# U.S. Department of the Interior Information Management and Technology Strategic Plan

FY 2024-2029

*70,000 Employees.*
*280,000 Volunteers.*
*2400 Operating Locations.*
*One Mission.*

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# Message from the Principal Deputy Assistant Secretary

Information Management and Technology (IMT) plays a crucial role in advancing the mission of the Department of the Interior to responsibly steward our nation's natural resources, cultural heritage, and the well-being of our citizens, including American Indians, Alaska Natives, Native Hawaiians, and other indigenous communities. The goals outlined in this plan align with this mission, empowering the Department to make data-driven decisions that improve resource management, conservation efforts, and public services; fostering inclusivity and unique perspectives that enrich our decision-making around information and technology; and making customer experiences more efficient, accessible, and citizen-centric.

In addition, at a time when cyber events pose serious risks to both individuals and organizations, Interior is leaning into robust cybersecurity measures to reinforce the protections around sensitive information and safeguard our nation's assets.

This IMT Plan is truly collaborative, reflecting insights and perspectives gained from information technology professionals across the Interior Department's bureaus and offices. It serves as our roadmap to a future where our IMT capabilities are at the forefront of fulfilling the Department of the Interior's mission. Secretary Haaland, the Department's leadership team and I are committed to working alongside our CIO and the IMT Leadership Team as we secure a more efficient, innovative, and impactful future for the Department of the Interior.

Sincerely,

Joan M. Mooney
Principal Deputy Assistant Secretary
Exercising the Delegated Authority of the Assistant Secretary – Policy, Management and Budget

# 1 Executive Summary

# Statement from the Chief Information Officer

As the Department of the Interior's Chief Information Officer (CIO), I am pleased to release the Department of the Interior (the Department or DOI) 2024-2029 Information Management and Technology (IMT) Strategic Plan (the IMTSP, Plan). The Plan culminates extensive participation and collaboration across the Department of the Interior. Goal leaders were identified from across the Bureaus and Offices, and senior management was updated routinely on our progress toward documenting this multi-year Plan. We held listening sessions, held an Information Management Technology Leadership Team (IMTLT) offsite, and conducted planning and brainstorming sessions. I am proud of the team's work, and the resulting Plan, and that it:

- Is inclusive and represents diverse viewpoints,
- Is a living document, and can be adjusted over time,
- Is actionable, with clear measures,
- Demonstrates that IMT investments meet the mission of the Department of the Interior, and
- Manifests our Strategic Goals, Strategic Objectives, Implementation Strategies, and Mission-enablement Planned Outcomes as we modernize our IMT services, workforce, and capabilities over the next several years.

The IMT Strategic Planning Process includes two parts: (1) The published "living" Plan, and (2) our Performance Management Framework (PMF) which includes our Enterprise Roadmap (ER). Our PMF integrates requirements from all federal-related law and guidance, including from the Office of Management and Budget (OMB), the Office of Science and Technology Policy (OSTP), and myriad other guidance such as those published by the National Institute of Standards and Technology (NIST), and the Government Accountability Office (GAO). The PMF is used to operationalize our Plan and ER, as well as other IMT operations, and Priority Programs that deliver services in support of Interior's mission. There is a more detailed discussion of the PMF, how we will "Meet the Mission", and ER and Priority Programs found throughout this Plan.

**We are collaborators and problem solvers.** There are multiple planning and process improvement efforts underway across the Interior with which this Plan must interface, support, and interact. We coordinate with the Interior's Chief Financial Officer (CFO), the Chief Acquisition Officer (CAO), the Office of Budget (POB) Director, the Chief Human Capital Officer (CHCO), Bureau and Office Budget Directors, and Associate Chief Information Officers (ACIO) to define our IMT approach and to ensure the level of detail needed to demonstrate our IMT plans and progress.

We have fostered a culture of shared responsibility and collective innovation by collaborating closely with other Departmental Offices, Bureau and Office leadership, and ACIOs. This unity of purpose has streamlined communication channels, expedited decision-making processes, and enabled a holistic approach to addressing challenges. Additionally, recruiting adept leaders across our organization has injected fresh perspectives and expertise into our initiatives, empowering us to adapt swiftly to dynamic IT systems, processes, and application landscapes.

**We are committed to progress.** This is evident not only in our technological endeavors but also in our administrative and strategic endeavors. We integrate talent, technology, and data to enable the mission of the department and act as strategic partners. Our updated IMT Workforce Planning reflects a comprehensive understanding of the skills and talents necessary to navigate the complexities of modern IMT landscapes. Moreover, this Plan stands as a testament to our agility, and an unwavering dedication to enabling agency missions and goals. The Plan encapsulates our strides in advanced technologies, ensuring a workforce of the future, Zero Trust implementation, data governance and democratization, cybersecurity fortification, and strategic partnerships.

