



ARMY CONTRACTING COMMAND

ACC CIO/G6 Strategic Plan

October 2010



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INTRODUCTION



A Message From Gino Magnifico, Chief Information Officer (CIO) Army Contracting Command (ACC)

In 2008, the Army Contracting Command (ACC)—a major subordinate command within

the Army Materiel Command (AMC)—stood up as a headquarters and included two subordinate commands: the Expeditionary Contracting Command (ECC) and the Mission and Installation Contracting Command (MICC). The mission of ACC is to *provide global contracting support to Warfighters through the full spectrum of military operations.*

With the establishment of the CIO/G6 office, we immediately sought to establish a high-performing IT organization to deliver responsive support to the three command entities (ACC, ECC, and MICC). We carefully assessed capabilities across the enterprise and developed this ACC CIO/G6 Strategic Plan to guide the organization over the next 12 to 18 months.

The goals, objectives and strategies included in this plan are designed to support the continuing maturity and growth of ACC while understanding that challenges both known and unknown will impact the future. This plan is designed to accommodate evolving needs as the organization develops over the next year and beyond. Periodically we will revise the plan as we are able to look more broadly and deeply into the future.

Meeting the demands of ACC and integrating emerging technologies into the organization requires utilizing new management approaches, and we are dedicated to innovative leadership. ACC CIO/G6 continually strives to capitalize on new opportunities and build upon prior successes. Our overriding focus is to provide our Soldiers and civilians with the technology tools and services they need to excel in their

jobs. We also remain vigilant to responding to the needs of government organizations and commercial industry partners.

Providing an “Industrial Strength” IT Infrastructure

Providing an IT infrastructure—one that is “industrial strength” in its ability to provide services and access to information in a reliable, secure manner—can be accomplished most efficiently and effectively in a shared, well-organized manner. Users and industry partners view the command as a single enterprise, not as a broad collection of separate entities. The command must plan to make that view a reality by adopting an enterprise approach to managing IT infrastructure. By providing utility-like services from a common enterprise infrastructure, we will free-up resources across the Army and the command. Personnel will have more time to build applications and develop services that take advantage of their core competencies while continuing to meet client demands.

ACC Users Are on the Move!

With new mobility capabilities, users are staying connected with unprecedented flexibility. Through the use of wireless technologies, users have expanded access to services and government information 24 hours a day, seven days a week, all across the globe. “Location irrelevance” is an outgrowth of broadband telecommunications networks, the rapid deployment of wireless networks, and the pervasive use of wireless technologies. Now expectations are high: Access to information and services from anyplace and at anytime is no longer an option but a requirement.

The growing demand for mobile devices that provide all-in-one access to voice communications, email, the Internet and other applications will lead to a seamless integration of key technologies. These technologies provide new opportunities for ACC and have become key drivers for how ACC is developing the enterprise infrastructure needed to meet user requirements now and into the future.

Key Goals, Principles and Projects

As part of our “way ahead,” we have documented the following goals, principles and projects in the ACC CIO/G6 Strategic Plan.

Setting Five Key Goals

- ▶ Establish and Execute an IT Governance Process
- ▶ Facilitate Knowledge Sharing Across the ACC Enterprise
- ▶ Focus on Program Execution
- ▶ Establish and Support a Deployable G6 (Team ECC)
- ▶ Transition ACC from Fort Belvoir to Redstone Arsenal

Leveraging Five Key Principles:

- ▶ Manage information technology from a command enterprise perspective
- ▶ Promote collaborative relationships across the Department of Defense (DoD), Army, industry and other government entities
- ▶ Simplify delivery of command services and information
- ▶ Use “state-of-the-art” procurement practices for acquisition of information technologies
- ▶ Protect the privacy and confidentiality of command/user information

Establishing Three Key Projects:

- ▶ Standard Procurement System (SPS) Server Consolidation
- ▶ Enterprise Life Cycle Management
- ▶ Web Presence

The ACC CIO/G6 Strategic Plan contains information about all of these goals, principles and projects. We salute everyone in the organization and beyond who has helped ACC accomplish a great deal in its first two years. To recap a few highlights:

First, we delivered much-needed technology to everyone’s desktop in collaboration with the AMC CIO/G6! We transitioned from a shared-service model to one where ACC now manages and facilitates its own actions in support of the technology services platform.



We stood up a robust web and social media environment. In 2009 we received two awards at the Army’s CIO/G6 2009 LandWarNet conference: ACC and ECC earned the Best of Army Knowledge Online (AKO) Silver awards for their AKO portal pages. In 2010, the Northern Virginia Technology Council presented ACC with the “Best Use of LinkedIn” Social Media Award. Bravo!

We have made tremendous progress on two initiatives that have influenced the command to think about IT at the enterprise level. SPS Server Consolidation has successfully consolidated servers in contracting centers across the country, reducing the total cost and overhead of contract-writing processes. Enterprise Lifecycle Management consolidated asset management to take financial advantage of economies of scale, achieving cost savings of over \$2 million, while also increasing equipment availability and personnel productivity.

With respect to ECC, we established a communications platform for a deployable headquarters (HQ) as well as an enterprise solution for the Combat Support Brigades (CSBs) and Battalions (CCBn).

Finally, the CIO/G6 was asked to leverage its project management expertise and lead the ACC Enterprise in managing the Transition Project Schedule to move ACC HQ from Fort Belvoir to Redstone Arsenal. As part of this effort, we created streamlined processes that reduced the wait time for operational IT (computer and phone) from 5 days to an unprecedented 1 day. It has truly been a challenging but rewarding endeavor. We have done much and have learned much. We continue to add to our knowledge and we understand that more remains to be done, and done more efficiently. And we are proud to say we do all of this while executing the vital mission and vision of the Army Contracting Command!

