify and collect required and useful data on election administration practices and on voting methods and demographics, and make recommendations for improving the quality of practices, methods, and data; 3) issue guides, translations and other tools that are timely and useful; and 4) update and maintain a national mail voter registration application and submit a report on the impact of the NVRA to the Congress as required by the NVRA.

The Research, Policy and Programs division administers:

1) The Election Management Guidelines and quick start guides, which provide information to State and local election officials and voters on various topics, such as technology in elections; voter accessibility; election office administration; pre-election activities including ballot preparation and design; voting system security; contingency planning; voting system certification; voting system acceptance testing; and parallel testing. The materials promote a proactive approach to election management;
2) Election research on mandated topics as described in HAVA;
3) The biennial Election Administration and Voting Survey, which includes mandatory reports to Congress on the impact of the National Voter Registration Act (NVRA) on the Administration of Elections for Federal office and the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA);
4) The Language Accessibility Program, which provides informational materials on the Federal election process and election terminology in languages other than English;
5) Responsibilities under the National Voter Registration Act regarding the national mail voter registration form; and
6) Provisions of HAVA requiring voluntary guidance to the State on provisional voting and statewide voter registration databases.

The FY 2014 Request
In 2014, EAC anticipates completion of its work related to reviewing and updating the National Voter Registration form and coordinating regulations. EAC staff is prepared to present information to Commissioners collected from consultations with election officials, public rulemaking hearings, a public comment period, a review of current regulations, and will propose potential changes to the regulations. Final regulations will be adopted by a vote of the Commission following the Public rulemaking process and will be printed in the *Federal Register* before taking effect. In addition, in 2014 EAC plans to update the Federal Election Commission's existing NVRA implementation manual to reflect any changes in the regulations and the additional requirements added by the passage of HAVA.

EAC will also work to update key election management guideline materials, poll worker training manuals, and other critical educational products designed to improve the administration of Federal elections. EAC plans on creating voter educational products in Census-identified U.S. Department of Justice Voting Rights Act Section 203 minority languages.

The FY 2014 request includes funds for staff; $487,000 for the bi-annual Election Administration and Voting Survey study; $15,000 for publication design and layout services for election

management guidelines, quick starts and voter's guide; $5,000 for printing publications; $7,500 for conferences and staff training; and $1,000 for supplies.

TEST AND CERTIFY

Strategic Plan Goal 4: Build public confidence in elections by testing and certifying voting systems to improve system security, operation and accessibility. The anticipated outcome of the goal is that voting equipment operates more reliably and securely and is more accessible to the disabled. States participate in EAC's testing and certification program to ensure that their voting systems meet the voluntary voting system guideline standards (VVSG).

	FY 2012 Enacted	FY 2013 Annualized CR Rate	FY 2014 Request
Direct Costs	$936,270	$756,914	$786,914
Indirect Costs	1,832,457	2,330,910	2,255,536
Total, Test and Certify	**$2,768,727**	**$3,087,824**	**$3,042,451**

Goal 4 consists of three strategic objectives: 1) develop and update the voluntary voting system guidelines (VVSG); 2) provide for the accreditation of independent laboratories qualified to test voting systems to Federal standards and for the revocation of accreditation as appropriate; and 3) administer the testing, certification, decertification, and recertification of voting system hardware and software by accredited laboratories.

Under HAVA, EAC is responsible for assisting States with improvements to voting systems through the distribution of Federal funds and by providing a voluntary Federal certification program. The Federal government's first voluntary Voting System Testing and Certification Program for the States also provides transparency to the testing process including the publication of all test plans, test reports and related information as well as reports on anomalies in the found during use in an election.

Comprehensive procedures for the program are detailed in EAC's Voting System Testing and Certification Program Manual. The program also:

- supports local election officials in the areas of acceptance testing and pre-election system verification for EAC-certified systems,
- increases quality control in voting system manufacturing by means of periodic manufacturing facility audits of EAC-registered manufacturers, and
- provides procedures to manufacturers for the testing and certification of voting systems to specified Federal standards as required by HAVA Section 231(a)(1).

In addition to its certification duties, the unit works in a cooperative and coordinated manner with the National Institute of Standards and Technology (NIST) to evaluate and accredit voting system test laboratories (VSTLs). As a condition of accreditation, all VSTLs must hold a valid

accreditation from NIST's National Voluntary Laboratory Accreditation Program (NVLAP). NVLAP accreditation is the primary means by which EAC helps ensure that each VSTL meets and continues to meet the technical requirements of EAC's program. NVLAP uses international standards (ISO 17025) to review each VSTL's technical, physical and personnel resources, as well as its testing, management, and quality assurance policies and protocols. EAC monitors VSTLs through a comprehensive compliance management program. Further, EAC performs on-site reviews to ensure that VSTLs meet all program requirements.

