Headquarters U.S. Air Force

Integrity - Service - Excellence

Enterprise IT (EIT) Service Portfolio Management

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SAF/CIO A6
Aug 2018

Agenda

- Intent
- Service Catalog
- Service Portfolio Roadmaps
- Service Baselines
- Question

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EIT Management Framework Overview

Governance Structure

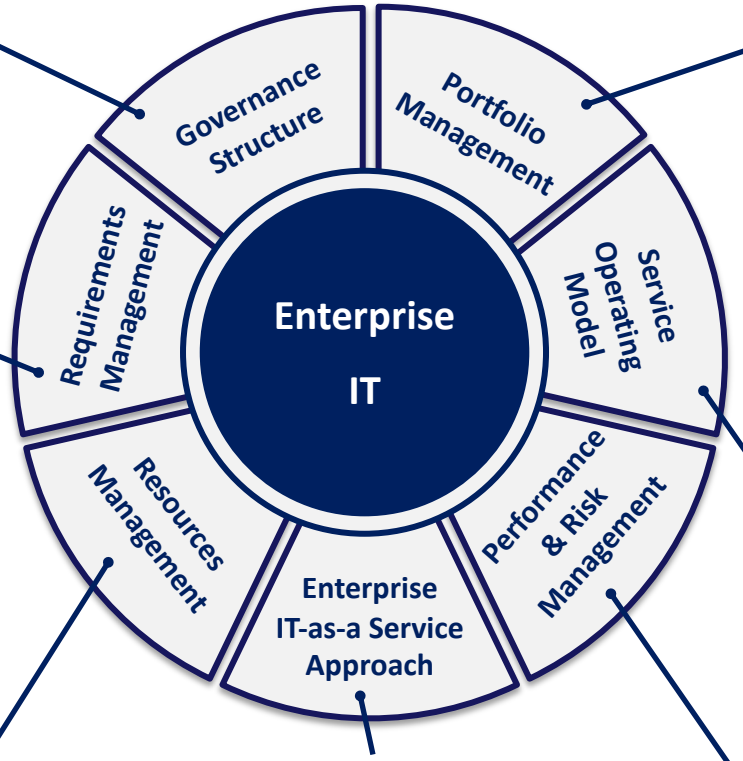
- Three-tiered structure consisting of a Group, a Board and a Council with varying thresholds of responsibilities
- Governance structure evaluates and certifies Enterprise IT service proposals

Requirements Management

- Process for the user community to propose new services or changes to existing services to better meet mission objectives
- Process encompasses identification of a business need through evaluation, definition, prioritization, and certification of business and service requirements

Resources Management

- Financial model to centrally manage funding for Enterprise IT services and position resources effectively throughout the SPPBE cycle
- Service portfolios map to Program Elements and Program Codes to continuously identify and assess programmed funding



Enterprise IT-as-a-Service Approach

- Delivery method to address service portfolio goals to enhanced Air Force capabilities
- EIT-as-a-Service approach to execute service proposals established in the requirements management process, certified by the governance structure, and funded through the SPPBE process

Portfolio Management

- Centralized management of the five Enterprise IT service portfolios (End Devices, Enterprise Services, Compute/Store, Protect, and Connect)
- Strategic goals, performance measures, risks measures and category management inform portfolio strategies and funding decisions

Service Operating Model

- Model of the people structure, flows of information, and key decisions among operating roles to oversee, advise and execute Enterprise IT Management

Performance & Risk Management

- Process of collecting, analysing and reporting performance and risk information on the five Enterprise IT service portfolios, and adjusting processes and funding levels to achieve portfolio strategies and balance enterprise risk

