



**SECTION E -
OUTLOOK: THE ROAD AHEAD**





CROSSROADS – CHOOSING A PATHWAY TO EXCELLENCE

We are at a crossroads – a crucial point in Indian Affairs history where the choices we make will shape the success of our journey on the road, and the milestones ahead. We have been off the Internet for six years - an eon by any yardstick for an organization in the 21st century. This has had a tremendous detrimental impact on the stakeholders in Indian Country, whom we serve with IT products and services. We are the largest department in the DOI in terms of budget, but have the lowest in percentage allocation for IT budget (although we are steadily improving). We face increasing demands from internal and external customers for information for any mission that must be provided anywhere, anytime, securely and reliably, for authorized users. We must conform to an increasing number of mandates and regulations while becoming more efficient and effective.

We must continue to honor our commitment to American Indians and Alaska Natives and to providing the best products and services to Indian country, correcting any past missteps, and above all, to adopting a commitment to excellence by leveraging IT best practices and proven management frameworks for efficiency and effectiveness. A famous Chinese philosopher once said, "A journey of a thousand miles begins with a single step." Now that we are on the journey and have made progress in FY 2007, we have arrived at the crossroads. We have proven in FY 2007 that we are ready to meet these challenges and continue our new journey to achieve the next level of success with additional milestones along the way.

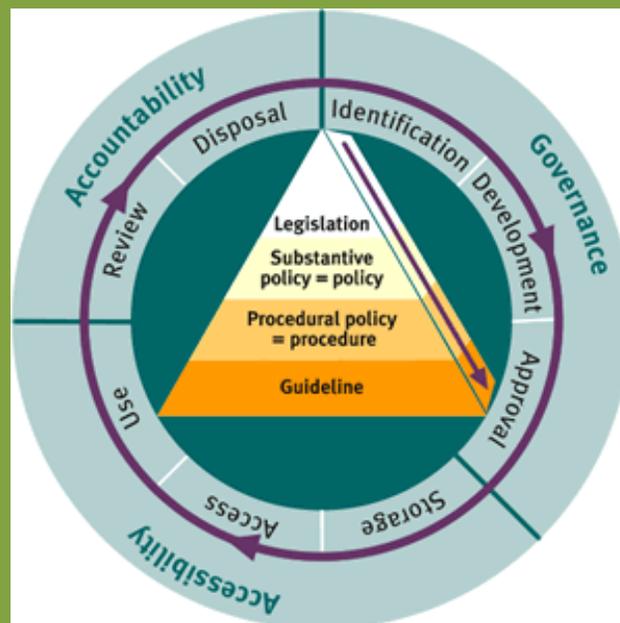
We have chosen the right way at the crossroads in FY 2008 and taken the path to excellence. We have chosen the integrated conceptual management framework of the Twelve Clinger-Cohen CIO Core Competencies, with specific progress and three key initiatives stipulated in each area for FY 2008 in the following twelve sub-sections. Key tenets of budget discipline, program management prowess, pragmatic technology infusion, incremental delivery in agile fashion, and adherence to a plan will guide our journey to success.



E1 - POLICY

OCIO-IA shall define, implement, and enforce IT Policies in FY 2008 to conform with Federal, DOI and IA Guidelines for a more secure and better managed IT environment. As of first Quarter FY 2008, there are 37 IA IT and Security Policies.

- **OCIO-IA Shall Update the Definition and Publication of All Applicable IT and Security Policies** consistent with Federal, DOI, and IA Guidelines, and maintain them in an easily searchable repository. The entire IA workforce shall be trained and made aware of these policies through official communications to emphasize their import and the need for compliance.
- **OCIO-IA Shall Implement All IT and Security Policies in All IT systems, IT Applications, and IT Manuals for IT Staff and Customers.** Implementation of these policies shall be periodically verified by testing, training, and Independent Validation and Verification (IV&V) methods, including audits and spot inspections for compliance.
- **OCIO-IA Shall Enforce All IT and Security Policies in all IT Systems, IT Applications, and IT Manuals for IT Staff and Customers.** Enforcement shall include tracking of violations/non-compliance, appropriate dispensation of punishment, and/or other remedial measures and regular metrics.





E2 - LEADERSHIP

OCIO-IA shall lead by example and implement an IT Vision, Organizational framework and IT workforce improvements:

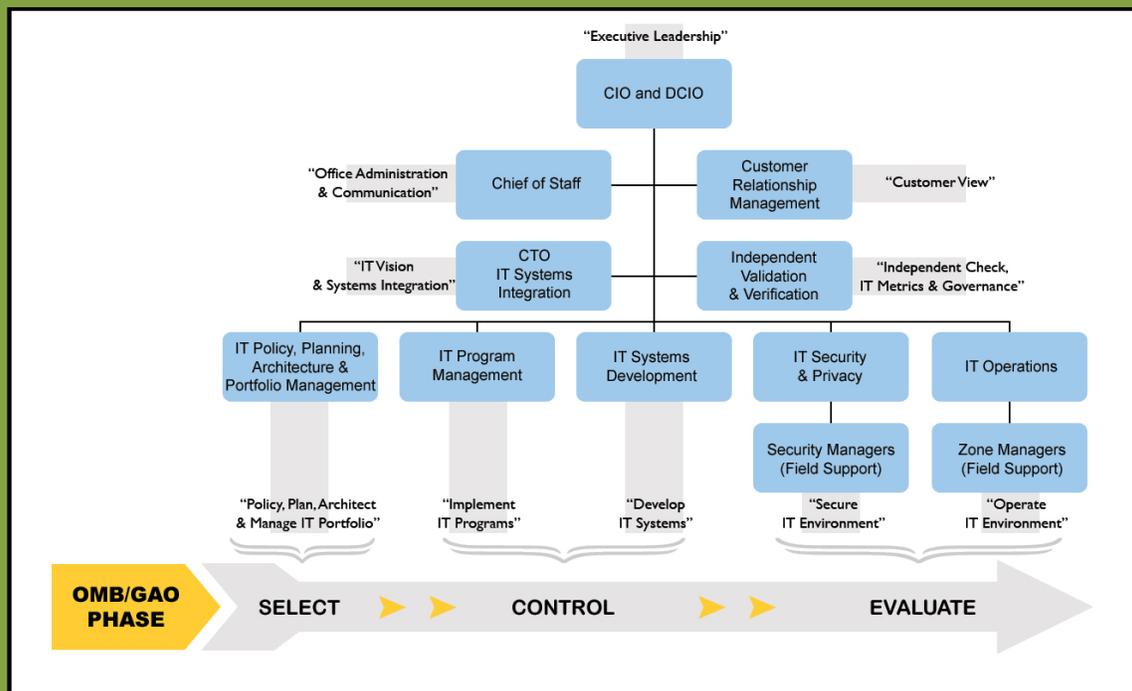
- **Articulate and Document the Three Year IT Vision** that began our journey in FY 2007, continue to deliver in FY 2008, and culminate in achieving a milestone in FY 2010. Our Vision is to achieve benchmarked intermediate World Class IT Organizational status and facilitate "Access to the right Information for authorized users anywhere, anytime, any mission, securely and reliably"
- **Establish and Publish an Organization Built for Success** with clearly defined Mission, Vision, Goals, Objectives, and Performance Measures every Fiscal Year, with Roles, Responsibilities, Authority, Empowerment, and Accountability for every employee. This includes demanding concomitant work by grade level for Government employees and improved Contractor performance. The proposed organization framework will focus on better customer relationship management, better administration of daily OCIO-IA work, Independent Validation and Verification and governance, better systems integration, improved architecture/planning, improved program management, more security focus on IT environment, and improved IT operations. The organizational framework is illustrated on the next page.
- **Implement and Track IT Workforce Improvements** (1) Increase the Reward Structure for performance for IT workforce employees by doubling the reward budget and recognition pool; (2) increase the Training budget of the IT workforce by quadrupling the training budget; and (3) significantly improve communications with the IT workforce through weekly staff meetings, monthly program management reviews, metrics reports, newsletters, and a website; Quarterly All-Hands Meetings; and Annual Report and CIO IT summits. We shall also improve communication with stakeholders through enhanced websites, email, newsletters, monthly program reviews, and annual IT summits.



OCIO Top 10 Priorities

Priority # (in order)	Priority Item	Description
1	Enhance Security and Information Assurance	Continue significant progress in IT Security
2	Enhance Infrastructure	Complete IRP Phases 2 and 3
3	Improve Customer Service	Higher quality, more efficiency
4	Improve Access to Information	Provide Access to the Right Information for Authorized Users, Anywhere, Anytime, Any Mission, Securely and Reliably
5	Further Enable DOI Mission with Better Tools	Indian education, core services, and geospatial land management
6	Enable Core Services Mission	Through incremental delivery
7	Grow IT Support for Mission/Business Owners	Expand fee-for-service offerings
8	Institutionalize Processes and Governance	Capability Maturity Model 5 (CMM5), IT Infrastructure Library (ITIL), Microsoft Operations Framework (MOF)
9	Optimize IT Portfolio	Manage and Prioritize within Budget
10	Human Capital	Recognize people, improve teamwork, empower the individual, and improve responsibility and accountability

