

leveraging multi-factor authentication capabilities, while ensuring an appropriate blend of security, usability, and cost efficiencies is maintained.

Objective 3.4 – Assure a trusted and resilient information and communications infrastructure

The DOJ cyber security program requires a committed investment in people, processes, and technology to provide Information Assurance (IA) and Computer Network Defense (CND) for our mission critical systems and data. Our ability to achieve strategic goals is contingent on our ability to capture, process, manage, analyze, and share information. To meet mission investigative and information sharing requirements, our agents, attorneys, and analysts depend on connectivity to the Internet, other DOJ components, and multiple levels of government. This connectivity level increases the exposure of our systems to disruption from cyber threats and attacks.

Executive Order 13587 (October 7, 2011) directs structural reforms to ensure responsible sharing and safeguarding of classified information on computer networks. As a result of the order and presidential classified safeguarding activities, DOJ is subject to mandates and objectives to enhance classified information sharing and safeguarding across the executive branch. Our focus on removable media control, reducing anonymity, enhanced access controls on systems and applications, and enterprise auditing across classified and unclassified enclaves will result in a more robust and secure information environment that will better enable mission success.

Another significant risk to government information systems is the insider threat, which was demonstrated by the highly-damaging WikiLeaks incident and Edward Snowden's disclosure of National Security Agency (NSA) global surveillance program documentation. In addition to personnel security system enhancements, DOJ will guard against these threats by investing in technical monitoring and detection tools on all classified networks and systems. These investments will also help guard against advanced persistent threats (APTs), which are a family of sophisticated and organized cyber-attack tactics and techniques to access and steal information from compromised computers. With our law enforcement and national security missions, DOJ and its components are increasingly targeted for APT attacks. The use of new technologies will allow us to identify malicious software through advanced network monitoring, advanced host-based monitoring, and behavioral-based detection capabilities.

Strategic Goal 4: Deliver innovative solutions to meet customer needs

DOJ will continue to deliver innovative solutions to meet the needs of various customer groups. DOJ's wide variety of IT customers include criminal investigators, prison guards, U.S. marshals, U.S. attorneys, counter-terrorism analysts, forensics experts, controlled substance regulators, program managers, and administrative staff, to name a few. As compact mobile computing devices and wireless broadband revolutionize the ways we access and use information, much of DOJ's innovation agenda in the coming years will be driven by the adoption of mobility solutions and cloud services.

Objective 4.1 – Support component deployment of mission systems to meet specific customer needs

While many customer needs can be fulfilled with enterprise solutions and commodity IT services, there will always be a need for custom solutions built to meet a specific need for a specific set of users. The reasons a specific solution is needed can vary – restricted access to the information, a focused user base with constantly changing needs, or a specific mission system with complex requirements and data.

The need for these types of solutions is often driven by individual DOJ components. When a commodity service or shared solution is not a feasible option, DOJ will support components in building specific mission systems to meet their own customers' needs. A recent example of this is the FBI's SENTINEL case management system. Because of FBI's unique technical and business requirements for case management, the solution is customized for the FBI and is not a candidate for serving as a shared service platform.

As the Department moves forward with a shared service and service broker approach, we expect certain mission systems to remain component-specific (i.e., not provided as a shared solution). Over the long term, as IT environments continue to evolve into computing ecosystems that put data and application tools in the hands of users, some mission systems will be created directly by customers, using the suite of tools and data made available by IT at either the component or the Department level.

Objective 4.2 – Provide mobility services to enhance employees' mission effectiveness and improve service delivery and information access to the public

DOJ is committed to providing mobile services to enhance our customers' experience, empower employees, and inform the public. With sales of mobile devices outpacing desktop and laptop computers, the computing marketplace will continue to evolve rapidly towards the use of mobile services. Today, private industry and the public use mobile services on a daily basis, and the federal government is making significant progress bringing these capabilities into the IT environment in an effective and secure way. Public consumption of DOJ data for use on mobile devices is growing, and our employees want to use the same mobile productivity tools at work that they have at home. The OMB Digital Strategy, a federal initiative in which DOJ is heavily involved, addresses this dynamic and sets a strategic path to capitalize on the expanded capabilities mobility services provide.

In line with the OMB Digital Strategy, DOJ has developed a strategy to expand enterprise mobile services in four areas:

- **Open data services** – These services will make standardized, high-value data sets available to employees and the public, so users can manipulate the data and develop mobile applications use the data in innovative ways. (See also Objective 4.3.)
- **Mobile application services** – These services will provide user-friendly application development tools for employees and various partners across the community. DOJ

approved applications (apps) will be certified for security, privacy, and legal soundness before being published to a store for download by employees and the public.

- *Mobile device services* – These services will provide DOJ employees with the mobile devices they need to do their jobs, while managing these devices from acquisition to replacement.
- *Mobile platform services* – These services will provide the infrastructure and management services to implement and operate a mobile application environment containing a DOJ apps store that provide DOJ-certified apps for download, ensure application, data, and device security, and promote strategic sourcing for federal or enterprise mobile contracts.

To manage the mobile assets of open data, mobile applications, and mobile devices, DOJ will create a management life cycle that integrates policy, governance, security, contracting, and communication and collaboration.

Objective 4.3 – Spur innovation and improve services by engaging the public and making DOJ datasets available

In support of the Federal Open Data Policy, and to better manage the Department’s data set assets, DOJ will build and expand data set management services for internal use of data, and for sharing with the public as appropriate.

Along with other agencies across the federal government, DOJ participates in the Open Government Initiative and has made data sets available online for public use. DOJ will continue to be responsive to public requests for data that serves the public interest and improves awareness of the Department’s mission operations.

When we do so, DOJ is committed to providing data that complies with federal standards for openness and easy public use. To promote openness, DOJ will implement a development environment that is consistent with GSA’s Project Open Data initiative. The environment will include support for developing open data sets, as well as cataloguing services for hosting, marketing, and making available open data sets to the public. To manage the open data sets, DOJ will develop a life cycle that spans the identification of potential high-value data sets through creation, use, and final disposition. Integrated into the life cycle will be various controls to ensure protections for data security, access security, records management, privacy, legal stature, civil rights protection, and eDiscovery.

