FEDERAL

CHIEF INFORMATION OFFICER

COUNCIL

STRATEGIC PLAN

CIO COUNCIL

FY 2007-2009

FROM THE FEDERAL CHIEF INFORMATION OFFICER COUNCIL LEADERSHIP TEAM

The Federal CIO Council is charged with acting as the "principal interagency forum for improving agency practices related to the design, acquisition, development, modernization, use, operation, sharing, and performance of Federal Government information resources." More specifically, the Council is directed by the E-Government Act of 2002 [44 USC 3603(f)] to engage in seven activities:

1. Develop recommendations for the Director of the Office of Management and Budget on Government information resources management policies and requirements;

2. Share experiences, ideas, best practices, and innovative approaches related to information resources management;

3. Assist the Administrator of the Office of Electronic Government in the identification, development, and coordination of multiagency projects and other innovative initiatives to improve Government performance through the use of information technology (IT);

4. Promote the development and use of common performance measures for agency information resources management;

5. Work with the National Institute of Standards and Technology and the Administrator to develop recommendations on information technology standards;

6. Assess and address the hiring, training, classification, and professional development needs of the Government related to information resources management; and

7. Work with the Archivist of the United States to assess how the Federal Records Act can be addressed effectively by Federal information resources management activities.

This plan represents our collective thinking on how best we might pursue our important role. Each of the three CIOC committees – IT Workforce, Architecture and Infrastructure, and Best Practices – will develop more detailed performance plans based on these activities. We strongly encourage the active involvement of all council members in advancing our vision of a Federal Government that strategically, efficiently and effectively uses information technology (IT) to serve and protect our citizens.

Mr. Clay Johnson, III,
Deputy Director
Office of Management and Budget
Federal CIO Council, Executive Chair

Ms. Karen S. Evans,
Administrator for Electronic Government
and Information Technology
Office of Management and Budget
Federal CIO Council, Director

Mr. David M. Wennergren,
Deputy Assistant Secretary of Defense
(Information Management and Technology)
DoD Deputy Chief Information Officer
Federal CIO Council, Vice Chair

VISION

A Federal Government that strategically, efficiently and effectively uses IT to serve and protect our citizens.

MISSION

To foster the collaboration of Federal Government Chief Information Officers (CIOs) in strengthening Government-wide IT management practices.

GOVERNING PRINCIPLES

• Supporting all areas of the President's Management Agenda.

• Attracting and retaining a high performance IT Workforce.

• Optimizing Federal Government information resources and investments.

• Aligning IT solutions with Federal enterprise business processes.

• Adopting and sharing best IT management practices.

GOALS

1 *A cadre of highly capable IT professionals with the mission critical competencies needed to meet agency goals.*

2 *Information securely, rapidly, and reliably delivered to our stakeholders.*

3 *Interoperable IT solutions, identified and used efficiently and effectively across the Federal Government.*

4 *An integrated, accessible Federal infrastructure enabling interoperability across Federal, state, tribal, and local governments, as well as partners in the commercial and academic sectors.*

GOAL 1

A cadre of highly capable IT professionals with the mission critical competencies needed to meet agency goals.

"Technologies may come and technologies may go; but the Government's positive transformation as a service provider is driven each and every day by the IT professionals who make up our workforce. Without them, no real progress can be made." ~ Ira L. Hobbs, CIO, Department of the Treasury Chief Information Officer / Co-Chair, CIOC IT Workforce Committee (Retired)

DESCRIPTION

IT workforce planning is a dynamic process. The rate of change in information technology, Congressionally-mandated requirements, and other Federal policies all contribute to the ongoing evolution in IT workforce management. As the Federal Government continues to streamline IT resources, resulting in more enterprise-wide programs, it must also ensure that the IT workforce remains highly competent and well versed in critical IT skills. To carry out its objectives, the Federal CIO Council works in close cooperation with OPM, OMB, GSA, the Chief Human Capital Officers Council, academia, and many private sector organizations in the IT industry. These partnerships enhance IT product and service delivery by ensuring that Federal agencies possess the necessary tools to enable the recruitment, retention, and development of a skilled IT workforce.

OBJECTIVES

1. Improve IT workforce identification, assessment and reporting capabilities to support agency requirements and to respond to overall Federal IT workforce trends.

2. Ensure that robust Federal IT professional development programs are offered that reflect current initiatives and the Federal Government's strategic direction.

3. Identify opportunities to strengthen and leverage IT project management skills in the Federal Government.

4. Promote the development and implementation of competitive compensation and workforce flexibilities that attract and retain top-level IT talent within the Federal Government.