OCIO-IA Organization





E3 - PROCESS IMPROVEMENT

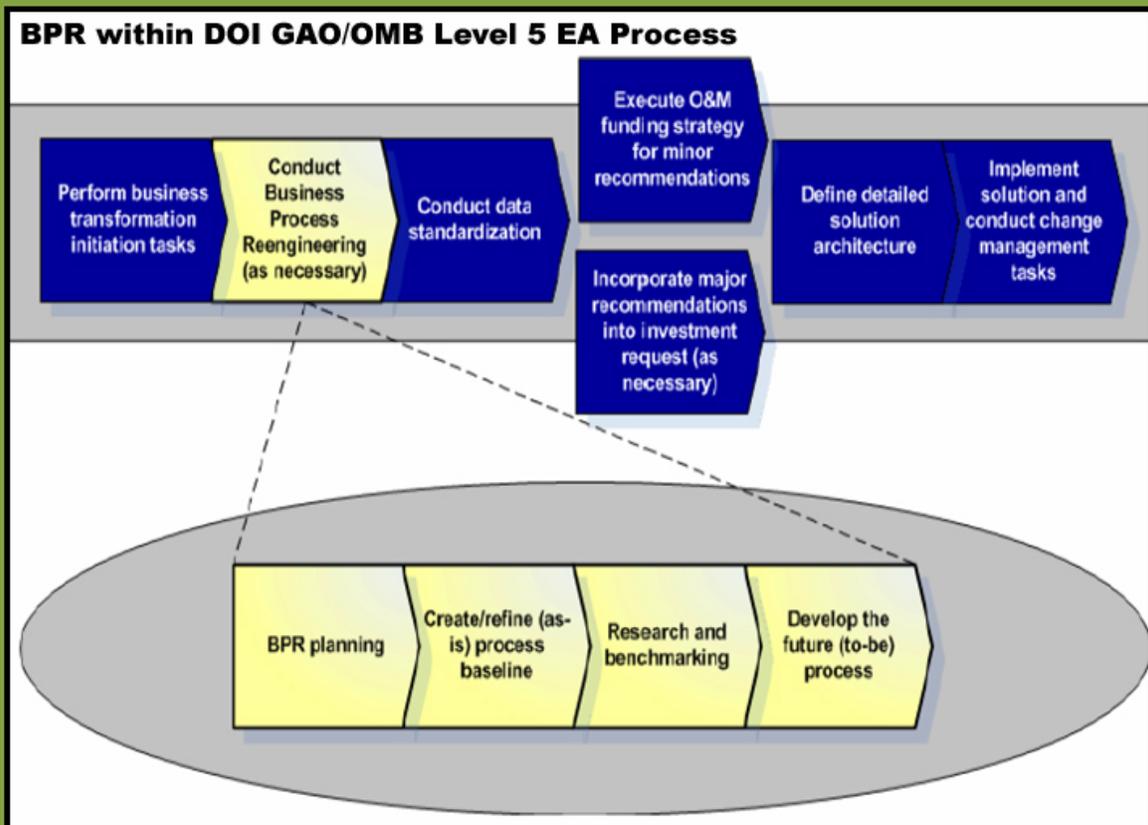
The OCIO for Indian Affairs has a major goal for FY2008 for Process improvement: Document and reengineer three business processes within an enterprise "value chain"

- **Assist IA Business Stakeholders in Achieving Business Outcomes by Documenting and Reengineering Three Business Processes.** This shall include measures and analysis of what might be done directly with business processes to allow even greater achievement through information technology support. Applying the snapshot As-Is Enterprise Architecture, the To-Be vision supported by the IA business Strategic Plan, and working through the Enterprise Transition and Sequencing Plan, OCIO-IA will provide a roadmap containing portfolios of improvement projects. The roadmap will be targeted to achieving business goals through analysis and re-engineering of three business processes and the application of IT solutions where they are supported and identified. OCIO-IA shall follow proven methodologies in the analysis of business processes and stakeholder communication such as the DOI Methodology for Business Transformation. Following validation and mapping of integrated or standalone processes, OCIO-IA will communicate suggestions for process integration or modification, identifying benefits and impacts of process engineering while gaining stakeholder acceptance and ownership. OCIO-IA and business stakeholders shall work together to identify avenues for progress and possible alternatives.
- **Update and Publish the IT Systems Life Cycle and IT Governance Process with Greater Agility in Internal Business Processes.** The Systems Life Cycle (SLC) business model shall work in concert with the model implemented by related IA organizations, Department Information Technology Review Board (ITRB), and the DOI/IA CIO. Adherence to the SLC and its process models shall be enforced by internal project review board mechanisms and the executive authority of the CIO. Governance processes shall include the Enterprise Architecture Council and leadership and guidance from the BIA Chief Architect and his or her staff. Governance and communication processes shall include regular contact between IA and Department enterprise architecture and governance teams at the executive level, and implementation of a multi-dimensional communication program with



business stakeholders and among governance organizations to foster deeper understanding of stakeholder needs and relevant opportunities for process and technology improvements.

- Implement Three Best Practice Process Frameworks to Benchmark Progress**
 These may include ITIL, standards-based Configuration Management (EIA 649), the Help Desk Institute, and CMMI Government Accountability Office (GAO) Maturity Management Framework (MMF) Level 3 or ISO certification within 2-3 calendar years. OCIO-IA shall begin the process of participating in a department-wide shared services program including Help Desk and Data Center functions (while tracking our performance to Gold Standards such as Help Desk Institute). Strategic management shall include the use and enforcement of Earned Value Management and related tools, GAO MMF EA and ITIM ratings, eGovernment scorecards (top 8), Clinger-Cohen Act 12 CIO Core Competencies, Balanced Scorecards, professional certification of project managers, system architects, enterprise architects, system engineers, system administrators, and program and portfolio managers. These implementations shall be designed by professionals specializing in organizational development and professional training. There shall be a financial as well as human capital priority for OCIO-IA and it shall be managed in implementation just as any IT project is managed and tracked. The results will contribute to the achievement of IA and DOI PAR and PART goals. OCIO-IA shall regularly measure performance and communicate with stakeholders via tools, processes, and governance.



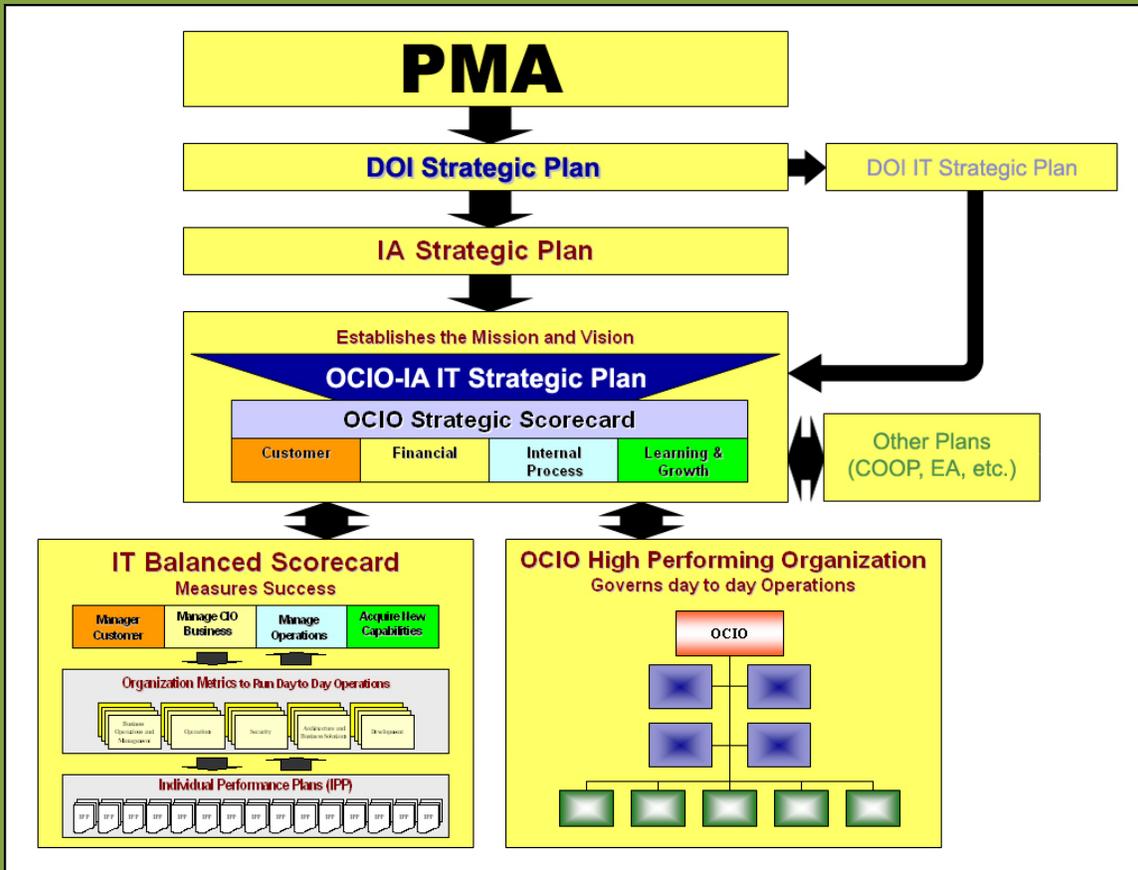


E4 - STRATEGIC PLANNING

OCIO-IA shall implement a strategic management framework which will consist of assisting IA stakeholders in creating their five-year Strategic Plans, creating a five-year IT Strategic Plan that maps to the DOI CIO IT Strategic Plan and IA Strategic Plans, creating an IT Strategy Map that maps the key IT strategies for OCIO-IA, and any tactical plans and measures using the Balanced Scorecard (BSC) methodology. This strategy includes three key initiatives:

- **OCIO-IA Shall Aid Six IA Business Stakeholders in Defining and Updating Their IA Mission/Business Strategic Plans.** IA has not updated its Strategic Plan since 2003 and is reliant upon the DOI Strategic Plan (2007-2011), which has outlined two Mission Areas, four end-outcome goals, five intermediate outcomes, and 27 strategic performance measures, consistent with the President's Management Agenda and DOI Strategic Goals. OCIO shall assist six IA business stakeholders in defining and updating their IA Mission/Business Strategic Plans.
- **OCIO-IA Shall Create and Publish a Five Year IA IT Strategic Plan (FY2008-2012) and COOP Plan** which will map to the DOI IT Strategic Plan, the IA Strategic Plan (when completed), and the Enterprise Architecture Transition and Sequencing (when completed) and Continuity of Operations Plans. OCIO-IA shall also complete the Continuity of Operations (COOP) Plan and IT COOP Plan.
- **OCIO-IA Shall Create and Publish an IT Strategy Map** using the Balanced Scorecard Methodology to map key OCIO-IA strategies to achieve mission outcomes for stakeholders with key initiatives and performance measures. Version 1.0 of the IT Strategy Map shall be published in FY 2008 and implementation shall begin in FY 2009. A pocket-size handout shall be made available to OCIO staff and key stakeholders.

