

## IT CENTRAL FUND

### *Resource Summary* ( \$ in thousands)

Appropriations	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase / Decrease
<b>Capital Investment Fund</b>	71,000	139,000	144,100	5,100
<b>IT Investment/Expedited Passport Fees</b>	121,672	120,000	127,000	7,000
<b>American Recovery and Reinvestment Act</b>	252,000	0	0	0
<b>Total, IT Central Fund</b>	<b>444,672</b>	<b>259,000</b>	<b>271,100</b>	<b>12,100</b>

FY 2009 Actual includes \$252.0 million provided by the American Recovery and Reinvestment Act of 2009 (P.L. 111-5), net of \$38.0 million transferred to the United States Agency for International Development.

### *Program Description*

The Department is currently operating under an Information Technology Strategic Plan (ITSP) for Fiscal Years 2006 – FY 2010, which is aligned with the *FY 2007–2012 Department of State and USAID Strategic Plan*. The next ITSP, which will extend to FY 2015, will be published in the second quarter of FY 2010. The new Plan will focus on the application of modern information technology to promote U. S. diplomacy and development. It highlights three broad areas:

- Diplomacy 2015 – Collaboration, information, and integration, using social networking and other modern technologies
- Cloud Computing: Global infrastructure to support Worldwide IT operations, using central and regional IT assets to promote universal access, security, and business continuity
- IT Leadership: Mission effectiveness through accountability and resource management, emphasizing transparency and insight into IT and mission operations

The Department’s budget request for FY 2011 supports the strategic vision and goals of empowering diplomacy with information and tools available anytime, anywhere.

The five goals supporting this vision are:

- Goal 1: The Right Information: Knowledge Leadership For Diplomacy
- Goal 2: Anytime/Anywhere Computing: Diplomats On The Move
- Goal 3: External Partnerships: Diplomacy Through Collaboration
- Goal 4: Risk Management: Mission Effectiveness and Security
- Goal 5: Work Practices and Workforce: Leading Change

The FY 2011 IT investments support: greater integration and collaboration among more than 40 civilian agencies with overseas operations through a Foreign Affairs Network (FAN); improvements in efficiency, customer service, and business continuity/disaster recovery through the consolidation and centralization of IT services and investment in modern, redundant data centers; modernized critical administrative and financial management systems to prepare for the migration to electronic government (E-Gov) solutions and to improve key services; increased access to critical information resources for Department personnel both overseas and in Washington, D.C.; and strengthened IT security.

FY 2010 marks the final year of the current ITSP, and the Department has begun planning for its next generation technology needs. The work to be accomplished in FY 2010 will strengthen the Department’s

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global infrastructure and provide a springboard for the next plan. One area of focus for FY 2010 involves centrally driven business continuity, disaster recovery, and consolidated data centers to protect the entire worldwide IT infrastructure. The Department is modernizing administrative applications along the same lines, migrating to web-based services to provide global access and near 100 percent reliability and availability. A second area of focus is strengthening knowledge management, using the global infrastructure to promote video and other forms of collaboration and social networking as applied to diplomacy.