MAJOR ACTIVITIES / TIMELINE	FY 2007	FY 2008	FY 2009	FY 2010
• Conduct Federal-wide IT Workforce Capability Assessment (ITWCA) Survey. This online survey is designed to collect information regarding the types of work that Federal IT employees carry out to inform agency workforce planning. The survey allows agencies to capture the "supply" of IT workforce capabilities, including proficiency in a set of IT-related competencies and skills, the percentage of the workforce possessing certain IT-related certification areas, the amount of time spent on selected specialized job activities, and a demographic profile of the IT workforce.		✖		✖
• Analysis of Government-wide results of IT Workforce Capability Assessment. The Federal CIO Council developed the Survey and a Capability Planning and Analysis Tool (CPAT) for Federal agencies to identify a "demand" model of capabilities needed to support their IT mission. A Federal-wide analysis is conducted to present a comprehensive picture of strengths and gaps. Individual agencies can compare their agency capabilities against Federal-wide capabilities. This tool also allows agencies to compare the current capabilities of its IT workforce to its desired target capabilities, and to identify specific competency and skill gaps. Utilization of the two major tools, the ITWCA Survey and the CPAT developed for Federal-wide use, avoids significant costs. Agencies are able to leverage a mature set of workforce planning tools in a standardized environment to address and close critical skill gaps.	✖		✖	
• IT Roadmap. The IT Roadmap, developed by the Federal CIO Council, is a tool used by the IT workforce for career planning. The Roadmap is based on the GS-2210 series parenthetical titles and is an interactive, web-based application that allows individuals to identify competency requirements, conduct a competency gap analysis, and identify training that will help each individual develop needed competencies. The IT Roadmap also enables employees to compile competency information into a long-term, customized plan for professional development.	✖	✖	✖	✖
• Develop and institute changes to GS-2210 titling. The ability to identify and target specialties in the dynamic field of IT is essential to workforce planning and successful recruiting. The Council is working with the Office of Personnel Management to update and add critical specialty titles.	✖	✖	✖	✖

MAJOR ACTIVITIES / TIMELINE *CONTINUED*

	FY 2007	FY 2008	FY 2009	FY 2010
• Issue updated Clinger-Cohen Core Competencies. Core universal knowledge requirements have been identified for IT staff across the Federal Government. The Competencies are updated biennially and are used to define learning objectives for Federal educational institutions which support IT workforce development, including the Federal CIO University consortium, the National Defense University's (NDU's) Information Resources Management College and the USDA Graduate School.		X		X
• Expand specialized recruitment activities to increase awareness of and interest in federal IT service. In the past, the Federal CIO Council has assisted OPM in the development of special salary rates, hosted a Virtual IT Job Fair, and produced an IT recruitment video. It has also implemented a pilot recruitment project with the Partnership for Public Service, and has fostered an active high school outreach effort, partnering with local high schools and the National Academy Foundation. The Council will continue to promote Federal IT careers by working closely with the National Science Foundation to facilitate use of the Scholarship for Service Program to place qualified information assurance students and graduates in agency summer and permanent positions. The Council will also continue with student outreach efforts such as career fairs and Groundhog Job Shadow Day.	X	X	X	X
• Conduct IT Quarterly Forums. Since April 2005, over 500 federal IT workers and their colleagues have attended forums that focus on "hot" topics in Information Technology. The IT Quarterly Forum goal is to educate workers on key issues to increase competency in mission critical work. In addition, the sessions allow networking and information-sharing to promote best practices. Topics covered include: FISMA, Enterprise Architecture, HSPD-12 and Designing for Survivability, and the Acquisition Workforce. Information about the IT Quarterly Forums is available at www.cio.gov/itqf.	X	X	X	X
• Continue to work with OPM and participating agencies to encourage IT Exchange opportunities. This program allows for temporary details (3 months to 1 year) of civilian IT employees to the private sector or for temporary details of private sector employees to agency positions. Interested agencies are currently developing ITEP agency plans and programs in order to implement IT exchanges.	X	X		

- 50% of agencies actively using the Capability Planning & Analysis Tool for IT workforce planning in support of the President's Management Agenda.

- 75% of agencies sending participants to IT Quarterly Forums and Federal IT Summits; and programs are evaluated as good to excellent by 90% of agency participants.

- 50% of agencies using IT recruitment video as part of recruitment and outreach efforts within one year after release.

- 10% increase in the number of agencies participating in the Scholarship for Service Job Fair each year.

SUCCESS STORY

Developing the strategies and actions to recruit, develop, and maintain a best-in-class professional IT workforce has been a Federal CIO Council priority since the establishment of the Council. Workforce issues are real, compelling, and rank consistently at the top of CIO critical issues lists.

The Clinger-Cohen core competencies have served as the foundation of the Council's IT workforce activities. These competencies have been used in the establishment of the 2210 IT Specialist series which incorporates titling for critical job areas. They are used in recruitment, and also as the basis for the essential learning objectives supporting our major educational programs. Hundreds of individuals are gaining knowledge and ability based on these competencies through the IT curriculum at institutions such as the NDU's IRMC College, USDA Graduate School, and universities offering the Federal CIO University certificate.

Workforce initiatives target today's employees and tomorrow's leaders. Since 2000, 770 students from private industry and Government have earned Federal CIO University certificates. A sizeable student outreach effort has provided hundreds of high school students with Federal job shadow opportunities.

With the establishment of the IT Workforce Survey in 2003, the IT community took the lead in assessing existing skill gaps and determining agency IT bench strength across the Federal Government. Agencies are realizing considerable benefits as a result of targeted workforce planning efforts focused on closing critical skill gaps. In FY 2006, 65 percent of agencies met all gap closure milestones, and 58 percent of agencies met their IT hiring targets. Significant economies of scale have been achieved by the use of one survey and gap analysis tool for all agencies. In addition, the survey has also been of great interest to several other governmental organizations. For example, the State of New York modified the survey tool for its own IT workforce assessment requirements. Additionally, academic institutions have used this Federal survey data for research in improving IT competency management. In years past, IT workforce planning was an afterthought, now it is a targeted approach.

