



SECTION C - FY2007 ACCOMPLISHMENTS





FY 2007 OCIO—IA ACCOMPLISHMENTS

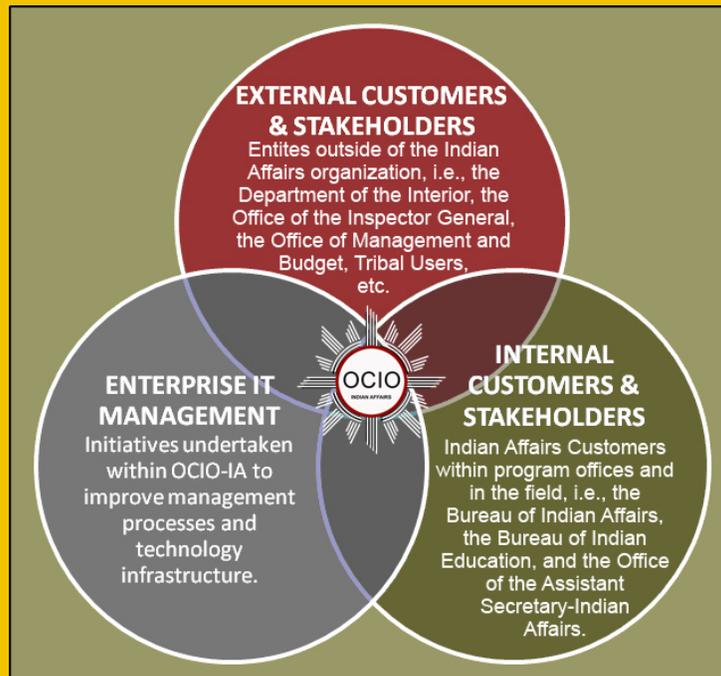
Managing the information technology portfolio for improved business performance...

Carefully managing IT portfolios and budgets is key to improving performance...

OMB, GAO

The OCIO-IA organization faced many challenges in FY 2007 and is proud of its accomplishments for the year. Thanks to the dedication and hard work of our staff, we have made significant progress in managing our activities, and improving service delivery to our customers. Our efforts to improve will continue into the future. We delivered new and improved products and services based on requests from Indian Affairs program offices and our stakeholders in the Department of the Interior, as well as from our own assessments of technology infrastructure needs. This section of our FY 2007 Annual Report features some of the most noteworthy OCIO-IA achievements.

We have organized the presentation of OCIO-IA FY 2007 accomplishments in three dimensions:





C1 - ACCOMPLISHMENTS FOR EXTERNAL CUSTOMERS AND STAKEHOLDERS

Respecting Federal IT Management Regulations and Guidelines

OCIO-IA is guided by numerous legislative mandates that provide our overall operational framework and specific goals and objectives which must be met. Perhaps the most significant element is the Presidential Management Agenda (PMA), which drives many aspects of our activities. E-Government (eGov) is one of the core areas of focus within the PMA. OCIO-IA holds primary responsibility for tracking and delivering results associated with elements delineated in the DOI PMA eGov Scorecard.

C1.1 PMA eGOV SCORECARD – ON THE PATH TO GREEN

The eGov Scorecard is prepared quarterly by the DOI OCIO for reporting to the Office of Management and Budget (OMB). The DOI OCIO developed an internal DOI scorecard for use by all bureaus to track five specific criteria which feed into the Department's overall report to OMB. The areas that are monitored and tracked include: Enterprise Infrastructure, IT Security, Enterprise Architecture, IT Investment Management, and IT Workforce. Each criterion is scored against multiple goals and measures resulting in a simple traffic light summary metric. **Blue** signifies a best practice organization, **green** indicates that all required factors are fully met, **yellow** indicates that most required factors are being met while others are still unmet, while **red** indicates that a majority of required factors are not met for measured areas of performance.

eGov Scorecard

Blue, Green, Yellow, and Red are the four basic performance area rating scores that DOI Bureaus can receive in five measured categories.

***Blue:** Performance is considered at a best practice level.*

***Green:** All scorecard requirements have been met.*

***Yellow:** Many requirements have been met, but many remain.*

***Red:** Significant requirements have not been met.*



The measurement process consists of an internal bureau self-assessment score, which is reviewed and verified by the DOI OCIO to derive each bureau's final score. Overall ratings are provided for both the actual "status" and the "progress" in

"While there remain many challenges on the path to green, this was an excellent achievement for the organization. Because of the commitment and persistence of lead eGov scorecard trackers and the hard work of the OCIO managers, we were able to demonstrate significant improvement over the fiscal year..."

Sylvia Burns

Director, OCIO-IA, Division of Business Operations and Management

advancing to the next level demonstrated by each bureau. Although OCIO-IA received a "red" rating in both status and progress in the first quarter of FY 2007 for the IA eGov scorecard, the collective efforts and hard work of the entire OCIO-IA organization turned this around by the end of the fiscal year. **By the fourth quarter, the IA eGov scorecard results advanced to "yellow" in status and "green" in progress.** OCIO-IA earned green status ratings for the DOI Enterprise Infrastructure element, as well as IT Investment Management. All other areas earned yellow scores with acknowledgement of significant progress in meeting all requirements. Many dedicated individuals contributed to the progress of each criterion within the scorecard. The following table shows both our internal self-assessed scores for FY 2007, and our final scorecard results for IA from the DOI OCIO:

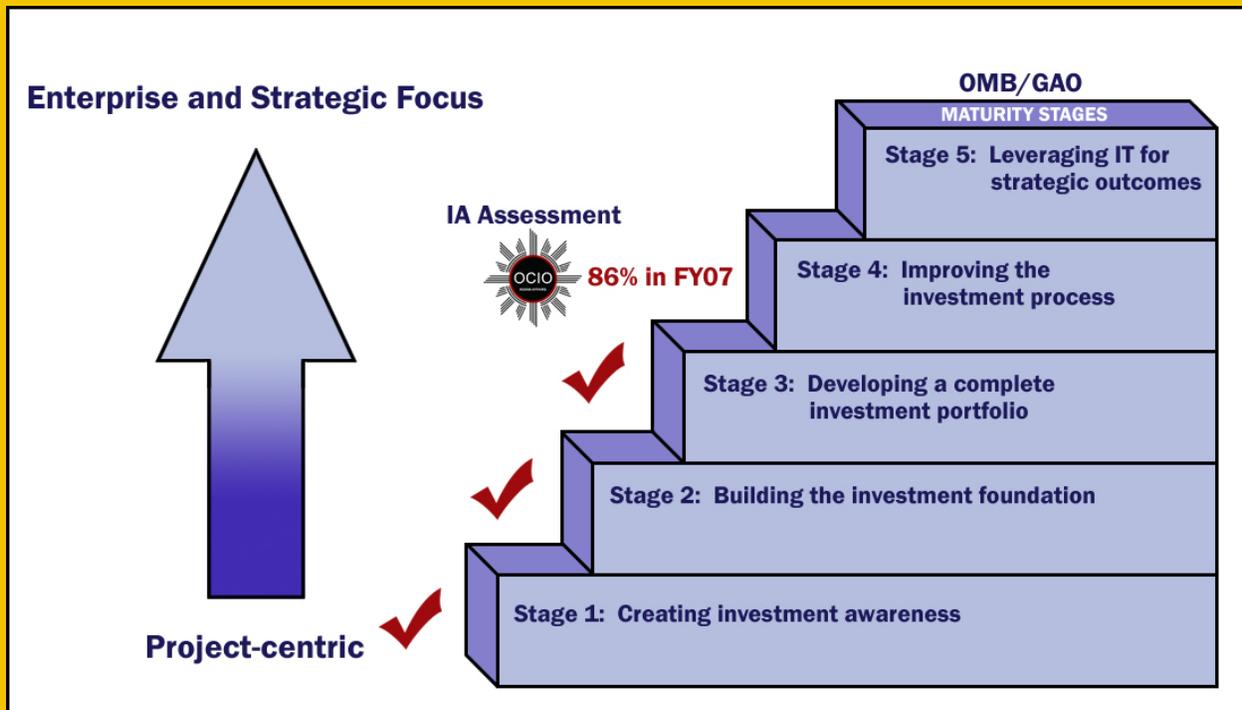
| FY 2007 eGov SCORECARD - STATUS | | |
|---------------------------------|------------------------|-------------------------|
| eGov SCORECARD CATEGORIES | IA SELF-ASSESSED SCORE | IA FINAL SCORE FROM DOI |
| DOI Enterprise Infrastructure | Green | Green |
| IT Security | Yellow | Yellow |
| Enterprise Architecture | Green | Yellow |
| IT Investment Management | Green | Green |
| IT Workforce | Green | Yellow |
| OVERALL | Green | Yellow |



C1.2 - PORTFOLIO MANAGEMENT

OCIO-IA is responsible for the planning, execution, and management of the major IA IT investments, in accordance with the GAO and OMB IT Investment Management (ITIM) models for Capital Planning and Investment Control (CPIC), American National Standards Institute (ANSI) and Electronic Industry Alliance (EIA) ANSI/EIA 748-A "Standard for Earned Value Management Systems" (EVMS) for projects with significant development, modernization and enhancement, and steady-state investments. In early FY 2007, the DOI OCIO acknowledged OCIO-IA attainment of Level 3 (on a 1 to 5 scale) during FY 2006, which exceeded expectations by meeting the associated GPRG goal more than a year ahead of schedule. In FY 2007, OCIO-IA achieved 86.6% of Level 4 in GAO and OMB ITIM models for CPIC processes, with 13 out of 15 Level 4 processes in place.

OCIO-IA is committed to achieving ITIM Level 4 prior to the end of FY08. In order to do so, we will further analyze data from our already existing Operational Analysis process, as well as work closely with the Enterprise Architecture group within OCIO to better understand and document how different investments support or interfere with each other and how best to coordinate them. Combined with the already in-place CPIC processes, OCIO-IA will work towards delivering the **greatest business value** for the organization from the IT portfolio.



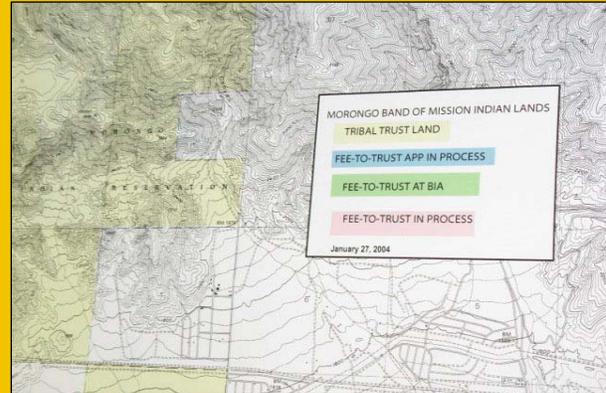


C1.3 - TRUSTNET ACCESS FOR THE MORONGO REALTY DEPARTMENT



The Administrator of the Realty Department for the Morongo Band of Mission Indians oversees land management and maintenance for the 32,000-acre Morongo Indian Reservation in California, and supervises the commercial leasing, Trust fund administration, housing, right of way issues, fee-to-trust transfer, land acquisition, management, and legal matters for the 1,000-member tribe.

After Morongo contacted BIA Realty and Lands - Title and Records function, the Morongo Realty Department worked closely with OCIO-IA to have an IA network connection installed at the Tribe's realty department offices in Banning, California. IA personnel developed a process where a tribe could obtain access to the IA Trust Asset Accounting Management System (TAAMS), Trust Fund Accounting System (TFAS), Probate Management and Tracking System (PROTRAC), BIA Intranet, and Lotus Notes Email. With TAAMS now installed, the Morongo Realty Department can manage their own records and update information on ownership, rights of way, and leasing, as well as record and scan documents. Prior to being connected, the complex work required Morongo Tribal staff to make daily, time-consuming commutes to the BIA Southern California Agency IA office for access to the TAAMS system. The Morongo Realty Department was also provided email access, which has improved the Morongo Tribe's communications with both Indian



Affairs and the Office of the Special Trustee (OST). Internally, the Morongo Realty Department can now distribute information about training, important meetings, and other collaborative efforts more efficiently, and is better able to stay abreast of changes to policies and procedures.



Photos: AS-IA Carl Artman (left photo, at right) and CIO-IA Sonny Bhagowalia (right photo, at left) pay separate visits to the Morongo Tribe.





