ITA

STRATEGIC PLAN
FY 2011 - FY 2016

U.S. ARMY INFORMATION TECHNOLOGY AGENCY

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SERVICE & WORKFORCE
EXCELLENCE
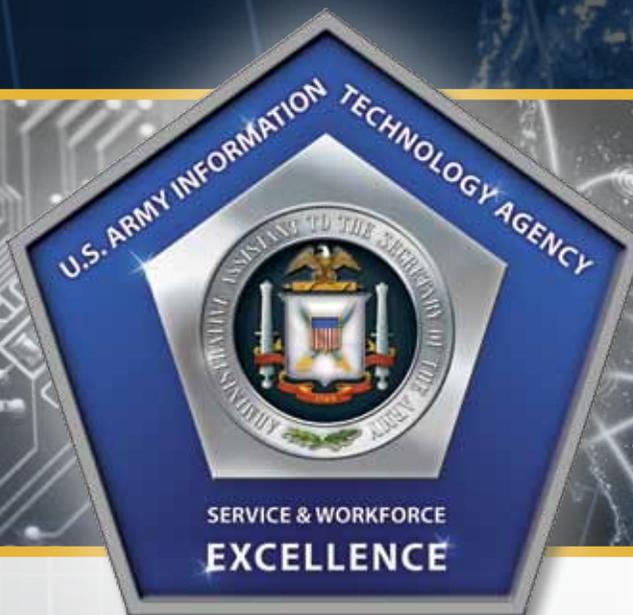
REALIZING THE DOD
ENTERPRISE COMPUTING ENVIRONMENT

CREATING CONNECTIONS
THROUGH SERVICE & WORKFORCE EXCELLENCE

PROVIDE
QUALITY

MAXIMIZE
EFFECTIVENESS

DELIVER
BEST VALUE

THE EXECUTIVE DIRECTOR

ITA has a long and distinguished history of serving its customers: the decision makers and warfighters in the Pentagon and throughout the National Capital Region (NCR). The Pentagon, a microcosm of the Department of Defense (DoD), relies on ITA to connect its most senior leaders with secure, reliable IT services—a function vital to our nation's defense.

Current resource constraints along with rapidly evolving missions require the need for creating efficiencies and driving down costs while consistently delivering effective enterprise IT solutions to our customers. Although meeting customer needs is ITA's primary focus, ITA is also dedicated to responding to imperatives identified by DoD and Industry.

ITA's past and current successes in the realm of virtualization, cloud capabilities and securing the networks, as well as, our ownership of the Pentagon transport and telecommunications, position the agency to lead and partner with other DoD IT providers to drive future solutions. We will leverage modern technologies to meet future IT demands, while simultaneously creating new capabilities to enable our customers in a fully mobile and secure environment. In addition to providing essential IT solutions, priority ITA efforts include functionally aligning the agency, developing a strategy to enable IT Enterprise Services, and reforming the agency's budget and acquisition strategy.

The ITA Strategic Plan outlines the vision and strategic objectives for realizing the DoD enterprise computing environment, thus enhancing the customers' experience. The three Horizons, listed below, have actionable, measurable objectives that will drive the organization's efforts over the next several years.

- Horizon 1: Lead Flexible, Customer-Centric IT Modernization for the Pentagon Enterprise Solutions
- Horizon 2: Enable Enhanced Secure Collaboration
- Horizon 3: Deliver Enterprise IT to Enable an Integrated Mobile Workforce

The Strategic Plan empowers ITA to execute our vision:
Deliver an unparalleled customer experience.

I am committed to empowering our nation's leadership and those who serve our country each day with seamless access to information anytime and anywhere.

Mr. Donald E. Adcock
Executive Director, U.S. Army Information Technology Agency

MISSION

Provide reliable, secure and cost efficient information technology services to the Department of Defense community within the Pentagon and other customers predominantly located within the National Capital Region.

Over the years, ITA has continued to transform to meet the growing needs of its customers and has become a more efficient IT service provider. Several drivers of change, such as the Pentagon Renovation Program and the need for more survivable systems, have led ITA to develop and implement new capabilities, including state-of-the-art storage and data processing services at the Pentagon. This new infrastructure modernizes, integrates, and consolidates many of the older, duplicative systems, capabilities, and facilities previously operated and maintained by separate organizations.