**We invite you to join us.** People are our most important asset. Accomplishment of our Plan requires participation and engagement from all levels across the Department. I invite employees across the department, our volunteer community, and our private industry partners to join us on this endeavor as we journey towards achieving unparalleled IMT excellence and amplifying Interior's efficacy, security, resilience, and support for all Americans.

Sincerely,

Darren Ash
Chief Information Officer

# 2 Meeting the Mission

# Department of the Interior Strategic Plan

**Vision** | Manage our Land, Water, and Resources for the Benefit of All Americans, Both Today and Tomorrow.

**Mission** | Protect and Manage the Nation's Natural Resources and Cultural Heritage; Provide Scientific and Other Information About Those Resources; and Honor Its Trust Responsibilities or Special Commitments To American Indians, Alaska Natives, Native Hawaiians, and Affiliated Island Communities.

## Strategic Goals

**1** | Promote Well-Being, Equity, and Justice for Tribes, American Indians, Alaska Natives, Native Hawaiians, and Insular Communities.

**2** | Conserve, Protect, Manage, and Restore Natural and Cultural Resources in the Face of Climate Change and Other Stressors.

**3** | Sustainably Balance the Use of Resources While Supporting Communities and the Economy.

**4** | Sustainably Balance the Use of Resources While Supporting Communities and the Economy.

## DOI Guiding Principles

- We use science and evidence-based information to guide our decisions.
- We balance our decisions to best meet the needs of today and tomorrow.
- We value diversity and inclusion in our activities, operations, and services.
- We manage and achieve through meaningful collaboration, engagement, and partnerships.

The Department's IMT goals and objectives are mission enablers that play a pivotal role in supporting the Department's overarching strategic goals as identified in the Departmental Strategic Plan. These IMT objectives align closely with the broader vision of managing the nation's land, water, and resources for the benefit of all Americans, both today and in the future.

Multiple analyses were performed to ensure alignment and demonstrate support for the department's overall Strategic Plan, Priorities, and Goals. The mission-enabling goals and objectives as well as the IMT investments mapping to the Interior's Strategic Goals demonstrate our continuous review and efforts to ensure direct alignment between our IMT Strategic Plan and the Departmental Strategic Plan. The specific mapping to the Strategic Goals is shown later in this section.

To further strengthen the connection between the two plans, where possible we have used the Departmental Strategic Plan's language verbatim. IMT exists to support the mission in the most efficient and effective means possible.

# The IMT Strategic Plan

**IMT Goals, Objectives, Implementation Strategy, and Planned Outcomes**
Each of the five IMT Goals includes Strategic Objectives with measurable achievements, an implementation strategy discussion, as well as planned outcomes. The five IMT Goals directly support Goal 4 of the Department's Strategic Plan. The implementation strategy is summarized, and the detailed strategies are wholly incorporated into the Performance Management Framework and assessed quarterly. The goals are interconnected and provide demonstrated interplay as we capitalize on the separate inputs of people, processes, and IMT.

**Vision** | We are a valued, evidence-driven partner providing effective information solutions supporting DOI's mission today and in the future by fostering a culture of diversity, collaboration, and inclusivity where every voice is heard.

**Mission** | We deliver scalable, secure, adaptable capabilities that help protect and manage the Nation's natural resources and cultural heritage; and provide scientific and other information about those resources for all DOI stakeholders.

**Strategic Goals**

**1** | Optimize our IMT Operations to be resilient, sustainable, innovative, and adaptable.

**2** | Attract, hire, promote, retain, and provide career opportunities to an IMT workforce that is diverse, dynamic, and engaged.

**3** | Improve the experience for the Customers.

**4** | Ensure that DOI's Information Technology Environment is Secure.

**5** | DOI data answers tomorrow's questions today.

**Guiding Principles**
The DOI Strategic Plan Guiding Principles are incorporated verbatim.

# GOAL 1 OPTIMIZE OUR IMT OPERATIONS TO BE RESILIENT, SUSTAINABLE, INNOVATIVE, AND ADAPTABLE.

*DOI governs, manages, and maintains a customer-driven portfolio of cost-efficient IMT investments through their lifecycle by utilizing evidence and data to drive decisions. Mission needs are delivered leveraging advanced capabilities, cloud, shared services, and commercial, and commodity solutions.*

## Planned Outcomes

We make informed, risk-based decisions for enterprise IMT operations and ensure the Department's IMT leadership works collaboratively to implement the decisions. With new or expanded shared services in place, Bureaus and Offices can focus additional attention on mission capabilities, allowing them to provide better digital delivery and access to services to the American public. Our data is evidence-ready, consists of the correct information, is available in a timely manner, and is used to inform evidence-driven decisions.

# Objective and Fiscal Year Milestone

**Objective 1.1**
FY 2025

Strengthen IMT Governance to ensure scope and decision space are appropriate and well understood and empower oversight and transparency.

**Objective 1.2**
FY 2027

Develop a process to incorporate future capabilities (e.g., Zero Trust Architecture) that enables continuous maturation of workforce capabilities, technologies, and processes.

