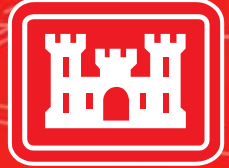
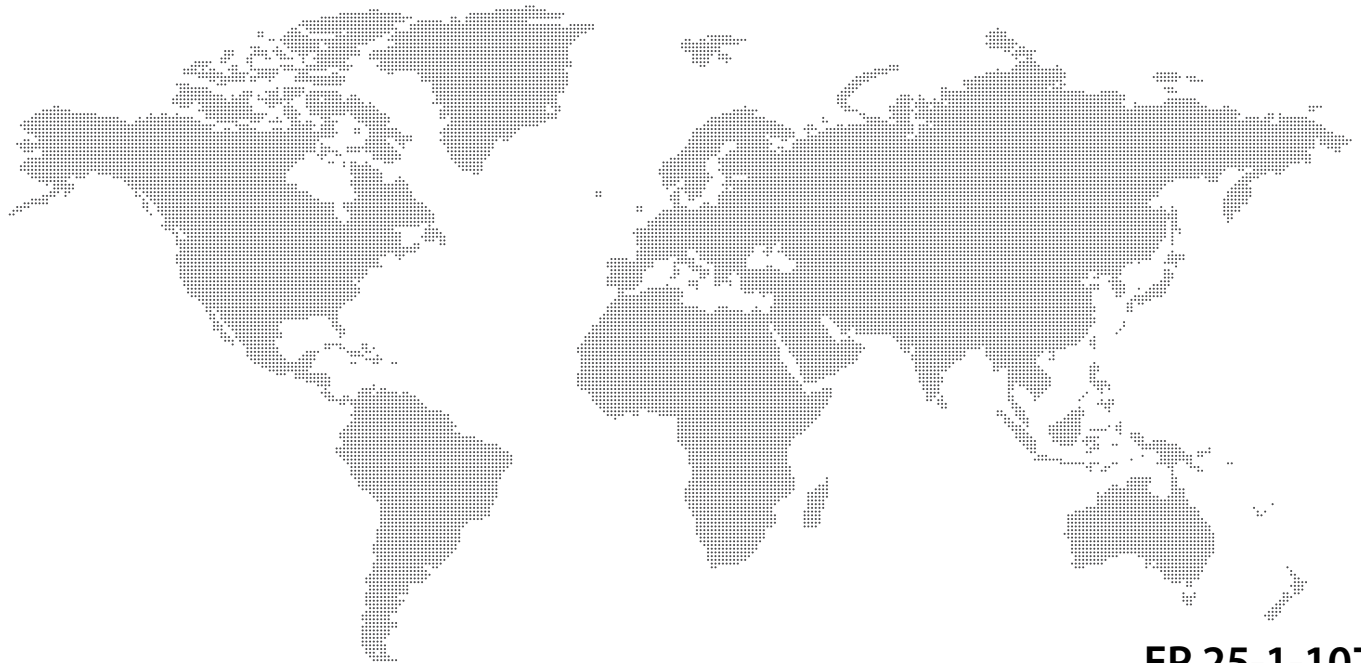




US Army Corps of Engineers



CIO 700-DAY PLAN
ENSURING IT AWARENESS AND OWNERSHIP



EP 25-1-107
April 2009



Standardization | Collaboration | Service Management | Cross-Cutting



CHIEF INFORMATION OFFICER'S INTRODUCTION



The Corporate Information Directorate (CECI) is responsible for providing information technology (IT) architecture, governance, portfolio management, strategy, acquisition oversight, and operational capabilities that enable the US Army Corps of Engineers (USACE) in meeting its mission of providing vital public and military engineering services that strengthen our Nation's security, energize the economy, and reduce risks resulting from natural or man made disasters.

