

**INFORMATION TECHNOLOGY  
OPERATING PLAN**

**FISCAL YEARS 1999–2001**

**November 1998**

***U.S. CHEMICAL SAFETY AND  
HAZARD INVESTIGATION BOARD***



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Prepared for the U.S. Chemical Safety and Hazard Investigation Board  
Washington, D.C.

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**INFORMATION TECHNOLOGY OPERATING PLAN  
APPROVAL SHEET**


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## ACRONYMS AND ABBREVIATIONS

CSB	U.S. Chemical Safety and Hazard Investigation Board
IT	Information Technology
Business units	Board Members, executive management (Chief Executive Officer and Chief Operating Officer), and the five programmatic offices— Investigations, Safety Programs, General Counsel, External Relations, and Safety Information and Management Operations (Technical Operations and Administrative Operations are addressed separately)
	The CSB business units are abbreviated as follows:
	IN – Investigations
	GC – General Counsel
	B – CSB Board Members
	ER – External Relations
	SP – Safety Programs
	IT – Technical Operations
	AD – Administrative Operations
	EM – Executive Management (Chief Executive Officer, Chief Operating Officer)
GPRA	Government Performance and Results Act of 1993

# 1 SUMMARY

## 1.1 PURPOSE

The Information Technology (IT) Strategic Plan for the U.S. Chemical Safety and Hazard Investigation Board (CSB) identifies the CSB's information goals and creates a plan to achieve them. It is very much customer-driven and reflects the functional requirements defined by the CSB and its staff, that are in turn driven by several external customers and CSB stakeholders—Congress, industries that use chemicals, and the public. One of the CSB's stated organizational objectives is to develop and maintain a flat organization to keep staffing and overhead levels low. The IT program is critical to mission success for the CSB, in that IT-related resources will be required to be immediately available to effectively multiply the efforts of a staff limited in size by design. The relationship of Information Technology to CSB operations is shown in Figure 1-1.

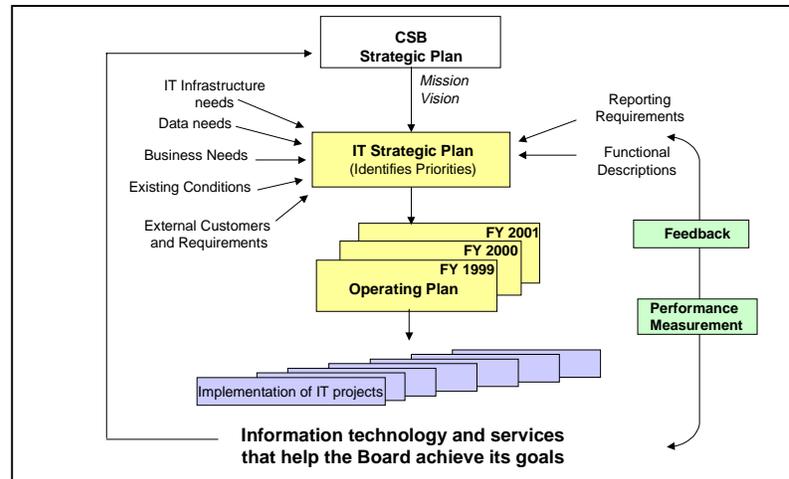


Figure 1-1. Relationship of IT to CSB operations.

The purpose of this IT Operating Plan is to implement the initiatives identified in the IT Strategic Plan, which in turn supports the overall goals and objectives as stated in CSB's Business Plan. The IT Operating Plan is intended to be used as an internal CSB working document, with the IT Strategic Plan providing the fuller context and vision of how IT supports CSB activities. It is expected that the IT Operating Plan will be reexamined during the year to factor in new developments and changing CSB priorities.

## 1.2 CSB MISSION AND IT VISION

The mission of CSB is to prevent or reduce the severity of chemical-related incidents. CSB objectives related to achieving this mission are:

- Conduct accident investigations and special studies and provide recommendations aimed at preventing or reducing the severity of chemical incidents.
- Be a nationally recognized organization the public and industry come to for chemical safety information. Provide informational products to the chemical industry to assist in enhancing operational safety.
- Evaluate the effectiveness of other federal agencies in preventing chemical accidents.

- Coordinate the efforts across federal agencies to eliminate duplicate activities related to the oversight of chemical industry operations and the investigation of chemical industry events.
- Incorporate best practices from the private and public sectors to promote efficient CSB business operations.

The function of the IT program is to directly support the CSB's efforts to achieve its objectives by providing cost-effective and IT-intensive capabilities and technology solutions. The IT vision is: "Prevent chemical accidents through the application and management of knowledge using the right technology." IT customers include CSB staff and Board Members; Congress; the chemical industry; federal, state, and local governments; and the public (both in the United States and internationally).

### 1.3 KEY IT INITIATIVES

The process used to identify CSB business unit needs and group these needs into IT functional areas and initiatives is summarized in Figure 1-2 and discussed in detail in the IT Strategic Plan. A systematic and thorough analysis of CSB business unit needs was conducted to identify the functional area initiatives. The IT systems needed to support the functional areas are grouped

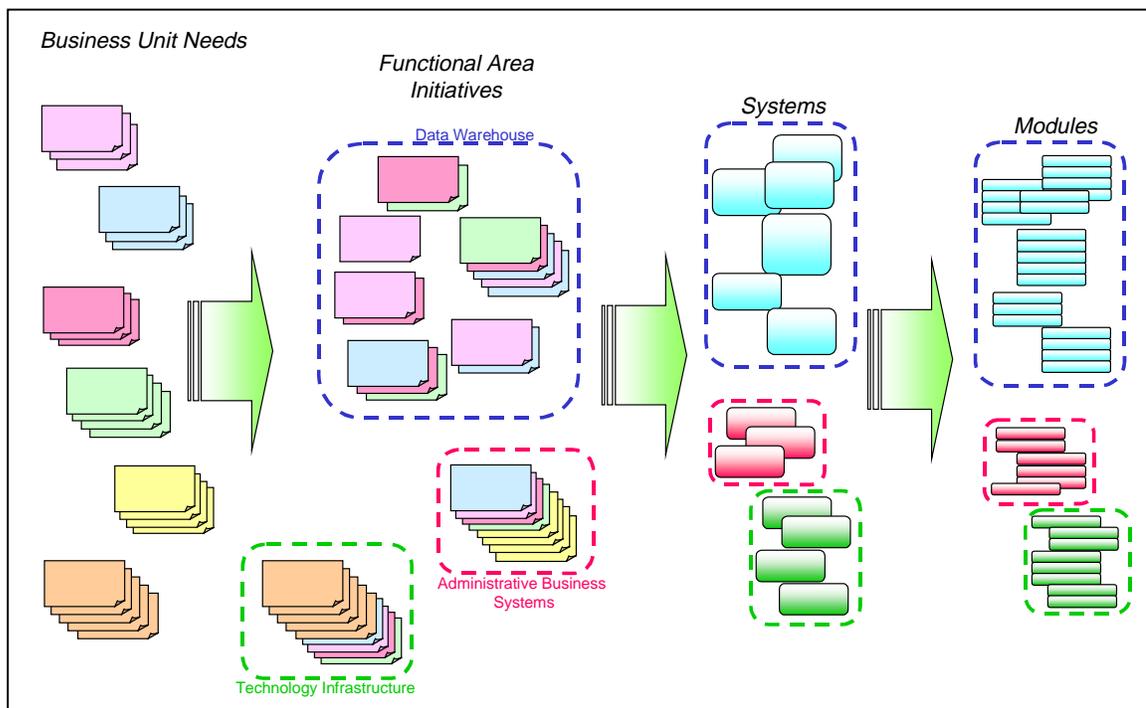


Figure 1-2. Evolution of CSB business unit needs to IT initiatives.

into three broad initiatives: data warehouse, administrative business systems, and technical infrastructure. Each of the initiatives has been broken into systems, and the systems have been divided into smaller components called modules. A module is a functioning component of a larger system that provides the end user with a requested IT capability.

The approach of implementing modules versus one large IT initiative lessens the impact of technology changes, makes it easier to plan and budget business systems that assist the highest

priority needs, and reduces the time that users have to wait before some level of IT capability is realized. As modules are released for use, subsequent modules are able to take advantage of existing features to provide enhanced IT capabilities to CSB on a regular basis.

The three IT initiatives are:

- Data Warehouse: provides direct support to every CSB business unit and consequently every functional area. The importance of easy access to accurate, up-to-date chemical safety information for a variety of uses was consistently stressed during interviews with CSB staff. The data warehouse system includes:
  - information to support identification of incidents,
  - investigations,
  - studies and analyses,
  - reference information gathering, an electronic and hard copy library with sophisticated search capabilities, and
  - methods for communicating this information (Contacts/Subject Matter Experts/Interested Parties/Congress, Internet).
- Administrative Business Systems: personnel, facility management, and financial management systems to support general business operations.
- Technical Infrastructure: the underpinnings for CSB information technology to include Internet access, communications, desktop management, training, infrastructure support, backup of key personnel, and telecommuting. The importance of providing a stable, reliable infrastructure is magnified when the systems are being utilized as a “force multiplier” to augment a compact, central staff.

## 2 IT ACTIVITIES FOR FY 1999, FY 2000, AND FY 2001

### 2.1 IT PROJECTS

The implementation plans by year for the systems and modules, grouped by initiative, are shown in a modified Gantt chart in Figure 2-1. Appendix A provides a description of each of the initiatives, systems, and modules. To emphasize how the IT program directly supports the overall goals of the CSB, Appendix A also identifies the CSB objectives that each IT activity supports.

The CSB business units supported by the modules are identified in the Notes column. The CSB business units are abbreviated in the notes as follows:

- IN – Investigations
- GC – General Counsel
- B – CSB Board Members
- ER – External Relations
- SP – Safety Programs
- IT – Technical Operations
- AD – Administrative Operations
- EM – Executive Management (Chief Executive Officer, Chief Operating Officer)

Important factors considered when defining the modules include the ability to implement capabilities over time to reduce cost in any particular year and to ensure additional IT capabilities are being added on a regular (every three months) basis. If modules are combined, the amount of time it takes to make the capabilities available to the users may increase.

## 2.2 MAJOR TASKS AND PRODUCTS

Major tasks and products associated with each of the three IT initiatives are identified in Appendix B. In addition, resource and cost estimates are provided for each module.

Estimates beyond the current year should be used with caution since the IT program is in the early stages of development. The IT plans will be reexamined during the year to factor in new developments and changing CSB priorities. It is expected that new CSB needs will be identified for FY 2000 and FY 2001, potentially increasing the IT budget requirements.

Estimates include developing the system module and testing with representative data; costs to populate the systems with data are not included, since this effort could be done over time after the modules are implemented. CSB staffing levels are assumed to be ~30 people through FY 1999 and ~100 people at the end of FY 2000. Priority has been given to modules that either contribute to critical CSB activities or are more difficult to correct if not done correctly from the start of CSB's organizational development.

## 2.3 SUCCESS INDICATORS

In order to have some indication of successful completion of the tasks, success indicators for the IT initiatives are identified in Appendix C. In general, if the system does not meet the needs of the users, they will find other ways of accomplishing their tasks. In many cases, the best indication of success is that the system exists and the intended users have incorporated its use into their routine work process.

The Government Performance and Results Act of 1993 requires the executive management of government agencies to focus on defining missions, setting goals, measuring performance, and reporting accomplishments. Performance-based and results-oriented decision-making is required for all major investments in IT. The need to identify GPRA measures was considered during the development of the CSB IT Strategic Plan. During the three-year planning period, the GPRA measures given below will be tracked. An initial set of IT-related GPRA measures, dealing with the effectiveness of communications efforts, is defined below. These measures will be tracked during the three-year planning period. As CSB grows, additional IT-related measures will be identified.

