

**Fiscal Years  
2019-2021**

# Department of Justice Information Technology Strategic Plan



**U.S. Department of Justice  
Office of the Chief Information Officer**

## Message from the Chief Information Officer

I am pleased to present the U.S. Department of Justice (DOJ or Department) Strategic Plan for Information Technology (IT) for Fiscal Years (FY) 2019-2021. It reflects our vision for information management and the plan for modernizing IT to equip DOJ staff to better serve American citizens. The goals and strategies set forth in this document will help execute the mission by protecting, advancing, and optimizing DOJ's capabilities and effectiveness.

The Strategic Plan provides specific areas DOJ will focus on throughout the Department and components to better meet customer needs, enable innovation in technology, manage risk, and reduce costs by moving to new models of service delivery. Over the next few years, we will focus on the key objectives outlined in this document to achieve operational excellence.

A critical component of our success in executing this Strategic Plan will rely on our ability to better invest in our workforce, foster strong relationships with our partners and end-users through the Department-provided Business Relationship Managers (BRMs), and other collaboration efforts across components and the Department. As we collectively implement this Strategy, the role of DOJ components – our primary mission partners – is especially critical to our overall success. As we developed the DOJ IT Strategic Plan, we took into account the feedback components provided to the Department and specific pain points identified. We believe the objectives outlined in this document will help to resolve some of our greatest challenges, provide transparency, and build trust in DOJ IT systems and services.

I am grateful to the talented professionals working to achieve these goals and outcomes. DOJ's IT professionals' continued dedication and perseverance is our strongest tool to transform this vision into reality and deliver world-class IT services.



Joseph F. Klimavicz

Deputy Assistant Attorney General  
Chief Information Officer  
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**“Meeting customer expectations, keeping sensitive data and systems secure, and ensuring responsive, multi-channel access to services are all critical parts of the vision for modern government.”**

**-President's Management Agenda**

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## Executive Summary

The DOJ IT Strategic Plan for FY 2019-2021 identifies opportunities for the organization at the Department and component level to strengthen the delivery of IT services and products. The goals and objectives outlined in this document position DOJ to collectively transform IT, and meet the objectives outlined in the DOJ Attorney General's Strategic Plan for FY 2018-2022 and the President's Management Agenda (PMA).

Over the next three years, we will focus on improvements to better support DOJ staff and instill greater trust in our systems and services through achievement of the following goals:

- ❖ **Goal 1: Continuously improve service delivery**
- ❖ **Goal 2: Effectively invest in technology**
- ❖ **Goal 3: Protect critical mission assets**
- ❖ **Goal 4: Build innovative capabilities**

At a high-level, the objectives contained in this document focus on:

- Delivering **reliable and resilient systems and services**, and **timely and effective customer service**
- Enabling trust through **communication and collaboration** across DOJ IT
- Adopting standards to **simplify and standardize technology**
- Improving **return on investment** in IT assets
- **Reducing costs** through **shared services** and **strategic sourcing**
- Strengthening security in particular areas including **access management** and **incident response and recovery**
- Optimizing our ability to **share information and build enterprise data management capabilities** as a collective and unified Department
- Supporting **innovation** and **modernization** to enable the DOJ mission

The foundational elements of the DOJ IT Strategy rely on strong IT governance, capabilities, processes, and workforce. Our staff is our most valuable asset and critical to our ability to carry out this plan. We will work collectively as an organization to better invest in our workforce through training and certifications, and create action plans and initiatives that we will execute over the next three years. The outcomes of these initiatives will provide benefits to our customers – most importantly, reliable, improved service delivery – and help DOJ IT become a trusted provider.



# The Role of IT in Supporting the DOJ Mission

IT is one of our most valuable mission enablers, and DOJ IT has a critical role in supporting Department and component staff with executing the mission and protecting our nation. DOJ IT delivers services and support that help staff across the organization perform litigation and enforce the law. We provide standards and policies to guide decisions, support capabilities that enable the DOJ workforce, and collaboration and communication mechanisms to bring IT resources together.

