

DEPARTMENT OF VETERANS AFFAIRS

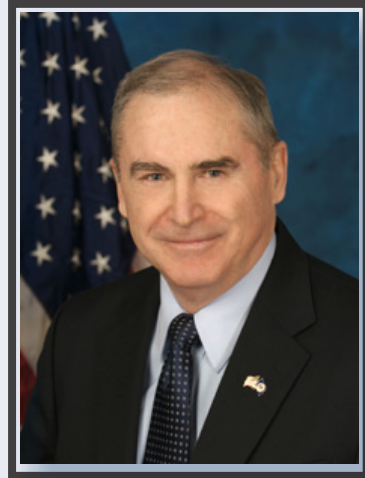
INFORMATION & TECHNOLOGY STRATEGIC PLAN

FY 2006 – 2011



Chief Information Officer's Message

The Department of Veterans Affairs (VA) Office of Information and Technology (OI&T) strives to be the leader among Federal Information Technology (IT) organizations in providing secure, high quality, and responsive service. As VA Chief Information Officer (CIO), I will ensure our fullest support toward providing service and solutions to veterans, the Department's Administrations and Staff Offices, and our business partners.




In November 2006, Secretary Nicholson approved the realignment of VA IT Management System, which transitioned OI&T from a decentralized organization to a centralized IT management organization under the authority of the CIO. We are implementing a process-based organizational structure, rooted in best practices, aimed at correcting IT deficiencies that resulted in a loss of standardization, compatibility, interoperability, and fiscal discipline. We began the process of implementing this change in 2006 and will complete the transformation and realignment by July 2008.

I have identified seven CIO priorities to which my management team will respond. These priorities are as follows:

1. Establish a well led, high performing, IT organization that delivers responsive IT support to the three Administrations and Staff Offices.
2. Standardize the IT infrastructure and IT business processes throughout VA.
3. Establish programs to make VA IT systems more interoperable and compatible, not only within VA but with other Federal agencies with which we interact.
4. Strengthen data security controls within VA and among our contractors in order to substantially reduce the risk of unauthorized exposure of veteran or VA employee sensitive information.
5. Create an environment of vigilance and awareness to the risks of compromising veteran or employee sensitive personal information within VA by integrating security awareness into daily activities.
6. Remedy the Department's longstanding IT material weaknesses related to a general lack of security controls.
7. Effectively manage the Veterans Affairs IT appropriation to ensure sustainment and modernization of the IT infrastructure and more focus on application development to meet increasing and changing requirements of our business units.

Chief Information Officer's Message

The challenges to correct past deficiencies are significant, but are not insurmountable. OI&T has made great strides in improving IT services and systems and will continue to do so. However, we have much left to accomplish in order to become the benchmark of excellence that veterans and our partners should justifiably expect. I am confident that through our efforts in exploiting opportunities provided by emerging technologies and developing the highest quality IT professionals and processes, we will fulfill this vision of providing the best possible benefits, care, and service to our veterans.

A handwritten signature in black ink, appearing to read "R. Howard", with a long, sweeping underline.

Robert T. Howard
Assistant Secretary for Information and Technology / Chief Information Officer

Contents

1. Executive Summary	1
2. Purpose	3
3. The IT Strategic Framework	5
3.1 IT Mission	6
3.2 IT Vision	7
3.3 VA IT Governance Strategic Alignment	8
4. Key Drivers	11
4.1 Organizational Changes	11
4.2 Process Changes	12
4.3 Technology Advances	17
4.4 Summary	24
5. OI&T's Strategic Relationships	25
6. OI&T Strategic Alignment	27
7. IT Goals, Priorities, Initiatives and Performance Measures	29
7.1 IT Strategic Goals	29
7.2 IT Strategic Priorities	30
Appendix A – Performance Accountability Matrix	A1
Appendix B – Acronyms	B1
Appendix C – References	C1

1. Executive Summary

The Department of Veterans Affairs (VA) IT Strategic Plan FY 2006-2011 (The Plan) establishes the vision and direction necessary to guide, manage, and implement the OI&T operations and investments in support of its obligation to meet the needs of veterans and their dependents. This Plan aligns OI&T goals, priorities, and initiatives with the priorities of the Secretary, as identified in VA Strategic Plan for FY 2006-2011. Additional source documents referenced include the Department of Veterans Affairs Office of the Assistant Secretary for Information and Technology Organization Book, VA IT Governance Plan, and the President's Commission on Care for America's Returning Wounded Warriors Report: Serve, Support, Simplify.

Responding to mandates to meet the needs of veterans while also improving the protection of their personal private information, a primary goal of OI&T is to be a leader among Federal Information Technology (IT) organizations with regard to planning, developing, and supporting IT solutions and services. To that end, OI&T is well on the way to implementing its IT Realignment Program, consistent with the direction provided by the Secretary. Scheduled for completion in 2008, the IT Realignment Program provides for a single authority for not only enterprise operations and development, but also for information protection and risk management, enterprise strategic planning and programming, and IT resource management. In order to meet this deadline, OI&T has embarked upon an aggressive schedule to improve processes, governance, infrastructure, and development outputs.

To achieve these outcomes, OI&T has established three overarching Strategic Goals that frame the principal operating expectations and values of every IT professional within the Department. These goals are:

- To improve the leadership and management of IT human capital, implement core business processes at every level of the organization, and establish measurable performance standards.
- To improve IT systems and service outputs while improving the infrastructure and architecture to enhance standardization, compatibility, interoperability, and fiscal discipline.
- To embed information protection into VA culture, processes, systems and IT architecture in order to ultimately achieve the Gold Standard for data security.

The Plan defines the strategy which will ensure that IT resources are optimally aligned with the business priorities of the Department. Additionally, the Plan will provide a course of action for OI&T over the next five years. The Plan addresses the IT mission and vision and identifies the key technological advances, organizational changes, and process changes that will allow the Department to meet this mission and fulfill the vision.

1. *Executive Summary*

Within The Plan, the IT Strategic Goals are aligned with CIO priorities (IT priorities), as well as with specific initiatives and performance measures. This alignment frames the outcomes that IT executives and managers are expected to meet when delivering services and solutions to veterans and their dependents. The Performance Accountability Matrix (PAM), identified in Appendix A, highlights the alignment of the goals, priorities, initiatives, and performance measures; and identifies the person who is accountable for implementation of each initiative within the OI&T organization.

VA has the responsibility for delivering world class healthcare, benefits, and memorial services to veterans and their families. VA provides veterans world-class benefits and services they have earned. It does so by adhering to the highest standards of compassion, commitment, excellence, integrity, accountability, and stewardship. The Department is working to enhance the delivery of these benefits and services through improved processing efficiency, technological innovation, and collaborative efforts with the Department of Defense (DoD) and other partners.

Within the Department, OI&T oversees and facilitates all IT activities to improve the effectiveness of program operations, and to assist Administrations and Staff Offices in the performance of their missions. The Plan provides OI&T's course of action over the next five years. The Plan establishes the IT strategic framework for guiding VA IT strategic planning and organizational transformation. The Plan is aligned with VA Strategic Plan for FY 2006-2011, and other relevant source documents, including the Department of Veterans Affairs Office of the Assistant Secretary for Information and Technology Organization Book; VA IT Governance Plan, and the President's Commission on Care for America's Returning Wounded Warriors Report: Serve, Support, Simplify.

The Plan defines the strategy that will ensure that IT's resources and services are optimally aligned with the business priorities of the Department.

Figure 1: Office of Information & Technology Strategic Framework

<p>VA Vision</p>	<p>Strategic Goals</p>
<p>To provide veterans the world-class benefits and services they have earned – and to do so by adhering to the highest standards of compassion, commitment, excellence, integrity, accountability, and good stewardship.</p> <p>How OI&T Supports the VA</p>	<ul style="list-style-type: none"> • Restore the capability of veterans with disabilities to the greatest extent possible, and improve the quality of their lives and that of their families. • Ensure a smooth transition for veterans from active military service to civilian life. • Honor and serve veterans in life, and memorialize them in death for their sacrifices on behalf of the Nation. • Contribute to the public health, emergency management, socioeconomic well-being, and history of the Nation. <p>VA Enabling Goal</p> <p>Deliver world-class service to veterans and their families through effective communication and management of people, technology, business processes and financial resources.</p> <p>VA Program-Oriented Objectives</p> <p>Objective E.3: Implement a "One-VA" IT framework that enables the consolidation of IT solutions and the creation of cross-cutting common services to support the integration of information across business lines and provides secure, consistent,</p> <p>Objective E.4: Improve overall governance and performance of VA by applying sound business principles ensuring accountability; employing resources effectively through enhanced capital asset management; acquisition practices, and competitive sourcing; and linking strategic planning to budgeting and performance.</p> <p>What OI&T Needs to Do</p>
<p>OI&T Mission</p>	<p>OI&T Strategic Imperatives</p>
<p>We partner with our business units to enable the VA to Become a veteran centric "One-VA" service provider through the delivery of available, adaptable, secure, and cost effective technology services</p>	<p>Achieve Leverage From Single IT Leadership & Business Resources</p> <p>Ensure an Available and Secure Infrastructure</p> <p>Deliver the Technology Components & Services to Meet Enterprise Architecture & Regulatory Requirements</p> <p>Deliver a Cost-Effective Infrastructure</p> <p>Deliver on Service Commitments</p> <p>Deliver an Adaptable Infrastructure</p> <p>Implement ITIL, Processes to Achieve Service Excellence</p> <p>Create an Environment that Challenges, Recognizes, and Rewards our People</p>

3. The IT Strategic Framework

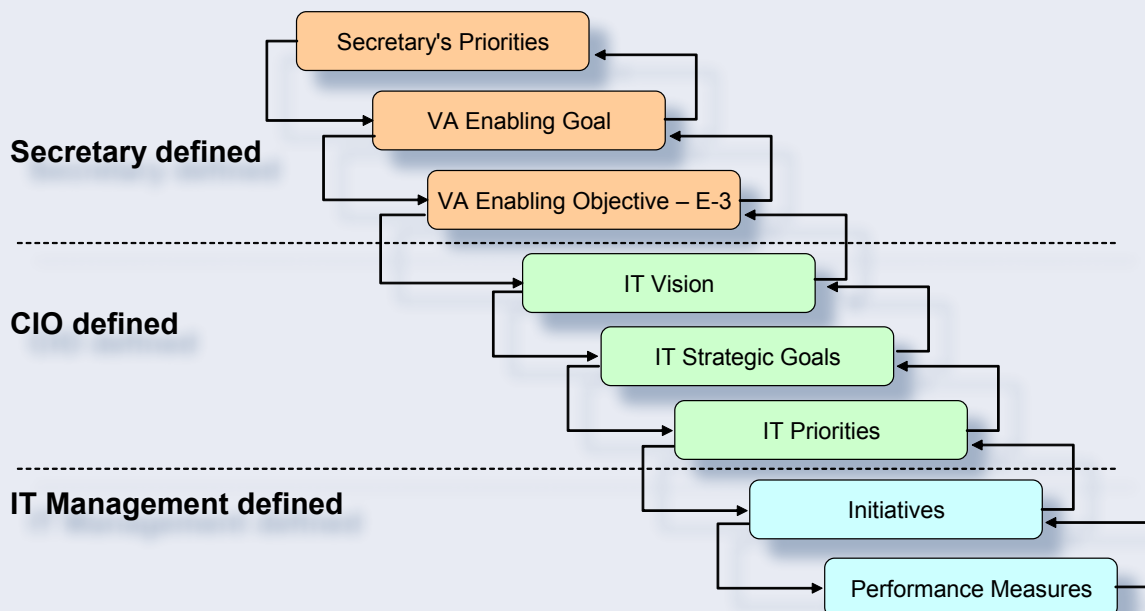
VA IT Strategic Framework aligns IT goals, priorities, and initiatives to the Secretary's priorities, goals, and objectives. This framework seeks to drive IT results by creating an integrating strategy with the Administrations and Staff Offices. This alignment also ensures the development of IT performance measures, which drive behaviors required to achieve VA IT mission and vision. The development of VA IT Strategic Framework represents an evolution of the Office of Information and Technology Strategic Framework (Figure 1) that was identified in the OI&T Organization Book.

