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B-284424

February 4, 2000

The Honorable Jim Kolbe, Chairman
Subcommittee on Treasury, Postal Service,
and General Government
Committee on Appropriations
House of Representatives

Subject: Executive Office of the President: Analysis of EOP's 1999 Information Technology Architecture Update and Capital Investment Plan Report

Dear Mr. Chairman:

This letter responds to your request that we review the Executive Office of the President's (EOP) 1999 Annual Update to the Information Technology Architecture (ITA) and its Capital Investment Plan Report to the Congress to assess whether these documents adequately define a target enterprise systems architecture. The annual update presents the latest version of the enterprise systems architecture that EOP intends to use to evolve, maintain, or replace information technology resources in support of EOP's strategic goals. The Capital Investment Plan Report transmits the ITA Update to the Congress and details changes from EOP's original capital investment plan submitted in 1998.

EOP is a confederation of offices and agencies that provide policy and administrative support to the President in his role as Chief Executive and Commander in Chief.[1] While these offices have disparate missions, they nevertheless share some common functions, such as the receipt and transfer of information, as well as common administrative processes, such as financial management. For enterprises whose organizational components are interdependent and interrelated, an enterprise systems architecture is essential to effectively and efficiently developing new and evolving existing systems. If defined properly, these institutional blueprints, sometimes called information technology architectures, can assist in optimizing

[1] These include the White House Office, Office of the Vice President, Council on Environmental Quality, Office of Management and Budget, Office of Policy Development, Office of Administration, Office of Science and Technology Policy, Office of National Drug Control Policy, National Security Council, Council of Economic Advisors, the U.S. Trade Representative, and supporting organizations, such as the U.S. Secret Service.

the interdependencies and interrelationships among an organization's business operations and the underlying information technology to support these operations. Our experience with federal agencies has shown that without an effective enterprise architecture, agencies risk building and buying systems that are duplicative, incompatible, and unnecessarily costly to maintain and interface.[2]

Enterprise systems architectures should be derived through a systematic and thorough top-down analysis of an organization's target or "to-be" operating environment—including business functions, information needs and flows across functions, and system characteristics (hardware, software, data, communications, and security). They should also define in similar terms the organization's current or "as-is" operating and systems environments, and specify an implementation plan for transitioning over a specified period of time from the "as-is" to the "to-be" environments. An overview of enterprise system architectures is provided in enclosure I.

In brief, we found that EOP's ITA Update defines several key elements of a target systems architecture, such as principles, goals, and standards, and that EOP is working to develop missing elements, such as its future business and data models, in time for its planned 2000 ITA Update.[3] EOP has also established needed investment management controls to ensure that its current portfolio of IT capital investments is in line with the ITA's goals, principles, and standards, and primarily either addresses existing deficiencies in its underlying technical infrastructure, such stabilizing network performance, or IT-related management process improvements, such as requirements approval and development support.

In conducting our review, we compared EOP's 1999 ITA Update and Capital Investment Plan Report to applicable federal architecture requirements and guidance, including the Clinger-Cohen Act of 1996 as well as Office of Management and Budget (OMB), GAO, and National Institute of Standards and Technology (NIST) guidance[4] on developing architectures. We also interviewed EOP officials about their architecture management activities and reviewed related architectural documents provided by EOP.[5] We conducted our work from December 1999 through January 2000 in accordance with generally accepted government auditing standards. We requested comments on a draft of this letter from EOP. The Assistant to the President for Management and Administration provided us with written

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[2] See, for example, *Air Traffic Control: Complete and Enforced Architecture Needed for FAA Systems Modernization* (GAO/AIMD-97-30, February 3, 1997) and *Customs Service Modernization: Architecture Must Be Complete and Enforced to Effectively Build and Maintain Systems* (GAO/AIMD-98-70, May 5, 1998).

[3] EOP officials stated that they plan to submit the 2000 Update around the end of fiscal year 2000.

[4] National Institute of Standards and Technology's Enterprise Architectural Model, referenced in NIST Special Publication 500-167, *Information Management Directions: The Integration Challenge*.

[5] Study for EOP entitled, *Roadmap to Move EOP to Recommended Solutions*, July 15, 1997, and *Information Technology Architecture Management and Implementation Plan*, EOP Office of Administration, February 26, 1999.

comments, which are discussed in the "Agency Comments and Our Evaluation" section of this letter and are reprinted in enclosure II.

