Headquarters U.S. Air Force

Integrity - Service - Excellence

IT Transformation & Applications

U.S. AIR FORCE

Montgomery IT Summit
23 - 25 May 11

AFPEO EIS Within IT Enterprise

AFPEO EIS

- 1,500 people; 5 States
- Portfolio Value: $806M (FY10)
- 83 Mission, Combat Support & Infrastructure Programs
  - Two ACAT I
  - Eight ACAT III

EIS Enables Every Airman to Aim High…Fly, Fight, Win

AFPEO EIS Within IT Enterprise

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HAF/A6 (CIO)
CIO, Policy

US(M)X (CMO)
Enterprise Transformation

C2 & CS
Baker's Dozen

Battle Mgt
AWACS, JSTARs

Cyber
Net-Centric Ops

C2ISR
CITS, GCCS-AF, AOC

ELS
Combat Support
Logistics Systems, ECSS

DISA
Infrastructure

Industry
Infrastructure

ESC/EN
Governance
Infrastructure
(DT&E, CIE)

AFMC
Governance
Infrastructure

AFSPC
Governance
Operations Mgt
(24th, AFNIC, NetOps)

EIS
Combat Support
Business Systems
& Infrastructure

Customers

AF/A1	A/A3/5
AF/A4/7	AF/A6O
SAF/FMP	AFSPC/A5/6
AFC2IC	AF/SG

Others

Capabilities

Finance, Personnel, Medical, CE, Contracting, & Force Projection Systems

Services

GCSS-AF, AF Portal, AFECMO/SDC, ASACOE, NETCENTS

Opportunities

Institutionalize SDDP within enterprise
Clarify & strengthen roles/missions/governance
Tailor acquisition processes for IT
Migrate to more services-based infrastructure

AFPEO EIS Mission

Acquiring, operating, sustaining, and enabling enterprise IT capabilities while accelerating the modernization of infrastructure to support the warfighter across the spectrum of combat and mission support…

Driving IT Acquisition Reform…

Enabling Every Airman to Aim High…Fly – Fight – Win!

AFPEO EIS Vision

A trusted and purpose-driven combat/mission support IT organization characterized by…

- ***A positive culture based on mutual trust and respect that attracts, grows and retains the very best people***
- ***Adherence to well-documented processes which facilitate effective and efficient acquisition, operation, and sustainment of enterprise IT capabilities and infrastructure***
- ***Defined priorities that optimize resources to deliver agile capabilities on a robust, services-based infrastructure***
- ***Effective trust-based stakeholder relationships within the government and industry IT community***

