



E-Government Strategy

FY2004 - FY2008

December 2003



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1.0 EXECUTIVE SUMMARY

PURPOSE

“E-Government,” as defined by this document, includes the technologies and processes that: a) enhance the delivery of information and services to others, and b) improve internal government operations.

As such, E-Government offers to help government become more citizen-centered, efficient, and results-oriented. To capitalize on the potential benefits of E-Government, the Department of the Interior developed this E-Government Strategy. This strategy:

- Defines a common mission and purpose for the use of E-Government throughout the Department of the Interior;
- Establishes E-Government goals and objectives that foster a more citizen-centered, efficient, and results-oriented organization;
- Provides a Department-wide structure to integrate Presidential Initiatives, current E-Government capabilities, and future E-Government initiatives; and
- Establishes an organizational model to coordinate E-Government efforts across the Department.

A supporting Governance Framework enhances the processes for information technology portfolio management and decision-making, and a related Communications Plan will facilitate understanding and implementation of E-Government across the Department.

Together, this E-Government Strategy and its supporting elements perform several functions. First, it communicates a shared vision of E-Government across Interior. Second, it provides a starting point for collaboration between Bureaus and offices on E-Government efforts. Third, the strategy constitutes a reference for the Department and Bureaus to use when prioritizing and managing investments within the information technology portfolio.

E-GOVERNMENT STRATEGY OVERVIEW

This strategy identifies Interior’s E-Government mission and vision, guiding principles, goals and objectives, and strategies. It also provides an overview of the strengthened governance structure and processes to manage the implementation of E-Government at the Department. The governance mechanisms highlighted in this document are detailed in a separate Governance Framework. Finally, this document identifies performance measures to monitor the implementation of E-Government both holistically and by individual initiatives. All aspects of this strategy are closely linked to the Department’s Strategic Plan and the Federal and Interior Enterprise Architecture frameworks.

Interior defines its E-Government **Mission** as follows:

“E-Government at the Department of the Interior enhances services for citizens and increases efficiency by using technology to improve business processes.”

The **Vision** for successful E-Government is:

“Technology for citizen-centered, integrated, secure services.”

This vision articulates the three most important priorities for E-Government. Citizens are Interior’s ultimate customers, and their needs must be fulfilled. Internal integration is necessary for the effective

management of the Department's operations, and information security is critical to Interior's responsibilities.

The E-Government Strategy defines six **E-Government Goals** for the Department:

- The first four goals – Resource Protection, Resource Use, Recreation, and Serving Communities – correlate to the goals of the Department's Strategic Plan and reflect the mission-oriented nature of E-Government at Interior.
- The fifth goal – Management Support – emphasizes the improvement in internal efficiency that E-Government can provide.
- The final goal – Organizational E-Government Capabilities – identifies the special capabilities that must exist to create an effective E-Government program.

Within each goal, **E-Government Objectives and Strategies** provide more detailed areas of focus for the Department. The strategies identify the tools required to achieve each objective and will be used to determine specific E-Government priorities as input to IT portfolio management decisions for the Department.

E-GOVERNMENT GOVERNANCE FRAMEWORK OVERVIEW

To effectively implement the E-Government Strategy, Interior's governance of information technology is being strengthened across three components: Leadership, Organizational Structure, and Process Management. The governance model uses existing IT and E-Government organizations and the IT portfolio management process to improve existing processes rather than create new ones. The objectives of the model are to build the governance capabilities required to:

- Increase coordination and collaboration on E-Government, particularly cross-cutting initiatives, across the enterprise to increase efficiency and enhance service delivery;
- Improve communication across program, Bureau, and Departmental lines; and
- Better align Interior's technology investments to the highest-priority business needs using a portfolio management perspective.

These objectives place new demands on both business and technical leaders and increase collaboration between them. The most significant change is the creation of a Departmental Investment Review Board (IRB) jointly comprised of business and technical leaders from the Bureaus and Departmental offices. At key points during the ongoing Capital Planning and Investment Control (CPIC) process, the E-Gov Team (a subcommittee of the Management Initiatives Team) and the Information Technology Management Council (ITMC) will formally join to form the Departmental IRB to review new business cases and ongoing projects, prioritize initiatives, and make investment portfolio decisions.

The new model also establishes connections between the E-Gov Team and other bodies, such as the Presidential E-Government Initiatives Working Group, the Interior Business Architecture Team, and Interior's Web Resources Council. Additionally, it establishes links between Departmental and Bureau levels of governance through the E-Gov Team member's active participation on his or her Bureau Investment Review Board. Finally, these organizational changes are reinforced with enhanced management processes that address relevant activities across the portfolio management lifecycle, from initial priority-setting to ongoing performance measurement activities. These processes are expanded in more detail in the accompanying Governance Framework document.

COMMUNICATIONS PLAN OVERVIEW

The Communications Plan is a tool to facilitate the understanding and implementation of the E-Government Strategy at Interior. It specifies the key messages, important audiences, and the appropriate method to raise awareness and acceptance of the Interior E-Government Strategy. The Communications Plan also provides material that can be used to inform various audiences about the E-Government Strategy. The audiences identified include various parties within Interior, partners across government, as well as the general public.

2.0 INTRODUCTION

DEFINING E-GOVERNMENT

Because many definitions of E-Government exist, it is important to specify the term's meaning for Interior. This E-Government Strategy adopts the definition established in the E-Government Act of 2002. In that Act, Congress defined E-Government as:

“...the use by the Government of web-based Internet applications and other information technologies, combined with processes that implement these technologies, to:

- (A) enhance the access to and delivery of Government information and services to the public, other agencies, and other Government entities; or
- (B) bring about improvements in Government operations that may include effectiveness, efficiency, service quality, or transformation”

This strategy also includes certain “enabling technologies” in its definition of E-Government. These enabling technologies include, but are not limited to: the Internet; Personal Digital Assistants; handheld and remote wireless devices; integrated call centers; and machine-to-machine devices (i.e. Smart Tags).

PURPOSE

E-Government has significant implications for the way government agencies conduct business and deliver services to the public. The Department of the Interior developed this E-Government Strategy to define a comprehensive vision to guide E-Government activities over the next five years (FY2004-2008). This strategy is designed to:

- Define a common mission and purpose for the use of E-Government throughout the Department of the Interior;
- Establish E-Government goals and objectives that foster a more citizen-centered, efficient, and results-oriented organization;
- Provide a Department-wide framework that will integrate Presidential Initiatives, current E-Government capabilities, and future E-Government initiatives; and
- Establish an organizational model to drive and coordinate E-Government efforts across the Department.

RELATIONSHIP TO OTHER DOCUMENTS

A number of strategic documents guide and influence the employment of E-Government at Interior. Therefore, clearly establishing the relationships of those documents to this E-Government Strategy is important.

The Department of the Interior's Strategic Plan provides the foundation on which this strategy is based. The Department's Strategic Plan defines the missions, vision, and goals of Interior. This E-Government Strategy maps as closely as possible to the structure and content of the Department's Strategic Plan to ensure E-Government solutions support the missions for which Interior exists.

The Office of Management and Budget (OMB) has released the Federal Enterprise Architecture (FEA), and Interior is developing its own Interior Enterprise Architecture (IEA) using the FEA framework. These architectures are used to describe the Department's mission and operations and illustrate how they align with one another. They are intended to inform strategic guidance, rather than define it. The E-Government Strategy is therefore written to be compatible with the framework of the FEA and IEA.

Interior's Information Technology Capital Planning and Investment Control (CPIC) Guide defines the processes by which information technology investments are screened for approval and managed throughout the portfolio management lifecycle. The E-Government Strategy is designed to provide additional guidance for the decisions made in the CPIC process. Further, governance structures and processes defined within the strategy (and expanded in the accompanying Governance Framework document) are designed to build on and strengthen the overall Interior CPIC effort.

3.0 ENVIRONMENT AND CONTEXT

THE DEPARTMENT OF THE INTERIOR'S MISSION, VISION, AND STRATEGIC GOALS

Since its creation in 1849, the Department of the Interior has evolved from a general custodian for the federal government to the nation's steward of natural and cultural resources and the administrator of its responsibilities to American Indians, Alaska Natives, and affiliated island communities. Interior also conducts scientific research, provides stewardship of energy and mineral resources, fosters the sound use of land and water resources, and conserves and protects fish and wildlife.

Interior is a large, decentralized agency. It has over 70,000 employees and 200,000 volunteers located at approximately 2,400 sites across the United States, Puerto Rico, U.S. territories, and freely associated states. The Department contains eight bureaus and numerous special offices, manages an annual budget of approximately \$13 billion, and produces roughly \$9 billion in revenues from energy, mineral, grazing, timber, recreation, and land sales.

In the U.S. Department of the Interior Strategic Plan (FY 2003 – 2008), the Department defines its mission:

The U.S. Department of the Interior protects and manages the Nation's natural resources and cultural heritage; provides scientific and other information about those resources; and honors its trust responsibilities or special commitments to American Indians, Alaska Natives and affiliated Island Communities.

The Strategic Plan describes four key mission areas: Resource Protection, Resource Use, Recreation, and Serving Communities. These mission areas – illustrated in Figure 1 – encompass the bulk of the Department's activities and responsibilities.

Interior faces a host of challenges as it pursues its work across all four mission areas. Invasive species, population shifts, development, and the effects of time are placing stresses on the resources the Department is charged to protect.

Specifically, Interior has always had to address the inherent conflicts in balancing its missions of resource protection and resource use. Current trends are making this balance more difficult to maintain. Managing the responsible use of resources is made difficult by a population that demands ever more water and energy. Additionally, groups interested in the use and protection of resources are increasingly inclined to seek their goals through litigation, compounding the challenges to Interior's efforts.

Figure 1: Overview of the Department of the Interior’s Mission Areas



The desire of citizens to experience the recreation opportunities afforded by Interior is at the same time straining the Department’s ability to maintain and preserve high-demand sites. Maintaining aging facilities and protecting certain recreation areas against overuse are areas of concern for the Department.

Interior’s efforts to serve communities pose unique difficulties as well. The Department provides a wealth of information to the public on scientific and resource matters. The demand for this data has dramatically increased during the last decade, and the ongoing task of gathering, validating, analyzing, synthesizing, and sharing this information as appropriate now presents a daunting task.

Interior’s special responsibilities to Indian Tribes, Alaska Natives, and Insular Communities demand a variety of services from the Department. Interior’s education, law enforcement, transportation, economic development, Trust management, and other activities make this mission area a massive undertaking. The management of Trust funds and the provision of Indian education have been subjected to increased scrutiny, and strengthening public confidence in Interior’s ability to manage these programs is a top priority for the Department.

To accomplish the four mission areas described above, Interior collects, analyzes, and distributes a tremendous amount of information. This information is of great value to a wide variety of other parties, including public land users; educational institutions; public interest groups; federal, state, Tribal, and local

agencies; and the scientific community. Many of these same organizations possess information valuable to the Department as well. These parties are often stakeholders in matters with which Interior is involved, making their involvement with Department decisions essential to successful implementation.

For these reasons and others, collaboration with other individuals and organizations, both inside and outside government, is vital to Interior’s ability to deliver its mission successfully. Recognizing this, the Interior Strategic Plan also establishes a vision for how the Department will operate in the future:

“Consultation, cooperation, and communication all in the service of conservation.”

E-Government is well-suited to support this vision, known as the “4Cs.” By using E-Government, Interior can:

- Exchange information with internal and external entities, disseminating knowledge, collecting input, enhancing outcomes, and reducing the collective burden of data gathering;
- Collaboratively identify and implement creative, lasting, and supportable solutions to pressing public issues;
- Enable the delivery of new goods and services;
- Communicate ideas, opportunities, and available services to the public, while simultaneously gathering feedback from them;
- Conduct transactions in convenient, easy, efficient, secure ways; and
- Lower the costs of current operations.

EXTERNAL DEMANDS

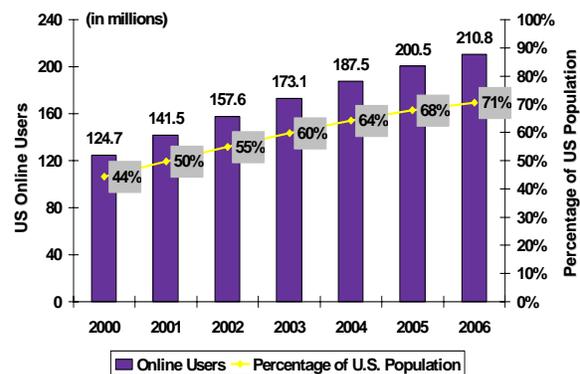
Customers and Business Partners

Emerging technologies and the demands of citizens and business partners create both opportunities and challenges for the Department. While the Internet and digital technologies have revolutionized the way the Department can interact with its stakeholders, the expansion of these technologies has also raised the expectations for Interior.

Internet usage among the public is rapidly growing. In 2001, 143 million people in the U.S. (54%) were connecting to the Internet. Of those users, 59% had visited a government web site and 31% had used the Internet to search for government services.¹ By 2006, Internet access is expected to reach 210 million users (71% of the U.S. population), with 41% of home Internet use being via high-speed connections² (see Tables 1 and 2). This trend has created a public that is familiar with information technology and that expects government to use information technology to interact with citizens. This trend is a significant factor pushing the adoption of E-Government.

Among the citizen groups Interior serves, however, citizens have a broad range of technical skills, incomes, and geographic locations that drive their “readiness” to engage in E-Government services. Some

Figure 2: Internet Use in the U.S.



¹ National Technology and Information Administration’s A Nation Online, February 2002

² Jupiter Research Internet Population Model, October 2001

have Internet access and a strong desire to participate, while others lack access and an understanding of the relevance of E-Government.

Table 1: Use of E-Government in Past Year

Activity	All Online Adults
Visited some government Web site	55%
Visited state/local Web site	50%
Visited federal Web site	33%
Conducted business with some government online	21%
Conducted business with local/state government online	16%
Conducted business with federal government online	11%
<i>Source: National Technology Readiness Survey, 11/01</i>	

Table 2: Features of State & Federal Web Sites

Feature	2000	2001
Access to publications	74%	93%
Databases	42%	54%
Fully executable services	22%	25%
Privacy & security policies	7%	28%
Disability Access	15%	27%
<i>Source: Brown University</i>		

The Internet and information technologies have also brought new opportunities to government. Federal and state agencies increasingly use the Internet to meet their needs. Online banking, online payments, Customer Relationship Management, eProcurement, and employee portals reduce government costs while enhancing operational flexibility. As an example of these opportunities, in 2000 the federal government sold a total of \$3.6 billion in goods and services to the public over the Internet.

Beyond the general public, Interior regularly interacts with a large number of customers and partner organizations because of the wide range of services it provides. Each of these groups has a different degree of readiness for E-Government that must be addressed.

Many of Interior’s customers are already online in impressive numbers and are ready for E-Government. The large business and scientific organizations that regularly interact with the Department are the most advanced in terms of access to the Internet and willingness to participate in online transactions. Ninety percent of large businesses are online, and 98% of research and academic partners use the Internet. Many possess high-speed networks and sophisticated technologies, enabling advanced applications and eCommerce and E-Government activities. These two customer groups desire increasingly sophisticated functionality, interoperability, and seamless transactions.

