



SECTION B – OCIO-IA FRAMEWORK

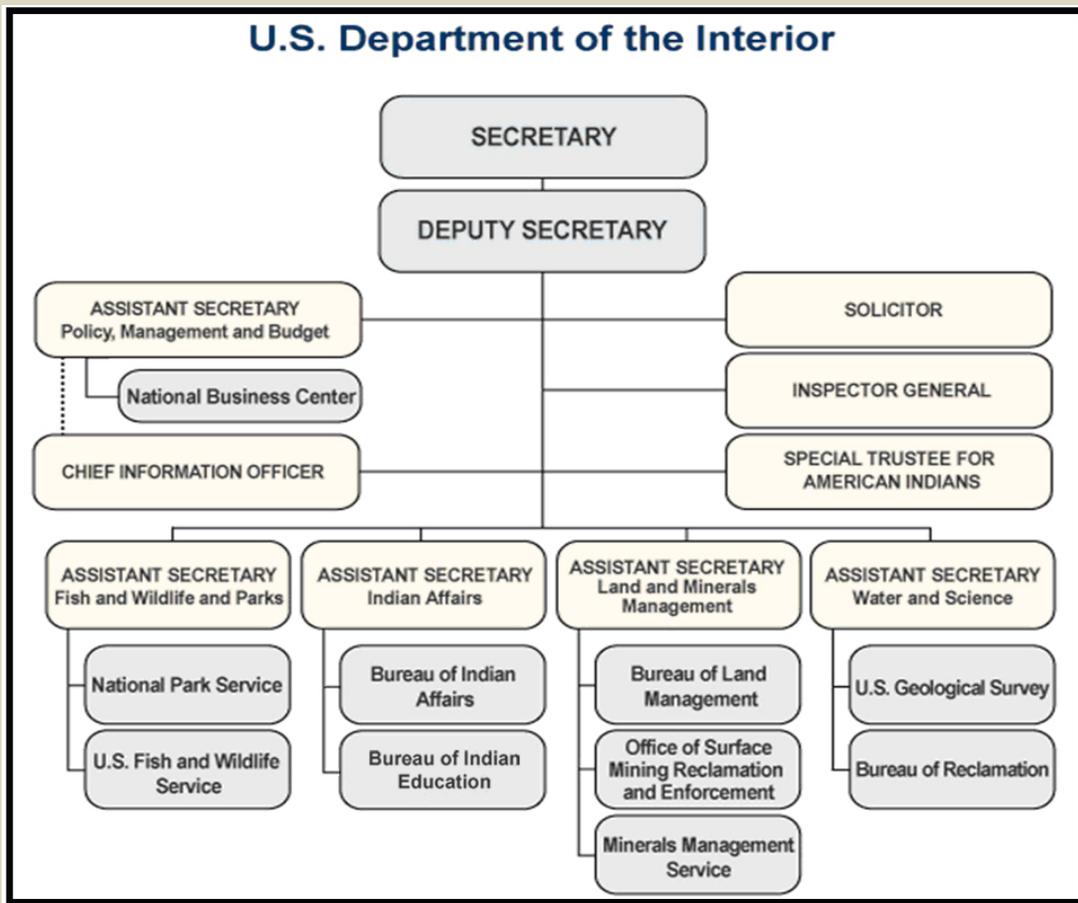




B1 - BACKGROUND

While the DOI mission encompasses a broad range of the nation’s natural and cultural assets which are addressed by the discrete functions of sister bureaus within Interior, Indian Affairs has a single focus, serving solely Federally recognized Tribes, their members, and Indian Trust beneficiaries. The DOI Strategic Plan sets forth Mission Goals and Outcomes for the entire department. Strategic IA goals are incorporated as part of the Department of the Interior (DOI) Strategic Plan.

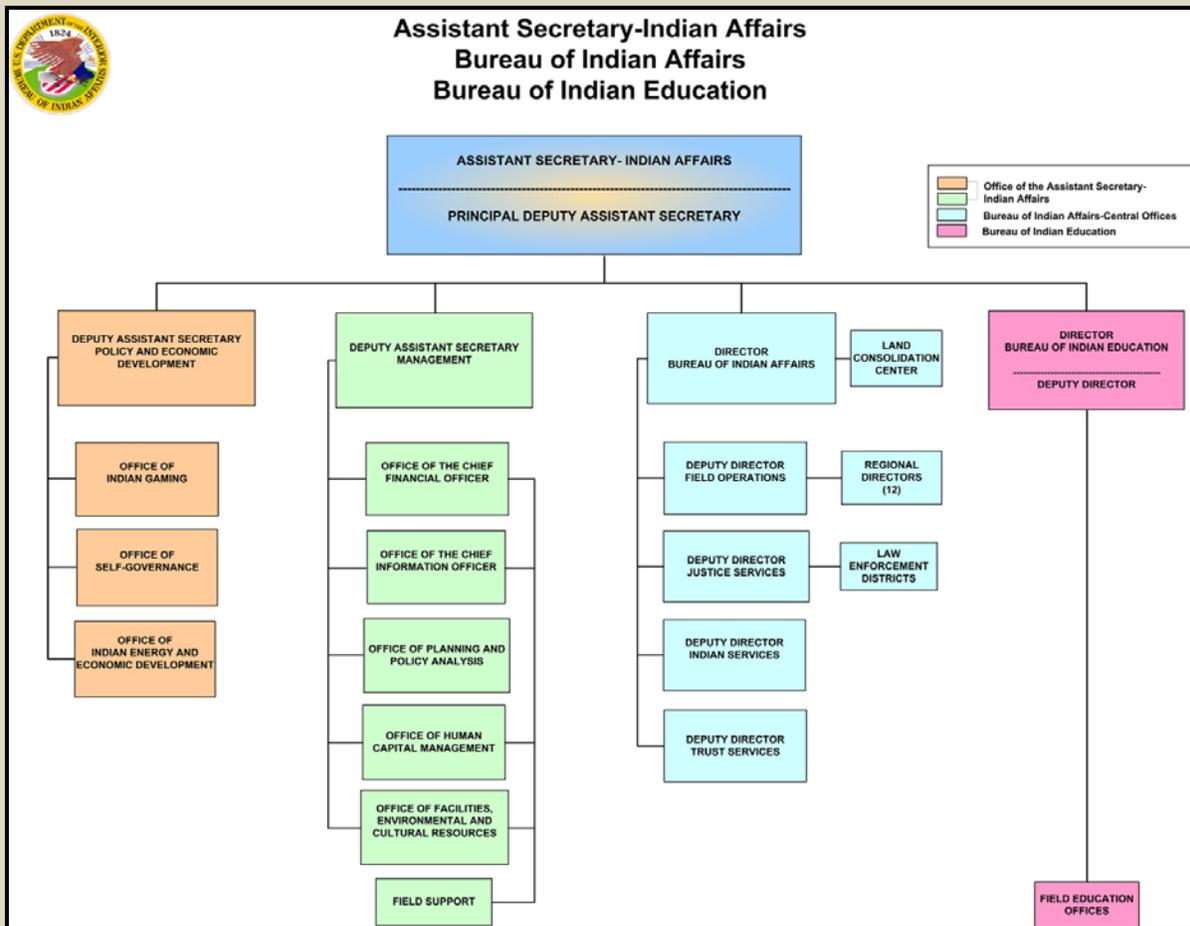
Indian Affairs is comprised of the Office of the Assistant Secretary—Indian Affairs (AS-IA), the Bureau of Indian Affairs (BIA), and the Bureau of Indian Education (BIE). The organization has contributed to the success of key Tribal stakeholders from the 562 Federally recognized American Indian and Alaska Native Tribes throughout the United States.



