



**SECRETARY OF THE ARMY  
WASHINGTON**

**20 FEB 2013**

**MEMORANDUM FOR SEE DISTRIBUTION**

**SUBJECT: Information Technology Management Reform (ITMR) Implementation Plan**

**1. References:**

- a. Secretary of the Army memorandum, subject: Information Technology Management Reform, 9 September 2011.
- b. Secretary of the Army memorandum, subject: Army Knowledge Management (AKM) Guidance Memorandum – Capabilities-Based Information Technology (IT) Portfolio Governance, 20 July 2005.
- c. Secretary of the Army memorandum, subject: Support to the Army Request for Information Technology (ARFIT) Process, 28 June 2012.
- d. Chief Information Officer/G-6 memorandum, subject: Information Technology (IT) Portfolio Management (PfM) Guidance, 9 March 2008.

2. Since 2005, under Secretariat guidance, the Army has pursued network and information technology reforms that reduce costs and improve capabilities and overall effectiveness. As part of this effort, the ITMR implementation planning team, led by the Chief Information Officer/G-6 and the Assistant Secretary of the Army (Acquisition, Logistics and Technology), has identified reforms to modernize the network and realize efficiencies, with a goal of achieving \$1.5 billion in annual savings beginning in fiscal year 2015.

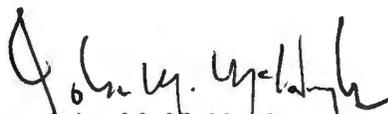
3. Effective immediately, all recipients of this memorandum are responsible for implementing these IT management reforms, as detailed in enclosures 1 and 2. Additionally, within 30 days of the date of this memorandum each organization will provide a GO/SES point of contact to the POC in paragraph 5 below.

4. These reforms are critical to our achieving the LandWarNet 2020 vision of a single, secure, standards-based network that aligns with DoD's Joint Vision 2020. Your full support and active engagement are essential to making sure we achieve our goals.

**SUBJECT: Information Technology Management Reform (ITMR) Implementation Plan**

5. The point of contact for ITMR implementation is Mr. Keith Dean: (703) 545-1354 or keith.t.dean1.civ@mail.mil.

Encls



John M. McHugh  
Secretary of the Army

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Enclosure 1  
IT Reforms and Accountable Organizations

1. Effective immediately, the organizations identified are accountable for implementing the following information technology (IT) management reforms.

a. Under Secretary of the Army/Chief Management Officer (USA/CMO).

1) Ensure that the Business Mission Area (BMA) IT portfolio aligns with the overarching strategic vision and is optimized with effective and affordable IT solutions. This includes supporting the Chief Information Officer/G-6 in development of proposed Program Evaluation Group (PEG) guidance for network capability requirements.

2) Approve all IT enterprise services with the advice of the Business Systems Information Technology (BSIT) governance forum.

3) Make recommendations to the Secretary of the Army regarding the alignment of organizational roles, responsibilities and levels of authority to improve each mission area's ability to perform effective portfolio management.

b. Assistant Secretary of the Army (Acquisitions, Logistics and Technology) (ASA(ALT)).

1) Participate in Planning Program Budget Committee (PPBC) resource information integration reviews and synchronize acquisition in accordance with (IAW) Enterprise Information Environment Mission Area (EIEMA) requirements and approved funding.

2) Develop and publish guidance that identifies a buy or build decision early in the IT acquisition process, based on mission area priorities and requirements for materiel and service procurements.

3) Leverage the IT Box model, contained within the Joint Capabilities Integration and Development System and DoD Instruction 5000.2 guidance, to provide agility and to streamline IT programs across all mission areas.

4) Expand Army implementation of the business capability life cycle (BCL) following (or in concert with) DoD Instruction 5000.2 and Directive-Type Memorandum (DTM) 11-009, Acquisition Policy for Defense Business Systems.

5) Leverage science and technology (S&T) authorities for technology insertion.

6) Leverage the availability of flexible contract vehicles, such as Computer Hardware, Enterprise Software and Solutions (CHESS) and Common Hardware Systems (CHS), to reduce licensing costs.

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c. Assistant Secretary of the Army (Financial Management and Comptroller) (ASA(FM&C)).

1) Establish a temporary integration subcommittee of the Planning Program Budget Committee to address network capability integration issues across the Program Execution Groups. The Deputy Chief of Staff, G-8, under the guidance and direction of ASA(FM&C), will manage this temporary subcommittee, known as the PPBC Resource Integration Group (RIG). The RIG will be co-chaired by ASA(FM&C), G-8 and G-3/5/7. The PPBC RIG will function as a collaborative, integrative advisory forum and will meet as required.

2) Publish required policy and guidance for capturing, tracking and reporting of cost and resource use in the EIEMA.

d. Chief Information Officer/G-6.

1) Provide management oversight of and, in partnership with the Deputy Chief Management Officer (DCMO) and with support from the other organizations specified in this enclosure, quarterly updates to the Secretary of the Army regarding execution of the IT reforms identified in this memorandum.

2) Ensure that the EIEMA IT portfolio supports the published LandWarNet 2020 strategy and architecture, and is optimized with effective and affordable IT solutions.

3) Refine the EIEMA requirements validation process to include consideration of specific organizational needs, e.g., Army Corps of Engineers, Army National Guard, Army Reserve, Army Medical Command and organizations with executive agent status, such as the Information Technology Agency (ITA).

4) Implement the Army Request for Information Technology (ARFIT) initiative to improve visibility and accountability of IT procurement IAW reference c.

5) Publish IT architecture guidance (LandWarNet 2020 End-State Architecture), enterprise-level rules and technical standards (e.g., Security Reference Architecture).

6) Make recommendations to the Secretary of the Army regarding the alignment of organizational roles, responsibilities and levels of authority to improve each mission area's ability to perform effective portfolio management.

7) Use the Network Integration Evaluation (NIE) process to evaluate cutting-edge technologies for incorporation into Army programs.

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e. Deputy Chief of Staff, G-3/5/7.

1) Ensure that the Warfighting Mission Area IT portfolio aligns with the LandWarNet 2020 strategic vision, and is optimized with effective and affordable IT solutions.

2) Serve as one of the RIG co-chairs.

3) Assist the CIO/G-6 in establishing a clear strategy and responsibilities for all network capability requirements, to include common IT services, such as help desk, on-site support, Enterprise Email, etc., across all mission area portfolios.