Activities – Funds By Goal	in Thousands			
	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase/ Decrease
<b>Goal 1: The Right Information: Knowledge Leadership For Diplomacy</b>	<b>25,772</b>	<b>54,903</b>	<b>26,388</b>	<b>(28,515)</b>
State Messaging and Archive Retrieval Toolset (SMART)	14,271	34,855	11,222	(23,663)
Main State Messaging Center	-	17,115	15,166	(1,949)
Electronic Medical Records (EMR)	-	2,903	-	(2,903)
Other	11,501	-	-	-
<b>Goal 2: Anytime/Anywhere Computing: Diplomats On The Move</b>	<b>113,575</b>	<b>131,178</b>	<b>156,700</b>	<b>25,522</b>
Global IT Modernization PMA	39,924	69,051	84,570	15,519
IRM IT Consolidation	9,383	4,000	-	(4,000)
Enterprise Software - Licensing and Maintenance	11,644	19,200	19,998	798
Enterprise Server Operations Center	4,125	21,564	31,851	10,287
Post Telephones	-	6,304	3,500	(2,804)
S/ES Continuity Of Operations (COOP)	-	1,300	6,971	5,671
Other	48,499	9,759	9,810	51
<b>Goal 3: External Partnerships: Diplomacy Through Collaboration</b>	<b>46,164</b>	<b>66,030</b>	<b>81,225</b>	<b>15,195</b>
Foreign Affairs Network (FAN)	-	-	3,000	3,000
Integrated Logistics Management System (ILMS)	13,621	19,738	19,738	-
Enterprise Data Warehouse	2,213	2,500	5,600	3,100
Joint Financial Management System (JFMS)	4,930	2,579	9,171	6,592
Integrated Personnel Management System (IPMS)	4,332	5,869	5,586	(283)
Global Foreign Affairs Compensation System (GFACS)	12,091	19,964	20,000	36
Travel Manager Program	2,882	2,640	2,640	-
Post Administrative Software Suite (PASS)	2,804	3,143	4,359	1,216
Central Resource Management System	252	1,742	1,231	(511)
Other	3,039	7,855	9,900	2,045
<b>Goal 4: Risk Management: Mission Effectiveness and Security</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Goal 5: Work Practices And Workforce: Leading Change</b>	<b>7,161</b>	<b>6,889</b>	<b>6,787</b>	<b>(102)</b>
FSI Instructional Support (SAIT)	5,500	3,874	3,772	(102)
FSI Learning Infrastructure	684	3,015	3,015	-
Other	977	-	-	-
<b>American Recovery and Reinvestment Act</b>	<b>252,000</b>			
<b>Total IT Central Fund</b>	<b>444,672</b>	<b>259,000</b>	<b>271,100</b>	<b>12,100</b>

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## *Justification of Request*

### **Goal 1: The Right Information: Knowledge Leadership For Diplomacy**

The Department will continue to leverage its investment in a robust and reliable global IT infrastructure by expanding direct support for the mission-driven processes of diplomacy, interagency collaboration and interchange of information, and foreign assistance. This entails deploying effective, user-oriented tools for discovering and analyzing useful information and expanding the Department's use of Web 2.0 social networking technology to promote diplomacy and development. The latter efforts begin the transition from the current ITSP to the new one.

Specific initiatives to be pursued in FY 2011 include:

#### **State Messaging and Archive Retrieval Toolset (SMART): \$11,222,000**

The SMART vision is to deliver a simple, secure, and user-driven system to support the conduct of diplomacy through modern messaging, dynamic archiving, and information sharing. SMART is consolidating legacy cables, memoranda, and email onto a single platform. Documents will be accessible through interest profiling and a sophisticated search engine, and the system will provide cross-enclave access to archival documents. In FY 2011, the SMART Program will be addressing defects, user-driven change requests, and system enhancements resulting from the recently-deployed global system. In addition, SMART resources will provide infrastructure and application-specific operations and maintenance support associated with both the primary and second site systems.

#### **Main State Messaging Center (MSMC): \$15,166,000**

MSMC provides the primary distribution of archival messages to/from State and its annexes and distribution to over 60 USG agencies in a variety of formats tailored to customer requirements. MSMC processes over 1,700,000 messages a year with an average of 11 primary distributions per message for an annual total of 18,700,000 messages. MSMC is scheduled to assume full Operations and Maintenance (O&M) support for SMART at the beginning of 2010 as well as responsibility for license management and technology refresh. Although the Department expects SMART to meet the FY 2010 deployment date, there is currently no projected date for deployment of SMART to external agencies and the Department anticipates that parallel operations of existing systems and SMART will continue throughout FY 2011 to provide ongoing support for communications with DOD, the Intelligence Community and other agencies in the foreign affairs community.