Making E-Government work, however, is not easy. For some government organizations, system interoperability and organizational hurdles impede their ability to effectively transform their operations using E-Government. For others, especially those organizations operating at the local level, a lower level of Internet access presents a challenge to E-Government.

Presidential Management Agenda and Presidential E-Government Initiatives

The President’s Management Agenda (PMA), which seeks to deliver more efficient government services directly to the citizen, is creating impetus for agencies to partner on comprehensive solutions integrated across program, Bureau and Departmental lines. In addition to expanding E-Government, the goals of the PMA include improving financial management, the strategic management of human capital, competitive sourcing, and budget and performance integration.

Information technology’s ability to provide increased access to information, worker and supplier mobility, and automated service delivery, has the potential to significantly advance all elements of the PMA. The

PMA’s “Expanding Electronic Government” component is aimed at creating citizen-centered E-Government tools that will improve government’s delivery of information and services to the citizen. Agencies are charged with advancing E-Government projects that offer performance gains across agencies. To ensure success of the PMA, OMB and the President’s Management Council created a Task Force to develop government-wide E-Government initiatives.

Interior’s role as the managing partner for two of OMB’s original PMA Initiatives – Geospatial One-Stop and Recreation One-Stop – reflects its leadership in E-Government. Geospatial One-Stop provides government agencies with a single access point to map-related data and promotes coordination of geospatial data collection and maintenance among all levels of government. The initiative consolidates redundant data that is often difficult to locate, access, share, and integrate in order to help improve decision-making, enable stronger intergovernmental operations, and maximize cost efficiencies.

Recreation One-Stop provides citizens a user-friendly single access point to information about recreational opportunities at thousands of federal, state, and local parks, museums, and historical landmarks nationwide. The initiative reduces the time citizens spend searching for information, offers more detailed information about recreation sites, and allows citizens to conduct transactions online. Further, government agencies will be able to develop a better understanding of public demand for recreation, leading to improved allocation of federal and state recreation resources.

Additionally, Interior is an integral provider for the E-Payroll initiative. This effort is consolidating 22 federal payroll systems to simplify and standardize federal human resources and payroll policies and procedures and to better integrate payroll, human resources, and finance functions. E-Payroll is being deployed through two processing partnerships under leadership from the Office of Personnel Management: Interior's National Business Center with the Department of Agriculture's National Finance Center, and the Defense Finance and Accounting Service with the General Services Administration. This initiative will save taxpayer money by eliminating the costs of duplicative payroll systems.

As all of the government-wide E-Government initiatives mature, Interior will be faced with decisions about the nature of the Department’s participation. Each of these decisions, aligned to strategic priorities and budget planning, will in turn significantly shape internal E-Government activities across Interior. Overall, Interior is participating at varying levels in the following government-wide E-Government initiatives:

Interior’s PMA Initiative Involvement

- Geospatial One-Stop
- Recreation One-Stop
- E-Payroll
- One-Stop Business Compliance
- E-Grants
- Public Safety Interoperable Program

Legislative and Legal Factors

The promise of E-Government has spurred many legislative and executive directives. Interior is currently addressing these requirements.

- E-HR Integration
- E-Rulemaking
- Recruitment One-Stop
- E-Training
- E-Travel
- Integrated Acquisition Environment
- E-Authentication

The E-Government Act of 2002 established a new Office of Electronic Government and assigned agencies responsibility for improving online access to information and services.

The Government Paperwork Elimination Act (GPEA) of 1998 (P.L. 105-277) requires federal agencies to provide their customers and business partners the option to conduct all transactions online by 2003. GPEA sets the framework upon which an electronically enabled Interior must be built. It also ensures that E-Government will continue to evolve. The Department has made progress toward GPEA readiness, completing an assessment of 297 OMB-approved information collections and identifying those appropriate for conversion to electronic processing. The Department is focusing on electronic signature capabilities, electronic records management, and interoperability in order to enable fully electronic transactions for GPEA.

Beyond GPEA, Interior faces myriad other legislative requirements. E-Government must address both the information technology and business aspects of these mandates. Examples include:

- Paperwork Reduction Act
- Section 508 compliance
- Clinger-Cohen
- Data Quality
- NARA Records Management
- Government Performance and Results Act (GPRA)
- Federal Activities Inventory Reform (FAIR) Act
- Freedom of Information Act (FOIA)

Achieving legislative compliance is only the beginning for E-Government. These legislative requirements are best addressed together to determine how they jointly can help meet business needs. The Interior E-Government Strategy seeks to go beyond the legislative mandates to produce a comprehensive vision of how electronic technologies can transform the Department's delivery of information and services.

In addition to addressing these government-wide requirements, Interior also faces challenges that are unique to the Department. The ongoing Cobell litigation has left the Bureau of Indian Affairs and some Departmental offices without Internet connectivity for an extended period and has focused attention on the need for reliable security solutions in E-Government programs. Cobell and other litigation create E-Government issues that Interior must address.

INTERNAL CONSIDERATIONS

Interior's Business Processes

As promising as the Internet is for interacting with Interior's partners and customers, that is only a part of the Interior E-Government effort. Internally, Interior is working to streamline its business processes and improve efficiency. For decades, information technology has been used to improve internal operational efficiencies and employee productivity. With the Internet providing new avenues for customer interaction, it is increasingly apparent that operations must not be merely automated, but reengineered to maximize efficiency and customer focus. This includes greater focus on consolidated solutions and improved data interchange across previously segregated operations. Stand-alone solutions that are redundant or functionally disconnected from related business efforts are no longer viable.

Many of Interior's missions relate to the management of land or resources tied to the land. Land use, Trust fund accounting, biological surveys, natural hazard alerts, and National Park facilities all deal in one way or another with geography. All of Interior's Bureaus work with some type of geospatial information,

and the sharing of data is required for many processes. Managing geospatial data therefore constitutes a major requirement for the Department, and information technologies offer advanced tools to support this need.

While new technologies offer ways to improve operations, the implementation of these technologies must be logical and aligned with the underlying business processes. OMB has developed the Federal Enterprise Architecture (FEA) Business Reference Model (BRM) to assist with this alignment of operations and information technology. Use of the BRM can alleviate redundancy and highlight where similar agency functions may support collective IT investments.

The Department of the Interior is currently developing its enterprise architecture and is committed to identifying opportunities for common business and technology solutions. Doing so can free funds for other uses while achieving better mission results. Although the Department’s responsibilities for protecting resources, ensuring proper resource use, providing recreational services, and serving communities fall across multiple Bureaus, similar business processes are often used.

Table 3 provides a preliminary mapping of OMB lines of business against each of Interior’s mission areas. Ongoing enterprise architecture work at Interior will develop the final list of applicable lines of business.

Table 3: OMB’s Lines of Business Mapped to Interior’s Mission Areas

Resource Protection	Resource Use	Recreation	Serving Communities
• Administrative Management	• Administrative Management	• Administrative Management	• Administrative Management
• Disaster Management	• Economic Development	• Law Enforcement	• Community and Social Services
• Energy	• Energy	• Natural Resources	• Correctional Activities
• Environmental Management	• Environmental Management	• Transportation	• Disaster Management
• Law Enforcement	• Natural Resources		• Education
			• General Science and Innovation
			• Homeland Security
			• Information Technology Management
			• Law Enforcement
			• Transportation
			• Workforce Management

Management

Like many agencies, the Department faces an aging workforce and the need to augment existing business, IT, contracting, procurement, negotiating and partnering skills. Twenty percent of Interior’s employees will be eligible to retire within the next five years, resulting in a loss of knowledge and experience. A continued commitment to providing the people who carry out the Department’s mission with the right skills, in the right places, at the right time will become more challenging. Additionally, budgets are under

increasing downward pressure and are being more frequently tied to measurable mission performance results.

In this environment, it is imperative that human and financial resources be used in the most effective and efficient manner to fulfill Interior's missions. E-Government supports this need. Common solutions can make processes less expensive, while eliminating the need for multiple Bureaus to develop and maintain similar systems. Additionally, the improved access to information that technology provides will enable better decision-making and mission support.

E-Government Culture

To implement E-Government, Interior will require change. This change goes beyond the migration, development, and integration of information technology systems to creating an organizational culture that collaborates, trains, and shares information to achieve common goals.

The Department's diverse missions are achieved through the Department's representative Bureaus, offices, and committees. Interior's broad responsibilities have resulted in a large, decentralized organization that operates from many, broadly distributed locations.

This decentralization has fostered varying degrees of operational autonomy and a general culture of independent action by the Bureaus that create both opportunities and hurdles for E-Government. The positive aspect of this culture is that the Bureaus have a strong tradition of "getting the job done," and generally view information technology as a tool for doing so.

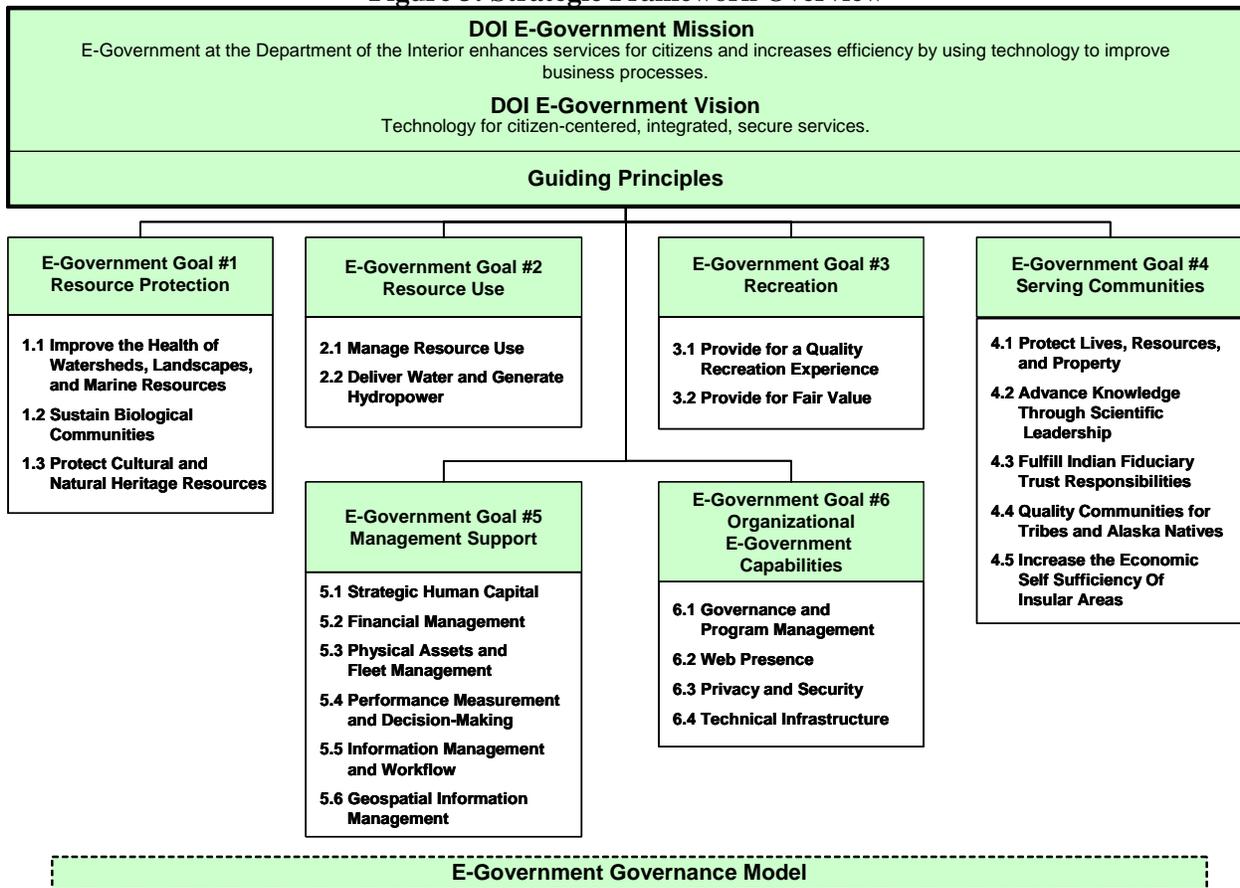
The coordination difficulties created by this culture will, however, be a challenge to E-Government. The decentralized nature of responsibility for Interior's missions is paralleled by decentralized responsibility for initiatives within the Department's information technology portfolio. Bureaus and offices accustomed to planning and building systems suited to their specific needs and processes will need to learn to collaborate and share control over systems that serve multiple Bureaus.

4.0 ESTABLISHING AN E-GOVERNMENT STRATEGIC DIRECTION

E-Government seeks to transform the way government conducts business. Interior’s intent is to use E-Government to make itself both citizen-centered and more efficient. A key element of this process is ensuring that information and services are accessible when and where citizens, businesses, and other government entities need them.

This document presents a strategic framework for E-Government at Interior. The mission, vision, and guiding principles set the high-level direction. The E-Government goals create a guide to categorize efforts, and the E-Government objectives set more specific targets for those efforts to achieve. Finally, the governance model describes the structure and processes by which Interior will manage its E-Government initiatives. Figure 3 presents this framework. Each component will be described in greater detail in the following sections.

Figure 3: Strategic Framework Overview



5.0 E-GOVERNMENT MISSION AND VISION

Implementing E-Government at the Department of the Interior will require change at every level of the Department, throughout the entire service delivery chain, and across every Bureau and business process. To be effective, this change must be guided by a common purpose and theme. The mission and vision statements for Interior's E-Government program provide this cohesive perspective. The mission statement conveys the purpose and use of E-Government, while the vision statement describes the desired end-state.

Interior E-Government Mission

"E-Government at the Department of the Interior enhances services for citizens and increases efficiency by using technology to improve business processes."

The fundamental mission of E-Government is to better serve the public and improve internal operations by using the Internet and information technology. Because of the Internet's ability to transcend geographic barriers, increase collaboration, establish central access points, and build communities, it will serve as the primary means of transformation.

Interior E-Government Vision

"Technology for citizen-centered, integrated, secure services."

Interior's E-Government vision expresses the results desired from E-Government: fulfilling public expectations and capitalizing on internal efficiency opportunities enabled by information technologies. This vision also articulates the three most important values and priorities for E-Government - citizens, internal integration, and security:

- Citizens are Interior's ultimate customers, and their needs must be fulfilled;
- Internal integration is necessary for the efficient and effective management of the Department's operations;
- Information security is critical to Interior's operations.

GUIDING PRINCIPLES

To put the E-Government mission and vision in more tangible form, the following E-Government guiding principles were developed. These guiding principles help to define the shared values that underlie the mission and vision. They also help to set the criteria for the selection and prioritization of E-Government initiatives.

E-Government initiatives must be:

1. **Citizen-focused.** E-Government is revolutionary in its nature of citizen contact. Government services can be brought to constituents as never before—but Interior's citizen-centric aspiration extends beyond the technology that delivers services. Interior will enable interactive processes that are simple, effective, and based on the user's needs and capabilities, rather than the government's organizational structure or traditional business models. E-Government initiatives are focused on citizen needs by enabling Interior employees to perform their tasks better, faster, and often cheaper.