4) Make recommendations to the Secretary of the Army regarding the alignment of organizational roles, responsibilities and levels of authority to improve each mission area's ability to perform effective portfolio management.

f. Deputy Chief of Staff, G-8. Under the guidance and direction of ASA(FM&C), manage the temporary PPBC Resource Integration Group. The RIG will be co-chaired by ASA(FM&C), G-8 and G-3/5/7. The PPBC RIG will function as a collaborative, integrative advisory forum and will meet as required.

g. U.S. Army Training and Doctrine Command (TRADOC).

1) Integrate and synchronize current and future authoritative capabilities requirement documents, e.g., JCIDS or approved mission area requirements, in accordance with the LandWarNet 2020 strategy. This will enable agile IT acquisition strategies, e.g., IT Box construct, to streamline IT acquisitions and keep pace with the commercial marketplace using a capability set management approach.

2) Provide an architecture development/integration environment for Army Architecture Data, artifacts and views in the Army Capability Architecture Development and Integration Environment (ArCADIE).

3) Develop a Concept of Operations (CONOPS) document that describes the current and future planned functionality of ArCADIE.

4) Develop a TRADOC pamphlet detailing the processes, procedures and corresponding roles and responsibilities for ArCADIE.

5) When necessary ensure that appropriate changes are implemented to documents during the requirements development process (e.g., IT Box) in order to assist the acquisition community in providing capability solutions that keep pace with the latest technologies from the commercial marketplace.

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h. All Army Commands and Organizations.

1) Ensure that new network capability requirements are consistent with the published LandWarNet 2020 strategy and architecture.

2) Coordinate requirements for mission area validation.

## Enclosure 2

### Information Technology Management Reform (ITMR) Implementation Plan

1. Purpose. This plan establishes conditions to achieve the Secretary of the Army's objective of modernizing the network and realizing efficiencies to produce \$1.5 billion in annual savings beginning in fiscal year 2015. With constrained resources, the Army must ensure effective and efficient management of critical enterprise capabilities, including the network, from the installation to the deployed environment. The Chief Information Officer/G-6 network modernization strategy, LandWarNet 2020 and Beyond, will produce a single, secure, standards-based network that aligns with DoD's Joint Vision 2020. ITMR is an essential element of this effort.
2. Tasks to organizations. This plan identifies specific organizations as leads for various reform efforts. Accountable organizations will develop and execute implementation plans for their identified reform(s), as required. Questions concerning details of reform implementation should be addressed to the organization designated as the lead. The CIO/G-6, in partnership with the Deputy Chief Management Officer and with support from the other organizations in this enclosure, will monitor and report to the Secretary of the Army quarterly on the progress and success of the reforms. All Army Commands and organizations must ensure that new network capability requirements are consistent with the published LandWarNet 2020 strategy and architecture, and that coordination/validation occurs consistent with mission area guidance prior to engaging in resourcing or procurement actions.
3. For the purposes of this document, the network is defined as a grouping of IT investments to achieve mission capabilities. LandWarNet is the Army's contribution to the Global Information Grid (GIG). It consists of a globally interconnected end-to-end set of Army information capabilities, associated processes and personnel for collecting, processing, storing, disseminating and managing information on demand to support warfighters, policy makers and others. LandWarNet includes all Army (owned and leased) and leveraged DoD/Joint communications and computing systems, services, software (including applications), data security services and other associated services.
4. Impacts. The ITMR plan and expected outcomes include:
  - a. Enabling a more capable, better trained and readier force.
  - b. Establishing an EIEMA governance model to better inform the Program Objective Memorandum (POM) regarding integrated information mission area requirements and capability needs.
  - c. Achieving a more secure, single enterprise network environment while improving the Army's ability to modernize the network's capabilities in a holistic manner.
  - d. Delivering seamless, rapidly deployable and sustainable IT products and services as part of incremental IT modernization tailored to the strategic vision and user requirements.

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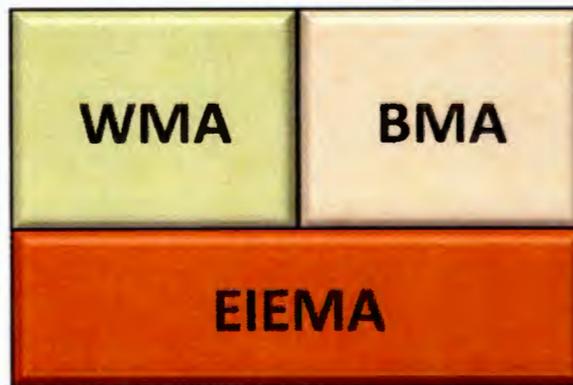
e. Enabling quicker incorporation of IT capabilities through architecture rules, standards and enduring requirements within a flexible development process.

f. Improving operational IT/network effectiveness while gaining efficiencies within the set of available resources.

g. Aligning the Army network with the Joint Information Environment.

h. Achieving \$1.5 billion in annual savings beginning in fiscal year 2015 while delivering equal or greater capability to the Army.

5. Plan Overview. This plan includes three reforms nested within the framework of the DoD/Army-established mission area (MA) structure, which consists of the Warfighting MA (WMA), Business MA (BMA) and Enterprise Information Environment MA (EIEMA), as shown in figure 1. The EIEMA supports a portfolio comprised of foundational and cross-cutting IT capabilities that enable the other MAs and overall network operations.



