ARMY CIO/G-6
500-DAY PLAN

UPDATE

DELIVERING A JOINT NETCENTRIC INFORMATION ENTERPRISE

...IN SUPPORT OF THE ARMY CAMPAIGN PLAN

OCTOBER 2006

VISION

Deliver a joint netcentric information enterprise that enables warfighter decision superiority.

MISSION

Provide architecture, governance, portfolio management, strategy, command, control, communications, computers and information technology (C4IT) acquisition oversight and operational capabilities to enable joint expeditionary netcentric information dominance for the Army.

A MESSAGE FROM THE CIO/G-6:

This document highlights some of our major accomplishments this past year in executing our 500-Day Plan and outlines the road ahead through 2007.

The proliferation of information technologies has enabled even primitive adversaries the ability to command and control forces and gather information in ways that rival our own. The key enabler to this changing environment is leveraging information. Along with improved processes providing actionable information, IT investments are essential to retain our strategic advantages and achieve information dominance. Also, leaders at all levels must understand information technologies and make informed acquisition decisions, learn to fight for "technology" as a weapons system, and optimize technology capabilities to increase warfighting and business effectiveness.

Our initial support to Army Transformation focused on integration of IT as a combat multiplier. Today we must infuse updated and compatible/interoperable IT rapidly into our warfighting formations and into our business processes to achieve the levels of effectiveness needed. As emphasized in the Army Campaign Plan, this is not business as usual. The Army can not afford to sustain current institutional practices. Governance is in place; now it is about enforcement through an effective IT Portfolio Management process to reduce redundant and stove-pipe systems.

We must have integrated capabilities - tactical to strategic - that are plug-and-play, modular, and scalable. We must have a standardized, services-based infrastructure to achieve jointness and modularity. Key to achieving this netcentricity is a robust, secure network. We must continue to exploit the power of Internet Protocol to extend the network to the edge and push increased bandwidth to lower levels in our Army. We must continue to improve our non-terrestrial-based network capabilities. We are working to reverse the ratio of commercial to military satellite communications capabilities to provide protected, robust connectivity when and where it is needed at lower costs.

With help from Congress, DoD, the Joint Community, Reserve Components, Combatant Commanders and our industry partners, we have made significant progress in delivering improved capabilities and services to our Soldiers this past year. However, compelling needs continue and much work lies ahead. ★★★

STRATEGIC GOAL 1

DEVELOP AND MAINTAIN A SECURE, SEAMLESS, INTERDEPENDENT LANDWARNET NETWORK BY LEADING DEVELOPMENT AND ENFORCING THE USE OF AN INTEGRATED ENTERPRISE ARCHITECTURE:

LandWarNet is the Army's portion of the Department of Defense's Global Information Grid. A combination of infrastructure and services, it moves information through a seamless network and enables the management and use of warfighting and business information. LandWarNet enables voice, video, and data to the edge of the tactical formations - with the goal to push these capabilities lower and lower into the Army Modular Force to Brigades, Battalions, Companies, and Soldiers. A robust LandWarNet will enable improved operational cycle times by supporting unprecedented levels of flexibility and agility for logistical support, actionable intelligence, and situational awareness across the full spectrum of conflict and support to natural disasters.

To achieve these capabilities, the CIO/G-6 will provide the guidance, policy, oversight, and leadership for the efficient planning, implementation, operation, and sustainment of a global information infrastructure which provides seamless and secure interoperability, network services, and end-to-end connectivity. A key element of this is the development, equipping, and training of signal forces. ★
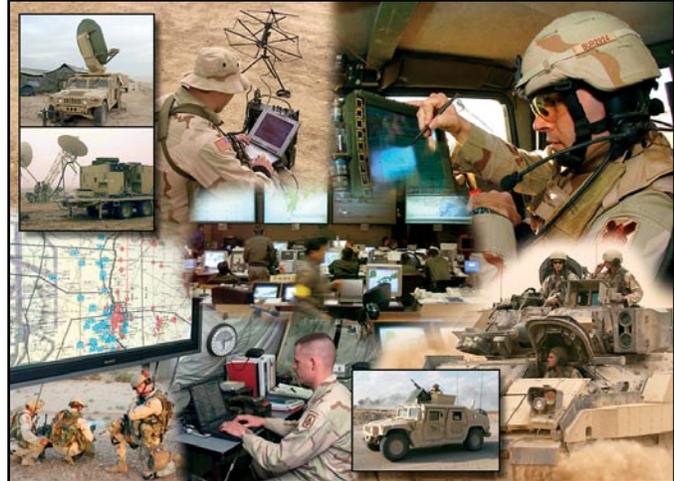
MAJOR ACCOMPLISHMENTS

