



Agency Priority Goal Action Plan

IT Modernization

Goal Leaders:

Stuart McGuigan, Chief Information Officer, Bureau of Information Resource Management

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

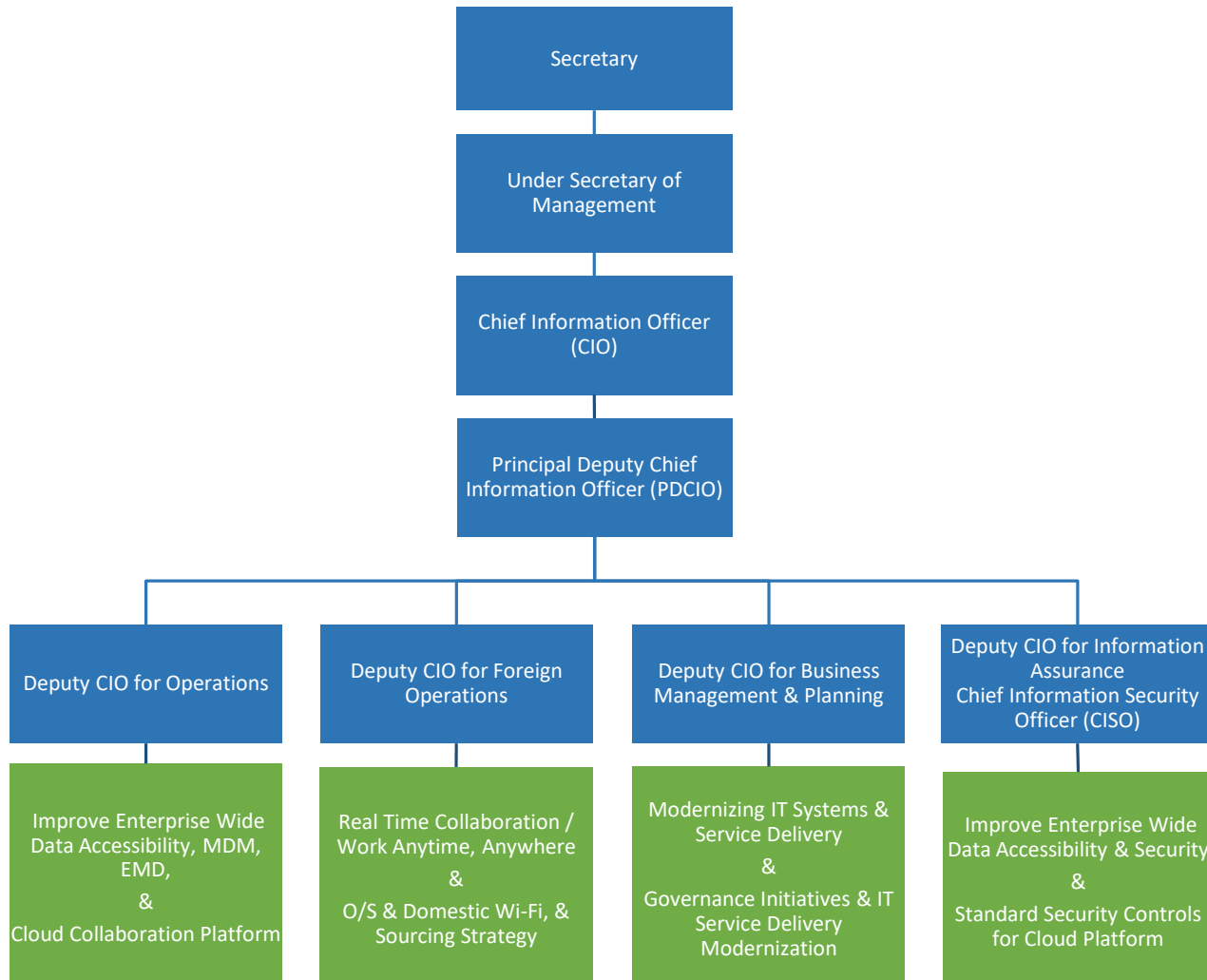
- Legacy systems pose investment and security risks and rely on increasingly costly and obsolete technologies;
- Some IT investments do not benefit from full governance rigor, which may result in duplication, lack of strategic business and technical alignment, and investment risk.

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.



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 eGov PMO - Q3 FY 2018

IDMS for Cloud and for On-Premises 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-premises 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 – FY 2019 Q3

Improve Enterprise-Wide Data Accessibility Milestones

Key Milestones	Milestone Due Date	Milestone Status	Change from Last Quarter	Comments
IDMS – IRM/FO				
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	All assessment/authorization artifacts submitted, Integrated Project Team review completed, Awaiting Senior Agency Official for Privacy authorization Memo and Senior Info Assurance review. Authorization to Operate expected FY 2019 Q4.
First production, on premises application access via IDMS	Q1 FY 2019	In Process	Yes	FY 2019 implementations: G-Suites (FAN) targeted for production in July, ServiceNow targeted for August, and AirWatch targeted for September.
Expand legacy system integration with IDMS	Q2 FY 2019	Planned	Yes	Now planned for FY 2020 Q1.