Gino Magnifico
Chief Information Officer (CIO/G6)
Army Contracting Command (ACC)

MISSION, VISION & VALUES

Mission

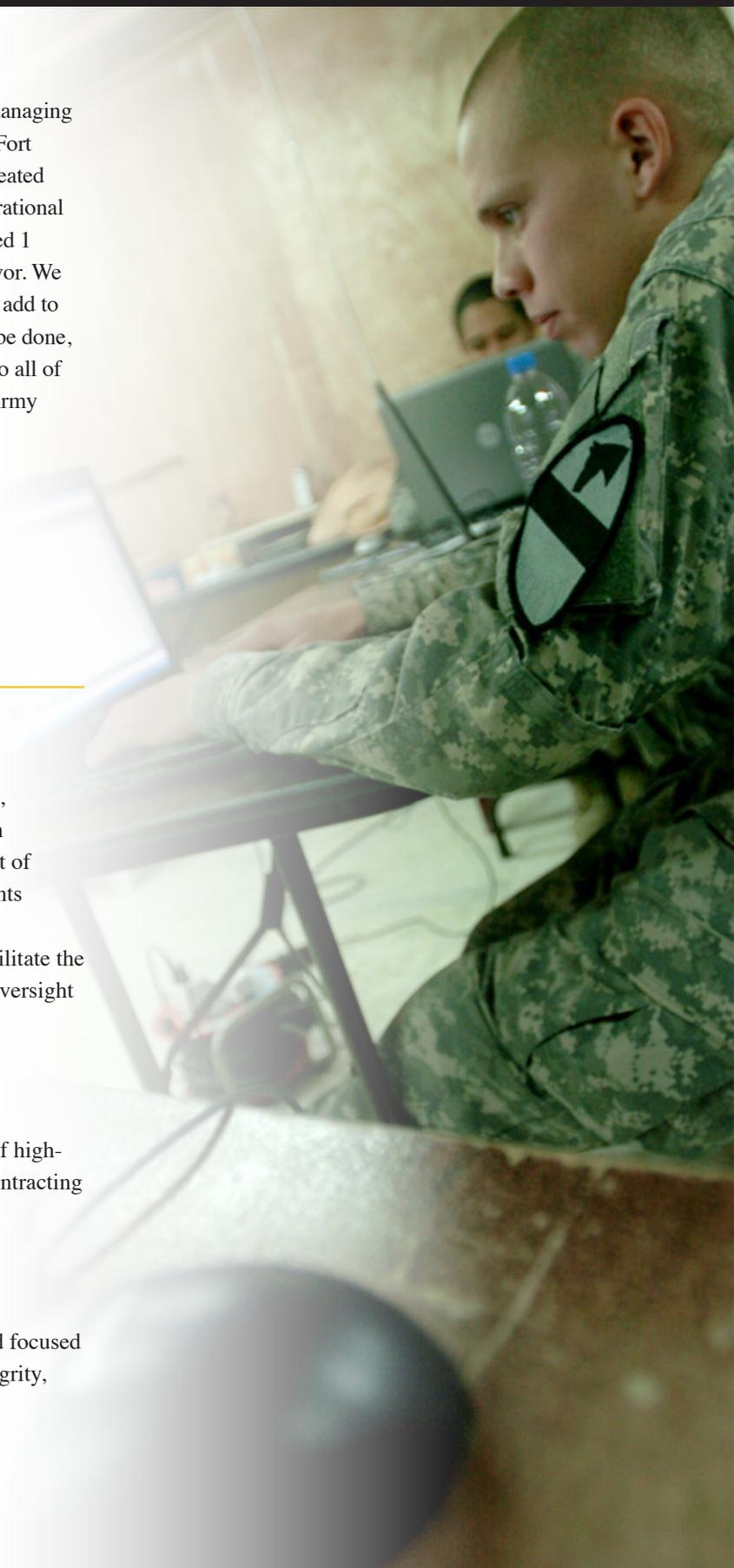
The mission of the CIO/G6 is to provide the Command, Control, Communications, Computers, and Information Management (C4IM) operational capabilities in support of the ACC enterprise mission through the following tenants of Clinger-Cohen—architecture, governance, portfolio management, strategy, and acquisition oversight; to facilitate the delivery of services to HQ ACC/ECC; and to provide oversight to the MICC CIO organization.

Vision

To deliver Net-Centric enterprise solutions in support of high-quality contracting operations across the U.S. Army Contracting Command and, ultimately, to the Joint Warfighter.

Core Values

The ACC CIO/G6 Office brings a holistic, creative, and focused approach to problem solving through our values of integrity, responsiveness, and determination.



STRATEGIC GOALS, OBJECTIVES & RELATED STRATEGIES:

Strategic Goal 1: Establish and Execute an IT Governance Process

This goal seeks to define and support the CIO/G6 in its role to advise and assist ACC/ECC executives with respect to conformance with Federal, DoD, Army G6, and AMC G6 regulations, policy and standards; specifically, the CIO brings to bear knowledge of and compliance with the Clinger-Cohen Act. In this goal, the CIO/G6 will establish the policy, structure and processes required to support the IT governance for the ACC enterprise.

1.1. Objective 1: Develop and implement a requirements management process

In support of ACC's strategic priority to "Standardize, improve and assure quality contracting support, business processes and policies across the organization," the CIO/G6 will develop its core business process: IT requirements management.

1.1.1. Strategy 1: Implement a requirements management process

Customers submit their requirements for new or enhanced capabilities to the CIO/G6, who then clarifies the requirements in terms of business needs, service level agreements and cost; vets the requirements against what is Army approved; and if nothing is Army-approved that meets the requirement, assesses the alternatives—buy or build.

1.2. Objective 2: Establish and implement IT portfolio management

The intention is to manage Information Management (IM) and IT investments as portfolios that maximize ACC capabilities and mission performance.

1.2.1. Strategy 1: Establish a configuration control board (CCB)

The CCB is set up to provide technical direction and oversight for all major IT activities, including development of IT systems.

1.2.2. Strategy 2: Establish an investment review board (IRB)

The IRB is set up to provide direction and oversight for all major IT investments.

