



U.S. DEPARTMENT OF JUSTICE OFFICE OF JUSTICE PROGRAMS

INFORMATION TECHNOLOGY STRATEGIC PLAN

Fiscal Years 2002-2005

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1.0 Executive Summary

1.1 Letter from the CIO

1.2 Introduction

The Office of the Chief Information Officer (OCIO) is newly created within the Office of Justice Programs (OJP). This has elevated IT from a division of the Office of Administration (OA) to its own office with responsibility over all IT initiatives within OJP. The new OCIO is moving away from the image and limited capabilities of a utility IT service provider to a trusted strategic partner in the delivery of value-added IT services. Elevating the CIO position to its current stature within OJP is a key step to accomplishing this objective.

The OCIO is making changes to processes, people and technology in order to be viewed as a strategic business partner with OJP business management. The OCIO is developing this IT Strategic Plan (ITSP) and strategic processes as part of a coordinated effort to make necessary changes in these areas. This plan and process will ensure that the OCIO can move forward with conviction and confidence in providing the IT services that enable OJP to accomplish its goals and objectives.

The primary purpose of the ITSP is to define the OCIO's strategy to support the stated business goals and objectives. The ITSP defines the major OCIO initiatives and projects that are planned and provides the guidelines through which IT projects are selected, planned, executed and measured to support the business goals and objectives. The ITSP provides a roadmap for the OCIO to accomplish these objectives and the related work to be performed over the next two to three years.

The business strategy is currently being developed by the business with the assistance of Booz Allen & Hamilton and will be completed in October 2002. For the purpose of this version of the ITSP, meetings were held with the business to gain an 80 percent confidence level that business goals and objectives listed in Section 3 of the ITSP were correct for the coming year.

This plan should be used as a roadmap and should be referred to as a starting point for all OCIO organization development and structure initiatives, IT acquisitions or development projects. It is a "living document" that should be reviewed and updated as required. Each version of the plan should be distributed widely throughout OJP so that it may be used as an effective planning tool for the entire enterprise. An office or bureau that is in need of new technology must work with the OCIO organization to ensure enhancements are aligned with the ITSP and the vision for the entire enterprise.

In this vein, some specific uses for the ITSP include:

- Describing the services provided by the OCIO
- Ensuring the OCIO organizational structure aligns with the Office's overall strategy and business initiatives
- Providing a framework for cost containment and cost-reduction activities
- Providing support for tactical (zero- to one-year) decisions
- Providing direction for strategic (one- to three-year) decisions

- Providing a framework for better technology acquisition consistent with prevalent IT-related legislation and policy.

1.3 OCIO Vision and Future Direction

The OCIO developed the following IT vision statement that reflects the IT organization's ambitious aspiration to support the business:

To be the preeminent, world-class provider of IT services within government and to be recognized as a leader in the use of innovative technology to support e-government.

In addition, the OCIO developed the following mission statement that reflects the purpose of the OCIO organization:

To provide a state-of-the-art IT environment that enables internal and external customers to succeed.

The OCIO has a vision that provides for greater use of technology in supporting e-grant/e-government, which includes providing a single, completely automated, end-to-end Grants Management System (GMS) to be used by internal and external customers. To achieve this vision, an OJP technical architecture will be defined and implemented, and the OCIO competencies, services and processes will be enhanced to ensure technology solutions are effectively delivered.

1.3.1 Near-term Focus

The primary focus for the OCIO in the near term will be GMS functionality and developing and implementing an operational data store (ODS). The following summarizes the objectives to be achieved in these two areas:

- GMS functionality:
 - GMS Build Out—Extend GMS functionality with the entire post-award process, including monitoring and closeout.
 - GMS Roll Out—Bring all offices onto the current GMS with existing functionality.
- Develop and implement the ODS:
 - Provide OCIO oversight for IFMIS and automate payments, eliminate data congruity problems like vendor numbers and CFDA numbers
 - Support and oversee the re-write of ODP
 - Ensure conformity to the GMS architecture; could be integrated with GMS or FEMA.

1.3.2 Long-term Focus

The high-level roadmap of OCIO key initiatives is designed to show the approximate timing of key initiatives during the next two to three years.

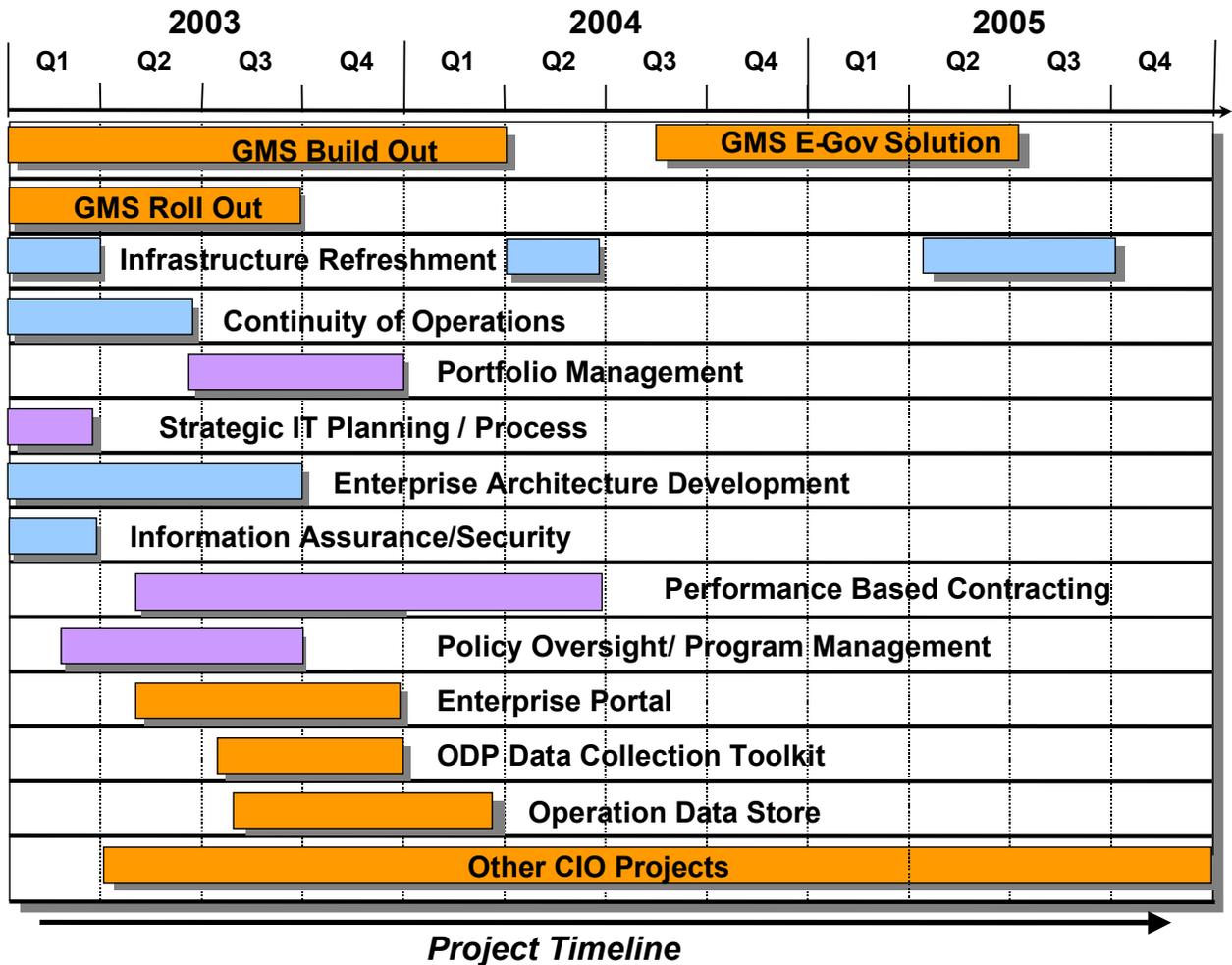


Figure 1. Project Timeline

Orange—Represents new application/technology functionality initiatives

Purple—Represents management/IT process initiatives

Blue—Represents infrastructure/architecture initiatives

Each of the initiatives includes a number of projects that are necessary in order to accomplish the initiative. Specific projects and a more detailed description of these initiatives are provided in Section 5 of the ITSP.

