DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

MAY 0 1 2015

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
CHIEFS OF THE MILITARY SERVICES
CHIEF OF THE NATIONAL GUARD BUREAU
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DEPARTMENT OF DEFENSE CHIEF INFORMATION OFFICER
ASSISTANT SECRETARIES OF DEFENSE
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Consolidation of Pentagon Information Technology Operations

Reference: OSD 011711-14, "Review of the Total Costs of the Pentagon Reservation Operations," October 2, 2014

As part of the Department's efficiencies effort, on October 2, 2014, I directed the Deputy Chief Management Officer (DCMO) and the DoD Chief Information Officer (CIO) to lead a review of the cost of Information Technology (IT) operations at the DoD Headquarters. Based on this review, the DCMO and DoD CIO have proposed an implementation plan to reduce redundancies and to unify and improve the way that IT capabilities and services are delivered at the Pentagon Reservation.

I approve the implementation of the single service provider plan resulting from this review and direct the immediate implementation of the Joint IT Single Service Provider-Pentagon (JITSSPP) in accordance with the report and associated integrated master schedule. Further policy guidance will be forthcoming as required.

This review has challenged many of our organizational and institutional interests, but it is essential that we undertake this IT transition aimed at achieving significant savings to preserve our war-fighting capabilities. I expect and appreciate your full support, leadership and personal engagement as the Department implements these IT decisions.

Attachment:
Review of the Total Information Technology Operations Cost for the Pentagon Reservation and National Capital Region

OSD004242-15/CMD005358-15

Review of the Total Information Technology Operations Cost for the Pentagon Reservation and National Capital Region

Response to the Deputy Secretary of Defense (DSD) Memo subject "Review of the Total Costs of the Pentagon Reservation Operations" Dated October 2, 2014

Office of the DoD CIO and DCMO

3 April 2015

Executive Summary

Title	Single IT Service Provider – PENTAGON					
Recommendation - BLUF	Deputy Secretary of Defense (DSD) approve aligning information technology (IT) services in the Pentagon and National Capital Region (NCR) to a "Joint Single Service Provider" under the operational control of the Defense Information Systems Agency (DISA). By 20 July 2015, DISA in partnership with the Pentagon IT Study Group will establish a Pentagon DISA Field Service Activity referred to as the Joint Information Technology Service Provider-Pentagon (JITSPP). The Deputy Chief Management Officer (DCMO) will have interim funding and resources review, and oversight of the JITSPP with the Department of Defense Chief Information Officer (DoD CIO) providing technical oversight until the JITSPP reaches full operational capability as a field service activity.					
Background	– IT Services, Service Providers and IT Infrastructures supporting the Office of the Secretary of Defense (OSD), OSD Components and Defense Agencies/Field Activities, the Joint Staff, and Office of the DOD Inspector General, referred to as "covered OSD Component (4th Estate) Organizations" in the Pentagon and NCR are costly and duplicative. – Leadership lacks end-to-end network, security posture and IT investment visibility within the Pentagon and the NCR. – DoD (and Pentagon by extension) does not have a detailed authoritative source or cost accounting structure to breakdown IT costs useful for leadership decision making – Organizations in the Pentagon and the NCR frequently budget, contract, build, and manage IT services and personnel independently to support their mission.					
Scope	– Overall scope will consist of the tenants in the Pentagon and their locations in the NCR. The initial phase is limited to analysis and consolidation of common or shared IT services within covered OSD Component (4th Estate) Organizations in the Pentagon and NCR. Later efforts will extend to the Military Department headquarters in the Pentagon and NCR, and remaining OSD agencies in the NCR.					
Plan Structure	– Initial phase of the overall plan consists of these major activities: Design and Standup of the JITSSP; Early Organization Onboarding to the U.S. Army Information Technology Agency (ITA), the Office of the Secretary of Defense (OSD) Enterprise Information Technology Service Division (EITSD) and the JITSPP; IT Common Services Onboarding; and onboarding of the remainder of the covered OSD Organizations to the JITSPP. – Plan will establish a mechanism to standardize and control the IT requirements, a significant cost driver, through the establishment of a single IT requirements governance structure for providing clear, defined requirements to the JITSPP. – Plan is designed to provide early savings and to generate additional savings over the FYDP. – Plan includes technical activities that will re-architect the network infrastructure to provide additional savings through a seamless and streamlined design.					
Benefits	Consolidation of IT services for covered OSD Component (4th Estate) Organizations in the Pentagon and NCR will improve overall cyber security of the Pentagon IT operations, while yielding net IT savings for realignment to the warfighter. The JITSPP will mainly consist of resources/capabilities from both EITSD and ITA; savings will come from covered OSD Component (4th Estate) Organizations (e.g., PSA assets) currently providing IT services. The savings identified thus far reflect only a small subset of the organizations to eventually be on-boarded to the JITSPP.					
$144.7M – (estimated) Savings[1]	**FY15 ($M)**	**FY16 ($M)**	**FY17 ($M)**	**FY18 ($M)**	**FY19 ($M)**	**FY20 ($M)**
	$0.58M	$14.60M	$32.38M	$32.38M	$32.38M	$32.38M
Pentagon IT Study Group	*Project Lead - Ms. Barbara Hoffman, DCMO. Group members Ms. Karin Appel, DoD CIO, Ms. Lytwaive Hutchinson, DCMO WHS-EITSD, Mr. Greg Garcia USA-ITA and COL John Conniff, JS (J6)*					

