



# Strategy Markup Language

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Maturing Social Networking Services  
for Machine Readable Government and  
the Strategic Semantic Business Web

Strategic Planning Innovation Conference  
December 9, 2011

# Introduction

- StratML Definition, Focus, Intent & Status
  - StratML Parts 1 & 2
- Machine-Readable Government
  - StratML Part 3
- Immaturity of Social Networking for Business
- StratML Tools & Prototype Services
- What StratML Can Do for You
- Needed Applications & Services
- How You Can Help

# Definition

- Strategy Markup Language (StratML) Part 1 is an XML vocabulary and schema for the elements commonly contained in strategic plans.
- StratML Part 2 extends Part 1 to include the additional elements required for performance plans and reports.
- Part 3 and perhaps additional parts will incorporate additional elements that, while not deemed essential, may add value to the core elements of strategic and performance plans.

# Focus & Intent

- Although the initial focus has been on the plans U.S. federal agencies are required to compile and maintain under the Government Performance and Results Act (GPRA), the intent is for StratML to be adopted as an *international voluntary consensus standard* for potential use by:
  - All organizations worldwide, as well as
  - Individuals who choose to lead mission/goal-directed lives.

# StratML Part 1

## Strategic Plans

### Core Elements

1. Organization
2. Mission
3. Vision
4. Value
5. Goal
6. Objective
7. Stakeholder

### American National Standard

- ANSI/AIIM 21:2009

### International Standardization

- Project# ISO/NP 17469-1

### Prototypes

- [Tools & services](#)
- >750 [StratML docs](#)
- Incorporation into [Performance.gov](#)

# StratML Part 2

## Performance Plans & Reports

### Additional Elements

- **Stakeholder Roles**
  - Performer or Beneficiary or Both
  - Named and Described
- **Performance Indicators**
  - Target & Actual Results
    - Start & End Dates
    - Inputs, Outputs, Outcomes & Processes

ANSI/AIIM 22:2011

# StratML Part 2

## Performance Plans & Reports

- Metric - At least one Objective **should** be included and a Metric **should** be associated with it.
- Outcome - At least one desired Outcome **should** be specified, because no organization should exist solely for self-serving purposes.
- Output - The Outputs required to achieve the desired Outcome(s) **should** be specified.
- Input - The Inputs required to produce Outputs **should** be specified.
- Process - The Processes required to produce Outputs and Outcomes **should** be specified.
- Stakeholder - At least one Stakeholder of the performer type should be identified, although the named performer may be an organizational role rather than a particular individual.

# Machine-readable Gov

## GPRAMA Modernization Act (GPRAMA)

Public Law No: 111-352, January 4, 2011

Amended the Government Performance and Results Act of 1993 ([GPRA](#))

[Section 10](#) of GPRAMA:

... each agency ... shall ... produce [strategic and performance] plans and reports in searchable, **machine-readable** formats ...

**StratML is such a format**

# StratML Part 3

## Candidate Elements

- GPRAMA – Machine-Readable Plans & Reports
- Geospatial Referencing
  - Organizations, Goals, Objectives & Stakeholders
- Citation of Legal or Other Authorities
  - Laws, Regulations & Policies
- Categorization of Goals, Objectives & Performance Indicators
  - Under Various , User-Determined Taxonomies
- Documentation of Relationships
  - Among Goals, Objectives & Performance Indicators
- Strategy Formulation Frameworks & Methods
  - SWOT &/or PEST
- Documentation of Organizational Core Competencies & Value Propositions
- Etc.

Part 3 is Under Development – Participation is Open & Welcome

# FaceBook

The screenshot shows a Facebook profile for Owen Ambur. The top navigation bar includes the Facebook logo, a search bar, and the user's name 'Owen Ambur' with links for 'Find Friends' and 'Home'. The profile header features a large profile picture of Owen and Diane Ambur, the name 'Owen Ambur', and a bio: 'Has worked at Senator James Abdnor', 'Studied Sociology at Augustana College', 'Lives in Hilton Head Island, South Carolina', 'Married to Diane Ambur', 'From Presho, South Dakota', and 'Born on September 24, 1950'. There are buttons for 'Edit Profile' and 'View As...'. Below the bio is a row of five smaller photos. The main content area has a 'What's on your mind?' text box and an 'Update Status' button. A post by Loree Ambur from September 26 at 1:52pm says 'It's been a year since you all were here...that went fast! Enjoy a whole new year.' A post by Owen Ambur from September 26 at 6:51pm says 'Unbelievable, isn't it ... how fast time flies. Glad we were finally able to hook up with some more of the Wests in CA.' On the right, a 'People You May Know' section lists Mary Meadows Stanley (19 mutual friends), Clint Roberts (19 mutual friends), Ambur West (5 mutual friends), and Allison Weissman (2 mutual friends). The left sidebar contains navigation links: Wall, Info, Photos (13), Notes, Friends, Subscriptions, and a 'Married to' section for Diane Ambur.

What we *look* like & what's "on our mind"

# Linked In

LinkedIn Account Type: Basic Owen Ambur Add Connections

Home Profile Contacts Groups Jobs Inbox Companies News More People Search Advanced

Connections Imported Contacts Profile Organizer Network Statistics Add Connections Remove Connections

Share your phone, IM and more with your connections. Update it now »

Filter Connections Select: All, None

Filter	Name	Title	Count
All Connections (568)	Abdnor, Lea	Public Policy Professional	20
Tags	Acar, Suzanne	Enterprise Data Strategies Executive - Department of Justice	308
partners (217)	Adams, Bill	President - American entertainment management	500+
group members (77)	Alexon, Catarina	International Businesswoman & Writer - Catarina's World	500+
colleagues (37)	Allen, Chuck	Senior Technical Consultant - Itron	500+
friends (31)			
classmates (4)			
untagged (203)			

Quickly view and organize your connections? Select a category or individual to see contact info, send a message and more.

The right guidance and a TIAA-CREF IRA can help make your savings work harder.

Take advantage of catch-up provisions.

We'll help create a solution that's

Whom we know

# Twitter

The image shows the Twitter login and sign-up page. The background is a dark blue world map. In the top left is the Twitter logo. In the top right are input fields for 'Username' and 'Password', a 'Remember me' checkbox, a 'Forgot it?' link, and a 'Sign in' button. The main heading is 'Follow your interests' with a subtext: 'Instant updates from your friends, industry experts, favorite celebrities, and what's happening around the world.' To the right of this is a 'New to Twitter? Join today!' section with input fields for 'Full name', 'Email', and 'Password', and a yellow 'Sign up' button. At the bottom, there is a footer with 'Languages' and a list of languages, and a row of links: 'About · Help · Blog · Mobile · Status · Jobs · Terms · Privacy · Advertisers · Businesses · Media · Developers · Resources · © 2011 Twitter'. Remember me[Forgot it?](#)

## Follow your interests

Instant updates from your friends, industry experts, favorite celebrities, and what's happening around the world.

