



INFORMATION RESOURCE MANAGEMENT STRATEGIC PLAN FY22 – FY26

National Endowment for the Arts

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Introduction

Information technology systems and services are integral to the National Endowment for the Arts' (NEA) operations and attainment of agency strategic goals and objectives. The NEA Information Resource Management (IRM) Strategic Plan is intended to align agency IRM activities with the broader strategic goals and objectives found in the NEA Strategic Plan. The IRM Strategic Plan communicates long-term information and technology management direction for agency leadership, program area staff, and employees directly supporting IRM activities.

This document is a living document which will be periodically revisited to account for the ever-evolving technical landscape and the technical support that is provided to the NEA. The IRM Strategic Plan will be reviewed during the annual operating planning cycle to ensure the goals, objectives, and initiatives remain relevant. Due to possible shifts in agency direction or technological advancements the initiatives and their anticipated timelines can also be adjusted during the review period.

1.0 About the Office of Information Technology Management

The Office of Information Technology Management (OITM) is integral to the success of the NEA's mission. The office is comprised of a cybersecurity team, an infrastructure team, applications development team, and a governance team.

1.1 OITM Vision and Mission

NEA OITM Vision Statement:

A secure, efficient, and agile information enterprise that enhances NEA's operational mission

NEA OITM Mission Statement:

To advance information technology through leadership, security, and customer service in support of artistic excellence, creativity, and innovation

1.2 Guiding Principles

Guiding Principles:

The Guiding Principles are fundamental philosophies that express how OITM plans for, acquires, deploys, uses, and manages IT resources. The following guiding principles will direct the work of the OITM through its implementation of this Plan:

1. Prioritize system performance
2. Explore and promote a scalable and innovative enterprise architecture
3. Explore and promote opportunities to utilize shared-service offerings
4. Provide customer-centric IT solutions
5. Encourage a culture of continuous improvement
6. Continuously strengthen cybersecurity
7. Promote a knowledgeable and talented IT staff

2.0 NEA OITM Strategic Goals & Objectives

NEA OITM Strategic Goals

The IT goals in the NEA IRM Strategic Plan align with and support both the NEA goals from the NEA Strategic Plan FY 2022 - 2026, and OMB Guidance.

The IRM Strategic Plan describes the four areas of primary focus (IT Strategic Goals) for the Agency:

Goal 1: Ensure reliable, secure, high performing information technology services to support business needs

We will maintain and update the Enterprise Architecture in alignment with the NEA's strategic goals and business strategy. We will review the NEA's business processes and ensure that we thoroughly understand and evaluate them to determine what can be automated.

Objective 1.1 Mobile Computing and Collaboration

Continue support for mobile computing and prepare for further use of the technology and security in order to provide the NEA workforce with a more efficient and flexible work environment. New technology allows employees to communicate, collaborate, and work more efficiently. The NEA will leverage these technologies to empower the workforce with innovative, collaborative tools.

Objective 1.2 Enhanced Infrastructure

The NEA's move to the cloud will continue to offer modern services to the agency that are similar to how people are accustomed to using technology in their everyday lives. Our secure, commercial, FedRAMP cloud infrastructure and private access platform will allow OITM to provide the NEA staff with the products and tools necessary to do their jobs wherever and whenever they need. The agency's cloud initiative provides the foundation for the overall IT infrastructure architecture.

IPv6 is the next generation Internet protocol, designed to replace IPv4. It is essential for the NEA to fully transition to IPv6 in order to keep pace with and capitalize on industry trends, as well as the technical, economic, and security benefits of operating a modern scalable network infrastructure.

Objective 1.3 Enhanced Security

OITM will include enterprise security management, continuous monitoring, and identity and access management which includes single-sign-on.

We will assess current security risk policy for alignment with acceptable security risk thresholds and devise cloud security requirements to determine the security services and level of protection required for client data and information in the cloud.

We will focus on implementing the latest in proven cybersecurity techniques and technologies including upgrading to a Zero Trust Architecture (ZTA).

Goal 1 Strategic Initiatives

Position NEA's Council Book Viewer as a public facing application by the end of FY2023

20% of the NEA's IP-enabled assets are IPv6 compliant by the end of FY2023

50% of the NEA's IP-enabled assets are IPv6 compliant by the end of FY2024

80% of the NEA's IP-enabled assets are IPv6 compliant by the end of FY2025

Transition the NEA network architecture to Zero Trust Architecture by the end of FY2024

Increase collaboration through the automation of workflows using SharePoint by end of FY2026

Goal 1 Key Performance Measures

Percentage of the NEA's IP-enabled assets transitioned to IPv6 compliance by the end of each fiscal year.

Percentage of the NEA's critical technical assets migrated to the agency's cloud service provider.