GOAL 2

Information securely, rapidly, and reliably delivered to our stakeholders.

"Knowledge Management is about asking yourself: Who has done this before? Who can I collaborate with? Who needs to know this? Where can I post this so that someone can use it when they need it?" ~ David M. Wennergren, Deputy Assistant Secretary of Defense (Information Management and Technology) DoD Deputy Chief Information Officer

DESCRIPTION

Information is an asset used by the public to comprehend the myriad activities performed by the Federal Government. It is also an internal asset to be leveraged across the single, unified enterprise to improve processes, support decision-making, document agency activities, and enable accurate reporting. The effective functioning of our constitutional democracy depends upon the participation in public life of a well-informed citizenry, thus information must be readily available to them, and information must be shared among agencies as well, in order to maximize the effectiveness of business decision-making throughout the Federal Government and beyond to external partners. The Federal CIO Council supports timely and equitable delivery of Government information and services transcending organizational and geographic barriers.

OBJECTIVES

1. Develop policies and promulgate best practices to improve the integrity, delivery and usability of Federal Government information.

2. Implement the Data Reference Model (DRM) as a common framework for managing and sharing information across the Federal Government.

3. Establish and communicate best practices to improve the management of knowledge and the use of knowledge-based solutions in providing Government products and services to the public.

| MAJOR ACTIVITIES / TIMELINE	FY 2007	FY 2008	FY 2009	FY 2010
• Provide updates to the FEA Data Reference Model (DRM) and establish DRM implementation strategies, best practices, and success stories. The purpose of these activities is to contribute to the usability of the DRM by maintaining an effective process for modifying the DRM and sharing strategies for success.	x	x	x	x
• Establish an authoritative knowledge center for Federal data issues and opportunities. Given the need for data-sharing in the Federal Government, a resource for Government employees to access relevant data information will be developed.	x	x	x	

KEY PERFORMANCE INDICATORS

- All agencies begin to document their architectures in conformance with DRM 2.0.

- All of the e-Gov and Lines of Business (LoB) project management offices have fully documented the data architecture in conformance with the XML schema for DRM 2.0.

- Agencies begin to use DRM to fulfill obligations of the e-Gov act sub-section 207(d) to make agency information readily available to the citizens.

SUCCESS STORY

Extensive research was conducted by the Knowledge Management (KM) Working Group of the Federal CIO Council in 2005 and 2006 to determine the status of the implementation of KM practices in U.S. Federal agencies. The research determined the factors that influence the success of KM practices within Federal agencies - e.g., the size of the agency, whether the agency is a Cabinet-level department or an independent agency, the longevity of established KM Practices in the agency, whether or not the agency had adopted an effective KM policy or strategy, and whether the primary responsibility for KM practices was directed by a Chief Knowledge Officer or KM unit (as opposed to another type of functional unit in the agency, such as Information Technology or Human Resources).

The results of the research will be used over the next several years for a number of purposes including: serving as a source of best practices and opportunities for improvement in KM practices; serving as a basis for identifying knowledge, skill, and competency gaps, with a view to developing a comprehensive KM blueprint for the Federal sector; serving as a basis for demonstrating the relationships between effective KM practices and improved individual and organizational performance; and serving as a basis for follow-on and spin-off research projects.
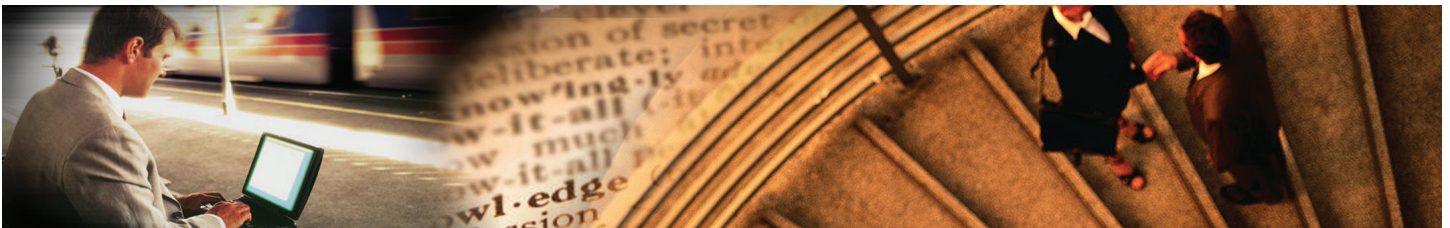
GOAL 3

Interoperable IT solutions identified and used efficiently and effectively across the Federal Government.

"The Federal Enterprise Architecture (FEA) is actively leveraging information technology to make the Federal Government more citizen-centered and results-oriented. With many of the Electronic Government (e-Gov) initiatives close to declaring success, citizens and Government are beginning to see a real difference."~ Karen Evans, Federal CIO Council Director

DESCRIPTION

In accordance with the eGovernment component of the President's Management Agenda (PMA), the CIOC will champion the Lines of Business (LoB) initiatives to identify and consolidate functions performed widely and with little differentiation across many, if not all agencies. Target business processes are being developed through a collaborative approach and implemented through shared solutions, enabling standardization throughout the Federal Government.