C2 - ACCOMPLISHMENTS FOR INTERNAL CUSTOMERS AND STAKEHOLDERS

C2.1 – FEE-TO-TRUST TRACKING SYSTEM – A SUCCESS STORY FROM MANY PERSPECTIVES



One of the major development initiatives completed during the past year was the Fee-to-Trust Tracking System (FTTS). This project was important because it successfully delivered a new system to meet our IA business customer needs, and because OCIO-IA followed rigorous new development methodologies that produced positive results.

Secretarial authority to place Indian lands into Trust with the Federal Government is derived from the Indian Reorganization Act of 1934 (IRA), which was enacted to remedy the devastating loss of Indian lands since the passage of the General Allotment Act of 1887. The Act authorizes the Secretary of the Interior to hold title to the land in Trust, on behalf of Federally recognized Tribes and individual Indians, thereby securing lands for Tribal economic development, housing, and other purposes for the benefit of Tribal members. It also allows a tribe to benefit from other Federal programs which can only be used on land which has been placed in Trust.

The FTTS application has facilitated the Bureau’s ability to administer and manage fee-to-trust transactions as prescribed by the 1934 Act.





FTTS was placed into production in late April, 2007. There are 173 active system users and over 1300 applications have been entered into the database. The fee-to-trust application process takes two years on average to complete. Therefore, most of the applications in the database are considered to be "in process", and approximately 45 have been completed.

PERSPECTIVES FROM THE WESTERN REGION

New Approaches Deliver Successful Results

"FTTS serves two purposes for Agency/field operations. First, FTTS provides a "tracking system" for monitoring fee-to-trust (FTTS) applications, which is useful in the administration of the FTTS application workload (case management). More specifically, FTTS provides various reports that management can use to administer the program. Second, the FTTS system standardizes the process and data requirements for processing all fee-to-trust applications by identifying the required data fields and differentiating between the application types: On-reservation, off-reservation, contiguous to reservation, no associated reservation and gaming, or gaming-related. Further, the system accomplishes standardization and consistency by posting all regulatory requirements, written policies, and guidelines on the FTTS Intranet web page."

Kayla M. Danks, Realty Specialist, Western Regional Office, BIA

FTTS ADDS VALUE TO THE GREAT PLAINS REGION

"The Great Plains Regional Office utilizes the FTTS system on a daily basis to encode new data (cases) or update existing data (cases) in the system. We also utilize the system on a daily basis to run various reports at the Agency and Regional Office levels. The Regional Office uses the reports to review data encoded by the Agency and Regional Office staff to check the status of pending cases, case lists, land usage, and the total number of pending and inactive cases for our Region. The reports are reviewed by the Realty Specialists, Deputy Realty Officers, Realty Officer, Deputy Superintendent of Trust, and the Acting Regional Director. The FTTS system is more advanced than the old fee-to-trust system. We now have the capability to input the majority of data and documents associated with each fee-to-trust case into FTTS. Users can operate the system more as a database system than a tracking system. The Great Plains Region currently has 42 users for the FTTS system. The Regional Office staff can now log onto FTTS and review pending and inactive cases that have been encoded at the Agencies."

Carla Clark, Realty Specialist, Great Plains Regional Office, BIA

FTTS PROVIDES CURRENT, COMPLETE INFORMATION TO OFFICE OF TRUST SERVICES

"FTTS is an electronic tracking system that provides current, accurate, and complete information and status, of fee-to-trust applications submitted by tribes and individual Indians. This system has enabled Indian Trust program management to quickly identify the progress of each submitted application and to determine which stage in the fee-to-trust process each application should advance to. Identifying the progress of each application is imperative for reporting back to Tribes and individual Indians, who rely on the approval of these applications for community and economic development."

Vicki Forrest, Deputy Bureau Director, Office of Trust Services, BIA



C2.2 - GREAT PLAINS REGION – INFRASTRUCTURE UPGRADES IMPROVED APPLICATION RESPONSE



The Great Plains Region is an example of one of the IA infrastructures in need of fundamental upgrades. OCIO-IA implemented an upgrade to the wiring infrastructure to accommodate new technologies. Users within the region who provide payroll, finance, or procurement services must work over the DOI Wide Area Network (WAN) to connect to offices in Denver or Northern Virginia to submit and receive critical data.

Upgrading networking bandwidth at Denver for the new payroll application called Quicktime provided a tremendous improvement for individual users. Sending and receiving data became more reliable and wait times decreased from minutes to seconds. Additional bandwidth was installed at the BIA Rocky Mountain, Navajo, Great Plains, Southern Plains, and Midwest Regional Offices to bring them in line with the standards set for other Regions. This upgrade also ensured that the Trust Accounting Asset Management System (TAAMS) imaging project was a success, that email was delivered faster, and that applications such as PROTRAC, FMIS, ITIMS, and other systems had faster response times. The overall goal in this area of effort was to have most IA facilities wired for voice and Intranet capabilities. The end result was faster and more effective communication within regions, and across the entire enterprise. Fiscal Year 2008 will bring a new set of challenges as we prepare for connection to the Internet, and more bandwidth is being deployed to meet the growing need to communicate with our stakeholders, both internal and external, and with the greater World Wide Web community.

C2.3 - PROTRAC – IMPROVING PROBATE MANAGEMENT WITH CASE MANAGEMENT TOOL-SETS



The purpose of the ProTrac system is to provide an agency-wide, integrated probate information management and tracking system. There are several DOI organizations that must work together to perform all of the steps required to complete the probate process. On behalf of all BIA Probate Offices, the OCIO-IA took the lead in addressing this need in FY 2007, working closely with the ProTrac contractors and BIA users in the development of on-going requirements.



"At the Regional Office, with the use of authorized passwords for agencies, I am able to provide current status on probate cases from information encoded in the Progress Docket to beneficiaries who call or stop by the office. Status information includes who is working on the cases as well as updated information received from the beneficiaries that needs to be forwarded on to the agencies on behalf of the beneficiaries."

Beverly Wauneka, Navajo Regional Office, BIA

"Coupled with our own agency case database and TAAMS, ProTrac helps us quickly help beneficiaries and other departments when status and information are needed on a probate case."

Rebekah J. Martin, Legal Administrative Specialist,
Eastern Navajo Agency, New Mexico, BIA

C2.4 - ENABLING THE DELIVERY OF TRUST MANAGEMENT SERVICES

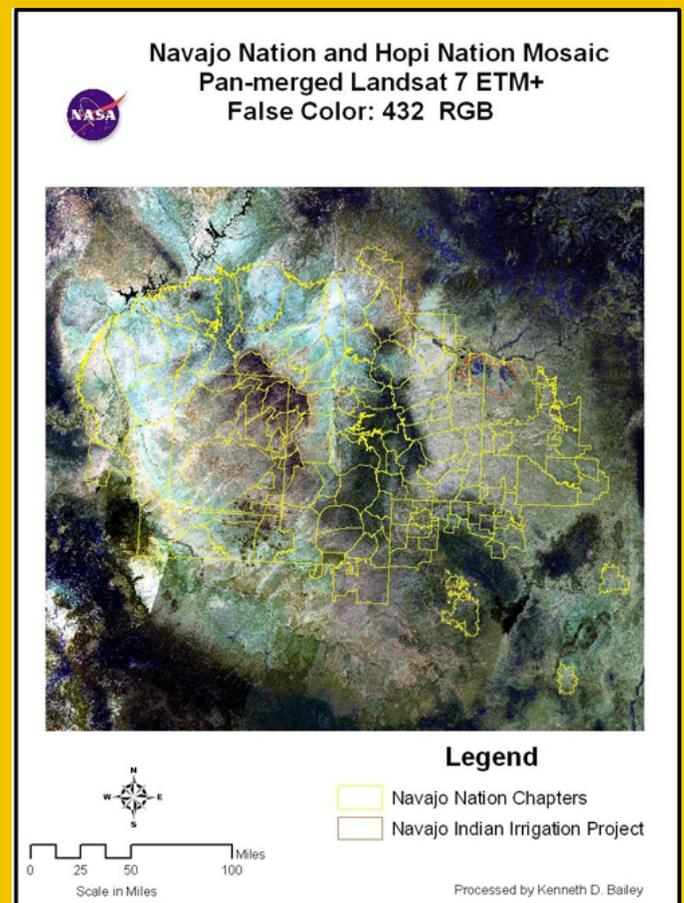


Using Information Technology to Deliver Trust Management Services through Geospatial Information Services (GIS) and Remote Sensing

In 2007, the OCIO-IA developed a partnership with the National Aeronautics and Space Administration (NASA) to use satellite images from the NASA Landsat satellite program. Combining satellite images with GPS data has allowed BIA Trust managers to better account for forests, roads, dams, bridges, and natural resources located on Federal Indian lands. Improved technologies applied to resource management will allow Trust management staff to better utilize resources, while reducing manual tasks such as driving to remote locations and taking inventories.

OCIO-IA provided assistance with the TAAMS project by obtaining and processing imagery for some reservations. This imagery was used as a "base image layer" for mapping reservation land boundaries. In addition, satellite imagery products were provided to the BIA Division of Forestry.

Using remote sensing value-added products like Landsat images together



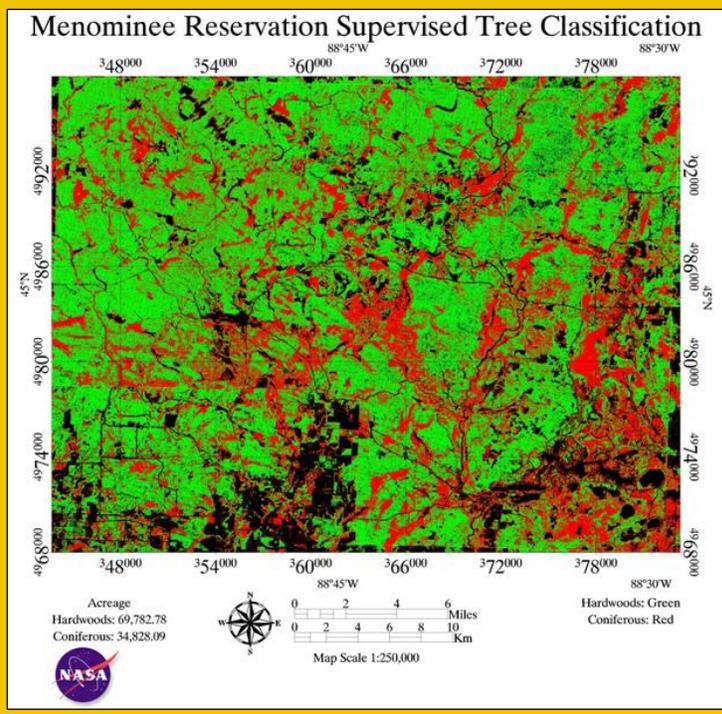
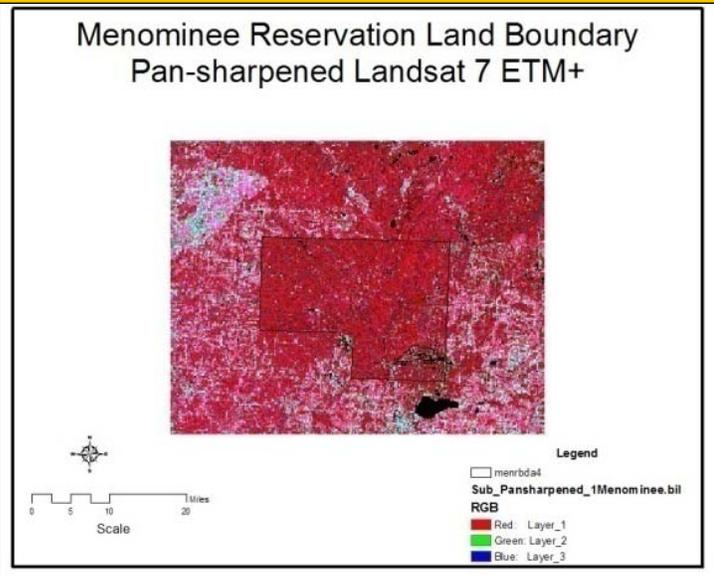


with image analysis and processing software, the Menominee Reservation's conifer and deciduous forests were delineated to establish their acreages.

