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# Case Study
Federal Law Enforcement Training Center

# Fostering Collaboration and Mission Alignment Across Law Enforcement Directorates

Providing Portfolio Management and Decision-Support Capabilities for the DHS Federal Law Enforcement Training Center

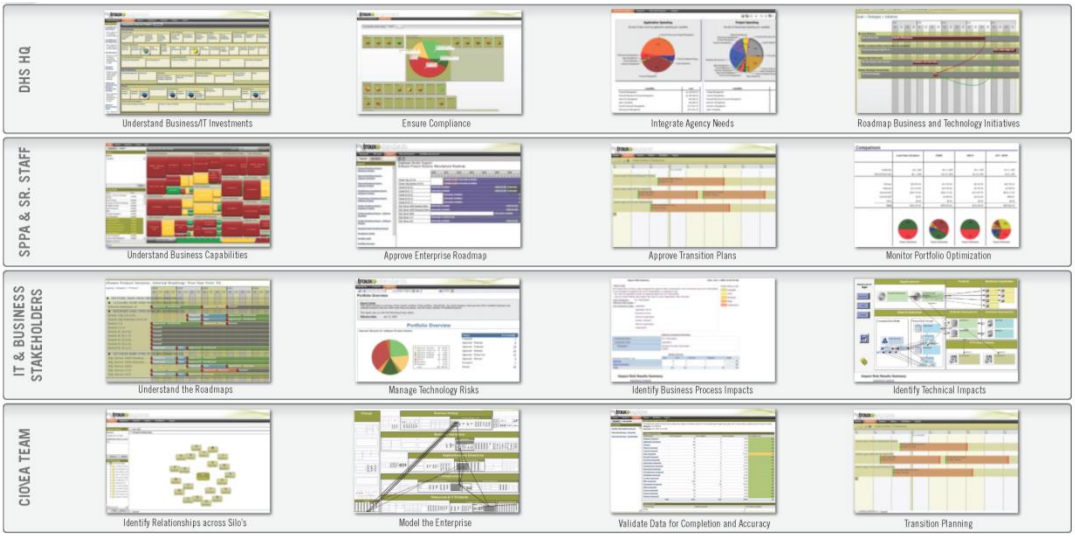
## The Business Challenge

The Federal Law Enforcement Training Center (FLETC) trains law enforcement personnel at 91 federal agencies and staff members of state, local, tribal, campus and international LE programs. FLETC pinpointed 17 Mission Essential Functions (MEFs) that describe the business segments encompassing the training received by these customers. FLETC also identified the need for a well-planned EA program to foster internal communication and ensure its technical solutions aligned to its mission.

Because FLETC lacked a well-defined EA data repository, managers could not answer critical business questions about the applications and IT infrastructure. They could not coordinate data collection methods for application configuration, security, requirements, and investment decision-making. Data calls yielded partial and inconsistent results, causing delay and confusion in planning for new and improved capabilities and asset consolidation.

## Citizant's Solution Approach

Citizant served on the original team that stood up FLETC's EA program, and so was chosen to lead an Enterprise Portfolio Pilot using Troux Technologies. By adding the MEFs to a baseline assessment conducted during a 2012 Portfolio Management pilot, Citizant produced a skeletal architecture to which it aligned all of FLETC's projects, services, and applications, plus the investments that fund each of the MEFs.




*Citizant's IT portfolio decision support pilot program, utilizing the Troux Transformation Platform, helped FLETC visualize assets and program status by organizational roles and needs.*

### VALUE SUMMARY

- ✓ EA drives mission alignment and portfolio management
- ✓ Citizant's unique Middle-Out EA Approach℠ delivers quick, actionable results
- ✓ Troux technologies create visual guides for IT investment decision support


### CONTACT US

15000 Conference Center Dr.

Suite 500

Chantilly, VA 20151

www.citizant.com

703-667-9420

info@citizant.com


### CONNECT TO US

twitter.com/Citizant

linkedin.com/company/Citizant

The resulting portfolio information will allow FLETC to view its IT landscape from a mission-focused perspective, rather than a program-centric view. Citizant produced its unique Middle-Out EA Implementation Approach℠ to align bottom-up advancements – such as shared IT services – with top-down, business-driven guidance.

In addition to the portfolio management pilot, Citizant is currently working to:

- ✓ **Initiate segment architecture tasks**, starting with the MEF pertaining to online training. As the project moves forward, Citizant will help assess stakeholder needs, segment impacts, risks, and performance gaps – then prioritize the architecture of each segment.
- ✓ **Tailor the DHS Segment Architecture Methodology** (DSAM) to create the *Guide to FLETC Architecture Development,* which will support a repeatable process for identifying, prioritizing, and creating a roadmap of the FLETC enterprise future state.
- ✓ **Contribute to integrated governance** by participating in Technical Change Control Board activities to ensure adherence to the DHS Technical Reference Model (TRM). Citizant also participates in the Right Sizing Technology Insertion Governance IPT to redefine how to process insertions into the DHS TRM. Citizant is co-creating a FLETC Program Management Office by aligning current and planned programs/projects to existing portfolios.
- ✓ **Implement the Troux Transformation Platform** to capture EA requirements and connect the architecture layers to provide an integrated, visual framework for piloting business investment decision support. Citizant uses the Troux platform to identify business and technology gaps, and to promote effective communication between technical and mission stakeholders.

## The Outcomes

✓ Data collection gaps have been identified to:
- Close data gaps to connect the "top-down" and "bottom-up" perspectives.
- Turn on decision-support dashboards and reports.
- Provide an automated format to collect necessary data.

✓ Expected outcomes will allow FLETC to:
- Optimize and increase the speed of mission-aligned IT capability delivery.
- Improve planning and execution of business and IT transformation.
- Provide visibility and accountability into IT standardization and optimization to reduce the cost and complexity of the infrastructure.
- Establish a partnership among mission stakeholders to align business requirements with IT investments.
- Develop dashboards and metrics to measure IT performance on achieving programmatic and HLS strategic priorities.
- Improve overall operating efficiencies.

✓ Compliance with Federal initiatives for leaner, smarter government through:
- The **Share First Initiative**, which requires agencies to review their IT investment portfolios to find opportunities to consolidate acquisition and management of IT services, and increase the use of shared services delivery models.
- **PortfolioStat**, which promotes using the IT portfolio as a strategic decision-support tool versus scrubbing an agency's budget.

### LEARN MORE ONLINE

Information about Citizant is available at www.citizant.com

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