Department of Justice
Office of the Chief Information Officer

DOJ IT Strategic Plan
Fiscal Years 2006 - 2011

June 2006

DOJ IT Strategic Plan 2006-2011
June 20, 2006

A Message from the Chief Information Officer

In January of 2005, my office released the Department of Justice (DOJ) Information Technology Strategic Plan (ITSP), which highlighted the strategic importance of information for protecting American lives and carrying out the fundamental purposes of government. IT remains a critical asset that must be strategically utilized to support the new counter terrorism mission of the DOJ. Since 2005, we have made aggressive strides in implementing a sound enterprise architecture (EA) driven by strategies to further the mission of the Department, and will continue to do so in the upcoming years. I would like to highlight the following five accomplishments:

- Information Sharing: For the first time, as part of our OneDOJ program, state and local law enforcement gained one-stop access to law enforcement information from DOJ's Investigative components with the use of the Law Enforcement Information Exchange (LInX) and FBI's Regional Data Exchange (R-DEx).
- Internal IT Management: OCIO issued a new IT policy, revised the IT Strategic Plan, and drafted a new business model for OCIO Working Capital Fund Investments. All three help provide the transparency we need to allocate resources wisely across the Department.
- IT Security: DOJ's IT systems are now far less vulnerable to cyber attacks thanks to the efforts of the IT Security and Component Security Staffs by using the Cyber Security Assessment and Management (CSAM) tool.
- Enterprise Solutions: We continue to make progress in bringing the Department together with enterprise-wide IT solutions (Justice Unified Telecommunications Network, Litigation Case Management System, and Sentinel) getting underway.
- Interoperable Biometric Standard: DOJ can now work more easily with the Department of Homeland Security (DHS) and Department of State (DOS) to build interoperable biometric systems in particular between DHS's Automated Biometric Identification System (IDENT) and the FBI's Integrated Automated Fingerprint Identification System (IAFIS).

While we praise the efforts of our accomplishments to date, I look forward to build on the progress in 2006 and beyond in the following four areas:

- Law Enforcement Information Sharing: We will use lessons learned from the LInX pilot as we move forward on additional OneDOJ pilots in addition to building the cross-government counterterror Information Sharing Environment (ISE) and driving information sharing standards such as the National Information Exchange Model (NIEM).
- President's Management Agenda (PMA) and Scorecards: We will ensure that the Department meets its expanded e-Government and EA PMA goals by achieving a "Green" by March 31, 2006.
- Internal IT Management: We will continue strengthening the investment management review process, developing and extending our EA, and integrating

component and departmental approaches via the OCIO working closely with the Components to strengthen our collaboration.

- Enterprise Solutions: We will continue to deliver on the solutions we have started: Justice United Telecommunications Network (JUTNet), Justice Consolidated Office Network (JCON IIa), Justice Consolidated Office Network – Secret (JCON-S) and Top Secret, the Department's Litigative Case Management System (LCMS), as well as Homeland Security Presidential Directive – 12 (HSPD-12) work.

As in 2005, the challenges before us remain daunting, but not insurmountable. We have made great strides in improving IT in the Department of Justice, yet a great deal of work remains to be done. I will continue to press for continuous improvement and with the help and support of the skilled and dedicated men and women who manage and implement our IT programs, I am confident that we will succeed.

Vance Hitch

DOJ IT Strategic Plan 2006-2011
June 20, 2006

Table of Contents

Executive Summary

The 2005 version of the DOJ ITSP was used to chart a forward course for the Department's IT community. This 2006 version continues to chart the same course, but through better alignment with the Department's strategic goals and with the inclusion of performance objectives. The introduction of performance objectives provides the mechanisms needed to better manage the Department's IT in accordance with this plan.

New DOJ Strategic Plan: The DOJ Office Chief Information Officer (OCIO) is releasing this version of the ITSP that expands the IT strategic goals to better align with the DOJ strategic goals and PMA as shown in Figure 17. This version focuses on the higher-level relationships between the DOJ Strategic Plan and the ITSP, shifting the more detailed discussion of the initiatives, or investments, alignment to these plans to the Investment Plan.

Performance Measurement: This version introduces performance objectives - a building block towards performance measurement – that will enable the DOJ CIO to better ascertain progress towards meeting the goals of the Department Strategic Plan.

Vision and Goals: The IT vision remains the same as in 2005 … *IT will be a cohesive, forward-leaning enabler of enhanced DOJ mission.* The IT strategic goals have been restructured to better align with the 2003 DOJ strategic goals, and to better support follow-on investment planning efforts. There are five IT strategic goals:

1. **Enable the Mission through Information Sharing** - Provide quality electronic solutions that allow mission information to be shared in a timely manner, easily and appropriately, both inside and outside the Department. *This goal supports the IT needs of the Department's mission.*
2. **Enable the Mission through Federated Solutions –** Provide the necessary means possible to successfully complete operational, logistical, and supportive tasks via cross-government functions. *This goal supports the common IT solution needs of similar or related DOJ functions.*
3. **Support Effective and Efficient Use of IT Resources -** Establish, institute and improve management processes and policies to support and improve the Department's IT performance and continuity. *This goal supports the IT management needs of the CIO.*
4. **Provide Common Resilient and Secure Infrastructure -** Provide a seamless, reliable, secure, and cost effective infrastructure for conducting Department-wide electronic business. *This goal supports the basic IT needs of all DOJ employees, regardless of the mission area in which they are working. IT Infrastructure is foundational to enabling the mission through Information Sharing.*
5. **Leverage Common Administrative Solutions –** Establish and institute common frameworks for all Federal entities to synergistically overcome universal challenges. *This goal supports the Department's need to provide efficient and consistent administrative capabilities across DOJ.*

To meet these goals, the Department has established eighteen IT strategic objectives, and for each objective one or more IT strategies has been specified. The strategies in this document form the basis for investment planning, and the performance objectives form the basis for investment oversight through performance measurement.

Introduction and Purpose

Introduction: The Department is headed by the Attorney General of the United States, and is made up of thirty-nine separate Component organizations. The major Components include:

- The Executive Office for the U.S. Attorneys (EOUSA) facilitates the coordination between the Offices of the United States Attorneys and other organizational units of the DOJ. It is the responsibility of the Unites States Attorneys to prosecute Federal offenders and represent the U.S. in court;
- The major investigative agencies who gather intelligence, investigate crimes, and arrest criminal suspects:
  - The Federal Bureau of Investigation (FBI);
  - The Drug Enforcement Administration (DEA);
  - The Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF);
- The U.S. Marshals Service (USMS) which protects the Federal judiciary, apprehends fugitives, and detains persons in Federal custody;
- The Bureau of Prisons (BOP) which confines convicted offenders;
- The Office of Justice programs (OJP) and the Office of Community Oriented Policing Services (COPS), which focus on providing grants and other assistance to the state and local governments and community groups to support criminal and juvenile justice improvements; and
- The Justice Management Division (JMD), which provides common administrative and enterprise solutions.

Headquartered in Washington, D.C., the Department conducts much of its work in offices located throughout the country and overseas. The Department's varied and complex responsibilities involve relationships and interactions with a variety of external entities, as illustrated in *Figure 1: Key DOJ Customers.*

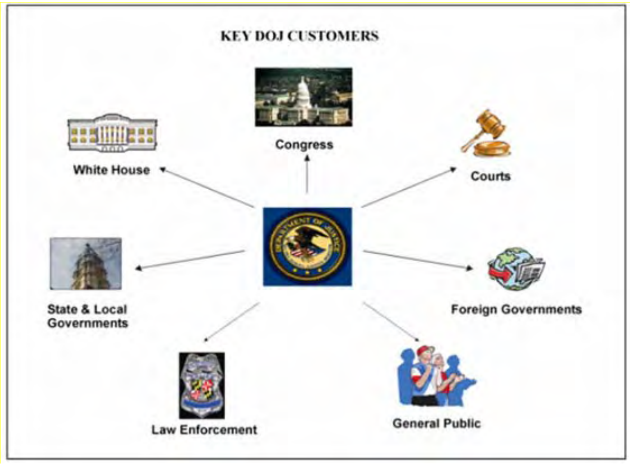


Figure 1: Key DOJ Customers

The Department employs over 110,000 persons as attorneys, criminal investigators, corrections officers, or any one of a host of other occupations. About 3,700 persons (3 percent of the total workforce) hold IT positions. However, contracts for IT services supplement career staff at a level roughly equivalent to 3,600 full time employees.

As indicated in *Figure 2: DOJ IT Expenditures,* the Department spends around $2.5 billion on IT annually, representing around 10% of the total DOJ budget.

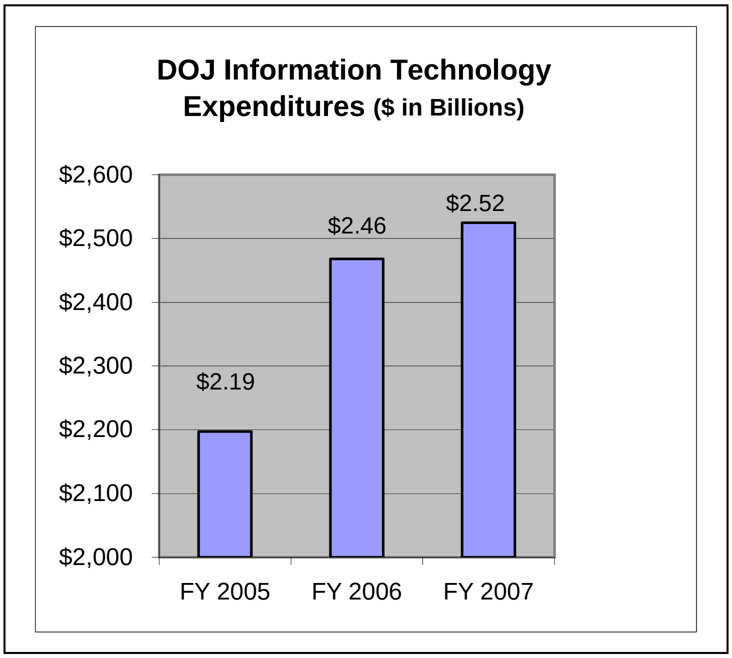


Figure 2: DOJ IT Expenditures

The Department maintains four enterprise data centers that provide centrally operated and managed computing resources. These data centers offer high availability through the use of mainframe computers maintained by around-the-clock staff. The Department also maintains several communication networks, some being classified, and others sensitive but unclassified (SBU). One of the largest of these is the FBI's Criminal Justice Information System (CJIS) in Clarksburg, WV. CJIS supports Federal, state, and local access to major databases such as the National Crime Information Center (NCIC) and the IAFIS. The Department also maintains major data centers in Rockville, MD and Dallas, TX.

In support of its mission and business operations, the Department operates over 250 information systems, most of which are legacy systems developed and maintained by the Components to meet particular business needs. These systems range from small applications designed to track particular transactions to large-scale efforts such as the FBI's web-enabled case management system, SENTINEL, which helps promote information sharing. Through the President's Management Agenda (PMA), the current administration has emphasized the importance of modernizing Federal agencies' IT infrastructures by focusing on enterprise solutions that are reusable across agencies. The Department has taken a leadership role in several of these common solutions, including the Joint Automated Booking System (JABS), which standardizes the booking of persons in Federal custody across multiple agencies, and the Case Management Line of Business (LoB) initiative, which will provide common solutions that enable case data to be processed and shared among and between the Department’s investigative, litigative, and administrative functions.

Purpose: This document is to update the 2005 version of the Department’s ITSP. The updates are more comprehensive, integrating input from DOJ’s Strategic Plan, Office of Management and Budget’s E-Gov initiatives, Component feedback via their ITSPs, and CIO’s guidance.

The strategies in this document form the basis for investment planning, and the performance objectives form the basis for investment oversight through performance measurement.

The audience for this document is the IT community within the DOJ, anyone involved in the Department’s IT budget formulation process, and outside partners who have an interest in the Department’s strategic direction.

The 2005 version of the ITSP was used to chart a forward course for the Department’s IT community. This version, 2006-2011, continues to chart the same course, but through better alignment with the DOJ Strategic Plan, OMB E-Gov initiatives, and responsibilities of DOJ Components.

In addition, Appendix B addresses DOJ's progress in complying with the Office of Management and Budget Memorandum M-06-02, Improving Public Access to and Dissemination of Government Information and Using the Federal Enterprise Architecture Data Reference Model.

The DOJ Mission

In FY03, the Attorney General released the DOJ Strategic Plan for fiscal years 2003-2008. The Plan updates the direction, and priorities, defined in the wake of the terrorist attacks of September 11, 2001. Focusing the Department's efforts into four goals, the plan recognizes that Preventing terrorism and bringing its perpetrators to justice is the first priority for the DOJ while there must be continued focus on the "traditional" aspects of the Department's mission…

> "…to enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans."

The United States continues to face increasing and diffusing threats from domestic and foreign terrorist groups and criminal organizations that are willing and able to invoke either conventional or unconventional (nuclear, cyber, chemical, biological) means in order to exploit our vulnerabilities and endanger our sense of personal safety. In recent years, the destructive capacity of these groups has been fueled by access to more lethal and sophisticated weapons; the use of advanced communications and technology to plan and orchestrate attacks; and the ability to employ even "low tech" means to spread fear or disrupt interconnected systems. In this radically changed threat environment, the potential for harm has increased exponentially, new vulnerabilities are exposed, and traditional law enforcement responses prove inadequate.

To combat these threats effectively, the DOJ must focus its limited resources on its new mission priorities; improve its intelligence and investigative capabilities; and work more closely than ever before with its Federal, state and local partners and cooperating foreign governments. Organizationally, the Department must be streamlined, agile, and technologically proficient.

To meet these challenges, the DOJ Strategic Plan identifies four overarching strategic goals that the Department will pursue in support of its mission. The four goals are:

1. Prevent terrorism and promote America's security;
2. Enforce Federal laws and represent the rights and interests of the American people;
3. Assist state, local, and tribal efforts to prevent or reduce crime and violence; and,
4. Ensure the fair and efficient operation of the Federal justice system.