- Establishing two Area Processing Centers (APCs) in the US and developed consolidated architectures in Europe and the Pacific as part of the Army Enterprise Processing Environment (AEPE)
- Improved IT infrastructure on 34 installations
- Equipped divisions with a state of the art satellite and Internet Protocol (IP) communications system – Joint Network Node (JNN) – down to the maneuver battalion level
- Upgraded six operational Teleport sites worldwide
- Supported the implementation of Teleport Generation 1 capabilities -- C, Ku, UHF bands
- Successful Interoperability Certification and fielding of US Army Software Block I to the Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) 05-07, 06-08 & 07-09 rotations
- Achieved Everything over Internet Protocol (EOIP) implementation in Joint Special Operations Command and Joint Communications Support Element
- Established a $4B Enterprise-wide information management (IM) and IT Contract for Installation Modernization (voice, video, data, and outside plant)
- Implemented Active Directory on 99% of the Army's portion of the Non-Classified Internet Protocol Router (NIPR) Network
- Began implementation of Exchange 2003 for the Army Enterprise
- Published the Installation Information Infrastructure Master Plan
- Implemented two additional regional Visual Information (VI) support centers
- Equipped seven Active Component (AC) Divisions with EOIP and Reserve Component (RC) Units deploying to OEF and OIF

WAY AHEAD

- Work with the Army National Guard to develop communications support for Homeland Security
- Phase Mobile Subscriber Equipment out of the Force and transition from JNN to Warfighter Information Network-Tactical (WIN-T)
- Integrate Ka-Band satellite capability into the JNN
- Build redundancy to provide reachback capability with a minimum of two Teleports in view to warfighters anywhere, anytime
- Teleport Generation II: Expand to Ka-band capability and provide initial IP capability (2007/2008)
- Teleport Generation III: Implement Advanced Extremely High Frequency (AEHF), Mobile User Objective System (MOUS), Full IP capability at Teleport sites
- Institutionalize Single Directorate of Information Management across Installations
- Migrate two installations to AEPE
- Begin migrating applications to AEPE
- Complete implementation of Exchange 2003 as an AEPE service
- Integrate architectures and ensure synchronized funding for Integrated Interim Leader/Soldier Network
- Develop and Implement the Army Software Configuration Management Plan and policy
- Integrate Army and Joint interoperability test capabilities and streamline related processes
- Use the Information Support Plan as an interoperability certification test requirement generator
- Transition JNN to WIN-T in Active Component and Reserve Component

STRATEGIC GOAL 2

LEAD ENTERPRISE INTEGRATION TO ACHIEVE DECISION SUPERIORITY BY TRANSFORMING PROCESSES, APPLICATIONS, AND DATA INTO NETWORK-CENTRIC CAPABILITIES ACROSS THE ARMY:

The Army CIO/G-6 is leading the transformation of processes, data, and applications to increase responsiveness to Combatant Commanders by applying IM concepts and information technologies and implementing sound IT investment governance. The CIO/G-6 will integrate policy, processes, and technology through initiation, validation, and enforcement of business process re-engineering. This will facilitate the sharing of knowledge necessary to optimize decision making, resulting in more effective and efficient mission planning and performance.

