



NETWORK INFORMATION BRIEF

Improving Network Security and Operational Effectiveness

ARMY CIO/G-6

AMERICA'S ARMY • THE STRENGTH OF THE NATION • ARMY STRONG



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2012-06-07

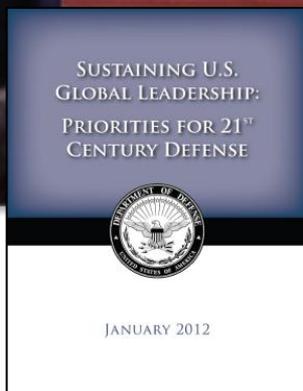


Overview

- ★ Leadership Direction
- ★ Current IT Environment and the Need for Change
- ★ Joint Information Environment End State
- ★ LandWarNet – Powering America's Army
 - “To Be” Network
 - Big Game Changers
 - Defending the Network & Our Data
- ★ Top 5 Priorities – Changing the Way We Do Business
- ★ Initiatives Highlights
- ★ How You Can Help



"Department of Defense Will Be Agile"



Defense Security Review, 5 Jan 12

*"Our military will be leaner, but the world must know the United States is going to maintain our military superiority with armed forces that are **agile**, flexible and ready for the full range of contingencies and threats."*

– President Obama

*"The U.S. joint force will be smaller, and it will be leaner. But its great strength will be that it will be **more agile**, more flexible, ready to deploy quickly, innovative, and technologically advanced. That is the force for the future."*

– Secretary Panetta



Modernizing LandWarNet



Torchbearer
National Security Report





*Modernizing LandWarNet:
Empowering America's Army*









An AUSA Torchbearer Issue
May 2012



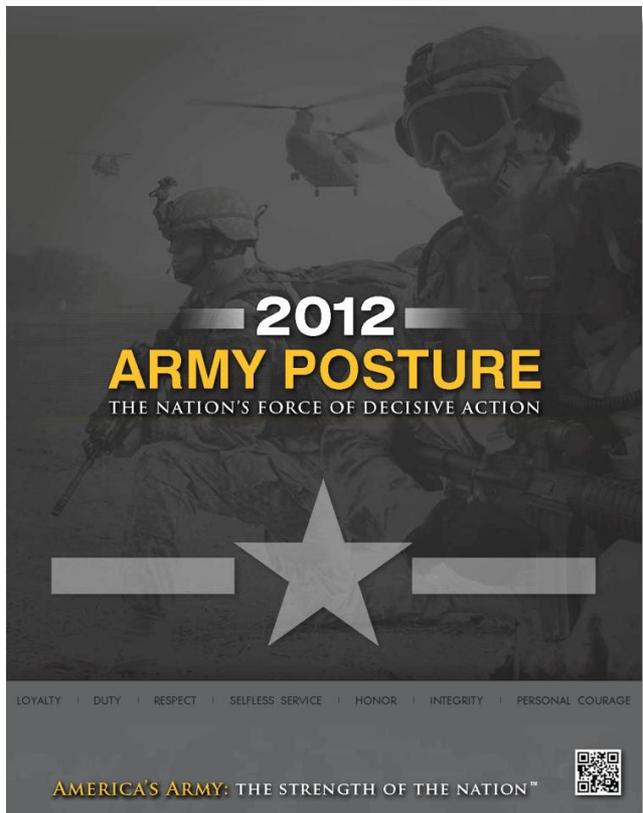
The Army's number one modernization priority is the network and the information systems that link its forces around the world. The Army is upgrading its tactical network systems to provide an on-the-move capability to maneuver forces and push access down to the lowest tactical level. It is also streamlining and ***consolidating garrison systems to improve security, efficiency and effectiveness***. The endstate is a unified network that reaches ***from the foxhole to home station*** and delivers to Soldiers the information and services they need, when and where they need them.

Gen (Ret) Gordon R. Sullivan
President, AUSA
May 30, 2012





2012 Army Posture Statement



The foundation of the modernized network is a joint, secure and common architecture that will provide information from the cloud to enable leaders, units and the institutional Army to function more efficiently. The Army will extend this critical capability to its installations around the world. This capability will *increase force effectiveness, facilitate transition for units and individuals form one phase of the Army Force Generation cycle to another and greatly improve network security.*

The Army *network must be dynamic* to give Soldiers, civilians and partners information and services when and where needed. Investment must be steady and wisely applied, while *maintaining a strong partnership with industry.*

2012 Army Posture Statement



Leadership Direction



"...reforming and restructuring the Institutional Army – the Generating Force – to reflect the same innovation and adaptability we have in our Operating Force is critical to maintaining our operational capability."

HON John M. McHugh
Secretary of the Army
09 September 2011

"Army Forces do not operate independently but as part of a larger Joint, Interagency ... effective integration requires creating Shared Understanding and Purpose through Collaboration."

Gen. Raymond T. Odierno
Chief of Staff of the Army
January 2012



"I see modernizing the network as a critical readiness issue; the network is key to a more agile and capable force."

HON Joseph W. Westphal
Under Secretary of the Army
29 May 2012

"I deploy to Iraq and I have superior communications support. I redeploy to Fort Bragg and I return to the stone ages. We must have the same network we fight with back at home station. We must train as we fight and have access to our information wherever we are ... We need it now."