These initial GPRA measures focus on developing and establishing the IT infrastructure that will support the CSB mission and programmatic needs. Thus, as contrasted with a more mature organization, it is important to provide the IT tools first and then develop more appropriate measures later once the tools are in place and are being used. At this point in the start-up phase, measures can be developed to address questions such as:

- Is IT meeting the needs of individual customers?
- Is IT supporting CSB's business operations effectively?
- Is IT enhancing the organization's ability to innovate and learn?

<b>Measure</b>	<b>Description</b>	<b>Target Year</b>
Incident Identification– Incident Universe Database	Develop the Incident Universe Database, which will contain data relating to chemical incidents.	1999
Incident Identification– Voluntary Data System	Develop the Voluntary Data System, which will contain information about avoided incidents.	1999
Investigation Reports– Investigations Database	Develop the Investigations Database, which will contain information relevant to individual investigations.	1999
Studies, Analysis, and Alerts– CSB Recommendations Database	Develop the Recommendations Database, which will contain CSB recommendations to industry and other federal agencies.	1999
Studies, Analysis, and Alerts– Recommendations by Others	Develop a database that contains recommendations for improved chemical safety made by other federal agencies and organizations.	2000
Reference Information Gathering– CSB Technical Reference Library	Establish an electronic and hardcopy library of chemical safety related materials for CSB use. Employ a technical reference librarian to manage the library and assist CSB members in research activities.	1999
Reference Information Gathering– Standard Electronic Format for Documents	Establish PDF as standard electronic format for documents to support the collection and ease of use of incident-related documents for investigations and the CSB technical reference library. Convert CSB-generated documents to PDF for distribution and storage.	1999
Contacts/Communication Tracking–Direct with CSB	Track the number of direct contacts stakeholders make with CSB.	2000
Contacts/Communication Tracking–Congressional Outreach	Track the number of contacts with Congress made by CSB staff.	2000
Contacts/Communication Tracking–Media Effectiveness	Track the number of times CSB is in the news (resulting from press releases, media contacts, and articles about CSB).	2000
Internet– Web Impact Measurement	Track the number of sites that list CSB as a link and the number of inquiries via the CSB Web page.	1999
Administrative Business Systems– Financial Management	Obtain a budget control system to track expenditures; an accounting system to manage accounts payable, accounts receivable, and reimbursements; and a direct check-writing system.	1999
Technical Infrastructure–Training on Desktop Tools	Develop and implement a training program on CSB-available desktop tools such as word processing, presentation graphics, and scheduling.	1999
Technical Infrastructure– Performance Management Plans for CSB Servers and Network Operations	Develop and implement performance management plans including maintenance schedules, security management, configuration management, capacity planning, and disaster recovery.	2000

NOTE: Funding constraints may impact timetable.

## 2.4 POTENTIAL CSB PRODUCTS

The IT initiatives have been examined to identify potential products that support the CSB's objective of providing informational products to the chemical industry to assist in enhancing operational safety. Potential CSB products include:

- compiled lists of target audiences,
- consolidated recommendations database,
- compiled data from other sources with CSB value-added information,
- technical research library service,
- trending analysis service, and
- focused studies on request.

## 2.5 WHAT HAPPENS NEXT

The steps in the process of establishing the IT program are to:

1. Identify the systems and modules that meet the organization's functional needs.
2. Prioritize the work.
3. Implement work plans to accomplish the prioritized work.
4. Implement the systems and modules into the CSB work process.
5. Assess the modules' effectiveness in meeting the users current needs and modify as needed.

Steps 1 and 2 are completed with the IT Strategic Plan and the Operating Plan. Step 3 is to develop and implement more detailed work plans for the modules scheduled for FY 1999. Since each user's needs can evolve over time, it is critical to incorporate user input and feedback during all phases of the module development. Active feedback within the IT program is the key to providing value-added technology solutions that support CSB's efforts to achieve its objectives.

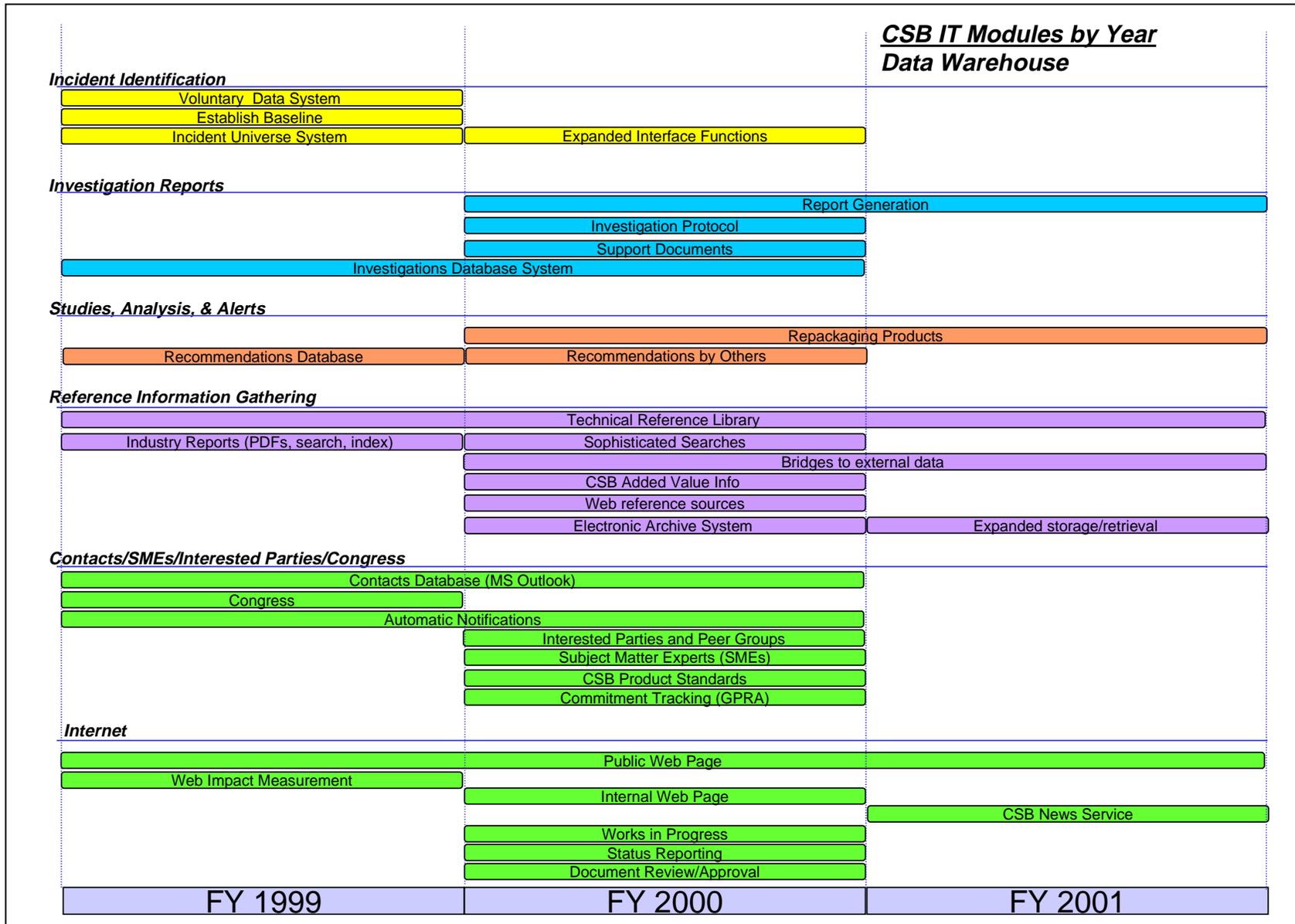


Figure 2-1. IT Initiatives Implementation by Year—Data Warehouse.



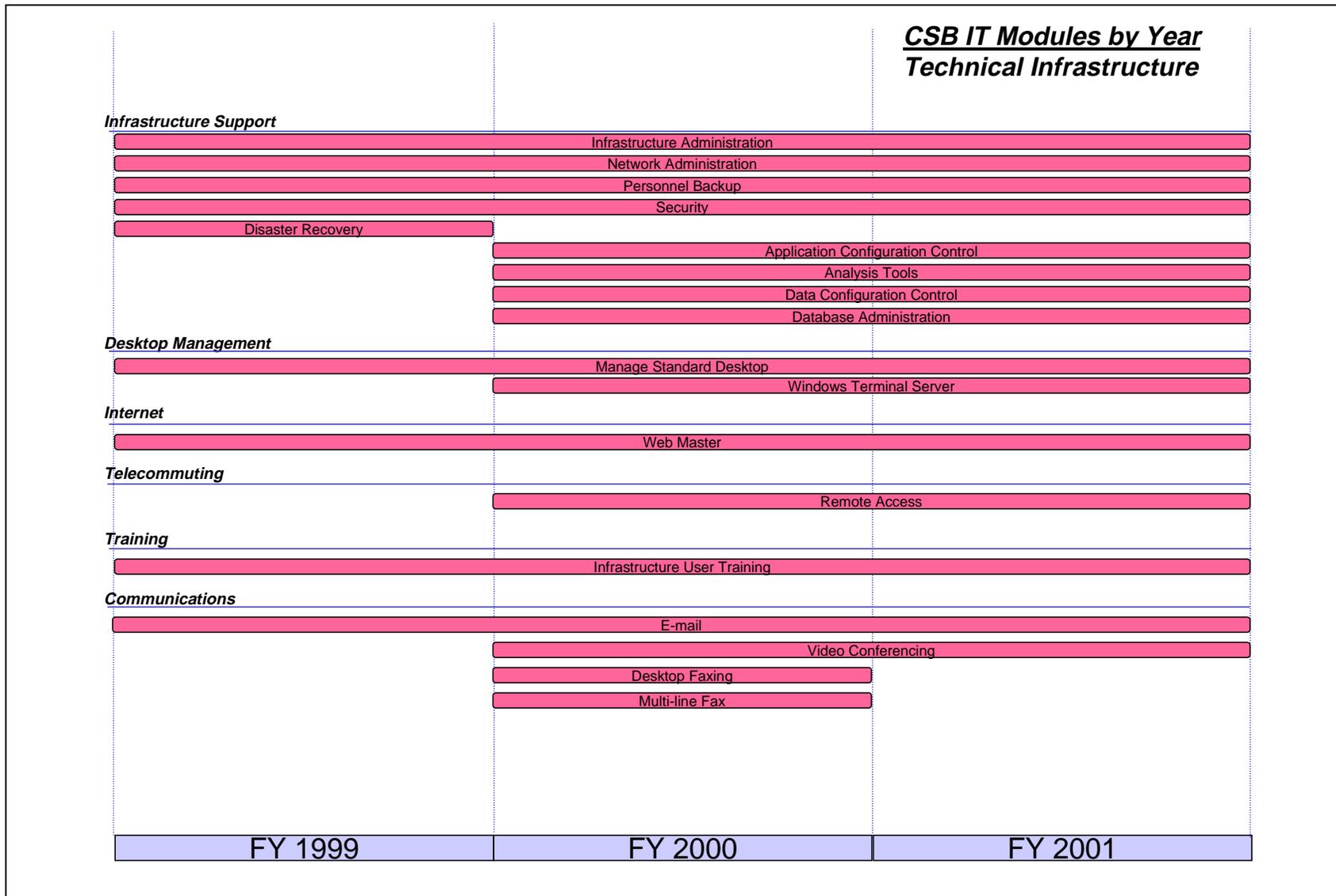


Figure 2-1. IT Initiatives Implementation by Year—Technical Infrastructure.