The traceability of the IT Strategic Framework is shown in Figure 2. It shows the clear linkage from business priorities identified by the Secretary down to IT's performance measures. OI&T is capturing this traceability and linkage by realigning VA IT Management System to reflect industry standards and best business practices, while ensuring compliance with Federal mandates, for application within the Federal government.

It is a priority of OI&T to establish a well led, high performing IT organization that delivers responsive IT support to the Administrations and Staff Offices in order to:

- Standardize IT infrastructure and IT business processes throughout VA;
- Establish programs to make VA IT systems more interoperable and compatible, not only within VA but with other Federal agencies;
- Manage VA IT appropriations effectively to ensure sustainment and modernization of the IT infrastructure;
- Focus effectively on application development to meet increasing and changing requirements of the Administrations; and
- Improve VA security and privacy posture in accordance with Federal security and privacy mandates.

Figure 2: IT Strategic Framework



3. The IT Strategic Framework

The IT Strategic Framework links VA strategic business needs with its capabilities to achieve the objectives of IT standardization, interoperability, compatibility, and fiscal discipline.

3.1 IT MISSION

“To partner with our business units to enable VA to become a veteran centric “One VA” service provider through the delivery of available, adaptable, secure, and cost effective technology services.”

To achieve this mission, OI&T is guided by the following principles:

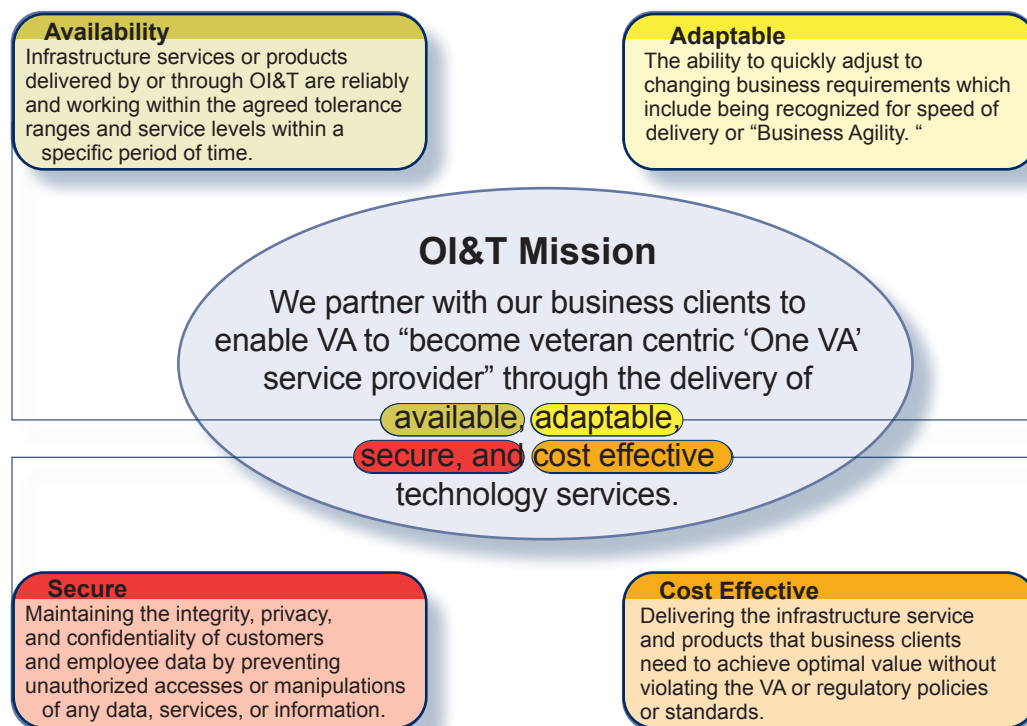
- Build on a *services orientation* to support VA *veteran centric* mission
- Implement a single IT leadership structure to facilitate achievement of enterprise *standardization, compatibility, interoperability, and fiscal discipline* objectives
- Build a *process focused organization* aligned with best IT business practices (*Information Technology Infrastructure Library (ITIL)* and *Control Objectives for Information and related Technology (COBIT)*)

- Establish *strong* integration between OI&T and the Administrations and Staff Offices to set strategy, determine requirements, and implement solutions
- Incorporate and comply with all *Federal mandates* and guidance
- Build IT business resilience through *focused information protection* and *risk management*

It is the responsibility of VA CIO and IT leaders within OI&T to provide vision, leadership, and management for all VA IT activities to meet VA strategy, objectives, and goals in support of its mission. IT leaders provide the effective and appropriate technology solutions and capabilities to the Department, Administrations, and the Staff Offices, to support their veteran-centered business goals. The successful implementation of these missions will create an end-state that will make use of technology for self-enabled access by veterans, as well as sound service practices and processes that will enable veterans to interface with the Department and receive integrated benefits and health care.

The first critical success milestone necessary to accomplish the VA IT mission is the full transformation of the VA IT Management System by July 2008.

Figure 3: OI&T Mission Critical Area



3.2 IT VISION

"VA Office of Information & Technology strives to be the leader among Federal IT organizations in providing secure, high quality, and responsive service to supported organizations in meeting business needs by leveraging state-of-the-art technologies and building a high performing workforce dedicated to the success of those they serve."

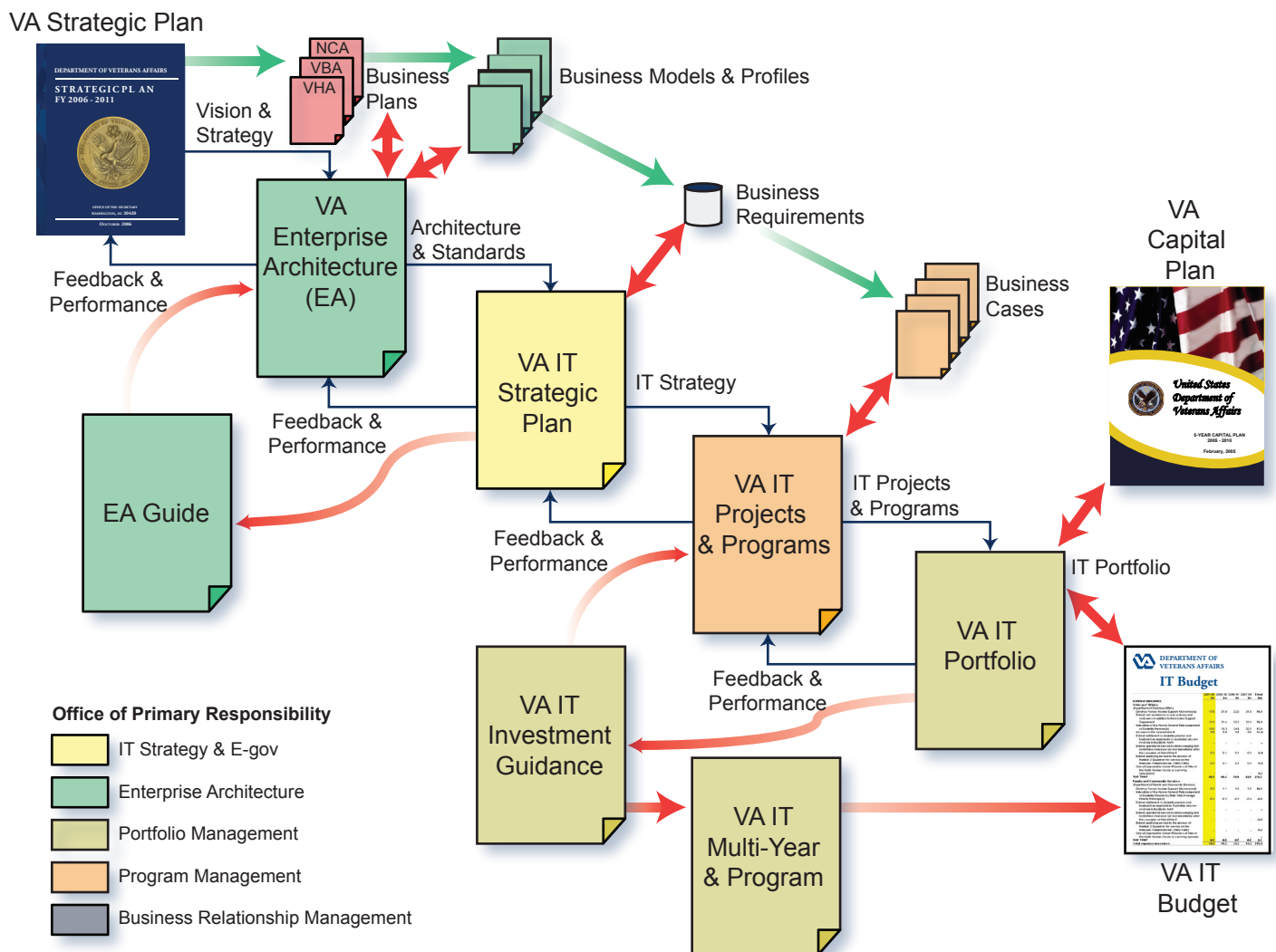
To achieve this vision, OI&T must implement organizational changes approved by the Secretary directing the VA IT Management System transition to a single IT leadership authority. This new OI&T structure will provide IT leaders with the responsibility and authority necessary to

achieve the technical advances that will transform VA IT processes and services. To that end, OI&T leaders, executives, managers, and professional staff will be engaged at every level of the organization to set high expectations regarding their solutions and service outcomes.

Examination of OI&T's mission and vision in the context of the broader business environment produces a set of priorities or strategic imperatives that form the mission-critical areas for OI&T. These mission-critical areas can be further decomposed into a set of specific near-term objectives and metrics that can be used to measure strategy implementation (Figure 3).

3. The IT Strategic Framework

Figure 4: VA IT Governance Strategic Alignment



3.3 VA IT GOVERNANCE STRATEGIC ALIGNMENT

Within the IT Strategic Framework, OI&T uses the IT Governance Strategic Alignment methodology (Figure 4) to define strategy relationships emanating from the Secretary, through the business units, and to the Enterprise Architecture (EA). This methodology results in VA IT investment and budget priorities. The separated components that make up the

IT Governance Strategic Alignment codify strategic goals, objectives, performance targets, and business needs with IT projects, programs, and budget. This relationship ensures that the Department's IT Strategic Framework is aligned with VA business strategy, and that IT systems and services deliver the appropriate functionality and the intended benefits.