New to Twitter? Join today!

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What's happening right now

# What's Important?

- What we look like?
- Whom we know?
- What we're doing right now?
  - "Urgency" versus Importance

Or

- Our Values
- What We're Trying to *Do* with Our Lives
  - Our Longer-Term Goals & Nearer-Term Objectives
  - Working Effectively Together in Partnership
    - With Those Who *Share* Our Goals & Objectives

# eGov Act

- StratML will enable agencies to comply with subsections [202\(b\)\(4\) & \(5\)](#) and [207\(d\)](#) of the eGov Act, which require agencies to:
  - **Work together** to link their performance goals to key groups
    - Citizens, businesses, and other governments, as well as internal Federal Government operations
  - Adopt open standards (e.g., StratML) enabling the organization and categorization of Government information
    - In a way that is searchable electronically and interoperably across agencies

“Key groups” = Stakeholders

StratML = Open standard enabling queries interoperably across agencies

# Performance.gov Site

- GPRAMA to be Addressed
- StratML Part 3
- Incorporate into NIEM
- Machine-Readable Gov

The screenshot shows the Performance.gov website with the following content:

- Header:** "An Official Website of the United States Government", "PERFORMANCE.GOV", search bar, and navigation links: HOME, AREAS OF FOCUS, AGENCIES, ABOUT, FAQ, FEEDBACK.
- Main Section: DRIVING FEDERAL PERFORMANCE**
  - Quote: "If we believe the government can make a difference in people's lives, we have the obligation to prove that it works -- by making government smarter, and leaner and more effective..." - PRESIDENT BARACK OBAMA, APRIL 13, 2011
  - Text: "Responding to the President's challenge to cut waste, save money, and better serve the American people, Performance.gov provides a window on the Obama Administration's approach to improving performance and accountability. Performance.gov shows progress on the Administration's efforts to create a government that is more effective, efficient, innovative, and responsive."
  - Text: "Reforming how Washington works is an ongoing effort that demands vigilance and leadership. The Administration is strongly committed to investing in what works and fixing or cutting what does not. As part of this effort, the Administration is leading the 'Campaign to Cut Waste,' an initiative to eliminate wasteful spending and get the most from taxpayer dollars throughout the government. Whether driving progress on top priorities or cutting the cost of delivery, government leaders at all levels are accountable for achieving results. We invite your ideas and suggestions."
- Featured Story: Saving Billions through Increased Technology Oversight**
  - Image: A screenshot of the IT Dashboard showing a document and a person.
  - Text: "The IT Dashboard allows citizens to monitor every dollar the government spends on large technology projects. The dashboard has been used to power 'TechStat' sessions where all of the stakeholders in a project meet together in the same room to diagnose problems and agree on how to fix troubled projects. As a result, we significantly accelerated delivery of critical functionality and achieved a total of \$3 billion in lifecycle budget reductions."
- Areas of Focus**
  - Navigation menu: ACQUISITION, FINANCIAL MANAGEMENT, HUMAN RESOURCES, TECHNOLOGY, PERFORMANCE IMPROVEMENT, OPEN GOVERNMENT, SUSTAINABILITY, CUSTOMER SERVICE.
  - Text: "Explore metrics on the government's efforts to:"
    - ➔ Save money on contracting
    - ➔ Decrease contracting risk
    - ➔ Develop the acquisition workforce
  - Text: "Additionally, we have information on efforts to expand strategic sourcing."
  - Button: "Learn More"
  - Image: Two hands shaking in a firm grip.
- Footer:** USA SPENDING, WWW.WHITEHOUSE.GOV, USA.GOV, RECOVERY, DATA.GOV

# National Information Exchange Model

The screenshot shows the NIEM website homepage. At the top, there's a navigation bar with the NIEM logo, a search bar, and links for Home, Register, Help, and Login. Below this is a secondary navigation bar with buttons for Learn, Connect, Find, Create, Train, and Get Help. The main content area features a large banner for 'New Executive Steering Partner Announced' with the NASCIO logo. Below the banner is a section titled 'NIEM Connects. The Dots. Data. Communities. The Nation. And Beyond.' followed by 'Popular Discussions', 'What's New', and 'Follow Us on Twitter'. The footer contains 'Join Our Network', 'Questions about NIEM?', and various links and social media icons.

- StratML to be incorporated as new:
  - Planning & Accountability Domain
- Open, Transparent, *Accountable* Gov
  - Service-Oriented (SOA) Gov
  - Abolish “proprietary” .gov data stovepipes
  - Enable myriad .com/.org/.edu services
  - Facilitate population of the \*Strategic\* Semantic Business Web

# \*Strategic\* Semantic Business Web

## ➤ Semantic Web (of Meaning)

- Linked Open Data
- Tim Berners-Lee [5-Star Data](#)
  - For What? For It's Own Sake?

## ➤ StratML

- Linkage of Missions, Visions, Values, Goals, Objectives, Stakeholders, Inputs, Processes, Outputs & Outcomes
  - Strategic Alignment
- Worldwide Network (Web) of ***Intentions & Results!***
- Maturation of “Social” Media/Networking Services
  - For Business-Quality Purposes

# StratML

## Tools & Service Prototypes

- Documentation & Transformation Services – Drybridge Technologies
- CAM Interactive Documentation – David Webber
- Authoring/Editing Tools
  - Adobe, Xopus, Business Web Software, XML <Simplicity>, Syntext & IC Tect, XForms Forms – Joe Carmel & Andre Cusson
- Tag Cloud – Strategi Consulting, Ari Knausenberger
- Atom Demonstration – Joe Carmel
- Basic Stylesheet – Crane Softwrights, Ken Holman
- Farsi Translations & StratML Transformation Portal – Pooyan Zamanian
- Search Service – Mark Logic, Shashi Mudunuri
- Schema Design – Vision4Standards, Sylvia Webb

# Schema Documentation

## Drybridge Technologies

### StrategicPlan.xsd – Version 1.0

#### Data Dictionary

##### + Acronym

An abbreviation of a proper name, usually composed of the first letters of each word in the name.

Acronym
type string

#### AdministrativeInformation

(sequence)

##### StartDate

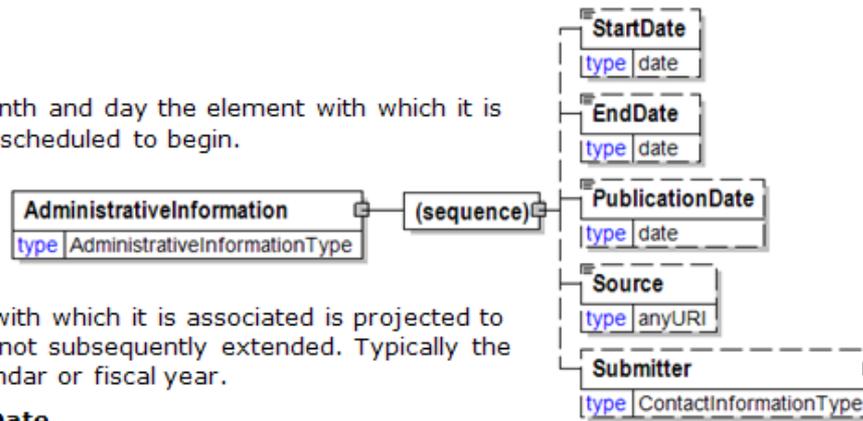
The year, month and day the element with which it is associated is scheduled to begin.

