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U.S. Department of Justice  
Federal Bureau of Investigation  
*Information and Technology Branch*



# ITB

## Year In Review

FISCAL YEAR

# 2017



# ITB

## Year In Review

FISCAL YEAR

# 2017



## Message from the Acting Executive Assistant Director

This year's Information and Technology Branch (ITB) Year in Review highlights many of the key projects, programs, and initiatives the Information and Technology Branch designed, built, deployed, operated, and maintained, during Fiscal Year (FY) 2017.

This document is a snapshot in time. It represents only a small portion of the many innovative IT products and expanded customer support ITB employees provided to the entire FBI enterprise.

The entire FBI relies on the ITB in order to conduct their daily operations in support of the FBI's mission and the ITB proved to be forward-leaning, operationally focused, and customer-service based throughout the year. As a branch we continued to work closely with our partners in the field to determine what information technology products and services are needed to support current and future law enforcement and national security activities.

For example, the Enterprise Operations Center's business-oriented customer service improvements, to include submitting tickets through a simplified e1500, call-back offerings, Self-Service Password Reset, and taking every opportunity to expedite the customer's wait time, which have increased customer satisfaction.

The deployment of Microsoft Office 365 on UNet and the rapid-refresh deployment of the Samsung Galaxy S7 to accommodate O365 shows what teamwork, within the ITB and with our ITS partners in the field, can do to smoothly and quickly transition the FBI to better, faster, stronger solutions.

The development, rollout, and deployment of Sentinel and Guardian applications united Sentinel's core case management features with Guardian's iterative assessment processes. Agents who are working a threat in Guardian now have immediate access to all the case files and tools in Sentinel and those working a case in Sentinel now have the ability to directly access threats in Guardian.

This year's succession of devastating hurricanes Harvey, Irma, Jose, and Maria, affected many of the FBI's Field Offices, Resident Agencies, and Legal Attachés. ITB employees rapidly responded and assisted the IT Specialists in the field as they prepared for and then dealt with the aftermath of these natural disasters.

Technology continues to transform how we conduct our business and how we live our lives. We have always been, and will continue to be, committed to delivering leading-edge capabilities in case management, data management, and mobility.

Information Technology is what the ITB is all about. The ITB staff takes its mission seriously to create an IT services culture where the products and services meet or exceed customer requirements in terms of quality, timeliness, and responsiveness.

We look forward to the year ahead, where, through hard work and determination, we will build on our successes and improve the quality of IT services supporting the FBI mission across the globe.



W.L. Scott Bean, III  
Acting Executive Assistant Director

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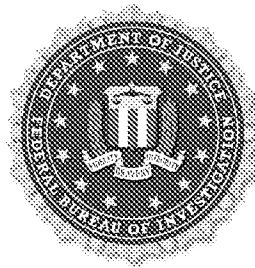
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**James L. Turgal, Jr.**  
Executive Assistant Director



**Tracey North**  
Assistant Director  
IT Applications and  
Data Division



**Jeremy M. Wiltz**  
Assistant Director  
IT Enterprise Services Division



**W. L. Scott Bean, III**  
Assistant Director  
IT Infrastructure Division

## Organizational Overview

### ITB Mission:

Design, build, operate, and maintain world-class information technology that is forward-leaning, operationally-focused, and customer service-based in support of the FBI's worldwide law enforcement and intelligence missions.

### Organization:

The ITB is comprised of three divisions: Information Technology Applications and Data Division, Information Technology Enterprise Services Division, and the Information Technology Infrastructure Division--all work in tandem to accomplish the mission. An Executive Staff Section provides human resources, logistics and space management, security, project management, and budget support to the ITB; its Communications Unit provides support to the ITB and its customers enterprise-wide.

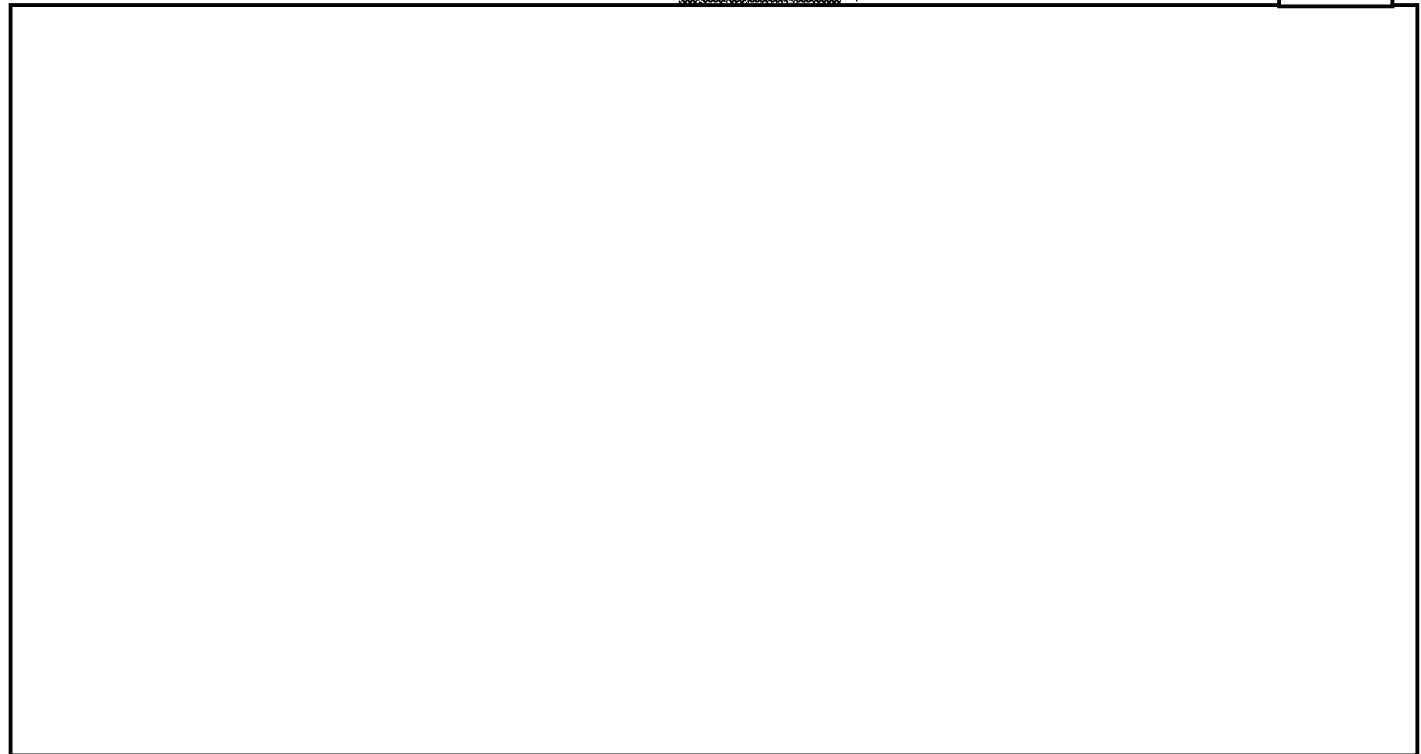
### ITB Reorganization

The ITB undertook a reorganization that became effective Oct. 30, 2016. Realignments were made with the goal to drive efficiencies to provide the FBI the quality services and products it needs and deserves.

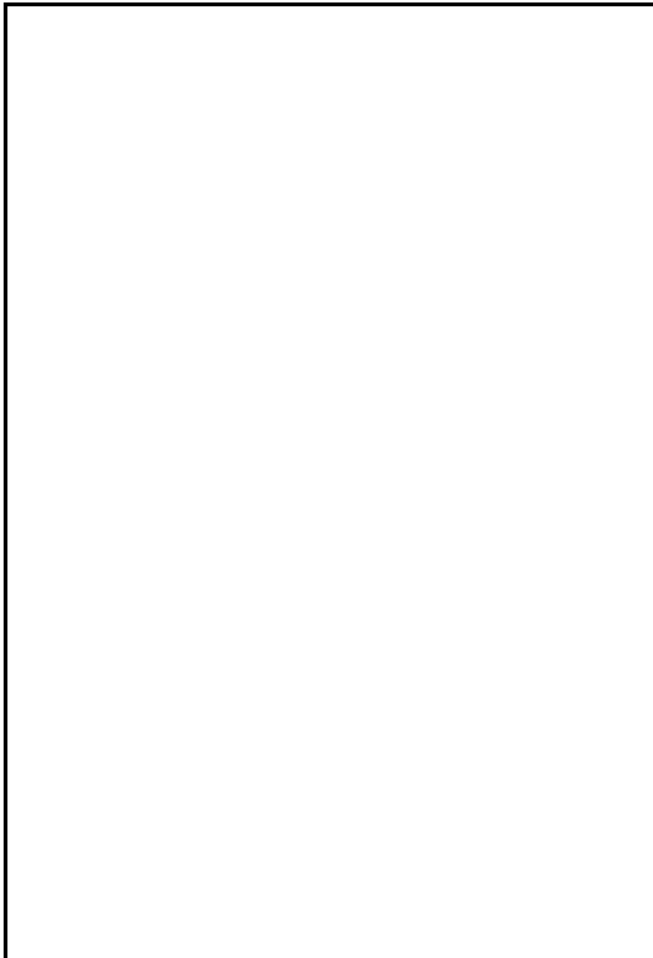
The reorganization was a complex effort creating a new structure with a divisional name change, unit name changes, funded staffing level realignments, and personnel reassignments.

**ITB Organizational Chart**  
As of September 30, 2017

James L. Trepal, Jr.

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The changes included the following:



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**Information Technology  
Applications and Data Division  
(ITADD)****Mission:**

To deliver innovative software that helps every employee accomplish the FBI's mission and provides agents and analysts relevant data when and where they need it.

The ITADD provides state-of-the-art IT engineering leadership in order to enable FBI information technology to increase mission success and enhance mission capabilities in the critical areas of national security, law enforcement, intelligence, counterintelligence, and counterterrorism; ITADD solutions ensure accurate and reliable IT capabilities that permit efficient retrieval, sharing, use, and analysis of information.