Our three-year IT Strategic Plan will help department and component staff execute the DOJ mission and meet DOJ's strategic goals by enhancing IT to make it more reliable and resilient and leveraging innovations to better support the evolving needs of staff. Our systems and tools help fulfill the DOJ mission by providing capabilities that support:

- ❖ **Protecting our national security and countering the threat of terrorism**
- ❖ **Enforcing the rule of law**
- ❖ **Implementing regulatory reform**
- ❖ **Reducing crime and promoting public safety**

At the Department level, DOJ IT assists staff in a range of areas – from providing enterprise IT services to providing guidance and policy that help increase the organizational effectiveness of DOJ. Our systems and support services provide many benefits to Department and component staff, who rely on communication and collaboration, identity and access management, eDiscovery, infrastructure, and data management capabilities.

DOJ components, as mission partners, have equally as important of a role in the execution of the DOJ IT Strategy. As a collective Department, we will work together to refine IT governance, processes, and procedures, and integrate the goals and objectives into our everyday business functions.

We recognize that transparency and collaboration are key elements to our success as IT providers, and have focused on greater efforts to promote inter-office communication and collaboration across the Department. Together we can implement improvements that will help optimize our IT capabilities to better support the DOJ mission.





## ***DOJ IT Supports a Digital and Data-Driven Workforce***

- **Producer of innovative IT products and services that accelerate DOJ mission preparedness**
- **Driver of IT thought leadership across federal government**
- **Visionary of IT products in litigation and law enforcement capabilities**
- **Pioneer in Cloud, Data Analytics, Cyber, and Digital technology**

# DOJ IT Strategy for Fiscal Years 2019-2021

The DOJ IT Strategy is focused on four main goals to help achieve desired outcomes. These goals were designed to enable our organization with fulfilling our IT vision and mission, and provide an opportunity to improve the way we deliver services and solutions to better meet the demands of our customers. In addition to the goals shown below, the sections that follow outline detailed objectives associated with each goal.

## DOJ IT Mission, Vision, Goals & Outcomes

<b>Mission:</b> Provide innovative, high-quality, and secure IT capabilities to enable the DOJ mission. <b>Vision:</b> Drive IT solutions at the pace of American innovation. By being brilliant at the basics, while driving agility into DOJ service delivery, we bring innovation to our customers.			
Goals & Outcomes			
<b>1</b>  <b>Continuously Improve Service Delivery</b>	<b>2</b>  <b>Effectively Invest in Technology</b>	<b>3</b>  <b>Protect Critical Mission Assets</b>	<b>4</b>  <b>Build Innovative Capabilities</b>
Improved service delivery enables the mission, improves user productivity, and increases reliability on IT support and services	Increased return on investment, and leveraged buying power achieves cost savings and gains efficiencies	IT assets are protected through continuous monitoring, automated incident response, centralized identity management, and resilient systems	DOJ mission operations are enhanced through use of innovative technology, and data assets are maximized to drive decisions
Resilient • Connected • Secured			

Three key cross-cutting themes – resilient, connected, and secured – guide our approach to the DOJ IT Strategy, and are the common threads woven into everything we do. Additionally, although workforce is not outlined as a goal or objective in the plan, it is a critical element that serves as a foundation for the IT strategy. A well-equipped and supported DOJ workforce that is able to adapt with agility drives the execution of our goals, objectives, and IT initiatives. We value our staff and recognize the contributions they provide every day. We will continue to invest back in our workforce through training and education, and ensure IT career paths are well defined and aligned to changes in the industry and advancements in technology.

# Goal 1: Continuously Improve Service Delivery



DOJ will improve service delivery and increase customer satisfaction by:

- Supporting **reliable and resilient IT services** that maximize use of cloud computing, modernized Government-hosted applications, and securely managed systems
- Increasing user productivity through **communication & collaboration tools** by enhancing DOJ's Email and Collaboration Services
- Fostering **strategic relationships with business partners** to improve the way we do business
- Integrating self-service processes through **intelligence and automation** to enhance customer support

## Outcomes:

Improved service delivery enables the mission, improves user productivity, and increases reliability on IT support and services.