This document is a strategic overview of how we will manage and leverage information technology to meet the USACE mission. Our vision is to migrate from a highly decentralized service model to a world-class enterprise-wide Information Management/Information Technology (IM/IT) environment that allows easy, reliable access to critical information and business intelligence anytime...anyplace in the world. The development of the CIO 700 Day Plan was completed in conjunction with governing policies, such as Army Regulation 25-1 as an integral part of its internal guidelines in order to modernize and support the business mission through standardization, collaboration, managed services, and cross-cutting initiatives. These four areas of concentration, emphasized in this 700-Day Plan, are important because they map the way to our internal guidelines, as found in the USACE Campaign Plan and its four primary goals:

- **Standardization** - Establishing standardization through performance metrics, records management, technical reference models, costing approaches, security, electronic signature, and reusable business support systems, data modeling, and research communities to lower the cost of services, improve communications and support joint governance
- **Collaboration** - Enabling collaboration web-based tools, operational integration, web content management, data access, and records management to enable continuous and close exchange of ideas and knowledge among USACE's employees.
- **Operational Managed and Virtualized Services** - Establishing compliance with government policies through inspection programs, quality management, Information Technology Infrastructure Library (ITIL), IT baselines, identity management, security policy for Supervisory Control And Data Acquisition (SCADA)-associated IT equipment and networks, privacy controls, bandwidth on demand, and Voice Over Internet Protocol (VOIP) to improve security, effectiveness and economies of scale
- **Cross-Cutting** – Providing benefits through enterprise-wide Initiatives , such as human capital training, financial reports, portfolio management, test and evaluation environment, mobile data protection, and an enterprise data warehouse in order to enable stakeholders to align investments with mission needs and effectively implement Army Corps of Engineers – Information Technology agency (ACE-IT).



The CIO 700-Day plan directs the agency to continue in its GOOD legacy and moving IT to GREAT. During the previous 700 days, USACE has been preparing and starting to transition to an enterprise-wide service model with customer-focused service levels to ensure information and systems are reliable, available, and secure. It has also grown its IT capital planning and investment management process towards improving the selection, management and evaluation of IT investments. CECI is completing its implementation of a single online enterprise quality management program to measure the execution of Information Management and Information Technology services.

USACE's global reach directly and positively impacts COCOMs, the Army, and the Nation. In addition to improving USACE's ability to deliver mission capabilities, the CECI organization is using information technology (IT) to execute The Presidents' directive on Transparency in Government. Some key areas from the directive addressed through IM/IT investment include:

- **Government is Participatory** – IM/IT Initiatives promote the distribution of information and enable all members of the USACE community to access relevant and accurate information
- **Government is Transparent** – IM/IT initiatives open USACE projects, research events, and business processes so that all stakeholders can participate in all levels of USACE decisions
- **Government is Collaborative**– IM/IT initiatives will promote communication and collaboration across all USACE and related agency research communities. Increased collaboration and communication will result in new and innovative technologies and approaches that USACE will use to promote a climate-friendly environment and help to modernize the public safety network.

CECI and ACE-IT are committed to providing consistent IM/IT products and services to USACE employees... anytime, anywhere. Locally based CECI or ACE-IT employees will have the full strength of both organizations to draw from in order to better support the local Commander, their mission, and their employees.



Wilbert Berrios
CIO US Army Corps of Engineers





STANDARDIZATION

Standardization establishes uniform specifications, criteria, methods and processes. Development of technical and business standards will lower the cost of USACE IT services, improve cross-organizational communications, increase systems availability and support the joint governance of IT initiatives and investments. Implementing IT initiatives to support business process and technology standardization directly supports USACE goals and objectives by enabling the measurement of business processes through the establishment of a common set of performance criteria. Evaluation and measurement of USACE standards improves USACE's readiness and capabilities. In addition to a method of identifying performance, the implementation of standards will support USACE's role in the Department of Defense transformation, improve USACE's ability to receive consistent funding streams, and ensure the deployment of a quality and secure infrastructure.

Performance Metrics

Establishment of a consistent set of service level and performance metrics enables USACE to measure and report on the degree to which mission requirements are satisfied. Performance measures gauge customer satisfaction, and enhance CECI's ability to improve how IT is satisfying mission goals.