## Information Technology Enterprise Services Division (ITESD)

### Mission:

To enable the FBI mission by providing first-class IT customer services.

### Vision:

To be the FBI's valued service provider by consistently delivering relevant customer experiences.

## Information Technology Infrastructure Division (ITID)

### Mission:

Provide the FBI with IT infrastructure services that are agile and innovative in support of the FBI's mission.

## Executive Arrivals

**Deputy Assistant Director Donald W. Freese**

Oct. 30, 2016

IT Enterprise Services Division

**Section Chief Joseph Mitchell, III**

Oct. 16, 2016

Enterprise Data Analytics Section

IT Applications and Data Division

**Section Chief Michael D. Heiler**

April 16, 2017

Case Management Applications Section

IT Applications and Data Division

**Section Chief Andrew Patick Leithead**

May 28, 2017

Network Section

IT Infrastructure Division

## ITB "Unveils" New Logo

Due to the reorganization and transfer of several functions and subordinate elements, ITB leadership was looking for a new logo. Along with the changes came a shift in philosophy that permeated the whole branch. In order to capture the shift and represent it in an image representing the branch, a logo design contest was conducted to search for the right logo to reflect the "new" ITB. Visual Information Specialist [redacted] design was



selected as the best representation of the ITB's mission and vision.

Each part of the logo symbolizes something relevant to the branch and its employees. DBOM: Design, Build, Operate, Maintain – the mission of the ITB.

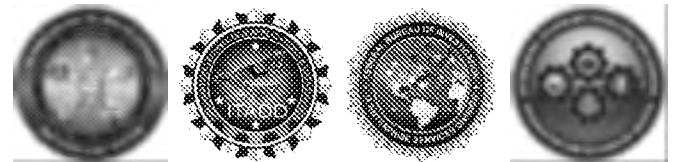
The Three Pillars: Pillars for success -- forward leaning, operationally focused, and customer-service based.

The Blue Circle represents the traditional FBI colors.

The stylized law enforcement shield and scales of justice ties the branch to the FBI as America's premier law enforcement agency.

The binary code: The logo is circular, surrounded by binary numbers symbolizing IT. The numbers, when translated, read: "Fidelity, Bravery, and Integrity."

## It's A New Day for ITB Administrative Services Delivery



The ITB now has a new way of providing administrative services to its employees.

As part of the Fiscal Year 2017 ITB reorganization, [redacted]



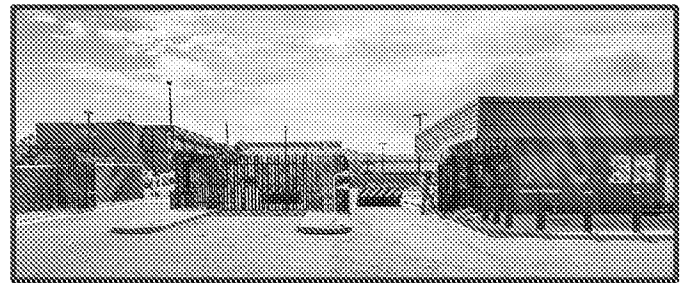
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inspecting each contractor vehicle and delivery before they enter the Pocatello campus. The new data center construction will last 18 months and require hundreds of construction staff to enter the facility.

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This is not the first renovation the Pocatello facility has undergone. In 2009 and 2010, renovations were made to the data center. The Operational Technology Division Forensic Analysis Unit, Computer Analysis Response Team space was remodeled along with the former Enterprise Operations Center, which was remodeled to become office space. Additionally, in 2014 the first floor office space was remodeled for Finance Division's Travel Unit, as the unit transitioned to Pocatello.

This is not the last renovation either. Construction of the FBI's new data center (Project "Grey Wolf") in Pocatello, Idaho, is underway with a projected completion date in the first quarter Fiscal Year (FY) 2019.



*The new Pocatello Services Center, Mail Handling Center, and Visitor Screening Facility (pictured) in Pocatello, Idaho, opened June 12. The renovations, which took approximately one and a half years to complete and cost about \$11 million, are part of Pocatello's enhancements to enable future growth. Photo by [REDACTED]*

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## Pocatello Services Center Renovation

The new Pocatello Services Center (PSC), Mail Handling Center (MHC), and Visitor Control Facility (VCF) in Pocatello, Idaho opened June 12, 2017. The renovations, which took approximately 18 months to complete and cost about \$11 million, are part of Pocatello's enhancements to enable future growth.

The first part of the project included the renovation of the east and west wings of the main administrative building's third floor. This renovation allows the facility to accommodate an additional 116 personnel. The second part included the VCF and a new entry gate, which now accommodates two lanes of entry traffic and has one exit lane.

The expansion of the third floor will allow the consolidation of additional Section staff and contractors who currently reside at the J. Edgar Hoover Building (JEH HQ), and promote knowledge sharing and teamwork while reducing the need for office space within the crowded the JEH HQ. The new entry gates have reduced the delays in entry by up to 15 minutes per vehicle, as construction teams continue to work onsite for the next phase of construction. These delays are caused by the security tasks of visually

"The Pocatello Data Center will provide a high availability, highly secure infrastructure to host the FBI's and Department of Justice (DoJ) tenant systems," said Unit Chief [REDACTED] "Once commissioned and ready for operations, Site 73 systems will migrate to Pocatello – leading to the eventual end of operations and closure of Site 73 in late 2019 or early 2020."

For those who may not know, Site 73 is a data center located in Virginia. The FBI and the DOJ collectively have 137 data centers located in 17 states. Site 73 is being closed as part of the Data Center Optimization Initiative (DCOI). The DCOI, established in August of 2016 by the Office of Management and Budget, Memorandum M-16-19, requires the consolidation and co-location of data centers throughout the entire Federal Government, as well as optimization of systems through consolidation and virtualization.

More than 20 DOJ data centers have closed in the last three years, with another 130 being planned for closure by end of FY 2019. After the Site 73 closure, the FBI will continue to work toward consolidation of the rest of the FBI data centers as required. The additional closures will save the FBI millions of dollars each year by further leveraging these centralized data center facilities.

This will be a major accomplishment for both the FBI and DOJ once the new Pocatello Data Center is completed and opened, explained [REDACTED]. First, it will save the FBI millions of dollars per year over the leased facility currently being used. Secondly, [REDACTED]

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Additionally, construction of a 40,000 square foot office building adjacent to the existing Administration Building is part of the data center build. All together it is projected to take approximately 18 months to complete the construction of this facility, at a cost of about \$80 million.

# Programs, Projects, and Initiatives

## Sentinel-Guardian Integration (SGI)

As of Aug. 17, 2017, the Sentinel and Guardian applications were integrated to unite Guardian's iterative assessment processes and Sentinel's core case management features, creating an enterprise-wide threat information management system. The integration reduces the administrative workload for agents and analysts, the potential for errors due to the manual transfer of information from one system to the other, and intelligence gaps between the two systems. Additionally, users now can capture statistical accomplishments on the Sentinel assessment cases created from the Guardian assessments.

The Guardian team began a staggered approach to deploy available SGI functionality to all Continental United States FBI offices on July 31, 2017. All field offices are now using the integrated features between Guardian and Sentinel.

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## Data Center Optimization

The 2010 Federal Data Center Consolidation Initiative (FDCCI) mandated agencies consolidate data centers and optimize current technical advances to achieve greater efficiencies. On Aug. 1, 2016, the Data Center Optimization Initiative (DCOI) superseded the FDCCI. DCOI requires agencies to develop and report on data center strategies to consolidate inefficient infrastructure, optimize existing facilities, improve security posture, achieve cost savings, and transition to more efficient infrastructure, such as cloud services and inter-agency shared services. The IT Infrastructure Division was tasked to ensure the success of the Department of Justice's (DOJ) initiative to reduce the IT data "footprint." The division is responsible for closing Site 73 and preparing two Core Enterprise Facilities (CEFs)—CEF East, Clarksburg, W.Va., and CEF West, Pocatello, Idaho—to house the FBI's standardized enterprise services, with the Terrorist Screening Center and Clarksburg housing TS hardware systems.

Along with meeting federal requirements, data center consolidation and technical solutions should result in long-term positive change. Two key benefits include:



Data center optimization will also allow ITB to focus on transitioning our customers to either on-premises cloud services or our new offering of commercial cloud technology.

On Oct. 5, 2017, ITB broke ground on a 100,000 sq. ft. building, with 33,000 sq. ft. designated for the data center (CEF West), referred to as Grey Wolf. Grey Wolf should be ready in January 2019, and relocation of FBI data systems will begin shortly thereafter. Other DOJ components will begin migrating their primary systems to Pocatello. Construction is underway at CEF East for a new, 10,000 sq. ft. data center which will be located inside the Biometrics Technology Center on the Criminal Justice Information Services Division (CJIS) campus. CJIS will turn over that data center to ITB when construction is completed. A decision has not been made on whether unclassified and/or secret systems will be housed there.

## Microsoft Office 365 (O365)



This year, the FBI Anywhere Team deployed O365 to more than 50,000 users across the enterprise. O365 is a cloud-based Microsoft application suite that will ultimately add many new UNet capabilities and allow FBI employees and contractors to access their UNet data from virtually anywhere.

The first phase of the deployment involved moving all users' UNet email to a secure cloud environment and increasing email storage capacity to 100GB. In conjunction with this, all users' UNet email addresses changed from firstname.lastname@ic.fbi.gov to username@fbi.gov.

As the project moved along, the team quickly realized the Samsung S5 Smartphones weren't compatible with O365.

This forced a rapid deployment of Samsung S7s enterprise-wide. The IT Infrastructure Division, in coordination with all of ITB, Security Division, Finance Division and every field office, successfully completed a full cellular phone refresh while simultaneously migrating every FBI user to O365. In less than 90 days, the Mobility Program Office deployed more than 25,000 Smartphones while the FBI Anywhere Team migrated more than 50,000 users.