IT Transformation

BCL, SDDP, Acquisition Processes

Where IT Acquisition is Going

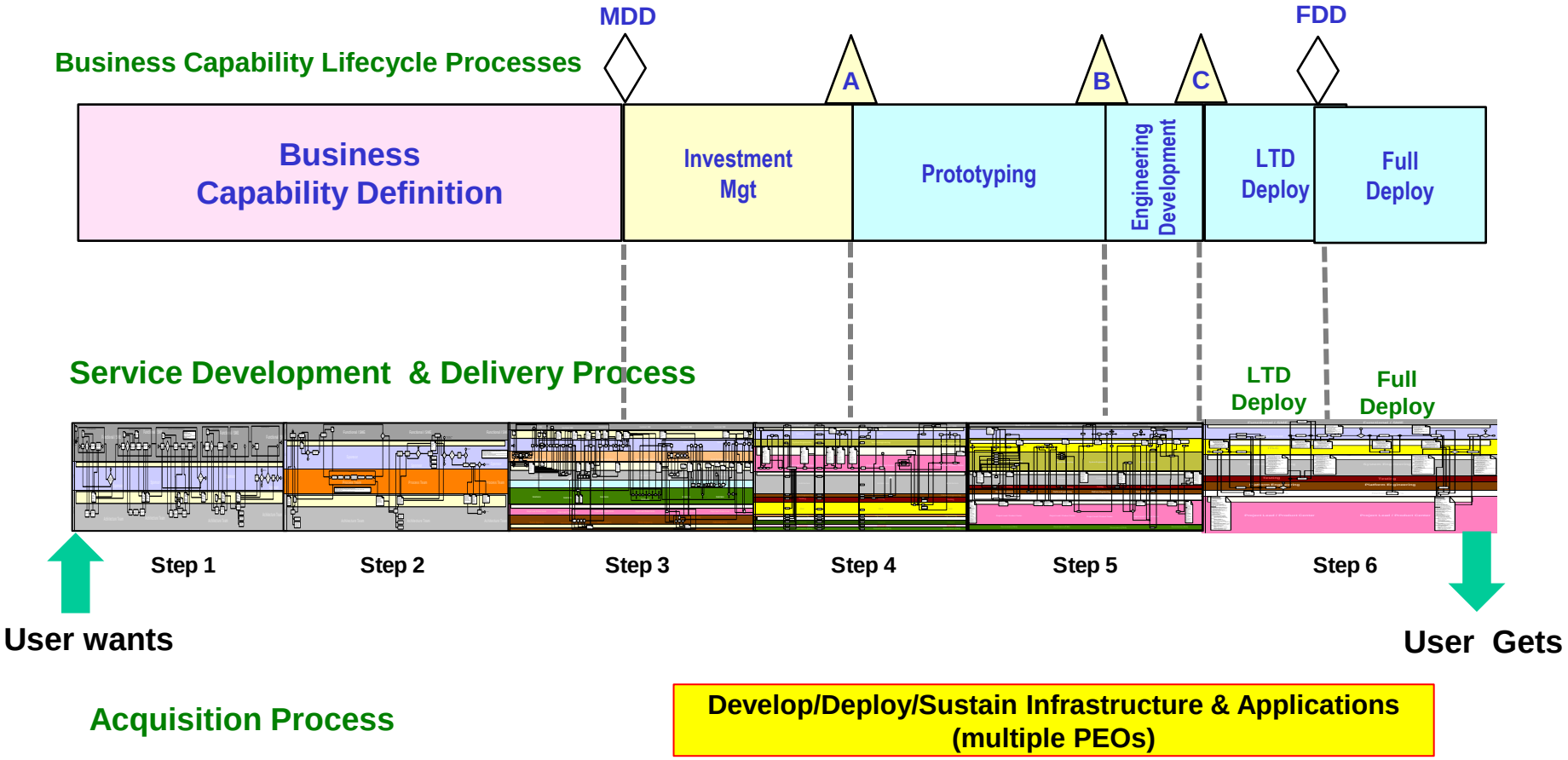
Influencers

- NDAA section 804, 2010
- Interim Acquisition Guidance for DBS
- Business Capability Lifecycle (BCL)
- CIO 25-Point IT Reform Plan
- Flat/decreasing budgets
- IT Acq Reform Task Force (DEAMS as trial program)

Key Tenets

- Split projects into smaller, simpler segments (18-24 months) with clear deliverables
- Currency with technology
- Focus on most critical business needs first
- Acq strat, milestones, test events unique to increments
- Measureable requirements (outcome/performance based)

Acquisition Within BCL & SDDP



Acquisition Process

Develop/Deploy/Sustain Infrastructure & Applications (multiple PEOs)

SDDP Defines Functions, Not Ownership

IT Transformation
Application Examples

IT Transformation & ERPs

Defense Enterprise Accounting & Management System (DEAMS)

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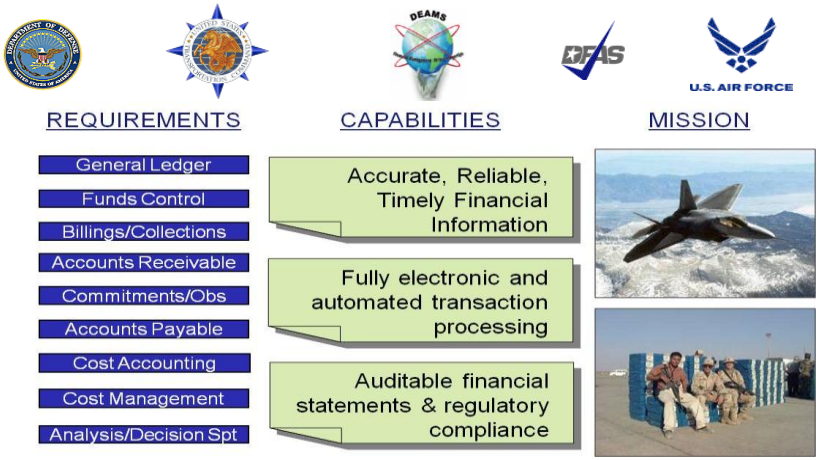
AFPEO EIS