“Government accountability and transparency are a priority for us.”

Clay Johnson

Deputy Director for Management, OMB



Established in 1824, the Bureau of Indian Affairs (BIA) is the oldest bureau within the Department of the Interior (DOI), with one of the largest overall budgets (approximately \$2.3 billion), assisting 562 Federally recognized American Indian Tribes and Alaska Native Tribes, and a service population of nearly 1.7 million individual American Indians and Alaska Natives.

BIA responsibilities include enhancing public safety and security, improving fire prevention and suppression, fulfilling Federal Trust responsibilities for timber, land, mineral, and agricultural resources, ensuring reliable accounting for Indian Trust assets, and improving transportation, roads, and infrastructure on Federal Indian lands.

The BIA administers and manages about 66 million acres of land held in Trust by the United States for American Indians, Indian and Alaska Native Tribes and individuals. IA plays an important role in developing and managing forestlands, leasing assets on these lands, directing agricultural programs, and protecting water and land rights. Working in concert with the Office of the Special Trustee (OST), BIA supports \$3.3 billion of financial Trust assets held in approximately 1,450 Trust accounts for about 300 Tribes, and about 323,000 open accounts for



individual Indians. BIA also protects millions of cultural and historic resources on Federal and Indian lands, and provides both law enforcement and social services to Tribal communities throughout Indian Country.

BIE administers and funds education services for approximately 45,000 Indian students. The Bureau supports education programs and manages residential facilities for Indian students at the 184 BIE-funded elementary and secondary schools and dormitories of which 59 are BIE-operated. The BIE elementary and secondary school system spans 23 states serving diverse Indian communities on 63 reservations. Schools range in size from eight to more than 1,100 students, representing over 240 Tribes and different cultural backgrounds. Most students come from remotely located rural areas with underdeveloped economies. BIE also operates two colleges and funds an additional 25 colleges that are operated by Tribes and Tribal organizations.

Other major IA mission areas include Self-Governance and Economic Development, as well as developing and maintaining both physical and technology infrastructure and associated assets.

The Assistant Secretary—Indian Affairs (AS-IA) is responsible for leading and accomplishing the overall Indian Affairs mission, and reports to the Secretary of the Interior.

The Chief Information Officer – Indian Affairs (CIO-IA) is responsible for providing information and technology leadership for all of Indian Affairs, and directs the activities of the Office of the Chief Information Officer – Indian Affairs (OCIO-IA).





B2 - OUR ORGANIZATION



In FY 2007, the OCIO-IA organization was comprised of approximately 300 staff members, about 60% of whom were Federal employees. These individuals dedicated themselves to accomplishing the OCIO-IA mission and achieving FY 2007 objectives. OCIO-IA employees work throughout the nation servicing desktop computers, printers, network equipment, file/print servers, land mobile radio, Geospatial Information Systems, and other IT equipment.

A core support group of about half of OCIO-IA employees are found in Herndon, Virginia. Support outside of the

Washington, D.C., area is supervised by four Zone Managers and twelve Field Support Managers stationed at or near twelve major BIA locations (Regional Offices) throughout the nation. The secondary data center is in Albuquerque, New Mexico, and is co-located in our regional office. Approximately 83 OCIO-IA employees can be found in twelve regional offices and approximately 90 agencies, but other locations also have direct OCIO-IA support, such as the National Interagency Fire Center in Boise, Idaho, and several irrigation projects found on Indian Trust land throughout the West. Our staff in Corbin, Virginia, and Herndon, Virginia; Albuquerque, New Mexico, and twelve regional offices handles IT support for the 59 BIE-operated schools. Additionally, the OCIO office provided Wide Area Network management services to two Native American Colleges, Haskell University and Southwest Indian Polytechnical Institute (SIPI).

Our organization will continue to adapt to provide the best possible customer service delivery system to our stakeholders. In FY 2007, we streamlined the IT policy and planning functions, and merged our enterprise architecture and business liaison teams to bring customers into the IT planning process earlier in our system lifecycle, with a stronger emphasis on the business needs of the respective lines of business throughout the IA organization.

We have been able to adjust our organization to take advantage of noteworthy internal talents. OCIO-IA is proud to have one of the most talented and dedicated teams in the Federal Government. When resources ran short in FY 2007, creativity ran high, resulting in the accomplishment of a majority (90%) of our goals and objectives, despite many external constraints.