1.2.3. Strategy 3: Establish a common user experience across the enterprise

Develop and maintain a comprehensive list of applications (i.e., a software matrix baseline) for each user community that enables the workforce to perform their mission.

1.3. Objective 3: Establish a process to deliver IT Policy

The Clinger-Cohen Act directs the CIO to establish a comprehensive approach to manage the acquisition, use and disposal of IT. Under this objective, the ACC CIO/G6 will develop policy and standard operating procedures for IT governance and establish an IT governance board whose members will be key individuals from HQ and the field.

1.4. Objective 4: Establish an information assurance (IA) footprint across the ACC enterprise to enforce and implement Army IA policy

In accordance with DoD Information Assurance Certification and Accreditation Process (DIACAP) and the AMC CIO/G6 Goal to “Maximize Information Assurance,” the CIO/G6 will put in place the resources and processes to establish, monitor and integrate information assurance.

1.5 Objective 5: Establish an ACC Publications Program

In accordance with Army Regulation PAM 25-40 and as a Major Subordinate Command (MSC) to AMC, the CIO/G6 will prescribe policy and guidance for the operation and management of the ACC Command Publishing Program.

1.6. Objective 6: Institutionalize a program management (PM) culture

This objective includes establishing the policy, structure and processes needed to bring oversight, control and support to all IT projects across

ACC. Organizational culture consists of shared values and underlying assumptions, so there is an education component to this objective that includes instilling the value of using a program management approach to IT.

1.6.1. Strategy 1: Establish a program management office (PMO)

Institute a structured approach that employs methods, policies, metrics, management practices and software tools to manage and continually optimize ACC’s IT activities and projects.

1.6.2. Strategy 2: Impart a legacy of a program management culture that becomes a framework to the new organization

Through the use of change management techniques, training, and mentorship, the PMO will facilitate the adoption of a program management culture as the way ACC G6 conducts its projects. The PMO will partner with key leadership to embed these practices into the business operations to build and sustain the culture in personnel working at Redstone Arsenal.



Strategic Goal 2: Facilitate Knowledge Sharing across the ACC Enterprise

This goal seeks to establish tools to enable communities to develop more rapidly and become more efficient and effective; to focus on managing relationships with customers and other key stakeholders; and to enhance the professional competence of the CIO/G6 staff.

2.1. Objective 1: Grow and develop a professional IT workforce

This is in support of ACC's strategic initiative to "Grow and develop a professional civilian and military workforce," with a focus on growth and development of IT skills for the CIO/G6 staff.

2.1.1. Strategy 1: Develop individual development plans (IDPs) for G6 personnel

At the beginning of the fiscal year, G6 personnel will meet with their managers to review the prior year's IDP and develop a new IDP that articulates expectations for individual professional development and training for the coming year.

2.1.2. Strategy 2: Incorporate strategic goals in G6 staff annual goals

At the beginning of the fiscal year, G6 personnel access the National Security Personnel System to develop individual goals and ensure that individual goals are aligned with the CIO/G6 strategic goals.

2.1.3. Strategy 3: Pursue IT certification for G6 staff

Identify areas for IT certification, determine existing versus desired certification levels, locate certification opportunities, and support staff.

2.2. Objective 2: Deploy collaboration toolsets to enable knowledge sharing

Leverage Army-approved Web collaboration tools across the Net-Centric enterprise. Train and embed these technologies within the workforce environment as part of their everyday toolset to become more efficient and lean.

2.2.1. Strategy 1: Establish and standardize a single task-tracking tool throughout ACC/ECC

Currently, there are multiple task tracking tools employed within ACC: an Army enterprise tool and an AMC developed tool. There is a need to assess functional requirements to determine which of these tools ACC will use going forward.

2.2.2. Strategy 2: Deploy an instant messaging capability across the enterprise

Deploy Green Force Tracker and Defense Connect Online (DCO) toolset across the enterprise and provide training.

2.2.3. Strategy 3: Deploy ACC enterprise Web solutions

Multiple initiatives, currently underway, will be incorporated into this strategy: SharePoint for collaboration within a team or command; AKO for collaboration across the ACC Enterprise, includes CONUS and OCONUS, and constitutes the main portal for ECC; and two external Web environments: .mil for the general public and .com for recruitment activities. Under this strategy, G6 will provide professional content managers who work with customers to develop and post their content and train them in the maintenance of their environments.

2.2.4. Strategy 4: Establish an ACC enterprise collaboration architecture

Establish one authorized source for command-wide knowledge management tools. Eliminate redundant technologies that meet the same business and technical requirements.

2.2.5. Strategy 5: Draw out new requirements to expand “Web as Workspace”

Understand the user experience and collect requirements for tools to include in a common portal that will become the user’s virtual workspace. “Web as Workspace” is a central theme in the strategic goal to facilitate knowledge sharing across the enterprise.

2.2.6. Strategy 6: Support teleworking

The purpose of this strategy is to provide ACC employees the same capability from a remote location that they would have in the office. In support of this strategy, G6

will only purchase laptop computers that are designed for use both in the office and from home or from other remote locations. The Teleworking policy and a *Remote Access User Guide* have been developed.

2.3. Objective 3: Improve customer relationships

In support of ACC’s strategic initiative to “Maintain superior customer relationships,” this objective focuses on customers of CIO/G6.

2.3.1. Strategy 1: Develop a stakeholder management plan

Identify stakeholders, both organizations and individuals, and analyze what they look to the CIO/G6 to provide and what CIO/G6 looks to them to provide. Establish a plan to engage these stakeholders.

2.3.2. Strategy 2: Develop an external communication strategy

Establish lines of communication between the CIO/G6 organization and ACC community, creating an enterprise focus. Identify mediums and opportunities for communication, providing a structure for two-way communication. Celebrate successes and emphasize benefits to the customers and other key stakeholders.