DOJ will also engage proactively with the public to identify data sets that are desirable for public access. To do so, DOJ will partner with mission owners to develop and manage public interaction tools that provide the Department with greater awareness of public interest and enable the public’s greater involvement in providing input into the Department’s public policy making process.

To measure the effectiveness of this public engagement, the Department will capture performance metrics and analytics that measure usage and satisfaction of various customer groups. Currently, the Department analyzes and publishes key performance metrics on

enterprise IT investments, infrastructure, and transformation initiatives through the Federal IT Dashboard, DOJ Dashboard, and Exhibit 53 and 300 submissions. To expand this level of transparency, the Office of the CIO will establish a program performance and reporting team whose purpose is to provide oversight, evaluation, and tracking of OCIO performance and establish quantitative metrics to better measure expected business value, customer satisfaction, and return on investment.

These performance metrics will be shared with component IT program management, business and mission sponsors, and departmental leadership to enable better decision making for investment funding and continuance. The Department CIO also plans to create a communications and coordination team that will establish OCIO communication protocols and improve engagement with DOJ customers, including components, external agencies, and key stakeholders. The communications team will develop communication strategies to optimize information sharing and coordinate with the program performance and reporting team to analyze feedback from customers on OCIO performance and satisfaction levels.

Use of Social Media to Engage Public Participation. In addition to making datasets available to spur innovation, the Department will continue to use social media platforms to enhance our interaction with the public and advance mission priorities. These innovative technology platforms are extensively used by the general public and enable the Department both to push (publish) as well as to pull (receive) information from the public to assist with investigations and other mission activities.

An example of social media's value to our mission is the FBI's response to the Boston Marathon bombing in April 2013. Following the bombing, the FBI published pictures of the prime suspects to both their website and Twitter account and asked the public to submit tips, including digital pictures or videos of the bombing, via social media. The massive response via social media provided numerous leads that assisted the investigation.

Strategic Goal 5: Expand information sharing

Information sharing among the Justice community has been a priority for the Department since before the September 11, 2001, terrorist attacks on the World Trade Center and the Pentagon. Further efforts to improve counter-terrorism and homeland security information sharing in the wake of 9/11 have resulted in the apprehension of terrorist suspects and prevented terrorist attacks from occurring within the United States. Law enforcement information sharing remains the primary focus of DOJ's information sharing program, and our progress has steadily improved as new technologies, capabilities, and standards are made available to DOJ users and the law enforcement community nationwide. While we have made great strides in information sharing, there is more to be done.

Objective 5.1 – Drive collaboration internally and with the broader law enforcement community

In recent years, DOJ's internal collaboration on information sharing has focused on the most important data assets for law enforcement and counter-terrorism. We have addressed many of

the most pressing information sharing needs for the Department, through the National Data Exchange Program (N-DEX) and other initiatives. Building on these achievements, DOJ will continue to identify new information to be shared and to develop innovative methods for sharing.

In addition to our internal efforts, DOJ will continue to improve how we share timely and relevant information with law enforcement and intelligence community partners. The FBI's Criminal Justice Information Services (CJIS) branch is at the forefront of DOJ's sharing with the nationwide law enforcement community, and additional capabilities are provided by the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), U. S. Drug Enforcement Administration (DEA), and other components. Numerous DOJ systems support the analysis, aggregation, and dissemination of criminal history, biometric identification, firearms eligibility and ballistics, forensic and lab analysis, statistical, and reference information to assist DOJ, its federal law enforcement partners, and state, local, and tribal (SLT) law enforcement agencies. We will continue to refine how we provide these information services to ourselves and our partners to ensure the right information is available to the right people at the right time. As we move forward, an increasing focus on preventing crime, in addition to responding to it, will require a more proactive approach to information sharing, while ensuring the privacy and civil rights of U.S. citizens continue to be protected.

Objective 5.2 – Work with the community to develop and use information sharing standards

Successful information sharing across the extended Justice community requires a deep understanding of user requirements; governance structures to oversee information sharing initiatives; clear policies, procedures, and processes; and a flexible technology environment to facilitate information sharing. In collaboration with the broader Justice community (through FBI's CJIS division, the Bureau of Justice Assistance (BJA), and other DOJ organizational units), the Department has contributed many information sharing standards now in use. One example is the National Information Exchange Model (NIEM), which is the descendent of the highly successful Global Justice XML Data Model (GJXDM). DOJ will continue to work with our partners who maintain and use NIEM and other standards, such as DOJ's Law Enforcement Exchange Specification (LEXS), to evolve these standards and amplify the benefits of standards-based information sharing.

In addition, DOJ's Office of Justice Programs (OJP) sponsors DOJ's Information Exchange Package Documentation (IEPD) Clearinghouse, a repository of reusable information exchanges created by the information sharing community. DOJ also works with the Program Manager for the Information Sharing Environment (PM-ISE) to expand information sharing across the justice and intelligence communities.

Objective 5.3 – Negotiate sharing agreements and enable shared services with public safety and law enforcement partners

DOJ is committed to sharing all pertinent law enforcement information with our federal, state, local, and tribal criminal justice partners. To that end, the Department has re-established the

Law Enforcement Information Sharing Coordination Council (LCC) as the governing body for the Department's information sharing efforts. The council is responsible for ensuring that the Department and its components are able to accomplish our information sharing policy objectives, including the establishment and administration of sharing agreements with law enforcement partners.

Component organizations within DOJ, such as FBI's Criminal Justice Information Services division, ATF, and DEA, already provide essential information services and systems that are used to prevent and solve crimes. These systems include the Integrated Automated Fingerprint Identification System (IAFIS), National Crime Information Center (NCIC), Internet-based firearm trace request submission system (eTRACE), Combined DNA Index System (CODIS), and Law Enforcement Online (LEO). These systems are used to collect and disseminate information for criminal investigations, background checks, identification services, criminal statistics, and other related areas for law enforcement. These and other systems serve the community well and are examples of the federal government's commitment to providing information sharing services to the broader state, local, and tribal user base.

To strengthen the flow of information among the larger law enforcement community, an important challenge is expanding the horizontal sharing of information between state, local, and tribal agencies, especially when there is a federal interest in improving collaboration. Opportunities to improve these information sharing services include: 1) further standardizing processes and data across the user base; 2) co-locating services out of regional service centers; and 3) continuing to deploy new services that provide user friendly, access-controlled tools for law enforcement and public safety users.

