

DOT INFORMATION TECHNOLOGY STRATEGY

2015 - 2017

We provide digital leadership and drive enterprise technology transformation to enable and advance the missions of the Department of Transportation



VALUES – WHAT WE STAND FOR

INTEGRITY

- We are courageous – stepping up to big challenges and making tough decisions
- We are transparent – operating openly to achieve the best outcomes for DOT
- We are trustworthy – honoring promises to each other, our partners and customers

INNOVATION

- We are proactive – getting out in front to shape the future
- We are agile – experimenting, adapting and learning as we build the future
- We are entrepreneurial – willing and unafraid to take risks to bring cutting edge solutions

IMPACT

- We are catalysts – leading change that transforms and adds tangible business value
- We are driven – delivering relevant, best value technology and services
- We are passionate – enabling results that save lives and make a difference

VISION – OUR PICTURE OF THE IDEAL FUTURE

Making the future of transportation possible!

- We find the right balance between information technology services centrally provided by the enterprise and those locally managed by business units
- We are a digital leader for business transformation
- Our employees can work any time, anywhere, on any device
- Our Department is resilient and secure
- We fully align our services with customer needs and add value to the business
- Our IT investments are best value and get us what we pay for every time
- We have a vibrant community of talented, highly motivated professionals
- We partner with the businesses and drive collaboration with internal and external stakeholders to deliver the safest, most efficient transportation system in the world!

GOALS – OUR FOCUS FOR THE NEXT 3 YEARS

1. Establish an actionable Enterprise Architecture (EA)
2. Modernize enterprise service delivery
3. Enable intermodal data-driven decision making
4. Mature and enhance governance, risk and compliance
5. Strengthen the information technology community



GOAL 1:

ESTABLISH AN ACTIONABLE ENTERPRISE ARCHITECTURE (EA)

DESIRED RESULTS:

- The Enterprise Architecture:
 - Serves as a living framework that integrates business and technology
 - Articulates a clear vision driven by tangible business outcomes
 - Drives current operational solutions to meet future business needs
 - Lays out a clear and executable plan to achieve the vision

KEY STRATEGIES:

- Build a strong, effective EA team led by a Chief Enterprise Architect
- Institute processes that ensure modal Enterprise Architects get out in front and partner with the business
- Infuse the Enterprise Architecture into existing business processes
- Link the planning, acquisition and budget processes to the Enterprise Architecture
- Communicate the future direction and publicize the suite of approved products and methodologies to the business units



GOAL 2:

MODERNIZE ENTERPRISE SERVICE DELIVERY

DESIRED RESULTS:

- Enhanced user experience including self-service provisioning
- Transparent, competitive cost model for enterprise IT services
- Smaller and smarter technology footprint to enable more efficient and effective business operation
- Employee mobility services that meet the needs of both headquarters and field personnel
- Digital service capability
- Resilient and secure services are designed, implemented, and protect information assets and privacy

KEY STRATEGIES:

- Define an optimal enterprise shared service structure and establish a competitive cost model to support it
- Ensure cloud capabilities are leveraged where appropriate
- Implement unified communications
- Ensure region / field employee needs are considered along with headquarters employees
- Develop and implement a mobility strategy
- Institute rapid and agile implementation of new and existing technologies and services
- Implement a self service portal
- Examine and streamline processes before architecting new solutions
- Develop effective outreach and communication to customers and stakeholders that incorporates social media



GOAL 3:

ENABLE DATA-DRIVEN DECISION MAKING

DESIRED RESULTS:

- DOT securely collects, processes, and provides reliable, authoritative, accessible and interoperable data for all stakeholders
- Robust data and information management foundation in place that recognizes data as a strategic asset and a product that supports decisions and innovation
- Data informs decision making at all levels and by all stakeholders
- DOT uses data to collaborate with internal and external stakeholders
- DOT uses data to provide a holistic and integrated view of the transportation system and the outcomes of DOT investments and initiatives

KEY STRATEGIES:

