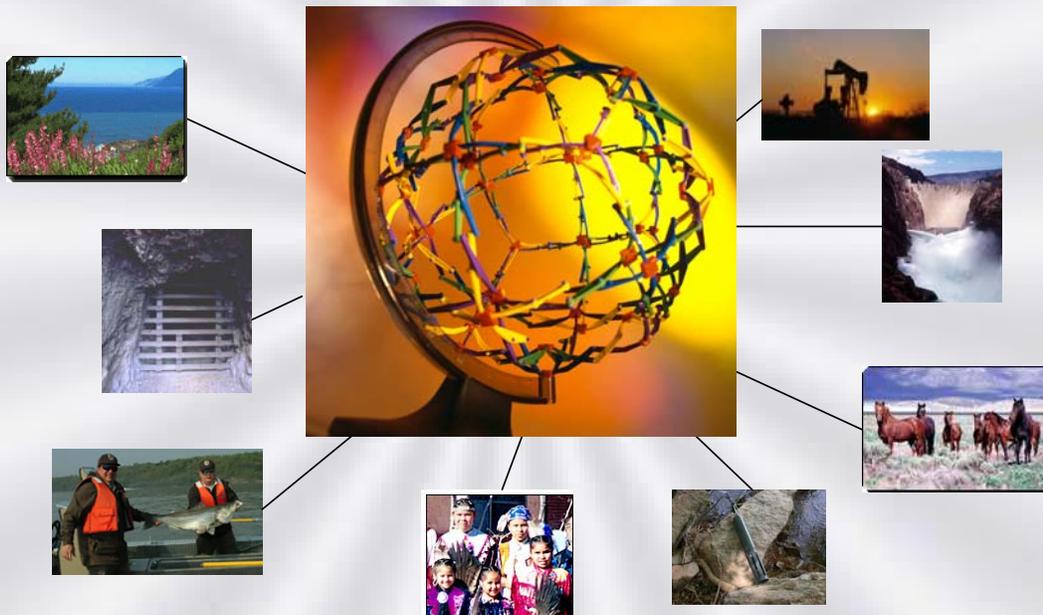


Integrated

Secure

*Department of the Interior  
Information Technology & Business  
Enterprise  
STRATEGIC PLAN*



**PROVIDING WORLD-CLASS CITIZEN-CENTRIC  
INFORMATION PRODUCTS AND SERVICES  
THROUGH KNOWLEDGE-SHARING AND  
PARTNERSHIP WITH OUR BUREAUS**

POSTED MAY 2006

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<p><b>Note: Part II of this Plan will include Implementation Milestones and IT Governance Framework updates</b></p>
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*Note of appreciation: A special acknowledgement for work on this document is designated for Joan Kimmel-Frantz, from the Minerals Management Service and to Kristin Bodling, serving as an Intern in the Office of the Chief Information Officer – both of whom have provided an exceptional effort toward developing this document.*

### *Customer Service That Sets Us Apart —*

All 7 IT Goals in our IT Strategic Plan are guided by our intent to apply a world class, “best in practice” integrated IT approach to providing technology products and service solutions in support of our Lines of Business and customers that differentiate Interior from other Departments. Our Bureau missions are diverse. In order to manage IT within this complexity, we are focusing on those Lines of Business that include Natural Resources, Energy, General Science and Innovation, Environmental Management, Litigation and Judicial Services, Law Enforcement, Income Security, Economic Development, Community and Social Services, Safety and Health, Disaster Management, and Education.

This business-oriented, integrated approach allows us to empower Interior customers and citizens to help themselves; improve the quality of our products and services; make information available to our customers in a timely, consistent, and easy fashion; remove sources of frustration; and present an integrated customer contact environment.

Our IT Strategic Plan therefore concentrates on strategies that will help us address service and support opportunities; determine a starting point, i.e. a baseline of customer satisfaction and quality perceptions; reduce duplication of information; link customer satisfaction and quality goals with our overall strategies, plans, and performance metrics; establish closed-loop systems to address problem areas, including automatic escalation; and better match availability of support to meet our needs.

### Introductory Notes on the Plan and Approach –

The Departmental IT Strategic Plan calls for widespread change over the next five years. Designed to support the Department’s overall strategic mission and management goals, it aligns IT with the Department’s major program concerns, including Trust management, Facilities and Maintenance, and Performance Management. Its goals, enabling strategies, and performance measures are tied to IT security, E-Government, and capital planning and investment. Enterprise architecture provides an overall framework, promoting inter-bureau cooperation and improving data sharing capabilities across business lines. To maximize the innovative and effective use of technology and adapt to changing needs, the Department is migrating its Information Technology (IT) portfolio to integrated, Department-wide business processes and technologies. Extensive efforts have been made to standardize IT functions and organizations throughout the Department. Further standardization along functional areas will enable DOI to create a more mature IT investment management

organization. To measure maturity progress, the Department is using GAO’s IT Investment Management (ITIM) framework. Through FY 2008, the Department will focus on documenting and implementing select policies and standards that will create repeatable practices in key areas of investment management:

- 1) IT Investment Management,
- 2) Enterprise Architecture,
- 3) Software Acquisition,
- 4) Software Development,
- 5) Information Security,
- 6) IT Human Capital,
- 7) Data Management,
- 8) Knowledge Management, and
- 9) IT Operations.

Once these processes are implemented, the organization can position itself to attain the next higher maturity level that builds on the existing processes.

***Interior’s IT Governance & “Managing Partners” Philosophy –***

A governance framework that embraces our distinct Bureau needs and strengths serves as the foundation for Interior’s IT strategy and vision for the future. Now, we are building on this foundation to recruit/form?? “managing partners” for our enterprise approach.

We have already established a governance framework for wise decision making and management of our IT portfolio. By adopting Federal Enterprise Architecture across the Department, a unifying base has been established to support the IT strategy outlined in this Strategic Plan. Furthermore, we are implementing our standardized policies and guidelines as set forth in the Capital Planning and Investment Control (CPIC) Guideline, the E-government Strategic Plan (FY 2004-FY 2008), and the accompanying IT Governance Framework. We are creating modernization blueprints to support major E-government initiatives and capital investments; and we have taken initial steps toward operation enterprise planning. Bureaus have mirrored our IT governance structure, hand-in-hand coordination with business managers for IT investments through routine decision making, and oversight by Investment Review Boards. Our IT Management Council of Chief Information Officers across the Department has proven to be an excellent forum for the discussion of relevant IT issues, for reviewing new approaches and proposals, and providing guidance on critical IT operations in order to ensure collaboration and unified approaches throughout our Bureaus and offices.

But this is only the foundation. In this century, we face a scarcity of resources and fast-paced changes in the realm of technology. As security

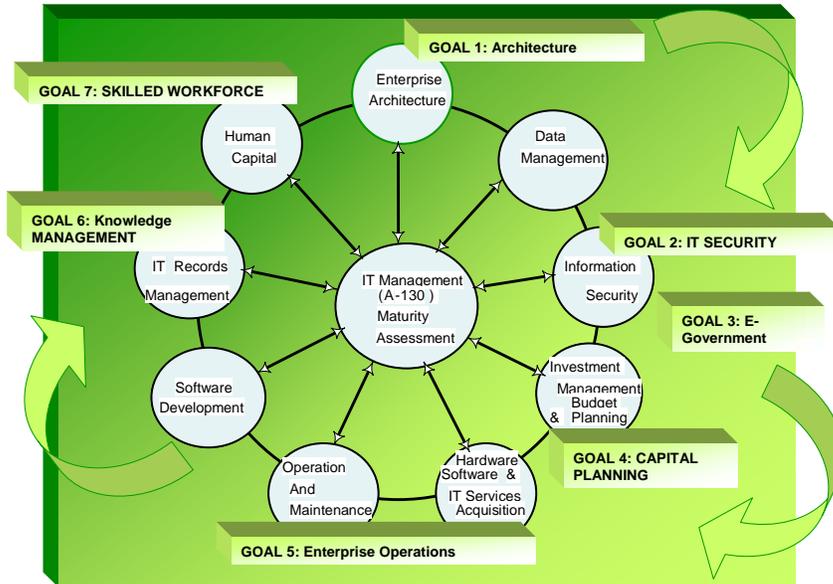
and risk concerns grow exponentially, we must anticipate growing challenges and ensure that our IT workforce is skilled and certified to meet these demands. Our strength lies in our diversity of Bureaus and mission, in our commitment to work in partnership and in our ability to draw upon the extensive expertise and strong leadership of our executive Bureau Chief Information Officers. Building on the momentum of our Bureau “best in practice” examples, applying our talent base and expertise across our vast IT “network”, we can achieve our tremendous mission to provide a world class, citizen-centric information base! Through the commitment of our Bureau business and CIO leaders, we are well on the way toward establishing critical “managing partners” to leverage this strength and provide technology for citizen-centered, integrated, secure services within the Department of the Interior.

This Plan embarks on these next steps by focusing the IT mandates and challenges outlined in numerous mandates and drawing from various models (including those of the General Accounting Office, the Federal Enterprise Architecture, the Federal CIO Council, and the Office of Management and Budget) into 7 Strategic Goals for IT: Architecture, Security, E-Government, Capital (Investment Portfolio) Planning/Management; IT Enterprise Operations and Data Sharing; Knowledge (Information) Management, and a Skilled IT Workforce.

The Chart below links these 7 Strategic Goals to the OMB Circular A-130 and tracking/assessment processes we employ. As depicted in the wheel below, the Strategic Goals cross maturity assessment lines (e.g. data management and software development are addressed by a variety of strategies) and in most cases the impact should affect the entire process.

This Plan provides the IT strategy for the Department in support of the mission areas and outcome goals defined in the President’s Management Agenda. Beyond providing a vision and leadership direction, a focus of the Plan is also on managing our information resources, or implementing Information Resource Management (IRM) as a key to our enterprise assets; thereby aligning IT and IRM through a planning of our investments, operations and support toward achieving our Interior mission.

LINKING OF IT STRATEGIC PLAN GOALS to A-130 Maturity Assessment Tracking



**Preface**

The Paperwork Reduction Act of 1995 and the Information Technology Management Reform Act of 1996 (Clinger-Cohen Act) provide a foundation for efficient and effective Federal acquisition and management of information technology (IT). Critical to this foundation is a focus on information resource planning to support the Interior strategic mission; implementation of the Capital Planning and Investment Control (CPIC) process linked to budget formulation and execution; and an effective IT management structure that governs the process.

The legislation and the Office of Management and Budget (OMB) guidelines such as the A-130, establish the framework to manage our IT resources in an efficient, effective, and economical manner. This Plan shows the direction the Department of the Interior is taking with its management of Information Resources. It presents information resources management policies; information management principles, standards, and guidelines; and the basis on which to evaluate information resources management practices in order to determine their adequacy and efficiency. Furthermore, the IT Strategic Plan is intended as a

framework for Interior Bureaus and offices to use for the development of their own IT plans and for performance measures to help evaluate the benefits of their IT programs. The IT Strategic Plan is the Department’s roadmap towards meeting its overall mission. It describes the goals which IT resource organizations should strive to achieve and it will govern the direction of the Department-wide IT program.

We are taking major strides towards fully implementing mandated requirements, maturing our overall processes, and fulfilling a best-practice model. The ongoing IT governance and infrastructure is already being realized as evidenced by the Department’s management of IT investments throughout the CPIC process; by our leveraging of Enterprise Architecture through the development and implementation of modernization blueprints to reduce redundancies, improve data sharing and interoperability, and systematically fill the gaps in our IT environment; by our successes and ongoing commitment to maintaining a secure IT infrastructure that meets or exceeds national standards; by our implementation of an aggressive

E-Government Strategy; by improving the quality, accessibility and sharing of data in our systems; by leveraging our IT resources through growing enterprise services and shared IT solutions; and by applying effective records management processes. To carry out this approach, the following IT business principles apply:

In addition to the strategic goals established in FY 2004 through the E-Government Strategy serving as the Interior IT plan, this Plan focuses on areas of the Departmental picture that are important to the ongoing success of the DOI. The topics that are included in this document cover a wide spectrum of interests, but together they create the final overview of the DOI strategic plan for meeting the demands of a burgeoning information technology.

There are many challenges the DOI will face. It has become clear that resources, including funding and people, are limited, so it is vital to make smart investments, integrate architectures,

ensure secure IT environments, ensure an adequate IT workforce to meet these challenges, and leverage resources through enterprise solutions and increased partnerships. Our ultimate commitment is to sustain and improve performance within our mission areas and guarantee efficient and effective customer-oriented business operations. We want to ensure success through viable goals and performance measures that are applied to a value chain that moves from effective management of *Inputs* (i.e. investment in IT resources and maintenance of effective IT governance and control mechanisms) through the *Work* processes (implementation of procedures to meet rigorous standards to supply the targeted services or systems required by our customers) to accountable *Results* that provide successful outcomes supporting our mission and that ultimately determine if our processes and structures can deliver the “bottom line” (see chart below).

<b>INPUTS:</b>	
<b>Resources</b> – Funding, Human Capital, Enterprise Services as shared solutions.	<b>Controls</b> - Capital Planning CPIC process, DOI IT governing organizational structure (IT Management Council; Investment Review Board; Management Initiatives Team; E-Government Team; DOI Performance Management Council; Activity Based Costing (ABC))
<b>WORK:</b>	
<b>Process</b> – IT project management and procedures to ensure compliance with CPIC, IT Security, Enterprise Architecture, Knowledge Management, OMB’s A-130, and other guidelines and mandates to conduct operations according to efficient, legal and established criteria that are fully in compliance with standards.	<b>Output</b> – The actual quantity, quality or timeliness of work products and services supplied to customers and users
<b>RESULTS:</b>	
<b>Feedback</b> – The way our customers and users view IT products or services (as evidenced by the demand made for output or satisfaction communicated).	<b>Outcome</b> – The ways in which IT users benefit and the strategic results that are actually experienced by customers using the IT system or service.

The IT Strategic Plan flows from the overarching Interior Strategic Plan and emphasizes the outcome measure orientation. Specific activities (or “output measures”) are developed and documented in separate tactical action plan documents based upon this strategic framework.

**An Era of Challenge – Alignment of IT and Business in an Enterprise Solution**

The Department of the Interior is on a journey toward management excellence—excellence defined by results. Our journey is, in part, self-propelled as each of us shares this aspiration for excellence. It is also driven by growing public demands for greater transparency, accountability, effectiveness, and efficiency. Citizens expect—and deserve—excellence.

The details of each Bureau's mission vary, but the challenges are the same: How do we achieve the intended results for America in a complex and changing world of increased urbanization; new law enforcement and security challenges; public demand for improved service and accountability; and aging infrastructure?

The Office of the Chief Information Officer (OCIO) needs to effectively deploy and manage IT assets and investments while ensuring interoperability and security in a robust IT environment at DOI. Currently, DOI faces weaknesses in the following areas:

- Internal control weaknesses continue to hinder DOI financial management systems;
- A number of challenges remain in providing budget and performance integration;
- DOI has made great strides and significant improvements in its IT security program, but more needs to be accomplished to ensure that DOI is in full compliance with all Federal financial management system

requirements in OMB Circular A-130;

- The current wireless telecommunication program in some bureaus does not effectively support bureau and public safety operations and does not comply with DOI management directions. In some cases these efforts are not funded to achieve timely compliance;
- There are instances of conflicting data, duplicate applications, and redundant technology;
- There are non-standardized information systems and multiple platforms and networks throughout the Department;
- DOI needs to improve and enforce project management training;
- Inconsistent release of information undermines DOI's position, especially in litigation;
- Interior lacks a Department-wide customer feedback system; and
- Improvement is needed for accessing central web sites for policies, standards, training and assistance.

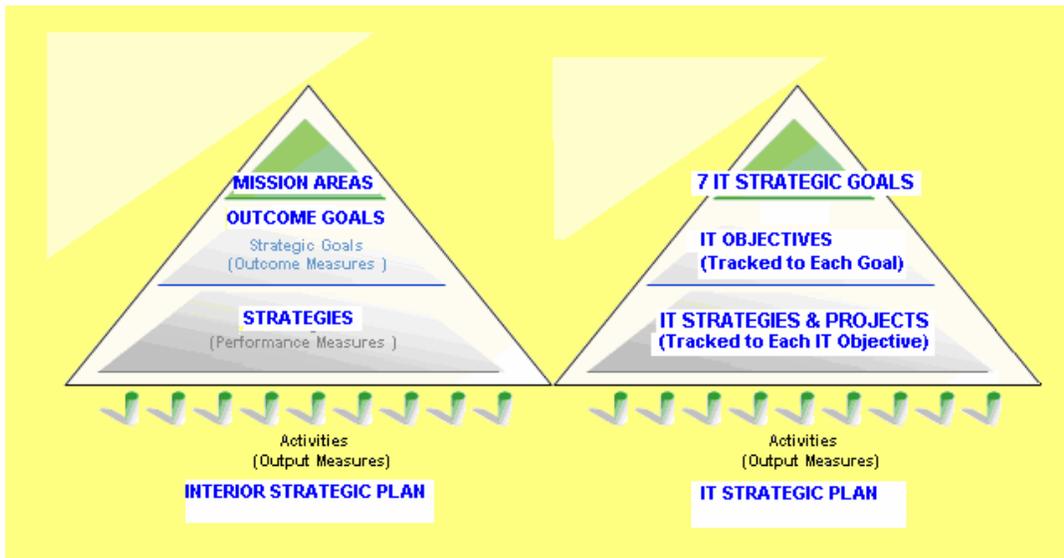
[the following is a duplicate of the last paragraph on p. 6 above. Delete?] Indeed, there are many challenges that the DOI faces. It has become clear that resources including funding and people are limited, so smart investments, integrated architectures, ensuring secure IT environments, ensuring an adequate IT workforce to meet these challenges, and leveraging resources through enterprise solutions and increased partnerships is vital. Our ultimate commitment is to sustain the Interior crucial mission areas and ensure efficient and effective customer-oriented business operations. Ensuring success through viable goals and performance measures that are applied to a value chain moving from effective management of Inputs (our investing in our IT resources and maintaining our effective IT governance and control mechanisms); through

the Work processes (implementing procedures to meet rigorous standards to supply the targeted services or systems required by our customers); to accountable Results that provide successful outcomes supporting our mission and ultimately determine if our processes and structures can deliver the “bottom line” through our IT program.]

Meeting these challenges requires new thinking and new ways of doing business; and it requires focus: Are we fulfilling our mission? Are we

delivering anticipated outcomes? Are we efficient in how we manage our programs? How do we know? Can the public review our progress?

The following chart depicts alignment of the DOI mission, vision, strategic goals (outcome measures), strategies (performance measures), and output measures within the Interior Strategic Plan. This is mirrored by the IT Strategic Goals, IT objectives, and IT Strategies as further detailed in this Tactical Plan.



*Mission, Vision, Strategic Goals and Outcome Measures – Incorporation into the Interior IT Strategic Plan*

This IT Strategic Plan flows from the overarching Interior Strategic Plan and emphasizes the outcome measure orientation. Specific activities (or “output

measures”) are developed and documented in separate tactical action plans documents based upon this strategic framework.

**President's Management Agenda**

1) Budget and performance integration; 2) Strategic management of human capital; 3) Competitive sourcing; 4) Improvement of financial performance; and 5) Expansion of E-government



**DOI STRATEGIC PLAN - VISION**

Secretary's Four "C's": Conservation, Cooperation, Consultation, Communication

**DOI STRATEGIC PLAN – FOUR MISSION AREAS**

Resource Protection      Resource Use      Recreation      Serving Communities

**DOI STRATEGIC PLAN OUTCOME GOALS**

<p align="center"><b>Resource Protection</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Sustain Biological Communities on DOI managed and Influences Lands and Waters in a Manner Consistent with Obligations Regarding the Allocation and Use of Water</li> <li>• Protect Cultural and Natural Heritage Resources</li> </ul>	<p align="center"><b>Recreation</b></p> <ul style="list-style-type: none"> <li>• Provide for a Quality Recreation Experience, Including Access and Enjoyment of Natural and Cultural Resources on DOI Managed and Partnered Lands and Waters</li> <li>• Provide for and Receive Fair Value in Recreation</li> </ul>
<p align="center"><b>Resource Use</b></p> <ul style="list-style-type: none"> <li>• Manage or Influence Resource Use to Enhance Public Benefit, Promote Responsible Use, and Enhance Optimal Value</li> <li>• Deliver Water and Generate Hydropower, Consistent with Applicable Federal and State Law, in an Environmentally Responsible and Cost Efficient Manner</li> </ul>	<p align="center"><b>Serving Communities</b></p> <ul style="list-style-type: none"> <li>• Protect Lives, Resources, and Property</li> <li>• Advance Knowledge Through Scientific Leadership and Inform Decisions Through the Applications of Science</li> <li>• Fulfill Indian Fiduciary Trust Responsibilities</li> <li>• Advance Quality Communities for Tribes and Alaska Natives</li> <li>• Increase Economic Self-sufficiency of Insular Areas</li> </ul>



**DOI IT MISSION**

*To provide world class, citizen- centric information products and services*

**DOI IT VISION**

*Technology for Citizen-Centered, integrated, secure services ... To provide leadership for a dynamic, state-of-the-art information technology management program throughout the Department. Enhance the use of information and technology by providing high quality services in a timely, accurate and professional manner throughout the enterprise.*

**DOI IT STRATEGIC GOALS – Customer Service That Differentiates**

<p><b>GOAL 1: ARCHITECTURE</b></p> <p>Leverage EA to improve DOI's mission performance and realize its strategic goals and objectives.</p>	<p><b>GOAL 2: SECURITY</b></p> <p>Protect the availability, confidentiality and integrity of DOI information technology resources.</p>	<p><b>GOAL 3: E-GOV</b></p> <p>Improve the efficiency and effectiveness of DOI business processes. (E-Gov)</p>	<p><b>GOAL 4: CAPITAL PLANNING</b></p> <p>Improve the Planning, Execution, and Management of IT Investments</p>	<p><b>GOAL 5: ENTERPRISE OPERATIONS</b></p> <p>Provide World-Class Enterprise Based Operations – Improving the quality, accessibility and sharing of data between DOI &amp; its customers</p>	<p><b>GOAL 6: KNOWLEDGE MANAGEMENT</b></p> <p>Create an effective knowledge sharing environment, safeguarding records, privacy, and accessibility according to Federal regulations</p>	<p><b>GOAL 7: SKILLED WORK – FORCE</b></p> <p>Ensure we have sufficient IT Human Capital that is capable of meeting our IT goals and DOI Mission challenges</p>
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## Mission Statement

*Provide world class, citizen centric information products and services*

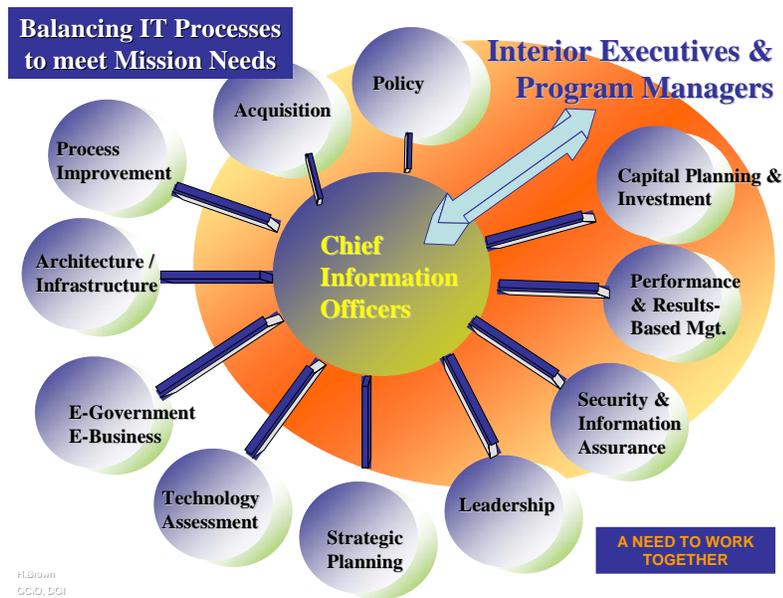
In doing so, our mission spans a wide range of areas and includes enhancing the business capabilities in the Department by providing a secure IT environment, effective IT leadership and a capable and adequate IT workforce, and competent and timely technical assistance to our customers; while ensuring prudent IT investments, interoperable architectures, adequate records and data management to support our IT systems and services; as well as leading the way in E-government strategies and enterprise-wide solutions and services to best support our core mission.

## Vision

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

*To provide leadership for a dynamic, state-of-the-art information technology management program throughout the Department. Enhance the use of information and technology by providing high quality services in a timely, accurate and professional manner throughout the enterprise.*

We envision Information Technology at the Interior Department as having a proactive role not only as a business partner, but also as an integral part of our overall business. Our focus on an integrated enterprise approach will leverage benefits for Bureaus and improve mission performance. In implementing IT as an integrated and vital component within all of Interior's lines of business is also a means of business transformation to meet the Department's mission and goals through developing modernization blueprints, implementing data sharing opportunities, providing enterprise integration services, consolidate our networks, migration to an active directory, and migrating to a single messaging system.



## **Key Building Stones to IT Business Enterprise Planning:**

### **Providing Greater Capability to DOI Users – A “Shared” Enterprise approach**

The Department endorses a shared solutions environment and one in which procurements can be leveraged to achieve greater cost savings and technical compatibility – such as:

- **Enterprise Architecture** -The Clinger-Cohen Act requires Federal agencies to use an Enterprise Architecture (EA) approach, and we are actively applying the Federal Enterprise Architecture (FEA) across the Department.
- **Enterprise Services Network (ESN)** - ESN was introduced as a single, enterprise-wide network infrastructure. Benefits from this approach include: mitigating cyber security risks by reducing the number of DOI Internet access points and implementing improved security policies, procedures and architectures; efficiently and effectively leveraging IT resources by implementing enterprise-centric network architectures and services; implementing a sustainable network platform to facilitate Department-wide consolidation of strategic IT services in the future (such as directory services, web hosting, and messaging and data warehousing); complying with OMB A-130 and National Institute of Standards and Technology (NIST) information security standards; and providing a highly available any-to-any connectivity to satisfy the business and mission requirements of all DOI Bureaus.
- **Department-wide Active Directory (AD) Service** - AD is an enterprise user directory service that provides the foundation for the Department-wide E-Authentication. This will allow systems and applications such as SmartCard and Public Key Infrastructure (PKI) to use a single directory for authentication – reducing redundancy and improving security.
- **Standardized IT investments** - This means employing such practices as (1) Systems Development Life Cycle Standards; (2) Project Management Best Practices; and (3) the tools and techniques of Project Management Information System (PMIS) and Earned Value.
- **Enterprise Messaging** - This effort consists of consolidating 3 different messaging systems that are run on hundreds of servers, all independently managed by Bureaus. The enterprise approach is to migrate to a single electronic mail system run on a right-sized number of servers. This initiative improves communication between Bureaus and reduces the effort needed to support multiple methods.
- **Enterprise Hardware, Software and IT Services Acquisition** - The goal is to coordinate and consolidate the acquisition and management of commonly used IT hardware and software products and services across the organization that best support the Department’s key missions and programs. Since first establishing the Oracle Enterprise Licensing Agreement in May 2001, DOI has set up additional agreements for the Microsoft desktop and server software, ESRI geographic information system software, MAXIMO facilities management software, Symantec anti-virus software, and FBMS-support software licenses. In August 2003, DOI also established a Business Purchase Agreement (BPA) for hardware equipment, consisting of desktops, laptops, servers, and tape libraries.
- **Emerging Technologies** - These include networking, email, open systems, client server architecture, Electronic Data Interchange (EDI), document imaging, mobile computing, groupware, high

bandwidth networking, data warehousing/data mining, and Enterprise Resource Planning (ERP). DOI is focusing on the areas of public key infrastructure and digital signatures. Other areas include voice over IP, the use of Internet Protocol version 6 and Active Directory.