Objective 5.4 – Strengthen information safeguarding to protect privacy and civil rights

Privacy, civil rights, and civil liberties protections are integral to maintaining the public trust, and this trust is a cornerstone of our information sharing and safeguarding efforts. DOJ's Office of Privacy and Civil Liberties reviews the information handling practices of the Department to ensure these practices consistently and effectively protect personal information. Our IT security programs in DOJ, both at the Department and component level, provide the technical and policy implementation mechanisms to protect DOJ's controlled unclassified information (CUI) and ensure the privacy and protection of citizen's personally identifiable information (PII). These controls are verified routinely through data calls and by conducting private impact assessments of IT systems that process PII. Awareness of the importance of information safeguarding also is strengthened through mandatory workforce training.

DOJ and our component bureaus use a risk-based approach to identify and deploy appropriate security and safeguarding measures. The specific implementations of these measures can vary, based on the sensitivity and criticality of the information handled during counter-terrorism, law enforcement, litigation, incarceration, and other operations.

The federal government is deploying more comprehensive and adaptable security controls, such as common identity and access management solutions. These controls along with other enterprise-wide approaches will lead to a more stable trust model between government

agencies and our partners, which will help further reduce barriers to information sharing and enable more timely and monitored sharing in the future. To accomplish this, information protections will need to be continuously reinforced and assessed, including monitoring of access and use controls, analysis of audit and usage information, and regular and systematic compliance reviews. In the past, protecting information and sharing information were frequently at odds, with sharing often considered counter to maintaining information security. As we move forward, the trust relationships based on established and monitored levels of security between partners will enable more effective information sharing, rather than hinder it.

VI. Alignment of DOJ IT strategic goals to the DOJ Strategic Plan

The Department of Justice Strategic Plan for Fiscal Years 2014–2018 lists three strategic goals. The Department’s five IT strategic goals that are detailed in this document align with these goals and are included in the DOJ Strategic Plan’s “Managing the Mission” section. Because information technology is an enabling function—and not a mission function—IT goals may be construed as supporting all departmental goals indirectly since the ultimate purpose of IT is to enable agencies and their personnel to carry out their respective missions effectively and securely. That said, the following table maps the Department’s IT goals to the departmental strategic goals to which they are most aligned.

Table 4 – IT Strategic Goal Alignment with DOJ Goals

DOJ Strategic Goals	DOJ IT Strategic Goal Mapping
GOAL 1: Prevent terrorism and promote the nation’s security consistent with the rule of law	IT Goal 3 - Enhance IT security IT Goal 4 - Deliver innovative solutions IT Goal 5 - Expand information sharing
GOAL 2: Prevent crime, protect the rights of the American people, and enforce federal law	IT Goal 3 - Enhance IT security IT Goal 4 - Deliver innovative solutions IT Goal 5 - Expand information sharing
GOAL 3: Ensure and support the fair, impartial, efficient, and transparent administration of justice at the federal, state, local, tribal, and international levels	IT Goal 1 - Institute IT portfolio management IT Goal 2 - Streamline IT operations IT Goal 3 - Enhance IT security IT Goal 4 - Deliver innovative solutions IT Goal 5 - Expand information sharing

VII. Compendium of component goals and priorities

The Department consists of over fifty component agencies, offices, and programs that execute the Department's law enforcement mission. From smaller offices such as the Office of Tribal Justice and Office of Privacy and Civil Liberties, to large components such as the Federal Bureau of Investigation and the Criminal Division, the Department's components rely on the effective use of information technology to accomplish their unique missions.

This section summarizes the IT goals, priorities, and major investments and initiatives of selected components and offices from across the Department. While Departmental investments in IT infrastructure such as data center consolidation benefit components Department-wide, components' missions often require investments that provide unique capabilities to their workforce. As the Department institutionalizes its IT portfolio management model (strategic goal #1), components will have greater visibility into each other's requirements and investments, resulting in increased shared solutions and a smaller number of stand-alone investments.

Please note: The following summaries are not meant to be all-inclusive but are representative of the Department's use of IT to support its mission.

Major Components (as defined by personnel size and overall budget)

A. Bureau of Alcohol, Tobacco, Firearms and Explosives

Component Mission: ATF protects our communities from violent criminals, criminal organizations, the illegal use and trafficking of firearms, the illegal use and storage of explosives, acts of arson and bombings, acts of terrorism, and the illegal diversion of alcohol and tobacco products. ATF partners with communities, industries, law enforcement, and public safety agencies to safeguard the public we serve through information sharing, training, research, and use of technology.

Strategic IT goals and priorities for FY 2014-2016

1. Achieve seamlessness of information throughout ATF and its partners.
2. Expand the capacity of ATF laboratories and the Financial Investigative Services Division (FISD).
3. Deliver authoritative information, forensic services, and technology related to firearms, explosives, and arson.
4. Shape customer demand to better support ATF's enterprise current and future needs.
5. Attract, develop, and retain an expert workforce to execute the OST mission.

Strategic IT investments and initiatives

- Support a comprehensive and coordinated firearms tracing program by maximizing electronic access to firearms transaction and tracing data, within constraints of legal permissibility. Deliver eTrace 5.0 and “Access 2014.”
- Improve internal communication and collaboration, provide content management and process automation, and comply with records management requirements through implementation of SharePoint.
- Deploy Laboratory Information Management System (LIMS).
- Maximize cost predictability and economy and achieve critical technology refreshment through the realization of fuller managed services under the Enterprise Standard Architecture (ESA) IV contract.
- Begin acquisition of a Next Generation Case Management System that will improve the quality and completeness of case management information; enable end user mobility; automate streamlined business processes; and support adaptation for inevitable changes in business needs and technology.

B. Bureau of Prisons

Component Mission: The Federal Bureau of Prisons protects society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.

Strategic IT goals and priorities for FY 2014-2016

1. Transition legacy mainframe system user interface and workflows to take advantage of modern web technologies to improve system integration/data sharing.
2. Develop and implement enterprise mobile and cloud applications to support operational activities in the institutions.
3. Digitize workflows and reduce paper printing to eliminate waste and enhance staff and inmate productivity.
4. Deploy HSPD-12 PIV cards to BOP staff and contractors enterprise-wide.

