America's Force of Decisive Action

Dennis Kelly
Product Lead
Enterprise Computing

26 JUN 2017
PL EC Mission & Vision

PL EC Mission:
Product Lead Enterprise Computing provides future-focused solutions that modernize and optimize enterprise information technology (IT) activities through cost-effective and policy-compliant delivery of cutting edge infrastructure and services.

EC Vision:
Strategically manage ADCCP, ASM, & AESD programs and align to readiness
Enterprise Computing Organization

Chief, Business Management Division
Ms. Lisa Harris

Chief, Program Management Division (PMD) / Acquisition Management Division (AMD)
Mr. Bryan Thielemier

Product Lead, Enterprise Computing (PL EC)
Mr. Dennis Kelly

Deputy Product Lead
Mr. Palmer Mitchell

Project Officer, AESD Federation
LTC Verdar Ashford
Team Lead

Project Officer, Application Software Marketplace (ASM)
Mr. Angelino Paoli

IT Specialist, AESD Cybersecurity
Saravana Kamatchi

Project Officer, AESD – Initiatives
Mr. Andrus Landry

IT Specialist, ADCCP Engineering
Saravana Kamatchi

Project Officer, AAMBO
Mr. Don Squires
(Matrix)

Project Officer, Enterprise Computing Environment
Mr. Dennis Kelly (Acting) & Mr. Palmer Mitchell (Acting)

Data Center/Cloud Engineering
Ms. Johanna Curry
ADCCP Mission & Vision

ADCCP Mission:
Optimize delivery of data center services to the generating force and the warfighter

ADCCP Vision:
Strategically align ADCCP Support Program to readiness
ADCCP Objectives

- Support Data Center Discovery and Assessments
- Provide Application Owners with Migration Assessment Reports (MARs)
- Provide Automated workflow support to the MAR process
- Provide an Application Migration Support Contract (ACCENT)
ADCCP Governance

Requirements Validation
- Army Enterprise Network Council (AENC)
  - Principals: O9 Level
  - Sub-councils: O7/O8 Level, O6 Level
- Migration Implementation Review Council (MIRC)
  - Principals: O9 Level
  - Sub-councils: O7/O8 Level, O6 Level

Service Acquisition Executive
- ASA(ALT)
  - or Designee

Requirements Generation
- Multifunctional Team (DC/C/GF CE*)
  - CIO/G-6, ARCYBER, NETCOM, EC
Data Center Consolidation and Application Migration Guidance – Still Evolving!

SECARMDY Directive 2016-38 (Dec 2016)

Red highlighted documents are direct impact policies in effect at AAMBO launch; other policies have been published since

July 6, 2017
SA/CSA Directive – Issued 09DEC16

2014 USA Policy Memo issued guidance to establish the Army Application Migration Business Office and outlined a process for migrating enterprise systems to core data centers. The Secretary of the Army and Chief of Staff, Army issued a directive to establish an implementation plan for rationalization, modernization, and migration in order to close or consolidate data centers.

Key Elements:
1) Holistic approach to app migration and data center closures
2) Defined endstate vision and intent
3) Implementation timeline and schedules
4) Formal governance body (Migration Implementation and Review Council (MIRC))
5) Army Enterprise Network Council (AENC) reports directive compliance to MIRC
6) Specified tasks and fully defined application migration process
7) Expanded enterprise hosting environment options: DISA data centers, milCloud, commercial cloud, regional Army Enterprise DCs and Redstone Army Private Cloud-Enterprise
8) Defined measures of success

Key Elements:
1) Focused on data centers vice app migration
2) Undefined endstate vision and intent
3) No implementation timeline or schedules
4) Ad hoc governance process
5) No accountability mechanism
6) No comprehensive and fully defined application migration process
7) Limited enterprise hosting environment options: Only DISA data centers or milCloud
8) No articulated measures of success

USA signed June 2014

SA/CSA signed December 2016
Army End-to-End Migration Process

**Discovery and Portfolio Analysis**

- **Conduct Discovery**
- **Analyze Portfolio**
  - Overarching Decision Authority
  - Mission Area, Domain, and Command