2.3.3. Strategy 3: Measure customer satisfaction

Use existing Army survey system (e.g. Interactive Customer Evaluations (ICE)) to monitor levels of customer satisfaction with the ACC CIO/G6. Use the findings to augment the overall stakeholder management plan and communication plan. Participate in and support ACC’s strategic imperative related to measuring customer satisfaction.



Strategic Goal 3: Focus on Program Execution

Clinger-Cohen directs CIOs to put structures and processes in place to ensure that IT investments provide measureable improvements in mission performance and to establish a comprehensive approach to managing how IT assets are acquired, developed, used and disposed. This goal seeks to meet this directive of Clinger-Cohen.

3.1. Objective 1: Consolidate technical and data platforms

The CIO/G6 undertakes projects to deliver a joint Net-Centric information enterprise in support of the Army CIO and AMC/CIO/G6's visions.

3.1.1. Strategy 1: Execute SPS server consolidation

This effort supports creating a joint Net-Centric contracting environment by first consolidating servers.

3.1.2. Strategy 2: Execute PRWeb consolidation

This effort supports the AMC CIO/G6 goal to lead in the use of enterprise architecture, specifically the establishment and use of ACC and ECC Web portals such as PurchaseRequestWeb.

3.1.3. Strategy 3: Execute and standardize Web platform

This effort will create an enterprise Web presence to provide a hosted environment across the various platforms (SharePoint, AKO, external .mil and external .com).

3.2. Objective 2: Evaluate and execute database consolidation

When business requirement dictate the need to share procurement information across contracting offices (e.g., SPS databases), investigate the requirement with respect to return on investment, and, if appropriate, consolidate databases.



3.3. Objective 3: Establish and execute enterprise lifecycle management (ELM) program

In support of the AMC CIO/G6 goal to “Enable the business of AMC,” ELM will provide the capability to centrally manage IT equipment and services from an ACC enterprise perspective, thus improving the business of ACC.

3.3.1. Strategy 1: Consolidate the asset management data under the ELM program

This program seeks to take advantage of economies of scale with respect to ordering new IT equipment across the enterprise. This effort includes establishing a database, producing an inventory of all IT equipment across the enterprise, analyzing the data

to identify IT equipment that needs to be replaced, and purchasing needed equipment in a centralized manner.

3.3.2. Strategy 2: Acquire IT products, services and solutions using Army-approved sources under the ELM program

ELM is designed to ensure ACC has the equipment, software and services in place to minimize unplanned disruptions to our technology-based operations.

3.3.3. Strategy 3: Align the needs of G6 with G8 to show how ELM saves money

Communicate to G8 how ELM saves the Command money, positioning G8 to champion the ELM program and support its implementation across the Command.



3.4. Objective 4: Develop an ACC enterprise IT service model

This objective is in support of the ACC strategic priority to “obtain and maintain needed resources,” specifically the initiative to “secure facilities and IT infrastructure.”

3.4.1. Strategy 1: Develop a plan to support ACC HQ move

This strategy focuses on the impending move away from AMC HQ. The CIO/G6 will define and establish a service model for IT services that will transition ACC/ECC to a new set of service providers, independent of AMC CIO/G6. Once the location is identified, a complete plan will be developed.

3.4.2. Strategy 2: Define the service model for all ACC enterprise sites

Starting with the contracting centers, begin with two steps: 1) look at the Department of Information Management (DOIM) services and determine if there are additional costs the Contracting Centers are paying for services they receive and 2) determine who is currently purchasing IT for the contracting centers and establish a timeline for inclusion under ELM.

3.4.3. Strategy 3: Support ACC’s Continuity of Operations Plan (COOP)

ACC CIO G6 will align with the zCOOP for the ACC Enterprise as developed by ACC G3; will provide input relative to ACC connectivity, equipment, training on telecommuting, etc.; and will participate in meetings with AMC IT COOP working group. There is synergy between this strategy and Strategy 2.2.4: Support Teleworking.

3.5. Objective 5: Institutionalize and review IT acquisition and oversight

This objective ensures that the IT governance policy—developed under Goal 1: Establish IT Governance—is put into action. The intention is to ensure IT investments provide measurable improvements in mission performance. As directed by Clinger Cohen, need to establish a comprehensive approach to manage acquisition, use and disposal of IT.

3.5.1. Strategy 1: Execute IT Governance Program

Strategic Goal 1 stipulated the establishment of a governance program. This strategy focuses on executing the program by implementing governance processes and enacting the governance boards.

3.5.2. Strategy 2: Develop Management Internal Controls Program

The CIO/G6 organization is required to establish a management internal controls program to ensure appropriate execution of the organization’s business. The program ensures that standards and procedures are set, areas of risk and weaknesses are identified and communicated to appropriate authority, and deficiencies are corrected.

3.5.3. Strategy 3: Leverage stakeholder management and “Web as Workspace”

Within this strategic goal of executing new programs, this strategy addresses the need to engage stakeholders in the execution of new IT acquisition practices, such as the ELM program, and offer acquisition capabilities through the Web environment.

Strategic Goal 4: Establish and Support a Deployable G6

This goal focuses on providing contingency IT support and the creation of an ECC G6 deployment team. This team's mission is to provide C4IM capability for the ECC Commander and staff during contingency operations. The team also ensures communications capabilities are available and maintained in a ready state for all ECC subordinate units and Contingency Contracting Office (CCO) teams. Members of this team are incorporated among all ACC CIO/G6 staff directorates to provide continuous customer support for ECC contract teams during contingency operations.

4.1. Objective 1: Establish roles and responsibilities

Organizationally, the ACC CIO/G6 serves as the G6 for ECC. The Military Deputy (Mil Dep) of the CIO/G6 is a principal staff officer within ECC. The Mil Dep has dual reporting relationships with the ECC CoS and the ACC CIO G6, and interacts with the ECC Commander, Deputy Chief of Staff (CoS), Deputy for Operations (G3), and other staff officers to determine specific or unique communications and network requirements.