In recognizing that our people are our greatest asset, we have created and continued to build upon our awards programs to recognize those employees who accomplish outstanding achievements, and offer compelling value to our mission and stakeholders. In FY 2007, OCIO-IA awarded \$297,000 in cash awards (an approximate award pool of 2%), including seven Quality Step Increases (QSI) to 121 staff members for performance at the superior or exceptional level. An additional 56 employees were rewarded for work on special projects with Special Thanks for Achieving Results (STAR) and time-off awards, accounting for \$46,300 in cash value. OCIO-IA also provided team certificates and special recognition to staff for special projects in FY 2007.

OCIO-IA is currently comprised of one SES, 27 GS-15s, 40 GS-14s, 24 GS-13s, 44 GS-12s, and 45 government staffers ranging from GS-11 through WG-03. The government staff breakout by division is 15 in Architecture and Business Solutions, 33 in Business Operations and Management, 11 in Information Development, seven in Information Security and Privacy, 105 in Information Operations (61 in four zones in the field), and 10 in the OCIO-IA main office. A layout of our organization and reporting structure through the Assistant Secretary is illustrated on the following page.

Our OCIO-IA Senior Management Team includes a talented group of professionals with extensive experience in IT management, application development, enterprise architecture, information planning, and business management. Their backgrounds include several advanced degrees and careers of distinguished service in organizations like the Department of Defense, Department of the Treasury, Federal Bureau of Investigation (FBI), Department of the Navy, the Internal Revenue Service, the National Institute of Standards and Technology (NIST), and the International Trade Administration (ITA), as well as global firms such as IBM, Boeing, SAIC, and SRA. In their previous jobs, they contributed to a diverse range of projects, from representing the U.S. government in international standards bodies to developing eCommerce solutions for an organization located in over 80 countries worldwide. We are fortunate to have assembled such a qualified group of individuals who are dedicated to advancing the state of technology in Indian Affairs.



Indian Affairs



Carl J. Artman
Assistant Secretary - Indian Affairs
(AS-IA)



Majel Russell
Principal Deputy Assistant
Secretary - Indian Affairs



Debbie Clark
Deputy Assistant Secretary -
Management - Indian Affairs



Sanjeev "Sonny" Bhagowalia
Chief Information Officer - Indian Affairs
(CIO-IA)

OCIO-IA Organization



Dajuana Blackmon
Administrative
Assistant

Curtis Oja
Chief of Staff



Al Foster
Bureau of Indian
Education,
Portfolio Support



Nicole Jaber
Director, Independent
Validation & Verification



Mike Van Dermyden
Special Projects



Vacant
Deputy Chief Information
Officer - Indian Affairs

Christine Cho
Director
Architecture & Business Solutions



Joan Tyler
Director
Information Security & Privacy



Dave Roberts
Director
Information Development



Gil Wake
Director
Information Operations

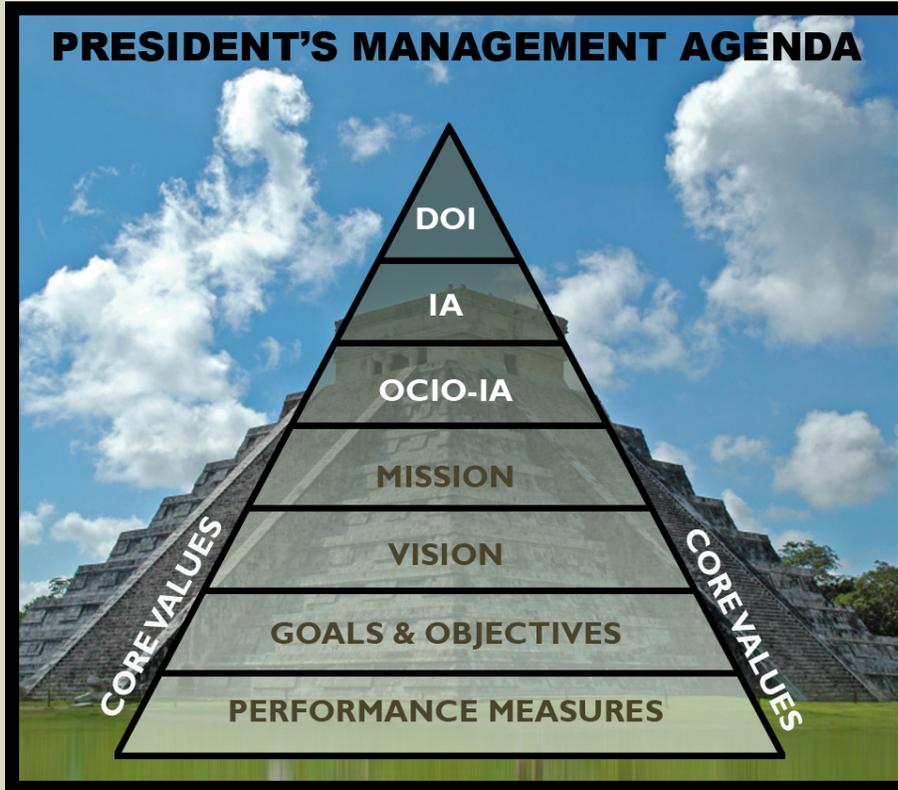


Sylvia Burns
Director
Business Operations & Management





B3 - OUR MISSION



The Indian Affairs mission is both broad and deep, supporting a variety of activities typically within the domain of several Federal government agencies, as well as state and local governments. The IA organization is a microcosm of the entire Federal government for our Native American and Alaskan Native constituents. Our

highly intricate and extraordinarily multi-faceted organizational mission is differentiated by a unique body of stakeholders and interests.

OCIO-IA supports the IT infrastructure that facilitates the fulfillment of the highly complex IA mission across all of its lines of business. The diversity of the target population and its business needs presents an exciting opportunity for OCIO-IA to establish and promote nationwide IT standards. This will allow us to streamline activities and achieve operational efficiencies, while meeting critical business needs of IA programs and field offices, and their customers.

OCIO-IA supports the President's Management Agenda as aligned through the DOI and IA Strategic Plans. OCIO-IA has established a Mission, Vision, Goals, and Objectives, Performance Measures, and Core Values. Additionally, we have aligned IT with business stakeholders in the IA organization, who oversee the various Lines of Business (LOB). The table on the following page summarizes the various lines of business (LOB) within the IA organization along with levels of IT spending.