2. **Business-focused.** Internet technology is the enabler of Interior's E-Government strategy, but sound business processes are the foundation of service delivery. Technology solutions must exist to support the business, just as the business exists to support the customer. Customer focused business needs drive all technology decisions.
3. **Transformational.** E-Government is much more than creating web sites to support existing processes. Interior is re-evaluating and innovatively re-designing its business processes to be more streamlined, collaborative, and citizen-focused. By integrating common processes and customers, including processes involving other Departments, Interior will simplify and focus service delivery.
4. **Partnership-based.** A complex array of federal, state, and local agencies, as well as private sector organizations, are critical to the success of Interior's mission. The Department's E-Government approach recognizes these relationships by using expertise and capability to best serve citizens, as well as by respecting the partners' relative abilities to participate in E-Government solutions.
5. **Efficient.** E-Government creates the opportunity to evaluate and eliminate redundant or unnecessary steps and processes as well as to reduce costs and cycle times by transitioning from paper-based to electronic processes. Interior will aggressively seek solutions with the goal of reducing long-term operating costs.
6. **Integrated.** The Department's E-Government approach is unified and consolidated. While recognizing the unique missions and capabilities of its Bureaus and offices, the E-Government strategy reflects an approach to serving customers and improving internal processes with integrated solutions (where practical) across the Department. This integrated approach is founded on the Departmental enterprise architecture.
7. **Results-oriented.** The Department's E-Government initiatives are business-case driven and focused on tangible results. Expanded governance bodies and processes are being implemented to ensure E-Government budgets are linked to critical performance aspirations identified in the Departmental Strategic Plan.
8. **Secure.** Increased risk of unauthorized accesses to Interior's technology infrastructure is inherent with increased authorized access. Interior will aggressively mitigate this risk through a coordinated approach involving technology tools, policy guidance, and training. As with physical security, IT security is everyone's responsibility.
9. **Private.** The Department of the Interior is entrusted with personal data that must be safeguarded, while still available to authorized users. Achieving this balance is a critical obligation, and E-Government initiatives are designed to address the business, legal, and procedural components of privacy issues as well as the technology solution. Unauthorized access to personal data simply cannot be allowed.
10. **Transparent.** E-Government initiatives create both significant resource obligations as well as potential disruptions to established work routines. The Department is committed to identifying, evaluating, and selecting these initiatives in a clear and open manner, based on the best value for the customer and the American public.

6.0 E-GOVERNMENT GOALS

Goals reflect the high-level aims for an organization's activities. Interior's E-Government Goals define the overall purposes for which the Department will employ E-Government solutions.

This strategy presents six E-Government goals for the Department. Goals 1 through 4 focus on improving the ability of Interior to accomplish its four strategic missions: protecting resources, managing the responsible use of resources, providing recreation opportunities for the nation, and serving communities. These four goals are derived directly from the Department's Strategic Plan.

Goal 5 deals with E-Government support of management and administrative functions. This E-Government goal was heavily influenced by the Management Excellence Goal in the Department's Strategic Plan and also by the aims of the President's Management Agenda.

Goal 6 addresses the unique capabilities required for a robust E-Government program. These are the elements that must be enhanced at Interior to implement E-Government effectively. Before E-Government solutions can make the Department's missions more citizen-centered and efficient, they must first be properly planned, governed, and supported by skilled staff and technical infrastructure.

E-Government Goal 1: Resource Protection

Use technology to improve Interior's ability to protect the nation's natural, cultural, and heritage resources.

Interior is the custodian of a large variety of resources. Protection programs include those for land and water, fish and wildlife, and cultural heritage resources. These responsibilities constitute a major mission for Interior and are cited as the first mission area in the Department's Strategic Plan.

Interior manages thousands of protection programs, sites, and items dispersed throughout the nation. The number and complexity of these responsibilities have significantly increased over time and present coordination and scope challenges for the Department.

E-Government Goal 2: Resource Use

Use technology to improve Interior's ability to manage resources to promote responsible use and sustain a dynamic economy.

Interior has been charged with managing the use of the nation's resources since the Department's formation in 1849. This responsibility involves determining the proper use of mineral, forage, energy, water, and forest resources consistent with conservation and recreation goals. Interior generates or influences approximately 28% of the domestic energy supply and manages over 2,100 dams and reservoirs.

Managing resource use constitutes the second mission area in Interior's Strategic Plan. This mission has grown increasingly complex over recent years. Numerous legislative mandates guide the Department's actions, and the tension between resource use and resource protection has been increasing.

E-Government Goal 3: Recreation

Use technology to improve Interior's ability to provide recreation opportunities for America.

The Department of the Interior is tasked to provide recreational opportunities to the public. Providing access to National Parks, refuges, and other public lands for a variety of recreational pursuits constitutes the third mission area of the Department's Strategic Plan.

Interior manages hundreds of recreational sites and accommodates hundreds of millions of visitors each year. Reaching out to the public regarding recreational opportunities, providing access and services to visitors, educating visitors, ensuring their safety, and maintaining the condition of recreational sites and lands are challenging tasks given the size and diversity of the Department's recreational responsibilities.

E-Government Goal 4: Serving Communities

Use technology to improve Interior's ability to safeguard lives, resources and property; advance scientific knowledge; fulfill trust responsibilities to Indian tribes and individuals; and improve the quality of life for the communities we serve.

Interior provides a large array of services to communities, which constitutes the fourth primary mission area of Interior's Strategic Plan. The Department's responsibilities include disseminating scientific information to the public, conducting assessments of water quality and quantity, safeguarding the public from hazards, providing direct services to Indians and Alaska Natives, managing fiduciary Trust funds, and assisting insular areas with achieving economic self-sufficiency.

The Department faces many challenges to fulfilling its mission of serving communities. The public's demand for scientific data and analysis has dramatically increased with the advent of information technology. Providing quality services to 1.5 million American Indians and Alaska Natives around the nation is a considerable task. Additionally, the Department is working to strengthen the public confidence in its management of Trust assets.

E-Government Goal 5: Management Support

Employ E-Government solutions to achieve the Department's management excellence goals and the President's Management Agenda.

Interior's fifth E-Government goal focuses on improving internal operations and enabling employees to quickly execute administrative functions. This goal is designed to reduce redundant support processes and expenditures for a more efficient allocation of time and resources. Goal 5 specifically enhances the management of internal operations and supporting functions of the Department that are necessary to execute its primary mission.

E-Government Goal 6: Organizational E-Government Capabilities

Reinforce the underlying structures and processes necessary to successfully develop, implement, and operate E-Government solutions.

Interior's sixth E-Government goal is designed to build the organizational and technical capabilities to accomplish E-Government Goals 1 through 5. This goal will create the organizational capacity to coordinate and manage E-Government initiatives throughout the Department and ensure the proper mechanisms exist to support a transition to a robust and advanced E-Government environment.

7.0 E-GOVERNMENT OBJECTIVES

Objectives segment the broad scope of strategic goals into more manageable pieces. They thereby ease the process of taking action on the goals. Following this rule, Interior's E-Government objectives establish the specific areas in which E-Government solutions will be applied to support the Department's missions.

E-Government objectives are defined for each of Interior's six E-Government goals. These objectives were derived from Interior's Strategic Plan, its Information Technology Strategic Plan, the President's Management Agenda, and from critical business and technology needs identified by Interior personnel. They are most closely aligned to the Interior Strategic Plan and the President's Management Agenda.

For each objective, E-Government strategies are also described. These strategies are mechanisms for achieving the goals and objectives. They should serve as the basis for developing future E-Government initiatives as they highlight the major E-Government activities that will support Interior's missions. They are not intended to represent the universe of possible E-Government initiatives.

Taken in sum, the following objectives and strategies offer Interior substantial benefits for information integration and coordinated action.

E-GOVERNMENT OBJECTIVES FOR GOAL 1: RESOURCE PROTECTION

E-Government Goal 1: Resource Protection

Use technology to improve Interior's ability to protect the nation's natural, cultural, and heritage resources.

The E-Government objectives for Goal 1 center on the three key types of resources that Interior is charged to protect:

- Objective 1.1: Improve the Health of Watersheds, Landscapes, and Marine Resources
- Objective 1.2: Sustain Biological Communities
- Objective 1.3: Protect Cultural and Natural Heritage Resources

The resources that Interior protects are challenged from a variety of sources. Population shifts and development are creating stresses on watersheds, landscapes, marine resources, and biological communities. Invasive species pose another threat to the health of these natural resources, one that costs the nation billions of dollars each year. The volume of heritage resources that must be inventoried and maintained presents its own challenge to their preservation. Likewise, time and population shift complicate the preservation of certain cultural resources, such as languages and customs.

E-Government offers Interior a variety of benefits for resource protection. Resource protection must often be balanced with the missions of resource use and providing recreation. It is important that resource protection information be integrated with information from Interior's efforts regarding resource use and providing recreation. Similarly, scientific research results for serving communities can directly influence Interior's resource protection activities. E-Government can allow Interior to collect and integrate resource information – relevant to resource protection, resource use, recreation, and serving communities – from a variety of locations and organizations in near-real time.

Since natural, cultural, and heritage resources often cross geographic boundaries, their protection relies upon the strength of Interior's partnership networks with state agencies, local organizations, landowners, and community groups. Interior must not only be completely knowledgeable about, and accountable for, its resources, but must also be able to exchange information and work collaboratively with partner organizations. E-Government enables the Department to share its data and analyses with others online, strengthening partnerships and outreach programs.

Objective 1.1: Improve the Health of Watersheds, Landscapes, and Marine Resources

Use technology to enhance Interior's ability to improve the health of watersheds, landscapes, and marine resources that are DOI managed or influenced in a manner consistent with obligations regarding the allocation and use of water.

Interior is the nation's principal federal conservation agency. It has the responsibility of managing 507 million acres of public land, which represents one fifth of the nation's land surface, as well as significant water and marine resources.

Development, activities on adjacent lands, and other factors make managing the health of these resources a daunting task. The Department would benefit from improved methods for gathering, integrating, and analyzing resource information. Partnerships and volunteers play a large role in Interior's ability to protect natural resources, and tools to support these interactions would also assist the Department.

E-Government strategies to help achieve this objective include:

- Integrated tools to enable collection of electronic resource data by automatic means and by field personnel;
- Automated resource inventories that enable simple updating and sharing of relevant information;
- Automated analysis tools that support NEPA and other environmental analyses of land health, water quality and quantity, air quality and other appropriate assessments;
- Tools to coordinate with, offer appropriate technical assistance to, and foster two-way information exchange with other federal agencies, state, local and tribal governments, citizen stewards, and private sector partners;
- Tools that increase public outreach to stakeholders, including communication of policies;
- Tools for the solicitation, coordination, and motivation of volunteers.

Objective 1.2: Sustain Biological Communities

Use technology to enhance Interior's ability to sustain biological communities on DOI managed and influenced lands and waters in a manner consistent with obligations regarding the allocation and use of water.

Sustaining biological communities involves the detection and control of invasive species and the protection and restoration of endangered and threatened species. Interior protects and promotes the recovery of approximately 1,260 threatened and endangered plant and animal species. It also works to detect and control invasive species, which impose substantial costs on the U.S. economy.

Obtaining and sharing information about the species under its responsibility is vital to the Department. Partnerships also play a key role by exchanging information and conducting conservation programs. Coordination with, and support of, partners is essential.

E-Government strategies to help achieve this objective include:

- Incident tracking and case management tools for monitoring activities related to threatened or endangered species, and invasive species;
- Integrated tools to enable collection of electronic resource data by automatic means and by field personnel;
- Automated ecosystem inventories that enable simple updating and sharing of relevant information;
- Capabilities to analyze data, activities, and trends related to threatened, endangered, and other federal Trust species, their habitats, and invasive species;
- Tools to coordinate with, offer appropriate technical assistance to, and foster two-way information exchange with other federal agencies, state, local and tribal governments, citizen stewards, and private sector partners;
- Tools that increase public outreach to stakeholders, including communication of policies.

Objective 1.3: Protect Cultural and Natural Heritage Resources

Use technology to enhance Interior's ability to protect cultural and natural heritage resources.

Interior's mission includes leadership for the stewardship of cultural and natural heritage resources. These resources include archeological sites, historic items and sites, heritage sites, unique natural and cultural landscapes, and Native American languages and customs. Their protection will remain a challenge for Interior because of such factors as pollution, natural disasters and other hazards, increased visitation, and the natural passage of time. Managing resource inventories, evaluating and tracking their status, and interacting with partnerships will be of importance to Interior.

E-Government strategies to help achieve this objective include:

- Electronic tools to enhance accountability, education, and preservation efforts regarding cultural and natural heritage resources;
- Tools to record and monitor status of cultural and natural heritage resources;
- Tools to coordinate with, offer appropriate technical assistance to, and foster two-way information exchange with other federal agencies, state, local and tribal governments, citizen stewards, and private sector partners;
- Tools that facilitate public outreach to stakeholders, including communication to state, local and tribal governments;
- Tools to leverage hazard detection systems to protect DOI resources.

E-GOVERNMENT OBJECTIVES FOR GOAL 2: RESOURCE USE

E-Government Goal 2: Resource Use

Use technology to improve Interior's ability to manage resources to promote responsible use and sustain a dynamic economy.

The types of resources that Interior manages are varied, but the nature of Interior's resource management efforts can be broken into two E-Government objectives:

- Objective 2.1: Manage Resource Use
- Objective 2.2: Deliver Water and Generate Hydropower

The Department controls a vast number of natural resources, including the lands and offshore areas that provide nearly 28% of the nation's domestic energy production. The demand for these natural resources is expected to significantly increase. Population shifts to the West already stress the availability of water resources, and energy consumption is increasing at a rate that will outstrip the ability of domestic production to keep up.

E-Government can enable Interior to enhance its resource use activities in a variety of ways, primarily through improving access to Interior information and permitting activities. Integrated resource status and use databases would enhance revenue collection and payment, compliance tracking and enforcement, and leasing and permitting activities. Technology could allow the use of this same data in many other ways, including determination of fair value and resource supply analyses for management and planning.

Using online tools, the Department could provide customers, partners, and citizens with a single point of contact to conduct transactions, obtain resource use data, and provide feedback and other information. This and other solutions could be used by Interior to enhance its outreach, conservation, and education programs.

Objective 2.1 Manage Resource Use

Use technology to enhance Interior's ability to manage or influence resource use to enhance public benefit, promote responsible use, and ensure optimal value.

Interior is responsible for providing access to energy, mineral, forage, and forest resources on federal lands. The scope and scale of this mission is enormous. Thirty-five percent of the nation's natural gas production comes from Interior-managed lands and offshore areas. This mission is also complex, with Interior responsible for protecting resources at the same time it is tasked to provide access to them.

To help strike the balance needed to fulfill this mission, Interior requires efficient, virtual processes to effectively manage the use of its resources. Mechanisms that allow customers to conduct business and the public to have timely access to available data are also necessary.