## APPENDIX A. INITIATIVES AND CORRESPONDING CSB OBJECTIVES

### Key Assumptions Used to Develop the Summary of IT Systems

- \* Estimates beyond the current year should be used with caution since the program is in the early stages of development. The IT plans will be reexamined during the year to factor in new developments and changing CSB priorities. It is expected that new CSB needs will be identified for FY 2000 and FY 2001, potentially increasing the IT budget requirements.
- Overall functional requirements are identified at the beginning of each section.
- CSB staffing levels are assumed to be ~30 people through FY 1999, ~100 people at the end of FY 2000.
- Modules are broken out to indicate capability that can be phased in over time to reduce cost in any particular year and to ensure IT capabilities are increasing on a regular (every three months) basis. Modules can be combined, but it will increase the amount of time it takes to release a capability.
- Estimates include setting up the system module. Costs to populate the data are not included, since this effort could be done over time after the modules are put into service.
- Modules are recommended as high priority, either due to their contribution to critical CSB activities or because they will require significantly less resources if done early in the organization's development.
- The business unit supported by the modules is identified in the Notes column. The business units are abbreviated in the notes as follows:
  - IN - Investigations
  - GC - General Counsel
  - B - Board Members
  - ER - External Relations
  - SP - Safety Programs
  - IT - Technical Operations
  - AD - Administrative Operations
  - EM - Executive Management (Chief Executive Officer, Chief Operating Officer)

**IT Initiative: Data Warehouse**

(documents, data sets, knowledge, references)

Estimates beyond the current year should be used with caution since the program is in the early stages of development. The IT plans will be reexamined during the year to factor in new developments and changing CSB priorities.

**Data Warehouse**

**Functional Area: Incident Identification**

	System	Module	Description/Capabilities	Notes	CSB Objective Supported	Major Tasks/Products
1	Incident Identification	Establish Baseline	Review 5 chemical data systems to assist in establishing the magnitude of the incident problem by industry, chemical, and location.	Work currently in progress. FY 1999 effort focuses on follow-up of FY 1998 work.  Supports needs of IN, GC, B, ER, SP, IT, EM.	Evaluate the effectiveness of other federal agencies in preventing chemical accidents.  Coordinate the efforts to eliminate duplicate activities across federal agencies related to the oversight of chemical industry operations and the investigation of chemical industry events.	1. Prepare and issue summary report.
2	Incident Identification	Incident Notification - Incident Universe System	Incident Universe Database (identify incidents and related information, including source of information).  Incident Universe, Congress Contacts, and Automatic Notifications combine to make up the Incident Notification system.	Recommend developing the system functional specifications for both the Voluntary/Near Miss system and the Incident Universe system at the same time.  Supports needs of ER (increase awareness of Congress and others of magnitude of incident problem), SP (trend analysis, accident prevention) and IN (investigations).	Conduct accident investigations and special studies and provide recommendations aimed at preventing or reducing the severity of chemical incidents.	1. Database functional spec, application, access, & data entry via intranet. 2. Staff training on use.  Phase 2 (later): Expand output capabilities and automatic ties to other data systems.
3	Incident Identification	Voluntary Data System (Near-Miss Reporting)	Voluntary/Near-Miss Database (who, what, where, when, industry sector, source of information).	Involves business confidentiality issues to encourage participation. Recommend developing the system functional specifications for both the Voluntary/Near Miss system and the Incident Universe system at the same time.  If system is developed in parallel with the Incident Universe system, effort could be reduced due to the common functions.  Supports needs of SP.	Be a nationally recognized organization the public and industry come to for chemical safety information. Provide informational products to the chemical industry to assist in enhancing operational safety.	1. Database functional spec, application, access, & data entry via intranet. 2. Industry awareness campaign. 3. Staff training on use.  Phase 2 (later): Expand output capabilities.

**Functional Area: Investigation Reports**

	System	Module	Description/Capabilities	Notes	CSB Objective Supported	Major Tasks/Products
4	Investigation Reports	Investigation Database System	Investigations Database organizing information relevant to individual investigations and access to past investigations. Access to the investigation protocol.	Integrated with Incident Universe Database, Contacts, Recommendations, and Work in Progress Intranet.  Supports IN need to efficiently manage investigations also supports SP, GC, ER, B, EM and CSB Business Plan.	Conduct accident investigations and special studies and provide recommendations aimed at preventing or reducing the severity of chemical incidents.	1. Database application, access, & data entry via intranet. 2. Staff training on use.  Phase 2: Automatic ties to other data systems.
5	Investigation Reports	Report Generation  Investigation Protocol	Access to the protocol, templates, document preparation, revision control, review, comment resolution, finalize document.	Work in Progress Intranet. Combine off-the-shelf products with specialized information.  Supports needs of IN, SP (studies), EM - investigation protocol, report template, report generation, review, and comment of reports.	Conduct accident investigations and special studies and provide recommendations aimed at preventing or reducing the severity of chemical incidents.	1. Investigation protocol. 2. Document electronic templates. 3. Access via intranet. 4. Written plan for configuration control. 5. Staff training on use.

	System	Module	Description/Capabilities	Notes	CSB Objective Supported	Major Tasks/Products
6	Investigation Reports	Support Docs - Investigation Docket	Collection point for the official investigation documentation and FOIA review eventually released to the public.	Starts in the Works in Progress Intranet and moves to the Public Web Page.  Supports GC need to set up public docket for investigations and to review materials as soon as possible for release to public.	Conduct accident investigations and special studies and provide recommendations aimed at preventing or reducing the severity of chemical incidents.	1. Segregated area with Intranet access 2. Written plan for config. control and document labeling 3. Staff training on use
7	Investigation Reports	Support Docs - Redaction	On-line marking of documents for public release.	Off the shelf products available. Integrate with Report/Study Supporting Documentation module and Investigation Docket.  Supports GC need for redaction with search capability.	Conduct accident investigations and special studies and provide recommendations aimed at preventing or reducing the severity of chemical incidents.	1. Detailed functional requirements 2. Identify & purchase software/hardware 3. Staff training on use

Functional Area: Studies, Analysis, & Alerts						
	System	Module	Description/Capabilities	Notes	CSB Objective Supported	Major Tasks/Products
8	Studies, Analysis, & Alerts	Recommendations Database - CSB Recommendations	Maintaining database of CSB recommendations (recommendation, actions taken, follow-up, assessment of impact).	Board Intranet  Supports SP need to measure the impact of Board recommendations and IN's investigation research.	Conduct accident investigations and special studies and provide recommendations aimed at preventing or reducing the severity of chemical incidents.	1. Database functional requirements and application, access, & data entry via intranet. 2. Staff training on use  Phase 2: Automatic ties to other data systems
9	Studies, Analysis, & Alerts	Recommendations Database - Recommendations By Others	Maintaining database of recommendations by other organizations (identify sources, recommendations, actions taken).	Supports SP analysis needs.	Conduct accident investigations and special studies and provide recommendations aimed at preventing or reducing the severity of chemical incidents.	1. Database functional requirements and application, access, & data entry via intranet. 2. Staff training on use  Phase 2: Automatic ties to other data systems
10	Studies, Analysis, & Alerts	Repackaging Products	Investigate, identify and develop CSB potential products.	Supports CSB needs.	Be a nationally recognized organization the public and industry come to for chemical safety information. Provide informational products to the chemical industry to assist in enhancing operational safety.	1. Collaborate with other CSB groups to identify potential products. 2. Use technology to add value to the products.

Functional Area: Reference Information Gathering						
	System	Module	Description/Capabilities	Notes	CSB Objective Supported	Major Tasks/Products
11	Reference Information Gathering	Industry Reports  Sophisticated Searches	Means for collecting (scanning, obtaining documents electronically, creating PDF files), cataloging, intelligent search and retrieval, identify source of information, ability to handle documents in various file formats.	Common place to organize pre-final documents (Work in Progress Intranet space) Scanner, PDF file creation capabilities already exist  The Technical Reference Librarian can provide a support service for this.  Supports needs of GC, IN, SP, EM, ER	Conduct accident investigations and special studies and provide recommendations aimed at preventing or reducing the severity of chemical incidents.	1. Functioning space on intranet where germane documents can be segregated. 2. PDF generating capability (Adobe Acrobat installed and available)  Phase 2: PDF sophisticated searching program installed and available.
12	Reference Information Gathering	Technical Reference Library  Web Reference Sources	Technical library reference function (regs, codes, requirements, external databases, company & industry information, and related incidents).  Includes setting up an index/retrieval system for onsite hardcopy CSB library (may include official records, supporting references, and journals). Some documents may require special handling due to confidentiality.	Combines an individual (1 FTE) with specialized expertise with key electronic tools. This is a first step in building the Data Warehouse capabilities.  Supports needs of IN, SP, ER, GC (set up library & reference material, company and industry information in an organized way from the beginning, search of external databases, identify codes and standards, legal precedents).	Be a nationally recognized organization the public and industry come to for chemical safety information.	1. Hire qualified staff member. 2. Index/retrieval system for hardcopy archive. 3. Compiled source list for commonly requested information and where to get it.

	System	Module	Description/Capabilities	Notes	CSB Objective Supported	Major Tasks/Products
13	Reference Information Gathering	CSB Added Value Info	Capability to associate and maintain CSB-added information with data obtained from external sources (could be via indexing). Examples include judgements, identification of peer groups, and cross-reference flags.	Supports the ability to maintain and link CSB added information to external data accessed from the CSB.  Used by: IN, ER, SP	Be a nationally recognized organization the public and industry come to for chemical safety information. Provide informational products to the chemical industry to assist in enhancing operational safety.	1. Database application, access, & data entry via intranet. 2. Staff training on use.  Phase 2: Automatic ties to other data systems.
14	Reference Information Gathering	Bridges to External Data	Electronic bridges to external data sources, with consistent user interface for access and intelligent searching (to reduce training requirements).	Building the bridges should have first priority. User interface is longer term.  Focus on method of access with a goal of reducing the amount of information copied and placed in the CSB systems to reduce the possibility of using out of date or inaccurate information for decision making.  Supports needs of IN, GC, B, ER, SP to access external data sources.	Conduct accident investigations and special studies and provide recommendations aimed at preventing or reducing the severity of chemical incidents.	1. Prioritized list of bridges to build. 2. Tested connections to external data systems.  Phase 2: Consistent user interface and searching.
15	Reference Information Gathering	Electronic Archive System  Expanded Storage/Retrieval	CD-ROM library with intranet access via intelligent search and retrieval (public and private electronic documents, reports, articles, trade information, and press articles). PDF searching. This is the electronic organized file cabinet for the CSB.	Equipment Needed: Writable CD-ROM.  Builds on Electronic Archive System and Industry Reports.  Supports need of IN, SP, ER, GC, EM for an electronic reference library, the ability to repackage information, the ability to store record incident copies electronically, and ability to distribute CSB reports via CD-ROM.	Conduct accident investigations and special studies and provide recommendations aimed at preventing or reducing the severity of chemical incidents.	1. Detailed functional requirements. 2. System structure/organization plan. 3. Staff training on use.  Phase 2: Expand storage and retrieval capabilities.