### **Goal 2: Anytime/Anywhere Computing: Diplomats On The Move**

The Department will provide and sustain an IT infrastructure that supports reliable access to needed information and systems from anywhere in the world via standard end-user devices such as laptop and desktop computers, personal digital assistants, and cell phones. Users will have access while working at home (telecommuting and telework), on travel, and out of the office. To accomplish this goal, the Department will continue to support its global IT infrastructure, consolidating services and operations to promote efficiency and excellent customer service. Goal 2 will build on the success of the Open Net Everywhere (ONE) program that has proven highly successful in delivering mobile computing to diplomats.

Priorities for FY 2011 regarding the global IT infrastructure are business continuity and disaster recovery, capital upgrades to the core network management center, investment in enterprise server operations to enable ongoing and expanded consolidation, and mobile computing. Specific initiatives that support Goal 2 are summarized below.

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### **Global IT Modernization (GITM): \$84,570,000**

In FY 2011, the Department will continue the Global IT Modernization (GITM) program to ensure that its global IT infrastructure remains current. Through this four-year life cycle program, the Department centrally manages the replacement and modernization of classified and unclassified desktop computers, core servers, local networking equipment, and domain controllers at domestic and overseas locations. Equipment is replaced and infrastructure is re-engineered as appropriate, taking into account newer technology, security, and best practices. The GITM program ensures that Green technologies are being purchased, installed, and utilized by the Department. Such Green technologies include server virtualization, which resulted in dramatic energy savings, reduced shipping outlays, adherence to Energy Star ratings, and a reduced physical footprint. GITM allows the Department to sustain a true global infrastructure, ensuring compliance with standards, full interoperability, piloting unclassified thin client solutions, and cost-effective administration. To enable the Department to provide anytime/anywhere access, the infrastructure must be sufficiently robust and reliable.

### **Enterprise Software-Licensing and Maintenance: \$19,998,000**

The Department entered into centralized software licensing arrangements for critical software standardization and volume purchasing. Centralizing ensures that all software is kept current and secure. This enables delivery of effective customer service through help desk and desktop support operations that rely on consistent, current software versions.

### **Enterprise Server Operations Centers (ESOCs): \$31,851,000**

Over the last few years the Department established ESOCs to consolidate server operations and management, yielding efficiency gains in facilities utilization, server costs, IT staffing, and the decommissioning of multiple disparate hosting environments. The ESOCs also enable the Department to promote excellence and innovation in server utilization and management, namely through server virtualization and highly skilled professional staff overseeing the server environment. FY 2011 funding allows expansion of server consolidation to improve disaster recovery and business continuity by establishing and provisioning two fully capable locations: ESOC East and West. The consolidation effort focuses heavily on implementation of ESOC Virtual Infrastructure with a long term goal of virtualizing approximately 75% of the servers in the ESOCs. The consolidation effort will also upgrade and enhance an existing Department processing center to create a modern, full service development environment, and evaluate cloud computing frameworks and services. Capital investments include modernizing power and air conditioning systems to support the new technology and expanded utilization as a development center.

### **Post Telephones: \$3,500,000**

Post Telephones provides global telephonic services and support to the Department's missions abroad and serves over 60,000 customers worldwide by planning, implementing, and coordinating projects required for upgrading mission telephone systems. The goal is to replace obsolete telephone systems with modern, reliable digital systems capable of delivering a full range of services. In order to homogenize equipment and optimize business processes, Post Telephones provides a standardized ten-year life-cycle replacement program. New modern equipment enables missions to utilize Voice Over Internet Protocol (VOIP) technology more effectively.

### **S/ES Continuity of Operations (COOP): \$6,971,000**

This investment provides the Department's leadership with a flexible, redundant, and survivable IT infrastructure to support COOP in the event of an emergency. The implementation of this plan will ensure the Department's ability to sustain the flow of information, to include command and control communications for the Secretary, providing an orderly, rapid, and effective decision-making process. It provides COOP for the Department Principals and the Executive Secretariat, ensuring the availability of high-quality administrative and information systems support for the Secretary of State, Principals Officers, and their staff regardless of scenario or situation.