1.4 Conclusion

There are several significant critical success factors that the OCIO will need to focus upon to be successful in the management and delivery of the key IT initiatives. Not only are these critical success factors key to the initiatives, but also are significant to turning the corner from being a utility IT service provider to becoming a strategic IT services partner. These critical success factors are:

- Transitioning from utility services to value-added services
- Managing contracts and relationships
- Managing service levels and expectations
- Designing the OCIO organization for value.

The OCIO will stay in lock step with the OJP business by utilizing an “evergreening” process. Evergreening is the process of regularly updating or upgrading the ITSP to keep it “fresh” or current. The evergreening process provides for incorporating OJP’s business strategy into the OCIO IT strategy planning process. OJP, in conjunction with the OCIO, should perform a periodic review (i.e., at least annually) of the strategic plans to ensure that they are meeting the goals and objectives. Details of the evergreening best practices are located in a separate ITSP Appendix.

2.0 Business Strategy

2.1 Purpose

This section provides an overview of the OJP's current business context (i.e., the vision, significant challenges, goals and drivers that are defining OJP's business direction). Additionally, it identifies potential opportunities where technology can be applied to better support or improve the business.

This ITSP focuses on OJP's strategic goals and implementation strategy for two reasons:

- To ensure that each key IT initiative is solidly linked to at least one business strategic goal with measurable success factors and outcomes
- To provide the context through which the OCIO can discuss opportunities for technology to further enable and improve the business.

The content presented in this section is based on OJP's strategic documents and employee interviews. The interviews were important in establishing the real-world business environment that is essential to the planning process and critical to developing an actionable ITSP. The interviews also engaged OJP business personnel in the ITSP process and began to establish shared ownership with the OCIO for this plan.

The Office of Budget and Management Services (OBMS), with the support of Booz Allen & Hamilton, is currently developing OJP's business strategy. The following is a preliminary understanding of the business strategy that was approved by OBMS with the understanding that it will be modified once the final business strategy is in place.

2.2 OJP's Organization

OJP works in partnership with Federal, state, local and tribal governments to provide Federal leadership in developing the nation's capacity to prevent and control crime, administer justice and assist victims. This is a dynamic environment and the organizational structure is changing as a result of the recent reorganizations. OJP's bureaus and offices administer a variety of activities:

- The *Bureau of Justice Assistance* (BJA) provides leadership and assistance in support of state, local and tribal justice strategies to achieve safer communities. Its program activities focus on reducing and preventing crime, violence and drug abuse and improving the overall functioning of the criminal justice system. Recent reorganizations have consolidated The Drug Court Program Office (DCPO) and Corrections Program Offices (CPO) under BJA.
- The *Bureau of Justice Statistics* (BJS), the statistical arm of the Department, collects and reports on a portfolio of statistics focusing on crime and the operation of the justice system. BJS, through its grant activities, also assists state and local governments with the development of justice information systems and the collection, analysis and dissemination of statistical data.

- The *National Institute of Justice* (NIJ) is the principal Federal agency for research on crime. Its role is to build knowledge regarding “best practices” and “lessons learned” and to develop tools and technologies to help the criminal justice community prevent and control crime.
- The *Office of Juvenile Justice and Delinquency Prevention* (OJJDP) provides national leadership, coordination and resources to develop, implement and support effective methods to prevent and respond to juvenile delinquency and child victimization.
- The *Office for Victims of Crime* (OVC) provides Federal resources to support victims’ assistance and compensation programs around the country. OVC activities enhance the nation’s capacity to assist crime victims and provide leadership in changing the attitudes, policies and practices to promote justice and healing for all crime victims.

OJP’s program offices administer program activities designed to assist state, local and tribal governments as follows:

- The *Office on Violence Against Women* (OVAW) coordinates the Department’s legislative and other initiatives relating to violence against women and administers a series of grant programs to help prevent, detect, and stop violence against women, including domestic violence, stalking and sexual assault.
- The *Executive Office for Weed and Seed* (EOWS) helps communities build stronger, safer neighborhoods by implementing the Weed and Seed strategy, a community-based, multi-disciplinary approach to combating crime. This office is approved for transfer to the Office of Community Preparedness
- The *Office for Domestic Preparedness* (ODP) is responsible for enhancing the capacity and capability of state and local jurisdictions to prepare for and respond to incidents of domestic terrorism. This office is tentatively scheduled to transfer out of OJP.
- The *Office of the Police Corps and Law Enforcement Education* (OPCLEE) provides college educational assistance and professional leadership training to students who commit to public service in law enforcement, and scholarships with no service commitment to dependents of law enforcement officers killed in the line of duty.

OJP has a number of shared service providers in addition to the bureaus and program offices. This includes the Equal Employment Opportunities (EEO) Office, OBMS, Office of General Counsel (OGC), Office of the Controller (OC), Office for Civil Rights (OCR), Office of Congressional and Public Affairs (OCPA), and Office of Administration (OA). These offices perform specific services for the bureaus and programs and all require OCIO support.

Source: Modified from the DOJ, “The Fiscal Year 2000 Performance Report and Fiscal Year 2002 Performance Plan.”

2.3 OJP's Vision and Mission

OJP's vision statement is as follows:

OJP strives to reduce crime by assisting the nation's criminal and juvenile justice systems and to make these systems more responsive to the needs of state, local and tribal governments and their citizens.

Source: Based on OIG Audit Report No. 01-22, August 2001; 2002 DOJ Strategic Plan; and 8 November 2001 letter by John Ashcroft.

OJP's mission statement is as follows:

To provide federal leadership in developing the nation's capacity to prevent and control crime, administer justice and assist crime victims.

Source: Based on OIG Audit Report No. 01-22, August 2001; 2002 DOJ Strategic Plan; and 8 November 2001 letter by John Ashcroft.

2.4 OJP's Challenges

Achieving OJP's goals and mission will not be without its business challenges, several of which were identified during the data collection stage (interviews and documentation review). The bullet points below highlight some of the greater challenges that OJP will need to address in pursuit of its core mission.

This first listing identifies areas for improvement within DOJ and the Federal Government that will have an impact on OJP:

- Information Systems Planning and Implementation—OIG audits, inspections, evaluations and special reports identify opportunities to improve the planning and implementation of mission-critical computer systems in DOJ and to ensure these systems provide timely, useful and reliable data.
- Computer Systems Security—This is an area receiving greater focus as a result of recent threats.
- Financial Systems—Ensuring Federal financial systems produce useful, reliable, and timely information to support operating, budget and policy decisions is a key initiative within the President's Management Agenda.
- Grant Management—Overall, OIG reviews have found that many grantees did not submit required program monitoring and financial reports and that program officials' on-site monitoring reviews did not consistently address all grant conditions.
- Electronic Government—Part of the President's Management Agenda is to use IT to create new and efficient solutions that maximize interoperability and minimized redundancy within and across agencies.