The Department will fight crimes that are most injurious to the nation and its citizens: terrorism and espionage; violent crime, including firearms offenses; the trafficking of illegal drugs and associated violence; crimes against children; bias-motivated crimes and racial discrimination; corporate crime; cyber-crime; and fraud of all kind, including tax and identity fraud.

IT is key to the Department's success in meeting these strategic goals. It is a vital organizational asset that must be strategically developed, deployed and utilized as an integral part of mission accomplishment. IT provides new and improved capabilities to gather, analyze, and share intelligence information; identify, monitor, apprehend, and prosecute terrorist or criminal suspects; securely share information with our Federal, state, and local partners; efficiently manage our criminal and civil cases; provide accessible, speedy, and reliable services to our customers; and efficiently and effectively carryout our internal business practices. In addition, IT provides the communications and computing infrastructure that ensures continuity of operations and rapid response in times of crisis. For further information, refer to the DOJ Strategic Plan.

Business Needs that Drive Strategy

IT is an enabler that supports mission related LoB. This ITSP supports the Department's LoBs by identifying the corresponding IT needs through the promulgation of the strategies.

In defining the highest level of the business architecture, DOJ leveraged government and industry standards beginning with a value chain model to depict the high-level outcome-based business functions of the organization. The CIO staff extracted high level business needs from the DOJ Strategic Plan and derived the corresponding DOJ Business Value Chain. Eleven mission related LoBs have been identified. The LoBs are comprised of business functions, which represent the major business activities within each LoB. The DOJ Value Chain describes how the Department's mission and strategic planning goals are being executed through business architecture of the core functions and supporting enterprise processes. *Figure 3: DOJ Business Value Chain* below represents the top level business view of DOJ. It is a systematic (i.e. lifecycle) method for structuring the mission and cross-cutting DOJ LoBs in alignment with the DOJ's IT Strategic Goals. These are the IT business needs that form the drivers for this strategic plan.

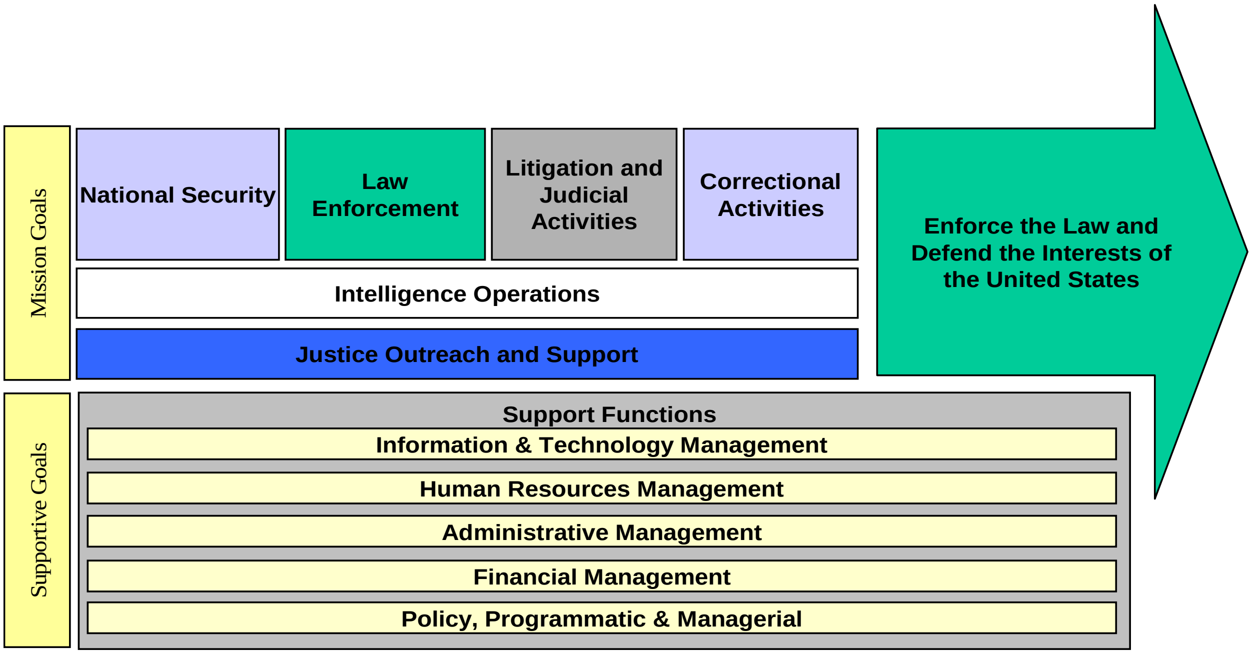

Mission Goals
National Security
Law Enforcement
Litigation and Judicial Activities
Correctional Activities
Intelligence Operations
Justice Outreach and Support
Enforce the Law and Defend the Interests of the United States
Supportive Goals
Support Functions
Information & Technology Management
Human Resources Management
Administrative Management
Financial Management
Policy, Programmatic & Managerial

Figure 3: DOJ Business Value Chain

Brief definitions of each of the mission and supportive related LoBs are provided below:

National Security – Protect and defend the United States national interests and, if deterrence fails, decisively defeat threats to those interests.

Law Enforcement – Law Enforcement involves activities to protect people, places, and things from criminal activity resulting from non-compliance with U.S. laws. This includes patrols, undercover operations, response to emergency calls, as well as arrests, raids, and seizures of property.

Litigation and Judicial Activities – Litigation and Judicial Activities refers to those activities relating to the administration of justice.

Correctional Activities – Correctional Activities involves all federal activities that ensure the effective incarceration and rehabilitation of convicted criminals.

Intelligence Operations – Intelligence Operations involves collecting and analyzing information to meet the national security challenges of the U.S. by processing reliable, accurate foreign intelligence, and disseminating intelligence products to policymakers, military commanders, law enforcement entities, and other consumers.

Justice Outreach and Support - Justice Outreach and Support involves providing leadership and criminal justice services to federal, state, municipal, and international agencies and partners to enable national security, law enforcement, litigation, judicial, correctional and intelligence activities.

Information & Technology Management – Information and Technology Management involves the coordination of information technology resources and systems required to support or provide a citizen service.

Human Resources Management – Human Resource Management involves all activities associated with the recruitment and management of personnel.

Administrative Management – Administrative Management involves the day-to-day management and maintenance of the internal infrastructure.

Financial Management – The use of financial information to measure, operate and predict the effectiveness and efficiency of an entity's activities in relation to its objectives, characterized by policies, practices, standards, and a system of controls that reliably capture and report activity in a consistent manner.

Policy, Programmatic & Managerial – Provides the critical policy, programmatic and managerial foundation to support federal government operations.

Strategic Planning Framework

This section describes the framework used in developing the ITSP. It describes the elements of the plan, their relationships, and the relationships of the ITSP to other plans.

Structure of this Document

This document is structured along the lines of the DOJ IT strategic planning model. The model contains a strategic profile consisting of six DOJ strategic elements: the DOJ Strategic Goal, DOJ IT Strategic Goal, DOJ IT Objective, DOJ IT Strategy, DOJ IT Performance Objective, and the DOJ Business Outcome.

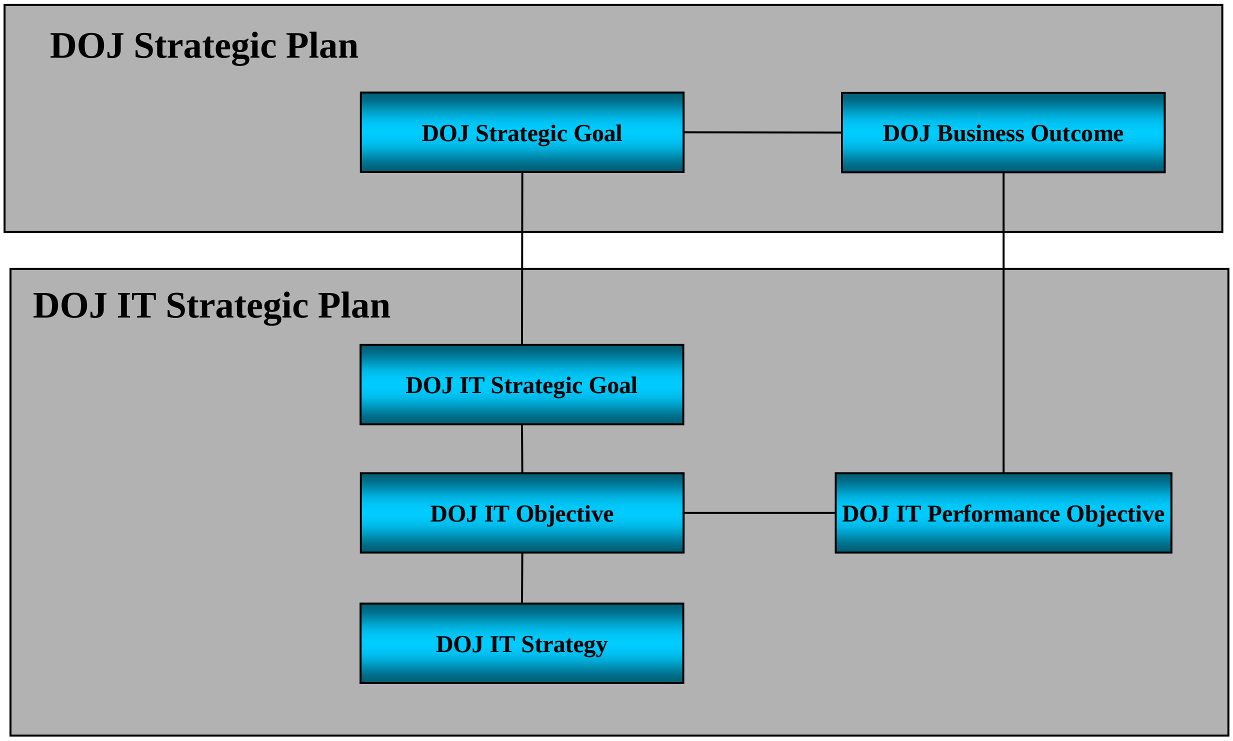


Figure 4: Relationship between DOJ Strategic Plan and ITSP

As indicated in *Figure 4: Relationship between DOJ Strategic Plan and ITSP,* this document defines the IT strategic goals and associated IT objectives. There is at least one strategy that supports each objective. Each of the mission and supportive LoBs in the previous section are used to align business needs to the technology capabilities necessary to execute them. The IT Strategic goals, objectives, and strategies guide the technology capabilities toward specific outcomes.

In addition, this version of the ITSP introduces performance objectives as a building block for performance measurement. The performance objectives identify at a high level the performance to be achieved, while the specific metrics (measurement indicators) are developed for the specific investments. Many of the performance objectives are aligned with the business outcomes from the DOJ Strategic Plan, especially since technology aides in accomplishment of the outcomes and inevitably the success of the mission. For each IT objective there is at least one performance objective for measuring the performance of the objective.

Relationship to Other Plans

As indicated in *Figure 5: Relationship among the DOJ Strategic Plan, ITSP and DOJ IT Investment Plan* the DOJ ITSP is aligned with three other plans: the DOJ Strategic Plan, the DOJ IT Investment Plan, and *optionally* – the Component ITSPs.

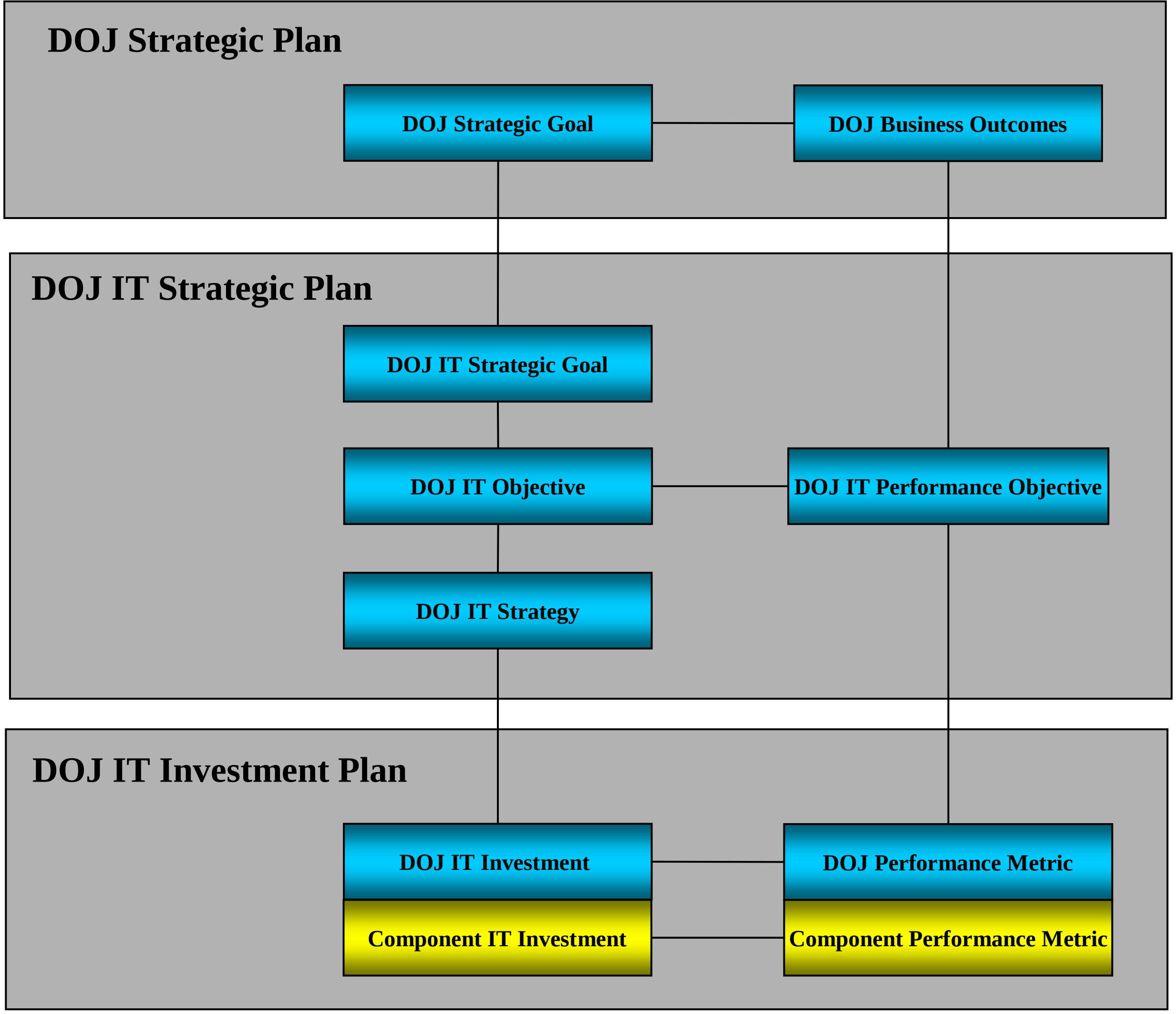


Figure 5: Relationship among the DOJ Strategic Plan, ITSP and DOJ IT Investment Plan

<u>The DOJ Strategic Plan</u>: The IT strategic goals in the DOJ ITSP align with and support the strategic goals of the DOJ Strategic Plan. This alignment is illustrated and described in a subsequent chapter of this document.

