Agency Priority Goal Action Plan

IT Modernization

Goal Leaders:

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Overview

Goal Statement
- Enhance user and mission efficiency by increasing the productivity, usability, security, and relevance of IT solutions supporting the Department. By September 30, 2019, the Department will establish a secure cloud-based platform to improve Information Technology (IT) service delivery by: implementing an Identity Management System (IDMS) solution for all Department systems, transitioning users to cloud collaboration platforms, closing redundant data centers, modernizing target architecture, and continuing to deploy wireless (Wi-Fi) Department wide.
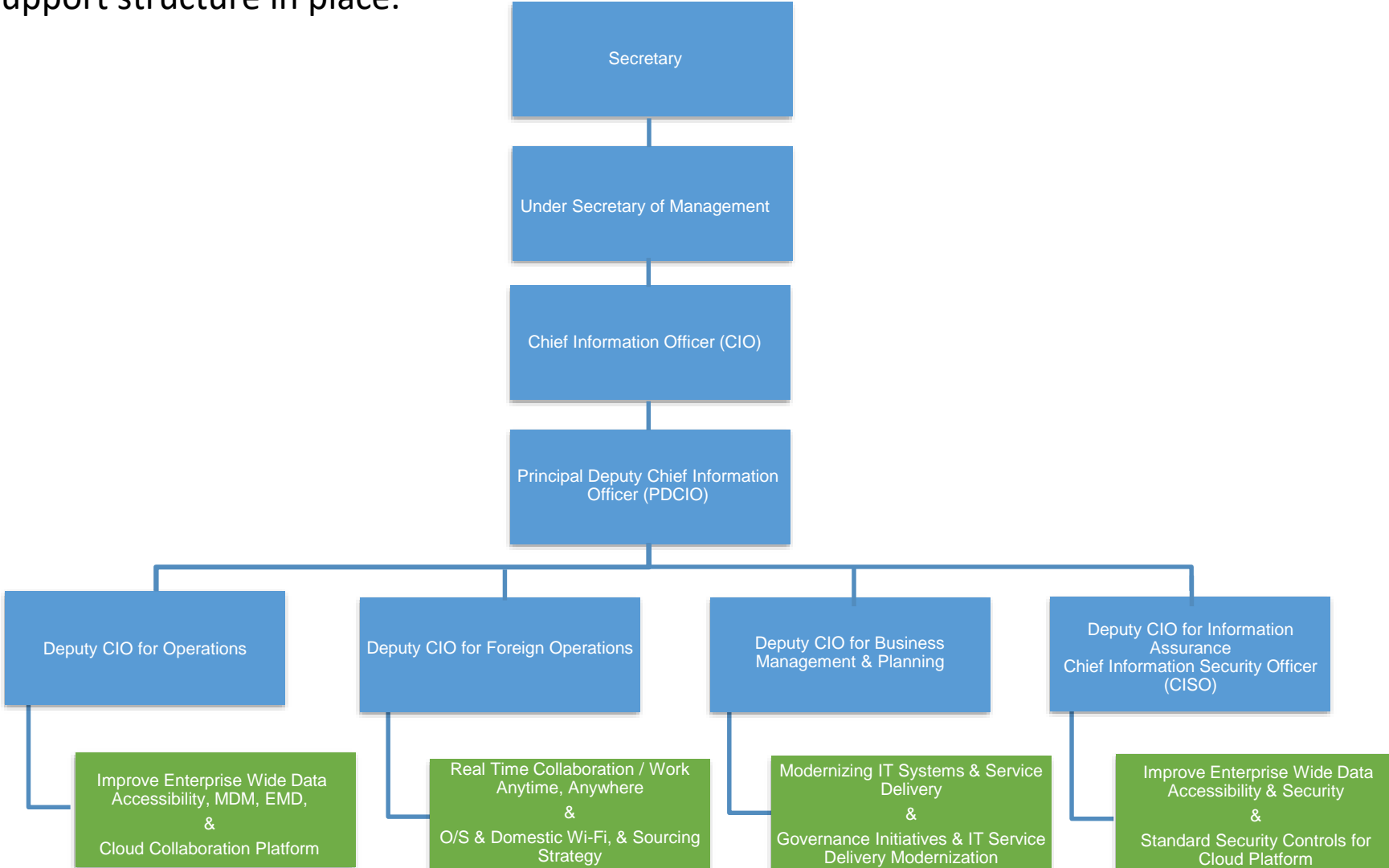
Challenge
- Legacy systems pose investment and security risks and rely on increasingly costly and obsolete technologies;
- Some IT investments do not benefit from full governance rigor, which may result in duplication, lack of strategic business and technical alignment, and investment risk.