The CIO/G-6 will support the transformation of functional domain capabilities through integrated, data-centric

solutions across the operating and generating forces. Streamlined, integrated processes will foster agile, adaptive organizations and free resources for investment in warfighting capabilities. ★

MAJOR ACCOMPLISHMENTS

- Coordinated the Army Data Strategy that was adopted as the Joint Data Strategy
- Established the Netcentric Data Strategy Center of Excellence
- Developed the Army's IPv6 Transition Plan IAW DoD policy and guidance
- Developed IT Transformation Plans for Army Mission Areas and Domains
- Implemented Army IT Portfolio Management Process and deployed the Army Portfolio Management Solution Tool
- Performed tactical knowledge management (KM) and Collaboration Best-of-Breed analyses and Down Select from 20+ to 4 with CENTCOM Support
- Started acquisition of an Enterprise Asset Discovery Tool to enforce network governance
- Facilitated the delivery of an integrated interoperable publish and subscribe methodology for tactical command and control functional applications paving the way to a netcentric services oriented tactical command, communications, computers, intelligence, surveillance , and reconnaissance (C4ISR) capability
- Implemented Forms Content Management
- Accepted Operational Control of the Central Technical Support Facility which certifies joint interoperability and supportability of IT for the Army
- Fielded a CIO Assessment Tool to help programs comply with Title 40 USC requirements
- Led Component pilot of the CIO's Title 40 USC, Streamlining Program for the Clinger-Cohen Act

WAY AHEAD

- Publish the Army's Netcentric Data Road Map and Implementation Plan IAW Joint and DoD guidance
- Lead Domain oversight of communities of interest (COI) and delivery of common data products from COIs
- Initiate/support development of Mission Area and domain architectures and the Netcentric Domain analyses of common functions for potential service oriented approaches
- Make Army IPv6 "ready" by providing technical guidance and facilitating its implemetation
- Optimize Enterprise Resource Plans (Defense Integrated Military Human Resources System, General Fund Enterprise Business System, Logistics Modernization Program, Global Combat Support System - Army)
- Institutionalize Army IT Portfolio Management
- Fully operationalize Army's Army Knowledge Online (AKO) Portal
- Establish an AKO Forward in Southwest Asia
- Transition the Army's AKO Portal to become a Defense Knowledge Online Portal
- Implement KM capabilities for the warfighter down to the Brigade Combat Team

STRATEGIC GOAL 3

PROTECT AND DEFEND THE ARMY'S SYSTEMS, NETWORKS, AND INFORMATION:

The CIO/G-6 will defend, protect, and manage the information infrastructure through a proactive information assurance (IA) policy, governance, and operations. This requires a defense-in-depth strategy using risk management principles and multi-level security mechanisms to protect the layers of the Army information systems, networks and data. Leverage the IA compliance verification and force protection teams to supplement the newly formed Department of the Army Inspector General IA Inspection Teams. ★

MAJOR ACCOMPLISHMENTS

- Accomplished Joint Task Force-Global Operations mission
  – Validated remote access - 100%
  – Scanned for intrusion activity - 100%
  – Validated configuration - 100%
  – Updated configuration with Army Golden Master or baseline automated tool
  – Updated and verified all ports, protocol and system information -100%
  – Password Change - Initial - 100%
  – 2nd Password Change - 100%
  – CAC Cryptographic logon implementation - 85%
  – Pilot data at rest encryption
  – Require Trusted Platform Module (TPM) 1.2 for new computer buys

WAY AHEAD

- Machine CAC enable all Windows-based platforms
- Complete phased implementation of HSPD-12 implementation for the Army Enterprise
- Develop and aggressively enforce operations security rules and policy on classified documents and mobile media handling to include a verifiable method for downgrade or declassification of devices
- Encryption of data at rest and in motion

COMPLEX SECURITY CHALLENGES

- Aggressive enforcement of OPSEC rules
- Increasing vulnerabilities created by the proliferation of mobile and removable media, e.g., thumb drives, image devices, memory cards/sticks
- Malicious code, hackers, nation states, cyber-criminal elements
- Encryption of data at rest and in motion