3. The IT Strategic Framework

The EA and the Plan are the key tools that drive the development of the Department's IT portfolio. The Plan provides the direction needed to help the Administrations and Staff Offices identify and refine business needs. Furthermore, it serves as a guide to assist the IT development community in the creation of enterprise and system-level requirements needed to develop IT solutions. Changes in business needs and the infusion of new technologies at the Department will result in the evolution of the Plan. As these changes are incorporated, the Plan will serve as a key input mechanism to EA, enabling OI&T to redefine the evolving IT target environment.

The Plan also directly influences the development of IT investment, programming, and budgeting guidance. The Plan codifies the integration of the Secretary's and the CIO's strategic goals with major IT initiatives. OI&T ensures that the goals and priorities established by the Secretary and the CIO are appropriately reflected in all guidance that drives the development of VA IT portfolio. The integration of the Plan with these key guidance documents enables the strategic alignment between the Department's business requirements and information technology resources. Ultimately, this strategic alignment allows OI&T to:

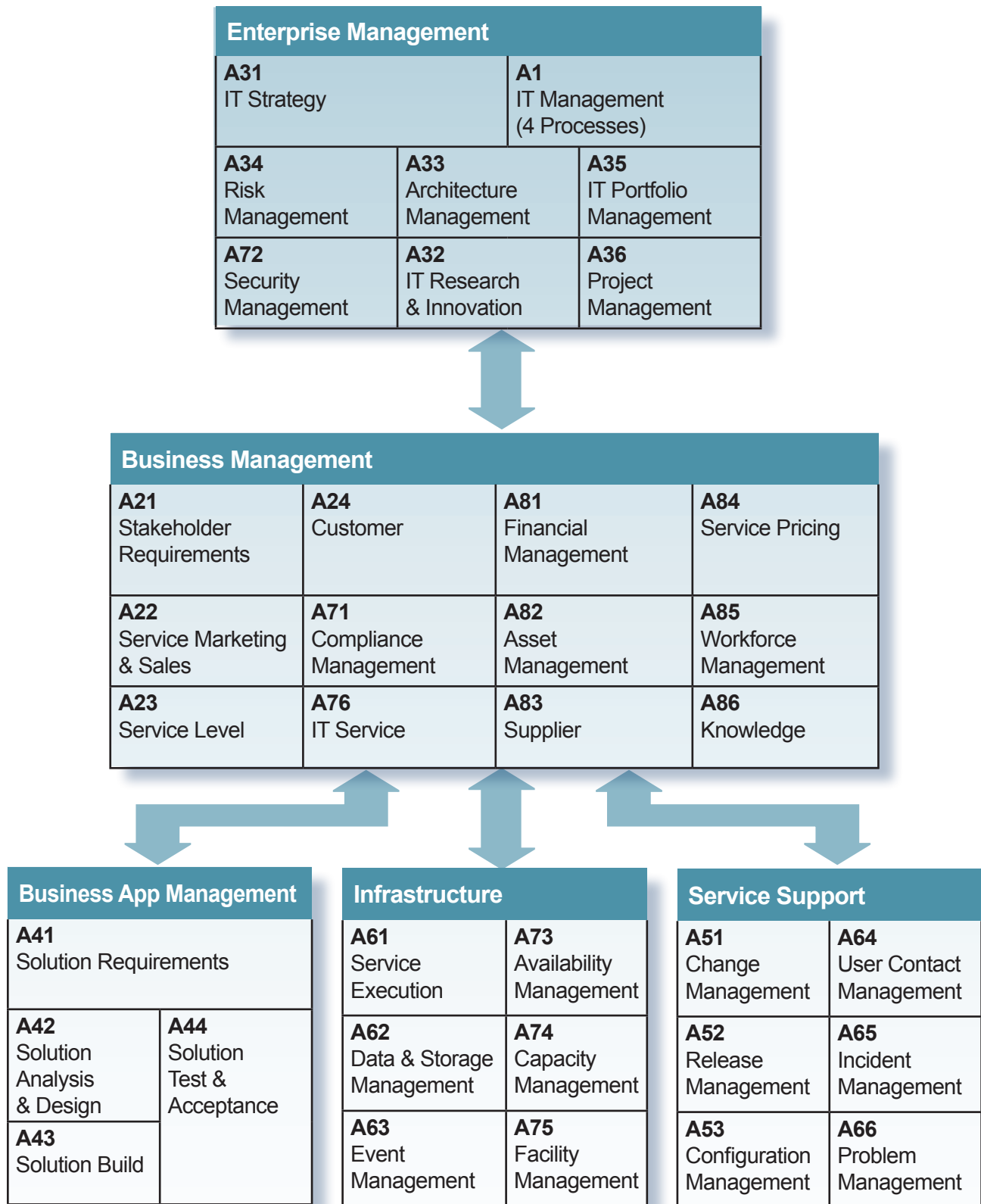
- Ensure that IT strategy is *aligned* with business strategy and that distributed IT strategies are consistent and integrated.
- Ensure that IT *delivers* against the strategy (delivering IT solutions and capabilities on time and within budget, with appropriate functionality and

the intended benefits – a fundamental building block of alignment and value delivery) through clear expectations and measurement.

- *Balance investments* between systems that support the enterprise, transform the enterprise, and create an infrastructure that enables the businesses to grow in new arenas.
- Make decisions about the focus of IT resources, that is, their use to improve customer satisfaction.
- Assure coordination of changes in VA policies, organization, staff training, equipment, leadership education and incentives, personnel, and facilities required for full realization of the expected benefits of investing in IT solutions.

In addition, the Plan integrates the management reform goals embodied in the President's Management Agenda, as well as the strategic planning processes prescribed by the Office of Management and Budget (OMB). The Plan was developed in accordance to OMB Circular A-130, OMB Circular A-11, and responds to legislative requirements that govern IT in the Federal sector: the Government Paperwork Elimination Act (GPEA); the E-Government Act; the Clinger-Cohen Act; the Federal Information Security Management Act (FISMA); Section 508 of the Rehabilitation Act of 1973 as amended; and the Government Performance Results Act (GPRA). Other key support documents that were used to develop the Plan are identified in Appendix C.

Figure 5: Process Driven Organization Design for OI&T



4.1 ORGANIZATIONAL CHANGES

In order to achieve its mission, OI&T is implementing several key organizational changes that will help the Department fulfill its IT vision.

New OI&T Structure: On October 31, 2006, the Secretary approved the transition of VA IT Management System from its multiple IT leadership authority construct to a single IT leadership authority under VA CIO. This decision required the OI&T to be fully restructured and to adopt best business practices and processes to manage VA IT capabilities and resources. With this decision, the Secretary directed that all IT activities, including all IT operations, maintenance, development, resource management, information protection, data security, and related IT governance, functions, processes, and procedures, be assigned to the CIO.

This transformation will enable OI&T to

- enforce rigorous project management,
- establish uniform standards, monitor compliance, and
- better coordinate and leverage VA IT investments.

The long-term benefits will lead to a more secure, efficient, and effective information and technology environment at all VA health care facilities, benefit offices, and National cemeteries. The OI&T will be fully transitioned to its new structure by July 2008.

Process-Based Organization

Structure: The decision to realign the VA IT Management System was made to correct long standing IT deficiencies that resulted from the current decentralized IT management system – primarily causing a loss of standardization, compatibility, interoperability, and fiscal discipline. VA has approved and implemented a process-based organizational structure, rooted in best practice processes from Control Objectives for Information and related Technology (COBIT), and Information Technology Infrastructure Library (ITIL) aimed at correcting these IT deficiencies. This process-based design is reflected in Figure 5, and has the following characteristics:

- They design and manage end-to-end processes rather than functional tasks.
- They measure process level results, instead of departmental efficiencies.
- They think in terms of customer goals, rather than localized functional goals.

OI&T has adopted this process-based organizational structure and has organized itself around five process pillars: Enterprise Management, Business Management, Business Applications Management, Infrastructure, and Services Support. OI&T will ensure process owners are fully aware of their responsibilities in the process improvement arena and will, on a periodic basis, review any processes that have been implemented by July 2008.

4. Key Drivers

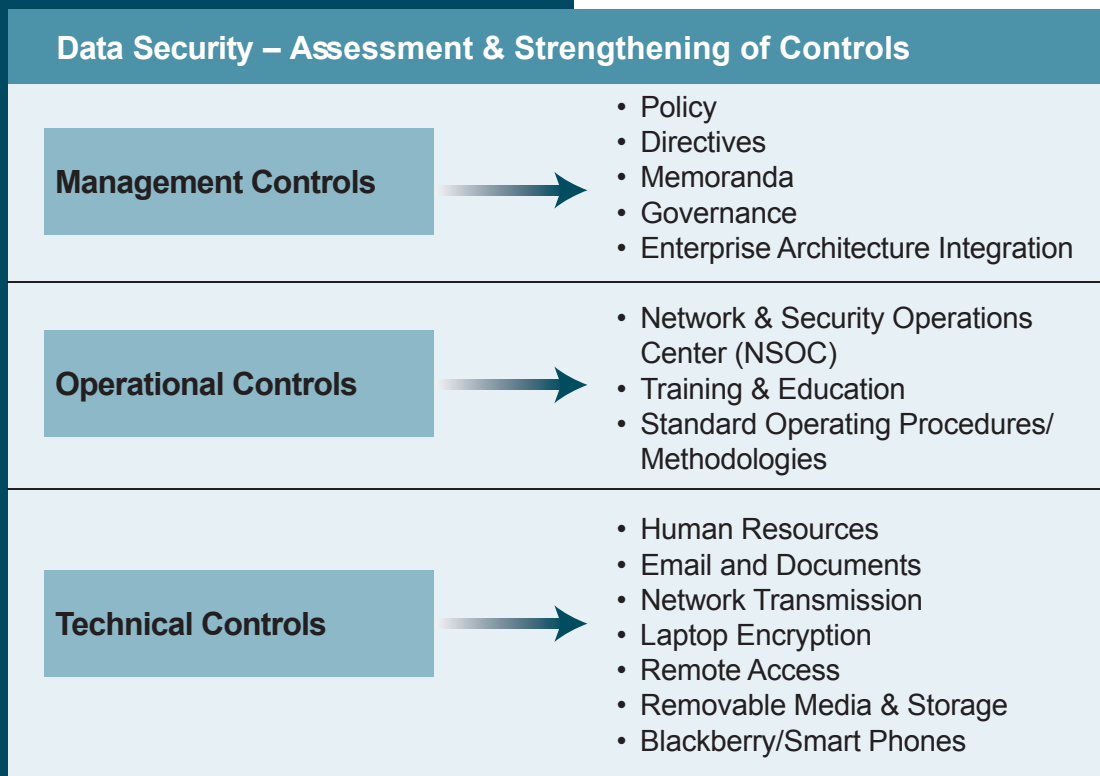
CIO Priority 4: Strengthen data security controls within the VA and among our contractors in order to substantially reduce the risk of unauthorized exposure of veteran or VA employee sensitive information.