Source: 31 December 2001 Memorandum from Glenn A. Fine, Inspector General "Top Management Challenges in the Department of Justice—2001 List" and Executive Office of the President, Office of Management and Budget, "The President's Management Agenda" Fiscal Year 2002"

The following items are challenges specifically identified for OJP:

- **Complicated Management Processes**—OJP contains multiple program offices with varying reporting responsibility to OJP, DOJ, Congress, The White House, and other Federal organizations.
- **Limited Internal Communication**—Most OJP offices have limited communication with each other and have developed separate processes for similar tasks.
- **Staffing Level Limits**—Hiring restrictions require OJP to better utilize existing staff.
- **Changing Federal Mandates and Regulations**—Like many Federal agencies, OJP needs to constantly adapt in order to comply with changing regulations
- **Greater Accountability**—There is an increase demand being placed on OJP from Federal organizations (OMB, The White House, Congress) to report on its grant-making and statistical reporting activities.

2.5 OJP's Business Drivers

A business driver is some external or internal pressure or initiative that impacts the way an organization approaches its business. These are either direct pressures (e.g., entrance into a new market) or indirect pressures (e.g., new competition). The primary business drivers (discovered during the ITSP development process) facing OJP include:

- **Compliance with Federal mandates and regulations:**
 - **Federal Acquisition Regulation (FAR):** The vision for the Federal Acquisition System is to deliver on a timely basis the best value product or service to the customer, while maintaining the public's trust and fulfilling public policy objectives.
 - **A-76:** Compete what is not a core competency of the Federal Government.
 - **508 Compliance:** To make Web-enabled technologies reasonably accessible to disabled customers.
 - **Federal Financial Assistance Management Improvement Act (FFAMIA, Public Law 106-107):** improve delivery, effectiveness and performance of the Federal Grant program to the public.
 - **Government Performance and Results Act (GPRA):** Requires agencies to set goals, measure performance and report on their accomplishments. The Act describes how an agency's IT investments should directly support the accomplishment of these goals.
 - **Paperwork Reduction Act (PRA):** Requires agencies to minimize the paperwork burden resulting from the collection of information by or for the Federal Government.
 - **Government Paperwork Elimination Act (GPEA):** Requires the Office of Management and Budget (OMB) to include IT alternatives that provide for

- electronic submission, maintenance or disclosure of information as a substitute for paper, and for the use and acceptance of electronic signatures.
- Federal Acquisition Streamlining Act (FASA): Requires agencies to define cost, schedule and performance goals for Federal acquisition programs (to include IT projects) and monitor these programs to ensure that they remain within prescribed tolerances. If a program fails tolerance, FASA requires the agency head to review, take necessary actions and, if necessary, terminate the program.
 - Improvements to the Grants Management Process:
 - More efficient and accurate processing (i.e., faster, greater automation, standardized processes)
 - Improved collection and reporting of metrics
 - Improved record keeping (i.e., financial and statistical)
 - Technology and enhanced security:
 - GSRA mandate.

2.6 OJP's Business Goals and Objectives

OJP's business strategy is currently in development by OBMS and will be based on its core mission. Preliminary goals and objectives were developed to give guidance to the ITSP. These components will be modified once the business strategy is completed. The five preliminary strategic goals were developed along with specific objectives on how OJP will meet each goal. The following are the current strategic planning goals and objectives:

1. Identify, prevent and reduce crime and violence by assisting state, tribal, local and community-based programs with innovative strategies for ensuring safe and just communities:
 - Improve the crime fighting and criminal justice administration capabilities of state, tribal and local governments
 - Reduce youth crime and victimization through assistance that emphasizes both enforcement and prevention
 - Support innovative cooperation and community-based programs aimed at reducing crime and violence, and promote resolution of racial tension.
2. Build partnerships that strengthen Federal, state and local government and community capacities:
 - Improve the accessibility of information by, and the service to, state and local law enforcement, crime victims and other constituencies
 - Develop and implement a service plan that is citizen-centered and includes appropriate online citizen accessibility.

3. Strengthen OJP human resource recruitment, retention and performance to ensure a workforce that is skilled, diverse and committed to excellence:
 - ❑ Coordinate training effort to elevate and maximize employee skill and performance.
 - ❑ Strengthen policies to attract a highly qualified, diverse workforce.
 - ❑ Link individual performance reviews to the performance of OJP business objectives
 - ❑ Develop consistent, OJP-wide hiring policy that is consistent with DOJ.
4. Ensure professionalism, excellence, accountability, efficiency and integrity in the management and conduct of OJP activities and programs:
 - ❑ Develop performance-based, mission-focused OJP leadership and develop and maintain grant management accountability mechanisms to ensure proper disbursement and monitoring of funds.
 - ❑ Restructure OJP (admin and support) by streamlining, eliminating or consolidating duplicative OJP functions.
 - ❑ Improve the accountability, reliability and efficiency of the grant process.
5. Utilize technology to improve OJP:
 - ❑ Improve OJP financial performance and strengthen internal financial systems and promote the efficient and effective use of resources to ensure public trust and confidence
 - ❑ Improve the integrity and security of OJP computer systems and make more effective use of IT
 - ❑ Develop and implement a uniform grant application system
 - ❑ Develop a comprehensive information technology plan to support strategic goals and improve information management
 - ❑ Move more toward Internet and Intranet technologies to distribute OJP information and to reduce the amount of printed materials.

Source: Based on OIG Audit Report No. 01-22, August 2001; 2002 DOJ Strategic Plan; and 8 November 2001 letter by John Ashcroft.

OJP's five business strategic planning goals reflect a strong focus on its core mission and recognize IT as a key partner in achieving these goals and supporting the mission. Future iterations of OJP's ITSP will and must maintain this mission focus and business/IT partnership. OJP looks to become an IT enabled business—a concept that, due to necessity, is quickly becoming a reality in commercial companies and other government agencies. Although it varies from one organization to the next, business and IT managers are beginning to focus on aligning IT with the business (i.e., viewing IT as a business enabler) to exploit new business opportunities. This is explained in further detail in the separate Appendix.

2.7 Potential Benefits of Improved Technology Usage

By envisioning IT as a business enabler, it is relatively easy to identify opportunities to use technology to provide additional benefits and improve the business. This improvement in technology usage has the potential to provide a range of qualitative and quantitative benefits for OJP. The following is a sample list of benefits identified during the ITSP development process:

- Improved data accuracy and quality
- Improved access to data for analysis and decision-making
- Improved productivity through coordinated, effective use of technology
- Cost-reductions through consolidating IT purchase and licensing contracts
- Better outreach and service to OJP's end-user community.

3.0 The OCIO Mission and Strategy

3.1 Purpose

The OCIO is newly created within OJP. This new office has elevated IT from a division of the Office of Administration to its own office with responsibility over all IT initiatives within OJP. The OCIO is in the process of transitioning its IT service offerings and image within OJP. The OCIO is moving away from the image and limited capabilities of a utility IT service provider to a trusted strategic partner in the delivery of value-added IT services. This change is consistent with the directives of the Clinger-Cohen Act of 1996 law, which mandates how Federal agencies will manage their information systems as well as many CIO responsibilities.

Elevating the CIO position to its current stature within OJP is a key step to accomplishing this objective. In order for the OCIO to be viewed as a strategic business partner with OJP business management the OCIO is making changes to its processes, people and technology.

As part of a coordinated effort to make necessary changes in these areas, the OCIO developed this ITSP and strategic processes. This plan and process will ensure that the OCIO can move forward with conviction and confidence in providing OJP with the IT services that will enable OJP to accomplish its goals and objectives.