In addition to voting system certification and laboratory accreditation, EAC along with its Standards Board, Board of Advisors, and Technical Guidelines Development Committee (TGDC) (chaired by the director of NIST and comprised of 14 other members) work together to update and implement voluntary testing guidelines for voting systems. Efforts continue into research and development of alternative guidelines for the next iteration VVSG document. These areas include Software Independence and related alternatives; Common Data Format; improving voting system accessibility; EPollBooks; and Penetration Testing.

The FY 2014 Request
VVSG 1.1 public comment period ended January 14, 2013. Comments have been collated and EAC and NIST staff are currently scheduling time for comment review. Commissioners will review and modify the document as appropriate. Subsequently, the new version will be adopted and published pending a quorum of EAC commissioners.

The FY 2014 request includes funds for payroll and benefits; $77,500 for travel; printing at $30,000; $30,000 for the purchase of voting system equipment for use in on-site testing to reduce travel to election officials who report voting system anomalies; $9,504 for webinar services to reduce travel costs; $5,000 for training and conference registration fees; and $300 for supplies.

Transfer to NIST
In 2014, EAC requests a non-expenditure transfer of $2,750,000 to NIST via interagency agreement for activities required under HAVA Sections 221 *Technical Guidelines Development Committee* (TGDC), 231 *Certification and Testing of Voting Systems*, and 245 *Study and Report on Electronic Voting and the Electoral Process*. EAC and NIST continue to work in cooperation with the FVAP on the development of testable guidelines for remote electronic voting systems to assist absentee voters covered under the Uniformed and Overseas Citizens Absentee Voting Act as required by the National Defense Authorization Act for Fiscal Year 2010.

MANAGE

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

Key Performance Measures
o Implement 90 percent of the OIG audit recommendations within agreed upon timeframes.
o Meet annual performance measures.

Efficiency Measures
As mentioned previously, EAC has four programs administered by five offices aligned with the agency's Strategic Plan: Communications, Grants Management and Inspector General; Research, Policy and Programs; and Testing and Certification. It would not be feasible for EAC to eliminate any of its Strategic Plan programs, which are based on Help America Vote Act (HAVA) mandates. Consequently, EAC plans on achieving required reductions through decreasing staff and space, and improving efficiencies.

Performance Improvement
EAC's first Goal 5 performance measure, "Obtain a clean audit opinion on agency financial Statements within two years of the initial Statement preparation" was achieved in FY 2009, about eight months after the new CFO department was established. A clean opinion was also obtained in FYs 2010 and 2011. However, as discussed in the FY 2012 Agency Financial Report, EAC received a disclaimer opinion for FY 2012. Audit resolution steps are in process, and a clean opinion is anticipated for FY 2013.

The second measure, on implementing 90 percent of OIG audit recommendations with agreed upon timeframes, is tracked in EAC's quarterly reports to Congress on the status of 82 OIG audit recommendations made as of March 2008. To date, only recommendations requiring a quorum of commissioners for resolution are open. The open recommendations are on National Voter Registration Act regulations, and communications and clearinghouse policy.
On the third measure, meeting annual performance measures, management works to foster a culture of accountability among staff. The agency strives to improve staff satisfaction ratings and achieve management excellence through continuous improvement of internal controls. Program staff responsible for implementation of the EAC Strategic Plan goals report on their division metrics for: 1) the Agency Financial Report each November, 2) the Annual Performance Report, along with the Congressional Budget Justification, around February every year, and 3) planned metrics in the OMB Budget Justification each September.

EAC will continue to focus on maximizing efficient use of staff and financial resources, and training EAC staff on financial management processes and their responsibilities.

Acquisition Improvements
EAC relies heavily on General Services Administration (GSA) Schedule contracts and Memoranda of Understanding with other Federal agencies. This provides substantial cost savings in terms of lower prices, strategic sourcing, and internal operational efficiencies.

On July 1, 2012, EAC automated its procurement function by implementing the Bureau of Public Debt's (BPD's) PRISM system, replacing use of hard copy procurement forms. System costs are estimated at $14,000 annually. Additionally, purchase-card orders have been automated with CitiDirect Services through the MOU with BPD.

e-Travel
On July 1, 2012, EAC implemented BPD's GovTrip e-travel system. Travel authorizations and vouchers are now fully automated, replacing hard copy forms. Annual cost for system services is estimated at $4,900 annually.