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### **Other Goal 2 Initiatives: \$9,810,000**

Other initiatives that focus directly on achieving the goals of anytime, anywhere access include Mobile Computing and mainframe support for the legacy payroll system.

### **Goal 3: External Partnerships: Diplomacy Through Collaboration**

The Department is committed to improvements in citizen services, mission effectiveness, and efficiency. The focus is on three areas: participating in government-wide initiatives; streamlining administrative operations to ensure diplomatic readiness; and enhancing interagency and external collaboration, especially overseas and across the foreign affairs community. An important priority is to provide a suite of effective, efficient, and secure application systems that enable streamlined, consolidated, and cost-effective business services. These efforts will facilitate the ongoing migration to web-enabled applications, create more useful reporting tools, and improve the Department's ability to share data, both internally and with external partners.

Specific initiatives that support Goal 3 are summarized below.

#### **Foreign Affairs Network (FAN): \$3,000,000**

This important new initiative is to extend the Department's global IT infrastructure and related services to other agencies operating overseas through a Foreign Affairs Network (FAN). For the past two decades, it has been clear that interagency collaboration and communication are vital to ensuring U. S. national security, as well as maximizing the effectiveness of U. S. overseas presence. Through FAN, the Department will work with other agencies on a pilot basis to deliver a menu of network and infrastructure security services. The ultimate goal is to serve all agencies operating overseas.

The Department will leverage its many years of successful management of a robust and flexible global IT infrastructure to begin development of this interagency platform. The FAN will facilitate interagency collaboration, communication, integrated in-country support at overseas posts, and allow multiple agencies to more effectively address the challenges they face in meeting evolving security and network requirements. The FAN will be the foundation for the Department's Community Cloud Computing offering to the Foreign Affairs Community worldwide and will play a significant role in supporting the goals and objectives of the International Aid Transparency and Quadrennial Diplomacy and Development Review initiatives.

The feasibility of the FAN has been strengthened by recent changes in technology, which have been identified through pilot efforts to achieve cross-agency coordination. For example, the Foreign Agriculture Service (FAS) asked the Department to provide network services and user support for their personnel overseas. In response, the Department devised an innovative approach of creating and offering a menu of services that are responsive to other agency needs. The Department is confident that this approach will be successful in fostering interagency collaboration and will put the Department on a path toward a common, reliable, and secure IT platform. In FY 2011, the Department will use investment funds to implement tailored services for FAS and, develop a "proof of concept" prototype that demonstrates the effectiveness of the FAN and Foreign Affairs Cloud (FAC) concept. In addition, the department will develop an analysis that explores cloud computing alternatives with respect to the FAN/FAC vision.

#### **Integrated Logistics Management System (ILMS): \$19,738,000**

ILMS is a major reengineering and development effort to create a modern, user-oriented system for all logistics functions including purchasing, supply, transportation, warehouse, inventory/asset management, and diplomatic pouch and mail. ILMS benefits the Department by eliminating duplicative systems,

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streamlining operations, providing supply chain visibility to customers, and achieving enterprise-wide integration. Key initiatives for FY 2011 include deployment of ILMS to overseas posts, continued integration with financial systems, implementation of a Fleet Management Information System, upgrades to the Ariba and Momentum Acquisitions platforms, continued integration with external systems (Bureau of Diplomatic Security - Computerized Maintenance Management System), and completing the implementation of IT Asset Management and a Knowledge Discovery Tool.