Opportunity
- Provide single sign on for all users to access cloud-based and legacy systems/services;
- Design systems to target architecture to mitigate security risks posed by legacy systems and enhance overall IT security performance;
- Accelerate modernization of the Department's technology services, closure of data centers, and offer improved access to business data through commercial cloud services, cloud-ready digital identities, and cloud provided foundational services (i.e. email, Wi-Fi and productivity tools); and
- Restructure governance processes and IT portfolio (shifting an increased percentage to the budget from operations and maintenance (O&M) to development and modernization and enhancements (DM&E)).

Leadership

Core Team: This IT Agency Priority Goal (APG) is a result of the Department's IT Modernization initiative. Below is a high level organization representing the leadership support structure in place.

Secretary

Under Secretary of Management

Chief Information Officer (CIO)

Principal Deputy Chief Information Officer (PDCIO)

Deputy CIO for Operations

Deputy CIO for Foreign Operations

Deputy CIO for Business Management & Planning

Deputy CIO for Information Assurance
Chief Information Security Officer (CISO)

Improve Enterprise Wide Data Accessibility, MDM, EMD,
&
Cloud Collaboration Platform

Real Time Collaboration / Work Anytime, Anywhere
&
O/S & Domestic Wi-Fi, & Sourcing Strategy

Modernizing IT Systems & Service Delivery
&
Governance Initiatives & IT Service Delivery Modernization

Improve Enterprise Wide Data Accessibility & Security
&
Standard Security Controls for Cloud Platform

Key Milestones

1. Improve Enterprise-Wide Data Accessibility

Right Data to the Right People
Identify a certified project manager and submit a complete IDMS business case to the eGovPMO - Q3 FY 2018

IDMS for Cloud and for On-Premise Applications
- Use governance to identify and procure an appropriate IDMS solution – Q3 FY 2018
- Pilot cloud application access through IDMS – Q4 FY 2018
- First production, on-premise application access via IDMS – Q1 FY 2019
- Launch additional legacy and cloud integration with IDMS – Q2 FY 2019

2. Real Time Collaboration / Work Anytime, Anywhere

Ecosystem to Support Mobility
Identify a certified project manager and submit a complete business case to the eGov PMO for each of the projects below – Q3 FY 2018

Cloud Collaboration Platform
- Ensure all core functionality is available domestically and begin providing targeted services overseas – Q1 FY 2019

Overseas and Domestic Wi-Fi – A Foundational Enterprise Service
- Develop and launch a consolidated rollout strategy – Q1 FY 2019

Mobile Device Management and Conversion Strategy – A Foundational Enterprise Service
- Use governance to modernize mobile device management – Q4 FY 2018

3. Modernize IT Systems and Service Delivery

Ecosystem to Adapt to a Changing Workforce
Identify a certified project manager and submit a complete business case to the eGov PMO for each of the projects below – Q3 FY 2018

Governance Initiatives & IT Services Delivery
- Build IT Modernization focused EA roadmap – Q1 FY 2019
- Develop new Service Delivery governance model – Q4 FY 2018
- Develop a modernized Enterprise Architecture (EA) program – Q4 FY 2018
- Upgrade service delivery governance processes and risk management framework – Q2 FY 2019
- Upgrade IT portfolio investments and systems modernization using new EA and service delivery model – Q3 FY 2019

4. Improve Enterprise-Wide Data Accessibility & Security

Cybersecurity and Standard Security Controls for Cloud Platform
Complete the Enterprise Information Security Program Plan – Q4 FY 2018

Cybersecurity
- Increase the Domain-based Message Authentication, Reporting, and Conformance (DMARC) set to default 'reject' to 100% – Q1 FY 2019
- Increase high and medium impact systems that have authorization to operate (ATO) – Q4 FY 2019

Standard Security Controls for Cloud Platforms
- Complete the Amazon Web Services Information Security Program Plan – Q4 FY 2019

See pages 5-11 for detailed milestones for each subproject.