Initiative: Information Protection - Enhance Information Protection

Performance Measure: *Percent of the Phase II initiatives of the Information Protection Program which have been implemented including host integration, port security & device control, RESCUE, tape encryption, email and document encryption.*

FY 2007	FY 2008	FY 2009
75% Documented	100% Documented	100% Completed
	50% Completed	

Figure 6: DS-ASC



4.2 PROCESS CHANGES

In order to achieve the IT mission, OI&T is implementing several key process changes that will help the Department fulfill its IT vision:

Information Protection: Responding to the Secretary's mandate of achieving the Gold Standard in information security, the Data Security – Assessment and Strengthening of Controls (DS-ASC) program, as represented in Figure 6, was established in the summer of 2006. This is a multi-phased initiative to reduce the risk of a reoccurrence of incidents involving personal data and to remedy information security weaknesses. During the initial phase, VA carefully assessed the state of information security throughout the organization.

As a result of this assessment, several hundred specific actions were identified to strengthen information security controls in three specific areas: in the technical area, such as encryption processes and tools; in the management area, such as a complete review of policies and directives; and in the operational area, such as procedures for monitoring access and the extraction of sensitive information. Enforcement and continuous monitoring are applied to ensure full compliance and achievement of the Gold Standard.

Business Requirements Definition:

Under the IT realignment, the roles and responsibilities for the Administrations and Staff Offices are changing with regard to IT solution development and service provision. The Administrations and Staff Offices create demand for IT services through the identification of specific business needs that require IT support. OI&T works with the Administrations and Staff Offices to capture and prioritize these needs and convert them into enterprise and solutions requirements. OI&T will plan, create, implement, and monitor Service Level Agreements, Underpinning Contracts, and Operational Level Agreements in support of delivering these services and capabilities. OI&T will continuously gather and monitor customer satisfaction data in order to enhance IT service capabilities. This relationship will provide OI&T with the mechanism to understand, monitor, and perform effectively against the Department's business requirements and needs.

CIO Priority 1: Establish a well-led, high performing, IT organization that delivers responsive IT support to the three Administrations and Staff Offices.

Initiative: Business Requirements Definition - Develop overarching Service Level Agreements (SLAs) with Administrations and Staff Offices.

Performance Measure: *Implement SLAs.*

FY 2007	FY 2008	FY 2011
Development Initiated	100% Documented	TBD

4. Key Drivers

CIO Priority 7: Effectively manage the VA IT appropriation to ensure sustainment and modernization of our IT infrastructure and more focused application development to meet increasing and changing requirements of our business units.

Initiative: IT Resource Management

- Implement an IT Multiyear Programming and Portfolio Management process.

Performance Measure: *Percent of all IT projects listed on the Exhibit 53 that undergo financial management review according to approved process and evaluated against standardized criteria.*

FY 2007	FY 2008	FY 2011
Reviews Ongoing	25% of Portfolio	100%

IT Resource Management: Resource management establishes, deploys, and manages the right IT capabilities and assets for business needs at the right cost. The Department is developing processes to ensure that IT assets are organized optimally. This will provide the quality of service required to support the business objectives of VA, in a cost-effective manner that is practical. The processes will enable the Department to achieve cost savings; judiciously introduce new technologies; and replace or update obsolete ones as required by emerging business needs.

Resource management within OI&T primarily targets human resources, focuses on maintaining resource availability, provides training and skills development, promotes retention, and ensures competence of key IT personnel. In order to retain a skilled IT workforce, OI&T has established a Career Management Path for IT Professionals that provides opportunities for continued training, skills enhancement, certifications, and job placement opportunities within the Department. By creating, building, and developing an internal cadre of IT professionals, OI&T will be in a position to ensure that the right skills and competencies are available to operate VA IT environment.

Portfolio Management: IT Portfolio Management is a set of critical processes within VA that enable development and management of the VA enterprise IT budget. These management concepts and processes extend to all development and operational investments throughout each investments life cycle. Furthermore, Portfolio Management has been integrated at VA with IT Strategic Planning, Enterprise Architecting and Multi-year Programming such that throughout the IT oversight and governance lifecycle, standardized practices can be leveraged and repeated for the benefit of IT planners, overseer's, program managers, and developers. IT portfolio management at VA will fully embrace best practices concepts such as “select, control and evaluate” IT investments.

Multi-year Planning and Programming: Disciplined and rigorous planning is fundamental to integrated multi-year financial programming. OI&T is developing processes to define and scope programs in order to optimize the use of financial resources and human capital. Capital planning and investment control is a key tool in ensuring that IT funding has the maximum impact on VA's mission to accomplish and fulfill its service needs. OI&T is expanding its current planning capability beyond its annualized approach, and is developing and implementing multi-year programming practices.

CIO Priority 7: Effectively manage the VA IT appropriation to ensure sustainment and modernization of our IT infrastructure and more focused application development to meet increasing and changing requirements of our business units.

Initiative: Portfolio Management
- Implement an IT Multi-year Programming and Portfolio Management process.

Performance Measure: *Improve the quality of IT portfolio management submissions to OMB – reduce projects on OMB watch list.*

FY 2007	FY 2008	FY 2011
50%	35%	5%

4. Key Drivers

CIO Priority 4: Strengthen data security controls within the VA and among our contractors in order to substantially reduce the risk of unauthorized exposure of veteran or VA employee sensitive information

Initiative: Business and IT Service Continuity - Implement Business and IT Service Continuity

Performance Measure: *Implement procedures to sustain mission critical functions during and after disaster.*

FY 2007	FY 2008	FY 2011
Initiated Development of Procedures	Target being developed	TBD

Source: VA's PAR page 336 - Service Continuity – a business continuity plan at the departmental level is being implemented to provide overall guidance, direction, and coordination for entity-wide IT service continuity.

CIO Priority 2: Standardize the IT infrastructure and IT business processes throughout VA.

Initiative: IT Governance

Strategy: Stand up and execute PATS Board to make department-wide recommendations on Agency's Portfolio of IT Investments.

Performance Measure: *Percent of major IT projects participating in EA Competency Reviews (PATS working group).*

FY 2007	FY 2008	FY 2011
Initiated Structure for Reviews	10%	100%

Business and IT Service

Continuity: OI&T is developing and implementing policies, processes, and procedures to ensure that essential IT functions can continue during and after a disaster. The Department must continually identify and evaluate potential threats to IT infrastructure, and develop an enterprise business continuity program to ensure a state of readiness in the event of a disaster or business disruption.

IT Governance Structure: IT governance is the vehicle that enables OI&T to centralize IT decision-making and align IT strategy, systems, and processes to the Department's business strategy. As part of the IT realignment, the Department developed a new IT Governance Board Structure. The IT planning and implementation process comprises the Information Technology Leadership Board (ITLB); the Business Needs and Investment (BNI) Board; and the Planning, Architecture, Technology, and Services (PATS) Board; as well as an advisory component, the Business Advisory Committee (BAC).

- The ITLB sets VA information, security, and technology direction based upon business requirements and technology evolution; approves and enforces IT policies, protects information, manages IT infrastructure investments, and monitors the performance of IT services.
- The BNI Board focuses on IT resource aspects within VA, multi-year programming, and budget formulation and execution.

- The PATS Board focuses on technical performance delivery of IT services, and development of enterprise architecture, including information security.
- The BAC provides business unit feedback to the ITLB regarding overall IT performance.

These governing bodies provide guidance to VA managers; serve to improve the accountability and effectiveness of VA programs and operations; resolve issues, and improve on the effectiveness and efficiencies of the Department's IT operations, and the delivery of IT services.

4.3 TECHNOLOGY ADVANCES

Service Oriented Architecture

(SOA): The Department is implementing an EA program that is business-driven and provides information, products, and services that enable VA IT community to develop and maintain business-focused, veteran centric, and enterprise-wide IT systems, data, and infrastructure. A Service Oriented Architecture (SOA) is a key component of the EA program. SOA is an evolving framework for building software applications that provide and consume reusable services. Its design approach allows internal and external business processes and services to be combined and recombined to support flexibility in business process execution.

OI&T is utilizing an SOA approach to define, develop, and deliver IT business services and operating models. All new development efforts are evaluated to determine whether they are suitable

CIO Priority 3: Establish programs to make VA's IT systems more interoperable and compatible, not only within VA but with other Federal Agencies with which we interact.

Initiative: Service Oriented Architecture (SOA) - Implement Service Oriented Architecture

Performance Measure: *Implement SOA, a key component of Enterprise Architecture (EA) to simplify and streamline the environment for sharing information to support health and benefits delivery.*

FY 2007	FY 2008	FY 2011
SOA development initiated	Target being developed	TBD

Source (Updated): VA Strategic Plan, page 88 - STRATEGIES AND INITIATIVES (per EA)

4. Key Drivers

CIO PRIORITY 3: Establish programs to make VA's IT systems more interoperable and compatible, not only within VA but with other Federal agencies with which we interact.

Initiative: National Data Processing (NDP) Strategy - Standardize and mature VA IT infrastructure through the implementation of a national data center program.

Performance Measure: *Percent of VA-wide WAN upgraded and diversified to refresh the technology, provide additional redundancy - including carrier, more bandwidth and greater architectural flexibility (WAN Optimization).*

FY 2007	FY 2008	FY 2011
15%	80%	100%

candidates for an SOA design approach. Where appropriate, the IT development community leverages SOA standards to the maximum extent practicable in the development of new systems and services. The Department's "right-sized" approach to SOA implementation simplifies and streamlines the environment for sharing information to support health and benefits delivery.

As an example, the Department is continuing to work towards simplifying and consolidating the various data feeds with DoD by implementing an SOA structure. This SOA structure is eliminating the need for VA Administrations and Staff Offices to obtain data directly from DoD, which has led to the multiple data exchanges that currently exist. As the SOA data services continue to become available, Administrations and Staff Offices will increasingly be able to obtain their data from the SOA database, thus allowing the Department to eliminate redundant data exchanges with DoD.

National Data Processing (NDP) Strategy: As we continue to transform the VA IT Management System, it is crucial that we implement a more efficient data processing environment that will maximize opportunities for knowledge transfer. The need for centralized data processing arose from the realization that VA's predominantly decentralized computing environment had reached an unsustainable level, both from a financial and technological perspective. Implementation of a NDP Strategy will increase operational performance and

reliability; introduce standardization; provide needed agility to respond efficiently and effectively to change; and allow for economies of scale in terms of operations and maintenance costs. Centralized data processing will also enhance cyber security and information protection, and will enable VA to more effectively implement continuity of operations and disaster recovery planning. The NDP Strategy will position VA to reduce its number of data centers and computer rooms, and to more effectively manage IT operations by leveraging its core IT processes. The guiding principles for data center consolidation include: Simplification – standardized technology; Modularity – in all aspects of design and standards; Planned Redundancy; Expedient Implementation; and Ruthless Configuration and Obsolescence Management and Implementation – data centers are not retirement homes for technology. Every application will have a single sponsor/owner; issues will be quickly resolved; and there is one source of information.

Initially, the NDP Strategy directs the collocation of all data centers and computer rooms at approximately 150 VHA facilities into 4 IT Regions by December 2008. Our data centers will benefit from proximity to large population centers, major fiber optic backbones and multiple power grids. Concurrently, OI&T will begin developing the processes to integrate these collocated but separate servers to a single and redundant VA Enterprise Data Warehouse. The NDP Strategy will complete the consolidation and integration of all VA IT servers by December 2010.