### **Enterprise Data Warehouse (EDW): \$5,600,000**

The EDW combines information from different transactional systems into a central point from which information can be quickly extracted and analyzed to facilitate business decisions. The Department produces a great deal of historical data in support of varying missions. This data will be used for trend analysis and/or future forecasting efforts, thereby allowing future decisions to be based on real, factual information. The requested FY 2011 funding will be used to continue to improve management reporting, help improve data quality, and expand the EDW by incorporating more central, administrative systems data into the warehouse.

### **Joint Financial Management Systems (JFMS): \$9,171,000**

Under the JFMS program, the Department is responsible for maintaining the global financial management platform that supports overseas and domestic worldwide financial management and reporting. The FY 2011 request supports required upgrades to the underlying common commercial off-the-shelf (COTS) platform, further integration of Departmental systems, and continued improvements to global financial management capabilities.

### **Integrated Personnel Management System (IPMS): \$5,586,000**

The IPMS is a multi-year program that provides the Department with human capital management in support of its diplomatic mission. During FY 2011, the Department will continue to expand its service offering and initiate key IPMS improvements to establish a single source of information that can be used to drive a globally integrated HR and Payroll process across all posts (See Global Foreign Affairs Compensation System, below). Enhancement activities will include: consolidation of Post Personnel for managing all Department of State American direct-hire, Locally Employed Staff (LES), and other USG Agency data; establishment of a fully automated Entrance On Duty solution to improve the efficiency of the new hire process; and completion of the reengineering of the Permanent Change of Station Travel process to automate vouchering for household effects.

### **Global Foreign Affairs Compensation System (GFACS): \$20,000,000**

This investment replaces the Department's six aging legacy payroll systems with a single commercial off-the-shelf (COTS)-based payroll platform. This investment will benefit the more than 40 other agencies that rely on the Department's shared services to payroll 50,000 Locally Employed Staff (LES) employees at US embassies overseas. The FY 2011 request will fund hardware acquisition, COTS maintenance, and related implementation services necessary to continue this multi-year migration effort as well as support costs of the existing legacy payroll systems prior to their retirement. This request combines projects known as Consolidated American Payroll System (CAPPS) and Interagency ePayroll Migration and Worldwide Agency-wide Locally Engaged Staff Payroll (WALESPayroll).

### **Travel Manager Program: \$2,640,000**

The FY 2011 funding request for this investment will be used to finish the Department's migration to e<sup>2</sup> Solutions (one of GSA's approved eTravel systems), support the world-wide operation of this mission critical system, and in partnership with CWGT (the Department's eTravel service provider), develop functionality critical to conducting business overseas.

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### **Post Administrative Software Suite (PASS): \$4,359,000**

The Department has standardized its overseas posts' management services systems onto a common, but decentralized platform called PASS. The Department intends to integrate these overseas systems with their comparable Headquarters counterparts. To do so, it will be necessary to rewrite the current decentralized PASS platform to the centralized data base system in Washington, in order to create a true enterprise system. PASS 3 will be a centrally hosted application, which makes integration with the Department's system more practical. PASS 3 will be a complete rewrite to include improvements such as a single database, latency tolerant, web services enabled, "plug and play" platform. This approach is critical to the cost effective integration of all the field and headquarters management systems.

### **Central Resource Management System (CRMS): \$1,231,000**

CRMS is a legacy system that does not meet current financial management standards or business requirements. The Department depends on this system to process financial transactions with Treasury and OMB, and to provide funding authority documentation to posts world-wide. In addition, this system manages financial plans, including foreign currency impact, as well as reimbursement processing. The FY 2011 request will enable the Department to purchase performance-based, firm, fixed-price deliverables that better manage the entire suite of applications to enhance usability and provide improved managerial oversight. The request will also enable the Department to start planning system modernization to meet current and evolving business needs and move to a web-based environment so that telework can be supported.

### **Other Goal 3 Initiatives: \$9,900,000**

Other initiatives in this area will aid in business process streamlining, interagency communication, and E-Gov/Line of Business (LOB) initiatives. They include the Department's State Assistance Management System (SAMS), and funds for the planning phase of a new Language Services Management initiative.