The link between the strategic plans is illustrated on the following page.



Business Continuity Planning

In addition to tabletop and functional exercises, Federal regulations require Continuity of Operations tests to be conducted on a specific schedule to determine the adequacy of recovery procedures. As stated by the National Institute of Standards and Technology (NIST), these tests can take several forms including component, system, or comprehensive testing (all components and systems that support an IT plan). During testing, components and systems are taken out of service to determine if backup components and systems can effectively recover applications within times specified in the recovery plans. IA has conducted component tests and will be expanding efforts to include both systems and comprehensive redundancy, load balancing, and failover testing. OCIO-IA shall publish the IA COOP and IT COOP plans for FY08 and provide them to every IA employee and key business stakeholders.

At the Department of Homeland Security (DHS) Code Orange, 10% of mission critical staff shall be away from their primary duty station with 30% of the same staff away from their duty station at Code Red per the OCIO COOP Plan.

Disaster recovery efforts will also be expanded beyond the data centers in Herndon, Va., and Albuquerque, N.M., to include BIA Regions, followed by BIA agencies and contract relationship entities.



E5 - PERFORMANCE AND RESULTS BASED MANAGEMENT

OCIO-IA subscribes to the maxim that “what gets measured gets done” or “what you measure is what you get”. To that end, OCIO-IA is pursuing three key initiatives in FY 2008 to ensure a system is in place that will measure performance and results; foster a culture of excellence, drive world class customer service, and successfully achieve DOI and IA enterprise IT goals and objectives. With the OCIO-IA IT Strategic Plan and BSC as the foundation, OCIO-IA will:

- **Establish an OCIO-IA Performance Management Framework with Regular Oversight:** Using the Balanced Scorecard methodology, we will establish a performance management framework to allow results to be measured throughout the OCIO-IA enterprise. The Framework will include operational performance metrics enabling OCIO-IA managers to operate more effectively; project performance metrics that will help us determine how well our Portfolio is performing; Executive and Departmental metrics such as FISMA, e-Gov Scorecard, and OMB/GAO reporting requirements. We will track and publish monthly metrics that will culminate in the OCIO-IA Annual Plan and also report quarterly metrics to DOI as required for OMB reporting.
- **Define and Implement Division Mission, Vision, Goals, Objectives, and Performance Measures:** Establishing a clear mission and vision is important for any organization to achieve success. With this in mind, each OCIO-IA Division shall clearly define their Mission, Vision, Goals, Objectives and Performance Measures for FY 2008. Each Director shall be accountable for meeting their goals and objectives and achieving the results they have defined. Each Division’s Goals and Objectives shall be consistent with the SES Performance Plans, align with the overall IT Strategic Goals and Objectives, and provide for a clear link between OCIO-IA success and Division success. These measures shall be consistent with BSC and all applicable Departmental measures (e.g., eGov).
- **Enhance Individual Employee Performance Plans with Reward Structure:** Employees perform best when they see how what they do contributes to the organization’s success. Employees also perform best when properly rewarded for a job well done. Our goal is to create an Organization that fosters success by linking individual performance to the Mission, Vision, Goals, Objectives, and Performance Measures and reward high performance. To do this, we will develop individual performance plans that establish accountability and clearly articulate expectations in terms of each employee’s role, responsibilities, and authority within OCIO-IA. Individual performance plans shall clearly delineate levels of accomplishment from unsatisfactory to exceptional. Notifications shall be provided for poor performance.



OCIO-IA Executive Dashboard

Executive Scorecard

Dashboard: Scorecard

Dashboard Back Glossary Help

Finance/Strategy and Business



Key Performance Indicator	Target	Actual	Dec	Jan	Feb	Mar	Apr	Mag	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Percentage of UDCs open 30 days after last activity	10%	7.00%	8.00%	9.00%	12.00%	10.00%	3.00%	7.00%	14.00%	11.00%	4.00%	8.00%	5.00%	2.00%	7.00%
Actual Expenditures versus Budgeted Expenditures	98%	98.00%	98.00%	100.00%	96.00%	100.00%	99.00%	100.00%	94.00%	97.00%	96.00%	93.00%	96.00%	100.00%	98.00%

Customer



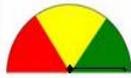
Key Performance Indicator	Target	Actual	Dec	Jan	Feb	Mar	Apr	Mag	Jun	Jul	Aug	Sep	Oct	Nov	Dec
First call resolution rate	90%	95.00%	98.00%	94.00%	93.00%	99.00%	94.00%	89.00%	97.00%	92.00%	95.00%	96.00%	94.00%	98.00%	95.00%
Total phone call abandon rate	1%	2.00%	1.00%	2.00%	1.00%	1.00%	2.00%	1.00%	3.00%	2.00%	1.00%	1.00%	1.00%	1.00%	2.00%
Avg Answer Delay Time (seconds)	30	32	31	29	34	26	24	27	32	24	33	24	27	30	28
Avg Answer Delay Time - Voice Msg (seconds)	15	16	14	16	13	16	20	22	16	19	21	16	15	16	18
% of service center tickets open longer than 15 days	5%	7.00%	5.00%	6.00%	8.00%	4.00%	3.00%	9.00%	6.00%	5.00%	7.00%	4.00%	5.00%	8.00%	7.00%
% of service center tickets open longer than 30 days	5%	3.00%	4.00%	3.00%	4.00%	2.00%	4.00%	3.00%	2.00%	6.00%	2.00%	1.00%	2.00%	3.00%	3.00%

Learning and Growth/New Capabilities



Key Performance Indicator	Target	Actual	Dec	Jan	Feb	Mar	Apr	Mag	Jun	Jul	Aug	Sep	Oct	Nov	Dec
% of OCIO employees PMP certified	30%	11.00%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%
% of personnel costs for employee training	4%	1.00%	1%	2%	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%
% of personnel with technical certification	45%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%	35.00%

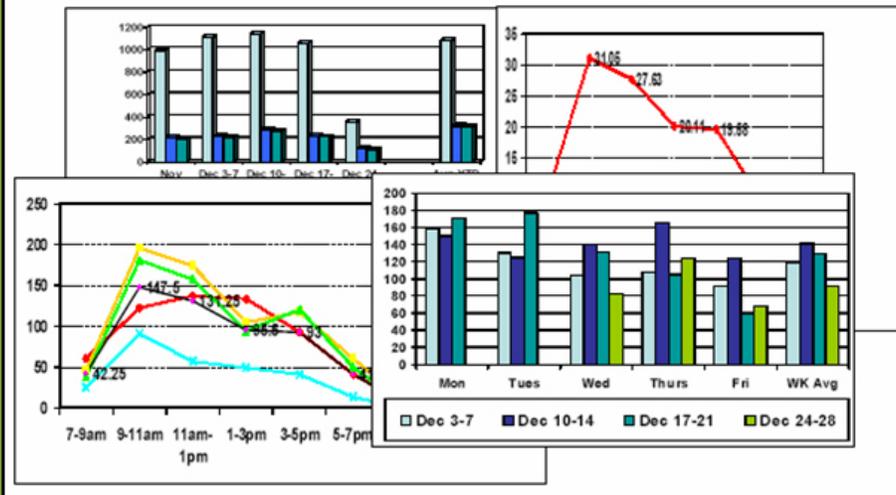
Internal Process/Operations



Key Performance Indicator	Target	Actual	Dec	Jan	Feb	Mar	Apr	Mag	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Service Center assignment accuracy rate	90%	93.00%	95.00%	89.00%	90.00%	98.00%	97.00%	98.00%	91.00%	92.00%	90.00%	91.00%	93.00%	92.00%	93.00%
Domain Controller Uptime	98%	99.32%	99.78%	99.34%	99.12%	98.20%	99.89%	99.22%	97.34%	99.99%	99.45%	99.34%	99.56%	99.78%	99.32%
BIA Systems Certified and Accredited	100%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%



SAMPLE METRIC CHARTS





E6 - PROJECT MANAGEMENT

OCIO-IA shall define, implement and enforce IT Project Management in FY 2008 by implementing best practices in project management methodology:

- **Establish a Program Management Discipline through a Program Management Office staffed with Certified Program Management Professionals (PMPs)** to monitor ongoing projects, as well as a stable of project management professionals to manage or help subject matter experts plan and manage projects to successful conclusions. OCIO-IA shall institute a training program to educate the workforce in new and evolving system development methodologies (i.e., Agile) as well as to facilitate information sharing among the staff.
- **Implement a Carefully Selected IT Portfolio of 30 Projects in Incremental Phases (3-6 months) in FY 2008.** This IT portfolio shall be selected within funding constraints and Bureau priorities, and consist of the Top 10 Development/Modernization/Enhancement (DME) projects, Top 10 Steady State projects, and Top 10 Projectized Initiatives. Extend project management best practices to greatly increase the likelihood of success through requiring deliverables to be prepared to a higher quality standard including: establishing better defined scope statements; cost; resource loaded project schedules used in earned value calculations; more business requirements documents developed in concert with business customers; establishing more usable project status reports; improved risk management; and establishing more stringent quality controls.
- **Implement Monthly Program Management Reviews with Customer Participation to Better Track Status through a Transparent IT Governance Process.** During this review OCIO-IA will address the triple constraints of scope, cost, and schedule with risk management; allow best practices to be established and to identify issues that need to be addressed; establish highest quality standards in Project Management; open communication lines with the customer to better manage expectations; invite customers to monthly program management reviews and provide executive dashboards for all projects with project health assessments.