Gen. Lloyd J. Austin III
Vice Chief of Staff of the Army
(Commanding General, XVIII ABC, August 2009)

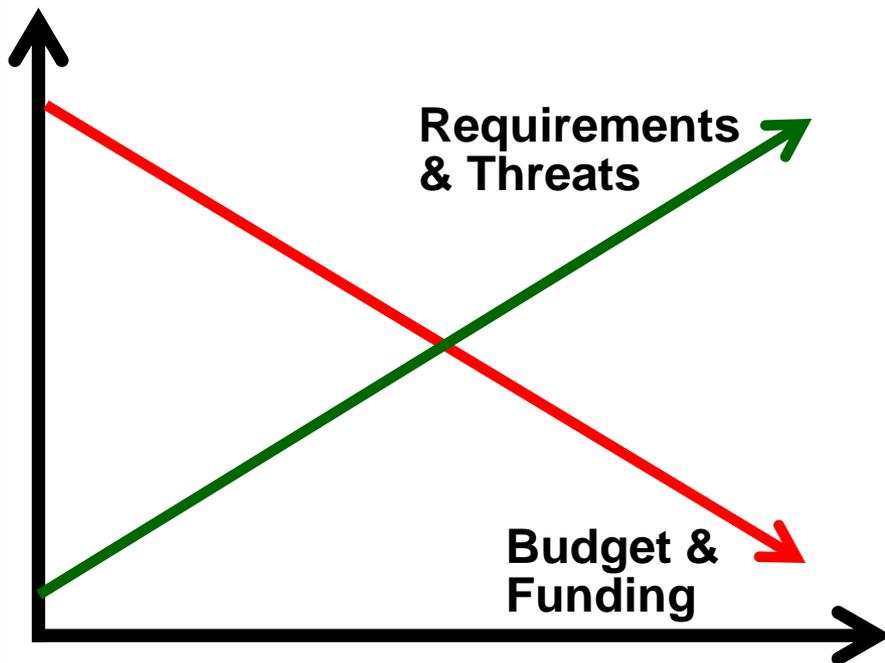


The IT Network is One of the Army's Top Modernization Priorities



The Future of DoD IT

The IT Dilemma



“I am not going to hollow out this force ... We’re going to learn the lessons from the past ... we have to look at every area within the Defense Budget, decide what’s needed, what’s not needed, look at efficiencies, look at where we can be able to achieve savings.”

– Leon E. Panetta
Secretary of Defense
17 November 2011

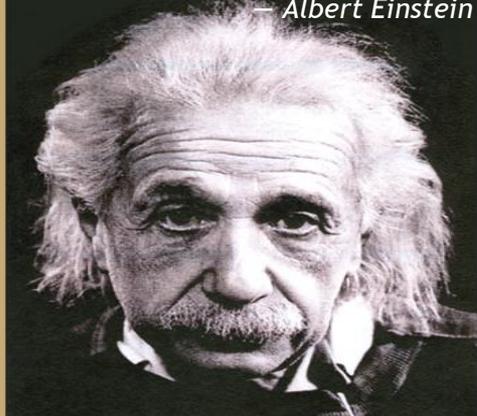
Modernization of the Network that is Effective,
Affordable and Sustainable



Transformation

"Insanity: Doing the same thing over and over again and expecting different results."

— Albert Einstein



Legacy Practices.....

- Multiple Stove-Piped IT Enclaves; Limited Data Integration; Redundant IT staffing
- Extensive Use of Operational Funds to Buy Above Baseline Services
- Local Exception Approval Authority Creates Vulnerabilities for Entire Network
- Non-Standard Network Tools
- Local Contracts for IT Services, Hardware Maintenance & Software Licenses
- Limited Use of Enterprise License Agreements

.....Result In

- No Holistic View of LandWarNet
- High O&M Costs to Manage Customized IT
- Atrophied IT Infrastructure at P/C/Ss
- 50% of IT Investment not Prioritized by CIO
- Inability for 'Information on Demand' Regardless of Operational Situation
- Tremendous Insecurity for Our Information Operations & Network
- Inability to Rapidly Integrate Latest Technology

"The federal government spends approximately \$76B to support its widely dispersed IT assets. Up to 30% of that spending could be saved by further reducing IT overhead, consolidating data centers, eliminating redundant networks and standardizing applications." — Michael Dell



Emerging Practices.....

- One Army Network – Single, Secure, Standards-Based Environment – Full Global Collaboration, Ensure Access to Information on Demand
- Common Operating Environment Architecture
- Incremental Approach to Modernization with "Capability Sets" – Buy Less, More Often
- Build Joint Up Front – Deploy Integrated Capabilities

.....Result In

- Agile, Responsive, Affordable LWN
- Synchronization of Army Mission Priorities to Delivered IT Capabilities
- 'Information on Demand' Regardless of Operational Conditions or Location
- Properly Skilled & Balanced Workforce
- Effective & Synchronized Business Processes



Our IT Environment

How Do We Modernize the Network and Balance Operational Risk Across Competing Priorities with Increasing Fiscal Constraints?

