



**Future Technology Solutions
For Executive Government Leaders**

• Security • Enterprise Architecture • Leadership • Green IT •

Revolutionizing the way
Government & Technology
Collaborate



GTRA Symposium 2008
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The Hershey, PA

GTRA Symposium 2008 Research Brief

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Overview

The GTRA Symposium is designed to provide government CXOs an executive-level forum to collaborate and share best practices and lessons learned across the four areas paramount to executing successful IT strategies: Enterprise Architecture, Security, Green IT, and Leadership. Research conducted with GTRA Council Members and other IT executives from both defense and civilian agencies showed that government leaders wanted curriculum focused on their areas of expertise (Enterprise Architecture, Security, etc...) while also highly valued the opportunity to educate themselves on related topics outside of their immediate area of focus.

GTRA's answer was to bring together the four main GTRA Council Meetings at the same time and location to foster true government-wide collaboration and encourage cross-pollinating of different subject-matter experts. Through forward looking presentations, break-out sessions, and cutting-edge technology demonstrations, executives will see how each of their areas of focus are related to others and walk away armed with the resources and contacts necessary to achieve success.

The Four main Programs for this year's Symposium include:

Program	High-Level Focus Area
ArchitectureGOV	Enterprise Architecture, Information Sharing, Governance
SecureGOV	IT/Cyber Security, Compliance & Accreditation, Privacy
GreenGOV	Green IT, Virtualization, Telework
LeadershipGOV	Leadership, Change Management, Workforce Management



GTRA Symposium 2008 - The "Who" and "What"

As described in the overview, the GTRA symposium is designed to bring together IT executives focused in four key areas: Enterprise Architecture, Security, Green IT, and Leadership. While each of these are independent stand-alone practices, they are also inter-related and cannot survive without each other.



The goal of this symposium is to deliver focused curriculum on each subject area while highlighting how they are related and how they must work together so that executives can go back to their respective agencies better armed to work cross-functionally to support their agency's mission.

The following pages provide an overview of each of the four main programs within the GTRA Symposium and the scope items covered in each program.



The main goal of an Enterprise Architect is to align an agency's business needs with their IT investments. By bringing together the business and IT sides of an agency, enterprise architects are in the unique position to make a real impact on how mission-critical systems are designed, deployed, and maintained to ensure both efficiency and effectiveness.

GTRA Research Findings

Research conducted for the ArchitectureGOV program within the GTRA 2008 Symposium showed that executives had a strong interest in learning about the strategic application of EA to meet various organizational needs. Several key topics which came-up consistently included aligning EA with the agency's Capital Planning and Investment Controls (CPIC) process, using EA in an agency's IT modernization efforts, the connection between EA and security, successfully integrating Web 2.0 into an agency and using EA and Governance to better inform decision makers in an agency.

Of the topics mentioned above, EA & CPIC was of particular interest to executives from multiple agencies- both defense and civilian- including Labor, Education, Office of the Secretary of Defense, and FEMA. Speaking at the GTRA 2008 Symposium on this topic, Pete Sullivan (Director, Office of the CIO, Department of Labor) discussed how aligning an Agency's EA & CPIC process is a crucial element of an Agency's IT strategy and for achieving IT Investment and agency mission success. Joe Rose (Chief Enterprise Architect, Department of Education) supported Sullivan's stance, stating that "An integrated EA & CPIC governance structure is essential to moving beyond strategic planning to strategic IT management".

The topic of using EA for IT modernization efforts was another key focus for executives. This relatively new application of EA has gained momentum over the years, and is becoming even more crucial with agencies facing tightening budgets. Randy Maples, Deputy CIO Management, Federal Trade Commission (FTC) has been using EA to optimize their agency's IT infrastructure successfully for many years and shared the GAP analysis process FTC uses in its modernization efforts, in which the agency first identifies its "As-Is" and "To-Be" application and technology architectures, assesses variance between the two, and then identifies opportunities for optimization. Maples said that even for a small agency like FTC, an organization's IT Infrastructure is larger and more complicated than most people realize and IT modernization/optimization is crucial to ensuring services will be delivered throughout the agency.