E-Government strategies to help achieve this objective include:

- Tools for online leasing and permitting that enable efficient access to, and use of, natural resources;
- Tools that improve monitoring of compliance with land, mineral, and energy usage policies to enhance responsible use;
- Streamlined and integrated revenue collection and disbursement tools that allow online tracking, monitoring, communication, and payment tools to optimize value;

- Robust, responsive electronic models to assess the values of land, mineral, and energy resources and optimize value;
- Tools to analyze the effects of resource use;
- Tools to coordinate with, offer appropriate technical assistance to, and foster two-way information exchange with other federal agencies, state, local and tribal governments, citizen stewards, and private sector partners;
- Tools that increase public outreach to stakeholders, including communication of responsible use policies and collection of customer feedback.

Objective 2.2 Deliver Water and Generate Hydropower

Use technology to enhance Interior's ability to deliver water and generate hydropower, consistent with applicable Federal and State law, in an environmentally responsible and cost efficient manner.

Interior manages over 1,800 dams and reservoirs. These facilities provide water to over 31 million people and generate 17% of the nation's hydro-electric power. Maintaining this infrastructure and managing water resources as demand for water and power increase will constitute challenges for the Department in the future. To meet these challenges, Interior can use technology to track the status and usage of resources internally, manage its infrastructure, and exchange information with its partners and the public.

E-Government strategies to help achieve this objective include:

- Automated means of recording water storage and delivery, hydropower generation, and infrastructure condition, and for monitoring compliance with federal, state, and local laws affecting water use;
- Tools to analyze the effects of water delivery and hydropower activities;
- Solutions for streamlined and improved online payments and revenue collections;
- Tools to coordinate with, offer appropriate technical assistance to, and foster two-way information exchange with other federal agencies, state, local and tribal governments, and private sector partners;
- Tools that increase public outreach to stakeholders, including communication of responsible use policies and collection of customer feedback.

E-GOVERNMENT OBJECTIVES FOR GOAL 3: RECREATION

E-Government Goal 3: Recreation

Use technology to improve Interior's ability to provide recreation opportunities for America.

The Department of the Interior balances two objectives in providing recreational opportunities to the nation:

- Objective 3.1: Provide for a Quality Recreation Experience
- Objective 3.2: Provide for Fair Value

Interior's recreation destinations are among the nation's most popular. Each year, hundreds of millions of visitors come to Interior-managed lands and sites seeking a wide variety of recreational opportunities. This demand is increasing and is stressing the ability of Interior to conserve recreational resources. Additionally, the Department's tools for managing maintenance and concessions at its recreational sites can be enhanced.

By using E-Government, Interior can improve its ability to provide recreational opportunities for the nation and receive a fair value in return. Technology could provide the Department with visitor use and feedback for all of its recreational sites. This data could then be analyzed with other E-Government solutions to monitor usage trends, assess recreational quality, form investment plans, and determine fair value.

E-Government solutions also allow Interior to provide the public with a single online resource to access information regarding recreational opportunities. Efforts to accomplish this are underway, and when complete, they will integrate information and online transactions for all recreation sites throughout the nation, regardless of the managing agency.

Objective 3.1 Provide for a Quality Recreation Experience

Use technology to enhance Interior's ability to provide for a quality recreation experience, including access and enjoyment of natural and cultural resources on DOI-managed and -partnered lands and waters.

Interior Parks and lands encompass hundreds of millions of acres and host hundreds of millions of visitors each year. These operations require a large infrastructure, numerous contracts, and extensive interaction with the public. Interior faces challenges in maintaining its recreation infrastructure and managing contracts. It also requires better tools to interact with visitors, learn from those interactions, and coordinate activities between the multiple Bureaus and geographical locations involved in providing recreation opportunities. Volunteers and partner organizations also play a large part in the recreation mission and Interior will require effective ways of communicating with these important groups.

E-Government strategies to help achieve this objective include:

- Tools that increase public outreach, including communication of recreation opportunities and collection of customer feedback;
- Online tools that provide recreation information, conduct recreation transactions, and facilitate improved access to all recreation opportunities;
- Capabilities to track recreation use and predict future recreation trends;
- Tools to coordinate with, offer appropriate technical assistance to, and foster two-way information exchange with other federal agencies, state, local and tribal governments, and private sector partners;

- Electronic tools that support the development and delivery of recreation-related education programs.

Objective 3.2 Provide for Fair Value

Use technology to enhance Interior's ability to provide for and receive fair value in recreation.

Interior is responsible for ensuring visitors to Interior recreation sites are satisfied with the value they receive for the fees they pay. To achieve this objective, Interior will require ways of understanding visitor satisfaction, efficiently managing contracts, and streamlining payment processes.

E-Government strategies to help achieve this objective include:

- Capabilities to track recreation resource use and collect customer feedback;
- Tools that improve the performance of concessions contracting on Interior-managed recreational lands;
- Solutions for streamlined and improved online payments and revenue collections.

E-GOVERNMENT OBJECTIVES FOR GOAL 4: SERVING COMMUNITIES

E-Government Goal 4: Serving Communities

Use technology to improve Interior's ability to safeguard lives, resources and property; advance scientific knowledge; fulfill trust responsibilities to Indian tribes and individuals; and improve the quality of life for the communities we serve.

Interior's responsibilities to serve communities are incorporated into five E-Government objectives:

- Objective 4.1: Protect Lives, Resources, and Property
- Objective 4.2: Advance Knowledge Through Scientific Leadership
- Objective 4.3: Fulfill Indian Fiduciary Trust Responsibilities
- Objective 4.4: Advance Quality Communities for Tribes and Alaska Natives
- Objective 4.5: Increase the Economic Self-Sufficiency of Insular Areas

The responsibilities and complexities of the services Interior provides to communities are increasing. The public – indeed the world – has increased its demand for real-time natural science information produced by the Department. The services provided to Tribes, Alaska Natives, and others are diverse and delivered over vast geographical areas.

E-Government can enable Interior to address these responsibilities and challenges. Protecting lives, resources, and property requires the ability for Interior to coordinate the actions of numerous personnel and organizations and to analyze and track large quantities of data. Proper technology will allow Interior personnel to communicate and manage the response to complex incidents.

Standardized architectures will allow disparate scientific and resource data to easily be gathered, stored, retrieved, and analyzed. Using a single online access-point, citizens, researchers, and decision-makers, could obtain both Interior and non-Interior data. Given common data architectures, partner organizations would be able to provide their data or use government data in a manner that allows collaboration for more complete analyses.

E-Government can also provide Interior with improved capabilities to manage community services. Secure, interoperable systems that track such information as Tribal enrollment, Trust resource ownership, and social services would provide fundamental improvements to these missions. Collaboration and other online tools would strengthen tribal consultation, compacting, and partnerships.

Objective 4.1 Protect Lives, Resources, and Property

Use technology to improve Interior's ability to protect lives, resources, and property.

Interior protects communities from fire, safeguards visitors from illegal activities on public lands, and reduces the risks to citizens from earthquakes, volcanic eruptions, landslides, coastal storms, and terrorist threats. The Department is also responsible for protecting important cultural sites and energy- and water-related infrastructure. This mission requires the Department to have the ability to share information throughout and beyond its organization. Collaboration and communication tools, for both incident response and broader interactions with the public, are necessities as well.

E-Government strategies to help achieve this objective include:

- Tools to track and manage wildland fire dangers, fire prevention status, incident response, and firefighting skill needs and availability;
- Tools to track, mitigate the threats from, and respond to other hazards, including oil and hazardous substance incidents, floods, droughts, volcanic eruptions, earthquakes, and coastal storms;
- Tools to track surface and groundwater quality to improve the health of communities;
- Law enforcement incident tracking, case management, and command control center capabilities;
- Means of applying scientific research and stakeholder input to develop spatially explicit approaches for hazard mitigation, preparedness, and avoidance;
- Tools to foster two-way information exchange and coordination with other federal agencies, state, local and tribal governments, and private sector partners.

Objective 4.2 Advance Knowledge Through Scientific Leadership

Use technology to improve Interior's ability to advance knowledge through scientific leadership and inform decisions through the applications of science.

The Department of the Interior is the nation's primary provider of earth and natural science information. Environmental research, remote sensing, cartography, and water quality monitoring are just a few of Interior's scientific responsibilities. As the number of resource challenges that the nation faces rises, so too will the need for the Department to conduct and manage scientific research and to share the results of this knowledge with the public and decision-makers.

E-Government strategies to help achieve this objective include:

- Innovative tools to assist in environmental research and monitoring;
- Tools for improving and increasing data-gathering efforts, through remote and in situ sensing and other techniques;
- Increased capabilities for collaborating with partners and for disseminating research results;
- Tools for integrating research results to expand the scientific body of knowledge;
- Analytical tools to support advanced, integrated science capabilities, such as scientific modeling and decision-support systems.

Objective 4.3 Fulfill Indian Fiduciary Trust Responsibilities

Use technology to improve Interior's ability to fulfill Indian fiduciary Trust responsibilities.

To ensure effective management of Trust assets, Interior requires the ability not only to control, track, and disburse these assets in a timely, secure manner, but also to report their status to authorized entities in a prompt and accurate manner.

E-Government strategies to help achieve this objective include:

- Tools for secure, accurate, and up-to-date Trust asset inventory and status;
- Secure, accurate, and timely Trust accounting and payment transaction capabilities;
- Trust-related consultation and collaboration mechanisms.

Objective 4.4 Advance Quality Communities for Tribes and Alaska Natives

Use technology to improve Interior's ability to advance quality communities for Tribes and Alaska Natives.

Interior's special responsibilities under this objective include Indian education, economic development, law enforcement, and a host of others. This work requires the Department to have the ability to determine the eligibility of individuals for its services, to track the history of services provided, and to ensure

ongoing service delivery is appropriate and sufficient. Improving the quality of Indian education, gaining the ability to monitor the condition and maintenance of its facilities and infrastructure, and coordinating efforts with its partners are currently priorities for the Department.

E-Government strategies to help achieve this objective include:

- Automated means of enhancing tribal consultations;
- Capabilities for streamlining tribal compacting processes;
- Tools to facilitate more collaborative community-based partnerships;
- Tools to provide accurate, real-time information exchange with federally recognized tribes;
- Collaborative curriculum development tools, improved access to online learning, and enhanced school administration systems to strengthen education programs;
- Case management tools for tracking and managing delivery of social services;
- Incident response and case management tools to enhance public safety;
- Online economic development tools to increase employment in Indian Country, for conducting workforce skill development, and for matching applicants to job opportunities.

Objective 4.5 Increase the Economic Self-Sufficiency of Insular Areas

Use technology to improve Interior's ability to increase the economic self-sufficiency of insular areas.

The Department coordinates federal policy for insular areas and oversees federal programs and funding in freely associated states. To fulfill this responsibility, Interior requires the ability to monitor and evaluate ongoing programs, provide appropriate technical assistance to partners, and efficiently conduct and manage grants and other financial transactions.

E-Government strategies to help achieve this objective include:

- Accurate, timely accounting and payment transaction capabilities;
- Online economic development tools;
- Tools that automate grant applications, awarding funding, compliance, and reporting.

E-GOVERNMENT OBJECTIVES FOR GOAL 5: MANAGEMENT SUPPORT

E-Government Goal 5: Management Support

Employ E-Government solutions to achieve the Department's management excellence goals and the President's Management Agenda.

E-Government objectives for Goal 5 focus on high-priority areas for improving the internal operations and management of Interior:

- Objective 5.1: Strategic Human Capital
- Objective 5.2: Financial Management
- Objective 5.3: Physical Assets and Fleet Management
- Objective 5.4: Performance and Decision-making
- Objective 5.5: Information Management and Workflow
- Objective 5.6: Geospatial Information Management

Goal 5 objectives are intended to help Interior better execute administrative and supporting functions that exist across the Department. These functions, while in many cases part of the “back office” of the Department, play critical roles in accomplishing the missions for which Interior is responsible. They are also cross-cutting and have impacts across the Department and all mission-related activities.

Goal 5 directly supports the Department's management excellence goal, which focuses upon transforming Interior into a “highly skilled, accountable, modern, functionally integrated, citizen-centered and results-oriented” organization. This goal is also closely tied to the aims of the President's Management Agenda.

Objective 5.1 Strategic Human Capital

Improve communication, payroll processes, job identification, recruitment, and delivery of human resource functions electronically to satisfy the needs of management and employees

Strategic human capital deals with ensuring Interior has the right people, with the right skills, in the right places. It supports the Department's management excellence goal, especially as it relates to workforce knowledge and skills. This E-Government objective also directly supports the human capital management aspect of the President's Management Agenda.

Interior employs over 70,000 employees, who work alongside another 200,000 volunteers. Geographic dispersion, an aging workforce, and requirements for new business and technical skills currently challenge Interior's human performance efforts. The Department's managers require more effective ways to communicate with, train, recruit, supervise, and serve employees. Likewise, employees need tools to quickly execute time-consuming administrative and human resource functions. E-Government can be a powerful tool in promoting, enhancing, and streamlining human resource functions across the Department.

E-Government strategies to help achieve this objective include:

- Tools that assist with recruiting personnel;
- Tools to track staffing and skill requirements, record personnel accomplishments, and support decision-making regarding hiring and employee career development;
- Tools to support workforce and competitive sourcing analyses;
- Comprehensive human resource tools that integrate with time and attendance, payroll, and benefits management;
- Tools that assist with the creation, management, and delivery of training content;

- Interactive and easy-to-use models for basic and advanced computer skills training;
- Tools that assist with recruiting and managing volunteers.

Objective 5.2 Financial Management

Ensure up-to-date, easy-to-use, and centralized financial analysis tools and information for Interior's management and employees.

The financial management E-Government objective supports the Department's management excellence goal, particularly as it relates to accountability. This objective also supports the improved financial management goal of the President's Management Agenda.

With a broad scope of responsibilities and dispersed organization, the Department must efficiently manage its budget resources in order to fulfill its ambitious missions. Interior generates nearly \$10 billion in revenues, most of which are paid to state, local, tribal, and other federal government agencies.

Interior has a significant obligation to ensure the effective stewardship of its financial resources. Its expenditures, collections and reporting capabilities should be both practical and unassailable. E-Government will be an integral part of Interior's efforts to strengthen the confidence of external observers in its ability to manage the Department's financial resources.

E-Government strategies to help achieve this objective include:

- Tools that support the planning, programming, allocation, and tracking of budget funds;
- Electronic tools that assist with the calculation, tracking, and managing of internal operational costs;
- Tools that improve and standardize acquisitions, concessions, payments, and receipts;
- Tools that generate financial reports based on users' queries;
- Tools that improve and standardize the processes of managing grants and cooperative agreements.

Objective 5.3 Physical Assets and Fleet Management

Improve the accountability and condition of physical property, including buildings, equipment, and vehicles by providing systems that monitor and manage their location, condition, and maintenance.

This E-Government objective links to the Department's management excellence goal and the PMA's performance and process improvement goal.