Summary of Progress – FY 2019 Q3

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	N/A	
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	Completed	Yes	Collaboration capabilities have been deployed to targeted domestic and overseas locations.
Expand domestic and overseas cloud collaboration capabilities	Q1 FY 2019	In Process	Yes	MS Office online is available to 100% of users, 89.5% have been migrated to MS O365 cloud-based mail and 90% is planned through Q4 FY 2019.

Summary of Progress – FY 2019 Q3

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	N/A	
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	N/A	
Expand domestic and overseas Wi-Fi Deployment	Q1 FY 2019	In Process	Yes	<p>This represents a multi-year plan to expand Wi-Fi deployments to domestic and overseas locations is now in effect. The Department expects to exceed the planned goal of deployment at 30 locations by the end of FY 2019 Q4.</p> <ul style="list-style-type: none"> • Overseas Wi-Fi surveys = 35 • Overseas Wi-Fi installations = 6 • Domestic Wi-Fi solutions in progress =17 • Domestic Wi-Fi installations = 7 <p>The Interagency ICASS Executive Board agreed to share funding for overseas Wi-Fi operations, maintenance and refresh costs on a local level "opt-out" basis, starting in FY 2021.</p>

Summary of Progress – FY 2019 Q3

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	Completed	N/A	
Expand upgrade/modernize MDM Solution	Q2 FY 2019	In Process	Yes	Currently expanded to 5,000 users.
Retire Legacy MDMs	Q4 FY 2019	Planned	Yes	New milestone target.
New MDM systems available	Q4 FY 2019	Planned	Yes	New milestone target.

Summary of Progress – FY 2019 Q3

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	Completed	Yes	A PM has been identified and the business case is complete.
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 Q4 FY 2019.
Build IT Modernization focused EA roadmap(s)	Q1 FY 2019	In Process	No	All EA roadmap components are being developed within a phased approach. Deliverables to be matured on an iterative schedule and utilized on an as needed basis.
Update IT portfolio investments and systems modernization using modernized EA	Q3 FY 2019	Planned	No	All applicable investments and associated systems are being realigned within a phased approach. Deliverables to be iteratively matured starting in Q4 FY 2019.

Summary of Progress – FY 2019 Q3

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/OCA				
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	Completed	Yes	An IT Concept Questionnaire for the creation of an automated and optimized IT Governance Service, to include streamlined automated workflows, was submitted through the iMatrix CPIC tool.
Develop new Service Delivery Model	Q4 FY 2018	In Process	Yes	IRM continues to participate in government-wide, OMB-sponsored working groups to mature Technology Business Management (TBM) implementation guidance and finalize the framework's service layer. The finalization of this service layer is a key dependency for IRM's ability to execute its Service Optimization initiative. The TBM service layer taxonomy will supply the lexicon to apply the data tagging necessary to create full mission alignment across our IT asset inventory, our information systems inventory, our customer facing service catalog, and a suite of meaningful performance metrics that measure the cost and effective provision of our services. A project baseline will be established in Q1 FY 2020.
Upgrade IT portfolio investments and systems modernization using new service delivery model	Q4 FY 2019	In Process	Yes	In concert with the process improvement activities, IRM is working to leverage ServiceNow in aiding with its service delivery maturity. By leveraging a modern, robust platform to manage the new framework, IRM will have opportunities to gain valuable insights through enhanced analytical capabilities. Reconfiguring the Department's IT Portfolio within the new TBM framework will be an activity captured within project plan referenced above, which will be established in Q1 FY 2020.

Summary of Progress – FY 2019 Q3

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	N/A	
[For intrusion detection and prevention] Increase the DMARC set to default 'reject' to 100%	Q1 FY 2019	Completed	Yes	As of October 16, 2018, DMARC level is at 100%.
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 FY 2018 is 70%. Q1 FY 2019 Cybersecurity Risk Management Assessment canceled due to shutdown. Q2 FY 2019 – 75% Q3 FY2019 – 72%
Increase Moderate Impact Systems that have ATO to 60%	Q4 FY 2019	In Process	Yes	Q4 FY 2018 is 53%. Q1 FY 2019 Cybersecurity Risk Management Assessment canceled due to shutdown. Q1 FY 2019 – 57% Q2 FY 2019 – 64% Q3 FY 2019 – 66%

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	100	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
<p><u>Project:</u> IDMS Central digital ID Store</p> <p>Enterprise GAL</p>	<p>The data source is highly reliable and current.</p>
<p><u>Project:</u> Anywhere/Anytime</p> <p>Enterprise GAL, DCOI Report, A & OBO</p>	<p>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.</p>
<p><u>Project:</u> Optimized IT Governance & Service Delivery</p> <p>iMatrix</p>	<p>iMatrix provides an accurate representation of the approved enterprise systems within the Department.</p>
<p><u>Project:</u> Improve Enterprise-Wide Data Accessibility & Security</p> <p>FISMA</p>	<p>The data source is the Department of Homeland Security's quarterly Cybersecurity Risk Management Assessment report. These reports are considered reliable.</p>

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.