



Building a 21st Century Department of the Interior

The Department has challenged all employees to take a look at the way Interior conducts business. Throughout the agency, bureaus and offices are evaluating their operations to see if there are better ways to accomplish the mission, identify management improvements, cut red-tape, better align work, and find efficiencies.

*Sally Jewell, Secretary of the Interior
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The Obama Administration continues to challenge Federal agencies to make the Nation's government more effective, to deliver more to the taxpayers, and manage Federal resources more responsibly. To meet this challenge, agencies are reviewing programs for savings opportunities, eliminating lower priority and underachieving programs, encouraging employees to identify savings opportunities, and investigating new ideas to increase the effectiveness and efficiency of government operations. The Administration's efforts focus on the following strategies with the highest potential to achieve meaningful performance improvement within and across Federal agencies:

- Concentrating on agency top priorities.
- Cutting waste.
- Reforming contracting.
- Closing the information technology gap.
- Promoting accountability and innovation through open government.
- Attracting and motivating top talent.

The Department of the Interior is working aggressively to meet the Administration's challenge on management and performance-based alignment of priorities and resources, and the progress is reflected in the 2015 President's budget request.

CAMPAIGN TO CUT WASTE

The challenging economic situation makes it incumbent upon Federal agencies to bear in mind their role as the stewards of taxpayer dollars with responsibility to ensure a high return on spending and intolerance for waste and abuse.

In three separate Executive Orders, President Obama outlined a challenge to Federal agencies to improve performance and reduce waste, fraud, and abuse across government. In response, Interior developed a plan to reduce administrative spending by \$217.0 million by the end of 2013.

Between 2010 and 2013, Interior achieved \$308.0 million in savings as compared to 2010 spending levels, exceeding its goal of achieving \$217.0 million in administrative savings by the end of 2013 by \$91.0 million. Interior's strategy capitalizes on the implementation of Department-wide policy changes in travel and relocation, strategic sourcing, and information technology consolidation. The Department's efforts in 2014 and the 2015 budget sustain these targeted administrative cost savings efforts and

support the continuation of aggressive organizational solutions to achieve greater savings in the future.

INFORMATION TECHNOLOGY TRANSFORMATION

One of the most significant undertakings to improve management effectiveness within the Department is the Information Technology Transformation initiative. In December 2010, Secretary Salazar signed Secretarial Order No. 3309 to transform Interior's information technology into an agile, reliable, and cost-effective service that more effectively allows employees to better support Interior's mission.

Interior is in its third year of implementing the multi-year IT Transformation initiative and is applying a new business model for consolidated delivery of information technology services. The successful deployment of unified messaging throughout the Department has paved the way for the next phase of Interior's IT Transformation implementation. This phase will focus on the following three critical areas:

- *Telecommunications* will provide additional bandwidth for the Enterprise Service Network, allowing bureau and office employees to meet demands for video teleconferencing, better access to cloud services, and increased use of cloud hosting.
- *End User Services*, through Enterprise Directory Services, will provide a shared directory service environment allowing bureaus to reduce time spent managing their own separate environments. End User Services will also improve IT security by consolidating access points.
- *Information Assurance Operations* provides continuous diagnostics and mitigation, a service that bureaus and offices will use to reliably and quickly understand what is on their network, the security of attached devices, and security vulnerabilities that need to be mitigated. Services will be offered to bureaus and offices to assist them to detect and respond to intrusions.

The Department's Chief Information Officer is leading these efforts in collaboration with bureau information technology staff. The Department's IT Transformation Executive Steering Committee, a senior team of bureau and departmental management executives, is providing oversight for this effort to ensure a smooth transition. Interior's 2015

Working Capital Fund includes \$8.5 million billed to bureaus and offices to support IT Transformation initiatives. Funding is critically important to invest in developing these new service areas while consolidation, workforce planning, and transition from decentralized hosted services to consolidated hosted services is underway.

FINANCIAL AND BUSINESS MANAGEMENT SYSTEM

The Financial and Business Management System is a modern, integrated, secure system that supports and facilitates improved management, accountability, and transparency in budget execution, financial management, acquisition and financial assistance, fleet and facilities management, and property management. The system continues to deliver promised improvements in functionality, consistency in reporting, standardized internal controls and processes, and improved data availability. These advances provide the tools necessary for the Department to actively manage its fiscal resources and promote efficient spending to support operations and cut waste. The system has successfully supported the Department's clean financial audits, allowed bureaus and offices to conduct quarterly closings and reconciliations, and enabled Interior to terminate the operation of numerous legacy systems.

In 2014, the Department will be transitioning FBMS hosting to a cloud environment and will continue efforts to consolidate facilities management systems to cloud hosting. During 2015, Interior will continue to develop a standardized and integrated Department level budget formulation and performance management tool, utilizing a Federal government shared service provider, to improve data quality and consistency across the Department while decreasing manual processes.

SPACE CONSOLIDATION STRATEGY

The modernization of five out of six wings within the Main Interior Building has been completed, providing new heating and cooling systems, upgraded fire alarm and sprinkler systems, fire rated stairwells and building egress routes, upgraded wiring and cabling for communications and information technology, improved lighting, a green roof, renovated rest rooms, a new cafeteria and child care center, upgraded elevators, and improved energy efficiency and sustainability. With the challenges facing the Federal Building Fund, the modernization of the

final wing of the Main Interior Building has been delayed by almost three years.

For 2015, Interior is working closely with the General Services Administration to develop a plan to consolidate staff into federally owned space and a smaller footprint, beginning with an aggressive effort in Washington, D.C. While work is underway to complete the modernization of the Main Interior Building, the Department will reconfigure space to increase the occupancy of the building complex in order to move Interior staff out of commercial space. The 2015 budget for the Working Capital Fund includes \$8.4 million to implement a recently

completed GSA contracted study on increasing capacity in the Main Interior Building and to complete the build out of high occupancy office space in the former museum wing, the stacks in the library, and elsewhere. In future years funds will be used to assist bureaus and offices in the consolidation of employees to reduce rental costs in locations including Denver, Colorado.

Through GSA's Achievement Award program, in 2013, USGS was awarded the "GSA Real Property Award for Best Adopted Practices-Real Property Process Improvements" for their space consolidation accomplishments.