Interior owns and operates over 34,000 buildings and 120,000 miles of roads. It also manages over 500,000 other physical assets, including vehicles and equipment. The Department faces a large maintenance backlog and is burdened by incomplete and inaccurate information about its facilities and other assets. One of management's top priorities is to eliminate the backlog of maintenance and more proactively track and manage its physical assets. Modern information technologies provide real-time tracking of facilities among organizations, increasing information accuracy and enabling prompt maintenance.

E-Government strategies to help achieve this objective include:

- Tools that assist with the accountability for, and tracking of, Interior's inventory and assess the condition, accessibility, and suitability of personal and real property assets, including information regarding their sale and disposal;
- Tools that plan and track the maintenance of physical assets;
- Tools that track the energy use of vehicle fleets and buildings.

Objective 5.4 Performance Measurement and Decision-Making

Improve resources allocation and operating efficiencies by providing electronic capabilities to evaluate and monitor program performance.

The Performance Measurement and Decision-Making objective seeks to provide Interior with tools that achieve the Department's management excellence goal, especially as it relates to determining performance and better informing decisions. The objective also supports the PMA's goals of performance-budget integration and competitive sourcing.

As budgets remain under pressure and workloads increase, it will be more important than ever to ensure the resources expended are achieving the intended results. Program and resource managers need new ways to evaluate how effectively human capital and financial resources are being employed. Tools to track and analyze resource usage will be required for managers seeking to better understand trends, cost drivers, and delivery options. The Department's current activity-based costing effort is one such tool. Existing information will be used where possible to lessen the requirement for new data gathering.

E-Government strategies to help achieve this objective include:

- Tools that collect, integrate, and analyze performance management and customer feedback information from multiple sources;
- Tools that lower the cost of performing surveys and other performance measurement and customer feedback gathering;
- Tools that link performance measurement and customer feedback information with Interior planning and management scorecards, in order to support enterprise decision-making;
- Tools that facilitate reporting, information sharing, and adoption of best practices in connection with management review and competitive sourcing.

Objective 5.5 Information Management and Workflow

Improve operating efficiencies and effectiveness through internal information sharing and collaboration using data management, electronic records management, and workflow tools.

The information management and workflow objective deals with improving information handling and storage and with enhancing work processes. It relates to the Department's management excellence goal and the PMA's goals of performance and process improvement. It is also linked with the Department's goal of advancing knowledge through scientific leadership and informing decisions through the application of science (End Outcome Goal 2 within the serving communities mission area).

Since Interior's missions demand cooperation among its Bureaus, an infrastructure must be established to foster a collaborative work environment. Using Interior's intranet and other tools to proactively share information, preserve records, and collaborate between organizations can enhance the Department's ability to fulfill its mission.

E-Government strategies to help achieve this objective include:

- An electronic records and data management environment that allows for real-time access, easy reliable storage, and robust queries for all Interior information;
- Enhanced and enforced standards regarding data, records, and other vital architecture components of information sharing;
- Knowledge management tools to synthesize institutional knowledge and share best practices, especially from retiring employees;
- An Interior-wide intranet to improve internal information exchange and foster collaboration;
- Electronic tools that streamline and automatically manage administrative workflows;
- Simplification and unification of DOI electronic mail systems.

Objective 5.6 Geospatial Information Management

Improve methods for tracking and incorporating geospatial information in all Interior business solutions.

This objective relates to the Department's management excellence goal and the PMA's expanding electronic government goal. It is also closely related to the Department's goal of advancing knowledge through scientific leadership and informing decisions through the application of science (End Outcome Goal 5 within the serving communities mission area).

Due to Interior's unique missions, almost all of the Department's business and management activities include a geospatial component. The question of "where is it" is fundamental to critical resource, community, and asset management issues. An improved ability to match locations with events and needs can dramatically increase Departmental capabilities. Ensuring Interior's personnel have easy access to, and use of, the relevant geospatial information is vital to the Department.

A vast amount of geospatial information exists within the Department. Unfortunately, this data is often locked within stovepiped systems or is formatted in structures that make it incompatible with data from other systems. This objective therefore focuses on coordinating the geospatial efforts of the Department and providing common data standards.

E-Government strategies to help achieve this objective include:

- The capability for databases to share geospatial information both inside and outside the Department;
- GPS-based hand-held tools and associated infrastructure improvements that enable Interior employees, volunteers and partners to provide real-time input of observations and events;
- Modification of appropriate IT systems to enable them to use geospatial data and share their legacy geospatial data;
- Integration of geospatial information into core business practices;
- The capability to access geospatial information online;
- Interoperable geospatial data standards that are consistently used in future data acquisition.

E-GOVERNMENT OBJECTIVES FOR GOAL 6: ORGANIZATIONAL E-GOVERNMENT CAPABILITIES

E-Government Goal 6: Organizational E-Government Capabilities

Reinforce the underlying structures and processes necessary to successfully develop, implement, and operate E-Government solutions.

The E-Government Objectives for Goal 6 address the areas required to successfully build and manage an E-Government program:

- Objective 6.1: Governance and Program Management
- Objective 6.2: Web Presence
- Objective 6.3: Privacy and Security
- Objective 6.4: Technical Infrastructure

Goal 6 objectives are intended to ensure the Department of the Interior has the organizational and technical environment to achieve E-Government Goals 1 through 5. The first 5 goals of this strategy describe how E-Government can help Interior carry out its missions and support functions. This last goal focuses on those capabilities required to maintain an effective E-Government program, regardless of its mission orientation. These objectives therefore identify certain elements critical to the vitality of E-Government efforts.

Objective 6.1 Governance and Program Management

Create a management environment that fosters innovation and communication while establishing repeatable best practices for consistent IT capital planning, implementation, and operation.

Governance and program management supports the Department's management excellence goal and the President's Management Agenda goal pertaining to E-Government.

This objective seeks a process for managing E-Government initiatives that supports the Department's missions while ensuring accountability and cost-effectiveness. It includes, but goes beyond, the capital planning and investment control process. E-Government at Interior must interface with numerous customer groups and will involve initiatives across the Department and federal government. Effectively coordinating and leading a program in such a complex environment will require new models and tools for managing E-Government.

E-Government strategies to help achieve this objective include:

- Implementation of the Governance Framework specified in the Interior E-Government Strategy;
- Program management tools and processes for facilitating internal communication and collaboration;
- Continuous review of cross-cutting initiatives for consolidation opportunities that would increase efficiency;
- Improved capability to operate consolidated, Department-wide E-Government solutions and participate in or operate PMA and other E-Government solutions with external partners;
- Enhanced project management training related to building, maintaining, and acquiring E-Government solutions;
- Enhanced executive portfolio management training related to E-Government initiatives;
- Increased communications with customers, partners, employees, and volunteers to maintain focus on continuous improvement of E-Government capabilities and service delivery.

Objective 6.2 Web Presence

Provide an easy to access, consistent, useful and accurate web presence for Interior.

The web presence objective seeks to ensure that the Internet and Department's intranet are effectively employed. This objective links to the Department's management excellence goal and the PMA's E-Government component.

The Department's web presence represents its face to the public and a tool for its employees. The organization, design, and usability of Interior's web sites will be critical elements for the successful adoption of its E-Government services. Ensuring that all information is accurate, up-to-date, easy to find, and coordinated across the Department will be vital.

E-Government strategies to help achieve this objective include:

- A user-friendly, intentions-based design for Interior's web sites;
- Capabilities in Interior's web sites that support customer transactions and feedback;
- Processes and tools that ensure web content is available, consistent, and current;
- Policies and procedures that govern the creation, management, and architecture of Interior's web sites;
- Tools that make appropriate data easily available to appropriate, external partners.

Objective 6.3 Privacy and Security

Ensure that advanced security measures, including electronic authentication, Internet security policies, and remote testing, are comprehensively developed, maintained, enforced and integrated in all aspects of E-Government applications for keeping information private and secure as appropriate.

This objective supports the Department's management excellence goal. It also has a major impact on the manner in which Interior can meet its goal of fulfilling Indian fiduciary Trust responsibilities (End Outcome Goal 3 within the serving communities mission area).

The Department has adopted the Federal Framework for Security. This doctrine asserts that the application of computer security measures should be risk-based, implemented uniformly and consistently, applied commensurately with the potential for loss, and be quantifiable. Ensuring the privacy and security of citizens' data is fundamental to E-Government's success. The proper procedures, policies, and solutions must be incorporated, integrated, and tested across all Internet applications.

E-Government strategies to help achieve this objective include:

- Advanced security and privacy policies;
- The capability for electronic certification, accreditation, and access authority;
- Authorized solutions and capabilities across the Department and within Bureaus;
- Privacy impact assessments.

Objective 6.4 Technical Infrastructure

Ensure a stable, reliable and robust technical infrastructure aligned with the architecture and capable of successfully supporting E-Government initiatives.

This objective relates directly to the Department's management excellence goal, especially pertaining to modernization and integration.

Interior's current IT infrastructure includes web-based, client/server, standalone and networked PCs, and mainframe computers. The Department is establishing its IT standards adoption and retirement processes,

providing stewardship of the Department's enterprise architecture baselines, developing a target architecture, and managing migration activities. E-Government applications and fulfillment of Goals 1 through 5 will heavily rely upon these efforts, as the scope and sophistication of the Department's technology endeavors expand.

E-Government strategies to help achieve this objective include:

- A technical architecture that meets the current and future needs of the Department for reliable and efficient mission support;
- A technical infrastructure that meets the high-capacity, advanced needs of the Department and Bureaus;
- Using performance monitoring and capacity planning techniques to upgrade Interior's communications capacity;
- Life-cycle management and configuration management policies;
- Integrated infrastructure solutions, where appropriate;
- Compatible system architectures that support Department-wide solutions to common tasks and applications.

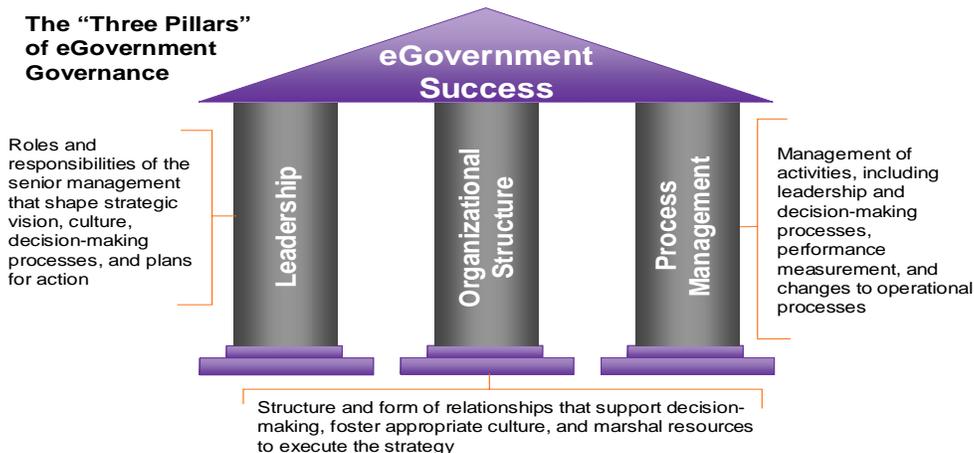
8.0 GOVERNANCE

OVERVIEW

With Interior facing the challenge of using technology to provide citizen-centered, integrated, secure services, the need for effective governance – accountable decision-making and the structures and processes that turn decisions into actions – has never been greater. E-Governance issues are complex and easy to get wrong, but E-Government success depends on getting them right.

Effective E-Governance enables decision-making as well as decision follow-through across three primary components:

1. **Leadership:** The roles and responsibilities of the organization's appointed officials and senior executive management that shape the organization's strategic vision, culture, decision-making processes, and plan for action.
2. **Organizational Structure:** The structure and form of organizational relationships that support decision-making, foster appropriate culture, and build essential skills in order to marshal resources to make things happen.
3. **Process Management:** The management of how organizations serve their customers and measure success or failure, including leadership and decision-making processes, as well as changes to operational processes required to support new E-Government capabilities.



GOVERNANCE CAPABILITY NEEDS

The E-Government vision articulated by Interior extends the boundaries of how information technology has traditionally been managed. It demands that Interior balance redefining business processes and creating new technology solutions with consistently delivering reliable information and services to its customers. Not only does it compel business leaders to fill an increasingly larger role in setting priorities and making decisions about the Department's investment portfolio, but it also requires growing coordination across program, Bureau, and Departmental lines. Achieving the Department's enterprise-wide E-Government strategic goals and objectives will require a blend of insight, planning, collaboration, and commitment at all levels.

Based on its current E-Government successes, Interior is already well positioned to deliver successful results. However, effective governance requires building off the current strengths and finding new ways to address the challenges posed in the present governance model.

Leadership Needs

E-Government leadership already stems from individual business leaders, project managers, information technology policy makers and technology developers across the Department and its Bureaus. Future E-Government success will rely heavily on sustained senior level sponsorship to prioritize and integrate individual efforts from an enterprise perspective. Beyond this direction-setting role, E-Government leadership at Interior fundamentally requires strong communication on many levels – project-to-project, Bureau-to-Bureau, and Department-to-Department. Good communication, organization, and negotiation skills are imperative. The following activities describe actions leaders must take to guide E-Government successfully. Effective leaders of E-Government at Interior must:

- Display visible, sustained ownership;
- Establish and maintain proper direction, through implementation of this E-Government Strategy;
- Highlight success stories and share best practices;
- Identify E-Government opportunities;
- Address potential problems, resolve issues, and mitigate risks;
- Gain commitment and support within the Interior community;
- Assign budget priority and obtain resources;
- Ensure a set of E-Government guidance and standards for the Department is developed, as appropriate;
- Coordinate monitoring of E-Government implementation at Interior and prepare reporting to federal regulatory bodies as needed; and
- Champion Interior’s E-Government efforts externally.

Given these leadership activities, it is clear that these qualities do not only need to be exhibited at the senior executive level. As the strategy’s implementation evolves, leaders will be needed at many different levels, from the most junior developer on a project to a senior executive sponsor. In particular, mid-level program managers will serve a critical role in gaining buy-in, building momentum, and managing the complexity of planning, monitoring, and implementing cross-cutting E-Government initiatives.

Organizational Structure Needs

Interior’s maturing IT management and investment portfolio management models provide a foundation for building a strong E-Governance structure. Effective E-Governance requires building clear relationships between existing IT management organizations, business leaders, and individual project managers at the Bureau, Department, and Government-wide level. To foster the desire to centralize some E-Government efforts, the governance structure needs to focus heavily on improving and increasing communication between these groups and across all levels. It must provide a consistent structure for participation in direction-setting for E-Government projects, for sharing best practices and lessons learned, and for addressing competing demands on funding and workforce resources. A successful model must include top-down leadership and bottoms-up participation with the ability to collaborate, share information, and manage organizational knowledge.

As the Department moves from the strategic planning stage of E-Government into the implementation stage, it is critically important that the governance structure provides the foundation for:

- Driving business requirements;
- Defining priorities; and
- Providing ongoing coordination.