4.1.1. Strategy 1: Define the operational relationship between ACC CIO/G6 and the Deployable G6

This strategy clarifies what activities are needed to support the ECC deployable G6. This strategy seeks to identify the key stakeholders, enumerate the activities needed to provide support, and clarify the boundaries, authority, roles and tasks to fulfill the support for the ECC mission. The Mil Dep works closely with the ACC CIO/G6 staff to ensure efficient use of communications equipment throughout the ECC enterprise.

4.1.2. Strategy 2: Develop Roles and Responsibilities Matrix

This strategy focuses on clarifying the roles and responsibilities across ECC and ACC CIO/G6. The outcome will be a RACI matrix that includes all the activities and, by stakeholder, who is responsible, who has approval authority, who is consulted, and who is to be kept informed.

4.1.3. Strategy 3: Develop an ECC G6 CONOPS for deployment and institute with quarterly training exercises on new equipment

This CONOP will explain how the Contingency Contracting Officer (CCO) will communicate during contingency operations. Basic requirements for effective communications include reliability, security, speed, and flexibility. These basic requirements are critical characteristics in satisfying the mission requirements for the ECC. This CONOP is intended to eliminate, or seek to minimize, communications boundaries, ensuring completely effective connectivity between the CCO and his/her supported customer as well as quality information reporting to ECC Headquarters.

4.2. Objective 2: Enhance communications capability for ECC's subordinate commands (CSBs, CCBn, etc.)

CIO/G6 will seek-out efficient, high-performing C4IM solutions for ECC subordinate units.

4.2.1. Strategy 1: Enhance support for ECC's subordinate commands

Enhance support to CSBs, CCBn's, Contingency Contracting Teams (CCTs) and other contractors within

the command who are engaged across the continuum of military operations. Assist CCOs and make them aware of available resources and constraints.

- 4.2.2. Strategy 2: Provide CCO teams the means to access collaborative knowledge management and consolidated virtualized resources during contingency operations

Ensure the standard contracting systems used while deployed are available, as they are essential to maintaining superior customer support. Emphasize knowledge management mechanisms to better support ECC mission operations.

4.3. Objective 3: Maintain proficiency of deployable staff

Ensure staff members are kept informed on current and emerging technologies that may enhance C4I support to our customers.

- 4.3.1. Strategy 1: Leverage training opportunities.

CIO/G6 will participate in various training opportunities, such as the Capstone exercise, National Training Center (NTC) rotations and major training exercises.

- 4.3.2. Strategy 2: Create an “in-house” training laboratory.

CIO/G6 will develop a training laboratory that is used for activities such as “hands-on” training, research, and pre-deployment testing.

4.4. Objective 4: Establish and maintain C4I support for deployable ECC HQ

Ensure all actions are taken to validate Soldiers are deployable within 90 days of assignment. Administrative, training and logistic actions must be executed with a mindset of urgency, accuracy and mission essentiality.

- 4.4.1. Strategy 1: Maintain operational readiness

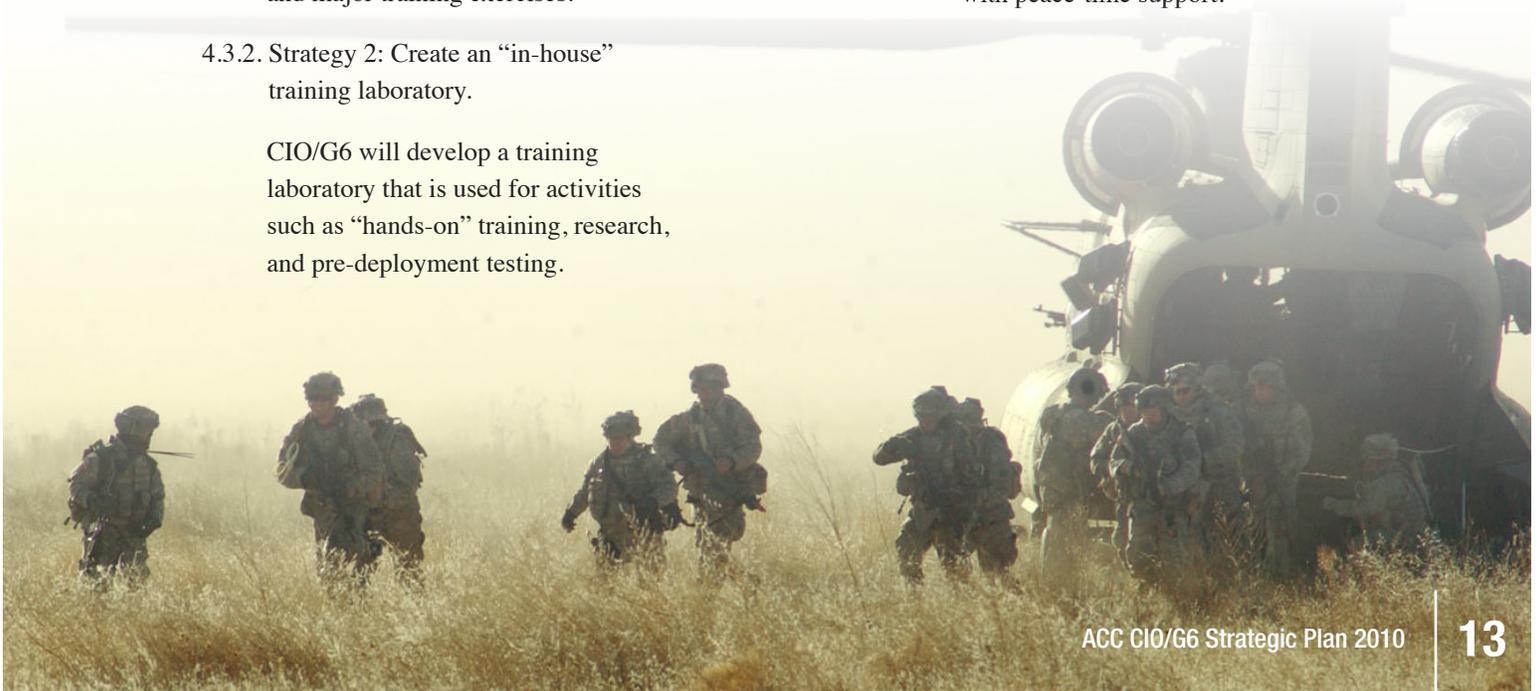
Request necessary resources, schedule pre-deployment activities and ensure staff members and their families are aware of deployment potential.