Strategic IT investments and initiatives

- Issue PIV cards and deploy logical access control systems (LACS) to comply with HSPD-12 directive.
- Deploy the Inmate Consolidated Network (i-Connect) in support of mandatory electronic GED (general educational development) testing.
- Deploy Electronic Inmate Central File (e-ICF) in support of developing an electronic workflow for inmate document processing and reduce the use of paper files.

- Deploy Web SENTRY Phase 2, including user interface redesign and framework/architecture strategy.
- Migrate enterprise solutions to managed service/Cloud, including BOP.gov and MyFX/IDEA.
- Replace the BOP's Joint Automated Booking System (JABS) submissions server with the Rapid Biometric Identification Detection (RaBID) application. The application allows BOP staff to submit and retrieve biometric information directly from FBI's Integrated Automated Fingerprint Identification System (IAFIS) via DOJ's Joint Automated Booking System (JABS) services framework.

C. Drug Enforcement Administration

Component Mission: The mission of the Drug Enforcement Administration (DEA) is to enforce the controlled substances laws and regulations of the United States and bring to the criminal and civil justice system of the United States, or any other competent jurisdiction, those organizations and principal members of organizations, involved in the growing, manufacture, or distribution of controlled substances appearing in or destined for illicit traffic in the United States; and to recommend and support non-enforcement programs aimed at reducing the availability of illicit controlled substances on the domestic and international markets.

Strategic IT goals and priorities for FY 2014-2016

1. Strive to reduce the overall cost of ownership through implementation of innovative processes and technologies.
2. Create a user experience that is high quality, consistent and robust regardless of the users location or access method.
3. Transform hardware and software platforms to support emerging technologies.
4. Develop and implement processes and technologies to improve cyber security and critical infrastructure protection.

Strategic IT investments and initiatives

- Implement Next Generation Network (NGN) technology to improve security and performance of the Firebird SBU network, also providing a tech refresh of the network and reducing future implementation and management costs.
- Provide easy, secure network access to employees in every DEA office by developing and implementing a service-based model that allows personnel to access DEA resources via multiple mobile-based solutions.
- Transition the legacy M204 corporate system to a lower cost, web-based solution.

- Implement efficiencies and reduce Operations & Maintenance costs by combining individual Oracle database systems into a clustered environment. Move to MS SQL to reduce licensing costs and simplify integration with other MS products.
- Consolidate and streamline printer management to gain efficiencies and reduce costs. Transition to a centralized printing model using existing network printers and reducing use of individual desktop printers.
- Reduce Depot costs by using blanket purchase agreements that enable just-in-time equipment purchases.
- Reduce energy consumption by implementing and monitoring power-saving features on Firebird desktop systems, including all peripheral equipment.
- Reduce the number of service contracts to minimize management overhead and improve project lifecycle efficiencies.
- Ensure DEA IT purchasing efficiencies by centralizing and managing all IT purchases through the PortfolioStat program.

D. Executive Office for the U.S. Attorneys

Component Mission: Charged with ensuring “that the laws be faithfully executed,” the 93 United States Attorneys work to enforce federal laws throughout the country. The President appoints a United States Attorney to each of the 94 federal districts (Guam and the Northern Mariana Islands are separate districts but share a United States Attorney). The United States Attorney is the chief federal law enforcement officer in their district and is also involved in civil litigation where the United States is a party.

Strategic IT goals and priorities for FY 2014-2016

1. Fortify and extend the IT infrastructure.
2. Safeguard information technology assets.
3. Enhance information systems' capabilities.
4. Improve the effectiveness and accountability of the IT staff.
5. Maintain core business responsibilities.
6. Implement enterprise-wide cost savings initiatives.

Strategic IT investments and initiatives

- Maintain core services to keep operations running effectively, including USAMail, EVOIP Remote Access, and mission activities such as debt recovery.
- Implement a print management solution (Pharos) to provide reports to baseline and then improve enterprise print management processes.
- Continue to develop and implement a comprehensive case management and time tracking system, Caseview, that provides real-time access to data, reporting, and

analytic tools for use by EOUSA and the USAOs to better manage cases and resources, to improve outcomes, and to obtain greater value from available resources.

- Increase video teleconferencing (VTC) bridging capacity and federate with other DOJ components.

E. Federal Bureau of Investigation

Component Mission: The mission of the FBI is to protect and defend the United States against terrorist and foreign intelligence threats, to uphold and enforce the criminal laws of the United States, and to provide leadership and criminal justice services to federal, state, municipal, and international agencies and partners; and to perform these responsibilities in a manner that is responsive to the needs of the public and is faithful to the Constitution of the United States.

Strategic IT goals and priorities for FY 2014-2016

1. Sentinel case management system.
2. Establish enterprise IT cost transparency.
3. Network modernization.
4. Hardware tech refresh.
5. Consolidate data centers.
6. Implement end user environment.

Strategic IT investments and initiatives

- Network modernization: Enhance data transport services throughout the FBI, enabling cost-effective access to critical information systems. This initiative will increase reliability of network and speed of transport to end users.
- Hardware tech refresh: Enable the FBI to maintain current technologies and replace end of life cycle equipment. Replace the current practice of end of year funding for technology refresh as budgets shrink.
- Sentinel case management: Provide world class case management to FBI investigations; increase IT efficiencies and reduce lag time of serialized documents entering case files.

F. Justice Management Division (JMD)

Component Mission: The mission of JMD is to provide advice to senior management officials relating to basic Department policy for budget and financial management, personnel management and training, procurement, equal employment opportunity, information processing, telecommunications, security, and all matters pertaining to organization, management, and administration.

JMD is comprised of four distinct offices: Office of the Controller, Human Resources and Administration, Information Resources Management (Office of the CIO), and Office of Policy, Management, and Planning. Each office has a unique focus area with its own strategic goals,

priorities, investments, and initiatives, all of which contribute to the fulfillment of JMD's mission imperatives. JMD's overarching goals to support this mission are as follows:

Strategic IT goals and priorities for FY 2014-2016

1. Reduce costs and improve service delivery to customers by transitioning to shared services and deploying enterprise solutions Department-wide.
2. Provide improved use of data and reporting to customers and decision makers.
3. Increase workforce productivity by leveraging process automation, enterprise solutions, and accountability metrics.