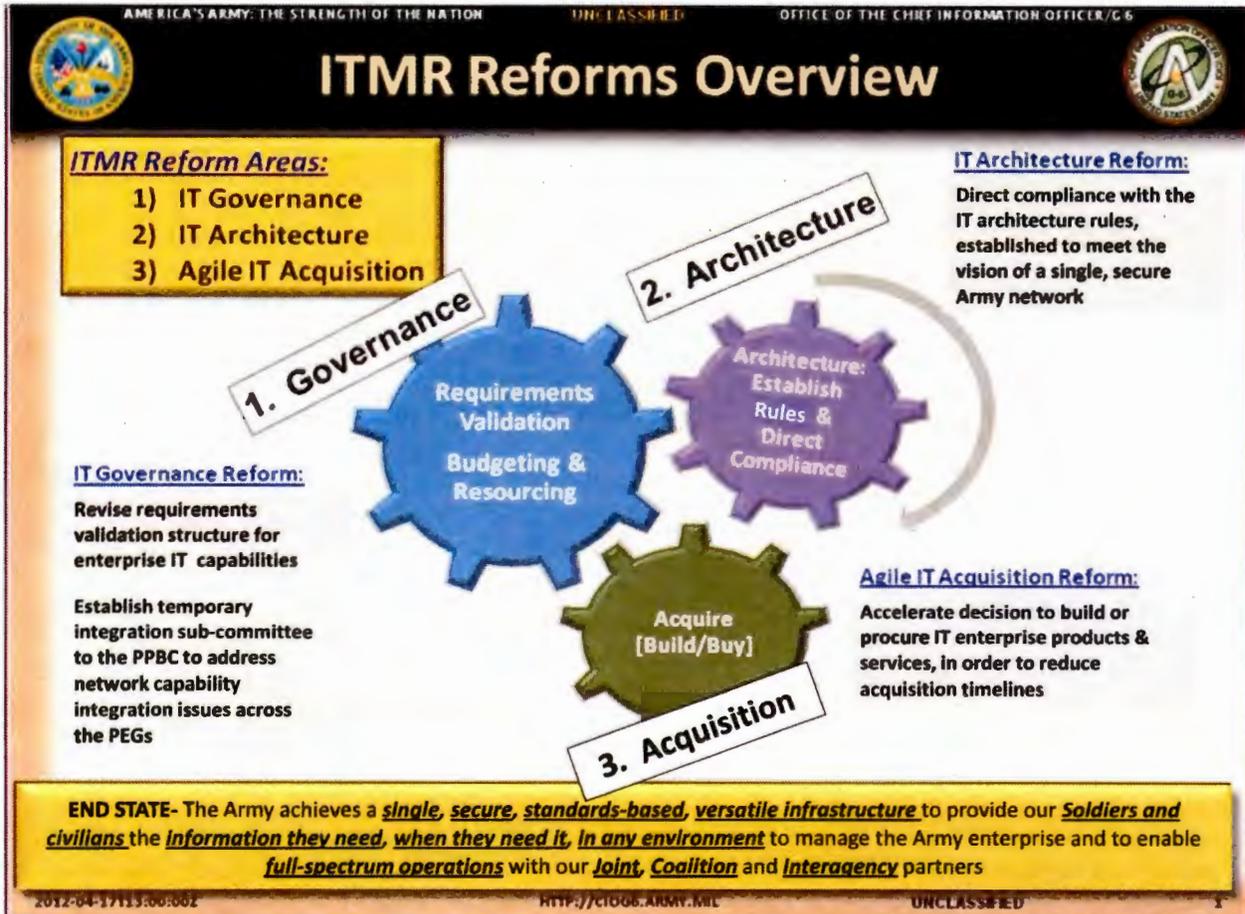
**Figure 1. Mission Area (MA) Structure**

a. These reforms will better integrate cross-MA network capability requirements and assist in the development of planning, programming and execution guidance, to include specific guidance for organizations that receive some funding from outside the Army's Planning, Programming, Budgeting and Execution (PPBE) process (i.e., non-Army managed appropriations), such as the U.S. Army Corps of Engineers, Medical Command, Intelligence and Security Command and Army Materiel Command. The network requirements for these organizations and specified United States Code (U.S.C.) Title 32 functions will be addressed in the EIEMA unless otherwise captured in another MA's portfolio. If captured in another portfolio, these network requirements must be identified and rationalized with regard to the EIEMA portfolio. Additional information is provided in the following sections.

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b. High-level reforms are depicted in figure 2. All these reforms enable the transition to LandWarNet 2020, a single, secure, standards-based, versatile infrastructure that provides Soldiers and civilians access to information at the point of need, in any environment, to manage the Army enterprise and enable full-spectrum operations with our Joint, coalition and interagency partners.



**Figure 2. ITMR Reforms Overview**

1) Governance: Establishes a governance process/framework that integrates the priorities from each of the MAs to inform the PPBE process.

2) Architecture: Enforces compliance with IT architecture rules established to meet the vision of a single, secure, standards-based Army LandWarNet environment that is consistent with the Joint Information Environment (JIE).

3) Agile IT Acquisition: Implements acquisition processes that accelerate procurement of IT services and products.

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6. Efficiencies. In order to achieve the directed efficiencies, the CIO/G-6 must first set the conditions to better identify, manage and control costs for Army IT capabilities. ITMR reforms will achieve this outcome and help to identify direct recoverable efficiencies.

#### 7. Governance Reforms.

a. Problem. Planning, Programming, Budgeting and Execution for network capabilities is de-centralized, with funding spread across more than 101 MDEPs in all six PEGs. The inherent complexity of the network and the lack of visibility of requirements and expenditures prevent achieving the single, secure environment envisioned by LandWarNet 2020 without extraordinary efforts to integrate network capabilities, requirements, resources and acquisition processes. This enclosure details the governance reforms necessary to institute the processes essential to reaching LandWarNet 2020.

##### b. Reform Initiatives.

1) Establish a cross-MA portfolio management (PfM) process to optimize network capability investments in effective and affordable IT solutions with an acceptable level of risk.

2) Establish a governance process for EIEMA network capability requirements.

3) Establish a temporary resource integration subcommittee under the PPBC to integrate network resources in alignment with EIEMA requirements.

c. Specified Organizational Needs. ITMR recognizes that there are organizations (Corps of Engineers, MEDCOM, Army National Guard, INSCOM, AMC, etc.) and functions (civil works, intelligence, USC Title 32, non-appropriated funds, Working Capital Fund) that receive appropriations not managed by the Army. Additionally, certain organizations hold executive agent status (e.g., ITA) and provide support to the Services and DoD activities which entails unique requirements, architecture and standards. When deemed appropriate via the established EIEMA governance processes, these organizations will comply with the applicable and relevant Army network and architecture guidance consistent with higher authorities and directives. However, because select organizations receive a substantial portion of their funding outside the purview of the Army's PPBE process, all MAs must develop portfolio guidance that ensures non-Army-funded network requirements are identified, vetted, analyzed and consolidated to support organizations with specific needs, consistent with DoD, federal and state government policies, regulations and law.

d. Overview. The Enterprise Governance Model: The enterprise network governance model, in Figure 3 below, depicts the new network governance structure,

Information Technology Management Reform (ITMR) Implementation Plan

process, inputs and expected outputs that will be used for approving and resourcing network capability requirements within the MAs.