Target: Legacy Financial Problem

- 150+ independent FM systems created to support unique requirements of specific agencies
- Little or no compatibility between systems
- Inefficient legacy systems lack the accuracy and timeliness offered by modern s/w and processes
- No central data source
- Inability to comply with federally-mandated audit standards (CFO Act 1990 & FY10 NDAA)

DEAMS Description

Single Automated Accounting and Financial Management Execution System for USTRANSCOM and the USAF

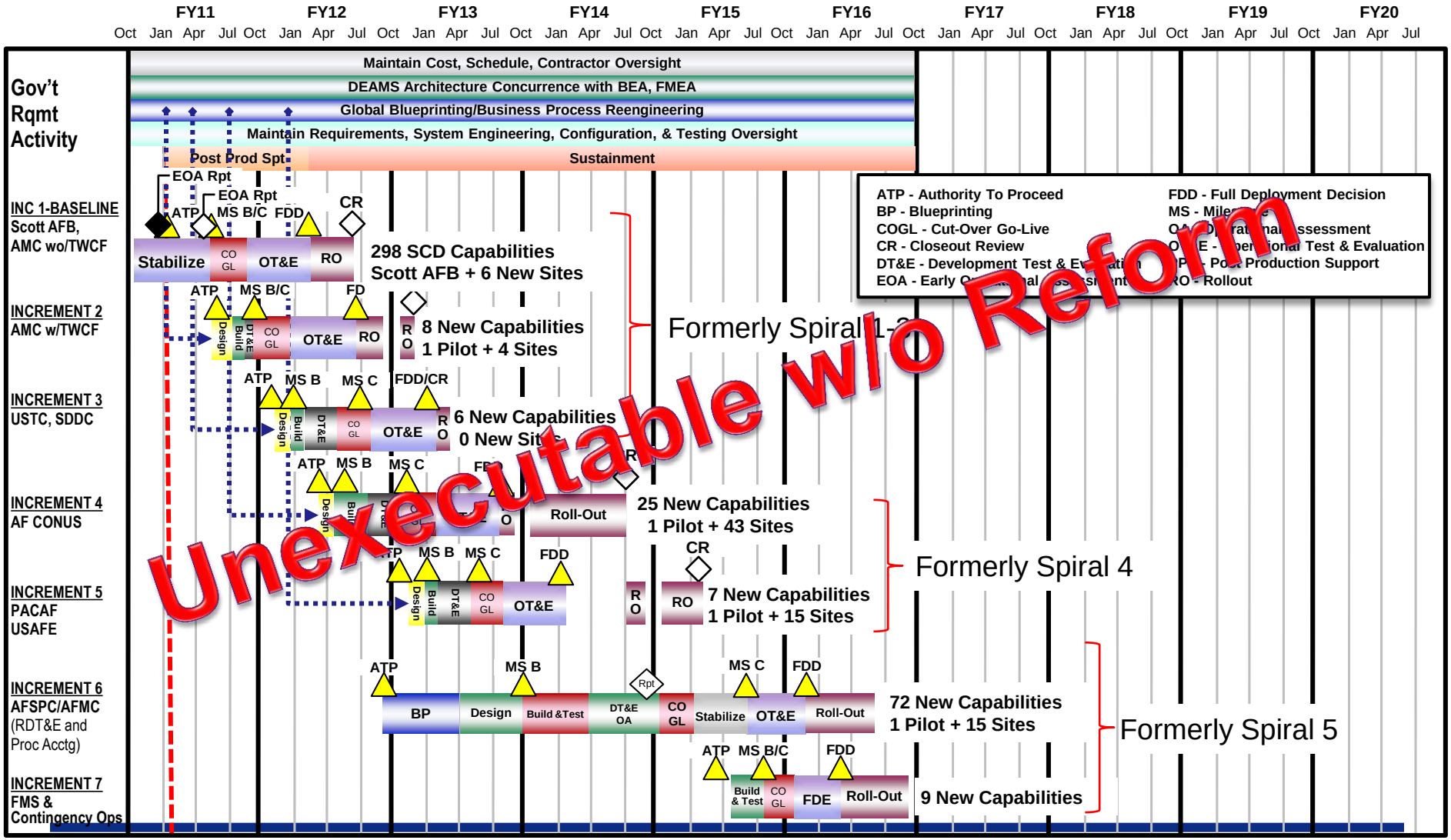
System Capability by Spiral

- Spiral 1 – Commitment Accounting
  - **Spiral 1 Go Live, 27 Jul 07** – successful close-out of FY08 and FY09
- Spiral 2 – Procure to Pay; Plant/Property & Equip; Orders to Cash; Billing; Project Accounting
  - **Spiral 2 Go Live, 27 May 10**
  - Early Operational Assessment Initiated – Aug 10
  - Successful closeout of FY10