The OCIO must be properly aligned with the DOJ IT strategic vision in order to accomplish some broader DOJ objectives. Some of these objectives include using DOJ common architecture technology components when feasible and enhancing security of the OJP technical environment. The OCIO must therefore be effective in balancing the broader needs of DOJ with the specific business needs of OJP.

As a primary focus over the next three years, OJP will have a central aim of developing and implementing an e-government vision. OJP will begin making e-government a reality in 2003 by automating most of the functions of the grants management process and enhancing the current GMS. By 2004, most of the concepts of grant management automation that have been developed will have been implemented. In addition to grant management, the OCIO will begin its focus on developing an enterprise portal that will be of great value to all OJP bureaus and offices. The enterprise portal, in combination with OCIO Web services and content management policy, will bring a more consistent framework and organization to the various OJP Web sites that exist today. Finally, to make e-government a reality, OJP must have an enterprise architecture that supports the technology that can be leveraged by OJP bureaus and offices while supporting the broader aims of DOJ.

OJP will approach its e-government objectives utilizing an e-government framework. This will ensure that the e-government initiatives will be effectively planned for and that the benefits and implementation plans continue to meet OJP business objectives. OJP's

framework for evaluating the deployment of an e-government strategy covers three areas:

- *Service levels to constituents* (For example: Is the service what OJP needs? Are they using it? Does it provide greater value at a lower cost than offline service?)
- *Operational efficiency* (For example: Are online transactions reducing government costs?)
- *Political return* (For example: Is the e-government initiative increasing consensus? Are there any positive effects on the economy and the society at large?).

Although the framework is not designed to rank initiatives from the most to the least valuable, it will enable OJP to reprioritize established initiatives and identify new initiatives that are required. Details of the E-Government Assessment Framework can be found in the separate Appendix.

3.2 OCIO Vision and Mission

The OCIO management team has carefully considered the OJP business mission, goals and objectives that were available at the time that this strategic plan was being developed (August 2002). The purpose of this review was to ensure that the OCIO would effectively support the OJP business model. While developing the IT mission and vision, OJP was in the process of developing the OJP strategic plan. Utilizing the best information available at the time, the IT management team has crafted the following OCIO vision statement:



The vision statement reflects the IT organization's ambitious aspiration to support the business.

The OCIO mission reflects the purpose of the organization. The following statement reflects the OCIO mission:



3.3 OCIO Goals and Objectives

The OCIO goals and objectives were developed after meeting with OJP business. At the time of developing the OCIO ITSP, OJP was establishing its business strategy through efforts facilitated by Booz Allen & Hamilton. The OCIO presented understood business goals and objectives identified through the readings of key DOJ and OJP business documentation. Strawmodel business goals and objectives were presented to OJP business representatives who were asked to validate that the business goals and objectives were accurate within an 80 percent confidence level. Upon receiving OJP's endorsement of the business goals and objectives, the OCIO formulated the following IT goals:

- Share secure information quickly, easily, and appropriately—inside and outside OJP
- Provide reliable, trusted, and cost-effective services
- Enhance OJP business process effectiveness and performance
- Refresh the technical infrastructure with cost-justified current technologies
- Promote enterprise solutions across OJP bureaus and offices
- Implement IT solutions that clearly support OJP business objectives
- Ensure professionalism, excellence, accountability, efficiency, and integrity in the management and conduct of OJP IT activities and programs
- Position OJP as a leader in the adoption of e-grant/e-government initiatives.

Proper and effective goals establish the foundation for the strategy and primary work initiatives that will be performed during the next two to three years. It will be shown later in the ITSP that the prioritization of OCIO initiatives is based on the strength of each initiative in supporting OCIO goals.

In addition to long-term goals, the OCIO has developed a set of objectives that are aligned with and support the OCIO goals. The objectives are designed to be accomplished within 12 to 18 months and will be measurable.

3.3.1 OCIO Objectives

- Improve OJP financial performance and strengthen internal financial systems through improvements to IFMIS
- Transition to Web-based technologies to distribute OJP information and to reduce the amount of printed materials
- Ensure 100 percent of project requests are evaluated within a governance process
- Enhance the IT reward recognition program for outstanding performance and leadership
- Link individual performance reviews to the performance of OJP IT goals and objectives
- Maintain and improve customer satisfaction to align with best business practices
- Educate customers regarding the IT governance process.

The OCIO is developing a dashboard, or scorecard, that will keep the objectives visible to the organization so that progress can be easily understood.

3.3.2 Near-term Focus

The primary focus for the OCIO during the next 12 months will be on GMS functionality and developing and implementing an ODS. The following summarizes the objectives to be achieved in these two areas:

- GMS functionality
 - Bring all offices onto GMS with existing functionality
 - Extend GMS functionality with closeout, monitoring and site survey.
- Develop and implement the ODS:
 - Assume control of IFMIS and automate payments, eliminate data congruity problems like vendor numbers and CFDA numbers
 - Support and oversee the re-write of ODP and ensure it conforms to the GMS architecture; could be integrated with GMS or FEMA.

3.4 OCIO “To-Be” and “As-Is” Environments

3.4.1 OCIO “To-Be” Environment

A “To-Be” conceptual technical environment and OCIO services model has been developed that will ensure that the OCIO is consistently working towards its mission and vision. The conceptual technical environment model is essentially comprised of the GMS and the OJP technical architecture model. The OCIO services model provides for improvement in competencies and processes that produce OCIO technical solutions.

“To-Be” GMS

OJP's IT strategic vision for grant management includes a single, completely automated, seamlessly integrated, end-to-end GMS. This system would support the business process from the initial grant application, to:

- Subsequent reviews and awards
- Disbursement of funds,
- Online collection and analysis of progress reporting
- Financial disclosure from the awardees.

This system must provide ease of use by internal and external customers and deliver automated, detailed financial and statistical performance measures to determine the efficacy of grant programs in support of law enforcement. The development of tangible and demonstrable evidence of the value of grant strategies is paramount.

The system will provide analytical tools and techniques, using external data sources as appropriate, to support “continuous improvement” as part of the DOJ grant making business strategy. The approach is to determine those grants that provide the most public good in crime reduction. This will support the decision to apply future grant funds, or apportion funds within a single grant program, to those areas and jurisdictions that produce the greatest benefits.

The system will assist the offices and bureaus in providing the appropriate amount of grant money in a timely manner, in response to the largest challenges in law enforcement and crime reduction. Finally, this system will support the back-office grant-making for all of OJP and other government agencies to accomplish the e-grant/ e-government strategic goals.

“To-Be” Technical Architecture

The primary difference in the “To-Be” environment is that OJP becomes the primary source for grant processing within the government. In this scenario the grant applications and communication will flow through OJP's Grants Management Facility. This Facility will administer the grant applications for OJP as well as other grant-making agencies within the government.

The high-level enterprise architecture models for the OJP grant process are located in a separate ITSP Appendix. These models are based on the same approach taken in the Federal Grants Pilot Architecture from the CIO Council, which is a pilot of the Federal Enterprise Architecture Framework (FEAF). This pilot used the DOD C4ISR products/models in place of the loosely defined FEAF products.

“To-Be” OCIO Processes

Based upon the needs of the OCIO and the planned activities for 2002 and 2003 the OCIO will focus on process improvement for the following processes:

- Managing human resources
- Communicating management aims and objectives
- Problem management
- Service-level management.

Even though there are other processes that do require work, it is believed that improving these four processes will provide greater value to the OCIO than other process improvement at this time. The specifics for process improvement for these processes are described in the separate ITSP Appendix under Management and Key Operations Process Assessment Detail.