Mosaics were created of both the Navajo Reservation and the Southern Ute Tribal lands. The Navajo Reservation mosaic can be found on display at the Hubble Trading Post, which is located on the Navajo Reservation. After the Southern Ute Tribe mosaic was created, Geographic Coordinate Database (GCDB) shape files were supplied by the Bureau of Land Management (BLM) Cadastral Survey Program to demonstrate the utility of remote sensing for land-boundary use.

The use of remote sensing with a Cadastral Survey is a logical, useful approach to land mapping. Remote sensing data is ortho- and geo-rectified, meaning that every pixel of the satellite image has a latitude and longitude coordinate. In the instance of Landsat data, this means each 15 meter pixel has a coordinate over which GCDB data of less than or equal to 12.2 meters can be layered, thereby creating a highly accurate product for Indian Country in a

short period of time and at tremendous cost savings, even when employed for land management, or other areas of BIA business.



Analysis provided by
Kenneth Bailey, OCIO-IA



C2.5 – NATIONAL GEOSPATIAL RESOURCE CENTER (NGRC)



OCIO-IA Geospatial Information Systems (GIS) executed several initiatives of national importance in 2007. In January, OCIO-IA coordinated and managed the successful closeout of the Geospatial Data Service Center (GDSC) in Denver, Colorado. A new center was established as the National Geospatial Resource Center (NGRC) in Albuquerque, New Mexico. The move was accomplished without incident; every effort was taken to ensure the integrity and security of the affected Trust data. The NGRC returned to operational status without delay—providing GIS systems, training, license distribution, and Help Desk support to IA and Tribal customers. NGRC trainers conducted 20 GIS training sessions in both Albuquerque and at Tribal locations throughout Indian Country.

OCIO-IA GIS participated at the BIA 2007 National Realty Users Conference, providing presentations on GIS technology and highlighting the benefits that the GIS program brings to Trust programs.



Land Status Map Product

Administrative Areas

Parcel Related Uses

Rights and Interests

Ownership Status

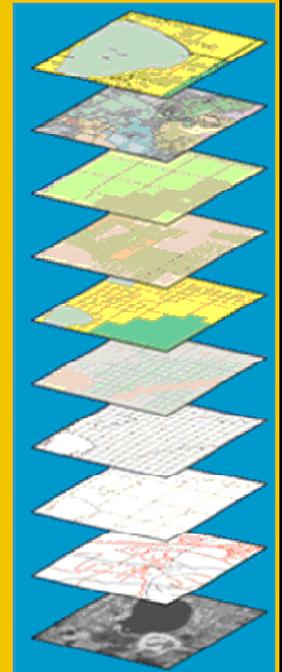
Legal Description

Corners and Boundaries

Public Land Survey Coordinates

Vector Reference

Digital Orthophotography



OCIO-IA GIS gave presentations to both BIA and Tribal users, and staffed a booth at the 2007 National Conference for GIS Users sponsored by the Environmental Systems Research Institute (ESRI). Over 50 Tribal and 30 BIA GIS professionals were provided complimentary passes by OCIO-IA to attend the conference, where many presented individual works at the Map Gallery.



OCIO-IA funded \$765,000 for GIS licenses for approximately 3,300 BIA and tribal users. The NGRC closed 992 Help Desk tickets and issued GIS software and updates to 383 users in both the BIA and Tribal user communities.

C2.6 - FACILITATING PUBLIC SAFETY WITHIN INDIAN COUNTRY



Interoperability Planning and Deployment for Tribal, BIA, State, and Local First Responders' Critical Communications

In FY 2007, the Land Mobile Radio (LMR) program began the site safety remediation project in the Southwest and Western Regions. Narrow banding and P25 compliant equipment was being deployed to meet Congressional and DOI mandates. In conjunction with DOI, South Dakota BIA LMR users were successfully migrated to the Statewide Radio System.



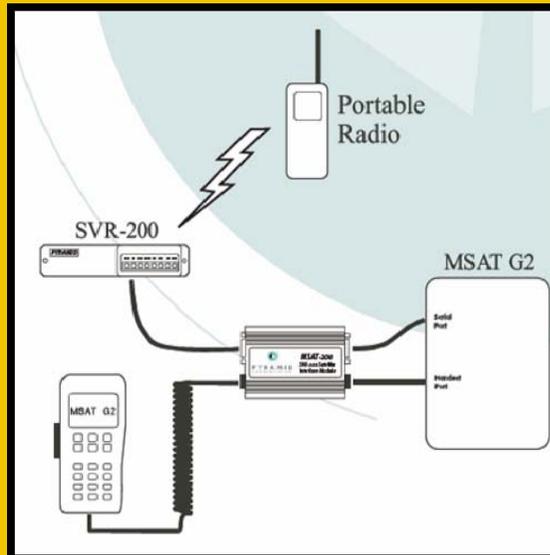
The program office continues to work closely with DOI in sharing resources and capabilities in other locations. The LMR team developed and is deploying advanced technologies for the BIA Office of Justice Services, including nationwide satellite coverage. An inventory and configuration management system was developed and put into operation to provide accurate audit reports. Internal Control Reviews (ICRs) were developed for the program and are under execution.



Satellite Radio/Antenna Installation



Vehicle Satellite Configuration



Radio/Microwave Tower



C2.7 – ITIMS - ENABLING TRANSPORTATION AND INFRASTRUCTURE IMPROVEMENTS



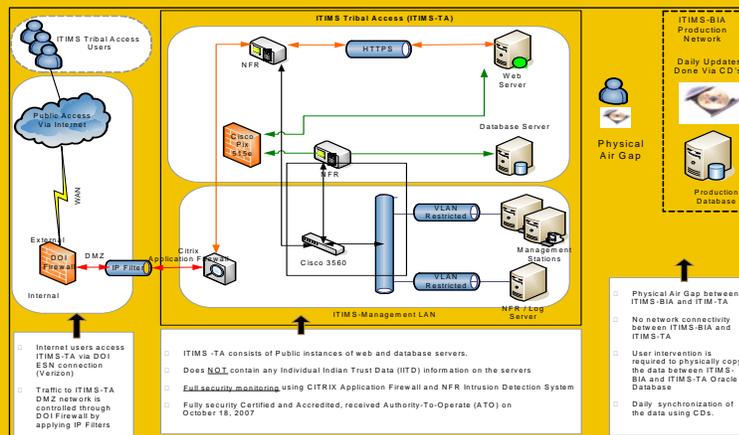
Integrated Transportation Information Management System (ITIMS) Brings Instant Access To Funding Availability.

The BIA Division of Transportation uses ITIMS to manage and report on efforts to maintain roads and related infrastructure for lands directly or indirectly managed by BIA, Federally recognized Tribes, or individual Indians. A connectivity solution was developed in FY 2007 and implemented on October 31st, 2007, specifically for the sharing of transportation data between BIA and the Tribes.

This solution allows BIA and the Tribes to work cooperatively toward a more effective and efficient use of the ITIMS system and the data they share. The Division of Transportation can now share data from ITIMS with Tribes to coordinate use of highway funds, which amount to about \$25 million from BIA and \$300-\$400 million in Federal Highway Administration (FHWA) contributions. This new connectivity solution was developed specifically for the sharing of transportation data between BIA and



Photograph courtesy of Sonny Bhagowalia



the Tribes, and will provide Tribal members with access to a version of ITIMS to enter data and generate reports. The data in the publicly available version of the ITIMS database used by the Tribes is manually synchronized daily with the internal official record.

Because there is no direct connection between the publicly available version of ITIMS on the Internet and the official record version of ITIMS on TrustNet, and because ITIMS records do not include Individual Indian Trust Data (IITD), BIA and the Tribes can work more effectively and efficiently as they use the ITIMS system and share data.



C2.8 - EMPOWERING INDIAN EDUCATION



In recognition of the needs of the Bureau of Indian Education (BIE), OCIO-IA established an Education Program Team to increase the scope and visibility of IT support to BIE offices and BIE-funded schools. This team is focused on helping schools meet the objectives of the No Child Left Behind Act and the Program Improvement and Accountability Plan (PIAP).

Al Foster, BIE Portfolio Manager



To make this possible, the Education Program Team worked diligently to identify potential funding sources for needed technology enhancements, and investigated ways in which existing resources could be leveraged to support the schools. One result of those efforts was a commitment of \$600,000 for implementation of improvements to Educational Native American Network (ENAN) capabilities. OCIO-IA also helped Pine Ridge School and Wingate High School receive funding commitments of approximately \$960,000 and \$1,200,000 respectively, through the eRate Program. Additional performance measures achieved by the Education Program Team are in Section C3.10.

IMPROVING EDUCATION SUPPORT

EXPANDED TECHNICAL SUPPORT

OCIO-IA awarded a contract to expand the positioning of field support resources near its customers, including BIE-funded schools. The additional field support resources were acquired based on customer locations – for BIE, for example, additional resources were acquired to provide support to the Four Corners area.

ENHANCED IT HELP DESK SUPPORT

OCIO-IA consolidated all IT Help Desk support at its ENAN Operations Center in Corbin, Virginia, to increase the effectiveness of Help Desk operations and timeliness of response to customer calls. The four person BIE help desk which performs multiple tasks associated with supporting BIE, opened 1,243 tickets in FY 2007. The consolidation of support functions in one location was extremely successful and was accomplished at no additional cost to OCIO-IA operations.



SCHOOL SUPPORT

OCIO-IA created a “Quick Response” capability to assist schools with significant IT issues that were beyond its day-to-day response capabilities. The first deployment of one of our Quick Response teams was to assist the Rocky Ridge Boarding School with critical issues related to computer virus infections, server reliability, and local communications equipment. Quick Response teams were sent over a period of two months to help remediate their issues. Quick Response teams were also dispatched to Mariano Lake Community School and Havasupai Elementary School, a six hour journey by mule to the bottom of the Grand Canyon.

ENHANCING BIE COMMUNICATIONS



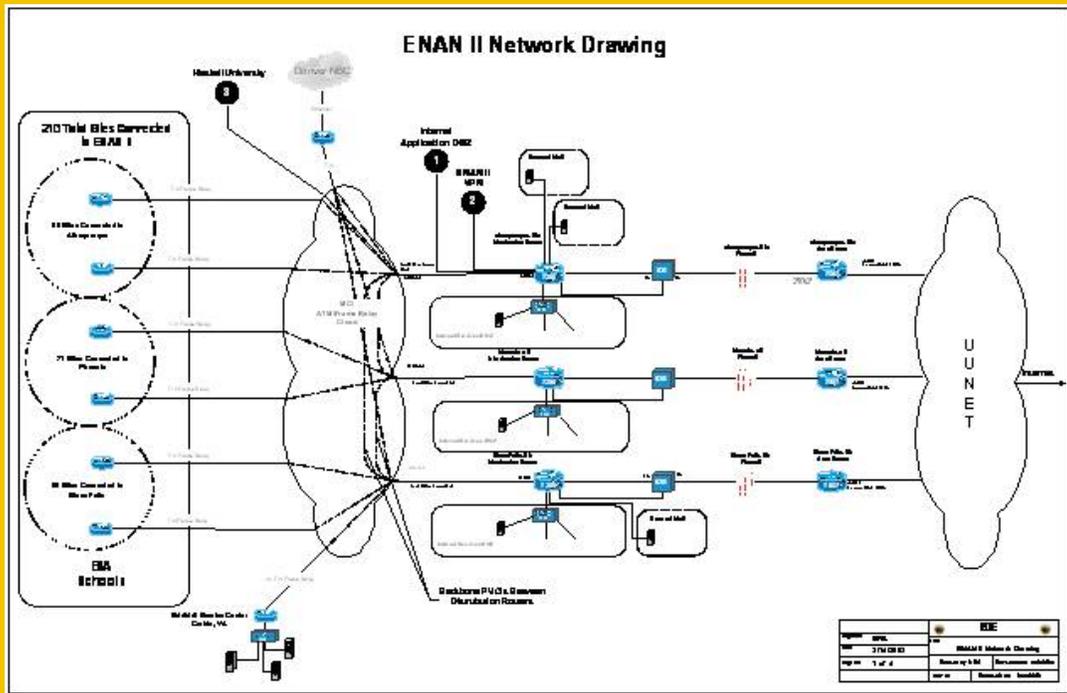
Upgrades To The Education Network Improve Service Delivery For More Than 50,000 Users.