<u>DOJ IT Investment Plan</u>: The IT strategies in the DOJ ITSP will drive the Department's new investments, to be defined in the DOJ IT Investment Plan. All existing investments will be directly linked to the strategies they support. The Department's investments consist of Department-wide common solutions as well as Component specific investments needed to support the Component mission. This model provides the Line of Sight (LoS) needed to link any investment and its performance directly to the strategic goals of the Department to show mission enhancement.

Component IT Strategic Plans: The DOJ OCIO does not require Component CIOs to develop their own ITSPs, but does not preclude them from doing so. This plan is intentionally comprehensive to include strategies for Component investments. If Component CIOs elect to develop their own ITSPs, then they need to align their IT goals with their Component strategic plans, and their Lowest Hierarchy Element[1] with the strategies of this DOJ ITSP. This two-way alignment will ensure that Component business needs are addressed, and that the Department moves in unison towards the IT strategic objectives of this plan.

[1] The lowest hierarchy element of a strategic plan describes an action to be undertaken – that will lead to an investment. For example, the DOJ IT strategic model consists of four elements, with the DOJ IT Strategy being the lowest hierarchical element that describes a set of actions that will be satisfied through investments.

IT Strategic Direction

IT Vision

The DOJ ITSP directly supports the Department Strategic Plan. As such, the strategic goals and objectives in this document exist for the purpose of furthering the DOJ mission. The IT vision is that:

> IT will be a cohesive,
> forward-leaning enabler
> of enhanced DOJ mission.

This vision implies a fundamental reorientation of the role of IT within the DOJ. The vision shifts the paradigm from IT as simply a support service, to IT as an active catalyst for change and a direct contributor to mission accomplishment. Instead of a decentralized IT program, the Department will move towards an integrated, cohesive IT program that builds on shared mission requirements and fosters a collaborative management environment. IT will become proactive, rather than reactive, still matching technology to identified business needs, but also seeking new and emerging technologies that may be applied to support the DOJ mission.

IT Strategic Goals

In support of the Vision and the IT needs, the Department CIO has established five broad IT strategic goals:

1. **Enable the Mission through Information Sharing** - Provide quality electronic solutions that allow mission information to be shared in a timely manner, easily and appropriately, both inside and outside the Department. *This goal supports the IT needs of the Department's mission.*
2. **Enable the Mission through Federated Solutions –** Provide the necessary means possible to successfully complete operational, logistical, and supportive tasks via cross-government functions. *This goal supports the common IT solution needs of similar or related DOJ functions.*
3. **Support Effective and Efficient Use of IT Resources -** Establish, institute and improve management processes and policies to support and improve the Department's IT performance and continuity. *This goal supports the IT management needs of the CIO.*
4. **Provide Common Resilient and Secure Infrastructure -** Provide a seamless, reliable, secure, and cost effective infrastructure for conducting Department-wide electronic business. *This goal supports the basic IT needs of all DOJ employees, regardless of the mission area in which they are working. IT is foundational to enabling the mission through Information Sharing.*
5. **Leverage Common Administrative Solutions –** Establish and institute common frameworks for all Federal entities to synergistically overcome universal

challenges. *This goal supports the Department's need to provide efficient and consistent administrative IT capabilities across DOJ.*

Figure 6: ITSP to LoB Alignment, below illustrates how these five IT strategic goals align with the DOJ business value chain. Using this construct, the business architecture segments DOJ business operations into common LoBs and clearly aligns IT strategic goals as appropriate. This allows DOJ to examine opportunities to consolidate or better coordinate similar functions, not just in business operations, but in other related areas, particularly systems and technology investments.

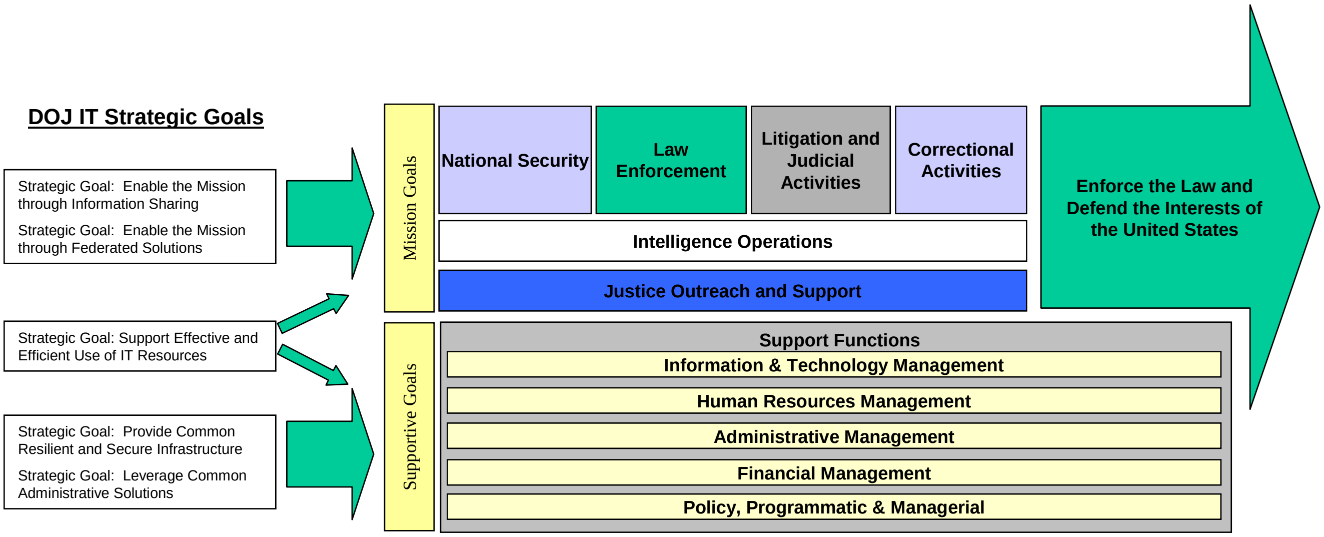

DOJ IT Strategic Goals
Strategic Goal: Enable the Mission through Information Sharing
Strategic Goal: Enable the Mission through Federated Solutions
Strategic Goal: Support Effective and Efficient Use of IT Resources
Strategic Goal: Provide Common Resilient and Secure Infrastructure
Strategic Goal: Leverage Common Administrative Solutions
Mission Goals
National Security
Law Enforcement
Litigation and Judicial Activities
Correctional Activities
Intelligence Operations
Justice Outreach and Support
Enforce the Law and Defend the Interests of the United States
Supportive Goals
Support Functions
Information & Technology Management
Human Resources Management
Administrative Management
Financial Management
Policy, Programmatic & Managerial

Figure 6: ITSP to LoB Alignment

Alignment with DOJ Goals, E-Gov Initiatives, and President's Management Agenda

The Department Strategic Plan was updated in 2003 and provides the following four goals:

1. Prevent terrorism and promote America's security;
2. Enforce Federal laws and represent the rights and interests of the American people;
3. Assist state, local, and tribal efforts to prevent or reduce crime and violence; and,
4. Ensure the fair and efficient operation of the Federal justice system.

The five IT strategic goals of this plan support and align with the Department's four strategic goals, E-Gov initiatives, and the PMA. *Figure 7: Extended DOJ Strategic Alignment* below shows this alignment.

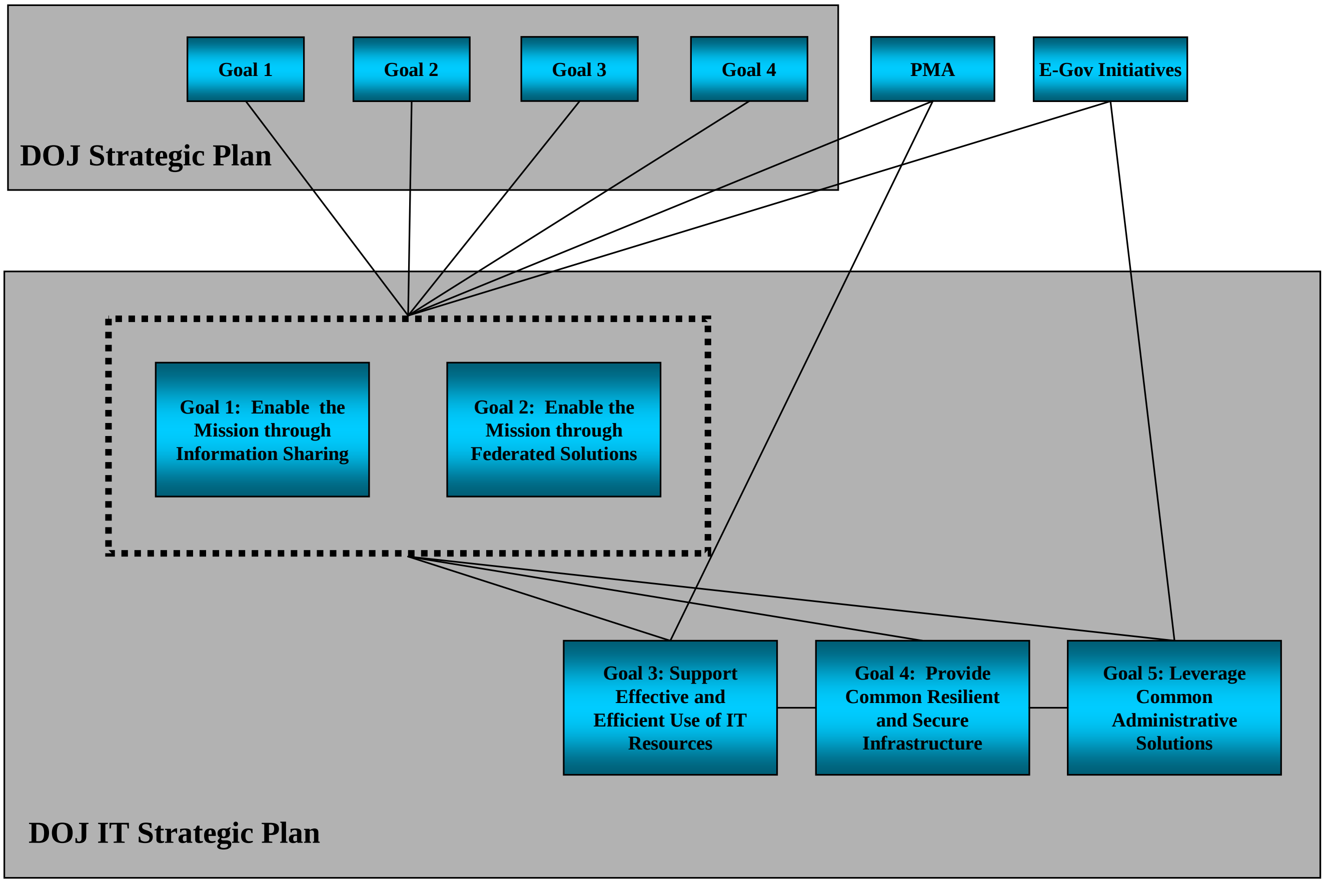

Goal 1
Goal 2
Goal 3
Goal 4
PMA
E-Gov Initiatives
DOJ Strategic Plan
Goal 1: Enable the Mission through Information Sharing
Goal 2: Enable the Mission through Federated Solutions
Goal 3: Support Effective and Efficient Use of IT Resources
Goal 4: Provide Common Resilient and Secure Infrastructure
Goal 5: Leverage Common Administrative Solutions
DOJ IT Strategic Plan

Figure 7: Extended DOJ Strategic Alignment

IT strategic goal 1 and 2 promote both information sharing and federated mission solutions across the DOJ mission areas of the DOJ Strategic Plan – goals 1 through 4. IT strategic goals 3, 4, and 5 provide necessary support, in terms of secure infrastructure and IT governance, to IT strategic goal 1 and 2. Additionally, IT strategic goal 3 and IT strategic goal 5 support the objectives of the PMA and the E-Gov Initiatives respectively.

The following five tables, which are organized by each respective E-Gov category, illustrate how the DOJ IT Strategies align with the various E-Gov initiatives. The complete listing of the DOJ IT Strategies is on page 28.