4. Key Drivers

CIO Priority 2: Standardize the IT infrastructure and IT business processes throughout VA.

Initiative: Infrastructure Improvements - Standardize operations and services through continuous process improvement.

Performance Measure: *Standardize core IT operations and infrastructure processes through continuous process improvement and alignment with government and industry best practices.*

FY 2007	FY 2008	FY 2009	FY 2011
0	50% Documented	100% Documented	50% - 100% Implemented
	10% Implemented	25% - 50% Implemented	

Enterprise Data Warehousing (EDW) and Storage Architecting

Strategy: The EDW Strategy is a critical partner to the NDP Strategy above. Due to the size and scale of VA enterprise and business architecture, essential points of data, information and mission computing must intersect and interact to enable service delivery. “Managed virtual” data and information architectures must be provided for by EDW and “Storage Architecting Strategies” that present mission data information in effective and consumable ways to veterans and lines of business. Traceable data elements must be available for lines of business in order to make health care and benefits decisions. Therefore, OI&T will establish a Data Management Office (DMO) to design, develop and implement the EDW Strategy and Storage Architecture.

Currently, information needed for decision making is gathered from multiple sources and reconciled at times manually. It is time consuming, costly, and inefficient. As VA multiple data centers, data marts, and local data stores are collocated under the NDP Strategy and Storage Architecture, the data will be migrated to a single Virtual Enterprise Data Warehouse. The DMO will establish data practices and requirements pertaining to the use and management of enterprise data as well as the architecting of data segments supporting the availability and sharing of enterprise data. Our objective is to provide a single source of accurate and timely information across the enterprise, so that business leaders and knowledge workers can obtain the correct answer to any question, anywhere, at any time. The DMO will be organized and staffed beginning in the first quarter of FY 2008, and will publish the EDW Strategy in July 2008.

Strengthening of Information and Data Protection Risk Management:

The Department continues to aggressively address information and data security by changing how data is stored, who has access to data, and how information is handled and encrypted. To help mitigate risk associated with information protection, OI&T is establishing new cyber security, privacy, and incident response plans, policies, and procedures, in addition to a centralized incident response and business continuity capability. OI&T is leveraging technical solutions and capabilities to monitor penetration testing, conduct vulnerability scanning, manage firewalls, conduct intrusion detection monitoring, and prepare audit logs. Furthermore, OI&T established the Security Configuration Management Service that oversees patch management and the anti-virus program, as well as deployment of host-based intrusion prevention, anti-spyware, and anti-spam solutions.

VA/DoD Data Sharing: VA and DoD are working together to standardize data, reduce redundant applications, minimize data exchange points, and enhance ease of access to systems and information. VA is currently developing an interoperable IT framework and architecture to enable the efficient, effective, and secure interchange of records and information supporting the delivery of benefits and services. To improve delivery of services, VA has established initiatives that directly support VA/DoD Joint Strategic Plan to share current, consistent, demographic, and personnel-related data. Also supported are VA/DoD joint initiatives on the seamless transition of service personnel returning from Iraq and Afghanistan. VA has begun consolidating

CIO Priority 4: Strengthen data security controls within VA and among our contractors in order to substantially reduce the risk of unauthorized exposure of veteran or VA employee sensitive information.

Initiative: Strengthening of Information and Data Protection Risk Management - Support the Chief Information Officer (CIO) in managing the information security program, as mandated by the Federal Information Security Management Act (FISMA) of 2002.

Performance Measure: *Percent of plans of action and milestones documented/ updated and closed/completed which address deficiencies across all IT systems and IT security monitoring (FISMA).*

FY 2007	FY 2008	FY 2009
75% Documented	100% Documented	100% Completed
	50% Completed	

CIO Priority 3: Establish programs to make VA's IT systems more interoperable and compatible, not only within VA but with other Federal agencies with which we interact.

Initiative: VA/DoD Data Sharing - Implement One VA Information and Data Services that will exchange all essential health data between VA and DoD.

Performance Measure: *Percent of Data domains percent complete*

4. Key Drivers

FY 2007	FY 2008	FY 2011
80%	100%	100%

CIO Priority 3: Establish programs to make VA's IT systems more interoperable and compatible, not only within VA but with other Federal Agencies with which we interact.

Initiative: Optimization of Physician, Clinician and Healthcare Servicing and Cycle Times

Performance Measure: *Percent of VistA systems migrated to Regional Data Processing Center's to achieve greater performance, standardized management, and greater interoperability.*

FY 2007	FY 2008	FY 2011
25% Migrated	50% Migrated	TBD

Source: VA Strategic Plan, page 95; *Expand HealthVet-2012*.

multiple VA/DoD data sources into one repository. This effort is expected to be completed by 2011.

Additionally, a key interagency interoperability and compatibility demonstration is the partnership between the North Chicago VA Medical Center with the Great Lakes Naval Health Clinic to form a single, fully integrated federal healthcare facility, one that will serve as a model for future VA/DoD joint ventures. Currently, these two facilities operate as a joint-service medical center providing care for veterans, active duty personnel and family members, and military retirees. A critical success factor for this effort is to achieve a full integration of information and technology capability that serves both VA and DoD. OI&T, working with DoD, hopes to achieve and implement an integrated IT solution by December 2011.

Optimization of Physician, Clinician and Healthcare Servicing and Cycle Times:

The Department is continuing efforts to modernize IT applications and systems needed to provide healthcare to veterans. VA is upgrading the legacy Veterans Health Information Systems and Technology Architecture (VistA) system to make use of standards which will enhance the sharing of data within the Department, with other Federal departments and agencies, and with other public and private sector organizations. Development efforts and resources are focused on standardizing VistA, so that true interoperability across all deployed instances is attained. OI&T will continue to work with the Veterans Health Administration (VHA) to implement standards for data and information exchange and migrate existing applications from the legacy VistA system into the new HealthVet architecture and data structures.

OI&T will also assist VHA in the re-hosting, replacement, and re-engineering of existing legacy applications. These actions will help ensure that health information contained within the system will be standardized and completely sharable between facilities. The Department expects to complete the HealthVet architecture and application development efforts by 2014.

Self Service Capabilities and Transparency for Veterans:

The Department is continuing to develop veteran self-service solutions by leveraging the functionality available through Web portal technology. As recommended in the *President's Commission on Care for America's Returning Wounded Warriors Report (July 2007)*, OI&T will take the lead in working with DoD to create an interactive web portal that will serve as a single, one-stop "information shop" for service members and veterans. This portal will be consumer-friendly, interactive, and fully customizable. The portal will provide tailored information to each service member and veteran, specific to their situation, and enable them to make appointments, do financial planning, maintain confidential personal health records, and apply for various benefits programs.

The Department is continually upgrading the *My HealthVet* Web portal to provide veterans with increased access to information, education, and co-management. In 2008, veterans will be able to request and store copies of key portions of their electronic health record in their web-accessible *My HealthVet* personal record. As veterans build their lifelong personal health records, they will be able to share the ability to view and manage all or part of their account information with

CIO Priority 3: Establish programs to make VA's IT systems more interoperable and compatible, not only within VA but with other Federal Agencies with which we interact.

Initiative: Self Service Capabilities and Transparency for Veterans

Performance Measure: *Increase total number of registrants - veterans, VA patients, VA employees, and health care providers.*

FY 2007	FY 2008	FY 2011
1,750	Target data currently being developed	TBD

Source: VA Strategic Plan, page 88, *STRATEGIES AND INITIATIVES (per EA)*

healthcare providers, both inside and outside VA. These actions will help improve the quality and outcome of care available.

4.4 SUMMARY

These technological advances, organizational, and process changes have been initiated to improve the accountability and effectiveness of VA IT programs and operations. Progress made to date in the implementation of these initiatives has greatly improved IT oversight and operations in the Department. The full implementation of these initiatives will significantly contribute to the achievement of VA IT mission and vision.

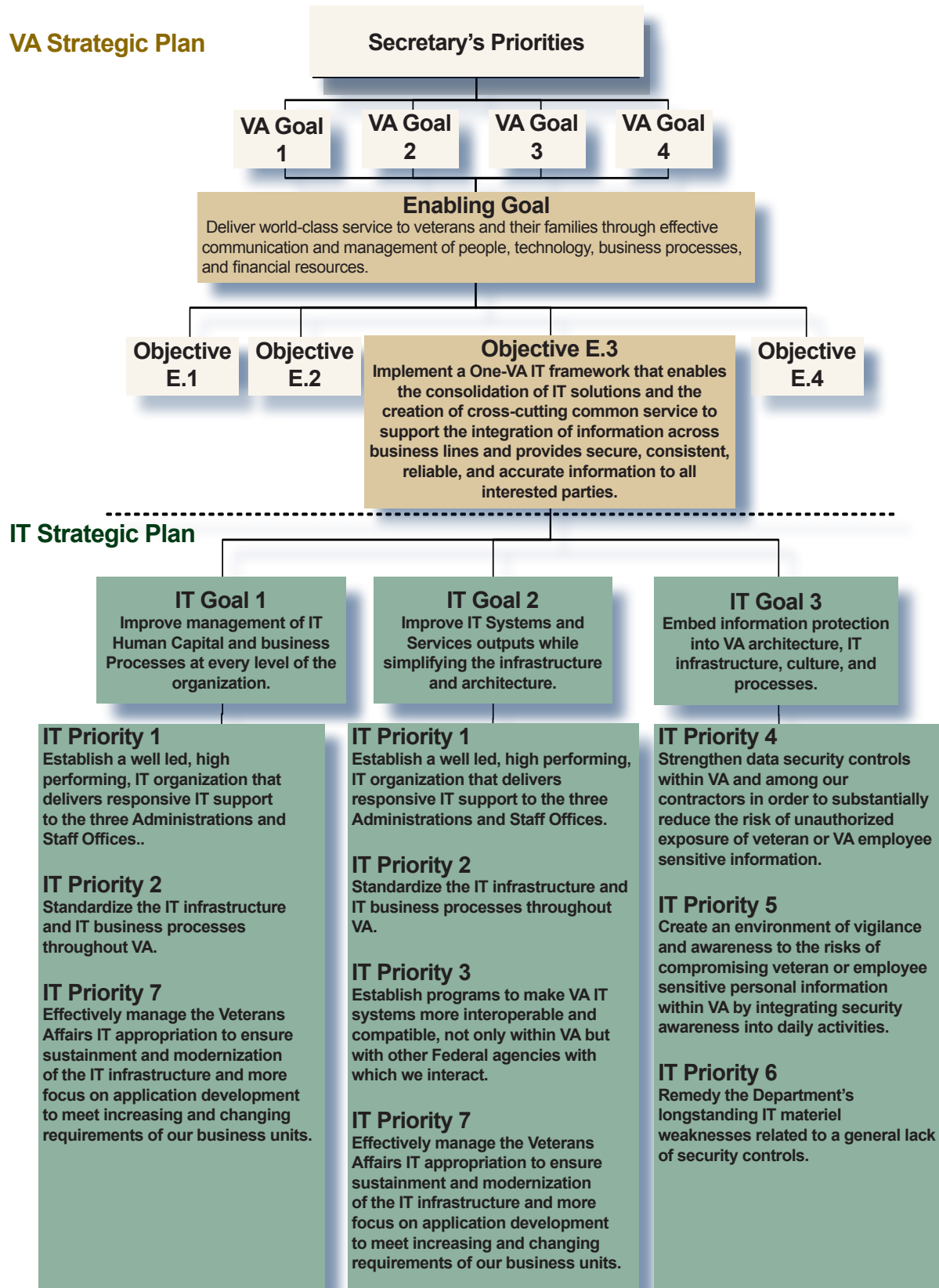
5. *OI&T's Strategic Relationships*

OI&T oversees and facilitates all IT activities of the Department to improve the effectiveness of program operations and to assist line and staff organizations in the performance of their missions. In this role, OI&T, as the single IT leadership authority, engages in strategic partnerships with the three Administrations and the Staff Offices.