Top Ten OCIO Projects

The following Top Ten Development, Modernization, or Enhancement (DME) projects will have the highest priority for OCIO-IA in FY 2008, and enable us to achieve our top ten priorities.

OCIO Top 10 Projects	
1	Land Mobile Radio
2	Internet Reconnect Preparedness Phases 2 and 3
3	Bright Eagle
4	Collaboration and Portfolio Management Tools
5	Geospatial Program
6	Consolidated Identity Management
7	Information Portal
8	Royalty Distribution and Reporting System (RDRS) – Migration
9	People – Per capita modernization
10	National Irrigation Information Management System (NIIMS) – Migration to client-server



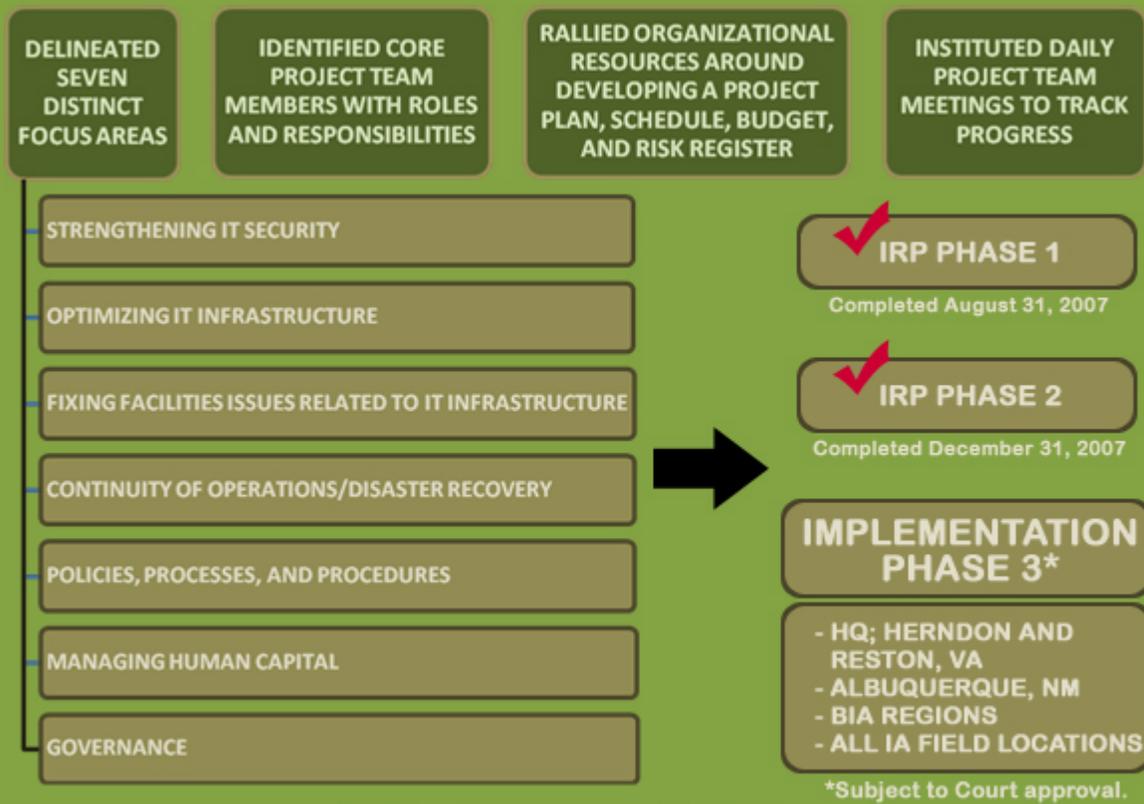
IA-OCIO FY08 TOP 10 PROJECTS MAPPED TO IA & DOI OCIO TOP 10 PRIORITIES											
IA-OCIO Top 10 Projects											
IA-OCIO TOP 10 PRIORITIES	LAND MOBILE RADIO	INTERNET RECONNECT PREPAREDNESS	EDUCATIONAL NATIVE AMERICAN NETWORK II (EMPOWERMENT TABLE)	COLLABORATION & PORTFOLIO MANAGEMENT TOOLS	GEOSPATIAL PROGRAM	CONSOLIDATED IDENTITY MANAGEMENT	INFORMATION PORTAL	ROYALTY DISTRIBUTION & REPORTING SYSTEM	PEOPLE - PER CAPITA MODERNIZATION	NATIONAL IRRIGATION INFORMATION MANAGEMENT BY SYSTEM MIGRATION	DOI TOP 10 PRIORITIES
ENHANCE INFRASTRUCTURE	√	√	√	√	√	√					IT INFRASTRUCTURE OPTIMIZATION
INSTITUTIONALIZE PROCESSES & GOVERNANCE				√							IT GOVERNANCE
GROW THE BUSINESS		√	√	√					√		NA
IMPROVE CUSTOMER SERVICE	√	√	√					√	√	√	NA
FURTHER ENABLE DOI MISSION WITH BETTER TOOLS	√	√		√		√					NA
VASTLY IMPROVE SECURITY & INFORMATION ASSURANCE		√	√			√					SECURITY & PRIVACY
IMPROVE ACCESS TO INFORMATION	√	√	√	√	√		√				NA
HUMAN CAPITAL				√			√				WORKFORCE IMPROVEMENT
OPTIMIZE PORTFOLIO MANAGEMENT		√	√	√							IT INVESTMENT MANAGEMENT
ENABLE CORE SERVICES MISSION		√	√		√			√	√	√	NA
NA	√										RADIO PROGRAM REFORM
NA		√	√								NETWORK TRANSITION
NA						√					RECORDS MANAGEMENT
NA		√									FREEDOM OF INFORMATION ACT PROGRAM IMPROVEMENTS
NA		√									OFFLINE BUREAU RECONNECTION



Internet Reconnect Preparedness (IRP) Phases 2 and 3

IRP Phase 2 Planning was initiated on September 4, 2007, immediately following the end of Phase 1, and successfully completed December 31, 2007, consistent with DOI scope, direction, and expectations. IRP Phase 3 was started January 1, 2008, and is expected to be completed three months after Federal Court and Departmental approvals for reconnection. IRP Phase 2 and 3 were organized around these key areas:

INTERNET RECONNECT PREPAREDNESS (IRP) PROJECT ORGANIZATION



IRP has been managed by PMPs.

Internet connectivity will enable Indian Affairs to use web technologies to facilitate internal business processes and customer interactions. Web portal technologies offer a promising prospect for providing a secure entry-point to enriched program offerings for Indian Country, as well as internal IA programs and personnel.



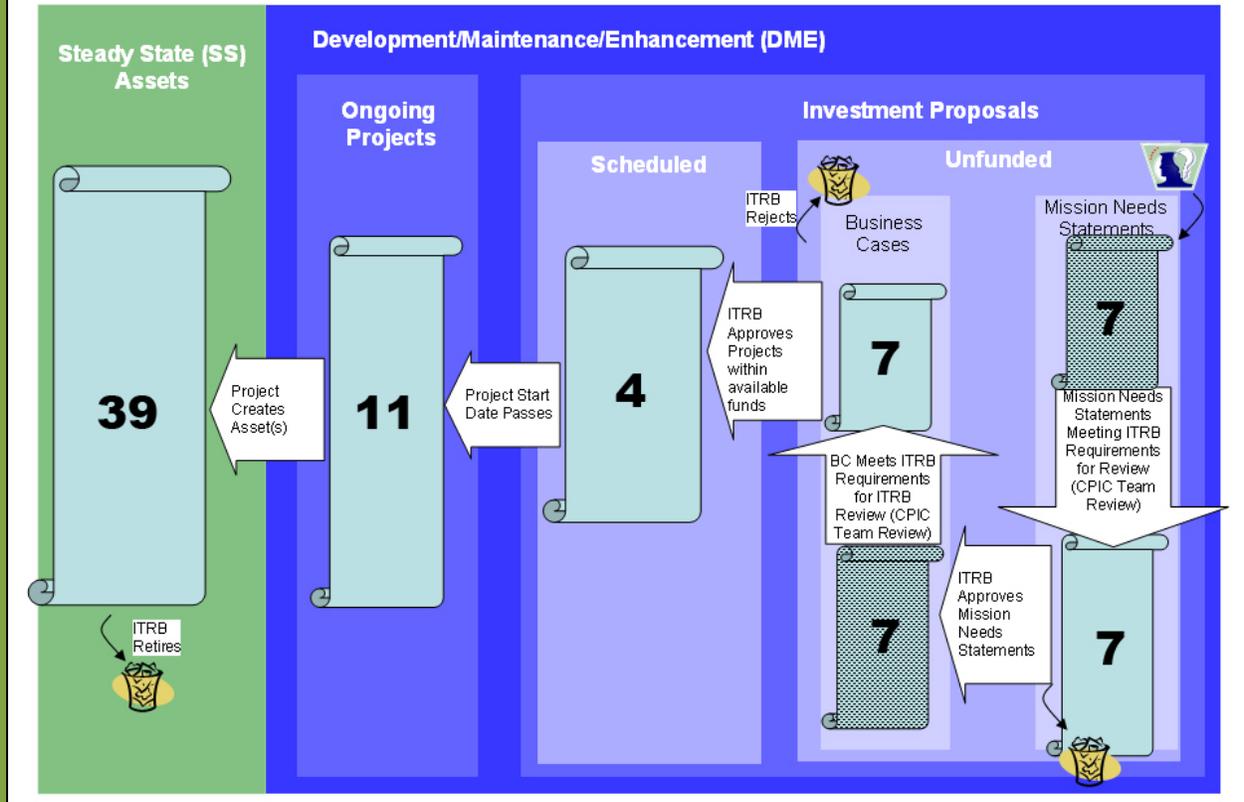
E7 - CAPITAL PLANNING AND INVESTMENT

OCIO-IA has three major objectives for FY 2008 for Capital Planning and Investment Control (CPIC): Achieve OMB/GAO-specified IT Investment Management (ITIM) Stage 4, implement an IT Portfolio Management Tool, and implement efficient and effective business processes for managing OCIO-IA investments.