Records Management

Creating a standard records management system enables all USACE stakeholders and customers to access mission oriented information when and where it is needed. USACE records are important business assets that support its operations and must be managed as part of a comprehensive lifecycle (creation to disposition). This initiative will develop and implement the standards necessary to link records management to the supporting USACE business processes and technologies. USACE will have a concise and coherent set of records once the standards are implemented.

Technical Reference Model

A common technical reference model and associated set of technical standards provide common tools for the development and implementation of IT initiatives. Included are a new USACE public web site standard, a standard approach to Web 2.0, and social collaborative tools. A consistent set of products, acquisition tools, hardware and software will improve USACE's ability to take advantage of the expertise and experience of its entire Communities of Practice.



Standard Approach to Costing Services

A common approach to costing services enables USACE to meet the goals and objectives associated with consolidating contracts, measuring and determining total cost of ownership, and implementing a joint governance process based on a common view of service costs. Standards include all cost elements from concept through O&M (development and standardization of costing reports supporting all regions, commanders, and directors) and an approach to costing that will include a standard for determining basis of assumptions.

Security Standards

A secured environment enhances information availability and enables USACE stakeholders to have confidence in the security of transactions and access to critical information anytime. Security standards and testing requirements for all systems, including Federal Information Security Management Act (FISMA) controls, will ensure and improve the security of USACE's infrastructure.

Electronic Signature

The standards for producing electronic signatures that are unique and under the sole control of the signer, are capable of being verified, and linked to the source data will help USACE stakeholders verify the accuracy and completeness of all data and transactions.

Reusable Business Services

Common business processes captured with technology and shared with the enterprise will support the identification of reusable business services. Patterns of technology and business processes will support the identification of reusable business support services (i.e. timekeeping) and associated process models. The Corps Enterprise Architecture (CeA) helps stakeholders automate alignment of information systems with business processes so that capabilities can be reused and applied as services across the enterprise.



Enterprise Wide Process Modeling

The transformation of locally-based processes and data into a standard set of enterprise-wide process models will improve the integration of services common to Districts, Divisions, Laboratories, and Field Operating Agencies. A common set of USACE process models will improve mission delivery through processes that are repeatable and measurable. These standard process models will streamline application and service development timelines.

Research Communities

Collaborating with other agencies and R&D communities/labs within USACE to deliver a shared common architecture in support of cross-boundary missions enables USACE stakeholders to more closely integrate the research community needs. This integration assists the research community to leverage existing IT capabilities and innovative infrastructure approaches in support of all USACE mission areas.

Standard IT Infrastructure

A standard set of enterprise infrastructure hardware and software to support networks, servers, and end-user equipment will reduce costs and improve service delivery.