<b>Functional Area: Contacts/ SMEs/ Interested Parties/ Congress</b>						
	System	Module	Description/Capabilities	Notes	CSB Objective Supported	Major Tasks/Products
16	Contacts/ SMEs/ Interested Parties/ Congress	Contacts Database - Congress, SMEs, Others	Name, address, expertise, areas of interest, (subject matter experts, potential consultants, people involved specific incidents, media, elected officials, special interest groups).  Focus on Congressional contacts first. Incident Universe, Congress Contacts, and Automatic Notifications combine to make up the Incident Notification system.	Supports needs of IN, SP, GC, ER, B for consultant database, incident-related contacts, state and local officials, local media.  Identify anyone contacting the CSB or that the CSB contacts.	Be a nationally recognized organization the public and industry come to for chemical safety information...	1. Database application, access, & data entry via intranet (may use enhanced MS Outlook). 2. Staff training on use.  Phase 2: 1. Automatic ties. 2. SMEs and others capabilities.
17	Contacts/ SMEs/ Interested Parties/ Congress	Automatic Notifications	Automatic notification to targeted audiences (legislative, special interest, and media).  Focus on automatic notifications to Congress first. Incident Universe, Congress Contacts, and Automatic Notifications combine to make up the Incident Notification system.	Must be integrated with Contacts and the Data Warehouse (e.g., Incident Universe Database).  Supports needs of ER for automatic weekly notification to Congress.	Be a nationally recognized organization the public and industry come to for chemical safety information...	1. Functional module of Contacts system. Focus on notifications to Congress.  Phase 2: Directed notifications to other interested parties or industry sectors (later).
18	Contacts/ SMEs/ Interested Parties/ Congress	Interested Parties & Peer Grouping	Identification of peer groups	Need: ER - Repackaging of products to targeted audiences. Sector identification.	Be a nationally recognized organization the public and industry come to for chemical safety information...	1. Functional module of Contacts system.
19	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Direct with CSB	Communications to/from CSB (who, what, when, where, follow-up required & taken, incident-related notifications).	Possible GPRA - people contacting CSB for information or assistance.  Supports needs of IN, ER - Consistent message from the CSB.	Be a nationally recognized organization the public and industry come to for chemical safety information...	1. Functional module of Contacts system.

	System	Module	Description/Capabilities	Notes	CSB Objective Supported	Major Tasks/Products
20	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking- General	Legislative history, tenor of media statements or articles published, level of cooperation, consequences/results of communications.	Supports need of ER for awareness of impact.	Be a nationally recognized organization the public and industry come to for chemical safety information...	1. Functional module of Contacts system.
21	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Congressional Outreach	Track CSB name recognition, inquiries for CSB information, positive statements to the press.	Integrate with Contacts  Supports need of ER to measure congressional awareness. Possible GPRA measure.	Be a nationally recognized organization the public and industry come to for chemical safety information...	1. Function in Contacts to track Congressional inquiries.
22	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Distribution	Distribution tracking and mechanics of sending out products (faxes, Internet, email, hardcopy mailings).	Integrated with Contacts, Internet. Multiyear, automate as you progress.  Supports need of ER for tracking products provided by the CSB.	Be a nationally recognized organization the public and industry come to for chemical safety information...	1. Database application to track product distributions. 2. Available via intranet.
23	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Media Effectiveness	CSB in the news (actions resulting from press releases and media contacts, articles that mention CSB, Internet contacts).	Integrate with Contacts, news services.  Need: ER - Measuring effectiveness to determine best use of resources. Possible GPRA measure.	Be a nationally recognized organization the public and industry come to for chemical safety information...	1. System to track CSB citations.
24	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Public Outreach	Surveys, track national and international name recognition, track inquiries for CSB information, other Web sites that list your Web site as a link, Internet contacts.	Surveys probably should be contracted service. Integrate with Contacts, news services.  Supports need for ER. Possible GPRA measure.	Be a nationally recognized organization the public and industry come to for chemical safety information...	1. System to track inquiries (tied to Contacts Mgmt system). 2. System to track links to CSB web site.
25	Contacts/ SMEs/ Interested Parties/ Congress	CSB Product Standards	Establish a consistent "look and feel" for CSB products, guidelines for how products are released, provide templates, graphics, guidelines.	Supports need for ER for repackaging products for sale by the CSB. Used by IN, SP, B (reports, presentations).	...Provide informational products to the chemical industry to assist in enhancing operational safety.	1. Guidelines for product quality and consistency. 2. Available via intranet.

<b>Functional Area: Internet</b>						
	System	Module	Description/Capabilities	Notes	CSB Objective Supported	Major Tasks/Products
26	Internet	Public Web Page	Migrate from external server. Apply lessons learned from the FEMA Web site and others (operation and content).	Supports need of IT to control Web for CSB and to provide responsive service to CSB.	Be a nationally recognized organization the public and industry come to for chemical safety information...	1. CSB managed public web page with plan for configuration control and content guidelines.
27	Internet	Web Impact Measurement	Track sites that list CSB as a link, inquiries via the Web page.	Possible GPRA measure of awareness.  Supports needs of ER, IT to measure CSB impact and awareness.	Be a nationally recognized organization the public and industry come to for chemical safety information...	1. GPRA measure.
28	Internet	Internal Web Page	Content should include any information that more than one person needs to know or access.	Supports needs of ER, EM, AD to increase CSB awareness, simplify work processes, use push technology, and use technology as a force multiplier. Used by IN, B, GC, SP.	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Establish and maintain internal Web page.
29	Internet	CSB News Service	Identify appropriate information and distribute as filtered current events (internal and external).	Integrate with Calendar, Policies & Guidelines, Training, Travel, Time, Web Edge, Contacts, and Status Reporting.  Supports need of ER for automatic distribution to increase awareness, internal "point cast." Used by IN, GC, B, ER, SP, IT.	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Determine sources for information and establish links. 2. Develop interface to enable peer group distribution.
30	Internet	Document Review/Approval	Configuration control, review, comment resolution, electronic signature/approval.	Supports need for IN, GC, SP, EM, B to support report generation and Work in Progress Intranet.	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. System for on-line document review and configuration control.
31	Internet	Status Reporting	Identify key CSB activities to be tracked and routinely update progress, distribute selected info to interested parties (internal and external).	Integrated with Intranet, Internet, and Contacts modules.  Supports need for ER to increase CSB and others awareness. Used by IN, GC, B, ER, SP, EM, IT	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Critical, high-level weekly status report.

	System	Module	Description/Capabilities	Notes	CSB Objective Supported	Major Tasks/Products
32	Internet	Works in Progress	Work that has not been released, segregated by project or investigation, limited access, document preparation, revision control.	Integrate with Data Warehouse (templates, references, and Investigation Database).  Supports needs of IN, GC, B, ER, SP for a common place to organize pre-final documents.	Conduct accident investigations and special studies and provide recommendations...  Incorporate best practices from the private and public sectors...	1. Organized area on server to segregate information. 2. Staff training on use.

**IT Initiative: Administrative Business Systems**

(personnel records, facility management, financial management)

Estimates beyond the current year should be used with caution since the program is in the early stages of development.

The IT plans will be reexamined during the year to factor in new developments and changing CSB priorities.

**Administrative Business Systems**

Functional Area: Administrative Business Systems						
	System	Module	Description/Capabilities	Notes	CSB Objective Supported	Major Tasks/Products
1	Financial Management	Budget Control	Track expenditures by CSB-defined codes (e.g., OMB class, unique incident code, contracts).	This is available off the shelf.  Supports needs of AD, EM.	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Budget control system . 2. Staff training on use.
2	Financial Management	Accounting System	Accounts payable, accounts receivable, reimbursements.	This is available off the shelf. May be available via GSA. Needs to comply with govt. accounting regulations. Will require definition of accounting codes.  Supports needs of AD, EM.	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Accounting system. 2. Staff training on use.
3	Financial Management	Disbursements	Check writing, "bank account."	May be available via GSA.  Supports needs of AD, EM.	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Direct check writing system. 2. Staff training on use.
4	Financial Management	Interim Employee Tracking	Track temporary employees (like FEMA's employees called when an emergency arises).	There may be unique requirements because individuals are temporary employees of a federal agency (e.g., insurance indemnification, taxes). Design to be consistent with the Contacts system and future plans for personnel records management.  Supports needs of AD, EM, IN	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Functional spec, tracking system for temporary employees personnel information. 2. Staff training on use.
5	Financial Management	Travel Planning	Identify needs, obtain tickets & reservations, tracking travel.	Use a travel agency with internet connection.  Supports needs of AD, IN, GC, B, ER, SP, IT, EM	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Travel planning system. 2. Staff training on use.
6	Financial Management	Travel Reconciliation	Expense reports – on-line input and approval.	This is available off-the-shelf. Needs to comply with government travel regulations. Travel Manager currently in place.  Supports needs of AD, IN, GC, B, ER, SP, IT, EM	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Travel expense reporting system. 2. Staff training on use.
7	Personnel	Time	Timekeeping, vacation, pension. Intranet interface (input and output).	Some capabilities are available off the shelf.  Supports AD needs. Used by IN, GC, B, ER, SP, IT, EM	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Time management system. 2. Staff training on use.
8	Personnel	Personnel Record Management	Track employment statistics [hiring dates, type of employee (temp, subcontractor, fulltime, and part time), emergency contacts, performance reviews, required training].	Type of employee has accounting and tax implications.  Supports AD needs. Used by IN, GC, B, ER, SP, IT, EM	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Personnel record management system. 2. Staff training on use.
9	Personnel	Policies & Guidelines	Templates & forms. Word documents, configuration control, access to required forms (insurance, travel, and performance reviews).	Examples could be obtained from similar organizations.  Supports AD needs. Used by IN, GC, B, ER, SP, IT, EM	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Templates, forms, configuration control plan. 2. Access to guidelines as PDF files via Intranet.

Functional Area: Administrative Business Systems						
	System	Module	Description/Capabilities	Notes	CSB Objective Supported	Major Tasks/Products
10	Personnel	CSB Calendar	Key CSB activities. Intranet interface (input and output). Notification of training.	Supports needs of AD, IN, GC, B, ER, SP, IT, EM	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Group calendar system. 2. Key CSB activities and CSB Staff schedules on calendar.
11	Personnel	Payroll	CSB employee payroll			1. Provide CSB payroll
12	Facility Management	Property Management	Office space, fixtures, telephones, equipment, remote office needs ("Go Kits"), telecommuting, bar code management system.	Office space, fixtures, telephones, equipment, remote office needs ("Go Kits"), telecommuting, bar code management system.	Priority to investigations equipment. May be available off-the-shelf.  Supports AD needs. Used by IN, GC, B, ER, SP, IT, EM	1. Property management system. 2. Staff training on use.

## IT Initiative: Technical Infrastructure

(network, tools, backups, disaster recovery, system maintenance, people backup, archival, performance tracking (system, network, web), training)

Estimates beyond the current year should be used with caution since the program is in the early stages of development.  
The IT plans will be reexamined during the year to factor in new developments and changing CSB priorities.

### Technical Infrastructure

Functional Area: Technical Infrastructure						
	System	Module	Description/Capabilities	Notes	CSB Objective Supported	Major Tasks/Products
1	Communication	Desktop Faxing	Internet faxing software to send and receive faxes.	Supports IT need to support flat CSB organization and telecommuting.  Used by : IT, IN, SP, ER, B, GC, EM, AD	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Investigate available products. 2. Procure and implement.
2	Communication	E-mail	E-mail communications capability	MS Exchange, NT Mail  Supports IT need to provide responsive e-mail support. Used by : IT, IN, SP, ER, B, GC, EM, AD	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	Implement and maintain e-mail system.
3	Communication	Multi-Line Fax	Capability to send broadcast faxes via multiple phone lines with automatic distribution from the Contacts System.	Internet provider may have this service.  Supports ER need to quickly distribute CSB information.	...Provide informational products to the chemical industry to assist in enhancing operational safety.	1. Investigate available products. 2. Procure and implement.
4	Communication	Video Conferencing	Video conferencing from investigation sites and remote work locations.	Equipment: cameras. Possible use for outreach and public meetings.  Supports needs of IN, B, ER, EM - Work smart, use technology to reduce cost of supporting investigations and public meetings.	...Provide informational products to the chemical industry to assist in enhancing operational safety.  Conduct accident investigations...	1. Investigate available products. 2. Procure and implement.
5	Desktop Management	Manage Standard Desktop	Backups, product upgrades, troubleshooting, remote desktops, "go kit" laptops.	Supports IT need to reduce desktop maintenance. Support flat CSB organization and telecommuting.	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	This task has a dependency on the Windows Terminal Server.
6	Desktop Management	Windows Terminal Server	Remote desktop access and maintenance.	Supports IT need to reduce desktop maintenance. Support flat CSB organization and telecommuting.  Used by : IT, IN, SP, ER, B, GC, EM, AD	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	When Windows Terminal Server is available, implement.
7	Infrastructure Support	Analysis Tools	Commonly used tools (barrier, fault tree, change, cause determination).	Many are available off the shelf. Training in their use is required. May need to consider multi-user licenses. Expect needs to be specified by IN & SP.  Supports needs of IN, SP - Fault Tree, Barrier, change and trend analysis (Conger & Elsea Software Company).	Conduct accident investigations and special studies and provide recommendations aimed at preventing or reducing the severity of chemical incidents.	1. Identify and obtain tools. 2. Train key individuals on use.
8	Infrastructure Support	Analysis Tools - Incident Simulation	Incident simulation has dual use to investigators in determining cause and in explaining events and recommendations in public hearings.	Supports IN need for incident simulation to depict event. To be used at CSB of Inquiry hearings, to help non-chemical related people understand the incident, and for accident prevention in the future. "Money well spent."	...Provide informational products to the chemical industry to assist in enhancing operational safety.  Conduct accident investigations...	1. Detailed functional requirements. 2. Identify & purchase software/hardware. 3. Staff training on use.
9	Infrastructure Support	Application Configuration Control	Develop applications configuration control plan.	Supports IT need - Standard application development practice.	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Develop plan. 2. Implement plan.
10	Infrastructure Support	Data Configuration Control	Develop data configuration control plan.	Supports IT need - Standard data integrity practice	Incorporate best practices from the private and public sectors to promote efficient CSB business operations.	1. Develop plan. 2. Implement plan.