Current

Hundreds of Sub-Optimal Data Centers and Networks Incur Unnecessary Costs	Limited Interoperability Reduces Information Sharing and Collaboration on Mission Threats	Increasing Demand for New Technology on Rapidly Evolving Devices
IT Programs Average 81 Months* Cannot Rapidly and Efficiently Field New Technology to Meet Warfighter Needs	Cybersecurity Vulnerabilities Threaten to Exploit Classified Information and Endanger Our National Security	Current IT Delivery Process Hinders Our Ability to Take Advantage of New Commercial Technology

- ★ Everything is Network Dependent
- ★ Our Challenges:
 - How Do We Make Technology Work For Us As We Draw Down?
 - How Can We Be More Effective?
- ★ A Leaner, More Agile Army Requires Technological Superiority

Future

Reduced Costs for Data Centers and Applications	Improved Interoperability for Better Coordination and Collaboration	Improved User Satisfaction and Mission Success
Faster, More Responsive Capability Deliveries to Warfighters	Improved Security to Reduce Cyber Threats	Faster Adoption of Commercial IT Breakthroughs

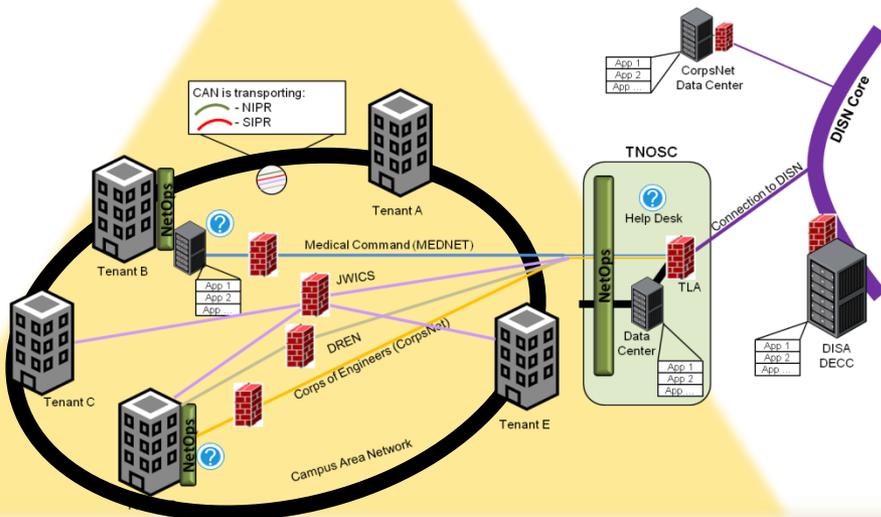
* Source: Defense Science Board

★ Modernizing LandWarNet as a Platform – From Installation to Tactical Edge

- We Must Train As We Fight With Little to No Notice In Any Austere Environment
- Secure, Seamless Access to Information Regardless of Computing Device or Location
- Installation as a Docking Station – Battlefield Systems at Home Station



Current State of the Network



Overall Capability Shortfalls

- ★ Inconsistent Network Access to Essential Capabilities
- ★ Antiquated Infrastructure Creates Vulnerability Undermining Security
- ★ Duplicative, Redundant Systems and Networks are Not Standardized, Hard to Secure, and Expensive
- ★ IT Funding Not Synchronized to the LandWarNet Vision
- ★ IT Spending is Disjointed – Local and Regional Spending Not Synchronized and Prioritized Army-wide Creating Capability Gaps and Security Vulnerabilities



Joint Information Environment – End State

The Network is Core to a Smaller, More Capable, Better Trained Expeditionary Army

- ★ We Must Train as We Fight
- ★ Deploy Little to No Notice Anytime, Anywhere in Austere Environments
- ★ Installations as a Docking Station
- ★ Modernized From Strategic Core to the Tactical Edge
- ★ Single Secure Network
- ★ Incorporate Echelons Above Army Requirements
- ★ Centralized Management and Decentralized Execution



A Single, Secure, Standards-Based, Versatile Infrastructure, Linked by Networked and Redundant Transport Systems, Sensors, Warfighting and Business Applications, Along with Data to Provide our Soldiers and Civilians the Information They Need, When They Need It, in Any Environment to Manage the Army Enterprise and Enable Full-Spectrum Operations with Our Joint, Coalition, and Interagency Partners



"To Be" Network

1



ALWAYS READY/ ALWAYS AVAILABLE

Over the past decade our defense posture has changed to...

- ★ A CONUS-based force
- ★ An increased demand for overseas operations
- ★ A diminished window to answer the call



"window to answer that call has continued to diminish..."

2

CAPABLE, RELIABLE & TRUSTED

These conditions dictate that the Army & the Network be...

- ★ Truly expeditionary on little or no notice
 - ★ The Network is the cornerstone of this capability
 - ★ The Network pushes critical information to the tactical edge



3

BRIDGE



GARRISON

TACTICAL

SINGLE, SECURED, STANDARDS BASED

One of the biggest challenges is inconsistent access to the network...

- ★ The Network **MUST** be connected at every turn
 - ★ Singularity united from Garrison-to-Tactical
 - ★ Seamlessly switched from one to the other
 - ★ Providing fluid transition through all operational phases

4

MUST CHANGE THE WAY WE DO BUSINESS

The Army is changing how we develop, acquire, and field network capabilities by...