In addition to providing IT solutions, ITA remains focused on strengthening its relationship with its customers and improving the efficiency of service delivery. ITA's team is dedicated to providing 24/7 customer support for secure, cutting-edge IT service offerings in an ever-changing environment.

VISION

Deliver an unparalleled customer experience.

Recognizing the link between high performance and customer satisfaction, ITA is in the process of implementing solutions to drive strong performance across its services leading to an improved customer experience. Customer and partner insights will guide the development of ITA's implementation strategy, which will enable the agency to deliver an unparalleled customer experience.

STRATEGIC GOALS

ITA has set three strategic goals that it will achieve in order to fulfill its vision.

PROVIDE QUALITY
ITA is committed to QUALITY by employing a skilled workforce, providing high levels of service availability, and understanding customer needs to deliver an unparalleled customer experience.

MAXIMIZE EFFECTIVENESS
ITA is aligning resources to goals and objectives and increasing the use of standardized business processes across the enterprise to maximize EFFECTIVENESS.

DELIVER BEST VALUE
ITA will deliver BEST VALUE by leveraging industry best practice frameworks to design, develop, deploy, monitor, and measure the IT Service Management process.[1]

ITA CREATING CONNECTIONS

CHANGE IMPERATIVES

Based on research and the review of available sources, four broad DoD change imperatives emerged that will have significant influence over ITA's strategic direction. To meet the IT demands of tomorrow's defense mission, ITA will focus resources on responding to the following four change imperatives:

ENABLE FORCE AGILITY

Change and uncertainty characterize the operating environment for today's military. The speed at which information is communicated between the Pentagon and the frontline forces operating in remote terrains is critical to mission success. IT supports agility by enabling access to accurate, reliable, timely information that both warfighters and defense professionals require from anywhere and anytime to be more responsive to threats.[2]

FACILITATE RESPONSIBLE INFORMATION SHARING.

Information sharing is critical to accomplishing the DoD mission. Technical and organizational silos make it difficult for defense professionals to leverage the power of information within the current DoD IT infrastructure.[3] Thus, DoD is evolving to embrace net-centric information sharing, using evolving capabilities, standards, services and procedures to make information more visible, accessible, and understandable.[4] Users need to be equipped with improved capabilities to find, review, and share information more efficiently.

SECURE OUR INFRASTRUCTURE

The Internet has emerged as a threat to the crucial role IT capabilities play in U.S. military operations. U.S. adversaries regularly attempt to disable our capabilities or penetrate our networks to gain an information advantage. History has proven our networks are susceptible to external as well as internal compromise. It is critical for the U.S. to establish a secure information infrastructure and protect its IT networks from increasingly sophisticated aggressors.

EFFICIENT MISSION EXECUTION

The current federal fiscal environment is forcing all agencies to carefully evaluate their expenditures, use their resources effectively, and streamline operations. In a DoD Efficiency Initiatives Memo[7], Secretary Gates prescribed "a series of initiatives designed to reduce duplication, overhead, and excess, and instill a culture of savings and restraint across the DoD." One such initiative specifically called for the consolidation of DoD's IT Infrastructure, where possible, in order to achieve greater economies of scale. Secretary Panetta also reinforced the importance of executing efficiencies in a methodical manner, "We also must continue to tackle wasteful and duplicative spending, and overhead staffing. We must be accountable to the American people for what we spend, where we spend it, and with what result."[5]

Accounting for these change imperatives better positions ITA to deliver increased value to its customers and prepare for future demand.

STRATEGIC FRAMEWORK

ITA designed its strategic framework (Figure 1) to deliver measurable outcomes and achieve its vision of **delivering an unparalleled customer experience**. ITA's vision defines the over-arching direction for the organization, driving all future goals and investments. The strategic horizons and corresponding goals dictate how ITA will achieve that vision incrementally over the course of the next several years. ITA's strategic objectives spell out those horizons in terms of more specific capabilities. The tasks break down those objectives in even further detail. The metrics and key performance indicators (KPIs) at the base of the framework help measure the progress made towards achieving the strategy from the bottom up.

- What does ITA aspire to be?
- What position in the DoD IT Landscape does ITA strive to occupy?

- How will ITA compete, grow and differentiate ourselves?
- What customers, value proposition, products/services, channels, roles, etc. will ITA seek to attain?