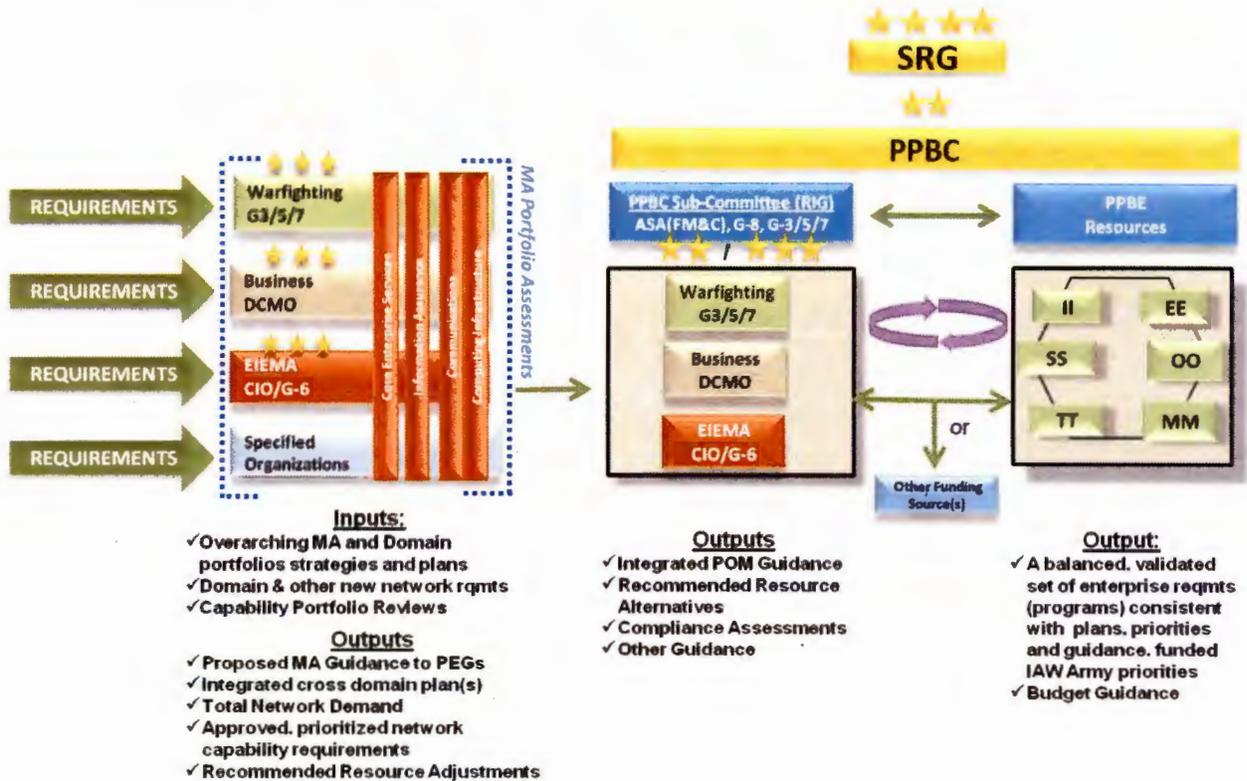


Figure 3: Enterprise Governance Model

e. Cross-MA Portfolio Management. The EIEMA (CIO/G-6), the WMA (G-3/5/7) and the BMA (DCMO) will establish or enhance current processes to optimize network portfolio investments, eliminate redundancies and leverage existing assets. Each MA will:

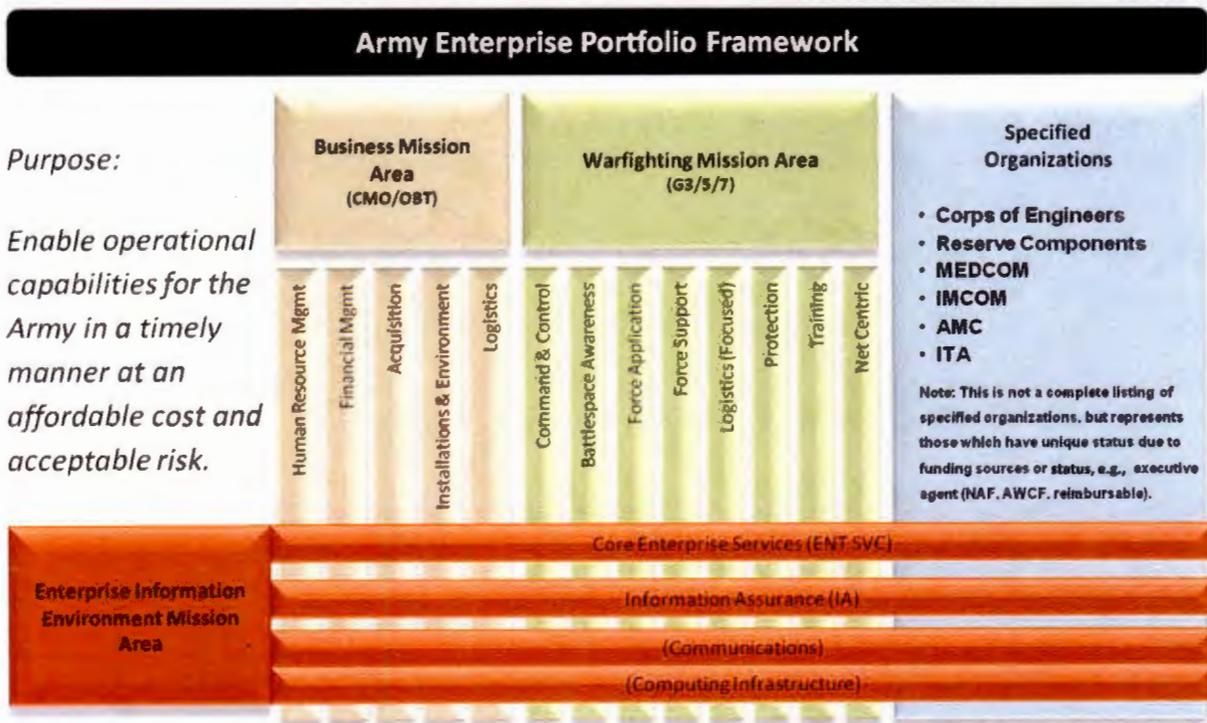
- 1) Enable operational capabilities for the Army in a timely manner at an affordable cost and with acceptable risk.
- 2) Develop and communicate portfolio/domain strategies and plans, as they affect the network, establishing specific and measurable goals and objectives.
- 3) Ensure that total network capability requirements for new MA systems to be added to LandWarNet (hardware, software, applications, services) are considered, identified and included in baseline cost estimates when competing for resources in the PPBE process.