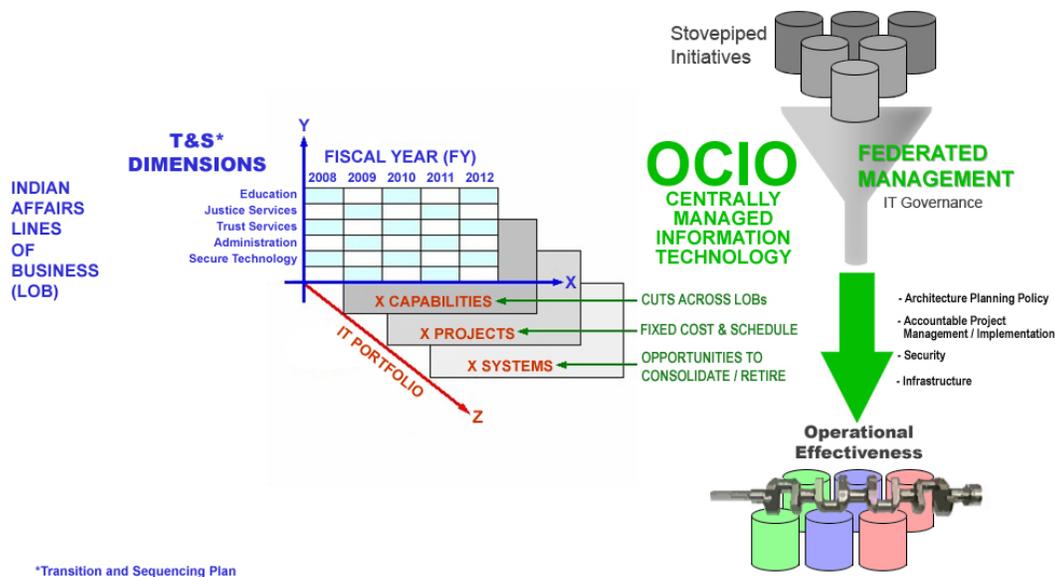
- **Attain OMB/GAO ITIM Stage 4 Maturity Rating.** OCIO-IA has already executed 13 of 15 key practices under the ITIM Stage 4 Evaluation criteria for Improving the Investment Process. OCIO-IA shall complete these two key practices to attain ITIM Stage 4: 1) analyze aggregate performance data and trends, and 2) analyze investment interdependency within the IT portfolio.
- **Implement an IT Portfolio Management Tool to Facilitate and Automate the CPIC, Program Management, and Portfolio Assessment Process.** The IT Portfolio Management Tool will implement efficient and effective business processes for managing OCIO-IA investments, financial management, acquisitions, project management, and administrative services. The IT Portfolio Management Tool will support and implement IT performance metrics to enable greater accountability for organizational return on IT investments, and will bring greater visibility and accountability to IT investment selection and management decision making. All OCIO-IA IT investments will be reviewed and approved through the CPIC process with the goal of 95% of IT investments within 10% of goals established in the cost, schedule, and performance baseline.
- **Implement Full Cost Accounting of IT investments by Organization and Program.** OCIO-IA must continue to work closely with the BIA budget office and BIA programs to link planned IT budgets and actual budget levels as described in the computation tables of the "Greenbook." OCIO-IA must develop and implement Full Cost Accounting within its budget processes. OCIO-IA manages over 40 IT investments, documented in individual Exhibit 300s. The Exhibit 300s document individual business cases, including planned funding for the next three fiscal years. At the same time, OCIO-IA funding is apportioned along organization lines. A Full Cost Accounting and budget processes must be designed to provide multiple management views of both organization and investment spending, as well as permit OCIO-IA management to clearly identify individual investment costs within an organization budget. OCIO-IA shall coordinate with IA, DOI, and OMB stakeholders to build the Bureau's FY 2010 IT portfolio and associated budget.



The Indian Affairs Capital Planning & Investment Control Process



Transforming the IT Portfolio



*Transition and Sequencing Plan

Adapted from source: FBI Enterprise Architecture Transition and Sequencing Plan 2007 (Courtesy FBI CIO)



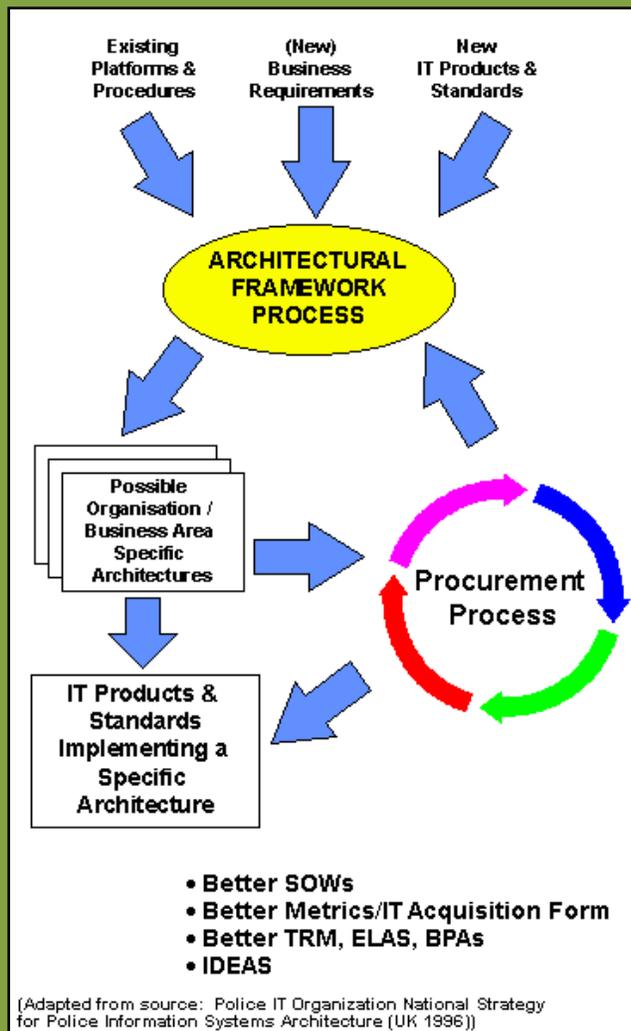
E8 - ACQUISITION

OCIO-IA shall improve Acquisition of IT Products and Services in FY 2008 by virtue of improvements in IT Acquisition paperwork, IT Acquisition processes, and IT Acquisition Lifecycle Management through partnership with the Chief Financial Officer (CFO):

- **Improve IT Acquisition Paperwork and Reporting** in compliance with Federal Acquisition Regulations (FAR) with clearly defined Statements of Work (SOWs), Requests for Proposals (RFPs), and Justification for Other than Full and Open Competition (JOFOC) containing requisite detail (e.g. Contract Deliverable Line Items and Data Item Descriptions); pursue performance-based SOWs where possible; improve IT specifications for Hardware, Software, and Services; and implement an improved IT Acquisition form with key data elements to allow for better analysis of IT spending through monthly metrics and annual IT acquisition reports.
- **Improve IT Acquisition Process Timeliness and Cost Avoidance by 25%** with improved tracking of IT Acquisitions in the CIO "GET RESOURCES" system and CFO "IDEAS" system; Track data elements in IT Acquisition forms (such as metrics, refined tracking of cycle time/quality of IT acquisitions), and automation of direct purchase of standardized IT products (Hardware and Software) through Enterprise License Agreements (ELAs) for Software, and Blanket Purchase Agreements (BPAs) for Hardware to achieve cost avoidance and/or savings.
- **Improve IT Acquisition Lifecycle Management (and Asset Management)** through Partnership with CFO staff to add IT Acquisition to the IT System Lifecycle (SLC) management; Inventory/Asset management throughout the lifecycle; add full lifecycle costs for IT products and services (e.g., 20% for Operations and Maintenance); track IT acquisition throughout the lifecycle including expanded Contracting Officer Technical Representative (COTR) duties; track IT contract invoices; ordering, circuit provisioning etc.; strengthen tracking and financial audits of credit card acquisitions; and implement the Asset-Management program and improve asset tracking to meet or exceed DOI and Bureau standards.



In early FY 2007, OCIO-IA attained Level 3 for the GAO IT Investment Management (ITIM) model for Capital Planning and Investment Control (CPIC) processes. OCIO-IA is currently working to advance the investment process to Level 4, which entails identifying and using performance metrics to better manage each individual IT investment and the succession of legacy systems.



The OCIO-IA Capital Planning and Investment Control (CPIC) team expects to achieve Level 4 during FY 2008. In the future, the OCIO-IA team is looking forward to reaching Level 5 in areas where the investment process will be optimized and technology used to drive the strategic business goals of the organization.