Functional Area: Technical Infrastructure						
	System	Module	Description/Capabilities	Notes	CSB Objective Supported	Major Tasks/Products
11	Infrastructure Support	Database Administration	Database documentation, version control.	Protect the integrity of CSB databases, maintain and administer databases	Incorporate best practices from the private and public sectors to promote efficient Board business operations.	1. Plan for administering databases 2. Implement plan
12	Infrastructure Support	Disaster Recovery	Recovery from loss of any IT components (hardware, software, networks, data, the internet, key personnel).	Supports need of IT to provide disaster recovery plan and support.	Incorporate best practices from the private and public sectors to promote efficient Board business operations.	1. Disaster recovery plan 2. Implement plan
13	Infrastructure Support	Infrastructure Administrator	Identify, acquire, manage, administer CSB infrastructure	Supports need to provide support for CSB's technical infrastructure needs.	Incorporate best practices from the private and public sectors to promote efficient Board business operations.	1. Designated individual qualified to perform functions
14	Infrastructure Support	Network Administration	Automated to the extent possible, system availability, backup, upgrade, administrator guidebook.	Assumes web master/personnel backup performs most of this function.	Incorporate best practices from the private and public sectors to promote efficient Board business operations.	1. Designated individual qualified to perform system administrator and web master functions
15	Infrastructure Support	Personnel Backup	A backup administrator.	Gain efficiency by having 1 person serve as personnel backup, network administrator, and web master. This would evolve into a full-time position in FY 2000. Strategically, it should be a CSB staff member.  Supports need of IT to provide support when primary administrator is unavailable.	Incorporate best practices from the private and public sectors to promote efficient Board business operations.	1. Designated individual qualified to perform system administrator and web master functions
16	Infrastructure Support	Security	Access for staff, temporary employees, contractors, consultants, application developers, password maintenance, data access levels, virus protection, firewalls.	Supports IT need to support flat Board organization and telecommuting.  Protect integrity of Board products.	Incorporate best practices from the private and public sectors to promote efficient Board business operations.	1. Develop plan for remote security needs. 2. Implement plan.
17	Internet	Web Master	Design "look and feel" of the web pages, determine web page content guidelines (Board-generated information and links to other sources). Anticipate that in FY 2000, the amount of Web work will increase as the Web becomes an integral of CSB communication and investigation support.	Gain efficiency by having 1 person serve as personnel backup and web master. This would evolve into a full-time position in FY 2000. Strategically, it should be a CSB staff member.  Supports need for B, ER - Ties to strategic goal of creating a strong web presence.	...Provide informational products to the chemical industry to assist in enhancing operational safety.	1. Designated individual qualified to perform system administrator and web master functions 2. Content Guidelines
17	Telecommuting	Remote Access	Develop a plan for physical, electronic security, synchronizing remote and office desktops (PC Anywhere, Timbuktu, etc.), wireless LAN, digital cameras, Interactive Pictures 360-degree navigable photo images.	Focus first on Investigation support.  Supports need to support flat Board organization and telecommuting. Used by : IT, IN, SP, ER, B, GC, EM, AD	Incorporate best practices from the private and public sectors to promote efficient Board business operations.  Conduct accident investigations...	1. Develop a plan 2. Implement plan - focus on investigations needs first.
18	Training	Infrastructure User Training	Develop training plan. Evaluate products and product effectiveness. Classes, computer based, and video. Help Desk, user awareness sessions to inform of new features and capabilities, set up specialized applications toolbars.	Subcontract services are available for commonly used products.  Supports IT need to provide up front training to reduce level of Help line support needed and to increase awareness of infrastructure capabilities. Used by : IT, IN, SP, ER, B, GC, EM, AD	Incorporate best practices from the private and public sectors to promote efficient Board business operations.	1. Identify needs and develop plan 2. Implement plan

**IT Initiative: Data Warehouse**

(documents, data sets, knowledge, references)

Estimates beyond the current year should be used with caution since the program is in the early stages of development. The IT plans will be reexamined during the year to factor in new developments and changing CSB priorities.

<b>Data Warehouse</b>	Totals					
	56	92	40	\$ 818	\$ 1,342	\$ 464

<b>Functional Area: Incident Identification</b>					Effort (months)			Estimated Cost (\$K)			Work Done By		
	System	Module	Description/Capabilities	Major Tasks/Products	1999	2000	2001	1999	2000	2001	1999	2000	2001
1	Incident Identification	Establish Baseline	Review 5 chemical data systems to assist in establishing the magnitude of the incident problem by industry, chemical, and location.	1. Prepare and issue summary report.	2			\$ 27			CSB/ Con2		
2	Incident Identification	Incident Notification - Incident Universe System	Incident Universe Database (identify incidents and related information, including source of information).  Incident Universe, Congress Contacts, and Automatic Notifications combine to make up the Incident Notification system.	1. Database functional spec, application, access, & data entry via intranet. 2. Staff training on use.  Phase 2 (later): Expand output capabilities and automatic ties to other data systems.	12	4		\$ 228	\$ 76		Con1		
3	Incident Identification	Voluntary Data System (Near-Miss Reporting)	Voluntary/Near-Miss Database (who, what, where, when, industry sector, source of information).	1. Database functional spec, application, access, & data entry via intranet. 2. Industry awareness campaign. 3. Staff training on use.  Phase 2 (later): Expand output capabilities.	12	4		\$ 162	\$ 54		CSB/ Con1		

<b>Functional Area: Investigation Reports</b>					Effort (months)			Estimated Cost (\$K)			Work Done By		
	System	Module	Description/Capabilities	Major Tasks/Products	1999	2000	2001	1999	2000	2001	1999	2000	2001
4	Investigation Reports	Investigation Database System	Investigations Database organizing information relevant to individual investigations and access to past investigations. Access to the investigation protocol.	1. Database application, access, & data entry via intranet. 2. Staff training on use.  Phase 2: Automatic ties to other data systems.	4	4		\$ 76	\$ 76			Con1	Con1
5	Investigation Reports	Report Generation  Investigation Protocol	Access to the protocol, templates, document preparation, revision control, review, comment resolution, finalize document.	1. Investigation protocol. 2. Document electronic templates. 3. Access via intranet. 4. Written plan for configuration control. 5. Staff training on use.		4	4		\$ 76	\$ 76		Con1	Con1

	System	Module	Description/Capabilities	Major Tasks/Products	1999	2000	2001	1999	2000	2001	1999	2000	2001
6	Investigation Reports	Support Docs - Investigation Docket	Collection point for the official investigation documentation and FOIA review eventually released to the public.	1. Segregated area with Intranet access 2. Written plan for config. control and document labeling 3. Staff training on use		1			\$ 8			CSB	
7	Investigation Reports	Support Docs - Redaction	On-line marking of documents for public release.	1. Detailed functional requirements 2. Identify & purchase software/hardware 3. Staff training on use		2			\$ 38			Con1	

<b>Functional Area: Studies, Analysis, &amp; Alerts</b>					Effort (months)			Estimated Cost (\$K)			Work Done By		
	System	Module	Description/Capabilities	Major Tasks/Products	1999	2000	2001	1999	2000	2001	1999	2000	2001
8	Studies, Analysis, & Alerts	Recommendations Database - CSB Recommendations	Maintaining database of CSB recommendations (recommendation, actions taken, follow-up, assessment of impact).	1. Database functional requirements and application, access, & data entry via intranet. 2. Staff training on use  Phase 2: Automatic ties to other data systems	2	4		\$ 38	\$ 76		Con1	Con1	
9	Studies, Analysis, & Alerts	Recommendations Database - Recommendations By Others	Maintaining database of recommendations by other organizations (identify sources, recommendations, actions taken).	1. Database functional requirements and application, access, & data entry via intranet. 2. Staff training on use  Phase 2: Automatic ties to other data systems		3		\$ 57					Con1
10	Studies, Analysis, & Alerts	Repackaging Products	Investigate, identify and develop CSB potential products.	1. Collaborate with other CSB groups to identify potential products. 2. Use technology to add value to the products.		4	4	\$ 76	\$ 76				Con1

<b>Functional Area: Reference Information Gathering</b>					Effort (months)			Estimated Cost (\$K)			Work Done By		
	System	Module	Description/Capabilities	Major Tasks/Products	1999	2000	2001	1999	2000	2001	1999	2000	2001
11	Reference Information Gathering	Industry Reports  Sophisticated Searches	Means for collecting (scanning, obtaining documents electronically, creating PDF files), cataloging, intelligent search and retrieval, identify source of information, ability to handle documents in various file formats.	1. Functioning space on intranet where germane documents can be segregated. 2. PDF generating capability (Adobe Acrobat installed and available)  Phase 2: PDF sophisticated searching program installed and available.	2	2		\$ 38			Con1		

	System	Module	Description/Capabilities	Major Tasks/Products	Effort (months)			Estimated Cost (\$K)			Work Done By			
					1999	2000	2001	1999	2000	2001	1999	2000	2001	
12	Reference Information Gathering	Technical Reference Library  Web Reference Sources	Technical library reference function (regs, codes, requirements, external databases, company & industry information, and related incidents).  Includes setting up an index/retrieval system for onsite hardcopy CSB library (may include official records, supporting references, and journals). Some documents may require special handling due to confidentiality.	1. Hire qualified staff member. 2. Index/retrieval system for hardcopy archive. 3. Compiled source list for commonly requested information and where to get it.	12	12	12	\$ 96	\$ 96	\$ 96	CSB	CSB	CSB	
13	Reference Information Gathering	CSB Added Value Info	Capability to associate and maintain CSB-added information with data obtained from external sources (could be via indexing). Examples include judgements, identification of peer groups, and cross-reference flags.	1. Database application, access, & data entry via intranet. 2. Staff training on use.  Phase 2: Automatic ties to other data systems.			3		2	\$ 57			Con1	
14	Reference Information Gathering	Bridges to External Data	Electronic bridges to external data sources, with consistent user interface for access and intelligent searching (to reduce training requirements).	1. Prioritized list of bridges to build. 2. Tested connections to external data systems.  Phase 2: Consistent user interface and searching.			9		4	\$ 171	\$ 76		Con1	Con1
15	Reference Information Gathering	Electronic Archive System  Expanded Storage/Retrieval	CD-ROM library with intranet access via intelligent search and retrieval (public and private electronic documents, reports, articles, trade information, and press articles). PDF searching. This is the electronic organized file cabinet for the CSB.	1. Detailed functional requirements. 2. System structure/organization plan. 3. Staff training on use.  Phase 2: Expand storage and retrieval capabilities.			5		3	\$ 68	\$ 41		CSB/ Con1	CSB/ Con1