In addition to topics focusing on the strategic application of EA, executives also remained focused on more tactical applications of EA, with an emphasis on topics including Records Management (a topic 2009 research is showing to be of very strong interest), the FEA-Security and Privacy Profile, and information sharing environments.

The Link between Enterprise Architecture and Security

In research conducted by GTRA, Enterprise Architects and CISOs alike were aware that there must be more collaboration between the EA and CISOs office to ensure that Security is built into any architecture plan from the very first stages of the planning process. As noted above, several strategic and tactical topics related to this link were high on executives list of priorities including how to build secure Web 2.0/collaboration architectures and an update of the FEA Security and Privacy Profile.

Solution Providers

During Research, several key solution providers were identified as providing relevant, cutting edge solutions to meet the needs of our council. Of them, IBM (with its recent acquisition of Telelogic) and Trous Systems were two of the leading providers of the segment architecture solutions who participated in the GTRA 2008 Symposium. The Segment Architecture strategy promoted by OMB and used in most agencies is the backbone of the FEA, and the technologies provided by IBM and Trous are crucial to supporting the government's initiatives.

ArchitectureGOV Scope

The **ArchitectureGOV** program at the GTRA 2008 Symposium focuses on key elements of Enterprise Architecture including:

- ✓ **Information Sharing**
- ✓ **IT Governance**
- ✓ **Lines of Business (ISS, HR, Finance)**
- ✓ **Federated Architecture**
- ✓ **Semantic Architecture**
- ✓ **Segment Architecture**
- ✓ **IT Data Architecture**
- ✓ **Enterprise Data Management**
- ✓ **Net-Centric SOA**
- ✓ **Collaboration/Web 2.0**
- ✓ **Security & Privacy EA Initiatives**
- ✓ **Identity & Access Management**
- ✓ **Long-term EA Trends**
- ✓ **Intra & Inter-Agency Collaboration**
- ✓ **Critical Infrastructure**
- ✓ **Data Reference Models**
- ✓ **Data Integration**
- ✓ **Acquisition Management**
- ✓ **Risk Management, Compliance & Controls**
- ✓ **Virtualization**
- ✓ **Telework**
- ✓ **Business Process Automation (BPA)**
- ✓ **Strategic Knowledge Management**



Security executives, notably chief information security officers, are responsible for ensuring that their agency's networks and the information carried over them remain secure from external and internal threats. Security more than any discipline requires a focused strategy on an agency's people, its processes, and the technologies it deploys to ensure that they all support the agency's security objectives.

Research Findings

Given the increase in the number and sophistication of cyber attacks against the U.S. government as well as the sheer amounts of sensitive data available on various networks and storage devices, it is more important than ever that security executives work closely with other IT and non-IT executives in their agencies to ensure that security is viewed and implemented at all stages of a project.

Research conducted for the SecureGOV program at the GTRA 2008 Symposium showed that security executives were looking toward the future and interested in hearing about cutting edge topics including FISMA 2.0, emerging cyber threats, and how the influx of new web 2.0 applications will affect security.

Speaking on FISMA 2.0 how it will affect the C&A process, a topic that was raised repeatedly during research for the GTRA 2008 Symposium, Patrick Howard, CISO at the Nuclear Regulatory Commission, said that FISMA 2.0 aims to provide some consistency across the government. He elaborated that "There is going to be a need for some implementing instructions from the Office of Management and Budget, the [U.S] Computer Emergency Readiness Team, the National Institute of Standards and Technology, [and] others in order for us to really comply...They need to really help us define what the requirements are."

Emerging Cyber Threats was another area of strong interest for executives, especially given the recent disclosure of attacks against the White House and both major candidates in the 2008 U.S. Presidential Election. With January's presidential directive implementing the Comprehensive National Cyber Security Initiative (CNCSI), the government's multi-year, multi-billion dollar effort to secure Cyberspace, executives are focused on this now more than ever. At the GTRA 2008 Symposium, Randy Vickers, Deputy Director, US-CERT, spoke about the importance of developing security into the architecture of an organization by pointing out the fact that security supports and enables an agency to fulfill its mission, making it a crucial part of an agency's overall strategy. In addition to Mr. Vickers, Amit Yoran,



CEO, NetWitness and Former Director US-CERT, remarked that a changing workforce with different IT expectations is also presenting new challenges to security executives. Yoran pointed out that the way the new generation of employees uses technology is not something that executives can control- rather, executives must “accommodate [their technological demands] in a way that hopefully manages risk rather than encouraging users to bypass your security efforts, because they absolutely will.”

