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Congressman Adam Putnam, Chairman

OVERSIGHT HEARING
STATEMENT BY ADAM PUTNAM, CHAIRMAN

Hearing topic: *"The IT Roadmap: An Overview of Homeland Security's Enterprise Architecture."*

Wednesday, October 8, 2003
10:00 a.m.
Room 2247 Rayburn House Office Building

OPENING STATEMENT

Good morning and welcome to today's hearing on a very important information technology initiative… the Department of Homeland Security's Enterprise Architecture. This morning, the Subcommittee will be examining the Department's release of its first enterprise architecture, as well as how it aligns with the overall Federal Enterprise Architecture and E-Government strategy.

Less than a year ago, on November 25th, 2002, President Bush launched this enterprise architecture development process by signing into law the bill that combined part or all of 22 federal agencies into one cabinet-level umbrella known as the Department of Homeland Security. As may of you are aware, this consolidation is the largest reorganization of the federal bureaucracy since our defense department and intelligence agencies were restructured over a half-century ago.

In addition to the challenges of consolidating and integrating the masses of disparate information technology systems to allow 22 agencies to function as a cohesive organization, the Department quickly discovered it had a critical and enhanced role to secure, analyze, and share important information across traditional agency boundary lines, including inter-governmentally.

To achieve the Department's core mission, the need to interface and become interoperable with systems internally and externally quickly became a top priority. The Department inherited a collection of legacy systems for a variety of missions, from securing our borders to providing intelligence data and identifying subjects of interest. Clearly, the challenge was…and continues to be…an enormous exercise in collaboration that requires cooperation throughout the entire organization.

In assessing the huge task it faced, the Department of Homeland Security discovered it operated more than 1,000 servers and approximately 700 different applications, including more than 300 applications performing some variety of back-office operations. Nearly 50 of those disparate applications have been functioning to prevent and respond to terrorist events.

As we have seen during Congressional debate and at hearings, the Department has faced tremendous challenges to become interoperable in unifying multiple field structures; blending the cultures of each agency and some 180,000 employees; standardizing data to improve information sharing; and integrating both existing applications and IT. Needless to say, building an effective department from 22 separate entities will require sustained leadership from both IT and other top managers to ensure the transformation of a diverse collection of agencies, programs, and missions into an integrated organization. Quite frankly, some have expected this transformation to simply occur overnight, and fail to fully appreciate the magnitude of the effort required to achieve the integrated functionality necessary to operate in a collaborative manner. The IT challenge is only part of the equation, however, the success of that component is critical to the ultimate success of the transformation itself.

The challenges that face the Department are both real and difficult . . . in fact, leading the General Accounting Office to designate the administration of the Department as a high-risk area. Foremost among those challenges is the Department's development and implementation of a coherent enterprise architecture to support its mission. Even the President's own homeland security strategy identifies, among other things, the need for an enterprise architecture as a necessary component to achieving the goal of the Department's systems interoperating effectively and efficiently.

As I am confident our witnesses will convey today, an enterprise architecture is a very important step because it will help identify shortcomings and opportunities in current homeland-security-related operations and systems -- such as duplicative, inconsistent, or missing information.

I also understand that as part of its enterprise development efforts, the department has established working groups comprising state and local CIO's to ensure that it understands and represents their business processes and strategies relevant to homeland security. In addition, I

understand that OMB, in its examination of DHS's overall IT program, and effort to identify redundant activities that might be candidates for consolidation and integration through the IT budget submission process, has taken an initial first step to evaluate DHS's component systems.

Given the climate that exists in our world today, and the eminent danger that confronts our nation, there are justifiably huge expectations for the Department of Homeland Security. Many folks are insisting upon results and today we will examine a significant step forward in producing those results. Truthfully, it is a remarkable achievement that we are here today, in such a short period of time by virtually anyone's measure, to unveil this critical information technology milestone at the Department of Homeland Security.

The Subcommittee has held 15 hearings during the 108th Congress focused on E-Government; integration and consolidation of government-wide functional IT systems; information privacy; and cybersecurity. Development of an effective enterprise architecture at the Department will provide a detailed roadmap to address nearly all of the important IT issues examined this year by the Subcommittee, including how DHS will configure its IT in such functions as: grants management; geospatial information; HR and financial management systems; smart cards and biometrics; records management; and the handling of personally identifiable information by government.

In addition, the Subcommittee's oversight activities on cybersecurity have made it abundantly clear that developing and adhering to an enterprise architecture is the most effective method of integrating information security solutions over the long-term. Congress recognized the importance of EA in assessing risk and achieving secure systems through passage of the Federal Information Security Management Act (FISMA), which requires agencies to consider security throughout the lifecycle of a system. Consistent with today's architecture release, we will continue to press for cybersecurity solutions at the initial stages of systems development versus attempting to attach expensive, disparate solutions to the old processes and systems as an afterthought.

Finally, on a broader scope, the Subcommittee will review how this initial Department of Homeland Security "roadmap" aligns with the overall Federal Enterprise Architecture and the E-Government strategy managed by the Office of Management and Budget. Accordingly, we are very pleased to be joined today by the distinguished CIO from DHS, Mr. Steve Cooper, and we welcome the brand new Administrator for Information Technology and E-Government, Karen Evans, for her very first appearance at a congressional oversight hearing in her new position.