- ★ Creating a Common Operating Environment (COE)
 - ★ Developing an agile IT acquisition process
 - ★ Testing through Network Integration Evaluations (NIE)
 - ★ Enhancing IT investment visibility at the enterprise level





Defending the Network

Cyber Threats Are Continually Targeting Our Information, Data, and Networks Putting Army Mission Success At Risk...



...We ***Must*** Enforce Our Information Assurance (IA) Policy (AR 25-2), Protect Our Information, and Maintain Proper Network Discipline to Ensure the Availability and Security of the Army Network!

“We could face a cyber attack that could be the equivalent of Pearl Harbor [that could] ... take down our power grid system, take down our financial systems in this country, take down our government systems, take down our banking systems ... they could virtually paralyze this country.”
– Offutt Air Force Base, NE, 5 August 2011

“I’ve got a hell of a lot to keep me awake at night. I have to tell you that I do worry, however, about this new area I talked about of Cyber War. We are literally getting hundreds of thousands of attacks every day that try to exploit information in various agencies and departments and frankly throughout this country. So the one thing that I worry about the most right now is knowing that this is possible, and feeling that we have not taken all the necessary steps to protect this country from that possibility.”
– University of Louisville, KY, 1 March 2012



Hon. Leon E. Panetta
Secretary of Defense



Top 5 Priorities

- ★ IT Management Reform (ITMR)
- ★ Network Capability Portfolio Review (CPR)
- ★ Army Data Center Consolidation Plan (ADCCP)
- ★ Unified Capability (UC)
- ★ Virtual End User Environment (VEUE), Thin/Zero Client

***Operational Effectiveness, Security, Efficiency ... It's All About the Data
– Accessible From The DoD Private Cloud –***



SecArmy IT Management Reform

Intent

- ★ CIO/G-6 to Develop a Comprehensive Proposal to **Modernize the Network** and Realize **Enterprise Efficiencies** With the Goal to **Achieve \$1.5B in Savings per Year, Starting FY15** *While Not Compromising LandWarNet Effectiveness or Security*

Current Situation

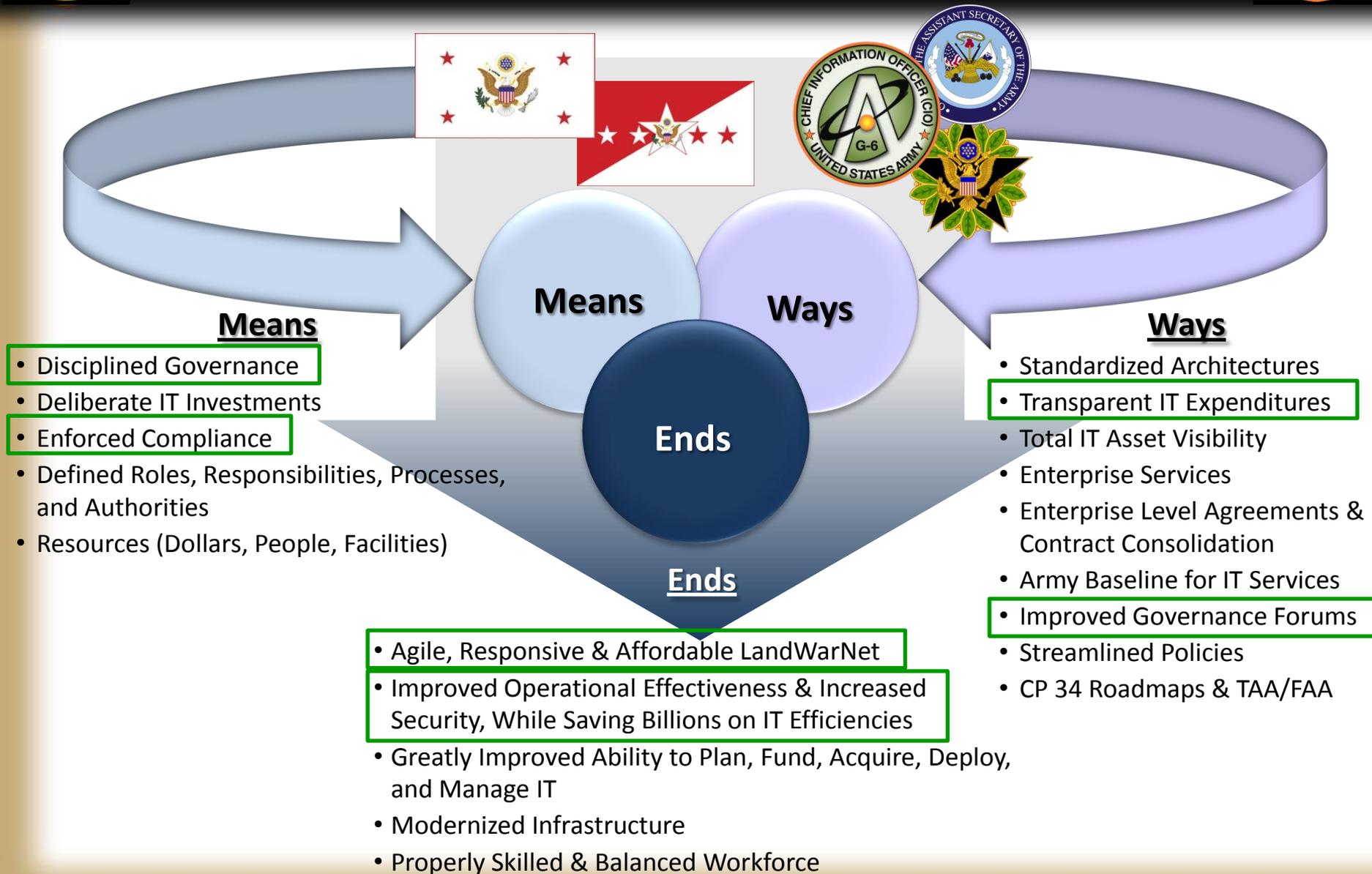
- ★ LandWarNet Recognized as Critical for Mission Execution; “Network is One of the Army’s Top Modernization Priorities”
- ★ IT Resource Portfolio Does Not Account for Over a Third of Army’s IT Spending; Limits Ability to Prioritize Resources to Meet Army Missions and Ability to Implement Reforms
- ★ Business Processes Lack Agility to Leverage New Technologies