EOP HAS DEFINED KEY PARTS OF, AND IS IN THE PROCESS OF COMPLETING, A TARGET SYSTEMS ARCHITECTURE

EOP is in the process of completing a target systems architecture. Thus far, it has defined key parts of this "to be" architecture and included them in its 1999 ITA Update (along with its "as is" architecture), and has initiated steps to develop the missing elements and include them in a 2000 ITA Update planned for September/October 2000.

In particular, EOP's target architecture currently defines principles and goals governing how it wants to operate in both business and technical terms. Examples of the principles include: reengineering of business processes before the development of new applications; use of commercial-off-the-shelf (COTS) software whenever possible; use of a centralized architecture planning process; commonality of documents and data across EOP to facilitate information sharing; and application of both modular and open systems approaches in designing and developing new systems. The goals pertain to each of the seven levels of its "to-be" architecture (i.e., business processes, information, systems, data, networks, infrastructure, and a management framework).[6] For the business processes level, for example, the ITA Update specifies that business processes be streamlined, defined, integrated across EOP agencies, compatible with information suppliers and consumers, and supported by training. The information level goals include Year 2000 compliance, information awareness, confidence in protection measures, common data sharing, reliable access, information discovery, document management, archiving, and electronic commerce. And in discussing the systems, data, networks, and infrastructure levels, the ITA Update specifies such goals as achieving effective configuration control for systems, controlling access to data, and performance monitoring for networks. Such architectural principles and goals are an important foundation upon which to build a complete target architecture.

EOP's target architecture also includes a technical reference model (TRM) and standards profiles. The TRM identifies and describes the information services (such as database, communications, and security services) that are to be used throughout EOP while the standards profiles define a set of IT standards to be followed to enable interoperability, portability, and scaleability of systems throughout the agency as well as to protect sensitive data. (For example, EOP has adopted Windows NT Version 4.0 as a standard operating system, MS Word 97 as a standard word processing application, TCP/IP[7] as standard

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[6] These levels are based on the National Institute of Standards and Technology's Enterprise Architectural Model referenced in NIST Special Publication 500-167, *Information Management Directions: The Integration Challenge*. In addition to the levels defined by NIST, EOP has established a management level.

[7] TCP (Transmission Control Protocol) and IP (Internet Protocol) are basic networking and transport standards for the Internet, published by the Internet Engineering Task Force.

protocol for networks, and FIPS 46-2 Data Encryption Standard[8] as a standard for encrypting sensitive but unclassified information.) Both a TRM and standards for software, hardware, communications, security, and data are important tools for guiding and constraining the development of new and the evolution of existing systems in a manner that promotes interoperability and minimizes maintenance costs.

To fully define a target architecture, however, EOP still needs to define how it wants to operate in the future in business terms, that is, what core business processes will be performed, what these business processes will consist of, what work locations will perform the decomposed business processes, what information needs and flows will be required to optimally support processes and work locations, etc. Once this is done, it will need to identify the system applications to support these business requirements, and then define a "roadmap" or implementation plan for transitioning over a specified period of time from the "as-is" to the "to-be" architectural environments. EOP acknowledges this, in fact, stating in its ITA Update that "we must take the first step in enhancing our enterprise architecture planning process by building a conceptual business model and defining the data needed to run the business." It further states that EOP wants to define a vision of where the office wants to be in terms of (1) a strategic business plan/business model that defines the mission and long-range objectives of the business, (2) the major kinds of information and data that support the business functions defined in the business model, (3) the major kinds of applications needed to manage the data and support business functions, and (4) a plan for implementing the target architecture.

According to EOP officials, EOP is in the process of hiring a contractor to assist in developing an updated business/information model and to specify applications that support this model. This, in turn, is to provide the foundation for EOP to evolve its "to-be" architecture to include information, data, and system application needs. EOP intends for the results of this effort to be included in its ITA 2000 Annual Update.

EOP STATED THAT IT USED ITS IN-PROCESS TARGET ARCHITECTURE TO APPROVE CAPITAL INVESTMENTS

EOP is relying on investment management controls that it has established to ensure that near-term IT capital investments are aligned with the ITA's long-term principles and goals and, as such, EOP officials told us that they are focused primarily on correcting operational deficiencies in EOP's IT infrastructure (e.g., servers and networks) and improving its management processes (IT, financial management, and acquisition). Until the "to be" architecture is complete, EOP officials told us that the office does not plan significant investments in new business applications.