[1] Savings estimates are based on significant labor equivalent reductions and expected to change as more analysis and data becomes available.

Recommendation - Bottom Line Up Front (BLUF)

Recommend Deputy Secretary of Defense (DSD) approve aligning information technology (IT) services in the Pentagon and the National Capital Region (NCR) to a "Joint Single Service Provider" under the operational control of the Defense Information Systems Agency (DISA). By 20 July 2015, DISA in partnership with the Pentagon IT Study Group will establish a Pentagon DISA Field Service Activity referred to as the Joint Information Technology Service Provider-Pentagon (JITSPP) . The Deputy Chief Management Officer (DCMO) will have interim funding and resources review, and oversight of the JITSPP with the Department of Defense Chief Information Officer (DoD CIO) providing technical oversight until the JITSPP reaches full operational capability. Approval of this recommendation will produce savings and efficiencies that have been identified by DCMO and DoD CIO during a "Review of the Total Information Technology Costs of the Pentagon Reservation Operations." The established Pentagon IT Study Group will remain in place executing and overseeing the stand-up of the JITSPP until the DCMO and DOD CIO declare the JITSPP has reached full operational capability at which time DISA will have full operational control of the JITSPP.

The JITSPP will be composed of resources/capabilities from OSD Enterprise Information Technology Service Division (EITSD), the U.S. Army Information Technology Agency (ITA) and those items, and the existing resources and contracts of the OSD components (e.g., PSA assets) providing IT services to covered OSD Component (4th Estate) Organizations. While operational control of these assets will align to the DISA Field Service Activity operating under DISA at full operational capability, the Pentagon IT Study Group will require a close partnership and working relationship with EITSD, ITA, and the existing PSA IT service providers to stand up and establish the JITSPP. ITA will maintain administrative and operational control, including Authorizing Official (AO) responsibilities, of ITA assets that support Army Headquarters activities and are not transitioning to the JITSPP. ITA will retain administrative control, including AO responsibilities, of all transitioning ITA assets until phased transition to the JITSPP is completed. Once the JITSPP reaches full operational capability, the intent is that EITSD and ITA 4th Estate IT Services will be fully and completely merged into the JITSPP organization under the control of DISA.

The immediate implementation of a JITSPP will include the following:

- Standardized set of Common IT services the Pentagon tenants and NCR will receive for what has been determined "Shared IT Services".[2]
- By 3 June 2015, publish the list of shared IT services and associated performance standards and CONOPS. The performance standards shall do no harm to organizational mission and shall strive to meet or exceed current documented standards while developing JITSPP standards. For example:
    - VIP Network Account Requests for NIPRNet filled 95% within 24 hours[3, 4]
    - Non-VIP Network Account Requests filled 95% within 3 business days[3, 4]

[2] JITSSP Shared IT Services will leverage the current capabilities in place with ITA per the "Single Agency Manager (SAM) for Pentagon Information Technology Services (DoDD 8220.01)" and Telecommunication Services in the National Capital Region (DODI 4640.07) as well as those provided by EITSD.