3.4.2 OCIO “As-Is” Environment

“As-Is” GMS

OJP currently has several grant systems with divergent technologies and varying approaches to the business processes. These systems have limited and disparate means of analyzing strategic law enforcement and crime reduction results. These current systems include paper-based systems as well as “islands of automation,” where the end-to-end process is only partially achieved and loosely integrated with the financial/payment systems. The performance metrics and determination of the efficacy portions of the business are almost entirely unsupported via automation.

“As-Is” Technical Architecture

Grant applicants come from many different types of organizations, including research institutions, state, local and tribal governments, universities, schools, and other organizations (including non-profits). These organizations apply for the various program area grants, and some are awarded and become grantees. Payment of the grant monies flows through the U.S. Department of Treasury. Another aspect of the OJP business is to respond to inquiries and requests from non-grant customers such as the general public, media, other agencies and Congress. These requests are for information such as clarification on grant funding, statistical data and published reports.

The aging infrastructure, desktop environment and disproportionate number of servers at OJP must be addressed to support the “To-Be” vision. The enterprise architecture is critical to identifying the process to resolve these issues.

“As-Is” OCIO Processes

The “As-Is” OCIO processes can be described at a high level in lacking precise definition with clear roles and responsibilities. Additionally, most of the operation processes lack clear process linkage definitions from one process to another that can contribute to some inefficiencies. Examples for this situation would include lack of integration definition between Problem, Change, and Release Management processes. For some of the OCIO management processes such as project management, more precise definitions are needed as well as a clearer understanding of the competency levels required to provide various levels of service. The details of the “As-Is” OCIO process environment are located in the separate ITSP Appendix under Management and Key Operations Process Assessment Detail.

3.4.3 Roadmap From “As-Is” to “To-Be”

This ITSP lays the framework for moving from the "As-Is" to the "To-Be" environment. The roadmap is located in Section 6 of the ITSP following the description of the key initiatives that are planned to be performed over the next several years.

3.5 The OCIO Challenges

The OCIO has a number of key challenges it will need to meet in order to transition to a strategic business partner within OJP and to fulfill its vision and mission. Transitioning from the perceived utility service to a value-added business partner requires a new service oriented mindset and guiding principles to successfully navigate the journey. Keys to making this type of transition are:

- Effective leadership and communications
- Accountability
- Reliability—through dedication to process and service levels
- Performance—through proven and tested technology.

The OCIO is building an action plan that ensures progress is made on each of the four focus areas listed above. Currently, the OCIO management team is in place to ensure that proper leadership is brought to bear on OCIO projects and initiatives. Additional work is needed to establish formal and regular communications forums for management to communicate within the OCIO organization and with customers of OCIO services. The OCIO will work effectively with the newly formed Corporate User Group (CUG) to ensure that there is always a clear understanding of current OJP business and technology issues. This will allow the OCIO to be positioned to consistently deliver value-added services.

The OCIO will establish and maintain accountability with clearly defined roles and responsibilities for each process. Accountability will ensure that someone is clearly tasked with the delivery of the key OCIO services. As the OCIO continues to demonstrate accountability through improved project management competencies and management practices, the OJP business partners will view the OCIO as a strategic partner necessary to achieve OJP goals.

Reliability will continue to improve as the OCIO utilizes more standard processes by which it delivers its services. In 2002, there is very little in place in terms of standard and repeatable processes. The reliability that OJP customer's experience today is often through heroic efforts by some OCIO staff utilizing ad-hoc methods to deliver services. As OJP refines its processes by utilizing industry best practices, reliability will be enhanced.

Overall performance of the OCIO will be enhanced through planned human management initiatives to improve skills and competencies of OCIO personnel. In addition, some reorganization will occur combined with selective outsourcing to enable more efficiencies in the delivery of OCIO services. Finally, a few key metrics will be collected and monitored to provide better assurance that services are kept at required standards.

4.0 Key OCIO Services

The OCIO provides mission-critical support to the entire OJP organization. This support ranges from GMS-related support to desktop applications to technical hardware and software support. In this capacity, the OCIO provides technical and functional support while identifying innovative technology to support OJP goals.

The OCIO maintains a small staff of approximately 25 full-time OCIO employees. The OCIO services staff is highly leveraged through the use of external IT contractors with approximately 85 contractors providing services during any given month.

4.1 Application Support

GMS

Description

GMS is the primary system supported by the OCIO. GMS is a mission-critical application that provides the platform for grants management, which is the primary business of OJP.

New Development

The OCIO is responsible for new development, or enhancement, of GMS. This critical process involves identifying user requirements, evaluating the current state of GMS and enhancing the application accordingly.

The OCIO has just completed the second phase of a project that has added significant benefit for GMS users. This development has:

- Improved system up-time
- Enhanced access for grant applicants
- Addressed internal processing issues
- Improved support of internal users
- Improved data integrity, the user interface and the system platform
- Improved scalability allowing GMS adoption by all OJP offices and bureaus.

Innovation

The OCIO continues to seek improvement for GMS. This objective is supported by open communication with users and ongoing research and evaluation of technology. The OCIO has established the Corporate User Group (CUG) to collect feedback and suggestions for GMS. The OCIO has also authorized a detailed Analysis of Alternatives (AoA) for GMS.

The next objective for GMS is to expand the system to include all phases of grant management including pre-award, award, monitor and closeout. The OCIO is currently assessing alternatives to accomplish this objective.

Legacy Applications

Description

The OCIO currently supports a large number of “legacy applications” used by the various grant managers within OJP. These applications vary in complexity from a spreadsheet to an Access database and have been developed by grant managers to address requirements not previously met in GMS.

Data Management

The OCIO provides support for managing and processing the data produced by the legacy applications. This includes the manual evaluation, correction and transfer of data among legacy applications and between legacy applications and GMS.

Integration

The OCIO is closely evaluating all legacy applications. The result of this evaluation will be to:

- Identify duplicate processing
- Retire/replace legacy applications as appropriate
- Integrate processing into GMS.

IFMIS

Description

IFMIS is the financial system for OJP. Currently, this system is under the control of the Office of the Controller for OJP.

Complete Management

The OCIO will assume complete ownership of IFMIS. This ownership will include responsibility for complete technical and application support as well as all new development.

4.2 Help Desk Support

Description

The OCIO currently provides help desk support to all users of services within OJP. This includes hardware and software support as well as user training. The OCIO also provides the GMS call center that assists internal and external customers with IT issues related to the grant process.

User Support

- The OCIO help desk defines and supports desktop images
- Uses a standard tool for contact and knowledge management
- Provides a single point of contact and 24x7 staffing
- Manages IMAC requests
- Provides a three-tiered support structure
- Executes hardware and software purchases on behalf of customers.

Training

Application training classes are regularly provided for customers. The help desk coordinates, schedules and manages the training classes.

4.3 Desktop and Back-office Support

Desktop

The OCIO provides complete desktop support. This includes:

- Telephone support via the help desk
- Desk-side support as needed
- Hardware and software purchase and installation
- Staging, or setup, of desktop machines.

Back-office

Back-office processing is currently provided for OJP by IFMIS. The OCIO currently provides technical support for the system. The OCIO is in the process of assuming complete ownership of IFMIS.

4.4 Operations Support

The OCIO provides operations support for all of OJP. This includes hardware, software and network support. While the OCIO supports the entire IT infrastructure for OJP, two applications require the majority of support. These applications are GMS and IFMIS.

GMS

The OCIO provides support for the hardware and software of GMS. This includes responsibility for system uptime, availability, backup and recovery. The OCIO is also responsible for application enhancement and hardware refresh.