<b>Functional Area: Contacts/ SMEs/ Interested Parties/ Congress</b>					Effort (months)			Estimated Cost (\$K)			Work Done By		
System	Module	Description/Capabilities	Major Tasks/Products	1999	2000	2001	1999	2000	2001	1999	2000	2001	
16	Contacts/ SMEs/ Interested Parties/ Congress	Contacts Database - Congress, SMEs, Others	Name, address, expertise, areas of interest, (subject matter experts, potential consultants, people involved specific incidents, media, elected officials, special interest groups).  Focus on Congressional contacts first. Incident Universe, Congress Contacts, and Automatic Notifications combine to make up the Incident Notification system.	1. Database application, access, & data entry via intranet (may use enhanced MS Outlook). 2. Staff training on use.  Phase 2: 1. Automatic ties. 2. SMEs and others capabilities.	4	4		\$ 76	\$ 76		Con1	Con1	

	System	Module	Description/Capabilities	Major Tasks/Products	1999			2000			2001		
					1999	2000	2001	1999	2000	2001	1999	2000	2001
17	Contacts/ SMEs/ Interested Parties/ Congress	Automatic Notifications	Automatic notification to targeted audiences (legislative, special interest, and media).  Focus on automatic notifications to Congress first. Incident Universe, Congress Contacts, and Automatic Notifications combine to make up the Incident Notification system.	1. Functional module of Contacts system. Focus on notifications to Congress.  Phase 2: Directed notifications to other interested parties or industry sectors (later).	3	3		\$ 57	\$ 57		Con1	Con1	
18	Contacts/ SMEs/ Interested Parties/ Congress	Interested Parties & Peer Grouping	Identification of peer groups	1. Functional module of Contacts system.		1		\$ 19				Con1	
19	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Direct with CSB	Communications to/from CSB (who, what, when, where, follow-up required & taken, incident-related notifications).	1. Functional module of Contacts system.		2		\$ 38				Con1	
20	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - General	Legislative history, tenor of media statements or articles published, level of cooperation, consequences/results of communications.	1. Functional module of Contacts system.		2		\$ 27				CSB/ Con1	
21	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Congressional Outreach	Track CSB name recognition, inquiries for CSB information, positive statements to the press.	1. Function in Contacts to track Congressional inquiries.		2		\$ 27				CSB/ Con1	
22	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Distribution	Distribution tracking and mechanics of sending out products (faxes, Internet, email, hardcopy mailings).	1. Database application to track product distributions. 2. Available via intranet.		3	1	\$ 24	\$ 8			CSB	CSB
23	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Media Effectiveness	CSB in the news (actions resulting from press releases and media contacts, articles that mention CSB, Internet contacts).	1. System to track CSB citations.		2		\$ 27				CSB/ Con1	
24	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Public Outreach	Surveys, track national and international name recognition, track inquiries for CSB information, other Web sites that list your Web site as a link, Internet contacts.	1. System to track inquiries (tied to Contacts Mgmt system). 2. System to track links to CSB web site.		4	2	\$ 54	\$ 27			CSB/ Con1	CSB/ Con1
25	Contacts/ SMEs/ Interested Parties/ Congress	CSB Product Standards	Establish a consistent "look and feel" for CSB products, guidelines for how products are released, provide templates, graphics, guidelines.	1. Guidelines for product quality and consistency. 2. Available via intranet.		2	1	\$ 16	\$ 8			CSB	CSB

Functional Area: Internet					Effort (months)			Estimated Cost (\$K)			Work Done By			
	System	Module	Description/Capabilities	Major Tasks/Products	1999			2000			2001			
					1999	2000	2001	1999	2000	2001	1999	2000	2001	
26	Internet	Public Web Page	Migrate from external server. Apply lessons learned from the FEMA Web site and others (operation and content).	1. CSB managed public web page with plan for configuration control and content guidelines.	2			\$ 16				CSB		
27	Internet	Web Impact Measurement	Track sites that list CSB as a link, inquiries via the Web page.	1. GPRA measure.	0.5			\$ 4				CSB		

	System	Module	Description/Capabilities	Major Tasks/Products	1999	2000	2001	1999	2000	2001	1999	2000	2001
28	Internet	Internal Web Page	Content should include any information that more than one person needs to know or access.	1. Establish and maintain internal Web page.		2	2		\$ 16	\$ 16		CSB	CSB
29	Internet	CSB News Service	Identify appropriate information and distribute as filtered current events (internal and external).	1. Determine sources for information and establish links. 2. Develop interface to enable peer group distribution.			3			\$ 24			CSB
30	Internet	Document Review/Approval	Configuration control, review, comment resolution, electronic signature/approval.	1. System for on-line document review and configuration control.		2			\$ 16			CSB	
31	Internet	Status Reporting	Identify key CSB activities to be tracked and routinely update progress, distribute selected info to interested parties (internal and external).	1. Critical, high-level weekly status report.		1	1		\$ 8	\$ 8		CSB	CSB
32	Internet	Works in Progress	Work that has not been released, segregated by project or investigation, limited access, document preparation, revision control.	1. Organized area on server to segregate information. 2. Staff training on use.		1	1		\$ 8	\$ 8		CSB	CSB

**IT Initiative: Administrative Business Systems**

(personnel records, facility management, financial management)

Estimates beyond the current year should be used with caution since the program is in the early stages of development.

The IT plans will be reexamined during the year to factor in new developments and changing CSB priorities.

Administrative Business Systems	Totals					
	1999 (mo)	2000 (mo)	2001 (mo)	1999 (\$K)	2000 (\$K)	2001 (\$K)
	5	6	3	\$ 58	\$ 66	\$ 35

Functional Area: Administrative Business Systems				Effort (months)			Estimated Cost (\$K)			Work Done By			
	System	Module	Description/Capabilities	Major Tasks/Products	1999	2000	2001	1999	2000	2001	1999	2000	2001
1	Financial Management	Budget Control	Track expenditures by CSB-defined codes (e.g., OMB class, unique incident code, contracts).	1. Budget control system . 2. Staff training on use.	1			\$ 12			CSB/ Con2		
2	Financial Management	Accounting System	Accounts payable, accounts receivable, reimbursements.	1. Accounting system. 2. Staff training on use.	1			\$ 12			CSB/ Con2		
3	Financial Management	Disbursements	Check writing, "bank account."	1. Direct check writing system. 2. Staff training on use.	1			\$ 12			CSB/ Con2		
4	Financial Management	Interim Employee Tracking	Track temporary employees (like FEMA's employees called when an emergency arises).	1. Functional spec, tracking system for temporary employees personnel information. 2. Staff training on use.	2			\$ 23			CSB/ Con2		
5	Financial Management	Travel Planning	Identify needs, obtain tickets & reservations, tracking travel.	1. Travel planning system. 2. Staff training on use.		0.5		\$ 6			CSB/ Con2		
6	Financial Management	Travel Reconciliation	Expense reports – on-line input and approval.	1. Travel expense reporting system. 2. Staff training on use.		0.5		\$ 6			CSB/ Con2		
7	Personnel	Time	Timekeeping, vacation, pension. Intranet interface (input and output).	1. Time management system. 2. Staff training on use.		0.75		\$ 9			CSB/ Con2		
8	Personnel	Personnel Record Management	Track employment statistics [hiring dates, type of employee (temp, subcontractor, fulltime, and part time), emergency contacts, performance reviews, required training].	1. Personnel record management system. 2. Staff training on use.		1		\$ 12			CSB/ Con2		

Functional Area: Administrative Business Systems					Effort (months)			Estimated Cost (\$K)			Work Done By		
	System	Module	Description/Capabilities	Major Tasks/Products	1999	2000	2001	1999	2000	2001	1999	2000	2001
9	Personnel	Policies & Guidelines	Templates & forms. Word documents, configuration control, access to required forms (insurance, travel, and performance reviews).	1. Templates, forms, configuration control plan. 2. Access to guidelines as PDF files via Intranet.		2			\$ 23			CSB/ Con2	
10	Personnel	CSB Calendar	Key CSB activities. Intranet interface (input and output). Notification of training.	1. Group calendar system. 2. Key CSB activities and CSB Staff schedules on calendar.		0.5			\$ 6			CSB/ Con2	
11	Personnel	Payroll	CSB employee payroll	1. Provide CSB payroll			3			\$ 35		CSB/ Con2	
12	Facility Management	Property Management	Office space, fixtures, telephones, equipment, remote office needs ("Go Kits"), telecommuting, bar code management system.	1. Property management system. 2. Staff training on use.		0.5			\$ 6			CSB/ Con2	

**IT Initiative: Technical Infrastructure**

(network, tools, backups, disaster recovery, system maintenance, people backup, archival, performance tracking (system, network, web), training)

Estimates beyond the current year should be used with caution since the program is in the early stages of development.

The IT plans will be reexamined during the year to factor in new developments and changing CSB priorities.

Technical Infrastructure	Totals					
	1999 (mo)	2000 (mo)	2001 (mo)	1999 (\$K)	2000 (\$K)	2001 (\$K)
	20	37	44	\$ 192	\$ 362	\$ 515

Functional Area: Technical Infrastructure				Effort (months)			Estimated Cost (\$K)			Work Done By			
	System	Module	Description/Capabilities	Major Tasks/Products	1999	2000	2001	1999	2000	2001	1999	2000	2001
1	Communication	Desktop Faxing	Internet faxing software to send and receive faxes.	1. Investigate available products. 2. Procure and implement.		0.25			\$ 2			CSB	
2	Communication	E-mail	E-mail communications capability	Implement and maintain e-mail system.	1	0.5	0.5	\$ 8	\$ 4	\$ 4		CSB	CSB
3	Communication	Multi-Line Fax	Capability to send broadcast faxes via multiple phone lines with automatic distribution from the Contacts System.	1. Investigate available products. 2. Procure and implement.		0.25			\$ 2			CSB	
4	Communication	Video Conferencing	Video conferencing from investigation sites and remote work locations.	1. Investigate available products. 2. Procure and implement.		1	0.5		\$ 14	\$ 7		CSB/ Con1	CSB/ Con1
5	Desktop Management	Manage Standard Desktop	Backups, product upgrades, troubleshooting, remote desktops, "go kit" laptops.	This task has a dependency on the Windows Terminal Server.	0.5	1	1	\$ 4	\$ 8	\$ 8	CSB	CSB	CSB
6	Desktop Management	Windows Terminal Server	Remote desktop access and maintenance.	When Windows Terminal Server is available, implement.		1	0.5		\$ 8	\$ 4		CSB	CSB
7	Infrastructure Support	Analysis Tools	Commonly used tools (barrier, fault tree, change, cause determination).	1. Identify and obtain tools. 2. Train key individuals on use.		2	1		\$ 27	\$ 14		CSB/ Con1	CSB/ Con1
8	Infrastructure Support	Analysis Tools - Incident Simulation	Incident simulation has dual use to investigators in determining cause and in explaining events and recommendations in public hearings.	1. Detailed functional requirements. 2. Identify & purchase software/hardware. 3. Staff training on use.			9			\$ 171			Con1