The OCIO supports Indian Affairs on all IT related acquisitions - from computers to IT support service contracts. In FY 2007, the OCIO processed a total of 1,071 IT requisitions for Indian Affairs, totaling \$39,740,717.26. Of this total, 339 were OCIO specific IT requisitions totaling \$30,800,669.12 and 732 were non-OCIO IT requisitions totaling \$8,940,048.14.

Improvements in the IT acquisition process, e.g. timeliness and cost avoidance, will be tracked monthly and annually.



E9 - E-GOVERNMENT/ E-BUSINESS

OCIO-IA shall accomplish three key objectives in FY08: 1) Fully implement the eGov scorecard (top eight from DOI) and get to Green; 2) Implement Phase I of Information portal; and 3) Implement an approved and funded “Bright Eagle” program for improving Indian education, which includes 10 projects.

Improve in the eight IT areas of the FY 2008 eGov scorecard in order to obtain Green: IT Security and Privacy; Enterprise Architecture; Enterprise Infrastructure; E-Government Alignment and Implementation Plan and Emergency Management; IT Capital Planning and Investment; IT workforce Management; Records Management; and Freedom of Information Act (FOIA). No area shall be below yellow in performance.

Fully implement the first phase of the Indian Affairs (IA) Information Portal Program which includes five projects:

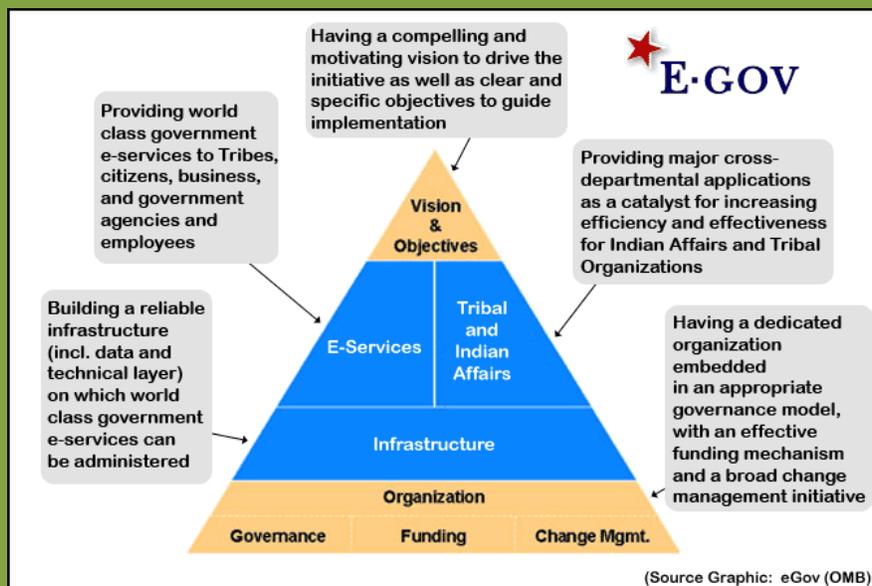
- IA Portal Framework - Acquire, install, and configure hardware and software needed to implement Portal technologies; provide foundation to enable reduced sign-on capabilities; and implement a new IA employee directory.
- Stakeholder Web Presence - Implement new IA Intranet web sites for five stakeholder organizations to include content management and team room capabilities.
- SharePoint 2007 Implementation - Implement an IA Collaboration Tool (IACT) to enable IA stakeholders to store and share information by organization, office, division or project; and migrate current stakeholder content from SharePoint 2003 to IACT.
- MS Project Server Implementation - Implement MS Project Server software suite to improve the way IA manages construction and IT projects; develop, approve and communicate IA policies, processes and procedures for IA project management best practices.
- Portfolio Management Implementation - Acquire, install, and configure software to enable best practices for IA Capital Planning and Investment Control (CPIC) and Portfolio Management processes; and develop, approve and communicate IA policies, processes and procedures for IA portfolio management best practices.



Implement Bright Eagle IT Program for the Bureau of Indian Education to modernize IT for BIE-operated schools to a level consistent with DOI standards, and enhance support for Tribally-operated schools. The program consists of these projects:

- Implement an enterprise portal and collaboration tools to facilitate external and internal communications, and facilitate data sharing and workgroup efficiency.
- Perform a comprehensive assessment of school IT infrastructure and develop school follow-up plans.
- Design and deploy a common support and common operating environment to support centralized management, patching, and remote support.
- Design and implement an asset management system.
- Implement a capability to acquire IT hardware and software through a standardized purchasing source.
- Design and deploy security improvements to comply with DOI standards.
- Improve network service.
- Improve help desk support.
- Implement distance learning and video teleconferencing improvements.

The Bright Eagle Program will provide the ability for BIE to share information with the public as mandated by the U.S. Department of Education and state Departments of Education; provide web-based purchasing of standardized hardware and software; and automate BIE school-oriented business processes.



eGov/eBusiness Framework



E10 - SECURITY AND INFORMATION ASSURANCE

Security will continue to remain one of the top OCIO-IA priorities. Improvements in the IA security profile in FY 2007 were instrumental in allowing OCIO-IA to better control and manage IT security around the overall IT infrastructure. These efforts will continue in full force in FY 2008 until OCIO-IA achieves "Green" eGov status. OCIO-IA shall accomplish three key objectives in FY 2008:

- **Fully Implement 24x7 SOCC Monitoring Capability with Security Tools and Processes:** implement a Defense-in-Depth Layering IT security solution and integrate into an organized program/framework promulgated throughout the four Zones with management oversight by four Zone Information System Security Officers.
- **Further Enhance Security and Monitoring of 20 Trust Systems:** Current security and monitoring of Trust systems is adequate in light of their classification status (unclassified). Enhance methods for application security testing (included in Layer three of the Defense-in-Depth solution), ensure testing tools target web applications and databases, mitigate any vulnerability, and prevent applications from being open to exploitation. Continue active monthly vulnerability management with annual testing of applications. Work with DOI to control and prevent the loss of portable media, provide strong encryption for data on USB drives, CDs, DVDs, and other portable media devices. Ensure compliance with OMB and other Federal Guidelines on the protection of sensitive and Privacy Act data. Work with DOI on the Privacy Loss Mitigation Strategy, institutionalize the BIA Identity Theft Task Force, and implement a robust privacy program.
- **Achieve/Maintain an eGov Scorecard Grade of GREEN for FISMA and Privacy:** OCIO-IA will ensure that all major investments are compliant with privacy requirements (OMB Circular A-11 Exhibit 300), and where appropriate, have complete and current Privacy Impact Assessments (PIAs) in place. In order to protect systems that contain sensitive data, the Division of Information Security and Privacy (DISP) will ensure that all production systems have an Approval to Operate (ATO) and that all Certification and Accreditation packages are produced in compliance with FISMA, OMB requirements, DOI policy and standards, and NIST standards and guidelines. Improve FISMA reporting, and strive for Green in all aspects of Security and Privacy.

Our further enhanced Defense-in-Depth IT Security focus and strategy is illustrated on the following page.



Defense-in-Depth IT Security Strategy



Defense-in-Depth IT Security Focus





E11 - ARCHITECTURE AND INFRASTRUCTURE

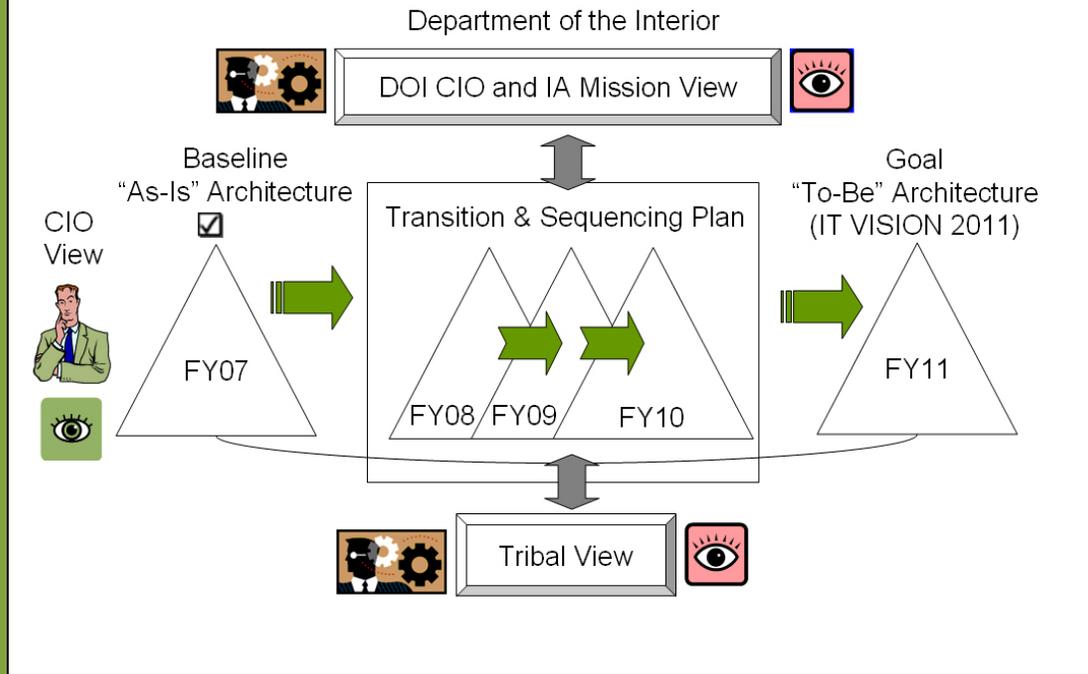
In FY 2008, OCIO-IA shall upgrade the Infrastructure and begin to implement an Enterprise Architecture Blueprint. Toward that end, OCIO-IA shall accomplish the following three objectives:

- **Complete the Trust Modernization Blueprint, To-be EA, and T&S Plan.** Ongoing work on the To-be Enterprise Architecture will also include a light blueprinting focused on an appropriate number of business lines, as well as establishment of baseline business process capture within those business areas, for the purpose of business process reengineering. The results of those efforts will be incorporated as updates to the Enterprise Transition and Sequencing Plan.
- **Complete IRP Phase 3, Bandwidth Upgrades of the Wide Area Network (WAN) to Improve Availability of Network to 99.5% and Land Mobile Radio (LMR).** Upgrade the circuits at regional offices from 4.5 megabits/second (mbps) to 18 mbps (400% Increase), and at field offices from 1.5 mbps to 3 mbps (200% Increase). These upgrades are intended not only to facilitate the additional bandwidth associated with reconnection to the Internet, but also to improve throughput and reduce latency associated with increased traffic flows due to data replication activities and the migration from TN3270 terminal emulation to new web browser-based technologies.
- **Complete Implementation of 24x7 Systems Management Architecture, Tools and Processes.** A key component of the network enhancements implemented by OCIO-IA during this reporting period is the establishment of a 24x7x365 Network Operations Center (NOC) that provides around the clock infrastructure and service monitoring. The NOC provides proactive monitoring, notification, reporting, and problem resolution for the TrustNet infrastructure as well as the services provided through the Albuquerque and Herndon Data Centers. Improve Mean Time to Repair.