- 4.4.2. Strategy 2: Conduct routine maintenance and inspections on assigned equipment

Ensure all assigned C4I equipment is properly maintained and prepared for deployment in support of ECC’s mission.

- 4.4.3. Strategy 3: Provide seamless support to our customers for day-to-day contingency operations.

CIO/G6 will continue to provide all ECC users with quality C4I support while deployed, commensurate with peace-time support.



Strategic Goal 5: Transition ACC from Fort Belvoir to Redstone Arsenal

This goal focuses on ensuring the smooth transition of equipment, software, and system access for employees moving from Fort Belvoir to Redstone Arsenal as well as setting up new employees at Redstone Arsenal. CIO/G6 must manage this transition while maintaining high service levels to all customers and establishing a CIO/G6 organization in Redstone.

5.1. Objective 1: Move ACC

Some existing employees are moving from Fort Belvoir to Redstone Arsenal, other employees are leaving the organization, and new employees are being hired into Redstone. CIO/G6 is responsible for ensuring the transition of IT services for those ACC employees moving to Redstone, closing out IT services for departing employees, and setting up new employees.

5.1.1. Strategy 1: Document the support platform delta between Fort Belvoir and Redstone Arsenal

At Fort Belvoir, CIO/G6 customers obtained some of its services from AMC. With the move to Redstone Arsenal, these AMC services will not be provided. CIO/G6 will document these current services from AMC so they can be replicated at Redstone.

5.1.2. Strategy 2: Prepare for uptick in operations

The workload of the IT Services organization within CIO/G6 is expected to increase significantly as the Command moves from Fort Belvoir to Redstone Arsenal. Increased support will be required to facilitate IT out-processing of departing employees and IT in-processing of new employees. This strategy requires CIO/G6

to project and prepare for increases through staff augmentation and contract services.

5.1.3. Strategy 3: Continuously engage with ACC transition team to secure space and inventory

The CIO/G6 organization is responsible for the smooth transition of IT services as employees move to Redstone Arsenal. However, many activities within this transition are dependent on activities driven by other ACC organizations. For example, new equipment cannot be installed until space is secured. This strategy requires CIO/G6 to continuously engage with other organizations within the ACC transition team to plan and track these dependencies.

5.2. Objective 2: Continue service level to the field

The bulk of the CIO/G6 customers (for example, contracting centers, subordinate commands) are not involved in the relocation but still rely on CIO/G6 services. CIO/G6 must maintain focus on delivering high quality services to all customers during this time of major transition for ACC HQ employees.

5.2.1. Strategy 1: Maintain customer focus and the ability to execute during transition

It is vital that CIO/G6 maintain focus on its service to all customers during the Command transition from Fort Belvoir to Redstone Arsenal. Although there is significant change in personnel across ACC Headquarters, including CIO/G6, many customers are not affected. This strategy is a reminder to all CIO/G6 managers and staff to continue service levels to customers.

5.2.2. Strategy 2: Establish a continuity plan for transition for all projects / programs

One consequence of the ACC move from Fort Belvoir to Redstone Arsenal is that the majority of CIO/G6 staff at Redstone will be new employees. To facilitate transition of work to new employees, each existing CIO/G6 employee is required to complete a continuity plan for each major function for which he/she is responsible. These continuity plans are stored in SharePoint so they are accessible to new employees.

5.2.3. Strategy 3: Provide PMO support to build continuity plans

The Program Management Office will develop the continuity plan template, deliver training on completing continuity plans, and track completion of continuity plans.

5.2.4. Strategy 4: Develop succession plan for leadership team

As leadership team members potentially depart from the ACC organization, it is imperative that succession plans are in place to ensure continuity of the management function. The CIO/G6 Leadership Team will develop and periodically revisit succession plans.

5.3. Objective 3: Stand up CIO/G6 at Redstone Arsenal

In addition to transitioning and hiring CIO/G6 leadership and staff at Redstone, the organization is continuing to implement a stand up, including establishing standard procedures, roles and responsibilities, workflow, and customer relationships. No specific strategies exist for this objective because, in effect, implementing the other strategic goals in this plan fulfills this objective.



Key Projects

During its first two years, the ACC CIO/G6 has undertaken three key projects:

SPS Server Consolidation centralizes the administration of contracting system operations. After server consolidation is complete, we will no longer have to make a data call and have 100 people run scripts to get the data; server consolidation solves one of the biggest problems of how to get data out of the system quickly. There will be one touch point, which simplifies the data transfer. Currently, servers and applications are dispersed; consolidating the servers is an example of a Net-Centric enterprise solution. As a result of server consolidation, ACC CIO/G6 will have the ability to control the source of the data.

Enterprise Lifecycle Management (ELM) will centrally manage IT equipment and services. ELM will control software licensing, streamline the process to acquire and manage IT assets, provide for life-cycle replacement of IT at specified intervals and provide funding for most IT equipment and services. The

benefits of ELM are: to bring awareness and adherence to IA policies, reduce total ownership cost, reduce or eliminate the *have* and *have not* discrepancies, assure all offices have adequate IT for mission accomplishment, and realize cost savings through volume purchases, thus reducing wasteful spending. Consequently, we will be able to identify the true cost of our IT requirements.

