



DEPARTMENT OF ENERGY

OFFICE OF ENVIRONMENTAL MANAGEMENT

INFORMATION TECHNOLOGY

STRATEGIC PLAN

FY 2015 – FY 2018

June 2015

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A Special Message from Melody C. Bell, Acting Deputy Assistant Secretary for Human Capital and Corporate Services



I am pleased to present the Environmental Management (EM) Information Technology (IT) Strategic Plan (Plan) for FY 2015 - FY 2018. The plan sets forth EM's goals for IT governance to safely and securely achieve the EM mission.

The Plan was developed collaboratively between EM Headquarters and Field Sites to advance EM's IT vision. This cross-office team effort builds on the successes and lessons learned from the EM IT strategic planning initiatives and objectives included in the previous EM IT Strategic Plan for FY 2012 – FY 2014. Likewise, as we look to the future, we renew our commitment to further enable EM's Corporate IT cyber capability and services to achieve operational efficiency by specifying five strategic imperatives with goals and objectives to be achieved over the next four years. To help ensure alignment and accountability, our efforts will be guided by five key fundamental principles, mission-focused, collaborative, innovative, agile, and risk-informed, that represent the values we want to reflect as we work together to implement this Plan.

What we do makes a difference and I am proud to serve with each of you and thank you for your on-going commitment, support, and dedication to EM.

I look forward to your active participation as we execute the implementation of the EM IT Strategic Plan.

Melody C. Bell

Melody C. Bell
Acting Deputy Assistant Secretary for
Human Capital and Corporate Services
Office of Environmental Management

Message from the Director

Over the past three years, the Office of Environmental Management (EM) Information Technology (IT) organizations at Headquarters and the Field Sites have accomplished many “firsts” as we pursued our stated goals and objectives in the *FY 2012 - FY 2014 EM Information Technology Strategic Plan*. I’m pleased to report that collectively we made strong progress in modernizing our infrastructure, mission systems, and IT capabilities. More robust IT governance has led to more efficient and cost-effective uses of IT in EM and we introduced several successful cross-boundary collaborations. In FY 2012, EM Headquarters began a partnership with the Hanford Site to pilot the use of Hanford’s Cloud environment to host EM enterprise applications. This effort established EM as the first major program to transition to a common platform for delivery of applications as a service.

In partnership with the Department’s New Media Office, Energy.gov project, EM launched a revamped website in 2013 based on cutting-edge technology that centralizes digital communications, eliminating redundancies and inefficiencies. EM also established its first EM Flickr collection providing EM stakeholders and the general public access to thousands of photos and images of EM’s nuclear cleanup activities across the complex.

EM’s 2012 *Digitization of Hard Copy Records* policy was the first of its kind to be published in the Department and today, all EM electronic records management solutions are DoD 5015.2-certified. We developed EM’s first online records management training initially intended just for EM federal and contractor employees; however, based on its recognized value to the larger Department

of Energy (DOE) community, the training was delivered via the DOE Online Learning Center and made available to DOE federal and contractor staff.

In addition, at Headquarters and various Field Sites, we modernized our virtual meeting infrastructure and capabilities to allow enhanced communications and collaboration, consolidated and closed data centers, implemented Homeland Security Presidential Directive 12 (HSPD-12) requirements at multiple sites, deployed IPv6 and took steps to reduce EM’s carbon footprint by applying Green IT solutions. From 2012 through 2014 EM continued to lead the Department for the most awards in the Environmental Protection Agency’s Federal Green Challenge (formerly the Federal Electronics Challenge (FEC) program, to recognize “Green IT” progress at facilities across the federal government.

Our EM Mission Information Protection Program (MIPP) continues to be the cybersecurity benchmark across DOE. In 2012, we stood up the Headquarters Security System (HQSS) to provide high-level, near real-time cybersecurity intelligence and centralized cybersecurity management to all EM sites. This enterprise solution has saved the EM program hundreds of thousands of dollars in cost efficiencies and cost avoidance. In 2013, EM’s HQSS won a DOE OCIO award for Innovative Technical Achievement.

As we move forward with our modernization efforts, I am pleased to present the *EM IT Strategic Plan for FY 2015 - FY 2018*. I look forward to working with you to implement this plan and move closer to achieving our EM IT vision to be a collaborative partner and trusted advisor of mission-enabling IT solutions for EM.