[3] Time reflects EITSD and ITA business hours from 0600-1800 Monday - Friday (excluding Government Holidays) with 24 hour after hour telephone support.

[4] Individual organizational analysis will need to be conducted to evaluate current documented standards to develop the JITSSP standard.

- By 17 June 2015, design the JITSPP organization with the combined capabilities from the ITA, and the EITSD organizations, leveraging best of breed and the associated CONOPS.
- By 20 July 2015, the JITSPP will achieve IOC and begin on-boarding covered OSD Component (4th Estate) Organizations onto the IT services provided by the JITSPP.
- Authorization of interim funding and resources review and oversight will reside with DCMO. Funding will transition to DISA for the JITSPP no later than 18 months or as directed in future directives when the JITSPP reaches full operational capability (FOC).
- DCMO and the DOD CIO will publish follow-on guidance for the process by which these transitions and savings will be tracked and reported on a quarterly basis to the DSD, and the DMAG when directed.

The Pentagon IT Study Group will:

- Remain in place executing and overseeing the standup of the JITSPP until the JITSPP reaches full operational capability.
- Publish and maintain an integrated master schedule (IMS) posted on the DOD CIO portal (*https://dodcioext.osd.mil/Component%20Reports/IT_Consolidation_Schedule.pdf*) showing the phased implementation and transition of IT services, human resources, IT service contracts, and budget processes to the JITSPP.
- Provide quarterly updates to the DSD on the design, standup, onboarding, and consolidation of shared IT services of the covered OSD Component (4th Estate) Organizations.
- Submit a written report to the DSD accounting for the Pentagon and NCR covered OSD Component (4th Estate) Organizations whose IT services and funding will not transition to the JITSPP. The plan to move to a JITSPP is based on three aspects of savings[5] (near-term (FY15), interim (FY16), and final/long-term (FY17 and beyond)). The JITSPP will mainly be composed of resources/capabilities from both EITSD and ITA; savings will come from OSD components (e.g., PSA assets) currently providing IT services to covered OSD Component (4th Estate) Organizations. Near-term savings consists primarily of organizations which are currently planned to transition IT services into EITSD and ITA. Based on these organizations, three IT services are undergoing business process and technical re-engineering reviews (computer network defense, service desk and video-teleconferencing). As more organizations and IT services transition into the JITSPP, additional IT services will undergo business process and technical re-engineering reviews. Projected savings will be adjusted as organizations transition into the JITSPP. Future projected savings will also account for near and long term investments, as well as technical refresh of equipment.

Background

Reiterating the tasking of the Deputy Secretary of Defense (DEPSECDEF) October 2, 2014 memorandum to review IT costs in the Pentagon (Appendix A), Secretary Carter called on the department on Feb 17, 2015 to ". . . make better use of every taxpayer dollar. That means a leaner

[5] Cost savings and cost avoidances are estimates based on the current understaning of the IT landscape within the Covered OSD Component (4th Estate) oprganizations, and are expected to change over the FYDP.

organization, less overhead, and reforming our business and acquisition practices." Our current environment has many IT service offerings that are often duplicative and costly, and are provided by different Service Providers over many varied infrastructures within the Pentagon and NCR. In addition, the Department lacks the end-to-end visibility of our networks' security posture and IT investments. The Department must improve how it collects, distributes and shares information collectively, a challenge that is not limited to the Pentagon's internal operations. Optimal data distribution requires a common infrastructure, sensors and data exchange. By reforming how the delivery of IT services can occur within the Pentagon, we can establish the processes and template for future "joint" basing SSP at DoD installations. We must improve the information sharing across the Department and with other industry and mission partners for improved decision making and operational warfighter advantage.