UNet email is just the beginning for O365. Over the coming months, the FBI Anywhere Team will be enabling more of the suite of capabilities to allow the FBI's workforce to do more work from anywhere – on their cell phone, on the road, or even at home. O365 will provide functionality for enhancing collaboration and information sharing across the FBI and partner organizations in the law enforcement community.

## Multi-Factor Authentication (MFA)

MFA helps to mitigate cyber and insider threats on the FBI's enclaves and brings the organization into compliance with federal requirements regarding identity verification and access. MFA continues to evolve in the FBI, but these are the high points of 2017:

- FBI Net: Deployed Public Key Infrastructure (PKI) certificates via SACS badges
- UNet: Distributed and maintained RSA Tokens.

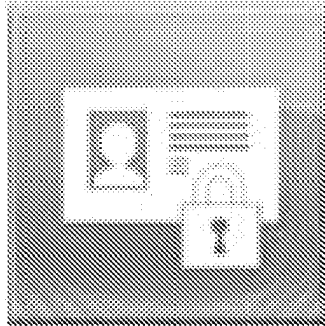
Both these efforts reached all 56 field offices and 26 headquarters divisions, impacting 55,000 people and 100,000 FBI workstations. From January through April, the RSA team refreshed more than 12,000 soft and 51,000 hard RSA tokens, which was a massive effort that enabled continuity.

The latest effort is the distribution and enforcement of Personal Identity Verification (PIV) cards on UNet and National Security Systems PKI (NSS PKI) on FBI Net. One hundred percent of UNet privileged users (those with elevated access) are accessing their workstations using PIV, safeguarding the most vulnerable points of our system. Additionally, the PIV team distributed more than 4,000 cards to other FBI personnel with an urgent need for access to GSA-owned FBI space, directly impacting the FBI's mission. The PIV team also deployed the necessary PIV infrastructure to all 56 field offices and select headquarters locations.

NSS PKI is maturing and is on track for enterprise deployment in Fiscal Year 2018.

## Password Reset Requirements Changed from 90 to 180 Days

The Enterprise Operations Center (EOC) Help Desk receives a large volume of calls each week for resetting and unlocking passwords. In April, the EOC changed the required password reset time from 90 to 180 days to alleviate this situation. These passwords are



Windows or Active Directory passwords which are used to gain access to various applications such as WebTA and Smartphone email/Outlook Web Access on UNet.

Another benefit of the change is if you accidentally lock your account by entering a password incorrectly four times, the lockout will automatically reset after 15 minutes.

A "Self-Service Password Reset" capability on UNet has also been deployed, allowing users to reset their password, even if they do not recall their current password.

These changes have improved customer's IT experience, while allowing the Help Desk support staff to respond to other calls more quickly and completely.

## e1500: Enterprise Online Service Desk



The ITB and the IT Enterprise Services (ITESD's Enterprise Operations Center (EOC) released on Feb. 15, 2017, an updated way to submit service tickets without the wait. The new Enterprise Online Service Desk interface is called e1500.

The improved menus on e1500 make it much easier to find answers to IT questions and submit problem tickets quickly. The online form also has been streamlined to allow customers to simply validate contact information; select which network the problem is on; enter the "F-number" or description of the device affected (for example, the "F" number of the computer is located on the left-hand side of the top display bar of the computer screen); and a description of the problem or request. Drop-down menus

and pop-up information also help guide the customer through the process, if needed.

The e1500 interface also provides links to reset the customer's mainframe password, the Personal Contact Update Sub-System, the Enterprise Process Automation System, the SharePoint Request Center, and a knowledge base of "do-it-yourself" help.

Using e1500 helps decrease the volume of calls to the EOC, so that customers who prefer to speak to a service representative will spend less time waiting. The goal is to resolve issues faster without the hassle of waiting on the phone for assistance.

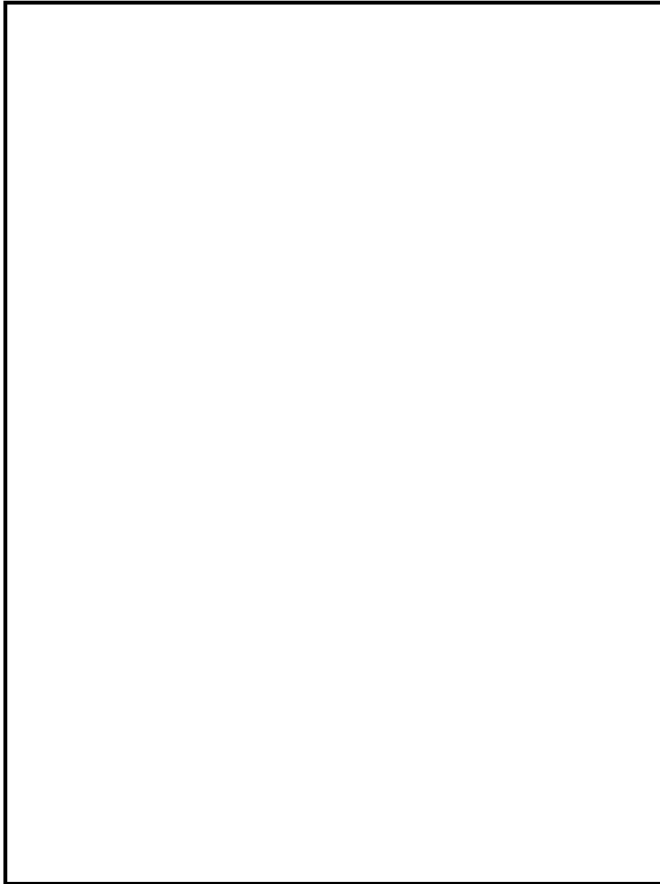
"This is the first of many steps ITB is taking to improve our service and make IT capabilities an integral part of the operational mission," said Jeremy Wiltz, Assistant Director, ITESD. "Over time the ITB divisions will build on the e1500 platform to provide transparency, real-time information, and on demand services."

On June 8, 2017, the Enterprise Data Analytics Section (EDAS) released a

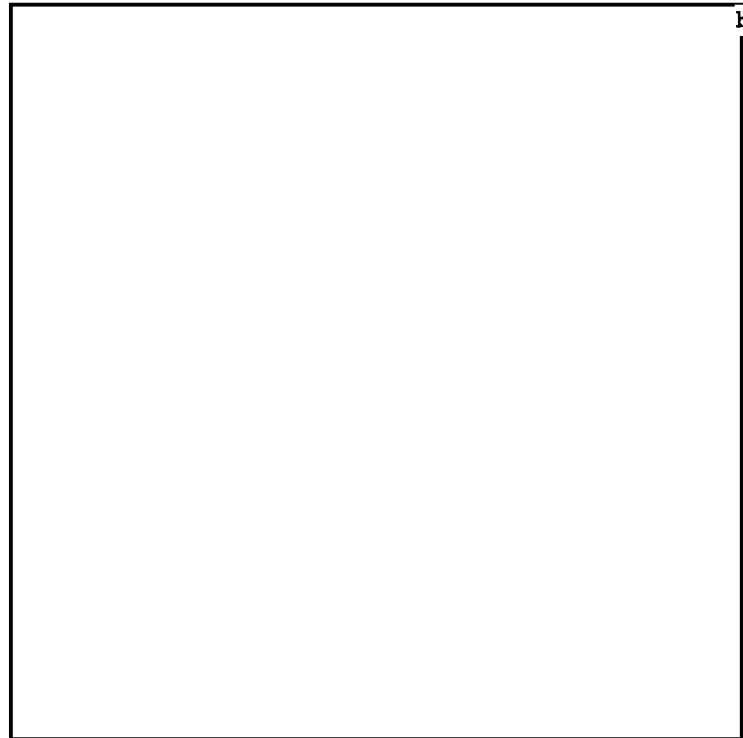
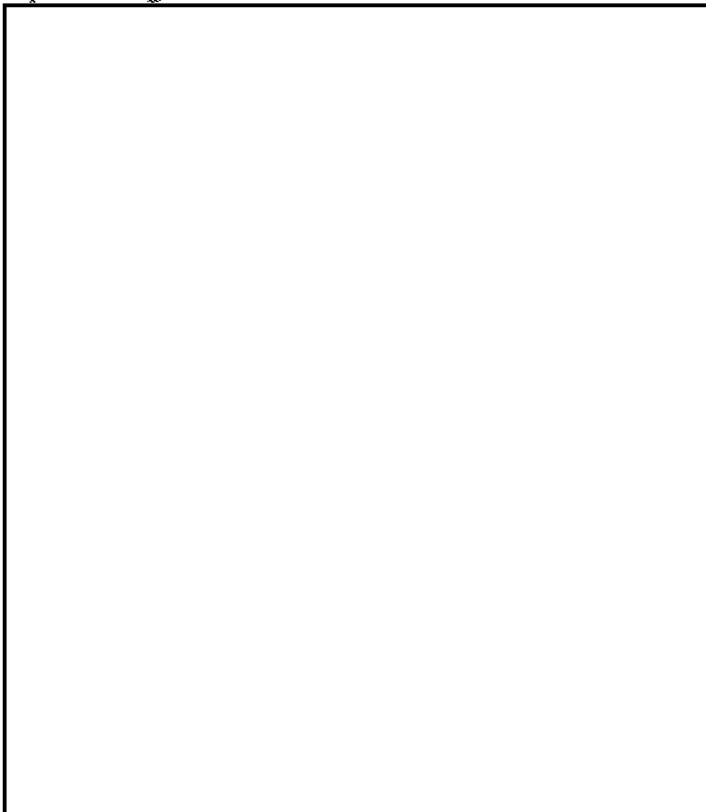
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## Current Features



## Upcoming Features



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### **ITADD Implements Customer Need Intake and Prioritization Process**

This year, the IT Applications and Data Division (ITADD) implemented a division-level Intake Process for handling customer requests called "Customer Need Intake and Prioritization Process (CNIPP)." CNIPP serves as a forum to bring new requirements to the division and create awareness to avoid duplicative efforts.