- **Streamlined telecommunications investments** – These are specifically targeted at establishing management controls and better leveraging Interior’s purchase power of its base of telecommunications services. These initiatives include a Department-wide commercial wireless services consolidation effort and a local services initiative. We will also support sharing of land mobile radio systems with other Federal, State, Local and Tribal organizations to improve public safety communication, and to provide for the efficient and effective use of the radio spectrum to support public safety and other mission critical programs. Beginning in FY 2006, these initiatives are expected to be fully deployed and operating as steady state programs.
- **Enterprise Integration Services (EIS)**- The EIS will provide services and expertise in the following functional areas:
  1. Enterprise Architecture Implementation
  2. Capacity and Performance Monitoring
  3. Solution Architecture, particularly through Service Components  
Development in:
    - Solution Requirements Outlining, Business Impact Assessment, Solution Visioning, Solution Architecture and Review
    - Adoption, development and promotion of middleware and Service Oriented Architectures
    - Development of Service Components aligned with business functions
  4. Portal and Content Management through Data Warehousing, Business Intelligence, and CRM analysis and strategy

5. Reusable Services Management through asset management and asset harvesting
6. Emerging Technology Assessment

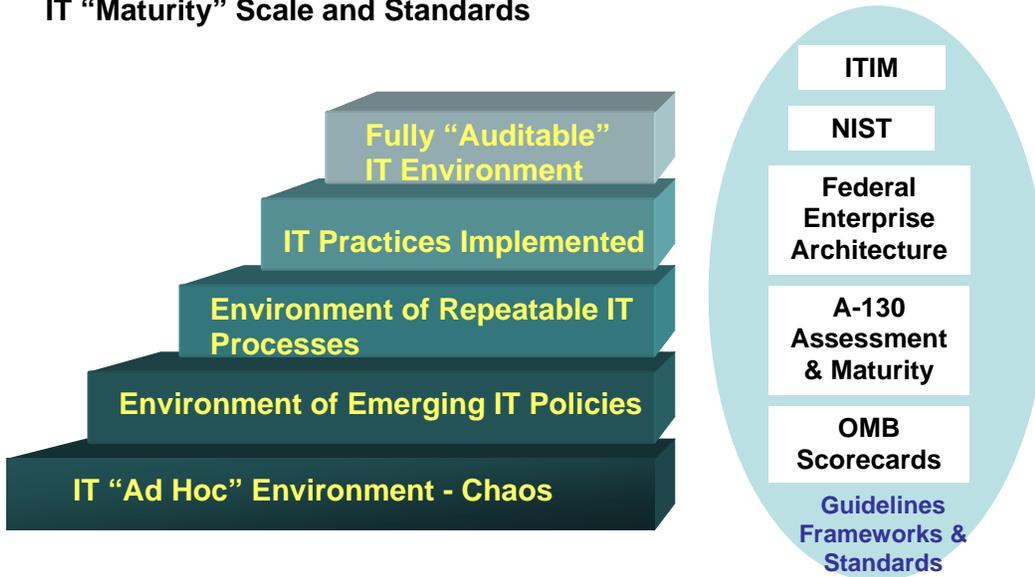
- **Technical Reference Model** – The TRM is being applied and updated to ensure that acquisitions are compliant with established technical configurations and standards and to ensure that appropriate infrastructure is available to support DOI applications. Plans are underway for 2005 and 2006 to leverage SmartBuy opportunities, continue previous successes with products and services, and to expand enterprise approaches to acquiring storage devices, network security-related products, and project management tools. The Department envisions using the TRM in four major ways to improve effectiveness through resource sharing, and common infrastructure while balancing the lowest Total Cost of Ownership (TCO) for technology products by decreasing the cost of IT procurement, management, and operation throughout the technology life cycle. These include using the TRM in evaluating new system implementation, evaluating existing systems, retiring or transitioning systems, and procurement. Similarly, a balance is in play within the Department in which existing technology is inventoried, classified, and prioritized for replacement or cost reduction while new systems are planned and implemented within the overarching goal of “customer service that differentiates” within our overall IT strategic initiatives. The TRM is the critical tool we will use to adapt and rapidly incorporate new technology and "solution" architecture for new system design and implementation using Life Cycle Management (LCM).

## How will we measure progress?

The Appendix section of this document provides the specific strategies, objectives and targets and depicts their relationship to the President’s Management Agenda, the Interior Strategic Plan and other standards to measure our progress. Some of these standards are the General Accounting Office (GAO) IT Investment Management (ITIM) Maturity Model, the

National Institute of Standards and Technology, the Federal Enterprise Architecture, and various OMB Circulars. As depicted in the chart that follows, our overall vision follows the path of a “maturity” scale based on these principles and the specific targets noted in the Appendix materials.

### IT “Maturity” Scale and Standards



## Department of the Interior - IT Goals

**Goal 1: Leverage EA to Improve DOI's Mission Performance & Realize its Strategic Goals & Objectives.**

### ENTERPRISE ARCHITECTURE

The overall vision statement for Interior Enterprise Architecture is to:

***Be a Leader of Excellence in Understandable, Actionable Enterprise Architecture***

#### **Overarching Interior Strategic Plan – Link for Action:**

The overarching goal articulated in the agency plan calls for an Integrated Approach to Interior Enterprise Architecture to reduce redundancies that result from separate Department and

Bureau-level approaches. The strategy calls for an approach whereby Bureaus concentrate on strategically significant and Bureau-unique business areas outside of the cross-cutting areas that are being defined at the Department level. The outcome is based on identified opportunities for integration, elimination and reduction of redundancies, and areas that can possibly affect resources. As noted in earlier sections of this IT Strategic Plan, the Interior End Outcome Goal of Modernization is also employed here, and the chart below depicts the tasks and milestones established to that end.

<i>Objectives:</i>	<i>Strategies and Projects:</i>
<i>Improve Bureau/Office Mission Performance through developing and implementing modernization blueprints.</i>	<i>Coordinate with Bureaus/offices to implement Blueprints approved by the Investment Review Board (e.g., Recreation, Law Enforcement, and Wildland Fire).</i>
<i>Minimize System Redundancies</i>	<i>Coordinate with Bureaus to develop and implement modernization blueprints based on Investment Review Board (IRB) priorities.</i>
<i>Improve Data Integration and Sharing</i>	<i>Coordinate with Bureaus to develop and implement modernization blueprints based on Investment Review Board (IRB) priorities.</i>
<i>Increase Re-Use of Assets (e.g., shared services, system documentation, re-engineered processes).</i>	<i>Host “Methodology for Business Transformation” (MBT) and DEAR training workshops for DOI Bureaus/Offices)</i>
	<i>Develop Trust Blueprint</i>
<i>Reduce Total Cost of Ownership of DOI's IT Portfolio</i>	<i>Manage Acquisition of DOI Land and Resource</i>

## **ENTERPRISE ARCHITECTURE (EA)**

### **Accomplishments**

*OMB ranked DOI's EA Program the highest across the Federal Government in June 2005.*

*DOI received a 4.06 out of 5 Score on the OMB EA Maturity Framework for June 2005.*

#### **Modernization Blueprints have been developed for:**

- Recreation
- Financial Management
- Law Enforcement
- Wildland Fire Management

*Approximately 100 Redundant systems are targeted for Retirement collectively within the Financial, Law Enforcement and Recreation Modernization Blueprints.*

*Estimated Savings from DOI - wide IT Acquisitions & Enterprise software Licenses is \$66 Million*

**Developed a Unified Approach to Developing EA through Modernization Blueprints. A supporting methodology, Methodology for Business Transformation (MBT), was created for developing and implementing modernization blueprints. See [www.doi.gov/ocio/architecture](http://www.doi.gov/ocio/architecture)**

#### **DOI EA Repository (DEAR)**

- First Cabinet Agency to Establish a Department-wide EA Repository aligned to the OMB Federal Enterprise Architecture (FEA)
- First Official DOI-wide IT System Inventory
- Provides invaluable information on how IT systems support Strategic Goals, Business Functions, Data Requirements & underlying Infrastructure
- Departments of Energy and State are leveraging DOI's DEAR meta-model

#### **Business and Data Architectures**

- Business and data architectures developed for key business areas (i.e., Recreation, Law Enforcement, etc.)
- Models are contained in DEAR for access across DOI and association with DOI's system's inventory to identify potential redundancies, gaps and information sharing opportunities.

#### **Technical Architecture**

- Continued Leveraging Technical Architecture to Drive DOI-wide Acquisitions and Licensing Agreements Resulting in Major \$\$\$ SAVINGS.
- Technical Reference Model (TRM) provides guidance across the DOI on technology products and standards.

#### **Held First IEA Summit**

- Well attended by IT and business community
- Feedback of 4.5 on a 5 point high scale for success of summit

## **Goal 2: To Protect the Availability, Confidentiality, & Integrity of DOI Information Technology Resources.**

### **IT SECURITY**

***Mission – To enable security practitioners to appropriately protect information at the DOI.***

***Vision – To provide expert knowledge of Federal guidance, effective vetting processes, compliance reviews, and simplified integration with other OCIO disciplines. Enable DOI offices and Bureaus to achieve recognized information assurance through guidance, review, and sponsorship of relevant initiatives.***

#### **Overarching Interior Strategic Plan – Link for Action:**

The DOI IT Strategic Plan includes as one of its most critical goals that of IT security. Over the past years, Interior has made tremendous strides in this focus area. It is a critical one, mandated by numerous laws made obvious to all mission owners and IT system managers. IT security is also a mission catalyst because threats are very real from both malicious adversaries with sophisticated tools and trusted staff prone to inadvertent error. IT security defends components and also promotes informed discipline to maintain system and mission operations.

The IT Strategic Plan focuses on strategies using the requirements specified in OMB Circular A-130 and the Federal Information Security Management Act (FISMA). These mandates are extremely useful tools since they establish expectations of performance, but correctly leave the flexibility and authority for decision-making with the implementing agencies. Security is not an absolute state, but a gradated measure of achievement in consideration of risk. DOI endorses and structures IT security as a risk-based approach by which the mission owner is

empowered to decide the trade-offs between risk, cost, schedule, and performance.

Therefore, the supporting objectives for IT Security are to:

1. Clearly achieve and demonstrate DOI IT security program performance through externally reported scorecards
2. Concisely articulate each measure of risk for management decisions.
3. Lower cost and time to implement effective controls.
4. Monitor and report effectiveness of controls for prioritized remediation
5. Integrate security requirements with standard system lifecycle to improve overall IT efficiency and performance

<u>Objectives:</u>	<u>Strategies and Projects:</u>
<i>Clearly achieve and demonstrate DOI IT security program performance through externally reported scorecards</i>	<b>Update</b> all elements of policy, implementation, and compliance monitoring with the thresholds established in FISMA reporting. <b>Fully</b> engage with Inspector General reviews to ensure documented support of status. <b>Achieve</b> “B” on the Congressional IT Security Report Card.
<i>Concisely articulate each measure of risk for management decisions.</i>	<b>Expand</b> and promulgate standard methods of determining risk that enable system managers to conclude repeatable, relevant recommendations for management decision.
<i>Lower cost and time to implement effective controls.</i>	<b>Cultivate</b> Bureau best practices as Departmental standards and promulgate in training program. <b>Sponsor</b> standardization initiatives including associated implementation guidance. <b>Package</b> Departmental IT Security programs as measured services funded according to their value to Bureaus.
<i>Monitor and report effectiveness of controls for prioritized remediation</i>	<b>Expand</b> monitoring program to incorporate ongoing IG reports and site inspections. <b>Establish</b> management accessible reporting including navigable supporting details.
<i>Integrate security requirements with standard system lifecycle to improve overall IT efficiency and performance</i>	<b>Establish</b> IT Security Architecture with mapping to relevant policy and implementation guides. <b>Establish</b> system lifecycle workflow environment based on DEAR to integrate common elements of system definition, real-time update of changes, and approvals.
<p align="center"><b><u>ENTERPRISE ARCHITECTURE SECURITY PROGRAM SUPPORT –</u></b></p> <p><i>Enterprise Architecture Support --Increase the reliability, availability, and maintainability of DOI’s infrastructure and data</i></p> <p><i>Increase the completeness and accuracy of the Department of the Interior Enterprise Architecture Repository (DEAR) Inventory in order to provide timely input operations, security, planning and acquisitions</i></p>	<p><i>Enterprise Architecture Support --Establish and Implement Security Architecture</i></p> <p><i>Establish and Implement Change and Configuration Management (CCM) Guidance</i></p> <p><i>Host a “How to Develop a Modernization Blueprint” workshop for DOI Bureaus/Offices)</i></p>

<b><u>SECURITY Accomplishments</u></b>
<ul style="list-style-type: none"> <li>• Certification &amp; Accreditation program moved from 40 to 98% of systems accredited</li> <li>• Training – 96% of employees and contractors trained</li> <li>• IT Security Program Reviews for all Bureaus</li> <li>• Critical System Inventory Completed</li> <li>• Collaboration Forum with all Bureaus and major offices</li> <li>• Command Center implemented</li> </ul>

### Goal 3: Improve the Efficiency and Effectiveness of DOI Business Processes. (E-Gov)

#### E-GOVERNMENT

**Expansion of E-government** – Increased emphasis has been placed on E-government which is aimed at better serving citizens' needs by providing them with a more consolidated way to access government services and information. OMB is focusing on coordinated efforts by government agencies to establish cross-cutting E-Gov initiatives across Federal agencies. Interior can reap substantial benefits from these interagency programs as it seeks to enhance the interoperability of its IT infrastructure and enhance its own E-GOV initiatives. DOI has developed an E-Gov Plan which lays out strategies to achieve these results. OCIO is involved in several E-Gov initiatives.

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

*... To provide leadership for a dynamic, state-of-the-art information technology management program throughout the Department. Enhance the use of information and technology by providing high quality services in a timely, accurate and professional manner throughout the enterprise.*

#### **Overarching Interior Strategic Plan – Link for Action:**

The specific IT Objectives and IT Strategies associated with E-Government implementation are provided in the E-Government Strategy (FY 2004 – FY2008) of December 2003 and its associated amendments. This Strategic Plan adopts that foundation and those specific goals, including the governance structure and specific alignment strategy for those strategies, objectives, and Key Lines of Business across the following areas and as delineated in that document:

**Resource Protection:** Use Technology to Improve Interior's Ability to Protect the Nation's Natural, Cultural, and Heritage Resources.

**Resource Use:** Use Technology to Improve Interior's Ability to Manage Resources to Promote Responsible Use and Sustain a Dynamic Economy

**Recreation:** Use Technology to Improve Interior's Ability to Provide Recreation Opportunities for America.

**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

**Management Support:** Employ E-Government Solutions to Achieve the Department's Management Excellence Goals and the President's Management Agenda.

**Organizational E-Government Capabilities:** Reinforce the Underlying Structures and Processes Necessary to Successfully Develop, Implement, and Operate E-Government Solutions.

In 2002, the Office of Management and Budget implemented the Federal Enterprise Architecture (FEA) action plan to improve government efficiency and effectiveness. It focuses on improved application of Federal IT through "business-driven alignment" with strategic plans. This is predicated on increased interagency collaboration and increased cost savings resulting from this improved "business"-

driven and collaborative approach. IT solutions of the past, not based on this framework may have lacked sufficient “scalability” or proprietary technologies. Implementation of the Interior’s E-government strategy of migrating systems to eliminate redundancy toward a more collaborative and aligned line-of-business approach ensures the success of these targeted improvements and subsequent cost savings.

Since 2002, with enactment of the E-Gov Act and the ensuing increased focus on implementation of the Act, an E-Gov strategy has been developed and interagency task forces have now defined Lines of Business focused on major business processes where enabling technologies can be better managed. These include Financial Management to define an overall strategy and governance of financial systems and to set standards for data models – an area in which the Department of the Interior was identified as a Center of Excellence. Additionally, the Department has been identified as a Shared Service Center for Human Resource – a second Line of Business area focused on improved strategic management of human capital and customer services to citizens. These Lines of Business are intended to identify common business processes in each area, and suggest duplicative ones that can be considered for elimination. The key focus is to balance efficiencies and tie in to our vision of “customer service that differentiates” approach.

*“Today – citizens have come to expect online government services...E-government has evolved from the government pushing information to the citizen to the citizen having the capability of getting personalized information from the government...”*  
“Government Executive” – June 1, 2005  
“Transformers”

The Department has also been an active participant in implementing E-Government initiatives managed by partner agencies, being engaged in a number of governance boards and working groups and devoting resources to planning and executing these initiatives. Governance of the Department’s migration to these government-wide solutions is overseen by the E-Government Team of senior business leaders in the Department alongside representatives from the IT Management Council.

To improve control of IT investments, Interior established a quarterly reporting process for major investments expending development, modernization, and enhancement funds in 2004. Projects more than 5% out of variance from planned budget, schedule or performance were required to develop remedial action plans, which were then tracked to determine whether they were successfully implemented and the projects were back within variance. In 2005, DOI has expanded the scope of this effort to include steady state systems. DOI also plans to focus on evaluation activities, implementing and refining rating and ranking systems, and selection of automated project and portfolio management tools.

**ENTERPRISE ARCHITECTURE E-GOVERNMENT PROGRAM SUPPORT --**

<i>Objectives:</i>	<i>Strategies and Projects:</i>
<b>Improve Bureau/Office Mission Performance</b> through developing and implementing modernization blueprints	<b>Develop</b> a Methodology for Business Transformation. <ul style="list-style-type: none"> <li>Establish an on-line center for Business Transformation.</li> </ul>
<b>Provide expertise</b> to Bureaus/offices in transforming their business processes.	<b>Transform</b> the Recreation Permitting Process
	<b>Transform</b> the OCIO Major Processes <ul style="list-style-type: none"> <li>Improved data integration &amp; reuse between CPIC, IEA, Security, etc.</li> </ul>
<b>Resource Protection</b> <i>Use technology to improve Interior's ability to protect the nation's natural, cultural, and heritage resources</i>	<b>Improve the Health of Watersheds, Landscapes, and Marine Resources</b> <i>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.</i>
	<b>Sustain Biological Communities</b> <i>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.</i>
	<b>Protect Cultural and Natural Heritage Resources</b> <i>Use technology to enhance Interior's ability to protect cultural and natural heritage resources.</i>
<b>Resource Use</b> <i>Use technology to improve Interior's ability to manage resources to promote responsible use and sustain a dynamic economy.</i>	<b>Manage Resource Use</b> <i>Use technology to enhance Interior's ability to manage or influence resource use to enhance public benefit, promote responsible use, and ensure optimal value.</i>
	<b>Deliver Water and Generate Hydropower</b> <i>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.</i>

<p><b>Recreation</b>  <i>Use technology to improve Interior’s ability to provide recreation opportunities for America.</i></p>	<p><b>Provide for a Quality Recreation Experience</b>  <i>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.</i></p>
	<p><b>Provide for Fair Value</b>  <i>Use technology to enhance Interior’s ability to provide for and receive fair value in recreation</i></p>
<p><b>Serving Communities</b>  <i>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.</i></p>	<p><b>Protect Lives, Resources, and Property</b>  <i>Use technology to improve Interior’s ability to protect lives, resources, and property.</i></p>
	<p><b>Advance Knowledge Through Scientific Leadership</b>  <i>Use technology to improve the Interior’s ability to advance knowledge through scientific leadership and inform decisions through the applications of science.</i></p>
	<p><b>Fulfill Indian Fiduciary Trust Responsibilities</b>  <i>Use technologies to improve Interior’s ability to fulfill Indian fiduciary Trust responsibilities.</i></p>
	<p><b>Advance Quality Communities for Tribes and Alaska Natives</b>  <i>Use technology to improve Interior’s ability to advance quality communities for Tribes and Alaska Natives.</i></p>
	<p><b>Increase the Economic Self-Sufficiency of Insular Areas</b>  <i>Use technology to improve Interior’s ability to increase the economic self-sufficiency of insular areas.</i></p>
<p><b>Management Support</b>  <i>Employ E-Government solutions to achieve the Department’s management excellence goals and the President’s Management Agenda.</i></p>	<p><b>Strategic Human Capital</b>  <i>Improve communication, payroll process, job identification, recruitment, and delivery of human resource functions electronically to satisfy the needs of management and employees.</i></p>
	<p><b>Financial Management</b>  <i>Ensure up-to-date, easy-to-use, and centralized financial analysis tools and information for Interior’s management and employees.</i></p>

	<p><b>Physical Assets and Fleet Management</b>  <i>Improve the accountability and condition of physical property, including buildings, equipment, and vehicles by providing systems that monitor and manage their location, conditions, and maintenance.</i></p>
	<p><b>Performance Measurements and Decision-Making</b>  <i>Improve resources allocation and operating efficiencies by providing electronic capabilities to evaluate and monitor program performance.</i></p>
	<p><b>Information Management and Workflow</b>  <i>Improve operating efficiencies and effectiveness through internal information sharing and collaboration using data management, electronic records management, and workflow tools.</i></p>
<p><b>Organizational E-Government Capabilities</b>  <i>Reinforce the underlying structures and processes necessary to successfully develop, implement, and operate E-Government solutions.</i></p>	<p><b>Governance and Program Management</b>  <i>Create a management environment that fosters innovation and communication while establishing repeatable best practices for consistent IT capital planning, implementation, and operation.</i></p>
	<p><b>Geospatial Information Management</b>  <i>Improve methods for tracking and incorporating geospatial information in all Interior business solutions.</i></p>
	<p><b>Web Presence</b>  <i>Provide an easy to access, consistent, useful and accurate web presence for Interior.</i></p>
	<p><b>Privacy and Security</b>  <i>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.</i></p>
	<p><b>Technical Infrastructure</b>  <i>Ensure a stable, reliable and robust technical infrastructure aligned with the architecture and capable of successfully supporting E-Government initiatives.</i></p>

**“In concert with the four other management agenda goals, *E-Government is transforming our agencies and producing results by providing improved services.*”**

Clay Johnson III (Deputy Director for Management, Office of Management and Budget)

The array of E-government projects in which the Department of Interior is involved and which it supports across the government-to-citizen; government-to-government; government-to-

business; and for internal effectiveness and efficiency is shown in the grid below.



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.

## Goal 4: Improve the Planning, Execution, & Management of IT Investments.

### CAPITAL INVESTMENT PLANNING

#### Capital Planning

The goal of capital planning is to make the best use of available funds to achieve strategic goals and objectives. Through CPIC, DOI will manage a portfolio of capital assets to achieve performance goals with the lowest life-cycle costs and least risk.



The overall mission for Interior's IT Portfolio Management is:

***Sound management of Interior's IT portfolio through effective governance, decisions, policy, guidance, and monitoring.***

#### **Overarching Interior Strategic Plan – Link for Action:**

The overarching goal articulated in the agency plan calls for IT Capital Planning to create a more mature IT investment management organization and a "Stage II" Maturity of the U.S. General Accounting Office(GAO) "Information Technology Investment Management – A Framework for Assessing and Improving Process Maturity" (GAO-04-394G

Version 1.1) of March 2004. The strategy calls for ensuring that our IT systems and projects are selected to best meet our business needs; that they achieve their cost, benefit, schedule and risk expectations; and that they are managed as a comprehensive portfolio. The outcome articulated is that of obtaining funding for IT projects that reflect sound investment strategies and support Interior's key missions and programs.

This IT Strategic Plan provides a framework that complements the DOI *Information Technology Capital Planning and Investment Control Guide*, which identifies the processes and activities necessary to ensure DOI's investments in IT are well thought out, cost-effective, and support the missions and business goals of the organization. It is based on guidance from both the Office of Management and Budget (OMB) and the Government Accountability Office (GAO).

At the highest level, the CPIC process is a circular flow of DOI's IT investments through five sequential phases. As shown below, these phases are:

**Pre-Select Phase:** Business specialist proposes IT investments. Executive decision-makers assess each proposed investment's support of DOI's strategic and mission needs, and then select promising investments for further analysis.

**Select Phase:** Investment analyses are conducted and the IRB chooses the IT investments that best support the mission of the organization as well as DOI’s approach to enterprise architecture, and exhibit project management.

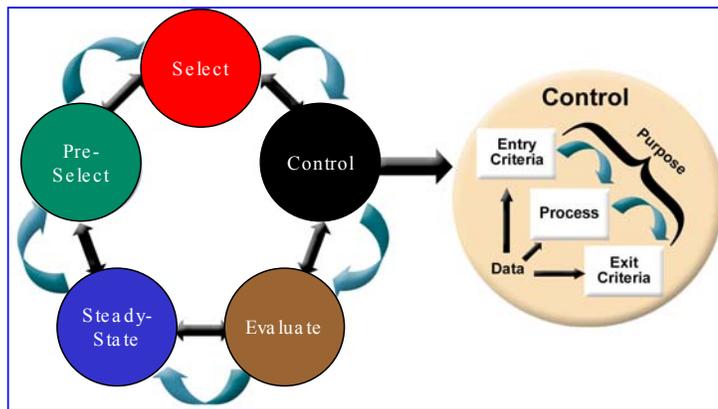
**Control Phase:** Through timely oversight, quality control, and executive review, DOI ensures that IT initiatives are executed or developed in a disciplined, well-managed, and consistent manner.

**Evaluative Phase:** Actual results of the implemented projects are compared to expectations to assess investment performance. This is done to assess the investment’s impact on mission performance, identify any investment

chances or modifications that may be needed, and revise the investment management process based on lessons learned.