##### EndDate

The year, month, and day the element with which it is associated is projected to cease, if it is not subsequently extended. Typically the end of a calendar or fiscal year.

##### PublicationDate

The day, month, and year a strategic plan was published in its current form.



# Drybridge Technologies



## Drybridge Technologies

- Home
- Company Profile
- Products
- Services
- Whitepapers
- Free Downloads
- News
- Training
- Resources
- Portfolio
- Feedback
- Search

### Your Source for XML Tools and Implementation Support

Drybridge Technologies offers products and services that make it possible for companies to rapidly deploy connections between trading partners. These services allow our clients to enjoy the cost benefits of short implementation times, easy updates, and reusable code. Drybridge provides the following business integration services:

- XML message design, development, documentation, and deployment
- XML tools development
- Scalable, industrial-strength integration solutions
- Secure, error-free, and rapid information flow

In other words, Drybridge Technologies helps you to improve the efficiency of your business processes resulting in an improved bottom line. When you see a business process flowchart, think of Drybridge Technologies. Think of the nature of the connection. Is it:

- Internal or External
- Business-to-Business or Business-to-Consumer
- Manual or Automated
- Working Correctly... or Broken

Regardless, Drybridge Technologies has the expertise to help you!

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Page Last Update: Friday, October 14, 2011

#### Quick Links

- [Drybridge Consulting Blog](#)
- [papiNet Blog](#)
- [Drybridge Product Catalogue](#)

#### Schema Investigator

Simplify implementation of XML schema changes through comprehensive difference analysis.

- [For more information](#)
- [Read the overview](#)

#### Documentation Facilitator

A tool for simplifying XML message development through XML subsets, documentation, and style sheets.

- [For more information](#)
- [Read the overview](#)

#### papiNet Accelerator

Automate the process of creating the papiNet Product Attributes XML message from an Excel spreadsheet.

- [For more information](#)
- [Read the overview](#)

# StratML Forms

- During the development, piloting, proof-of-concept phase, more than 750 strategic plans have been rendered in StratML format, using seven different authoring/conversion tools, including:
  - Microsoft [InfoPath](#) using this [form](#)
  - Business Web Software's (now [Firmstep](#)) [AchieveForms](#)
  - Adobe PDF Fillable [Form](#) developed by Ed Chase
  - [Xopus Form](#) (Available in Spanish as well as English)
  - Joe Carmel's [XForms Form](#) for StratML Part 1
  - Andre Cusson [XForms Form](#) for Part 2
  - Microsoft Word, with assistance from [lctect](#)

# MS InfoPath StratML Part 1, Strategic Plan

Strategic Plan		
Name of Plan: <input type="text"/>		
Description of Plan: <input type="text"/>		
Other Information about this plan: <input type="text"/>		
<b>Organization(s) supporting this Plan</b>		
Organization Name: <input type="text"/>		
Acronym: <input type="text"/>		
Identifier: <input type="text"/>		
Description of this organization: <input type="text"/>		
<b>Stakeholders of this organization</b>		
<b>Name</b>	<b>Description</b>	
<input type="text"/>	<input type="text"/>	
<input type="button" value="Insert item"/>		
<input type="button" value="Insert item"/>		
<b>Vision</b>		
Identifier: <input type="text"/>		
<b>Mission</b>		
Identifier: <input type="text"/>		
<b>Values</b>		
<b>Name</b>	<b>Description</b>	
<input type="text"/>	<input type="text"/>	
<input type="button" value="Insert item"/>		
<input type="button" value="Insert item"/>		
<b>Goals</b>		
Goal Name: <input type="text"/>		
Sequence Indicator: <input type="text"/>	Identifier: <input type="text"/>	
Description: <input type="text"/>		
<b>Stakeholders for this Goal:</b>		
<b>Name</b>	<b>Description</b>	
<input type="text"/>	<input type="text"/>	
<input type="button" value="Insert item"/>		
<input type="button" value="Insert item"/>		
Other Information about this Goal: <input type="text"/>		
<b>Objectives supporting this Goal:</b>		
Objective Name: <input type="text"/>		
Sequence Indicator: <input type="text"/>	Identifier: <input type="text"/>	
Description: <input type="text"/>		
<b>Stakeholders for this Objective</b>		
<b>Name</b>	<b>Description</b>	
<input type="text"/>	<input type="text"/>	
<input type="button" value="Insert item"/>		
<input type="button" value="Insert item"/>		
Other Information about this Objective: <input type="text"/>		
<input type="button" value="Insert item"/>		
<input type="button" value="Insert item"/>		
<b>Administrative Information</b>		
Start Date of this Plan: <input type="text"/>	End Date: <input type="text"/>	Publication Date: <input type="text"/>
Source (URL): <input type="text"/>		
Submitter's First Name: <input type="text"/>	Last Name: <input type="text"/>	
Phone Number: <input type="text"/>	Email Address: <input type="text"/>	

# MS InfoPath

## StratML Part 2, Performance Plan

**Performance Plan or Report**

Plan or Report Name:  Type: Select... \*

Description:

Other Information:

**Organizations Supporting This Plan or Report:**

**Organization Name:**

Acronym:  Identifier:

Description:

Stakeholders of This Organization:

Stakeholder Name:

Description:

Role(s) of This Stakeholder:   Performer  Beneficiary

Role Name:  Role Type(s):   Performer  Beneficiary

Description:

Insert item

Insert item

Vision:

Identifier:

Mission:

Identifier:

**Values:**

Value	Description
<input type="text"/>	<input type="text"/>

Insert item

**Goals:**

Goal Name:

Sequence Indicator:  Identifier:

Description:

Stakeholders of This Goal:

Stakeholder Name:

Description:

Role(s) of This Stakeholder:   Performer  Beneficiary

Role Name:  Role Type(s):   Performer  Beneficiary

Description:

Insert item

Other Information about This Goal:

**Objectives:**

Objective Name:

Sequence Indicator:  Identifier:

Description:

Stakeholders of This Objective:

Stakeholder Name:

Description:

Role(s) of This Stakeholder:   Performer  Beneficiary

Role Name:  Role Type(s):   Performer  Beneficiary

Description:

Insert item

Other Information about This Objective:

**Performance Indicators:**

Sequence Indicator:  Value Chain Stage: Select... \* Indicator Type: Select... \*

Measurement Dimension:

Unit of Measurement:

Identifier:

Target Results:

Target Result Description	Number Of Units	Start Date	End Date
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Actual Results:

Actual Result Description	Number Of Units	Start Date	End Date
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Insert item

Relationships of This Performance Indicator to Other Performance Indicators:

Relationship Type: Select... \* ID of Target of Relationship:

Name of Relationship:

Description of Relationship:

Insert item

Other Information about This Performance Indicator:

Insert item

Insert item

Insert item

Plan or Report Identifier:

Start Date:  End Date:  Publication Date:

Source (URL):

Submitter:

First Name:  Last Name:

Phone Number:  Email Address:

Identifier:

# Xforms Form for StratML Part 1

Joe Carmel



## StratML

Sharing organizational strategies and directions

[Catalog](#) • [XForm](#) • [xml.Gov](#) • [URLs to try](#) • [XSLTForms](#) • [XForms Spec](#) • [About](#)

This XML Form (XForm) provides an easy way to create and edit StratML files.  
Save the XForm you create here to your hard drive and reimport it until you're ready to publish.  
After you post the file on your website, re-import the file here and catalog the file for others to find.

StratML URL: <input type="text"/>	Local StratML File: <input type="text"/> <input type="button" value="Browse..."/>
<input type="button" value="Import StratML From URL"/>	<input type="button" value="Import StratML From File"/>

---

### Plan Information

Name of Plan:

Source of Plan (e.g., URL):

Description of Plan:

Start Date of Plan:

End Date of Plan:

Publication Date:

Other Information:

---

### Organization Information

Organization 1

Organization Name:

Acronym:

Identifier:

Organization Description:

Stakeholder 1 of Organization:

Stakeholder Name:

Description:

# StratML Portal

Andre Cusson, [01 Communications](#), Inc.



**StratML**  
Strategy & Performance Plans & Reports

Home Statistics Documents Catalog StratEdit XSLTForms DNAOS About Portal Glossary Contact [?]

## StratML

**StratML**  
This DNAOS-powered StratML portal, provides access to the largest number of strategic plan as well as performance plan and report documents, as confirmed by the portal [statistics](#).

**Resources**  
The portal also provides a wide range of related [application and support services](#), reference and support information, as well as working [tools and resources](#), including some free open-source forms and stylesheets for creating, accessing, updating, and viewing StratML documents.

**Strategy Plan & Performance Reports**  
Every project and organization requires strategy and performance plans, as well as to monitor and report actual performance on those plans.

**AIM/ANSI Standards**  
AIM and ANSI have been working very hard to develop StratML standards for strategy and performance plans and reports.

**More on StratML Standards**  
The [StratML References](#) section also has more information the various [StratML standards](#) and the differences between the standards Parts and versions.

**StratML Documents**  
The StratML portal provides complete support for StratML documents and organizations. All StratML documents are freely hosted and rendered to navigable Web sites accessible to search engines, for easy reference. Free forms and stylesheets are also available to create, edit, and view StratML documents. Additional personalized and customizable application and support services as well as rich tools and resources are also available on a subscription basis.

**Current Content**  
The section menu below provides alphabetical list, alpha-cloud, and catalog access to the currently available StratML documents. New StratML are added regularly. See also [StratML Portal Statistics](#).

# AchieveForms Business Web Software (Firmstep)



[Home](#)

[Firmstep for Customer Service](#)

[Firmstep for Government](#)

[AchieveForms](#)

[News](#)

[Contact Us](#)

[Extranet](#)

## Welcome

Firmstep is the web platform for helping you work better with your customers and improve how you do things inside your organisation.

Using Firmstep, customers can directly find the information and services they want through self-service customer portals.

[Read more about using Firmstep for customer service.](#)

The Firmstep platform also includes AchieveForms and AchieveBookings, the leading online forms and bookings solutions in the Government sector.

Firmstep for Government provides self-service web portals for citizens so they can access personalised services securely and engage with their local community.

[Read more about Firmstep for Government](#)



### Firmstep for Customer Service

- ✓ Create customer evangelists who recruit others
- ✓ Reduced costs by leveraging the web and self service
- ✓ Grow your client base! Fewer lost customers
- ✓ More loyal customers = more revenue

### Firmstep for Government

- ✓ Deliver remarkable service online
- ✓ Reduce costs by making the web your primary service point
- ✓ Engage your local community
- ✓ Transform services and lead the way in public service delivery

## Latest news

**Annual Customer Conference Date Announced**  
10th August 2009

This year we will be returning to the Tower of London for our Annual Customer Conference on the Wednesday 4th November. [More >>](#)

**Medical Research Council to develop data gathering tool on the Firmstep platform**  
31st July 2009

The Medical Research Council (MRC) will be one of the first to use AchieveForms on the Firmstep Platform for the development of an online data gathering tool, to be called MRC e-Val.

The MRC is a publicly-funded organisation dedicated to improving human health. [More >>](#)

**NATS adopt AchieveForms for internal IT Support**  
27th July 2009

NATS provides air traffic control services to aircraft flying in UK airspace, and over the eastern part of the North Atlantic. NATS has adopted AchieveForms for the creation of a new internal Service Request portal. The Service Portal is used to make IT Requests for anything from requesting file access to new applications. [More >>](#)

# Adobe PDF Fillable Form

## Ed Chase

StratML Sample Form		Import XML	Export XML	Date
<b>Submitter Information</b>				
First Name	Last Name			
Telephone Number	Email Address			
Start Date	End Date			
<b>Source Information</b>				
Source				
Name		Acronym		
<b>Strategic Plan</b>				
Vision (+)				
Mission (+)				
<b>Value</b>			<i>Add Value</i>	<i>Remove Value</i>
Name				
Description (+)				
<b>Goals</b>			<i>Add Goal</i>	<i>Remove Goal</i>
Goal Name			Sequence Indicator	
Description (+)				
<b>Stakeholders</b>			<i>Add Stakeholder</i>	<i>Remove Stakeholder</i>
Stakeholder Name				

# Xopus

## Laurens van den Oever

The screenshot shows a web browser window with the Xopus logo in the top left and a search bar in the top right. The main content area is titled "Strategic Plan Form" and contains a "Table of Contents" section with the following links: [Table of Contents](#), [Submitter information](#), [Plan Information](#), [Organization](#), [Mission Statement](#), [Vision Statement](#), and [Organizational values](#). Below the "Plan Information" section, there are input fields for "Submitter", "First Name:", and "Last Name:". The browser's address bar at the bottom shows the path "Strategic Plan > Author > First Name".

**xopus** Search for... Ok

Xopus [Icons]

### Strategic Plan Form

[Table of Contents](#)

[Submitter information](#)

[Plan Information](#)

- [Organization](#)
- [Mission Statement](#)
- [Vision Statement](#)
- [Organizational values](#)

[Plan Information](#)

Submitter

First Name: .....