FY07 IT FUNDING BY ORGANIZATIONAL LINES OF BUSINESS (\$Million)*

INDIAN AFFAIRS LINE OF BUSINESS (LOB)	ENTERPRISE – WIDE IT INVESTMENTS	PROGRAM – SPECIFIC IT INVESTMENTS	SIGNIFICANT INVESTMENTS
FINANCIAL MANAGEMENT		4.521	National Irrigation Information Management System (NIIMS), Federal Financial System, Financial & Business Management System (FBMS), Budget Execution Reporting Tool, San Carlos Irrigation Project, Standardized Power and Irrigation Billing System (SPIBS)
IT INFRASTRUCTURE	53.000		IT Infrastructure, DOI Enterprise Services Network (ESN), Certifications & Accreditations, Software Licenses, Test Lab, Video Conferencing
MANAGEMENT		4.332	Facilities Management Information System (FMIS), Activity Based Costing, Facilities Management System (MAXIMO), Interior Department Electronic Acquisition System (IDEAS), QUICKTIME, Federal Personnel/Payroll System (FPPS), Web-based Budget Development System (WBDS)
COMMUNITY AND SOCIAL SERVICES		0.510	Social Services Assistance System (SSAS)
ECONOMIC DEVELOPMENT		0.366	Loan Management & Accounting System (LOMAS)
EDUCATION		4.998	Education Native American Network (ENAN), Native American Schools Information System (NASIS)
ENERGY		0.663	National Indian Oil & Gas Evaluation & Management System (NIOGEMS), Colorado River Electrical Utility Management System (CREUMS)
NATURAL RESOURCES		11.992	Trust Asset Accounting Management System (TAAMS), Integrated Records Management System (IRMS), Probate Tracking (PROTRAC), Indian Affairs Land Resources Management (IALRM), Land Title Mapper (LTM), Fee to Trust System (FTTS), Land Consolidation Tracking System (LCTS), Management Accounting & Distribution (MAD), Great Lakes Agency Database System (GLADS), Operations Inventory (OPINV)
TRANSPORTATION		0	Integrated Transportation Information Management System (ITIMS) (\$900,000 Funded by the Department of Transportation)
LAW ENFORCEMENT		3.672	Incident Management and Response System (IMARS)
TRIBAL CONSULTATION AND SERVICES		0.120	Self-Governance Database (SGDB)
TOTALS	53.000	31.174	= \$84.174million

* Source: Oct. '07 E-CPIC IA Exhibit 53



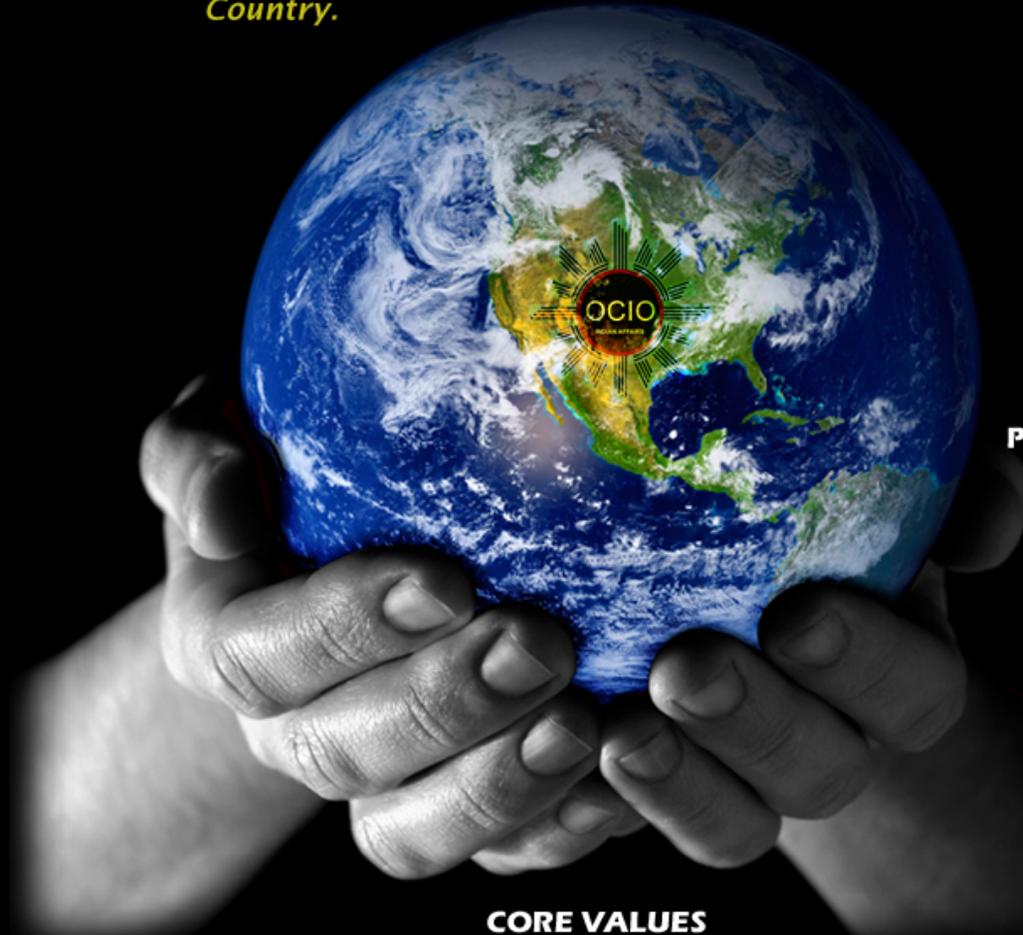
MISSION

Deliver information solutions to empower Indian Affairs programs to fulfill their commitments to Indian Country.



VISION

Access to the right information for authorized users - anywhere, anytime, any mission - securely and reliably.



GOALS



OBJECTIVES



PERFORMANCE MEASURES



CORE VALUES

CUSTOMER SATISFACTION	Our success comes only from the success of our customers. Listening carefully to customers to understand their needs, then delivering solutions that achieve customer success is vital to accomplishing our mission.
EXCELLENCE	We strive for excellence in our individual and collective actions in the management of information technologies.
RESPECT	We have a shared commitment to each other and to treat others with dignity and professionalism. Cultural diversity brings us a stronger workforce.
INTEGRITY	We are honest, ethical, and fair, adhering at all times to the letter and spirit of the law.