These goals frame and inform the four JMD offices' IT goals and priorities, listed as follows:

Office of the Controller

Strategic IT goals and priorities for FY 2014-2016

1. Reduce O&M costs for the Unified Financial Management System (UFMS) and leverage economies of scale for UFMS and the Financial Management Information System (FMIS) legacy system that UFMS is replacing.
2. Reduce costs of products and services, including those in the Working Capital Fund, by streamlining and upgrading administrative IT solutions; pass savings to component agencies.
3. Improve financial analysis by upgrading data analysis tools, processes, and capabilities.

Strategic IT investments and initiatives

- Implement UFMS enterprise solution at additional components.
- Upgrade the Consolidated Debt Collection System (CDCS) for case load optimization, Java-driven forms, reporting, executive dashboards, and data mart expansion to improve performance and scalability.
- Expand the eShare web portal and use eDocs to improve information sharing and customer service for asset forfeiture.

Human Resources and Administration

Strategic IT goals and priorities for FY 2014-2016

1. Improve HRA accountability to component customers by using:
 - a. USA Staffing system to track cases and create audit trails;
 - b. eOPF (Electronic Official Personnel File Automated System) to improve record quality and information sharing; and
 - c. SSC (Shared Service Center) to automate personnel action processing, streamline workflow, and track performance metrics.

Strategic IT investments and initiatives

- Expand use of USA Staffing system.
- Deploy eOPF to JMD offices, boards, and divisions.

Information Resources Management / Office of the CIO

Strategic IT goals and priorities for FY 2014-2016

1. Customer-Driven View of IT: Partner with component CIOs to adopt a customer-centric view of IT that integrates mission and business partners.
2. Efficient, Effective, Secure, and Sustainable Information Technology: Provide continuous improvement to and secure IT infrastructure and application services to support customer mission requirements.
3. Value-Added IT Governance: Improve overall IT systems management, planning, and oversight through more effective governance.
4. IT Portfolio Optimization and Rationalization: Drive IT efficiencies using a portfolio-based approach.
5. Organizational Culture and Workforce Excellence: Develop a world-class IT workforce focused on an organizational culture of delivering excellence, and one that contributes to and supports employee engagement, innovation, and satisfaction.

Strategic IT investments and initiatives

- Consolidate Departmental and component email systems onto a cloud-based, shared enterprise solution.
- Implement a Mobile Application Environment (MAE) to support components' use of mobile technology for mission requirements and operational efficiency.
- Consolidate Departmental and component data centers into shared, enterprise data centers.
- Transition Departmental IT service delivery to a service broker model.
- Establish a Vendor Management Office to improve strategic sourcing and reduce licensing costs.
- Improve workforce management by recruiting and retaining employees with requisite IT and organizational skills.

Office of Policy, Management, and Planning

Strategic IT goals and priorities for FY 2014-2016

1. Increase productivity and achieve efficiencies by leveraging enterprise systems, including the asset management system and the procurement capabilities of UFMS.
2. Streamline and improve the Department's acquisition process by transitioning to shared systems as part of GSA's Integrated Acquisition Environment (IAE) program; begin planning the transition to IAE's consolidated System for Award Management (SAM).
3. Participate in OMB transparency initiatives.

Strategic IT investments and initiatives

- Upgrade the PRISM grants management system and fully implement dashboard capabilities.
- Phase out ASRS for updating the Federal Procurement Data System (FPDS).
- Implement IQ Archive tool to improve processing of FOIA requests.

G. U.S. Marshals Service

Component Mission: The mission of the USMS is to enforce federal laws and provide support to virtually all elements of the federal justice system by providing for the security of federal court facilities and the safety of judges and other court personnel; apprehending criminals; exercising custody of federal prisoners and providing for their security and transportation to correctional facilities; executing federal court orders; seizing assets gained by illegal means and providing for the custody, management, and disposal of forfeited assets; assuring the safety of endangered government witnesses and their families; and collecting and disbursing funds.

Strategic IT goals and priorities for FY 2014-2016

1. Provide a stable, secure, resilient IT infrastructure.
2. Increase stakeholder engagement and promote customer satisfaction.
3. Enhance innovation and provide clear added value in delivering effective technology capabilities.
4. Organize and transform our workforce to efficiently meet the future needs of the USMS.

Strategic IT investments and initiatives

- Complete the realignment of the IT Division (ITD) and redesign of the customer service model.
- Identify solution(s) to internally fund ITD's budget shortfall without degrading essential services (e.g., JABS, JCON, JCON S/TS, SharePoint, IT infrastructure).
- Transition Office of the Federal Detention Trustee (OFDT) users, IT services and solutions, and contracts into the USMS IT environment.

Litigating Components

H. Antitrust Division

Component Mission: The mission of the Antitrust Division is to promote competition in the U.S. economy through enforcement of, improvements to, and education about antitrust laws and principles.

Strategic IT goals and priorities for FY 2014-2016

1. Increase the efficiency and thoroughness of ATR legal staff's review of evidentiary materials by implementing the Relativity software platform.
2. Redesign the ATR intranet (ATRnet) and implement the Drupal Web Content Management System; upgrade web services infrastructure from Windows to Linux.

3. Increase the capacity and efficiency of the Division's internal processing center to handle productions of native files as well as search warrant materials.
4. Increase the capability to review both audio/video evidence and foreign language documents; pilot software that provides foreign language translation with increased capacity and accuracy of translations.
5. Streamline and automate primary business processes, including transaction review, editing, and approval; implement PIV-based digital signatures, dashboards, electronic forms, and analytical tools accessible on desktop, laptop, and mobile platforms.
6. Strengthen ATR's security program capabilities and management by deploying the LockPath Keylight Governance, Risk, and Compliance (GRC) platform.

Strategic IT investments and initiatives

- Complete migration to the Justice consolidated email system.
- Complete implementation of PIV card use for network login; modify Division applications to accept PIV card for login credentials.
- Upgrade JUTNet connection bandwidth to remote offices to better serve staff in locations outside of Washington, D.C.
- Upgrade desktops and laptops to Windows 7 operating system.
- Upgrade San Francisco and Chicago offices' telephony systems using repurposed components from closed regional offices; upgrade hardware and refresh software.