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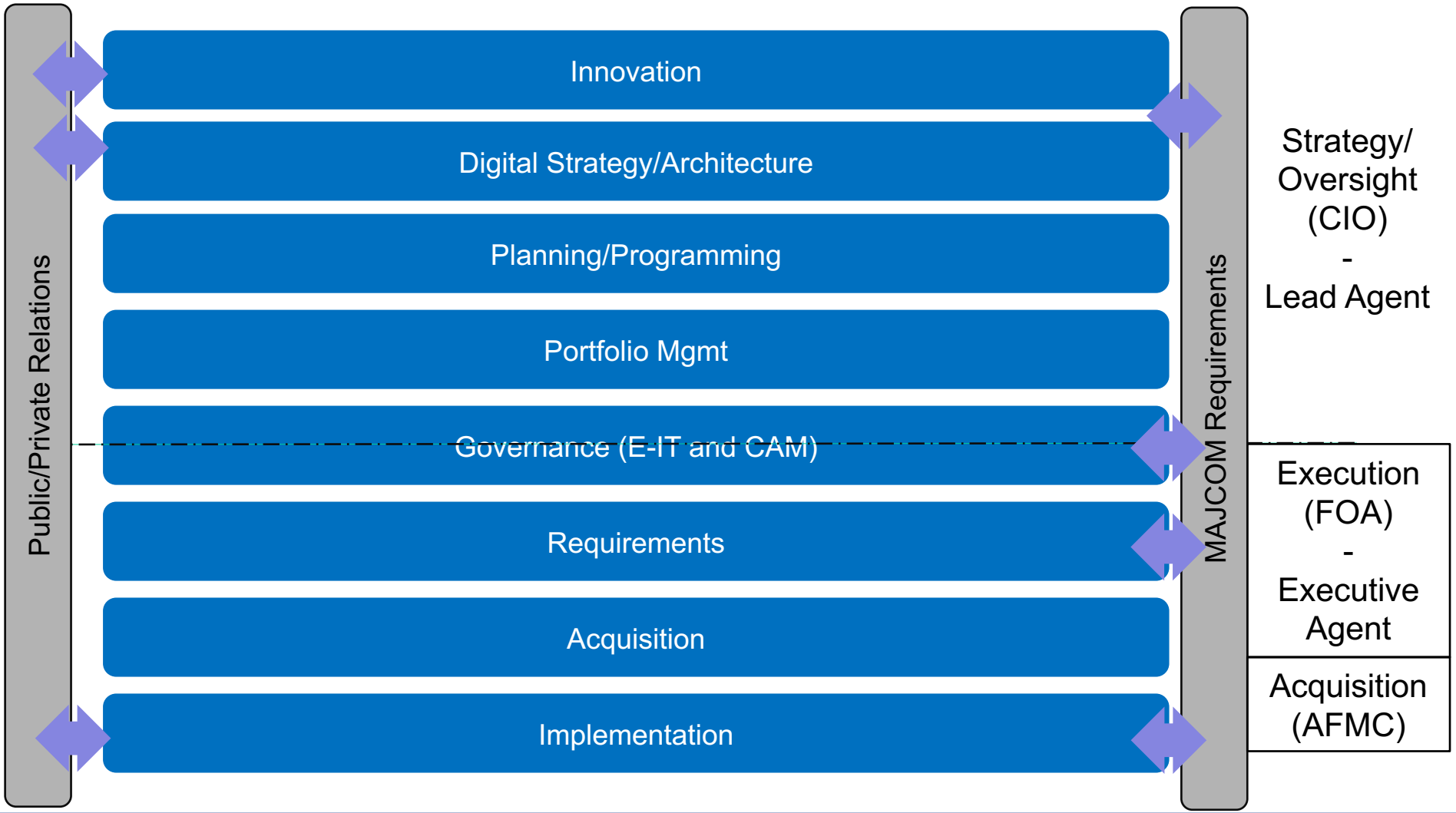
Strategy to Execution



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EIT Service Portfolios

- In response, SAF/CIO A6 has established five new service portfolios to align funds, increase visibility into IT investments and execute the EIT Governance approach

Enterprise Services	End Devices	Protect	Connect	Compute and Store
• Emergency Mass Notification • Messaging • Content Management • Collaboration • Productivity Suite • Print Services • Mobility Services • Voice Services • Video Services • Air Force Service Desk	• Lifecycle Management of IT End Devices	• Identity and Access Management • Enclave Protection • End User Data Protection • Enterprise Protection	• Information Transport (Wide Area Network) • Network Distribution (Base Area Network) • Joint Management Network	• Infrastructure Services • Managed Services • Migration Services