- What mission, customers, value proposition, products/services, channels, roles, etc. will ITA support?

- What tactical steps must ITA take to accomplish its objectives?

- How will ITA know if it is achieving its strategy?
- How will ITA measure progress toward realizing its goals, objectives, and outcomes?

Vision

Strategic Horizons & Goals

Objectives

Tasks

Metrics and Key Performance Indicators

Operations | Organization | Financial

ITA Mission

Vision & Strategy

Strategic Roadmap
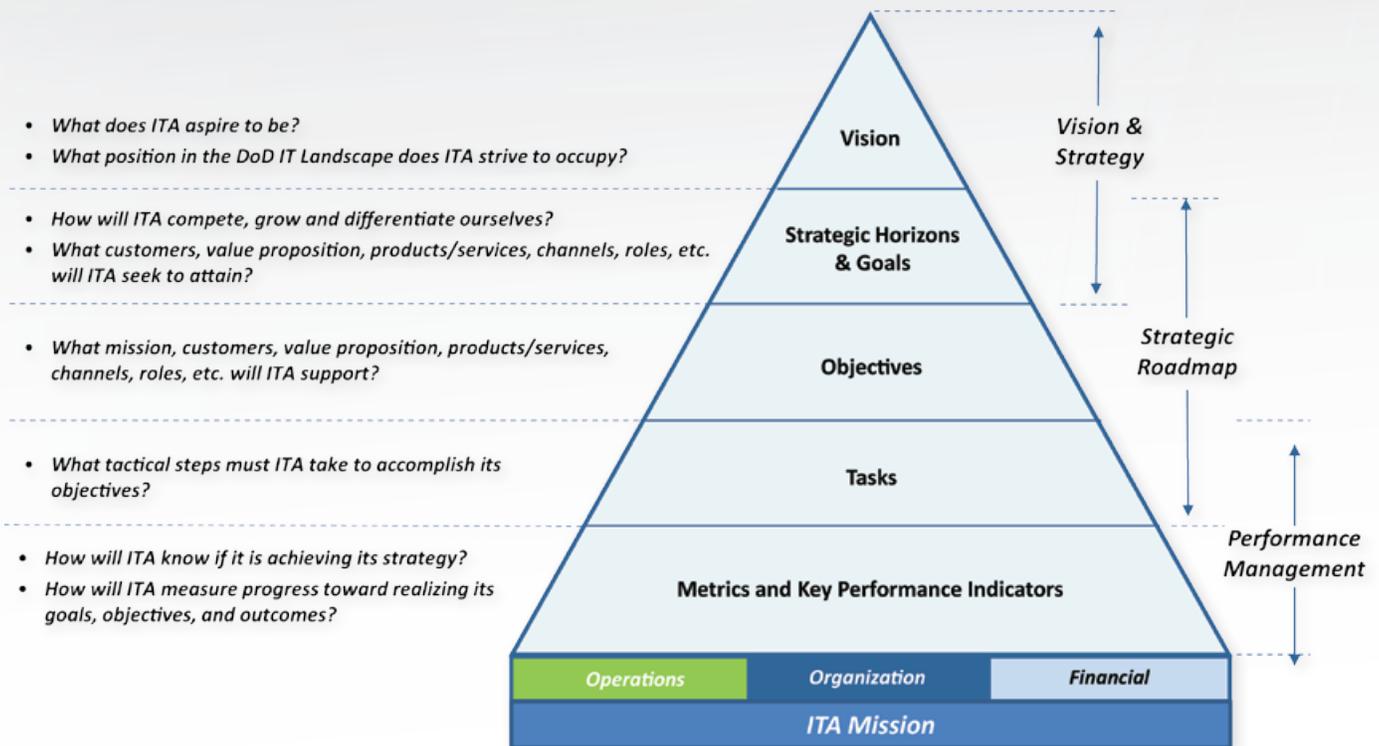
Performance Management

Figure 1

HORIZON OVERVIEW

ITA has identified three time-based horizons that define opportunities for creating capacity, developing critical capabilities, and optimizing IT within the Pentagon and NCR. Each horizon builds on the successes of the previous horizon and sets the conditions for the next. Designated by time-bounds, each horizon is supported by multiple objectives that drive the accomplishment of the horizon.