To prepare its 1999 Capital Investment Plan Update, EOP, using contractor support, identified what it characterized as fundamental IT-related deficiencies and business

[8] FIPS 46-2 Data Encryption Standard (DES) is the standard for encryption of sensitive information by the federal government.

requirements that required immediate attention. Accordingly, EOP officials stated that they developed a set of projects to address these urgent needs. Our review of the 1999 Capital Investment Plan Update showed that these investments are primarily targeted at improving EOP's technical infrastructure. EOP intends for these infrastructure upgrades to provide it with the underlying operating platforms needed to support new business applications that are to be a product of its aforementioned business process reengineering. According to EOP officials, its current portfolio of investments was validated against its target architecture's principles, goals, and technical standards as defined in its 1999 ITA Update. Examples of these projects include a power distribution upgrade and data center renovation; a mainframe printer upgrade; enterprise server improvements; Internet services improvements; and a telephone switch upgrade. Several other projects concentrate on strengthening EOP's management and oversight over IT. For example, one proposes to define responsibilities, domains, and relationships between IT management organizations and individual IT positions and to define supporting IT management processes, such as requirements approval and development support.

AGENCY COMMENTS AND OUR EVALUATION

In commenting on a draft of this letter, EOP stated that, while it agreed with many of the conclusions in the report, it disagreed with two important points. First, EOP stated that it disagreed with the implication that the ITA is missing various elements, and that its target architecture is not fully defined. Instead, EOP stated its ITA contains all necessary elements of a complete ITA as defined by applicable federal architecture requirements, which it identified from OMB Memorandum 97-16. According to EOP, the OMB memo defines a complete ITA as "the documentation of relationships among business and management processes and information technology that ensure (1) alignment of the requirements for IT systems with the processes that support the agency's mission, (2) adequate interoperability, redundancy, and security of information systems, and (3) application and maintenance of a collection of standards (including technical standards) by which the agency evaluates and acquires new systems."

Continuing with this point, EOP stated that the draft report also makes nonspecific statements to the effect that EOP is working to develop missing elements in time for its planned 2000 ITA Update and that EOP is in the process of completing a target systems architecture. According to EOP, these statements are misleading because they again imply that EOP's ITA is missing elements or is otherwise incomplete. Further, EOP states that the ITA details the missions and core business processes that are currently performed by each EOP component, and the current and future projects that will meet those business needs as they evolve in the future. Moreover, EOP states that its ITA sets forth a detailed roadmap for implementing the target architecture.

We do not agree with EOP's comments. Concerning EOP's first point, our letter states, rather than implies, that EOP's target architecture is not complete. We acknowledge that EOP has defined key parts of the target architecture, such as architecture principles and goals, and is in the process of completing the architecture. We then state, however, that

EOP's ITA does not include its target business processes and the associated information users, flows, and relationships as well as the supporting system applications and data models, which as discussed below, are also required by OMB Memorandum 97-16. Moreover, EOP's own ITA acknowledges this to be the case by stating that EOP must take the first step in enhancing its enterprise architecture planning process by building a conceptual business model and defining the data needed to run the business.

Additionally, while EOP's comments accurately quote from OMB Memorandum 97-16 in defining certain requirements for a complete ITA, EOP's characterization of these as *all* the necessary elements required by the memorandum is not accurate. Specifically, OMB Memorandum 97-16 also states that an enterprise architecture consists of explicit descriptions of both the current and the desired (or target) business and technology environments (or architectures), and it defines a five component model for the content of these architectures. The OMB model is adapted from the NIST enterprise architecture model, and while OMB allows agencies to identify different components and to specify the organizational level at which specific aspects of the components will be implemented, OMB states that the substance of these five components must be addressed in a complete enterprise architecture. These components—which are (1) business processes, (2) information flows and relationships, (3) applications, (4) data descriptions and relationships, and (5) technology infrastructure—are described in OMB Memorandum 97-16 and are discussed in concept in various federal and private sector architecture guidance, and they are tied to the target architecture missing elements that we cite in the letter.