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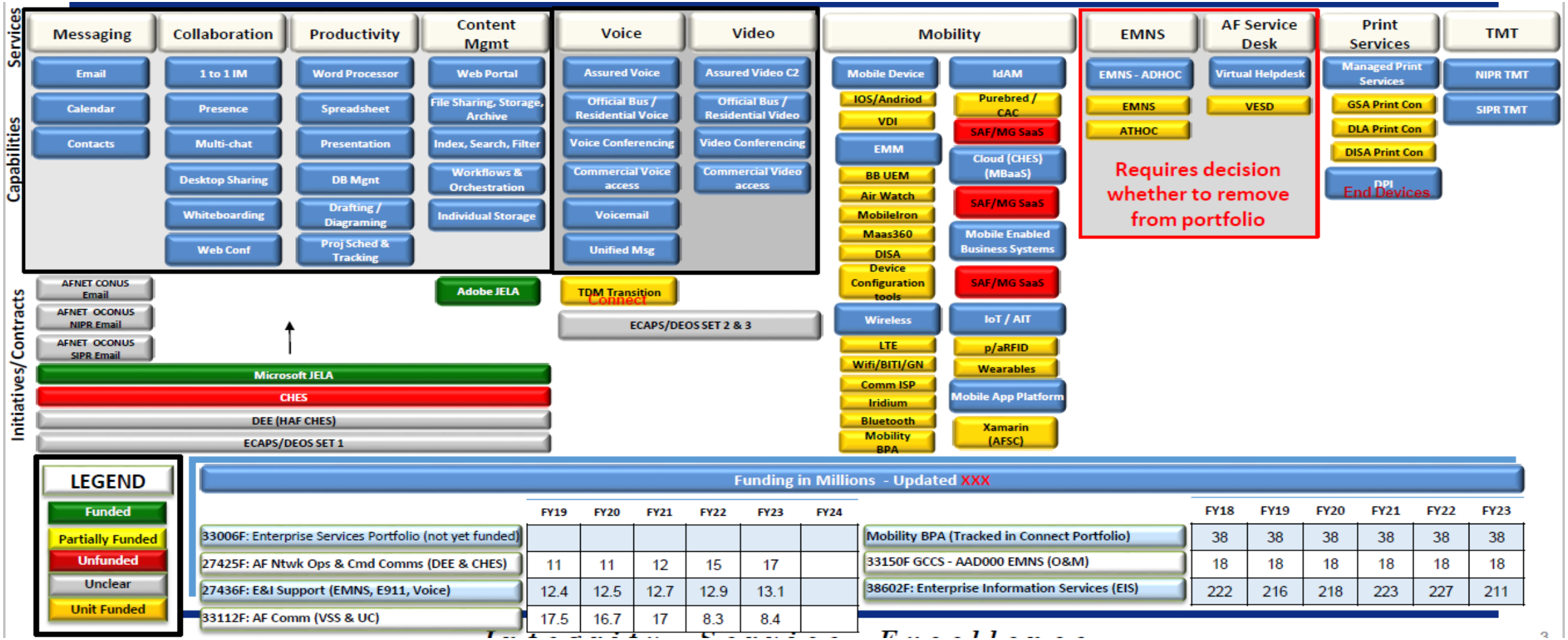
EXAMPLE: Enterprise Services Portfolio Baseline View



	FY19	FY20	FY21	FY22	FY23	FY24
33006F: Enterprise Services Portfolio (not yet funded)						
27425F: AF Ntwk Ops & Cmd Comms (DEE & CHES)	11	11	12	15	17	
27436F: E&I Support (EMNS, E911, Voice)	12.4	12.5	12.7	12.9	13.1	
33112F: AF Comm (VSS & UC)	17.5	16.7	17	8.3	8.4	

	FY18	FY19	FY20	FY21	FY22	FY23
Mobility BPA (Tracked in Connect Portfolio)	38	38	38	38	38	38
33150F GCCS - AAD000 EMNS (O&M)	18	18	18	18	18	18
38602F: Enterprise Information Services (EIS)	222	216	218	223	227	211