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4) Conduct portfolio reviews (assessments) of subordinate domains' life-cycle network requirements, considering strategic plans and guidance, Network Capability Portfolio Reviews (CPRs), the Army Campaign Plan (ACP), the Joint Information Environment, architecture and other network requirements; and provide recommendations to fund or not to fund the requirements, resources and acquisition processes based on those assessments.

5) Army Portfolio Management. The MAs and portfolio (domain) management framework depicted in Figure 4 are the foundation of governance reform. The MAs will coordinate assignment of responsibility for individual IT-related programs to ensure that portfolio responsibilities are clearly defined and managed.



**Figure 4: The Army Enterprise Portfolio Model**

f. Impact of implementing cross-MA IT PfM on Army organizations.

1) IT PfM decisions will rationalize, consolidate, standardize and possibly terminate duplicative network investments (systems, hardware, software and IT common services), resulting in optimized enterprise solutions.

2) Unique organizational network requirements will mandate more scrutiny, such as cost-benefit analysis and additional justification for continued sustainment or new funding.

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3) Organizations must comply with MA requirements approval/validation processes to compete for POM and budget resources for new network capability.

4) PfM assessments may impact funding decisions for baseline (existing) and new network capability requirements.

5) Acquisition and flexible procurement strategies will optimize IT procurement sources or contract vehicles, reduce costs and perhaps limit product procurement source options while maintaining pace with commercial and technology innovations.

g. EIEMA PfM Process. The CIO/G-6 will expand the EIEMA governance process to identify, vet and approve total future network domain requirements for computing infrastructure, common enterprise services, communications and information assurance across all mission areas. In addition to the responsibilities outlined in paragraph e above, for network capabilities required to support the WMA and BMA the CIO/G-6 will:

1) Ensure that current and future authoritative capabilities requirement documents, e.g., JCIDS or approved mission area requirements, comply with published LandWarNet 2020 strategy and architecture guidance in order to enable agile IT acquisition strategies, e.g., IT Box construct, to streamline IT acquisitions and keep pace with the commercial marketplace using a capability set management approach.

2) Establish a process to assist MAs and other organizations to determine and estimate the costs of future network capability requirements (demand) related to MA systems, hardware, software, applications and services that operate on LandWarNet.

3) Work with the other MAs to develop an integrated, prioritized Army network assessment, proposing resource adjustments and trade-space alternatives based on the Army's requirements and other MAs' priorities and available funding.

4) Incorporate validation of network enterprise services capability requirements into the BSIT governance process to improve visibility of total services requirements, leverage existing contracts/licensing agreements, increase standardization and security, and reduce costs.

5) Develop a process that identifies all network capability requirements, by organization, to include the specified organizations, early in the requirements approval process. The objective is to enable the MA leads to plan accurately for the resourcing and acquisition of network capability requirements and meet the demand for network infrastructure. Expand and implement the ARFIT program.

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#### h. Impact of the EIEMA IT PfM Process on Army Organizations.

1) In addition to the impacts depicted in section f, the WMA and BMA leads will provide the EIEMA an estimate of annual future demands for MA systems that require network infrastructure support.

2) Consolidation, synchronization and acquisition of network components at the enterprise level will reduce costs and improve security for all organizations.

3) Non-architecture-compliant, non-enterprise, lower-priority MA systems will not be approved for funding or procurement without an approved exception to policy.

4) Organizations will need to leverage enterprise network solutions and services for systems, hardware, software and applications.

i. Planning, Programming and Budget Committee (PPBC) Resource Integration Group (RIG). ASA(FM&C) will establish a temporary integration subcommittee to the PPBC to address network capability integration issues across the Program Execution Groups (PEGs). The Deputy Chief of Staff, G-8, under the guidance and direction of the ASA(FM&C), will manage this temporary subcommittee, known as the PPBC Resource Integration Group (RIG). The RIG will be co-chaired by ASA(FM&C), G-8 and G-3/5/7. The Deputy Chief of Staff, G-3/5/7 will prioritize those requirements across the MAs. The PPBC RIG will:

1) Manage through the tri-chairs: ASA(FM&C), G-8 and G-3/5/7.

2) Serve as a temporary, collaborative resource integration governance body.

3) Vet and review cross-MA network resource recommendations to inform the PEGs during the PPBE process.

4) Provide guidance for non-Army-funded network requirements.

#### j. Impact of PPBC RIG on Army Organizations.

1) Requirements for network systems, hardware, software, applications and IT common services that are not compliant with MA guidance and architecture are at risk of not being funded.

2) Low-priority MA requirements are at risk of not being funded.

k. Way Ahead. The following section provides the specific deliverables directed in this plan and the assigned accountable organizations and due dates.

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1) Establish an EIEMA portfolio management process, clearly defining roles, responsibilities and processes, to include specified MA organizations for network capabilities across all MA portfolios that support the LandWarNet 2020 strategy. Lead: CIO/G-6. Assist: G-3/5/7, DCMO and related specified MA organizations. Suspense: NLT 2QFY13.

2) Integrate and synchronize current and future authoritative capabilities requirement documents, e.g., JCIDS or approved MA requirements, in accordance with the LandWarNet 2020 strategy. This will enable agile IT acquisition strategies, such as IT Box construct, to streamline IT acquisitions and keep pace with the commercial marketplace using a capability set management approach. Lead: TRADOC. Assist: G-3/5/7, CIO/G-6 and ASA(ALT). Suspense: NLT 4QFY13.

3) Establish a process to approve all IT enterprise service/capability requirements within the BSIT governance body. Lead: DCMO. Assist: ASA(ALT), CIO/G-6 and G-3/5/7. Suspense: NLT 2QFY13.

4) Implement the Army Request for Information Technology process to increase visibility and accountability of IT procurement IAW reference C. Lead: CIO/G-6. Assist: ASA(ALT), ASA(FM&C) and ARCYBER. Suspense: NLT 4QFY13.

5) Establish and manage the PPBC RIG to integrate network resource requirements across all MAs. Lead: ASA(FM&C) and G-8. Assist: G-3/5/7, DCMO, ASA(ALT) and CIO/G-6. Suspense: NLT 2QFY13.