**Steady State Phase:** Mature systems are assessed to ascertain their continued effectiveness in supporting mission requirements, evaluated for the cost of continued maintenance support, assessed for potential technology opportunities, and considered for retirement or replacement options.

Each of these five phases is structured in a similar manner using a set of common elements. These common elements provide a consistent and predictable flow and coordination of activities within each phase.



Stage II of the GAO Maturity Scale

The GAO Maturity Model depicts Stage I as being “characterized by ad hoc, unstructured, and unpredictable investment processes. There is generally little relationship between the success or failure of one project and the success or failure of another project. If an IT project succeeds and is seen as a good investment, it is largely due to exceptional actions on the part of

the project team, and thus its success might be difficult to repeat. Investment processes that are important for success may be known, but only to isolated teams; this process knowledge is not widely shared or institutionalized.” Additionally, it states that “the unstructured and unpredictable investment processes that characterize a Stage I organization also mean that even if it recognizes that a given project is in trouble, it may not have adequate processes to consistently address and resolve the project’s problems. Additionally, a focus on project

results in terms of business benefits is often missing in these organizations.”

For Stage II on the Maturity Scale – GAO’s model notes the following:

No longer are projects being funded solely on an ad hoc basis. The basic selection processes established in Stage II lay the foundation for more mature selection capabilities in Stage III. Therefore, the organization also focuses on defining and developing its IT investment board(s), identifying the business needs or opportunities to be addressed by each IT project, and using this knowledge in the selection of new IT proposals.

An organization working to complete Stage II should be starting to develop an ITIM decision-making process that utilizes its EA—to the extent that an EA exists. An organization’s “as-is” architecture may provide some of the basic information that is needed by decision makers, such as what systems currently exist and what potential functional overlap may occur with a new investment. In addition, an organization’s EA tool may serve as a repository for investment information, although this may require modifying the manner in which the tool is currently being used. Criteria for selecting new and ongoing investments should be established, and the requirement to comply with the target EA may serve as an important guide in investment decisions. In addition, to gain further

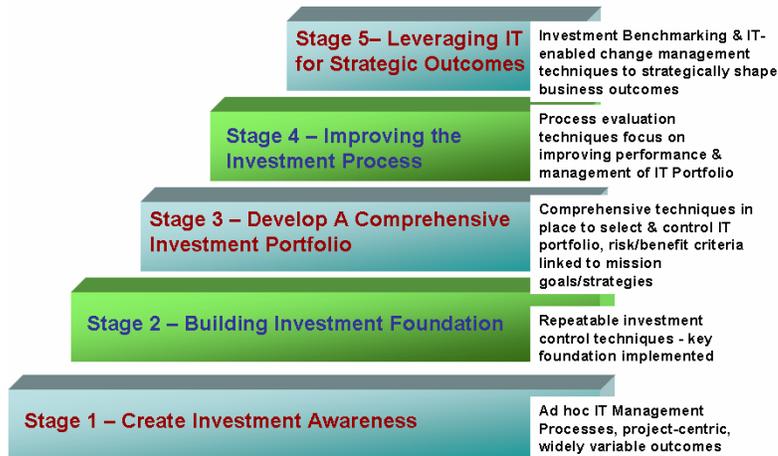
confidence that each investment is providing specific value to the organization, an organization’s policies and procedures should provide for identifying the business needs and the associated users of each IT project.

An equally important focus is to attain repeatable, successful IT investment control techniques at the project level. For an organization to develop a sound IT investment process, it must first be able to control its investments so that they finish predictably within established schedule and budget ranges. In addition, it must be able to identify potential exposures to risk and put in place strategies to mitigate that risk. In the absence of predictable, repeatable, and reliable investment control processes, selected investments will be subject to a higher risk of failure despite rigorous analysis of the estimates used to justify them. Further, the absence of repeatable control processes will result in ineffective evaluation processes and contradictory efforts at process improvement.”

“One focus of Stage II maturity is to establish basic selection capabilities. Basic selection capabilities are driven by the development of project selection criteria, including benefit and risk criteria, and an awareness of organizational priorities when identifying projects for funding.”

# GAO 5 Stages of Information Technology Management Improvement (ITIM) Maturity Framework

GAO-03-751 Report of July, 2003



## CAPITAL INVESTMENT PLANNING:

<u>Objectives:</u>	<u>Strategies and Projects:</u>
<p><b>SCORECARD CAPITAL INVESTMENT PLANNING FOCUS –</b></p> <ul style="list-style-type: none"> <li>• Develop business cases for all major systems investments (as gauged by security, measures of success linked to the Enterprise Architecture, program management, risk management, and cost, schedule, and performance goals)</li> <li>• Manage IT project effectively addressing cost, schedule, and performance (at a metric of an average of less than 10% shortage or overrun for all major IT projects using EVM or operational analysis)</li> </ul>	<p><b>Ensure</b> that all Interior business cases (Exhibit 300’s) score 4 or better overall and 4 or better in IT security for all major system investments using OMB scoring criteria (Circular A-11, part 7 Planning, Budgeting, Acquisition and Management of Capital Assets)</p>
<p><b>INTERIOR STRATEGIC PLAN FOCUS --</b> Perform Information Technology (IT) Capital Planning and Investment Control Review on all Interior systems through the established Interior CPIC process</p>	<p><b>Select IT Investments</b></p> <p><b>Complete</b> Bureau and Interior Investment Review Board (IRB) selection of initial FY 2007 and all future fiscal years Investment Portfolios</p> <p><b>Control IT Investments</b></p> <ul style="list-style-type: none"> <li>• <b>Ensure</b> that Interior Project Managers complete quarterly reviews for all major IT investments within CPIC guidelines.</li> <li>• <b>Ensure</b> that system owners develop and implement Corrective Action plans and Reports (CAR) for projects with greater than 5% variance as measured concurrently with the quarterly control reports.</li> <li>• <b>Ensure</b> that corrective reports are completed as required through quarterly monitoring by the CIO and IRB, or as needed.</li> </ul>

	<p style="text-align: center;"><b>Evaluate IT Investments</b></p> <ul style="list-style-type: none"> <li>• <b>Finalize</b> process for Post-Implementation Reviews (PIR) and steady state system operational analysis (OA).</li> <li>• <b>Ensure</b> that system owners perform post-implementation reviews on deployed systems between 6 months and 12 months after deployment</li> </ul>
<p style="text-align: center;"><b>IT OUTCOME GOAL:</b> <i>Improve the planning, execution, and management of IT investments program activities with other system development lifecycle disciplines.</i></p>	<p><b>Implement</b> the CPIC Quarterly Report as an Investment Analysis Tool by using these activities:</p> <ul style="list-style-type: none"> <li>• Applying analysis of investment variances (ex. Use of a dashboard approach)</li> <li>• Requiring corrective action reports for investment variances exceeding 5%</li> </ul> <p><b>Implement</b> the E-Government Scorecard to measure IT investment performance by the following activities:</p> <ul style="list-style-type: none"> <li>• Implementing Earned Value Management – and addressing the variances</li> <li>• Ensuring that all new systems provide the necessary documentation to go through the CPIC process</li> <li>• Decrease in Business Cases that are outside of the allowed variances through effective monitoring and analysis</li> </ul> <p><b>Apply</b> the Office of Management and Budget’s (OMB) Scorecard as a means of ensuring the following outcomes:</p> <ul style="list-style-type: none"> <li>• Interior’s business cases for major systems meet the acceptable OMB standards</li> <li>• Interior’s major IT investments adhere to the costs, schedules, and performance levels defined in their respective business cases, in which overruns or shortfalls are less than 30 % of the total number of established business cases in the portfolio.</li> <li>• Interior’s major IT systems adhere to overruns or shortfalls of less than 10 % of the standards established in their business cases through application of Earned Value Management (EVM) analysis.</li> </ul> <p><b>Apply</b> the Secretary’s Tracking System to monitor the Selection, Control, and Evaluation of IT investments and demonstrate accountability throughout the Department</p>
<p style="text-align: center;"><b>IT OUTCOME GOAL:</b> <i>Reach IT Investment Maturity (ITIM) Stage II of GAO Standard</i></p>	<p><b>Apply</b> the General Accounting Office (GAO) Information Technology Investment Management (ITIM) Framework Maturity Model to ensure the following outcomes:</p> <ul style="list-style-type: none"> <li>• Self assessment by Bureaus and the Department adequately identifies management “gaps”</li> <li>• Project Plans are created accordingly to close gaps</li> <li>• Investment Verification and Valuation (IV&amp;V) methodologies are applied throughout the</li> </ul>

	Department to validate ITIM fulfillment
<p><b>IT OUTCOME GOAL:</b>  <i>Life Cycle Alignment with the Capital Planning Investment Control (CPIC) life cycle</i></p>	<p><b>Apply</b> the Lifecycle standards that have been identified in the CPIC Guide to all IT investments to ensure the following outcomes:</p> <ul style="list-style-type: none"> <li>• 100% of new investments will adhere to new lifecycle requirements</li> <li>• 100% of current developmental investments will adhere to new lifecycle requirements as they progress through the CPIC process.</li> <li>• 50% of current steady state systems will complete an operational analysis.</li> </ul>
<p><b>IT OUTCOME GOAL:</b>  <i>Standardize our IT Investments by:  Streamlining Hardware and Software acquisitions to achieve technical standardization and realizing cost savings</i></p> <p><i>Implementing Internet Protocol (version 6) in IT investments</i></p>	<p><b>Ensure</b> that current and future IT acquisitions are consistent with the technical standards referenced in the Federal Enterprise Architecture (FEA), and the DOI’s Technical Reference Model (TRM).</p> <p><b>Ensure</b> that the acquired hardware and software products continue to be appropriate for supporting the deployment of key mission critical systems.</p> <p><b>Ensure</b> that enterprise-wide acquisitions are at least 10% below GSA-schedule costs for similar products.</p>
<p><b><u>ENTERPRISE ARCHITECTURE CAPITAL PLANNING PROGRAM SUPPORT --</u></b>  <i>Increase the linkage between the IEA and CPIC Program</i></p> <p><i>Increase the timeliness and accessibility of the Technical Reference Model (TRM) updates to ensure real time investment decision making.</i></p> <p><i>Reduce the percentage of duplicate IT investment proposals</i></p>	<p><b>Ensure</b> IT investments adhere to approved modernization blueprints.</p> <p><b>Integrate</b> all aspects of infrastructure (e.g., platform, storage, etc.) into Infrastructure Exhibit 300.</p> <p><b>Ensure</b> IT investments adhere to approved modernization blueprints.</p> <p><b>Ensure</b> Technical Reference Model (TRM) is current and accessible via on-line product catalog.</p> <p><b>Coordinate</b> with Business Reference Model (ERM) Program to establish Enterprise Agreements based on the Technical Reference Model (TRM).</p> <p><b>Perform</b> Architecture evaluations on all IT Investments.</p>

### Accomplishments

Percentage of the portfolio scoring

- Overall 4 increased from 50% to 95% of the portfolio.
- 53 of 56 (95%) business cases received an overall score of 4. This compares to only 31 of 62 (50%) for BY05.

Percentage of the portfolio placed on OMB's Management Watch List

- Decreased from 94% to 30% of the portfolio.
- 17 of 56 (30%) business cases placed on OMB's Management Watch list - versus 58 of 62 (94%) for BY05.

## ***Goal 5: Provide Enterprise-Based Operations that Improve the Quality, Accessibility & Sharing of Data***

### ***ENTERPRISE OPERATIONS:***

***To develop and implement technology and business operations that are responsive, effective, and efficient, we must:***

- ***Increase operations effectiveness***
- ***Enhance efficiencies across operations***
- ***Decrease technical and business risks***
- ***Identify operations opportunities***
- ***Improve customer satisfaction***
- ***Support operations readiness***

Information technology will continue to evolve and provide improved opportunities to support the Department's missions, goals, and objectives. Over the past ten years the information management function has been influenced by many technology breakthroughs, such as networking, email, open systems, client server architecture, Electronic Data Interchange (EDI), document imaging, mobile computing, groupware, high bandwidth networking, data warehousing/data mining, and Enterprise Resource Planning (ERP). Twenty-first century information services have continued to expand on these technologies. Artificial intelligence decision support, virtual

education, internet telephony, global wireless net-phones, and hand-held voice recognition PCs, are just some examples of technological innovations that may change the way DOI conducts its business to better serve internal and external customers.

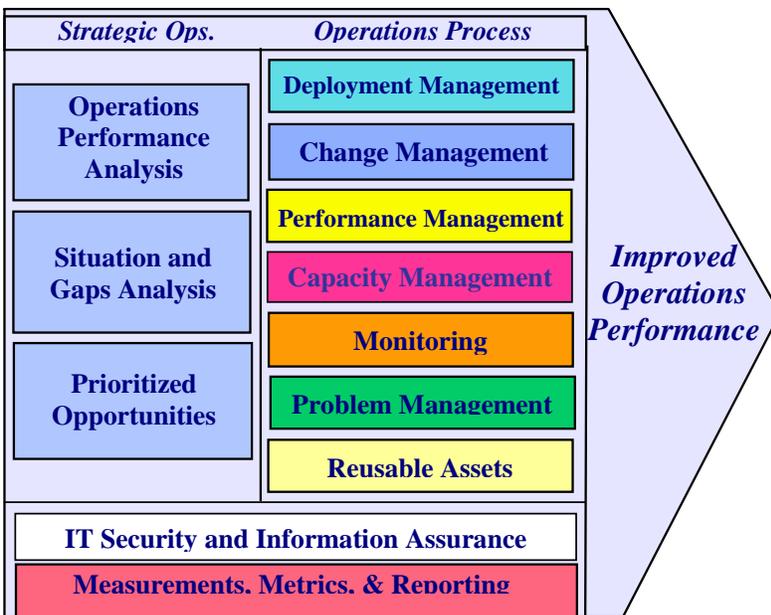
The OCIO is planning on harnessing some of these technologies as they mature and stabilize in areas where efficiencies can be gained. Some of the areas the OCIO is focusing on are public key infrastructure and digital signatures. Other areas include voice over IP, the use of Internet Protocol version 6 and Active Directory. OCIO plans to take advantage of the economies of scale from the development of an Enterprise Service Network which will consolidate and centralize network services for DOI.

To develop and implement technology and business operations that are responsive, effective, and efficient, we must:

- Increase operations effectiveness
- Enhance efficiencies across operations
- Decrease technical and business risks
- Identify operations opportunities
- Improve customer satisfaction
- Support operations readiness

Our Plan focuses on proactive strategies that will identify prioritized opportunities based on implementing an operations planning process; strengthening operations process management; publicizing operations performance; improving our IT security and information assurance; and providing best-in-class customer support capabilities. We intend to assess our operations process management strengths; measure and report operations performance; plan for service availability; verify our disaster recovery capability; simplify our data backup and recovery capability; enhance our incident response capability; and implement certification and accreditation.

The chart that follows depicts this approach in which we improve operations performance by employing operations performance analysis; situation and gap analysis; and prioritized opportunities to effect operations processes while ensuring IT Security and Information assurance.



**ENTERPRISE OPERATIONS:**

<i>Objectives:</i>	<i>Strategies and Projects:</i>
	<p><b>Consolidate</b> 13 Wide Area Networks (WAN) into a single Departmental network</p> <p><b>Consolidate</b> 33 Department-wide Internet points of presence (POP) to 5 and shut down 28 internet points of presence</p> <p><b>Consolidate</b> Wireless Communications</p> <p><b>Improve</b> narrow-band digital and encryption capabilities</p> <p><b>Revise</b> regional and national radio conversion plans to ensure conformity standards</p> <p><b>Continue</b> phased radio replacement programs based on Department and Bureau priorities</p>
<p><b>INTERIOR STRATEGIC PLAN FOCUS</b> -- Increase the number of business lines with shared processes, including systems, to eliminate redundancy and/or inefficiency</p>	<p><b>Standardize</b> Email and Related Services</p> <p><b>Complete</b> Migration from Lotus Notes and Groupwise to Exchange</p> <p><b>Complete</b> populating DOI.NET with agency domain directories toward the Enterprise Service Network (ESN)</p> <p><b>Implement</b> Department-wide standards for web management and data quality</p> <p><b>Implement</b> DOI-Wide Enterprise Intranet Portal providing central access to Self-Service, E-learning, and Collaboration.</p> <p><b>Implement</b> DOI-Wide Enterprise Internet Portal providing central access to information and services to all citizens</p> <p><b>Implement</b> DOI-Wide Enterprise Web Content Management System automating content management business processes and incorporating regulatory control of content.</p> <p><b>Develop</b> a DOI Web Standards Handbook providing guidance on Web related development</p>

<p><b>IT OUTCOME GOAL:</b> <i>Build and Implement Enterprise Services capability</i></p>	<p><b>Adapt</b> management of Enterprise Service Center operations to accommodate Bureau needs</p> <p><b>Achieve</b> defined performance levels on following established Scorecards to ensure an effective Active Directory, management of reported material weaknesses, and perform External/Internal vulnerability scanning</p> <p><b>Establish</b> and Implement an effective Enterprise Services Network with management focus on security, performance, and improved management controls through oversight of the Interior Governance process and IT Management Council (ITMC)</p> <p><b>Establish</b> and implement effective Enterprise Access Control with management focus on improved security, Single Sign-On, and centralized identity management</p>
<p><b>IT OUTCOME GOAL:</b> <i>Leverage emerging technologies for the benefit of all Bureaus and DOI overall</i></p>	<p><b>Implement</b> an Effective Enterprise Services Center that will provide Acceptable Standard Service Levels for Bureaus</p> <p><b>Establish</b> an effective “Launch point” for enterprise projects and collaboration</p>
<p><b>IT OUTCOME GOAL:</b> <i>Support Infrastructure Portfolio Project Management</i></p>	<p><b>Establish</b> an effective IT Infrastructure Portfolio Project Management capability that will:</p> <ul style="list-style-type: none"> <li>▪ Ensure projects meet cost, schedule, and quality objectives through the application of a standard project management framework, coordination of projects across the portfolio, and consistent monitoring of performance.</li> <li>▪ Integrate project management into the other IT Investment management processes including CPIC, Enterprise Architecture, and Strategic Planning &amp; Policy.</li> <li>▪ Improve Communication through the application of project Communication Management best practice and standardized reporting across projects.</li> <li>▪ Integrate project management, create more effective collaboration, and provide more accurate information through the application of project and portfolio management tools and techniques.</li> </ul>
<p><b>IT OUTCOME GOAL:</b> <i>Provide connectivity for delivery of services including: Wireless, Telephony, and Networking and data services</i></p>	<p><b>Provide</b> effective Telecommunications Planning that delivers hard savings to Bureaus’ Telecommunications Investment Program Savings (TIPS)</p> <p><b>Improve</b> management controls through oversight of the Interior Governance process and IT Management Council (ITMC)Provides Improved management controls</p>

<p><b>IT OUTCOME GOAL:</b> <i>Effectively manage and lead convergence of telecommunications and IT services</i></p>	<p>Provide an effective Wireless Program - Technology and Spectrum Management that</p> <ul style="list-style-type: none"> <li>• <b>Consolidates</b> efficient use of resources</li> <li>• <b>Implements</b> Quality improvement in LMR</li> <li>• <b>Provides</b> best in service Resource protection, public safety, communities &amp; direct mission support</li> <li>• <b>Provides</b> an effective Emergency Management approach to ensure Public Safety</li> </ul>
<p><b><u>ENTERPRISE ARCHITECTURE SUPPORT --</u></b></p>	
<p><i>Launch the Data Stewards Program to improve data management</i></p>	<p><i>Establish DOI Standards for approved modernization blueprints.</i></p>
<p><i>Establish the Data Resource Management Policy and Guidance Documents to include data standardization procedures).</i></p>	<p><i>Implement data sharing opportunities identified in Modernization Blueprints.</i></p>
<p><i>Extend the data architecture with additional data subject areas to increase the understanding of data requirements and data sharing opportunities.</i></p>	<p>.</p>
<p><i>Launch the Data Stewards Program to improve data management</i></p>	<p><i>Identify additional data sharing opportunities through future blueprint efforts.</i></p>
<p><i>Establish the Data Resource Management Policy and Guidance Documents to include data standardization procedures).</i></p>	<p><i>Improve DEAR Integration with E-CPIC, Command Center, FEAMS, ABC via data standards &amp; XML</i></p>
<p><i>Extend the data architecture with additional data subject areas to increase the understanding of data requirements and data sharing opportunities.</i></p>	

<p align="center"><b><u>TELECOMMUNICATIONS</u></b> <b><u>Accomplishments</u></b></p>	
<p><b>Wireless Program</b></p>	
<ul style="list-style-type: none"> <li>• Completed narrowbanding for BLM, USGS, BOR and FWS</li> <li>• Provided radio contract support &amp; testing to DOI, other Fed, State, Tribal and Local organizations</li> <li>• Frequency support to Bureaus for mission requirements</li> <li>• Established Enterprise Service Center (ESC)</li> <li>• Supported FBMS PMO move to ESC</li> </ul>	
<p><b>Enterprise Services Network</b></p>	<p><b>Active Directory</b></p>
<ul style="list-style-type: none"> <li>• NPS cutover to managed.</li> <li>• ESN design Completed services</li> <li>• Enterprise Intranet POPs established</li> </ul>	<ul style="list-style-type: none"> <li>• Established Bureau migration plans</li> <li>• Established operational change management.</li> </ul>
	<p><b>Electronic Messaging System</b></p> <ul style="list-style-type: none"> <li>• Prepared for selection of host for MS</li> </ul>

**CHIEF TECHNOLOGY OFFICER  
COUNCIL – CENTER OF EXCELLENCE  
(COE) VISION - BACKGROUND**

In its mission, organization, and roles and responsibilities, the Service Oriented Integration (SOI) Center of Excellence (CoE) supports the Chief Technology Officer Council (CTOC) and Office of the Chief Information Officer’s (OCIO) vision of an enterprise architecture infrastructure. CTOC provides the guidance and leadership of the overall direction of SOI CoE. SOI CoE is looking to help the DOI improve efficiency and management of its technical resources. To achieve customer satisfaction, technical leadership, and effective communication, SOI CoE is focusing its efforts in the following areas:

1. technical leadership/knowledge and asset management;
2. delivery excellence;
3. community building and communications; and
4. delivery capability.

The SOI CoE has also defined several criteria in order to measure and demonstrate its success in

achieving its objectives. In its vision, mission, and initiatives, SOI CoE is aligned with and supports Office of the Chief Information Officer’s (OCIO) vision and strategic initiatives. The SOI CoE vision is as follows:

***To be the DOI’s first and best source of technical, strategic, and professional support in its implementation and maintenance of the DOI enterprise projects.***

To achieve this vision, SOI CoE has a three-point mission, to:

- Exceed customers’ expectations by delivering measurable business value
- Earn the respect of customers through technical expertise and be known throughout DOI as the top experts in related technologies
- Strengthen DOI’s technical ability through breadth and depth of technical skills, enhance communication throughout the Department, and contribute to professional development

**SOI CoE Mission and Goals & Focus Areas:**

The following table lists specific goals that SOI CoE has set to accomplish its mission.

**SOI CoE Mission and Goals**

Mission Element	Goals
Customer Satisfaction	<ul style="list-style-type: none"> <li>• Contribute directly to the DOI’s overall business strategy by helping to deliver high-quality solutions and reducing the instances of troubled projects</li> <li>• Maintain high-level customer satisfaction with service that is provided to the business areas</li> <li>• Develop a customer support strategy to provide a “Best Practice” in a development and lab environment</li> <li>• Maintain and encourage customer input regarding leveraging the Emerging Technologies for its projects</li> <li>• Develop a seamless management and technical infrastructure to provide support to the SOI CoE stakeholders, with a focus on performance, support, and flexibility</li> </ul>

Mission Element	Goals
	<ul style="list-style-type: none"> <li>Set measurements and performance standards (focus on excellence, compare with “best of breed”)</li> </ul>
Technical Expertise and Technical Leadership	<ul style="list-style-type: none"> <li>Investigate, develop and maintain leading edge technologies (e.g., Oracle, WebSphere, Windows XP operating system [OS], network performance and monitoring tools, etc) and related technical skills</li> <li>Provide significant thought leadership within DOI to help develop and build solutions</li> <li>Support industry standards and quick response times in providing support to projects for problem resolution and identification and offer solutions to these problems</li> <li>Define technical competency, and create methods, standards and best practices</li> <li>Create/maintain technical assets to be leveraged by the organization</li> <li>Improve efficiency and effectiveness in order to handle planned growth in emerging technologies and related skills</li> </ul>
People, Professional Development and Communications	<ul style="list-style-type: none"> <li>Determine skill and experience requirements and develop skill roadmaps to meet the requirements that align with broader organizational competency efforts</li> <li>Build and manage a portfolio of training/learning assets to address skill requirements</li> <li>Establish and maintain a community of technologists that provides close local ties while providing easy access to resources throughout the organization</li> <li>Ensure that an adequate resource strategy is in place</li> <li>Enhance cross-organizational communication and teaming through formal procedures, standards and informal mechanisms</li> </ul>

To achieve the objectives of customer value, technical leadership, and professional development stated in the mission, SOI CoE is concentrating on the four focus areas listed in

the table below. Several activities have been identified for each focus area. It also lists tangible ways in which the success of each focus areas can be measured.