Reducing the number of redundant systems decreases both cost and risk while reducing distractions from the performance of agency core missions. Competitive selection among public and private service providers will leverage economies of scale, reduce costs, and increase the quality and consistency of service. Programs like SmartBUY will allow agencies to acquire software under better terms and at lower prices. Such programs will encourage and enable service providers competing to support the Federal government to propose the best service and most innovative solutions at the lowest cost.

To carry out its objectives, the CIOC works in close cooperation with OMB, GSA, and other organizations such as the Interagency Management Council for Federal Telecommunications, Federal Chief Acquisition Officers Council, and Federal Chief Financial Officers Council. These partnerships enhance our ability to optimize our investment in IT to enable more efficient and effective Government service to our citizens.

OBJECTIVES

1. Integrate the FEA into the Federal budget process as a tool for evaluating IT investments to identify redundancies and opportunities for shared solutions.

2. Implement the SmartBuy project plan.

3. Collaborate with the LoBs to identify and establish shared service providers for select cross-agency business processes.

4. Accelerate the use of e-Gov solutions across all departments/agencies.

5. Adopt service-oriented design allowing integration of standard business service components across the Federal Government.

6. Encourage the adoption of standards-based best practices across government.

7. Incorporate best practices into the inherently governmental processes to be developed and deployed by agencies, LoBs, and e-Gov projects.

8. Provide the government's IT leaders with the knowledge and skills they need through best practices forums, CIO Bootcamps and an effective website and collaboration tool.

9. Continue to develop more efficient and effective methods for sharing information on emerging technologies.

MAJOR ACTIVITIES / TIMELINE	FY 2007	FY 2008	FY 2009	FY 2010
• Facilitate the development of collaborative management processes and best practices for e-Gov shared services.	X			
• Continue to implement and refine the life-cycle management process and website (ET-gov) to enable the identification and discovery of emerging technology components and specifications, via full-text searching as well as mappings to the FEA Service Component Reference Model (SRM) and Technical Reference Model (TRM).	X	X	X	X
• Encourage and assist agencies, LoBs, and e-Gov project managers to use the Federal Transition Framework (FTF) Catalog to identify and incorporate shared solutions into their architectural plans and IT acquisitions.	X	X	X	X
• Offer training and awareness through CIO Bootcamps, best practices, forums, and other council meetings.	X	X	X	X

12

KEY PERFORMANCE INDICATORS

- 50% of agencies with OMB EA assessment ratings of 4.0 or higher.

- 100% of e-Gov and LoB solutions implemented by agencies targeted to partner in the use of those solutions.

- Number of IT solutions, components, services, and specifications identified and demonstrated to be reusable across multiple agencies, programs, eGov projects, and LoBs.

- Percentage of shared solutions used by agencies in relation to the number of lines of business in which each agency is engaged and amounts of money they spend on IT.

- Annual growth rate of spending by agencies on IT products and services in relation to the number of functions they are required to perform and the volumes of records they must compile and maintain.

SUCCESS STORY

Early in 2003 the co-chairs of the Architecture and Infrastructure Committee (AIC), tasked the Emerging Technology (ET) Subcommittee to assist in responding to paragraph 3602(f)(4) of P.L. 107-347, the Electronic Government Act of 2002 (e-Gov Act), which requires the Administrator of the Office of Electronic Government to: "Promote innovative uses of information technology by agencies, particularly initiatives involving multiagency collaboration, through support of pilot projects, research, experimentation, and the use of innovative technologies."

One co-chair explained that a process was needed whereby the emerging technology life-cycle could be more efficiently and effectively managed on a Government-wide basis. The other stated the problem more colloquially when he said, "Look guys, we can't deal with all of the vendors coming at us with intergalactic solutions."

The ET Subcommittee deliberated on how best to address the task, and then outlined a logical eight-stage process. With volunteer development support, an ET-gov prototype (Stage 1) was demonstrated at the XML 2003 conference.

Subsequently, the project was included as task 6 in the AIC's FY 2005 spend plan. Funds that had been set aside were allocated to the project, and following a short development cycle, Stage 1 was unveiled at the GovCon05 conference in 29 March 2005.

Through a substantial volunteer effort, Stage 1 of the ET.gov site and process has now been operational for more than a year. More than 50 emerging technology components and specifications have been identified and communities of practice have formed around an increasing number of them. While few, if any of them might be considered to be "intergalactic" in nature, Government officials now have a Web site and a process to which to refer vendors offering innovative information technology products and services. The site is a step toward fostering multi-agency collaboration, pilot projects, experimentation, and use, as required by the e-Gov Act.

In turn, vendors can use the process to map their products and services to the FEA Service Component Reference Model (SRM) and Technical Reference Model (TRM). In addition, anyone can use the process to propose additions to the SRM and TRM. The IPv6 Work Group plans to refer vendors to the site. As others begin to do likewise, the ET-gov site and process will become an increasingly valuable shared service benefiting the entire Federal enterprise.

GOAL 4

An integrated, accessible Federal infrastructure enabling interoperability across the Federal, state, tribal, and local governments, as well as partners in the commercial and academic sectors.