E-GOV CATEGORY	E-GOV INITIATIVES	ITSP STRATEGIES
Government to Citizen	GovBenefits.gov	36. Support federal government common solutions (such as E-Gov) development for eligibility for benefits from Federal programs. (Govbenefits.gov)
	USA Services	39. Support federal government common solutions (such as E-Gov) to provide customer service to citizens with timely consistent responses about government information and services. (USA Services)

Table 1: Government to Citizen Strategies

E-GOV CATEGORY	E-GOV INITIATIVES	ITSP STRATEGIES
Government to Business	E-Rulemaking	40. Support federal government common solutions (such as E-Gov) to allow citizens to easily access and participate in the rulemaking process. (E-rulemaking)
	Integrated Acquisition Environment	26. Support federal government common solutions (such as E-Gov) to support the management of accounting, financial reporting, payment of goods and services, receivables, funds, cost, and procurement functions. (Integrated Acquisition Environment, Federal Asset Sales, etc.)
	Federal Asset Sales	
	Business Gateway	37. Support federal government common solutions (such as E-Gov) development to consolidate/migrate on-line business compliance systems to Business Gateway. (Business Gateway)
	Consolidated Health Informatics	30. Support federal government common solutions (such as E-Gov) to support the consolidated health informatics. (Consolidated Health Informatics)

Table 2: Government to Business Strategies

E-GOV CATEGORY	E-GOV INITIATIVES	ITSP STRATEGIES
Government to Government	Geospatial One-Stop	38. Support federal government common solutions (such as E-Gov) development of a single point of access to map-related data. (Geospatial One-stop)
	Disaster Management	21. Support federal government common solutions (such as E-Gov) to provide citizens a unified point of access to disaster preparedness, mitigation, response, and recovery information. (Disaster Management)
	SAFECOM	17. Provide federal government enterprise solutions (such as E-Gov) that support the development for safe, comprehensive communications. (SAFECOM)
	Grants.gov	12. Support federal government common solutions (such as E-Gov) development for grant services. (Grants gov)

Table 3: Government to Government Strategies

E-GOV CATEGORY	E-GOV INITIATIVES	ITSP STRATEGIES
Internal Efficiency & Effectiveness	E-Clearance	28. Support federal government common solutions (such as E-Gov) development for the security clearance process. (E-Clearance)
	Electronic Records Management	29. Support federal government common solutions (such as E-Gov) to better manage electronic records. (Electronic Records Management)
	E-Payroll	31. Support federal government common solutions (such as E-Gov) to support the consolidation of payroll systems to better integrate payroll, HR, and finance functions. (E-Payroll)
	Enterprise HR Integration	32. Support federal government common solutions (such as E-Gov) to support the enterprise HR initiative.
	E-Training	33. Support federal government common solutions (such as E-Gov) to create e-training environment that supports development of the Federal workforce through simplified and one-stop access to high quality e-training products and services. (E-Training)
	Recruitment One-Stop	34. Support federal government common solutions (such as E-Gov) development for recruitment services. (Recruitment One-Stop)
	E-Travel	35. Support federal government common solutions (such as E-Gov) to provide government-wide web-based end-to-end travel services, from travel planning and authorization to reimbursement. (E-Travel)
	USA Services	39. Support federal government common solutions (such as E-Gov) to provide customer service to citizens with timely consistent responses about government information and services. (USA Services)

Table 4: Internal Efficiency and Effectiveness Strategies

E-GOV CATEGORY	E-GOV INITIATIVES	ITSP STRATEGIES
E-Authentication	E-Authentication	23. Support federal government common solutions (such as E-Gov) to provide a secure infrastructure for on-line transactions and implement enterprise identity management for both physical and IT access controls. (E-Authentication, HSPD-12)
	HSPD-12	

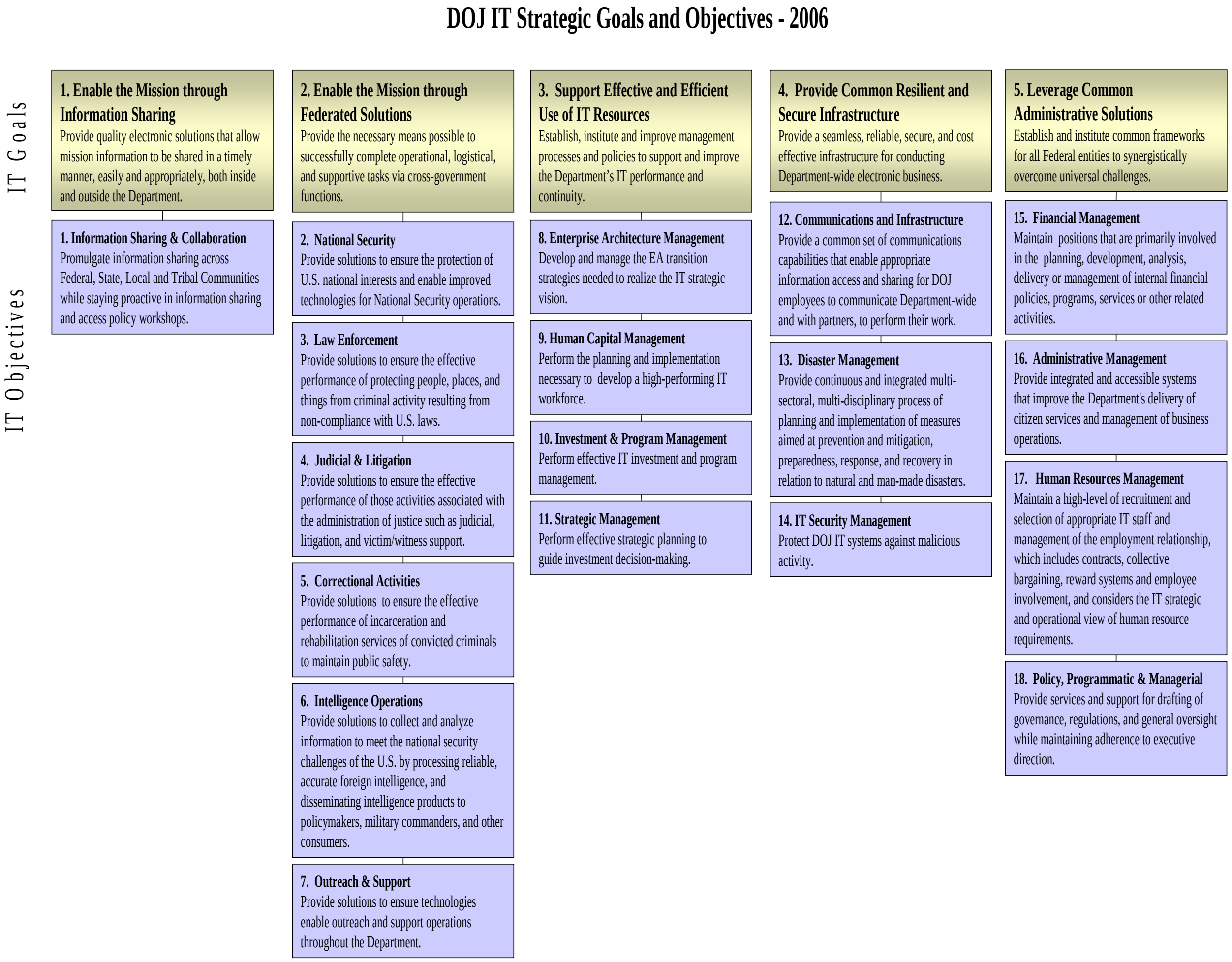
Table 5: E-Authentication Strategies

E-GOV CATEGORY	E-GOV INITIATIVES	ITSP STRATEGIES
Lines of Business	Financial Management Line of Business	6. Provide federal government leadership and common solution (such as E-Gov) development for Federal Investigative case management.
	Case Management Line of Business	8. Provide federal government leadership and common solution (such as E-Gov) development for litigation case management.

Table 6: Lines of Business Strategies

IT Objectives

To meet the IT strategic goals, the CIO has established eighteen strategic objectives. They are listed and described in *Figure 8: 2006 DOJ IT Strategic Goals and Objectives*.



DOJ IT Strategic Goals and Objectives - 2006

1. Enable the Mission through Information Sharing
Provide quality electronic solutions that allow mission information to be shared in a timely manner, easily and appropriately, both inside and outside the Department.

1. Information Sharing & Collaboration
Promulgate information sharing across Federal, State, Local and Tribal Communities while staying proactive in information sharing and access policy workshops.

2. Enable the Mission through Federated Solutions
Provide the necessary means possible to successfully complete operational, logistical, and supportive tasks via cross-government functions.

2. National Security
Provide solutions to ensure the protection of U.S. national interests and enable improved technologies for National Security operations.

3. Law Enforcement
Provide solutions to ensure the effective performance of protecting people, places, and things from criminal activity resulting from non-compliance with U.S. laws.

4. Judicial & Litigation
Provide solutions to ensure the effective performance of those activities associated with the administration of justice such as judicial, litigation, and victim/witness support.

5. Correctional Activities
Provide solutions to ensure the effective performance of incarceration and rehabilitation services of convicted criminals to maintain public safety.

6. Intelligence Operations
Provide solutions to collect and analyze information to meet the national security challenges of the U.S. by processing reliable, accurate foreign intelligence, and disseminating intelligence products to policymakers, military commanders, and other consumers.

7. Outreach & Support
Provide solutions to ensure technologies enable outreach and support operations throughout the Department.

3. Support Effective and Efficient Use of IT Resources
Establish, institute and improve management processes and policies to support and improve the Department's IT performance and continuity.

8. Enterprise Architecture Management
Develop and manage the EA transition strategies needed to realize the IT strategic vision.

9. Human Capital Management
Perform the planning and implementation necessary to develop a high-performing IT workforce.

10. Investment & Program Management
Perform effective IT investment and program management.

11. Strategic Management
Perform effective strategic planning to guide investment decision-making.

4. Provide Common Resilient and Secure Infrastructure
Provide a seamless, reliable, secure, and cost effective infrastructure for conducting Department-wide electronic business.

12. Communications and Infrastructure
Provide a common set of communications capabilities that enable appropriate information access and sharing for DOJ employees to communicate Department-wide and with partners, to perform their work.

13. Disaster Management
Provide continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures aimed at prevention and mitigation, preparedness, response, and recovery in relation to natural and man-made disasters.

14. IT Security Management
Protect DOJ IT systems against malicious activity.

5. Leverage Common Administrative Solutions
Establish and institute common frameworks for all Federal entities to synergistically overcome universal challenges.

15. Financial Management
Maintain positions that are primarily involved in the planning, development, analysis, delivery or management of internal financial policies, programs, services or other related activities.

16. Administrative Management
Provide integrated and accessible systems that improve the Department's delivery of citizen services and management of business operations.

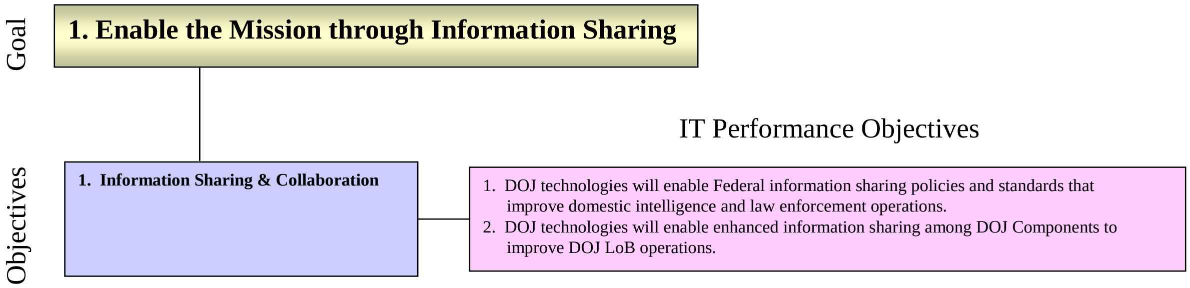
17. Human Resources Management
Maintain a high-level of recruitment and selection of appropriate IT staff and management of the employment relationship, which includes contracts, collective bargaining, reward systems and employee involvement, and considers the IT strategic and operational view of human resource requirements.

18. Policy, Programmatic & Managerial
Provide services and support for drafting of governance, regulations, and general oversight while maintaining adherence to executive direction.

Figure 8: 2006 DOJ IT Strategic Goals and Objectives

DOJ Performance Objectives

As a first step toward measuring performance towards achieving the eighteen IT strategic objectives, the CIO has established thirty-one performance objectives. They are listed and described in Figures 9-13 in the following pages.

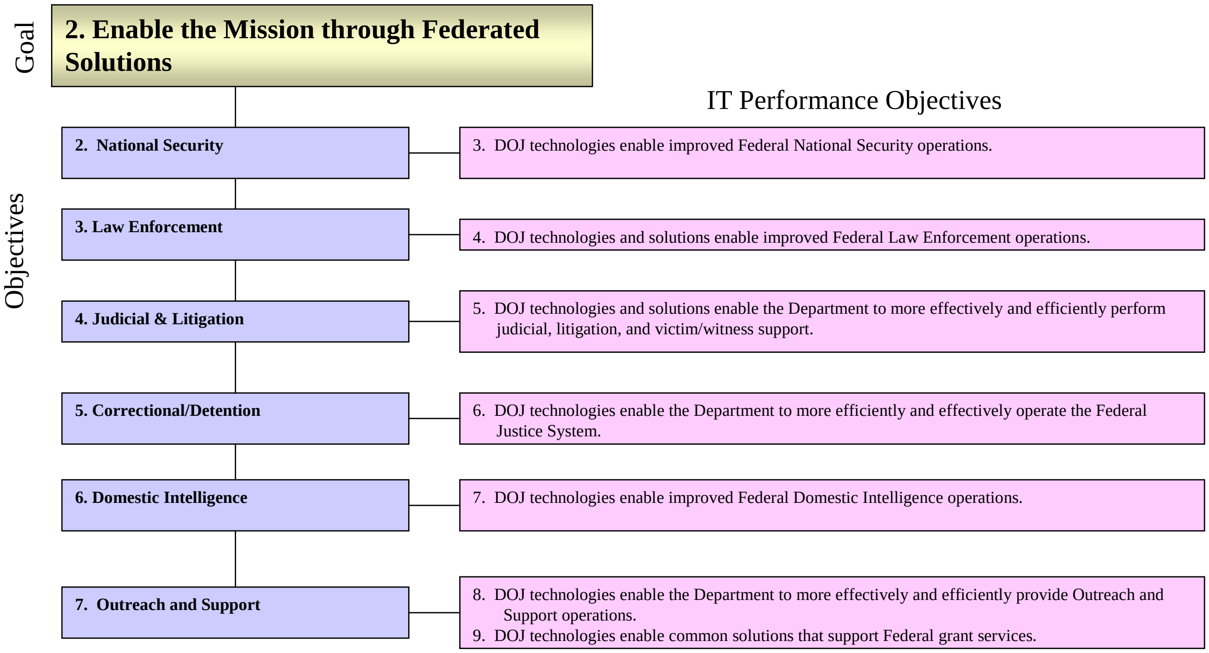


1. Enable the Mission through Information Sharing

1. Information Sharing & Collaboration

1. DOJ technologies will enable Federal information sharing policies and standards that improve domestic intelligence and law enforcement operations.
2. DOJ technologies will enable enhanced information sharing among DOJ Components to improve DOJ LoB operations.