Web Presence puts together a portal and develops a central place to perform contracting functions and to share knowledge. From an information-dissemination perspective, the Web presence project results in knowledge sharing and controls the dissemination of data. In acknowledgment of the quality of this effort, the ACC and ECC earned the Best of AKO Silver awards for their AKO portal pages. These awards are significant, especially since our efforts span only a six-month timeframe in which the command's focus has been to actively leverage technology to increase effectiveness of business operations.

These key projects—SPS Server Consolidation, Enterprise Lifecycle Management, and Web Presence—will directly impact ACC's ability to control and present contract data across the enterprise.



CIO Philosophy: The Four Pillars

Four pillars of service define our operations:

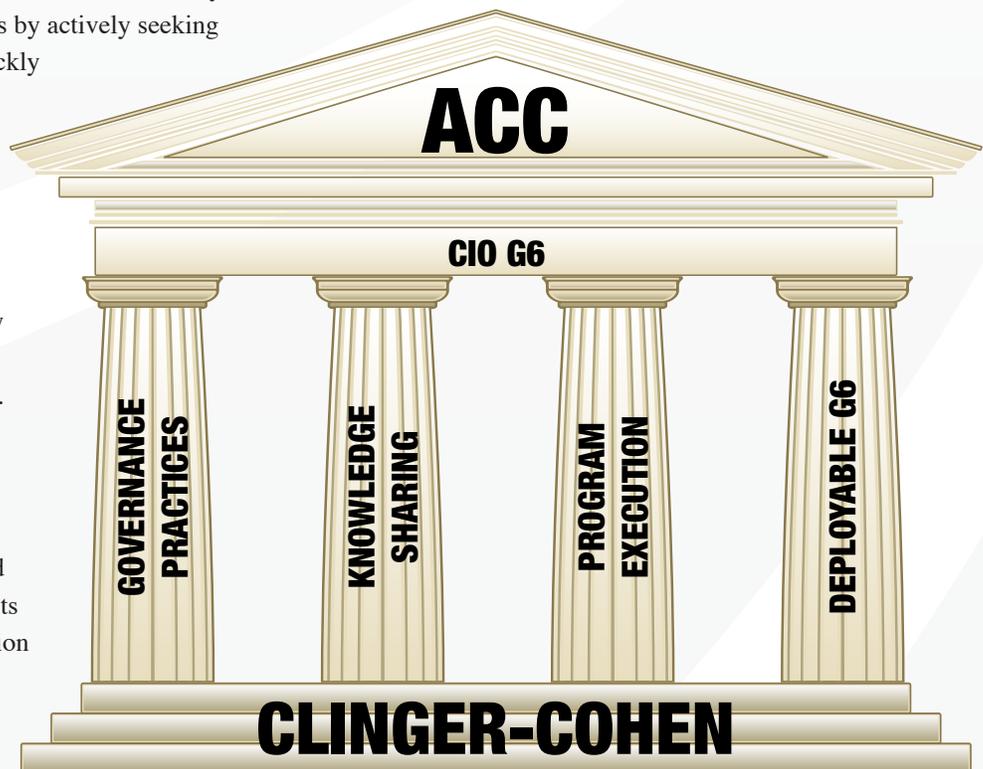
Governance Practices—consists of establishing business policy and business rules, creating structure by clarifying roles and responsibilities, and developing business processes. Three key areas for IT governance are requirements management that gives voice to clients’ requirements; portfolio management that provides a comprehensive approach to managing the acquisition, use and disposal of IT assets; and Information Assurance (IA) as a mechanism to enforce and implement Army IA policy.

Knowledge Sharing—encompasses both external collaboration and internal communication. Tools such as the Web and Green Force Tracker enable our communities to develop more rapidly and become more efficient and effective. We deliver the necessary technologies and processes that enhance the ability to share relevant knowledge sooner, more accurately and with better results. We do this by actively seeking relevant information and quickly sharing it using the most efficient tools available. Internally, our staff focuses on understanding customer requirements, managing our relationships with customers and other key stakeholders, and developing our professional competence.

Program Execution—promulgates a culture of program management that focuses on cost, schedule and performance for all IT projects across the enterprise. Execution begins with a robust requirements management process that is followed