In addition to forward-looking topics, executives also had a keen desire to hear from their peers on the topic of privacy, specifically focusing on how chief privacy officers and chief information security officers can work hand-in-hand to ensure that security technologies support and uphold existing privacy standards. A Case Study by the Department of Justice provided much value to attendees by sharing best practices and lessons learned on this topic. Carrie Gilbert, Deputy CISO at Justice confirmed that the successes achieved at Justice was in part due to a conscious effort to enhance communications between the CIOs office, privacy office, and other related offices such as the E-Discovery office- all in an effort to increase the effectiveness of the agency’s privacy goals.

Collaboration with Enterprise Architects and other crucial

As mentioned in the previous section Enterprise Architects and CISOs alike were aware that there must be more collaboration between the EA and CISOs office to ensure that Security is built into any architecture plan from the very first stages of the planning process. For security executives who must also deal with Privacy issues, this need for increased collaboration is also extended to the privacy office as well as offices responsible for physical security as well.

Solution Providers

A host of solution providers were identified through the research process as possessing cutting edge innovative solutions that met the government’s current needs. IronKey’s 4Gig encrypted flash drive delivers such powerful protection against both logical penetration and physical destruction that it is now being used agency-wide at FEMA. Authernative’s solutions (highly advanced user authentication systems) impressed Jack Israel, CTO, FBI, so much that he said “Authernative was very creative in their Authentication Software and we will definitely have to show their product around the department!”. Other solution providers whose technologies were highlighted at the symposium include NetWitness and Gideon Technologies, who offer network security monitoring services and advanced IT risk management visualization systems respectively.



SecureGOV Scope

The **SecureGOV** program at the GTRA 2008 Symposium focuses on key elements of Enterprise Architecture including:

- ✓ **Risk Management and Compliance**
- ✓ **Privacy**
- ✓ **Web 2.0 Security**
- ✓ **Identity Management**
- ✓ **Information Assurance**
- ✓ **SOA Security**
- ✓ **IPv6**
- ✓ **Wireless Security**
- ✓ **Biometrics**
- ✓ **Encryption**
- ✓ **Cyber Security**
- ✓ **Authentication**
- ✓ **Secure Infrastructure**
- ✓ **Application Security**
- ✓ **Physical Security**
- ✓ **S-CAP**
- ✓ **Compliance & Accreditation**
- ✓ **Security and Privacy Profile**
- ✓ **Security on Mobile Devices**
- ✓ **Virtualization**
- ✓ **Operational**
- ✓ **Secure Remote Access**



The "Go Green" movement was arguably one of the hottest trends of 2008 and was felt by virtually every government agency as well. OMB mandates requiring agencies to adopt green technologies were one catalyst which brought "Green IT" to the forefront. The second, and possibly most impactful, was the sheer amount time, money and resources which implementing green policies and technologies such as virtualization brought to an agency.

Research Findings

Research conducted at the GTRA 2008 Symposium and for the upcoming June 2009 GTRA Symposium show that the most important and talked-about Green IT topic is virtualization. While the conceptual benefits of Virtualization are clear, executives are looking for case studies and real-life examples of how virtualization has been implemented into an agency and measurable metrics to prove its worth and ROI. Executives at the GTRA 2008 Symposium heard several examples of this, including a case study by Emmett Webster, Director, Governance & Information Assurance,



OCIO, Department of Defense, where he showed how his agency avoided nearly \$6 million in server acquisition costs and will have saved over \$800,000 annually in connection fees due to its virtualization efforts.

Daud Santosa, CTO, National Business Center, Department of Interior also shared some insights on his agency's virtualization efforts including focus on the cultural challenges that must be overcome to successfully implement virtualization in an agency. As more and more agencies undergo virtualization and more statistics come out providing metrics to support the benefits of this technology, the GTRA June 2009 Symposium will contain additional sessions on this cutting edge topic.