Scope

Overall scope will consist of the tenants in the Pentagon and their locations in the NCR. The initial phase is limited to analysis and consolidation of common or shared IT services within covered OSD Component (4th Estate) Organizations in the Pentagon, and covered OSD Component (4th Estate) Organizations in the NCR. Later efforts will extend to the Military Department headquarters in the Pentagon and NCR, and remaining OSD agencies in the NCR (Appendix B).

The JITSPP Implementation Plan for consolidating the Pentagon IT begins with covered OSD Component (4th Estate) Organizations and JS already in process of consolidating to EITSD and ITA in FY15. Consolidation of the remaining covered OSD Component (4th Estate) Organizations into the JITSPP will be completed by the end of FY16.

Plan Assumptions

The following assumptions and criteria were used in base-lining the covered OSD Component (4th Estate) Organizations consolidating into the JITSPP:

- **Includes** organizations/elements that:
    - Obtain network transport from the Pentagon Metropolitan Area Network (MAN) and/or all Pentagon Network Access Points.
    - Obtain SIPRNet and NIPRNet services from within the boundary of the existing Pentagon Installation Processing Node (IPN):
        - Are located in a commercial facility within the NCR, not on a military installation, but connected via DISN Point of Presence (POP) or Commercial circuit
        - Possible Subscribers outside the Pentagon IPN will be transitioned to draw services from their closest enterprise service provider to the maximum extent.
- **Excludes** the following organizations and capability deferred from the initial phase of the Pentagon IT consolidation to the JITSPP. As the JITSPP matures and reaches full operational capability, analysis will begin for the inclusion the following organizations and capability to migrate to the JITSPP.

- Military Departments (MILDEPS)[6] Headquarters
- JWICS and associated endpoints

Note: If EITSD or ITA are managing or providing support for the organizations and/or capability above within the Pentagon or NCR, they will continue to provide the same level of support in the transition to the JITSPP.

Plan Risks

- Lack of visibility and clear specification of transition and future operation and maintenance (O&M) costs for hardware and software (HW/SW), and the synchronization of enterprise wide service contracts will critically impact the ROI of the consolidation.
- Poor strategic and detailed communication will severely impact the timeliness and transition to as well as the overall acceptance and effectiveness of the JITSPP.
- Scalability and capability to transitioning covered OSD Component (4th Estate) Organizations/customers, with necessary contract modifications/scoping within the timeline identified.
- Service level impact to existing customers during and after period of transition; JITSPP will need to meet current documented service level agreements in place to ensure mission readiness.
- Revised Pentagon IT governance to adjudicate IT service requirements, service level agreements, and ensure compliance with JITSPP policy.
- Timely visibility, modification, and/or establishment of contracts to achieve final operational capability of the JITSPP.
- Alignment with other ongoing DOD initiatives (Cyber Security, consolidation of Defense Health Agency (DHA), DoD/DCMO Facilities (e.g., Raven Rock) Review and DOD Joint Regional Security Stack (JRSS) implementation).
- Ability for the JITSPP to adequately measure and report technical and financial performance.

Implementation Plan

The Implementation Plan for consolidating the IT Services for covered OSD Component (4th Estate) Organizations into a JITSPP consists of the following major components:

- Design and Standup of the JITSPP organization. Includes activities associated with the design and establishment of the JITSPP, re-engineering the business and technical processes of the JITSPP, establishing the governance structure that will provide the oversight of the JITSPP, measure its performance, and aligning work functions to the JITSPP. This also includes the technical activities necessary to streamline the network infrastructure to consolidate the shared IT services, improve performance and security of the network, and to further reduce costs through product license consolidation and strategic sourcing approaches for better buying power.

- Early Organization Onboarding. Identifies covered OSD Component (4th Estate) Organizations that are already in the process of consolidating their IT services into either EITSD or ITA. The early adopters to the IT Consolidation process will begin to provide

[6] With the exception of those US Army ITA assets providing services to the OSD Component 4th Estate. HQDA may become early adopter due to current integrated support by USAITA .

savings in FY15. Transition from EITSD and ITA to the JITSPP for the early adopters will be transparent to the customers. Organizations onboarding to either ITA or EITSD in the near-term will be managed as if they are integrating into the JITSPP.