These relationships are complex and dynamic. The IT reorganization alignment has resulted in new IT solution development and service provision roles and responsibilities to VA Administrations, Staff

Offices, and OI&T. This change shifts the role of the Administrations and Staff Offices from suppliers of their own IT solutions to that of customers of IT solutions provided by OI&T. Under this realignment, the Administrations and Staff Offices identify and communicate business requirements for IT solutions that meet the needs of veterans and their dependents. As a result, OI&T is both a strategic advisor providing guidance and recommendations regarding optimal IT solutions to meet business needs, and a service provider, delivering and maintaining IT solutions.

Figure 7: Strategic Alignment



6. OI&T STRATEGIC ALIGNMENT

OI&T is committed to systematic measurement of its performance as a tool for tracking progress toward attaining the mission, vision, goals, and priorities of both OI&T and the Department. OI&T managers and executives will be held accountable for executing the initiatives identified in the PAM through an assessment of their progress in achieving performance measurement targets.


In monitoring and tracking organizational performance, OI&T will:

- Periodically review the appropriateness and effectiveness of IT policies to the achievement of the IT strategic goals and CIO priorities.
- Evaluate the performance of major IT initiatives and systems to determine their effectiveness in meeting the VA business requirements, and determine return on investment.
- Solicit and respond to feedback from customers and providers to ensure that information services meet their needs, and identify areas in which additional services/information may be needed.
- Analyze VA IT acquisitions to determine whether the investment is cost effective with an acceptable level of risk.

- Periodically review its IT support structure to ensure that it meets the needs of VA offices, and conforms to the Secretary's priorities.
- Ensure that VA is making satisfactory progress, in implementing the desired enterprise architecture.

The Plan will be reviewed and modified annually. The results of the above-mentioned periodic assessments will be used to gauge the effectiveness of the Plan, and will provide the basis for future revisions to the Plan. OI&T is continuing to advance IT strategic planning by strengthening the linkages between individual IT initiatives and the annual performance and budgetary review processes. Revisions to VA IT budget will be addressed in subsequent versions of the Plan. As noted previously, OI&T will continue to monitor progress against performance measures identified for each initiative, and based on this evaluation, will revise the Plan, as appropriate.

Greater detail on the alignment of VA IT Priorities to VA IT Strategic Goals is depicted in Figure 7. Specific initiatives and associated performance measures are subsequently aligned to the IT priorities. The alignment of the initiatives and priorities to VA IT priorities can be viewed in the PAM (Appendix A).



IT Strategic Goal 1: *Improve the leadership and management of IT human capital, implement the core business processes at every level of the organization, and establish measurable performance standards.*

IT Strategic Goal 2: *Improve IT systems and service outputs while improving the infrastructure and architecture to enhance standardization, compatibility, interoperability, and fiscal discipline.*

IT Strategic Goal 3: *Embed information protection into VA culture, processes, systems, and IT architecture in order to ultimately achieve the Gold Standard for data security.*

– DRIVING TO ACCOUNTABILITY

As mentioned previously, key OI&T initiatives were identified and aligned to IT's strategic goals and priorities. Sources of the initiatives include VA Strategic Plan 2006 - 2011, the 36 core processes identified during the OI&T Realignment, as well as recommendations from OI&T executives and managers. As OI&T continues to implement the new core processes and responds to evolving business conditions, revisions to the initiatives are expected. These revisions will likely reflect organization changes that drive standardization and enable IT authority consolidation.

7.1 IT STRATEGIC GOALS

IT Strategic Goal 1: *Improve the leadership and management of IT human capital, implement the core business processes at every level of the organization, and establish measurable performance standards*

The Department recognizes the strategic management challenge required to hire and retain a highly skilled IT workforce. New initiatives have been implemented that focus on retaining top performers and maximizing employee performance by instituting education and training programs and enrichment opportunities. OI&T is also developing new processes to help ensure that VA receives full value for funds expended for IT products and services. Through these actions, the Department will be able to more effectively deploy the right IT capabilities for business needs at the right cost.

IT Strategic Goal 2: *Improve IT systems and service outputs while improving the infrastructure and architecture to*

enhance standardization, compatibility, interoperability, and fiscal discipline

OI&T is working to ensure that all IT systems and services are customer-focused and service oriented. To accomplish this, OI&T is architecting and institutionalizing standardized computing environments that will ensure that information and data utilized by the systems and services is shared and accessible to all users. OI&T will also work to ensure that the VA infrastructure is self-healing, robust, transparent, and readily available. Finally, OI&T is developing a storage-centric strategy that supports enterprise storage methods, in order to facilitate efficient use and sharing of data by business stakeholders and applications across the Department. These actions will help simplify the architecture and ensure that the Department is able to more effectively use available IT funds to better serve veterans and business partners.

IT Strategic Goal 3: *Embed information protection into VA culture, processes, systems, and IT architecture in order to ultimately achieve the Gold Standard for data security*

VA security strategy has three core components: People, Processes, and Technology. The core components consist of governance and oversight, security program management, and a technical framework. VA is implementing enterprise-wide strategies to promote awareness among all employees and contractors, and to effect a change in the culture and capabilities in all of VA facilities, from central office to remote locations, to achieve the *Gold Standard* for

7. *IT Goals, Priorities, Initiatives and Performance Measures*

Data Security (Information Protection). VA continues to implement a number of actions to strengthen data controls including: encrypting tools and processes, implementing security and privacy policies, and monitoring the access to veteran and employee personal identifiable information. Collectively, these efforts will enable the Department to drive, to an absolute minimum, the risk of compromising sensitive veteran and employee data.

7.2 IT STRATEGIC PRIORITIES

As noted in his message, the VA CIO established seven IT Priorities to guide the development, management, operation, and control of the Department's IT. Specific initiatives and associated performance measures are aligned to these priorities. Additionally, each performance measure includes both baseline and target performance metrics. The PAM in Appendix A documents this complete alignment.

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 1: Establish a well led, high performing, IT organization that delivers responsive IT support to the three Administrations and Staff Offices.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Define a structure of relationships and processes to direct and control the IT endeavor. (Process A1 - IT Management)	Percent of IT processes fully documented and reviewed.	0	25% Documented 12% Reviewed	100% Documented 50% Reviewed
Enhance field participation to ensure quality in customer service.	Establish standard partnership committees across the nation to ensure effective communication and coordination with business units.	0	50% - 75%	FY 2009: 100% FY 2011: Initiative complete
Improve and expand professional development opportunities to maintain a capable, competent, and committed IT workforce.	Implement an IT career development program by FY 2011.	Planning began Q4 FY 2007	Completed plan; modify LMS (OI&T); 50% of training modules completed (ISOs); remaining 2210 workforce to be completed by Jun 2008	100% continuous improvement of the Career Development Management System throughout OI&T
Ensure organization's compliance in areas of cyber security, records management, privacy and physical security to laws and regulations, directives, GAO reports, Inspector General findings, internal policies and procedures, and stakeholder commitments.	Implement an IT leadership development program.	Planning began Q4 FY 2007	Assessment completed Dec 2007; analysis and training Feb 2008 (includes SWOT analysis)	Establishment of solid curriculum for succession planning and sustainment of future leaders
	100% of assessments at 1,299 facilities completed by FY 2011.	8%	33%	100%

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 1: Establish a well led, high performing, IT organization that delivers responsive IT support to the three Administrations and Staff Offices.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Centralize burial scheduling within VA National Cemetery Network.	Software products deployed on schedule.	0	Centralized burial scheduling version 2.0 production installation in 2 NCA MSN regions scheduled delivery Jul 2008	Centralized burial scheduling version 1.0 in release management - all releases completed within 30 days of schedule
Identify new developments in technology, methods and solutions which have potential business value, conduct research into their applicability and benefit, and to promote viable, innovative concepts in support of business objectives. (A32 - IT Research & Innovation)	Number of Class III products assessed for migration to Class I.	0	16	64 (or 100% if less than 64)
Implement CWINRS.	Software products deployed on schedule.	0	CWINRS II functional requirements document to be delivered Jul 2008	CWINRS II v1.0 delivered on or before Nov 2010
Implement HealtheVet Common Services.	Software products deployed on schedule.	0	Version 4.3 Vitria Business Ware delivered on or before Oct 2008 Version 5.0 Delivery Service delivered on or before Jul 2008 Version 1.0 Security Services delivered on or before Sep 2008	Version PSIM 5.0 delivered on or before Nov 2011

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 1: Establish a well led, high performing, IT organization that delivers responsive IT support to the three Administrations and Staff Offices.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Implement HealtheVet Laboratory.	Software products deployed on schedule.	0	Copy of Cerner prototype for West Roxbury (Boston Health Care System) on or before Oct 2008	Version 1.0 delivered on or before Nov 2011
Implement HealtheVet Pharmacy.	Software products deployed on schedule.	0	Version 0.5 code delivered for final review and national release by EPS on or before Oct 2008	Version 1.0 FOC on or before Oct 2011
Implement HealtheVet Scheduling.	Software products deployed on schedule.	0	Version 2.3 delivered on or before Mar 2008	Version 4.1 delivered on or before Oct 2010
Implement The Expert Education System (TEES).	Software products deployed on schedule.	0	TEES program assessment, and integrated schedule documents to be delivered Aug 2008	TEES Chapter 30 Rules Based Processing to be delivered on or before Aug 2011
Implement the Financial Logistics Integrated System (FLITE).	Software products deployed on schedule.	0	SAM – Award implementation contract for pilot and beta work	SAM IOC – Sep 2010 IFAS (VBA and NCA) IOC – Jun 2010
Implement the Human Resource Information System (HRIS).	Percent of OPFs scanned.	30%	IFAS – RFP responses received and evaluations begin	IFAS (VHA) IOC – Jun 2011 IFAS (VBA and NCA) FOC – Jun 2011 100%