STRATEGIC GOAL 4

ENSURE ARMY INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY INVESTMENTS MAXIMIZE JOINT AND ARMY CAPABILITIES:

The CIO/G-6 will improve effectiveness and identify efficiencies that free resources to better support operational requirements. The CIO/G-6 will ensure IT investments support only transformed, integrated processes that further achieve the development and validation of capital planning strategies that improve combat capability, warfighting readiness, and mission performance. These investments will be managed as portfolios and will be in compliance with the Army Enterprise Architecture. Support the Army Audit Agency initiative to review Army Commands' IT expenditures. ★

MAJOR ACCOMPLISHMENTS

- Microsoft and other Enterprise licenses
- Small Computer Program Contract with two commodity buys conducted annually
- IT Procurement Guide development and distribution
- Implemented an Army Portfolio Management System Tool and conducted training
- Achieved significant IT Budget submission improvements
- Established Enterprise Information Environment Mission Area domains and the Netcentric Domain; used the Joint Capability Areas (JCAs) to allocate systems; initiated the crosswalk between systems, capabilities, JCAs, and concepts; and drafted transformation plans

WAY AHEAD

- Optimize alignment of IT resources to Army IM and IT Strategy
- Continue to leverage enterprise purchasing power for software and hardware where appropriate to support the Army IM and IT Strategy
- Monitor and enforce consolidated buys of computer acquisition at the Enterprise level
- Conduct analyses and make recommendations for optimized capabilities
- Achieve Army IT investment efficiencies through Army Portfolio Management
- Add IT items to unit authorization documents

STRATEGIC GOAL 5

DEVELOP THE ARMY'S INFORMATION TECHNOLOGY AND INFORMATION MANAGEMENT KNOWLEDGE AND SKILLS TO SUPPORT MISSION NEEDS:

The CIO/G-6 will expand the capabilities of all Soldiers and civilians by strengthening their knowledge, skills, and abilities in managing technology, processes, and information. IM and IT competencies enhance the capabilities of Army personnel, whose innovative nature and desire to excel give the Army our greatest competitive advantage. ★

MAJOR ACCOMPLISHMENTS

- Teamed with TRADOC- Fort Gordon to resource and implement LandWarNet University in support of Soldier/Leader development; added 39 temporary classrooms
- Radically changed Program of Instructions for EOIP, Voice over Internet Protocol, etc.
- Realigned Military Occupational Specialty (MOS) to be relevant with EOIP
- Established a Joint Satellite Communications Training Center
- Aligned civilian training to core IT competencies: IA, Enterprise Architecture, IT Program Management
- Expanded the Army Knowledge Leaders Program (interns) with cyber corps graduates to create a cadre of emerging leaders in IT Management
- Graduated first JNN students
- Began coordination of JNN/EOIP classes with USMC
- Established surrogate JNN Satellite Hub for Army and USMC use
- Built a robust university training program by providing scholarships to traditional and distance learning degree programs at the graduate and undergraduate level
- Credentialed mid/senior level professionals with certificates and advanced degrees in CIO/KM, IA, Enterprise Architecture, and Program Management
- Created opportunities for leadership development through courses and rotational assignments
- Delivered on-demand training through distributed learning modes
- Promoted Army Knowledge Management (AKM) literacy by producing an AKM Foundations training module (available through AKO)
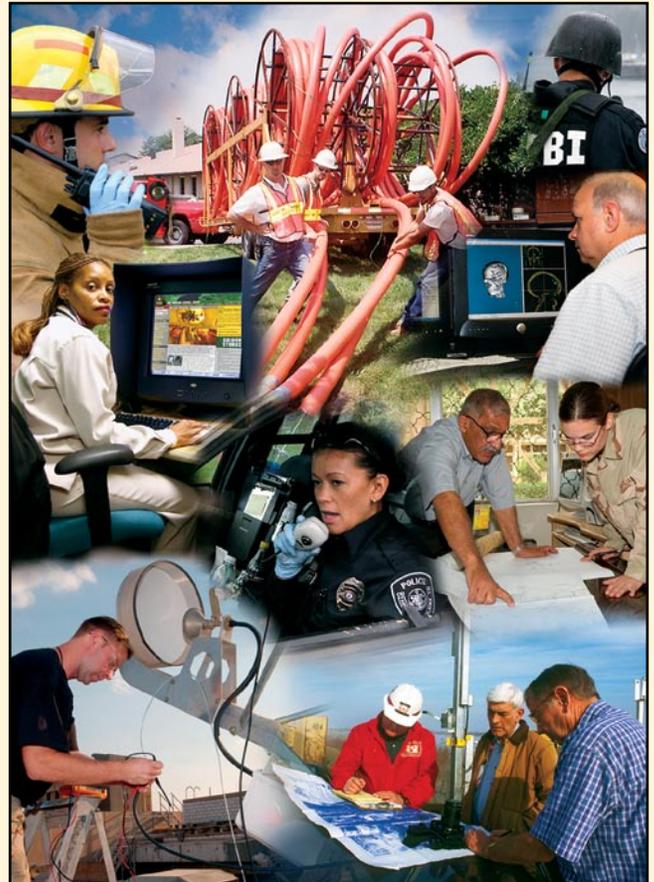
WAY AHEAD