Process Management Needs

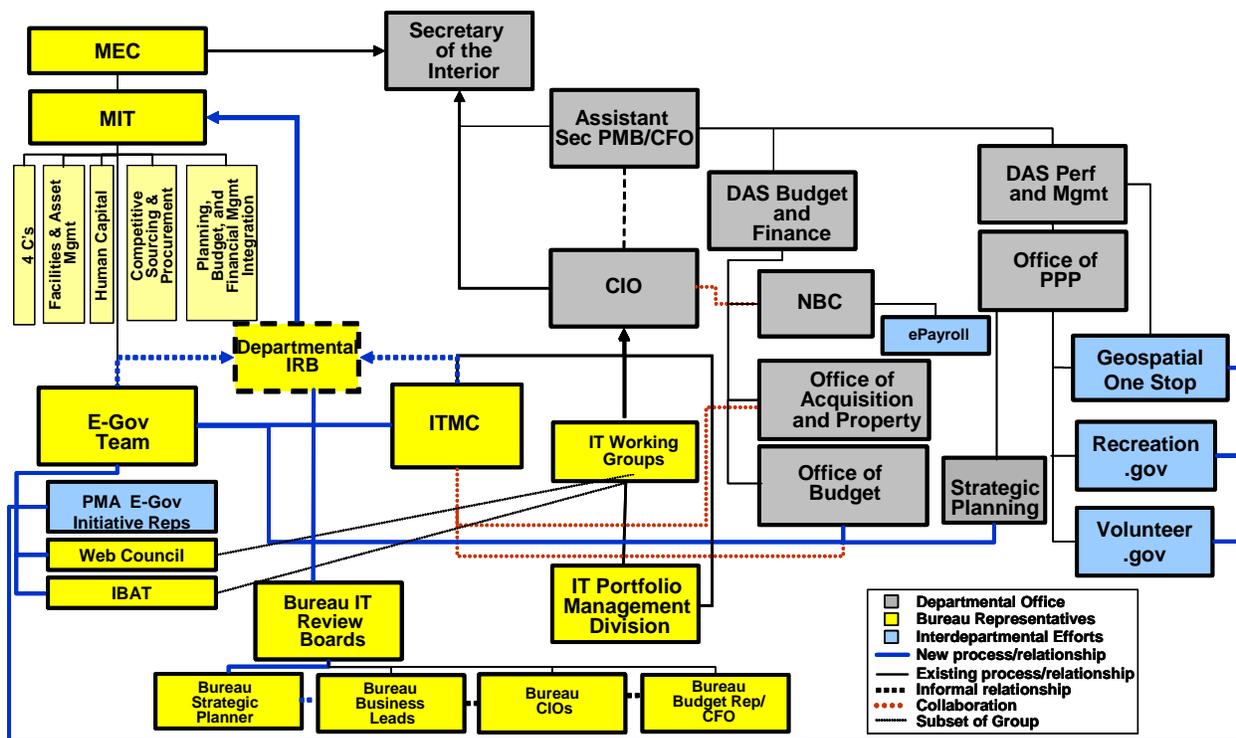
The process management activities that comprise E-Government governance intersect significantly with the activities traditionally conducted through an IT portfolio management program. As Interior's portfolio management model continues to mature, it needs to address several key areas to enable successful E-Government:

- A method for determining Interior's most important and urgent E-Government needs and establishing them as priorities;
- An approach that facilitates communication and collaboration between Bureaus and enables them to partner on shared E-Government solutions; and
- A means for consistently and accurately measuring the performance of ongoing projects to assess their viability and the benefits they generate.

To transition successfully to a new governance model, these E-Government processes must be integrated into existing management processes. Streamlining, rather than burdening, current activities is the goal. This approach means clear responsibilities and accountabilities, with defined handoffs between governing bodies. Finally, and fundamentally, in order to foster the communication that is critical for success, the E-Government governance processes must be transparent.

E-GOVERNMENT GOVERNANCE MODEL

The E-Government governance model seeks to address these capability needs by promoting a collaborative environment with business leaders and technical leaders regularly working together to make decisions across Interior's investment portfolio. Rather than creating a drastically new organizational and process management structure, the new governance model builds off existing IT and E-Government organizations and the ongoing IT portfolio management process. The new model leverages Inter-Bureau groups to facilitate communication across the organization while also enabling an enterprise-wide view of business priorities, resulting in economies of scale and reduced redundancy. Establishing defined responsibilities and consistent communication between E-Government-related groups is key to the success of this effort. The following E-Government governance structure has been created to support this collaborative environment and ensure E-Government efforts meet Interior's strategic, business, and technical objectives.



Leadership and Organizational Structure Changes

Interior's E-Government leadership structure remains largely unchanged in this governance model, but the model places new demands on both business and technical leaders by defining new roles and increasing levels of collaboration between them. The most significant change is the creation of a Departmental Investment Review Board comprised of business and technical leaders from Interior's Bureaus and key Departmental offices. The new model also establishes important connections between E-Government governing bodies, including the Department's primary business and technical management groups and several existing groups directly related to implementing this strategy. Finally, the governance model establishes and strengthens links between Departmental E-Government governance and Bureau governance structures. Each group affected by the new governance structure is described below along with an overview of the organizational implications.

Management Initiatives Team

The Management Initiatives Team (MIT) is comprised of senior level business leaders responsible for overseeing implementation of the President's Management Agenda (PMA) items and Interior's management improvement initiatives. On an annual basis, the MIT also meets to prioritize investments and present final recommendations to the Management Excellence Council (MEC), the Department's most senior decision-making body. The MIT executes its responsibilities through a number of subcommittees, one of which is the E-Gov Team, established to support the Administration's E-Government agenda and address Interior's unique E-Government needs. Since E-Government activities may impact other PMA items, the MIT serves as a critical coordination point between the E-Gov Team and the other MIT subcommittees.

E-Gov Team

The E-Gov Team is the driving force for defining and implementing Interior's E-Government strategy. Composed of business leaders from each Bureau and most Departmental offices, the team is led by a business representative at the Deputy Assistant Secretary level, with deputy leadership positions filled from the Office of the CIO and Performance Management and Budget. An important addition to the membership of the E-Gov Team is a representative from the Office of Budget. The Department's IT Management Council (ITMC) already brings together technology leaders from each Bureau and Departmental office to make technology decisions for the enterprise. Solidifying the E-Gov Team will create a business-focused complement to the ITMC. By leveraging the existing ITMC representation on the E-Gov Team, the two groups can communicate consistently. It is critical for the E-Gov Team to make informed decisions about how the business priorities of the Department and the Bureaus should shape Interior's use of technology. Highlights of their responsibilities include:

- Defining shared business needs;
- Identifying potential gaps and redundancies in implementing strategic goals;
- Guiding relevant business process redesign efforts;
- Supporting E-Government innovation in service delivery;
- Facilitating communication between the Department and Bureaus, and among the Bureaus;
- Highlighting relevant best practices and leveraging shared solutions, where appropriate; and
- Identifying and removing common barriers to E-Government.

Departmental Investment Review Board

At quarterly points during the ongoing capital planning and investment control (CPIC) portfolio management process, the E-Gov Team and the ITMC will formally join to form the Departmental Investment Review Board (IRB). The Departmental IRB will meet annually to review business cases, prioritize initiatives and make investment recommendations to the MIT. In accordance with the CPIC guidelines, the Departmental IRB will meet quarterly to review the status of ongoing projects. The Departmental IRB will evaluate actual results against planned performance metrics, service level agreements, and scope and schedule of the major projects and make any subsequent portfolio management decisions. By creating a combined team of business and technical leaders to review the projects together on a quarterly basis, business and technical concerns are addressed simultaneously, keeping the business and technical direction aligned. Highlights of the IRB's E-Government-related responsibilities include:

- Determining the significance and urgency of needs shared across the Department and Bureaus;
- Reviewing CPIC business cases;
- Making recommendations on viability and prioritization of proposed initiatives;
- Preventing duplicate investments and leveraging shared solutions, where appropriate; and
- Providing oversight for ongoing E-Government efforts.

Bureau Investment Review Boards

To strengthen the relationship between Bureau and Departmental budgeting and capital planning, the governance model introduces changes in membership and functions of the Bureau IRBs. Most importantly, each Bureau's primary E-Gov Team member should serve as an active member on the Bureau IRB. This addition enables regular communication and coordination between the E-Gov Team's efforts and the individual Bureaus. During the ongoing CPIC process, the E-Gov Team member will be well-informed on his or her Bureau's investment priorities, and as enterprise-wide priorities are established and opportunities for shared solutions are identified, the members can ensure their Bureau's needs are addressed.

Leveraging the Bureau IRBs to integrate their individual E-Government activities with Departmental priorities is the key link between governance at the Departmental level and at the Bureau level. As

Interior turns to implementing the E-Government Strategy, Bureau E-Government leaders will be challenged to align their efforts with the direction of the Departmental E-Government strategy while supporting their Bureau's own unique E-Government needs, which vary widely. Just as the enterprise-wide IRB, E-Gov Team and ITMC oversee and coordinate E-Government efforts across the Department, each Bureau's IRB should provide the same level of integration across all of that Bureau's E-Government activities. Ultimately, each Bureau will need to replicate the functions identified in this Departmental Governance Framework to charter its own E-Government governance structure that is tailored to the Bureau's unique E-Government needs.

E-Gov Team Subteams

In the E-Government governance structure, the E-Gov Team also oversees three sub-teams: the PMA E-Gov Initiatives Team, the DOI Web Council (DWC), and the Interior Business Architecture Team (IBAT). Based on the business focus and the enterprise-wide impact of these sub-teams' responsibilities, the E-Gov Team's leadership provides a natural location for tying these sub-teams into the overall governance structure. A representative from each sub-team will attend E-Gov Team meetings on a regular basis to provide updates of the team's efforts, make recommendations as necessary, and report on any items that need further discussion.

The PMA E-Gov Initiatives Team consists of a representative from each of the PMA E-Gov initiatives for which Interior is either the managing partner or a participant. Coordination among the PMA E-Gov initiatives is complex as more initiatives are launched and implemented. The PMA E-Gov Initiatives Team meets regularly to review the status of the initiatives, discuss funding needs, and coordinate implementation of new processes and backend systems within Interior that relate to the PMA E-Gov initiatives. A close relationship between the E-Gov Team and the PMA E-Gov Initiatives Team is essential in enabling business leaders to establish priorities and understand the potential impact of the PMA E-Gov initiatives on Interior.

The Web Council is an enterprise-wide group focused on improving Interior's web services and presence. As a sub-team to the E-Gov Team, the Web Council makes recommendations on decisions related to improvements to the content and presentation of Interior's Web presence. The E-Gov Team will review recommendations from the Web Council and ensure decisions are aligned with Interior's E-Gov strategy.

The Interior Business Architecture Team represents the primary business component of the overall Interior Architecture effort. As a sub-team to the E-Gov Team, the IBAT will advise the E-Gov Team of potential opportunities and recommendations for business process transformation identified throughout the architecture definition process, and then receive guidance from the E-Gov Team regarding how cross-Bureau business process can and should be improved. The IBAT will work closely with other Enterprise Architecture and IT working groups managed from the Office of the CIO.

Process Management Changes

Changing the leadership and organizational structure of E-Government at Interior is not enough to successfully implement this strategy; the changes must be reinforced with new or enhanced management processes as well. The key activities required to implement this strategy span the full life cycle of portfolio management, from heavy upfront strategic planning needs to ongoing oversight and monitoring activities. They also require varying levels of involvement from Department and Bureau organizational groups, based on the activity and each investment's stage in the CPIC life cycle. Different decision-making groups will be involved in different capacities for each key activity along the dimensions of being responsible, accountable, informed and consulted. In this context, the following definitions apply:

Responsible: The organization or individual primarily tasked with accomplishing the activity

Accountable: The organization or individual ultimately answerable for performance
Consulted: Organizations or individuals who are engaged in dialogue to improve the outcome of the activity
Informed: Organizations or individuals who are kept advised of the status of an activity

Activity	Responsible	Accountable	Consulted	Informed
Define Strategy	E-Gov Team	E-Gov Team/ MIT/MEC	MIT/ MEC/ Bureaus	Relevant E- Gov Bodies
Identify Gaps and Redundancies in Accomplishing Strategy	E-Gov Team	E-Gov Team	MEC/ MIT/ Bureaus	ITMC
Determine E-Government Opportunities and Priorities	Departmental IRB	E-Gov Team	MIT/ Bureaus	MIT Sub- committees
Identify Appropriate Project Sponsors and Integrated Project Team	E-Gov Team	E-Gov Team	Bureaus/ITMC	
Create Business Cases	Project Sponsor	Project Sponsor	Bureaus	Departmental IRB
Approve and Prioritize Major Investments	Departmental IRB	MIT/ MEC	Office of Budget/ MIT Subcommittees	Bureau IRBs/ Relevant E- Gov Bodies
Develop, Implement, and Operate Initiatives	Project Team	Project Sponsor	Departmental IRB/ IT Working Groups	
Evaluate Progress Against Performance Measures and MOUs/SLAs	Departmental IRB	MIT/ MEC	Project Sponsor	
Establish Consistent Communication	E-Gov Team/ Bureau E- Gov Reps/ Bureau CIOs	E-Gov Team	MIT	ITMC, Bureaus, MIT Sub- committees
Refine Strategy	E-Gov Team	E-Gov Team/ MIT/ MEC	MIT/ MEC/ Bureaus	Relevant E- Gov Bodies

More detailed descriptions of these activities can be found in Interior’s accompanying E-Government Governance Framework document, which outlines for each activity the purpose, responsible party, tools, input, output, and timing as well as the specific process steps involved.

9.0 ALIGNMENT WITH THE ENTERPRISE ARCHITECTURE

To enable agencies to derive the maximum benefit from their information technology, OMB is developing the Federal Enterprise Architecture (FEA). The FEA provides tools to improve performance, increase collaboration, and reduce costs associated with IT portfolios. The FEA will facilitate the integration of IT systems across agencies and different levels of government and establish the system linkages to mission and program performance.

The FEA consists of a series of five reference models that allow cross-agency analysis. These models are:

- The Performance Reference Model (PRM) establishes the framework to measure the performance of major IT initiatives and their contribution to program performance;
- The Business Reference Model (BRM) provides a model for describing the functions (“lines of business”) performed by the government;
- The Service Component Reference Model (SRM) creates a method for describing the business and information technology components of a particular IT investment;
- The Technology Reference Model (TRM) describes the standards, specifications, and technologies that support the components of an E-Government solution;
- The Data and Information Reference Model (DRM) describes the data and information used by business line and support programs.

Each agency within the federal government must define its enterprise architecture using the FEA models. DOI is developing an Interior Enterprise Architecture that will fulfill this requirement.

It is important that Interior E-Government projects use the FEA and Interior Enterprise Architecture. Doing so will help Interior to achieve the intent of these tools – the increased performance, reduced cost, and improved collaboration of information technology efforts. Additionally, the consistent use of these models will make the task of justifying and evaluating Interior projects easier.