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The procedures within CNIPP centralize identifying and evaluating customer needs, then prioritizing and managing the requests within the division. Through process refinements, ITADD will improve services and support for their customers.

Not only will CNIPP handle new customer requests, but it may also review existing projects, products, and enhancements within each section. The committee will meet twice a month or more if needed. ITADD's Deputy Assistant Director is the committee Chair, the Chief Application Architect serves as the Co-Chair, and the primary members are the Technical Architects from each section.

### **ITID Implements Scaled Agile Methodology**

*Agile improves clarity across division's initiatives*

Assistant Director (AD) W. L. Scott Bean, III and Deputy Assistant Director Jeff Bauerlein, Information Technology Infrastructure Division (ITID), both recognized the many

challenges that come with waterfall project management. They saw a need on how the Division conducted business. Therefore, in January Bean and Bauerlein made it mandatory for the division to use the Scaled Agile Methodology.

"Based on the outcome of the National Program Review, and my meetings with units across ITID, it was apparent to me that ITID needed more communication and collaboration across work groups," Bean said.

"ITID also needed much clearer leadership regarding the priorities of the division and the branch. By adopting Scaled Agile, we are consistently talking about priorities, working more closely together and delivering better, faster and stronger solutions to our customers."

Bauerlein agrees there were many reasons to transition the division to Scaled Agile. "The biggest reasons were to: improve transparency, collaboration, communication, predictable delivery, continuous improvement, and prioritization," he explained. "Agile is not a process that we threw to the division to implement on their own. The AD and the DAD are invested in the success because the process offers us the flexibility to thrive in this ever-changing environment."

### How ITID is using Agile

ITID's leadership has aligned the entire division into 10 "Agile Release Trains (ARTs)." These ARTs work on initiatives in the form of "features" which are implemented in 10-week long release cycles. Every 10 weeks the squads in each train break down their "features" into short "user stories" which are achievable in two-week long "sprints."

Teams demonstrate the successes they have achieved during the 10 weeks to the division at the end of each release cycle. Everyone then conducts a retrospective to see what went well and what could have been done better before planning their next set of features. It's the two-week sprints and 10-week release cycles that allow ITID to constantly produce minimally viable products which can be released to end-users rapidly.

### Why Agile is working for ITID

Agile allows the division to work in incremental steps, giving each team the ability to frequently inspect and adapt to the needs as they evolve. It encourages communication across the squads and ARTs, while ensuring all of the tasks align the development with the customer's needs. Most importantly, it is creating a series of best practices that allow for the frequent delivery (weeks rather than months) of high-quality products.

"We are talking about issues and concerns much earlier in our development processes," Bean said. "More importantly, we are learning how to celebrate success with each other. ITID does an enormous amount of exceptional work, but most of that work is hidden from the view of our customers, and sometimes even hidden from our co-workers. During the release demos, everyone present gets to see the great work being done, giving us a chance to recognize the previously unsung heroes of ITID."

## Microsoft Azure Cloud Saves Precious Time

The Operations Test and Evaluation Facility, part of the Enterprise Testing Unit (ETU) (now organized under the IT Enterprise Services Division), has been at the forefront of enterprise-wide technology initiatives for years. Their latest initiative involved moving developers to the cloud. Former ETU Unit Chief [REDACTED] said the Microsoft Azure GovCloud was hosting more than 400 servers as of October 2016. By September 30, 2017, that figure had reached approximately 600 servers, not including those short-term servers built for a specific purpose and then deleted.

According to [REDACTED] "The move to the cloud has been transformative to the lab. We must constantly upgrade our equipment and expand our capabilities while keeping the budget in mind. This product helps us do both. The cloud offers on-demand access to a shared pool of configurable computing resources that we can provision and release rapidly."

In cloud computing, a self-service control console eliminates the need to install and network a new server. Also, users can add random access memory and CPU capacity as they need it – and buy more as application demands grow.

While the savings from these advantages are a great bonus, [REDACTED] considers the time savings to be the biggest advantage of cloud computing. "When we hire a development team and buy them equipment, find them a place to work, and configure a server environment for them, all that can take up to a month – and that time passes before the team writes one line of code. Through the Azure cloud, the developers can write code within a day," [REDACTED] said.



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## IT Project Management (ITPM) Toolkit Available

The IT Project Management Support Unit (ITPMSU) within the ITB's Executive Staff Section promotes best practice standards for managing ITB investments and projects. The ITPMSU is responsible for measuring the performance of ITB investments, and collaborating with ITB project managers to ensure effective delivery of completed projects. To help with this, ITPMSU created the IT Project Management (ITPM) Toolkit.

The ITPM Toolkit is a collection of enterprise standards and industry best practices focused on delivering projects, products, initiatives, proof-of-concepts, etc. with effectiveness, efficiency and transparency. The best practices or standards are in the form of guidance, tools, templates, or links to the authoritative source of information needed for successful IT delivery.

The three types of artifacts for effective project management are:

- **Required:** Help to achieve project success and include the Mission Need Statement, Project Charter, Project Management Plan, Project Schedule, and Spend Plan and Budget.
- **Recommended:** Should be considered for any initiative undertaken and include the Concept of Operations, Authorization to Proceed, Bureau IT Knowledge Repository Registration, and Communication Management Plan.
- **Situational:** Can be required or recommended; it depends on the artifact and the situation (e.g., a Statement of Work is required whenever the work is performed by a contractor).

This toolkit will expand and mature as collaboration continues with Branch Program Management Offices (PMOs) and Program Management practitioners. It is not meant to replace Life Cycle Management best practices for currently established PMOs, but was created to provide useful tools and resources for non-established PMOs.

## ITADD's Pathfinders Initiative is moving the FBI's Data and Applications to the Cloud

The ITADD's Pathfinders started as an experiment with enterprise commercial cloud adoption. Many groups within the FBI were already using cloud in some ways, mostly for development with their application teams. The

Pathfinders built upon this experience and is encouraging the organizational processes, procedures, and services to be more responsive and embrace the having applications and data in the commercial cloud as a common practice. The Pathfinders are working with the ITID's Cloud Program Management Office to document and incorporate lessons learned. The expectation is that these Pathfinders will bring light to organization changes that must occur in order to enable broader adoption and easier use across the FBI.

Currently, the Pathfinders team is exploring cloud capabilities with Amazon Web Services. The team has also identified and is working closely with applications that will be hosted in the cloud: [REDACTED]

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The work of the ITADD Pathfinders is very timely, given the pending data center consolidations. The closing of the Site 73 data center will affect system owners regardless of where they host their products (in the cloud or in a data center). The Pathfinders are educating system owners about the commercial cloud options for hosting their systems. The team is also working with their ITID and Office of the Chief Information Officer's (OCIO's) cloud partners to ensure the architecture, costs, and accreditation will work for the FBI.

The OCIO supported this effort with seed funding which is divided among the different projects. Projects are also actively pursuing funding plans as they move beyond proof of concept and minimally viable products to ensure longevity of these applications.

## Personal Contact Update Sub-System (PCUS)

The Security Division and the ITB collaborated to simplify and enhance how FBI personnel update their contact information. Effective Dec. 5, 2016, what [REDACTED]

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## Behind the Scenes of ITB - Project 780 Computer Refresh

Stacks of newly imaged computers neatly line the walls of a small room in the J. Edgar Hoover Building in Washington, D.C. Above each stack is a hand-written sign which says "done" and the locations of where these computers will soon be delivered. Between this small room, and a room a couple of floors below, more than 2,100 computers will have been imaged before they are delivered throughout headquarters and surrounding off-sites.



*Stacks of computers line the halls of the J. Edgar Hoover Building, Washington, D.C. This is step one of a four-part process to conduct an FBI-wide computer refresh. IT Specialists will replace more than 2,000 computers across the FBI during Project 780. Photo courtesy of [redacted]*

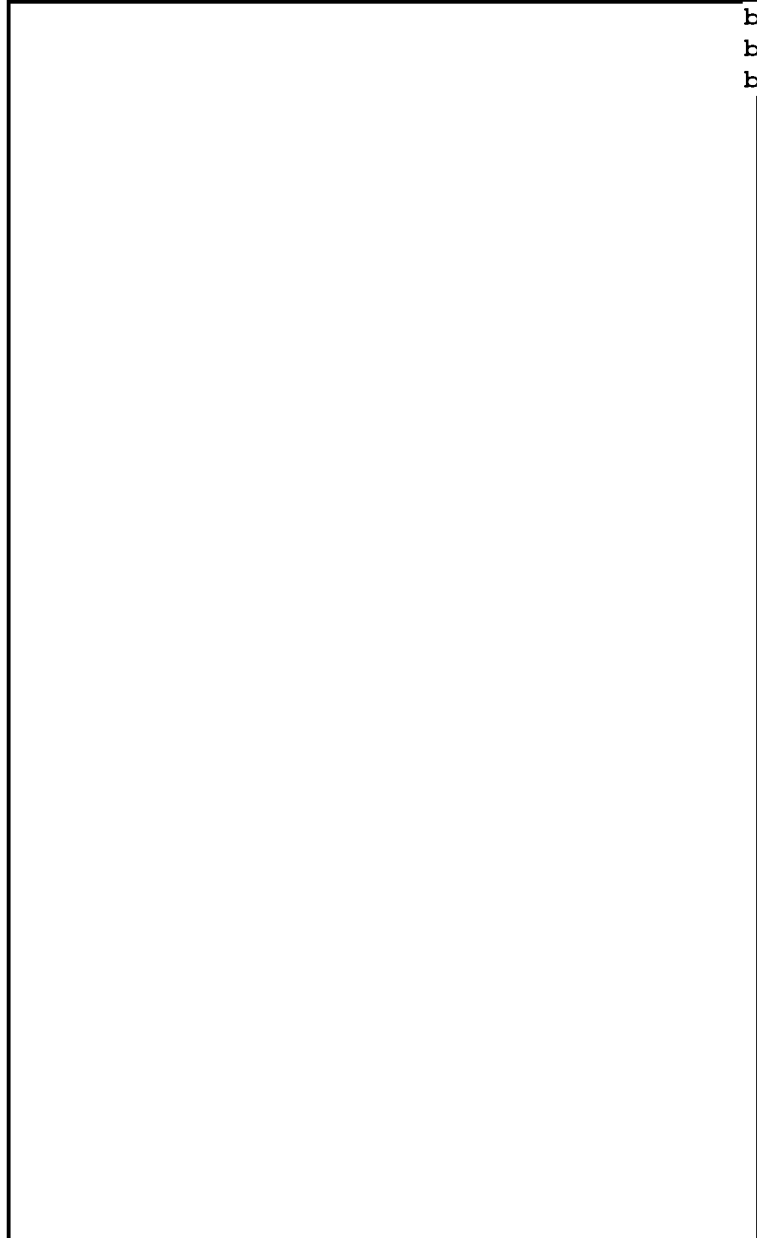
The ITESD's Enterprise Operations Section (EOS) ITB, started "Project 780 Refresh" in December 2016, due to many of the Dell 780 computers' warranties expiring. They are already a little more than halfway done, and at the pace they are moving, they are projecting completion months ahead of the section's original goal of August 2017.