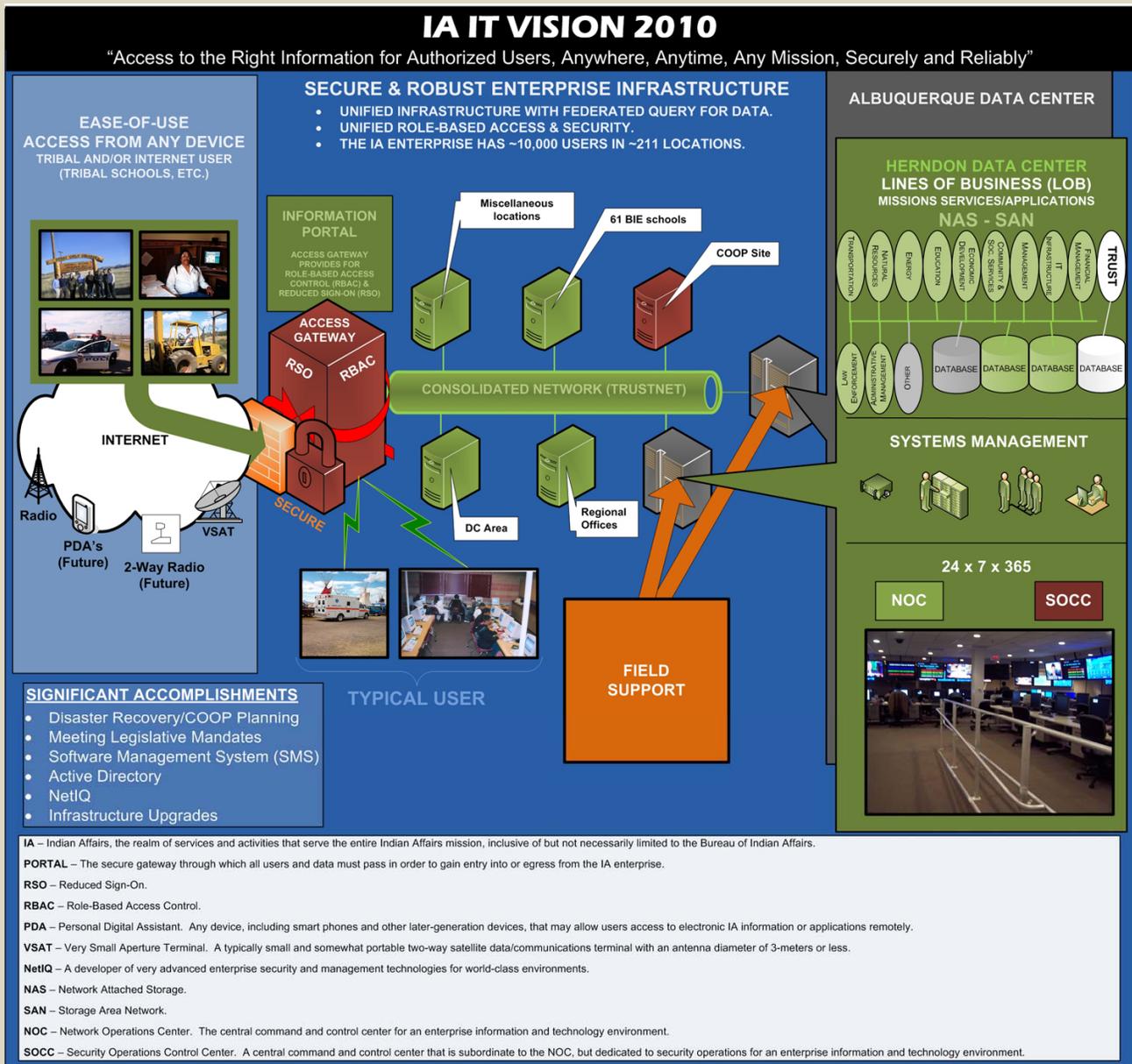
UNITY OF PURPOSE

One Team - One Mission - One Vision - One Set of Goals and Objectives



B4 - OUR TECHNOLOGY VISION

In 2007, we embarked upon a vision that will enable IA lines of business: *Access to the Right Information for Authorized Users, Anywhere, Anytime, Any Mission, Securely and Reliably.* The IA IT vision depicted below provides a conceptual framework for OCIO-IA to deliver a dynamic, secure portal to accommodate the information needs of IA staff, and eventually, their customers. This vision incorporates a proven defense-in-depth approach that provides greater security for accessing information, and is based on business rules and requirements associated with the particular line of business.





B5 – GOVERNMENT PERFORMANCE RESULTS ACT



Strategic goals for Indian Affairs are incorporated in the Government Performance Results Act (GPRA) section of the DOI Strategic Plan. The DOI Strategic Plan sets forth Mission Goals and Outcomes for the entire Department. These outcomes and measures address areas such as enhancing public safety and security, improving fire prevention and suppression, fulfilling Federal Trust responsibilities for timber, land, mineral,

and agricultural resources on Federal Indian lands, ensuring reliable accounting for Indian Trust assets, and improving transportation and infrastructure. Furthermore, Indian Affairs is responsible for increasing management performance and accountability, and improving mission service delivery in the areas of education, social services, self governance, economic development, and self determination for the 562 Federally recognized Tribes.

OCIO-IA was proud to contribute to the accomplishments of the Department of the Interior's FY 2007 Performance and Accountability Report. We supported several goals in the Management Excellence area, specifically in Increasing Accountability where we helped Indian Affairs and the Department to achieve the ranking of "no material weaknesses" in FY 2007. We also helped to reduce the organization's overall credit card delinquencies. In addition, we supported the Advance Modernization/Integration goal through our eGovernment activities so that Indian Affairs received scores of "Yellow" in status and "Green" in progress. The overall DOI eGovernment scorecard ratings in FY 2007 were "Yellow" in status and "Yellow" in progress.