**Portfolio Management**

1. **Analyze Inventory**
2. **Identify:**
   a) Capabilities to be Terminated
   b) Candidates for Enterprise Migration
   c) Capabilities to Sustain
      1. In place or until replaced
      2. Waiver/POAM approval process
3. **Assess Confidentiality-Integrity-Availability Requirements and Trade-Offs**

**Arm Application Migration Business Office (AAMBO) Support**

- **Data Collection and Engineering Analysis**
- **Planning & Service Initiation**
- **Migrate to Service Provider**
  - Commercial Cloud
  - DISA DECC

**Cost Benefit Analysis (CBA)**

1. **Develop CBA:**
   a) Define requirement, scope and COA
   b) Build cost model
   c) Conduct analysis of COAs including risk & sensitivity analyses
   d) Identify bill-payers
   e) Derive conclusion and recommendation

   - **Steps from SECARMY Directive**

**Steps from SECARMY Directive**

- **Step 1:** Analyze Inventory
- **Step 2:** Identify:
  - Capabilities to be Terminated
  - Candidates for Enterprise Migration
  - Capabilities to Sustain
  1. In place or until replaced
  2. Waiver/POAM approval process
- **Step 3:** Assess Confidentiality-Integrity-Availability Requirements and Trade-Offs

**Source:** Army Directive 2016-38, Encl 3 (9 DEC 2016)
Application Migration Plan Phases

**Phase 1: Mission Planning**
- Step 1: Discovery and Portfolio Analysis
- Step 2: Migration Readiness Assessment
- Step 3: Cost Benefit Analysis
- Step 4: Migration Planning

**Phase 2: Mission Execution**
- Step 5: Migration Execution
- Step 6: Quality Assurance and Steady State

**Phase 0:**
Army Application Rationalization Process
- Step 1: Discovery and Portfolio Analysis is conducted by the Capability Owner

**Phase 1:**
Preliminary Assessment
- Conclusion of Step 1, AAMBO receives an endorsed application list from CIO/G-6 to begin the capability migration

**Phase 2:**
Capability Identification, Engineering Analysis, and CBA Approval
- Step 2: Migration Assessment and ROM Report Developed
- Step 3: Cost Benefit Analysis Support

**Phase 3:**
Planning
- Step 4: Supports migration planning; provides Migration Planning Guide

**Phase 4:**
Preparation and Transition
- Step 5: Supports Migration Execution

**Phase 5:**
Cutover
- Step 5: Supports Migration Execution

**Phase 6:**
Quality Assurance
- Step 6: Supports Quality Assurance and Steady State reporting

Source: Army Directive 2016-38, (9 DEC 2016)
ADCCP Target Environments
ACCENT

- Army’s directed cloud computing vehicle implementing the “Army Cloud Computing Strategy”
- Basic Ordering Agreements (BOA) executed with bidders who hold a valid DoD PA issued by DISA and optional transition and modernization support services
- TOs decentralized and managed by contract office of ordering organization.
- POP: Three-year BOA, with TOs up to five years.
- Ceiling $247.7m ($203.1m hosting; $44.6m transition)
- ACCENT services ordering through CHESS
ACCENT Scope

Hosting

- Cloud Hosting Services (ACCENT PWS Section III.a.2):
  - IaaS; PaaS; SaaS
  - Off-Premise, On-Premise
  - On-Premise: Ownership and operation (operating environment, real estate, capital equipment) can be COCO, GOCO (ACCENT PWS Section III.b)
  - Private; Public; Community; Hybrid
  - Impact Levels 2,4,5,6 (pending)

- Mobile (ACCENT PWS III.c):
  - Provide, maintain, operate, and support mobile data centers

Full exercise of commercial cloud hosting is dependent upon availability of CSSP and Common Services
ACCENT Scope (Cont.)

Transition Support

• Modernization (ACCENT PWS III.a.1):
  • Refactoring or consolidating of legacy software programming to align it more closely with current business needs

• Transition (ACCENT PWS III.a.1):
  • Activities required to transition applications from the current operating environment to authorized commercial CSOs
Basic Ordering Agreements (BOAs)

BOAs executed with bidders who met the following criteria:

- Possesses a valid DoD Provisional Authorization (PA) for the CSP’s CSO
  - SRG and Army policy require DoD PA to host systems/applications
    - DoD PA **not** required for On-Premise hosting
- Understands transition support and application modernization requirements.
- Demonstrates a methodology to transition and modernize applications.