Program Specifics

- Requirements Basis: ICD approved 30 Aug 04
  SCD approved 3 Dec 09
- Major Customers: USTRANSCOM; DFAS; USAF
- MDA: USD(AT&L)
- External AF Interest: OMB, USD(C), USD(AT&L), DCMO, DFAS, & USTRANSCOM

DEAMS Acq Strategy
IT Acq Reform Pathfinder



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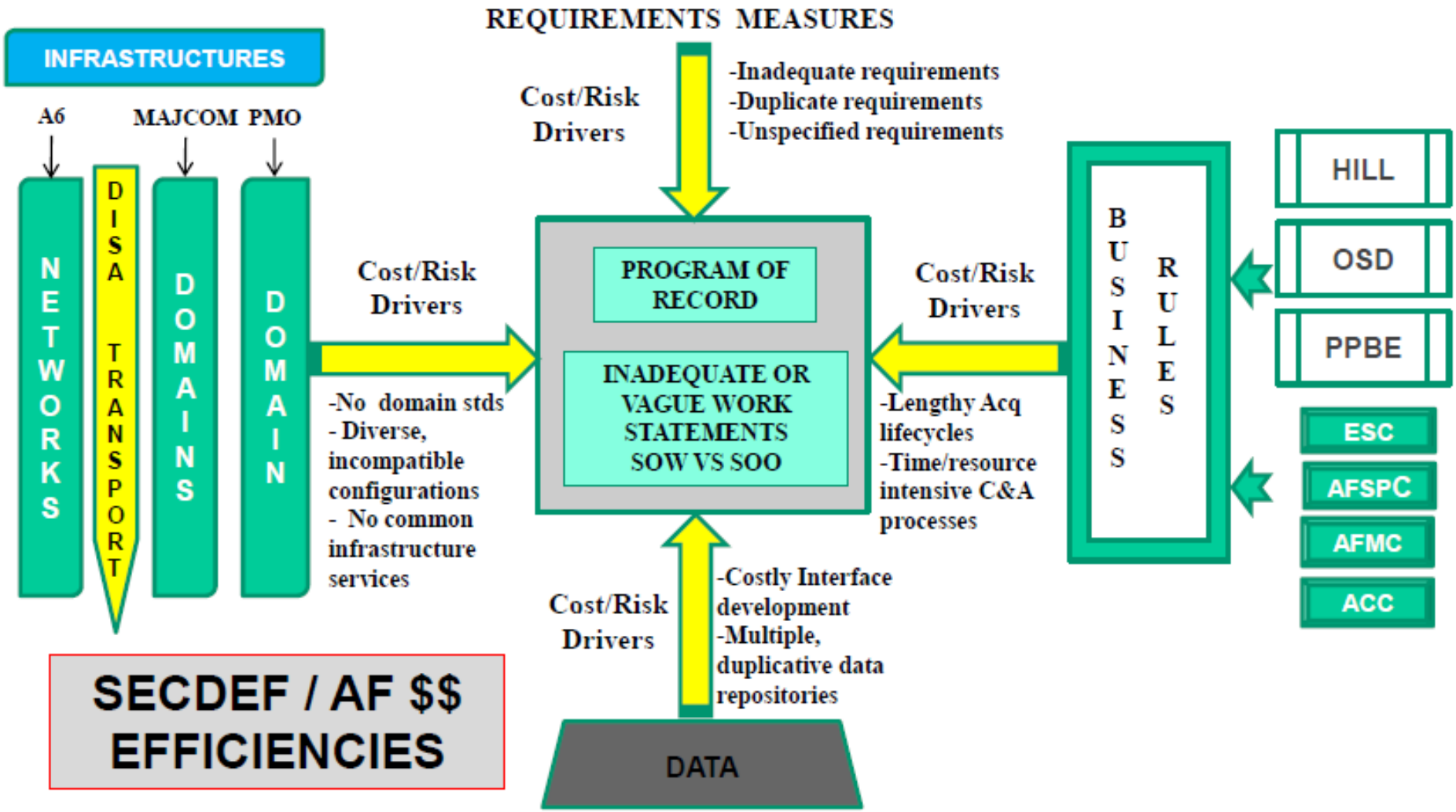
Potential Obstacles to DEAMS Success as Pathfinder