Jeanne Beard

Jeanne Beard
Director, EM Corporate IT

Introduction

EM has a unique mission, completing the safe cleanup of the environmental legacy brought about from five decades of nuclear weapons development and government-sponsored nuclear energy research while protecting human health and the environment. Our mission is carried out through the use of sound business practices, science, technology, and IT, which is used to deliver services, manage information, safeguard critical EM mission systems and data, and reduce risks and cost to EM.

EM’s IT environment is designed to deliver a suite of tools, processes, and solutions that support our mission to continue to reduce the risks of the environmental contamination and environmental liability associated with the EM program. In developing the *EM IT Strategic Plan for FY 2015 - FY 2018*, EM Headquarters and Field Site

personnel met to identify and discuss strategic imperatives needed over the next four years to respond to evolving mission needs and to address gaps in current business capabilities.

This plan communicates five strategic imperatives that are aligned with EM mission strategic focus areas and also reflects government and industry trends in cybersecurity, IT service delivery, workforce, governance, and content management. These goals are supported by 17 objectives to be accomplished over the next four years. The IT goals and objectives in the plan build on the most recent *FY 2012 - FY 2014 EM IT Strategic Plan* and were developed within the context of key strategic internal and external drivers that will inform our execution strategies.

Driver	Impact
EM Mission Focus Areas	EM’s strategic focus areas of safety, project management, and accelerated site closure represent key elements that affect EM IT priorities including the need for increased program-wide IT collaboration, risk-informed decision-making, shared services, and the need for more robust governance of IT investments that support mission needs.
Programmatic Budget Pressures	Operating in a constrained budget environment demands a focus on eliminating redundancies, prioritizing existing service delivery requirements, and only investing in IT solutions that are cost-effective and demonstrate value.
Retiring Workforce	Requires the development and execution of strategies to attract and retain a pipeline of talent that can support EM’s current and future IT mission needs, and to establish a knowledge management capability available for the current and future EM workforce.
Federal IT Mandates and Legislative Requirements	The following government-wide directives provide access to existing government information assets that EM can benefit from: <ul style="list-style-type: none"> • Federal Information Security Management Act (FISMA) of 2002 • National Institutes of Standards and Technology (NIST) Standards and Guidelines • Federal Information Technology Acquisition Reform Act (FITARA) (December 2014)

EM IT STRATEGIC PLAN (FY 2015 - FY 2018)

Driver	Impact
Federal IT Mandates and Legislative Requirements (Cont'd)	<ul style="list-style-type: none"> • Office of Management and Budget (OMB) Policies and Directives, such as: <ul style="list-style-type: none"> – OMB Circular No. A-130 Management of Federal Information Resources (November 28, 2000) – M-10-06 Open Government Directive (December 8, 2009) – 25 Point Implementation Plan To Reform Federal Information Technology Management (December 9, 2010) – Federal Cloud Computing Strategy (February 8, 2011) – Federal Information Technology Shared Services Strategy (May 2, 2012) – The Common Approach to Federal Enterprise Architecture (May 2, 2012) – Digital Government: Building A 21st Century Platform To Better Serve The American People (May 23, 2012) – M-12-18 Managing Government Records Directive (August 24, 2012) – Executive Order 13636 Improving Critical Infrastructure Cybersecurity (February 12, 2013) – M-13-09 Fiscal Year 2013 PortfolioStat Guidance: Strengthening Federal IT Portfolio Management (March 27, 2013) – M-13-13 Open Data Policy – Managing Information as an Asset (May 9, 2013) – OMB Circular No. A-11 Part 6, Section 220 Cross-Agency Priority (CAP) Goals and Federal Performance Plan (July 26, 2013) – M-14-08 Fiscal Year 2014 PortfolioStat (May 7, 2014) – Executive Order 13693 Planning for Federal Sustainability in the Next Decade (March 19, 2015)
Departmental Orders	DOE Orders such as: <ul style="list-style-type: none"> • 203.2 Mobile Technology Management • 205.1B Chg 3 Department of Energy Cyber Security Program • 243.1B Admin Chg 1 Records Management Program
Programmatic Requirements	Such as: <ul style="list-style-type: none"> • Risk Management Approach Implementation Plan (RMAIP) • Standard Operating Policies and Procedures (SOPP)
Frequency and Sophistication of Cybersecurity Threats	Requires increased situational awareness and vigilance in enhancing our ability to identify, protect, detect, respond, and recover from cyber-related events.