The Educational Native American Network (ENAN II) is the logical interconnection of all BIE data networks. ENAN II is at the center of BIE school access to electronic information critical to supporting student performance. The establishment of ENAN II utilizes a commercially available and competitively procured source for networking services.

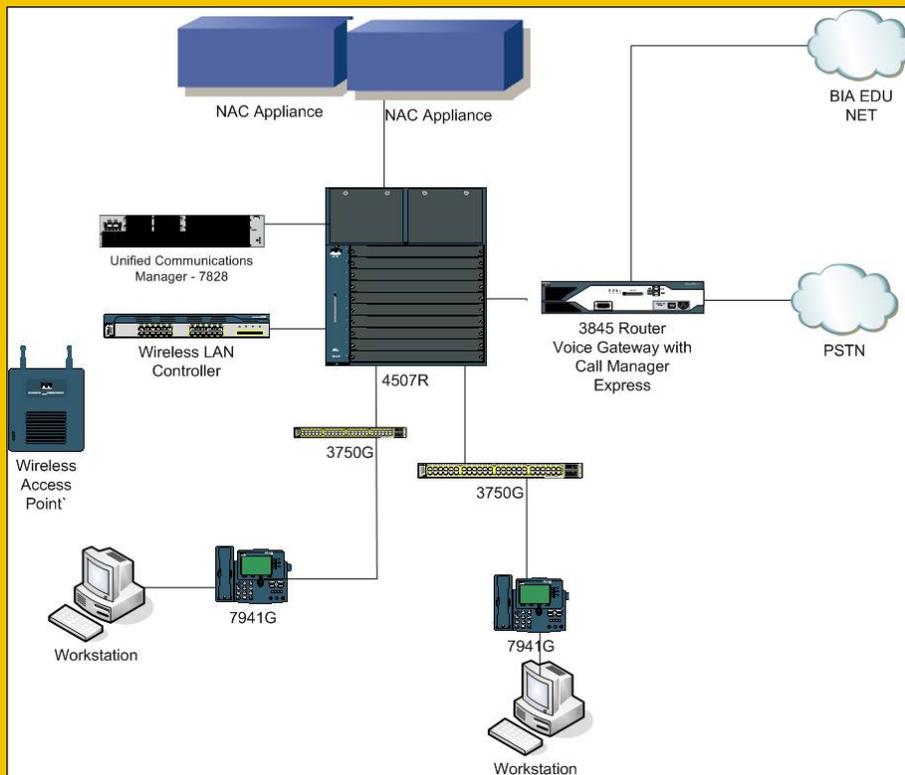
There are over 195 locations that require different levels of network support and management to provide connectivity to BIE-wide administrative systems, educational content delivery systems, educational collaboration systems, and specialized programmatic systems. These systems can scale up or down depending on levels of demand for information. OCIO-IA accomplished the following milestones in support of ENAN II in FY 2007:

- Managed and monitored the ENAN Network Operations Center (NOC), all school circuits, network security devices, and content filtering devices, and also ran the ENAN II help desk.
- Validated all ENAN II circuits.
- Designed and planned for the migration of ENAN II from the existing legacy network to a newer more robust network providing quality of service (QOS) for both voice and video applications.
- Evaluated, designed, and deployed a new web content filtering solution to keep ENAN II in compliance with Children’s Internet Protection Act (CIPA).
- Upgraded existing routers and replaced obsolete routers in the ENAN II network to provide support for strong encryption and data authentication technologies.
- Accomplished material progress in preparing for an ENAN II backup NOC.

An ENAN topology Wide Area Network (WAN) diagram and sample school campus Local Area Network (LAN) topology diagram are on the following page.



ENAN WAN Topology Diagram



Sample Extra Large School (more than 240 users) LAN Topology



SECURED NEW FUNDING FOR SCHOOLS THROUGH THE FEDERAL COMMUNICATIONS COMMISSION (FCC) E-RATE PROGRAM



OCIO-IA continued its efforts to increase the success of BIE-funded schools in using the eRate Program. The eRate Program is administered by the Federal Communications Commission (FCC) and provides funding for Internet connectivity to schools and libraries supporting economically disadvantaged communities.

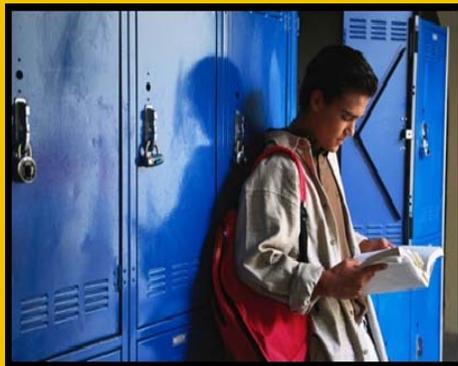
Efforts to improve the success of BIE schools applying for eRate program funding resulted in a record 101 schools applying in FY 2007 – an 18 school increase over FY 2006. With many eRate applications still under review, a favorable trend is emerging that promises to significantly exceed the 2006 school year funding commitments. BIE-operated schools fared particularly well and accounted for 9 of the 18 participating schools. By the end of FY 2007, BIE-operated schools had received more than double the eRate commitments received for school year 2006, with the eventual expectation of more than tripling 2006 commitments.

In addition to working with the education community to help get eRate funding for various schools, OCIO-IA has also taken a lead role in accessing grants and other funding sources.

In FY 2007, OCIO-IA obtained \$300,000 from BIE to begin deployment of Active Directory for the BIE Central Office, Albuquerque Service Center, and Education Line Offices (ELOs). We also obtained a \$600,000 increase in funding for ENAN in FY 2007.



...working with the Tribal Nations to build success.

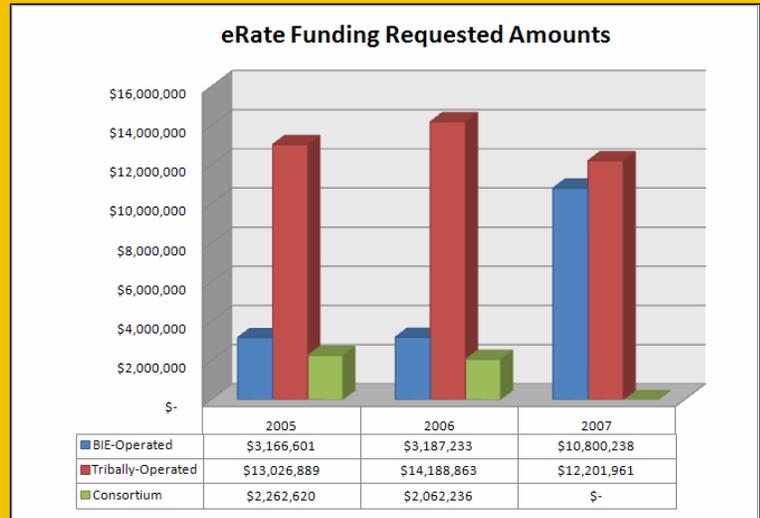


Photograph courtesy of Sonny Bhagowalia

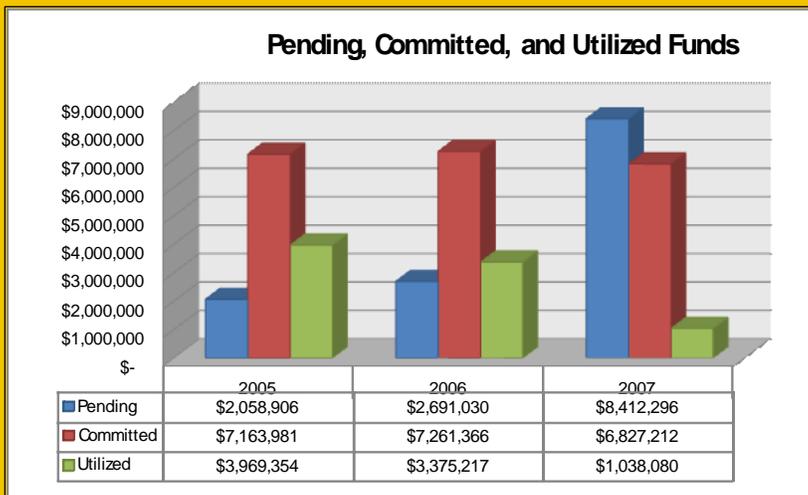


FCC eRate Program Key Metrics for BIE and Tribally Operated Schools

OCIO-IA and BIE have been working together closely to increase use of the Federal Communications Commission (FCC) Universal Service Fund eRate Program. The eRate Program is administered by the Universal Service Administrative Company (USAC) and provides discounts to assist most schools and libraries in the United States with obtaining affordable telecommunications services, Internet access, internal connections, and basic maintenance. The eRate Program pays for a percentage of the cost of qualified services for eligible entities, which can be as much as 90% for many BIE-funded schools. For all BIE-funded schools, the total amount of funds requested has increased by 44% between program funding year (PFY) 2005 and PFY 2007. The eRate program funding year corresponds to the school year calendar which begins July 1 and ends June 30 of the following year. PFY 2007 was a record year in terms of the number of schools that submitted eRate applications.



As OCIO-IA has sought to improve the operational efficiency of the BIE eRate Program, it has determined that only approximately 30% of the annual total funding requested by the schools has been approved by the USAC and only approximately 40% to 50% of the approved (committed) funds are utilized by the schools. OCIO-IA has committed to improving BIE performance in these two areas and began implementing operational program enhancements in FY 2007. Included in the enhancements were increased support of the schools, consolidation of administrative functions to improve

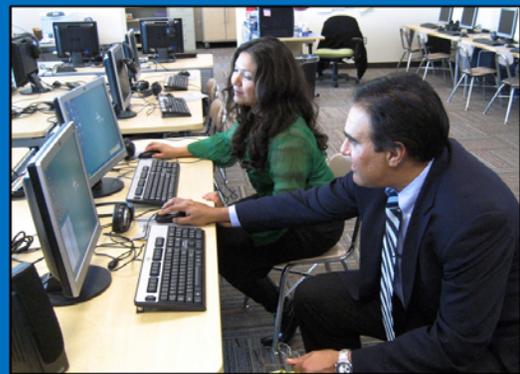
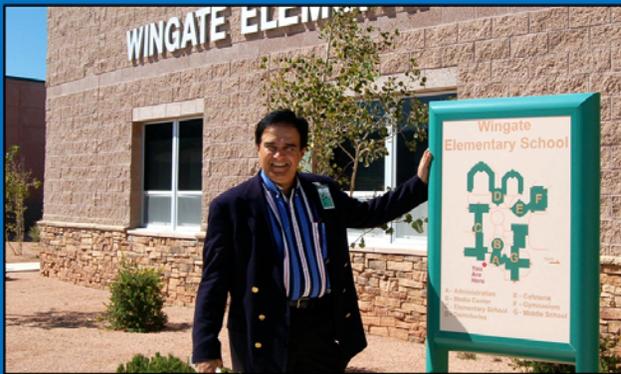


responsiveness to the USAC, and improving monitoring of the use approved funds by the schools. OCIO-IA will carry these efforts forward into FY 2008 to help schools become more successful using the eRate Program, thereby helping students and teachers to become more successful as well.

Pending=awaiting decision Committed=authorized to spend up to amount Utilized=actual funds used



THE CIO-IA VISITS BIE SCHOOLS AND INDIAN COUNTRY





C2.9 - ENABLING SELF-GOVERNANCE AND ECONOMIC DEVELOPMENT

SELF-GOVERNANCE DATABASE (SGDB) REWRITE



The IA Office of Self-Governance (OSG) and Self-Governance Tribes have been using the Self-Governance Database (SGDB) to effectively manage and monitor the funds awarded under Self-Governance funding agreements since 1993. Multiple reports are available to OSG and Self-Governance Tribal users on the status of funds negotiated under Self-Governance funding agreements. The system also generates the financial documents included in funding agreements and fund award documents. These source documents are used to officially obligate funds in the official accounting system, the Federal Finance System (FFS).

The SGDB needed revisions and other improvements to bring the system into conformity with new FFS accounting codes, and to make the database easier to use. This year, OCIO-IA served as the facilitator for guiding the SGDB rewrite, ensuring proper documentation was developed so that the system adhered to best practices. Contractors working with the OSG provided application development and modification, and made needed revisions and improvements. Updates to the system make real-time financial reporting available online to Self-Governance Tribes and the OSG via a web interface.