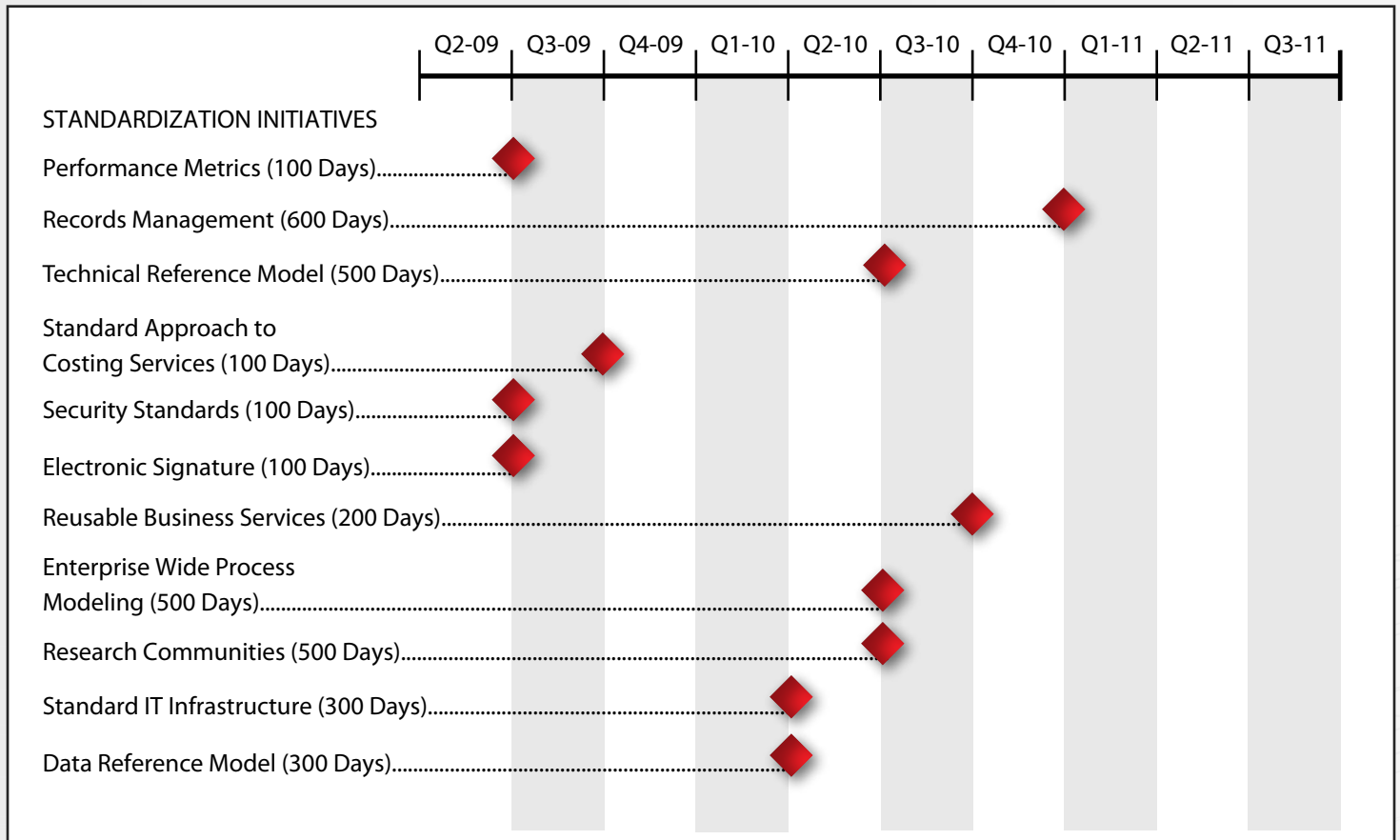


Data Reference Model

The ability to share data freely and easily across mission areas and between automated information systems (AIS) enhances the ability of USACE to perform its missions. The use of a data reference model to align shared information makes this an achievable goal.

Standardization Initiative Timeline

The following timeline illustrates when the initiatives described in this section will be completed



COLLABORATION

Collaboration is the ability to collectively use processes, technology, and knowledge to solve problems and deliver mission results. Using collaboration tools will increase the effectiveness of integrated teams and will encourage line of sight through processes and desired outcomes. These tools and standards improve interoperability, increase technology innovation, ensure modernized systems, improve information security, facilitate knowledge sharing, and more importantly intensify USACE operational capabilities.

Web Content Management

Web content management policies provide a framework to develop web content workflows in support of online systems, communications vehicles, and customer outreach.

Groove, SharePoint, and other web services improve the capability to manage and access knowledge across the enterprise.

Collaboration and Web-based Tools

The development and dissemination of collaboration tools will facilitate open and transparent communications and share information across Communities of Practice (COP). Tools such as

Operational Integration

A set of operational business reference models will provide Major Subordinate Command (MSC), Laboratory and Center Commanders and Directors with the framework that optimize the business processes, workflows, and controls needed to manage their mission requirements. This results from more





clearly defining and linking business models to operational requirements resulting in reduced risk, improved reliability, increased value, and enhanced mission capabilities.