Guiding Principles

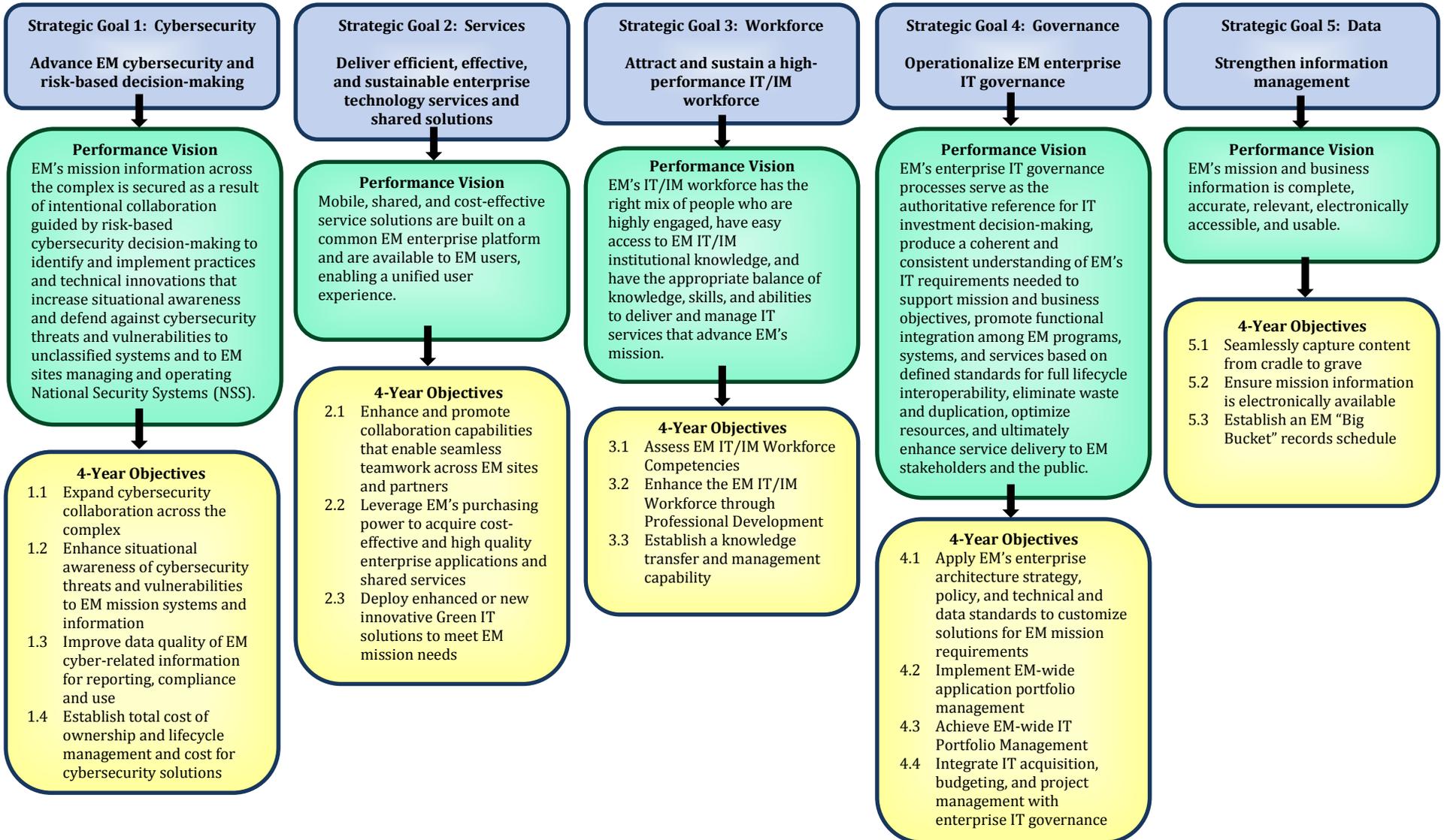
EM's IT principles are grounded in our culture, guide our decision-making, and inform how we work together to meet our mission needs.