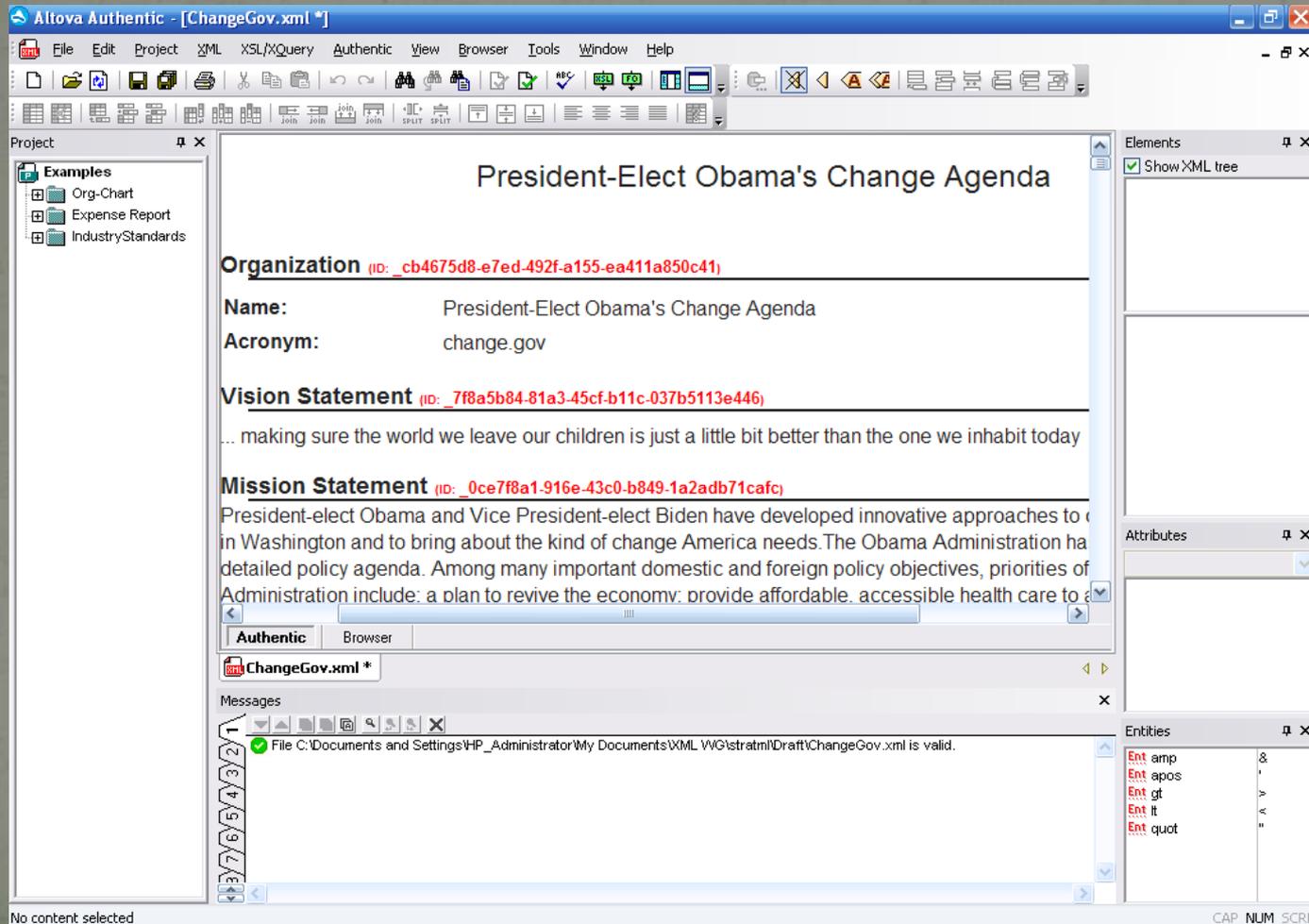
Last Name: .....

Strategic Plan > Author > First Name

# Change.gov Plan Raw (Plain Text) XML

```
<?xml version="1.0" encoding="UTF-8" ?>
- <StrategicPlanCore StartDate="2009-01-25" EndDate="2013-01-24" Date="2008-12-18">
  <Submitter FirstName="Owen" LastName="Ambur" PhoneNumber="" EmailAddress="Owen.Ambur@verizon.net" />
  <Source>http://change.gov/agenda/</Source>
- <Organization>
  <Name>President-Elect Obama's Change Agenda</Name>
  <Acronym>change.gov</Acronym>
</Organization>
<Vision>... making sure the world we leave our children is just a little bit better than the one we inhabit today</Vision>
<Mission>President-elect Obama and Vice President-elect Biden have developed innovative approaches to challenge the
status quo in Washington and to bring about the kind of change America needs. The Obama Administration has a
comprehensive and detailed policy agenda. Among many important domestic and foreign policy objectives, priorities of the
Obama Administration include: a plan to revive the economy; provide affordable, accessible health care to all; strengthen
our public education and social security systems; define a clear path to energy independence and tackle climate change;
end the war in Iraq responsibly and finish our mission in Afghanistan; work with our allies to prevent Iran from developing a
nuclear weapon.</Mission>
- <Value>
  <Name />
</Value>
- <Goal>
  <SequenceIndicator>1</SequenceIndicator>
  <Name>Civil Rights</Name>
  <Description>Strengthen Civil Rights</Description>
- <Objective>
  <SequenceIndicator>1.1</SequenceIndicator>
  <Name>Employment Discrimination</Name>
  <Description>Combat Employment Discrimination</Description>
  <OtherInformation>Obama and Biden will work to overturn the Supreme Court's recent ruling that curtails racial
minorities' and women's ability to challenge pay discrimination. They will also pass the Fair Pay Act, to ensure that
women receive equal pay for equal work, and the Employment Non-Discrimination Act, to prohibit discrimination
based on sexual orientation or gender identity or expression.</OtherInformation>
</Objective>
```

# Altova Authentic XML <Simplicity>



# StratML Search Service - XML <Simplicity> (Now Computer Composition of Canada, Inc.)

Content - Windows Internet Explorer

http://xml-simplicity.com/pls/apex/f?p=137:1:1851636583039795

File Edit View Favorites Tools Help

XML.Gov - Home Page Strategy Markup Language ET.gov Enhancement R... Content

## Strategy Markup Language (StratML) Documents

Content

Rows 10 Go

Row text contains 'collaboration'