Figure 9: ITSP Goal 1 Relationships



2. Enable the Mission through Federated Solutions

2. National Security
3. DOJ technologies enable improved Federal National Security operations.

3. Law Enforcement
4. DOJ technologies and solutions enable improved Federal Law Enforcement operations.

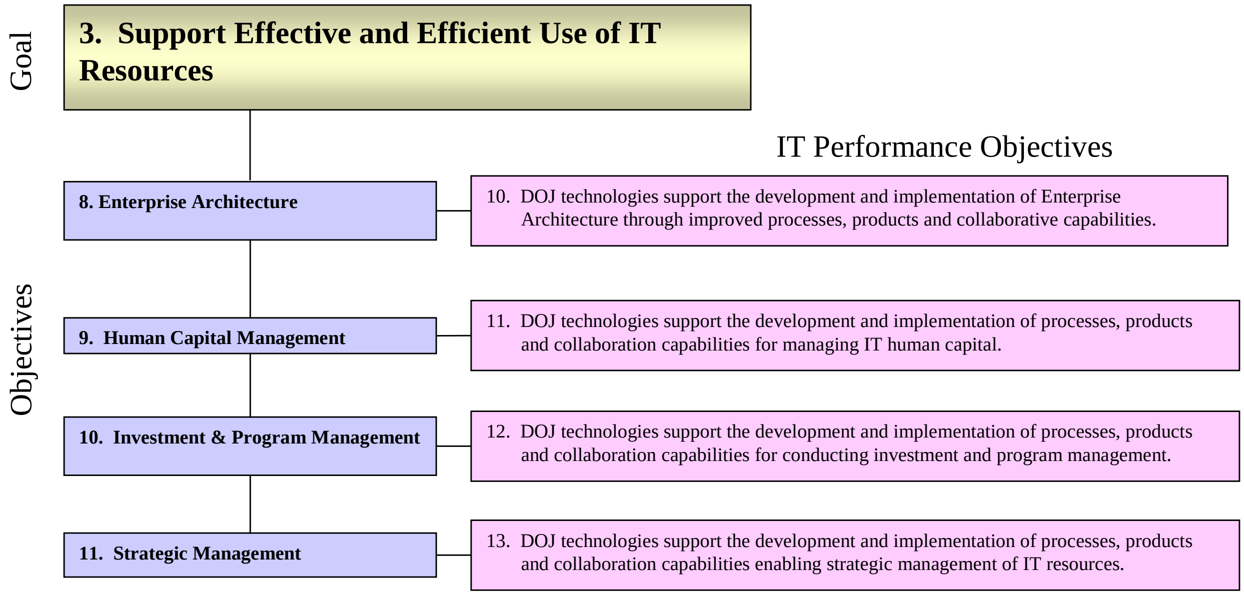
4. Judicial & Litigation
5. DOJ technologies and solutions enable the Department to more effectively and efficiently perform judicial, litigation, and victim/witness support.

5. Correctional/Detention
6. DOJ technologies enable the Department to more efficiently and effectively operate the Federal Justice System.

6. Domestic Intelligence
7. DOJ technologies enable improved Federal Domestic Intelligence operations.

7. Outreach and Support
8. DOJ technologies enable the Department to more effectively and efficiently provide Outreach and Support operations.
9. DOJ technologies enable common solutions that support Federal grant services.

Figure 10: ITSP Goal 2 Relationships



Goal

3. Support Effective and Efficient Use of IT Resources

Objectives

IT Performance Objectives

8. Enterprise Architecture

10. DOJ technologies support the development and implementation of Enterprise Architecture through improved processes, products and collaborative capabilities.

9. Human Capital Management

11. DOJ technologies support the development and implementation of processes, products and collaboration capabilities for managing IT human capital.

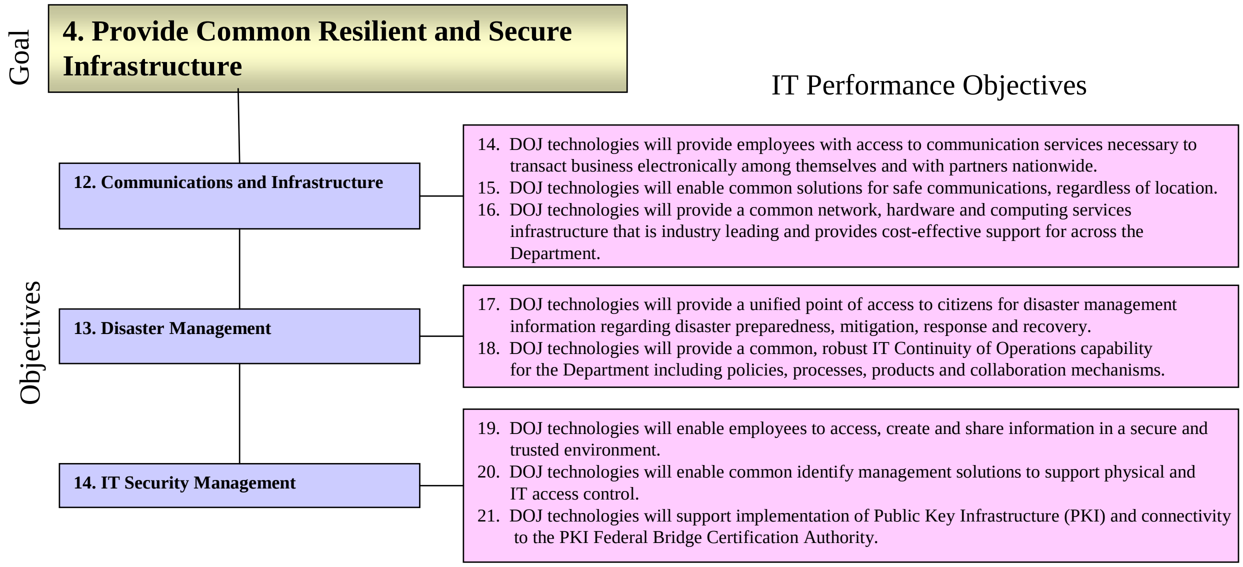
10. Investment & Program Management

12. DOJ technologies support the development and implementation of processes, products and collaboration capabilities for conducting investment and program management.

11. Strategic Management

13. DOJ technologies support the development and implementation of processes, products and collaboration capabilities enabling strategic management of IT resources.

Figure 11: ITSP Goal 3 Relationships



Goal

4. Provide Common Resilient and Secure Infrastructure

Objectives

IT Performance Objectives

12. Communications and Infrastructure

14. DOJ technologies will provide employees with access to communication services necessary to transact business electronically among themselves and with partners nationwide.
15. DOJ technologies will enable common solutions for safe communications, regardless of location.
16. DOJ technologies will provide a common network, hardware and computing services infrastructure that is industry leading and provides cost-effective support for across the Department.

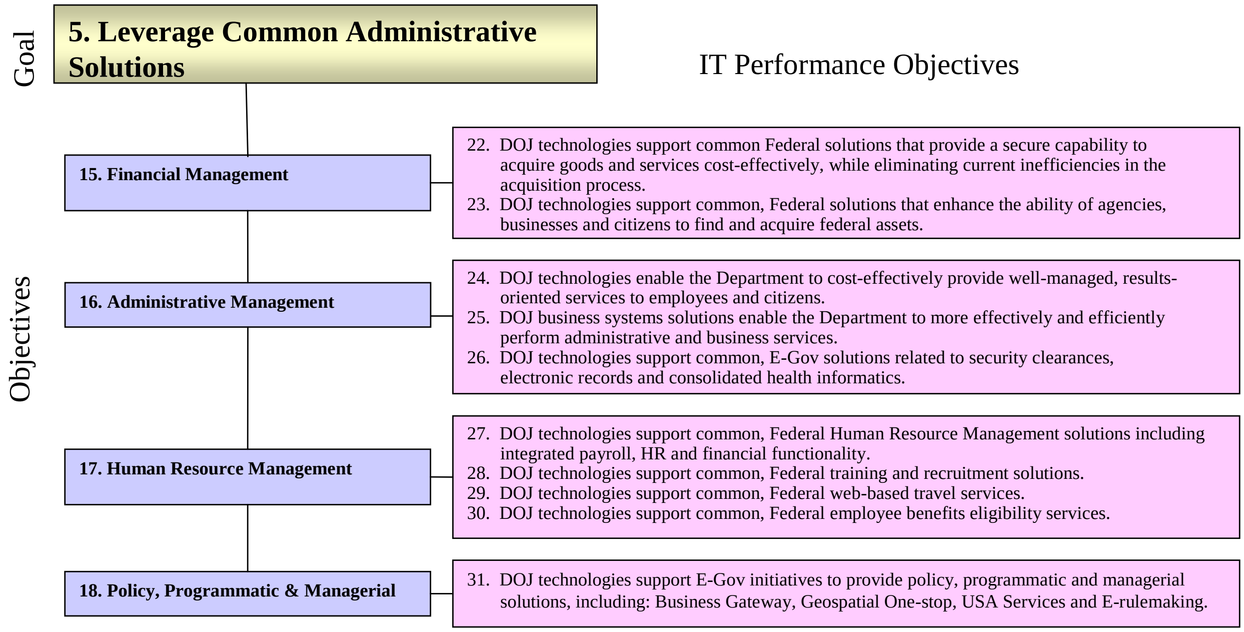
13. Disaster Management

17. DOJ technologies will provide a unified point of access to citizens for disaster management information regarding disaster preparedness, mitigation, response and recovery.
18. DOJ technologies will provide a common, robust IT Continuity of Operations capability for the Department including policies, processes, products and collaboration mechanisms.

14. IT Security Management

19. DOJ technologies will enable employees to access, create and share information in a secure and trusted environment.
20. DOJ technologies will enable common identify management solutions to support physical and IT access control.
21. DOJ technologies will support implementation of Public Key Infrastructure (PKI) and connectivity to the PKI Federal Bridge Certification Authority.

Figure 12: ITSP Goal 4 Relationships



Goal
5. Leverage Common Administrative Solutions
IT Performance Objectives
Objectives
15. Financial Management
16. Administrative Management
17. Human Resource Management
18. Policy, Programmatic & Managerial

22. DOJ technologies support common Federal solutions that provide a secure capability to acquire goods and services cost-effectively, while eliminating current inefficiencies in the acquisition process.
23. DOJ technologies support common, Federal solutions that enhance the ability of agencies, businesses and citizens to find and acquire federal assets.

24. DOJ technologies enable the Department to cost-effectively provide well-managed, results-oriented services to employees and citizens.
25. DOJ business systems solutions enable the Department to more effectively and efficiently perform administrative and business services.
26. DOJ technologies support common, E-Gov solutions related to security clearances, electronic records and consolidated health informatics.

27. DOJ technologies support common, Federal Human Resource Management solutions including integrated payroll, HR and financial functionality.
28. DOJ technologies support common, Federal training and recruitment solutions.
29. DOJ technologies support common, Federal web-based travel services.
30. DOJ technologies support common, Federal employee benefits eligibility services.

31. DOJ technologies support E-Gov initiatives to provide policy, programmatic and managerial solutions, including: Business Gateway, Geospatial One-stop, USA Services and E-rulemaking.

Figure 13: ITSP Goal 5 Relationships

The Department's Strategic plan for FY 2003-2008 includes four specific long-term strategic goals mapped to business outcome goals. The business outcome goals provide a foundation that is similar to a performance scorecard in the sense that it represents the value of integrating performance into the strategic planning process. Specifically, it allows DOJ to report on those business goals, and evaluate the efficiency and the effectiveness of the business. Table 1 illustrates a representative sample of outcome goals to the DOJ strategic goals.

DOJ Strategic Goals	Representative Business Outcomes
1. Prevent Terrorism and Promote the Nation's Security	There will be NO terrorist acts committed by foreign nationals against U.S. interests within U.S. borders.
2. Enforce Federal Laws and Represent the Rights and Interests of the American People	Neutralize a cumulative total of 35 top-ten internet fraud targets.
3. Assist, State, Local and Tribal Efforts to Prevent or Reduce Crime and Violence	Reduce homicides at Week and Seed Program sites by 5%
4. Ensure the Fair and Efficient Operation of the Federal Justice System	Reduce system-wide crowding in federal prisons by 34%

Table 7: Business Outcomes to Strategic Goals

These strategic goals represent DOJ's highest priorities and have been assigned twenty-eight key outcome goals to help assess business performance of the Department. *Figure 14: 2005 Key Outcome Goal Results* below provides a summary of the DOJ's progress in accomplishing these strategic goals; specifically it identifies the target and actual measurements for each indicator. For fiscal year 2005, the Department achieved 64% of its key target outcome goals, an increase of 15 percent from FY 2004.