6) Make recommendations to the Secretary of the Army regarding the alignment of organizational roles, responsibilities and levels of authority to improve each MA's ability to perform effective portfolio management. Lead: USA. Assist: G-3/5/7, CIO/G-6, G-8, ASA(FM&C) and ASA(ALT). Suspense: NLT 3QFY13.

#### 8. Architecture Reforms.

a. Problem. Duplicative, redundant systems and non-compliant systems and networks are expensive, difficult to secure and not standardized. The current set of IT architectures and related data do not sufficiently support informed IT governance, acquisition and portfolio management decisions across the Army. LandWarNet 2020 requires an integrated IT architecture to clearly define enterprise-level rules and technical standards to achieve those goals.

#### b. Reform Initiatives:

1) Establish enterprise-level rules for operational effectiveness, efficiencies and secure/interoperable access to the Army's IT infrastructure in accordance with the vision of a single, secure Army network aligned with the JIE.

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2) Develop standard processes for reviewing and validating requirements for IT solutions supporting a valid MA capability; and direct use of enterprise IT architecture data and artifacts as core decision support elements for those processes.

3) Enable effective industry compliance by creating IT solutions that demonstrate interoperability with current and planned Army IT capabilities and standards. Publish the baseline Army IT architecture standards and LandWarNet 2020 End-State Architecture Guidance to facilitate this reform.

c. Overview: Army IT Architecture Framework. Figure 5 below depicts the Army's IT architecture framework. Compliance with enterprise-level business rules and technical standards for IT solutions will enable the vision of a single, secure LandWarNet 2020; inform solutions for the WMA and BMA; and ultimately align Army IT capabilities with the JIE. The numbered circles in the diagram below correspond directly to the numbered paragraphs that follow.

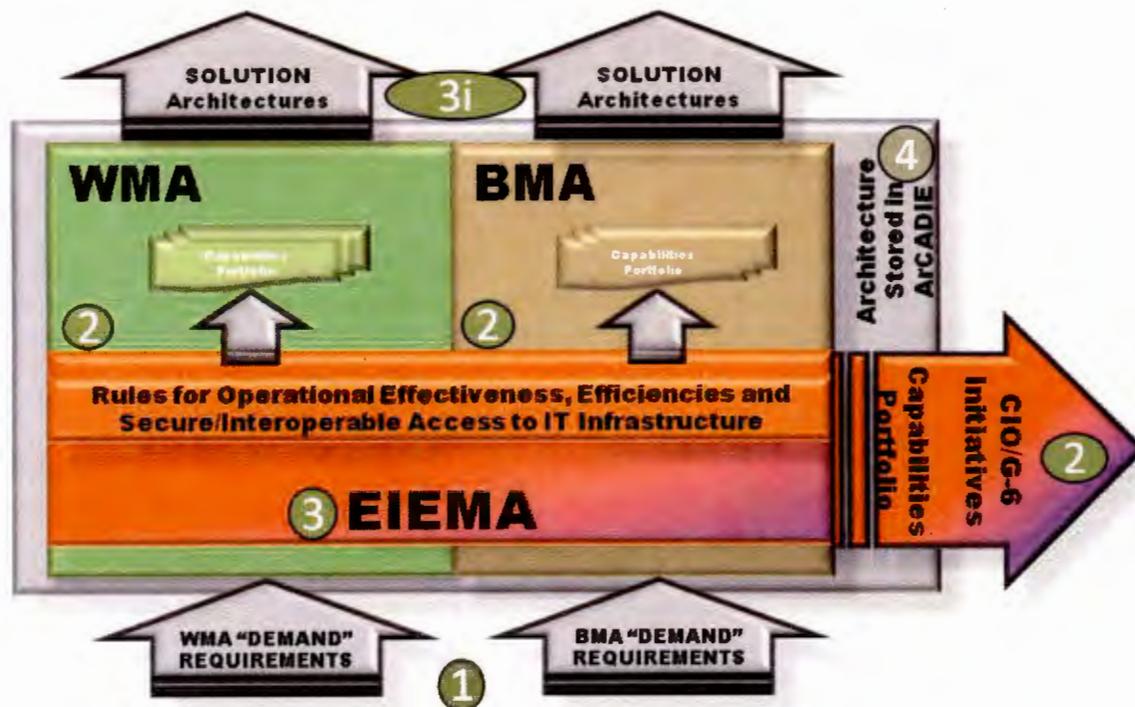


Figure 5. Army IT Architecture Framework

1) Network Technical Requirements. Technical requirements encompass demand for network infrastructure for communications; computing systems and services; software; data security services; and other associated network services.

i. The requirement is compared to existing LandWarNet 2020 Strategy and End-State Architecture guidance to validate compliance with stated principles and the target end-state environment.

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ii. Upon validation, the requirement is reviewed against applicable business rules and enterprise-level IT standards to ensure operational effectiveness and to enable IT efficiencies.

2) Capability Portfolio Reviews. Requirements are addressed within the applicable MAs (EIEMA, WMA, BMA). Each MA has an architect whose role is to oversee all architecture activity, to prioritize the development of architectures and to manage changes to architectures, while supporting development of capabilities and critical business processes within his/her respective MA. As an example, in addition to EIEMA responsibilities, the CIO/G-6 is responsible for coordination of enterprise-level IT (architectures) across the MAs.

3) Integration of Architectures Across MAs. Each MA architecture informs and constrains the enterprise architecture's layers, leading to the development of specific solutions.

i. After the MA architect reviews and approves the requirement, it is transferred to the appropriate governing body in accordance with the MA process for solution development.

ii. Solution Architectures are overseen primarily by ASA(ALT), with the PEO/PM developing the solution or system. The same PEO/PM is responsible for developing the enterprise system architecture, which will ensure integration of systems within and across MAs.

iii. Investments that show significant impacts to the network will be reviewed by the MA architect for whom the capability is being acquired. This review ensures compliance with appropriate CIO/G-6 IT architecture guidelines and rules.

4) Authoritative Army Architecture Data and Artifacts.

i. The integrated IT architecture and technical standards provide architecture views and artifacts developed for the BMA and WMA.

ii. The BMA and WMA views and artifacts provide input regarding required capabilities to the EIEMA, which guides development of enterprise network capabilities for LandWarNet 2020 maturation and transition.

iii. Organizations shall make available, and TRADOC shall maintain, all Army Architecture data and artifacts in ArCADIE. This will facilitate and enhance architecture data and artifact discoverability and reuse.

d. Way ahead. The following section provides the specific deliverables directed in this plan and the recommended points of contact and due dates.