Data Access and Availability

Collaboration demands transparency and accessibility of all within the enterprise. EDW will enhance USACE's capability to readily access data and meet requirements at home or abroad.

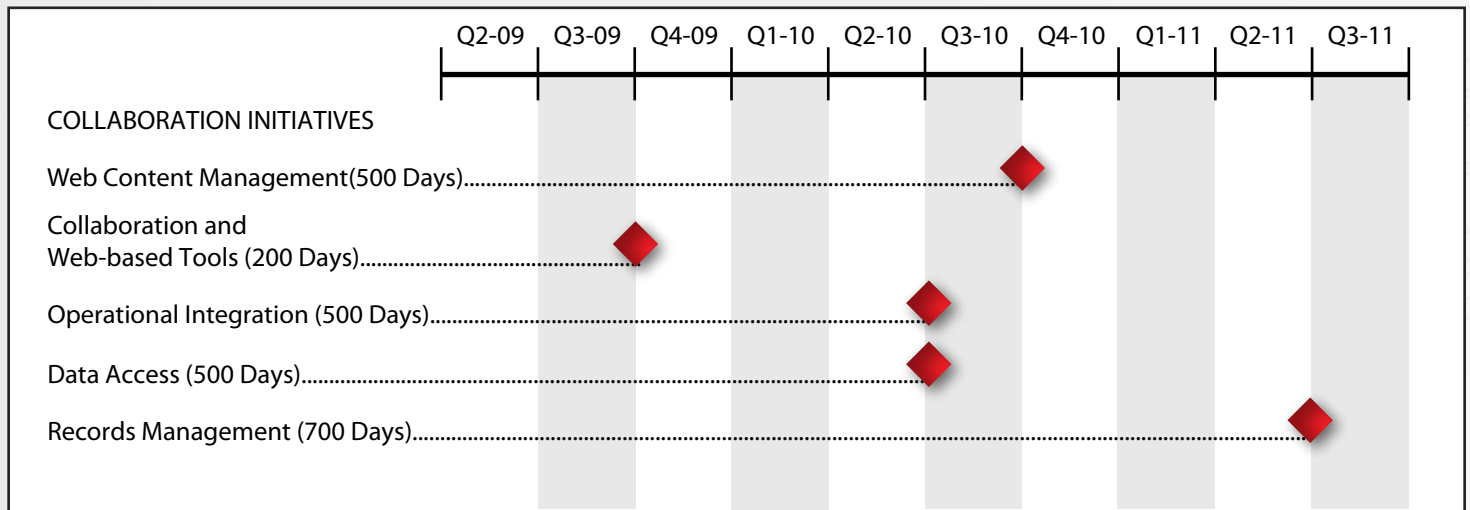
Records Management

The records management strategic plan will establish the requirements, processes, policies, and technologies used to retain USACE records, support records retention policies, and implement privacy requirements. This plan is critical to improving USACE's capability to retain, access, and manage records in a transparent and timely fashion.



Collaboration Initiative Timeline

The following timeline illustrates when the initiatives described in this section will be completed



OPERATIONAL AND VIRTUALIZED SERVICE MANAGEMENT

ACE-IT provides operational and virtualized services from the local Districts, Divisions, Laboratories, and Field Operating Agencies to the enterprise level.. ACE-IT delivers IM/IT services at a reduced total cost of ownership and allows for valuable resources to focus on accomplishing core USACE missions through a more centralized management of IT resources and services. With a focus on localized execution, ACE-IT's managed services approach also reduces the number of separate IM/IT contracts across USACE, resulting in additional cost and time-savings.

Operational and virtualized managed services will streamline the management of information technology, IT processes, and the acquisition of future IT capital assets. Additional benefits to USACE resulting from a managed services model include:

- Optimizing, standardizing, and consolidating information management and technology infrastructure
- Achieving significant annual return on investments and reducing IT operating costs
- Enhancing security and privacy
- Reducing operational risk of USACE operations
- Improving performance and accountability
- Enabling USACE to become a more effective business partner with our constituents



VOIP

VOIP reduces costs and improves communication security. VOIP is an interface point between voice and data communications enabling USACE to improve its productivity. VOIP also offers flexible alternatives to landline telephones especially for the virtual workforce.