ITA STRATEGIC HORIZONS

Horizon 1	Horizon 2	Horizon 3
FY11-FY12 Lead Flexible, Customer-Centric IT Modernization for Pentagon Enterprise Solutions	**FY13-FY15** Enable Enhanced Secure Collaboration	**FY16 and beyond** Deliver Enterprise IT to Enable an Integrated Mobile Workforce
• **1.0 (Organization):** Become a functionally aligned organization to increase technical and operational efficiencies • 1.1 Establish and communicate standard cost of service and service levels • 1.2 Operate upon standard processes for ITA's seven core functions • 1.3 Apply deliberate enterprise planning and capital investment methodologies • 1.4 Develop, deploy, and execute an integrated acquisition strategy using best practices for federal contracting • 1.5 Recruit, train, and retain a quality workforce • **2.0 (Technology):** Refine common operating environment (COE) and solutions that enable consistent support for the broader Pentagon and NCR user community • 2.1 Expand Enterprise Virtualization Architecture to enable Virtual Desktop Infrastructure and other leading edge capabilities • 2.2 Provide Pentagon IaaS to posture ITA to offer cloud computing capability • 2.3 Consistently employ the enterprise technology framework and lab capability • 2.4 Develop Enterprise IT Asset Management • 2.5 Provide increased secure remote service capabilities • **3.0 (Customer):** Build, deploy and sustain an unparalleled customer experience • 3.1 Proactively discover customer needs and prevent common IT problems by deploying leading methods and analytics • 3.2 Broaden the IT Tier 1 customer base	• **5.0 (Customer):** Become the customer interface for the Pentagon IT community to enable mission partnerships • **6.0 (Technology):** Leverage existing cloud solutions to build Pentagon PaaS and increase SaaS service to enable greater mobility • **7.0 (Customer):** Offer bundled services, leveraging transport, for the broader Pentagon and NCR user community	• **8.0 (Customer):** Provide fully agile, scalable, and reliable products and services to enable a fully mobile customer • **9.0 (Technology):** Design and deliver a hyper-converged IT environment using a single network fabric to carry all traffic, resulting in increased cost-savings • **10.0 (Technology):** Centrally manage user resources from a virtual platform
• **4.0 (Security):** Maintain a strong, secure environment to defend the enterprise and enable information assurance through the employment of modern methodologies and technologies		

HORIZON 1: LEAD FLEXIBLE, CUSTOMER-CENTRIC IT MODERNIZATION FOR PENTAGON ENTERPRISE SOLUTIONS

In June 2008, ITA began its organizational transformation with a set of priority projects designed to enhance the overall customer experience, improve operational efficiency, ensure the delivery of quality services, and reduce costs. The majority of efforts were prioritized around Horizon Objectives 1.0: To become a functionally aligned organization to increase technical and operational efficiencies. Since then, ITA has achieved a plethora of successes, some of which are highlighted below.

2011	Horizon 1	2012

1.0 (Organization): Become a functionally aligned organization to increase technical and operational efficiencies
- Completed stand-up of **Enterprise Operations** (EO)
- Developed first **ITA Products and Services Catalog**
- Managed **functional alignment** of Server Management to ITA Data Center
- Established **ITA Vision, Goals, and Objectives**
- Launched **ITA Priority Transformation Projects** to define enterprise-wide solutions
- Managed **functional alignment** of Information Assurance and Acquisitions Support resources
- Rolled out new **ITA Web Site**
- Completed **Enterprise Change and Configuration Management Project**
- Developed **high-level ITA Systems Engineering Framework**
- Completed **stand-up of I2TS** directorate, integrating DTS-W and NISO
- Rolled out **M20 (Migrate, Modernize, Optimize)** Program
- Launched **h**orizon-based Strategic Planning for ITA

2.0 (Technology): Refine common operating environment (COE) and solutions to enable consistent support for the purple mission
- Completed **DCIN** transition from WHS to ITA
- Benchmarked **IMCEN** against other NCR NEC's
- Stood up the **Office of the CTO**
- Executed **data center consolidation**
- Provided other IT agencies with a **case study on Virtualization**

3.0 (Customer): Build, deploy, and sustain an unparalleled customer experience
- Achieved **ISO 20000 certification**
- Hosted first **ITA Customer Forum**
- Initiated **Customer Interaction Model**
- Established **ITA Cares**