"In our information-driven world, it is essential that all members of society — including persons with disabilities — have the opportunity to access the Information Superhighway. Ultimately, that's why we incorporate accessibility and Section 508 into our plan for this superhighway, the Federal Enterprise Architecture. It enables our Government to deliver information and services to all our citizens in an efficient, secure and inclusive manner. And it gives Americans the chance to access the technology and information that can help them realize their potential and transform their lives." ~ Craig Luigart, Veterans Health Administration, Chief Information Officer

DESCRIPTION

In most cases Federal agencies' infrastructures grew organically over time without an overall plan of development and implementation. The CIOC is leading the effort to integrate these home-grown networks into an interoperable network, encompassing agencies at all levels of Government, thereby helping to realize the President's vision of a Government that is truly citizen centered. The challenge has grown because, even as we make the transition, agency networks must continue to meet increasing demands for bandwidth and connectivity in support of expansion of agency-specific systems. At the same time, by continuing to incorporate the accessibility standards of Section 508, agencies will ensure that employees and others with disabilities will have full access to Federal information and technology.

OBJECTIVES

1. Accelerate the alignment of agency architectures with the Federal Enterprise Architecture (FEA).

2. Develop a strategy in coordination with state and local (major city) governments to promote the alignment of Federal, state, tribal, and local (major city) enterprise architectures.

3. Work closely with national and international governmental and private sector organizations to advance the use of common enterprise architecture standards.

4. Assist Federal agencies with the transition to incorporate Internet Protocol Version 6 (IPv6) into their networks.

5. Adopt service-oriented design, allowing integration of standard business service components across the Federal Government.

6. Establish a Government-wide repository of standardized business service components.

7. Promote the accessibility of Federal Rehabilitation Act (Section 508) best practices and tools to all Federal agencies.

MAJOR ACTIVITIES / TIMELINE	FY 2007	FY 2008	FY 2009	FY 2010
• Facilitate strategic dialogue among communities of interest. Through the Expedition Workshops, sponsored by the AIC, interested participants experience and learn about new opportunities to adhere to sound architectural principles and implement shared, service-oriented solutions.	x	x	x	x
• Facilitate the development of effective IPv6 strategies. The Office of Management and Budget requires that all Federal agencies comply with the new infrastructure standard, IPv6, by June 2008. The AIC will work to develop and share realistic strategies for implementation. By enabling the transition from IPv4 to IPv6, the AIC will contribute to the CIOC's goal to develop an integrated and accessible Federal infrastructure.	x	x	x	x
• Continue to refine the FEA Reference Model Maintenance Process (RMMP) and develop the Consolidated Reference Model. Through the RMMP, the AIC is working to ensure the ongoing usability and utility of the models by maintaining an effective process for modifying them in light of new information and changing circumstances.	x	x	x	x
• Create user and strategy-driven CORE.gov tools, a product roadmap, and solution architecture. CORE.gov is a collaboration tool and component repository intended to facilitate cross-agency collaboration and component reuse. Supporting documentation is designed to assist the AIC in promoting the value of CORE.gov as the premier collaboration tool for the Government.	x	x	x	x

- 100% of Federal agencies have implemented IPv6.
- 17 components registered in CORE.gov that are actually being reused.
- 100% of agencies reusing components available in CORE.gov.
- At least 3 components actually being reused by each agency.
- Stakeholder satisfaction with government information and services.

SUCCESS STORY

The Architecture and Infrastructure Committee (AIC), in conjunction with OMB, created the Federal Enterprise Architecture Security and Privacy Profile v2.0 (FEA SPP). The purpose of the FEA SPP is to provide agency decision-makers with a scalable and repeatable methodology for addressing information security and privacy from a business enterprise perspective.

To develop the FEA SPP, the AIC formed a cross-agency team to update the goals and process for augmenting the FEA SPP. The process developed by the FEA SPP team to expand on the FEA SPP documentation was a ground-breaking and innovative approach that allowed multiple disparate groups to collaborate and create a more effective guidance document. The FEA SPP team linked system and program-level security and privacy activities to agency architectures through the FEA reference models, providing agencies with a methodology for managing security and privacy issues according to the business-focused enterprise viewpoint.