1 - 10 of 527

Plan Name	Org Acronym	Org Name	HTML	Mission Description
A Practical Guide to Federal Enterprise Architecture	FEAPG	A Practical Guide to Federal Enterprise Architecture		To provide guidance to Federal Agencies in initiating, developing, using, and maintaining an enterprise architecture (EA).
A Practical Guide to Federal Service Oriented Architecture	PGFSOA	A Practical Guide to Federal Service Oriented Architecture		To describe a target federal service oriented architecture vision and to provide guidance in the management and governance of enterprise-wide services ... to help federal chief architects and chief information officers in their efforts to adopt SOA best practices to further their organizations' mission outcomes, meet increasingly demanding compliance requirements, and optimize their IT architectures
ARMA International	ARMA	ARMA International		The mission of ARMA International is to provide education, research, and networking opportunities to information professionals to enable them to use their skills and experience to leverage the value of records, information, and knowledge as corporate assets and as contributors to organizational success.
ASTM International	ASTM	ASTM International		To be the foremost developer and provider of voluntary consensus standards, related technical information, and services having globally recognized quality and applicability that promote public health and safety, the environment, and the overall quality of life; contribute to the reliability of materials, products, systems and services; and facilitate international, regional, and national commerce.
Academic Pediatric Association	APA	Academic Pediatric Association		The APA is dedicated to improving the health of all children and adolescents through leadership in education of child health professionals, research and dissemination of knowledge, patient care, and advocacy, in partnership with children, families and communities.
Academy of Management	AoM	Academy of Management		To enhance the profession of management by advancing the scholarship of management and enriching the professional development of its members
Accredited Standards Committee X12	ASC X12	Accredited Standards Committee X12		ASC X12 brings together business and industry professionals in a cross-industry forum to develop and support electronic data exchange standards and related documents for the national and international marketplace to enhance business processes, reduce costs and expand organizational reach.
Action Without Borders	AWB	Action Without Borders		Action Without Borders connects people, organizations, and resources to help build a world where all people can live free and dignified lives.
Advisorv Commission		Advisorv Commission		The mission of the Advisorv Council on Historic Preservation is to promote the preservation, enhancement,

# Serna – Syntext

## Timofey Furyaev & Daria Chernova

The screenshot displays the Syntext Serna 4.2.0-20090715 - ChangeGov.xml interface. The main window shows a rendered Strategic Plan Form for President-Elect Obama's Change Agenda. The form is structured as follows:

### Strategic Plan

#### President-Elect Obama's Change Agenda Strategic Plan Form

**Organization:**  
**Name:** President-Elect Obama's Change Agenda  
**Acronym:** change.gov  
**Identifier:** \_cb4675d8-e7ed-492f-a155-ea411a850c41

**Vision**  
... making sure the world we leave our children is just a little bit better than the one we inhabit today  
**Identifier:** \_7f8a5b84-81a3-45cf-b11c-037b5113e446

**Mission**  
President-elect Obama and Vice President-elect Biden have developed innovative approaches to challenge the status quo in Washington and to bring about the kind of change America needs. The Obama Administration has developed a comprehensive and detailed policy agenda. Among many important domestic and foreign policy objectives, priorities of the Obama Administration include: a plan to revive the economy; provide affordable, accessible health care to all; strengthen our public education and social security systems; define a clear path to energy independence and tackle climate change; end the war in Iraq responsibly and finish our mission in Afghanistan work with our allies to prevent Iran from developing a nuclear weapon.  
**Identifier:** \_0ce7f8a1-916e-43c0-b849-1a2adb71cafc

**Goal 1: Civil Rights**  
Strengthen Civil Rights  
**Identifier:** \_67fafdcc-493f-4557-9ae1-92999f35c8ab

The interface includes a ContentMap on the left, an Insert Element panel on the right, and a status bar at the bottom indicating "Page 1 of 1" and "Formatting page 3".

## Serna Free is an **open source** XML editor now...

» Serna has benefited from Open Source components. Now it's time to give back.

### Serna Enterprise XML Content Editor



**Serna Enterprise XML content editor** is a powerful and easy-to-use WYSIWYG XML application for collaborative authoring of structured XML content on all major platforms. Novice users with virtually no XML experience can start working with structured XML content in a familiar word processor-style interface.

**Free Trial!**

Serna XML editor brings to your business all the potential benefits of XML: quality XML content, highest authoring productivity, and automated multi-channel publishing in a seamlessly integrated environment.

Serna XML content editor is Python extensible and can be easily integrated with virtually any repository, database, XML content management system in any IT infrastructure.

### Company

Syntext is focused on the development of state-of-the-art XML solutions for creating and maintaining complex XML content for various industries such as aerospace, software development, publishing, and others.

Syntext offers user-friendly XML solutions for businesses to effectively use the power of XML technology, which allows a drastic reduction in documentation costs and time frames.

We are applying all of our creativity and expertise in the XML software area to create the most innovative and elegant XML solutions and provide a wide range of XML services.

[More about Syntext »](#)

### Serna Free Open Source XML Editor

**Serna Free Open Source XML editor** is an easy-to-use open source visual XML application which requires virtually no technical experience from technical writers to author XML documents.

Serna Free Open Source XML editor hides all the complexities of the underlying XML technology and works on all major platforms - Windows, Linux, Mac OS X, and Sun Solaris.



Serna Free XML editor employs XSLT and XSL-FO to render XML documents in print-like appearance for fast and easy authoring. **Serna Free** is probably the best free open source cross-platform XML editor for personal, educational or demonstration use.

 **Download**

# MS Word IC Tect, Pradeep Jain

StratML Quick Start Guide  
for MS Word Users

The screenshot shows the iTECT website. At the top right, there is a phone number: "Call Us 262-898-7277". Below this is a navigation menu with links: "Home", "Services", "Clients", "Technology", "About", and "Contact". The main content area features a large heading: "Better Document Conversion is Here" with the subtext "Any project size. Any schema. Conversion simplified." Below this is a red button that says "START DOCUMENT CONVERSIONS" and "it's fast and easy". To the left of the button is a preview of a document with redaction boxes. Below the main content area, there are three columns of text:

- What kind of documents?**  
Any electronic file or format to your xml based output of choice, especially Complex Schemas or DTDs!
- Who is this for?**  
Organizations or individuals looking for ongoing conversion services, one time conversion projects or just an extra hand when you need it.
- Why us?**  
We use our patented technology to reduce your cost, improve output quality and decrease conversion time. So your project is delivered faster and more affordable than ever.

# Tag Cloud

## Strategi Consulting, Ari Knausenberger

### StratML Parsing Demo

This page demonstrates some of the ways information from Strategic Plans documented in the StratML format can be extracted and visualized.