“...apply the same rigor and discipline to the institutional Army to have the same innovation and adaptability as in our Operating Force”
 – HON John M. McHugh



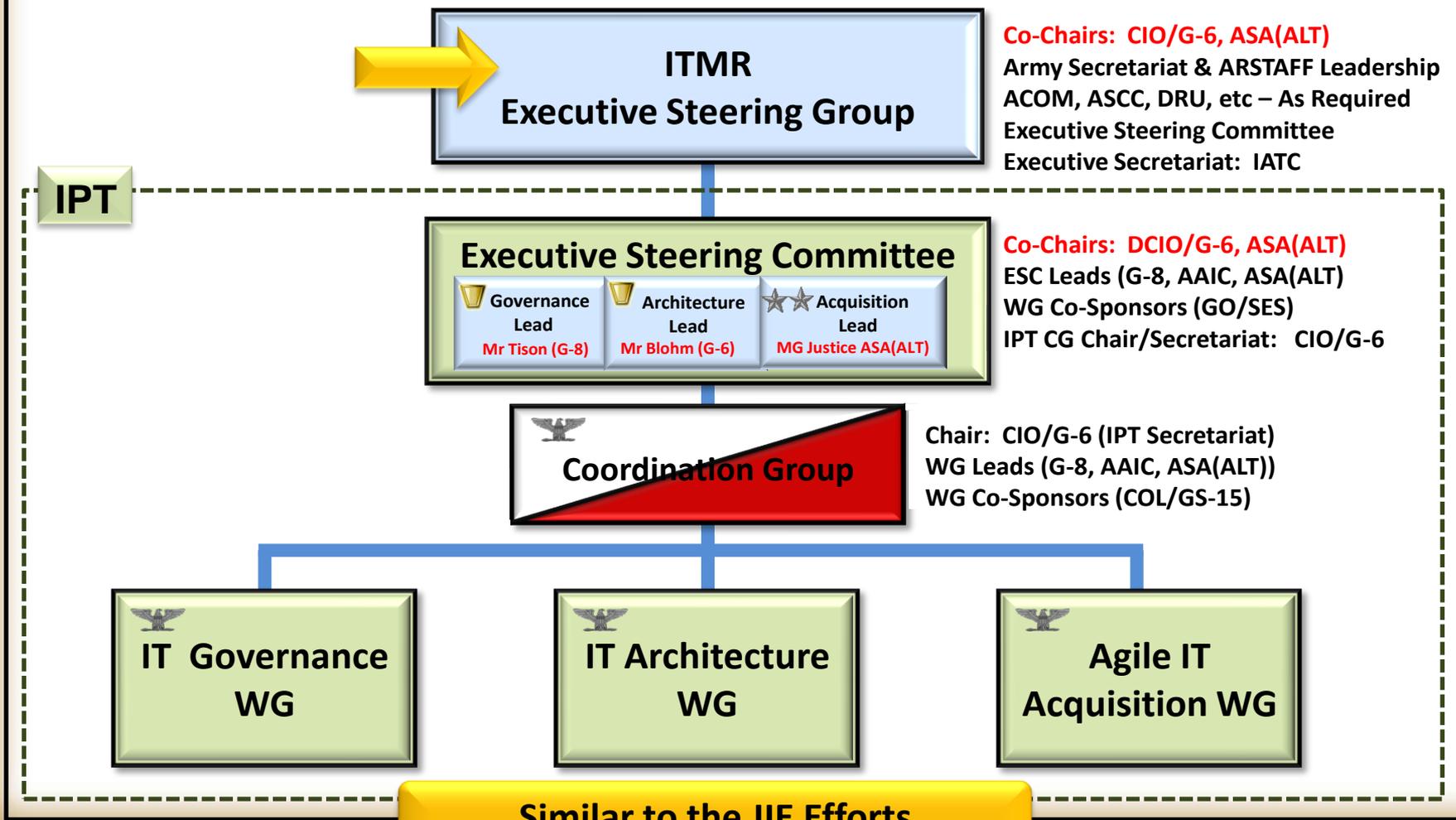
IT Management Reform Strategy





ITMR IPT/ESG Structure

Information Technology Management Reform (ITMR) Implementation Planning Team (IPT) Structure