Photographs courtesy of Sonny Bhagowalia

Window Rock, Navajo Nation, Arizona



The new system was jointly certified and accredited by OCIO-IA and the Bureau's Designated Approving Authority (DAA) in FY 2007. It went live on November 6, 2007, through the OSG. OCIO-IA staff continues to jointly monitor the system with OSG, ensuring security and system integrity. SGDB supports 94 Self-Governance compacts representing 234 Tribes and Alaskan Native villages.

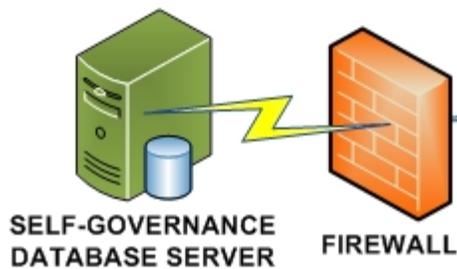
"The IT upgrade of the Self-Governance Database was a daunting task for OCIO-IA and the Office of Self-Governance staff, but in the end, they met the challenge and the goal was accomplished. OSG looks forward to a solid working relationship with OCIO-IA as both are now intertwined as a finely tuned team."

Sharee Freeman, Director, OSG



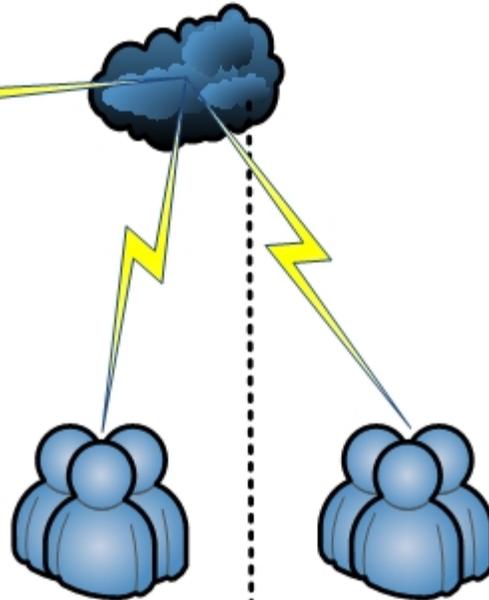
SELF-GOVERNANCE DATABASE CONNECTIVITY (SGDB) SOLUTION

NEW VERSION WAS "LIVE" NOVEMBER 6TH, 2007 FOR OSG & SELF-GOVERNANCE TRIBAL USERS
THERE IS NO CONNECTIVITY BETWEEN THE INTERNET AND ANY INTERNAL BIA NETWORK



- Financial Management application providing multiple functionalities per user's security clearance.
- Does not contain any Individual Indian Trust Data (IITD) information on the servers.
- Fully Certified & Accredited. Received Authority-To-Operate (ATO) on September 14th, 2007.

PUBLIC ACCESS VIA INTERNET



WEB USERS

- Access is granted to various modules of the application based on user's security clearance.
- Tribal Funding Agreements Online users will require a security clearance.
- Read-Only access does not require a security clearance.

FINANCIAL MANAGEMENT USERS

- Financial Management users require a security clearance.

PROBLEM SOLVED!



C3 – ACCOMPLISHMENTS FOR ENTERPRISE IT MANAGEMENT

Building a Strong Infrastructure Platform for Service Delivery

OCIO-IA has focused on the evaluation and remediation of telecommunications, systems, and security infrastructure issues that negatively impact its delivery of IT services. Undesired complexity, variability, and duplication of the hardware and software can cause high service and support expenses, and create additional security weaknesses.



We have worked over the past two years on a massive upgrade of the IA wide area network (WAN) and campus/local area networks (LAN). Upgrades include:

- Encrypted logins and logging for all routers, firewalls, switches, and bridging appliances.
- Enhanced network monitoring and reporting through the acquisition of 16 best-of-breed fault, configuration, performance, and security monitoring tools.
- Acquisition of state-of-the-art switching equipment to establish a more robust Virtual Local Area Network (VLAN) architecture.
- Deployment of a performance modeling and analysis tool to conduct engineering analysis and support IT infrastructure acquisition decisions.

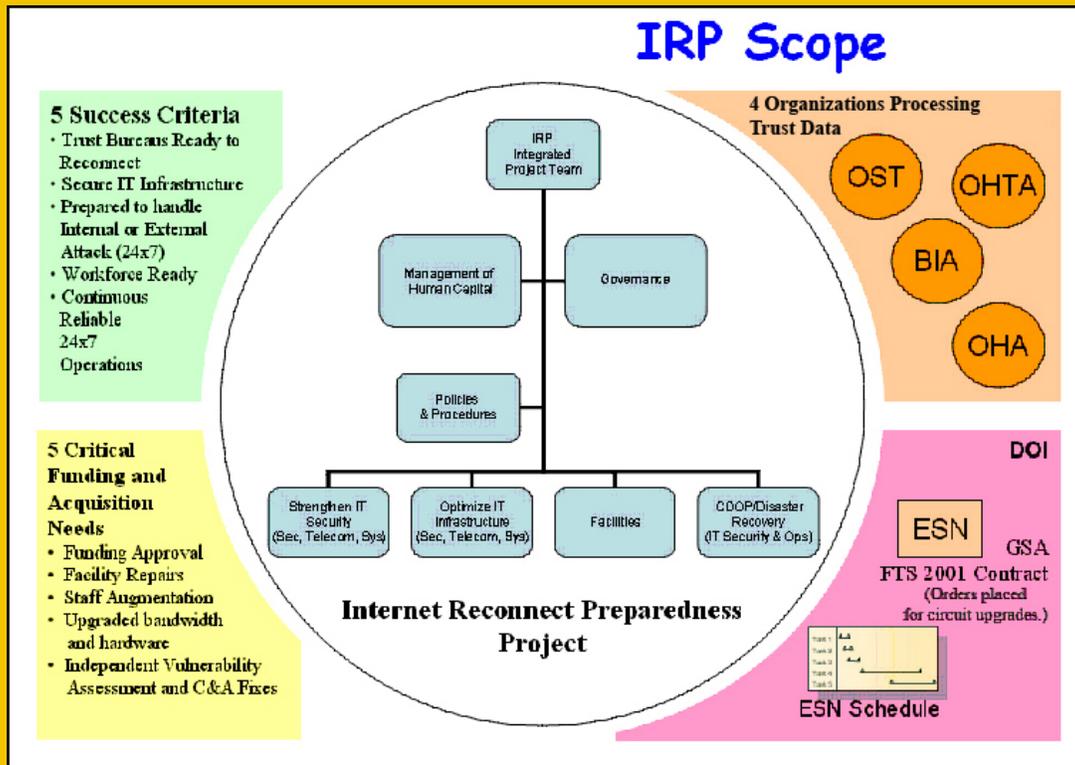
FY 2007 proved to be a productive year for enhancing the overall IA IT infrastructure.



C3.1 – ACHIEVED PROGRESS TOWARD INTERNET RECONNECTION



Reconnecting IA to the Internet is essential for delivering critical and life-saving services to Indian Country. One of the greatest challenges facing IA for the past several years has been the inability to deliver the full spectrum of services that would otherwise be possible with access to the Internet. The IA enterprise disconnection from the Internet since December of 2001 stems from ongoing litigation over Indian Trust accounts. OCIO-IA has been thoughtfully engaged in an effort to prepare Indian Affairs for eventual reconnection to the Internet through its Internet Reconnect Preparedness (IRP) project. Telecommunications, systems, facilities, and security considerations for the IA IT infrastructure are fundamental to our technical readiness for reconnection. Technical and non-technical aspects of reconnection preparedness have been central to OCIO-IA activities in FY 2007, with the successful completion of Phase I of IRP.



Significant progress was made in FY 2007 toward preparing IA for secure Internet reconnection and demonstrating our readiness to our oversight authorities. There were many significant technical accomplishments, and best practice project management processes were implemented to support this project. We assembled an integrated project team to define the requirements and design



the technical and security architecture around the IT infrastructure. We established a project clearinghouse comprised of OCIO-IA managers and DOI OCIO representatives to help the team manage project risks and coordinate communication with key organizational stakeholders. Technical and managerial peer reviews aided in the completion of all required design and implementation deliverables for the project.

Key technical accomplishments of IRP Phase I included:

- Replacing key core IT infrastructure components nationwide.
- Initiating bandwidth upgrades to IA Regional Offices of 300% and Field Offices of 100%.
- Addressing and eliminating 1100 critical security vulnerabilities.
- Establishing Service Level Agreements with the three other DOI bureaus and offices with Federal Indian Trust management responsibilities.
- Deploying 16 new tools for better network and security management and monitoring.

C3.2 - UPGRADED SECURITY FOR A MORE A RELIABLE BUSINESS ENVIRONMENT

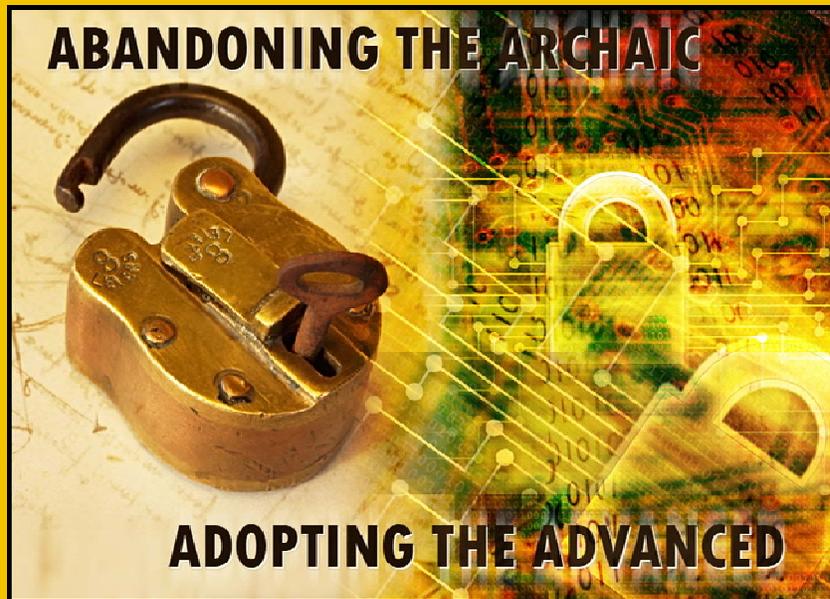


Security remains one of the top OCIO-IA priorities. IT Security design activities are focused on providing a network that effectively meets end-user needs for advanced telecommunications services using a highly secured, redundant, and reliable infrastructure for information transfer. Improvements in the security profile were instrumental in allowing OCIO-IA to raise its PMA eGov Scorecard results. Several key accomplishments during the year include the following:

- In partnership with the Security and Systems divisions, conducted on-site inspections and **eliminated over 1100 vulnerabilities**.
- The Certification and Accreditation (C&A) team **visited 4 zones, 12 regions and 34 agencies/field sites during FY 2007**, completing the four-zone local area network (LAN) General Support System (GSS) C&As. Site visits were also used as opportunities to educate regional managers, technical staff, and other stakeholders about IT security.
- Initiated Security Technical Implementation Guides (STIGs) in support of the Federal Information Security Management Act (FISMA). **100% of the portfolio of applications and general support systems were tested by August 31, 2007.**



- **97.7% of BIA and AS-IA Federal and contractor employees (5473 combined) completed Security Awareness Training (SAT) by the DOI July 31, 2007 deadline.**
- Security engineers **successfully deployed and tested Intrusion Prevention Sensors to monitor traffic at all 12 BIA regional offices.** Network Access Control (NAC) devices with coverage for the entire enterprise, and a vulnerability management tool, significantly reduced the number of workstation and server vulnerabilities during the last quarter of the fiscal year.



Key technologies and supporting practices were implemented to raise the overall security profile of the IA IT infrastructure to meet industry and government best practices and standards.