The FEA SPP was field tested through validation exercises at the Department of Housing and Urban Development and the Department of Justice. During these exercises, senior cross-functional teams applied and reviewed the FEA SPP methodology to ensure its usability and applicability. Through the validation process, the FEA SPP team identified best practices and developed recommendations designed to promote the successful incorporation of security and privacy into an organization's enterprise architecture. The validation process also helped to ensure appropriate consideration of security and privacy requirements in agencies' strategic planning and investment decision processes. The process used to validate the FEA SPP benefited validating agencies by providing them with an opportunity to explore relationships between security processes and enterprise resources within their agencies. In addition, this process allowed for the thorough testing of the FEA SPP model before applying it to a wider audience. The execution of this process provided an exemplary method for testing and validating best practices and recommended techniques for incorporating security and privacy activities into an organization's enterprise architecture. The validation process used to develop the FEA SPP will ultimately lead
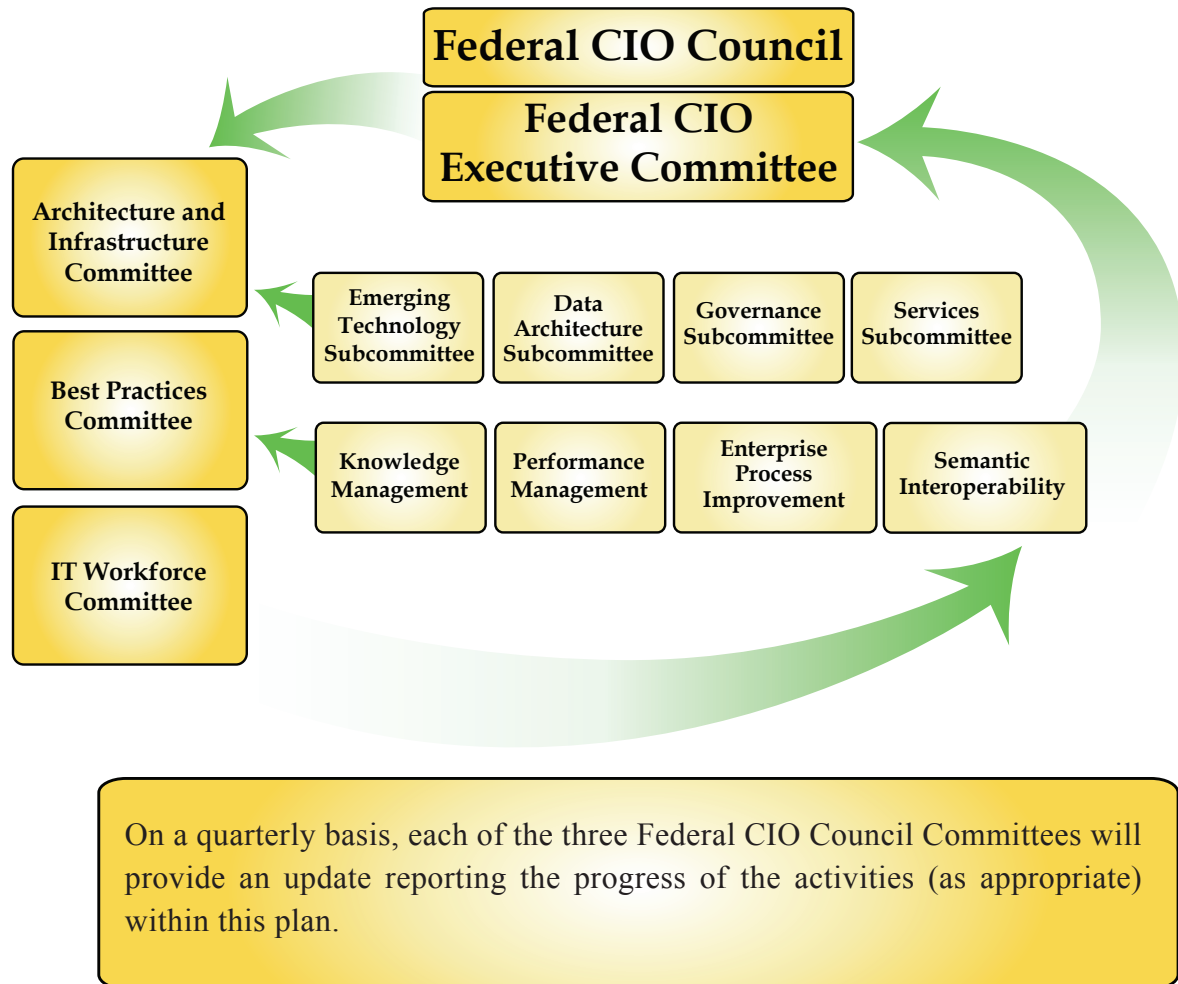
to the widespread acceptance of information security best practices because the process allowed for transparent decision-making and a clear understanding of the application of the proposed methodology.