**Objective 1.3**
FY 2029

Continue to mature DOI's existing enterprise shared services and implement at least 3 additional services and begin inclusion in our shared services catalog.

# Goal 1 Implementation Strategy

Our continuous plan to improve IMT Governance and Management aligns with Federal guidance, combines with the rapid changes to information technology and capabilities, and requires that we are agile, responsive, and innovative. We are actively embracing our mandate to ensure that IMT investments provide the capabilities to enable DOI's mission and goals today and in the future. In 2023, we began efforts to optimize our IMT investments across the department. Data and information are being used to inform our decisions and strategies. There are three priority initiatives underway to further these efforts:

**1 |** Modernizing IMT Service Delivery,

**2 |** Strengthening IMT Budget Formulation and Execution across the department, and

**3 |** Improving IMT Governance and Communications.

We continue to strengthen our relationships both internally as well as with external stakeholders, enabling us to better demonstrate and communicate our collaborative initiatives and priorities. Our IMT Modernization Plans and PMF are aligned with OMB's Federal IT Operating Plan, released in June 2022, other Federal IMT guidance, and our Federal Information Technology Acquisition Reform Act (FITARA) Maturation Program. The Information Management and Technology Leadership Team (IMTLT) role will expand to include serving as an enterprise shared services advisory body for the CIO as we review our systems and services pursuing shared service opportunities such as Zero Trust Architecture (ZTA), cloud, data, etc. We are identifying new opportunities to create and leverage enterprise-wide commodity IT Shared Services, allowing bureaus and offices to reallocate resources to data and mission application support. Our FITARA maturation effort includes a comprehensive IT Governance Review of all IMT budget requests, ensuring that decision-makers have the information available for effective and timely evidence-based decisions.

## GOAL 2 ATTRACT, HIRE, PROMOTE, RETAIN, AND PROVIDE CAREER OPPORTUNITIES TO AN IMT WORKFORCE THAT IS DIVERSE, DYNAMIC AND ENGAGED.

*We will diversify DOI's IMT workforce, and sustain a diverse, equitable, inclusive workforce and work environment.*

**Planned Outcomes**

The IMT community increases the diversity of its workforce and provides fair and equitable professional development and advancement opportunities to all. IMT employees fully contribute to achieving DOI's missions and are fostered by an inclusive culture and safe workplace. DOI's IMT talent is highly competent, engaged, and ready to take on tomorrow's challenges today.

# Objective and Fiscal Year Milestone

**Objective 2.1**
FY 2025

Review DOI's barrier analysis and develop mitigation strategies to improve IMT hiring practices and processes that are measured by applicant pool and candidate selection demographic data measured for the lifecycle of applicant to hired employee.

**Objective 2.2**
FY 2027

Increase growth and development opportunities through IMT coaching, mentoring, and networking events, thereby allowing IMT employees to fully contribute to achieving DOI's missions from onboarding, through career growth to separation.

**Objective 2.3**
FY 2028

Ensure professional growth and advancement are fair, equitable, and accessible to all employees at all career levels and are fostered by an inclusive and safe workplace culture as measured by updated DOI Policies.

**Objective 2.4**
FY 2025-2029

Leverage a rigorous workforce planning process that delivers the competencies for today and tomorrow and update the IMT workforce plan ensuring the inclusion of diversity strategies and plans to meet the IMT Strategic priorities.

# Goal 2 Implementation Strategy

Our strategy includes four themes. Overall, these themes reflect a comprehensive approach to enhancing diversity, inclusion, and retention of our valued IMT workforce and ensuring workforce development is aligned with DOI's and IMT's strategic plans.

**Theme 1 |** Eliminating barriers to hiring historically underrepresented groups to increase diversity. This theme involves assessing hiring programs, conducting a review of hiring policies, analyzing the root causes of barriers, and leveraging existing programs to recruit the next generation of IMT professionals. It also includes entry and exit surveys to build strong evidence/data. Active recruitment strategies include partnering with minority-serving institutions such as Historically Black Colleges and Universities and Tribal Colleges to increase the diversity of applicant pools; and using unique programs such as Cybercorps®: Scholarship for Service.

**Theme 2 |** Providing equitable career development and training opportunities to retain and upskill our current employees to best meet mission needs in a dynamic technology landscape. Theme 2 involves coaching, mentoring, networking events, and training our IMT workforce. This theme underscores the significance of skills development and career pathing to retain valuable employees.

**Theme 3 |** Promoting an inclusive, accessible, and safe workplace while incorporating many perspectives to focus on delivering creative solutions. Strategies include leveraging DOI's DEIA ombudsman program to support employees, and interpersonal skills training for all employees. This theme underscores the need for continued collaboration to create a work environment where all levels of the organization are actively engaged to make a positive impact on DOI.