GUIDING LEGISLATION

OCIO-IA is subject to Federal legislation, regulations, and directives associated with the management of Federal government IT resources. These mandates, as listed below, serve as enablers, and provide checks and balances. Compliance with these legislative and administrative mandates assures our stakeholders of an operating environment where accountability and enhanced security deliver measurable results.

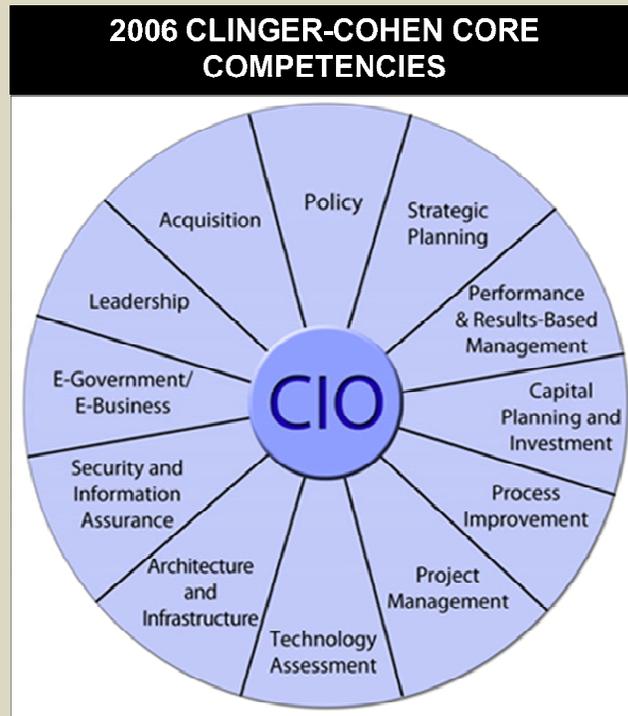
GOVERNANCE	<ul style="list-style-type: none"> • President’s Management Agenda (PMA) • Clinger-Cohen Act (CCA) • Paperwork Reduction Act (PRA) • Government Paperwork Elimination Act (GPEA) • Government Performance and Results Act (GPRA) • OMB Circular A-76 • OMB Circular A-130 • DOI Mandates • eGovernment Act • Federal Managers Financial Integrity Act (FMFIA)
SECURITY	<ul style="list-style-type: none"> • Federal Information Security Management Act (FISMA) • Presidential Decision Directive 63 (PDD-63) Critical Infrastructure Protection • Presidential Decision Directive 67 (PDD-67) Enduring Constitutional Government and Continuity of Government Operations • FIPS PUB 102, Guidelines for Computer Security Certification and Accreditation • eDiscovery Act • Privacy Act
TRUST RESPONSIBILITIES	<ul style="list-style-type: none"> • American Indian Trust Fund Management Reform Act of 1994 • U.S. Department of the Interior Departmental Manual • Survey of Federal Indian Lands • Indian Land Consolidation Act of 1983 • National Indian Forest Resources Act of 1990 • Indian Self-Determination and Education Assistance Act of 1975 • Tribal Self-Governance Act of 1994 • Federal Oil and Gas Royalty Management Act of 1982

Many of the requirements associated with the laws, regulations, and guidelines, listed above, have resulted in Department-wide metrics that form the basis for our budget, and improvement in our organization. In FY 2007, OCIO-IA placed a strong emphasis on demonstrating conformance with these requirements through measurable results tracked on our eGovernment Scorecard. We did this while balancing our focus on addressing the business needs of the Bureau in a constrained budget environment.



OCIO-IA strives to deliver information solutions to empower IA programs in the fulfillment of their commitments to Indian Country. We enable the IA mission by supporting internal information management and creating tools for IA lines of business stakeholders so that they can deliver critical services to their stakeholders. In the conduct of our daily operations, and in planning for the future, OCIO-IA has incorporated both government and industry best practices. We have begun the process of continually and thoughtfully streamlining and refining ourselves as new best practices come to light. Although it is not feasible to embrace all best practices which may emerge in the private sector, our plans and operations incorporate salient best practices to the greatest extent possible and appropriate.

To become a world class IT organization, OCIO-IA is working continually to incorporate government and industry best practices. Our performance measures are based on the 2006 twelve CIO Clinger-Cohen Act Core Competencies.



source: <http://www.ndu.edu>

OCIO-IA is committed to optimizing value to stakeholders through the implementation of IT best practices, processes, and core competencies, and by delivering and communicating results to our customers.

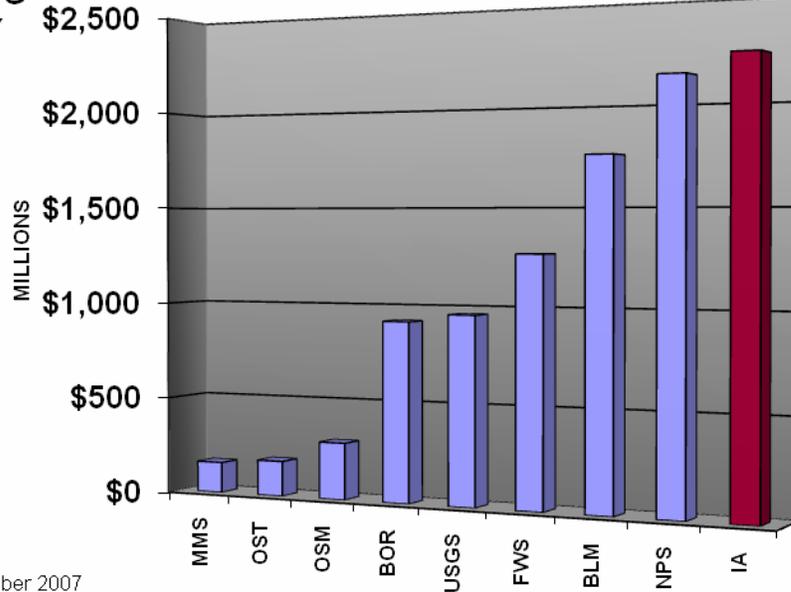


B6 - THE FY 2007 BUDGET

Overall, the Indian Affairs \$2.3 billion budget represents approximately 14% of the DOI total budget of over \$16 billion. In FY 2007, Indian Affairs invested approximately \$83.7 million (or less than 4% of the overall IA budget) in information technology (IT). This was the lowest of all the sectors within the Department, and one of the lowest relative IT spending levels in the Federal government. About \$53 million (or 60%) of the overall IT portfolio represents the OCIO-IA operating budget. The OCIO-IA budget is about 2.3% of the total Indian Affairs budget. According to Gartner Research's 2007 report entitled, "Best Practices for Evaluating, Justifying, and Forecasting IT Spending Levels," comparable information technology budgets for other Federal organizations run in excess of 10%.