#### SOI CoE Four Focus Areas and Measurable Criteria

Focus Area	Activities	Examples of Measurable Criteria
Technical Leadership/Knowledge and Asset Management	<ul style="list-style-type: none"> <li>Adopt patterns and framework</li> <li>Develop and maintain a state of the art development facility</li> <li>Develop technique papers</li> <li>Harvest reusable components</li> <li>Develop re-use library</li> <li>Investigate and adopt new and emerging technologies</li> <li>Survey external sources such as Technical books, White Papers, and Best Practices</li> <li>Deploy components as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Quantity of patterns adopted</li> <li>Quantity of projects supported, new technologies</li> <li>Quantity of technique papers developed</li> <li>Quantity of engagements from which engagement assets are harvested and hardened</li> <li>Whether or not re-use library is established and maintained</li> <li>Whether or not DOI e-government reference architecture is defined and maintained</li> </ul>
Delivery Excellence	<ul style="list-style-type: none"> <li>Leverage senior skills</li> <li>Assist troubled projects</li> <li>Conduct design reviews</li> <li>Define process</li> <li>Train</li> </ul>	<ul style="list-style-type: none"> <li>Quantity of projects assisted</li> <li>Percent reduction of occurrences of troubled projects</li> <li>Quantity of design reviews conducted</li> <li>Quantity of code reviews conducted</li> </ul>

Focus Area	Activities	Examples of Measurable Criteria
	<ul style="list-style-type: none"> <li>Mentor</li> <li>Provide method expertise</li> <li>Establish and enforce standards for software design, development, and deployment</li> <li>Maintain the project plans to leverage system reuse and sharing of resources</li> </ul>	<ul style="list-style-type: none"> <li>Whether or not process for design review is defined</li> <li>Whether or not process for code review is defined</li> <li>Percentage of projects sharing IT resources</li> </ul>
Community Building and Communications	<ul style="list-style-type: none"> <li>Facilitate teaming</li> <li>Build and maintain a portal collaboration site for sharing and communication</li> <li>Establish a direct channel for technology transfer from SOI CoE to OCIO functional development teams</li> <li>Proactively keep stakeholders apprised of events, system modifications, updates that may impact their operations</li> <li>Maintain an open dialog with customers, users, et al. to solicit feedback, recommendations, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Quantity of roles for which skills sets are developed</li> <li>Quantity of skill sets for which roadmaps are developed</li> <li>Quantity of architects and developers mentored</li> <li>Quantity of workshops held</li> <li>Establish number of Technology CoEs by collaborating with the Bureaus within the DOI as well as outside DOI.</li> </ul>
Delivery Capability	<ul style="list-style-type: none"> <li>Business process re-engineering of desktop deployment and management procedures</li> <li>Develop and manage skill sets and roadmaps</li> <li>Provide proactive mentoring</li> <li>Assist in capacity planning</li> <li>Assist in career development</li> </ul>	<ul style="list-style-type: none"> <li>Quantity of "brown bag" lunches conducted</li> <li>Whether or not SOI CoE website is launched</li> </ul>

The following graphic illustrates these focus areas:

**Thought Leadership and Knowledge and Asset management**

- Adopt patterns & framework
- Define and maintain DOI Enterprise Solution Architecture Framework
- Survey external sources such as Redbooks, White Paper, and Best Practices
- Develop technique papers
- Harvest reusable assets
- Deploy assets as appropriate
- Adopt Emerging Technology/R&D

**Delivery Excellence**

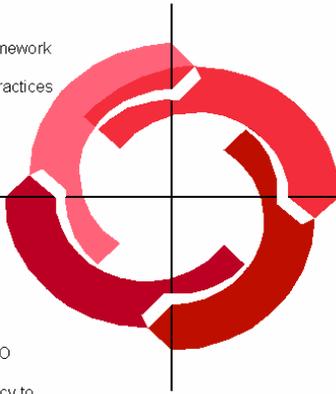
- Leverage senior skills
- Assist troubled projects
- Conduct design & code reviews
  - define process
  - train
  - perform
- Provide method expertise

**Community Building and Communications**

- Facilitate teaming
- Build and maintain a website for sharing and communication
- Establish a direct channel for technology transfer from CoE to OCIO functional development teams
- Establish Collaboration to other Agency to promote asset Reuse

**Delivery Capability**

- Develop & manage skill sets and roadmaps
- Provide proactive mentoring
- Assist in capacity planning
- Assist in career development



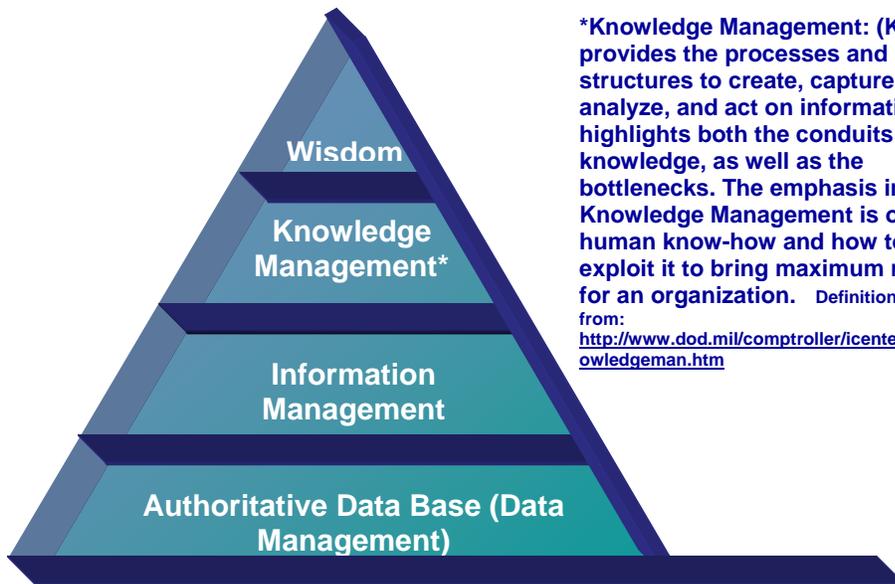
**Goal 6: Create an effective knowledge sharing environment, safeguarding records, privacy, and accessibility according to Federal regulations**

**Knowledge Management -- OBJECTIVES:**

**Records Management and Knowledge Management**

Overall, records management is emerging as a core component of knowledge management. We have an increasing need to use the records management environment as a building block to be aware of the content of records in relation to the Privacy Act, to assess and be aware of the security level of records and appropriate management, as well as to service information requests from the public such as FOIA and some of this content needs to be redacted (Privacy Act

and other content) before dissemination. We are also building a knowledge platform or portal that will enable our enterprise approach to flourish through knowledge workers who can access the information and data needed through their business applications in a collaborative and secure way. Records management applications need to leverage the existing IT infrastructure rather than build their own. One example of such infrastructures is the Microsoft Exchange messaging system, which has been widely implemented within government.



**\*Knowledge Management: (KM) provides the processes and structures to create, capture, analyze, and act on information. It highlights both the conduits to knowledge, as well as the bottlenecks. The emphasis in Knowledge Management is on human know-how and how to exploit it to bring maximum return for an organization. Definition adapted from: <http://www.dod.mil/comptroller/center/learn/knowledge.htm>**

In managing our records, addressing our Freedom of Information Act (FOIA) requirements, asserting our Privacy Act standards across all lines of business (integrating these in our business cases, our IT security FISMA reports, and E-government projects), we intend to implement a sound knowledge management process that can unleash the creative potential in people, embrace new ideas, and apply technical know-how to develop new work processes that keep the organization competitive and future-focused.

### **The Vital Role of the CIO – Knowledge Management Challenges**

Our Interior CIOs must confront the challenge of building credible organizations and developing knowledge management capabilities that meet mission needs. Challenges include:

a growing emphasis on creating customer value and improving customer service;

- A growing emphasis on creating customer value and improving customer service;
- A need for organizational adaptation because of changing business rules and assumptions;
- A requirement to operate with a shrinking number of assets (people, inventory, and facilities);

– Freedom of Information Act

- A reduction in the amount of time employees are given to acquire new knowledge; and
- Changes in strategic directions and workforce mobility that lead to knowledge loss.
- A need to minimize loss and risk, improve organizational efficiency, embrace innovation, and add value to an organization by facilitating better, more informed decisions; contributing to the intellectual capital of an organization; eliminating redundant processes, streamlines operations, and enhances employee retention rates; while improving customer service and efficiency and greater productivity.

Our IT Strategic Plan emphasizes the underlying functions of effective information management that are critical to carrying out the missions of our Bureaus and the Department: i.e. developing, coordinating, and implementing DOI-wide information resources management policies, standards and guidelines, and providing technical assistance on

- Information Quality Guidelines
- Section 508 of the Rehabilitation Act of 1973
- Web Policies, Guidelines, and Standards
- Electronic Records and Document Management System
- The Privacy Act and E-Government Act
- The

**Today's volatile business environment demands a new attitude and approach within organizations – actions must be anticipatory, adaptive, and based on a faster cycle of knowledge creations.**

*<http://www.apcg.com/pdf/knowledgemanconcept.pdf>*

**KNOWLEDGE MANAGEMENT:**

<i>Objectives:</i>	<i>Strategies and Projects:</i>
<b>SCORECARD RECORDS FOCUS --</b> Maintain an active program for efficient records management	<p><b>Develop</b> and implement requirements for records retention and preservation</p> <p><b>Establish</b> security safeguards against records removal or manipulation</p> <p><b>Recover</b> relevant records</p>
<b>INTERIOR STRATEGIC PLAN FOCUS –</b> Provide Citizen-Centered E-Government and Information Technology Management	<p><b>Implement</b> an effective Records Management Strategy by:</p> <p><b>Developing</b> consistent records management policies in all Bureaus and offices</p> <p><b>Establishing</b> and implementing a records disposition schedule for the Office of the Secretary</p> <p><b>Implementing</b> an electronic records system by FY 2008.</p>
<p><b>IT OUTCOME GOAL:</b> <i>Ensure Compliance with Federal laws for training</i></p>	<p><b>Develop</b> and provide DOI-wide FOIA/Privacy Act &amp; PIA/Records Management/508/Information Quality/Web Management training (Information Management Division of the Office of the Chief Information Officer, Interior programs).</p> <p><b>Identify</b> and integrate FOIA/Privacy Act/Records Management/508/Information Quality/Web Management requirements into day-to-day business operations, e.g. in system development.</p> <p><b>Provide</b> annual training</p> <p><b>Ensure</b> increased awareness and integration of records management practices across the board, Department-wide</p>
<p><b>IT OUTCOME GOAL:</b> <i>Incorporate information management requirement into new applications</i></p>	<p><b>Produce</b> Information Management criteria for System Development Life Cycle (SDLC).</p>
<p><b>INTERIOR OUTCOME GOAL:</b> <i>Ensure compliance with Federal Law requirements for records and information management schedules, privacy Act and procurement requirements.</i></p>	<p><b>Develop</b> and update policies and procedures for Information/Records Management.</p> <p><b>Develop</b> Schedules for Updating Privacy Act Notices in all Bureaus.</p> <p><b>Provide</b> technical assistance to identify 508 requirements in procurements.</p>
<p><b>IT OUTCOME GOAL:</b> <i>Improve efficiency and consistency of FOIA responses.</i></p>	<p><b>Improve</b> DOI accessibility to Electronic FOIA Tracking System (EFTS).</p>

	<p><b>Complete</b> transition of the Electronic FOIA Tracking System (EFTS) to DOI Intranet and Implement additional enhancements</p>
<p><b>IT OUTCOME GOAL:</b> <i>Implement a Consistent Departmental policy and approach to records management to effect efficiency</i></p>	<p><b>Increase</b> Bureau and Office participation in Enterprise Web Initiatives.  <b>Implement</b> FOIA/Privacy/Records Managements/508/Information Quality/Web Standards within their programs.  <b>Develop</b> Information Management criteria for System Development Life Cycle.  <b>Develop</b> and/or update one policy or procedure for each IMD program.  <b>Implement</b> Bureau schedules for compliance  <b>Deploy</b> the 508 Acquisition Assistance Tool  <b>Ensure</b> 80% participation in DOI Web Council</p>
<p><b>IT OUTCOME GOAL:</b> <i>Assist in the development, maintenance, and facilitation of a sound and integrated Web-related information technology architecture for the Department of the Interior.</i></p>	<p><b>Develop</b> Policies and Procedures collaboratively with Bureaus for all aspects of Web  <b>Monitor</b> Implementation and Performance of Policies and Procedures</p>
<p><b>IT OUTCOME GOAL:</b> <i>Ensure implementation and integration of records/information management strategies throughout all IT divisions and components</i></p>	<p><b>Leverage</b> synergy of integration of records management strategies throughout the Department and Bureau CIO organizations through knowledge sharing and strong collaboration with Chief Technology Officers and IT working groups</p>
<p><b><u>ENTERPRISE ARCHITECTURE RECORDS PROGRAM SUPPORT --</u></b></p>	
<p><i>Develop a target process model to perform records management</i></p>	<p><b>Integrate</b> Records Mgmt. principles, standards, and technologies in DOI Reference Models (i.e. PRM, BRM, SRM, DRM, TRM).</p>
<p><i>Provide technology recommendations for electronic records management systems</i></p>	<p><b>Incorporate</b> National Archives and Records Administration (NARA) Profile in DEAR  <b>Integrate</b> Records Mgmt. principles, standards, and technologies in DOI Reference Models, i.e. Performance Reference Model (PRM), Business Reference Model (BRM), Service Component Reference Model (SRM), Data and Information Reference Model (DRM), Technical Reference Model (TRM).</p>

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***Goal 7: Ensure we have Sufficient IT Human Capital that is Capable of Meeting our IT Goals and DOI Mission Challenges.***

***IT SKILLED WORKFORCE OBJECTIVES:***

**Strategic Management of Human Capital –**

Interior is committed to improving its workforce structure to reduce the distance between the citizens and decision-makers by looking at ways to streamline and consolidate support services in Information Technology (IT). DOI has developed a workforce plan to guide the Department in planning for the future. DOI has developed strategies in the workforce plan to address issues specific to IT include looking for opportunities to streamline and consolidate IT support services where it is cost-effective and necessary to improve the delivery of IT products and service delivery; to provide training for both business and IT staff so that they can use the technology more effectively; and reengineering business process in the various business areas to increase productivity and provide better service to the citizen.

In addition, the key assets of the Department are intellectual assets that focus on worker knowledge and corporate data. IT through OCIO can provide the capability to collect, summarize and integrate knowledge across information sources through networked infrastructure and consistent Department-wide data management. Knowledge management is enhanced through an IT infrastructure that is fully leveraged to share the knowledge and expertise resident in the Department, in its key partners, and in stakeholders.

*A Strategic goal of the Federal CIO Council's IT Workforce Committee is that "The Federal Government has a cadre of highly capable IT professionals with mission critical competencies to meet agency goals."*

This goal has the following objectives --

- Improvement of IT workforce identification, assessment and reporting capabilities
- Ensuring that robust IT professional development programs are available
- Strengthening and leveraging IT project management skills; and
- Developing and implementing competitive compensation programs

These objectives are incorporated into the overall strategic approach to developing and maintaining a highly skilled IT workforce to support our mission objectives and business partners.

Traditionally, the CIO and IT community has been viewed as the "shop" charged with making sure systems are kept in working order and supporting the agency. In recent years, the focus has shifted from concerns about technology per se to business processes.

A particular focus area for Interior's IT workforce in this shift toward support of the business processes can be clearly seen in the evolving enterprise Information Technology (IT) modernization effort. As the Office of the Chief Information Officer is systematically assuming direct responsibility for IT service delivery historically managed at the bureau level, IT skills and partnerships are essential.

The effort involves the consolidation of duplicative IT infrastructure and services such as wide-area networks, Internet access, electronic mail, web hosting, public key infrastructure (PKI), and directory services. The business-driven support of the process is seen as focus on IT consolidation is designed to improve overall financial, security, and IT management, as well as to enable compliance with key legislative mandates such as the Presidential Management

Agenda (PMA), Government Performance Results Act (GPRA), Clinger-Cohen Act 1996, and OMB Circular A-130.

These transformational activities introduce technical and operational challenges. Historically, the Office of the CIO (OCIO) has been responsible for providing guidance and oversight to the bureaus and program areas in terms of IT investments and operations. Because of the shift to consolidation, the OCIO is also becoming directly accountable for the entire IT infrastructure, the related investment decisions, and their performance. In response, OCIO has established the Enterprise Infrastructure Division (EID) to assume the core IT infrastructure management functions within the Department.

#### [Specific IT Workforce Implications/New Directions:](#)

The **Enterprise Services Network** consolidates the technology and management of 13 Bureau and Office Wide Area Networks into one centrally managed network. As a result, it is expected that Bureaus migrate to the Department for functions such as WAN technical management, ordering, and billing management. In support of this approach, increased skilled IT staff from the Bureaus may be requested for support at the ESC.

As the **Enterprise Messaging System** consolidates hundreds of Bureau and Office managed mail servers into 2 or 3 centers managed under contract the impact on the IT skilled workforce is expected in the following areas: bureau mail system administration, mail helpdesk support, and mail account management.

As the **Enterprise Access Control System** includes the Active Directory, PKI/Smartcard and E-Authentication projects, an IT skilled workforce is still required to manage domain level services, and establishing a root active directory will not affect the need for a skilled workforce at the bureau level to support such

domain level services including moves, adds, and changes.

The **Web Consolidation** Project takes web servers located in hundreds of locations throughout DOI and consolidates to a few enterprise centers. As a result, there is an expected impact on the administrative management of servers and reduced need to write HTML code as standard web hosting products are used. IT skilled workforce at the bureau levels is still required to manage content and the focus of specialists in the functional areas.

With the strategic enterprise focus on **HelpDesk** consolidation that is intended to consolidate some sixty formal helpdesks and uncounted informal helpdesks and into a single point of contact helpcenter, workforce impacts are expected. A distributed level support organization will be required to serve multiple bureaus in single locations. A shift from personnel functions directed at tasks such as answering calls, entering information in the helpdesk ticketing system, and providing problem resolution over the phone to a focus of software and hardware specialists to address queries previously conducted by the local helpdesk or support technician levels. The bureau IT workforce will focus on some local work and desktop assistance needs that require physical inspection or assistance by technicians.

Other IT workforce implications are associated with the Enterprise **Systems Administration** that will provide remote management of desktop computers, storage systems, printers, laptops, file/print servers and application servers from a ESA center closely aligned with the HelpDesk. It is expected that a significant portion of the day to day management of local PC, Laptops, Servers and LANs will shift to management remotely by use of Enterprise management tools. Local office level work will remain with Bureaus and hence require retaining a IT skilled workforce to conduct functions in which local technicians are needed to physically address problems. Local support technicians can provide the local support for multiple enterprise technicians and can be the local component for

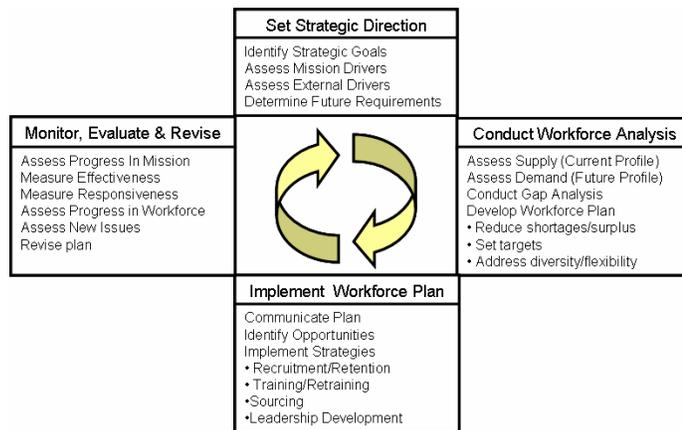
Helpdesk, Systems Administration and ESN in those cases where a local person may be needed.

The **Voice over Internet Protocol** (VOIP) includes establishing standards for VOIP systems, deployment of systems across DOI and eventual transition to helpdesk support as there is a shift from the local level telephone systems administration to a consolidated level.

**Radio over Internet Protocol** (ROIP) includes establishing standards for ROIP systems, deployment of systems across DOI, and eventual transition to helpdesk support. It is expected

that ROIP has little impact on local radio technicians, while monitoring of radio systems will be done from the network operations centers.

Finally, the emphasis on a **Wireless** environment includes establishing a commercial wireless contract for cellular services, standards and security for wireless data, centralized security and network monitoring for wireless data systems, and transition to helpdesk services. IT skills will focus on ordering and verification of billing services for cellular phones.



**IT Skilled Workforce Departmentwide Focus**

There will be an ongoing increased emphasis on recruiting and retaining an adequate IT workforce in our goal to support the Interior mission. In partnership with our Bureaus and Human Capital resources, we will focus our attention on developing and delivering the very best in IT services to Interior and the citizens we serve.

We will use collaboration to ensure that recommendations and solutions on how to continually improve the IT workforce are brought to the attention required within our Bureaus and the Departmental structure. The need for an increased focus on the strategic management of human capital is linked to the Clinger Cohen Act of 1996. One of the requirements of this Act is the mandate for all federal Agencies to perform an IT workforce

assessment. The Act requires federal Chief Information Officers to implement a professional development strategy to ensure that IT staff possess the knowledge, competencies and skills necessary to meet agency requirements as they relate to information resources management.

Hence, in our goal of recruiting, retaining, and training the most qualified team of IT professionals, we have included active development, implementation and promoting of recruitment and retention strategies as a key focus area for our business and CIO executives.

As OPM has issued the first edition of the Interpretive Guidance for Project Manager Positions to help agencies properly identify and establish these important positions in their organizations, we are incorporating a project

management emphasis in our core areas and plan to address development of a strategy to ensure Federal IT systems reported are managed by skilled IT Project Managers (IT PMs).

IT Workforce Capability Assessment

The Federal Chief Information Officer’s Council (CIO Council), in partnership with the Office of Personnel Management (OPM) developed the IT Workforce Capability Assessment as a tool that enables agencies to compare current capabilities of the IT workforce to desired target capabilities.

Furthermore, the Office of Management and Budget has required agencies to plan for closing the IT workforce skill gaps identified by the survey assessment process in these critical areas:

- ✓ IT Project Management
- ✓ IT Security
- ✓ IT Architecture (Enterprise and Solutions)
- ✓ Agency Specific Job Activities directed toward fulfilling the President’s Management Agenda.

This plan to provide adequate recruitment, retention, and training in critical IT support areas will be developed based on the OMB definitions, level of risk associated with the “gap” not being filled to accomplish mission objectives, and planning templates in addition to addressing the specific business process transformation strategy for enterprise initiatives.

**IT SKILLED WORKFORCE:**

<i>Objectives:</i>	<i>Strategies and Projects:</i>
<p><b>IT OUTCOME GOAL:</b>  <b>Implement effective IT training opportunities</b></p>	<p><b>Collaborate</b> at executive levels to clarify future business conditions, (train executive candidates through DOI University candidate programs with an IT focus)</p> <p><b>Develop</b> the critical and functional competencies required by IT Staff in collaboration with DOI University</p>
<p><i>Identify organizational impacts and workforce planning concepts into business transformation projects.</i></p>	<p><i>Ensure Business Transformation methodology incorporates workforce planning activities to identify required skills for re-engineered processes.</i></p>

## X. Conclusion

The IT Strategic Plan provides a strategic framework for the coordinated development, implementation, operation, and integration of information technology within the Department. Its goal is to help enhance the efficiency and effectiveness of the organization in meeting its mission and business goals.

It provides an organizational framework for the continued development of an architecture that can support more levels and types of electronic interactions. This Plan outlines our IT guiding principles, defines the IT goals we need to strive for in order to support our mission and achieve the results, outcomes and added value that are defined in our strategic vision of the future.

Through leadership in customer service, strategic planning and the intelligent management of our IT resources and investments, as well as through continual improvements in securing our IT environment, we are well on the way to achieve this end.

Our plan focuses on the critical planning elements outlined in the Clinger-Cohen Act along with other driving legislation and directives from the Office of Management and Budget, such as the A-130. Building on our FY 2004 E-Government Strategy, we propose to address IT across a strategic front, focused on IT security, Enterprise Architecture, IT portfolio investment (Capital Planning), effective records management, and on our IT human capital needs to ensure that we can meet our goals and future vision.

Information Technology has become more than an enabler over the past decade, as it has evolved into a true "business partner" in achieving our important mission. To meet the future needs of our employees, customers, constituents, and stakeholders, the exchange and management of information is quickly becoming a larger aspect of the corporate business model. The current IT structure is evolving and must be based on strategic plans that can incorporate the

concepts of electronic government into practices supported by a modern IT architecture.

The modernization of IT investments within the Department consisting of the application of the business fundamentals of e-business and our CPIC and Enterprise Architecture framework will ensure better IT management. Our focus on the mission as well as on enhanced resource and solution sharing through enterprise approaches will reap the dual benefits of time and cost savings, thereby creating customer satisfaction. This focus on a more enterprise-based point of access for government services and on sharing information more efficiently and effectively is critical to our IT vision of the future at Interior.

As reflected in this Plan, some of the primary results we expect to achieve by FY 2007 are:

- A Bureau/DOI integrated EA that aligns with capital planning and provides information needed to appropriately invest for the future;
- C&A maintained for all appropriate systems;
- Alignment of the majority of DOI systems to an E-Gov environment;
- An IT portfolio-based IT system for our critical IT capital investments;
- Accurate assessments of validation and verification of data;

The Departmental IT Strategic Plan calls for widespread change over the next five years. Designed to support the Department's overall strategic mission and management goals, it aligns IT with the Department's major program concerns, including Trust management, Facilities and Maintenance, and Performance Management. Its goals, enabling strategies, and performance measures are tied to IT security, E-Government, and capital planning and investment. Enterprise architecture provides an overall framework, promoting inter-bureau cooperation and improving data sharing capabilities across business lines. The Department's ability to improve access to information and services requires transformation of its business processes to make use of readily available technology. To maximize the

innovative and effective use of technology and adapt to changing needs, the Department is migrating its Information Technology (IT) portfolio to integrated, Department-wide business processes and technologies. Extensive efforts have been made to standardize IT functions and organizations throughout the Department. Further standardization along functional areas will enable DOI to create a more mature IT investment management organization. To measure maturity progress, the Department is using GAO's IT Investment Management (ITIM) framework. Through FY

2008, the Department will focus on documenting and implementing select policies and standards that will create repeatable practices in key areas of investment management.

We will continue to look for greater efficiencies and ways to support our critical mission. As Interior's IT business partner we will provide the most viable means for ensuring that the Nation receives the best value for its precious resources – now and in the future.



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## **STRATEGIC PLAN APPENDIX A:**

Strategic Planning References – Clinger/Cohen Act of 1996 (40 USC 1452)  
Requirements:

**Section 5113. PERFORMANCE-BASED AND RESULTS-BASED MANAGEMENT.**

Section 5113 (a) IN GENERAL- The Director shall encourage the use of performance-based and results-based management in fulfilling the responsibilities assigned under section 3504(h), of title 44, United States Code. [SEE SECTION CITED BELOW]

Section 5113 (b) Evaluation of Agency Programs and Investments-

Section 5113 (b) (1) REQUIREMENT- The Director shall evaluate the information resources management practices of the executive agencies with respect to the performance and results of the investments made by the executive agencies in information technology.

**Section 5122. CAPITAL PLANNING AND INVESTMENT CONTROL.**

Section 5122 (b) CONTENT OF PROCESS- The process of an executive agency shall--

Section 5122 (b) (1) provide for the selection of information technology investments to be made by the executive agency, the management of such investments, and the evaluation of the results of such investments;

Section 5122 (b) (2) be integrated with the processes for making budget, financial, and program management decisions within the executive agency;

Section 5122 (b) (3) include minimum criteria to be applied in considering whether to undertake a particular investment in information systems,

including criteria related to the quantitatively expressed projected net, risk-adjusted return on investment and specific quantitative and qualitative criteria for comparing and prioritizing alternative information systems investment projects;

Section 5122 (b) (4) provide for identifying information systems investments that would result in shared benefits or costs for other Federal agencies or State or local governments;

Section 5122 (b) (5) provide for identifying for a proposed investment quantifiable measurements for determining the net benefits and risks of the investment and

Section 5122 (b) (6) provide the means for senior management personnel of the executive agency to obtain timely information regarding the progress of an investment in an information system, including a system of milestones for measuring progress, on an independently verifiable basis, in terms of cost, capability of the system to meet specified requirements, timeliness, and quality.