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1) Publish LandWarNet 2020 End-State Architecture in accordance with the JIE. Lead: CIO/G-6. Assist: G-3/5/7, TRADOC, ASA(ALT) and DCMO. Base document suspense: NLT 3QFY13.

2) Publish IT architecture rules, to include those listed below. Lead: CIO/G-6. Assist: G-3/5/7, TRADOC and DCMO. Suspense: NLT 3QFY13.

i. Identity, credential and identity management (ICAM) reference architecture. Suspense: NLT 2QFY13.

ii. Thin/Zero Client Reference Architecture. Suspense: NLT 2QFY13.

iii. Unified Capabilities Reference Architecture. Suspense: NLT 3QFY13.

iv. Security Reference Architecture. Suspense: NLT 3QFY13.

v. Maintain change management of IT architecture and technical standards for the Army. Suspense: on-going/recurring.

3) Publish rules for IT architecture development.

i. Publish DA Pamphlet detailing the processes, procedures and corresponding roles and responsibilities for IT Architecture Development. Lead: CIO/G-6. Suspense: NLT 3QFY13.

ii. Maintain an Army architecture integration environment (ArCADIE). Lead: TRADOC. Suspense: ongoing/recurring.

iii. Develop a Concept of Operations (CONOPS) document that describes the current and future planned functionality of ArCADIE. Lead: TRADOC. Suspense: NLT 3QFY13.

iv. Develop TRADOC Pamphlet detailing the processes, procedures and corresponding roles and responsibilities for and within ArCADIE. Lead: TRADOC. Suspense: NLT 3QFY13.

v. Establish a configuration control team to manage change requests, such as baseline IT architecture rules and standards, and publish results. Lead: CIO/G-6. Assist: G-3/5/7, TRADOC, ASA(ALT) and DCMO. Suspense: NLT 3QFY13.

9. Agile IT Acquisition.

a. Problem. The evolution of IT capabilities continues at a pace that challenges our ability to maintain the technical edge on the battlefield. The Army needs a means to

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deliver, procure and incorporate into the network critical, time-sensitive, enterprise IT products, services and infrastructure better, faster and more cheaply.

b. Reform Initiatives. The Army will continue to make qualitative improvements to the implementation and execution of recent major reform initiatives and processes designed to deliver critical, time-sensitive information system and IT capabilities more efficiently, including the following:

1) Buy or Build: Identify a buy or build decision early in the acquisition process based on an MA's priorities and requirements.

2) IT Box: Provides the Army flexibility in the requirements change process for IT and National Security Systems, allowing changes to be approved at a lower level of authority and enabling more rapid acquisition of updated capabilities.

3) Network Integration Evaluation (NIE): Enables stakeholders to gather, test and evaluate new technologies for compatibility with existing systems, reducing testing times and speeding acquisition.

4) Business Capability Life Cycle (BCL): Improves capability definition through rigorous business case analysis, and streamlines the acquisition process to 18 months or fewer for increment or release capabilities.

5) Science & Technology (S&T) linkage: Utilize current authorities for technology insertion, which enables the research and development community to define and evaluate mature technologies more rapidly for incorporation into Army programs.

6) Joint Information Environment: Nests the Army strategic enterprise network vision within JIE implementation efforts to align IT policies and processes across DoD.

7) Enterprise-wide contracts: Expands the availability of enterprise-wide contract vehicles that satisfy customer network capability requirements.

c. Overview: Reformed Army IT Acquisition Oversight Structure. Keeping pace with IT capability evolution depends upon the Army's ability to identify quickly a requirement and a supporting acquisition strategy to "buy or build," as shown in Figure 6 below. The Defense Acquisition Management System and Department of Defense Instructions 5000.01 and 5000.02 support the agile acquisition of IT products and services. However, process execution and implementation must change to leverage their potential and capitalize on each MA's guidance/governance bodies.

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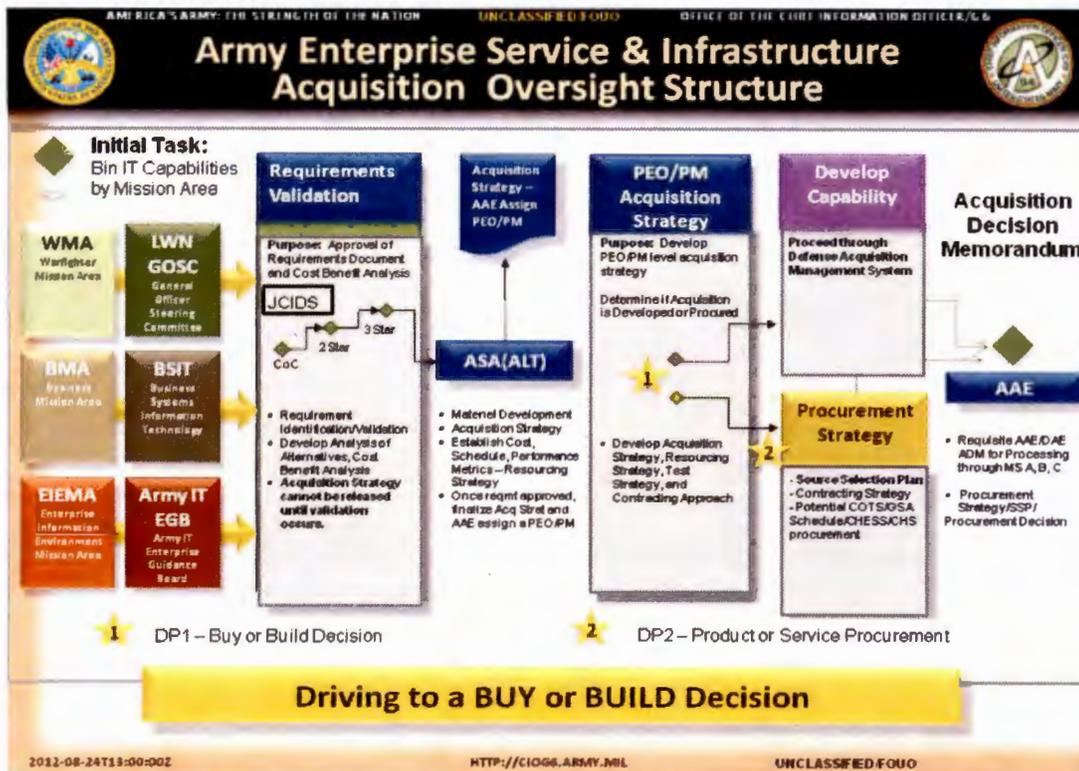


Figure 6. Reformed Army IT Acquisition Oversight Structure

d. The Agile Acquisition reform process includes:

1) Buy or Build. Figure 6 above describes the two paths an Army acquisition can take. The critical decision point occurs after a requirement has been validated. A Materiel Development Decision (MDD) is made either to build a capability or system, or to buy an existing mature capability or service. This process leverages statutory authorities to funnel capability decisions through the appropriate functional decision maker and the Army Acquisition Executive (AAE).