### **Goal 4: Risk Management: Mission Effectiveness and Security**

The Department has developed an approach to global IT security that includes continuous monitoring and rapid intervention when necessary to respond to threats or vulnerabilities. This approach has been effective in protecting the IT infrastructure, and the Department is seeking to offer it to other agencies. The Department is in consultation with National Institute of Standards of Technology (NIST), OMB, and others to promote a continuous monitoring standard based on its process and to offer consultative services to other agencies, especially those operating overseas. No Goal 4 related activities will be funded from the IT Central Fund in FY 2011.

### **Goal 5: Work Practices and Workforce: Leading Change**

The Department ensures that end-user staff have the skills necessary to use the new IT tools, systems, and information made available under the other four goals by continuously enhancing the skill base of the Department's IT staff and creating and sustaining an efficient and effective IT support organization. The latter focuses on promoting continuous innovation in the use of IT to support the diplomatic mission. Goal 5 also focuses on continuous enhancement of the skills and responsibilities of IT staff to enable them to play a higher-level consultative role in helping end-users exploit modern technology.

The request for FY 2011 will be used for innovative training management, distance learning, and training support technology. The Foreign Service Institute (FSI), which manages the National Foreign Affairs Training Center, is responsible for a large share of Goal 5 activities and resources, notably those associated with training and skill development. FY 2011 resources will be directed as follows for FSI programs:

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### **FSI Instructional Support (SAIT): \$3,772,000**

FSI's School of Applied Information Technology (SAIT) provides Department-focused IT training for professional IT staff and end users, and provides a full range of 24x7 distance learning content options to employees of the Department, and to other federal agencies on a reimbursable basis, including training on major Department programs and systems. Online courses are a mix of COTS and FSI-developed products. FSI also provides instructors with automated authoring tools that speed the development of effective distance learning courses and interactive classroom exercises.

### **FSI Learning Infrastructure: \$3,015,000**

A four-year life-cycle refresh program for the IT infrastructure at Foreign Service Institute (FSI) supports classroom and distance learning 24x7. The FSI infrastructure includes: classroom technology for instructors and students; the platforms for FSI Corporate Systems and for the design, development, and delivery of distance learning worldwide; multimedia/language technical labs and simulation components; and digital video conferencing for classes, language testing, and course development. The FY2011 request is guided by key management priorities and supports the Department's learning infrastructure initiatives for Departmental IT programs.

### ***Funds by Program Activity*** ( \$ in thousands)

<b>IT Central Fund</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Enacted</b>	<b>FY 2011 Request</b>	<b>Increase / Decrease</b>
Information Resource Management	444,672	259,000	271,100	12,100
Corporate Information Systems and Services	25,772	54,903	26,388	(28,515)
Infrastructure Systems	297,336	66,030	81,225	15,195
Office Automation	114,403	131,178	156,700	25,522
Professional Development/Leadership	7,161	6,889	6,787	(102)
<b>Total</b>	<b>444,672</b>	<b>259,000</b>	<b>271,100</b>	<b>12,100</b>

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### *Funds by Object Class* ( \$ in thousands)

IT Central Fund	FY 2009 Actual	FY 2010 Enacted	FY 2011 Request	Increase / Decrease
2100 Travel & Trans of Persons	19,914	11,749	12,293	544
2200 Transportation of Things	15,916	9,390	9,825	435
2300 Rents, Comm & Utilities	43,881	25,889	27,088	1,199
2400 Printing & Reproduction	2,245	1,325	1,386	61
2500 Other Services	133,024	104,676	109,626	4,950
2600 Supplies and Materials	25,465	15,024	15,720	696
3100 Personal Property	154,227	90,947	95,162	4,215
3200 Real Property	45,693	0	0	0
9000 Other	4,307	0	0	0
<b>Total</b>	<b>444,672</b>	<b>259,000</b>	<b>271,100</b>	<b>12,100</b>