4.0 (Security): Maintain a strong, secure enterprise environment through the employment of modern methodologies and technologies
- Achieved cost-efficient security solutions to save $100K, while enabling progress on the Pentagon Renovation Project
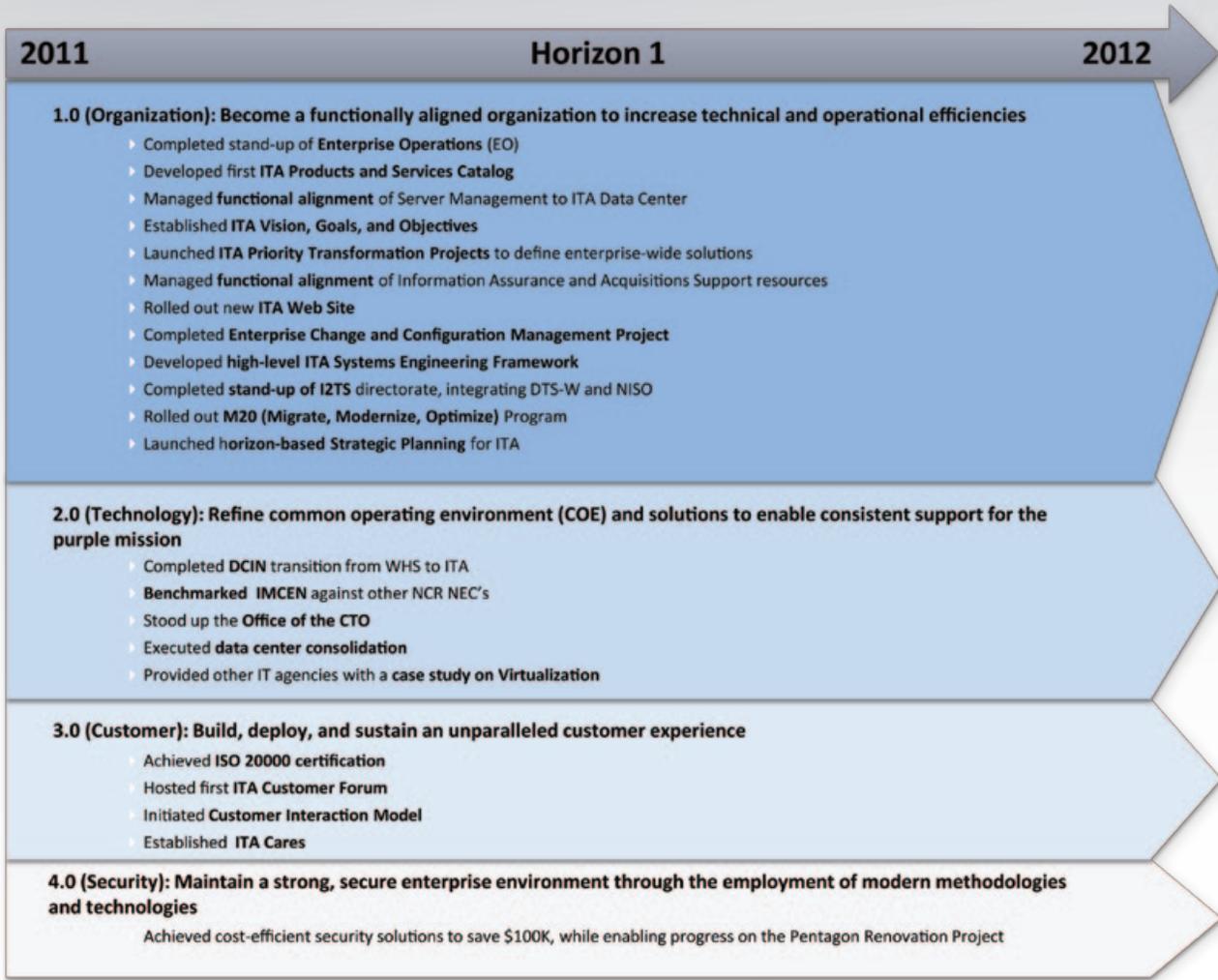
Figure 2: ITA Horizon 1 Achievements to Date

Horizon 1 establishes ITA as a flexible, customer-centric leader in the IT modernization effort at the Pentagon. A focus on understanding customer needs and equipping the internal workforce to meet those needs is critical to ensuring ITA's ability to effectively and efficiently modernize Pentagon IT.