The FEA SPP provides agencies with a tool to facilitate the incorporation of security and privacy activities within their architectures. The FEA SPP is designed to assist organizations in understanding security and privacy requirements, their ability to meet those requirements, and the business risks associated with failures to meet security requirements. In addition, the FEA SPP will help program executives select the best solutions for meeting requirements and improving current capabilities, and improves agencies' processes for incorporating privacy and security into major investments by selecting solutions most in keeping with enterprise needs. It is expected that through the implementation of the FEA SPP, federal agencies' security and privacy programs will see an improvement in their effectiveness by applying a proven methodology to advance agency security and privacy. The FEA SPP exemplifies one of the many successes of the AIC by demonstrating the value of a sound process for developing a methodology that will be applied across the Federal government and by providing a repeatable methodology for addressing information security that will help to improve the business of Federal agencies.
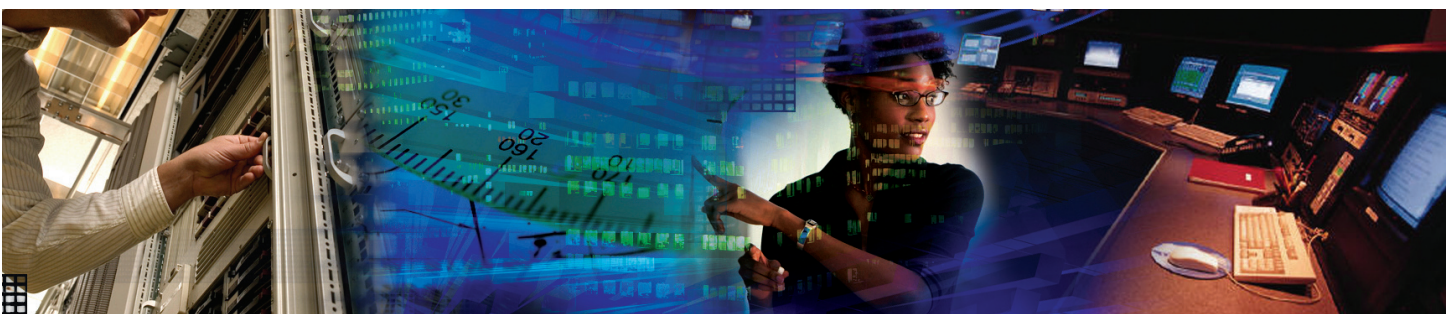
FEDERAL CIO COUNCIL
STRATEGIC PLAN PROCESS

```
                    ┌─────────────────────────────┐
                    │    Federal CIO Council      │
                    ├─────────────────────────────┤
                    │        Federal CIO          │
                    │   Executive Committee       │
                    └─────────────────────────────┘

┌──────────────┐
│ Architecture │
│ and          │
│ Infrastructure│
│ Committee    │      ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐
└──────────────┘      │ Emerging │ │   Data   │ │Governance│ │ Services │
                      │Technology│ │Architecture│ │Subcommittee│ │Subcommittee│
┌──────────────┐      │Subcommittee│ │Subcommittee│ └──────────┘ └──────────┘
│ Best         │      └──────────┘ └──────────┘
│ Practices    │      ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐
│ Committee    │      │Knowledge │ │Performance│ │Enterprise│ │ Semantic │
└──────────────┘      │Management│ │Management│ │ Process  │ │Interoperability│
                      └──────────┘ └──────────┘ │Improvement│ └──────────┘
┌──────────────┐                                └──────────┘
│ IT Workforce │
│ Committee    │
└──────────────┘
```

> On a quarterly basis, each of the three Federal CIO Council Committees will provide an update reporting the progress of the activities (as appropriate) within this plan.

Federal CIO Council

The CIO Council serves as the principal interagency forum for improving practices in the design, modernization, use, sharing, and performance of Federal Government agency information resources. The Council's role includes developing recommendations for information technology management policies, procedures, and standards; identifying opportunities to share information resources; and assessing and addressing the needs of the Federal Government's IT workforce. The Council has three committees; they are:

Architecture and Infrastructure Committee

The Architecture and Infrastructure Committee (AIC), develops policy, direction, and guidance in concert with the Federal Enterprise Architecture Program Management Office (FEA PMO) to drive business process improvement, investment management, and technical decisions. The purpose of the AIC is to support the CIO Council's mission for a Federal Government that is transparent and responsive in servicing citizens and business needs and agile in meeting critical mission requirements.

Best Practices Committee

The Best Practices Committee (BPC) is established by the CIO Council Charter to serve as a focal point for promoting information management/information technology (IM/IT) best practices within the Federal Government. The BPC brings together a team of IT professionals committed to identifying the most successful of IM/IT practices being implemented in industry, government, and academia; and sharing them with agency CIOs as best practices to be considered for emulation across the Federal Government. The committee's focus is on: (a) sharing the successes of others and not reinventing the wheel, (b) constantly learning and applying working models to reduce complexity and achieve results and, (c) attaining cost avoidance and sound stewardship of the taxpayer's dollars.

In addition to the standing committee membership, the BPC includes Communities of Practice that bring subject matter experts together across Government and industry to learn and share what is working and what is not in the areas of Enterprise Process Improvement, IT Performance Management, Knowledge Management, and Semantic Interoperability.

IT Workforce Committee

The IT Workforce Committee is Government's advocate for strategies to help develop and maintain an effective IT workforce. Its broad agenda encompasses the full employment life cycle: workforce planning, recruitment and retention, and career development. As the Federal Government continues to streamline IT resources, resulting in more enterprise-wide programs, it must also ensure that the IT workforce is well versed in such areas as IT project management and trained to execute projects with minimum risk. The committee members, representing nearly every Federal department and agency, work in partnership with the HR community to develop, implement, and communicate strategies to recruit, retain, and manage a fully trained and qualified IT workforce, to meet current and future mission requirements.

EXECUTIVE CHAIR
Mr. Clay Johnson, III: (202) 456-7070

DIRECTOR
Ms. Karen Evans: (202) 395-1181

VICE CHAIR
Mr. David Wennergren: (703) 695-0871

COMMITTEE CHAIRS

ARCHITECTURE AND INFRASTRUCTURE
Mr. Michael Carleton: (202) 501-1000
Ms. Lisa Schlosser: (202) 708-0306
BEST PRACTICES
Dr. George O. Strawn: (703) 292-8100
Mr. William Vajda: (202) 245-6400
IT WORKFORCE
Ms. Janet L. Barnes: (202) 606-2150
Mr. Barry West: (202) 482-4797

DEPARTMENT / AGENCY CIOs

DEPARTMENT OF AGRICULTURE (USDA)
Mr. David Combs: (202) 720-8833
Mr. Jerry Williams: (202) 720-8833

DEPARTMENT OF AIR FORCE
LtGen Michael Peterson: (703) 695-6324
Mr. David Tillotson, III: (703) 697-1605