Solution Providers

One of the leading forces in providing Green IT solutions is Cisco, who was present at the December 2008 Symposium discussing its Green initiatives including how it is using telepresence and security unified communications to provide affordable, secure, and green-friendly solutions to agencies. With telework (a topic that research is showing to be of strong interest for the June 2009 Symposium) becoming more and more commonplace, these technologies are crucial for an agency's success.

GreenGOV Scope

The **GreenGOV** program at the GTRA 2008 Symposium focuses on key elements of Enterprise Architecture including:

- ✓ **Green Architectures**
- ✓ **Virtualization**
- ✓ **Consolidation**
- ✓ **Information Lifecycle Management**
- ✓ **De-Duplication**
- ✓ **Telework**
- ✓ **Procurement of Green IT**
- ✓ **Cultural Shift Towards Going Green**
- ✓ **Green Policies and Mandates**
- ✓ **What's Next**



No amount of resources are valuable without proper leadership at the helm of any organization and/or project. Leadership training is paramount for all executives in order to provide them with the skills and tools necessary to guide their agency towards success. As the GTRA Symposium focuses on GS-15 and SES level executives, leadership training is a critical element of every symposium.

Research Findings

Research with GTRA council members and other executives rated leadership as one of the top areas of importance when it came to executive education across the board. Dr. Stan Boddie, Professor of Systems Management, NDU and a highly respected thought leaders on leadership pointed out that in an interview, Former General Collin Powel lauded "Transformational Leadership" as one of the most important strengths of the new incoming administration, a fact that shows the important role leadership plays in government.

In addition to general leadership training, executives time and time again mentioned "change management as one of the most pressing issues facing government IT leaders today, both with regard to integrating new technologies into an agency as well as dealing with the upcoming administration change. With new technologies, a younger workforce, and a major turnover in our country's administration, the undeniable change affects government IT executives, the difference between successful and unsuccessful leaders, according to Kevin Lawson, Branch Chief, Application Development Branch, Transportation Security Administration rests in how change is dealt with. Speaking at the GTRA 2008 Symposium with regard to managing change, Lawson suggests to "keep it simple, get the right people involved, communicate to get the word out and stay focused. The biggest barrier is taking the risk; you must take the first step."

LeadershipGOV Scope

The **LeadershipGOV** program at the GTRA 2008 Symposium focuses on key elements of Enterprise Architecture including:

- **Change Management**
- **Succession Planning**
- **Administrative Change**
- **Learning & Distance Learning**
- **Executive Leadership**
- **Talent Management**
- **Performance Management**
- **Millennials**
- **Recruiting and Retaining Talent**
- **IPv6 Transition**



GTRA 2008 Symposium Solutions and Technologies

To meet the objectives outlined in this report, and help address the needs outlined in the scope for each program, the following are critical solutions and technologies which the government is interested in:

- ✓ Authentication
- ✓ Biometrics
- ✓ Budget/Financial Management Solutions
- ✓ Business Intelligence Software
- ✓ Business Process Re-design
- ✓ Capital Planning Tools
- ✓ Centralized Control
- ✓ Change Management
- ✓ Collaboration Solutions
- ✓ Compliance
- ✓ Compliance Software
- ✓ Computer Desktop Core Configuration
- ✓ Computer Forensics
- ✓ Consulting
- ✓ Consulting Services
- ✓ Content Filtering
- ✓ Contingency and Disaster Planning
- ✓ Cryptography
- ✓ Data Integration Solutions
- ✓ Data Mining Solutions
- ✓ Data Security
- ✓ Data Transformation Software
- ✓ Data Warehousing
- ✓ Database Modeling and Development
- ✓ Digital Certificates/ SSL
- ✓ EA/SOA Security Solutions
- ✓ E-mail Security
- ✓ Enterprise Application Integration
- ✓ Enterprise Architecture
- ✓ Enterprise Architecture Modeling/Repository Tools
- ✓ Enterprise Metadata Management
- ✓ Enterprise Portfolio Management
- ✓ Enterprise Report Applications
- ✓ Enterprise Rights Mgmt
- ✓ Filtering/ Reporting
- ✓ Financial Lines of Business
- ✓ Fingerprint Biometrics
- ✓ Firewalls/ VPN/ Anti-Virus
- ✓ Green IT
- ✓ HR Lines of Business
- ✓ Identity Management
- ✓ Identity Management Solutions
- ✓ Information Assurance
- ✓ Information Privacy
- ✓ Information protection Management
- ✓ Information Risk
- ✓ Information Sharing
- ✓ Instant Messaging Security
- ✓ Intrusion Detection/Prevention
- ✓ IPv6
- ✓ IT Asset Tracking
- ✓ IT Governance
- ✓ Knowledge management Solutions
- ✓ Learning Solutions
- ✓ Lost Data Destruction
- ✓ Mobile and Wireless Sec
- ✓ Mobile and Wireless Security
- ✓ Mobile Business Solutions
- ✓ Mobile Intelligence Platforms
- ✓ Modeling Solutions
- ✓ Monitoring Solution
- ✓ Net-Centric SOA
- ✓ Network Appliances
- ✓ Network Security
- ✓ Network Security (VPN/firewall/spyware/email/virus)
- ✓ Outsourcing Infrastructure/Applications
- ✓ Penetration Testing
- ✓ Performance Measurement and Metrics Management
- ✓ Performance Mgmt
- ✓ PKI
- ✓ Portfolio Management
- ✓ Post-merger Integration
- ✓ Repository Tools
- ✓ S-CAP
- ✓ Server consolidation
- ✓ Secure enterprise architecture