**Theme 4 |** Incorporating rigorous workforce planning techniques and human resources best practices to transform the workforce and align with the broader organizational objectives. This theme involves regularly updating the workforce plan to identify those competencies and skills required for future technological innovations while incorporating position management to enable transformation.

# GOAL 3 IMPROVE THE EXPERIENCE FOR THE CUSTOMERS.

*Become a customer-focused organization that provides IMT services to support customer perspectives and needs, which will improve ease of use, access, communications, reliability, and trust in the services IMT provides to its customers.*

## Planned Outcomes

As determined through customer feedback, DOI delivers more relevant and effective IMT services that better align with the needs of the organization including high-level strategic alignment as well as improvements in day-to-day IMT services from a customer perspective.

# Objective and Fiscal Year Milestone

**Objective 3.1**
FY 2025

Implement common approaches to developing and implementing CX knowledge/awareness for key IMT personnel through a training plan and methods that will be utilized to improve processes and/or technologies, thus providing better CX and improving ease of use, access, and security for customers.

**Objective 3.2**
FY 2025

Assess opportunities and implement at least 3 opportunities across the Agency that utilize automation techniques and/or standardization approaches to improve CX and increase efficiencies in IMT operations and/or reliability of service received by the customers.

**Objective 3.3**
FY 2025

Assess and implement best practices for communicating with both internal and external customers that provide them with information related to IMT services in a consumable and effective approach that also meets government standards.

**Objective 3.4**
FY 2026

Implement methods for identification of CX of IMT services through collecting and analyzing CX data through standardized approaches that provide awareness of opportunities to improve customer experience for IT services.

# Goal 3 Implementation Strategy

IMT services need to be driven by customer perspectives and priorities. Engage with customers to understand their business functions, portfolio needs, and budget supportability. Identification and involvement of customers in all phases of IMT planning and development. Use of design principles including journey mapping (or similar CX approaches), agile development, pilots, and proofs of concept to obtain customer input and feedback during the development and delivery of IMT services.

Collect and utilize data to better understand customer experiences, perspectives, and needs around IMT services. Ability to analyze the data to determine opportunities for improvement. Engage the customer in identifying priorities of opportunities and align with their budget constraints to provide the optimal return on value. Perform continuous monitoring and adaptive approaches to obtain feedback from the customer as perspectives, needs, and budgets may change rapidly.

Establish formal and repeatable methods and processes to identify and measure our abilities to deliver IMT services. Drive continuity across IMT services for compatible experiences across the portfolio. Develop and train IT personnel on CX approaches and implement them in similar fashion across the Agency and Bureaus.

# GOAL 4   ENSURE THAT DOI'S INFORMATION TECHNOLOGY ENVIRONMENT IS SECURE.

*Mature DOI's enterprise-wide risk management framework to ensure agility to meet emerging Federal cybersecurity mandates through policy and standardized ZTA to protect new and legacy systems from compromise. Provide cost-effective security through exceptional enterprise cybersecurity services that enable maximum consistency and continuity of services, visibility throughout DOI, the privacy and security of DOI's sensitive information assets, and compliance with federal laws and regulations. Synchronize tools, processes, and resources to realize available efficiencies in support of partners, employees, and the DOI mission by leveraging technologies that accelerate the adoption of Zero Trust principles.*

## Planned Outcomes

Create a standardized cybersecurity posture visibility that allows a more responsive and accurate assessment of risk, expedites weakness mitigation, and refines processes for increased speed and efficiency.

# Objective and Fiscal Year Milestone

**Objective 4.1**
FY 2024

Integrate risk management principles to encompass system management, investment management, and Enterprise Risk Management (OMB A-123).

**Objective 4.2**
FY 2025

Define, develop, adopt, and continuously refine DOI's Zero Trust Architecture Framework by Achieving a maturity level of "Advanced" based on the Cybersecurity and Infrastructure Security Agency (CISA) ZT Maturity Model.

**Objective 4.3**
FY 2025

Mature enterprise Security and Operations capabilities that implement a Centralized Operational Model and provide a Departmental level view of operations, governance, risk, and compliance.

# Goal 4 Implementation Strategy

Integrate cybersecurity risk evaluations into IMT investment, project, procurement, and resource management processes, standardize system categorization terminology, and integrate data management principles into enterprise risk management.

Aligning with DOI's ZTA Strategic Plan, our implementation strategy will attain modern and secure legacy systems, integrate secure practices, and automate device management. It also includes software-defined networking, reusable modern data access Use Cases, and implementation of secure applications and workflows.

The DOI will align Security Operations Centers, streamline monitoring processes, enhance data loss prevention and intrusion prevention competencies, establish cooperative processes, and synchronize phishing awareness and reporting rates to reduce susceptibility to attacks.