Final Status of FY 2005 Key Outcome Goals

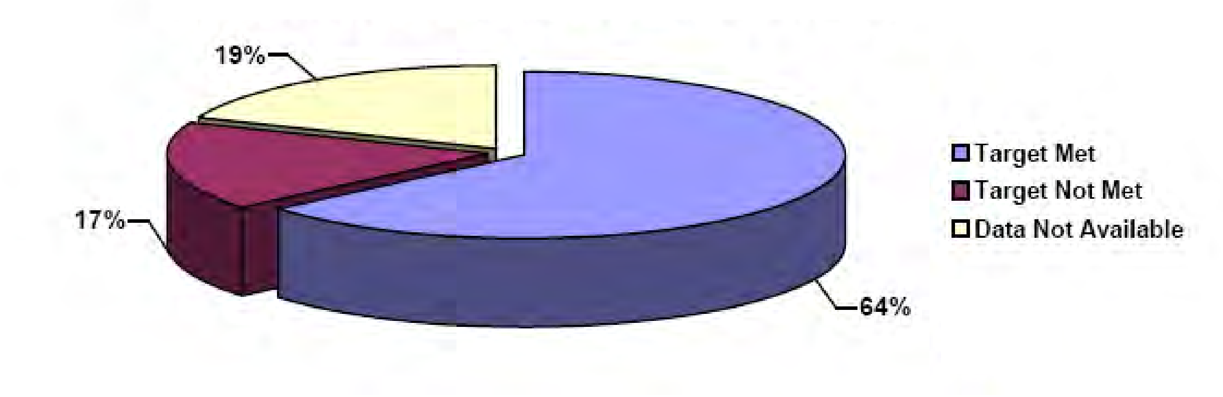
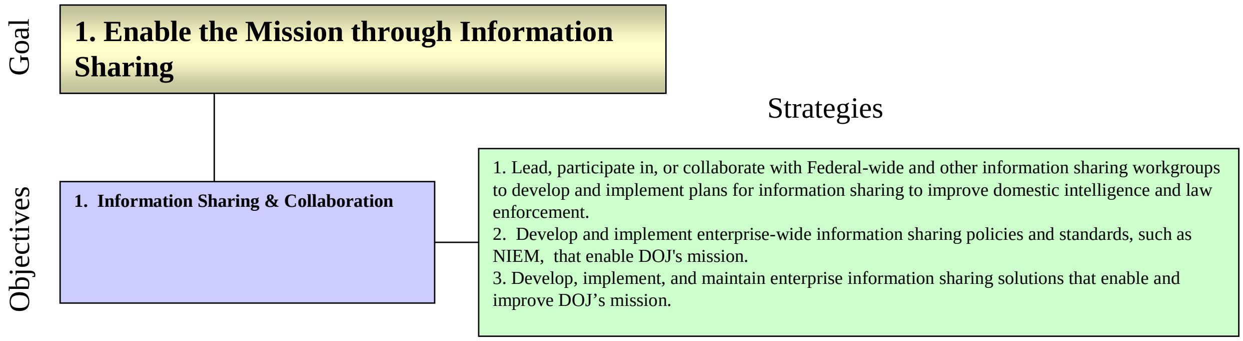


Figure 14: 2005 Key Outcome Goal Results

IT Strategies

To meet the nineteen IT objectives, the CIO has established forty strategies to be undertaken. They are profiled in the following five charts – by IT strategic goal. The profiles provide the LoS from the IT strategic goal to the IT strategies. Each profile contains the IT goal, objective, and the strategies that will be employed to reach the objective.



Goal

1. Enable the Mission through Information Sharing

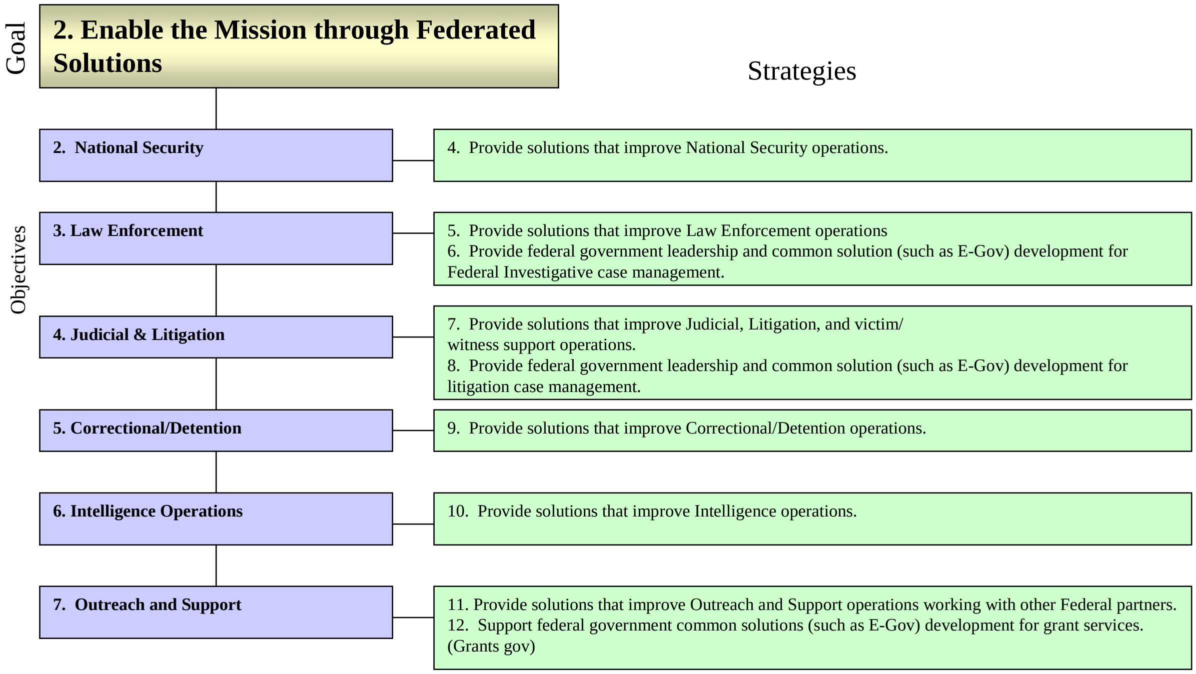
Strategies

Objectives

1. Information Sharing & Collaboration

1. Lead, participate in, or collaborate with Federal-wide and other information sharing workgroups to develop and implement plans for information sharing to improve domestic intelligence and law enforcement.
2. Develop and implement enterprise-wide information sharing policies and standards, such as NIEM, that enable DOJ's mission.
3. Develop, implement, and maintain enterprise information sharing solutions that enable and improve DOJ's mission.

Figure 15: ITSP Goal 1 Strategies



Goal

2. Enable the Mission through Federated Solutions

Strategies

Objectives

2. National Security

4. Provide solutions that improve National Security operations.

3. Law Enforcement

5. Provide solutions that improve Law Enforcement operations
6. Provide federal government leadership and common solution (such as E-Gov) development for Federal Investigative case management.

4. Judicial & Litigation

7. Provide solutions that improve Judicial, Litigation, and victim/ witness support operations.
8. Provide federal government leadership and common solution (such as E-Gov) development for litigation case management.

5. Correctional/Detention

9. Provide solutions that improve Correctional/Detention operations.

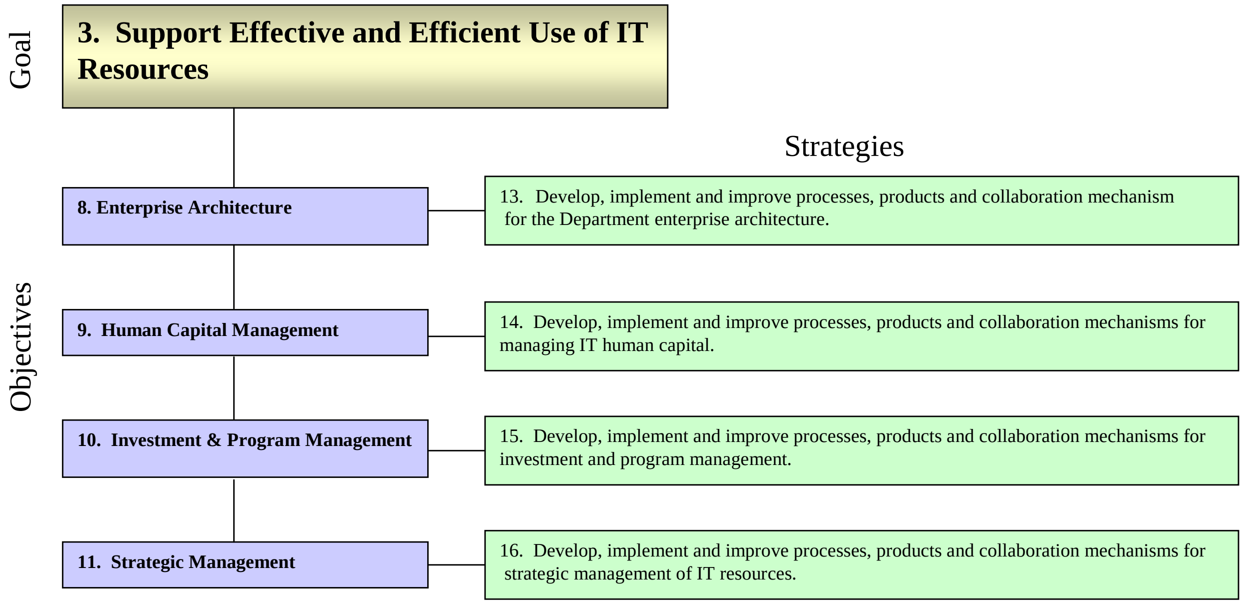
6. Intelligence Operations

10. Provide solutions that improve Intelligence operations.

7. Outreach and Support

11. Provide solutions that improve Outreach and Support operations working with other Federal partners.
12. Support federal government common solutions (such as E-Gov) development for grant services. (Grants gov)

Figure 16: ITSP Goal 2 Strategies



Goal

3. Support Effective and Efficient Use of IT Resources

Objectives

Strategies

8. Enterprise Architecture

13. Develop, implement and improve processes, products and collaboration mechanism for the Department enterprise architecture.

9. Human Capital Management

14. Develop, implement and improve processes, products and collaboration mechanisms for managing IT human capital.

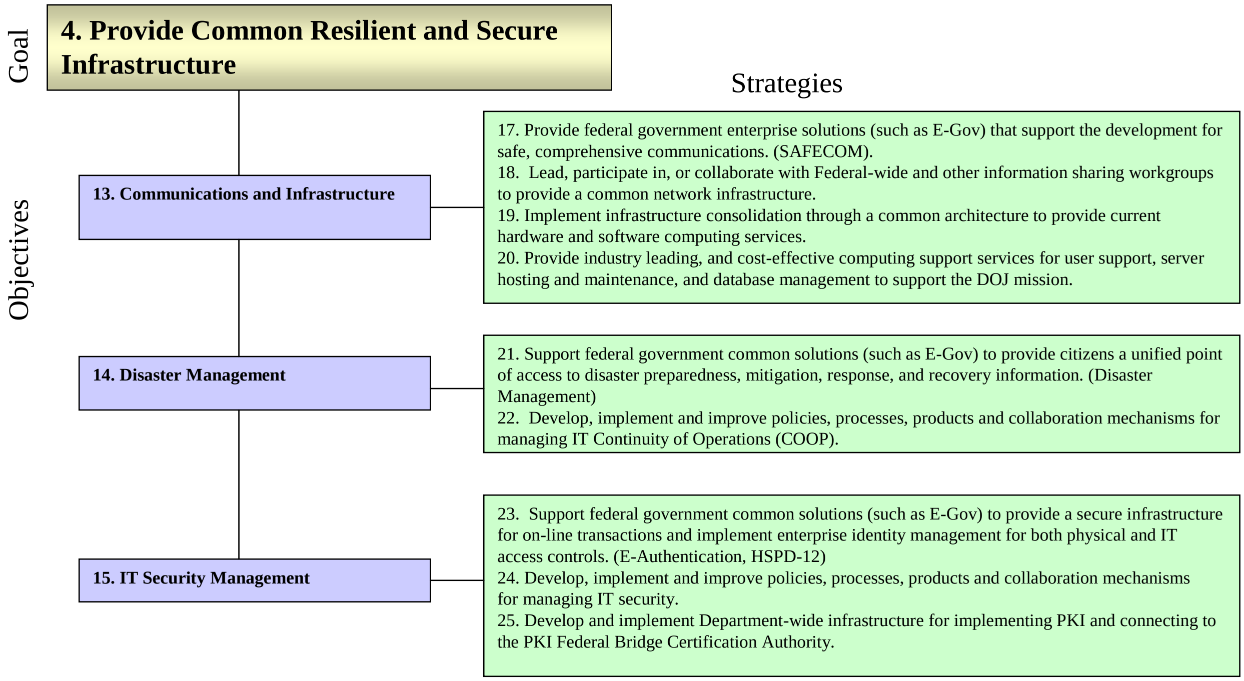
10. Investment & Program Management

15. Develop, implement and improve processes, products and collaboration mechanisms for investment and program management.

11. Strategic Management

16. Develop, implement and improve processes, products and collaboration mechanisms for strategic management of IT resources.

Figure 17: ITSP Goal 3 Strategies



Goal

4. Provide Common Resilient and Secure Infrastructure

Objectives

Strategies

13. Communications and Infrastructure

17. Provide federal government enterprise solutions (such as E-Gov) that support the development for safe, comprehensive communications. (SAFECOM).
18. Lead, participate in, or collaborate with Federal-wide and other information sharing workgroups to provide a common network infrastructure.
19. Implement infrastructure consolidation through a common architecture to provide current hardware and software computing services.
20. Provide industry leading, and cost-effective computing support services for user support, server hosting and maintenance, and database management to support the DOJ mission.