**Section 5123. PERFORMANCE AND RESULTS-BASED MANAGEMENT.**

In fulfilling the responsibilities under section 3506(h) of title 44, United States Code [SEE CITATION BELOW], the head of an executive agency shall--

Section 5123 (1) establish goals for improving the efficiency and effectiveness of agency operations and, as appropriate, the delivery of services to the public through the effective use of information technology;

Section 5123 (2) prepare an annual report, to be included in the executive agency's budget submission to Congress, on the progress in achieving the goals;

Section 5123 (3) ensure that performance measurements are prescribed for information technology used by or to be acquired for, the executive agency and that the performance measurements measure how well the information technology supports programs of the executive agency;

**Section 5125. AGENCY CHIEF INFORMATION OFFICER. (c) DUTIES AND QUALIFICATIONS.**

The Chief Information Officer of an agency that is listed in section 901 (b) of title 31, United States Code, shall –

Section 5125 (c) (2) monitor the performance of information technology programs of the agency, evaluate the performance of those programs on the basis of the applicable performance measurements, and advise the head of the agency regarding whether to continue, modify, or terminate a program or project; and

Section 5125 (c) (3) annually, as part of the strategic planning and performance evaluation process required (subject to section 1117 of title 31, United States Code) under section 306 of title 5, United States Code, and sections 1105(a)(29), 1115, 1116, 1117, and 9703 of title 31, United States Code—

[HR IT PLANNING] SECTION 5125 (c) (3) (A) assess the requirements established for agency personnel regarding knowledge and skill in information resources management and

the adequacy of such requirements for facilitating the achievement of the performance goals established for information resources management; ...

Section 5125 (c) (3) (C) in order to rectify any deficiency in meeting those requirements, develop strategies and specific plans for hiring, training, and professional development

**Section 5127. SIGNIFICANT DEVIATIONS.**

The head of an executive agency shall identify in the strategic information resources management plan required under section 3506(b)(2) of title 44, United States Code, any major information technology acquisition program, or any phase or increment of such a program, that has significantly deviated from the cost, performance, or schedule goals established for the program.

**Chapter 35, Subchapter I, Section 3506. (b) (2)** in accordance with guidance by the Director, develop and maintain a strategic information resources management plan that shall describe how information resources management activities help accomplish agency missions;

**Chapter 35, Subchapter I, Section 3506. (b) (3)** develop and maintain an ongoing process to -

**(3) (A)** [KEYS TO IT PLANNING] ensure that information resources management operations and decisions are integrated with organizational planning, budget, financial management, human

resources management, and program decisions;

(3) (C) [Performance Measures - PLANNING] establish goals for improving information resources management's contribution to program productivity, efficiency, and effectiveness, methods for measuring progress towards those goals, and clear roles and responsibilities for achieving those goals;

**Chapter 35, Subchapter I, Section 3506. (b)(4)** [Records PLANNING] in consultation with the Director, the Administrator of General Services, and the Archivist of the United States, maintain a current and complete inventory of the agency's information resources, including directories necessary to fulfill the requirements of section 3511 of this subchapter; and

**Chapter 35, Subchapter I, Section 3506. (b) (5)** [HR IT PLANNING] in consultation with the Director and the Director of the Office of Personnel Management, conduct formal training programs to educate agency program and management officials about information resources management.

**Section. 5141. APPLICABILITY TO NATIONAL SECURITY SYSTEMS.**

Section. 5141(1) IN GENERAL- Sections 5123, 5125, and 5126 apply to national security systems.

Section. 5141(2) CAPITAL PLANNING AND INVESTMENT CONTROL- The heads of executive agencies shall apply sections 5112 and 5122 to national security systems to the extent practicable.

## STRATEGIC PLAN APPENDIX B:

### Strategic Goals, Objectives and Performance Targets for FY 2005 through 2008

<p><b><u>Enterprise Architecture</u></b> <b><u>DOI IT Goal 1</u></b></p>	<p><b><i>Strategic Goal 1: Leverage EA to improve DOI's mission performance &amp; realize its strategic goals and objectives.</i></b></p> <p><u>Through the IEA Program, improve Interior's Mission Performance.</u></p> <p><b>Objective 1:</b> Positively impact DOI's mission performance by providing services that help Interior's organizations promote streamlined and standardized business processes through use of automated business rules and resource sharing.</p> <ul style="list-style-type: none"><li>▪ <b>Target:</b> Establish a Business Process Transformation lab that offers process re-engineering expertise on a fee-for-service basis to improve mission and program performance. <b>(Target Date: 1<sup>st</sup> QTR, FY 06)</b></li><li>▪ <b>Target:</b> 100% of DOI core business processes are documented for Services to Citizens and Management of Government Resources mission areas. <b>(Target Date: 3<sup>rd</sup> QTR, FY 06)</b></li><li>▪ <b>Target:</b> Business processes/rules are documented for eight DOI lines of business. <b>(Target Date: 2<sup>nd</sup> QTR, FY07)</b></li><li>▪ <b>Target:</b> An IRB approved modernization blueprint exists for the eight lines of business that provide Services to Citizens. <b>(Target Date: 2<sup>nd</sup> QTR, FY 07)</b></li><li>▪ <b>Target:</b> Each of the eight DOI lines of business has one or more measurable efficiency improvements resulting from the implementation of the respective modernization blueprint. <b>(Target Date: 3<sup>rd</sup> QTR, FY08)</b></li></ul> <p><b>Objective 2:</b> Align the implementation of technology with business strategy to improve DOI mission performance, establishing cross-business data sharing and integration as well as technology component re-use.</p>
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- **Target:** Within six DOI lines of business, there is defined and implemented, one or more common technology component(s) to be re-used. **(Target Date: 2<sup>nd</sup> QTR, FY 07)**
- **Target:** There are established transition plans for six DOI lines of business to implement one or more shared horizontal services. **(Target Date: 4<sup>th</sup> QTR, FY07)**
- **Target:** Reduce redundant data manipulation within four DOI lines of business by 50%. **(Target date: 4<sup>th</sup> QTR, FY 08)**
- **Target:** Data architectures for six DOI lines of business are documented and approved by the E-Government Team. **(Target Date: 2<sup>nd</sup> QTR, FY 07)**
- **Target:** Eight DOI lines of business have identified redundant systems and initiated plans to eliminate 80% of their redundant systems, respectively. **(Target Date: 4<sup>th</sup> QTR, FY07)**

Improve IEA Program through Communications and Information Sharing.

**Objective 3:** Participate in architecture, planning, and/or IT investment management activities with other federal agencies and private industry to promote information sharing, to stay current with business and technology trends, and to facilitate the adoption of best practices that can improve results of the IEA program on a continual basis.

- **Target:** IEA has professional partnerships with 2 other Federal and/or industry architecture programs to share information and work products towards incorporating best practices into the IEA Program. **(Target Date: 1<sup>st</sup> QTR, FY 06).**
- **Target:** IEA provides speakers at a minimum of four federal/industry seminars or conferences per year for outreach to the EA community, sharing gained experience and insight. **(Target Date: 1<sup>st</sup> QTR, FY06)**
- **Target:** IEA participates in bi-annual strategy sessions with the Capital Planning and Investment Control (CPIC) office, the procurement office, the strategic planning office, and/or the workforce planning office to ensure that the programs and processes are synchronized and to more tightly couple procurement and project management practices. **(Target Date: 1<sup>st</sup> QTR, FY06)**
- **Target:** Develop and implement the IEA Communication Plan to improve communication channels and to ensure progression with documented plans. **(Target Date: 1<sup>st</sup> QTR, FY06)**

Improve IEA and CPIC Integration.

**Objective 4:** Tightly integrate architecture and planning with the DOI Capital Planning and Investment Control (CPIC) processes. (This tight relationship between architecture and CPIC would include tying the architecture to evaluating and approving/disapproving existing and planned investments while developing and enforcing policy for investment compliance with the IEA.)

- **Target:** 100% of business cases evaluated are reviewed and rated for conformance with the IEA. (**Target Date: 1<sup>st</sup> QTR, FY06**)

Establish and Maintain Effective IEA Governance, Processes and Services.

**Objective 5:** Provide world class architecture services to the DOI business community.

- **Target:** A step-by-step methodology with supporting templates and tools is available across DOI to provide guidance and uniformity in developing, implementing and maintaining modernization blueprints in accordance with the Office of Management and Budget (OMB) Federal Enterprise Architecture. (**Target Date: 1<sup>st</sup> QTR, FY06**)
- **Target:** Architecture governance committees meet quarterly to review architecture work and proactively institute process improvements. (**Target Date: 1<sup>st</sup> QTR, FY06**)
- **Target:** Implementation of transition plans is consistently on schedule and in “green” status for the eight lines of business where modernization blueprints are published and have been approved by the IRB. (**Target Date: 4<sup>th</sup> QTR, FY08**)

These services would be supported by a strong program consisting of effective governance committees, architecture processes that are second-nature to the business organizations, architecture compliance processes, continual architecture reinvention throughout DOI, strong ties between business and technology, a collaborative atmosphere within the architecture community, strong ties between performance and investments, and robust analysis capabilities including strategy, process, technology, applications, security, and data.

Ensure effectiveness in the IEA Program by achieving/maintaining high-quality scores via external and internal EA evaluation metrics.

**Objective 6:** Provide and leverage metrics to ensure that enterprise architecture

planning is complete and is being implemented effectively within DOI.

- **Target:** DOI achieves a minimum of 4.0 on a 5.0 point scale on its Enterprise Architecture (EA) program maturity against OMB maturity frameworks. **(Target Date: 1st QTR, FY06)**
- **Target:** DOI EA Repository (DEAR) is kept current and accurate (i.e., system inventory is complete, architecture artifacts are accurate). **(Target Date: 1<sup>st</sup> QTR, FY 06)**

We plan to use metrics to ensure architecture planning effectiveness, identify program inefficiencies, identify new communications opportunities, drive continuous improvements in business cases, proactively improve IEA education and outreach programs, and measure the return on investment for enterprise architecture at DOI.

**IT Security**  
**DOI IT Goal 2**

***Strategic Goal 2: To protect the Availability, Confidentiality, & Integrity of DOI Information Technology Resources.***

**Objective 1:** Clearly achieve and demonstrate DOI IT security program performance through externally reported scorecards.

**Objective 2:** Concisely articulate each measure of risk for management decisions

**Objective 3:** Lower cost and time to implement effective controls

**Objective 4:** Monitor and report effectiveness of controls for prioritized remediation

**Objective 5:** Integrate security requirements with standard system lifecycle to improve overall IT efficiency and performance

- **Target:** Memorandum of Understanding (MOU) with GSA for four E-Authentication Systems by FY06 **(Target Date: March 2005)**
- **Target:** Distributed meeting and governance procedures determined for IT security initiatives. **(Target Date: April 2005)**
- **Target:** Complete Independent Reviews for all DOI system C&As **(Target Date: May 2005)**

- **Target:** Department Sponsored Security Role-Based Training.  
(**Target Date: June 2005**)
- **Target:** Updated policies and guidelines for C&As, External Partner Security, Remote Access Initial Version of IT Security Architecture.  
(**Target Date: July 2005**)
- **Target:** Departmental Accreditation of Physical Access System  
(**Target Date: August 2005**)
- **Target:** Availability of two DOI E-Authentication applications.  
(**Target Date: September 2005**)
- **Target:** Initial phase of Smart Card deployment complete (HSPD-12).  
(**Target Date: October 2005**)
- **Target:** Available Plan of Actions & Milestones collaborative environment (POA&M) (**Target Date: November 2005**)
- **Target:** Standardize Patch/ Configuration Management Solution and STIG determined. (**Target Date: December 2005**)
- **Target:** Integrate IT Security collaborative/ reporting environment available. (**Target Date: January 2006**)
- **Target:** DOI Integrated System Lifecycle Workflow determined.  
(**Target Date: March 2006**)
- **Target:** DOI Integrated System Lifecycle Workflow integrated with DEAR in automated environment. (**Target Date: August 2006**)
- **Target:** Final phase of SmartCard deployment complete (HSPD-12).  
(**Target Date: September 2006**)
- **Target:** Availability of additional two DOI E-Authentication applications. (**Target Date: October 2006**)

**E-Government**  
**DOI IT Goal 3**

***Strategic Goal 5: Improve the efficiency and effectiveness of DOI business processes. (E-Gov)***

**Objective 1:** Implement E-Gov strategies to improve the effectiveness of services.

- Use technology to improve Interior’s ability to protect the nation’s natural, cultural, and heritage resources;
- Use technology to improve Interior’s ability to manage resources to promote responsible use and sustain a dynamic economy;
- Use technology to improve Interior’s ability to provide recreation opportunities for America;
- 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;
- Employ E-Gov solutions to achieve the Department’s management excellence goals and the President’s Management Agenda; and reinforce the underlying structures and processes necessary to successfully develop, implement, and operate E-Gov solutions.
  - **Target:** Improve overall scores of bureaus on E-Government Scorecard for the criteria in DOI E-Gov Strategy such that (**FY 05, FY 06, FY 07 through Quarterly Review Process**):
    - Bureaus implement refined E-Gov processes. Bureaus can demonstrate how implementing E-Gov strategies and cross-cutting or enterprise initiatives enhances service delivery to citizens, businesses and other governments, and the efficiency of business processes. Bureaus make significant progress in reengineering mission critical business processes.
    - Bureaus can become “best practices” in E-government where leadership is generally recognized by E-Gov team and information and services are accessible when and where citizens, businesses and other government entities need them; bureaus have identified specific process improvements resulting from business process reengineering (BPR); or bureaus can document specific savings from BPR efforts.
  - **Target:** Improve overall scores of bureaus on E-Government Scorecard for the criteria in Enterprise Transformation DOI E-Gov Strategy such that (**FY 05, FY 06, FY 07 through Quarterly Review Process**):

- Interior is managing partner for Geospatial One-Stop and Recreation One-Stop, and is one of four Governmental providers for E-Payroll.
- DOI is establishing Center of Excellence solutions for the Finance and Human Resources Lines of Business (LOBs), and is participating in the Grants Management and Case Management LOBs.
- DOI is participating in government-wide E-Gov initiatives led by other managing partners, reaching the specific goals identified in Memoranda of Understanding (MOUs) with these partners.
  - Sufficient Project Management support is provided to initiatives to implement or maintain MOU commitments within the Interior programs.
- DOI is implementing government-wide E-Government solutions as they become available
- **Target:** Bureaus' participation in other agency E-Gov or LOB initiative results in savings or improvements (**FY 05, FY 06, FY 07 through Quarterly Review Process**):
  - Bureaus can become “best practices” by providing leadership in one or more government-wide E-Government solutions, and generate savings from the initiative; and leadership of implementation within DOI enables other bureaus to create savings and improvements.

**Objective 2:** Ensure Business-Driven Alignment of IT through effective E-Government and Line of Business management

- **Target:** Bureaus complete implementation of migration plans or are on schedule to meet project plans. Bureaus are on schedule for retiring or integrating all E-Gov-related legacy systems. Bureaus participate in other agency E-Gov or LOB initiative results (**FY 05, FY 06, FY 07 through Quarterly Review Process**)

**IT Capital Investment  
Planning**

**DOI IT Goal 4**

***Strategic Goal 4: Improve the Planning, Execution, & Management of IT Investments.***

**Objective 1: Scorecard Capital Investment**

Planning Focus

- Develop business cases for all major systems investments (as gauged by security, measures of success linked to the Enterprise

Architecture, program management, risk management, and cost, schedule and performance goals.

- Manage IT project effectively addressing cost, schedule, and performance (at a metric of an average of less than 10% shortage or overrun for all major IT projects using EVM (Earned Value Management) or operational analysis)

**Objective 2: Interior Strategic Plan Focus-** Perform Information Technology (IT) Capital Planning and Investment Control (CPIC) Review on all Interior systems through the established Interior CPIC process.

**Objective 3: Ensure** that all Interior business cases (Exhibit 300's) score 4 or better overall and 4 or better in IT security for all major system investments using OMB scoring criteria (Circular A-11, part 7 Planning, Budgeting, Acquisition and Management of Capital Assets)

- **Target:** Improve overall scores of the BY07 submission by 10%  
**(Target Date: FY05)**
- **Target:** Decrease OMB watch list by 10% **(Target Date: FY05)**
- **Target:** 100% of major IT investments are managed using EVM or operational analysis **(Target Date: FY05)**
- **Target:** 75% of system owners perform post implementation reviews on newly deployed systems between 6 and 12 months after implementation. **(Target Date: FY05)**
- **Target:** Improve overall scores of the BY08 submission by 10%.  
**(Target Date: FY06)**
- **Target:** Decrease the OMB watch list by 10%. **(Target Date: FY06)**
- **Target:** 90% of major IT investments are within acceptable variances.  
**(Target Date: FY06)**

- **Target:** 90% of system owners perform post implementation reviews on newly deployed systems between 6 and 12 months after implementation. **(Target Date: FY06)**
- **Target:** Improve overall scores of the BY09 submission by 10%. **(Target Date: FY07)**
- **Target:** Decrease the OMB watch list by 10%. **(Target Date: FY07)**
- **Target:** 95% of major IT investments are within acceptable variances. **(Target Date: FY07)**
- **Target:** 100% of system owners perform post implementation reviews on newly deployed systems between 6 and 12 months after implementation. **(Target Date: FY 07)**
- **Target:** Improve overall scores of the BY10 submission by 10%.**(Target Date: FY08)**
- **Target:** Decrease OMB watch list by 10%. **(Target Date: FY08)**
- **Target:** 99% of major IT investments are within acceptable variances. **(Target Date: FY08)**

Ensure the CPIC process is followed throughout the life of an investment and that management of those investments follows the processes and procedures outlined in the DOI IT CPIC Guide.

Select IT Investments:

- **Target:** Complete Bureau and Interior Investment Review Board (IRB) selection of initial BY 2007 portfolio of IT investments. **(Target Date: FY05)**
- **Target:** IRB approved rating and ranking criteria are applied to 100% of the IT portfolio. **(Target date: FY05)**
- **Target:** 100% selection of IT investments is based on the outcome of that ranking. **(Target Date: FY05)**
- **Target:** Complete Bureau and Interior Investment Review Board (IRB) selection of initial BY 2008 portfolio of IT investments. **(Target Date: FY06)**
- **Target:** IRB approved rating and ranking criteria are applied to 100% of the IT portfolio. **(Target Date: FY06)**

- **Target:** 100% selection of IT investments is based on the outcome of that ranking. **(Target Date: FY06)**
- **Target:** Complete Bureau and Interior Investment Review Board (IRB) selection of initial BY 2009 portfolio of IT investments. **(Target Date: FY07)**
- **Target:** IRB approved rating and ranking criteria are applied to 100% of the IT portfolio. **(Target Date: FY07)**
- **Target:** 100% selection of IT investments is based on the outcome of that ranking. **(Target Date: FY07)**
- **Target:** Complete Bureau and Interior Investment Review Board (IRB) selection of initial BY 2010 portfolio of IT investments. **(Target Date: FY08)**
- **Target:** IRB approved rating and ranking criteria are applied to 100% of the IT portfolio. **(Target Date: FY08)**
- **Target:** 100% selection of IT investments is based on the outcome of that ranking. **(Target Date: FY08)**

Control IT Investments

- **Target:** 100% of Interior project managers complete quarterly reviews for all major IT investments within CPIC guidelines. **(Target Date: FY05)**
- **Target:** 100% of system owners develop and implement corrective action plans and reports (CAR) for projects with greater than 5% variances measured concurrently with the quarterly control reports. **(Target Date: FY05)**
- **Target:** 100% corrective reports are monitored by the CIO and Investment Review Board (IRB) and action is taken if the need arises. **(Target Date: FY05)**
- **Target:** 100% of Interior project managers complete quarterly reviews for all major IT investments within CPIC guidelines. **(Target Date: FY06)**
- **Target:** 100% of system owners develop and implement corrective action plans and reports (CAR) for projects with greater than 5%

variances ?measured concurrently with the quarterly control reports.  
(**Target Date: FY06**)

- **Target:** 100% of corrective reports are monitored by the CIO and IRB and action is taken if the need arises. (**Target Date: FY06**)
- **Target:** 100% of Interior project managers complete quarterly reviews for all major IT investments within CPIC guidelines. (**Target Date: FY07**)
- **Target:** 100% of system owners develop and implement corrective action plans and reports (CAR) for projects with greater than 5% variances measured concurrently with the quarterly control reports. (**Target Date: FY07**)
- **Target:** 100% of corrective reports are monitored by the CIO and IRB and action is taken if the need arises. (**Target Date: FY07**)
- **Target:** 100% of Interior project managers complete quarterly reviews for all major IT investments within CPIC guidelines. (**Target Date: FY08**)
- **Target:** 100% or system owners develop and implement corrective action plans and reports (CAR) for projects with greater than 5% variance measured concurrently with the quarterly control reports. (**Target Date: FY08**)
- **Target:** 100% of corrective reports are monitored by the CIO and IRB and action is taken if the need arises. (**Target Date: FY08**)

#### Evaluate IT Investments

- **Target:** Finalize process for post implementation reviews (PIR). (**Target Date: FY05**)
- **Target:** 75% of system owners perform post implementation reviews on newly deployed systems between 6 and 12 months after implementation. (**Target Date: FY05**)
- **Target:** PIRs record stakeholder satisfaction rating. (**Target Date: FY05**)
- **Target:** 90% of system owners perform post implementation reviews on newly deployed systems between 6 and 12 months after implementation. (**Target Date: FY06**)

- **Target:** PIRs report modest increase in stakeholder satisfaction rating. **(Target Date: FY06)**
- **Target:** 100% of system owners perform post implementation reviews on newly deployed systems between 6 and 12 months after implementation. **(Target Date: FY07)**
- **Target:** PIRs report significant increase in stakeholder satisfaction rating. **(Target Date: FY07)**
- **Target:** 100% of system owners perform post implementation reviews on newly deployed systems between 6 and 12 months after implementation. **(Target Date: FY08)**
- **Target:** PIRs report major increase in stakeholder satisfaction rating. **(Target Date: FY08)**

#### Steady State Investments

- **Target:** Finalize plans for steady state system operational analysis (OA.). **(Target Date: FY05)**
- **Target:** 75% of system owners perform operational analysis on steady state systems. **(Target Date: FY05)**
- **Target:** OAs report stakeholder satisfaction and EA compliance. **(Target Date: FY05)**
- **Target:** 90% of system owners perform operational analysis on steady state systems. **(Target Date: FY06)**
- **Target:** OAs report modest increase in stakeholder satisfaction rating and EA compliance. **(Target Date: FY06)**
- **Target:** 100% of system owners perform operational analysis on steady state systems. **(Target Date: FY07)**
- **Target:** OAs report significant increase in stakeholder satisfaction rating and EA compliance. **(Target Date: FY07)**
- **Target:** 100% of system owners continue to perform operational analysis on steady state systems. **(Target Date: FY08)**
- **Target:** OAs report major increase in stakeholder satisfaction rating and EA compliance. **(Target Date: FY08)**

- **Target:** Implement the CPIC Quarterly Report as an Investment Analysis Tool. **(Target Date: FY05)**
- **Target:** Apply? analysis on investment variances to 100% of the portfolio. **(Target Date: FY05)**
- **Target:** Require corrective action reports for investment variances exceeding 5%. **(Target Date: FY05)**
- **Target:** Implement the E-Government Scorecard to measure IT investment performance. **(Target Date: FY05)**
- **Target:** Implement Earned Value Management and address the variances. **(Target Date: FY05)**
- **Target:** 100% of all new systems provide the necessary documentation as they progress through the CIPC process. **(Target Date: FY05)**
- **Target:** Decrease number of business cases that are outside the allowed variances by 10% through effective monitoring and analysis. **(Target Date: FY05)**

**Apply** the Office of Management (OMB) Scorecard as a means of ensuring the following milestones.

- **Target:** 100% of Interior’s business cases for major systems meet the acceptable OMB standards. **(Target Date: FY05)**
- **Target:** 100% of Interior’s major IT investments adhere to the costs, schedules, and performance levels defined in their respective business cases. **(Target Date: FY05)**
- **Target:** Overruns or shortfalls are constrained to less than 30% of the established business case targets for Interior’s IT portfolio. **(Target Date: FY05)**
- **Target:** Demonstrate accountability throughout the Department by applying the Secretary’s tracking system that monitors the selection, control, and evaluation of IT investments. **(Target Date: FY05)**

**Apply** the General Accounting Office (GAO) Information Technology Investment Management (ITIM) Framework Maturity Model to ensure the following milestones.