"I've done three refreshes in the past, and we have always finished ahead of our goal," said [redacted] Supervisory IT Specialist, EOS, ITESD. "This is the greatest group; they work very hard."

Some field offices (FOs) are also receiving computers for the refresh. Computers are sent directly to FOs. IT Specialists (ITS) image, swap out, and install new computers and third-party software (as needed), and connect printers.

[redacted] team works together each week to prepare the next batch of computers slated for employees working in Headquarters and surrounding offsites. It all starts with the delivery of 72 to 108 computers each Tuesday and Thursday. It takes approximately 40 minutes for a team of about seven people to "unbox" each shipment of computers.

As the computers are removed from the packages, the unique F-number (asset tag) is scanned in by the EOS Lead ITS, [redacted]. The scanning is used for three reasons:



"All computers will reach their end-of-life cycle sooner or later, and when they do, it's out with the old, in with the

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new," said Watson. "We strive to work with others to keep computers updated. This is and always has been a team effort. No one group can do it alone."

## Migration of Data from Automated Case System to Sentinel Complete

After more than two years, the Sentinel team from the IT Applications and Data Division's Case Management Application Section has completed the migration of all Automated Case Support System (ACS) data. This migration, started in October 2014, brings all case information into one place -- Sentinel, the FBI's centralized and consolidated case management system.

Throughout the duration of this project, a team of approximately 20 people ensured the relocation of more than 10 million cases, 124 million serialized documents, and 107 million Universal Index (UNI) records. In addition, 10 million attachments and 4.2 million evidence items were relocated.



When Sentinel was first introduced in July 2012, agents, analysts, and professional staff used a search function that required Sentinel to go into ACS to retrieve legacy case information. Additionally, Sentinel users were required to manually transfer individual cases from ACS. Now, the FBI workforce can upload and view all case information in a single location.

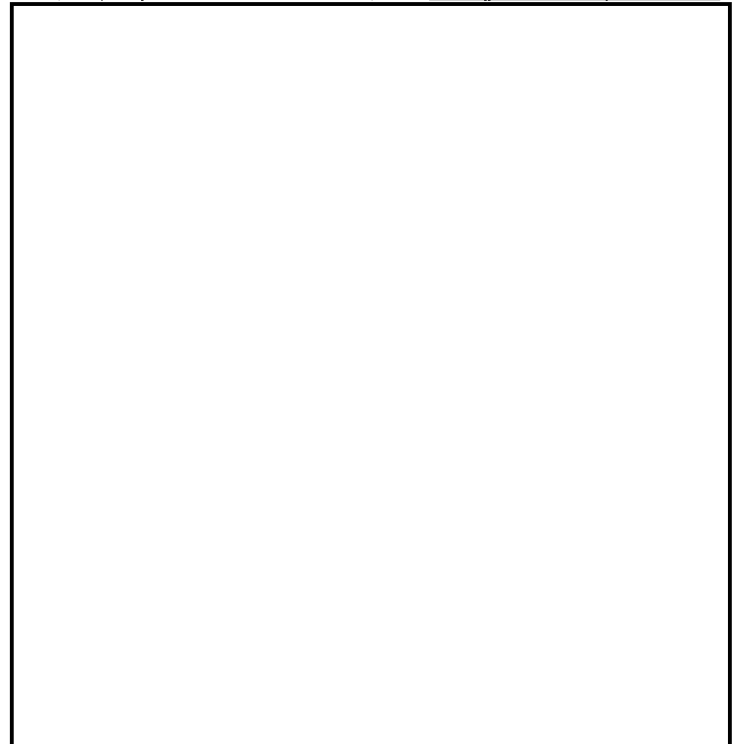
Compared to ACS, Sentinel reduces the administrative workload, increases the efficiency to access, and boosts the availability of data to all FBI employees. Sentinel further enables information sharing within the Bureau and with law enforcement and Intelligence Community partners.

The absorption of ACS data into Sentinel created many additional benefits:



## A Brief History of ACS

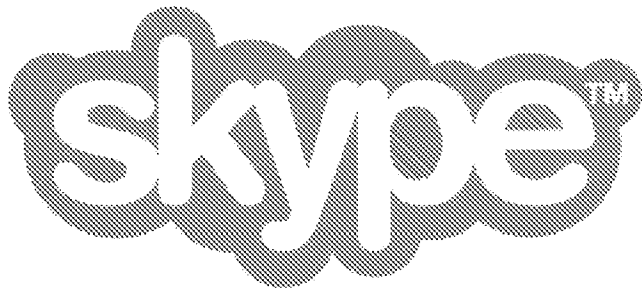
ACS, deployed in October 1995, was





## New Skype Enhancements

During June 2017, the ITB deployed new enhancements to Skype (formerly referred to as Lync) on FBI Net computers. Enhanced features included:



### Secure Phone Numbers/Enterprise Voice

FBI Net users were automatically assigned a secure phone number in Lync, giving them the ability to receive or make secure Skype calls to phone numbers outside of the FBI if the caller on the other end has the same classification as FBI Net.

### Voicemail Enabled for Lync/Skype Calls

Skype offers the ability to record voicemail, which is saved to the user's Outlook "Conversation History" folder.

### Secure Phone Dial-in Conference

External organizations with secure phone capabilities can now join FBI Skype meetings. The organizer provides a Secure Phone Dial-in Number ("Bridge Number") and meeting ID to organizations outside of the FBI.

# Awards, Recognition, and Training



## Director's Award for Excellence

### Outstanding Information Management

Four IT Applications and Data Division employees received the 2017 Director's Award for Excellence for Outstanding Information Management. The award, presented on Nov. 1, 2017, at DAR Constitution Hall, Washington, D.C., recognized their work on the Background Investigation Contract Services Unit (BICS) Online Transfer System (BOLTS).

Information Technology Specialist (ITS) [redacted]

ITS [redacted]  
ITS [redacted]  
ITS [redacted]

Other BOLTS team members include:

ITS [redacted] Security Division (SecD)

ITS [redacted] SecD

Management and Program Analyst (MAPA) [redacted]  
[redacted] Finance and Facilities Division

Unit Chief (UC) [redacted] SecD

ITS [redacted] Criminal Justice Information Services Division (CJIS)

Personnel Security Specialist [redacted] SecD

UC [redacted] SecD

Supervisory Personnel Security Specialist [redacted]

[redacted] SecD

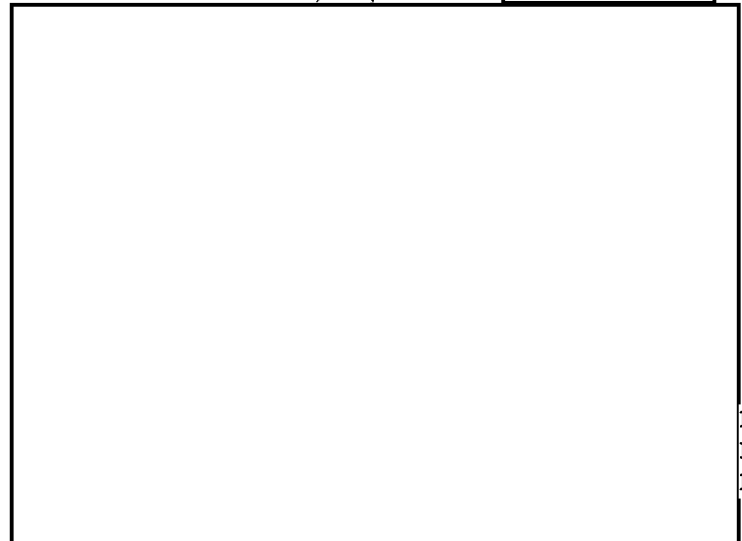
Supervisory ITS [redacted] Las Vegas Field Office

MAPA [redacted] CJIS

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The 2015 security breach of the Office of Personnel Management's Personally Identifiable Information (PII) data was the catalyst to ensure that the FBI went above and beyond in securing all PII data in an unclassified environment. Employees from the Information and Technology Branch and the Security, Finance, and CJIS divisions joined forces to transform an unsophisticated, paper-intensive, slow process to a next-generation automated system that provides top-notch security and operational efficiency—while saving the FBI more than \$1.2 million. The team overcame numerous security challenges to create a unique system, which stores data on the FBI's secret network and only transmits to an unclassified system upon request.

The team created BOLTS, a system that [redacted]



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## Executive Assistant Director (EAD) Awards

In Fiscal Year 2017, five employees received awards from the EAD for outstanding service and performance.

### Exceptional Performance Award

[redacted] TB Front Office

### Performance Award

[redacted] IT Applications and Data Division

### Incentive Awards

[redacted] TB Executive Staff Section

[redacted] IT Infrastructure Division

[redacted] IT Enterprise Services Division

## Exceptional Performance Awards

### ITID



Left to right, Awardees

Not pictured:

The Exceptional Performance Awards are intended to recognize and award a small population of General Schedule employees who display sustained exceptional performance and receive an outstanding rating on their Performance Appraisal Report.