- Early Consolidation of Specific IT Services. This activity includes the technical, contractual and organizational activities to reengineer and consolidate specific services such as Computer Network Defense (CND), service help desk, and video-teleconferencing (VTC), and provide those services to all covered OSD Component (4th Estate) Organizations and their end users. Consolidation of these services enables the rapid migration of organizations to the JITSPP. Early migration provides three major benefits: early cost savings, improved network performance, and security through the consolidation of service help desks, VTC, and CND that are dependent on specific architectural changes to the network infrastructure, such as the reduction in individual organization firewalls and proxies.
- Onboarding of covered OSD Component (4th Estate) Organizations. The list of covered OSD Component (4th Estate) Organizations to be consolidated into the JITSPP are listed in Appendix B. The shared IT services that will be consolidated to the JITSPP are depicted in Appendix C. The full implementation plan will be posted/maintained on the DoD CIO portal and includes the schedule of when the end users will be migrated to the new consolidated services, what covered OSD Component (4th Estate) Organizations resources will be reassigned to the JITSPP or eliminated, and any technical activities necessary to complete the consolidation of those services. https://dodcioext.osd.mil/Component%20Reports/IT_Consolidation_Schedule.pdf
- JITSPP Implementation Milestones. Each milestone for the JITSPP depicts a point at which current covered OSD Component (4th Estate) Organizations end users will start using the consolidated services of the JITSPP. This will be based on the organization unique transition plans to be developed in concert with the effected component's designated representative and the JITSPP. Each milestone connotes when organizations will begin using the consolidated services and will account for the anticipated time required to complete the transition and termination of legacy services. The transition estimates will continue to be informed by ongoing efforts and reflected in the updated schedule.
- Savings. The associated savings identified for each milestone will begin to be realized for those organizations as their shared IT services are discontinued. The length of time required to achieve full realization of the savings for each milestone will vary, depending on the number of users that are migrating to the new services, as well as the number and complexity of the IT services that are migrated. Completion of onboarding of organizations is dependent on the existing scope of IT support for each and will be tailored for each organization. Associated milestones will be added as the planning matures.

Tasks

DCMO/DOD CIO will:

- Direct the Pentagon IT Study Group to design the JITSPP structure.
- Issue implementation direction to the covered OSD Component (4th Estate) Organizations when they will obtain their shared IT services from the JITSPP.
- Direct the Pentagon IT Study Group to design the JITSPP's internal organizational structure – The JITSPP internal organizational structure will comprise existing resources from designated IT organizations.

- Designate the Onboarding Governance Authority – The Onboarding Governance Authority is a separate governance body or structure from the JITSPP that serves as the requirements authority overseeing the acceptance, implementation or rejection of service requirements.
    - The Onboarding Governance Authority will establish the requirements authority (RA) process and will provide the oversight and adjudication over the satisfaction of requirements.
    - The RA establishes a mechanism to standardize and control the IT requirements, a significant cost driver, through the establishment of a single requirements structure for providing clear, defined requirements to the JITSPP.

Benefits

The benefits are significant. Along with a substantial cost reduction that will be achieved by going to a JITSPP, benefits will inherently include significantly improved security, increased efficiencies, improved mission and business effectiveness, and a reduced cyber-security threat that is achievable through reducing the overall attack surface of our networks coupled with using more standard tools and procedures. The JITSPP will mainly be composed of resources/capabilities from both EITSD and ITA; savings will come from OSD components (e.g., PSA assets) currently providing IT services to covered OSD Component (4th Estate) Organizations.

It is anticipated that additional savings will be identified for each of the covered OSD Component (4th Estate) Organizations as a result of the reassignment or elimination of personnel resources (military/civilian/contractor) currently performing internal IT service functions.