## Objective 1.1: Deliver reliable and resilient services integral to customer success

The Department is responsible for delivering high-performing, resilient, and efficient

services that support the mission. Mission-critical operations must be reliable and redundant to fully support DOJ's vital and varied mission portfolio. In support of this strategy, DOJ is identifying critical points of failure with plans to enhance redundancy and failover of systems.

The Justice Cloud-Optimized Trusted Internet Connection Service (JCOTS) serves as a successful model in addressing these requirements, and supports cloud technology across the department and components. Fully automated service level monitoring will provide earlier detection of problems. In addition, as systems transition to the cloud, availability zones providing fault tolerance, low latency, and high performance can be leveraged with automated diagnosis and repair appliance, detecting and remediating faults.

Over the next two years, we will complete full implementation of the Email and Collaboration Services (ECS) program, close and optimize our remaining data centers, and standardize IT support services in this area. Cloud adoption is critical to achieving our objectives for these programs, and we will continue to migrate systems to the cloud over the next three years. For example, the Federal Bureau of Investigation's (FBI) Next Generation Identification (NGI) biometrics system will be hosted in the cloud, allowing on-demand access to law enforcement resources. Many other components are also planning new or additional cloud adoption.

## Objective 1.2: Enhance customer experience through communication and collaboration

Understanding the way our customers use technology and their evolving needs is an important component as we modernize existing systems and develop new services. Innovations in technology that change the way we communicate in our personal lives are also changing the way we communicate with colleagues and business partners. We

find ourselves in a business environment that relies less on in-person meetings and telephone calls, and more on messaging, video chats, and real-time document collaboration.

DOJ's ECS initiative will deploy additional services including videoconferencing and a collaborative document sharing solution that allows documents to be accessed by multiple users from any device. Our mission partners are already leveraging new technologies such as videoconferencing within the court system to bring greater efficiency to immigration reviews and hearings.

### **Objective 1.3: Foster strategic relationships with business partners**

Identifying and establishing strategic partnerships with critical stakeholders is paramount to delivering effective and efficient IT capabilities. DOJ will strengthen its BRM capabilities in several key areas, and will support these efforts with BRM technology and information sharing.

We are currently using BRMs to understand business needs and drivers to create better products and services with IT suppliers. Leveraging our BRMs, DOJ will conduct supplier outreach, facilitate industry interaction, and train employees to effectively negotiate and advocate the interests of the business. We will implement a BRM platform and develop a needs database/repository to support this objective. BRM technology will help DOJ use data analytics to measure the effectiveness of our customer support processes and engagements and improve relationships with customers and suppliers. The needs database/repository will allow BRMs to collectively share business drivers and requirements across initiatives.

New acquisition models, with a greater emphasis on service level agreements, will establish new business standards as we manage suppliers delivering end-to-end services. With DOJ's transition to the

General Service Administration's (GSA) new Enterprise Infrastructure Solutions (EIS) contract, more than 24 existing networking and telecommunications acquisitions opportunities will be consolidated. The EIS program serves as a model for our larger IT acquisition planning and selection. This will allow us to aggregate buying power and foster aggressive vendor pricing, leverage economies of scale, improve service capabilities, and facilitate future networking and telecommunications modernization.


### **Objective 1.4: Leverage intelligence and automation to improve customer support**

Artificial intelligence (AI) and automation are helping organizations be more efficient and effective and improve customer support capabilities. DOJ will deploy machine learning and other AI tools with built-in intelligent and automated processes that maximize human efficiency and rely on computer-assisted processes at critical decision points, such as with failover scenarios and workflows. Automation will introduce more self-service and self-provisioning for our customers' service desk experience, thereby allowing personnel more time to interact directly with customers on more complex challenges.

DOJ components have embraced automation to drive efficiencies and remove needless business processes. The Executive Office for U.S. Attorneys (EOUSA) is automating administrative functions, and the U.S. Parole Commission is enabling warrants to be issued in minutes from anywhere, anytime. At FBI, the Sentinel Case Management System continues to automate manual forms, and NGI is automating iris recognition capabilities. We will also deploy virtual assistive technology to interact with customer requests on DOJ websites, optimizing the time to fulfill the requests and address the needs of those we serve.