- **Mission-focused.** EM's IT processes, tools, and solutions must meet the "mission-value" test, demonstrating that they are customer-focused, best-in-class, optimize return-on-investment, and serve as key enablers to meet EM mission requirements.
- **Collaborative.** Jointly working together builds trust and opens communication, increasing support for decisions that are more durable and result in more effective use of our resources.
- **Innovative.** Creative thinking leads to positive change that allows EM stakeholders to benefit from new ideas and approaches to meet EM mission needs.
- **Agile.** EM's IT ability to move quickly and easily is supported by quality decision-making that is a result of a responsive organization and disciplined processes.
- **Risk-Informed.** EM IT decisions take into consideration programmatic, technical, performance, cost, and other risk factors in order to achieve a sustainable and reliable level of service.

EM IT Strategic Plan Overview

EM IT Vision: A collaborative partner and trusted advisor of mission-enabling IT solutions for EM

EM IT Mission: To deliver innovative, secure, and agile IT solutions in support of EM’s evolving mission.
EM IT Principles: Mission-focused, Collaborative, Innovative, Agile, Risk-Informed.



Strategic Goal 1 – Advance EM cybersecurity and risk-based decision-making

Cybersecurity threats continue to be a growing and significant challenge to DOE and EM mission information. As these threats evolve, EM’s Mission Information Protection Program (MIPP) will maintain a leadership role in anticipating and defending against these threats to provide assurance that as EM pursues its mission of cleaning up the nation’s nuclear legacy, its information is secure, communication is not compromised, and risks to data and system infiltrations are mitigated.

We will continue to leverage innovative technologies that enable heightened situational awareness through the use of enterprise-wide solutions. As sustained and pervasive cyber-attacks against EM information systems and assets persist, we will leverage enterprise solutions such as the HQSS to provide high-level, near real-time cybersecurity intelligence and centralized cybersecurity management while allowing local control of site data. Risk-based decision-making will be guided by implementation of EM’s Risk Management Approach to inform how we prioritize cybersecurity actions and determine necessary investments to enhance our cybersecurity posture across the program. Ultimately, success will demand clear and transparent communications, collaboration, and agility to anticipate and proactively respond faster to threats in order to assure a trusted and resilient EM IT infrastructure.



East Tennessee Technology Park 2012;
Credit: DOE

Performance Vision

EM’s mission information across the complex is secured as a result of intentional collaboration guided by risk-based cybersecurity decision-making to identify and implement practices and technical innovations that increase situational awareness and defend against cybersecurity threats and vulnerabilities to unclassified systems

and to EM sites managing and operating National Security Systems (NSS).

Objective 1.1: Expand cybersecurity collaboration across the EM enterprise

EM will explore and implement a variety of methods to promote collaboration and enhance communication among EM cybersecurity professionals. By working together through forums such as cybersecurity working groups, we will build and sustain trusted relationships that will serve as the foundation for secure and responsible information sharing. We will leverage the collective knowledge, experiences and capabilities of Headquarters and Field Sites to increase overall awareness and security complex-wide. As our collective knowledge matures, our ability to detect and respond to changing and evolving threats will improve, ultimately enabling us to make decisions faster and with more confidence.

Objective 1.2: Enhance situational awareness of cybersecurity threats and vulnerabilities to EM mission systems and information

Meaningful cybersecurity situational awareness requires a full understanding of EM’s environment—people, processes, and technology, in order to accurately predict and respond to potential problems that may arise.

We will develop a comprehensive situational awareness capability that addresses EM’s IT infrastructure, threat information, and mission impacts. We will establish centralized program reporting and develop appropriate methods and training to provide timely notifications to appropriate parties of relevant cyber-related events, along with their associated responsibilities. We will work closely with the Joint Cybersecurity Coordination Center (JC3) and other Departmental and Governmental organizations to provide timely situational awareness in order to anticipate potential exploits and develop effective countermeasures to protect EM mission systems and information.

Objective 1.3: Improve data quality of EM cyber-related information for reporting, compliance and use

Reporting requirements for cyber-related events continue to grow as the need to understand threats, vulnerabilities and associated mitigation activities, results, and lessons learned become more critical to informing future actions. Information requests and data calls from Congress, OMB, the Inspector General (IG), the Government Accountability Office (GAO), the Departmental Office of the Chief Information Officer (OCIO), and EM senior management must often be responded to quickly with high expectations of data quality and accuracy. Accumulating cyber-related data needed for reporting requires us to develop proactive processes that are repeatable and data management tools which we will use to validate and mine new or existing data to respond to internal and external requests for information. We will continue to work closely with the Departmental OCIO to better utilize EM provided information and proactively forecast reporting requirements.