In addition to monitoring network connectivity, the team is also responsible for ensuring service availability, monitored with new tools deployed under the network enhancement project. The new capabilities will provide the team with end to end visibility so that any problems detected will trigger immediate notifications to support staff and real-time response to restore the infrastructure or resolve the service interruption. The new capabilities deployed will also provide OCIO-IA staff with tools needed to monitor and report Service Level Agreement (SLA) compliance to OCIO-IA management and its business partners.



Enterprise Architecture



Network Infrastructure Upgrades and Enhancements

OCIO-IA must deliver needed technology and services that ultimately provide benefits to Tribes in areas such as education, Trust management, and law enforcement, as well as numerous other Tribal community services. Achieving this goal will require continued network infrastructure upgrades and enhancements which, in an expanded enterprise architecture approach, will deliver more robust services to the regions and field offices. These upgrades will be occurring at the same time that we will be required to transition circuits to new providers under the new GSA Networkx contract, as well as to migrate our wireless telephone services to the new providers selected in the DOI wireless contract.

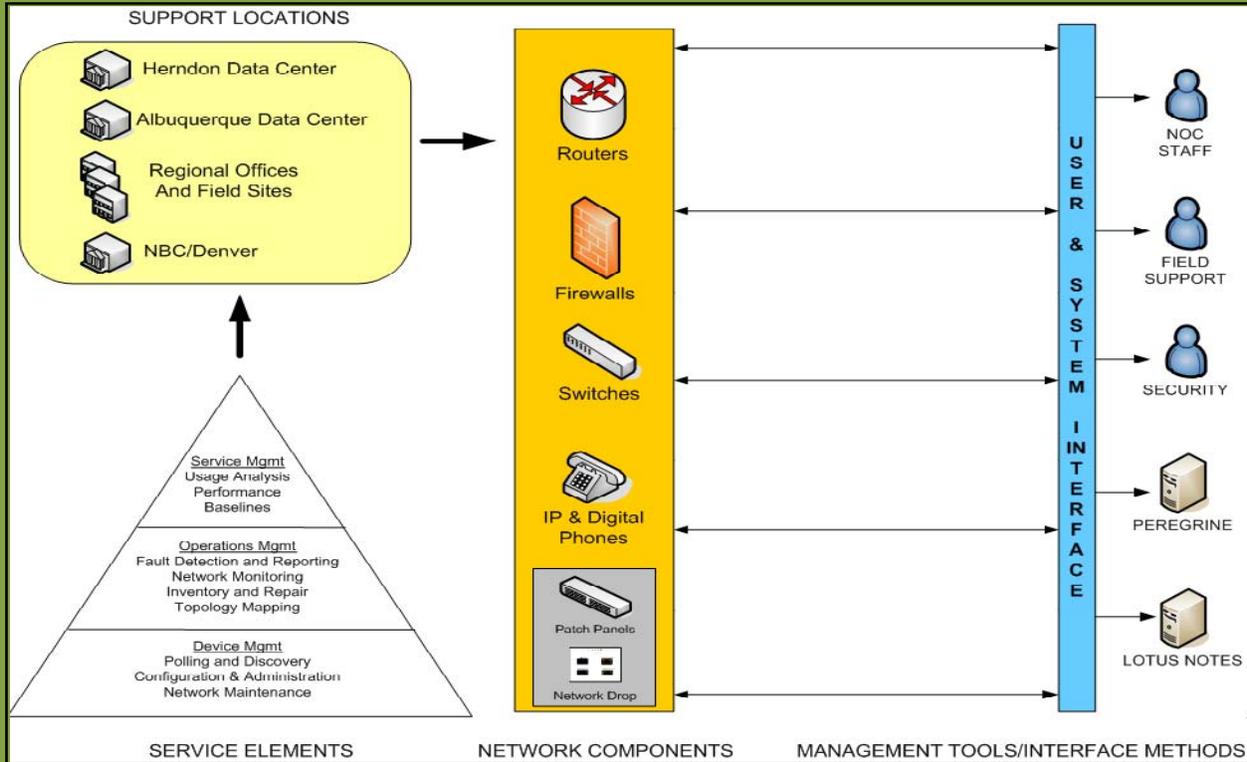
Infrastructure Bandwidth Upgrade

Location	Before (Mbps)	After (Mbps)	Bandwidth Increase
10 Regions	~4.5	~18	400%
65 Agencies	~1.5	~3.0	100%
DOI Gateway	0	~45	N/A



Network Management

OCIO-IA will focus on improved network management by meeting government and industry best practices to achieve a world class organization. Attaining this status will require the implementation of Information Technology Infrastructure Library (ITIL) best practices.

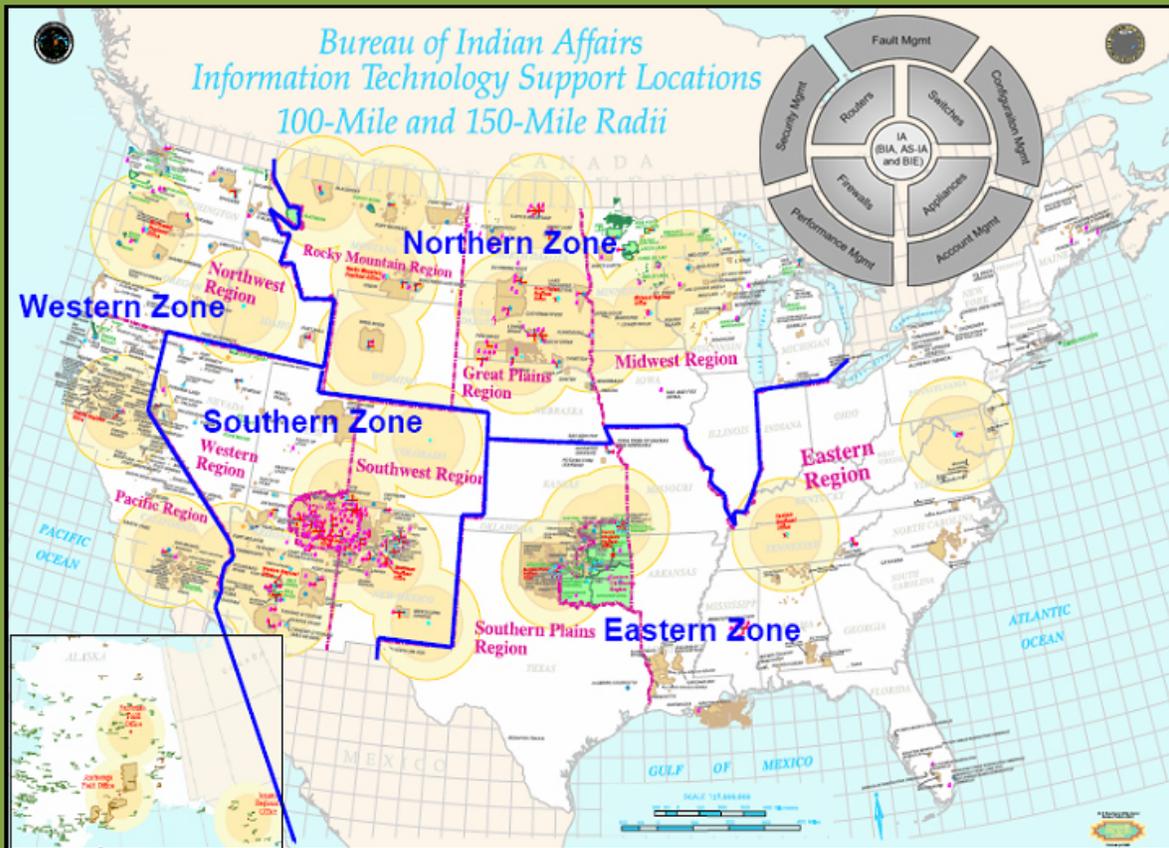


The Information Technology Infrastructure Library (ITIL) is a framework available in the form of documentation that defines the best practices and approaches to managing IT services. ITIL defines how "IT Service Management" (ITSM) can be implemented to improve the quality of IT services by using people, software, services, and methodologies collectively. It describes various management strategies that support the delivery of quality IT services. ITIL management strategies are used to manage IT services in various fields, such as education and technology, and helps to improve the quality of IT services while reducing their maintenance cost.