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"Professionalizing" Service Portfolio Management

- **Goal: To create defined, documented, and repeatable Portfolio Management processes, in line with the Unify EIT Governance work**
- **Background: SAF/CIO A6 focused on building out 5 portfolios: Enterprise Services, Compute and Store, End-Devices, Protect, and Connect. Each portfolio is identifying and building out the baseline of services/capabilities to capture the enterprise-wide IT spend, priorities, and gaps to better meet the IT requirements of the future.**
- **Milestones**
  - **IT Service Catalog**
  - **Portfolio Management Teams**
  - **Formalizing relationships/responsibilities**
  - **Baseline Portfolios**
  - **Portfolio Roadmaps**
  - **Portfolio Performance Metrics**
  - **Automation of Portfolio Management**

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EIT Service Portfolio Management

Role	High-level Description
Portfolio Manager (PfM)	▪ Oversight and responsibility for IT initiatives and systems ▪ Communicate guidance and direction to their IT program/project managers, financial program/project managers, and others responsible for IT data collection and maintenance ▪ Supports data collection, data submission, data review and validation ▪ Conducts initial risk analysis ▪ Reviews, validates, and coordinates all proposed initiatives ▪ Serves as the approval authority for submitting any validated data updates and/or change requests
Service Portfolio Management Team Includes: ▪ IT Service Managers, ▪ Portfolio Managers, ▪ Service Architect, ▪ Requirements Manager, ▪ Cost Modeler, ▪ Resource Advisor, and ▪ Service Owner / Delivery Team ▪ Resource Advisor (tentatively SAF/ AAR)	▪ Monitors the use of resources in daily operations and prepare estimates for resources ▪ Develop obligation and expense targets ▪ Primary POC with FM comptroller personnel and other RAs on resource management ▪ Knows the details of the organization's cost, program and fiscal requirements; understand the relationship between output and cost

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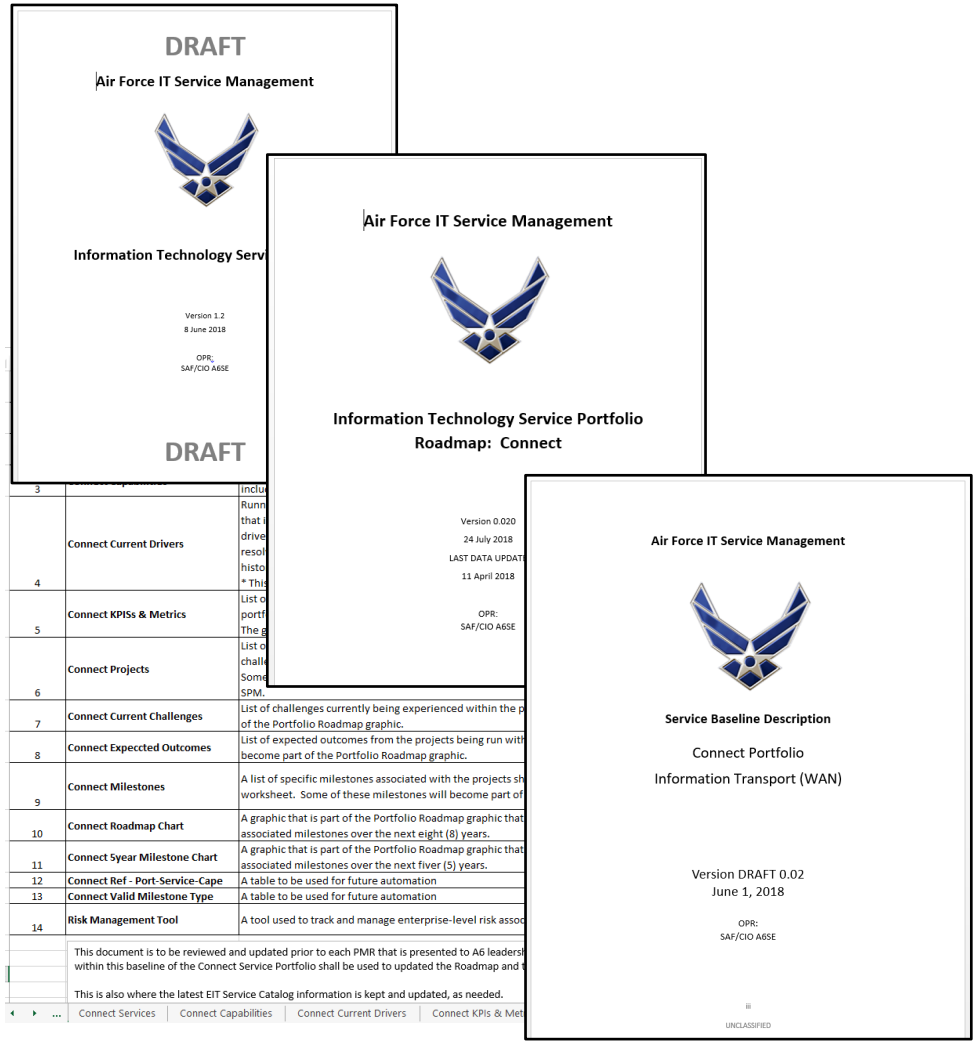
Core Service Portfolio Management Documents