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 1: Establish a well led, high performing, IT organization that delivers responsive IT support to the three Administrations and Staff Offices.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Implement VETSNET.	Software products deployed on schedule.	0	VETSNET Release 2 (Survivor Benefits) to be delivered in Feb 2008 VETSNET Release 3 (Income Based Pension and the final component) to be delivered in Aug 2008	VETSNET in release management - all releases completed within 30 days of schedule
Migrate AMAS/BOSS to VA Enterprise Architecture (EA) SOA standard platform.	Software products deployed on schedule.	0	AMAS/BOSS EA SOA migration version 1.0 program solution requirements scheduled delivery Jun 2008	AMAS/BOSS EA SOA migration version 1.0 full production rollout scheduled delivery Mar 2011
Migrate benefits delivery applications off the legacy Benefits Delivery Network (BDN).	Percent of compensation and pension records converted. Percent of education and vocational rehabilitation records converted.	11%	71%	100% 100%
Redesign MADSS (application to track grave counts, gravesite reservations and forecast cemetery closures).	Software products deployed on schedule.	0	MADSS-R Release 1.0 design phase scheduled delivery Jun 2008	MADSS-R in release management - all releases completed within 30 days of schedule
Achieve resource management efficiencies that support organizational and program goals.	Design and implement a comprehensive IT Program Management skills development curriculum.	0	Design complete	Implementation complete

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 1: Establish a well led, high performing, IT organization that delivers responsive IT support to the three Administrations and Staff Offices.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Customer Requirements Capture. (Process A21 - Stakeholder Requirements Management)	Establish a standard methodology.	0	Define model and pilot; assess results and re-pilot, if required.	100% Implemented
Determine customer satisfaction with the services, solutions, and offerings from the providers of IT. (Process A24 - Customer Satisfaction Management)	Customer satisfaction survey.	0	100%	Initiative complete
Develop overarching SLAs with Administrations and Staff Offices.	Implement SLAs.	0	100% Documented	TBD
Identify services and catalog offerings. (Process A22 - Service Marketing & Sales)	Establish an OI&T service catalog.	0	100%	Initiative complete
Institutionalize IT strategic planning.	Implement VAs IT strategic planning capability.	Initiate the IT strategic planning process	Publish the OI&T Strategic Plan FY 2006 - 2011; communication plan; establish IT strategy working group	Establish IT strategic planning as an integral part of the budget and governance processes; establish full participation of the business lines in the development of the IT strategic plan

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 2: Standardize the IT infrastructure and IT business processes throughout VA.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Standardize operations and services through continuous process improvement.	Standardize core IT operations and infrastructure processes through continuous process improvement and alignment with government and industry best practices.	0	50% Documented 10% Implemented	FY 2009: 100% Documented 25% - 50% Implemented FY 2011: 50% - 100% Implemented
	Establish a well led continuous process improvement program structure within EOI.	20%	100%	Initiative complete
Bring together all of the elements specified by solution design via customization, configuration, and integration of created or acquired solution components. (A43 - Solution Build)	Number of projects executing OED standardized solution build process.	0	10%	100%
Create a documented design from agreed-upon solution requirements that describes the behavior of solution elements, the acceptance criteria and agreed to measurements. (A42 - Solution Analysis & Design)	Number of projects executing OED standardized solution analysis and design process.	0	10%	100%

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 2: Standardize the IT infrastructure and IT business processes throughout VA.				
Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Define a structure of relationships and processes to direct and control the IT endeavor. (A1 - IT Management)	OED processes mapped using conventional process mapping methodology and managed through a quality process improvement program.	0	Core OED processes (A41, A42, A43, A44) mapped using conventional process mapping methodology and stored in Process Asset Library (PAL)	100%
Develop SOA implementation strategy.	Progress in executing SOA implementation strategy.	0	CIO approved SOA	Fully operational service bus and service registry
Oversee the set of IT investments, including both long-term and large-scale as well as short-term, limited-scope opportunities, based on the strategic intent and priorities of the business. (A35 - IT Portfolio Management)	Progress in executing Total Lifecycle Costing Methodology.	0	CIO approved Total Lifecycle Costing Methodology	Application of Total Lifecycle Costing Methodology to all projects
Plan, organize, monitor, and control all aspects of a project in a continuous process to achieve its objectives. (A36 - Project Management)	Number of projects executing OED standardized project management process.	0	10%	100%
Translate provided customer business requirements and IT stakeholder generated requirements/constraints into solution-specific terms, within the context of a defined solution project or program. (A41 - Solution Requirements)	Number of projects executing OED standardized solution requirements process.	0	10%	100%

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 2: Standardize the IT infrastructure and IT business processes throughout VA.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Validate that the solution components and integrated solutions conform to design specifications and requirements prior to deployment. (A44 - Solution Test & Acceptance)	Number of projects executing OED standardized solution test and acceptance process.	0	10%	100%
IT Governance Strategy: Stand up and execute PATS Board to make department-wide recommendations on Agency's Portfolio of IT Investments.	Percent of major IT projects participating in EA Competency Reviews (PATS working group).	0	10%	FY 2009: 50% FY 2011: 100%
	Percent of major IT projects participating in Technical Competency Reviews (PATS working group).	0	10%	FY 2009: 50% FY 2011: 100%
	Percent of major IT projects undergoing Program Oversight Competency Reviews (PATS working group).	0	10%	FY 2009: 50% FY 2011: 100%

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 3: Establish programs to make VA's IT systems more interoperable and compatible, not only within VA but with other Federal agencies with which we interact.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Standardize and mature VA IT infrastructure through the implementation of a national data center program.	Percent of VistA systems migrated to regional data processing centers to achieve greater performance, standardized management, and greater interoperability.	25%	50%	FY 2009: 100%
	Wireless Infrastructure - percent of standardized wireless infrastructure documented and implemented across the department.	10%	30%	100%
	LAN Optimization - percent of LAN equipment and architecture optimized to facilitate standard management, cost efficiencies and high degrees of reliability and standardization in the introduction of new applications and systems to our networks.	0	25%	FY 2009: 50% FY 2010: 75% FY 2011: 100%
	WAN Optimization - percent of VA-wide WAN upgraded and diversified to refresh the technology, provide additional redundancy - including carrier, more bandwidth and greater architectural flexibility.	15%	80%	100%
	NETWORK Transition - percent of FTS2001/ NETWORK transition developed and executed in accordance with contract timeline.	0	15%	FY 2009: 65% FY 2010: 100%
Develop a long-term information interoperability plan to guide future investment decision.	Percent complete.	0	100%	100%
Implement an IT solution in support of the North Chicago Federal Health Care Center.	Percent complete.	0	10%	100%

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 3: Establish programs to make VA's IT systems more interoperable and compatible, not only within VA but with other Federal agencies with which we interact.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Implement One VA Identity and Access Management Infrastructure between authoritative data sources and service applications.	Percent of project completion.	0	10%	100%
Implement One VA Information and Data Services that will exchange all essential health data between VA and DoD.	Data domains percent complete.	80%	100%	100%
Implement One VA Information and Data Services that will reduce the number of distinct VA/DoD exchanges with regard to veteran demographic data.	Number of data exchanges.	5	1	1
Implement One VA Portal and establish interfaces to service applications.	Percent of project completion.	0	10%	100%
Implement VA responsibilities related to WII Lines of Action requirements.	Software deliverables deployed on schedule.	0	Deliverables deployed within 90 days of scheduled delivery date	Deliverables deployed within 30 days of scheduled delivery date

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 3: Establish programs to make VA's IT systems more interoperable and compatible, not only within VA but with other Federal agencies with which we interact.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Create, maintain, promote and govern the use of IT architecture principles, best practices and standards, across business change programs. (Process A33 - Architecture Management)	Develop business transformation architecture.	0	Publish initial draft	TBD
	Identify, document, and obtain business process owner approval of the architectural segments representing VA's business segment and/or enterprise service segments.	1	6	8
Implement an Enterprise Architecture (EA) program that is business-driven; provides information, products, and services to develop and maintain business-focused, veteran centric enterprise-wide IT systems, data, and infrastructure.	Establish and publish standardized EA review criteria.	0	100%	Initiative complete
	Establish and publish standardized technical review criteria.	0	100%	Initiative complete

CIO Priority 4: Strengthen data security controls within VA and among our contractors in order to substantially reduce the risk of unauthorized exposure of veteran or VA employee sensitive information.

Initiatives

Performance Measure

FY 2007 Baseline

FY 2008 Target

FY 2009

FY 2010

FY 2011 Target

Enhance information protection.

Percent of the Phase II initiatives of the Information Protection Program which have been implemented including Host Integration, Port Security & Device Control, RESCUE, Tape Encryption, Email and Document Encryption.

75% Documented

100% Documented

50% Completed

100% Documented

100% Documented

100% Completed

Support the Chief Information Officer (CIO) in managing the information security program, as mandated by the Federal Information Security Management Act (FISMA) of 2002.

C&A - percent of plans for SSP risk assessments and contingency plans completed.

4% Documented

100% Documented

Initiative complete

FISMA - percent of plans of action and milestones documented/updated and closed/completed which address deficiencies across all IT systems and IT security monitoring.

75% Documented

100% Documented

50% Completed

100% Documented

100% Completed

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 4: Strengthen data security controls within VA and among our contractors in order to substantially reduce the risk of unauthorized exposure of veteran or VA employee sensitive information.

Initiatives

Performance Measure

Establish programs that support the achievement of the VA Gold Standard in data security.

Develop the information security governance structure.

Developed mandated security policies

Continue development and revision of security policies as mandated by the CIO, OMB and Congress

Complete review and revision of each security policy once every 3 years

Increase the number of documented incident response checklists and tools.

2

5

8

Implement intern ISO (iISO) Career Development Program.

Conceptual plan completed

60 hired and trained

FY 2009: 120 hired and trained

Number of certified cyber security professionals (CSP/100) VA-wide.

1,000

1,500

2,000

Provide timely Congressional Quarterly Report on data breach incidents.

3

4

4

Support the Department and Chief Information Officer (CIO) in managing the department's information security program, as mandated by the Federal Information Security Management Act (FISMA) of 2002 and OMB Circular A-130. (Process A72 - Security Management)

Percent of VA operational IT systems recertified and reaccredited (C&A).

4%

75%

FY 2009: 33%

FY 2010: 33%

FY 2011: 33%

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 4: Strengthen data security controls within VA and among our contractors in order to substantially reduce the risk of unauthorized exposure of veteran or VA employee sensitive information.