Enabling PM Success

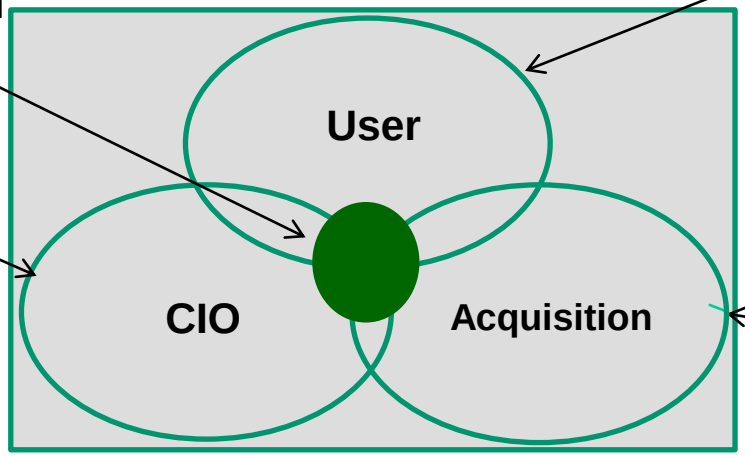
Clarifying Roles, Missions, Governance

AFSPC

- Owns "operational baseline"

CIO Strategy and Governance

- Policy/Strategy
- Architecture
- Standards
- IT Infrastructure
- Compliance/Certs
- Owns "target baseline"

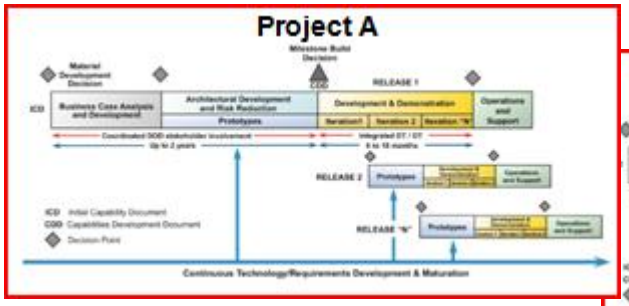


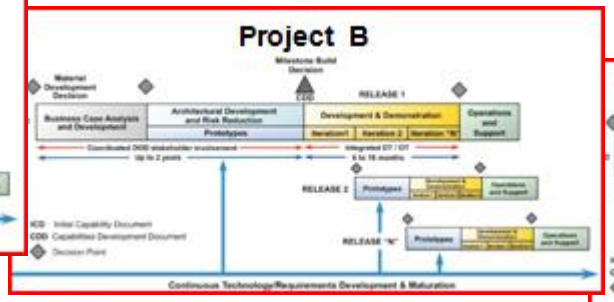
User Needs

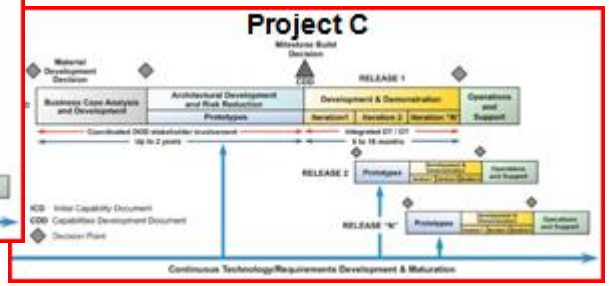
- Requirements Refinement
- Capability Tradeoffs
- Priorities
- Acceptable Performance

Acquisition Oversight and Management

- Buying Strategy
- Contracting
- Program Management
- Owns "implementation baseline"