Regarding EOP's comment that its ITA details the missions and core business processes that are currently performed by each EOP component, we do not disagree and we have not taken issue with EOP's definition of its current or "as is" architecture. Our point is that EOP's ITA does not define as part of its "to be" architecture how its wants to do business in the future. According to OMB Memorandum 97-16, this would answer such questions as:

- *What will be EOP's target core business processes and derivative business activities or sub-processes?*
- *What information will be needed in the performing these target business processes and activities?*
- *How the information will be shared to support these business processes?*
- *What applications will be needed to capture, manipulate, and manage this information?* and
- *What are the data elements that will provide this information and how are these elements defined?*

Further, our position on the missing elements of the "to be" architecture was confirmed in our interview with EOP officials, which included EOP's Director, Office of Administration, as well as others responsible for developing the ITA. According to these officials, while EOP views its target architecture as both complete and as still undergoing revision and updating, the nature of this revision/updating includes first conducting business process reengineering to both identify common processes across EOP organizations and restructure

existing processes, and then to develop an updated business/information model that will be used to expand the target architecture to include the application and data components.

Second, EOP took issue with several statements in the draft letter concerning the focus of its near-term IT investments as defined in its 1999 Capital Investment Plan Update. According to EOP, these statements are inaccurate to the extent that they imply that there are current IT operational deficiencies and management process weaknesses. Our letter ties EOP's near-term investments to operational and management deficiencies for several reasons. First, EOP's own study of its IT management and infrastructure, prepared by a contractor in July 1997, identifies a range of management and infrastructure "deficiencies" which the projects outlined in its ITA and investment plan updates are aimed at correcting. Second, in its comments on a draft of this letter, EOP states that the "1999 Capital Investment Plan Update focuses primarily on improving its existing infrastructure, which is insufficient to support the current requirements of its 2,300 users and millions of people continually accessing the White House web site." Third, during our interview of EOP officials, we were told that the more costly projects in the 1999 Capital Investment Plan Update are to address the areas that were identified in the July 1997 contractor study, such as stabilizing network performance and acquiring network diagnostic tools to identify other performance deficiencies.

EOP also made several comments concerning the management of its ITA. In particular, EOP characterized its ITA as a "living" document, and stated that (1) it recognizes that the development and maintenance of an enterprise architecture is a continuing process of evaluating current conditions and seeking target solutions, (2) it will continue to assess and reassess its business processes and to integrate its work processes and information flows with current and future technologies to achieve strategic business goals, and (3) it will periodically update the roadmap for transitioning from the "as is" to the "to be" architectural environments. EOP also stated that it has worked diligently since 1997 to establish centralized management controls to support an enterprisewide approach to its ITA, and an architecture-centric approach to its IT investment management. As an example, it cites the establishment of its Information Technology Management Team (ITMT) to serve as the focal point for (1) evaluating and making changes to its ITA in a manner consistent with EOP's overall business strategy and (2) ensuring that IT investments are consistent with the architecture. Further, EOP stated that it is committed to ensuring that its ITA keeps pace with rapidly advancing technology and the ever-increasing customer demands of its components and the public.

We do not take issue with any of these statements. We agree that an ITA is a "living" document and that it must be baselined and maintained under configuration control to reflect changes in business strategies, structures, processes, information flows, etc., and to recognize advances and opportunities in technology. We also support EOP's architecture-centric approach to selecting, controlling, and evaluating its IT investments, and view how it has defined the role of its ITMT, if implemented properly, as an effective means for doing so. In particular, we state in our letter that EOP is relying on these investment management controls that it has established to ensure that near-term IT capital investments are aligned with its target architecture as currently defined. Last, we fully support EOP's stated commitment to continuous evolvement of its ITA in light of changing business needs and technology.

EOP also made other comments on a draft of this letter, which we have incorporated as appropriate. EOP's comments are reprinted in enclosure II.

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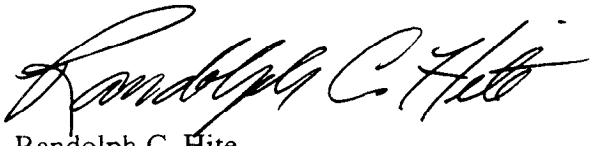
We are sending copies of this letter today to the Honorable Steny Hoyer, Ranking Minority Member of this Subcommittee; Michael Lyle, Director, Office of Administration, Executive Office of the President; Mark Lindsay, Assistant to the President for Management and Administration; as well as other interested parties. If you have any questions regarding this letter, please contact me at (202) 512-6240. Key contributors to this work include Naba Barkakati, Cristina Chaplain, Katherine Chu, and Richard Hung.