- **EIT Service Catalog - One Document**
  - High-level description of each service and associated capabilities for communication to customers
  - Currently completing 3-ltr coordination
  - Move to EIT governance
- **Portfolio Roadmaps - 5 Documents**
  - Info fed from baseline Workbook
  - Roadmap is ~10-page summary of current conditions, projects, and future state for communication
  - 1st drafts complete
- **Portfolio & Service Baseline - 5 Workbooks + 23 Documents**
  - Details in Workbook, 1 for each Portfolio, includes Risk Management Tool, for SPM work
  - 2-page Service Baseline document for communication
  - 1st drafts of Workbooks and documents complete

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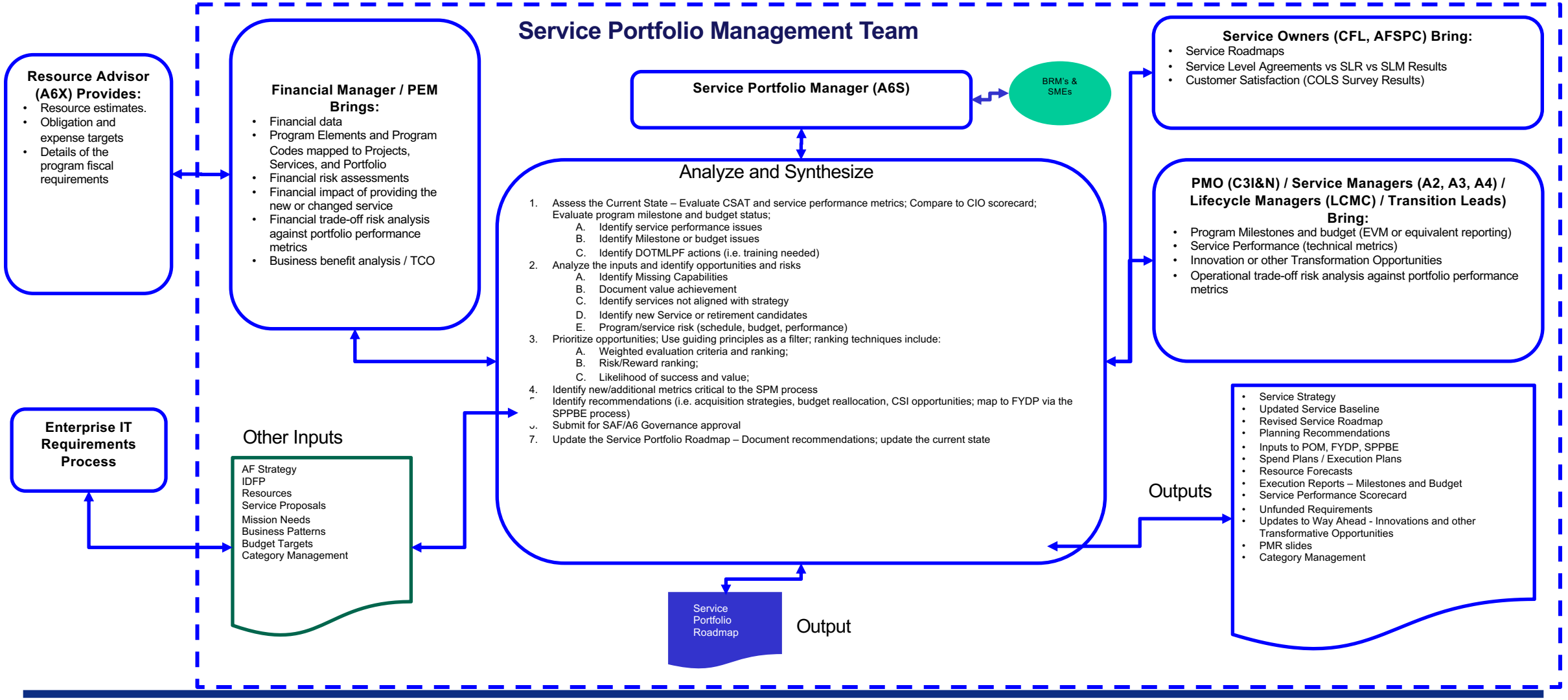
Service Portfolio Roadmap Dependencies