## Goal 2: Effectively Invest in Technology



As stewards of taxpayer funds, DOJ will seek ways to optimize return on investments and reduce costs by:

- **Standardizing and simplifying technology** to increase efficiency
- Improving organizational effectiveness through **shared services** and **strategic sourcing**
- Leveraging **IT governance** to increase transparency and make **collective decisions** that drive high organizational performance

### **Outcomes:**

Increased return on investment, and leveraged buying power achieves cost savings and gains efficiencies. IT governance drives investment decisions.

### **Objective 2.1: Adopt technology standards to simplify and remove complexity**

As technology becomes more complex and customized, organizations rely on standards to guide investment decisions and solutions architecture choices. DOJ will continue to define and adopt technology standards to improve interoperability and avoid

unnecessary short and long-term costs. For example, many of our components are migrating to the cloud, and we must ensure we are working collectively to design standardized platforms that are scalable and are able to integrate across the enterprise. To help reduce complexity, we will ensure open source alternatives to high-cost proprietary platforms, and encourage reuse of any newly developed custom source code. This makes it easier to conduct software peer review and security testing and to share technical knowledge. These strategies will result in better aligned, integrated, and optimized service performance, and more efficient and modern systems from best-in-class service providers.

An important tool that will help us achieve this objective is the DOJ Technical Reference Architecture (TRA). The TRA provides DOJ-wide technology standards to guide investment decisions, sharing of services, and implementation of technology. The TRA will continue to be refined as our strategy and investment decisions evolve, and should guide the technology roadmap process for our service offerings.

### **Objective 2.2: Reduce costs and increase organizational effectiveness through shared services**

With reductions in budgets and demands to increase efficiency, federal organizations are moving to new models of service delivery. DOJ will continue to promote the use of shared services and enterprise shared acquisition vehicles to reduce complexity and maximize efficiency.

DOJ will standardize and share IT procurements, and promote interoperability through common technology solutions and consolidation of services. We strive to manage strategic relationships more effectively, leverage our buying power, and identify and reduce low-value and duplicative activities. We will also look for better, more cost-effective ways of doing

business like moving to consumption and subscription-based models of IT contracting and monitoring instead of traditional capital expenditure models.

By implementing these tools, we will identify opportunities for savings and sharing through current and future strategic IT initiatives, including consolidating data centers, adopting common cloud technology, and optimizing the IT portfolio. DOJ will also continue to develop and implement Enterprise Licensing Agreements to remove redundant solutions, promote technical standardization, and streamline the IT acquisition lifecycle. These initiatives will provide DOJ the ability to scale to accommodate evolving IT, business, and mission needs. Cost savings and avoidance will be repurposed to support mission needs.

### **Objective 2.3: Leverage DOJ economies of scale through strategic sourcing**

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Budget constraints have intensified the need to take advantage of strategic sourcing. By making purchases as if we are a single unified buyer, rather than purchasing through many small duplicative contracts, DOJ will leverage its buying power to find the best-in-class service providers.

We will create an acquisition and strategic sourcing strategy that helps DOJ rationalize and share acquisition vehicles and services, and build flexible, consumption-based contracts that allow us to pay for what we use. The Justice Acquisition Council will help implement the strategy by driving toward standardized IT purchases through shared services and vehicles. We will promote the use of Indefinite-Delivery, Indefinite-Quantity (IDIQ) contracts like Information Technology Support Services (ITSS-5) and Enterprise Standard Architecture (ESA) IV that are open for use by all DOJ components and flexible to meet our emerging needs. Utilizing fewer contracts and standardizing commodity IT

offerings will allow DOJ to consolidate the goods and services acquired and generate significant cost savings.

### **Objective 2.4: Use IT governance to increase cost transparency and make collective decisions**

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IT governance helps regulate, monitor, and govern IT assets and reduce and manage risk across the Department. It provides the collective policies and guidance that bring together a cohesive organization. In response to federal regulations and policies like the Federal Information Technology Acquisition Reform Act (FITARA) and Technology Business Management (TBM), DOJ has enhanced transparency and oversight of IT budgets and acquisitions. The resulting governance framework facilitates increased visibility and accountability over IT investments and costs.