Target Audience

Given the multi-program format of the GTRA Symposium and the underlying premise that IT executives across different functional areas must collaborate, our target audience includes all types of IT executives including:

Federal and State Government Attendees GS-15 & Higher:

Chief Enterprise Architects
Chief Information Security Officers
CIOs, Deputy CIOs
CTOs, Deputy CTOs
Chiefs & Directors of Lines of Business
Chiefs & Directors of Risk Management
Chiefs & Directors of Business/Operations Programs
Privacy Chiefs
Directors of:

- Enterprise IT
- Security
- Privacy
- Mobile/Wireless
- Systems and Network
- Capital Planning
- Strategic Planning
- Business Modernization
- Service Oriented Architecture
- IT Operations
- IT Project Directors
- Interoperability
- Finance/HR LOB

Program/Curriculum

The following topics were part of the curriculum for the GTRA 2008 Symposium:

Executive Perspectives: The Future of Government IT

Amit Yoran, CEO, **Netwitness** and Former Director of the National Cyber Security Division, **DHS**
Richard "Dick" Burk, Council Member, **GTRA**

Leadership Focus: Change is here- Now What?

Kevin Lawson, Branch Chief, Applications Development Branch, **TSA**
Susan D. Alexander, CTO, Information and Network Assurance, **DoD**

Collaboration is more than an Emerging Imperative... (It's happening by hook or crook, like it or not!)

Marian Cody, Chief Information Security Officer, **EPA**
Ira Grossman, Chief Enterprise Architect, **FEMA**
Zenny Sadlon, Program Analyst, **EPA**

Emerging Cyber Security Threats

Mischel Kwon, Director, **US-CERTS**, **DHS**

Using EA to Optimize your Technical Infrastructure

Randy Maples, CEA, Deputy CIO- Management, **FTC**
Keith Tucker, IT Modernization Program Manager, **Interior**

FEA Security and Privacy Profile Update

Dr. Scott Bernard, Deputy Chief Information Officer, Federal Railroad Administration, **Transportation**
Ron Ross, Senior Computer Scientist, **NIST**



Modeling to Meet Enterprise Architecture Requirements

Dennis Wisnosky, Chief Architect, Chief Technical Officer, Business Mission Area, **DoD**
Brian Wilczynski, Director, Enterprise Architecture & Standards, **DoD**
Deedee Akeo, Chief Architect, **Business Transformation Agency**

Information Sharing

Dr. Clark Smith, Director Technology Division, **PM-ISE**

Bridging the Security and Privacy Gap - DoJ Case Study

Kenneth Mortensen, Chief Privacy and Civil Liberties Officer, **Justice**
Niels Quist, Senior Counsel for E-Government, **Justice**
Carrie Gilbert, Deputy CISO, **Justice**