- **Target:** Conduct self assessment by bureaus and the Department to adequately identify management “gaps”. **(Target Date: FY05)**

- **Target:** Create project plans to close gaps. **(Target Date: FY05)**
- **Target:** Conduct Investment Verification and Validation (IV&V) methodologies and apply throughout the Department to validate ITIM fulfillment. **(Target Date: FY05)**
- **Target:** Achieve ITIM stage II maturity by September 30, 2005. **(Target Date: FY05)**
- **Target:** Continue monitoring of ITIM project plans **(Target Date: FY06)**
- **Target:** Achieve 50% of ITIM stage III maturity by September 30, 2006. **(Target Date: FY06)**
- **Target:** Achieve 75% of ITIM stage III maturity by September 30, 2007. **(Target Date: FY07)**
- **Target:** Achieve ITIM stage III maturity by September 30, 2008. **(Target Date: FY08)**
- **Target:** Apply the Lifecycle standards that have been identified in the CIPC Guide to IT investments. **(Target Date: FY05)**
- **Target:** 100% of new investments will adhere to new lifecycle requirements. **(Target Date: FY05)**
- **Target:** 100% of current development investments will adhere to new lifecycle requirements as they progress through the CPIC process. **(Target Date: FY05)**
- **Target:** Conduct stakeholder survey to provide input into process improvement plans. **(Target Date: FY05)**
- **Target:** 50% of all projects will undergo a review of life cycle alignment. **(Target Date: FY06)**
- **Target:** Analysis of survey will be conducted and suggested process improvements will be applied. **(Target Date: FY06)**
- **Target:** 75% of all projects will undergo a review of life cycle alignment. **(Target Date: FY07)**
- **Target:** Analysis of survey will be conducted and suggested process improvements will be applied. **(Target Date: FY07)**

- **Target:** 100% of all projects will undergo a review of life cycle alignment. **(Target Date: FY08)**
- **Target:** Analysis of survey will be conducted and suggested process improvements will be applied. **(Target Date: FY08)**
- **Target:** 100% IT acquisitions are consistent with the technical standards referenced in the Federal Enterprise Architecture (FEA), and DOI's Technical Reference Model (TRM). **(Target Date: FY05)**
- **Target:** 100% of the acquired hardware and software products are appropriate for supporting the deployment of key mission-critical systems. **(Target Date: FY05)**
- **Target:** Ensure that enterprise-wide acquisitions are at least 10% below General Services Administration (GSA)-schedule cost for similar products. **(Target Date: FY05)**
- **Target:** Cost savings from enterprise agreements are identified and savings can be demonstrated. **(Target Date: FY06)**
- **Target:** 100% IT acquisitions are consistent with the technical standards referenced in the FEA, and DOI's TRM. **(Target Date: FY06)**
- **Target:** Ensure that enterprise-wide acquisitions remain at least 10% below GSA-schedule costs for similar products. **(Target Date: FY06)**
- **Target:** Cost savings from enterprise agreements continue to be significant. **(Target Date: FY07)**
- **Target:** 100% IT acquisitions continue to be consistent with the technical standards referenced in the FEA, and DOI's TRM. **(Target Date: FY07)**
- **Target:** Ensure that enterprise-wide acquisitions remain at least 10% below GSA-schedule costs for similar products. **(Target Date: FY07)**
- **Target:** Cost savings from enterprise agreements continue to be significant. **(Target Date: FY08)**
- **Target:** 100% IT acquisitions continue to be consistent with the technical standards referenced in the FEA, and DOI's TRM. **(Target Date: FY08)**

- **Target:** Ensure that enterprise-wide acquisitions remain at least 10% below GSA-schedule costs for similar products. **(Target Date: FY08)**
- **Target:** Transition to IPv6 will be integrated into CPIC process and life-cycle management. **(Target Date: FY05)**
- **Target:** Identify IT systems for potential IPv6 conversion and assess the full scope. **(Target Date: FY05)**
- **Target:** 100% of SOW for IT assets must require compliance with IPv6 standards, unless such products are not readily available. **(Target Date: FY05)**
- **Target:** 100% of IT systems that are being planned, designed, developed, procured or acquired and that are capable of utilizing or are dependent on IP Technology must meet IPv6 standards. **(Target Date: FY05)**
- **Target:** 100% of identified systems have a plan for IPv6 conversion. **(Target Date: FY06)**
- **Target:** 100% of business cases have been updated to reflect IPv6 conversion. **(Target Date: FY06)**
- **Target:** 100% of identified systems are executing the plan for IPv6 conversion. **(Target Date: FY07)**
- **Target:** 100% of business cases have been updated to reflect IPv6 conversion. **(Target Date: FY07)**
- **Target:** IPv6 conversion well underway. **(Target Date: FY08)**
- **Target:** 90% of IT investments adhere to approved modernization blueprints. **(Target Date: FY05)**
- **Target:** 90% of IT investment documentation shows a clear link to a modernization blueprint when appropriate. **(Target Date: FY05)**
- **Target:** Integrate modernization blueprinting procedures into CPIC Guide. **(Target Date: FY05)**
- **Target:** Provide data integration between EA system and portfolio management tools. **(Target Date: FY05)**
- **Target:** 95% of IT investments adhere to approved modernization blueprints. **(Target Date: FY06)**

- **Target:** 95% of IT investment documentation shows a clear link to a modernization blueprint when appropriate. **(Target Date: FY06)**
- **Target:** CPIC Guide has clear guidance on the integration of modernization blueprints. **(Target Date: FY06)**
- **Target:** Data integration between EA system and portfolio management tools is seamless. **(Target Date: FY06)**
- **Target:** 100% of IT investments adhere to approved modernization blueprints. **(Target Date: FY07)**
- **Target:** 100% of IT investment documentation shows a clear link to a modernization blueprint when appropriate. **(Target Date: FY07)**
- **Target:** Data integration between EA system and portfolio management tools is automatic. **(Target Date: FY07)**
- **Target:** Integrate all aspects of infrastructure into Infrastructure Exhibit 300. **(Target Date: FY05)**
- **Target:** 100% of IT investments adhere to approved modernization blueprints. **(Target Date: FY05)**
- **Target: Technical Reference Model (TRM)** is current and accessible via on-line product catalog. **(Target Date: FY05)**
- **Target:** Coordinate with Enterprise Infrastructure Division Program to establish Enterprise Agreements based on TRM. **(Target Date: FY05)**
- **Target:** Perform Architecture evaluations on 100% of IT Investments. **(Target Date: FY05)**
- **Target:** Infrastructure Exhibit 300 represents 100% of infrastructure investments. **(Target Date: FY06)**
- **Target:** New investments adhere to approved modernization blueprints. **(Target Date: FY06)**
- **Target:** TRM is maintained and accessible via the on-line product catalog. **(Target Date: FY06)**
- **Target:** Infrastructure Exhibit 300 continues to represent all infrastructure investments. **(Target Date: FY07)**

- **Target:** No new investments are proposed without being part of a modernization blueprint. (**Target Date: FY07**)

**Enterprise / Operations:**  
**DOLIT Goal 5**

***Strategic Goal 5: Provide Enterprise Based Operations that Improve the Quality of, Access to & Sharing of Data***

**Objective 1:** Interior Strategic Plan Focus- Increase the number of business lines with shared processes, including systems, to eliminate redundancy and/or inefficiency.

- **Target:** Enterprise Services Network (ESN) Development (**Target Date: 1<sup>st</sup> QTR, FY05**)
- **Target:** Bureau Connection Plan. (**Target Date: 3<sup>rd</sup> QTR, FY05**)
- **Target:** Implementation. (**Target Date: FY05**)
- **Target:** Transition Plan & Implementation. (**Target Date: 4<sup>th</sup> QTR, FY05 through FY06**)
- **Target:** ESN Optimization. (**Target Date: 4<sup>th</sup> QTR, FY06, through FY07**)
- **Target:** Active Directory (AD) Migration to Root & Service Support. (**Target Date: FY05**)
- **Target:** AD Service Support (SS) Operations and Maintenance. (**Target Date: FY06 through FY07**)
- **Target:** Enterprise Messaging System (EMS) Migration Complete & Service Support. (**Target Date: FY05**)
- **Target:** EMS SS Operations and Maintenance. (**Target Date: FY06- FY07**)
- **Target: Public Key Infrastructure (PKI) – 20,000 Certs & Infrastructure (Target Date: FY05)**
- **Target:** PKI – 25,000 Certs (Operations and Maintenance) (**Target Date: FY06**)

- **Target:** PKI – 40,000 Certs (Operations and Maintenance) (**Target Date: FY07**)

**Knowledge Management:**  
**DOI IT Goal 6**

***Strategic Goal 6: Create an Effective Knowledge Sharing Environment, Safeguarding records, privacy, and accessibility according to Federal regulations & system enforced regulations.***

Records and Privacy

**Objective 1:** Ensure compliance with Federal law requirements for records and information management schedules, Privacy Act and procurement

requirements.

- **Target:** Integrate records and privacy information into the DOI Enterprise Architecture model (**Target Date: FY200**).
- **Target:** Integrate records and privacy information into a mandatory computer-based training module (**Target Date: FY2005**).
- **Target:** Integrate and implement records and privacy requirements in project development standard and IT security processes (**Target Date: FY2006**).
- **Target:** Increase E-Government initiatives compliance with Government privacy and records requirements with management tools (**Target Date: FY2006**).

FOIA

**Objective 2:** Improve efficiency and consistency of FOIA responses.

- **Target:** Increase employee awareness and training efforts through DOI University; develop advanced course for FOIA/Privacy Act Officers (**Target Date: FY2005**).
- **Target:** Move the Electronic FOIA tracking System (EFTS) to a more departmentally accessible platform to enable bureaus without access to use system and improve continuity of operations (**Target Date: FY2006**).
- **Target:** Conduct annual Departmental training on FOIA, Privacy and Records management and accessibility to reduce litigation costs (**Target Date: FY2006**).

- **Target:** Develop FOIA Computer Based Training (CBT) similar to Privacy and Records (**Target Date: FY2007**).

WEB

**Objective 3:** Improve the management, quality, and usability of internal and external Web content and services.

- **Target:** Deploy the Departmental Web Standards Handbook to provide standard guidance across the Department on the various requirements in Website development and management. (**FY2005**)
- **Target:** Conduct Web management training events to increase the visibility of the Departmental Web Standards (**FY2006**)
- **Target:** Deploy the DOI Intranet Portal and migrate internal facing content from the public Web servers. (**FY2005**)
- **Target:** Deploy Enterprise Web Infrastructure to begin Web consolidation activities throughout the Department (**FY2006**)

Skilled Workforce  
DOI IT Goal 7

*Strategic Goal 7: Ensure IT Human Capital is sufficient and capable to meet our IT goals and DOI mission objectives*

IT Workforce Capability Assessment

**Objective 1:** Improvement of IT workforce identification, assessment and reporting capabilities

- **Target:** Comply with OMB directive to plan for closing the IT workforce skill gaps identified by the survey assessment process in these critical areas:
  - ✓ IT Project Management
  - ✓ IT Security
  - ✓ IT Architecture (Enterprise and Solutions)
  - ✓ Agency Specific Job Activities directed toward fulfilling the President's Management Agenda.

**Objective 2:** Make robust IT professional development programs available

- **Target:** Comply with OMB directive to plan for closing the IT workforce skill gaps identified by the survey assessment process in these critical areas:
  - ✓ IT Project Management
  - ✓ IT Security
  - ✓ IT Architecture (Enterprise and Solutions)
  - ✓ Agency Specific Job Activities directed toward fulfilling the President's Management Agenda.

**Objective 3:** Strengthen and leverage IT project management skills

- **Target:** Comply with OMB directive to plan for closing the IT workforce skill gaps identified by the survey assessment process in these critical areas:
  - ✓ IT Project Management
  - ✓ IT Security
  - ✓ IT Architecture (Enterprise and Solutions)
  - ✓ Agency Specific Job Activities directed toward fulfilling the President's Management Agenda.

**Objective 4:** Develop and implement competitive compensation programs

- **Target:** Comply with OMB directive to plan for closing the IT workforce skill gaps identified by the survey assessment process in these critical areas:
  - ✓ IT Project Management
  - ✓ IT Security
  - ✓ IT Architecture (Enterprise and Solutions)
  - ✓ Agency Specific Job Activities directed toward fulfilling the President's Management Agenda.

Project Management

**Objective 1:** Setup/Create the **Interior IT Project Oversight** mechanism/process/structure. Facilitates/coordinates project oversight of performance and process standards. Done in concert with Portfolio (CPIC) Management Process and Technical (CTOC or Technical Review Board) Management Process.

- **Target:** Get approval, authorization, and funding (**Target Date: FY05**)
- **Target:** Identify oversight Subject Matter Expert (SME) representatives (**Target Date: FY05**)
- **Target:** Get Charter Approval (Investment Review Board) (**Target Date: FY05**)

- **Target:** Operationalize PM oversight process (**Target Date: FY06**)
- **Target:** Evaluate and monitor all major Interior projects (**Target Date: FY06**)
- **Target:** Continue to operationalize PM oversight process (**Target Date: FY07**)
- **Target:** Evaluate and monitor all Interior projects (major and minors) (**Target Date: FY07**)

**Objective 2: Setup/Create** the Interior's IT **Project Management Information System (PMIS)**. Facilitates/coordinates the PMIS development and management. Done in concert with: National Business Center, Financial Business Management System, and OCIO-PMD.

- **Target:** Get plan approval, authorization and funding (**Target Date: FY05**)
- **Target:** Get some OS projects onto the PMIS (**Target Date: FY05**)
- **Target:** Develop executive and management-friendly interface (dashboards) (**Target Date: FY06**)
- **Target:** Develop and organize the PMIS-to-eCPIC interconnections. (**Target Date: FY06**)
- **Target:** Develop and operationalize IT PMIS-to-FBMS interconnections (achieving ANSI-748 EVM Standards) (**Target Date: FY07**)
- **Target:** Get all major projects onto the IT PMIS (**Target Date: FY07**)

**Objective 3: Setup/Create/Pull Together** (existing ports) to develop Interior's Information Management (IM) **Life-Cycle (LC) Standards**. Facilitates/coordinates the PMIS development and management. Done in concert with: Enterprise Architecture (EA) Program and PMD, All OCIO Programs, and Bureaus.

- **Target:** Develop strategic plan and level-of-efforts estimates (cost) (**Target Date: FY05**)
- **Target:** Get plan approval, authorization and funding (**Target Date: FY05**)
- **Target:** Develop documentation standards. (**Target Date: FY05**)

- **Target:** Identify and Develop 50% of the LC process and artifacts. **(Target Date: FY06)**
- **Target:** Identify and Develop 100% of the LC process and artifacts. **(Target Date: FY07)**
- **Target:** Operationalize LC Standards **(Target Date: FY07)**

**Objective 4:** Set up/Continue to support Interior's **Earned Value Management (EVM) Standards**. Facilitates/coordinates the Interior's ANSI-748 EVM Standards development and management. Done in concert with PMD and FBMS.

- **Target:** Develop ANSI-748 EVM Standards White Paper (requirements). **(Target Date: FY05)**
- **Target:** Get EVM White Paper approval and authorization **(Target Date: FY05)**
- **Target:** Start working with FBMS Team to design and implement. **(Target Date: FY05)**
- **Target:** Work with FBMS Team to design and implement. **(Target Date: FY06)**
- **Target:** Work with FBMS Team to design and implement **(Target Date: FY07)**
- **Target:** Develop and operationalize IT PMIS-to-FBMS interconnects (achieving ANSI-748 EVM Standards) **(Target Date: FY07)**
- **Target:** Operationalize EVM Standards **(Target Date: FY07)**

**Objective 5:** Continue to support Interior's **Project Management Development/Training Program**. Continue to facilitate/coordinate the Interior's Project Management Development/Training Program. Done in concert with: DOI University, and Bureaus.

- **Target:** Continue to work with DOI University and educational vendor to plan, design and deliver project management developmental curriculum. **(Target Date: FY05)**
- **Target:** Continue to work with/ represent Interior on Federal Project Management planning initiatives. **(Target Date: FY05)**

- **Target:** Develop EVM training for Interior’s senior executives. **(Target Date: FY05)**
- **Target:** Continue to work with DOI University and educational vendor to plan, design and deliver project management developmental curriculum. **(Target Date: FY06)**
- **Target:** Continue to work with/ represent Interior on Federal Project Management planning initiatives. **(Target Date: FY06)**
- **Target:** Develop/deliver EVM training for Interior’s senior executives and practitioners. **(Target Date: FY06)**
- **Target:** Expand/operationalize project management curriculum for practitioner’s continuing education requirements. **(Target Date: FY06)**
- **Target:** Continue to work with DOI University and educational vendor to plan, design and deliver project management development curriculum. **(Target Date: FY07)**
- **Target:** Develop/deliver EVM training for Interior’s senior executives and practitioners. **(Target Date: FY07)**
- **Target:** Expand/operationalize project management curriculum for practitioner’s continuing education requirements. **(Target Date: FY07)**

Agency Specific:

**Objective 1:** The **Enterprise Services Network** consolidates the technology and management of 13 Bureau and Office Wide Area Networks into one centrally managed network.

- **Target:** It is expected that Bureaus migrate to the Department for functions such as WAN technical management, ordering, and billing management. **(Target Date: FY05)**

**Objective 2:** The **Enterprise Messaging System** consolidates hundreds of Bureau and Office-managed mail servers into 2 or 3 centers managed under contract.

- **Target:** The impact on the IT skilled workforce is expected in the following areas: bureau mail system administration, mail helpdesk support, and mail account management. **(Target Date: FY05)**

**Objective 3:** The **Enterprise Access Control System** includes the Active Directory, PKI/Smartcard and E-Authentication projects.

- **Target:** An IT skilled workforce is still required to manage domain level services. Establishing a root active directory will not affect the need for a skilled workforce at the bureau level to support such domain level services including moves, additions, and changes. **(Target Date: FY05)**

**Objective 4:** The **Web Consolidation** Project takes web servers located in hundreds of locations throughout DOI and consolidates them into a few enterprise centers.

- **Target:** there is an expected impact on the administrative management of servers and reduced need to write HTML code as standard web hosting products are used. IT skilled workforce at the bureau levels is still required to manage content and the focus of specialists is in the functional areas. **(Target Date: FY05)**

**Objective 5:** **HelpDesk** consolidation that is intended to consolidate some sixty formal helpdesks and uncounted informal helpdesks and into a single point of contact helpcenter. Workforce impacts are expected.

- **Target:** A distributed level support organization will be required to serve multiple bureaus in a single location. **(Target date: FY05)**
- **Target:** A shift from personnel functions directed at tasks such as answering calls, entering information in the helpdesk ticketing system, and providing problem resolution over the phone to a focus of software and hardware specialists to address queries previously conducted by the local helpdesk or support technician levels. **(Target Date: FY05)**
- **Target:** The bureau IT workforce will focus on some local work and desktop assistance needs that require physical inspection or assistance by technicians. **(Target Date: FY05)**

**Objective 6:** Other IT workforce implications are associated with the Enterprise Systems Administration (ESA) that will provide remote management of desktop computers, storage systems, printers, laptops, file/print servers and application servers from an ESA means what? center closely aligned with the HelpDesk.

- **Target:** It is expected that a significant portion of the day-to-day management of local PC, Laptops, Servers and LANs will shift to remote management with the help of Enterprise management tools. Local office level work will remain with Bureaus and hence require retaining an IT skilled workforce to conduct functions in which local technicians are needed to physically address problems. Local support

technicians can provide the local support for multiple enterprise technicians and can be the local component for Helpdesk, Systems Administration and ESN in those cases where a local person may be needed. **(Target Date: FY05)**

**Objective 7: The Voice over Internet Protocol (VOIP)**

- **Target:** This includes establishing standards for VOIP systems, deployment of systems across DOI and eventual transition to helpdesk support as there is a shift from the local level telephone systems administration to a consolidated level. **(Target Date: FY05)**

**Objective 8: Radio over Internet Protocol (ROIP)**

- **Target:** This includes establishing standards for ROIP systems, deployment of systems across DOI, and eventual transition to helpdesk support. It is expected that ROIP has little impact on local radio technicians, while monitoring of radio systems will be done from the network operations centers. **(Target Date: FY05)**

**Objective 9: Emphasis on a Wireless environment**

- **Target:** includes establishing a commercial wireless contract for cellular services, standards and security for wireless data, centralized security and network monitoring for wireless data systems, and transition to helpdesk services. IT skills will focus on ordering and verification of billing services for cellular phones. **(Target Date: FY05)**

## STRATEGIC PLAN APPENDIX C:

### Department of the Interior Information Technology Key Accomplishments and Milestones FY 2004 through FY 2006

Key accomplishments in Information Technology (IT) include:

- Improvements in IT Security
- Implementing Enterprise IT Services Network
- Award-winning IT Architecture
- OMB ranked DOI's EA Program highest across the Federal Government – June 2005
- Leveraging IT investments through Enterprise Approaches
- Maturing Capital Planning and Investment Control
- Improving Records and Information Management
- Maturing IT Governance Structure

#### **IT Security**

Over the past three years, DOI spent over \$100 million to improve IT security. This produced tremendous improvement in our IT security program. Our goal is not to be “perfectly” secured as that is not practical, economical, or an acceptable goal for an adequate IT security program. Adequate IT security requires an entity to evaluate its IT systems for risks, prepare a security plan for each system accordingly, test the system for vulnerabilities, complete a contingency plan to enable restoration of a system if compromised, and complete a final Certification and Accreditation (C&A) of those systems. C&A is the benchmark for determining adequate IT security.

#### ***Milestones of Success in IT Security Program***

- In 2002, no systems were certified/accredited (C/A): today 98% are C/A
- In 2002, DOI had **3** Certified Security Professionals: as of this planning document, we have **67**
- In 2002 we had 491 systems: today we have 163 (eliminating redundancy)
- We scanned our 13 networks for 16 months
- In 2002, our Congressional grade was F: 2004 our grade is C+

#### **Enterprise Services Network (ESN) and Enterprise Initiatives**

ESN is a secure, single, centrally-managed network infrastructure for DOI, including Department-wide Intranet access, Department-wide Internet access, and a Network Operations and Security Center (NOSC). The ESN is critical to the success of the Financial Business Management System (FBMS), developing management control of the DOI web presence, as well as other integration and modernization efforts. ESN is implemented in two phases. Phase 1 encompasses three objectives:

1. Establish a Department-wide Intranet (COMPLETED);
2. Consolidate 33 Internet connections across the Department to 5 centrally-

- managed, secure gateways (AUGUST 16, 2005); and
3. Implement the Enterprise Services Center (ESC) and NOSC to manage the network and provide customer support (COMPLETED).

Phase 2 will provide the secure connection to the ESN for approximately 150 DOI sites in large cities, as well as approximately 1,500 smaller sites. This includes moving to high speed network circuits and managing the NOSC established in Phase 1. Currently BIA, NPS and OSM are under NOSC management. Remaining Bureaus are to move to Phase 2 by December 2005. On April 15, 2005, DOI certified and accredited the five ESN Internet connections, which are centrally-managed 24 hours a day, seven days per week with the latest security technologies.

A related enterprise initiative includes Enterprise Active Directory, which provides consolidated access control services for DOI's IT systems. The consolidation will provide DOI with a trusted source for security credentials for automated user authentication and authorization to access DOI IT systems. Office of the Secretary, OSM and BLM have completed Active Directory implementation, and the remainder are on schedule to complete implementation by December 31, 2005.

Enterprise Messaging Services consolidates the current multiple e-mail systems into a single system. Currently DOI uses Lotus Notes Mail, Groupwise and Microsoft Exchange mail systems. These are deployed over hundreds of servers without coordination or

standards, resulting in breakdowns of mail service. The enterprise messaging services transitions Lotus Notes and Groupwise users to Microsoft Exchange, and all services migrate to two centrally-managed facilities with a back-up site. The acquisition for a consolidated messaging service is underway.

#### Enterprise IT Acquisition and Management

DOI implemented an enterprise approach to managing acquisition of commonly-used IT hardware and software products and services across the organization. This allows DOI to choose products and services to best support DOI's mission and programs and to meet OMB's requirement to better manage IT resources. Some key enterprise acquisitions include:

- Microsoft Software and Services
- Oracle Database
- ESRI Mapping Software and Services
- MAXIMO Facilities Management System
- Symantec Virus Protection Software
- Personal Computers, Laptop Computers, and Servers
- Digital Narrowband Radios

Benefits from an enterprise approach include:

- Leveraging higher-volume purchasing to obtain greater discounts;
- Obtaining critical IT products and services for delivery of DOI mission and programs;
- Ensuring IT products and services are consistent with the established technical and product standards;
- Providing DOI customers with quick and easy access to the product and service offerings.

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This effort results in approximately \$100 million saved (or costs avoided) per year. Millions of dollars will be saved in future years through reduced maintenance made possible through operation of common systems on improved configurations. Improvements to security of DOI data and information add to the numerous benefits of these agreements and internal procedural changes.

#### IT Capital Planning and Investment Control

Interior scrutinizes our IT investments to make sure they are meeting Interior's most pressing mission needs and use our IT resources wisely. The IT investment portfolio covers a wide range of initiatives, including supporting the President's E-Government initiatives, Department-wide modernization or integration efforts, and bureau-specific unique applications.

#### *Milestones of Success in Capital Planning*

OMB rated our FY 2006 IT portfolio favorably, with all business cases receiving passing scores. As a result, DOI's IT program received no significant budget cuts.

In FY 2004, DOI issued an update of the Capital Planning and Investment Control Guide version 2.0.

3 bureaus (BLM, OST, BOR) have already met the FY 2005 DOI Strategic Plan goal of reaching level 2.0 of the Government Accountability Office IT Investment Management maturity model, and most others are on schedule to meet it.

#### **Interior Enterprise Architecture (IEA)**

OMB ranked DOI's EA program the highest across the Federal Government among 25 competing agencies. For DOI's 3<sup>rd</sup> Quarter President's Management Agenda Scorecard rating, DOI received 4.06 out of 5 points against the MOB EA Maturity Framework.

In September 2004, the IEA program won an *Excellence in Enterprise Architecture Award* from the E-Gov Institute for *Federal Civilian Leadership in Government Transformation*. This award recognized Interior for having a consistent, business-oriented approach for developing modernization blueprints (road maps to modernizing and integrating our IT assets) and an enterprise architecture repository for all architectural artifacts. Interior has completed, and is implementing, modernization blueprints for:

- Recreation (NPS, BLM, FWS, )
- Wildland Fire (BLM, BIA, NPS, FWS)
- Law Enforcement (NPS, BLM, BIA, FWS)
- Financial Management (All bureaus and Departmental Offices)

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Implementation of these blueprints has ***already targeted over 100 redundant and outdated systems for retirement***. Retirement of duplicative systems provides bureaus and program areas with significant savings, and retirement of outdated systems improves operational controls and security.

Blueprints are underway for:

- Indian Trust (BIA, OST, MMS, BLM)
- Geospatial Services (All bureaus)

- Analytical Decision-support (USGS)
- Human Resources (All bureaus)
- Water Management Modernization Framework and Blueprints (BOR, BLM, USGS)
- Aviation Management (NBC)
- Education (BIA)
- Natural Resources Information Strategy (Protecting Resources through Informed Decision-making and Education) (NPS)

### **Knowledge and Information Management**

At the beginning of FY 2004, the Office of the Secretary Records Schedule (which outlines how DOI keeps records for all offices of the Secretary) had not been updated in nearly 30 years. No comprehensive records inventory was available and the 30-year old records management structure was nearly obsolete. In addition, records schedule approval requires a strong relationship with the National Archives and Records Administration (NARA) and the relationship was poor. Prior to FY2004, records management training was not a part of a DOIU training class.

#### ***Milestones of Success in Records Management in FY 2004 and FY 2005***

- OS preliminary records schedule was completed with records series identified;
- DOI Records Officer Council was formed;
- Records management, Freedom of Information Act and Privacy Act training classes were offered;
- DOI records management data model was completed.

- Completed amendment to DOI's FOIA regulations (43 CFR Part 2, Subparts A through E), along with a revision to the DOI FOIA Handbook (383 DM 15) and related guidance.

## **IT Governance**

Many of the improvements in the Department's IT programs were the direct result of a maturing IT governance structure. The Office of the Chief Information Officer coordinates and leads decision-making boards and advisory committees to support implementation of key IT issues throughout Interior.