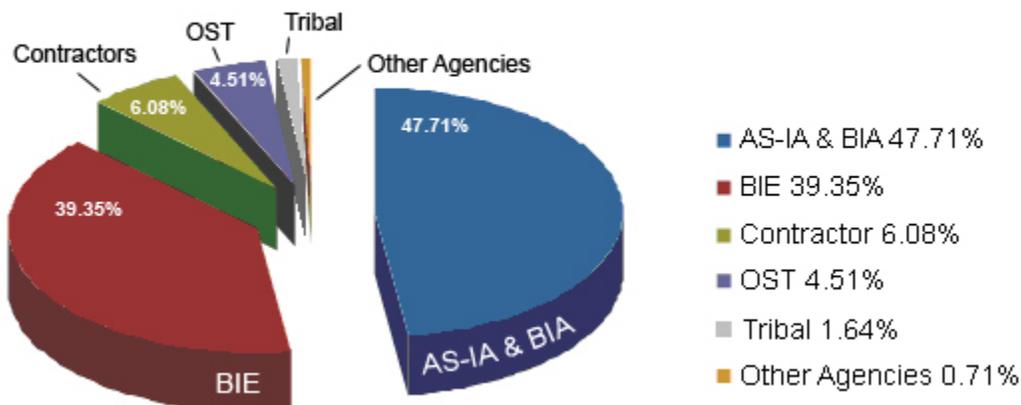
C3.3 - IMPROVED ACCESS TO STAFFING DATA THROUGH THE IDENTITY INFORMATION SYSTEM (IIS)



OCIO-IA released a new version of the Identity Information System (IIS), otherwise known as e-Profile, during FY 2007. IIS is the central repository of Federal and contractor staff and security information for IA. The system provides management and security administration with the ability to track individual profile information and track access requests to various computer systems. It also allows managers to delegate approving authority to individuals within their office (Federal direct reports). The system also provides system business owners and administrators the ability to receive and process system access requests accordingly. The new version has enhanced security to reduce and better protect users' privacy information in accordance with new standards.



IIS INDIVIDUAL RECORDS EMPLOYMENT TYPE 11430 Total Employed



IIS maintains data on over 11,000 individuals, including employees and contractors of the BIE. All individuals who have access to the IA network may access and maintain their own personal data and enter access requests for BIA systems. This system maintains the access statistics for all BIA official systems, completion of mandatory training, and entry processing, and aids in the exit processing of all employees and contractors who are granted IA network and system access. Approximately 335 system access requests have been processed through IIS since the new release. Approximately 2,400 actions upon system access records have been processed since the new release, which reflect requests, approvals and removals, and other actions.

These enhancements to IIS fundamentally improve our ability to manage secure access to vital IA enterprise resources. All individuals (100%) who are in IIS must have passed the Security Awareness Training, have a legitimate Background Clearance, and obtained the approval of a business sponsor to get access.



C3.4 – IMPLEMENTED WORKFLOW MANAGEMENT FOR GREATER EFFICIENCY



In 2007, a pilot project was completed to improve the user interface and streamline the workflow for the controlled correspondence function of the Information Management System (IMS). IMS is a web-based system designed to track correspondence and other documents through specific workflows within IA, and to be a central repository for information. IMS is also a work management tool for managers to assign work to employees, as well as a tool for everyone in IA to receive work and report progress. Work (tasks) and documents are separate and independent functions in IMS; however, they can also be linked together and cross-referenced. IMS tracks due dates and automatically calculates the number of days remaining until items are due.

All documents, including incoming correspondence, are maintained as digital images in a single repository in IMS, and can be located by searching the repository using different types of data pertaining to a document, such as its document number, title, or subject. Documents can be routed through pre-defined workflows or workflows created by the user at the time of routing. Document routes can require any person on a route to “sign” the document with their surname before moving it on through the route. During the 2007 calendar year, 3502 documents were placed in the IMS repository.

C3.5 - IMPROVED SYSTEMS UPGRADES THROUGH SYSTEMS MANAGEMENT SERVER (SMS)



Indian Affairs has adopted and deployed Microsoft Systems Management Server (SMS) to help streamline the process of patch management and vulnerability remediation.

The SMS recording capability enables the system to identify hardware, software, desktop configurations, and workstations needing software patches for security compliance. Additionally, the enterprise vulnerability assessment tool allows for the scanning of hosts (routers, switches, printers, or other devices) for security vulnerabilities.

SMS has streamlined the process of patch management and vulnerability remediation with significant results. The total number of vulnerabilities (both missing workstation patches and host vulnerabilities) has declined by more than



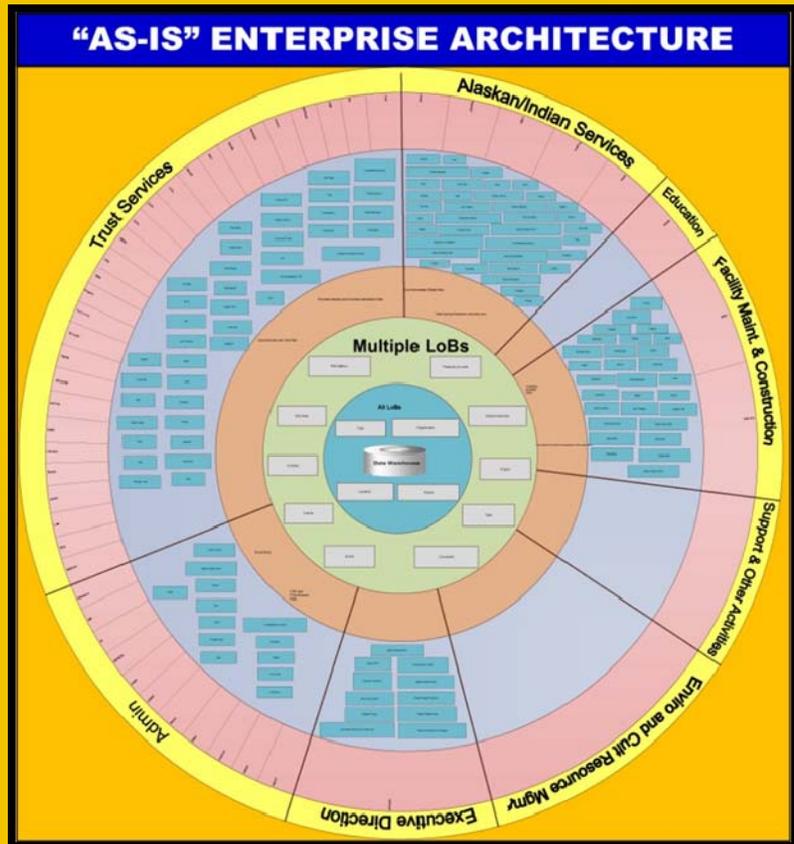
90% since implementation. OCIO-IA is continually running these tools to further decrease security risks and help maintain a secure computing environment.

C3.6 – IMPLEMENTED ENTERPRISE ARCHITECTURE



The Baseline “As-Is” Enterprise Architecture (EA) was completed and significantly updated in FY 2007 as required by OMB Directive and by Division E of Public Law 104-106. The Baseline EA provides a clear picture of the current state of Indian Affairs and identifies opportunities for improvement, most of which can be realized by providing additional or enhanced technological support across the enterprise. The Enterprise Architecture As-Is now represents a baseline snapshot of the IA six lines of business and 11 functional areas, including over 22 performance areas, organizations of over 5000 personnel, business relationships, information, and the review of 44 systems of supporting technology. The Baseline “As-Is” EA also found a lack of synergy ranging from infrastructure duplication (e.g. over 100 Local Area Networks with unnecessary duplication of equipment), to improvement opportunities for information sourcing, sharing and use, and a need for improvement in data warehousing and federation. Requests to enhance IT and business operations can be better supported by OMB and Congress with this enterprise documentation.

Enterprise Architecture provided key participation in the Geospatial Modernization Blueprint, and began the Trust Modernization Blueprint. These blueprints form the “to-be” gap analysis and transition plan for their respective business areas, laying out a roadmap to a future in which technology supports business for greater effectiveness and efficiency.





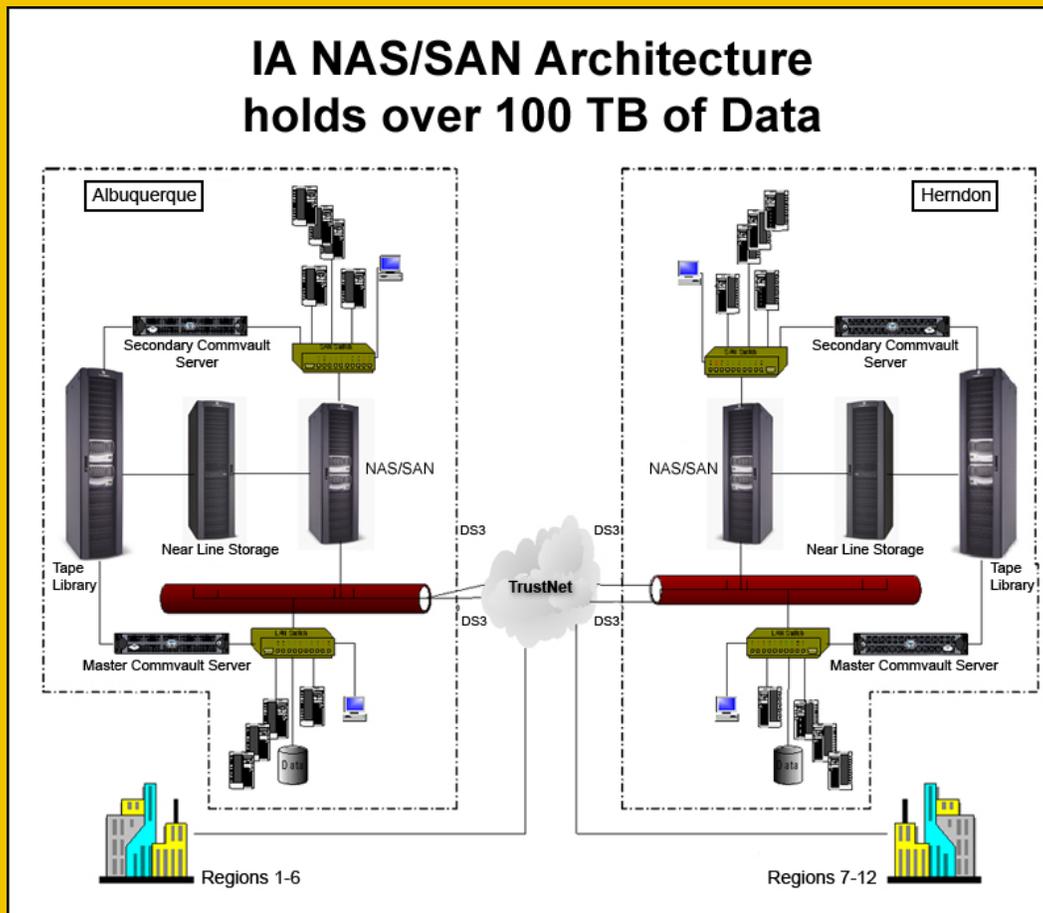
C3.7 - IMPROVED DATA STORAGE, BACKUP, AND RECOVERY THROUGH ADVANCED DATA STORAGE

IA has moved away from a widely distributed and diverse networked environment to a consolidated Windows 2003 Network with a single secure Active Directory structure.

Network Attached Storage (NAS) and Storage Area Network (SAN) technologies are being used to ensure greater security, availability, data integrity, and backup and retention, and to centralize management of all IA data.



This new storage and replication technology allows IA to replicate all data across the enterprise at two core storage sites. Replication technology allows for redundancy so that if a BIA regional office data storage site has technical problems, the core replication site can be used until the local storage site is repaired and data restored from the core replication and backup site.





C3.8 - PREPARED TO COPE WITH EMERGENCIES THROUGH CONTINUITY PLANNING

During FY 2006 and FY 2007, the OCIO-IA Office of Information Operations (OIO) embarked on a major effort to remedy challenges in the area of business continuity preparedness.

BIA HAS MADE SIGNIFICANT & WORTHWHILE PROGRESS...BUT A CONTINUING, CONSISTENT EFFORT WILL BE REQUIRED TO SUCCEED OVERALL...