DOJ leverages the Department Investment Review Council (DIRC), the Department's CIO Council, and the IT Acquisition Review (ITAR) process to provide oversight, risk reduction, and insight into programs. These mechanisms also provide opportunities to address key challenges at both the program and enterprise-level, and develop solutions which address mission and business needs – ultimately ensuring IT programs meet performance requirements.

Our IT governance framework, enabled by metrics and dashboards, allows DOJ to gain insights for data-driven decisions and provides the ability to prioritize investments accordingly.

## Goal 3: Protect Critical Mission Assets



With threats increasing in frequency and complexity, DOJ will protect mission assets by:

- Conducting robust and **continuous monitoring and planning**
- Increasing our **resiliency** through enhancements to **connectivity and recovery**
- Enhancing **incident response** through rapid-response technology and **automated detection and remediation**
- Ensuring secure access to mission-critical information through strengthened **identity and access management**

### **Outcomes:**

IT assets are protected through continuous monitoring, automated incident response, centralized identity management, and resilient systems.

### **Objective 3.1: Identify vulnerabilities and develop plan to address risks**

Organizations today are focused on reducing risk and protecting IT assets through continuous monitoring, identification

of vulnerabilities, and comprehensive risk management planning. DOJ manages enterprise IT risk through rigorous lifecycle management by eliminating legacy software, patching known vulnerabilities, and monitoring on-premise and cloud assets proactively and continuously. We will enhance our continuous monitoring capabilities regularly to align with the Department of Homeland Security (DHS), Office of Management and Budget (OMB), and other federal requirements. DOJ's Ongoing Authorization Program provides continuous technical assessment of security controls and risks to generate risk scores, on which authorizations will be based. Continuously evaluating controls ensures that systems always meet the approved risk profile. We will investigate variances in the scores and take corrective actions before the risk increases beyond defined tolerances.

Real-time dashboards bring together data from a suite of deployed tools providing executive management a holistic view of DOJ's security posture at the system, component, and enterprise levels, we are poised to offer this capability as a service to other agencies. DOJ will also implement several new tools as part of our Continuous Diagnostics and Mitigation efforts to increase coverage of existing capabilities and deployment of new functionality, including vulnerability, unmanaged asset, and identity management.

### **Objective 3.2: Strengthen IT recovery, reconstitutions, and business continuity operations**

As part of DOJ's strategic enterprise-wide view of risk that accounts for all critical business and mission functions, we are focused on recovery, reconstitution, and continuity of operations for high value assets and mission essential systems.

Two of DOJ's most critical initiatives support these principles. JCOTS provides fully redundant, high-speed connections to the

Internet and direct links to cloud providers for high speed access to critical applications. DOJ will continue to accelerate adoption of the ECS program, which leverages use of commercial cloud for high availability, automatic failover, and data synchronization for these services – making email, video conferencing, and document sharing capabilities accessible from any device, at any time.

DOJ will build a fully resilient, scalable network by increasing network capacity and high-speed access to our Core Enterprise Facilities and cloud services. As part of this effort, we will enhance connectivity, shorten provisioning time, simplify network complexity, reduce the number of firewalls, and increase bandwidth for field locations.

DOJ also continues to perform supply chain risk assessments as part of our efforts to identify, assess, and neutralize risks associated with the global and distributed nature of product and service supply chains.

### **Objective 3.3: Enhance enterprise-wide incident response and cyber hunt capabilities**

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To effectively defend against increasingly complex threats, DOJ will enhance enterprise-wide incident response and invest in cyber hunt capabilities. Incident response limits damage and reduces recovery time and costs to the organization, while cyber hunt capabilities will allow us to proactively identify and remediate cyber threats before they become major issues.