In establishing the basis of estimate, the following assumptions have been made:

- Savings target derived from a sample set of organizations
- Remaining organizations used and extrapolated to identify as-is costs
- Savings target includes a limited transition cost estimate due to the present lack of data
- All requirements have been normalized to a standard set of performance levels
- End user equipment cost considered to be negligible

Cost Savings/Avoidance Categories

Initial Functional areas that establish savings and cost avoidance across the covered OSD Component (4th Estate) Organizations are:

- CND consolidation
- Help desk consolidation
- VTC consolidation
- ITA switch modernization
- EITSD switch modernization and mainframe consolidation

Cost Methodology

Savings (Gross)

In estimating the potential savings, a methodology was established that analyzed the self-reported SNAP-IT expenses for six organizations (PFPA, JS, DSLA, DSCA, DODEA, and IG) that are

planned to be consolidated in the JITSPP, focusing on three of the major common IT services (computer network defense, IT support/help desk, and video-teleconferencing). For those three services, the number and cost of civilian and military personnel/FTEs and licensing costs specifically associated with helpdesk functions were identified. These total costs were matched against the anticipated costs associated with any necessary increased contract costs of the JITSPP to identify where savings can be achieved. Then, future year funds were decremented by the current government inflation rate of 1.7%, compounded. This formula was extrapolated across the remaining organizations within scope to yield a rough order of magnitude projected cost savings.

Investments

Limited investment costs were considered until further data becomes available as a result of planned and/or future analysis activities associated with achieving the JITSPP. The report acknowledges there will be transition and expanded capacity-related costs that currently are unavailable. Current assumptions made include no new hardware (servers, desktops, laptops, LAN drops, printers, etc.) , would be required given the intent to leverage existing equipment/investments where possible. In addition, organizations will initially retain their Tier 3 support staff. Tier 3 is defined as those personnel directly assigned to support mission specific applications unique to that organization. Another investment cost assumption included funds necessary to move personnel and equipment to a consolidated work centers. The last assumption was that the JITSPP would need additional FTEs to handle their increased workload as a result of subsuming additional customers. A factor of one FTE for every 101 additional customers subsumed was used (in line with current EITSD manning). Additional FTEs costs were identified as recurring across the FYDP.

Estimated Savings

It is not possible to recognize all investment costs at this time due to the lack of existing data which may include, but are not limited to, contract related costs, network re-engineering costs, increased capacity costs, etc.. Therefore, an overall reduction of 50% of initial projected savings was taken to account for these currently unknown investment costs. This approach formed the basis for the estimated savings.

Appendix A – October 2, 2014 DSD Memo

DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

OCT 2 2014

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
CHIEFS OF THE MILITARY SERVICES
CHIEF OF THE NATIONAL GUARD BUREAU
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
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GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
DEPARTMENT OF DEFENSE CHIEF INFORMATION OFFICER
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Review of the Total Costs of the Pentagon Reservation Operations

The Pentagon Reservation houses multiple diverse missions in support of the Secretary and Deputy Secretary of Defense, the Office of the Secretary of Defense, the Chairman of the Joint Chiefs of Staff and the Joint Staff, and the Military Departments, along with other tenants of our Department of Defense (DoD) Headquarters. Within the Pentagon Reservation, there are a wide number of service-providing elements, operating in some cases in manners that may be duplicative or redundant and costly. The Department's responsibility is to structure its operations in such a way as to ensure that missions are accomplished in a manner that provides for the best and most rational application of declining support resources. This review will identify where these activities are occurring and will utilize fact-based, data-driven, alternatives for integrating such services with an aim to driving cost savings while maintaining appropriate standards of services. This review will be difficult, and will challenge many of our institutional interests, but it is essential that it be undertaken with the most focused aim of achieving significant savings that can off-set reductions in the most critical of our mission areas – preserving our war-fighter capability.

I am directing that the Acting Deputy Chief Management Officer (ADCMO) and the Acting DoD Chief Information Officer (CIO) lead this review, in conjunction with the Office of the Chairman of the Joint Chiefs, in two primary segments. Specifically, Information Technology (IT) is a large and costly aspect of our operations at the DoD Headquarters. I direct the Acting CIO to lead an across-the-board review of how IT services are delivered at the Pentagon Reservation and to examine and propose opportunities to unify, reduce, and improve the way that these capabilities and services are delivered here.