Despite these financial limitations, OCIO-IA delivered key IT services to our end-users and developed several new or enhanced applications which added significant value to the IA organization. Leveraging our constrained financial resources to increase the value of every IT dollar spent, was, and will continue to be, an area of intense scrutiny.

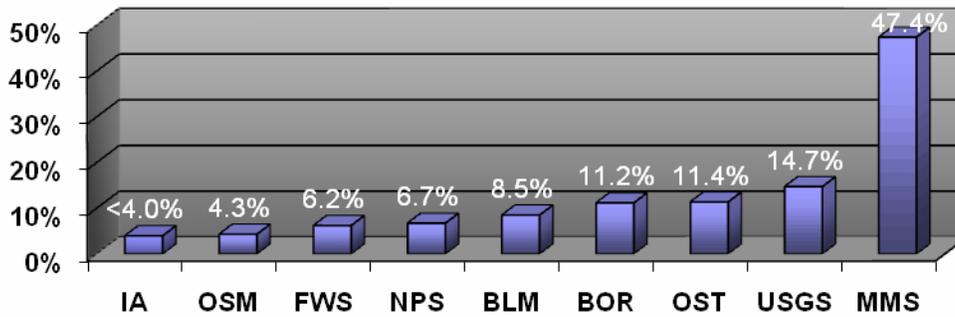
DOI SPENDING BY AGENCY



Source DOI eCPIC October 2007



DOI IT SPENDING AS % OF TOTAL SPENDING BY AGENCY



The \$53 million OCIO-IA operating budget is used for operations, maintenance, and overall management of the IA technology infrastructure. The technology infrastructure comprises an intricate network of data circuits and connections that link to servers and systems, which store and deliver business applications and information to users at their desktop terminals.

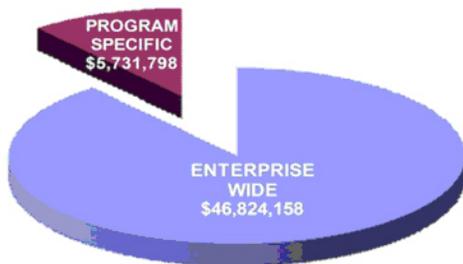
We support enterprise-wide products and services, such as the Microsoft Office software suite, Lotus Notes email, and a variety of technical tools that help the OCIO Operations and Security teams to efficiently and effectively manage the day-to-day workings of the enterprise. These services are provided for TrustNet, which is used by our BIA and AS-IA staff, but is disconnected from the Internet, as well as for the Educational Native American Network (ENAN), which serves the BIE community, and is connected to the Internet. We also support a number of non-enterprise-wide, program-specific services that are mission-critical to IA program and field offices. Among these are mainframe-based applications, such as the Integrated Records Management System (IRMS), Social Services Assistance System (SSAS), and National Irrigation Information Management System (NIIMS).

Despite having the lowest percent IT budget in DOI, OCIO-IA made significant overall progress on FY 2007 goals and performance metrics.

In FY 2007, OCIO-IA improved financial management by instituting better fiscal year budgeting and forecasting processes and techniques. We also aligned the overall IA budget to IT investments in the 18-month capital planning and investment planning horizon. Through our Information Technology Review Board (ITRB), we are creating better controls over the entire IA IT portfolio by using the executive decision-making process, and by supporting investment accountability with sound project management and better performance metrics.

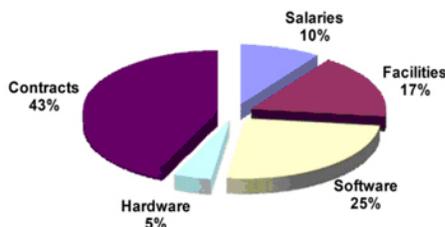
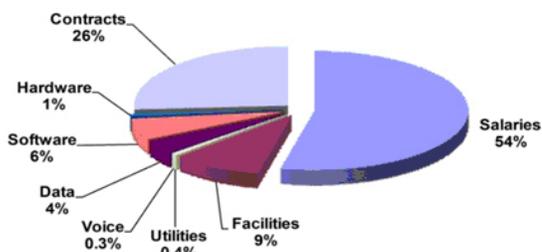