EA & CPIC Process

Peter Sullivan, Director, Office of the CIO, **Labor**
Joe Rose, Chief Architect, **Education**

Using Technology to Implement Policy: SCAP, FDCC, TIC and more

Steven Quinn, Senior Program Manager, National Checklist Program **NIST**

Governance to Help Inform Decision Makers

Darren Ash, CIO and Deputy Executive Director, Corporate Management, **NRC**

FISMA 2.0 and C&A

Patrick Howard, Chief Information Security Officer, **NRC**
Ned Goldberg, Chief Information Security Officer, **FDIC**

Virtualization and the Case to Go Green

Steven J. Kempf, Assistant Commissioner, Acquisition Management, Federal Acquisition Service, **GSA**
Daud Santosa, Chief Technology Officer, National Business Center, **Interior**
Emmett Webster, Director, Governance & Information Assurance, OCIO, **DoD**

DoDAF Version 2.0 and Architecture Training: Architects Competencies

Walt Okon, Chief Architect, DoD Information Sharing Architecture & Interoperability, Networks and Information Integration, **DoD**

How to make EA valuable to your business

Doreen Cox, Chief Enterprise Architect, Customs and Border Protection, **DHS**

Hacker Security Challenge

Dr. Robert "Rocky" Young, Associate Professor of Systems Management, **NDU**

Business Process Re-engineering Within Enterprise Architecture

Michael McFarren, Senior Principal, Information Systems Engineer, **Mitre**

National Information Exchange Program

Justin Murphy, Deputy Executive Director, **NIEM**

Leadership in your Agency

Dr. Stan Boddie, PMP, CISSP, Professor of Systems Management, Information Resource Management College, **NDU**



CEUs/Credits

There are several organizations with provide certification and accreditation for the Government IT Executives, including:.

- www.feacoinstitute.org- The leader federal EA educational organization. Successful completion of an intensive 4-month curriculum followed by passing the mandatory exam gives students a FEAC EA Certificate.
- www.ISC2.org- The leaders is IT Security Training and Accreditation, (ISC)2 provides the widely known CISSP (Certified Information Systems Security Professional) certification. CISSP certification is achieved after a 4-month training course followed by a mandatory exam which must be passed to receive accreditation.
- www.grad.usda.gov- The Graduate School USDA offers several IT certifications, including an EA and Security certification. Students must attend a total of nine-classes to receive certification (no examination).
- www.NDU.gov- The National Defense University offers several IT certifications, including an EA and Security Certification. Students must attend between 8 and 10 classes to receive certification (no examination).

Resources

The following are helpful resources which provide news and research across the four key programs focused on at the GTRA 2008 Symposium:

- www.ITAA.org the Information Technology Association of America is regarded as the largest and most influential IT non-profit and policy group in the US.
- www.soa-consoritum.org- Non-profit focused on SOA
- www.csialliance.org- Cyber Security Industry Alliance. Good resource for solution providers and research on cyber- security
- <http://www.ewita.com/links/links.htm> provides a plethora of links related to EA (mostly industry related, but some government resources as well) including events, media, certifications, and other resources
- www.issa.org- Information Systems Security Association is one of the leading security organizations in the world. The site provides a plethora of security related resources
- www.govleaders.org- This website is a good resource for articles and reports on developing leaders in the government workforce
- <http://colab.cim3.net/cgi-bin/wiki.pl?WikiHomePage>- This is the government EA-focused Wiki/Collaboration tool. You need to dig around but there is a lot of information on it and almost all of it is from people we work with! (This is a prime example of how collaboration tools are used in real-life settings by our government)
- www.GCIO.org- Green Computing Impact Organization is an organization focused on Green-IT with a particular focus on government



- <http://www.whitehouse.gov/omb/egov/a-1-fea.html>- This is the official FEA website for the US Government. All official FEA related documents are housed here.
- Some good media links for general EA, Security, Leadership and Green-IT related news include:
 - www.FCW.com
 - www.GCN.com
 - www.GovExec.com
 - www.talentmgt.com
 - <http://www.governmentleader.com/>
 - www.cxotoday.com
 - www.itsecuritymagazine.com
 - www.clomedia.com
 - www.govtsecurity.com
 - www.ClubFed.com
 - <http://adtmag.com/portals/portal.aspx?portal=86>
 - <http://www.architectureandgovernance.com/articles/11-hazra.asp>

GTRA Symposium Council Members and Speakers

The following is a list of council members and speakers who were involved in developing and delivering curriculum at GTRA 2008 Symposium.