# GOAL 5   DOI DATA ANSWERS TOMORROW'S QUESTIONS TODAY.

*Create a data-centric ecosystem that allows the DOI workforce, people, community, organizations, and the public appropriate access to data on our land, water, cultural, and natural resources. Establish Findable, Accessible, Interoperable, and Reusable (FAIR) and OPEN data as a strategic asset for DOI. Strengthen data protection and support evidence-based decisions through data analytics, artificial intelligence, and data science to increase transparency, improve government operations, and build public trust.*

## Planned Outcomes

DOI staff has the skills and competencies to effectively use data to inform evidence-driven decisions. DOI has the right data in a timely manner to address policy decisions. DOI employees, States, Tribal Nations, and the public are satisfied with their data search results and have the correct data. DOI data is evidence-ready. DOI data is publicly available at the time the decision is published.

# Objective and Fiscal Year Milestone

**Objective 5.1**
FY 2025

Align data collections to the achievement of shared mission outcomes across at least two business functions that span multiple bureaus.

**Objective 5.2**
FY 2026

The DOI employees can easily find priority DOI data assets that help inform their decisions. Measures and information are provided as required in the DOI Strategic Plan. (Objective 4.1)

**Objective 5.3**
FY 2028

Lower barriers to effectively use DOI data assets to inform environmental permitting decisions.

**Objective 5.4**
FY 2029

DOI employees have data literacy, AI, and evidence-based decision-making skills appropriate for their roles and responsibilities.

**Objective 5.5**
FY 2029

Increase transparency and public trust by publishing priority DOI data for the benefit of all as defined by the Foundations for Evidence-Based Policymaking Act of 2018 (Public Law (P.L.) 115-435).

# Goal 5 Implementation Strategy

DOI's data is a strategic asset critical to the mission success of the Department's bureaus and offices. Our data strategy aligns the collection and use of data to our mission while strengthening the workforce's capacity to make effective and efficient use of those strategic assets. Data assets will become more findable and accessible through data governance and embedding data management best practices into existing programs and workflows. By leveraging these assets, DOI will enable equitable decisions regarding its workforce and its mission outcomes.

DOI missions often cross multiple bureaus. The data used to inform those programmatic decisions will become more secure, interoperable, and reusable through efforts to implement data standards and master data. Focused efforts to improve the customer experience of our data platforms will streamline data usage in products like maps and data visualizations. In partnership with human resources and the evaluation community, we will establish a department-wide learning culture that values evidence to inform decisions. As part of this strategy, we will deliver avenues for employees to develop appropriate data literacy competencies and skills to thrive in an information-rich environment.

These foundational skills will also solidify employee's ability to use and interpret AI responsibly.

To increase public trust, DOI is responsible for making all our data assets open by default unless those assets are protected by law, regulation, or government-wide policy. DOI will further increase the transparency of DOI policy decisions by publishing data coincident with the public announcement of decisions by partnering with the DOI communications program. DOI will continue to enhance our open data and improve data sharing of our protected data to the extent permitted. DOI will make it easier to publish open data through shared cloud-based investments, prioritizing those data assets most likely to be of public interest while also determining which data assets contain sensitive data and should be protected.

# IMT Investments Alignment to the Department's Strategic Goals

We work through FITARA to ensure alignment between DOI's IMT Investments and the DOI Strategic Plan. One aspect of this demonstrates IMT investments mapped to the DOI Strategic Plan Goals.

All the IMT Investments support Goal 4 of the DOI Strategic Plan.

Also, as of August 2023, the detailed analysis reflects that 103 IMT Investments align with goals 1, 2, or 3 of DOI's Strategic Plan.

**Land and Minerals Management** includes the Bureau of Land Management (**BLM**), Office of Surface Mining Reclamation and Enforcement (**OSMRE**), Bureau of Ocean Energy Management (**BOEM**), and Bureau of Safety and Environmental Enforcement (**BSEE**). There are 22 IMT Investments within the portfolio, 2 that support Departmental Strategic Goal 1, 10 that support Departmental Strategic Goal 2, and 10 that support Departmental Strategic Goal 3.

**Water and Science** includes the U.S. Geological Survey (**USGS**) and the Bureau of Reclamation (**BOR**). There are 23 IMT Investments within the portfolio, 5 support Departmental Strategic Goal 2, and 18 support Departmental Strategic Goal 3.

**Fish and Wildlife and Parks** includes the U.S. Fish and Wildlife Service (**FWS**) and the National Park Service (**NPS**). There are 28 IMT Investments within the portfolio that support Departmental Strategic Goal 2.

**Indian Affairs** includes the Bureau of Indian Affairs (**BIA**), Bureau of Indian Education (**BIE**), and Bureau of Trust Funds Administration (**BTFA**). There are 17 IMT Investments within the portfolio that support Departmental Strategic Goal 1.

**Departmental Offices** include the Office of the Secretary (**OS**), the Office of the CIO (**OCIO**), the Office of Natural Resources Revenue (**ONRR**), the Office of the Solicitor (**SOL**), and *other Departmental Offices*. There are 35 IMT Investments within the portfolio, and of these,10 support Departmental Strategic Goal 2, and 3 support Departmental Strategic Goal 3.