I. Civil Division

Component Mission: The Civil Division represents the United States in any civil or criminal matter within its scope of responsibility – protecting the United States Treasury, ensuring that the federal government speaks with one voice in its view of the law, preserving the intent of Congress, and advancing the credibility of the government before the courts.

Strategic IT goals and priorities for FY 2014-2016

1. Customer Driven: Work closely with attorneys in developing, testing, and deploying information technology investments that meet their needs.
2. Improve and Streamline: Use cutting edge technology to efficiently meet the litigating mission of the Civil Division.
3. Resource Management: Develop hardware-agnostic and vendor-neutral requirements to drive cost saving procurements that meet green government initiatives.
4. Service Delivery: Provide high quality IT support and assistance to attorneys through multiple channels.
5. Privacy and Security: Ensure the security, confidentiality, availability, and privacy of electronic information.

Strategic IT investments and initiatives

- Implementing IT solutions and custom workflows for the collection, search, and processing of information for FOIA requests; backlog reduced more than 50% in FY 2013.
- Continue implementing server, desktop, and application virtualization, resulting in significant O&M cost reduction, increased customer satisfaction and capabilities, and best in class security compliance for non-classified systems.
- Implementing advanced analytical and data mining tools to assist attorneys in manipulating and managing large, complex, and often unrelated data sets to advance litigation capabilities and outcomes.

J. Civil Rights Division

Component Mission: The Constitution of the United States promises equal justice under the law and freedom for all. The Civil Rights Division enforces the Civil Rights Acts; the Voting Rights Act; the Equal Credit Opportunity Act; the Americans with Disabilities Act; the National Voter Registration Act; the Uniformed and Overseas Citizens Absentee Voting Act; the Voting Accessibility for the Elderly and Handicapped Act; and additional civil rights provisions contained in other laws and regulations. These laws prohibit discrimination in education, employment, credit, housing, public accommodations and facilities, voting, and certain federally funded and conducted programs.

Strategic IT goals and priorities for FY 2014-2016

1. Deliver IT solutions that increase workforce productivity and efficiency.
2. Strengthen IT security to safeguard systems and protect stakeholder and customer data.
3. Streamline IT operations to reduce costs and enhance the customer's experience.

Strategic IT investments and initiatives

- Ensure accessibility of electronic and information technology (EIT) to individuals with disabilities a priority.
- Implementing the Relativity software platform to assist the litigation staff's review of legal materials.
- Implemented the Symantec Enterprise Vault document archiving solution to improve email management and advance the processing of electronic discovery (eDiscovery) capability to assist litigation investigations.
- Consolidate CRT data centers at Patrick Henry Building and Northwest Building in support of the Department's data center consolidation program.
- Leverage Virtual Desktop Infrastructure (VDI) as a platform as a service (PaaS) to secure and protect Department data and to administrator and manage desktop environment as well as hardware costs reduction.
- Upgrading to SharePoint 2013 to enhance the eDiscovery, records management, document management and collaboration functionality; which all support the mission of the Civil Rights Division.

K. Criminal Division

Component Mission: The mission of the Criminal Division is to develop, enforce, and supervise the application of all federal criminal laws, except those specifically assigned to other divisions.

Strategic IT goals and priorities for FY 2014-2016

1. Customer Driven: Work closely with attorneys in developing, testing, and deploying information technology investments that meet their needs.
2. Improve and Streamline: Use cutting edge technology to efficiently meet the mission of the Criminal Division.
3. Resource Management: Sustain efforts to achieve procurements that meet Section 508, green government initiatives compliance, and cost savings initiatives
4. Service Delivery: Provide high quality IT support and assistance to attorneys and support professionals through multiple channels.
5. Privacy and Security: Ensure the security, confidentiality, availability, and privacy of electronic information.

Strategic IT investments and initiatives

- Continue implementing server, desktop, and application virtualization, resulting in significant O&M cost reduction, increased customer satisfaction and capabilities, and best in class security compliance for non-classified systems.
- Implementing advanced analytical and data mining tools to assist attorneys in manipulating and managing large, complex, and often unrelated data sets to advance litigation capabilities and outcomes.

L. Environment and Natural Resources Division

Component Mission: The mission of the Environment and Natural Resources Division is, through litigation in the federal and state courts, to safeguard and enhance the American environment; acquire and manage public lands and natural resources; and protect and manage Indian rights and property.

Strategic IT goals and priorities for FY 2014-2016

1. Deploy a converged computing infrastructure that enables virtualization and reduces stovepipe systems and O&M costs.
2. Improve desktop computing performance and management by migrating user data, profiles, settings, etc. to a central repository from the desktop (“thinning”).
3. Expand virtualization.
4. Provide updated technologies to accomplish the mission.
5. Deploy a cost effective printing solution.
6. Reduce environmental impact of IT infrastructure and programs.

Strategic IT investments and initiatives

- Deploy a converged computing infrastructure. To end the proliferation of stovepipe systems required to support the Division's varied computing requirements, ENRD will deploy a scalable unified platform running VMware on Cisco UCS servers over Cisco networks with NetApp storage, combining routing, switching, storage, and servers into a converged infrastructure. This infrastructure, referred to as FlexPod, offers a unified management and support approach to networking, storage, and server virtualization, reducing O&M support costs.
- Expand virtualization by deploying a virtual desktop infrastructure (VDI) pilot to determine its effects on cost and the overall end-user experience.
- "Thinning" the Current Desktop. ENRD will relocate user data, profiles, settings, and customization files from individual desktop computers to centralized storage ("thinning"), thereby co-locating all user-specific data and making it easier to update and manage the inventory of deployed PCs; upgrade desktop hard drives to improve performance, extending the desktop lifespan to 10 years and saving the Division money as well as reducing environmental waste.
- Reduce environmental impact by focusing on energy efficiency and reducing IT infrastructure waste (data centers, desktops, printers) and by deploying collaboration software, online conferencing, and remote access, all of which reduces vehicle emissions by eliminating the need to travel.