Summary of Progress – Q4 FY 2018

Improve Enterprise-Wide Data Accessibility Milestones				
Key Milestones	**Milestone Due Date**	**Milestone Status**	**Change from Last Quarter**	**Comments**
IDMS – IRM/VMO				
Implement requirements gathering and analysis	Q1 FY 2018	Completed	N/A	
Identify a PM and submit IDMS business case to the eGov PMO	Q3 FY 2018	Completed	N/A	
Design IDMS solution and develop acquisition plan	Q3 FY 2018	Completed	N/A	
Pilot cloud application/integration access through IDMS Solution	Q4 FY 2018	In Process	Yes	Due to delays in the release of designated IT Modernization funding streams, acquisition of all required software was not completed until the end of Q4 FY 2018. Milestone expected to be achieved Q1 FY 2019.
First production, on premise application access via IDMS	Q1 FY 2019	Planned	N/A	
Expand legacy system integration with IDMS	Q2 FY 2019	Planned	N/A	

Summary of Progress – Q4 FY 2018

Real Time Collaboration / Work Anytime, Anywhere Milestones				
Key Milestones	**Milestone Due Date**	**Milestone Status**	**Change from Last Quarter**	**Comments**
Cloud Collaboration – IRM/CPMO				
Implement requirements gathering and analysis	Q1 FY 2018	Completed	N/A	
Identify a PM and submit business case to the eGov PMO	Q3 FY 2018	Completed	Yes	A Cloud Program Management Office (CPMO) has been identified and the Real Time Collaboration business case has been updated.
Deploy collaboration capabilities to targeted domestic and overseas locations, including Outlook Online, Skype, SharePoint Online, OneDrive Web, OneDrive Sync, InTune, and Office Online	Q3 FY 2018	In Process	N/A	MS Office Online and Skype is available to 100% of Department users, while 52% are using cloud-based mail capabilities. Other collaboration capabilities are still being deployed.
Expand domestic and overseas cloud collaboration capabilities	Q1 FY 2019	Planned	N/A	

Summary of Progress – Q4 FY 2018

Real Time Collaboration / Work Anytime, Anywhere Milestones				
Key Milestones	**Milestone Due Date**	**Milestone Status**	**Change from Last Quarter**	**Comments**
Overseas and Domestic Wi-Fi – IRM/FO				
Finalize pilot and develop plan	Q1 FY 2018	Completed	N/A	
Identify a PM and submit Wi-Fi business case to the eGov PMO	Q3 FY 2018	Completed	Yes	A PM has been identified and a business case was submitted on August 31 to eGov PMO.
Identify target domestic and overseas locations for Wi-Fi install / upgrades	Q3 FY 2018	Completed	N/A	
Deploy Wi-Fi to planned FY 2018 locations	Q4 FY 2018	Completed	Yes	All identified FY 2018 locations are complete.
Expand domestic and overseas Wi-Fi Deployment	Q1 FY 2019	Planned	N/A	

Summary of Progress – Q4 FY 2018

Real Time Collaboration / Work Anytime, Anywhere Milestones (Cont.)				
Key Milestones	**Milestone Due Date**	**Milestone Status**	**Change from Last Quarter**	**Comments**
Mobile Device Management (MDM) and Conversion Strategy – IRM/OPS/MSO/MRA				
Implement requirements gathering and analysis	Q1 FY 2018	Completed	N/A	
Initiate pilot and develop plan	Q2 FY 2018	Completed	N/A	
Identify a PM and submit MDM business case to the eGov PMO	Q3 FY 2018	Completed	N/A	
Begin upgrade/modernization of MDM Solution	Q4 FY 2018	In Process	Yes	75% of infrastructure complete to support 50,000 users.
Expand upgrade/modernize MDM Solution	Q2 FY 2019	Planned	N/A	
Retire Legacy MDMs	Q4 FY 2019	Planned	N/A	

Summary of Progress – Q4 FY 2018

Modernize IT Systems and Service Delivery Milestones				
Key Milestones	**Milestone Due Date**	**Milestone Status**	**Change from Last Quarter**	**Comments**
Governance Initiatives & IT Services Delivery – Enterprise Architecture Governance – IRM/BMP/OCA				
Implement requirements gathering and analysis	Q1 FY 2018	Completed	N/A	
Identify a PM and submit EA business case to the eGov PMO	Q3 FY 2018	In Process	Yes	A PM has been identified and the business case is being developed and will be completed in Q1 FY 2019.
Develop a modernized EA Program focused on services	Q4 FY 2018	In Process	Yes	A project plan plus associated program budget and resources are being executed iteratively to generate the appropriate EA staff and services to be completed Q1 FY 2019.
Build IT Modernization focused EA roadmap(s)	Q1 FY 2019	Planned	N/A	
Update IT portfolio investments and systems modernization using modernized EA	Q3 FY 2019	Planned	N/A	

Summary of Progress – Q4 FY 2018

Modernize IT Systems and Service Delivery Milestones				
Key Milestones	**Milestone Due Date**	**Milestone Status**	**Change from Last Quarter**	**Comments**
Governance Initiatives & IT Services Delivery – Service Delivery Governance – IRM/BMP/SPO/PM				
Implement requirements gathering and analysis	Q1 FY 2018	Completed	N/A	
Identify a PM and submit service delivery business case to the eGov PMO	Q3 FY 2018	In Process	N/A	
Develop new Service Delivery Model	Q4 FY 2018	In Process	N/A	
Upgrade IT portfolio investments and systems modernization using new service delivery model	Q3 FY 2019	Planned	N/A	