OCIO CONTINGENCY MANAGEMENT TEAM

OFFICE OF THE CHIEF INFORMATION OFFICER

OCIO DESCRIPTION OF CONTINUITY PLANNING ELEMENTS

| | |
|-------------|--|
| BCP | Business Continuity Plan - overall master plan for response & recovery - applies to all activities & functions supporting the enterprise - executed immediately in all major disasters |
| EMP | Occupant Emergency Plans - apply to personnel safety, protecting life - executed immediately when competing threats to persons at specific locations exist |
| COOP | Continuity Of Operations Plans - focused on EAF's (Essential Activities & Functions) - those deemed to be mission-critical core activities - executed immediately in all major disasters |
| CCP | Crisis Communications Plan - applies to control and facilitation of communications with personnel, external collaborators, stakeholders, and the public during a crisis - executed immediately in all major disasters |
| ITCP | IT Contingency Plan - focused specifically on recovery and continuity of major applications, and, mission-critical elements of the GSS (General Support System) - is executed immediately in all major disasters |
| CIRP | Cyber Incident Response Plan - applies during all IT security related incidents - this is an independent plan that may be activated at any time there is a cyber incident warranting a response as detailed in the CIRP, regardless of whether or not a broader context disaster has occurred - is executed during any critical cyber incident where an IT security response is required, or when an immediate competing cyber threat to the business environment or assets exists |
| DRP | Disaster Recovery Plan - applies in cases where major disruptions with long-term effects require relocation/recovery to an alternate site - is executed immediately in all major disasters when a long-term disruption exists, and when relocation/recovery to an alternate site is required |
| BRP | Business Resumption Plan - applies to the entire business environment (all AF's), particularly after all EAF's have been addressed - deals with restoring business environments to full and normal operations - is executed after the emergency situation has passed, and the BCP and subordinate plans have been completed successfully - the conclusion of the BRP marks the enterprise's continuity full return to a permanent or semi-permanent state of normal operations and conditions |

OCIO HIERARCHY OF CONTINUITY PLANNING

This is the basic model for how BIA OCIO will conduct a major continuity effort in the face of a major disaster. The BCP (Business Continuity Plan) is the highest level plan structure and addresses our critical response to a crisis overall with respect to all activities and functions, and activities and management of subordinate plans (COOP, DR, COOP, COP, ICP, CIRP) - more narrowly scoped and more tightly focused, but still under the auspices of the BCP throughout the response and recovery effort. Once response and recovery are completed successfully, the BRP (Business Resumption Plan) dictates our post-response priority return to full and normal operations.

There are two main challenges to address in continuity planning in the event of a disaster:

1. Protect people
2. Protect key mission critical business information residing on systems

OCIO-IA is supporting both initiatives, and we have completed the following:

General:

- Adopted a comprehensive continuity planning methodology in compliance with the National Institute of Standards and Technology (NIST) and OMB.
- Generated various continuity-related plans and outputs for the planning framework.

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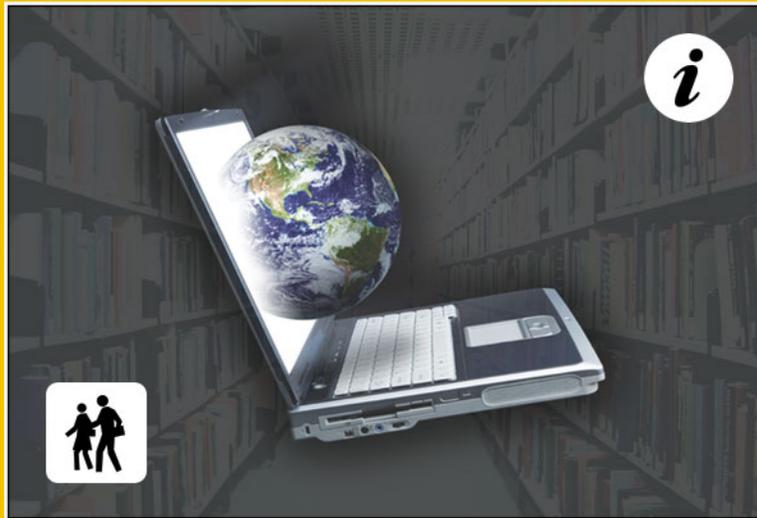
- Addressed and closed audit findings relative to past inspections.

COOP:

- Assessed rudimentary options for emergency telecommuting.

IT COOP:

- Reviewed existing systems to assess strengths, weaknesses, and options for improvement where needed.
- Improved application, system, and network-level IT contingency testing by increasing training and business resumption awareness.
- Conducted initial contingency planning, training, and testing for both IA primary data centers.



Protecting people and mission critical information is vital to reconstituting business in a set time in the event of a disaster.

Previously, continuity planning was conducted in compartmentalized environments, mainly due to the absence of a secondary data center. The construction of the new data center paved the way for an enterprise Continuity of Operations Plan/Disaster Recovery (COOP/DR) approach. New design strategies were developed and the first OCIO-IA COOP exercise was conducted. This initiative by OCIO-IA was the first large-scale, comprehensive continuity program to be pursued and implemented within Indian Affairs.

After the development of initial planning tools, OCIO-IA staff were assembled for continuity training, indoctrination, essential early planning, and tabletop exercises in preparation for any minor or major catastrophic emergency. The results of this effort were very revealing and informative, and reinforced the need for continuity planning at all levels of the organization.



Follow-on analysis generated significant recommendations for and improvements to the OCIO-IA customized continuity planning framework. Although the planning and testing efforts revealed numerous fundamental issues with IA continuity preparedness levels, they were neither unexpected nor out of context. The critical success factors to further progress are:

- A comprehensive continuity planning framework for the OCIO-IA now exists where one did not previously.
- Initial planning, training, and testing efforts were contextually successful.
- Review of the OCIO-IA continuity framework by outside inspectors showed not only material improvement over past practices, but also a material superiority to similar processes in place in peer organizations.
- Although we are not yet at an ideal state of readiness across the entire enterprise due to funding constraints, today's state of survivability is fundamentally improved over past levels, as corroborated by outside authorities (KPMG auditors, OST auditors, DOI e-gov Scorecard).
- IA is on an ever-improving track toward achieving a very high level of competency and preparedness in continuity matters.
- Expertise has been instantiated in-house and further cultivated throughout the entire organization. The development of a cadre of highly trained professionals is a logical progression from this point.

Reviewing business processes from a perspective of survivability provides business units an opportunity to further streamline and prioritize operations. The net effect should be a general boost to efficiency across the enterprise everywhere that continuity planning exists.

Today, stakeholders can be reassured that the protection of their interests at IA has been materially enhanced, and is on an ever-improving track that should offer a reasonable and comforting level of survivability.



C3.9 - IMPROVED RECORDS MANAGEMENT FOR EASIER ACCESS TO DATA AND INFORMATION

Records and Vital Information Management is of the utmost importance within IA. OCIO-IA is refocusing our attention in this critical area to reflect this key function in our management practices and ensure that we deliver results by establishing measures to gauge our accomplishments during the year.

From new responders on Contingency Management Teams who are specifically dedicated to aggregating and protecting priceless historical records and vital information in cases of emergency, to realignment of values and complementary technology strategies, we are working to ensure that this area of focus does not remain neglected in any meaningful context.

Much good progress has been made by dedicated teams who are well attuned to the interests of the Tribes and American Indians and Alaska Native people in preserving this aspect of their heritage, historic national treasures, and cultural and institutional knowledge.

FY 2007 RECORDS AND INFORMATION MANAGEMENT ACCOMPLISHMENTS

| | |
|---------------------------|--|
| PRIVACY ACT | <p>47 major IT systems have current Privacy Act Impact Assessments (PIA) and Systems of Records Notices (SORN):</p> <ul style="list-style-type: none"> • 12 complete SORNs drafted and submitted for approval. • 18 systems relieved of further Privacy Act compliance requirements as a result of completed PIAs, after determining that they hosted no Personal Identifiable Information (PII). • Streamlining the records and information management infrastructure - 17 major systems are scheduled for retirement or reassignment as their current mission requirements are assimilated by other systems. <p>In FY 2008, Privacy Act-related functions will be incorporated into the Division of Information Security and Privacy to ensure that this aspect of IA operations receives appropriate emphasis.</p> |
| RECORDS MANAGEMENT | <p>Leading into FY 2008, as a by-product of Vital Records and Continuity of Operations efforts undertaken in FY 2007, a Vital Records Officer for Indian Affairs has been designated. Vital Records training within IA is another improvement that commenced in January 2008 at the new Chief Information</p> |



| | |
|---|---|
| | <p>Officer's initial Summit for IT Professionals and business stakeholders of Indian Country.</p> <ul style="list-style-type: none">Records Management functions as currently envisioned and staffed for assessments and compliance is strongly supported within OCIO-IA to ensure data is maintained and appropriately safeguarded. Efficiently and effectively facilitating stakeholder access to this data is part of the overall OCIO-IA vision. <p>Performance measures and metrics for enforcing compliance with vital records, privacy, and information management best practices are being added to evaluation standards for business and program managers within IA. This will greatly enhance the attention to detail and effort invested in honoring records management standards and other drivers such as the Paperwork Reduction Act (PRA), OMB business emphasis, and BIA enforcement needs.</p> |
| <p>POLICIES AND RECORDS MANAGEMENT</p> | <ul style="list-style-type: none">325 Records Management Inspections conducted.304 Corrective Action Plans reviewed, approved, and submitted.30 Privacy Impact Assessments (PIA) conducted.3 Privacy Act Systems of Records Notices (SORN) published.35 Information Collection Notices prepared, reviewed, and published in the Federal Register.9 Months – average time required to renew or prepare to publish a Federal Register Notice.11 Federal Rules published in the Federal Register.138 Policies and Procedures prepared, reviewed, and published. |



C3.10 - INTEGRATED PERFORMANCE MANAGEMENT TO MEASURE OUR ORGANIZATION

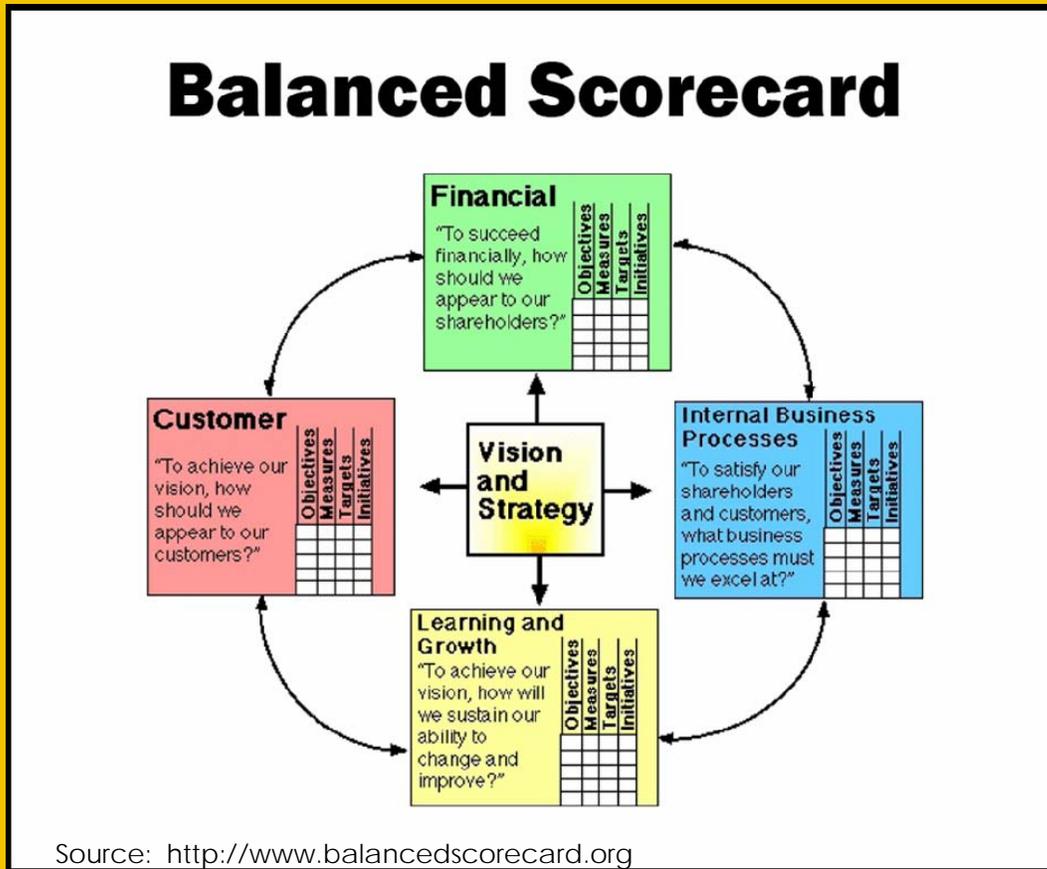


While other OCIO-IA accomplishments during the past year represented completed programs, it is equally important to recognize the initiation of important new programs vital to enhancing our organization's overall performance. The Integrated Performance Management program is a new initiative that will enable OCIO-IA to align our organization to best meet business goals and objectives, define and implement data capture for key metrics, evaluate performance, and develop improvements to correct deficiencies. This program will examine a continually refined body of metrics within our operations to establish baselines for future internal comparisons, as well as external comparisons with government and industry benchmarks.