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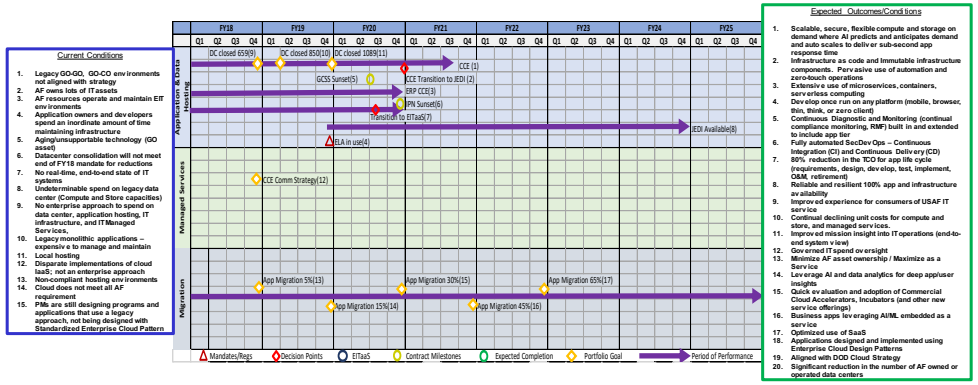
Compute & Store Portfolio Roadmap

- **Vision – Provide airmen trusted information when and where they need it**
- **Goals – Improve Systems Agility, Increase Resiliency, Deliver Shared Services, Improve Security, Increase the Speed of Delivery**
- **End State – Employ cloud services; software, platform, and infrastructure "as a service" solutions that focus on mission assurance and cyber security of USAF core missions that enable mission assurance**
  - **Avoid development of unique USAF application solutions; employ industry/commercial solutions**
  - **Host limited USAF specific applications when required to meet the needs of USAF core missions**
  - **Consolidate duplicative and interrelated systems into a single enterprise-level capability**
- **Major Initiatives –**
  - **Continuing Data Center consolidation efforts across the USAF; starting with smaller "micro" data centers**
  - **Application Migration Support**



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Connect Portfolio Roadmap

- Vision – Fully exploit cyberspace domain to execute, enhance, and support USAF core missions
- Goals – "Ensure robust connectivity, resiliency and flexibility across USAF Information and Intelligence systems." Connectivity that enables airmen to connect anywhere, anytime reduce/eliminate bottlenecks in the network.
- End State – The USAF will create an agile, federated enterprise that extends to the tactical edge supporting data and information availability. Ensure an enterprise that is able to operate in the contested and uncontested environments, to include bandwidth constrained. Research, identify, develop, and implement resilient and self-healing mission-critical information and intelligence networks.
- Major Initiatives –
  - Commercial Wireless, LTE, 5G, (future 6G) – Increase LTE coverage for mission/bundling, housing while aligning with FirstNet, E911 and crumbling organic tower infrastructure across the USAF; partner with FIRSTNET and commercial service providers to replace and enhance tower infrastructure
  - Commercial Internet Service Provider (CISP) – Leverage commercial broadband to increase mobility and reduce management of Mobile ecosystem while increasing visibility of both MacOS and Mobile Devices
  - Finalizing 1067 for 10GB solution at all bases
  - EITaaS