Objective 1.4: Establish total cost of ownership and lifecycle management and cost for cybersecurity solutions

EM has achieved significant savings over the past five years in cybersecurity investments through the strategic acquisition of enterprise cybersecurity solutions. We will continue to identify and baseline site-specific needs and develop processes to track total cost of ownership and manage lifecycle costs. Applying enterprise governance and information management principles to understand the total accumulation of EM technology assets across the program will enable us to eliminate duplication and achieve efficiencies when acquiring and deploying cybersecurity products and services. We remain committed to leveraging EM's scale and purchasing power to reduce prices and maximize EM's return on its investments in cybersecurity.

Strategic Goal 2 – Deliver efficient, effective, and sustainable enterprise technology services and shared solutions

EM’s workforce requires secure access to data and IT services anywhere or anytime. EM’s IT challenge is to deliver these services in a cost-effective way, leveraging enterprise capabilities whenever possible. Working collaboratively, we will leverage EM’s purchasing power to acquire new capabilities and reduce costs for ongoing maintenance. Establishing a sustainable EM enterprise service environment will require consolidating legacy and disparate systems to a unified enterprise platform. Developing a common baseline for systems and applications will enable EM to better define and manage enterprise shared services. Expanding the use of cloud-computing and other types of shared service strategies will offer EM users more affordable options for high-quality IT solutions to meet EM cleanup mission needs.



Hanford Pretreatment and Low-Activity Waste Facilities 2012; Credit: DOE

Performance Vision

Mobile, shared, and cost-effective service solutions are built on a common EM enterprise platform and are available to EM users, enabling a unified user experience.

Objective 2.1: Enhance and promote collaboration capabilities that enable seamless teamwork across EM sites and partners

We will explore secure knowledge-sharing and collaboration solutions to facilitate cross-boundary collaboration initiatives. We will evaluate existing virtual meeting infrastructure capabilities against current and expected future needs and implement solutions that enable EM’s workforce to collaborate more efficiently.

Objective 2.2: Leverage EM’s purchasing power to acquire cost-effective and high quality enterprise applications and shared services

EM Integrated Project Teams (IPT) will use an established framework to identify, evaluate, and implement opportunities for shared services, including assessing Departmental proposals, to meet common requirements. Reducing the costs associated with common requirements will enable EM IT teams to reinvest those savings into innovations that meet evolving mission needs and further reduce EM IT costs and footprint.

Objective 2.3: Deploy enhanced or new innovative Green IT solutions to meet EM mission needs

Our goal is not just to cut IT costs—it is to drive out costs that are unnecessary. To do this we will establish an EM cloud strategy that focuses on key areas where cloud investments will result in the greatest business benefit for EM. We will apply a methodology to vet potential cloud candidates, establish an EM target application architecture and develop roadmaps that serve as blueprints to transition to a cloud environment over the next four years.

We will participate in DOE’s Energy Savings Performance Contract (ESPC) and apply IT planning, enterprise architecture, governance, and other best practices to optimize energy efficiencies at EM data centers and promote effective IT energy conservation practices to reduce IT costs and EM’s overall footprint.

Strategic Goal 3 – Attract and sustain a high-performance IT/IM workforce

IT is a strategic resource critical to the accomplishment of EM’s mission and depends in large part on the capabilities of its federal IT workforce, including its use of contractors to supplement staff and help fill competency gaps. Within the next two to three years, approximately 30 percent of federal employees government-wide will become eligible to retire according to the GAO. In EM, over 60 percent of the federal civil service is older than 45 years of age with 50 percent of the EM Headquarters population alone eligible to retire within three years. EM’s IT/Information Management (IM) workforce reflects similar trends.

Working with EM’s Office of Human Capital, and the Department’s Office of the Chief Human Capital Officer, EM IT/IM organizations are taking concrete steps to assure that as EM’s IT workforce retires, threats to institutional knowledge, closing critical skills gaps, increasing employee engagement, and effectively delivering mission-critical IT services and sustaining operations moving forward remain top priorities.