Sincerely,



Randolph C. Hite
Associate Director, Governmentwide
and Defense Information Systems

Enclosures (2)

ENTERPRISE SYSTEMS ARCHITECTURE OVERVIEW

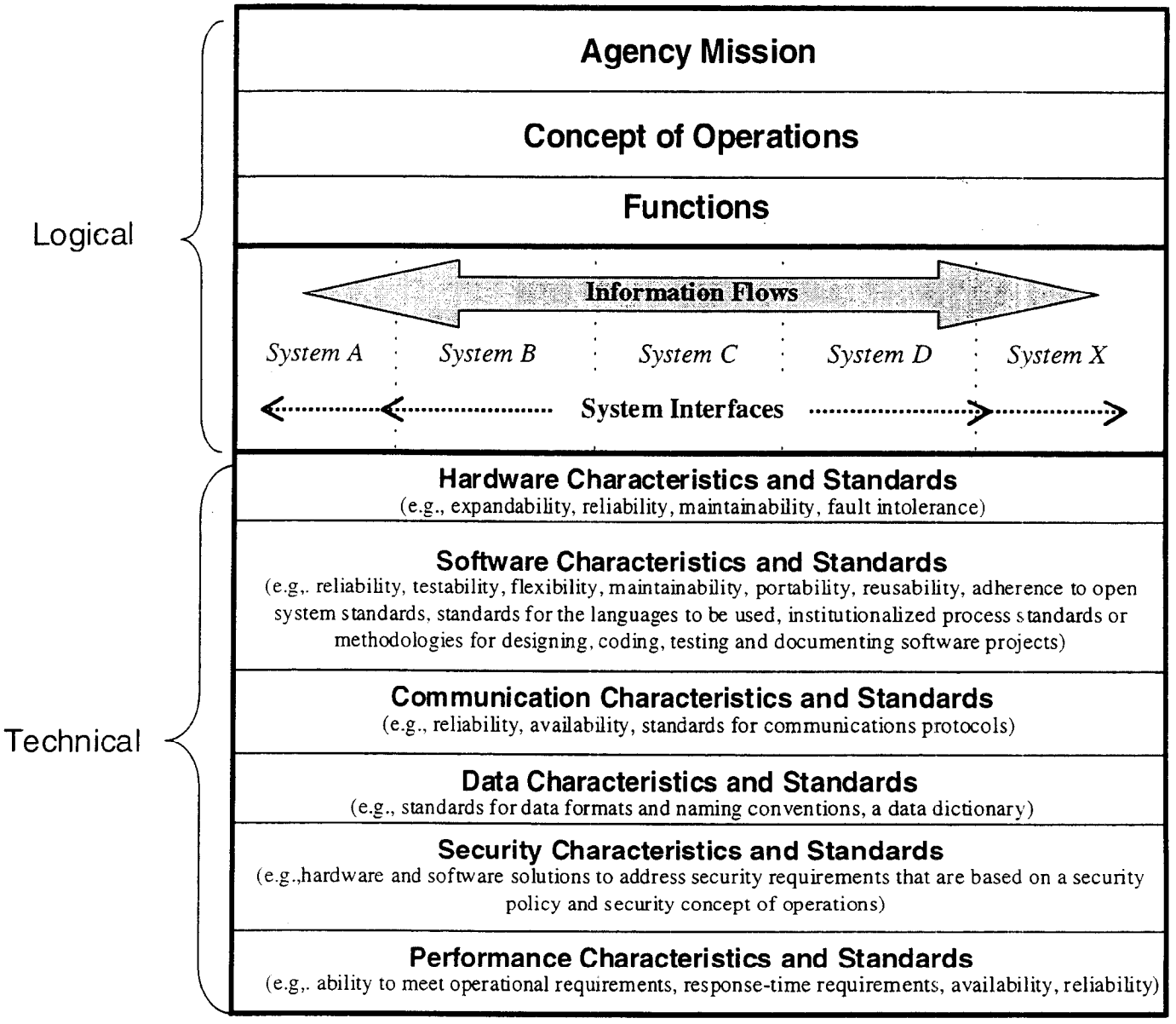
Reflecting the general consensus in the industry that large, complex systems development efforts should be guided by explicit architectures, in 1992, GAO issued a report[1] defining a comprehensive framework for designing and developing enterprise systems architectures. This framework divides architectures into two principal components—a logical component and a technical component. The logical component is essential to ensure that an agency's information systems support accomplishment of specific mission(s), while the technical component provides the detailed guidance needed to develop and evolve these systems.