# 3 Integrated Governance

# Performance Management Framework

We are operationalizing the Plan as part of our Performance Management Framework (PMF). The PMF represents our implementation of Integrated Governance and our strategies for "Meeting the Mission".

We are proud to introduce our PMF. The PMF includes the entirety of the IMT Strategic Plan, the ER, and Priority Programs and Initiatives. The PMF is designed to ensure efficient, accountable, and secure management of our IMT capabilities while achieving the strategic goals outlined in this document.

The PMF is evidence and data-driven and encompasses data and direction from the DOI Strategic Plan, aligns with Government Performance Results Act – Modernization Act (GPRA-MA) Guidance, OMB Circulars A-11 and A-130, FITARA, the Data Act, Evidence Act, Cybersecurity, and the Zero Trust Framework and other IMT related guidance for the primary authorities for the mission and function of the OCIO. We used the Federal CIO Council's CIO Handbook in our design of the PMF.

The PMF enables the planning, implementation, and measurements of our success as we deliver on the promise of our Strategic Goals and Objectives, maturation of our FITARA and FISMA Programs, and our Priority Programs and initiatives, guided by our vision and mission to continuously improve the enablement of the mission of the Interior and our services to the American public.

The Plan is wholly incorporated into the PMF, detailing how we manage IMT to support our strategic objectives and adheres specifically to OMB Circulars A-11, A-130, and FITARA emphasizing effective management practices. The goals, objectives, and strategies map to, and support, our IT Portfolio of investments, Priority Programs, and Initiatives as we demonstrate the achievement of a well-managed, effective, and optimized suite of investments.

PMF data is an authoritative source and is shared between the OCIO operating divisions as well as the broader IMTLT. This comprehensive approach ensures the alignment of our budget, resource allocation, workforce data, information management, and cybersecurity, promoting accountability, transparency, and security in our operations.

A view into our PMF demonstrates the integration of program data, IT Investment Data, Cybersecurity data and metrics, activities, Enterprise Roadmap, and progress on IMTSP Objectives, data, and implementation plans for our Priority Programs such as Zero Trust Architecture, Cloud Shared Services, enterprise services and solutions, and acquisition plans.

The Plan's Objectives and Strategies are measured from the planning stage, moving through the IMT Governance processes, and to successful implementation of the IMT capability or service. Results are reviewed quarterly, progress is reported, and updates and recommended changes are tracked. These results are used to modify approaches as necessary and inform future decisions using lessons learned and best practices.

# Programs and Initiatives



The priorities on the next two pages are not a full listing of Priority Programs or Initiatives underway as there are some Programs and Initiatives, specifically driven by departmental decisions, Laws, and Guidance, that must continuously be delivered by the CIO. These programs and further details can be found on our Department of the Interior, OCIO Webpage at Doi.Gov/OCIO.

The environmental scan we performed as part of our strategic planning effort revealed a list of Priority Programs and Initiatives specifically aligned with budget and resource requests. Our approach for identifying, resourcing, and managing the Priority Initiatives are shown in two phases:

1 | **Stabilize** – Initiatives that are underway and documented through our environmental scan, and

2 | **Optimize** – Initiatives that have begun, or will begin in FY2024 and after. These Priority Programs and Initiatives are included in the PMF.

# Stabilize (FY First Entered) Ongoing Priorities

**FY2023**

**1 |** Complying with EO 14028.

**2 |** Completing EIS transition.

**3 |** Focusing on the Zero Trust program, strategy, and communications.

**4 |** Affected operational changes to reduce costs and improve service delivery.

**5 |** Synchronizing cloud and data center strategies.

**6 |** Supporting Interior Business Center (IBC) system plans (e.g., Federal Personnel and Payroll System (FPPS) and Time & Attendance).

**7 |** Reviewing and strengthening the Interior's privacy and SORN programs, inclusive of processes and meeting Privacy Act/FISMA requirements.

**FY2024**

**8 |** Initial realignment of OCIO positions to accommodate departing staff ensuring greater alignment with priorities; clearly articulate and communicate roles and responsibilities of OCIO and the OS ACIO.

**9 |** Staffing priority IMT leadership positions.

# Optimize (FY24+ Aligned with BY26 Planning)

**FY2024**

**1 |** Develop and Implement a "whole of Interior" approach to Artificial Intelligence (AI), including full adherence to the EO and OMB Implementation Guidance.

**2 |** Focus on OCIO organization, including functional analysis, workforce planning, alignment with IMT Strategic Plan, and proper staffing.

**3 |** Document and implement the Performance Management Framework.

**4 |** Clearly articulate and achieve near-term (1-year) ZTA Program goals.

**5 |** Develop and issue an Enterprise Roadmap.

**6 |** Stand up an updated governance structure to improve decision-making and transparency.

**7 |** Focus attention on the customer's digital experience.

**8 |** Improve data collection efficiency/data sharing and decrease redundant data.

**9 |** Enhance Interior's risk management framework, including a sound foundation for introducing and leveraging advanced technologies.