Similar to the JIE Efforts



Network Capability Portfolio Review (CPR)

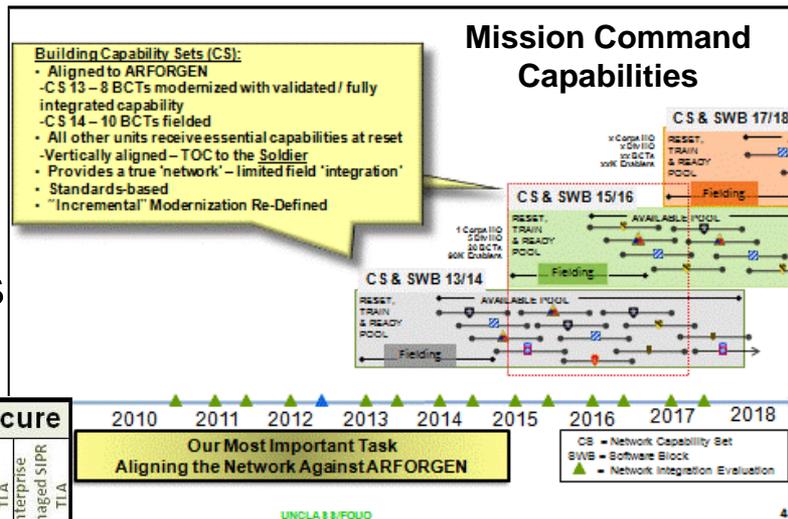
After Two Wars, the Army is Drawing Back to CONUS. As OPTEMPO Dollars Decrease, Demand for Virtual Training Will Increase – We Save Dollars by Implementing Live, Virtual, Constructive Training Strategy Directed by the Chief. Currently Installation Network Capabilities are Not Ready – We Must Modernize Installation Network Capabilities to Successfully Execute This Strategy. It is Imperative that We do as Much as Possible in 2013-2014 to Ensure Network Capabilities are Adequate.

- ★ Began Socializing Network CPR with Key Stakeholders, 18 May
- ★ Building an E2E Portfolio for the Network
 - Developing in Spirals – Spiral 1 (Key Decisions) & Spiral 2 (Capability Sets)
 - End-State – Army Incorporation of Joint Information Environment (JIE)
- ★ Mapping Way Ahead to Resource Management Decision in Sep



Capability Set Management at Installations

- ★ Establish “Capability Sets” for Installation Capabilities – Similar Approach Used for Mission Command
- ★ Validate and Prioritize LandWarNet Capability Sets
- ★ Perform Gap Analysis Across Installations to Determine ‘as is’ Level of Functionality



Capability	Connect						Access	Share					Operate				Secure	
	UC-Infrastructure Installation as a Docking Station	Long Haul DSS	Installation Processing Node (IPN)	IP Phones (NIPR/SIPR)	TBD	Voice over IP (VoIP)	Voice over Secure IP (Volsip)	Enterprise Collaboration Services (ECS)	Enterprise Email (NIPR)	Enterprise Email (SIPR)	Enterprise Service Desk	C4IIM Services	Network Optimize	Network Diagram in ISA Repository	Enterprise Managed NIPR TIA	Enterprise Managed SIPR TIA		
FT AA	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
Depot AA	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT BB	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT CC	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT DD	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT EE	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT FF	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT GG	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT HH	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT II	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT JJ	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
Academy AA	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT KK	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
Barracks AA	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT LL	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT MM	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT NN	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT OO	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT PP	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		
FT QQ	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green		

Notional

- ★ Establish Baseline for Capabilities to Standardize Installations Army-Wide
- ★ Apply Resources Based on Army Installation Prioritized Gaps



Initiatives Highlights

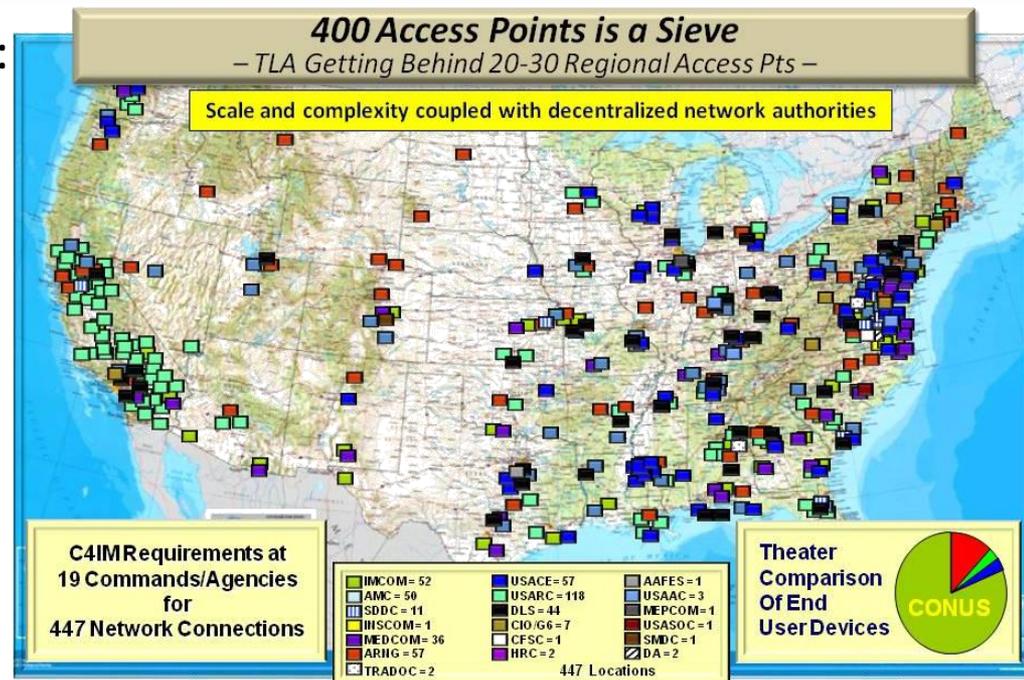
★ DoD Top Level Architecture (TLA):
Transforming to an Integrated Security Architecture at Installations with DoD & Other Services