Summary of Progress – Q4 FY 2018

Improve Enterprise-Wide Data Accessibility & Security & Standard Security Controls for Cloud Platform Milestones				
Key Milestones	**Milestone Due Date**	**Milestone Status**	**Change from Last Quarter**	**Comments**
Cybersecurity and Standard Security Controls for Cloud Platform – IRM/IA				
Complete the Enterprise Information Security Program Plan	Q4 FY 2018	Completed	Yes	This Plan was completed in September.
[For intrusion detection and prevention] Increase the DMARC set to default 'reject' to 100%	Q1 FY 2019	In Process	Yes	Q4 FY 2018 DMARC rate is at 55.5%.
In support of the standard security controls for the cloud platform, complete the Amazon Web Services Information Security Program Plan	Q4 FY 2019	Planned	N/A	
Increase High Impact Systems that have authorization to operate (ATO) to 75%	Q4 FY 2019	In Process	Yes	Q4 FISMA data not yet available.
Increase Moderate Impact Systems that have ATO to 60%	Q4 FY 2019	In Process	Yes	Q4 FISMA data not yet available.

Key Indicators

Indicator	Baseline	Target	Forecast FY 2018	Forecast FY 2019
Improve Enterprise-Wide Data Accessibility				
Percentage of users that are leveraging the enterprise IDMS solution thus increasing efficiencies	0	116,000	0%	90%
Real Time Collaboration / Work Anytime, Anywhere				
Percentage of employees transitioned to primary cloud collaboration platform.	0	116,000	50%	90%
Percentage of domestic data centers that are closed due to efficiencies of the cloud.	0	126	15%	30%
Percentage of Department domestic buildings and overseas posts that support Wi-Fi.	18	TBD	10%	30%
Modernize IT Systems and Service Delivery				
Percentage of systems designed to the target architecture.	0	TBD	0%	20%
Improve Enterprise-Wide Data Accessibility & Security				
Percentage of High Impact Systems that have ATO	Q3 FY 2018 65%	75%	65%	75%
Percentage of Moderate Impact Systems that have ATO	Q3 FY 2018 46%	60%	46%	60%
[Intrusion and Detection Prevention] Percentage of DMARC set to default 'reject'	Q3 FY 2018 25%	100%	55%	100%

Data Accuracy and Reliability

Data Source	Accuracy & Reliability
Project: IDMS Central digital ID Store Enterprise GAL	The data source is highly reliable and current.
Project: Anywhere/Anytime Enterprise GAL, DCOI Report, A & OBO	There are three core data sources that are required for this effort. First, is the Enterprise Global Address List (GAL) data source is highly reliable and current that will support user metrics. Second, the Data Center Optimization Initiative (DCOI) report is an annual report providing status about data center consolidation. Lastly, the Bureau of Administration (A) & Bureau of Overseas Building Operations (OBO) provide data regarding building and facilities domestically and overseas. Each system is an accurate data source.
Project: Optimized IT Governance & Service Delivery iMatrix	iMatrix provides an accurate representation of the approved enterprise systems within the Department.
Project: Improve Enterprise-Wide Data Accessibility & Security FISMA	The data source is the Department of Homeland Security's quarterly Cybersecurity Risk Management Assessment report. These reports are considered reliable.

Additional Information

Contributing Programs

Organizations:
- Bureau of Information Resource Management (IRM)

Program Activities:
- (1) Improve Enterprise-Wide Data Accessibility, (2) Real Time Collaboration / Work Anytime, Anywhere, (3) Modernize IT Systems and Service Delivery, and (4) Improve Enterprise-Wide Data Accessibility & Security

Regulations:
- E-Government Act (eGov), Federal IT Acquisition Reform Act (FITARA), Clinger-Cohen Act (CCA), Modernizing Government Technology Act (MGT), Federal Information Security Management Act (FISMA), President's Management Agenda (PMA), Executive Order (EO) 13800: *Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure*, Report to the President on Federal IT Modernization

Policies:
- 1 FAM 270, 5 FAM, 12 FAM 600

Other Federal Activities:
- Foreign Affairs Cloud Environment Technology (FACET), Foreign Affairs Network (FAN), Strategic Sourcing, Enterprise Mobile Management (EMM) Modernization

Stakeholder / Congressional Consultations

IRM regularly meets with OMB's eGov office reporting on these and other IT modernization initiatives and upon request briefs Senate and House committees.