The Award also supports the Director's Program Initiatives, Performance Management Program Initiative, as it reinforces the direct correlation between performance and award, and encourages a culture of differentiating performance. Recipients received a single monetary payout corresponding with their grade, as well as a presentation folder containing the Medal of Excellence.

Those chosen to receive ITID's Exceptional Performance Award were:

## Information Technology Applications and Data Division

### Assistant Director Award for Innovation 1st Quarter Fiscal Year (FY) 2017

Oracle Application Express (APEX) Zero Downtime

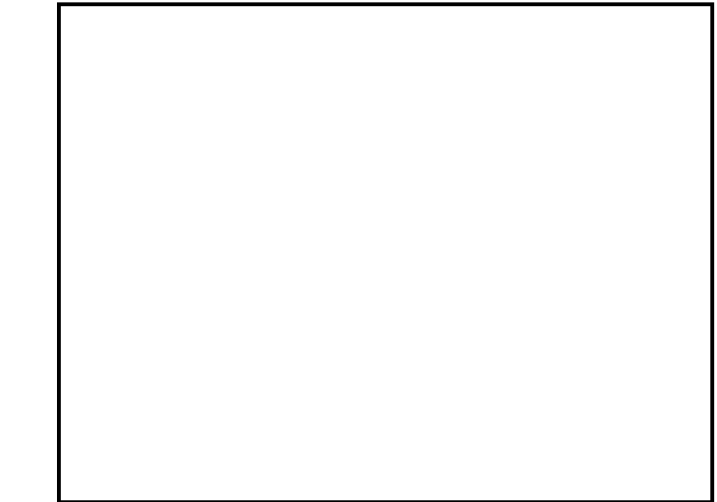
APEX Project Manager:

APEX Technical Lead:

The IT Application and Data Division's Investigative and Intelligence Applications Unit (IIAU) uses the APEX to rapidly develop business applications for FBI investigative and intelligence application owners. Supporting the division's goal of agile development and deployment of

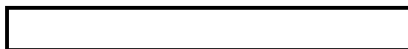
applications, IIAU

Technical Lead researched and developed a method for deploying enhancements to APEX applications that requires zero downtime, allowing a seamless user experience. With the creation of this capability, IIAU can:



The APEX tool makes it possible for the developer to implement a change in production within hours and, in some instances, within minutes, depending on the complexity of the request.

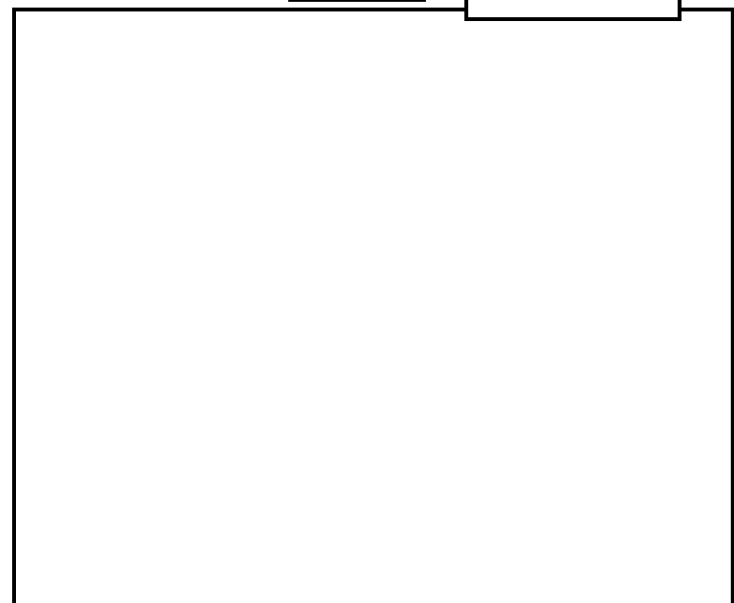
### Assistant Director Award for Innovation 2nd Quarter FY 2017



Leader:

Team:

The newly developed



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IT Infrastructure Division/FBI Automated  
Messaging System

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DI/Strategic Intelligence Unit

CMAS/Delta

## ITB Employee Awards

ITB employees received:

- 229 On-the-Spot Awards
- 179 Time-Off Awards
- 52 Incentive Awards

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Employees were recognized for their individual performance, service, leadership, and teamwork.

## Government Employee Training Act (GETA)

GETA training provides professional development training opportunities for FBI employees. Training must be related directly to documented duties and/or collateral duties as assigned.

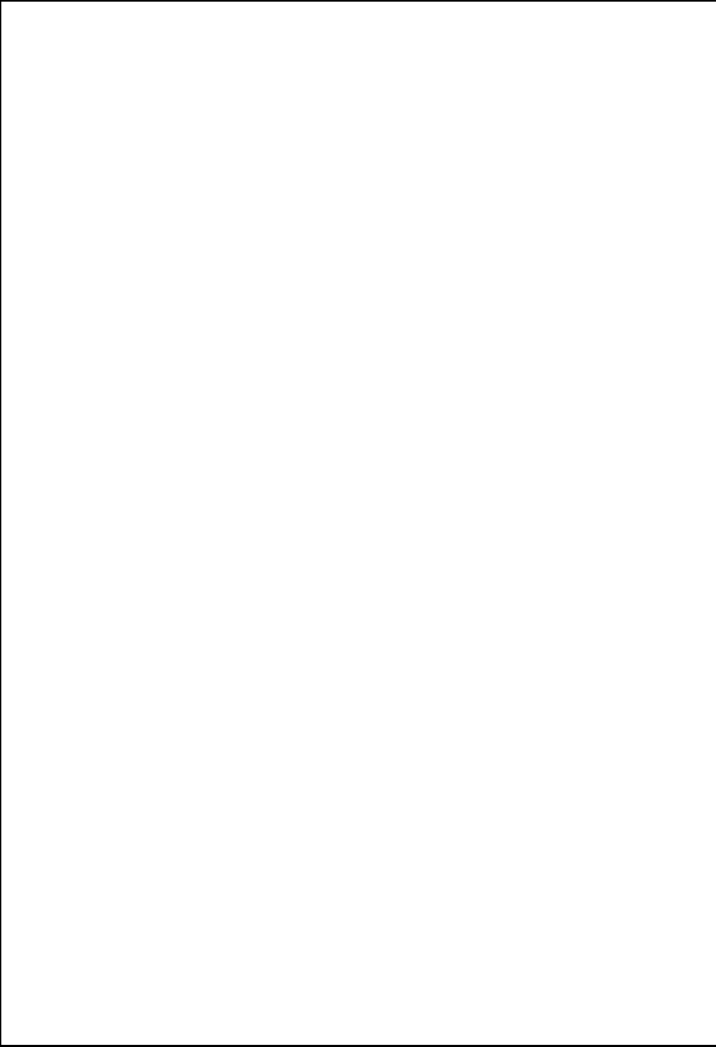
Consideration for all training requests is based on supervisory approval, employee work demands, GETA program manager approval, and financial resources available at the time of the request.

For Fiscal Year 2017, 444 ITB employees were approved to attend GETA-funded training.

## Enterprise Data Analytics Section (EDAS) Training

The Analytical Tools Support Unit (ATSU) within the EDAS of the Information Technology Applications and Data Division offers training to FBI employees on the many analytical tools developed and managed by EDAS.

ATSU provides instructor-led and webinar-based training on 10 FBI applications and databases managed by EDAS to include:



Instructors who are subject matter experts in the applications managed by EDAS travel to FBI FOs and headquarters divisions to provide training and awareness to agents, task force officers, and intelligence personnel. ATSU also offers individual or group webinar training.

The standard training classes are three days, but ATSU can customize the program to a one-day session, when needed.

During each session, instructors deliver personalized, hands-on instruction needed for students to leverage the application or database. Subject Matter Experts from EDAS are also available to assist FOs with case data upon request.

In Fiscal Year 2017, the ATSU provided 501 classroom and webinar classes to 5,794 students. In addition, they provided on-site, instructor-led training to personnel in 26 FOs and resident agencies. This training keeps the FBI workforce sharp and proficient in the IT tools which support national security, criminal, and intelligence collection missions. Anyone in the FBI workforce who uses any of the EDAS programs or applications to execute the FBI's mission can request this training.

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# Collaborative Forums and Events

## Enterprise Operations Center (EOC) Opens Two New Facilities



*ITB's Executive Assistant Director (EAD) James Turgal, Jr. (center), cuts the ribbon signifying the opening of the new EOC in Chantilly, Va., May 5, 2017. Holding the ribbon (from left to right) are [redacted] General Dynamics IT, [redacted] Net-Centric Enterprise Solutions; Jeremy Wiltz, Assistant Director (AD), ITESD, ITB; and [redacted] Unit Chief (UC), EOC, ITESD, ITB. The EOC has approximately 70 employees who work in two locations in Virginia and Texas. Although the ribbon cutting took place in Virginia, the event celebrated the opening of a new facility in Texas as well.*

The Enterprise Operations Center (EOC), IT Enterprise Services Division, ITB, held a ribbon-cutting ceremony to officially open two new facilities in Chantilly, Va., and Fort Worth, Texas. The ceremony was held at the EOC's Chantilly facility on May 5, 2017. More than 70 FBI personnel and contractors will now work in these state-of-the-art facilities.

"It makes a difference to have a good facility," said James L. Turgal, Jr., ITB's EAD, during the ceremony. "We've made some outstanding strides over the last year."

It was a long process leading up to the ribbon-cutting ceremony. As with any construction project, there were some unforeseen setbacks and security concerns with many of the proposed locations, taking months to find suitable sites. However, once sites were located and the renovation plans approved, the delays proved beneficial.

"Both sites were complete 'gut' jobs, which worked to our benefit," said [redacted] Supervisory IT Specialist (ITS), EOC, ITESD, ITB. "We were able to ensure we met all of the security requirements and build out the sites to our desired specifications."