- Assist in refining and expanding Fort Gordon training including the Joint C4 course
- Strengthen military/civilian training liaison for training and force management
- Designate and credential workforce in Acquisition and IA
- Enhance IT intern programs to attract and develop new talent for the Army
- Increase use of distance learning programs and virtual learning modes
- Establish a self-sustaining capability for training and deploying Lean Six Sigma practitioners certified to support business transformation initiatives and effect needed cultural changes

STRATEGIC GOAL 6

DELIVER AN INTEGRATED ENTERPRISE STRATEGY THAT INFLUENCES JOINT AND ARMY USE OF INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY IN FURTHERING THE WARFIGHTING CAPABILITIES:

Produce a timely Army IM and IT strategy and ensure related policy positions influence DOD, and Joint strategy and planning. Ensure IM and IT strategy reflects an understanding of Joint warfighting capability requirements. Ensure resolution of emerging strategic IM and IT issues. ★

MAJOR ACCOMPLISHMENTS

- Coordinated the provision of Military Support to Civil Authorities emergency communications to Hurricane Katrina relief efforts — 17 states
- Developed and implemented the CIO/G-6 500-Day Plan to support the Army Campaign Plan
- Developed the Army CIO/G-6 Strategy Map to support the Army Strategic Management System
- Developed and implemented a Lean Six Sigma Program in support of Army Business Transformation and initiated Army-wide Lean Six Sigma Projects in support of IT Portfolio Management

WAY AHEAD

- Maintain the Communications Emergency Response Management Team as a forum for communicators to share information across functional lines
- Institutionalize the 500-Day Plan and develop an Army IM and IT Transformation Roadmap
- Institutionalize the Army CIO/G-6 Strategic Management System
- Institutionalize the Lean Six Sigma methodology for process improvement

FUTURE CHALLENGES

- Achieving efficiencies to meet budget realities by transforming business processes and leveraging IM and IT capabilities
- Enforcing IM, IT, and IA disciplines to achieve a joint netcentric environment
- Refine AC/RC disaster response plans and architecture with AC/RC, Departments of Homeland Security and NORTHCOM

CLOSING THOUGHTS

Indeed, the institutional Army, the Army's business platform, must transform to realize joint, standardized data collection processes, effective communication linkages, and efficient information sharing among stakeholders. Collaborative IM and IT business capabilities enable Warfighter decision superiority.

Ultimately, the success of these initiatives rests with each CIO/G-6 organization. Open communication, trust, dedication, and active participation are essential. Working together, we will improve the decision-making concept of operations so that the Warfighter has increased combat power, speed of command, greater lethality, and increased survivability. The plan establishes the framework for delivering C4IM operational capabilities to enable joint expeditionary netcentric information dominance for the Army. ★★★

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