Service Delivery Processes

Processes related to service delivery and requirements implementation result in lower cost, increased customer satisfaction, and improved capability offerings. These processes will serve as the basis of the Remedy and the Quality Management Systems (QMS). ITIL is a framework and set of services for enabling USACE to improve customer satisfaction and service delivery by implementing common approaches to identifying, delivering, and supporting IT services (i.e. software design, and hardware/software standardization).

Identity Management

Single Sign-on capabilities enable USACE employees to access all of their data securely, anywhere, anytime. Using an enterprise approach improves the reliability, privacy, and interoperability of all USACE communications.



SCADA

Critical Infrastructure Protection is vital to the USACE role in the reliable production of electrical power, water management, and navigation. Robust protections of SCADA-associated IT equipment and networks is vital in order to ensure these USACE missions that rely on SCADA. Development, implementation, and validation of a corporate SCADA security policy promote confidence among USACE partners and promote public trust for the Corps' management of CIP.

Privacy Controls

The need for privacy compliance and privacy-related incidents responses must be addressed at the USACE mission increases along with outreach. The Privacy Act requires agencies to "maintain all records which are used by the agency in making any determination about any individual with such accuracy, relevance, timeliness, and completeness as is reasonably necessary to assure fairness to the individual in the determination" in their systems of records. Controls will improve USACE's ability to meet privacy requirements by ensuring privacy based rules of conduct, measuring privacy based safeguards, and improving the ability to maintain accurate, relevant, timely, and complete information.

Bandwidth on Demand

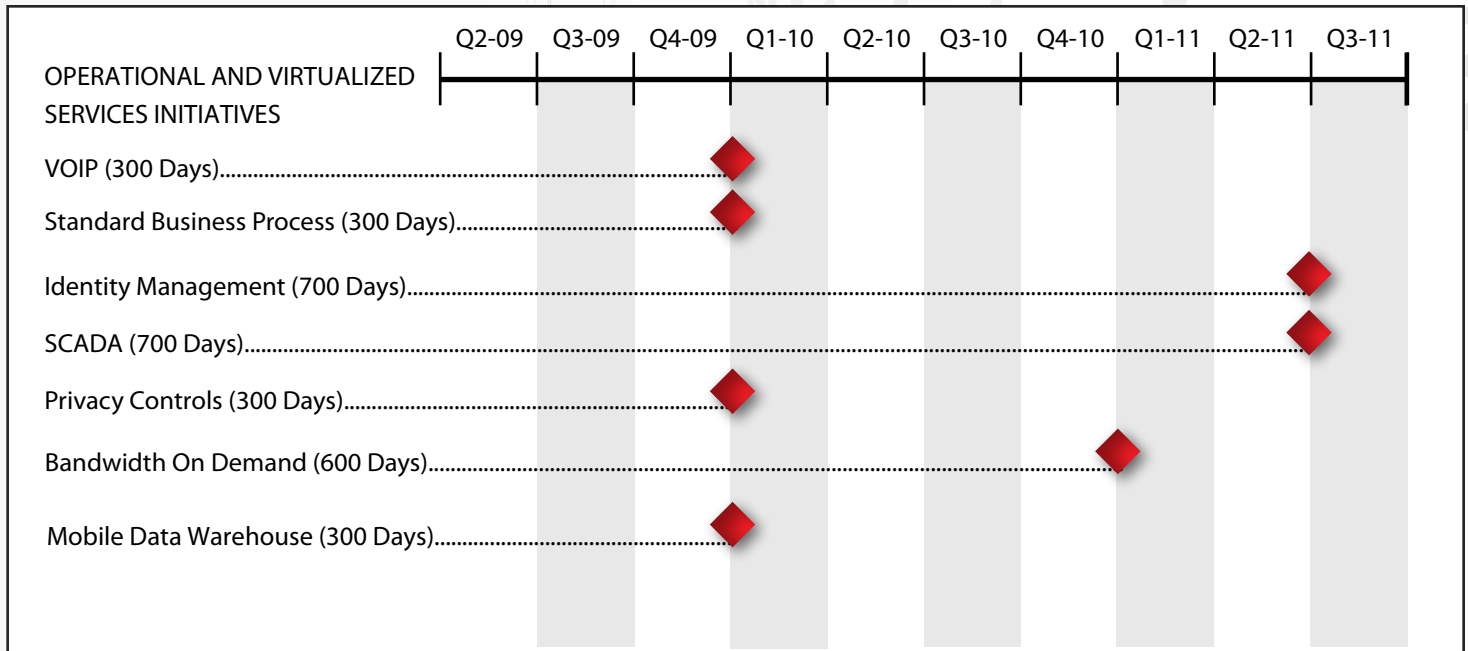
Bandwidth on demand increases mission readiness by improving the capability to deliver information in a timely manner. This entails the development of processes and systems necessary to identify peak network requirements and satisfy service level agreements (SLA) requirements.