At the logical level, the architecture includes a high-level description of the organization's mission, functional requirements, information requirements, systems, information flows among system, and interfaces between systems. The logical architecture is derived from a strategic information systems planning process that clearly defines the organization's current and future missions and concepts of operations. It then defines the business functions required to carry out the mission and the information needed to perform the functions. Finally, it describes the systems that produce the information. An essential element of the logical architecture is the definition of the component interdependencies (i.e., information flows, system interfaces). Once the logical architecture is defined, an organization knows its portfolio of desired systems and has a clear understanding of how these systems will collectively carry out the organization's objectives. The purpose of the logical architecture is to ensure that the systems meet the business needs of the organization.

The technical level details specific information technology and communications standards and approaches that will be used to build systems, including those that address critical hardware, software, communications, data management, security, and performance characteristics. The purpose of the technical architecture is to ensure that systems are interoperable, function together efficiently, and are cost-effective over their life cycles (i.e., including maintenance costs). Figure I.1 displays the key logical and technical components of an enterprise systems architecture.

[1] *Strategic Information Planning: Framework for Designing and Developing System Architectures* (GAO/IMTEC, 92-51, June 1992).

Figure I.1: Key Logical and Technical Components of an Enterprise Systems Architecture



We found that leading organizations in the private sector and in government use enterprise systems architectures to guide mission-critical systems development and ensure the appropriate integration of information systems through common standards.[2] Further, the Congress and OMB have recognized the importance of agency architectures as a means to improve the efficiency and

[2] *Executive Guide: Improving Mission Performance Through Strategic Information Management and Technology* (GAO/AIMD-94-115, May 1994).

effectiveness of federal information systems. The 1996 Clinger-Cohen Act,[3] in fact, requires Chief Information Officers to develop, maintain, and facilitate integrated enterprise systems architectures. In addition, OMB has issued guidance that requires agency's information systems investments to be consistent with federal, agency, and bureau architectures.[4]

[3] Public Law 104-106, section 5125, 110 Stat. 684 (1996).

[4] OMB Memorandum M-97-02, *Funding Information Systems Investments*, October 25, 1996, and OMB Memorandum M-97-16, *Information Technology Architectures*, June 18, 1997.

ENCLOSURE II

COMMENTS FROM THE EXECUTIVE OFFICE OF THE PRESIDENT

THE WHITE HOUSE

WASHINGTON

January 31, 2000

Mr. Jeffrey C. Stanhoff
Acting Assistant Comptroller General
441 G Street, NW
U.S. General Accounting Office
Washington, D.C. 20548

Dear Mr. Stanhoff:

We are writing in response to your January 21, 2000 draft letter entitled Executive Office of the President: Analysis of EOP's 1999 Information Technology Architecture Update and Capital Investment Plan Report (GAO/AIMD-00-63R). While we agree with many of GAO's conclusions, we disagree with the implications that the EOP's Information Technology Architecture (ITA) is missing various elements, and that its target architecture is not fully defined. To the contrary, the EOP's ITA contains all of the necessary elements required by applicable federal architecture requirements.[1]

In particular, the draft GAO report makes such non-specific statements to the effect that "the EOP is working to develop missing elements in time for its planned 2000 ITA Update" and that "EOP is in the process of completing a target systems architecture." These statements are misleading because they imply that EOP's ITA is missing elements or is otherwise incomplete. To the contrary, the EOP's enterprise architecture contains an explicit description of the current and desired relationships among the EOP's business and management processes and information technology (IT). The ITA describes the target situation which the EOP will create and maintain in managing its IT portfolio. Moreover, Appendix E of the ITA sets forth a detailed "roadmap" or implementation plan for getting to the target situation. As with any ITA, the EOP will continue to refine and enhance the architecture in its 2000 ITA Update, and in each annual update thereafter. The EOP ITA itself is complete, and all elements of the ITA have been fully identified and defined.