**DFARS Final Rule - SUBPART 239.76: Cloud Computing**
Clause: DFARS 252.239-7010, *Cloud Computing Services*
ACCENT Way Ahead

• If ACCENT reaches ceiling prior to end of ordering period - increase ceiling or extend ordering period.
  • On-premise COCO implementation costs will likely exhaust ACCENT ceiling
  • Sustainment costs could equal implementation costs
  • Modernization and Transition services costs could exceed hosting costs
• Follow-on to ACCENT with new longer-term, higher value contract vehicle.
  • Could be BOA or IDIQ depending on ACCENT usage characteristics
Army Software Marketplace (ASM)

ASM Mission:
Develop an Army Software Marketplace (ASM) “Storefront/Catalog” to identify a secure, cost effective, and technically sound approach that will satisfy an ASM design based on the APPROVED ASM Problem Statement, Concept of Operations (CONOPS) & Functional Requirements Document (FRD).

ASM Vision:
The Army Software Marketplace (ASM) solution supports the Common Operating Environment (COE); the U.S. Army Training and Doctrine Command (TRADOC) vision for an integrated training environment; the Headquarters, Department of the Army (HQDA) Army Network Campaign Plan (ANCP). ASM capability will enable the Army to transform how Army users access, share, and leverage enterprise software. When fully operational, the ASM will provide users with a single access point to application resources across the six Army COE computing environments (CEs) and the Joint Information Environment (JIE).
ASM Objectives:

- Survey existing Army and Market approaches to ASM
- Put in place an R&D effort
- Bring ASM to an Enterprise-level capability
ASM Next Steps

- Survey industry capabilities research
- Determine R&D Approach
- Support ARCYBER Enterprise-level DOTMLPF
AESD-W Mission

- Provide Service Desk Support to 7th SC(T) and Enterprise Services
  - Operate 24 hours per day/7 days a week/365 days a year from primary and secondary locations
  - Provide Tier 0 & Tier 1 Incident Management, Service Requests, and Knowledge Management services
- Service Level Agreement/KPI Targets

<table>
<thead>
<tr>
<th>Name</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Contact Resolution</td>
<td>65% attained for Enterprise Services user community</td>
</tr>
<tr>
<td></td>
<td>10.0% attained for 7th SC user Communities</td>
</tr>
<tr>
<td>Average Speed to Answer</td>
<td>80.0% in less than five (5) minutes (Enterprise Services queue)</td>
</tr>
<tr>
<td></td>
<td>85.0% in less than 90 seconds (7th SC User Communities)</td>
</tr>
<tr>
<td>Abandonment Rate</td>
<td>Less than 15.0% (Enterprise Services User Community queue)</td>
</tr>
<tr>
<td></td>
<td>Less than 5.0% (7th SC User Communities)</td>
</tr>
<tr>
<td>Human Response Time – to an Inquiry Submitted via Email or Web Form</td>
<td>90.00% in less than six (6) hours</td>
</tr>
<tr>
<td>Ticket Accuracy</td>
<td>90.0% for tickets for all AESD-W user communities</td>
</tr>
<tr>
<td>AESD-W Customer Satisfaction</td>
<td>80.0% of responses for each question categorized as Excellent or Good for all AESD-W user communities</td>
</tr>
</tbody>
</table>
AESD Vision

Solve the Incident at the Lowest Tier Level

<table>
<thead>
<tr>
<th>Tier 0</th>
<th>Tier 1</th>
<th>Tier 2</th>
<th>Tier 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources</td>
<td>¥</td>
<td>$</td>
<td>$$</td>
</tr>
</tbody>
</table>

Measure

- Tier 0: Self-Service
- Tier 1: Knowledge Articles & FAQs
- Tier 2: First Call Resolution (FCR) / Mean Time to Resolve (MTTR)
- Tier 3: MTTR / Problem Identification

Objective

Self-Resolution
Service Desk Functions

**TIER 2 & 3 Service Support Organizations**
- Dispatch
- Problem Mgmt.
- Network Mgmt.
- Security Mgmt.
- Change Mgmt.
- 3rd Party Support
- OEM Vendors
- Release Mgmt.
- Process Managers
- Stakeholders