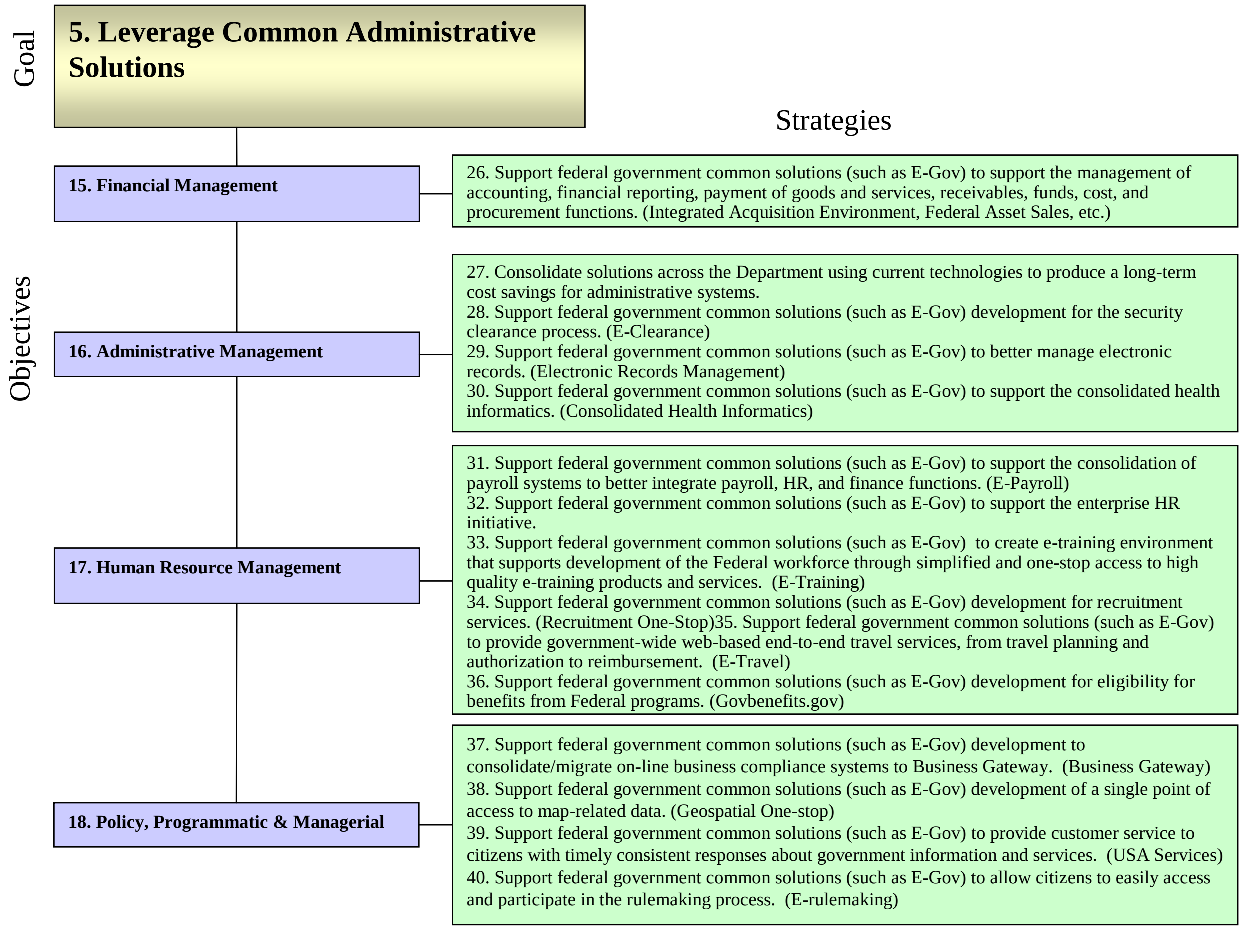
14. Disaster Management

21. Support federal government common solutions (such as E-Gov) to provide citizens a unified point of access to disaster preparedness, mitigation, response, and recovery information. (Disaster Management)
22. Develop, implement and improve policies, processes, products and collaboration mechanisms for managing IT Continuity of Operations (COOP).

15. IT Security Management

23. Support federal government common solutions (such as E-Gov) to provide a secure infrastructure for on-line transactions and implement enterprise identity management for both physical and IT access controls. (E-Authentication, HSPD-12)
24. Develop, implement and improve policies, processes, products and collaboration mechanisms for managing IT security.
25. Develop and implement Department-wide infrastructure for implementing PKI and connecting to the PKI Federal Bridge Certification Authority.

Figure 18: ITSP Goal 4 Strategies



Goal

5. Leverage Common Administrative Solutions

Objectives

Strategies

15. Financial Management

26. Support federal government common solutions (such as E-Gov) to support the management of accounting, financial reporting, payment of goods and services, receivables, funds, cost, and procurement functions. (Integrated Acquisition Environment, Federal Asset Sales, etc.)

16. Administrative Management

27. Consolidate solutions across the Department using current technologies to produce a long-term cost savings for administrative systems.
28. Support federal government common solutions (such as E-Gov) development for the security clearance process. (E-Clearance)
29. Support federal government common solutions (such as E-Gov) to better manage electronic records. (Electronic Records Management)
30. Support federal government common solutions (such as E-Gov) to support the consolidated health informatics. (Consolidated Health Informatics)

17. Human Resource Management

31. Support federal government common solutions (such as E-Gov) to support the consolidation of payroll systems to better integrate payroll, HR, and finance functions. (E-Payroll)
32. Support federal government common solutions (such as E-Gov) to support the enterprise HR initiative.
33. Support federal government common solutions (such as E-Gov) to create e-training environment that supports development of the Federal workforce through simplified and one-stop access to high quality e-training products and services. (E-Training)
34. Support federal government common solutions (such as E-Gov) development for recruitment services. (Recruitment One-Stop)35. Support federal government common solutions (such as E-Gov) to provide government-wide web-based end-to-end travel services, from travel planning and authorization to reimbursement. (E-Travel)
36. Support federal government common solutions (such as E-Gov) development for eligibility for benefits from Federal programs. (Govbenefits.gov)

18. Policy, Programmatic & Managerial

37. Support federal government common solutions (such as E-Gov) development to consolidate/migrate on-line business compliance systems to Business Gateway. (Business Gateway)
38. Support federal government common solutions (such as E-Gov) development of a single point of access to map-related data. (Geospatial One-stop)
39. Support federal government common solutions (such as E-Gov) to provide customer service to citizens with timely consistent responses about government information and services. (USA Services)
40. Support federal government common solutions (such as E-Gov) to allow citizens to easily access and participate in the rulemaking process. (E-rulemaking)

Figure 19: ITSP Goal 5 Strategies

Strategic Priorities

IT Strategic Goals 1 and 2 most directly support the Department's mission, while Goals 3, 4, and 5 provide the necessary support. Much progress has been and continues to be made towards the accomplishment of these goals such as implementing a cost effective unified Department-wide network that connects or replaces individual networks, and contains added security. While all of the DOJ IT Strategies are important, the following strategies are considered priority by OCIO based on assessing DOJ mission importance, business strategies, necessary sequencing, and applicable laws and mandates.

- Information Sharing Strategies - Goal 1 strategies (specifically 1 – 3)
- Mission Strategies - Goal 2 strategies (specifically 4, 5, 7, 9, and 10)
- Common Resilient and Secure Infrastructure - Goal 4 strategies (specifically 22 and 23)

Appendix A – Crosswalk back to 2005 IT Strategic Plan

The revision to the ITSP was conducted to more accurately represent the current focus areas for the Department, and to allow for more direct alignment with business outcomes, Component strategies and major Department initiatives. The following were the key areas of analysis in developing the revised set of goals, objectives and strategies:

- Analyzed the current strategic themes and priorities that have been communicated by Department leadership, the CIO and other key leaders;
- Evaluated the underlying strategies and organizational goals from the enterprise direction and business architecture domains of the enterprise architecture;
- Identified gaps with the current Component ITSPs ;
- Analyzed department-wide programs and major initiatives to understand requirements and current priorities; and,
- Reviewed recent changes in requirements for collaboration with other federal, state and local law enforcement and national security organizations, and incorporated E-Gov initiatives and strategies.

Figure 20: Sources for update of the ITSP below identifies the major sources of information that were used and the analysis that was performed in developing the revised plan. It was determined that the structure of the ITSP was sufficient for representing the strategy, but that additions and revisions were needed at each level of the hierarchy.

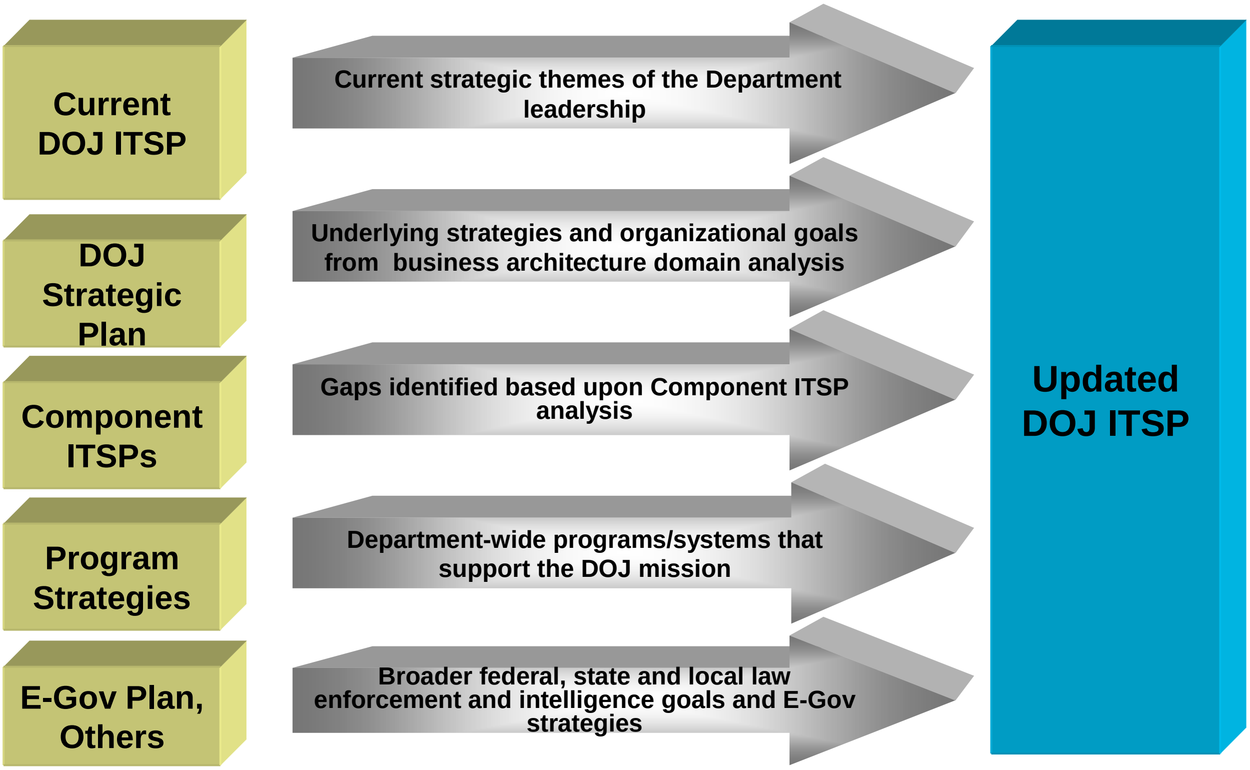

Current DOJ ITSP
DOJ Strategic Plan
Component ITSPs
Program Strategies
E-Gov Plan, Others
Current strategic themes of the Department leadership
Underlying strategies and organizational goals from business architecture domain analysis
Gaps identified based upon Component ITSP analysis
Department-wide programs/systems that support the DOJ mission
Broader federal, state and local law enforcement and intelligence goals and E-Gov strategies
Updated DOJ ITSP

Figure 20: Sources for update of the ITSP

GOALS

The change in goals was driven by the need to more accurately categorize the objectives and goals relating to improving the core mission and support business functions. The previous ITSP included all operationally focused objectives and strategies in the "Information Sharing" goal.

Although information sharing is a key focus for the Department, many of the Department's strategies and priorities focus on improving the direct operations of mission and cross-cutting support functions. *Table 8: DOJ IT Strategic Goal Crosswalk* below shows how the goals were expanded from the original three to a set of five. The Information Sharing goal is now decomposed into three separate goals.

2005 IT Strategic Goals	2006 – 2011 IT Strategic Goals
Information Sharing	Enable the Mission through Information Sharing
	Enable the Mission through Federated Solutions
	Leverage Common Administrative Solutions
Infrastructure and Security Services	Provide Common Resilient and Secure Infrastructure
IT Management	Support Effective and Efficient Use of IT Resources

Table 8: DOJ IT Strategic Goal Crosswalk

OBJECTIVES

The primary change to the ITSP Objectives was to represent the operational need to improve how IT supports the major business functions of the Department. As indicated in *Table 9: DOJ IT Strategic Objective Crosswalk* the Objectives were expanded to address each of the LoBs in the DOJ value chain.

IT STRATEGIC GOALS	NEW OBJECTIVES (2006 – 2011)	RECENT OBJECTIVES (2005)
Enable the Mission through Information Sharing	Information Sharing & Collaboration	Domestic Intelligence and Law Enforcement
Enable the Mission through Federated Solutions	National Security	
	Law Enforcement	
	Intelligence Operations	
	Judicial & Litigation	Judicial & Litigation
	Correctional Activities	Detention Services
	Outreach and Support	
Support Effective and Efficient Use of IT Resources	Enterprise Architecture Management	Enterprise Architecture Management
	Human Capital Management	Human Capital Management
	Investment & Program Management	Investment & Program Management
	Strategic Management	Strategic Manaement
Provide Common Resilient and Secure Infrastructure	Communications and Infrastructure	Computing
		Communications
	Disaster Management	
	IT Security Management	Security
		IT Security Management
Leverage Common Administrative Solutions	Administrative Management	E-Government & Administrative Systems
	Financial Management	
	Human Resources Management	
	Policy, Programmatic & Managerial	

Table 9: DOJ IT Strategic Objective Crosswalk

STRATEGIES

To elaborate on the new objectives described above, the strategies were refined to address the functional areas of the Department. In addition, strategies associated with key E-Gov initiatives were added in each of the relevant objectives. Key Department priorities such as Continuity of Operations (COOP) were also added.