IFMIS

Currently, the OCIO provides hardware and network support for IFMIS. The OCIO is in the process taking complete ownership, and responsibility, for IFMIS.

4.5 IT Security Support

Description

Security is a critical consideration for OJP. The OCIO recognizes the need for this by providing data security for all of OJP. This includes responsibility for:

- User access/logon
- Data security and protection
- Intrusion detection, response and prevention
- Internal and external data access
- Recovery procedures for a security breach
- Security certification and accreditation of production systems.

The OCIO is dedicated to supporting OJP objectives while providing an appropriate level of security. By design, this security should safeguard OJP data with minimal intrusion into the business processes.

4.6 Provide Technical Architecture

The creation of an IT architecture should focus on the development of a framework and guidelines for building new systems or selecting software packages. The biggest payoff from having an IT architecture is the ability to guide developers in the use of a consistent set of building blocks, tools and methodologies. Such guidelines will assist developers when they start to develop a new application, begin the selection of a new application package, or approve the extension of the IT infrastructure. The architecture document, or the electronic version of it, must provide the up-to-date selections and the rationale for why they were chosen.

The benefits of utilizing an IT architecture must be evident to all, especially to the OJP business community. The primary benefit is the increased ability to share information across OJP and across functions and to avoid the stovepipe systems of the past. In OJP, the need for sharing continues to grow—whether based on shared services, customer data, vendor experiences, data warehousing, or the growing use of intranet and extranet (e-government) for lowering costs of operations and improving performance. Clearly, support costs are lower with a sound architecture (in the same sense that supporting two products instead of five is less costly), and the flexibility to make changes and insert new technology is another important advantage for most architectural frameworks. In the distributed computing environment, network system management and total cost of ownership are much improved through the use of an IT architecture.

The high-level technical architecture is located in the separate ITSP Appendix.

5.0 OCIO Key Initiatives

The OCIO key initiatives have been identified as those work efforts that support the OJP goals and objectives that have been established for the next two to three years. An initiative is defined as a major work effort that usually has more than one project defined to achieve its objective. A project is considered to be an effort of more than one month or costs of more than \$100K with a budget allocated for its completion.

The following pages show a summary of each initiative's purpose, key projects, and time of initial deployment. Additional cost and benefit information will be determined as the initiative and supporting projects become more clearly defined.

Key Initiatives	Timeframe
1. GMS Build-Out (adding functionality)	1Q04
2. GMS Roll-Out (adoption by program offices)	3Q03
3. Infrastructure Refreshment	1Q03
4. Continuity of Operations	2Q03
5. Portfolio Management	4Q03
6. Strategic IT Planning/Process	1Q03
7. Enterprise Architecture Development	3Q03
8. Information Assurance/Security	1Q03
9. Performance-based Contracting	2Q04
10. Policy Oversight/Program Mgt. & Development	3Q03
11. Enterprise Portal	4Q03
12. ODP Data Collection Toolkit	4Q03
13. Other OCIO Projects (including ODS)	

5.1 GMS Build-Out

To address the planning, design, development and implementation relative to the Grants Management System (GMS). This initiative will support grant management business process modifications, e-Grant requirements, and encompasses both short-term and long-term goals to serve the entire e-Government grant community.

Key Projects	Timeframe
1. Sub-grant reporting	2Q03
2. Progress reporting	2Q03
3. Monitoring	3Q03
4. Closeout	3Q03
5. Grant Adjustment Notice (GAN)	3Q03
6. Grant Binder	4Q03
7. State Criminal Alien Assistance Program (SCAAP)	4Q02
8. Adaptation of eGrants to eGovernment	4Q04

Outcome

The overall goal of this initiative is to provide seamless automation of the full range of announcement, solicitation, application, evaluation, award, monitoring and closeout of a grant. This will greatly increase the efficiency of grant management within OJP.

5.2 GMS Roll-Out

To make GMS the sole grant system for all grant-making offices within OJP. This will involve training offices on the enhanced capabilities of GMS and migrating their current information and processes into the GMS system. The timeframe listed below indicates full migration to GMS for all grant awards. OJP offices not listed have achieved full migration into GMS.

Key Projects	Timeframe
1. OJJDP	2Q03
2. BJA	2Q03
3. OVC	2Q03
4. NIJ	3Q03
5. BJS	3Q03

Outcome

One system for all grant operations within OJP will create significant operational and support efficiencies.

5.3 Infrastructure Refreshment

To assess and refresh as necessary the IT infrastructure components such as network, routers, switches, etc. The refresh schedule should be on a three- to four-year refresh schedule depending on incident rates and improvements made in the industry.

Key Projects	Timeframe
1. Routers and Switches	Start 4Q02
2. Microsoft	1Q03

Outcome

Keep OJP current in technology and keep maintenance and support costs down.

5.4 Continuity of Operations

IT service continuity management is concerned with the ability to continue to provide a pre-determined and agreed level of IT services to support the minimum business requirements following a business service interruption.

Key Projects	Timeframe
1. Continuity of Operations	2Q03
2. EMC Expansion	1Q03

Outcome

Effective continuity will enable OJP to continue operations at minimum levels of business operation that are required following an incident, and the necessary systems, facilities and service requirements.

5.5 Portfolio Management

To develop a project portfolio that enables the IT investment to achieve the highest business value or return across the organization. The portfolio management approach is based on aligning projects/initiatives with the mission. The process must include a disciplined prioritization process, which requires understanding of the business goals and being able to balance multiple evaluation criteria. Finally this process must be able to match resources to projects and managing the investments throughout their life cycles.

Key Projects	Timeframe
1. Project Management Tool	
2. Repeatable Process	4Q03

Outcome

Enables OCIO to manage and work on projects that will provide the highest value to OJP on a continuous basis.

5.6 Strategic IT Planning/Process

To define a Strategic IT Planning Process that strikes an optimum *balance* of information technology opportunities and IT business requirements as well as ensuring delivery of information to the business that addresses the required outcomes. The strategic planning process includes an evergreening process to ensure the plan is updated on regular intervals and results in long-term plans. The long-term plans should periodically be translated into operational plans setting clear and concrete short-term goals.

Key Projects	Timeframe
1. IT Strategy Development (includes 1 st Evergreen Process)	1Q03

Outcome

Will enable OCIO to have a plan in place that is current and is in line with the OJP business objectives.

5.7 Enterprise Architecture Development

Enterprise Architecture is a framework or blueprint for how the organization achieves the business objectives at hand and in the future. The Enterprise Architecture looks at the key business, information, application and technology strategies and their impact on business functions.

Key Projects	Timeframe
1. Enterprise Architecture	4Q03

Outcome

Each of these strategies is a separate architectural discipline and Enterprise Architecture is the glue that integrates each of these disciplines into a cohesive framework. It models the OJP business process and guides priorities to meet FEAF standards.

5.8 Information Assurance/Security

OCIO must build security into its business programs and IT architecture from the beginning and must manage its new technology–adoption process within the framework of an IT architecture. The IT architecture must contain the elements of the security architecture. An awareness and education program must disseminate these standards so employees know their responsibilities and liabilities. The underlying security architecture and technologies must have an integration plan and be a subset of the general IT architecture. There must also be an audit, investigation and monitoring program relating to standards, procedures and education.

Key Projects	Timeframe
1. Security Posture Assessment	2Q02
2. Security Training (MISB)	3Q02
3. Security Policies (E-mail, Virus, DB, etc.)	1Q04
4. Enterprise Network Ongoing Monitoring and Protection	Ongoing

Outcome

The OCIO will operate within a secure environment by having effective security measures, processes and tools in place utilized by competent OCIO personnel.