This E-Government Strategy has been developed with the FEA and Interior Enterprise Architecture in mind. Although the FEA is a recent innovation and, at the time of this writing, not all of its frameworks have been officially released, the existing reference models of the FEA were consulted during the creation of this document. As DOI builds the Interior Enterprise Architecture and as future Departmental Strategic Plans are mapped to it, it will be important to ensure that the E-Government Strategy is kept aligned to both documents.

The following table maps the E-Government strategies to the Business Reference Model lines of business.

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Integrated tools to enable collection of electronic resource data by automatic means and by field personnel.	1.1	<ul style="list-style-type: none"> ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Public Goods Creation and Management ▪ Information and Technology Management

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Automated resource inventories that enable simple updating and sharing of relevant information.	1.1	<ul style="list-style-type: none"> ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Public Goods Creation and Management ▪ Information and Technology Management ▪ Law Enforcement
Automated analysis tools that support NEPA and other environmental analyses of land health, water quality and quantity, air quality and other appropriate assessments.	1.1	<ul style="list-style-type: none"> ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Public Goods Creation and Management ▪ Information and Technology Management
Tools to coordinate with, offer appropriate technical assistance to, and foster two-way information exchange with other federal agencies, state, local and tribal governments, citizen stewards, and private sector partners.	1.1	<ul style="list-style-type: none"> ▪ Environmental Management ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Knowledge Creation and Management ▪ Information and Technology Management ▪ Law Enforcement
Tools that increase public outreach to stakeholders, including communication of policies.	1.1	<ul style="list-style-type: none"> ▪ Environmental Management ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Public Affairs ▪ Information and Technology Management
Tools for the solicitation, coordination, and motivation of volunteers.	1.1	<ul style="list-style-type: none"> ▪ Environmental Management ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Information and Technology Management
Incident tracking and case management tools for monitoring activities related to threatened or endangered species, and invasive species.	1.2	<ul style="list-style-type: none"> ▪ Environmental Management ▪ Natural Resources ▪ Law Enforcement ▪ Information and Technology Management

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Integrated tools to enable collection of electronic resource data by automatic means and by field personnel.	1.2	<ul style="list-style-type: none"> ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Information and Technology Management
Automated ecosystem inventories that enable simple updating and sharing of relevant information.	1.2	<ul style="list-style-type: none"> ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Public Goods Creation and Management ▪ Information and Technology Management
Capabilities to analyze data, activities, and trends related to threatened, endangered, and other federal Trust species, their habitats, and invasive species.	1.2	<ul style="list-style-type: none"> ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Public Goods Creation and Management ▪ Information and Technology Management
Tools to coordinate with, offer appropriate technical assistance to, and foster two-way information exchange with other federal agencies, state, local and tribal governments, citizen stewards, and private sector partners.	1.2	<ul style="list-style-type: none"> ▪ Environmental Management ▪ Natural Resources ▪ Federal Financial Assistance ▪ Information and Technology Management ▪ Law Enforcement
Tools that increase public outreach to stakeholders, including communication of policies.	1.2	<ul style="list-style-type: none"> ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Public Goods Creation and Management ▪ Public Affairs ▪ Information and Technology Management
Electronic tools to enhance accountability, education, and preservation efforts regarding cultural and natural heritage resources.	1.3	<ul style="list-style-type: none"> ▪ Education ▪ Knowledge Creation and Management ▪ Public Goods Creation and Management ▪ Information and Technology Management

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Tools to record and monitor status of cultural and natural heritage resources.	1.3	<ul style="list-style-type: none"> ▪ Education ▪ Knowledge Creation and Management ▪ Public Goods Creation and Management ▪ Information and Technology Management
Tools to coordinate with, offer appropriate technical assistance to, and foster two-way information exchange with other federal agencies, state, local and tribal governments, citizen stewards, and private sector partners.	1.3	<ul style="list-style-type: none"> ▪ Education ▪ Public Goods Creation and Management ▪ Knowledge Creation and Management ▪ Information and Technology Management ▪ Law Enforcement
Tools that facilitate public outreach to stakeholders, including communication to state, local and tribal governments.	1.3	<ul style="list-style-type: none"> ▪ Education ▪ Public Goods Creation and Management ▪ Public Affairs ▪ Information and Technology Management
Tools to leverage hazard detection systems to protect DOI resources.	1.3	<ul style="list-style-type: none"> ▪ Education ▪ Public Goods Creation and Management ▪ Information and Technology Management ▪ Natural Resources
Tools that improve monitoring of compliance with land, mineral, and energy usage policies to enhance responsible use.	2.1	<ul style="list-style-type: none"> ▪ Economic Development ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Regulatory Compliance and Enforcement ▪ Public Goods Creation and Management ▪ Information and Technology Management
Tools to analyze the effects of resource use.	2.1	<ul style="list-style-type: none"> ▪ Economic Development ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Public Goods Creation and Management ▪ Information and Technology Management

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Tools for online leasing and permitting that enable efficient access to, and use of, natural resources.	2.1	<ul style="list-style-type: none"> ▪ Economic Development ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Regulatory Compliance and Enforcement ▪ Public Goods Creation and Management ▪ Information and Technology Management
Robust, responsive electronic models to assess the values of land, mineral, and energy resources and optimize value.	2.1	<ul style="list-style-type: none"> ▪ Economic Development ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Information and Technology Management
Streamlined and integrated revenue collection and disbursement tools that allow online tracking, monitoring, communication, and payment tools to optimize value.	2.1	<ul style="list-style-type: none"> ▪ Economic Development ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Revenue Collection ▪ Information and Technology Management
Tools to coordinate with, offer appropriate technical assistance to, and foster two-way information exchange with other federal agencies, state, local and tribal governments, citizen stewards, and private sector partners.	2.1	<ul style="list-style-type: none"> ▪ Economic Development ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Knowledge Creation and Management ▪ Federal Financial Assistance ▪ Information and Technology Management ▪ Law Enforcement
Tools that increase public outreach to stakeholders, including communication of responsible use policies and collection of customer feedback.	2.1	<ul style="list-style-type: none"> ▪ Economic Development ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Public Affairs ▪ Information and Technology Management

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Automated means of recording water storage and delivery, hydropower generation, and infrastructure condition, and for monitoring compliance with federal, state, and local laws affecting water use.	2.2	<ul style="list-style-type: none"> ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Public Goods Creation and Management ▪ Regulatory Compliance and Enforcement ▪ Information and Technology Management
Tools to analyze the effects of water delivery and hydropower activities.	2.2	<ul style="list-style-type: none"> ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Regulatory Compliance and Enforcement ▪ Information and Technology Management
Solutions for streamlined and improved online payments and revenue collections.	2.2	<ul style="list-style-type: none"> ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Revenue Collection ▪ Information and Technology Management
Tools to coordinate with, offer appropriate technical assistance to, and foster two-way information exchange with other federal agencies, state, local and tribal governments, and private sector partners.	2.2	<ul style="list-style-type: none"> ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Knowledge Creation and Management ▪ Information and Technology Management ▪ Law Enforcement
Tools that increase public outreach to stakeholders, including communication of responsible use policies and collection of customer feedback.	2.2	<ul style="list-style-type: none"> ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Public Affairs ▪ Information and Technology Management

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Tools that increase public outreach, including communication of recreation opportunities and collection of customer feedback.	3.1	<ul style="list-style-type: none"> ▪ Education ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Public Affairs ▪ Information and Technology Management
Online tools that provide recreation information, conduct recreation transactions, and facilitate improved access to all recreation opportunities.	3.1	<ul style="list-style-type: none"> ▪ Education ▪ Natural Resources ▪ Revenue collection ▪ Information and Technology Management
Capabilities to track recreation use and predict future recreation trends.	3.1	<ul style="list-style-type: none"> ▪ Education ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Knowledge Creation and Management ▪ Information and Technology Management
Tools to coordinate with, offer appropriate technical assistance to, and foster two-way information exchange with other federal agencies, state, local and tribal governments, and private sector partners.	3.1	<ul style="list-style-type: none"> ▪ Education ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Knowledge Creation and Management ▪ Federal Financial Assistance ▪ Information and Technology Management
Electronic tools that support the development and delivery of recreation-related education programs.	3.1	<ul style="list-style-type: none"> ▪ Education ▪ Natural Resources ▪ Public Affairs ▪ Information and Technology Management
Capabilities to track recreation resource use and collect customer feedback.	3.2	<ul style="list-style-type: none"> ▪ Education ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Revenue Collection ▪ Information and Technology Management
Tools that improve the performance of concessions contracting on Interior-managed recreational lands.	3.2	<ul style="list-style-type: none"> ▪ Education ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Supply Chain Management ▪ Information and Technology Management

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Solutions for streamlined and improved online payments and revenue collections.	3.2	<ul style="list-style-type: none"> ▪ Education ▪ Natural Resources ▪ Public Goods Creation and Management ▪ Revenue Collection ▪ Financial Management ▪ Information and Technology Management
Tools to track and manage wildland fire dangers, fire prevention status, incident response, and firefighting skill needs and availability.	4.1	<ul style="list-style-type: none"> ▪ Disaster Management ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Direct Services for Citizens ▪ Information and Technology Management
Tools to track, mitigate the threats from, and respond to other hazards, including oil and hazardous substance incidents, floods, droughts, volcanic eruptions, earthquakes, and coastal storms.	4.1	<ul style="list-style-type: none"> ▪ Disaster Management ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Direct Services for Citizens ▪ Information and Technology Management
Tools to track surface and groundwater quality to improve the health of communities.	4.1	<ul style="list-style-type: none"> ▪ Environmental Management ▪ Natural Resources ▪ Health ▪ Information and Technology Management
Law enforcement incident tracking, case management, and command control center capabilities.	4.1	<ul style="list-style-type: none"> ▪ Homeland Security ▪ Law Enforcement ▪ Direct Services for Citizens ▪ Information and Technology Management
Means of applying scientific research and stakeholder input to develop spatially explicit approaches for hazard mitigation, preparedness, and avoidance.	4.1	<ul style="list-style-type: none"> ▪ Disaster Management ▪ Knowledge Creation and Management ▪ Public Affairs ▪ Information and Technology Management
Tools to foster two-way information exchange with other federal agencies, state, local and tribal governments, and private sector partners.	4.1	<ul style="list-style-type: none"> ▪ Environmental Management ▪ Natural Resources ▪ Public Affairs ▪ Information and Technology Management

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Innovative tools to assist in environmental research and monitoring.	4.2	<ul style="list-style-type: none"> ▪ Disaster Management ▪ Education ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Information and Technology Management
Tools for improving and increasing data-gathering efforts, through remote and in situ sensing and other techniques.	4.2	<ul style="list-style-type: none"> ▪ Disaster Management ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Information and Technology Management
Increased capabilities for collaborating with partners and for disseminating research results.	4.2	<ul style="list-style-type: none"> ▪ Disaster Management ▪ Education ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Information and Technology Management
Tools for integrating research results to expand the scientific body of knowledge.	4.2	<ul style="list-style-type: none"> ▪ Disaster Management ▪ Education ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Information and Technology Management
Analytical tools to support advanced, integrated science capabilities, such as scientific modeling and decision-support systems	4.2	<ul style="list-style-type: none"> ▪ Disaster Management ▪ Education ▪ Energy ▪ Environmental Management ▪ Natural Resources ▪ Knowledge Creation and Management ▪ Information and Technology Management

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Tools for secure, accurate, and up-to-date Trust asset inventory and status.	4.3	<ul style="list-style-type: none"> ▪ Community and Social Services ▪ Public Goods Creation and Management ▪ Controls and Oversight ▪ Information and Technology Management
Secure, accurate, and timely Trust accounting and payment transaction capabilities.	4.3	<ul style="list-style-type: none"> ▪ Community and Social Services ▪ Public Goods Creation and Management ▪ Financial Management ▪ Information and Technology Management
Trust-related consultation and collaboration mechanisms.	4.3	<ul style="list-style-type: none"> ▪ Community and Social Services ▪ Public Affairs ▪ Information and Technology Management
Automated means of enhancing tribal consultations.	4.4	<ul style="list-style-type: none"> ▪ Community and Social Services ▪ Information and Technology Management
Capabilities for streamlining tribal compacting processes.	4.4	<ul style="list-style-type: none"> ▪ Community and Social Services ▪ Public Goods Creation and Management ▪ Transfers to States and Local Governments ▪ Information and Technology Management
Tools to facilitate more collaborative community-based partnerships.	4.4	<ul style="list-style-type: none"> ▪ Community and Social Services ▪ Transfers to States and Local Governments ▪ Information and Technology Management
Tools to provide accurate, real-time information exchange with federally recognized tribes.	4.4	<ul style="list-style-type: none"> ▪ Community and Social Services ▪ Education ▪ Health ▪ Workforce Management ▪ Direct Services for Citizens ▪ Knowledge Creation and Management ▪ Information and Technology Management
Collaborative curriculum development tools, improved access to online learning, and enhanced school administration systems to strengthen education programs.	4.4	<ul style="list-style-type: none"> ▪ Education ▪ Direct Services for Citizens ▪ Transfers to States and Local Government ▪ Information and Technology Management

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Case management tools for tracking and managing delivery of social services.	4.4	<ul style="list-style-type: none"> ▪ Community and Social Services ▪ Workforce Management ▪ Direct Services for Citizens ▪ Information and Technology Management
Incident response and case management tools to enhance public safety.	4.4	<ul style="list-style-type: none"> ▪ Community and Social Services ▪ Law Enforcement ▪ Direct Services for Citizens ▪ Information and Technology Management
Online economic development tools to increase employment in Indian Country, for conducting workforce skill development, and for matching applicants to job opportunities.	4.4	<ul style="list-style-type: none"> ▪ Community and Social Services ▪ Workforce Management ▪ Direct Services to Citizens ▪ Transfers to States and Local Governments ▪ Information and Technology Management
Accurate, timely accounting and payment transaction capabilities.	4.5	<ul style="list-style-type: none"> ▪ Community and Social Services ▪ Transfers to States and Local Governments ▪ Financial Management ▪ Information and Technology Management
Online economic development tools.	4.5	<ul style="list-style-type: none"> ▪ Community and Social Services ▪ Transfers to States and Local Governments ▪ Direct Services to Citizens ▪ Information and Technology Management
Tools that automate grant applications, awarding funding, compliance, and reporting.	4.5	<ul style="list-style-type: none"> ▪ Community and Social Services ▪ Transfers to States and Local Governments ▪ Financial Management ▪ Information and Technology Management
Tools that assist with recruiting personnel.	5.1	<ul style="list-style-type: none"> ▪ Human Resource Management ▪ Information and Technology Management
Tools to track staffing and skill requirements, record personnel accomplishments, and support decision-making regarding hiring and employee career development.	5.1	<ul style="list-style-type: none"> ▪ Planning and Resource Allocation ▪ Human Resource Management ▪ Information and Technology Management
Tools to support workforce and competitive sourcing analyses.	5.1	<ul style="list-style-type: none"> ▪ Planning and Resource Allocation ▪ Information and Technology Management
Comprehensive human resource tools that integrate with time and attendance, payroll, and benefits management.	5.1	<ul style="list-style-type: none"> ▪ Human Resource Management ▪ Information and Technology Management