- Dr. Suzanne Acar**, Senior Information Architect, **Interior** (Enterprise Architecture Council)
Dee Dee Akeo, Chief Architect, Business Transformation Agency
Susan D. Alexander, Chief Technology Officer for Information and Network Assurance, **Office of the Assistant Secretary of Defense Networks and Information Integration**
Lynn Allen, Deputy Chief Information Officer for Business and Technology Modernization, **HUD** (Security Council)
Peter Alterman, Deputy Associate Administrator for Technology Strategy, Office of Government-wide Policy, **GSA** (Security Council)
Darren Ash, Chief Information Officer and Deputy Executive Director, Corporate Management, **NRC**
Gregg Bailey, Chief Information Officer, ATF, **Justice** (Enterprise Architecture Council)
Frank Bauer, Vice President of Programs, Graduate School, **USDA** (HR Council)
Dr. Scott Bernard, Deputy Chief Information Officer, Federal Railroad Administration, **Transportation** (Enterprise Architecture Council)
Andrew Blumenthal, Chief Technology Officer, **ATF**, Justice (Enterprise Architecture Council)
Dr. W. Stan Boddie, PMP, CISSP, Professor of Systems Management, Information Resource Management College, **NDU** (HR Council)
Dr. Barry Brown, Deputy Director, Enterprise Systems Engineer, Customs and Border Patrol, **DHS** (Enterprise Architecture Council)
Richard "Dick" Burk, Former Federal Enterprise Architect Program Chief Architect, **OMB** (Enterprise Architecture Council)
Michael Castagna, Chief Information Security Officer, **Commerce** (Security Council)
Marian Cody, Chief Information Security Officer, **EPA** (Security Council)
Doreen Cox, Chief Architect, Customs & Border Protection Department, **DHS** (Enterprise Architecture Council)
Kevin Deeley, Chief Information Security Officer, **Justice** (Security Council)
Brian Doerk, Senior Enterprise Architect, PMP, **Treasury** (Enterprise Architecture Council)
Steve Elky, Chief Information Security Officer, **Library of Congress** (Security Council)



Norman Enger, Former Director, Human Resources Line of Business Program Management Office, **OPM** (HR Council)

Ylanda Ford, Director, Enterprise Architecture, OCIO, **HUD** (Enterprise Architecture Council)

Christopher Fornecker, Chief Technology Officer, Integrated Acquisition Environment, **GSA** (Enterprise Architecture Council)

Sharon Fratta-Hill, Ph.D., VP of Academic Programs and Continuing Education, **Graduate School, USDA** (Enterprise Architecture Council)

Carrie Gilbert, Deputy Chief Information Security Officer, **Justice**

Ira Grossman, Chief Enterprise Architect, **Federal Emergency Management Agency** (Enterprise Architecture Council)

Ned Goldberg, Chief Information Security Officer, **FDIC** (Security Council)

Chris Hardy, Director, e-Learning and Technology Center, **DAU** (HR Council)

Kenneth Heitkamp, Assistant Chief Information Officer for LifeCycle Management, **Air Force** (Security Council)

Dennis Heretick, Former Chief Information Security Officer, **Justice** (Security Council)

Patrick Howard, Chief Information Security Officer, **NRC** (Security Council)

Brad Harshman, Chief Enterprise Architect, National Nuclear Security Administration, **Energy** (Enterprise Architecture Council)

Randolph C. Hite, Director, IT Architecture & Systems Issues, **GAO** (Enterprise Architecture Council)

Marlene Howze, Chief Architect/Enterprise Architecture Program Manager, **Labor** (Enterprise Architecture Council)

Kathleen James, Ph.D., Deputy Director of Administration, **National Labor Relations Board** (HR Council)

Steven J. Kempf, Assistant Commissioner, Acquisition Management, Federal Acquisition Service, **GSA**

Richard Klemmer, Chief Enterprise Architect, NTIA, **Commerce** (Enterprise Architecture Council)