OCIO-IA is using the Balanced Scorecard (BSC) approach to align performance metrics into four distinct categories and give a balanced perspective on how well we are meeting overall performance goals and implementing our vision and strategy.



The Balanced Scorecard is a proven methodology used in industry and government, and monitors organizational performance from four perspectives: Financial, Customer, Internal Business Process, and Learning and Growth. The BSC supports the maximum, "What gets measured gets done – what you measure is what you get."



Since many of the metrics are being used for the first time as a performance assessment tool, it is necessary to collect historical data to develop baselines needed for tracking annual progress. This effort is continuing as we establish a valid baseline and further assess the selection of measures which give the most meaningful snapshot of IA performance achievements in meeting stakeholder needs. In this respect, OCIO-IA is in the process of completing an accurate and straightforward collection of real-world performance metrics that will offer a trustworthy measurement of where we currently stand in all meaningful areas of performance. We will use the data collected to compare ourselves to best industry benchmarking standards, and then discern appropriate balances to determine how we will focus our attention. Once we possess a clear understanding of where performance exceeds or falls short of an ideal baseline, we will have the ability to map the road ahead in a sound fashion.



MEASURING OUR **FINANCIAL** PERFORMANCE



The Financial Perspective will track metrics reflecting infrastructure, funding, people, and other resources needed to sustain and secure the future. Baseline data shows that during

FY 2007 we were at 4% of the overall IA budget (lowest in DOI) and over 6% lower than best practices prescribe. We also spent an average of approximately \$7,700 in IT costs per IA employee.

Almost 83% of the IT budget was spent on personnel and IT service contracts, leaving only 17% for mainframes, enterprise hardware and software, data center rental costs, and utilities. 85% of the budget is spent maintaining legacy systems to sustain current mission operations.



OCIO-IA received a final grade of "Green" in IT Investment Management (ITIM) in the FY 2007 PMA eGov Scorecard **by meeting all PMA eGov Scorecard requirements.** OCIO-IA surpassed the goal of reaching the OMB/GAO ITIM Stage 3 of 5 Status for GPRA, one year ahead of schedule. In fact, OCIO-IA also completed 86.6% of ITIM Level 4 requirements in FY 2007 – one year ahead of schedule!

MEASURING HOW WELL WE SERVE OUR **CUSTOMERS**



Customer metrics will provide a measure of how well we respond to customer requests for assistance, and are indicative of how well we are meeting the needs and requirements of our customers. We have made initial strides, but we need to do a better job of gathering customer satisfaction data. These

metrics include:

- Statistics on answering customer phone calls and emails.
- Properly assigning trouble tickets to the correct repair tier.
- Time required to respond to user requests and to implement corrective actions.
- Total numbers of trouble tickets processed by type, number, and length of time tickets have been in queue.
- Highlights from the FY 2007 baseline measures show that trouble calls to the Help Desk achieved a first call resolution rate of 97% for very simple requests. However, for more complex calls our numbers (30%) are lower than the industry gold standard (80%, according to the Help Desk Institute).
- Only 2% of callers abandoned their attempt to report a problem with an average hold time for answering calls at 31 seconds.
- The distribution of repair assignments based on trouble calls was 31% to the Help Desk, 50% to the Desktop Support team, and 19% to the Tier-3 repair group.



These and other metrics will give us a better feel for the customer experience

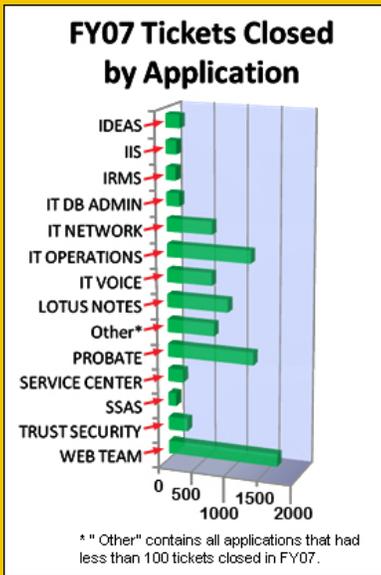
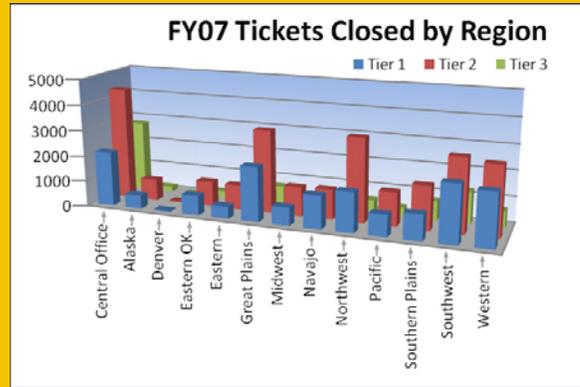
when reporting problems. FY 2007 brought significant improvements in staffing, procedures, and measurement of our support services.

We found that our tools can bring a wealth of quantitative analysis of our trouble tickets and services rendered. Through call data analysis, we found we had very low average hold times and excellent call completion rates. Additionally, our telephone support staff was able to resolve nearly 30% of initial calls for service. In FY 2007, the Central Office had

the best overall performance followed by Northwest and Great Plains.

In performing ticket analysis, we have found areas on which to focus technician training efforts, as well as work with field staff and customers to ensure they are realizing the full benefits of our support services.

We see opportunities to improve our ticket data collection to increase the accuracy and attribution of the work being performed. Going forward, we are increasing the capability of service operators so that they will have the knowledge, tools, and access rights to resolve more issues on the first contact.



| Best Overall Performance | | | |
|---|-----------|-----------|-----------|
| Metric | 1st | 2nd | 3rd |
| % of All Tickets | CO (20) | NW(14) | GP (13) |
| Fastest Average Resolution Time(Days) | SP (1:33) | P (1:52) | EO (1:84) |
| Most Tickets Closed | CO (1506) | NW (1087) | GP (982) |
| Highest Tickets per Employee | CO (167) | GP (140) | NW (136) |
| Most Customers per Technician | CO (87) | W (65) | GP (64) |
| Central Office (CO), Northwest(NW), Great Plains(GP), Western (W) | | | |
| Southern Plains(SP), Pacific(P), Eastern Oklahoma(EO) | | | |

| Average Monthly Service Center Statistics | |
|---|------------|
| Tickets Closed | 4,100 |
| E-Mail Volume | 1,697 |
| Call Volume | 2,450 |
| Answer Delay | 14 seconds |
| Abandoned Calls | 48 |
| Abandonment Rate | 2% |
| Ticket Assignment Accuracy Rate | 95% |

We are implementing customer satisfaction surveys which will tie directly to technician quality and timeliness of service. Further, we are establishing performance benchmarks that we will measure against for qualitative analysis.



BENCHMARKING OUR INTERNAL BUSINESS PROCESSES



OCIO-IA is developing Internal Business Processes metrics, which are a series of performance measurements of the efficiency of IA business processes considered critical for accomplishing our missions and goals. These metrics will examine a wide range of internal processes, and will be continually refined as our performance measurement models mature:

- Average System Life Cycle (SLC) time for projects
- Average time to implement new project capabilities
- Average time to process, assign, and close "Service Center Trouble Tickets"
- Accuracy rates for assigning and reassigning tickets
- Average time to close tickets related to the various applications
- System uptimes and downtimes
- Data volumes processed
- Average time required to renew or prepare to publish in the Federal Register
- FISMA compliance scores



As an example of an Internal Business Process metric, baseline data reveals that in FY 2007 it took an average of 10.6 days to close a "Service Center Trouble Ticket" and 4.5 hours to close a "Desktop Trouble Ticket." Trouble ticket accuracy rates were almost 93% for some basic problems and the accuracy rate was almost 81% for those needing to be reassigned.

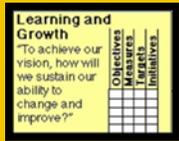
However, additional categories of problems are being added to the service portfolio and require improvement. The resultant FISMA compliance score was 91%.

We will use these scores to help choose areas of our internal business operations to focus on for improving efficiencies in ways that are most beneficial to our stakeholders. We are also adding email customer surveys (three questions) to every ticket to gather customer satisfaction feedback in FY 2008 to assess IT performance.

Finally, IT can only "automate inefficient business processes faster." Therefore, OCIO-IA is working with business owners to complete business process reengineering before developing IT systems in FY 2008 for greater efficiency.



LEARNING AND GROWTH: MEASURING TRAINING AND ADVANCEMENT



Learning and Growth perspective metrics focus on employees, support the notion that "people are our key resource," and if successfully applied will lead to an organization that is fully prepared to meet future challenges. Some of the specific measures include:



- Percentage of employees receiving training.
- Percentages of employees completing security awareness training.
- Percentages of OCIO-IA staff with technical certifications.
- Percentages of OCIO-IA staff with project management training or certification.
- Number of IT security staff receiving new professional certifications.
- Percent of OCIO-IA personnel costs spent for employee recognition awards and training.
- Existence of employee career growth, IT succession plan, and professional growth training opportunities



These measurements will reveal our commitment to rewarding and providing career enhancement opportunities to the people in OCIO-IA who work so hard to achieve and sustain the success we have made during the past year. The baseline for these metrics is still being refined, but initial numbers show that almost 99% of our employees have completed security awareness training and almost 12% have project management training/certification. In FY 2007, OCIO-IA spent \$65,000 on training, in addition to software training in Herndon for fifteen new IT security monitoring tools. We have budgeted \$407,000 for staff training in FY 2008 – a 525% increase.

To emphasize the importance OCIO-IA is placing on excellence and outstanding performance, we have doubled our award pool from 1.5% of our salary expense in FY 2007 to 3.0% in FY 2008.

The Integrated Performance Management program was launched in late FY 2007 and will be fully implemented during FY 2008. This initiative will improve our ability to evaluate our performance against our goals via specific metrics, and make adjustments as necessary to help us continually improve. It establishes a core of accountability between OCIO-IA and its customers in IA bureaus and program offices, as well as end-users and stakeholders.



OCIO-IA FY 2007 Awards



\$297,980 and 7 QSI for 121 Employees @ Exceptional or Superior Performance and 56 Star Awards

Office of the Chief Information Officer
CIO: Sanjeev "Sonny" Bhagowalia
DCIO: Vacant



Additional Employee Awards:
2 Exceptional and 2 Superior

Business Operations & Management

Director: Sylvia Burns



Additional Employee Awards:
2 Exceptional and 22 Superior

Information Development

Director: David Roberts



Additional Employee Awards:
1 Exceptional and 10 Superior

Information Security & Privacy

Director: Joan Tyler



Additional Employee Awards:
1 Exceptional and 3 Superior

Information Operations

Director: Gil Wake



Additional Employee Awards:
17 Exceptional and 53 Superior

Architecture & Business Solutions

Director: Christine Cho



Additional Employee Awards:
1 Exceptional and 7 Superior

| Organization | Employee's Performance | | | Total Award \$ | QSI | Star |
|--------------|------------------------|-----------|------------|----------------|----------|-----------|
| | Exceptional | Superior | Total # | | | |
| OCIO | 2 | 2 | 4 | 14,400 | 0 | 0 |
| DBOM | 2 | 22 | 24 | 53,724 | 1 | 11 |
| DID | 1 | 10 | 11 | 26,026 | 1 | 0 |
| DISP | 1 | 3 | 4 | 9,400 | 0 | 17 |
| OIO | 17 | 53 | 69 | 164,327 | 5 | 12 |
| DABS | 1 | 7 | 8 | 30,103 | 0 | 16 |
| 6 | 24 | 97 | 121 | 297,980 | 7 | 56 |