- Establish reference data management
- Establish data quality standards, data management policy, data governance board and framework
- Strengthen data and information lifecycle practices to ensure data and information are properly secured
- Engage all data stakeholders, including those internal to DOT, across government, and the private sector
- Establish DOT leadership in NIEM for surface transportation
- Improve performance measurement and reporting
- Support development of new analytical models and data standards



GOAL 4:

MATURE AND ENHANCE GOVERNANCE, RISK MANAGEMENT AND COMPLIANCE

DESIRED RESULTS:

- Investments are aligned with and support the missions of the Department
- Risks are known, integrated, and proactively, effectively and responsibly managed
- Modal CIOs' principal role is to understand and advocate for their respective businesses
- OCIO and modes work together in the best interest of the enterprise
- Ownership and accountability for IT governance and risk management is clearly defined at all levels of DOT community

KEY STRATEGIES:

- Create holistic and comprehensive situational awareness of cyber security and privacy threats
- Foster open communication and collaborative partnerships across modes
- Implement effective, repeatable, and adaptive processes
- Integrate all aspects of governance, compliance, and security into IT decision making and solution delivery
- Partner with modes and CXOs to implement FITARA rapidly and effectively



GOAL 5:

STRENGTHEN THE INFORMATION TECHNOLOGY COMMUNITY

DESIRED RESULTS:

- Information technology workforce is the right size and has the right skills across OCIO and the modes, including a strengthened understanding of the business and improved program management, technical, and soft skills
- Information technology is recognized as a mission critical occupation in DOT
- Information technology workforce is well-trained
- The right balance of Federal workers / contractors is achieved across the modes
- Information technology workforce is valued and has high morale
- User communities across DOT are well-trained on technology

KEY STRATEGIES:

- Invest more in training and development of information technology workforce
- Invest more in training end users on new and existing technology
- Deepen our partnership with Human Resources to timely recruit, fairly compensate, and retain talent
- Delineate roles and responsibilities with respect to mission critical functions
- Develop a robust information technology community of practice



SUMMARY OF 18 MONTH STRATEGIC DELIVERABLES

STRATEGIC DELIVERABLE	OWNER	DATE
Goal 1: Establish an executable Enterprise Architecture (EA)		
1. Rebuild the scope and purpose of the EA Board	Maria	9/30/2015
2. DOT Technology Roadmap	Maria	12/31/2015
3. Stakeholder Communication / Engagement Strategy to tie EA to the business	Maria	12/31/2015 & ongoing
4. Apply EA to OCIO Headquarters	Maria	12/31/2016
5. Rationalized HR Segment	Maria	12/31/2016
Goal 2: Modernize enterprise service delivery		
6. Define shared services framework	Jack	12/31/2015
7. Implement strategic sourcing for enterprise software licensing	Maria	12/31/2015
8. Develop enterprise IT consolidation plan	Jason	3/30/2016
9. Implement unified communications	Jack	6/30/2016
10. Roll-out modernized cost model for enterprise services	Lauren	12/31/2016
11. Execute enterprise IT consolidation	Jack	3/30/2017
Goal 3: Modernize enterprise service delivery		
12. Finalize DOT Data Policy	Maria	9/30/2015
13. Executive Performance Dashboard v1	Maria	12/31/2015
14. National Address Database proof of concept	Maria	3/30/2016
15. Secure the high value information assets	Drew	12/31/2016
Goal 4: Mature and enhance governance, risk and compliance		
16. Successfully implement FITARA	Jason	12/31/2015
17. Updated ISCM plan, policy and roadmap	Drew	12/31/2015
18. Revise the IPPM	Jason	12/31/2015
19. Fully staffed DOT cyber security organization	Drew	9/30/2016
20. Implement Records Management Directive for email	Jason	12/31/2016
Goal 5: Strengthen the information technology community		
21. Develop and launch workforce training and professional development program for Office of the DOT CIO	Lauren	7/31/2015
22. Complete information technology workforce competency framework	Lauren	12/31/2015
23. Launch community of practice collaboration site	Lauren	12/31/2015
24. Develop and launch a technology awareness and end user training program	Lauren	3/30/2016
25. Develop and launch workforce training and professional development program for IT community	Lauren	7/31/2016
26. Complete the reprogramming actions for headquarters	Lauren	3/30/2017