Although it took more than a year for the new facilities to be identified, built, and certified for use, [redacted] UC, EOC, ITESD, ITB explained the EOC staff was able to move into each facility over the course of a weekend.

"This move represents a true partnership between the government employees and contractors," said Jeremy Wiltz, AD, ITESD, ITB, during the ceremony. "When we made the move, it was seamless—with minimal to no disruption to IT service. Our customers were calling and putting in service tickets, and our team was still able to execute the mission."

Even during the transition, the team continued to execute their daily workload. And now that they are able to enjoy the new facilities, the EOC team is happy to come to work; their morale has improved, explained [redacted]

To outsiders walking through the new facilities, it may look like an ordinary office space. But for those who worked in the old facilities, the difference between the old and new workspaces is incredible.

The new facilities feature shorter cubicle walls and an operations center, providing command and control of daily operations.

"The layout provides our techs the environment to successfully perform their job," said [redacted] ITS, EOC, ITESD, ITB. "The updated desk configurations allow for better communication between the techs, which ensures all staff are aware of major issues as a whole."

Additionally, the EOC continues to have the ability to hand over the mission from Chantilly to Fort Worth (and vice-versa) in the event a facility needs to be closed. This allows a continuity-of-operation capability to ITB's mission-essential function of providing IT Service Desk operations to FBI employees 24 hours a day, seven days a week.

## Application Development Day

In September 2017, the IT Applications and Data Division (ITADD) hosted Application Development Day. This inaugural event brought together application development teams from across the FBI to talk about their successes and challenges using multiple development environments. This full day event was an opportunity to bring developers together and enabled development centric discussions,

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team networking, and information sharing across teams. Presenters included teams across ITADD, as well as teams from the Operational Technology Division, Criminal Justice Information Services Division, Cyber Division, Terrorist Screening Center, and the Training Division who shared common stories and challenges. Additionally, discussions centered on each team's respective development stacks, methods, processes, platforms.

Participants left with a better understanding of common enterprise challenges resulting from the silo based development between the teams. Noticeable themes and common challenges exist for development teams across the FBI which need to be reviewed to support the changing dynamic development landscape.

ITADD looks forward to continuing the development discussion generated during this first event. The division is looking for new themes, topics, and suggested changes to promote a vibrant development community who continues to interact and communicate at the product and individual levels. Division leadership expressed the need to keep development networks intact so that each product and developer succeeds in their respective mission endeavors.

ITADD leadership was very pleased with the inaugural app development day and already has plans for a follow-up event in 2018.

## ITB Field Integration Program (IFIP)

In the spring of 2017, the IT Applications and Data Division sent two senior employees to the Columbia Field Office (FO) and the Charleston Resident Agency (RA), both in South Carolina, as part of the ITB's IFIP.

Derived from the Supervisory IT Specialist Rotational Shadow Program, the IFIP allows participating ITB staff to have personal interactions with field staff, allowing both parties to discuss IT issues from both the field and headquarters perspectives. The exchange of information between the end users and IT leadership enables senior ITB staff to see how IT products and services are used daily by those in the field.

IT Specialist [redacted] from the Enterprise Data Analytics Section and Unit Chief [redacted] from the Enterprise Applications and Database Services Section spent four days in South Carolina seeing first-hand the daily operations of both offices.

According to [redacted] the Columbia FO and the Charleston RA locations perform a variety of missions that vary from investigating dog fighting to money laundering; focusing

primarily on crimes in the local area. Neither [redacted] nor [redacted] had any expectations for what was going to happen during the trip.

## Situational Awareness Briefing

This visit, although brief, gave [redacted] the opportunity to see how existing enterprise information technologies support investigations, conduct analyses, and surveil subjects. The insight they gained during this trip can help determine how future enterprise solutions are designed and built.

"These locations rely heavily on enterprise applications like Sentinel, the [redacted] and the [redacted]" said [redacted] "The most needed improvement is to upgrade the network infrastructure to improve the connectivity to these vital applications. It would also be great if we had more applications accessible on the unclassified network, because these agents spend much of their time outside of the office."

Many of the lessons [redacted] brought back with them came from participating in a series of operational activities. They witnessed a Special Weapons and Tactics exercise with a simulated hostage scenario; a Special Surveillance Group monitoring and reporting on law enforcement targets; and conducted interviews with a team that was reviewing Title III wiretap recordings.

"Given the opportunity to witness all of these operational activities really drove home the need for more mobility options in our field offerings," said [redacted] "From more rapid deployment of the latest mobile phone technology, to more wireless options for remote monitoring of hostage situations, our field personnel need greater mobility and flexibility."

Participating in the training activities provided some insight into how IT is used by these offices. However, taking the time to speak with the people who do the job on a daily basis was an even more important part of the trip.

[redacted] conducted more than 20 interviews with employees across all job categories at both locations. This provided a more functional, operational, and personal perspective on how IT is being used.

They also collected performance measures on routine IT system metrics such as: timing information for logins, conducting searches, and downloading files. They were also able to see how an entire suite of applications and technologies were being used daily.

"The trip was a great success," said [redacted] "Collecting data showed us not only the underlying infrastructure

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supporting the overall user experience, it developed an understanding of how current applications are being used to support the mission. An important finding is that many users have not been formally trained on enterprise IT solutions. We need to fix that."

In addition to gathering valuable data and insights, they were also able to share information about [REDACTED]

"Neither [REDACTED] nor I had ever been to a field office in our time at the FBI," said [REDACTED] "This trip really opened our eyes to the operational impact FBI IT has on our field personnel, both positive and negative. IFIP is an excellent way to continue improving our IT for maximum operational benefit. More HQ ITB staff should be afforded this opportunity so that we can all positively answer the question 'What have you done to help the field today?'"

This is not the last trip senior ITB staff will take to the field through the IFIP. ITB is currently looking to continue the development of IFIP, as future field office visits are being considered. Previous IFIP trips in 2016 were to the Richmond, Charlotte, Chicago, and Atlanta FOs.

## Behind the Scenes: Houston ITS Team Supports Super Bowl 51

It was the day football fans had waited for all season... Super Bowl 51. While many FBI employees sat in the comfort of their homes or at Super Bowl parties watching the miraculous comeback the New England Patriots made to secure the win there was a team of IT Specialists (ITSs) working behind the scenes to support the event.



The Houston ITS team [REDACTED] which falls under the [REDACTED] and is supervised by Assistant Special Agent in Charge [REDACTED] provided IT and networking support to multiple agencies supporting the game.

[REDACTED] Supervisory ITS (SITS) of the Houston Division explained the support his team provided to ensure the missions of the multiple agencies, before and during the game, were completed successfully. The multi-agency operation included tasks such as [REDACTED]

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*Members of various federal and local agencies scan for possible threats during Super Bowl 51 in the JOC, which was located in the Houston Division. Photo Courtesy of SITS [redacted] Houston Division.*



According to [redacted] Houston is no stranger to big cases or events, and big cases or events means there will be a need for IT support. The division has hosted the Super Bowl once before, as well as the World Series, Final Four, and large cases such as Bigger Game. To date, he believes this particular Super Bowl was the biggest event the division has supported. "We pretty much stay in the shadows, but there is not a case or investigation that the ITSs haven't touched in some form," [redacted] said.

[redacted] team, which consists of a [redacted] [redacted] came together and never missed a beat," he said. "Our team definitely has a "can do, will do" attitude. I couldn't be prouder to be a part of this team."

It may be back to the day-to-day operations for [redacted] and his team, but the benefits of participating are still evident. The Houston IT team provides hardware and network support for more than [redacted]

"We worked with people in both federal government and public sectors, and we now know many more folks in the EOC that we can network with in the future," said [redacted]

The Houston Team has officially passed the torch to the Minneapolis Division, who's on tap to support Super Bowl 52.

"I asked SITS [redacted] and Supervisory Administrative Specialist [redacted] (former ITS) from the Minneapolis Division to come visit so they could see what I was able to see the year before," said [redacted] I hoped that attending this event will somewhat assist them with their planning for next year's Super Bowl. It is amazing how many man hours it takes to pull one of these events off, and the lessons learned as we made it through the final whistle."

## Boston Move

In early November, 25 IT Specialists (ITS) from across the FBI teamed up in Boston to help the field office move to a brand-new location in Chelsea, Mass.

This was no small feat, as the Boston Division employs more than 400 employees. It took the ITS' three days to dismantle and pack all the IT equipment in the old office, then unpack and set it back up in the new space.

[redacted] Northeast Regional IT Program Manager, said having the broad range of experience from across Headquarters and the field offices was extremely helpful.

"Some had previously been involved with other office moves and presented suggestions along the way based on their experiences," said [redacted] "From bubble-wrapped knees to cuts and bruises, the determination to get all the IT equipment ready for transport, moved, and set up in the new building within a few days – and ready for the Boston employees to log in on Monday morning – was incredible."

Boston's Supervisory ITS, [redacted] echoed [redacted] sentiments regarding the team's hard work: "The post-move Help Desk had less than 30 computer setup-

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related calls on Monday. That is a testament to the quality work done by every team member. Boston's Special Agent in Charge, Harold Shaw, personally thanked the group. He said the Boston division would not have been fully operational on Monday morning without the Herculean effort that was put forth by the group."



*ITs who helped with the move (in alphabetical order):*



## ITESD Improves Legat's workspace

Sometimes it's the little things that make a big difference.

Imagine...each day you walk toward your office, knowing as soon as you open the door you will be hit by a wave of heat and noise coming from the communications cabinet located in your workspace. Each day your small team and you make every attempt to stay cool and block out the racket. It's safe to say, this is not the best work environment for your team or you.

On top of those factors, you are working in another country in a building not owned by the FBI. Additionally, any physical IT support you may need has to be provided by an IT Specialist located in the United States. The reality is, when your team requests physical IT support for any issue that arises, it takes planning and coordination for everyone involved.

To most people it probably seems like the solution to this problem is relatively simple - move the communications cabinet to another room. That turned out to be easier

said than done. [REDACTED] Supervisory Special Agent, Representative to U.S. Africa Command, spent more than three years trying to get approval to move the cabinet into another room.