DOJ's approach to managing incident response effectively uses a variety of forensic and rapid response technologies, focused on automated detection and remediation. DOJ operates and maintains the Justice Security Operations Center (JSOC), providing network monitoring, threat detection, analysis, and reporting, as well as incident response 24 hours a day, seven days a week, 365 days a year. We will integrate the multiple SOC's across DOJ

into a unified instance, allowing cyber hunt operations, incident detection, forensic analysis, and defensive actions to be more closely coordinated between teams and to reduce response times. Coordination between JSOC and the DOJ IT service desk is integral to enhancing interoperability and improving customer support. A unified JSOC will also eliminate duplicative workloads by combining information sources and technologies to provide leadership with more precise situational awareness of incident response activities during major events.

### **Objective 3.4: Increase identity, credential, and access management services**

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The primary focus of Identity, Credential, and Access Management (ICAM) rests on knowing who is accessing DOJ systems, what they are accessing, and how one is accessing it. Our goal is a common, standardized, and trusted electronic identity and access management capability, both internally and externally, to ensure secure and timely access to mission-critical information.

DOJ's ICAM strategy builds on recent efforts around the following three initiatives: inventorying who has access to DOJ systems; enabling Personal Identity Verification authentication for privileged users; and authenticating external entities who need access to DOJ information. The cornerstone of our strategy is deployment of the internal enterprise identity store to provide a centralized and authoritative digital identity for DOJ users to share information internally and with mission partners. As part of the core infrastructure, DOJ will utilize the enterprise privileged access manager and conduct several service enhancements, including derived credentials and the modernization of credential units.



## Goal 4: Build Innovative Capabilities

We will enhance DOJ mission operations and better support the workforce through innovative IT capabilities by:

- Integrating new technology including **machine learning** and **advanced analytics**
- Ensuring timely access to and use of **reliable data** for **decision making**
- Providing **mobile-accessible solutions** that can be accessed anywhere, anytime

### *Outcomes:*

DOJ mission operations are enhanced through use of innovative technology modernized systems, and mobile-accessible solutions. Data assets are maximized to drive decisions.

### Objective 4.1: Support IT modernization through innovative technology

As the mission advances, we must modernize our IT systems and integrate innovative technology to support the DOJ workforce. Throughout DOJ, there are projects underway to modernize the customer's experience in our mission systems. FBI is increasing accuracy and

efficiency in identifying individuals through new fingerprint matching and biometrics capabilities and enhancing its system for timely transfer of firearms to eligible gun owners. Field technologies are being enhanced with robotic and drone technologies to help agents see while reducing risk or harm, and gunshot detection and digital reconstruction of crime scenes are enabling investigations.

Both litigation and law enforcement components are deploying modernized case management, document management, and e-Discovery tools. For example, the Executive Office for Immigration Review (EOIR) is modernizing immigration court systems with a new courts and appeals platform that will track, display, and manage immigration-related records, allow for electronic filing and payment, and provide a secure transfer of intergovernmental data.

The Federal Bureau of Prisons (BOP) is advancing its capabilities with contraband interdiction, as well as developing and implementing a modernization strategic plan for key inmate management applications. BOP plans to leverage advances in cloud technology to evaluate options to optimize its application environment; the evaluation includes consideration of options for implementation of a micro-services architecture and the use of horizontal and vertical auto-scaling. In conjunction with these efforts, the United States Marshals Service (USMS) is incrementally developing an integrated, mobile business process management solution to automate processes for prisoner management, investigation, and security management.

### Objective 4.2: Optimize use of information assets to aid decision making

DOJ is a data-driven organization – maximizing our mission success depends greatly on having a data strategy that helps staff gain timely access to reliable and

useful information to drive decisions in support of litigation, law enforcement, and other mission activities. DOJ will focus on implementing our Data Strategy that helps build enterprise capabilities for data management, information sharing, and controlled access, and helps maintain a modern and relevant data workforce.

As part of this effort, we will focus on developing data communities to support mission operations, creating a data asset inventory or data catalog, and ensuring appropriate use, access, and stewardship of data across DOJ. We will create a next generation information architecture, and introduce continual improvement in data discoverability, access and sharing, integration, accuracy, and speed. We will implement well-designed, integrated data warehousing and modern analytics platforms that enable predictive and prescriptive analytics. We will also improve the quantity and quality of open datasets available to the public.