Implementing a management structure honoring best practices will provide an environment where we can provide "Access to the Right Information for Authorized Users, Anywhere, Anytime, Any Mission, Securely and Reliably," as per the IA IT Vision 2011.



Enterprise Systems Management IT Support Model



The OCIO-IA IT:User ratio is 1:92 versus the Federal Government (1:29), and DOI (1:29). OCIO-IA serves 110 locations in 12 regions, 4 zones, and 61 BIE schools.

Land Mobile Radio (LMR)

Land Mobile Radio (LMR) is a two-way radio system used by emergency personnel in support of public safety, rescue, and other critical services. A post September 11, 2001, Federal mandate requires a broad upgrade of the primary LMR infrastructure to provide interoperability and enhanced reliability. IA public safety radio systems are being upgraded as many do not currently meet the new narrowband-compliant P25 standards for either the radios or the infrastructure.





Indian Affairs has completed a survey of the LMR infrastructure. The results of this survey indicate that IA legacy LMR networks are failing due to their age, improper installation, neglect of system maintenance, and non-regulatory compliance. In addition, IA LMR systems do not have sufficient communication capabilities to accomplish core mission activities of law enforcement, emergency management services, homeland security, and protection of critical infrastructure and key assets. Moreover, there exist varying wireless tactical communications capabilities, even within and among IA organizations, which present logistical issues to overcome during the course of event management and crisis response. Many IA LMR facilities are currently being upgraded or scheduled for upgrades and repairs to comply with safety and compatibility standards.



Emergency services are generally not well coordinated and are in need of public safety command capabilities to tie together fire, medical, natural resources, and law enforcement communications supporting alarm management, dispatch, and command post operations. Improving public safety radio systems will require the various systems be integrated to the greatest extent

possible and interconnected with Federal, state, and local law enforcement and emergency services systems.

Rather than proliferate individual wideband, component-specific solutions, IA will consolidate tactical communications requirements and provision a streamlined narrowband-compliant solution. IA long-term plans for implementation and remediation of existing LMR infrastructure will provide tactical communications with the narrowband-compliant solution to IA LMR users.

Security risk assessments will be completed during the design and operational stages of system build-outs. These assessments will identify potential risks associated with IA LMR systems that have incorporated advanced technology (for example, computer-based systems and encryption). Security awareness and understanding among public safety management personnel will improve, and risks associated with evolving public safety radio communication systems will be mitigated.



E12 - TECHNOLOGY ASSESSMENT

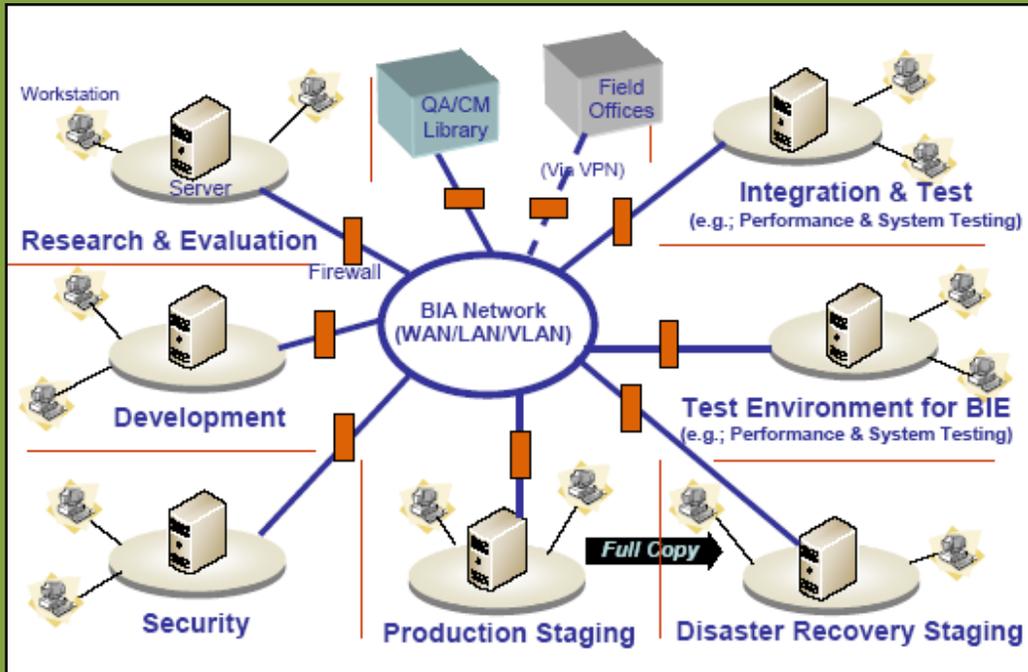
OCIO-IA shall assess, modernize, and enhance our Information Technology capabilities in FY 2008 by implementing best practices in IT management to accomplish three key objectives:

- **Establish Research, Evaluation, Development, Test and Integration Lab (REDTIL)** - OCIO-IA will establish REDTIL to support it in: demonstrating credibility of the proposed technical approach; understanding product/service issues and providing solutions; testing and developing applications and system integration; performing analytical capabilities of systems; and testing framework requirements for application development. It will be a competence center for testing performance, systems integration, and interoperability, and removing security vulnerabilities from applications during the development process.
- **Update the Master Technical Reference Model (TRM) (Officially Approved DOI Product Catalog)** - The existing TRM is outdated. OCIO-IA will work with DOI to update and implement the updated master TRM to provide support, guidance (e.g.; standards), and regulation for the management and acquisition of technology. The TRM will provide a foundation for categorizing standards, specifications, and technologies to support and enable the delivery of service components and capabilities within IA. This effort, along with SLC/Governance processes, will allow OCIO-IA to stabilize products for cost avoidance/savings through ELAs and BPAs, improve system integration, and maximize system performance.
- **Establish/implement Technology Refresh Plan (TRP)** - OCIO-IA will establish baseline configurations for the IA annual IT asset management and IT refresh. Technology continues to advance, and each year there are numerous choices in IT equipment functionality which must be made. For this fiscal year, OCIO-IA plans to replace one-third of IA desktops after funding approval. This choice affects performance and cost in inverse proportion and requires due consideration to establish a beneficial balance. OCIO-IA will utilize the DOI BPA and TRM whenever possible for its baseline configurations.

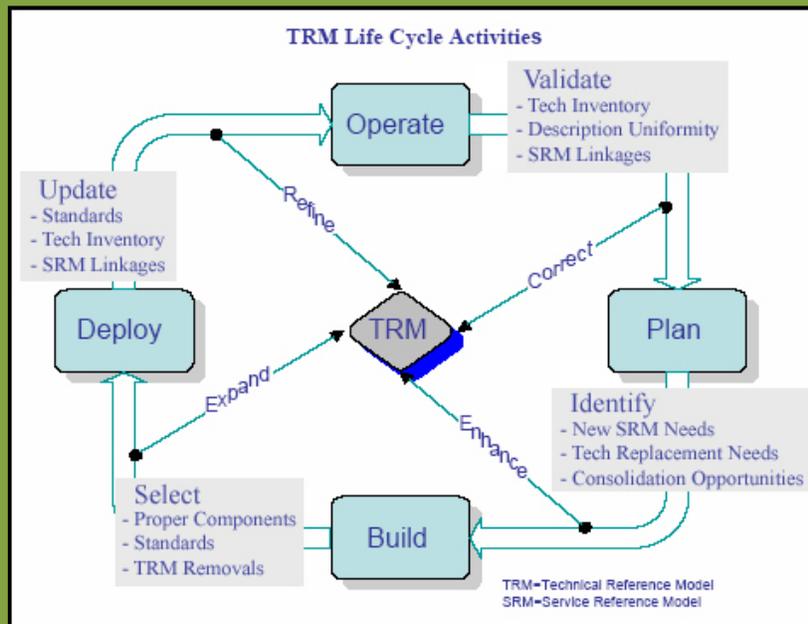
The REDTIL and TRM processes are illustrated on the following page.



Research, Evaluation, Development, Test and Integration Lab (REDTIL) Environments



Technical Reference Model (TRM) Activities

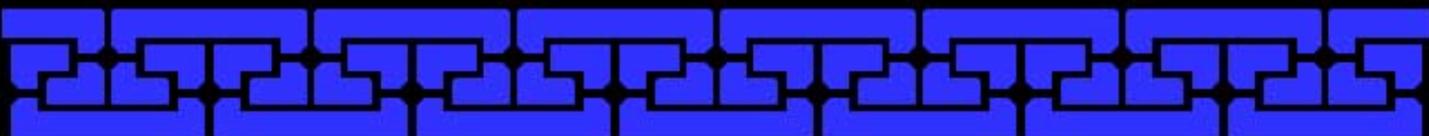




This concludes our Annual report for FY 2007. Thank you for your time and attention.



We wish to thank Ken Blackbird, Sonny Bhagowalia, Al Foster, and Gil Wake for use of their photographs in this document as noted. We also wish to thank the FBI CIO, NASA, and DOI OCIO for their assistance.

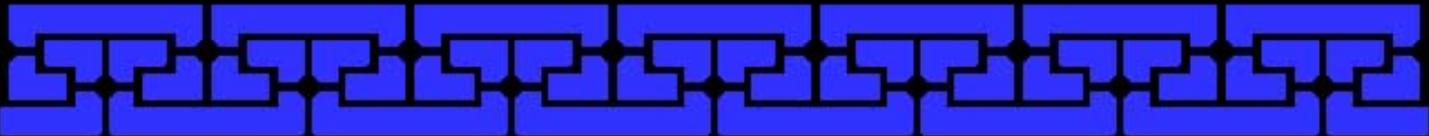


OCIO-Indian Affairs



THANK YOU

**Committed to Delivering Excellence in Technology
for Indian Country**





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