M. Tax Division

Component Mission: The Tax Division's mission is to enforce the nation's tax laws fully, fairly, and consistently, through both criminal and civil litigation, in order to promote voluntary compliance with the tax laws, maintain public confidence in the integrity of the tax system, and promote the sound development of the law.

Strategic IT goals and priorities for FY 2014-2016

1. Improve security of federal tax information (FTI) and other personally identifiable information (PII).
2. Improve the "mobility" of Tax Division attorneys by deploying IT solutions that enable and enhance teleworking from a variety of remote locations.
3. Provide a secure desktop with platform-independent access; enable secure access through BYOD, iPads, laptops, thin clients, PCs, smartphones, and public computers.
4. Secure remote access to Automated Litigation Support (ALS) review platforms to enable experts and other agencies to review data without the need to produce DVDs and external hard drives.

Strategic IT investments and initiatives

- Implementing virtual desktop infrastructure (VDI) in order to provide a secure desktop that is platform-independent and eventually enable users to work remotely from any

device and location. This will improve the overall security of FTI and PII, while also improving access for our attorneys when traveling.

Law Enforcement Components

N. Executive Office for Immigration Review

Component Mission: The primary mission of the Executive Office for Immigration Review (EOIR) is to adjudicate immigration cases by fairly, expeditiously, and uniformly interpreting and administering the Nation's immigration laws. Under delegated authority from the Attorney General, EOIR conducts immigration court proceedings, appellate reviews, and administrative hearings.

Strategic IT goals and priorities for FY 2014-2016

1. Maintain reliable, secure, and sustainable EOIR infrastructure services and enterprise application services.
2. Develop and enhance court application services that enable EOIR to achieve its mission.
3. Deliver end user computing services that enable a mobile workforce to maintain its efficiency and effectiveness from anywhere.
4. Leverage evolving technologies to provide innovative unified communications services.

Strategic IT investments and initiatives

- Windows 7 Migration. Support for the current Windows XP desktop operating system ends in April 2014. Upgrading the desktop operating system and hardware where appropriate will ensure the sustainment of a secure and reliable desktop infrastructure.
- Virtual Server/Storage Upgrade. The virtual server environment and storage area network reach the end of support in December 2014. These infrastructure components host numerous production applications and all of EOIR's data; upgrading these critical infrastructure components will improve sustainment and stability.
- Digital Audio Recording (DAR) system upgrade. The DAR system is required by EOIR to digitally record its hearings and is an integral part of adjudicating immigration cases. The DAR system hardware (servers and workstations) as well as the operating system and recording application are all outdated. With other components of the infrastructure being updated, this application must also be updated to be sustainable.

O. Executive Office for U.S. Trustees

Component Mission: The United States Trustees act in the public interest to protect and preserve the integrity of the bankruptcy system of the United States by regulating the conduct of parties; ensuring compliance with applicable laws and procedures; bringing civil actions to address instances of abuse; securing the just, speedy, and economical resolution of bankruptcy cases; and identifying, evaluating, referring, and supporting the prosecution of criminal bankruptcy violations.

Strategic IT goals and priorities for FY 2014-2016

1. To streamline IT operations, deploy solutions that reduce costs and improve efficiencies; migrate to shared IT services where possible.
2. To deliver innovative solutions to meet customer needs, expand the implementation of SharePoint and other collaboration tools that can accommodate changing business needs; support the Consolidation of Function project that is underway within the program; and expand and support a more mobile workforce using mobile technology.
3. To expand information sharing, streamline the use of collaboration tools for information sharing and remove the geographical barriers and improve data exchanges with the U.S. Courts.
4. Continually improve the USTP security posture by expanding continuous monitoring and continuing the integration of identity, credential, and access management (ICAM) into our security program.

Strategic IT investments and initiatives

- Virtualization: The USTP has implemented a redundant Hyper-V cluster to migrate servers off of aging equipment and to avoid procurement of server hardware wherever possible. The virtual servers will be replicated to the USTP COOP site.
- Email migration: The USTP is in the final stages of migrating its email system to the Justice Communication System (JCS), the Department's consolidated email platform.
- Portal development: USTP is consolidating all related USTP data collections under a single web interface (portal), enabling staff to view case data across all data collections at once rather than having to search individual collections.
- SharePoint: The implementation of SharePoint services has enabled increased information sharing and collaboration between field offices.

P. National Security Division

Mission: The mission of the National Security Division (NSD) of the Department of Justice is to carry out the Department's highest priority: to combat terrorism and other threats to national security. The NSD, which consolidates the Department's primary national security elements within a single Division, currently consists of the Office of Intelligence Policy and Review; the Counterterrorism and Counterespionage Sections, formerly part of the Criminal Division; and a new Law and Policy Office. This organizational structure ensures greater coordination and unity of purpose between prosecutors and law enforcement agencies.

Strategic IT goals and priorities for FY 2014-2016

1. Foster relationships with NSD customers.
2. Empower NSD's Information Technology Management (ITM) employees.
3. Provide reliable, secure IT solutions for NSD.
4. Measure and report ITM performance.

Strategic IT investments and initiatives

- Catalog and formalize ITM service level agreements (SLAs). Coordinate efforts with the CS3 strategy (customer interaction lifecycle) to determine current SLAs and “to be” SLAs, conduct a gap analysis and prioritization, draft or revise the needed SLAs.
- Implement a mission awareness development program for ITM. Enhance ITM employees’ understanding of NSD’s mission and operations to increase customer service effectiveness (e.g., help desk).

Q. INTERPOL Washington (USNCB)

Component Mission: The mission of INTERPOL Washington is to facilitate international law enforcement cooperation as the United States representative to INTERPOL on behalf of the Attorney General.

Strategic IT goals and priorities for FY 2014-2016

1. Extend information sharing services and capabilities through new and enhanced partnerships with domestic and foreign law enforcement agencies.
2. Protect IT infrastructure through enhanced security measures and practices.
3. Enhance IT infrastructure through standardized systems, management processes and automated workflows.
4. Streamline IT operations by adopting standardized policies, procedures and requirements.