FY07 OCIO-IA SPENDING ANALYSIS OCIO-IA SPENDING IS A SUBSET OF THE TOTAL IA IT PORTFOLIO



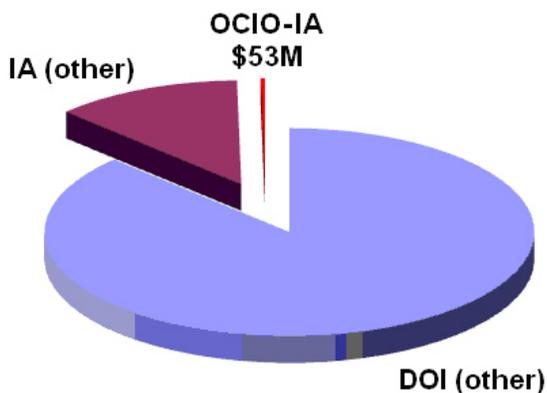
ENTERPRISE SERVICES BUDGET

PROGRAM SPECIFIC SERVICES



OCIO-IA FY07 SPENDING COMPARED TO DOI AND IA FY07 TOTAL BUDGETS

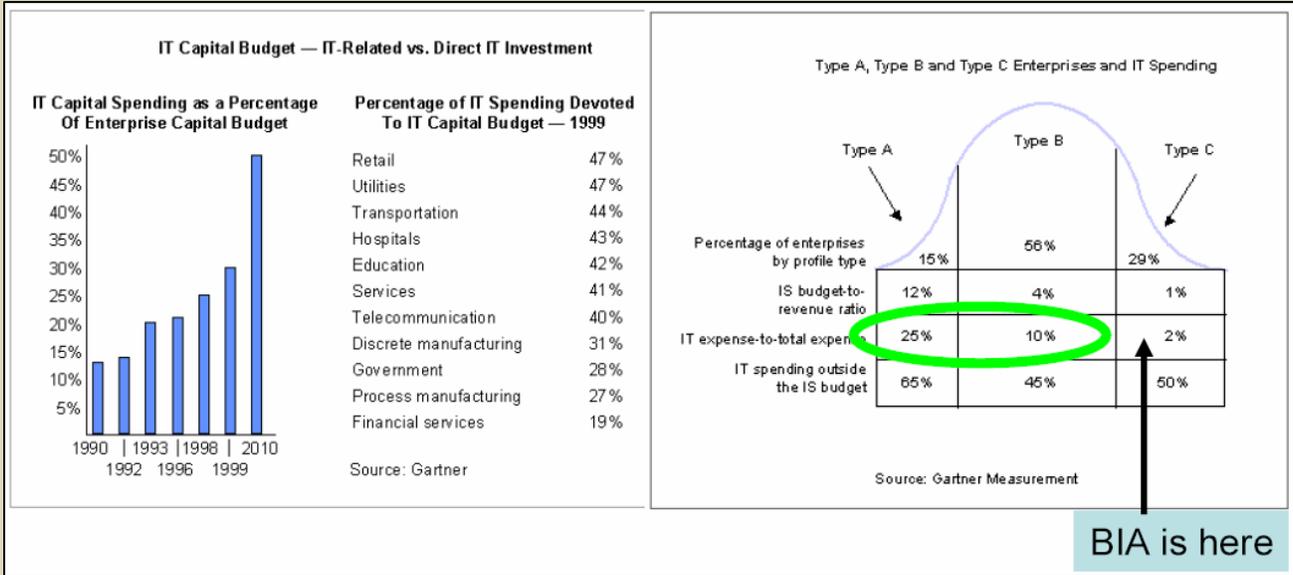
DOI Total Budget - \$16.1 Billion
 IA Total Budget - \$2.3 Billion
 IA-IT Portfolio - \$83.7 Million
 OCIO-IA FY07 Spending - Approximately \$53 Million



Sources: FY07 Greenbook, OCIO-IA FY07 Budget



FY 2007 Financial Performance Measures	FY07 Results
Total Indian Affairs Budget in FY07	\$2,308,000,000.00
Total Dollars Spent on IT in Indian Affairs	\$83,729,956.25
% of Total IA Dollars Spent on IT	3.63%
Total IT Spending per IA Employee (Num = Total of IT Dollars spent in FY; Den = Total # of IA Employees – 10,842)	\$7,722.74
Ratio of # of OCIO staff (feds and contractors) to IA employee headcount based on IIS report	1:34
% of OCIO Budget spent on Federal Personnel Costs	48.78%
% of OCIO Budget spent on Mainframes	8.40%
% of OCIO Budget spent on Enterprise Software	7.96%
% of OCIO Budget spent on Enterprise Hardware	1.24%
% of OCIO Budget spent on IT Service Contracts (outsourced labor)	34.04%
% of OCIO Budget spent on Data Center Rental Costs	8.29%
% of OCIO Budget spent on Utilities (Data circuits, phones, electricity, building maintenance)	3.92%



Type A = Leading edge adopters

Type B = Late adopter (Gartner expects these to migrate to type A or C)

Type C = Conservative late adopters "Many opportunities are passed by to avoid risk or expense."

Both figures are from "Best Practices for Evaluating, Justifying and Forecasting IT Spending Levels," Gartner, 2007.



B7 - FY 2007 SUMMARY



Copyright Ken Blackbird, all rights

Fiscal Year 2007 was characterized by numerous meaningful OCIO-IA team accomplishments. It is a milestone on our journey toward having our financial house in order and reprioritizing our

budget and successive projects to reflect budgetary and customer priorities. In FY 2007, we not only improved our financial leadership of IT, but also aligned procurement, policy, and service delivery with financial goals. We worked to honestly assess our strengths and weaknesses, and made great strides in correcting many

critical deficiencies. OCIO-IA began FY 2007 with a detailed spending plan that provided for greater fiscal accountability within our internal organization. By improving our financial planning process, we have been able to develop better cost controls for project life cycle costs, and overall fiscal year budgeting and forecasting. By improving our business case analysis, we have created better management controls over individual project impacts to our budget and the IA IT portfolio as a whole.

Better financial stewardship means that we can do more with what we are allocated and we deliver!

This promotes confidence in stakeholders to fund new IT projects and allows us all to build on success. In FY 2007, we reoriented our project management approach from one based on coaching and mentoring to one that took a more active role in actual project management to teach others by example. We assigned PMI certified Project Management Professionals (PMPs) to all major OCIO-IA projects, as well as smaller but critical projects. This allows us to better manage and control the Bureau's technology projects from the perspective of cost, schedule, scope, risk, and quality.

2007 will be remembered as the year we dramatically improved financial stewardship of IT



With respect to our major contracts, OCIO-IA made a move toward performance-based contracts that specify desired objectives and results, rather than generic tasks to be undertaken by our contractors. With approximately one-third of the overall OCIO-IA budget being spent on our major contracts, it is important that we optimize the value we receive from our contractors in achieving organization goals and objectives. The primary driver of our acquisition strategy is ensuring that our contracted work produces specific and timely deliverables, e.g., clearly defined Contract Deliverable Line Items with Data Item Descriptions that align to desired organizational outcomes. In this way, OCIO-IA can better ensure that every IT dollar is leveraged to produce the maximum benefit to the organization.

Improving IT financial performance means customer dollars go much farther...in achieving mission goals

Striving to implement all twelve Clinger-Cohen Core Competencies and use of industry and government best practices forms a basis for realizing the Dawn of the New Information Age for Indian Country.