#### Strategic Plan Goal "Tag Cloud"

**Education Advocacy** Leadership Membership Infrastructure  
Collaboration Partnerships Representation Communication Research Resources  
Human Capital Promotion Education and Training Learning Governance Stewardship  
Excellence Policy Recommendations Participation Information Security Innovation  
Financial Performance Technology Accountability Operations Financial Management  
Competitive Sourcing Efficiency and Effectiveness Diversity Catalyst Litigation Student Aid  
Fraud and Errors (ED) Customer Satisfaction Data and Information Budget and Performance  
CERTIFICATION Budget and Performance Integration Supply Chain Management Strategic Goal 4  
Research and Scholarship Customer Service Management Sustainable Development Food Aid  
Management Excellence Capacity Building Platform Dependent Standards Data and Function Sharing  
Platform Independent Military Housing Conformity Assessment Foundational Systems Networking  
Service Conferences Funding Future Environment Organizational Management Standardization Cost  
Savings Scholarship Strategic Goal 6 Safety Health Faith and Community Overseas Presence Round-the-  
Clock Service Critical Needs Strategic Goal 1 Strategic Goal 2 Strategic Goal 3 Data and Information  
Sharing Strategic Goal 5 Strategic Map Member Services Results State Health Insurance (HHS) R&D  
Investment Criteria Knowledge Dissemination Recognition Dispute Resolution Information and

# Atom Demo

## Joe Carmel

### StratML for U.S. Federal Agencies

You are viewing a feed that contains frequently updated content. When you subscribe to a feed, it is added to the Common Feed List. Updated information from the feed is automatically downloaded to your computer and can be viewed in Internet Explorer and other programs. [Learn more about feeds.](#)

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### Department of Transportation

Tuesday, August 26, 2008, 1:00:00 PM →

Department of Transportation ([DOT](#))

**Vision:** Safe, efficient transportation systems

**Mission:** The national objectives of general welfare, economic growth and stability, and the security of the United States require the development of transportation policies and programs that contribute to providing fast, safe, efficient, and convenient transportation at the lowest cost consistent with those and other national objectives, including the efficient use and conservation of the resources of the United States.

### Department of Veterans Affairs

Tuesday, August 26, 2008, 1:00:00 PM →

Department of Veterans Affairs ([VA](#))

**Vision:** We will strive to meet the needs of the Nation's veterans and their families today and tomorrow by: (1) becoming an even more veteran-focused organization, functioning as a single, comprehensive provider of seamless service to the men and women who have served our Nation; (2) cultivating a dedicated VA workforce of highly skilled employees who understand, believe in, and take pride in our vitally important mission; (3) continuously benchmarking the quality and delivery of our service with the best in business and use innovative means and high technology to deliver world-class service; and (4)

Displaying 78 / 78

• All 78

Sort by:

▼ Date  
Title

Filter by category:

-Accountability	5
-Agility	1
-Alignment	1
American People	1
-Architecture impr...	1
-Awareness of Inf...	1
-Balance Across M...	1
-Balanced	1
-Be accountable	1
-Best Available Sci...	1
Broadcasting Boar...	1
Broadcasting Boar...	1
-Business Driven	1
Businesses	2
-Character	1
-Citizen Centricity	3
Citizens	3

# Basic Style Sheet

## Crane Softwrights, Ken Holman

### Strategic Plan Form

**Source:**

<http://www.whitehouse.gov/omb/budget/fy2002/mgmt.pdf>

**Start:** 2001-10-01 **End:** 2008-12-31 **Date:** 2007-05-24

**Submitter:**

**First name:** Owen

**Last name:** Ambur

**Email Address:** [Owen.Ambur@verizon.net](mailto:Owen.Ambur@verizon.net)

**Organization:**

**Name:** President of the United States

**Acronym:** POTUS

### Table of contents

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[Vision](#)

[Mission](#)

[Values](#)

[Citizen Centricity](#)

[Results Focus](#)

[Market Based](#)

[1 Human Capital](#)

[1.1 Citizen Centricity](#)

[1.2 Service-Delivery Staffing](#)

[1.3 Organizational Realignment](#)

# StratML in Farsi

## Pooyan Zamanian

StratML element in English	Translated Term in Farsi	StratML element in English	Translated Term in Farsi
<u>StrategicPlan</u>	برنامه راهبردي	<u>Description</u>	توضیحات
<u>PerformancePlan</u>	برنامه فعالیت	<u>StartDate</u>	تاریخ شروع
<u>StrategicPlanCore</u>	هسته برنامه راهبردي	<u>EndDate</u>	تاریخ اتمام
<u>AdministrativeInformation</u>	اطلاعات مدیریتی	<u>Mission</u>	ماموریت کلی
<u>Organization</u>	سازمان	<u>Vision</u>	چشم انداز
<u>IdentifierType</u>	مدل شناسه	<u>Value</u>	ارزش
<u>Identifier</u>	شناسه	<u>Goal</u>	هدف کلی
<u>Name</u>	نام	<u>SequenceIndicator</u>	شناسه ترتیب
<u>Acronym</u>	مخفف	<u>Objective</u>	هدف

See alternate terms in StratML [Glossary](#)

# StratML Transformation Portal

## Pooyan Zamanian



[Home Page](#)

### **Organization**

**Organization Name:** President-Elect Obama's Change Agenda

**Acronym:** change.gov

### **Organization Vision**

... making sure the world we leave our children is just a little bit better than the one we inhabit today

### **Organization Misison**

President-elect Obama and Vice President-elect Biden have developed innovative approaches to challenge the status quo in Washington and to bring about the kind of change America needs. The Obama Administration has a comprehensive and detailed policy agenda. Among many important domestic and foreign policy objectives, priorities of the Obama Administration include: a plan to revive the economy; provide affordable, accessible health care to all; strengthen our public education and social security systems; define a clear path to energy independence and tackle climate change; end the war in Iraq responsibly and finish our mission in Afghanistan; work with our allies to prevent Iran from developing a nuclear weapon.

### **Organization Goals**

**Goal Number:**1

**Goal Name:**Civil Rights

**Description:**

Strengthen Civil Rights

### **Stackholders**

### **Objectives for this Goal**

Objective Number:	Objective Name:	Description:	Objective Stackholder:
1.1	Employment Discrimination	Combat Employment Discrimination	
1.2	Hate Crimes	Expand Hate Crimes Statutes	
1.3	Deceptive Voting	End Deceptive Voting Practices	
1.4	Racial Profiling	End Racial Profiling	
1.5	Recidivism	Reduce Crime Recidivism by Providing Ex-Offender Support	
1.6	Sentencing Disparities	Eliminate Sentencing Disparities	
1.7	Drug Courts	Expand Use of Drug Courts	
1.8	Workplace Discrimination	Fight Workplace Discrimination	
1.9	Civil Unions	Support Full Civil Unions and Federal Rights for LGBT Couples	

# Quick Search

## Mark Logic, Shashi Mudunuri



Mark Logic powers this application of selected StratML documents from XML.gov.

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Welcome John Q. User!

September 08, 2009

Quick Search   [Advanced Search](#)

### Suggestions

- [collaboration \(177\)](#)
- [Collaboration \(71\)](#)
- [COLLABORATION \(2\)](#)
- [collaborationproject \(1\)](#)
- [CollaborationProject \(1\)](#)
- [collaborations \(177\)](#)
- [Collaborations \(7\)](#)

Powered by [Mark Logic Corporation](#).