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Tools that assist with the creation, management, and delivery of training content.	5.1	<ul style="list-style-type: none"> ▪ Human Resource Management ▪ Information and Technology Management
Interactive and easy-to-use models for basic and advanced computer skills training.	5.1	<ul style="list-style-type: none"> ▪ Human Resource Management ▪ Information and Technology Management
Tools that assist with recruiting and managing volunteers.	5.1	<ul style="list-style-type: none"> ▪ Education ▪ Environmental Management ▪ Natural Resources ▪ Human Resource Management ▪ Information and Technology Management
Tools that support the planning, programming, allocation, and tracking of budget funds.	5.2	<ul style="list-style-type: none"> ▪ Planning and Resource Allocation ▪ Financial Management ▪ Information and Technology Management
Electronic tools that assist with the calculation, tracking, and managing of internal operational costs.	5.2	<ul style="list-style-type: none"> ▪ Financial Management ▪ Information and Technology Management
Tools that improve and standardize acquisitions, concessions, payments, and receipts.	5.2	<ul style="list-style-type: none"> ▪ Financial Management ▪ Supply Chain Management ▪ Information and Technology Management
Tools that generate financial reports based on users' queries.	5.2	<ul style="list-style-type: none"> ▪ Financial Management ▪ Information and Technology Management
Tools that improve and standardize the processes of managing grants and cooperative agreements.	5.2	<ul style="list-style-type: none"> ▪ Regulatory Compliance and Enforcement ▪ Federal Financial Assistance ▪ Transfers to States and Local Governments ▪ Financial Management ▪ Information and Technology Management
Tools that assist with the accountability for, and tracking of, Interior's inventory and that assess the condition, accessibility, and suitability of personal and real property assets, including information regarding their sale and disposal.	5.3	<ul style="list-style-type: none"> ▪ Public Goods Creation and Management ▪ Administrative Management ▪ Information and Technology Management
Tools that plan and track the maintenance of physical assets.	5.3	<ul style="list-style-type: none"> ▪ Public Goods Creation and Management ▪ Administrative Management ▪ Information and Technology Management

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Tools that track the energy use of vehicle fleets and buildings.	5.3	<ul style="list-style-type: none"> ▪ Public Goods Creation and Management ▪ Administrative Management ▪ Information and Technology Management
Tools that collect, integrate, and analyze performance management and customer feedback information from multiple sources.	5.4	<ul style="list-style-type: none"> ▪ Planning and Resource Allocation ▪ Financial Management ▪ Information and Technology Management
Tools that lower the cost of performing surveys and other performance measurement and customer feedback gathering.	5.4	<ul style="list-style-type: none"> ▪ Planning and Resource Allocation ▪ Information and Technology Management
Tools that link performance measurement and customer feedback information with Interior planning and management scorecards, in order to support enterprise decision-making.	5.4	<ul style="list-style-type: none"> ▪ Planning and Resource Allocation ▪ Financial Management ▪ Information and Technology Management
Tools that facilitate reporting, information sharing, and adoption of best practices in connection with management review and competitive sourcing.	5.4	<ul style="list-style-type: none"> ▪ Planning and Resource Allocation ▪ Financial Management ▪ Human Resource Management ▪ Information and Technology Management
An electronic records and data management environment that allows for real-time access, easy reliable storage, and robust queries for all Interior information.	5.5	<ul style="list-style-type: none"> ▪ Information and Technology Management ▪ Knowledge Creation and Management
Enhanced and enforced standards regarding data, records, and other vital architecture components of information sharing.	5.5	<ul style="list-style-type: none"> ▪ Information and Technology Management ▪ Knowledge Creation and Management
Knowledge management tools to synthesize institutional knowledge and share best practices, especially from retiring employees.	5.5	<ul style="list-style-type: none"> ▪ Information and Technology Management
An Interior-wide intranet to improve internal information exchange and foster collaboration.	5.5	<ul style="list-style-type: none"> ▪ Information and Technology Management ▪ Planning and Resource Allocation
Electronic tools that streamline and automatically manage administrative workflows.	5.5	<ul style="list-style-type: none"> ▪ Information and Technology Management
Simplification and unification of DOI email systems.	5.5	<ul style="list-style-type: none"> ▪ Information and Technology Management
The capability for databases to share geospatial information both inside and outside the Department.	5.6	<ul style="list-style-type: none"> ▪ Information and Technology Management ▪ Knowledge Creation and Management
GPS-based hand-held tools and associated infrastructure improvements that enable Interior employees, volunteers and partners to provide real-time input of observations and events.	5.6	<ul style="list-style-type: none"> ▪ Information and Technology Management ▪ Planning and Resource Allocation

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Modification of appropriate IT systems to enable them to use geospatial data and share their legacy geospatial data.	5.6	<ul style="list-style-type: none"> ▪ Information and Technology Management
Integration of geospatial information into core business practices.	5.6	<ul style="list-style-type: none"> ▪ Knowledge Creation and Management ▪ Information and Technology Management
The capability to access geospatial information online.	5.6	<ul style="list-style-type: none"> ▪ Knowledge Creation and Management ▪ Information and Technology Management
Interoperable geospatial data standards that are consistently used in future data acquisition.	5.6	<ul style="list-style-type: none"> ▪ Information and Technology Management
Implementation of the Governance Framework specified in the Interior E-Government Strategy.	6.1	<ul style="list-style-type: none"> ▪ Planning and Resource Allocation ▪ Information and Technology Management
Program management tools and processes for facilitating internal communication and collaboration.	6.1	<ul style="list-style-type: none"> ▪ Planning and Resource Allocation ▪ Information and Technology Management
Continuous review of cross-cutting initiatives for consolidation opportunities that would increase efficiency.	6.1	<ul style="list-style-type: none"> ▪ Planning and Resource Allocation ▪ Information and Technology Management
Improved capability to operate consolidated, Department-wide E-Government solutions and participate in or operate PMA and other E-Government solutions with external partners.	6.1	<ul style="list-style-type: none"> ▪ Planning and Resource Allocation ▪ Information and Technology Management
Enhanced project management training related to building, maintaining, and acquiring E-Government solutions.	6.1	<ul style="list-style-type: none"> ▪ Information and Technology Management ▪ Human Resources Management
Enhanced executive portfolio management training related to E-Government initiatives.	6.1	<ul style="list-style-type: none"> ▪ Planning and Resource Allocation ▪ Human Resources Management ▪ Information and Technology Management
Increased communications with customers, partners, employees, and volunteers to maintain focus on continuous improvement of E-Government capabilities and service delivery.	6.1	<ul style="list-style-type: none"> ▪ Public Affairs ▪ Planning and Resource Allocation ▪ Information and Technology Management
A user-friendly, intentions-based design for Interior's web sites.	6.2	<ul style="list-style-type: none"> ▪ Information and Technology Management
Capabilities in Interior's web sites that support customer transactions and feedback.	6.2	<ul style="list-style-type: none"> ▪ Information and Technology Management ▪ Financial Management ▪ Planning and Resource Allocation
Processes and tools that ensure web content is available, consistent, and current.	6.2	<ul style="list-style-type: none"> ▪ Information and Technology Management
Policies and procedures that govern the creation, management, and architecture of Interior's web sites.	6.2	<ul style="list-style-type: none"> ▪ Information and Technology Management ▪ Administrative Management

E-Government Strategy	E-Gov Objective	Key BRM Lines of Business Related to the Strategy
Tools that make appropriate data easily available to appropriate, external partners.	6.2	<ul style="list-style-type: none"> ▪ Knowledge Creation and Management ▪ Information and Technology Management
Advanced security and privacy policies.	6.3	<ul style="list-style-type: none"> ▪ Information and Technology Management ▪ Administrative Management
The capability for electronic certification, accreditation, and access authority.	6.3	<ul style="list-style-type: none"> ▪ Information and Technology Management
Authorized solutions and capabilities across the Department and within Bureaus.	6.3	<ul style="list-style-type: none"> ▪ Information and Technology Management ▪ Planning and Resource Allocation
Privacy impact assessments.	6.3	<ul style="list-style-type: none"> ▪ Information and Technology Management
A technical architecture that meets the current and future needs of the Department for reliable and efficient mission support.	6.4	<ul style="list-style-type: none"> ▪ Information and Technology Management
A technical infrastructure that meets the high-capacity, advanced needs of the Department and Bureau's.	6.4	<ul style="list-style-type: none"> ▪ Information and Technology Management
Using performance monitoring and capacity planning techniques, upgrade Interior's communications capacity.	6.4	<ul style="list-style-type: none"> ▪ Information and Technology Management
Life-cycle management and configuration management policies.	6.4	<ul style="list-style-type: none"> ▪ Information and Technology Management ▪ Administrative Management
Integrated infrastructure solutions, where appropriate.	6.4	<ul style="list-style-type: none"> ▪ Information and Technology Management ▪ Planning and Resource Allocation
Compatible system architectures that support Department-wide solutions to common tasks and applications	6.4	<ul style="list-style-type: none"> ▪ Information and Technology Management

10.0 E-GOVERNMENT PERFORMANCE MEASURES

Performance measures provide an organization the quantitative means to determine whether it is achieving its goals. As Interior implements its E-Government program, it will require performance measures to monitor its progress.

To be useful, performance measures must evaluate the proper activities. It is therefore vital that E-Government performance measures be aligned to the goals contained in this document, to the end outcomes specified in the Department’s Strategic Plan, and to the Interior Enterprise Architecture.

OMB has developed a Performance Reference Model (PRM) as part of the Federal Enterprise Architecture. The PRM contains a set of performance measures that can be tailored to fit the specific agency needs and a framework for using them. These performance measures are categorized into four broad areas: mission & business results, customer results, processes & activities, and technology. This model assisted in the development of the performance measures below.

This section presents two tiers of performance measures. The top tier (program level performance measures) presents metrics that indicate the overall performance of the E-Government program. The measures listed in this tier were derived from the Departmental Strategic Plan, Interior's E-Government priorities, and the PRM. The Departmental Investment Review Board will apply these metrics annually, at a minimum, as they assess the effectiveness of E-Government efforts across Interior. The results will be used to shape the annual refinement of the E-Government Strategy. Table 4 shows the measures as they map to the goals of the Departmental Strategic Plan. This table also categorizes the measures into those evaluating “mission impact” and those evaluating the success of “governance and coordination.” Table 5 maps the measures to the Performance Reference Model.

Table 4: Program Performance Measures (Mapped to DOI Strategic Plan)

Performance Measure	Link to Goals of Departmental Strategic Plan	Category
Business manager satisfaction with E-Government solutions	Strategic Goals of all mission areas	Mission Impact
IT spending as a % of Interior budget (benchmark)	Management Excellence: End Outcome Goal 4 (Integration)	Governance and Coordination
% of GPEA transactions that are GPEA compliant	Management Excellence: PMA Strategy 4 (E-Government)	Mission Impact
% of systems that serve multiple Bureaus	Management Excellence: End Outcome Goal 4 (Integration)	Governance and Coordination
% of capital investments fully compliant with the CPIC process	Management Excellence: PMA Strategy 4 (E-Government)	Governance and Coordination
% system availability	Management Excellence: End Outcome Goal 3 (Modernization)	Mission Impact
% of systems certified and accredited	Management Excellence: End Outcome Goal 3 (Modernization)	Governance and Coordination
% of major IT projects that are within 10% of schedule and cost	Management Excellence: PMA Strategy 4 (E-Government)	Governance and Coordination
% external customers satisfied with IT services of Department	Management Excellence: End Outcome Goal 5 (Customer Value)	Mission Impact
# of web hits	Management Excellence: End Outcome Goal 3 (Modernization)	Mission Impact

Table 5: Program Performance Measures (Mapped to the PRM)

Performance Measure	PRM Management Area	PRM Management Category
Business manager satisfaction with E-Government solutions	Customer Results; Mission & Business Results	Customer Benefit; All categories that DOI performs
IT spending as a % of Interior budget (benchmark)	Processes & Activities	Financial
% of GPEA transactions that are GPEA compliant	Customer Results	Service Accessibility
% of systems that serve multiple Bureaus	Technology	Efficiency
% of capital investments fully compliant with the CPIC process	Processes & Activities	Management & Innovation
% system availability	Technology	Reliability
% of systems certified and accredited	Technology	Quality
% of major IT projects that are within 10% of schedule and cost	Processes & Activities	Management & Innovation
% external customers satisfied with IT services of Department	Customer Results	Customer Benefit
# of web hits	Customer Results	Service Accessibility

The second tier (project level) of performance measures provides metrics that can be of use to E-Government project managers. These measures were derived from the PRM, Interior's E-Government priorities, and project management best practices. The second tier constitutes a suggested set of metrics, a subset of which should be used in all E-Government OMB Exhibit 300 submissions. The results will be evaluated during quarterly project reviews as part of the ongoing IT portfolio management process and will be used as input for future portfolio management decision-making. The suggested measures are listed in Table 6 along with their mapping to the PRM.

Table 6: Project Performance Measures (Mapped to the PRM)

Performance Measure	PRM Management Area	PRM Management Category
Mission and Business Results	As applicable to the system	As applicable to the system
% of customers that are satisfied with the system	Customer Results	Customer Benefit
# of visitors to the site or users of the system	Customer Results	Service Coverage
Ratio of planned versus actual system expenditures	Processes and Activities	Financial
% deviation from planned project timeline	Processes and Activities	Planning

Performance Measure	PRM Management Area	PRM Management Category
# and % of transactions that are electronic	Processes and Activities	Productivity & Efficiency
Average time required to conduct transactions	Processes and Activities	Productivity & Efficiency
# of IT security breaches or violations	Processes and Activities	Security & Privacy
% of high-probability and high-impact risks with identified mitigation strategies	Technology	Management & Innovation
% of system users that are satisfied	Technology	Effectiveness
Number of Bureaus using the system	Technology	Efficiency
% of data elements that are compatible with other systems	Technology	Information & Data
% of unscheduled IT downtime	Technology	Reliability & Availability

11.0 ACRONYMS

BRM	Business Reference Model (of the FEA)
CFO	Chief Financial Officer
CIO	Chief Information Officer
CPIC	Capital Planning and Investment Control.
DAS	Deputy Assistant Secretary
DOI	Department of the Interior
DRM	Data and Information Reference Model (of the FEA)
DWRC	Department (of the Interior) Web Resources Team
FAIR Act	Federal Activities Inventory Reform Act
FEA	Federal Enterprise Architecture
FOIA	Freedom of Information Act
GPEA	Government Paperwork Elimination Act
HR	Human Resources
IBAT	Interior Business Architecture Team
IRB	Investment Review Board
IT	Information Technology
ITMC	Information Technology Management Council
MEC	Management Excellence Council
MIT	Management Initiatives Team
MOU	Memorandum of Understanding
NARA	National Archives and Records Administration
NBC	National Business Center
OMB	Office of Management and Budget
P.L.	Public Law
PMA	President's Management Agenda
PRM	Performance Reference Model (of the FEA)
SLA	Service-Level Agreement
SRM	Service Component Reference Model (of the FEA)
TRM	Technology Reference Model (of the FEA)