Information Technology Infrastructure, Security, and Savings
The Office of the Chief Information Officer (OCIO) continues to explore new innovations to update and improve network services for security, availability, efficiency and productivity. For example, EAC is working with the General Services Administration (GSA) to leverage GSA's private cloud computing strategy to host the EAC continuity of operations plan (COOP) site.

The IT staff of two maintains personal computers, smart phones, and servers; provides software requested by EAC staff, remote access services, Voice Over IP (VOIP) and Interactive Voice Response (IVR) telephone systems; and performs vulnerability scans in addition to GSA's backbone infrastructure scans, and remediates and updates security patches. EAC is in the process of establishing an intranet where policies and procedures can be posted in place of use of a shared drive to improve usability and communications.

EAC has been able to decrease its telecommunications budget by implementing VOIP and IVR as part of the IT infrastructure project funded with Section 609 funds in FY 2010. Beginning at the end of FY 2010, EAC upgraded personal computers, software, and the telephone system. Costs are projected at $28,000 for land lines, smart phones, and wireless service for personal computers, down from the previous estimate of $80,300. The IVR menu-driven private branch exchange (PBX) telephone system is integrated with VOIP for unified messaging to allow users to retrieve their voice mail over the email messaging services via the smart phone.
A contractor and Communications staff member maintain the website, www.eac.gov. EAC's website contract will be recompeted in FY 2014.

Beginning July 1, 2012, EAC began receiving financial management system services from the Bureau of Public Debt. Costs for use of the system are estimated at $38,200 in FY 2014.

EAC continues to receive payroll services via an interagency agreement with GSA using the Comprehensive HR Integrated System. Annual system costs are estimated at $15,300 annually.

The Commission's information security program encompasses measures necessary to protect EAC's information resources: data, applications, software, hardware, physical facilities and telecommunications. These measures include providing appropriate technical, personnel, physical, administrative, environmental and telecommunications safeguards; and continuity of operations through contingency and disaster recovery plans. Each automated information system has a level of security that is commensurate with the risk and magnitude of the harm that could

result from the loss, misuse, unauthorized disclosure or improper modification of the data in the system.

For security purposes, EAC uses GSA's network backbone for its infrastructure, and GSA manages a firewall, external intrusion detection, T1 lines and routers and switches for Federal Information Security Management Act compliance on EAC's behalf. EAC's cyber security management needs are covered by GSA through an annual Memorandum of Understanding for IT services at approximately $55,000 for FY 2014. The agreement funds the tools that enable GSA to continuously monitor EAC's IT systems security as described in OMB M-10-15, *FY 2010 Reporting Instructions for the FISMA and Agency Privacy Management* dated April 21, 2010.

Attrition
As staff depart functions are absorbed or covered by memoranda of understanding with other agencies. For example, EAC replaced the procurement office with a Memorandum of Understanding with the Bureau of Public Debt at a savings of about $135,000 annually. A limited number of positions requiring certain expertise may be backfilled.
Move to smaller space
EAC's lease expires in March 2014, and the agency has been reducing staff through attrition since October 2010. EAC is working with the General Services Administration to locate smaller space in a federal building at a much lower cost per square foot than what is currently expended for rent. As funds permit, EAC plans to purchase equipment needed to operate in the new open environment of touchdown (or hoteling) space.

Improper Payments

The Improper Payments Elimination and Recovery Act requires each Federal agency to assess all programs and identify which, if any, may be subject to high risk with respect to improper payments. Based on EAC assessment of internal control procedures surrounding the value and volume of payments (which totaled $13.3 million in FY 2012, for example), EAC does not have programs that meet OMB's criteria for being susceptible to significant improper payments (exceeding both 2.5 percent of program payments and $10 million).

The agency has internal controls which include review by multiple individuals within EAC and with service providers, the preparation of tracking reports, and documentation review to ensure payments are timely and accurate. Further, vendors and grantees are proactive in notifying the agency if a payment they are expecting is not received on time.

Mandated Reports to Congress

Annual report of EAC activities to Congress by January 31 of each year for the preceding year ending September 30.

Biennial report on the impact of NVRA by June 30 of each odd-numbered year.

Recommendations to improve election data collection and data provided to Congress in the biennial report on the Election Administration and Voting.