**10 |** Continue to mature our Security Operations Center (SOC) capabilities.

# Enterprise Roadmap

Our ER is a companion to the Plan and is integrated into the PMF. The ER provides a comprehensive view of how we will plan, strategize, identify, collect, and manage requirements, and implement priority programs and initiatives to accelerate digital transformation and improve services to the Citizens through mission delivery. Our ER also fully integrates with our IMT Infrastructure, and Cybersecurity Concept of Operations as we continue to address the ever-evolving threats. One of the main drivers of the ER is to promote enterprise approaches, such as the Bison Support System (BSS), that include and support all stakeholders while optimizing IMT resources. The ER defines our existing IMT Portfolio, aligns with our priority programs and initiatives, and serves in partnership with our IMT Portfolio Management Program and IMT Modernization Plans to expeditiously deliver essential IMT capabilities for the mission.

The ER starts with our mission and business layer, defines the data and information, and the applications and technologies included in our Departmental, Bureaus, and Office IMT strategies and plans. The ER includes a layer depicting our IMT systems and infrastructure inventory sorted by mission and business portfolios. Desired DOI mission and business improvements are identified. The ER will include DOI's intra-agency programs and IMT Investments as demonstrated within the IMT Portfolio.

Additionally, DOI's participation in inter-agency programs such as Wildland Fire is shown ensuring DOI's contribution and partnership to ensure the delivery of modern tools and capabilities. Our priority programs and initiatives are identified and scheduled by planned milestones. A particular view within the ER demonstrates systems and applications that will deploy to the cloud as well as the technology and capability changes expected with ZTA. The ER incorporates DOI plans for significant upgrades, replacements, and disposition of information systems when the systems can no longer effectively support missions or business functions.

The ER addresses the requirements as defined in IMT-related laws, and OMB Guidance, and fully embraces GSA and OMB's Modernization and Migration Management (M3) Framework.

The ER is led by our CTO with participation and engagement by the IMTLT and all divisions and offices within the OCIO. Successful delivery of the ER ensures Interior has a clear, documented means to support a strong, vibrant governance process, ensuring that investment and initiative planning is well orchestrated and that our actions align with overarching goals, strategies, and standards. Future investments are in line with the roadmap, enterprise solutions are used, and we can measure our progress. The roadmap also supports effective communications with internal and external stakeholders, helping them understand Interior's direction, and bringing clarity to how and where resources are best used in line with the Administration and Congressional direction.

## Innovation and Technological Advances

Embracing Innovation and Technological Advances is a key component of our strategies and is an integral part of the ER. There are several burgeoning advances at the forefront of our efforts. The Plan demonstrates a strong connection and interplay between these initiatives as the department works to implement them through the PMF.

## Artificial Intelligence

The OCIO, in collaboration with its partners across the Department and Federal Government, strongly encourages constructive and continuous dialogue with mission owners about the capabilities, limitations, unique opportunities, and implications of emerging artificial intelligence tools (AI) present to the Department. We understand and appreciate especially the growing demand for publicly available, commercial generative artificial intelligence (GenAI) capabilities, tools, systems, and applications across the Department's diverse missions. The OCIO will adopt a risk-based strategy to authorize the use of these capabilities as the mission requires.

## Zero Trust (ZT) Approach

As noted throughout this document, this Plan is the result of extensive collaboration, with a focus on inclusivity, adaptability, and alignment with the department's mission. It emphasizes the importance of a living document with clear measures, and it aims to modernize IMT services, workforce, and capabilities. One of our Priority Programs is the implementation of ZT strategies into all DOI's IT practices to enable our mission areas to deliver modern secure IT services to our customers. Our approach and the ZT Strategic Plan emphasize the need to modernize DOI's applications and IT infrastructure to allow our customers to easily access our IT services from any location while focusing on securing our most critical data. DOI also intends to deliver a risk management framework and cybersecurity services, guided by Zero Trust principles, with a focus on applying appropriate security controls based on the criticality of the data we are trying to protect. This approach includes synchronizing tools, processes, and resources to support partners, employees, and the department's mission. The plan also discusses the integration of secure practices and automation of device management as part of the ZT efforts.

Our ZT efforts are planned and managed through the PMF. The PMF aligns with various federal guidelines and includes data and direction from the Department's Strategic Plan, FITARA, and CISA's Zero Trust Framework. It provides transparency and accountability for budget allocation, resource allocation, workforce data, information management, and cybersecurity. Within the PMF, the plan identifies priority programs and initiatives that support ZT, including enhancing data loss prevention, intrusion prevention, and reducing susceptibility to attacks.