Within the following five tables, the cross-walk of the strategies between the 2005 and the new 2006-2011 ITSPs is illustrated. While some of the previous strategies were retained from the previous version, many of the strategies are new. All strategies labeled in black are either the original or close to the original strategy, the strategies in the color green are derived from the E-Gov initiatives, and the strategies labeled in blue are new strategies.

Goal 1: Enable the Mission through Information Sharing

ITSP STRATEGIES (2006 - 2011)	ITSP STRATEGIES (2005)
1. Lead, participate in, or collaborate with Federal-wide and other information sharing workgroups to develop and implement plans for information sharing to improve domestic intelligence and law enforcement.	1. Lead, participate in, or collaborate with Federal-wide and other information sharing workgroups to develop and implement plans for information sharing of classified and sensitive-but-unclassified (SBU) information to improve domestic intelligence and law enforcement.
2. Develop and implement enterprise-wide information sharing policies and standards, such as NIEM, that enable DOJ's mission.	2. Develop and implement enterprise-wide information sharing policies that improve domestic intelligence and law enforcement.
3. Develop, implement, and maintain enterprise information sharing solutions that enable and improve DOJ's mission.	3. Develop, implement, and maintain enterprise information sharing solutions that improve domestic intelligence and law enforcement operations.

Table 10: Goal 1 Strategies Crosswalk

Goal 2: Enable the Mission through Federated Solutions

ITSP STRATEGIES (2006 - 2011)	ITSP STRATEGIES (2005)
4. New. Provide solutions that improve National Security operations.	
5. New. Provide solutions that improve Law Enforcement operations.	4. (Deleted) Maintain effectively and efficiently the legacy systems needed to perform domestic intelligence and law enforcement operations.
6. New. Provide federal government leadership and common solution (such as E-Gov) development for Federal Investigative case management.	
7. Provide solutions that improve Judicial, Litigation, and victim/witness support operations.	5. (Deleted) Develop and implement policies for judicial, litigation, and victim/witness support.
	6. (Deleted) Develop and implement enterprise solutions for judicial, litigation, and victim/witness support.
	8. (Deleted) Maintain effectively and efficiently the legacy systems needed to perform judicial, litigation, and victim/witness support.
8. Provide federal government leadership and common solution (such as E-Gov) development for litigation case management.	7. (Deleted) Provide litigation support tools.
9. New. Provide solutions that improve Correctional/Detention operations.	9. (Deleted) Develop and implement enterprise solutions that improve the performance of detention services.
	10. (Deleted) Maintain and support legacy systems that are critical to performance of effective and efficient detention services.
10. New. Provide solutions that improve Intelligence operations.	
11. Provide solutions that improve Outreach and Support operations working with other Federal partners.	11. (Deleted) Lead, participate in, or collaborate with Federal-wide E-Gov working groups to develop and implement government-wide solutions for government services and administration.
12. Support federal government common solutions (such as E-Gov) development for grant services. (Grants gov)	

Table 11: Goal 2 Strategies Crosswalk

Goal 3: Support Effective and Efficient Use of IT Resources

ITSP STRATEGIES (2006 - 2011)	ITSP STRATEGIES (2005)
13. Develop, implement and improve processes, products and collaboration mechanisms for developing and implementing the enterprise architecture.	24. Develop, implement and improve processes, products and collaboration mechanisms for developing and implementing the enterprise architecture.
14. Develop, implement and improve processes, products and collaboration mechanisms for managing IT human capital.	23. Develop, implement and improve processes, products and collaboration mechanisms for managing IT human capital.
15. Develop, implement and improve processes, products and collaboration mechanisms for investment and program management.	25. Develop, implement and improve processes, products and collaboration mechanisms for investment and program management.
16. Develop, implement and improve processes, products and collaboration mechanisms for strategic management of IT resources.	22. Develop, implement and improve processes, products and collaboration mechanisms for strategic management of IT resources.

Table 12: Goal 3 Strategies Crosswalk

Goal 4: Provide Common Resilient and Secure Infrastructure

ITSP STRATEGIES (2006 - 2011)	ITSP STRATEGIES (2005)
17. Provide federal government enterprise solutions (such as E-Gov) that support the development for safe, comprehensive communications. (SAFECOM)	18. (Deleted) Eliminate unnecessary communication redundancies across the Department.
	19. (Deleted)Provide enterprise solutions that provide comprehensive communications coverage across the Department.
18. New. Lead, participate in, or collaborate with Federal-wide and other information sharing workgroups to provide a common network infrastructure.	20. (Deleted) Maintain and support legacy communication systems that provide critical, non-duplicative services required to effectively and efficiently conduct Department business operations.
19. New. Implement infrastructure consolidation through a common architecture to provide current hardware and software computing services.	15. (Deleted) Implement standard hardware architectures for laptops, PDAs, phones, and other hardware as appropriate.
	16. (Deleted) Provide standard computing services of current technologies for desktops, laptops, PDAs, phones, and other hardware as appropriate.
	14. (Delete) Lead, participate in, or collaborate with Federal-wide and other information sharing workgroups to implement a standard hardware architecture for office desktops.
20. Provide industry leading, and cost-effective computing support services for user support, server hosting and maintenance, and database management to support the DOJ mission.	17. Provide industry leading, and cost-effective computing support services for user support, server hosting and maintenance, and database management across the Department.
21. Support federal government common solutions (such as E-Gov) to provide citizens a unified point of access to disaster preparedness, mitigation, response, and recovery information. (Disaster Management)	
22. New. Develop, implement and improve policies, processes, products and collaboration mechanisms for managing IT Continuity of Operations (COOP) across the Department, including the Components.	
23. New. Support federal government common solutions (such as E-Gov) to provide a secure infrastructure for on-line transactions and implement enterprise identity management for both physical and IT access controls. (E-Authentication, HSPD-12)	
24. Develop, implement and improve policies, processes, products and collaboration mechanisms for managing IT security.	26. Develop, implement and improve policies, processes, products and collaboration mechanisms for managing IT security.
25. Develop and implement Department-wide infrastructure for implementing PKI and connecting to the PKI Federal Bridge Certification Authority.	21. Develop and implement Department-wide infrastructure for implementing PKI and connecting to the PKI Federal Bridge Certification Authority.

Table 13: Goal 4 Strategies Crosswalk

Goal 5: Leverage Common Administrative Solutions

26. Support federal government common solutions (such as E-Gov) to support the management of accounting, financial reporting, payment of goods and services, receivables, funds, cost, and procurement functions. (Integrated Acquisition Environment, Federal Asset Sales, etc.)	
27. Consolidate solutions across the Department using current technologies to produce a long-term cost savings for administrative systems.	12. Consolidate solutions across the Department using current technologies to produce a long-term cost savings for administrative systems.
	13. (Deleted) Maintain and support legacy systems that are critical to performance of effective and efficient administrative services until replaced by Department-wide or government-wide systems.
28. Support federal government common solutions (such as E-Gov) development for the security clearance process. (E-Clearance)	
29. Support federal government common solutions (such as E-Gov) to better manage electronic records. (Electronic Records Management)	
30. Support federal government common solutions (such as E-Gov) to support the consolidated health informatics. (Consolidated Health Informatics)	
31. Support federal government common solutions (such as E-Gov) to support the consolidation of payroll systems to better integrate payroll, HR, and finance functions. (E-Payroll)	
32. Support federal government common solutions (such as E-Gov) to support the enterprise HR initiative.	
33. Support federal government common solutions (such as E-Gov) to create e-training environment that supports development of the Federal workforce through simplified and one-stop access to high quality e-training products and services. (E-Training)	
34. Support federal government common solutions (such as E-Gov) development for recruitment services. (Recruitment One-Stop)	
35. Support federal government common solutions (such as E-Gov) to provide government-wide web-based end-to-end travel services, from travel planning and authorization to reimbursement. (E-Travel)	
36. Support federal government common solutions (such as E-Gov) development for eligibility for benefits from Federal programs. (Govbenefits.gov)	
37. Support federal government common solutions (such as E-Gov) development to consolidate/migrate on-line business compliance systems to Business Gateway. (Business Gateway)	
38. Support federal government common solutions (such as E-Gov) development of a single point of access to map-related data. (Geospatial One-stop)	
39. Support federal government common solutions (such as E-Gov) to provide customer service to citizens with timely consistent responses about government information and services. (USA Services)	
40. Support federal government common solutions (such as E-Gov) to allow citizens to easily access and participate in the rulemaking process. (E-rulemaking)	

Table 14: Goal 5 Strategies Crosswalk

Appendix B – Review of OMB Memorandum M-06-02 Compliance Progress

The Department of Justice (DOJ) is comprised of 39 separate component organizations which produce a variety of information made available to the public primarily through its public Web sites including www.usdoj.gov and www.ncjrs.gov. The information DOJ disseminates includes: Departmental briefs in major cases, regulations, memoranda, press releases, opinions, research, statistical and special reports, newsletters, and general publications. DOJ has made compliance progress with OMB Memorandum M-06-02 in three areas that are reviewed below.

Justice.gov

To comply with the E-Government Act of 2002 (Pub.L.No. 107-347) , specifically section 207 (d) of the Act and OMB guidance memos (M-05-04 and M-06-02), DOJ has initiated a program to renovate the Department's existing web infrastructure and tools. This program, known as "Justice.gov", will allow for incremental increases in functionality for the dissemination of information that the Department shares directly with the public, industry partners, and other government agencies. The Justice.gov program will contribute towards full compliance with section 207 (d) the E-Gov Act. Section 207(d) states that the Department shall, to the maximum extent feasible, undertake measures to define, organize, and categorize data in ways that it can be made electronically searchable and interoperable across agencies.

To meet these requirements, the Justice.gov program has conducted an extensive study of the Department's web-based business processes including an analysis of the information currently contained on www.usdoj.gov and the various DOJ component web sites. Furthermore, the Justice.gov program has conducted a study which includes an analysis of the consumers of the Department's publicly available information, and has developed a high-level Information Architecture. All of these results have been incorporated into the *Justice.gov Concept of Operations* which has become the guiding force behind the Department's drive to redesign its public Web site.

The high-level Justice.gov Information Architecture is the guiding framework to categorize and define the information that is disseminated on the many DOJ public web sites in a logical and systematic fashion. The Justice.gov Information Architecture is the combination of organization, labeling, and navigation schemes within the gateway portal to facilitate intuitive access to content across the Department.

By adhering to the Information Architecture, the Justice.gov gateway portal will present a logical structure and functional design for users. Justice.gov will be built on a thorough understanding of end-users, content, and context. It will involve the redesign, organization, and navigation of content so that it is easy for the visitor to find the information they are seeking.

Through its Information Architecture, Justice will accomplish the directives of Section 207 (d) by:

- Delivering targeted, relevant information based on the type of user and user intentions;
- Providing content with structure, standards, and organization;
- Quickly guiding users to DOJ and Component-level information;
- Allowing users direct access to Component websites;
- Binding DOJ and Component websites together in a unified framework; and
- Allowing users to search all information contained in the Department and Component websites from a central location.

Based upon a thorough understanding of our audiences and the content of the DOJ and Component websites, the Justice.gov Information Architecture will undergo further refinement and validation by the Information Architecture Group, which consists of Department and Component content specialists from the Office of the Chief Information Officer, the US Trustee Program, the Office of Justice Programs, the Bureau of Justice Statistics, the FBI, the Antitrust Division, the Federal Bureau of Prisons, the U.S. Marshals and the COPS Program. This working group is focusing on multiple documents and schema including narrative overviews, macro and micro prototypes, model wireframes, developed personas, and the Department-wide taxonomy. Because of these ongoing efforts, the Justice.gov Information Architecture has not yet been deployed to the Department's existing web infrastructure.

Taxonomy

The value of a Department-wide taxonomy lies in improved access to information across all Department and Component information dissemination programs and websites. The taxonomy for Justice.gov serves as the classification schema for all content and drives content classification, content re-purposing, search capabilities and user interface navigation. The implementation of the Information Architecture for Justice.gov requires that each content item be tagged with a meaningful classification with the goal of facilitating end user information searches.

A significant activity of the Information Architecture Working group is the validation and refinement of the Department-wide taxonomy, a standard developed by a working group of Department and Component web content specialists and librarians. To date, the taxonomy has been reviewed by card-sorting, category analysis, and usability testing on representatives of the end-user audience groups. The ongoing effort of the Working Group involves substantial revisions and improvements to ensure that the taxonomy relates directly to the business processes and mission of the Department and to the Federal Enterprise Architecture Data Reference Model (DRM), and maps to the specialized taxonomy schema of existing information dissemination programs, such as the one described next.

National Criminal Justice Reference Service

The National Criminal Justice Reference Service (NCJRS) provides information dissemination services for the Department of Justice, Office of Justice Programs. It is the official archive of grant information in the fields of criminal/juvenile justice, statistics, victimology, law enforcement policy/practice, incarceration, and drug policy. In addition, the NCJRS program was engaged to collect scholarly information in those fields and make it accessible to policy makers, law enforcement staff, educators and students. The NCJRS program has grown through additional partnerships with other Federal agencies who contribute to the program's collection and dissemination operations. A specific effort has been mounted to allow more of the repository items to be ordered through electronic means, and, whenever possible, to make the items themselves available on the NCJRS website.

The NCJRS website was re-designed over the period 2004-2006, incorporating many of the facets of the Federal Enterprise Architecture DRM. In particular, the data context and data description blocks have been incorporated into the new website layout and electronic component designs. For example, the taxonomy contains the topics which are one of two primary query ports for customer access. The other query port is the search engine, which also utilizes the taxonomy as one of the primary mechanisms to relate search terms to content items. Additionally, metadata appropriate to each type of data was developed and applied in accordance with the DRM abstract model. While the data sharing block of the DRM abstract model and adoption of DOJ-wide XML schema have not yet been incorporated, a query point has been established so that all other DOJ Component websites are searched via the NCJRS search engine, providing federated search results. When the Justice.gov project finalizes its Content Management System (CMS) selection, an XML schema will be completed, allowing the agency-wide entry point and exchange package components of the DRM Data Sharing block to be developed.