Functional Area: Technical Infrastructure					Effort (months)			Estimated Cost (\$K)			Work Done By		
	System	Module	Description/Capabilities	Major Tasks/Products	1999	2000	2001	1999	2000	2001	1999	2000	2001
9	Infrastructure Support	Application Configuration Control	Develop applications configuration control plan.	1. Develop plan. 2. Implement plan.		1	0.25		\$ 8	\$ 2		CSB	CSB
10	Infrastructure Support	Data Configuration Control	Develop data configuration control plan.	1. Develop plan. 2. Implement plan.		1	0.25		\$ 14	\$ 3		CSB/ Con1	CSB/ Con1
11	Infrastructure Support	Database Administration	Database documentation, version control.	1. Plan for administering databases 2. Implement plan		3	4		\$ 57	\$ 76		Con1	Con1
12	Infrastructure Support	Disaster Recovery	Recovery from loss of any IT components (hardware, software, networks, data, the internet, key personnel).	1. Disaster recovery plan 2. Implement plan	1			\$ 8			CSB		
13	Infrastructure Support	Infrastructure Administrator	Identify, acquire, manage, administer CSB infrastructure	1. Designated individual qualified to perform functions	9	9	9	\$ 72	\$ 72	\$ 72	CSB	CSB	CSB
14	Infrastructure Support	Network Administration	Automated to the extent possible, system availability, backup, upgrade, administrator guidebook.	1. Designated individual qualified to perform system administrator and web master functions	1	3	3	\$ 15	\$ 24	\$ 24	Con2	CSB	CSB
15	Infrastructure Support	Personnel Backup	A backup administrator.	1. Designated individual qualified to perform system administrator and web master functions	3	3	3	\$ 45	\$ 24	\$ 24	Con2	CSB	CSB
16	Infrastructure Support	Security	Access for staff, temporary employees, contractors, consultants, application developers, password maintenance, data access levels, virus protection, firewalls.	1. Develop plan for remote security needs. 2. Implement plan.	0.5	1	1	\$ 4	\$ 8	\$ 8	CSB	CSB	CSB
17	Internet	Web Master	Design "look and feel" of the web pages, determine web page content guidelines (Board-generated information and links to other sources). Anticipate that in FY 2000, the amount of Web work will increase as the Web becomes an integral of CSB communication and investigation support.	1. Designated individual qualified to perform system administrator and web master functions 2. Content Guidelines	3	6	6	\$ 24	\$ 48	\$ 48		CSB	CSB
17	Telecommuting	Remote Access	Develop a plan for physical, electronic security, synchronizing remote and office desktops (PC Anywhere, Timbuktu, etc.), wireless LAN, digital cameras, Interactive Pictures 360-degree navigable photo images.	1. Develop a plan 2. Implement plan - focus on investigations needs first.		1	0.5		\$ 8	\$ 4		CSB	CSB

Functional Area: Technical Infrastructure				Effort (months)			Estimated Cost (\$K)			Work Done By			
	System	Module	Description/Capabilities	Major Tasks/Products	1999	2000	2001	1999	2000	2001	1999	2000	2001
18	Training	Infrastructure User Training	Develop training plan. Evaluate products and product effectiveness. Classes, computer based, and video. Help Desk, user awareness sessions to inform of new features and capabilities, set up specialized applications toolbars.	1. Identify needs and develop plan 2. Implement plan	1	3	4	\$ 12	\$ 35	\$ 46	CSB/ Con2	CSB/ Con2	CSB/ Con2

**IT Initiative: Data Warehouse**

(documents, data sets, knowledge, references)

Estimates beyond the current year should be used with caution since the program is in the early stages of development. The IT plans will be reexamined during the year to factor in new developments and changing CSB priorities.

**Data Warehouse**

<b>Functional Area: Incident Identification</b>					
	System	Module	Description/Capabilities	Major Tasks/Products	Success Indicators
1	Incident Identification	Establish Baseline	Review 5 chemical data systems to assist in establishing the magnitude of the incident problem by industry, chemical, and location.	1. Prepare and issue summary report.	1. Summary report of study results issued with assessments of data quality and identification of limitations on use for analysis
2	Incident Identification	Incident Notification - Incident Universe System	Incident Universe Database (identify incidents and related information, including source of information).  Incident Universe, Congress Contacts, and Automatic Notifications combine to make up the Incident Notification system.	1. Database functional spec, application, access, & data entry via intranet. 2. Staff training on use.  Phase 2 (later): Expand output capabilities and automatic ties to other data systems.	1. System for organizing information related to chemical incidents.
3	Incident Identification	Voluntary Data System (Near-Miss Reporting)	Voluntary/Near-Miss Database (who, what, where, when, industry sector, source of information).	1. Database functional spec, application, access, & data entry via intranet. 2. Industry awareness campaign. 3. Staff training on use.  Phase 2 (later): Expand output capabilities.	1. System for organizing voluntarily reported data. 2. Industry awareness of program

<b>Functional Area: Investigation Reports</b>					
	System	Module	Description/Capabilities	Major Tasks/Products	Success Indicators
4	Investigation Reports	Investigation Database System	Investigations Database organizing information relevant to individual investigations and access to past investigations. Access to the investigation protocol.	1. Database application, access, & data entry via intranet. 2. Staff training on use.  Phase 2: Automatic ties to other data systems.	1. Database system being used to organize information related to individual investigations.
5	Investigation Reports	Report Generation  Investigation Protocol	Access to the protocol, templates, document preparation, revision control, review, comment resolution, finalize document.	1. Investigation protocol. 2. Document electronic templates. 3. Access via intranet. 4. Written plan for configuration control. 5. Staff training on use.	1. System exists and is incorporated into the CSB work process.
6	Investigation Reports	Support Docs - Investigation Docket	Collection point for the official investigation documentation and FOIA review eventually released to the public.	1. Segregated area with Intranet access 2. Written plan for config. control and document labeling 3. Staff training on use	1. Organized electronic area being used to collect investigation docket information.
7	Investigation Reports	Support Docs - Redaction	On-line marking of documents for public release.	1. Detailed functional requirements 2. Identify & purchase software/hardware 3. Staff training on use	1. Redacted documents can be produced using the system that meet functional requirements.

<b>Functional Area: Studies, Analysis, &amp; Alerts</b>					
	System	Module	Description/Capabilities	Major Tasks/Products	Success Indicators
8	Studies, Analysis, & Alerts	Recommendations Database - CSB Recommendations	Maintaining database of CSB recommendations (recommendation, actions taken, follow-up, assessment of impact).	1. Database functional requirements and application, access, & data entry via intranet. 2. Staff training on use  Phase 2: Automatic ties to other data systems	1. System exists and is incorporated into the CSB work process.

	System	Module	Description/Capabilities	Major Tasks/Products	Success Indicators
9	Studies, Analysis, & Alerts	Recommendations Database - Recommendations By Others	Maintaining database of recommendations by other organizations (identify sources, recommendations, actions taken).	1. Database functional requirements and application, access, & data entry via intranet. 2. Staff training on use  Phase 2: Automatic ties to other data systems	1. System exists and is incorporated into the CSB work process.
10	Studies, Analysis, & Alerts	Repackaging Products	Investigate, identify and develop CSB potential products.	1. Collaborate with other CSB groups to identify potential products. 2. Use technology to add value to the products.	1. A potential product is identified and work is initiated to produce it. 2. A customer has purchased the product.

<b>Functional Area: Reference Information Gathering</b>					
	System	Module	Description/Capabilities	Major Tasks/Products	Success Indicators
11	Reference Information Gathering	Industry Reports  Sophisticated Searches	Means for collecting (scanning, obtaining documents electronically, creating PDF files), cataloging, intelligent search and retrieval, identify source of information, ability to handle documents in various file formats.	1. Functioning space on intranet where germane documents can be segregated. 2. PDF generating capability (Adobe Acrobat installed and available)  Phase 2: PDF sophisticated searching program installed and available.	1. Searchable documents are electronically accessible to CSB staff as needed.
12	Reference Information Gathering	Technical Reference Library  Web Reference Sources	Technical library reference function (regs, codes, requirements, external databases, company & industry information, and related incidents).  Includes setting up an index/retrieval system for onsite hardcopy CSB library (may include official records, supporting references, and journals). Some documents may require special handling due to confidentiality.	1. Hire qualified staff member. 2. Index/retrieval system for hardcopy archive. 3. Compiled source list for commonly requested information and where to get it.	1. Information can be retrieved successfully. 2. Function is integrated into the work process and considered by the users to add value.
13	Reference Information Gathering	CSB Added Value Info	Capability to associate and maintain CSB-added information with data obtained from external sources (could be via indexing). Examples include judgements, identification of peer groups, and cross-reference flags.	1. Database application, access, & data entry via intranet. 2. Staff training on use.  Phase 2: Automatic ties to other data systems.	1. System exists and is incorporated into the CSB work process.
14	Reference Information Gathering	Bridges to External Data	Electronic bridges to external data sources, with consistent user interface for access and intelligent searching (to reduce training requirements).	1. Prioritized list of bridges to build. 2. Tested connections to external data systems.  Phase 2: Consistent user interface and searching.	1. Targeted high priority bridges are established and working. 2. User needs are being met using the bridges. (Users are not using other means to meet their needs.)
15	Reference Information Gathering	Electronic Archive System  Expanded Storage/Retrieval	CD-ROM library with intranet access via intelligent search and retrieval (public and private electronic documents, reports, articles, trade information, and press articles). PDF searching. This is the electronic organized file cabinet for the CSB.	1. Detailed functional requirements. 2. System structure/organization plan. 3. Staff training on use.  Phase 2: Expand storage and retrieval capabilities.	1. Adequate capacity exists to meet storage needs. 2. Information is retrievable by CSB staff.

<b>Functional Area: Contacts/ SMEs/ Interested Parties/ Congress</b>					
	System	Module	Description/Capabilities	Major Tasks/Products	Success Indicators
16	Contacts/ SMEs/ Interested Parties/ Congress	Contacts Database - Congress, SMEs, Others	Name, address, expertise, areas of interest, (subject matter experts, potential consultants, people involved specific incidents, media, elected officials, special interest groups).  Focus on Congressional contacts first. Incident Universe, Congress Contacts, and Automatic Notifications combine to make up the Incident Notification system.	1. Database application, access, & data entry via intranet (may use enhanced MS Outlook). 2. Staff training on use.  Phase 2: 1. Automatic ties. 2. SMEs and others capabilities.	1. System exists and is incorporated into the CSB work process.

	System	Module	Description/Capabilities	Major Tasks/Products	Success Indicators
17	Contacts/ SMEs/ Interested Parties/ Congress	Automatic Notifications	Automatic notification to targeted audiences (legislative, special interest, and media).  Focus on automatic notifications to Congress first. Incident Universe, Congress Contacts, and Automatic Notifications combine to make up the Incident Notification system.	1. Functional module of Contacts system. Focus on notifications to Congress.  Phase 2: Directed notifications to other interested parties or industry sectors (later).	1. Routine, timely notices are being sent to Congress.
18	Contacts/ SMEs/ Interested Parties/ Congress	Interested Parties & Peer Grouping	Identification of peer groups	1. Functional module of Contacts system.	1. Contacts system has mechanisms to associate contact individuals with specific areas of interest or peer groups.
19	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Direct with CSB	Communications to/from CSB (who, what, when, where, follow-up required & taken, incident-related notifications).	1. Functional module of Contacts system.	1. System captures information needed to make judgements about the people contacting the CSB for information.
20	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - General	Legislative history, tenor of media statements or articles published, level of cooperation, consequences/results of communications.	1. Functional module of Contacts system.	1. System captures information needed to make judgements about the results of CSB communications.
21	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Congressional Outreach	Track CSB name recognition, inquiries for CSB information, positive statements to the press.	1. Function in Contacts to track Congressional inquiries.	1. System captures information needed to make judgements about whether inquiries are responded to in a timely manner.
22	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Distribution	Distribution tracking and mechanics of sending out products (faxes, Internet, email, hardcopy mailings).	1. Database application to track product distributions. 2. Available via intranet.	1. System captures information needed to make judgements about whether inquiries are responded to in a timely manner.
23	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Media Effectiveness	CSB in the news (actions resulting from press releases and media contacts, articles that mention CSB, Internet contacts).	1. System to track CSB citations.	1. System captures information needed to make judgements about the effectiveness of media efforts.
24	Contacts/ SMEs/ Interested Parties/ Congress	Communication Tracking - Public Outreach	Surveys, track national and international name recognition, track inquiries for CSB information, other Web sites that list your Web site as a link, Internet contacts.	1. System to track inquiries (tied to Contacts Mgmt system). 2. System to track links to CSB web site.	1. System captures information needed to make judgements about the effectiveness of public outreach efforts.
25	Contacts/ SMEs/ Interested Parties/ Congress	CSB Product Standards	Establish a consistent "look and feel" for CSB products, guidelines for how products are released, provide templates, graphics, guidelines.	1. Guidelines for product quality and consistency. 2. Available via intranet.	1. Guidelines exist and are being used.