Executive decision-making boards include:

E-Government Team, a sub-team of the Management Initiatives Team, IT Management Council, for coordinating IT issues and implementation, and Investment Review Board, a combination of the E-Government Team and the IT Management Council, which makes final IT portfolio recommendations to the Secretary and provides oversight of DOI's IT investments.

Key advisory boards, with bureau technical representation, include:

IT Security Team, IT Capital Planning Working Team, Departmental Web Council, Technology Review Council, Telecommunications Advisory Group, Data Advisory Council, DOI Records Officer Council, and others as needed to address technical issues.

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OCIO also supports and participates in other Policy, Management and Budget governance and coordinating bodies such as the Working Capital Fund Consortium, the Acquisition Management Council, the FBMS boards, and the Performance Management Council to ensure IT issues are addressed. The CIO also represents DOI

externally, with members of Congress, the Government Accountability Office, the Office of Management and Budget, the government-wide CIO Council, and with other agencies and oversight bodies. These relationships are key to the progress we continue to make in IT services to meet DOI's mission needs.

## STRATEGIC PLAN APPENDIX D:

### IT Alignment and Link to Secretary's Tracking Process

Under the Government Performance and Review Act (GPRA), the Department of the Interior established its agency-wide Strategic Plan, with specific tasks and results and key milestones aligned to Objectives articulated in the Strategic Plan and tracked by End Outcome Goals. This IT Strategic Plan incorporates these specific GPRA Strategic Plan goals, objectives, tasks and results, and key milestones within this overall IT framework. The chart

that follows tracks the specific tasks, results, and measurable milestones that are incorporated into the Secretary's Tracking Process as a further means of ensuring compliance within this IT Strategic Plan. The focus areas specific to IT Capital planning are outlined below for easy reference. Additionally, these are included in the seven IT strategic goal sections of this plan as overarching goals.

<b>Interior Strategic Plan End Outcome Goal: Accountability –</b>	
<b>Objective: Perform Information Technology (IT) Capital Planning and Investment Control Review</b>	
<b>Task and Result</b>	<b>Key Measurable Milestones</b>
Select IT Investments	OCIO and IRB finalize the IT portfolio investment selection process
	Bureau and DOI IRBs select initial FY 2007 IT Investment portfolios
	Bureau and DOI IRBs finalize FY 2007 Investment portfolios "
Control IT Investments	Project managers complete quarterly reviews for all major IT investments within three weeks of the end of each fiscal year quarter
	System owners develop and implement remedial action plans for projects with greater than 5% variance in measured criteria within 30 days of the reported variance
Evaluate IT Investments	OCIO and IRB monitor remedial action accomplishment on an ongoing basis, but no less frequently than quarterly
	OCIO and IRB finalize the process for post-deployment reviews and steady state system operational analysis
	system owners perform post-deployment reviews on deployed systems between 6 months and 12 months after deployment

**Interior Strategic Plan End Outcome Goal: Modernization –**

**Objective: Get a B grade for IT security Department-wide**

<b>Task and Result</b>	<b>Key Measurable Milestones</b>
Get a "B" grade for IT security Department-wide	90% of systems certified and accredited
	85% of IT security staff with specialized IT security training
	100% of bureaus with computer security incident response fully documented and implemented
	100% of external vulnerabilities identified and fixed

**Interior Strategic Plan End Outcome Goal: Modernization –**

**Objective: Standardize Email and Related Services**

<b>Task and Result</b>	<b>Key Measurable Milestones</b>
Complete Migration from Lotus Notes and Groupwise to Exchange	For EMS, complete OSM, MMS, and FWS conversion
	For EMS, complete OS conversion
	For EMS, complete NBC, OSM, BLM, OIG, OST & SOL conversion
	For EMS, complete BOR conversion
Complete populating DOI.NET with agency domain directories	For FBMS complete OSM, MMS, and FWS conversion
	For FBMS complete OS, NBC, OSM conversion
	Complete remaining bureaus
ESN	For FBMS complete OSM, MMS, and FWS conversion by December 31, 2004
	Complete transition of NPS to ESN
	Complete ESN Internet access
	Complete ESN Intranet

**Interior Strategic Plan End Outcome Goal: Modernization –**

**Objective: Develop modernization blueprint of five key lines of business**

<b>Task and Result</b>	<b>Key Measurable Milestones</b>
Blueprints detail As-Is & Target Architectures with a transition plan between the two that optimizes IT investments to meet business needs and strategic outcomes.	Wildland Fire Modernization Blueprint
	Recreation Modernization Blueprint
	Law Enforcement Modernization Blueprint
	Financial Management Modernization Blueprint
Complete populating DOI.NET with agency domain directories	Indian Trust Modernization Blueprint

**Interior Strategic Plan End Outcome Goal: Modernization –**

**Objective: Implement Department wide standards for web management and data quality**

<b>Task and Result</b>	<b>Key Measurable Milestones</b>
Implement DOI-Wide Enterprise Intranet Portal providing central access to Self-Service, E-learning, Collaboration.	Collect Bureau and Office Requirements for Intranet Content
	Develop Portal Presentation Standard
Implement DOI-Wide Enterprise Internet Portal providing central access to information and services to all citizens	Implementation & Core Content Integration  Collect Bureau and Office Requirements for an Internet Portal
Implement DOI-Wide Enterprise Web Content Management System automating content management business processes and incorporating regulatory control of content.	Implementation & Core Content Integration  Collect Bureau and Office Requirements for Enterprise Content Management (ECM)
	ECM Infrastructure Roll-out
	2 Bureau Pilot Content Integration

Develop a DOI Web Standards Handbook providing guidance on Web related development	Integrate Bureau and Office Best Practices with OMB standards
	Create Departmental Manual (DM) Chapter
	Finalize Web Standards Handbook
	Promulgate Web Standards Handbook and DM Chapter

In addition to tracking directly with our Interior Strategic Plan and Secretary’s tracking process, the IT Strategic Plan also fully integrates the various E-government focus areas. Success in meeting targets in areas such as those noted below is embodied in the

objectives and strategies across the 7 strategic goals notes of the IT Strategic Plan. The following chart reflects the commitment to build on previous successes to meet expected results in the following scorecard “Proud to be” success areas.

## SCORECARD SUCCESSES

- √ **Assuring that Interior's** Enterprise Architecture continues to be linked to the Federal Enterprise Architecture (FEA) and rated "effective" using OMB's EA Assessment tool (including both Maturity and Degree of Alignment gauges);
- √ **Assuring that Interior** continues to produce acceptable business cases for all major systems investments (as gauged by security, measures of success linked to the Enterprise Architecture, program management, risk management, and cost, schedule, and performance goals);
- √ **Assuring that Interior** continues to manage IT projects effectively addressing cost, schedule, and performance (at a metric of an average of less than 10% shortage or overrun for all major IT projects using EVM or operational analysis);
- √ **Assuring that Interior** submits quarterly status reports in remediation of any identified IT security weaknesses;
- √ **Assuring that Interior** continues Inspector General verification of the effectiveness of the Department-wide IT Security Remediation Process;
- √ **Assuring that Interior** meets a goal of having 90% of all IT systems properly secured (certified and accredited);
- √ **Assuring that Interior** continues to implement all of the appropriate E-Gov initiatives to create fewer redundant or agency unique IT projects;

### Measurable Results

- Business cases (Exhibit 300's) score 4 or better overall and 4 or better in IT security for all major system investments using OMB scoring criteria (Circular A-11, part 7 Planning, Budgeting, Acquisition and Management of Capital Assets)
- Interior Enterprise Architecture (IEA) is operationalized and providing performance impact to business operations (score of "4" on both EA Maturity and Degree of Alignment); and Interior is moving toward optimizing IT planning through Enterprise Architecture using OMB's EA Assessment tool (score of "5" on both EA Maturity and Degree of Alignment);
- Effective tracking of all IT security findings, vulnerabilities and review items through a single, enhanced management process known as the Plan of Actions & Milestones (POA&M).
- Establishment of the Enterprise Services Network for DOI by consolidating 13 wide area networks into a single departmental network.

### Key Milestones:

- Submit FISMA report
- Submit quarterly POA&M status report(s) in remediation of IT Security weaknesses. (ongoing)
  - Release RFP for Version 2 of the Geospatial One-Stop portal
  - Consolidate 33 Department-wide Internet points of presence to 5
- Initial implementation of interagency campground reservation system (dependent upon protest resolution)
  - Award contract for Version 2 of Geospatial One-Stop portal
  - Implement Phase I of E-Travel project (on-line booking)
    - Shut down 28 internet points of presence
  - Issue version 3 of the IEA Technical Reference Model

## **STRATEGIC PLAN APPENDIX D :**

### **STRATEGIC GOALS – DIRECT LINK TO Department of Interior - IT Goals**

Based on the mandates established in the Clinger-Cohen Act and the A-130, the following seven critical areas were designated to represent strategic IT goals for the Department. Pertinent mandates found in the Clinger-Cohen Act that have been used to establish these Goals were provided in Appendix A. Appendix B provided milestones for each of the IT goals listed by activity area. Appendix C supplied background information and a status update on each of the areas within the department. Appendix D provides copies of the individual strategic plans or planning guides for pertinent IT areas. Each Goal has a set of “Strategies and Performance Measures” that coincide with the FY 2004 E-Gov Strategic Plan and that have been updated for this IT Strategic Plan.

**Goal 1:** Leverage EA to improve DOI’s mission performance and realize its strategic goals and objectives.

**Goal 2:** Protect the availability, confidentiality, and integrity of DOI information technology resources.

**Goal 3:** Improve the efficiency and effectiveness of DOI business processes. (E-Gov)

**Goal 4:** Improve the Planning, Execution, and Management of IT Investments.

**Goal 5:** Improve the quality of, access to and sharing of data between DOI and its customers and stakeholders.

**Goal 6:** Create an effective knowledge sharing environment, safeguarding records, privacy, and accessibility according to Federal regulations.

**Goal 7:** Ensure IT human capital is sufficient and capable to meet our IT goals and DOI mission challenges

For each of these IT goals, this Plan calls for a correlating IT Objective that provides the business related reason for the goal in terms of what can be achieved as a result of completing each goal. The IT Objectives will also have associated Key Strategies that will be employed to reach those objectives and meet the established goals. As stated previously, this is a performance based plan, and for each of these Objectives and Strategies, corresponding quantifiable performance measures and metrics are envisioned to reach the Goals and ultimately the outcomes and results that allow IT to add value to our business and mission.

The Template that follows provides a grid to link these Goals, Objectives and Strategies through the Plan.

**Planning Template - Linking IT Goals; IT Objectives and Key Strategies**

<b>IT Goal</b>	<b>IT Objective</b>	<b>Key Strategies to Accomplish the IT Objectives</b>
<p><b>Goal 1: Leverage EA to improve DOI's mission performance and realize its strategic goals and objectives.</b></p>	<ul style="list-style-type: none"> <li>• <i>Improve Bureau/Office Mission Performance through developing and implementing modernization blueprints.</i></li> <li>• <i>Minimize System Redundancies</i></li> <li>• <i>Improve Data Integration and Sharing</i></li> <li>• <i>Increase Re-Use of Assets (e.g., shared services, system documentation, re-engineered processes, etc.)</i></li> <li>• <i>Reduce Total Cost of Ownership of DOI's IT Portfolio</i></li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate with bureaus/offices to implement approved IRB Blueprints (e.g., Recreation, Law Enforcement, and Wildland Fire).</li> <li>• Coordinate with Bureaus to develop modernization blueprints on IRB priorities.</li> <li>• Host a "How to Develop a Modernization Blueprint" workshop for DOI Bureaus/Offices – Office of Departmental Architecture Lead</li> <li>• Manage Acquisition of DOI Land and Resource Management System</li> </ul>
<p>Interior Strategic Plan End Outcome Goal: Modernization</p>	<p><i>Develop modernization blueprint for five key lines of business</i></p>	
	<p><i>Blueprints detail As-Is &amp; Target Architectures with a transition plan between the two that optimizes IT investments to meet business needs and strategic outcomes.</i></p>	<ul style="list-style-type: none"> <li>• Wildland Fire Modernization Blueprint</li> </ul>
		<ul style="list-style-type: none"> <li>• Recreation Modernization Blueprint</li> </ul>
		<ul style="list-style-type: none"> <li>• Law Enforcement Modernization Blueprint</li> </ul>
		<ul style="list-style-type: none"> <li>• Financial Management Modernization Blueprint</li> </ul>
	<p><i>Complete populating DOI.NET with agency domain directories</i></p>	<ul style="list-style-type: none"> <li>• Indian Trust Modernization Blueprint</li> </ul>
<p><b>Interior Scorecard President's ?? Management Agenda (Proud to Be) Goal: Alignment and Performance</b></p>	<p><i>Enterprise Architecture continues to be linked to the Federal Enterprise Architecture (FEA) and rated "effective" using OMB's EA Assessment tool (including both Maturity and Degree of Alignment gauges)</i></p>	<ul style="list-style-type: none"> <li>• Interior Enterprise Architecture (IEA) is operationalized</li> <li>• IEA is providing performance impact to business operations (score of "4" on both EA Maturity and Degree of Alignment);</li> <li>• Interior is moving toward optimizing IT planning through</li> </ul>

		Enterprise Architecture using OMB's EA Assessment tool (score of "5" on both EA Maturity and Degree of Alignment) <ul style="list-style-type: none"> <li>Issue version 3 of the IEA Technical Reference Model</li> </ul>
<b>Goal 2: Protect the availability, confidentiality and integrity of DOI information technology resources.</b>		
	<ul style="list-style-type: none"> <li><i>Continue and conclude meaningful vetted policy &amp; standards across the gamut of IT security controls</i></li> <li><i>Integrate, simplify, and communicate IT security program, policy, and standards to field</i></li> <li><i>Efficiently monitor and report accurate IT security program performance</i></li> <li><i>Integrate security program activities with other system development lifecycle disciplines.</i></li> </ul>	<ul style="list-style-type: none"> <li>DOI OCIO approved Certification &amp; Accreditation (C&amp;A) packages for 100% of systems</li> <li>100% of Major Application IT assets identified and categorized within configuration management environment</li> <li>80% of GSS and Minor Application IT assets identified and categorized within configuration management environment</li> <li>100% of Inspector General (IG) and 90% of self-assessment findings are traceable to Plans of Actions and Milestones (POA&amp;M)</li> <li>Less than 10% of high risk POA&amp;M items remain unresolved after 180 days.</li> <li>100% of contingency plans written and tested. At least 50% of tests include technical procedures.</li> <li>Each program and system scorecard control evaluation includes IG, MCR and self-reported data.</li> <li>Policy development and approval lifecycle is less than 90-days.</li> <li>90% of Exhibit 300s reconcile with POA&amp;M costs</li> <li>POA&amp;M annual costs are within 5% of related system budget</li> <li>Training courseware is available for each DOI policy</li> </ul>

	<p><b>Establish defined services and clear, efficient supporting processes</b></p> <ul style="list-style-type: none"> <li>• focus resources on the value-added element most required by bureaus</li> <li>• enable participation / collaboration by clearly defining roles, activities, and artifacts</li> <li>• improve efficiency of service delivery through capability maturity model</li> </ul>	<ul style="list-style-type: none"> <li>• % of services with defined processes</li> <li>• Service levels for each service area</li> </ul>
	<p><b>Establish efficient vetting / collaboration capability</b></p> <ul style="list-style-type: none"> <li>• propose program changes within context of related disciplines</li> <li>• solicit field expertise in commensurate controls</li> <li>• cultivate bureau support and insight into standards</li> </ul>	<ul style="list-style-type: none"> <li>• # of policies / standards approved</li> <li>• Average duration of policy / standard approval</li> <li>• # of stakeholders asserting position on proposed policy / standard</li> </ul>
	<p><b>Sponsor standardization initiatives</b></p> <ul style="list-style-type: none"> <li>• encourage consistent and predictable performance across bureaus with regard to security controls</li> <li>• enable rapid adoption of appropriate standards and security program compliance</li> <li>• pursue lower cost of ownership</li> <li>• model Bureau “managing partner” activities</li> </ul>	<ul style="list-style-type: none"> <li>• PKI deployment plan completed</li> <li>• Patch management requirements specification completed</li> <li>• % deployment for standardization</li> </ul>
	<p><b>Sponsor Bureau “Managing Partner” Process</b></p> <ul style="list-style-type: none"> <li>• Expand capacity for policy, technology maturity</li> <li>• Enable “lessons learned” feedback in initiative development and cross-pollination</li> <li>• Cultivate Bureau ownership and working knowledge of IT Security Program priorities</li> </ul>	<ul style="list-style-type: none"> <li>• # of initiatives under “managing partner”</li> <li>• % deployment for standardization</li> </ul>

<p>OCIO Office of Departmental Architecture Lead Areas for Goal:</p>	<p>OCIO Office of Departmental Architecture Lead Objectives:</p> <ul style="list-style-type: none"> <li>• <i>Increase the reliability, availability, and maintainability of DOI's infrastructure and data. (EA – Office of Departmental Architecture Lead)</i></li> <li>• <i>Increase the completeness and accuracy of the DEAR Inventory in order to provide timely input into operations, security, planning and acquisitions</i></li> </ul>	<p>OCIO Office of Departmental Architecture Lead Strategies):</p> <ul style="list-style-type: none"> <li>• Support the CTO in the timely updating of the TRM including establishing standards for: <ul style="list-style-type: none"> <li>Portal Software</li> <li>Configuration Management Software</li> <li>Systems Development Operations (e.g., telecommunications Help Desk</li> <li>Patch Management</li> <li>Hardware (e.g., Desktops, Laptops &amp; Servers)</li> <li>Storage</li> </ul> </li> <li>• Establish and Implement Security Architecture</li> <li>• Establish and Implement Capability Maturity Model (CCM) Guidance</li> <li>• Improve DEAR Completeness, Accuracy, and Stakeholder Reporting</li> </ul>
<p>Interior Strategic Plan End Outcome Goal: Modernization</p>	<p><i>Get a "B" grade for IT security Department-wide based on</i></p> <ul style="list-style-type: none"> <li>• <i>% of systems that will be certified and accredited by FY 2005, and will maintain accreditation on a 3-year recurring cycle</i></li> <li>• <i>% of time that networks are operational for all users</i></li> </ul>	<ul style="list-style-type: none"> <li>• 90% of systems certified and accredited</li> </ul>
		<ul style="list-style-type: none"> <li>• 85% of IT security staff with specialized IT security training</li> </ul>
		<ul style="list-style-type: none"> <li>• 100% of bureaus with computer security incident response fully documented and implemented</li> </ul>
		<ul style="list-style-type: none"> <li>• 100% of external vulnerabilities identified and fixed</li> </ul>
		<ul style="list-style-type: none"> <li>• 90% of systems certified and accredited</li> </ul>
<p><b>Interior Scorecard President's Management Agenda (Proud to Be) Goal: IT Security</b></p>	<ul style="list-style-type: none"> <li>• <i>Remediate identified IT security weaknesses (measured by submission of quarterly status reports)</i></li> <li>• <i>Verify effectiveness of Department-wide IT Security remediation Process (Inspector General verification)</i></li> <li>• <i>Properly secure all IT systems</i></li> </ul>	<ul style="list-style-type: none"> <li>• Effectively track all IT security findings, vulnerabilities and review items through a single, enhanced management process - Implement Plan of Actions &amp; Milestones (POA&amp;M) - submit quarterly reports</li> <li>• FISMA reports</li> </ul>

	<i>through certification and accreditation (meet target of 90%)</i>	
<b>Goal 3: Improve the efficiency and effectiveness of DOI business processes. (E-Gov)</b>	<i>Specific Objectives are delineated in the E-Government Strategy (FY 2004 – FY 2008) of December 2003 and associated amendments</i>	Specific Strategies are delineated in the E-Government Strategy (FY 2004 – FY 2008) of December 2003 and associated amendments
OCIO Office of Departmental Architecture Lead Areas for Goal:	OCIO Office of Departmental Architecture Lead Objectives: <ul style="list-style-type: none"> <li>• <i>Improve Bureau/Office Mission Performance through developing and implementing modernization blueprints.</i></li> <li>• <i>Provide expertise to bureaus/offices in transforming their business processes.</i></li> </ul>	OCIO Office of Departmental Architecture Lead Strategies): <ul style="list-style-type: none"> <li>• Develop a Methodology for Business Transformation. Establish an on-line center for Business Transformation.</li> <li>• Transform the Recreation Permitting Process</li> <li>• Transform the OCIO Major Processes <ul style="list-style-type: none"> <li>Improved data integration &amp; reuse between CPIC, IEA, Security</li> </ul> </li> </ul>
OCIO Office of Information Management Lead Areas for Goal	<i>Consistent Departmental policy and efficiency.</i>	Increase Bureau and Office participation in Enterprise Web Initiatives.
	<i>Assist in the development, maintenance, and facilitation of a sound and integrated Web-related information technology architecture for the Department of the Interior.</i>	<ul style="list-style-type: none"> <li>• Develop Policies and Procedures for all aspects of Web</li> <li>• Monitor Implementation and Performance of Policies and Procedures.</li> </ul>
<b>Interior Scorecard President's ?? Management Agenda (Proud to Be) Goal: E-Government</b>	<i>Implement all of the appropriate E-Gov initiatives to abate creating redundant or agency unique IT projects</i>	<ul style="list-style-type: none"> <li>• Implement interagency campground reservation system (dependent upon protest resolution)</li> <li>• Award contract for Version 2 of Geospatial One-Stop portal</li> <li>• Release RFP for Version 2 of the Geospatial One-Stop portal</li> <li>• Implement Phase I of E-Travel project (on-line booking)</li> </ul>
<b>Goal 4: Improve the Planning, Execution, and Management of IT Investments.</b>		

		Reach IT Investment Maturity (ITIM) Stage II of GAO Standard
		Life Cycle Alignment with the Capital Planning Investment Control (CPIC) life cycle
		Streamline Hardware and Software acquisitions to achieve technical standardization and realize cost savings
		Implement Internet Protocol (version 6) in IT investments
OCIO Office of Departmental Architecture Lead Areas for Goal:	OCIO Office of Departmental Architecture Lead Objectives: <ul style="list-style-type: none"> <li>• Increase the linkage between the IEA and CPIC Program.</li> <li>• Increase the timeliness and accessibility of the TRM updates to ensure real time investment decision making.</li> <li>• Reduce the percentage of duplicate IT investment proposals.</li> </ul>	OCIO Office of Departmental Architecture Lead Strategies): <ul style="list-style-type: none"> <li>• Ensure IT investments adhere to approved modernization blueprints.</li> <li>• Integrate all aspects of infrastructure (e.g., platform, storage, etc.) into Infrastructure Exhibit 300.</li> <li>• Ensure TRM is current and accessible via on-line product catalog.</li> <li>• Coordinate with ERM Program to establish Enterprise Agreements based on TRM.</li> <li>• Perform Architecture evaluations on all IT Investments.</li> </ul>
OCIO Office Enterprise Infrastructure Division Lead Areas for Goal:	Support Infrastructure Portfolio Project Management	<ul style="list-style-type: none"> <li>• Project Management Q/A (time, target, cost)</li> <li>• Project Management / CPIC Integration</li> <li>• Improved communications</li> </ul>
Interior Strategic Plan End Outcome Goal: Accountability	<b>Perform Information Technology (IT) Capital Planning and Investment Control Review</b>	<ul style="list-style-type: none"> <li>• OCIO and IRB finalize the IT portfolio investment selection process</li> </ul>
	<i>Select IT Investments</i>	<ul style="list-style-type: none"> <li>• Bureau and DOI IRBs select initial FY 2007 IT Investment portfolios</li> </ul>
		<ul style="list-style-type: none"> <li>• Bureau and DOI IRB's finalize FY 2007 Investment portfolios</li> </ul>
	<i>Control IT Investments</i>	<ul style="list-style-type: none"> <li>• Project managers complete quarterly reviews for all major IT investments within three weeks of the end of each fiscal year quarter</li> </ul>
		<ul style="list-style-type: none"> <li>• System owners develop and implement remedial action plans for projects with greater than 5% variance in measured criteria within 30 days of the reported variance</li> </ul>
		<ul style="list-style-type: none"> <li>• OCIO and IRB monitor remedial</li> </ul>

		action accomplishment on an ongoing basis, but not less than quarterly
	<i>Evaluate IT Investments</i>	<ul style="list-style-type: none"> <li>OCIO and IRB finalize the process for post-deployment reviews and steady state system operational analysis</li> </ul>
		<ul style="list-style-type: none"> <li>System owners perform post-deployment reviews on deployed systems between 6 months and 12 months after deployment</li> </ul>
<b>Interior Scorecard President's Management Agenda (Proud to Be) Goal: Effective IT Portfolio Management</b>	<ul style="list-style-type: none"> <li>Business cases for all major systems investments (as gauged by security, measures of success linked to the Enterprise Architecture, program management, risk management, and cost, schedule, and performance goals)</li> <li>Manage IT project effectively addressing cost, schedule, and performance (at a metric of an average of less than 10% shortage or overrun for all major IT projects using EVM or operational analysis)</li> </ul>	Business cases (Exhibit 300's) score 4 or better overall and 4 or better in IT security for all major system investments using OMB scoring criteria (Circular A-11, part 7 Planning, Budgeting, Acquisition and Management of Capital Assets)
<b>Goal 5: Improve the quality of, access to and sharing of data between DOI and its customers and stakeholders</b>		
	<ul style="list-style-type: none"> <li><i>Build and Implement Enterprise Services capability</i></li> </ul>	<ul style="list-style-type: none"> <li>Adapt management of operations to accommodate bureau needs</li> <li>Achieve defined performance levels on following established Scorecards: <ul style="list-style-type: none"> <li>AD Scorecard</li> <li>300 business level</li> <li>Material weakness reporting</li> <li>External/Internal vulnerability scanning</li> </ul> </li> <li>Establish and Implement an effective Enterprise Services Network with management focus on: <ul style="list-style-type: none"> <li>Security</li> <li>Performance</li> <li>Improved Management Controls</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• Establish and Implement effective Enterprise Access Control with management focus on: <ul style="list-style-type: none"> <li>Improved Security</li> <li>Single Sign-on (convenience and costs)</li> <li>Centralized Identity Management</li> </ul> </li> </ul>
	<i>Leverage emerging technologies for the benefit of all bureaus and DOI overall</i>	<ul style="list-style-type: none"> <li>• Implement an Effective Enterprise Services Center that will: <ul style="list-style-type: none"> <li>• Provide Acceptable Standard Service Levels for bureaus</li> <li>• Establish an effective “Launch point” for enterprise projects and collaboration</li> </ul> </li> </ul>
	<i>Support Infrastructure Portfolio Project Management</i>	<ul style="list-style-type: none"> <li>• Project Management Q/A (time, target, cost)</li> <li>• Project Management / CPIC Integration</li> <li>• Improved communications</li> </ul>
	<i>Support Infrastructure Portfolio Project Management</i>	<ul style="list-style-type: none"> <li>• Project Management Q/A (time, target, cost)</li> <li>• Project Management / CPIC Integration</li> <li>• Improved communications</li> </ul>
	<i>Provide connectivity for delivery of services including: Wireless, Telephony, and Networking and data services</i>	<p>Provide effective Telecommunications Planning that:</p> <ul style="list-style-type: none"> <li>• Provides hard savings to Bureaus Telecommunications Investment Program Savings (TIPS)</li> <li>• Provides Improved management controls</li> </ul>
	<i>Effectively manage and lead convergence of telecommunications and IT services</i>	<ul style="list-style-type: none"> <li>• Provide an effective Wireless Program - Technology and Spectrum Management that: <ul style="list-style-type: none"> <li>• Consolidates efficient use of resources</li> <li>• Implements Quality improvement in LMR</li> <li>• Provides best in service Resource protection, public safety, communities &amp; direct mission support</li> </ul> </li> <li>• Provides an effective Emergency Management approach to ensure Public Safety</li> </ul>
OCIO Office of Departmental Architecture Lead Areas for	<i>OCIO Office of Departmental Architecture Lead Objectives:</i>	OCIO Office of Departmental Architecture Lead Strategies):