5.9 Performance-Based Contracting

This process will ensure that all contracted deliverables are completed within the agreed upon timeframes and within the budget parameters established for each project/work assignment. The process will include provisions and/or actions to be taken should performance not meet OCIO standards and escalation procedures for issue management.

Key Projects	Timeframe
1. Contracts Boilerplate	2Q03
2. Performance Standards	4Q03
3. Section 508, etc.	
4. Establish new contracts with vendors	2Q04

Outcome

To establish a process by which all contracting and consulting organizations are evaluated on a regular and consistent basis.

5.10 Policy Oversight/Program Mgt. & Development

The thrust of this effort will be the establishment of a program or project office. The key components of this office will include assessing and validating project estimates, staffing the project manager as well as a broader set of roles, based on enterprise feedback. . This broader set of roles use a standard, shared methodology and include resource evaluation, project planning, management, review, and analysis.

Key Projects	Timeframe
1. CIO Outreach	3Q03
2. PMO Establishment	2Q03
3. Develop Best Practices	2Q03
4. Develop Program Metrics	2Q03
5. Establish War Room	1Q03
6. Enterprise Project Planning	2Q03

Outcome

Effective management processes and oversight are critical to ensure the successful completions of task, mitigate risks, and support the IT and business objectives.

5.11 Enterprise Portal

The portal will provide a means to collaborate across the various bureaus where there are common interests and to personalize one's desktop to maximize efficiency. The portal should stabilize the proliferation of OJP Web sites and to develop content management solutions that will not only provide a common look and feel to OJP Web sites, but to establish a "core" set of requirements and services. The portal will streamline system access and security by centralizing the control of these functions and allow new enterprise solutions to be pushed to the users.

Key Projects	Timeframe
1. Portal Implementation	2Q03
2. Web Content Management	4Q03

Outcome

The purpose of this activity is to provide a single point of entry to applications and a single place to get information to better accomplish OJP business objectives.

5.12 ODP On-line Data Collection Tool

The purpose of this project is to update the Office for Domestic Preparedness (ODP) On-Line Data Collection Tool to allow states and territories to conduct a follow-on assessment of domestic preparedness risks, capabilities and needs, and submit this data to ODP along with a revised domestic preparedness strategy. This congressionally mandated effort is to be undertaken in conjunction with the ODP FY 2003 State Domestic Preparedness Program. This new process will be more comprehensive than the previous assessment, and will also be more reflective of overall Federal domestic preparedness data needs.

Key Projects	Timeframe
1. On-line Data Collection Tool	3Q03

5.13 Other OCIO Projects

These are other projects that do not fall under any of the other defined initiatives.

Key Projects	Timeframe
2. SF-52	
3. EOWS MS Access System	
4. Operational Data Store (ODS)	1Q04
5. IFMIS Transition to OCIO	

6.0 Strategy Roadmap

The OCIO has organized and carefully evaluated the highly ranked IT initiatives and projects. The OCIO utilized a risk/reward framework for plotting all initiatives. The primary reward criteria was determined by how well aligned or supportive each initiative was to OJP's IT goals. Weightings for each of the goals were established, which generally showed higher weightings for achieving business value over technology centric goals. Scores were assigned based upon how strong the initiative was perceived in supporting each goal. At this time, financial or return on investment (ROI) estimates have not been determined for each of the initiatives, however, ROI information is currently being determined through the efforts of an OCIO consultant. When this information becomes available it can be included in the model and the reward totals can be recalculated. At this time, reward is only determined through goal alignment. The following categories were used for determine reward value:

Reward Values

- 5 = Very strongly supports goal
- 4 = Strongly supports goal
- 3 = Moderately supports goal
- 2 = Slightly supports goal
- 1 = Does not support goal

The risk axis of the reward/risk framework consists of the following four major categories of risk:

- Financial
- Technical
- Duration
- Management

Each of the risk areas had risk components that were defined and each initiative was evaluated for the presence or absence of these components. The following categories were used to interpret risk:

- Technical Risk:
 - Frontier (Bleeding edge)/No Longer Supported = 5
 - Newly Established/Near End of Lifecycle = 3
 - Established = 1

- Financial Risk Guidelines:
 - Greater than \$3M = 5
 - Between \$2M and \$3M = 4
 - Between \$1M and \$2M = 3
 - Between \$250K and \$999K = 2
 - Between \$50K and \$249K = 1
- Duration:
 - Longer than 1 year = 5
 - 8 to 12 months = 4
 - 4 to 8 months = 3
 - 2 to 4 months = 2
 - Less than 2 months = 1

The Risk Reward Chart is presented on the next page.

6.1 Key Initiative Evaluations

IT Strategic Plan - Initiative Weighting Framework

Risk Reward Model - Based on OCIO Risk Reward Ratings



It should be noted that the Reward axis currently only reflects alignment with OJP/OCIO goals and does not include financial reward consideration. At the time the ITSP was being developed, a consulting company was in process of developing ROI estimates for the OCIO initiatives. Once the ROI figures have been developed, the OCIO can elect to assign values to ROI and recalculate the Reward figures and then re-plot the initiatives onto the Risk/Reward framework.

The OCIO will assume high project risk to support the business vision. However, the OCIO is taking a number of steps to mitigate project risk. These steps include:

- Developing complete and realistic project plans
- Assigning appropriate resources for project management and execution
- Assigning an executive sponsor to each project
- Regularly managing reviews of project progression.

Reporting Balanced Portfolio - by Investment Type

OCIO Initiative Dashboard

Mandate	Enhancement	Strategic
<p>7 Information Assurance Security \$</p> <p>6 Data Collection Toolkit \$\$</p>	<p>2 Enterprise Portal \$\$\$</p> <p>1 GMS Build Out \$\$\$\$\$</p> <p>1 GMS Roll Out \$\$\$\$\$</p>	<p>8 Portfolio Management \$</p> <p>3 Strategic IT Planning Process \$</p>
Infrastructure	Utility	Management & HR
<p>5 Infrastructure Refreshment \$\$\$</p> <p>4 Enterprise Architecture \$\$\$</p>	<p>10 Continuity of Operations \$\$\$\$\$</p>	<p>1 Policy Oversight Program \$\$</p> <p>9 Performance Based Contracting \$</p>

- **Congressional Mandate**—A project or initiative mandated by legislation, Executive Order, Federal requirement, or policy/guidelines
- **Enhancement**—Adding new functions, features, or capabilities to an existing program
- **Strategic**—Assessing/developing new or future capabilities
- **Infrastructure**—Maintenance and technical refresh for existing systems, programs, etc.
- **Utility**—Administrative capabilities required to manage core business processes
- **Management/HR** - Retooling people and processes

Financial Cost Legend

Greater than \$3M = \$\$\$\$\$
 Between \$2M and \$3M = \$\$\$\$
 Between \$1M and \$2M = \$\$\$
 Between \$250K and \$999K = \$\$
 Between \$50K and \$249K = \$

Reward Ranking (Ranking of Initiatives by Reward Score)