OSD011711-14

As to all other common services and support operations at the Pentagon Reservation, I direct that the ADCMO lead this review with the objective to unify, improve, and reduce the costs of total operations to operate our DoD Headquarters.

The officials charged with this responsibility, and their representatives, will collaborate with all Pentagon Reservation tenant activities and service providers in the course of this review to identify opportunities to achieve the integration, interoperability, and over-all cost reductions in the delivery of support functions and services in the performance of our Headquarters missions at the Pentagon Reservation. All components are required to support this effort and to include data and functional expertise that may be important to the review and recommendations.

The ADCMO and the Acting CIO will provide me with regular updates on the status of this review. I would like to have the final report on this review not later than March 1, 2015, and intend to drive resulting program changes and cost reductions into the next Program Budget review to ensure that such changes and cost savings are re-invested into our warfighting capability. Please ensure your full and complete support for this effort.

Appendix B –4th Estate Organizations Consolidating into the SSP

- Secretary of Defense and Deputy Secretary of Defense
- Under Secretary of Defense for AT&L
    - DOD Test Resource Management Center
- Under Secretary of Defense for Policy
    - Defense Security Cooperation Agency
    - Defense Technology Security Administration
- Under Secretary of Defense for Intelligence
- Under Secretary of Defense for Comptroller/DOD Chief Financial Officer
    - Defense Contract Audit Agency
- Under Secretary of Defense for Personnel and Readiness
    - DOD Human Resources Activity
    - Defense Health Agency
    - Defense Commissary Agency
    - DOD Educational Activity
- Deputy Chief Management Office
- Director Operational Test and Evaluation
- Assistant Secretary of Defense Public Affairs
- Assistant Secretary of Defense Legislative Affairs
- Department of Defense Chief Information Officer
- Director Cost Assessment and Program Evaluation
- General Counsel– DOD
    - Defense Legal Services Agency
- Joint Chief of Staff
- Inspector General of the Department of Defense

Appendix C – Common Services for SSP

End User Support
Workstation support
Software licenses
End user computing devices
End user voice devices
Printer/scanner
Copier
Service Desk
Collaboration/UC Services
VIP "Gold" team

Voice Infrastructure Services
Telephone (analog/ISDN/PBX)
ACD
Telephone (VoIP/e911)
Secure telephone (STE)
Secure telephone (eg, VoSIP and DRSN)

Network Access Services
NIPRnet
SIPRnet
Commercial Internet
Top Secret (TS) Network -DEFERRED
JWICS - DEFERRED
Organization LAN (eg COI/VRF/etc)
Life Safety/SCADA (ICS)
Dedicated Point to Point Circuits
Remote Access/VPN/CITRIX
Land Mobile Radio Infrastructure
Cellular Repeating
Wi-Fi

Storage Services
Basic Storage/Share drives
Backup and recovery
Replicated Storage
COOP Storage

Application and Hosting
COOP
Mainframe
Dedicated server hoteling
Virtual server hosting
Software procurement
Application development and maintenance
Application hosting (eg Sharepoint, CRM, etc)
Website development and maintenance

Message and Directory Services
Defense Messaging (Organizational Messaging)
Opperator Asissted Support (eg 411/311)
Email/Gateway
Directory/GAL
Fax gateway

Video Content
Video Teleconferencing (VTC)
IP TV
Video on Demand
Web Streaming
Cable TV

Cyber Security
Firewalls
Credential Management User/Devices
Scanning (All)
Patching SSP Services
Access Control Services
CNDSP Service (reference CND working group)
Identity Management
IA Training
Certification and accreditation/DAA/Auditing/Reporting
Software assurance (code scanning)

IT Service Management
IT Asset Management (eg property book)
IT Governance (Deleted*)
IT Portfolio Management
IT Performance Management
Other ITSM Services (eg ITIL framework, DESMF)
Change & Configuration Management

IT Acquisitions
License Management
Hardware
Software
Supply Chain Management