When it comes to moves like this, there is usually only one agency approving the request to move assets. However, in this particular case, [REDACTED] team is located in a building run by the Department of Defense (DoD). It took multiple steps to get both agencies to understand why he was requesting the cabinet move, but finally the move was approved.

On Friday, Feb. 24, 2017, a team consisting of Assistant Section Chief [REDACTED] ITESD; Electronics Technician (ET) [REDACTED] ET Operations and Development; and [REDACTED] TS, International Services Unit, landed in Germany, ready to work.

"From the moment [REDACTED] arrived in Stuttgart, they were on a mission to complete the communications cabinet move from our office to a telecommunications room," said [REDACTED] "They worked 22 hours the night they arrived, taking no breaks or even stopping for meals."

[REDACTED] explained the team then worked another 20+ hours Saturday into Sunday to ensure the job was completed and did not disrupt DoD partners as they started to come back into work on Monday.

"I was going in with the impression that moving a communications cabinet in a Legat is easy to do," said [REDACTED] "I thought we should be done in say, an hour, or so...two, tops, then ensure everything is operating properly and leave. Boy, was I wrong!"

[REDACTED] explained the move took longer than expected because the team had to [REDACTED]



[REDACTED] In total, the team spent about 48 hours working over the weekend to complete this project by Monday.

There were also some unexpected issues that came up during this process.

"They were presented with a string of unanticipated challenges and problems," said [REDACTED] "For example, [REDACTED] realized the wrong connectors were sent out for the SCION patch panel. He improvised a system and solution which was able to get all our SCION systems up and running. While not a permanent solution [REDACTED] did everything in his power to ensure that we have no unnecessary loss in productivity."

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Not only did the team find solutions for issues that came up while executing the move, they also did their best to fix current issues and anticipate future needs of the team.

[ ] made sure that the little things which eat up our time on a daily basis were fixed," [ ] said. "Every 'what if,' or 'can I,' or 'how do I...' I threw at [ ] was met with a professional, prompt and thorough response."

[ ] wasn't surprised that [ ] and [ ] were able to provide phenomenal customer service while knocking this project out.

"This is what they do," she said. "They go in on a Friday night and work to make sure that everything is done and tested before the customer returns to the office on Monday. Never once, when asked to do something, did they say 'it's not in my swim lane.' They just did it and moved on to the next task."

That was something [ ] noticed as well. "Everyone pitched across the board to share the load and accomplish the mission," he said. "It was 100 percent, all hands on deck, do whatever it takes to get the job done."

[ ] attributes the success of this move to [ ] and [ ] hard work over the weekend.

"I can't thank the team enough for the customer service that they showed when moving the cabinet," said [ ]  
 "We, as a unit, are always working to ensure that everyone has a good customer service experience. [ ]  
 are just two of the many great people who support Legal Attaches' around the world. I am very proud to work with such great people and be a member of ITB."

## Annual Continuity of Operations Exercise

During the 2017 spring/summer season, more than 90 employees and contractors from ITB participated in the annual Continuity of Operations (COOP) exercise and visited the continuity facility in Winchester, Va.

COOP is a federal initiative, required by Presidential directive, designed to ensure agencies can perform their essential functions during all hazardous events. This includes localized acts of nature, accidents, and technological or attack-related emergencies. The FBI uses proper continuity planning and program management utilizing the four pillars of COOP: leadership; staff; facilities; and communications to support the performance of the agency's mission-essential functions and essential tasks.

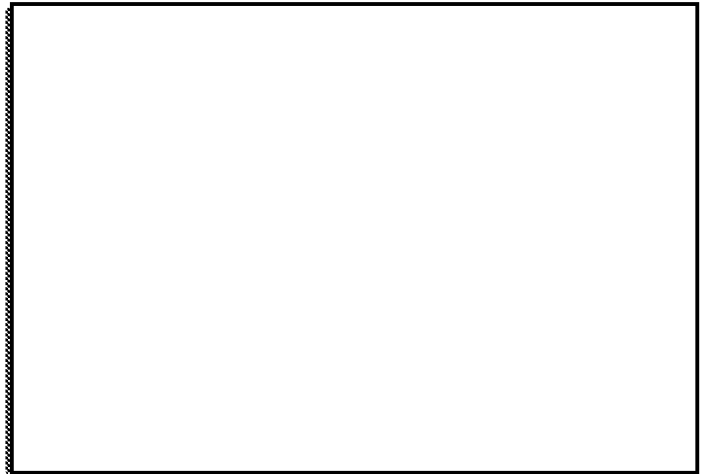
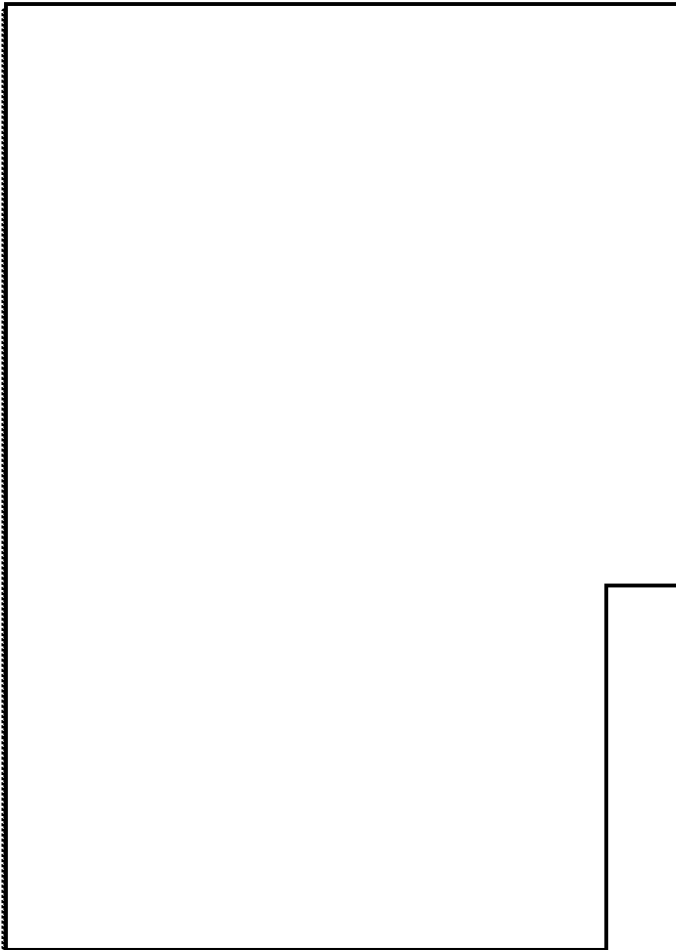
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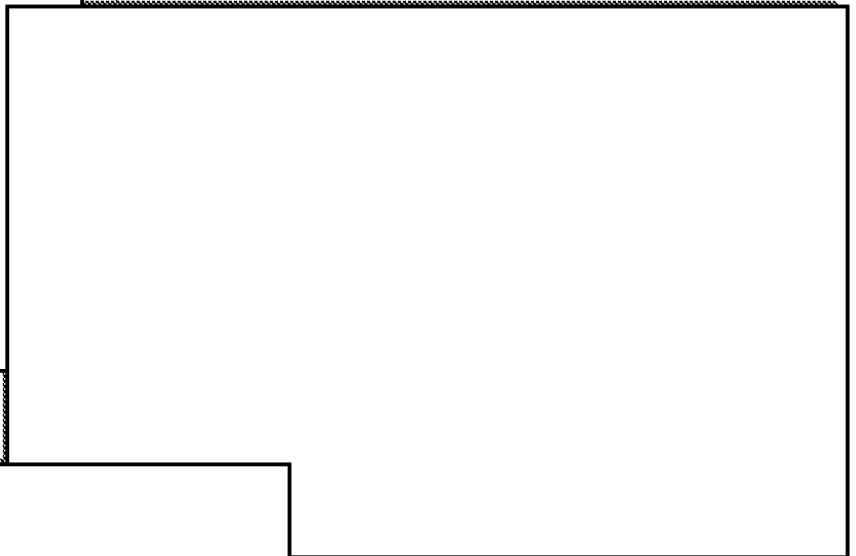


## FBI Family Day

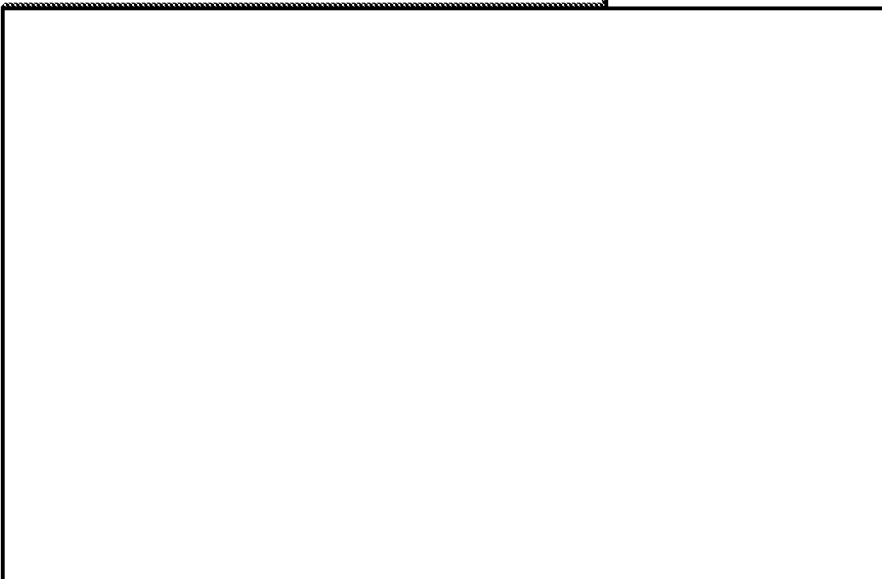
The FBI hosted its annual Family Day on June 30, 2017, at the J. Edgar Hoover Building. The theme for this year's event was "Super Hero."



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