Completion of Savannah River Site K Cooling Tower Project 2010; Credit: DOE

Performance Vision

EM’s IT/IM workforce has the right mix of people who are highly engaged, have easy access to EM IT/IM institutional knowledge, and have the appropriate balance of knowledge, skills, and abilities to deliver and manage IT services that advance EM’s mission.

Objective 3.1: Assess EM IT/IM Workforce Competencies

Working with EM’s Office of Human Capital, we will support its *Competency Management Initiative*, a process designed to measure patterns of knowledge, skills, abilities, behaviors, and other

characteristics that are needed for federal IT/IM professionals in EM to successfully perform their work functions. Data gathered from this initiative will be used to support professional development and planning efforts.

Objective 3.2: Enhance the EM IT/IM Workforce through Professional Development

As EM’s mission needs evolve, new technology requirements will emerge which will require upgrading the capabilities and skills of our EM IT/IM workforce. We will explore a variety of professional development, certification, and educational options, including establishing close working relationships with universities, to bring new graduates into the IT/IM workforce and to expose our IT/IM staff to new learning opportunities. We will support professional development and training plans to address key functional areas such as cybersecurity or to tackle under-represented skillsets. We will leverage existing recruiting programs and special hiring authorities to attract junior or specialized talent and provide opportunities for others to take on new leadership roles.

Objective 3.3: Establish a knowledge transfer and management capability

With the increase of EM IT professionals eligible to retire, the need to capture, organize, and access IT information for knowledge transfer and institutional memory is critical. Working with our human resources partners, we will develop a formal EM IT knowledge management strategy that contains objectives and success criteria across the program and includes measures to assess its effectiveness. We will explore enabling capabilities and technologies such as collaborative software, data mining tools and other knowledge management solutions to leverage knowledge, communicate lessons learned, and provide a knowledge bank of information that is available for future EM IT professionals.

Strategic Goal 4 – Operationalize EM enterprise IT governance

As EM budget pressures continue to impact the cleanup budget, the need for cost-effective operating models that enable us to transparently track the performance of EM IT investments will be essential to demonstrating how our IT investments are supporting the cleanup mission. We will leverage the principles of the *Common Approach to Federal Enterprise Architecture* to help us identify and eliminate waste and redundancy, increase use of common services, address performance gaps, and promote engagement among EM stakeholders. Leveraging these best practices will provide integration points with other governance areas such as EM's strategic planning, capital planning and investment control, portfolio management, records management, and cybersecurity functions, among others.



Paducah 2012; Credit: DOE

Stronger IT governance, management discipline and performance accountability will enable us to better understand interrelationships between investments, improve interoperability among systems, minimize duplication across sites, and support EM's IT modernization initiatives.

Performance Vision

EM's enterprise IT governance processes serve as the authoritative reference for IT investment decision-making, produce a coherent and consistent understanding of EM's IT requirements needed to support mission and business objectives, promote functional integration among EM programs, systems, and services based on defined standards for full lifecycle interoperability, eliminate waste and duplication, optimize resources, and ultimately enhance service delivery to EM stakeholders and the public.

Objective 4.1: Apply EM's enterprise architecture strategy, policy, and technical and data standards to customize solutions for EM mission requirements

The aim of EM's enterprise architecture (EA) is one that is actionable, supports IT governance, and is used to assure that legacy and development systems are aligned with business, technical, and operational standards. As EM's mission and business objectives evolve, we will update our current EA and refine our future state EA and transition plans to incorporate new mission requirements. We will establish and leverage EA Working Groups (EAWG) to research and provide recommendations on architecture advancements, methodologies, processes, and integration opportunities. The EAWGs will serve as forums for Headquarters and Field Sites to collaborate on various ongoing architecture efforts such as establishing EM-wide technical and data standards to enhance interoperability.

Objective 4.2: Implement EM-wide application portfolio management

EM has thousands of applications deployed on its networks across the complex. To understand EM's complete application portfolio requires transparency into the current catalog of applications, and the relationship those applications have to EM mission and business capabilities. We will leverage our enterprise application portfolio management processes and tools to inventory and catalog EM mission, business, and industrial control systems and applications, eliminate redundant applications, quantify the business value and associated risks of applications, and characterize the relative value of each application to EM's strategic goals.

Rationalizing EM's application portfolio will help business and system owners make informed decisions about their short- and long-term application strategies and with careful management enable reallocation of resources for more strategic investments.