<b>Functional Area: Internet</b>					
	System	Module	Description/Capabilities	Major Tasks/Products	Success Indicators
26	Internet	Public Web Page	Migrate from external server. Apply lessons learned from the FEMA Web site and others (operation and content).	1. CSB managed public web page with plan for configuration control and content guidelines.	1. A dynamic, informative web page. 75% of the web content is verified as current and up to date (within 3 months). 2. Increasing number of web page "hits" beyond the initial entry page.
27	Internet	Web Impact Measurement	Track sites that list CSB as a link, inquiries via the Web page.	1. GPRA measure.	1. Increasing number of links and inquiries.
28	Internet	Internal Web Page	Content should include any information that more than one person needs to know or access.	1. Establish and maintain internal Web page.	1. Customer satisfaction - the majority of users consider it the preferred means of getting information.
29	Internet	CSB News Service	Identify appropriate information and distribute as filtered current events (internal and external).	1. Determine sources for information and establish links. 2. Develop interface to enable peer group distribution.	1. Customer satisfaction - the majority of users consider it the preferred means of getting information. 2. Users are requesting additional content.
30	Internet	Document Review/Approval	Configuration control, review, comment resolution, electronic signature/approval.	1. System for on-line document review and configuration control.	1. System exists and is incorporated into the CSB work process.
31	Internet	Status Reporting	Identify key CSB activities to be tracked and routinely update progress, distribute selected info to interested parties (internal and external).	1. Critical, high-level weekly status report.	1. Status reports are issued on time (within 20% of due date). 2. The majority of inquiries about status of CSB activities are answered by the routine status report.

	System	Module	Description/Capabilities	Major Tasks/Products	Success Indicators
32	Internet	Works in Progress	Work that has not been released, segregated by project or investigation, limited access, document preparation, revision control.	1. Organized area on server to segregate information. 2. Staff training on use.	1. Staff is using the Works-in-Progress area to accomplish tasks. (System exists and is incorporated into the CSB work process.)

**IT Initiative: Administrative Business Systems**

(personnel records, facility management, financial management)

Estimates beyond the current year should be used with caution since the program is in the early stages of development.

The IT plans will be reexamined during the year to factor in new developments and changing CSB priorities.

<b>Administrative Business Systems</b>
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Functional Area: Administrative Business Systems					
	System	Module	Description/Capabilities	Major Tasks/Products	Success Indicators
1	Financial Management	Budget Control	Track expenditures by CSB-defined codes (e.g., OMB class, unique incident code, contracts).	1. Budget control system . 2. Staff training on use.	1. Functioning system that can track expenditures by OMB class and unique investigation code. 2. Staff trained able to use system.
2	Financial Management	Accounting System	Accounts payable, accounts receivable, reimbursements.	1. Accounting system. 2. Staff training on use.	1. Functioning accounting system that can track accounts payable, accounts receivable, reimbursements. 2. Staff trained and able to use system.
3	Financial Management	Disbursements	Check writing, "bank account."	1. Direct check writing system. 2. Staff training on use.	1. Functioning system that allows CSB to issue checks. 2. Staff trained and able to use system.
4	Financial Management	Interim Employee Tracking	Track temporary employees (like FEMA's employees called when an emergency arises).	1. Functional spec, tracking system for temporary employees personnel information. 2. Staff training on use.	1. Functioning system that can track personnel information for temporary employees. 2. Staff trained and able to use system.
5	Financial Management	Travel Planning	Identify needs, obtain tickets & reservations, tracking travel.	1. Travel planning system. 2. Staff training on use.	1. Functioning system that supports travel planning needs. 2. Staff trained and able to use system.
6	Financial Management	Travel Reconciliation	Expense reports – on-line input and approval.	1. Travel expense reporting system. 2. Staff training on use.	1. Functioning system for travel expense reporting. 2. Staff trained and able to use system.
7	Personnel	Time	Timekeeping, vacation, pension. Intranet interface (input and output).	1. Time management system. 2. Staff training on use.	1. Functioning system for time management. 2. Staff trained and able to use system.
8	Personnel	Personnel Record Management	Track employment statistics [hiring dates, type of employee (temp, subcontractor, fulltime, and part time), emergency contacts, performance reviews, required training].	1. Personnel record management system. 2. Staff training on use.	1. Functioning system for personnel record management. 2. Staff trained and able to use system.
9	Personnel	Policies & Guidelines	Templates & forms. Word documents, configuration control, access to required forms (insurance, travel, and performance reviews).	1. Templates, forms, configuration control plan. 2. Access to guidelines as PDF files via Intranet.	1. Templates, forms, configuration control plan to cover critical CSB policies. 2. Access to Guidelines as PDF files via intranet.
10	Personnel	CSB Calendar	Key CSB activities. Intranet interface (input and output). Notification of training.	1. Group calendar system. 2. Key CSB activities and CSB Staff schedules on calendar.	1. Key CSB activities captured in a calendar with intranet access. 2. All CSB Staff schedules on calendar with intranet access.
11	Personnel	Payroll	CSB employee payroll	1. Provide CSB payroll	1. Procure payroll system or service
12	Facility Management	Property Management	Office space, fixtures, telephones, equipment, remote office needs ("Go Kits"), telecommuting, bar code management system.	1. Property management system. 2. Staff training on use.	1. Functioning system for property management. 2. Staff trained and able to use system.

**IT Initiative: Technical Infrastructure**

(network, tools, backups, disaster recovery, system maintenance, people backup, archival, performance tracking (system, network, web), training)

Estimates beyond the current year should be used with caution since the program is in the early stages of development. The IT plans will be reexamined during the year to factor in new developments and changing CSB priorities.

<b>Technical Infrastructure</b>	
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<b>Functional Area: Technical Infrastructure</b>					
	System	Module	Description/Capabilities	Major Tasks/Products	Success Indicators
1	Communication	Desktop Faxing	Internet faxing software to send and receive faxes.	1. Investigate available products. 2. Procure and implement.	1. Capability to send and receive faxes available on CSB desktops and laptops. 2. Staff trained and able to use it.
2	Communication	E-mail	E-mail communications capability	Implement and maintain e-mail system.	1. 95% system availability
3	Communication	Multi-Line Fax	Capability to send broadcast faxes via multiple phone lines with automatic distribution from the Contacts System.	1. Investigate available products. 2. Procure and implement.	1. Broadcast faxes can be sent by CSB staff. 2. Broadcast faxes can be sent in batch mode.
4	Communication	Video Conferencing	Video conferencing from investigation sites and remote work locations.	1. Investigate available products. 2. Procure and implement.	1. Capability to send video images from an investigation site to the CSB offices.
5	Desktop Management	Manage Standard Desktop	Backups, product upgrades, troubleshooting, remote desktops, "go kit" laptops.	This task has a dependency on the Windows Terminal Server.	1. Software upgrades installed on all active desktops within 60 days of receipt. 2. System backups for desktop and laptop configurations current.
6	Desktop Management	Windows Terminal Server	Remote desktop access and maintenance.	When Windows Terminal Server is available, implement.	1. Staff able to access key CSB systems from locations away from the office.
7	Infrastructure Support	Analysis Tools	Commonly used tools (barrier, fault tree, change, cause determination).	1. Identify and obtain tools. 2. Train key individuals on use.	1. User satisfaction with tools provided.
8	Infrastructure Support	Analysis Tools - Incident Simulation	Incident simulation has dual use to investigators in determining cause and in explaining events and recommendations in public hearings.	1. Detailed functional requirements. 2. Identify & purchase software/hardware. 3. Staff training on use.	1. System is used to support an investigation. 2. Users and audience have positive perception of value added.
9	Infrastructure Support	Application Configuration Control	Develop applications configuration control plan.	1. Develop plan. 2. Implement plan.	1. Plan exists and is being followed.
10	Infrastructure Support	Data Configuration Control	Develop data configuration control plan.	1. Develop plan. 2. Implement plan.	1. Plan exists and is being followed.
11	Infrastructure Support	Database Administration	Database documentation, version control.	1. Plan for administering databases 2. Implement plan	1. Plan exists and is being followed.
12	Infrastructure Support	Disaster Recovery	Recovery from loss of any IT components (hardware, software, networks, data, the internet, key personnel).	1. Disaster recovery plan 2. Implement plan	1. Plan exists and is being followed. 2. System responds successfully when tested once per year. 3. System responds properly when needed.
13	Infrastructure Support	Infrastructure Administrator	Identify, acquire, manage, administer CSB infrastructure	1. Designated individual qualified to perform functions	1. Person is assigned and accomplishing required tasks.
14	Infrastructure Support	Network Administration	Automated to the extent possible, system availability, backup, upgrade, administrator guidebook.	1. Designated individual qualified to perform system administrator and web master functions	1. Person is assigned and accomplishing required tasks. 2. Administrator guidebook exists and is being used.
15	Infrastructure Support	Personnel Backup	A backup administrator.	1. Designated individual qualified to perform system administrator and web master functions	1. Person is assigned and accomplishing required tasks.

Functional Area: Technical Infrastructure					
	System	Module	Description/Capabilities	Major Tasks/Products	Success Indicators
16	Infrastructure Support	Security	Access for staff, temporary employees, contractors, consultants, application developers, password maintenance, data access levels, virus protection, firewalls.	<ol style="list-style-type: none"> <li>1. Develop plan for remote security needs.</li> <li>2. Implement plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Plan exists and is being followed.</li> <li>2. Virus protection is active and current on all PCs.</li> <li>3. System responds successfully when tested once per year.</li> <li>4. System responds properly when needed.</li> </ol>
17	Internet	Web Master	Design "look and feel" of the web pages, determine web page content guidelines (Board-generated information and links to other sources). Anticipate that in FY 2000, the amount of Web work will increase as the Web becomes an integral of CSB communication and investigation support.	<ol style="list-style-type: none"> <li>1. Designated individual qualified to perform system administrator and web master functions</li> <li>2. Content Guidelines</li> </ol>	<ol style="list-style-type: none"> <li>1. Guidelines exist and are being followed.</li> </ol>
17	Telecommuting	Remote Access	Develop a plan for physical, electronic security, synchronizing remote and office desktops (PC Anywhere, Timbuktu, etc.), wireless LAN, digital cameras, Interactive Pictures 360-degree navigable photo images.	<ol style="list-style-type: none"> <li>1. Develop a plan</li> <li>2. Implement plan - focus on investigations needs first.</li> </ol>	<ol style="list-style-type: none"> <li>1. Staff able to access key CSB systems from investigation sites.</li> <li>2. Access key CSB systems is available from other locations (telecommuting).</li> </ol>
18	Training	Infrastructure User Training	Develop training plan. Evaluate products and product effectiveness. Classes, computer based, and video. Help Desk, user awareness sessions to inform of new features and capabilities, set up specialized applications toolbars.	<ol style="list-style-type: none"> <li>1. Identify needs and develop plan</li> <li>2. Implement plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Training is identified and scheduled for CSB staff to meet critical needs.</li> </ol>