★ Enterprise Email: +400K Users

★ Enterprise Collaboration Services (ECS) –Approved by BSIT (Virtual Process) Beginning of Jun

★ Approved Integrated IT Baseline Architecture – a **First!**

★ JWICS Integration Effort: Working Towards An Integrated Top Secret Compartmented Layer



Working to Provide Secure, Seamless Access to Information Regardless of Computing Device or Location



How You Can Help

ON CYBER PATROL

As covered or mandated by AR 25-2



- ★ Senior Leader Support in Breaking the Cultural Barriers and Instituting the Hard Changes
- ★ Help Accelerate the Execution of ADCC Plan and Identify the Cost Savings
- ★ Ensure Data Center Consolidation, Unified Capabilities, and Thin/Zero Client are Synched as they Move Forward
- ★ Keep the Network as a Top Modernization Priority
- ★ Implementing a Single, Secure, Standards-Based Environment that is Inherently Joint to Support All Army Business and Warfighting Functions

Modernizing Our Network – Needs to be a Top Priority



Capability Improvements

- ★ Army Data Center Consolidation Plan (ADCCP)
- ★ Applications for Army (A4A)
- ★ Army Request for IT (ARFIT)
- ★ Army Data Strategy
- ★ Army Baseline IT Services (ABITS)
- ★ Common Operating Environment (COE)
- ★ Enterprise Collaboration Service (ECS)
- ★ Enterprise Email (EEmail)
- ★ Identity Management (IdM)
- ★ IT Asset Management (ITAM)
- ★ Virtual End User Environment (VEUE), Thin/Zero Client Initiative
- ★ Mobile Computing and Mobile Device Management Capability
- ★ Army Spouse and Retiree Smartcard Pilot

Information Available at – [HTTP://CIOG6.ARMY.MIL/INFOSHEET.ASPX](http://CIOG6.ARMY.MIL/INFOSHEET.ASPX)



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Backup Slides



Acronyms

- ★ A4A – Apps for Army
- ★ ADCCP – Army Data Center Consolidation Plan
- ★ AMN – Allied Mission Network
- ★ ABITS – Army Baseline IT Services
- ★ AOR – Area of Responsibility
- ★ AR – Army Regulation
- ★ ARFIT – Army Request for IT
- ★ CE – Computing Environment
- ★ COE – Common Operating Environment
- ★ CONUS – Continental United States
- ★ CPR – Capability Portfolio Review
- ★ EEmail – Enterprise Email
- ★ ELA – Enterprise License Agreement
- ★ DMDC – Defense Manpower Data Center
- ★ ECS – Enterprise Collaboration Services
- ★ FAA – Functional Area Analysis
- ★ FY – Fiscal Year
- ★ IA – Information Assurance
- ★ IdM – Identity Management
- ★ IT – Information Technology
- ★ ITA – IT Agency (Pentagon)
- ★ ITAM – IT Asset Management
- ★ ITMR – IT Management Reform
- ★ JIE – Joint Information Environment
- ★ JWICS – Joint Worldwide Intelligence Communications System
- ★ NIE – Network Integration Evaluation
- ★ O&M – Operate and Maintain
- ★ P/C/S – Post, Camp & Station
- ★ POM – Program Objective Memorandum
- ★ TLA (FW, IPS) – Top Level Architecture (Fire Wall, Intrusion Prevention System)
- ★ UC – Unified Capabilities
- ★ VEUE – Virtual End User Environment



Army CIO/G-6 Play Book

'The Top 16'