Initiatives		Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Enhance forensic capabilities for detecting system intrusion.	Perform assessments on IT network (perimeter) intrusion detection capabilities.		0	5	12
	100% of oversight and compliance workforce complete emergency response training by FY 2011.		50%	75%	100%
IT system assessments with Administrations participating (VHA, VBA and NCA) in the areas of: privacy, cyber security, records management, physical security, and other related compliance requirements given by CIO.	100% of assessments are completed with Administrations participation.	Conducted assessment with VHA	50%	75%	100%
Support the Chief Information Officer in the assessment of managing the information security program, as mandated by the Federal Information Security Management Act (FISMA) of 2002.	Conduct assessment of data security controls with VA as mandated by FISMA.	Assessment of systems at 0% of 1,299 facilities visited	50%	75%	100%
		Assessment of systems at 33% of 1,299 facilities visited			
		Assessment of systems at 100% of 1,299 facilities visited			

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 5: Create an environment of vigilance and awareness to the risks of compromising veteran or employee sensitive personal information within VA by integrating security awareness into daily activities.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Establish programs that support the achievement of the VA Gold Standard in data security.	Number of specialized, role-based security and privacy training courses available to users of VA information and IT systems.	4	6	10
	Percent of VA employees and contractors signing national rules of behavior.	0	90%	92%
Implement the Enterprise Privacy Program (EPP).	Number of full-time, certified privacy officers VA-wide.	4	50	100
	Increase the number of trained FOIA officers VA-wide.	1	25	100
	Increase the percent of VA employees and contractors who annually certify completion of the Cyber Security and Privacy training.	95%	96%	FY 2009: 98%
Ensure upper management awareness of major risk factors affecting information security in the areas of privacy, records management, cyber security and physical security.	Provide assessment reports to upper management.	10%	33%	100%
OC workforce "Gold Standard" training (as directed by the VA CIO).	100% of OC workforce to complete "Gold Standard" benchmark training by FY 2009.	50%	75%	FY 2009: 100%
Design an effective patch management, change control and enterprise configuration management process to manage and control the changes to production enterprise systems.	Execute the work plan to implement patch management, change management, and configuration management processes.	25%	45%	100%

CIO Priority 5: Create an environment of vigilance and awareness to the risks of compromising veteran or employee sensitive personal information within VA by integrating security awareness into daily activities.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Implement a plan for the integration of Personal Identity Verification (PIV) cards into the logical and physical control infrastructures.	Number of PIV cards issued.	1,200	3,000	450,000
Develop and implement the security architecture.	Build segment architecture for information protection.	0	Publish initial draft	100%

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 6: Remedy the Department's longstanding IT material weaknesses related to a general lack of security controls.				
Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Address OIG deficiencies.	Track and report OIG deficiencies on a timely basis (within 30 days of receipt).	100%	100%	100%
	Track and report OIG deficiencies to parties responsible for deficiency remediation on a quarterly basis.	25%	100%	100%
Corrective actions to enhance IT material weaknesses related to security controls.	Conduct assessments to ensure enhancements to IT security controls have been implemented.	50%	100% of all systems assessed	Maintain 100% of all systems assessed
Define authoritative data sources and implement the IAM infrastructure that will facilitate the elimination of PII.	Number of applications that have eliminated replication of authoritative PII.	6 internal systems store PII data	2 systems eliminated	6 systems eliminated
Implement a VA Unique Identifier (UID) for all persons of interest that will facilitate replacement of SSAN.	Number of UIDs issued.	0	3,000	450,000

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 7: Effectively manage VA IT appropriation to ensure sustainment and modernization of the IT infrastructure and more focus on application development to meet increasing and changing requirements of our business units.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Acquire an IT asset management program to reduce IT asset costs.	Implement an IT asset management system.	0	Establish policy and standards; prepare an acquisition strategy to acquire an asset management tool; issue a RFP	Full operating capability
Redefine IT appropriation budget process.	Establish policies for assessment of IT (near-term) financial requirements and provide sound stewardship (execution) of IT monetary resources.	0	Identify milestones or tasks associated with improving the budget execution process	TBD
Centralize burial scheduling within the VA National Cemetery Network.	Enhance automated system(s) for monitoring and reporting IT budget execution activities. Software products developed (or acquired) at projected cost.	0	IT Tracker Enhancements	TBD
Implement CWINRS.	Software products developed (or acquired) at projected cost.	0	Centralized burial scheduling version 2.0 program solution requirements to be managed within 20% of the annual program budget CWINRS II to be managed within 20% of the annual program budget	Centralized burial scheduling to be managed within 10% of the annual program budget CWINRS II to be managed within 10% of the annual program budget

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 7: Effectively manage VA IT appropriation to ensure sustainment and modernization of the IT infrastructure and more focus on application development to meet increasing and changing requirements of our business units.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Implement HealthVet Common Services.	Software products developed (or acquired) at projected cost.	0	Version 4.3 Vitria Business Ware, Version 5.0 Delivery Service, Version PSIM v2.3 and Version 1.0 Security Services to be managed within 20% of the annual program budget.	Version PSIM 5.0 to be managed within 10% of the annual program budget.
Implement HealthVet Laboratory.	Software products developed (or acquired) at projected cost.	0	Version Prototype developed (or acquired) for \$10.6M	Version 1.0 developed (or acquired) for \$26.5M
Implement HealthVet Pharmacy.	Software products developed (or acquired) at projected cost.	0	Version 0.5 developed for \$11.5M	Version 1.0 developed for \$46M
Implement HealthVet Scheduling.	Software products developed (or acquired) at projected cost.	0	Version 3.3 developed (or acquired) for \$14M	Version 4.1 developed (or acquired) for \$4.4M
Implement The Expert Education System (TEES).	Software products developed (or acquired) at projected cost.	0	TEES to be managed within 20% of the annual program budget	TEES to be managed within 10% of the annual program budget
Implement VETSNET.	Software products developed (or acquired) at projected cost.	0	VETSNET to be managed within 20% of the annual program budget	VETSNET to be managed within 10% of the annual program budget
Migrate AMAS/BOSS to the VA Enterprise Architecture (EA) SOA standard platform.	Software products developed (or acquired) at projected cost.	0	AMAS/BOSS EA SOA migration version 1.0 to be managed within 20% of the annual program budget	AMAS/BOSS EA SOA to be managed within 10% of the annual program budget

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 7: Effectively manage VA IT appropriation to ensure sustainment and modernization of the IT infrastructure and more focus on application development to meet increasing and changing requirements of our business units.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Redesign MADSS (application to track grave counts, gravesite reservations and forecast cemetery closures).	Software products developed (or acquired) at projected cost.	0	MADSS-R Release 1.0 design phase scheduled to be managed within 20% of the annual program budget	MADSS-R to be managed within 10% of the annual program budget
Develop appropriate planning, execution and management of major IT investments, using EVM.	Percent of major IT investments using EVM as measured by Cost Performance Index and Schedule Performance Index.	Establish baseline	95% of major IT programs using EVM	95% of major IT programs using EVM
Implement an IT multi-year Programming and Portfolio Management process.	Develop IT portfolio management training curriculum for implementation by ITRM.	0	Define criteria	FY 2010: 4 courses per year
	Establish and publish financial review criteria for IT projects to be reviewed as part of the competency reviews (PATS working group) and the PATS board.	0	Financial management review incorporated	Initiative complete

7. IT Goals, Priorities, Initiatives and Performance Measures

CIO Priority 7: Effectively manage VA IT appropriation to ensure sustainment and modernization of the IT infrastructure and more focus on application development to meet increasing and changing requirements of our business units.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Implement an IT multi-year Programming and Portfolio Management process.	Establish standardized IT portfolio management templates.	Non-standardized requirements documentation	100% no later than Q2 FY 2008; 100% of projects submitted require documentation	Initiative complete
(Continued)	Implement the multi-year budgeting and planning process.	0	Piloted for FY 2010 budget	Fully implement in FY 2011 for FY 013 bill
	Improve the quality of IT portfolio management submissions to OMB such that the number of projects on OMB watch list are reduced.	50%	35%	5%
	Percent of all IT projects listed on the Exhibit 53 that undergo financial management review according to an approved process and evaluated against standardized criteria.	0	25%	100%
	Standardize criteria for review, selection, and assessment of investments for governance forums in order to make uniformed investment decisions.	0	Establish criteria for FY 2010 bill	100%

CIO Priority 7: Effectively manage VA IT appropriation to ensure sustainment and modernization of the IT infrastructure and more focus on application development to meet increasing and changing requirements of our business units.

Initiatives	Performance Measure	FY 2007 Baseline	FY 2008 Target	FY 2011 Target
Plan, organize, monitor and control all aspects of a project in a continuous process to achieve its objectives. (Process A36 - Project Management)	Demonstrate appropriate planning, execution, and management of major IT investments, using EVM or operational analysis, and has portfolio performance within percent of baseline cost, schedule, and performance goals.	EVM practices and processes established	Implement all projects within 30% of baseline	Implement all projects within 10% of baseline
	Implement a standardized program management tool set, which includes scheduling, Earned Value Management System (EVMS), risk management, and operational analysis components.	100% scheduling and EVM implemented	100% EVM standards implemented	FY 2009: Operational analysis components implemented FY 2011: Risk management implemented

Appendix B – Acronyms

Acronym	Full Phrase
AMAS	Automated Monument Application System
BAC	Business Advisory Committee
BDN	Benefits Delivery Network
BNI	Business Needs and Investment
BOSS	Burial Operations Support System
BRM	Business Reference Management/Model
C&A	Security Certification and Accreditation
CIO	Chief Information Officer
COBIT	Control Objectives for Information and Related Technology
CSP/100	Cyber Security Professionals 100
CWINRS	Corporate / Winston Salem / Indianapolis /Newark/ Roanoke / Seattle, Case Management System
CWINRS II	Corporate / Winston Salem / Indianapolis /Newark/ Roanoke / Seattle II, Case Management System
DMO	Data Management Office
DoD	Department of Defense
DS-ASC	Data Security – Assessment and Strengthening of Controls
EA	Enterprise Architecture
EDW	Enterprise Data Warehousing
EOI	Enterprise Operations and Infrastructure
EPP	Enterprise Privacy Program
EPS	Enterprise Product Support
EVMS	Earned Value Management System
FISMA	Federal Information Security Management Act
FLITE	Financial Logistics Integrated System
FOC	Full Operating Capability.
FOIA	Freedom of Information Act
FY	Fiscal Year
GAO	General Accountability Office
GPEA	Government Paperwork Elimination Act
GPRA	Government Performance Results Act
HealtheVet	HealtheVet is the next generation of VistA.
HRIS	Human Resource Information System
IAM	Identity and Access Management
IFAS	Integrated Financial Accounting Systems
iISO	intern Information Security Officer
IOC	Initial Operating Capability
ISO	Information Security Officer
IT	Information Technology

Appendix B – Acronyms

Acronym	Full Phrase
ITIL	Information Technology Infrastructure Library
ITLB	Information Technology Leadership Board
ITRM	Office of Information Technology Resource Management
LAN	Local Area Network
LMS	Learning Management System
MADSS	Management and Decision Support System
MADSS-R	Management and Decision Support System
MSN	Memorial Service Networks
NCA	National Cemetery Administration
NDP	National Data Processing
OC	Oversight and Compliance
OED	Office of Enterprise Development
OI&T	Office of Information and Technology
OIG	Office of Inspector General
OMB	Office of Management and Budget
OPFs	Official Personnel Files
PAL	Process Asset Library
PAM	Performance Accountability Matrix
PATS	Planning, Architecture, Technology, and Services
PII	Personally Identifiable Information
PIV	Personal Identity Verification
PSIM	Physical Security Information Management
RFP	Request for Proposal
SAM	Strategic Asset Management
SLA	Service Level Agreements
SOA	Service Oriented Architecture
SSAN	Social Security Administration Number
SSP	System Security Plan
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TEES	The Expert Education System
UID	Unique Identification
VA	Department of Veterans Affairs
VBA	Veterans Benefits Administration
VETSNET	Veterans Network
VHA	Veterans Health Administration
VistA	Veterans Health Information Systems and Technology Architecture
WAN	Wide Area Network
WII	Wounded, Injured or Ill

This section outlines the sources of information used that influenced the development of the Department of Veterans Affairs Information Technology Strategic Plan.

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Appendix C – References

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20. Information Technology Infrastructure Library (ITIL), Office of Government Commerce, ITIL v3 December 2005
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