Goal:	<ul style="list-style-type: none"> <li>• <i>Launch the Data Stewards Program to improve data management</i></li> <li>• <i>Establish the Data Resource Management Policy and Guidance Documents to include data standardization procedures).</i></li> <li>• <i>Extend the data architecture with additional data subject areas to increase the understanding of data requirements and data sharing opportunities.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Establish DOI Standards for approved modernization blueprints.</li> <li>• Implement data sharing opportunities identified in Modernization Blueprints.</li> <li>• Identify additional data sharing opportunities through future blueprint efforts.</li> <li>• Improve DEAR Integration with E-CPIC, Command Center, FEAMS, ABC via data standards &amp; XML</li> </ul>
<b>Interior Strategic Plan End Outcome Goal: Modernization –</b>	<i>Standardize Email and Related Services</i>	
	<i>Complete Migration from Lotus Notes and Groupwise to Exchange</i>	For EMS, complete conversion for: OSM, MMS, FWS, OS, NBC, BLM, OIG, OST, SOL, BOR conversion
	<i>Complete populating DOI.NET with agency domain directories</i>	For FBMS complete OSM, MMS, FWS, OS, NBC, OSM, and all other bureaus' conversion
	<i>ESN</i>	Complete transition of NPS
		Complete ESN Internet access
		Complete ESN Intranet provide access between Bureaus
	<i>Complete Migration from Lotus Notes and Groupwise to Exchange</i>	For EMS, complete OSM, MMS, FWS, OS, NBC, OSM, BLM, OIG, OST, SOL conversion
		For EMS, complete OS conversion
<b>Interior Strategic Plan End Outcome Goal: Modernization</b>	<i>Implement Department-wide standards for web management and data quality</i>	
	<i>Implement DOI-Wide Enterprise Intranet Portal providing central access to Self-Service, E-learning, Collaboration.</i>	Collect Bureau and Office Requirements for Intranet Content
		Develop Portal Presentation Standard
		Implementation & Core Content Integration
	<i>Implement DOI-Wide Enterprise Internet Portal providing central access to information and services to all citizens</i>	Collect Bureau and Offices Requirements for an Internet Portal
		Implementation & Core Content Integration
	<i>Implement DOI-Wide Enterprise Web Content Management System</i>	Collect Bureau and Offices Requirements for Enterprise Content

	<i>automating content management business processes and incorporating regulatory control of content.</i>	Management (ECM)
		ECM Infrastructure Roll-out
		2 Bureau Pilot Content Integration
	<i>Develop a DOI Web Standards Handbook providing guidance on Web related development</i>	Integrate Bureau and Offices Best Practices with OMB standards
		Create Departmental Manual (DM0 Chapter
		Finalize Web Standards handbook
		Promulgate Web Standards Handbook and DM Chapter
<b>Interior Strategic Plan End Outcome Goal: Integration</b>	% of business lines with shared processes, including systems, to eliminate redundancy and/or inefficiency	
<b>Interior Scorecard President Management Agenda (Proud to Be) Goal: Effective IT Portfolio Management</b>	<ul style="list-style-type: none"> <li>• <i>Establishment of the Enterprise Services Network (ESN) for DOI by consolidating 13 wide area networks into a single departmental network.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Consolidate 33 Department-wide Internet points of presence to 5</li> <li>• Shut down 28 internet points of presence</li> </ul>
<b>Goal 6: Create an effective knowledge sharing environment, safeguarding records, privacy, and accessibility according to Federal regulations</b>		
	<i>Compliance with Federal laws for training.</i>	<ul style="list-style-type: none"> <li>• Develop and provide DOI-wide FOIA/Privacy Act &amp; PIA/Records Management/508/Information Quality/Web Management training (IMD programs).</li> <li>• Work with bureaus to identify and integrate FOIA/Privacy Act/Records Management/508/Information Quality/Web Management requirements into their day-to-day business operations, e.g. in system development.</li> <li>• Provide 2 training sessions for each IMD Program annually</li> <li>• Employ measure whereby 50% of</li> </ul>

		Bureaus and Offices surveyed indicate awareness and integration
	<i>Incorporate information management requirement into new applications.</i>	Produce Information Management criteria for System Development Life Cycle (SDLC).
	<i>Federal Law compliance.</i>	<ul style="list-style-type: none"> <li>• Develop and update policies and procedures for IMD program areas.</li> <li>• Develop Schedules for Updating Privacy Act Notices in all Bureaus.</li> <li>• Provide technical assistance to identify 508 requirements in procurements.</li> </ul>
	<i>Improve efficiency and consistency of FOIA responses</i>	<ul style="list-style-type: none"> <li>• Improved DOI accessibility to Electronic FOIA Tracking System (EFTS).</li> <li>• Complete transition of the Electronic FOIA Tracking System (EFTS) to DOI Intranet and Implement additional enhancements.</li> </ul>
	<i>Consistent Departmental policy and efficiency.</i>	<ul style="list-style-type: none"> <li>• Increase Bureau and Office participation in Enterprise Web Initiatives.</li> <li>• Implement FOIA/Privacy/Records Managements/508/Information Quality/Web Standards within their programs.</li> <li>• Draft Information Management criteria for System Development Life Cycle.</li> <li>• Develop and/or update 1 policy or procedure for each IMD program.</li> <li>• Implement Bureau schedules for compliance</li> <li>• Deploy the 508 Acquisition Assistance Tool</li> <li>• Ensure 80% participation in DOI Web Council</li> </ul>
	<i>Assist in the development, maintenance, and facilitation of a sound and integrated Web-related information technology architecture for the Department of the Interior.</i>	<ul style="list-style-type: none"> <li>• Develop Policies and Procedures collaboratively with Bureaus for all aspects of the Web</li> <li>• Monitor Implementation and Performance of Policies and Procedures.</li> </ul>
	<i>Ensure Compliance with collaboration</i>	Ensure Collaboration with bureaus, ESN and CTO throughout on knowledge management strategies
OCIO Office of Departmental Architecture Lead Areas for Goal:	OCIO Office of Departmental Architecture Lead Objectives: <ul style="list-style-type: none"> <li>• <i>Develop a target process model to perform records management</i></li> <li>• <i>Provide technology</i></li> </ul>	OCIO Office of Departmental Architecture Lead Strategies): <ul style="list-style-type: none"> <li>• Integrate Records Management principles, standards, and technologies in DOI Reference Models</li> </ul>

	<i>recommendations for electronic records management systems</i>	<ul style="list-style-type: none"> <li>• Incorporate NARA means ?? Profile in DEAR</li> </ul>
<b>Goal 7: Ensure IT Human Capital is sufficient and capable to meet our IT goals and DOI Mission challenges</b>		
OCIO Office of Departmental Architecture Lead Areas for Goal:	OCIO Office of Departmental Architecture Lead Objectives: <ul style="list-style-type: none"> <li>• <i>Identify organizational impacts and workforce planning concepts into business transformation projects.</i></li> </ul>	OCIO Office of Departmental Architecture Lead Strategies: <ul style="list-style-type: none"> <li>• Ensure Business Transformation methodology incorporates workforce planning activities to identify required skills for re-engineered processes.</li> </ul>

Furthermore, evaluation and tracking of progress against these goals and objectives will be achieved primarily through the ITIM and EVM processes enveloped in the DOI CPIC process and quarterly reviews.

## STRATEGIC PLAN APPENDIX E:

### Goal Alignment

Using the management goal guidelines of the Secretary, in combination with the President's Management Agenda, DOI concurrently embraces a number of key management concepts that support good business practices to deliver results that matter to the American public. These concepts drive the DOI to produce good sound performance goals and measures. It is also imperative for the DOI to align these goals with the DOI's objectives. The following concepts help to create a strategic vision for the DOI for the next five years.

#### Executive Goals

The Secretary outlined a vision for effective program management at the DOI that is organized around the four C's: Conservation through Cooperation, Consultation, and Communication. Secretary Norton's management reform strategy is based on four key principles:

- ✓ **Customer Value:** Ensuring that all of the DOI activities add value and ensure effective use of resources.
- ✓ **Accountability:** Establishing clear performance measures and holding DOI managers and employees accountable for results.
- ✓ **Integration:** Identifying opportunities to avoid duplication and achieve economies to enhance customer service and efficiency.

- ✓ **Modernization:** Using technology to work smarter and provide single points of access to Interior's services.

The DOI adheres to these principles and integrates them into their strategic planning by keeping these goals at the forefront of IT strategic planning.

#### PMA Goals

The President's Management Agenda (PMA) contains five government-wide goals to improve Federal management and deliver results that matter to the American people:

- ✓ **Competitive Sourcing** asks the government to embrace competition, innovation, and choice;
- ✓ **Strategic Management of Human Capital** calls for the government to be pro-active in recruiting creative and talented individuals.
- ✓ **Improved Financial Accountability** calls for the government to better track its funds and conduct timely audits.
- ✓ **Expanded E-government** calls for the government to empower citizens to use the Internet and other IT tools to obtain the desired information.
- ✓ **Budget and Performance Integration** calls for the government to be results-oriented rather than process-oriented.

In keeping with the spirit of the PMA, bureaus are contributing to all five components of the government-wide goals to improve Federal management. These factors direct the opportunities and challenges within the Department and go hand-in-hand with the Secretary's vision for effective program management.

### **Competitive Sourcing**

The Department is committed to obtaining services from the private sector when it is cost effective and will not impact the quality of the products and services that it provides to its constituents. Interior supports the concepts of the Federal Activities Inventory Reform Act of 1998 (FAIR Act) which provides a process for identifying the functions of the Federal Government that are commercial in nature.

IT organization commercial positions within the various bureaus are under continuous review and study for possible contracting opportunities when a need arises for additional resources. Some bureaus have converted many IT functions to "contract".

### **Strategic Management of Human Capital**

In July, 2003 we completed a year-long effort to analyze the bureau's workforce and drivers expected to affect the work of the bureau. The bureau has completed the first stages of planning for the workforce and succession management. Gaps in the IT workforce were identified by each program area in the DOI, particularly in the 2210 (IT Specialist) series. Gap worksheets

provided managers the opportunity to examine the current workforce against expected workload drivers through the year 2007. These gaps will be addressed through both FTE and contractor support. To address workforce planning challenges, the DOI published its 2003 – 2007 Workforce Plan, which identified human capital management strategies, implementation, and evaluation processes. The bureau updates the workforce plan quarterly and reports on the status of previously identified gaps and also reports on new gaps both staffing and skill related. The bureau's workforce planning coordinator is working directly with the IT strategic planning coordinator to address the overall bureau status of IT workforce planning requirements. The quarterly plan updates will be the vehicle used to capture the status and progress of meeting IT workforce planning challenges.

Knowledge management is also part of the President's Management Agenda initiative for Strategic Human Capital. It is a critical success factor in OPM's Human Capital Assessment and Accountability Framework, and is included in Measure 4 of the U.S. Department of the Interior Human Capital Scorecard.

### **Improving Financial Performance**

In FY 2005, DOI will transition to the new Financial and Business Management System (FBMS) that meets all current federal financial system standards. The usefulness of the system has been enhanced to meet the needs of comparative financial reporting, reporting on financial performance

measures, and increased financial and performance integration.

### **Expanded Electronic Government**

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 strategies to help achieve this potential in future years include:

- ♦ Tools that enable efficient access to, and use of, natural resources through on-line leases and permits;

- ♦ Streamlined and integrated revenue collection and disbursement tools that allow online tracking, monitoring, communication, and payment;
- ♦ Robust, responsive electronic models to assess the values of land, mineral, and energy resources to optimize their value;
- ♦ Tools to coordinate with other Federal agencies, State, local and Tribal governments, private sector partners, and citizen stewards, to offer appropriate technical assistance and foster two-way information exchange;
- ♦ Tools that increase public outreach to stakeholders, including communication of responsible use policies, and collection of customer feedback.

### **Budget and Performance Integration**

The Department is fully integrating its performance and budget process for information technology. Exhibits are prepared according to DOI/OMB guidance and include: performance goals and measures, enterprise architecture (FEA reference models), bureau mission statements, alternative analysis, project spending plans (cost/benefit plan), risk assessment, acquisition strategy, investment management, and security. IT spending inventories fully reconcile with annual budget requests.

The various bureau work activities are being implemented to allow DOI managers to evaluate budget decisions

based on cost and performance. These activity costs are being exported into the DOI Activity Based Cost (ABC) model, which allows the Department to analyze and map costs to its performance measures. Additionally, bureaus are revising work activities to enable improved mapping to the ABC system and the Department's strategic plan. Implementing an ABC/M system that best suits the needs of the bureaus and the Department envisions continual refinement and improvement over future years.

### **Performance Goals and Measures**

The IT system performance measures are critical for demonstrating the need, value, and impact of systems on overall program performance. The OMB has taken the lead for the development of a government-wide methodology of IT performance measures for government systems through the Performance Reference Model (PRM) and the corresponding Business Reference Model (BRM) developed by the Federal Enterprise Architecture Program Management Office (FEAPMO) at OMB. The Department and various bureaus have developed a corresponding model, based upon the PRM, the DOI Strategic Plan, and the DOI Performance Architecture that meets the requirements for demonstrating the value added by IT. The model, called the Department Enterprise Architecture Repository (DEAR) is populated with bureau system data.

In the DOI model for IT performance measures there are two categories of performance. The first category contains measures relating to the implementation and development of a system. The

second category covers the system's operational measures. Development measures are generally used to define whether or not a system as developed meets the design specifications, and whether the system was constructed on time and within budget. These development measures are to track and evaluate the management and progress of the development and implementation of a system. The OMB PRM currently does not address the need for implementation and development measures, but these types of measures are critical for evaluating non-mature systems. Future iterations of the model are expected to cover this area.

The second category of measurement for IT systems is the operational measures. Operational measures are the measurement of the inputs, outputs, processes, intermediate outcome measures and end-outcome measures of the operational system and the corresponding programs that it supports. At the input, output, and process level, the metrics are system specific and correspond to the technology, process, and activity level of the PRM line-of-sight methodology. Intermediate outcomes should not necessarily be system specific and would correspond to the customer results and perhaps the mission and business results aspects of the PRM pyramid. This is where it would be expected that the impact of the system would be demonstrated on making program processes more efficient and effective. End outcomes would not be system specific and would correspond to the strategic outcomes in the PRM model.

The Department envisions that all IT systems will have a fully developed

performance architecture that demonstrates the success at development and implementation of a system, if it is a system in development, and has operational measures capable of demonstrating both a direct positive output impact on the program(s)

supported by the system and the indirect positive outcome impact on the program for mature systems. These architectures should be continuously being updated to fulfill bureau requirements.



## STRATEGIC PLAN APPENDIX F:

### INTERIOR “SCORECARD” STRATEGIES:

#### **IT STRATEGIC GOAL 1: Enterprise Architecture**

Use Enterprise Architecture to align DOI’s IT resources with its Strategic Plan and OMB’s Federal Enterprise Architecture. Improve efficiency, promote data sharing and minimize system redundancy. Develop and maintain an inventory of DOI’s IT assets; develop and implement Modernization Blueprints.

- Document consolidated or streamlined business processes through business architectures. Bureau business architecture links to DOI business architecture and to DOI strategic plan.
- Populate Departmental Enterprise Architecture Repository (DEAR) and the respective Bureau Enterprise Architecture Repository (BEAR) and update information on regular basis.
- Participate in DOI Investment Review Board (IRB) Priorities process.
- Implement IRB approved Modernization Blueprints by undertaking actions (e.g., transition planning, retiring/interfaces systems) identified in the blueprint for their respective bureau.
- Launch or actively participate in new Modernization Blueprints for key Lines of Business (LOB).
- Initiate business process reengineering efforts as needed.

#### **IT STRATEGIC GOAL 2: IT Security**

- Assure the confidentiality, integrity and availability of Interior’s IT resources.
- Continue progress toward meeting the requirements of the Federal Information Security Management Act (FISMA) of 2002.

Focus areas (based upon ongoing FISMA reporting requirements):

- Certification & Accreditation (C&A) activities
- Configuration control and system management
- Plans of Actions and Milestones (POA&M) accomplishment and tracking
- Contingency plans and disaster recovery
- Incident Reporting
- IT security program reviews

#### **IT STRATEGIC GOAL 3: E- Government**

- E-Government at the Department of the Interior enhances services for citizens and increases efficiency by using technology and business process reengineering to improve the effectiveness of services. Bureau management of IT assets advances Interior’s E-Gov goals and objectives:
  1. Use technology to improve Interior’s ability to protect the nation’s natural, cultural, and

heritage resources; 2. Use technology to improve Interior's ability to manage resources to promote responsible use and sustain a dynamic economy; 3. Use technology to improve Interior's ability to provide recreation opportunities for America; 4. 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; 5. Employ E-Gov solutions to achieve the Department's management excellence goals and the President's Management Agenda; 6. Reinforce the underlying structures and processes necessary to successfully develop, implement, and operate E-Gov solutions.

**(LINE OF BUSINESS INITIATIVES):**

- Interior is managing partner for Geospatial One-Stop and Recreation One-Stop, and is one of four Governmental providers for E-Payroll.
- DOI is proposing Center of Excellence solutions for the Finance and Human Resources LOBs, and is participating in the Grants Management and Case Management LOBs.
- DOI is participating in government-wide E-Gov initiatives led by other managing partners.
- DOI is implementing government-wide E-Government solutions as they become available.

**IT STRATEGIC GOAL 4: Capital (Investment Portfolio Management) Planning**

- Actively use CPIC process to manage DOI's IT portfolio
- Reduce costs and improve efficiency through active management of IT resources.
- Identify investment strategies to respond to budget direction.

Bureau has 100% of IT spending, including IT infrastructure and steady state systems, on Ex. 53. Bureau accounts for at least 60% of its IT spending in Exhibit 300's. All information about investments is consistent between all planning documents. Bureau routinely monitors IT investments in development, modernization or enhancement states to ensure they operate within 90% of cost, schedule, and performance targets identified in their baseline, and has certified project managers for all major investments. On a regular cycle, Bureau evaluates steady state systems to decide future actions, such as enhancement, integration, or retirement. CPIC practices successfully integrate other IRM disciplines including architecture, security and information management. Bureau achieves Stage 2 of IT Investment Management under GAO model, and is moving toward Stage 3.

**IT STRATEGIC GOAL 5: World Class Enterprise Operations**

**Enterprise Transformation:**

- Bureaus work cooperatively with other Bureaus and Departmental

offices to consolidate existing projects/systems for multi-Bureau, DOI-wide, or multi-agency implementation, specifically including Enterprise Services Network (ESN), Active Directory (AD), E-Authentication and Enterprise Messaging Services (EMS).

- Integration and mass purchases save significant resources and prepares DOI for reductions
- **ESN:** (1) Bureaus complete shut down of legacy Internet Points of Presence (28 IPOPs) by June 2005, (2) connect to the ESN intranet (5 Enterprise IPOPs) by June 2005, (3) complete migration of regional and other large offices to MCI VBNS+ by September 2006, and (4) transition network & security management to ESC NOSC.
- **AD:** (1) Bureaus complete development of migration plans to DOI.Net root services by November 2004, (2) complete migration of user objects necessary for E-Authentication, ESN and FBMS 1A by dates needed for implementation of those projects, (3) complete migration of users objects necessary for E-Authentication, ESN and FMBS 2A by dates needed for implementation of those projects, and (4) complete migration of all user objects to DOI.Net by December 2005.
- **E-Authentication:** Bureaus complete E-authentication plan by October 2004 and all employees use SmartCard for gaining physical and logical access to appropriate DOI-controlled systems by October 2005.
- **EMS:** Bureaus transition from legacy electronic mail systems to enterprise MS Exchange. Bureau

meets EMS project plan deadlines including organizational readiness, governance and workforce plans.

## STRATEGIC PLAN APPENDIX G:

### E-Government: Alignment of Interior Projects to Government-wide Initiatives

Below is a listing of the Interior E-Gov initiatives and their alignment to the Governmentwide E-Gov initiatives.

The IT Strategic Plan calls for further alignment and implementation of alignment milestones for regular quarterly reporting through the President's Management Agenda and E-Gov Scorecard process under Goal 3 of the Interior IT Strategic Plan.

#### **Recreation One-Stop**

Recreation Management Information System (RMIS)	NPS.gov Internet/Intranet Portal (formally ParkNet)	National Conservation Training Center
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#### **USA Services**

Land and Resources Project Office Help Desk Support		
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#### **Federal Asset Series**

Real Estate Modules (REM)	Trust Appraisal Tracking and Management (TATM)	(BOR) Foundation Information for Real Property Management (FIRM)
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#### **Business Gateway**

Minerals Revenue Management Support System (MRMSS)		
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#### **Geospatial One-Stop Systems**

LANDFIRE	National Integrated Land System (NILS)	Geographic Coordinate Database (GCDB)
Rangeland Administration System (RAS)	Reference Theme Serving System (RTSS)	Rangeland Information System (RIS)
Wild Fire Management Information System (WFMI)	Wild Cad	OSM-EGIM
FWS GIS	National Wetlands Inventory	Enterprise Geographic Information Management
TIMS/IT Program	(BOR) BORGIS Geographic Information System	National Map Reengineering Project
Landsat	Land Title Manager (LTM)	Native Allotment Data Collection and Access Project (NADCAP)
IT Support for Resources and Minerals Land Use Planning	Enterprise Geographic Information Management	NPS GIS (Hardware, Software, Maintenance)

(ePlanning)	(EGIM)	
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**Disaster Management**

FAM-FPA Fire Program Analysis	Law Enforcement Incident Reporting System (LAWNET)	Fire Incident Cost Code
Wild Fire Management Information System (WFM)	Wild Cad	(BOR) BORSSIS Safety and Security Information System
Fire Program Analysis (FPA Phase 2)	Advanced National Seismic System (ANSS)	24/7 Dams Emergency Monitoring Center

**Grants.gov**

Federal Aid Information Management System (FAIMS)		
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**E-Training**

Distance Learning Tool	Learning Management System	
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**E-Travel**

OSM – Travel Manager		
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**Integrated Acquisition Environment**

Interior Department Electronic Acquisition System (IDEAS)	(BOR) REDSTRIP Federal Stores and Requisitioning Process	
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**E-Records Management**

Incident Management Analysis and Reporting System (IMARS)	Integrated Records Management System (IRMS)	Progeny
OSM – CARDS	(BOR) Reclamation Electronic Document System (REDS)	

**Financial Management LoB**

Federal Financial System (FFS)	Consolidated Financial Statement (CFS) System	Management Information System (MIS)/ Collections and Billings (CBS)/ Budget Planning System (BLM)
Minerals Revenue Management Support System (MRMSS)	(OSM) MAPS	Advanced Budget/ Accounting Control and Information System (ABACIS)
(FWS) Budget Allocation System (BAS)	FWS – Finance Data Mart	National Irrigation Information Management System (MIIMS)
Self-Governance Financial Management Database (SGDB)	Fee Billing and Collection System (FEEBACS)	Program Management Information System/Operations Formulation System (PMS/OFS)

**Human Resources LoB**

DOI Fire Integrated Recruitment and Employment System (FIRES)	Quick Hire/ Quick Classification	PayCheck
Distance Learning Tool	OSM – Quick Time	OSM- CARDS
(BOR) TAAS Time and Attendance System	Learning Management System	

**Grants Management LoB**

Federal Aid Information Management System (FAIMS)		
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**Federal Health Architecture LoB**

Safety Management Information System (SMIS)		
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**ESRI SmartBUY**

Management Information System (MIS)/ Collections and Billings (CBS)/ Budget Planning System (BLM)	(BOR) Corporate Data Warehouse (CDW)	LANDFIRE
National Integrated Land System (NILS)	Geographic Coordinate Database (GCDB)	Rangeland Administration System (RAS)
Reference Theme Serving System (RTSS)	Rangeland Information System (RIS)	Wild Fire Management Information System (WFM)
Wild Cad	Abandoned Mine Land Inventory System (AMLIS)	Technical Innovation and Professional Services (TIPS)
OSM – EGIM	FWS GIS	National Wetlands Inventory
National Fire Plan Ops and Reporting System (NFPORS)	Wild Horse and burro Program System	Enterprise Geographic Information Management
OCS Connect	TIMS/ IT Program	(BOR) BORGIS Geographic Information System
Incident Management, Analysis, and Reporting System (IMARS)	National Biological Information Infrastructure (NBII)	National Water Information System (NWIS)
National Map Reengineering Project	Landsat	Land Title Mapper (LTM)
Native Allotment Data Collection and Access Project (NADCAP)	Trust Asset Accounting Management System( TAAMS)	IT Support for Resources and Minerals Land Use Planning (e-Planning)
(BOR) Reclamation Electronic Document System (REDS)	Enterprise Geographic Information Management (EGIM)	NPS GIS (Hardware, Software, Maintenance)
Interior Enterprise Architecture (IES)		

**Manugistics SmartBUY**

Interior Department Electronic Acquisition System (IDEAS)	Quarters Management Information System (QMIS)	Screen Available Exchange Sales Electronic Handbook System (SAVES EHB)
(BOR) FEDSTRIP Federal Stores and Requisitioning Process	(FWS) Personal Property Management System (PPMS)	

**Novell SmartBUY**

OS – DOI Consolidated Infrastructure, Automation, Telecomm (2006)		
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**WinZip SmartBUY**

OS – DOI Consolidated Infrastructure, Automation, Telecom (2006)		
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