Mobile Data Protection

Mobile requirements have increased along with USACE mission and breadth of services. We must insure the integrity, confidentiality, authenticity and timeliness of mobile-based data and information across the Corps.

Operational and Virtualized Service Initiative Timeline

The following timeline illustrates when the initiatives described in this section will be completed





CROSS-CUTTING

Cross-cutting initiatives impact all USACE missions and functions. Developing human capital training for IM/IT, acquisition, and IT portfolio management are examples of cross-cutting initiatives. These initiatives enable USACE stakeholders to align and synchronize funding availability with mission needs and improve USACE's ability to tackle new and complex problems within the United States and across the world.

Human Capital Training

Certification and training of IT personnel directly impacts service delivery and customer satisfaction. Our IM/IT training must focus on requirements gathering, acquisition management, and technical certifications.

Project Management

The assignment of trained and certified technical Project and Program Managers will enhance the AIS and IT initiatives to be developed and managed on-time, on budget, and to be compliant with Life Cycle Management of Information Systems (LCMIS) and IT standards.

Capital Planning

A common approach and set of tools to evaluate IT portfolios facilitates the alignment of mission needs with IT investments. Using a structured approach to link IT with performance measures and technology standards will result in improving the ability to report and manage issues surrounding cost, schedule, and performance. We will establish an Enterprise Service Baseline (ESBL) and Organizational Service Baseline (OSBL) for every USACE organization in the form of an IM/IT Commander's Portfolio.



Test and Evaluation Environment

The selection and implementation of new standards and technologies requires an environment where they can be evaluated for compatibility and interoperability. This environment will also support the independent verification and validation (IV&V) of new automated information systems (AIS) or changes to existing AISs.

Technical Assessments

The technical assessments evaluate IT investments for alignment with the Technical Reference Model (TRM), validation of performance metrics, and affordability. Technical assessments will result in improved value, improved service delivery, and will ensure that USACE IM/IT investments directly support mission needs.

Inspection Program

A comprehensive inspection program ensures compliance with applicable laws, regulations, and policies (i.e. HSPD-12, FISMA, etc), and improves customer satisfaction, budget justification, and overall security.

Quality Management Program

An effective IM/IT Quality Management Program and System (QMS) measures corporate-wide quality principles, service delivery, customer satisfaction, and incorporates lessons learned. QMS integrates various internal processes within CECE and ACE-IT to provide an enterprise approach to project execution and service delivery.