Reliable information sharing internally across DOJ and externally with state, local, tribal, and territorial governments, international partners, and the public is required for mission attainment. DOJ will create a data exchange framework to uniformly share data. Over the coming years, DOJ will populate the National Data Exchange (N-DEX) with new data from disparate sources allowing discovery of linkages between people, places, and other entities. DOJ will incorporate new capabilities in the National Crime Information Center (NCIC) system to address existing deficiencies in crime data reporting, and implement a cloud development program for N-DEX.

### **Objective 4.3: Provide mobile-accessible solutions**

As our workforce becomes increasingly mobile, and the need to support DOJ missions around the globe increases in response to crime and national security threats, DOJ must continue to recognize

that access to accurate and timely information can dramatically impact public safety.

Cloud technology enables users to share and analyze data, which improves information flow and empowers employees to more efficiently manage complex operations and investigations. For example, USMS will develop a mobile biometrics application and a business process automation platform to integrate and automate key business processes allowing on-the-go tracking of individuals. BOP will also employ mobile technology, allowing tracking of incarcerated persons' locations to increase safety in prisons. These mobile and wireless solutions also improve the way our federal and state partners interact with DOJ by uploading data collected in the field to a single cloud repository. Analysis of this integrated data allows employees to connect disparate trends and streamline mission activities in near real time and in almost any location.

### **Objective 4.4: Expand advanced analytics and machine learning**

The proliferation of information along with new types and sources of data means DOJ must invest in emerging AI technologies such as cognitive and neuro analytics and machine learning to support mission activities.

DOJ's Data Strategy establishes common methods, tools, and processes to manage, manipulate and share data across the organization. The Data Strategy serves as a framework that analytic platforms can be built upon. We must maximize the value of DOJ's data assets as well as its enterprise data management capabilities in order to take advantage of emerging technologies and innovations such as AI, machine learning, and advanced analytics.

We will identify pilot prototype solutions, deployed via a shared model, ensuring our analytical platform is co-located and easily and virtually accessible. DOJ will continue to provide innovative, shared services and

new enterprise analytics tools that help the organization collaborate and use data to make informed decisions and support mission activities. We will continue to support advanced data analytics, providing cloud-based tools and analytic capabilities that enable users to combine structured and unstructured data to obtain new insights and

actionable findings for litigation and other mission critical activities. We will also continue to leverage capabilities from the intelligence community, follow the FBI's innovations, and lower the barrier of entry for these emerging technologies.

# Path Forward

The DOJ IT Strategic Plan for FY 2019-2021 provides a clear path forward for the Department to drive IT transformation. We will work collaboratively across the Department and components to define the specific initiatives and activities that will help us achieve the goals and objectives outlined in the Strategic Plan and improve service delivery. In addition, we will collectively determine how to prioritize those initiatives and measure progress toward our goals and objectives.

## Prioritized Initiatives

The Office of the Chief Information Officer (OCIO) will work with Department program area leads and component leadership to create implementation roadmaps aligned with our strategic goals. We will define and prioritize specific initiatives and activities, for both the Department and components, to focus resources and accelerate progress. These Strategic Plan initiatives will include:

- Implementation of technology and collaboration efforts to improve service delivery
- Enhancements and refined processes to more effectively investment in technology
- New and optimized cyber capabilities to protect critical mission assets
- Applying technology innovation to build capabilities that drive mission preparedness

Our success will depend upon our ability to work collaboratively to develop cost effective and impactful solutions that can be leveraged across the Department and components. We must tirelessly support the development and implementation of technology that provides the best value to our stakeholders. Lastly, our priorities will reflect the need to provide robust and timely customer service and be recognized as an IT service provider of choice.

## Measuring Performance

The Department and components will use outcome-based performance management to measure progress implementing the DOJ IT Strategic Plan. We recognize the success of DOJ IT depends on our ability to meet customer service expectations and consistently perform at a high-level. We will use SMART (specific, measureable, actionable, relevant, and timely) performance metrics to assess progress made against each goal and identify areas that need attention. This increased transparency, with well-defined targets and efficient data collection techniques, will support effective execution of the Strategic Plan.