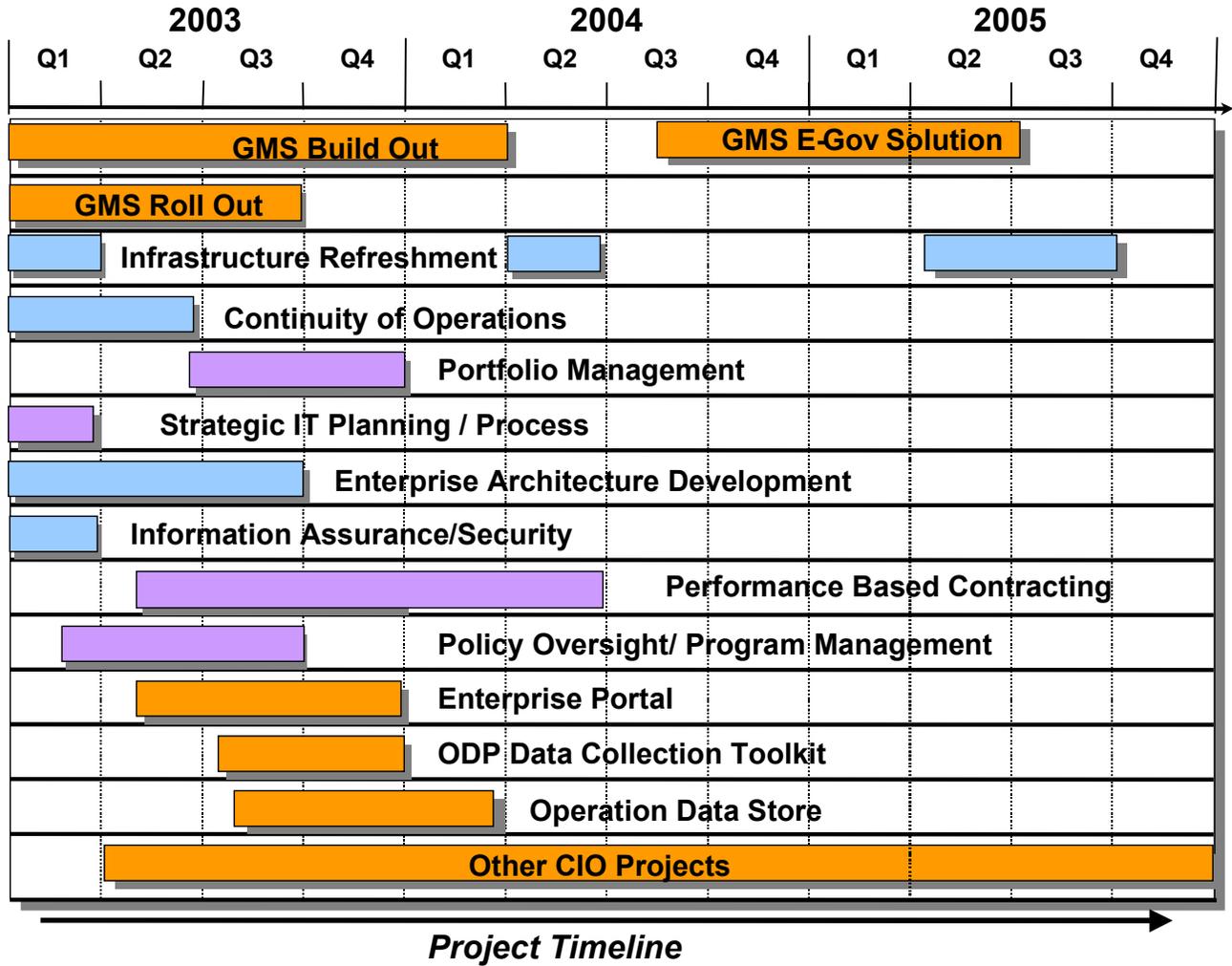
1 thru 12

N

Balance Risk

- **High Risk/Low Reward (Red)**
- **Low Risk/Low Reward High Risk/High Reward (Yellow)**
- **Low Risk/High Reward (Green)**

6.2 Initiative Roadmap



Orange—Represents new application/technology functionality initiatives

Purple—Represents management/IT process initiatives

Blue—Represents infrastructure/architecture initiatives

The high-level roadmap of OCIO key initiatives is designed to show the approximate timing of key initiatives during the next two to three years. Significant dependency or predecessor initiative information is mentioned in the following roadmap description:

New Application/Technology Functionality Initiatives—Orange

- GMS Build Out
- GMS Roll Out
- Enterprise Portal
- Other OCIO Projects
- Operation Data Store (ODS).

As a group these initiatives represent the highest priority for the OCIO in 2003, with GMS Build Out and ODS given top priority. The ODS project is contained within the “Other Key Initiatives,” but because of its importance and benefits, it is being shown separately. The GMS Build Out and the Enterprise Portal initiatives could benefit from tight integration during the Enterprise Portal conceptual design activities. Most of the new or enhanced GMS functionality has been documented and high-level plans have been established to implement these requirements. Depending on the vision of the Enterprise Portal, it could include some of the proposed GMS functionality. However, if the intent of the Enterprise Portal is to primarily be a means of conveying OJP policy and administrative information, linkage with GMS initiative becomes less important. If the portal vision does not include GMS functionality, then it is properly positioned in 1Q03. However, if the portal vision includes GMS support or functionality, the Enterprise Portal conceptual design should begin as soon as possible.

Key Predecessor/ Successor Considerations

It is recommended that the enterprise architecture be developed to the point that the ODS and Enterprise Portal will have its middleware components defined including database and infrastructure and services layers.

These initiatives may benefit the most from having a program/project office in place that insures that project management best practices be applied consistently. In addition to technology complexities these initiatives will have significant pressure to change scope and to meet projected deadlines.

Management IT Processes Initiatives—Purple

- Portfolio Management
- Strategic IT Planning Process
- Performance-based Contracting
- Policy Oversight and Program Management.

With these initiatives, the OCIO will better manage IT projects on a consistent basis as well as improve its IT investment decisions. The Policy Oversight and Program Management initiative will have the most noticeable impact in this group. This initiative that will address an area that appeared to be one of weakest, based upon the

assessment of management processes. This initiative will have the highest reward (along with GMS Build Out) of all initiatives as well as one of the lower risks (based on the Risk/Reward Framework). This initiative, combined with the Performance-based Contract initiative, will result in improved management of project resources by utilizing consistent progress reporting, metrics, reviews, contract adherence, and overall standard processes. It should be noted that SLAs and the ability to capture and monitor metrics must be in place for the Performance-based Contract initiative to be successful. The Strategic Planning and Portfolio Management processes will provide assurance that the OCIO is working on the right things at the right time over extended periods of time.

Key Predecessor/Successor Consideration

The OCIO will clearly state its project /program management goals and objectives prior to moving forward with this initiative. It appeared that there were differences within the OCIO management teams regarding the key issues concerning program and project management. It will require a minimum of six months for the OCIO to see a noticeable impact in project management. This initiative should occur in 2002 in order to realize any benefits in 2003, with GMS Build Out and ODS being the primary beneficiaries. The OCIO will establish processes for establishing and managing SLAs prior to defining the guidelines for performance-based contracting.

Infrastructure/Architecture Initiatives—Blue

- Infrastructure Refreshment
- Continuity of Operations
- Enterprise Architecture Development
- Information Assurance/Security.

If performed correctly, this group will have the least visibility of any group of initiatives. However, this group can become the most visible should there be any issues with implementation. Enterprise Architecture could be considered the most of important of all the initiatives since its absence will add complexity, costs, and degradation of performance. This group of initiatives requires more definition. The first priority should be to more clearly define the objectives and work effort that will be required to deliver these initiatives. The Information Assurance/Security initiative is designed to accomplish key objectives such as establishing policies, training, and posture assessment within one to two months. However, security will always have ongoing objectives and support requirements.

Key Predecessor/Successor Considerations

The only significant predecessor/successor relationship associated with this group is to clearly define the Enterprise Architecture Initiative and to determine what impact or influence it should have on other key initiatives such as the Enterprise Portal, GMS Build Out, and ODS.