Cross-Cutting Initiative Timeline

The following timeline illustrates when the initiatives described in this section will be completed

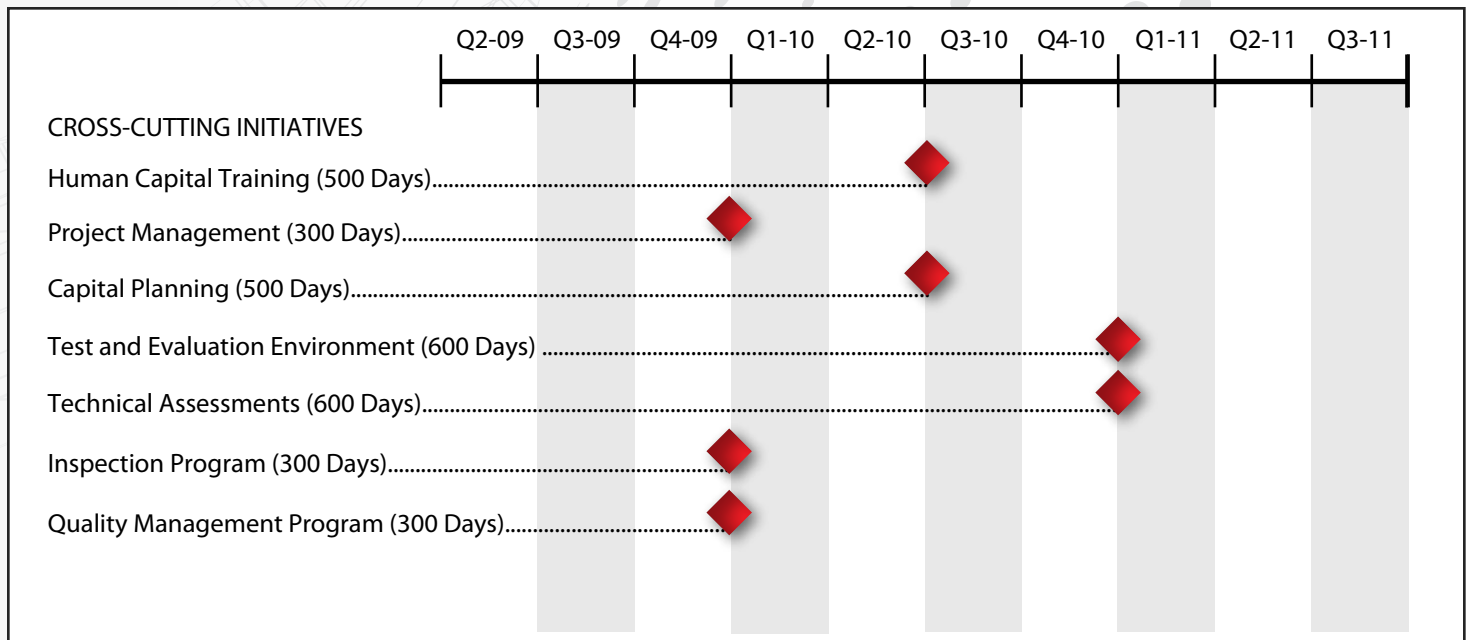




Table 1 illustrates the alignment between the initiatives described in the CIO 700 Day Plan and the actions and measures articulated in the CECl Implementation Plan.

STANDARDIZATION	IMPLEMENTATION PLAN ACTIONS																									
	Web Technology	EDW	BEA	Collaboration Tools	ER-25-1-99	EC-25	QMS	Inspection Program	Standard Business Processes	Automate Processes Into Remedy	Customer Survey	PM Cert	CO Training	ESBL	Investment Review	SCADA	Mobile Data	Document Management	Single Logon	Enterprise Output Contracts	Standard Service Levels	Transition To Standard	Standard Testing Tools	Standard Software Design Process	Common Operating Environment	
Performance Metrics																										
Records Management	♦																	♦								
Technical Reference Model																										
Standard Approach to Costing																										
Security Standards																										
Electronic Signature																										
Reusable Business Services																										
Enterprise Wide Process Modeling																										
Research Communities																										
Standard IT Infrastructure																										
Data Reference Model	♦																									



For more information, please contact the CIO at:
<https://kme.usace.army.mil/ci>