# Advanced Search

## Mark Logic



Mark Logic powers this application of selected StratML documents from XML.gov.

[Home](#) [Search](#) [Explore](#) [Workspace](#) [Projects](#)

Welcome John Q. User!

September 09, 2009

### Advanced Search

Full Text	<input type="text"/>
Vision	<input type="text"/>
Mission	<input type="text"/>
Organization Name	<input type="text"/>
Organization Acronym	<input type="text"/>
Goal Name	<input type="text"/>
Goal Description	<input type="text"/>
Goal Other Information	<input type="text"/>
Objective Name	<input type="text" value="Education"/>
Objective Description	<input type="text"/>
Objective Other Information	<input type="text"/>
All Names	<input type="text"/>
All Descriptions	<input type="text"/>
All Other Information	<input type="text"/>

[Basic Search](#)

### Suggestions

- Education(13)
- Education / Training(1)
- Education & Ethics(1)
- Education & Governance(1)
- Education and Certification
- Infrast ...(1)
- Education and Certification Program ...(1)
- Education and Civic Responsibility(1)
- Education and Communications (1)
- Education and Empowerment(1)
- Education and Outreach(1)
- Education and Public Involvement(1)
- Education and Skills Development(1)
- Education and Training(3)
- Education Leadership and Student Ac ...(1)
- Education Programs and Resources(1)
- Education Sector(1)
- Educational Achievement(1)

# Schema Design – Vision4Standards, Sylvia Webb



**Vision4Standards**  
*When your data is as critical as your bottom line*

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## National and International Data Standards Consulting

Welcome to Vision4Standards.  
We specialize in helping companies and government organizations to develop and implement national and international metadata data standards for master data repositories, business messaging, and digital documents.

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### **GEFEG.FX: High Data Quality in Electronic Business Documents**

High data quality and fast implementation in the business process are important factors for success in the electronic exchange of data and documents between companies or through marketplaces. That's reason enough to use a professional, specialized software tool in preparing for e-business applications.

The GEFEG.FX software supports you in designing and documenting EDI, XML and proprietary data formats for e-Business. Using the single-source principle, you can achieve substantial savings in time and expense, and ensure consistent quality in your specifications.

Functions in GEFEG.FX include the design of electronic commercial documents as models, XML schemas or EDI standards; the creation of custom specifications in a guideline; syntax and semantics tests; and the visualization of real messages.

[More ...](#)

# The Road Ahead

- Intended Purposes / Needed Applications
- How You Can Help

# Intended Purposes/Needed Applications/Services

- Facilitate the **sharing, referencing, indexing, discovery, linking, reuse, and analyses** of the elements of strategic plans, including goal and objective statements as well as the names and descriptions of stakeholder groups and any other content commonly included in strategic plans.
- Enable the concept of "**strategic alignment**" to be realized in literal linkages among goal and objective statements and all other records created by organizations in the routine course of their business processes.
- Facilitate the discovery of potential **performance partners** who share common goals and objectives and/or either produce inputs needed or require outputs produced by the organization compiling the strategic plan.
- Facilitate **stakeholder feedback** on strategic goals and objectives.

# Purposes/Applications/Services (continued)

- Facilitate **updating and maintenance** of discrete elements of strategic plans without requiring review and approval of the entire plan through bureaucratic channels, thereby helping to make the strategic planning process more agile and responsive to stakeholder feedback and changing circumstances, thus helping to overcome the tendency of strategic plans to become outdated "shelfware".
- Reduce the needless time, effort, inconsistencies, and delays associated with maintaining data redundantly in myriad "**stovepipe**" **systems** rather than referencing the **authoritative sources**.
- Enable agencies to comply with the provisions of subsections [202\(b\)\(4\) & \(5\)](#) and [207\(d\)](#) of the eGov Act, which respectively require agencies to:
  - Work together to **link their performance goals to key groups**, including citizens, businesses, and other governments, as well as internal Federal Government operations; and
  - Adopt **open standards** (e.g., StratML) enabling the organization and categorization of Government information in a way that is **searchable electronically and interoperably** across agencies.

# What will StratML do for me?

- As a *manager* in an organization, you will be able more efficiently and effectively to engage your employees, partners, and other stakeholders not only in crafting but also carrying out your strategic goals and objectives.
- As an *application developer or service provider*, you will have the opportunity to leverage and extend the StratML to demonstrate your capabilities to more fully support your existing customers as well as to attract new customers.
  - Having a standard vocabulary and schema for strategic plans will make it easier to develop such applications and services.

# What Will StratML Do for Me?

- As a *citizen and taxpayer*, you will be able to more easily discover, comment on, and participate in the establishment of the goals and objectives of agencies whose missions are of particular interest to you.
- As a *volunteer and/or contributor* to charitable organizations, you will be able to more easily discover those who share your values and are pursuing objectives you consider to be worthy of priority for your support.

# What Will StratML Do For Me?

- As a *customer or investor*, you will be able to review and provide feedback far more efficiently and effectively on the goals and objectives of companies that are truly customer focused and share their strategic plans openly.
- To the degree that Part 2 is implemented and used, you will also be able to track and *monitor* the *performance* of organizations about whose goals you care.

# What will StratML do for me?

- In addition, Part 2 will enable *vendors* to identify their *products and services* as inputs required to produce outputs desired by customers in order to achieve their objectives.
- At the same time, *consumers* will be able to identify the qualities of such products and services they deem to be important.
  - The effect will be to revolutionize the advertising and marketing paradigm, putting consumers in control and vastly reducing the needless time, effort, and cost of bringing suppliers and consumers together in the marketplace.
- Finally, as an *individual* who chooses to lead a mission/goal-directed life, you will be able far more efficiently and effectively to *engage those who share your values in the pursuit of objectives you hold in common*.
  - In that respect, the current social networking technologies are a mere shadow of what such services can become when they implement the StratML standard and begin to enable focus on the accomplishment of objectives.
    - Achievement of results rather than merely:
      - What we look like
      - Whom we know, or
      - What we happen to be doing at the moment.

# How You Can Help

- Foster awareness of the StratML standard
- Support ISO standardization
- Help specify Part 3
- Encourage orgs to maintain their plans in StratML
- Convert your own org's plan
- Encourage social networking sites to use StratML
- Develop StratML applications and services
  - Discovery of common (shared) goals/objectives
  - Identification of performance partners
  - Facilitation of stakeholder input/feedback
    - Leveraging stratml:Identifier element
  - Tracking/Reporting/Visualization of results to stakeholders

# More Information

- [Owen.Ambur@verizon.net](mailto:Owen.Ambur@verizon.net)
- <http://xml.gov/stratml/index.htm>
- <http://www.aiim.org/Resources/Standards/Committees/StratML>