

PLATFORM ONE

CHALLENGES OF MANAGING A MODERN DEVSECOPS PLATFORM

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PLATFORM ONE & PARTY BUS

- **Platform One (P1)** is an essential USAF organization that provides a suite of tools to enhance agility and security in military software delivery.
 - We have four primary product lines: Iron Bank, Big Bang, Cloud Native Access Point, and Party Bus. We also have dedicated Cyber and Customer Experience teams.
- **Party Bus** is a Platform as a Service (PaaS) built using Iron Bank secure containers and the Big Bang platform, providing an enterprise, secure, and stable platform for app development. We provide a pathway to certification that is efficient and inexpensive.
- Party Bus is cloud-hosted, IL-2/4/5, partnering with **Cloud One (C1)** as our Infrastructure provider. We also partner with **DAF CLOUDworks** to deploy to IL-6 and above.
- We host a suite of collaboration tools, including Chat Ops, at IL-2/4/5.



CHALLENGE #1: CUSTOMER FUNDING

Paying bills on time

- Party Bus is a govt program in AFLCMC/HNCX. As such, there are no considerations about profits.
- Costs are split into three categories:
 - **Labor** – 6 labor contracts across 5 sub-teams, approx. 60 total mil/civ/contractor personnel
 - **Cloud / Infrastructure** – Paid directly to Cloud One (AFLCMC/HNII)
 - **Licenses** – 10+ license contracts with bills sequenced throughout the year
- 100% customer funded, with bills on the order of \$30M/year
 - With over 150 customers (organizations) who may (or may not!) send funding when expected and Continuing Resolution at the start of the FY, aligning the bills with the revenue can be a challenge
 - Party Bus uses its “P1 Wedge” (funding from P1 as a Party Bus customer) to overcome funding challenges; however, this is a small portion of Party Bus’s total bill ledger
- P1 Customer Experience stays on top of renewals and communication with customers’ finance personnel
- Strategies for success include bill sequencing, regular communication, license cost control, and cloud monitoring

CHALLENGE #2: INSIGHT INTO CLOUD USAGE

Monitoring multi-tenant cloud usage

- Cloud technology has several important benefits that allow programs to modernize
- Programs can modernize with modern cloud + container technology:
 - Scale up or down as needed
 - Ensure maximum up-time for customers
- Billing is a challenge for multi-tenant environments: IaaS providers often have a months-long delay with their billing
- Party Bus started a partnership with Kubecost in FY24 to help monitor our costs in near-real-time
 - This allows us to better allocate costs to namespaces which correspond to customers' applications
 - The "cloud overhead" (indirect costs) remain the challenge to understand and split amongst the customer base
- Party Bus is developing a multi-tenant dashboard to allow customers to monitor their cloud usage and billing, using APIs from Kubecost and Odoo (our CRM used for customer billing).
 - Having this information available 24/7 will allow us to better right-size cloud and create transparency about billing.

CHALLENGE #3: TECHNICAL DEBT

Our approach to this common problem

- In FY24, we implemented a customer dashboard for requesting new features, allowing us to hear directly from customers and gain insight into the most-requested features.
- We constantly battle with the dilemma of “Implement a new feature” vs. “Work on our backlog”
 - Customers often don’t see visible results of the backlog work, especially if it’s infrastructure related
 - New features can become too divergent: supporting and maintaining a wide variety of features may become difficult, depending on the situation.
 - No customer likes to be told “no,” and we generally want to say “yes”
- We publish a public tech roadmap on our website. We put a lot of thought into that prior to starting the FY. (FY25 will be published in September.) We’d love your inputs ahead of time to influence our priorities and resource planning!
- In the end, we’ll continue to make gametime decisions about delivering what we believe is the best value and what we believe we can support.

CHALLENGE #4: DELIVERING OPTIMAL VALUE

Using OKRs & Metrics to Result in Optimal Value

- Platform One uses the Objectives and Key Results (OKRs) system of goal setting. Metrics play a large part in monitoring progress...it forces you to *Measure What Matters* (John Doerr, 2018).
- As a DevSecOps platform, some (but not all) of our most important O's are the following:
 - Effectiveness of the platform to meet customers' requirements (is Party Bus doing its job?)
 - Customer Service – Responsiveness, customer satisfaction, enabling self-help, documentation, etc.
 - Time & effort it takes to get to Staging & Production
 - Time & effort it takes to obtain a signed Certificate to Field (CtF)
- Tracking metrics—and those trends over time—creates maximum transparency for our team on our journey to constantly improve and provide optimal value.
- These metrics provide new opportunities for innovation, because it gets everyone on the same page and allows us to rally around solving the problem.
 - Results in...a new contract or partnership, a shift in implementation strategy, new ideas, etc.

ON THE HORIZON: VISION FOR FY25

Some of our upcoming priorities

- FY25 will be the year of putting data in the hands of our customers
 - Multi-tenant cloud usage & funding dashboard
 - User metrics
 - Logging & Monitoring for RAM and CPU usage with persistent logs
- Continued Automation work to improve pipeline processes and onboarding
- Streamlined support for MERN/PERN tech stacks for web applications
- Expansion of Chat Ops – capabilities and mission
- Continuing to innovate and provide the value our customers want while increasing efficiency
- Stay tuned and look for our FY25 Roadmap at <https://p1.dso.mil>

THANK YOU