DEPARTMENT OF ARMY
LtGen Steven Boutelle: (703) 695-4366
Mr. Vernon Bettencourt: (703) 695-6604

DEPARTMENT OF COMMERCE
Mr. Barry West: (202) 482-4797
Dr. John McManus: (202) 482-1888

DEPARTMENT OF DEFENSE
Mr. John Grimes: (703) 695-0348
Mr. David Wennergren: (703) 695-0871

DEPARTMENT OF EDUCATION
Mr. William Vajda: (202) 245-6400
Mr. Brian Burns: (202) 245-6642

DEPARTMENT OF ENERGY
Mr. Tom Pyke: (202) 586-0166
Mr. Carl Staton: (202) 586-0166

DEPARTMENT OF HEALTH AND HUMAN SERVICES
Mr. Charles Havekost: (202) 690-6162
Mr. Ken Calabrese: (202) 205-4287

DEPARTMENT OF HOMELAND SECURITY
Mr. Scott Charbo: (202) 401-1498
Mr. Daniel Cotter: (202) 772-9673
Mr. Charlie Armstrong: (202) 447-3735

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
Ms. Lisa Schlosser: (202) 708-0614 (x8308)
Mr. Stanley Buch: (202) 708-0306
Mr. Bajinder Paul: (202) 708-4562

DEPARTMENT OF THE INTERIOR
Mr. Edward Meagher: (202) 208-6194
Mr. Michael Howell: (202) 208-6194

DEPARTMENT OF JUSTICE
  Mr. Vance Hitch: (202) 514-0507

DEPARTMENT OF LABOR
  Mr. Patrick Pizzella: (202) 693-4040
  Mr. Thomas Wiesner: (202) 693-4567

DEPARTMENT OF NAVY
  Mr. Robert Carey: (703) 602-1800
  Mr. John Lussier: (703) 604-7050

DEPARTMENT OF STATE
  Mr. James Van Derhoff: (202) 647-2889
  Ms. Susan Swart: (202) 647-3184
  Mr. Charles Wisecarver: (202) 647-2863

DEPARTMENT OF TRANSPORTATION
  Mr. Dan Mintz: (202) 366-9201
  Mr. Tim Schmidt: (202) 366-1774
  Ms Jacquelyn Patillo: (202) 366-9201

DEPARTMENT OF THE TREASURY
  Mr. Edward Roback: (202) 622-1200

DEPARTMENT OF VETERAN AFFAIRS
  Mr. Robert Howard: (202) 273-8842
  Mr. Craig Luigart: (202) 273-8059

AGENCY FOR INTERNATIONAL DEVELOPMENT
  Mr. Philip Heneghan: (202) 712-4938
  Ms. Gretchen Larrimer: (202) 712-0866

ENVIRONMENTAL PROTECTION AGENCY
  Ms. Linda Travers: (202) 564-6665
  Ms. Myra Galbreath: (202) 566-0300
  Mr. Craig Hooks: (202) 564-6665

GENERAL SERVICES ADMINISTRATION
  Mr. Michael Carleton: (202) 501-1000
  Mr. Christopher Fornecker: (202) 219-3393

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
  Mr. Gary Cox: (202) 358-0413

NATIONAL SCIENCE FOUNDATION
  Dr. George Strawn: (703) 292-8100
  Ms. Andrea Norris: (703) 292-8100

NUCLEAR REGULATORY COMMISSION
  Ms. Jacqueline Silber: (301) 415-7443
  Mr. Edward Baker: (301) 415-8700

OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE
  Mr. Dale W. Meyerrose: (202) 201-1036
  Ms. Michele Welander: (202) 201-1036

OFFICE OF MANAGEMENT AND BUDGET
  Mr. Clay Johnson, III: (202) 456-7070
  Ms. Karen Evans: (202) 395-1181
  Mr. Steven Aitken: (202) 395-4852

OFFICE OF PERSONNEL MANAGEMENT
  Ms. Janet Barnes: (202) 606-2150

SMALL BUSINESS ADMINISTRATION
  Ms. Christine Liu: (202) 205-6708
  Mr. Charles McClam: (202) 205-6708

SOCIAL SECURITY ADMINISTRATION
  Mr. Thomas P. Hughes: (410) 966-5738
  Mr. Greg Pace: (410) 965-3494

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

Dr. Lewis Bellardo: (301) 837-1600
Deputy Archivist and Chief of Staff

Ms. Martha Morphy: (301) 837-1992
Assistant Archivist for Information Services/CIO

INTELLIGENCE COMMUNITY

Mr. John Brantley: (703) 874-8129
Deputy Associate Director for IC IT Management

NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY

Mrs. Cita Furlani: (301) 975-2900
Director, Information Technology Laboratory

GOVERNMENT ACCOUNTABILITY OFFICE

Mr. Randolph Hite: (202) 512-6256
Director, IT Architecture and Systems

GENERAL SERVICES ADMINISTRATION

Mr. Kevin Messner: (202) 501-0563
Acting Associate Administrator, Office of Governmentwide Policy

OFFICE OF SCIENCE AND TECHNOLOGY POLICY

Dr. Charles Romine: (202) 456-6054
Senior Policy Analyst

NOTES