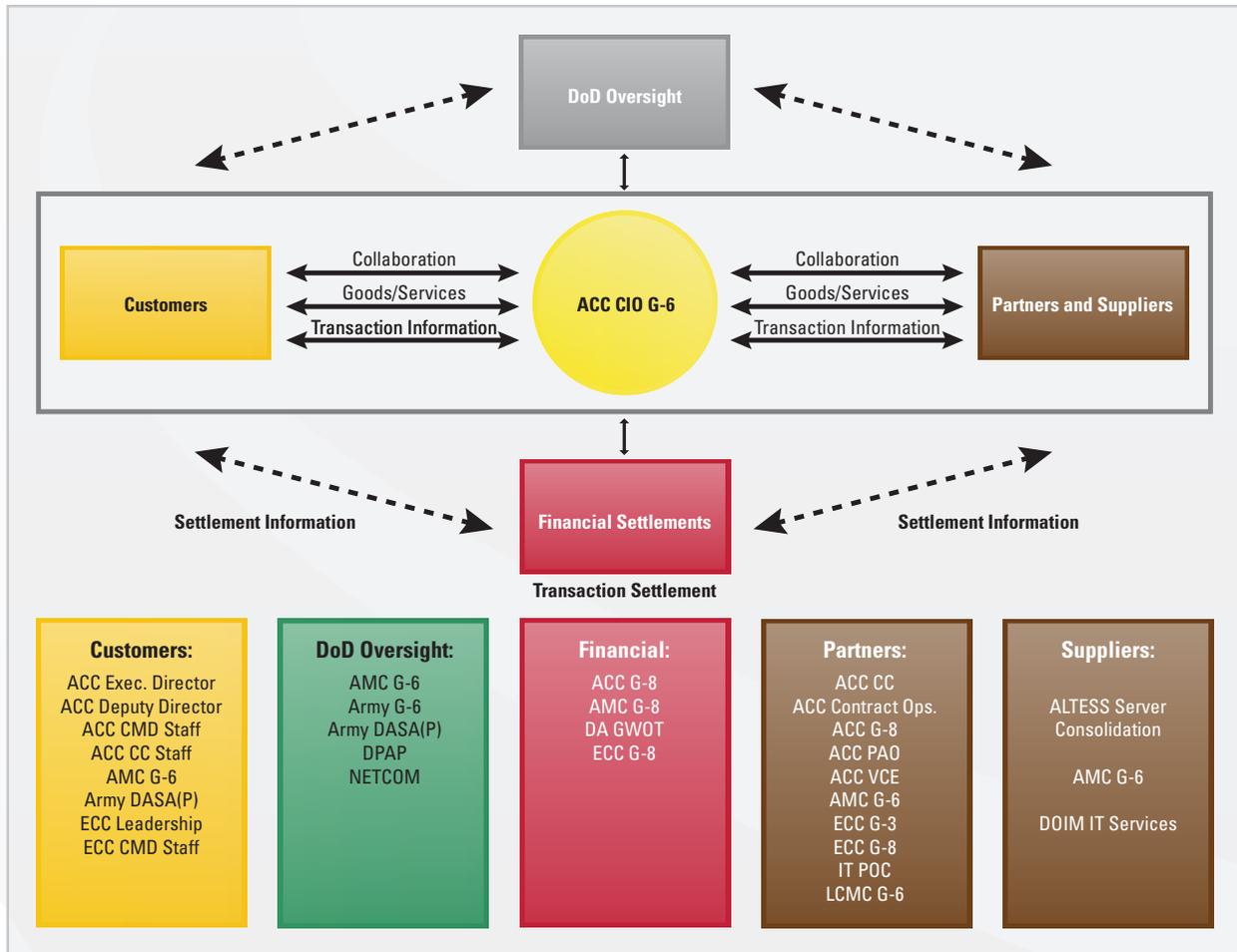
by a comprehensive approach to establishing a business case, evaluating risks, providing metrics and conducting ongoing program management reviews. Programs are managed through detailed task plans, weekly status reports based on task plans, and monthly PMRs. We bring proven, practical IT best practices to ensure that IT investments provide measureable improvements in mission performance.

Deployable G6—supports the Deployable HQ and is a significant combat multiplier for the Warfighter. The Deployable ECC HQ provides rapid contracting capability in a short time-frame with a self-sustaining logistical framework. The personnel who deploy are highly professional, trained contract specialists who truly understand the importance of timely contracts in support of our Soldiers. The Deployable G6 will engineer, install, operate, manage, service and restore communication and computer networks, systems, and applications to achieve information superiority across the full spectrum of operations.



Stakeholder Engagement

As part of the strategic planning initiative, the CIO's leadership team identified its key stakeholders across several categories: customers, partners, suppliers, DoD oversight and financial settlements. One of the objectives of the ACC CIO/G6 is to improve relationships with its stakeholders. The results of the analysis are depicted in the following figure.



Conclusion

Closing Comments

We provide the following points as a summary of the value we strive to deliver on a daily basis. These overarching principles form the basis of the ACC CIO/G6 Strategic Plan.

- ▶ **Alignment**—The goals, objectives and strategies in this plan are aligned with ACC’s strategic priorities and initiatives, the AMC CIO/G6 strategic goals, and the Army CIO/G6 strategic goals. Individuals within the ACC CIO/G6 organization have individual goals aligned with the organization’s goals.
- ▶ **IT Governance**—As directed by the Clinger-Cohen Act, the ACC CIO/G6 organization creates a governance structure to carry out its legal obligation to establish a comprehensive approach to manage the acquisition, use and disposal of IT across the ACC enterprise. External stakeholders will participate in the new IT governance framework through membership on governance bodies, such as the IRB and the CSB.
- ▶ **Enterprise Approach**—The Gansler Report guides the mission of ACC. Therefore, the ACC CIO/G6 will adopt an enterprise approach in the management of common information infrastructure technologies. Current programs that foster an enterprise approach are SPS Server Consolidation (centralizes the administration of contracting system operations), Web Presence (creates a portal and develops a central place to do contracting and to share knowledge), and Enterprise Lifecycle Management (enabling ACC to centrally manage IT equipment and services). Stakeholders will benefit from these collective actions and economies of scale.
- ▶ **Knowledge Sharing**—ACC is a dispersed enterprise. ACC headquarters is currently located at Ft. Belvoir, but the ACC’s Contracting Centers, ECC’s CSBs, and MICC’s installations are situated in more than a hundred locations. The Web Presence program enables stakeholders to share knowledge across the enterprise. In addition, we seek to bring together groups of stakeholders to learn from each other through the knowledge sharing process.
- ▶ **Staff Engagement**—The participation of the G6 staff is critical to achieving the goals documented in this strategic plan. Managers and staff are focused on leveraging training and certification opportunities to ensure personnel have the skills to execute the strategies as defined in the plan. We strive to bring our core values—integrity, responsiveness and determination—to all our interactions with our stakeholders.
- ▶ **Program Execution**—Our organization seeks excellence in how we execute projects and programs, and it endeavors to establish a Program Management Culture in which all IT projects and programs are carried out. An example of a core process is requirements management, in which we solicit business requirements from stakeholders and analyze the requirements to explore options such as, “Is the requirement aligned with Army policy? If so, do we already own it? Can we build it or do we buy it?” All projects and programs are reviewed by the CIO in monthly PMRs.
- ▶ **Deployable G6**—Our organization is dual-hatted as the G6 for ECC. In that capacity, the G6 provides a deployable G6 capability to support the ECC Commander and staff during contingency operations. We constantly seek new and emerging technologies to enhance ECC’s mission. Considerable energy is focused on maintaining the proficiency of deployable staff through the development of an “in-house” training laboratory for pre-deployment testing and through participation in frequent contingency training efforts.