Building upon past achievements, ongoing efforts include managing efficiencies, enabling stronger mobile capabilities, empowering communications, expanding customer service desk offerings, and developing enterprise lab and test capabilities. Delivering on these requirements will position ITA as a proactive mission partner and prepare the organization to achieve the objectives of subsequent horizons.

ITA CREATING CONNECTIONS

HORIZON 2: ENABLE SECURE COLLABORATION

During Horizon 2, ITA will focus on deploying and supporting tools for secure collaboration among users at the Pentagon and in the NCR. The organizational and technical enhancements completed in Horizon 1 will enable ITA to deliver the objectives of Horizon 2 and play a key role in the future DoD IT community.

Aimed at strengthening ITA's ability to provide solutions in a proactive manner, Horizon 2 is focused on three distinct objectives: equip the service desk to be the Tier 1 IT support to the entire Pentagon community; expand cloud computing services; and offer bundled service packages.

HORIZON 3: DELIVER ENTERPRISE IT TO ENABLE INTEGRATED MOBILE WORKFORCE

During Horizon 3, ITA will build upon the successes of its first two horizons, in which it modernized IT at the Pentagon and facilitated secure collaboration among customers. In Horizon 3, ITA will focus on developing a seamless experience of interoperability, in terms of both its IT systems and its customers' experience.

U.S. ARMY INFORMATION TECHNOLOGY AGENCY STRATEGIC PLAN

STRATEGIC ROADMAP

Strategic roadmap chart with three horizons:

Horizon 1		Horizon 2			Horizon 3		
FY11	FY12	FY13	FY14	FY15	FY16	FY17	Beyond

Horizon 1:
- 1.0 Become a functionally aligned organization to increase technical and operational efficiencies
- 2.0 Refine common operating environment (COE) and solutions to enable consistent support for the broader Pentagon and NCR user community
- 3.0 Build, deploy and sustain an unparalleled customer experience

Horizon 2:
- 5.0 Become the customer interface for the Pentagon IT community to enable mission partnerships
- 6.0 Leverage existing cloud solutions to build Pentagon PaaS and increase SaaS services to enable greater mobility
- 7.0 Offer bundled services, leveraging transport, for the broader Pentagon and NCR user community

Horizon 3:
- 8.0 Provide fully agile, scalable, and reliable products and services to enable a fully mobile customer
- 9.0 Design and deliver a hyper-converged IT environment using a single network fabric to carry all traffic, resulting in increased cost-savings
- 10.0 Centrally manage user resources from a virtual platform

4.0 Maintain a strong, secure environment to defend the enterprise and enable information assurance through the employment of modern methodologies and technologies

Horizon 1 Outcomes:
- More agile organization able to respond to customer expectations
- Cost model to scale offerings and execute contracts efficiently
- Infrastructure in place to deliver agile solutions, such as a Common Operating Environment
- Customers' greatest needs anticipated by using analytics

Horizon 2 Outcomes:
- Greater visibility by serving a broader Tier 1 customer base
- Leader in consolidation and creating efficiencies
- Enable greater mobility by leveraging existing cloud solutions
- Bundled solutions to enable cost-efficient services

Horizon 3 Outcomes:
- Hyper-converged network designed and delivered to maximize cost savings
- Fully agile scalable products and services provisioned for a fully mobile customer
- Provider of DoD enterprise solutions

Certainty (+ to –)

REFERENCES

[1.] U.S. Department of Defense, DoD IT Consolidation Strategy (Washington, DC, 2010).

[2.] U.S. Department of Defense, GIG Architectural Vision (Washington, DC, 2007),http://cio-nii. defense.gov/docs/GIGArchVision.pdf.

[3.] U.S. Department of Defense, DoD Information Enterprise Strategic Plan (Washington, DC, 2010),http://cio-nii.defense.gov/docs/DodIESP-r16.pdf.

[4.] "DoD Efficiency Initiatives Memo 09637-10," August 16, 2010. https://dap.dau.mil/policy/ Documents/Policy/OSD%2009637-10.pdf.

[5.] http://www.dodbuzz.com/2011/08/03/secdef-we-must-make-sure-the-doomsday-device-doesnt-go-off/

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