**TIER 1 Service Desk**
- Incident Management
  - Contact Handling
  - Identification and Logging
  - Disposition and Priority
  - Initial Diagnosis
  - Functional and/or Hierarchical Escalation
- Request Fulfillment
  - Request Logging
  - Approval Tracking
  - Request Provisioning
- Knowledge Management
- Activity Reporting

**TIER 0 Self-service**
- Phone
- Web
- EMail
- IM
- Event/ASI

**Different Contact Channels**
- Self-diagnosis
- Request Initiation

**Single Point of Contact for End User**

**SD Definitions BU**

IM – Instant Message; ASI – Authorized Service Interruption
Critical Enabling Technologies

- **Call Management System** – provides the ability to route calls using Interactive Voice Response and perform Automatic Call Distribution within and outside the service desk; supports self-service with automated verbal instructions

- **eMail Management System** – provides the ability to route emails to work queues within and outside of the service desk

- **Web Portal** – provides a website for the end user to access knowledge to perform self-service or initiate a ticket

- **Remote Desktop Management System** – provides the ability for agents to instant message chat, view and configure end user IT assets

- **Knowledge Management System** – provides common reference information for agents and end user use

- **Service Catalog** – provides service provisioning construct aligned to tiered support structure

- **Ticketing/Service Management System** – provides for logging of incidents, problems, and service requests

- **Analytics System** – provides ability to consolidate, report, and assess service desk performance metrics across the enterprise

- **B2B** – ability to configure Business to Business interfaces across divergent systems

- **Workforce Management System** – provides ability to schedule, track performance, and optimize productivity of staff at individual, site, and across enterprise

- **Facilities** - space and/or equipment
Critical Enabling Staffing

- **Live Agents** – provides the majority of the person-to-person support services typically accessed via telephone, chat or email
- **Agent Managers** – team leaders for small groups of live agents
- **Touch Labor** – provides desk-side in-person support services
- **Remote System Administration** - provides support services from off-site location. Some of these services may be automated and run in batches.
- **Trainers** – provides instruction to the staff on new technology, policies and procedures
- **Business Process Analysts** – analyzes an organization and documents its processes or systems, assessing its integration with technology.
- **Enabling Technology Subject Matter Experts** - bona fide authority in invention or innovation, that can be applied to drive radical change in capabilities.
- **Customer Relationship Management** - manage and analyze customer interactions and data, with the goal of improving relationships with customers, assisting in customer retention and driving efficiencies.
Army Enterprise Service Desk (AESD) Federation
Army Enterprise Service Desk (AESD) Objectives

• AESD-Worldwide - Provide 24x7x365 support to:
  – 1.5 million users of Army Knowledge Online & Enterprise Email
  – CONUS Theater 7th Signal Command (44 Network Enterprise Centers)
  – Facilities 2 NIPR, 1 SIPR
  – Enterprise Services: Email, Collaboration, Mobility, AKO, UC

• AESD Federation:
  – Coordinate Army Enterprise-wide Activities
  – Provide PMO support to CIO/G-6 in support of Army wide services and activities IAW AESD Federation Policy

• Standup NIPR/SIPR in AESD-P and AESD-K; virtual instance of BOMGAR for AESD-P; SIPR Mirror Desk at Fort Belvoir, VA

• Support Windows 10 roll out
Questions?
Points of Contact

Product Lead, Enterprise Computing
Mr. Dennis Kelly        Data Center/ Cloud Engineering
703-704-0566
Dennis.p.kelly2.civ@mail.mil

Deputy Product Lead, Enterprise Computing
Mr. Palmer Mitchell    AESD
703-704-0975
Palmer.f.Mitchell@civ@mail.mil

AAMBO Project Officer
Mr. Donald Squires     ASM Project Officer
703-704-1638
Donald.c.squires2.civ@mail.mil

Mr. Palmer Mitchell    LTC Verdar Ashford
703-704-0975
Palmer.f.Mitchell@civ@mail.mil

Ms. Johanna Curry
703-704-1497
Johanna.c.curry.mail.mil

Verdar.m.Ashford.mail.mil

Mr. Angelino Paoli
703-704-2796
Angel.Paoli.mail.mil