Notwithstanding that the ITA is complete, the draft GAO report includes statements such as:

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[1] Office of Management and Budget (OMB) Memorandum 97-16, subject: Information Technology Architectures, defines a complete ITA as:

> *the documentation of relationships among business and management processes and information technology that ensure:*
> - *alignment of the requirements for IT systems with the processes that support the agency's missions;*
> - *adequate interoperability, redundancy, and security of information systems; and*
> - *application and maintenance of a collection of standards (including technical standards by which the agency evaluates and acquires new systems.*

ENCLOSURE II

> EOP still needs to define how it wants to operate in the future in business terms, that is, what core business processes will be performed, what these business processes consist of, what work locations will perform the decomposed business processes, what information needs and flows will be required to optimally support processes and work locations, etc. Once this is done, it will need to identify the system applications to support these business requirements, and then define a "roadmap" or implementation plan for transitioning over a period of time from the "as-is" to the "to-be" architectural environments.

Contrary to this statement, Chapter 3 of the ITA sets forth in detail the missions and core business processes that are currently performed by each of the EOP components. Appendix E sets forth in detail the current and future projects that will meet those business needs as they evolve in the future. The ITA addresses future contingencies, and sets forth a detailed "roadmap" as to how the architecture will change as the EOP's business environment evolves. Inherent in the ITA is its annual update. By including specific future projects in Appendix E, the annual update process gives the EOP ITA the flexibility to adapt over time to the ever-changing information needs of the EOP.

Moreover, the EOP ITA recognizes that the development and maintenance of an enterprise architecture is a continuing process of evaluating current conditions and seeking target solutions. The EOP will continue to assess and reassess its business processes and to integrate its work processes and information flows with current and future technologies to achieve the strategic goals of the President. To meet the ever-changing needs, the EOP will continuously evaluate and identify additional system applications to support these business requirements, and periodically update its "roadmap" or implementation plan for transitioning over a specified period of time from the "as-is" to the "to-be" architectural environments. The EOP ITA provides us with the mechanism to do so.

Finally, the draft GAO report states:

> EOP is relying on investment management controls that it has established to ensure that near-term IT capital investments are aligned with the ITA's long-term principles and goals and, as such, are focused primarily on correcting operational deficiencies in its IT infrastructure (e.g., servers and network) and correcting management process weaknesses (IT, financial management, and acquisition). Until the "to be" architecture is complete, EOP officials told us that the office does not plan significant investments in new business applications.... To prepare its 1999 Capital Investment Plan Update, EOP, using contractor support, recently identified what it characterized as fundamental IT related deficiencies and business requirements that required immediate attention.

Once again, these statements are inaccurate to the extent that they imply that there are current operational deficiencies and management process weaknesses. The EOP has worked diligently since 1997 to establish centralized management controls to replace the prior "stovepipe" architecture with an integrated management structure that will support the EOP enterprise

architecture. For example, in 1997 the EOP established an Information Technology Management Team (ITMT), comprised of members from each of the EOP components, to serve as the focal point for evaluating and making changes to the EOP ITA. Since then, the ITMT has met monthly to ensure that IT investments are consistent with the architecture, and that all changes are made in a controlled manner and are consistent with the overall EOP business strategy.

In fact, the ITMT played a pivotal role in establishing and managing the priorities for the 1999 EOP ITA. Because Y2K issues, that have since been addressed, drove the 1998 EOP ITA, the ITMT recognized the need to reassess the EOP's business requirements in light of the post-Y2K technical environment and an ongoing surge in customer demand. Consequently, the EOP's 1999 Capital Investment Plan Update focuses primarily on improving its existing infrastructure, which is insufficient to support the current requirements of its 2300 users and the millions of people continually accessing the White House web site. Utilizing the annual update process for the ITA, the ITMT will continue to assess and reassess its business processes and to integrate its work processes and information flows with current and future technologies to best achieve the strategic goals of the President. As noted above, the "to be" architecture detailed in the ITA will enable this process to continue. Moreover, as new business applications are identified, the EOP will continue to assess whether such applications are consistent with the overall IT strategy.

In conclusion, the EOP remains committed to ensuring that its ITA keeps pace with the rapidly advancing technology and the ever-increasing customer demands of its components and the public. The EOP's IT environment is constantly changing. The EOP ITA is thus, by necessity, a "living" document so as to afford the EOP with the necessary flexibility to provide the best technical support to the President and the American people. Although "living," it is nonetheless complete.

For your convenience, we have attached a redlined version with our recommended technical corrections. If there is anything that any member of my staff or I can do to assist you, please feel free to contact John Hardin Young at (202) 395-1314.

Sincerely yours,

Mark F. Lindsay
Assistant to the President for
Management and Administration

(511682)

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