This Plan places a strong emphasis on embracing ZT as a key element of our cybersecurity approach. It also highlights the importance of a living document that can adapt over time, aligning with federal guidance, and fostering a culture of shared responsibility and collective innovation to address challenges effectively. Our approach to ZT is inclusive and represents diverse viewpoints, and it calls for participation and engagement from all levels across the department and its partners, including the private industry, in its pursuit of IMT excellence.

# 4 The Way Forward

Through this release, we align the Plan with the FITARA Program Maturity, the Federal Information Security Modernization Act (FISMA), and our other OCIO Management, Operations, and Delivery processes through the PMF. Underway are several efforts to review and strengthen IMT governance within the Department. The results of these efforts will be incorporated into our process for continuous program maturity for our IMT plans and operations. In support of these DOI efforts, there are several critical interfaces in place, including those with the Chief Financial Officer (CFO), Chief Acquisition Officer (CAO), the Director of Budget (POB), and the Chief Human Capital Officer (CHCO). This collaboration ensures that fiscal resources are planned during the budget formulation process to effectively allocate budgetary resources to support mission enablement, priority programs, and initiatives. FITARA requirements are embedded within our PMF.

Continuing our efforts to democratize the data and fostering innovation are central components of the Plan, enabling the department to harness the power of information and technology effectively. Alignment between our Integrated Governance and the DOI Budgeting Process (FY2024 and FY2025 plans) is fully integrated into our PMF. Two milestone actions representing this are our High-level Planning Objectives (HLPO) and our Joint Planning Document (JPD). High-level priorities for FY2026 – FY2029 will be collaboratively developed to ensure appropriate priorities are addressed and aligned with our IMT Strategic Planning and Budgeting Process.

Delivering our Plan and Integrated Governance through the PMF requires strong alignment, buy-in, and IMT leadership across the Department of the Interior. Two groups with specific responsibilities for guidance and program success are:

## Core Leadership Team (CLT)

Members serve as key advisors to the CIO and play a crucial role in the effective management, operations, governance, and implementation of IMT. As leadership for the Department, and housed within the OCIO, the CLT is responsible for ensuring alignment with all relevant IMT federal laws, guidance, and policies, while also driving innovation and efficiency within the department's IMT landscape. The CLT includes a Deputy CIO (DCIO), Chief Data Officer (CDO), Chief Technology Officer (CTO), Chief Information Security Officer (CISO), Deputy CIOs (DCIOs) for Resource Management Division (RMD), Program Management Division (PMD), Enterprise Services Division (ESD), Special Advisor to the CIO, and Chief of Staff. This team brings together a diverse set of skills and expertise to achieve these objectives and is instrumental in implementing our IMT responsibilities, vision, and Strategy.

## Information Management and Technology Leadership Team (IMTLT)

One of the cornerstones of our accomplishments has been the harmonization of efforts through partnership. The IMTLT is made up of the CLT and Associate CIOs (ACIOs) from all Bureaus and Offices. Through the Federal Information Technology Reform Act (FITARA), the CIO has delegated specific Bureau and Office IMT responsibilities to the ACIOs.

## Outreach and Sharing Our Message

There are strong efforts for outreach and messaging for IMT strategies and plans across DOI. Outreach and messaging opportunities allow us to hear diverse views about IMT needs and expectations and how they might fit into our Plan. The OCIO participated in Bureau/Office Leadership offsites and delivered multiple briefings on the Plan, the Priority Programs, and Initiatives to groups across the Department of the Interior. Ensuring our message and the Plan are seen and understood is critically important to operationalizing the Plan. One such outreach organization, which includes participants from the Office of the CIO, is Women in Information Management and Technology (WIMT). Established in 2021, WIMT is a community for Department the of Interior women and others, who are interested in information management and technology and where members can connect, learn, share, and grow. The community strives to empower the female workforce to

share experiences and discuss how to seize career opportunities in the Federal IT space. Quarterly events are held featuring a panel of experts on the future of technology, career advice, mentoring opportunities, training, and networking with others.

# 5 Conclusion

Our IMT Strategic Planning effort has included insights, guidance, and information from the IMTLT. Our IMTLT signatures are on the final page of this Plan. Our efforts to align with the Department of the Interior Strategic Plan, as well as the IMT Strategic Plans across the Bureaus and Offices provide input and contribute to this strong, enabling, and descriptive Plan.

We respectfully deliver to you a living document that serves as a compass for the Department of the Interior's journey toward achieving unparalleled IMT excellence, security, and resilience while prioritizing mission enablement, aligning with budgetary considerations, and addressing high-level departmental priorities and programs. This strategic approach ensures that the department is well-equipped to adapt to the ever-evolving technological landscape and meet its mission goals effectively.
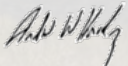
# Committed to Success

The Information Management & Technology Leadership Team, key collaborators and approvers of the plan, wholeheartedly commit to supporting the implementation of the Information Management and Technology Strategic Plan 2024-2029. These signatures signify their dedication to the plan's success.

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
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
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