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Protect Portfolio Roadmap

- Vision – Ensure access to, and integrity of USAF data throughout its lifecycle; assuring the availability, integrity and confidentiality of information in cyberspace
- Goals – Improve continuous monitoring, decrease detect-to-response time window, implement adaptive security processes, reduce the time to achieve Authority to Operate (ATO), provide improved visibility of assets & risks
- End State – An optimized organizational structure, responsibilities, and authorities to more effectively manage enterprise cybersecurity risk. The USAF will integrate mission assurance into operations and planning processes.
  - Wings will complete and maintain Functional Mission Analysis (FMA) leveraging both the USAF Campaign Plan mission thread analysis results and current intelligence to identify key terrain in cyberspace. Cyberspace squadrons will conduct active defense of their wings' missions and appropriately inform commander risk decision-making.
  - Because we can't fight what we can't see, we will increase our capability in detection using persistent threat emulation capabilities like "Hack the USAF." Using data analytics, we will apply machine learning (ML) and artificial intelligence (AI) to create real-time cyber threat detection capabilities that discover and inoculate zero-day attacks.
- Major Initiatives – Joint Regional Security Stack (JRSS)

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End Devices Portfolio Roadmap

- Vision – "Provide secure mobile access to required information for mission efficacy[1]"
- Goals – Effective support of mission (end user experience in support of their mission), reduce attack footprint, reduce Total Cost of Ownership (TCO), improve Command and Control (C2), improve USAF Airmen/user mobility, one device per user
- End State – To fully exploit the potential of mobile access, through end user devices and wireless technologies, enabling airmen's ability to access real-time information from anywhere in the world and to rapidly acquire and integrate useful commercial and public applications, tools and data without the expense and manpower required to sustain a global wired infrastructure plant
  - Addressing the interoperability and security concerns, the USAF will improve the network to support mobile access to applications, data and tools. USAF will move towards a single security and management framework that is device agnostic, and address gaps in mobility guidance and policy.
- Major Initiatives –
  - Alternative User Platforms Pilot Activities:
    - Thick clients: Win 10, MacOS Pilot at 38 CEIG, Tinker—Secure Host Baseline
    - Thin Clients: Chrome OS (Vandenburg KIOSK/Mission and USAFA), VDI-AFRC
    - Zero client: TENS: World Wide Attaché Support (800)
    - Mobile client: Electronic Flight Bag (EFB) and A4 Etools

1. Air Force Information Dominance Flight Plan, Objective 2.4 (End Devices)

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Enterprise Services Portfolio Roadmap

- Vision – “Provide Airmen trusted information when and where they need it”; to achieve the “office anywhere” experience, the ES portfolio continually evaluates mission needs to field and manage secure and cost-efficient enterprise services that best fit the needs of our Airmen and the USAF mission”
- Goals – Improve USAF airmen/user mobility, improve service reliability, maintain or reduce cost profile, improve Command and Control (C2), reduce attack footprint, increase the use of commercial cloud services, enterprise IT “as-a-Service”
- End State – To fully exploit the ability to work from anywhere, anytime, with the most effective secure communications and personal productivity, collaboration, and messaging capabilities available
  - Enable Airmen with workplace technologies to perform their roles in this era of information-age warfare; wherever they are, whenever they need to engage; always on, always connected
  - Exploit the potential of wireless mobile technologies; real-time information from anywhere in the world
  - Move towards a single security and management framework that is device agnostic, and address gaps in mobility guidance and policy
- Major Initiatives –
  - CHES
  - DEOS => ECAPS

Questions

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