Strategic IT investments and initiatives:

- Automation: Increased automation for case management and workflow activities. Overall reduction of manual process and enhancing access to national lookout systems and populating national systems with international law enforcement data for improved border security and reduction in transnational crime.
- Federal and Local Information Sharing: Further expansion of INTERPOL information and capabilities to domestic law enforcement through strategic partnerships (FBI/DHS/Nlets/RISS/State/Local/Tribal Law Enforcement).

R. U.S. Parole Commission

Component Mission: The mission of the USPC is to promote public safety and strive for justice and fairness in the exercise of its authority to release and supervise offenders under its jurisdiction.

Strategic IT goals and priorities for FY 2014-2016

1. Deploy Web-Based Workflow Management System. The USPC is automating its work processes and task assignment utilizing custom SharePoint workflows and lists, allowing for detailed task management, tracking, and data collection. The data collected, along with the management of improved performance metrics, will allow the

USPC to perform detailed trend analysis and reporting while interfacing with partner agencies for more effective offender management.

2. Deploy Web-Based Case Management System. The USPC is developing a SharePoint based case management system to allow for offender profile management and paperless case processing in a low cost, sustainable environment. The system will provide a secure and detailed offender profile, history, and management tools to assist in the improvement of the offender services rendered in a consistent and transparent manner.
3. Remove Thirty-Five Servers from Service. The USPC currently has Forty-Five physical servers in use. Thirty-Five of those servers will be decommissioned, salvaged, or transferred to other components for repurposing.
4. Complete Paperless Transition. The USPC is converting all case and correspondence related work processes to a paperless environment. This will increase efficiency, transparency, training, and trend analysis capabilities within the organization. The overall result will be significantly lower cost operations, and greater document control and security. This process also enhances the ability to share data and information with offender management partners in a secure and auditable manner.
5. Improve Customer Service. The USPC is will improve IT and operational customer service through the use of user friendly interfaces, transparent systems, and the enhanced utilization of thin client devices. This will accommodate force reductions, while enhancing the capability of overall USPC operations.

Strategic IT investments and initiatives

- Deploy a web-based workflow management system.
- Deploy a web-based case management system.
- Decommission thirty-five servers for salvage or transfer to other components for repurposing.
- Transition to a paperless environment.
- Improve customer service through the use of user friendly interfaces, transparent systems, and the enhanced utilization of thin client devices.

Grants Management Components

S. Community Oriented Policing Services

Component Mission: The primary activity of the COPS Office is the awarding of competitive, discretionary grants directly to law enforcement agencies across the United States and its territories.

Strategic IT goals and priorities for FY 2014-2016

1. Complete implementation of all phases of the NexGen COPS Management System.
2. Investigate the feasibility of implementing a shared services solution for grants management systems with OJP, OVW, and COPS.

3. Redesign the COPS internet and intranet websites.
4. Implement the NexGen Enterprise Reporting System.

Strategic IT investments and initiatives

- Complete implementation of the compliance modules for the multiphase NexGen Grants Management System, including Audit Management System, Grants Monitoring Information System, Issue Resolution module, and enhancement to the COPS Agency Portal that will enable enhanced user interaction with grantees.
- Complete implementation of the Enterprise Reporting System. The NexGen Enterprise Reporting System will leverage Microsoft SQL Server Reporting Services and SharePoint 2010 technology to replace the legacy reporting system. The NexGen Enterprise Reporting System will provide standardized reports for end users and enable them to create customized ad hoc queries based on their specific data needs.

T. Community Relations Service

Component Mission: The Community Relations Service (CRS) serves as “America's Peacemaker” for the U.S. Department of Justice. CRS helps local communities address community conflicts and tensions arising from differences of race, color, and national origin.

Strategic IT goals and priorities for FY 2014-2016

1. Complete refresh of IT infrastructure, including laptops, servers, and telecommunications switches.
2. Increase bandwidth in regional and field offices to provide employees with improved computing performance.
3. Deploy SharePoint to headquarters, regional, and field offices to improve information sharing and workforce productivity.
4. Virtualize IT infrastructure elements once bandwidth is upgraded in regional and fields offices to streamline IT operations.
5. Deploy software tools to improve efficiency and effectiveness of field office employees' mediation assignments.

Strategic IT investments and initiatives

- IT infrastructure refresh: CRS is performing a major equipment refresh to include laptops, servers and switches due to obsolescence of legacy infrastructure and the end of vendor support for Windows XP.

U. Office of Justice Programs

Component Mission: OJP's mission is to increase public safety and improve the fair administration of justice across America through innovative leadership and programs.

Strategic IT goals and priorities for FY 2014-2016

1. **Improve Human Capital Performance:** Attract, retain, and prepare OJP's OCIO workforce for future IT challenges, thus ensuring the continuing effectiveness of OCIO by designing and implementing an effective organizational structure and workforce to carry out our mission; by augmenting OCIO workforce with contractors and detailees; and by continuously developing workforce skills in line with OJP requirements.
2. **Partner with OJP Bureaus and Program Offices:** Working in partnership with OJP Bureaus and Offices OCIO will improve outreach and service to the grant community. By developing an OCIO organization, Business Technology Consulting Division (BTCDD), whose mission is to foster partnering and outreach to OJP bureaus and offices and specifically to the external Grant community; by actively infusing emergent collaborative, mobile and social technology.
3. **In-Sourcing:** OCIO will become the partner of choice for OJP Bureaus and Offices thus enhancing access to the many external data stores, reducing costs, and increasing security by developing robust infrastructure to accommodate the many external web-sites.
4. **Improved Operational Efficiency and Effectiveness:** Through partnership with OJP Bureaus and Offices increase OCIO operational effectiveness and efficiency by consolidating IT Investments to a common delivery platform supported by staff with skills in development, operations and maintenance of enterprise as well as emergent collaborative, mobile, and social media technology.

Strategic IT investments and initiatives

- Create a common web content management system (WCMS) platform for publishing content to external sites using a standard set of templates. Bureau and Program Office web sites and web applications will be migrated to the common platform that will drive operational efficiencies and harmonize the end-user experience.
- Establish a Business Technology Consulting Division (BTCDD), a new OCIO Division focused on partnering with OJP Bureaus and Program Offices (OJP goal #2). This division will lead OJP in a visionary, collaborative, and stakeholder-focused manner to leverage IT resources to improve business processes and accomplish strategic OJP missions, goals, and program objectives.