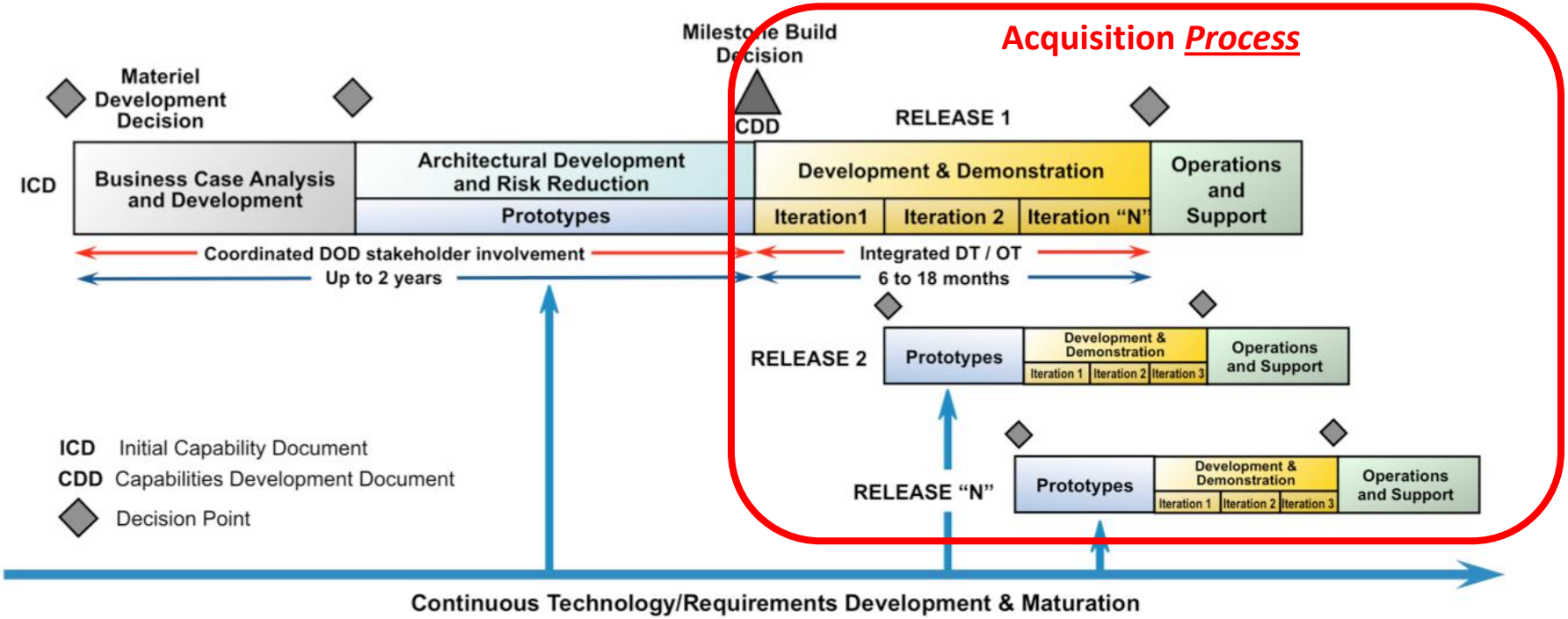






Centralized Governance & Continuous Partnering Informing Decisions

Enabling PM Success
Adding Agility to IT Acquisition



- User/functional manager prioritizes & blueprints requirements w/ prototypes
- Leverage well defined and tightly controlled IT "platforms" as infrastructure
- Single "milestone" decision (acq entry); multiple "investment" decisions (off ramps)
  - Streamlined documentation; flexible contracting; tailored reviews
  - Enterprise end-to-end testing approaches
- Continuous user/CIO/acquisition engagement & feedback
- Organizing & funding for success (by portfolio/capability vs program)

Future IT Acquisition must be a full-contact, team sport!

IT Transformation & Small IT Programs

NEXTGEN Civil Engineering

- **Business Process Re-engineering to support entire Civil Engineering function within the Air Force**
- **SDDP Steps 1/2 completed by Functional**
- **PEO EIS assumed acq role at SDDP Step 3**
- **Shared journey through SDDP enabling better informed selection of COTS product**
  - Opportunities include improved performance and cost savings
  - Challenges include choice of service provider and hosting environment

Critical for Enterprise Stakeholders to Partner Throughout SDDP

Reaching Promise of IT Transformation

- **Increase understanding of BCL, SDDP, IT Acq Reform principles throughout enterprise**
- **Take concrete steps to clarify and strengthen roles, missions and governance within enterprise**
- **Need industry help**
  - **Contribute relevant ERP capability & infrastructure successes**
  - **Innovate in areas we can't grow organically**
  - **Help create efficiencies**
    - **Communicate ways to save resources, shorten schedules & standardize processes**
    - **Insight into efficiencies we don't see**
- **Reach larger govt/industry audience at AFITC w/similar theme**

Govt/Industry Must Share Ownership of IT Transformation

MITS Link with AFITC

2011 Air Force Information Technology Conference

"IT Transformation: Conquering the Cloud"

29-31 Aug 2011
(Renaissance Montgomery Hotel & Spa)

Questions