Progress reflected on the CISA ZTA Maturity Model

Goal 2: Expand capabilities and partnerships to gain efficiencies in IT operations

To improve our ability to serve the NEA and the American Public despite diminishing resources, we must continue to develop strong alliances with other government agencies and the private sector. This will allow the agency and other entities to gain efficiencies and capabilities through shared services and lessons learned. We will use managed processes, where available, to deliver IT services.

Objective 2.1 Grant Management System

Continue the strong, close relationship that the NEA and OITM have with NEH on the development and use of the electronic Grants Management System (eGMS). Provide recommendations and requirements in order to build out the system to best meet the needs of the NEA staff as well as the NEA customers.

Objective 2.2 Financial systems

Continue the strong, close relationship the NEA and OITM have with the FAA and use of their Delphi financial systems. Explore opportunities to expand upon the offering with contract services and other financial processes.

Objective 2.3 Explore opportunities

Complete a thorough review of the IT offerings provided by OITM and current partners to find areas to expand the shared services portfolio. Identify areas of possible automation and new services in which the agency does not currently take advantage.

Goal 2 Strategic Initiatives

Identify and explore options for introducing a contract management system for ASO in FY2022

Identify, explore options, and introduce a legal case management system to OGC in FY2022

Identify, explore options, and introduce Security Operations Center (SOC) as a Service as a shared service for the agency in FY2023

Use external shared program services to establish the Authorization to Operate (ATO) packages for the NEA systems.

Goal 2 Key Performance Measures

Percentage of meetings attended with the eGMS Steering Committee

Percentage of meetings attended with the FAA on Delphi Financial Systems shared service

Introduce a new legal case management system to OGC

Introduce SOC as a Service to the agency

Goal 3: Recruit, train, advance, and retain skilled IT workforce to meet increased demands

NEA depends greatly on its staff to successfully accomplish our mission. In OITM, the senior IT leadership identifies IT related occupations and competencies that are essential to achieving strategic goals; identifies competency gaps and deficiencies, including current and future competency needs and losses due to attrition.

Objective 3.1 Recruitment and Succession Strategy

Create and implement an IRM recruitment and succession plan to position the NEA as an employer of choice for IT positions. The plan will outline ways to attract and hire a highly skilled set of IT professionals.

Objective 3.2 Professional Development

Develop an IT learning strategy to standardize core knowledge, skills, and abilities (KSAs) across the OITM. This will provide the NEA with a highly skilled IT workforce that meets both current and future IT personnel needs.

Objective 3.3 Retention

Ensure that the pay is equal to the job. Provide career paths for the staff to grow into and design cross-functional developmental assignments to increase new job opportunities for employees.

Goal 3 Strategic Initiatives

Train all OITM staff to be technically familiar with the agency's core technical products

100% of OITM staff with individual development plans starting in FY2022

Goal 3 Key Performance Measures

Percentage of OITM staff on individual development plans

Percentage of OITM staff technically familiar with the agency's core technical products

Goal 4: Customer-centric IT Services

It is imperative that IT help the customers perform work more efficiently and effectively. Improved data collection and monitoring of internal and external end-user needs, including accessibility, will inform all IT design, development, and acquisition efforts.

Objective 4.1 Customer Experience

Priority of IT support-services required by agency personnel will be based on support of the mission and user-based requirements. OITM will strengthen the business requirements analysis capability to tailor services to the needs of the mission and business priorities.

Objective 4.2 Customer Success Management

OITM will provide customer success management through sustained engagement with users within the agency to liaison on IRM service performance and ongoing support needs. Consistent engagement and monitoring of emerging end-user needs ensures that OITM can expeditiously address critical pain points that affect mission operations.

Objective 4.3 Customer Service Monitoring

OITM will obtain customer feedback through periodic surveys and user groups to understand the effectiveness of our offerings and performance. The user data will enable OITM to evaluate services to define improvements in order to maximize overall customer satisfaction.

Objective 4.4 Section 508

We aspire to be a leader in providing accessible information and communications technology to the NEA staff and the American public. We will accomplish this by developing a comprehensive Section 508 training program for NEA agency staff and include Section 508 standards and requirements in our development, implementation, and maintenance of information and communications technology. Our dedicated Section 508 compliance manager will develop and provide technical guidance, tools, and resources to assist with Section 508 compliance. Section 508 standards and requirements will be included in our procurement processes. We will also engage with vendors to provide high-quality consulting and testing services to support agency Section 508 compliance activities.

Goal 4 Strategic Initiatives

Solicit feedback from NEA stakeholders after IT product implementation and support starting in FY2022

Hire a Section 508 contractor to analyze NEA applications in FY2024

Upgrade the NEA's SharePoint user experience with a user-friendly interface by FY2026

Goal 4 Key Performance Measures

Maintain a 90% or higher customer service score on OITM customer service surveys

Percentage of NEA-based applications and systems maintaining Section 508 compliance

Number of NEA offices with updated web design for SharePoint