Mischel Kwon, Director, US-CERT, **DHS** (Security Council)

Kevin Lawson, Branch Chief, Applications Development Branch, **TSA** (Enterprise Architecture Council)

Phillip Loranger, Deputy Chief Information Security Officer, **Education** (Security Council)

Mary Lacey, Deputy Program Director, AEGIS Ballistic Missile Defense, **Missile Defense Agency** (Security Council)

Mary McCaffery, Senior Advisor, Assistant Administrator, **EPA** (Enterprise Architecture Council)

Michael McFarren, Senior Principal, Information Systems Engineer, **MITRE** (Enterprise Architecture Council)

Debra McKeldin, Chief Enterprise Architect, Centers for Medicare and Medicaid Services, **HHS**(Enterprise Architecture Council)

John McManus, Former Deputy Chief Information Officer and Chief Technology Officer, **Commerce** (Enterprise Architecture Council)

Lori Pettebone-Maatta, Director, Division of Enterprise Architecture Program Management, Centers for Medicare and Medicaid Services, **HHS**

Randy Maples, **CEA**, Deputy Chief Information Officer - Management, **FTC** (Enterprise Architecture Council)

Ethel Matthews, Senior Advisor to Chief Information Officer, Security and Privacy, **SBA** (Security Council)

Margaret Mech, Chief Information Security Officer, **FTC** (Security Council)

Kenneth P. Mortensen, Chief Privacy and Civil Liberties Officer, **Justice**

Justin Murphy, Senior Law Enforcement Advisor and Special Assistant to the Chief Information Officer, **Justice**

Matt Newman, Professor of Systems Management, **NDU** (Enterprise Architecture Council)

Jillian O'Connell, Chief, Enterprise Investment and Information Management, **US Geological Survey** (Enterprise Architecture Council)

Walt Okon, Chief Architect, DoD Information Sharing Architecture & Interoperability, Networks and Information Integration, Office of Secretary Of Defense, **Defense** (Enterprise Architecture Council)

Bajinder Paul, Chief Information Officer of the Office of the Comptroller of the Currency, **Treasury** (Enterprise Architecture Council)

Richard Prentiss, Chief Information Security Officer, Office of Thrift Supervision, **Treasury** (Security Council)

Steven Quinn, Senior Program Manager, National Checklist Program, **NIST**

Niels Quist, Senior Counsel for E-Government, **Justice**



Dr. James Ransome, CISSP, CISM, Senior Director, Secure Unified Wireless and Mobility Solutions, Corporate Security Programs & Global Government Solutions, **Cisco Systems, Inc.**
Joe Rose, Chief Architect, **Education**
Ron Ross, Senior Computer Scientist, NIST
Larry Ruffin, Chief Information Security Officer, **Interior** (Security Council)
Timothy Ruland, Chief Information Security Officer, **Census Bureau** (Security Council)
Zenny Sadlon, Program Analyst, **EPA**
Peter Sand, Director of Privacy Technology, **DHS** (Security Council)
Dr. Ronald Sanders, Associate Director of National Intelligence for Human Capital, Chief Human Capital Officer, **DNI** (HR Council)
Marco Santini, Deputy Director, Customer Accounts & Research, **GSA** (HR Council)
Daud Santosa, Chief Technology Officer, National Business Center, **Interior** (Enterprise Architecture Council)
Michael Schievelbein, Enterprise Architect, Mineral Revenue Management Office, **Interior**
Frederick Schobert, Chief Technology Officer, Federal Acquisition Office's Integrated Technology Services, **GSA** (Enterprise Architecture Council)
Tim Schmidt, Chief Technology Officer, **Transportation** (Mobile and Wireless Council)
Joe Seger, Deputy Chief Information Security Officer, **Interior** (Security Council)
Donna K. Seymour, Associate Chief Information Officer for IT Policy Oversight/OST Chief Information Officer, **Transportation** (Enterprise Architecture Council)
Dr. Clark Smith, Director Technology Division, **PM-ISE**
John Sullivan, Chief Architect and Associate Director, **EPA** (Enterprise Architecture Council)
Peter Sullivan, Director, Office of the Chief Information Officer, **Labor** (Enterprise Architecture Council)
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