2) IT Box (JCIDS Manual, 19 January 2012). The IT Box is a process that provides agility and streamlines IT programs. In the previous version of Joint Capabilities Integration and Development Support, Capability Development Documents could be declared to be under the IT Box management process if they were primarily software development efforts.

i. Reform started in 2008, with the Joint Requirements Oversight Council (JROC) decision that it was not necessary for an IS/IT program to return to the JROC to employ or insert new or advanced technologies into its capabilities. The new policy expands this authority even further. Under the new IS requirements process, an Initial Capabilities Document will be developed for capabilities that are primarily software

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development, and the JROC will delegate all future requirements change management to the sponsor's organization.

ii. The use of the IT Box construct establishes the IT Box model in the JCIDS Manual, dated 19 January 2012. The IT Box has the flexibility in requirements to use developing technology and supports an agile acquisition process. Program authorities can make changes at a lower level of approval, as long as they do not degrade the established capabilities or requirements approved by the Milestone Decision Authority.

iii. The IT Box model will be employed for all IT/NSS programs that meet the criteria defined by the Acquisition Executive in the JCIDS Manual.

3) The Agile Process and NIE. The NIE fundamentally changes the way the Army develops, evaluates, tests and delivers networked capabilities to its operating forces. The Agile Process aims to improve efficiency and effectiveness, while reducing the amount of time and resources necessary to respond to rapid changes in warfighter requirements. The NIE, as a key part of the Agile Process, assesses potential network capabilities in a robust operational environment to determine whether they perform as needed, conform to the network architecture and are interoperable with existing systems. To streamline the acquisition process for network capability, the BMA and EIEMA leads will evaluate their portfolios to identify potential commercial-off-the-shelf (COTS), modified COTS or Enterprise Resource Planning systems/technologies that may be appropriate candidates for future NIE evaluations.

4) Business Capability Life Cycle (BCL). For Defense Business Systems (BMA portfolio and common IT services), BCL allows rapid acquisition and deployment of IS/IT capabilities by tailoring the acquisition process to meet requirements. BCL improves capability definition and streamlines acquisition by merging duplicative processes and emphasizing rigorous business case analysis of requirements to deliver capabilities within 18 months or fewer.

5) Leverage S&T authorities for technology insertion using existing OSD initiatives and utilize these efforts to inform industry partners of development opportunities. By leveraging existing OSD authorities for programs that enable the R&D community, the Army can better evaluate mature technologies for incorporation into its programs. Programs such as Defense Acquisition Challenge (10 U.S.C. 2359b), Foreign Comparative Testing (10 U.S.C. 2359 a(g)) and the Defense Research and Development Rapid Innovation Program (H.R. 6523-230, Sec 1073) provide the oversight and authority to procure technically mature systems that challenge current programs, mature foreign technologies and Phase II Small Business Innovation Research Programs, respectively. The Army should leverage, to the maximum extent possible, these authorities for use in the agile process. The NIE can be used as an operational review of these technologies, and the solicitation and selection for participation in the NIE will satisfy full and open competition requirements. Programs

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that have instituted the IT Box construct can incorporate these cutting-edge technologies more quickly given the delegation of the aforementioned authorities.

6) The JIE. Agile reforms will nest the Army strategic enterprise network vision within DoD JIE implementation efforts to align IT processes and policies. The development of a Joint Enterprise Architecture, codified in an IT Enterprise Strategy and Roadmap, will enable a top-down IT network requirement. The JIE will optimize information, networks and hardware through implementation milestones. The effort will focus on application normalization, standardization and rationalization; data center consolidation; and security architecture standardization and optimization. These initiatives will enable the materiel support for a top-down strategic network vision.

7) Enterprise Contract Vehicles. Future network capability requirements will become more defined through the implementation and maturation of this plan. The Army will build enduring enterprise contract vehicles and expand programs, such as the Computer Hardware and Enterprise Software Solutions (CHESS) and Common Hardware Systems (CHS). Reform will consolidate and expand the use of enterprise-wide capabilities, and the availability of software, hardware, applications and services based on customer demand, providing enterprise products and services solutions that are architecturally sound, standards-based and policy-compliant at a reduced cost.

e. Way Ahead. The following section provides the specific deliverables directed in this plan and the assigned accountable POCs and due dates.

1) Develop and publish guidance that identifies a buy or build decision early in the acquisition process, based on MA priorities and requirements for materiel and service procurements. Lead: ASA(ALT). Assist: G-3/5/7, CIO/G-6 and DCMO. Suspend: NLT 2QFY13.

2) Leverage IT Box by directing the conversion of IT/NSS programs, to include BMA and EIEMA where applicable (as defined in JCIDS, 19 January 2012), in order to involve more programs and enable flexibility in the requirements change process for incorporating new capabilities seamlessly. Lead: ASA(ALT). Assist: G-3/5/7, TRADOC, CIO/G-6 and DCMO. Suspend: NLT 2QFY13.

3) Use the NIE process to evaluate cutting-edge technologies and select technologically relevant materiel for incorporation into Army programs. Lead: CIO/G-6. Assist: ASA(ALT), G-3/5/7, TRADOC, and DCMO. Suspend: NLT 2QFY13.

4) Leverage Army implementation of BCL in the EIEMA where applicable. Lead: ASA(ALT). Assist: DCMO, CIO/G-6 and ASA(FM&C). Suspend: NLT 2QFY13.

5) Leverage S&T authorities for technology insertion. Lead: ASA(ALT). Assist: G-3/5/7, CIO/G-6 and DCMO. Suspend: NLT 2QFY13.

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6) Leverage the availability of flexible contract vehicles, such as CHES and CHS. Lead: ASA(ALT). Assist: CIO/G-6 and DCMO. Suspense: NLT 2QFY13.