Objective 4.3: Achieve EM-wide IT Portfolio Management

The application of IT portfolio management (ITPM) helps EM achieve its mission goals and performance objectives by selecting, controlling, and evaluating investments to determine the best mix and the right level of investments to make. We will operationalize the EM enterprise IT Governance Board which includes representatives from Headquarters and Field Sites. The Board will conduct evidence-based investment reviews utilizing program inputs, technical advice and financial information to inform its decision-making process. We will establish risk processes and value measurements to enable prioritization, planning and investment decisions to be made for EM IT investments. TechStat reviews will continue to be used to determine IT investments' compliance with scope, schedule, and budget requirements for performance.

Objective 4.4: Integrate IT acquisition, budgeting, and project management with enterprise IT governance

Integrating IT acquisition, budgeting, and project management processes is critical to sustaining an effective IT governance capability in EM. We will take steps to explore and deploy common management tools and techniques such as Service Level Agreements (SLA) to support project management processes and connect them to existing governance processes. We will work with applicable acquisition functions to identify opportunities to simplify or streamline IT acquisitions and to develop common contract language. We will also work with the Department's Chief Financial Officer (CFO) organization to implement IT cost tracking across the complex.

Strategic Goal 5 – Strengthen information management

Managing the volume of content EM mission activities create requires new and different ways to manage large sets of mission data that are often unstructured and reside in disparate information repositories across the EM complex. As the volume of information continues to increase, EM has an opportunity to identify and implement IT solutions that leverage the aggregate value of that information by identifying key relationships or correlations within those data sets. Our goal is to provide EM stakeholders access to mission information quickly, digitally, and with confidence to better inform risk-based decision-making.

We understand that an effective information management program offers EM:

- Increased efficiency and productivity
- Improved response to information requests
- Enhanced regulatory compliance and minimized litigation risks
- Ability to safeguard vital EM records and preserve EM’s corporate memory
- Reduction in administrative costs associated with file equipment, storage and staffing
- Better decision-making as a result of access to relevant and timely information



Department of Energy, Forrester Building
Credit: DOE

We will continue to move toward a paperless environment by implementing content management and information governance strategies, expanding hard copy digitization efforts, automating business processes, and seamlessly integrating statutory requirements and compliance guidelines into electronic processes.

Performance Vision

EM’s mission and business information is complete, accurate, relevant, electronically accessible, and usable.

Objective 5.1: Seamlessly capture content from cradle to grave

Partnering with mission stakeholders will be critical to improving efficiency. We will develop and implement information governance and content management strategies to manage content throughout the lifecycle: creation, capture, storage, and disposition; all while protected through access policies.

We will promote the use of information systems that generate electronic records and either build in electronic recordkeeping functionality or seamlessly integrate the systems with a DoD 5015.2-STD-compliant Records Management Application (RMA).

Objective 5.2: Ensure mission information is electronically available

EM will establish and implement standards for digitizing hard copy content where doing so is cost-effective. Working with our Field Sites, we will explore opportunities to expand hard copy digitization efforts. Such initiatives offer EM the opportunity expand access to EM mission information, advance the preservation of records by reducing wear and tear on originals, and providing access to records that are no longer available in their original format.

Objective 5.3: Establish an EM “Big Bucket” records schedule

A collaborative effort among EM locations and the National Archives and Records Administration (NARA) is underway to document and implement a “Big Bucket” records schedule for EM that will streamline effective implementation of enterprise content management. This initiative will improve the ability of mission users—and automated classification tools—to accurately and consistently apply the correct records schedule for retention purposes, lowering the overall cost of ownership.

Summary

As EM moves forward in modernizing our IT infrastructure, missions systems, and capabilities, execution of our strategic goals will be accomplished in partnership with EM Field Sites, mission units, and support functions. The strategic objectives will be incorporated in individual site tactical IT plans and governed using best practices in project management, development, and risk management. Progress of this plan will be regularly monitored and reported on a semi-annual basis at EM IT Collaboration meetings. This plan is a living document and will be reviewed and updated as needed to respond to operational, regulatory or legislative changes.



**Office of Environmental Management
Information Technology Strategic Plan
FY 2015 - FY 2018**

**Jeanne M. Beard, Director
Office of Corporate Information Technology
Office of Environmental Management
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