Order	Top Initiative	Description
1	Identity and Access Management	<p>Enables a Single Secure Digital Identity</p> <ul style="list-style-type: none"> • Supports Dynamic Mission Needs and Changing Threat Environments • Provides Access to Enterprise Resources (Based on Who, What, Where and When) • Authorizations Provisioned from ANY Operational Area (Home/TDY, Post/Camp/Station, & Tactical Edge)
2	MDEP/ Portfolio Management	<p>IT Portfolio Mgt Capability (Enterprise-wide Review) – Beyond Traditional MDEP Focused Reviews</p> <ul style="list-style-type: none"> • IT Portfolio (Transport, Network Services, NetOps & Applications & Data) • Portfolio Mgt Team (IT Functional, Resource Mgr, Architecture, Governance)
3	Asset Visibility/Continuous Monitoring	<p>IT Security Through Enterprise Asset Visibility Using Automated, Persistent Data Collection by Global NetOps (End User Devices Through the Cloud)</p>
4	Architecture	<p>Architectures Will Guide & Constrain System Development and the Delivery of Capabilities. Cost Savings Relative to Architecture are Realized Through the Ability to Deploy Integrated Capabilities, Cost Avoidance Through Visibility of Interdependencies and a Robust Decision Support Capability that Enables Army Leadership to Effectively Guide and Make Informed Decisions. Architectures Will Deliver the End-to-End Transition Plan to Modernize LandWarNet as a Component of the Joint Information Environment and Provide Guidance and Direction for Integrating Capabilities, Services, and Systems</p>
5	Army Data Center Consolidation	<p>Reduction of Physical IT Infrastructure to Enhance Security & Improve Efficiency</p>
6	Army Baseline for IT Services	<p>Also known as “Good Enough” IT. ABITS IT Service Mgt has 2 Categories of Customer Services: User (Standard & Priority) & Organizations. Users Receive the Same Types of Services (Voice, Desktop, Email, Access to Network & Applications) but Different Response/Resolution Times. ABITS will Balance Operational Requirements, Performance & Cost (on a per User & Seat Basis) to Extend Essential Communications, IA & Automation Services to Mission Command and Business Users at ANY Operational Area (Home/TDY, Post/Camp/Station) Outside Combat Zones. ABITS will Establish Clear Performance Standards, Link Services & Performance to Cost & Affordability, and Measure User Satisfaction.</p>



Army CIO/G-6 Play Book

'The Top 16'

Order	Top Initiative	Description
7	Unified Capability (Communications & Collaboration)	Secure Suite of Collaboration and Real-Time Communications Services <ul style="list-style-type: none"> • Converges Separate Voice, Video and Data Networks to deliver a Rich Communications & Collaboration Environment (Email, Chat, Voice, Video, Profile, Search, Collaboration & Records Mgt Tools Over a Single IP Network) • Tremendous Operational Benefits, Improves Security & Eliminates Costly and Growing Maintenance Support of Outdated Networks
8	Virtual End User Environment	Consists of Both the End User Computing Device and Back End Infrastructure (Servers/Storage). <ul style="list-style-type: none"> • End User Computing Device has no Dedicated Local Hard Drive, Runs on Web Browsers or Remote Desktop Software • Relies on Network to Access Data & Information from a Central Server • Applications & Data are Processed and Stored on Back End Infrastructure
9	Data Strategy / Implementation	Provides Visible, Accessible, Understandable, Trusted & Interoperable Data Accessible by Any Authorized User While Ensuring Faster Access, Retrieval, Analysis, & Utilization of Data Across the Army
10	Compliance (FISMA, DIACAP, 25-2)	Ensure Protection of Army Network Infrastructure & Data and Secure Access to the Network by Managing & Monitoring Compliance with DoD & Army IA Policies to Ensure Capabilities Connected to the Network are Certified & Accredited with Assumable Operational Risk
11	Mobile / Handheld Devices	Establish an Enterprise Managed Mobile Computing Environment that is Secure and Protects Information & Data that Enable Mobile Technologies to Include Infrastructure, Support, and Mobile Networking Policies



Army CIO/G-6 Play Book

'The Top 16'

Order	Top Initiative	Description
12	IA Training (Army Culture Change)	Computing Environment Training and Certifications that Ensures Cyber/IA Workforce has Proper Skill Sets to Design, Operate, Maintain & Defend the Network to Include Knowledge of Threat and Use of Safe Operating Practices Across All Operational Areas (Home/TDY, Post/Camp/Station, & Tactical Edge)
13	Compliance to Regulations	Implements Processes to Track Compliance of Army IT Management Policies IAW the Clinger Cohen Act, USC Title 40 Responsibilities Across All Appropriate Army Policies and Regulations
14	Evaluate Governance Boards	Review IT Governance Across Army Governance Forums and Identify Opportunities to Streamline Existing Governance Bodies in accordance with Goals of IT Management Reform, Which Includes: Review of Charters and Decision Processes for IT Governance; Determine How they Influence the PPBE; Assess Gaps or Overlaps; and Recommend Improvements in IT Governance Processes Across the Army. The following boards to be evaluated Include: CIO EB, CIO EGB, OOB, ERB, LWN GOSC, IT GOSC, BSIT, CIO EB, AR2B
15	Apps 4 Army	Effort to Radically Reduce the Time it Takes to Deliver Applications Across the Force by Implementing Critical Reforms, Synchronizing, and Integrating Capabilities Across the Common Operating Environment (COE) Architecture's Deployment of Standardized Computing Environments; the Establishment of an Agile End-to-End Software Business Process; and the Implementation of the Army Software Marketplace
16	AKO Transition	Complimentary to Identity Management & Unified Capabilities Efforts – These New Capabilities Will Allow AKO to Transition to Supporting Non-FOUO and Public Facing Web Services