Headquarters U.S. Air Force

Integrity - Service - Excellence

Portfolio Management & Information Technology (IT) Investment Portfolio Suite (ITIPS)

U.S. AIR FORCE

Lt Col David Blau
SAF/CIO A6
Aug 2018

U.S. AIR FORCE

Agenda

- Portfolio Management Overview
  - AFI 17-110 Guidance
- ITIPS Overview
  - Business Rules
  - Annual Budget Reporting
- Portfolio Reviews
- Governance & Integration into USAF Corporate Structure

U.S. AIR FORCE

Portfolio Management Overview

- **What is Portfolio Management?**
  - **A:** (DoDI 8115.02) The management of selected groupings of IT investments using strategic planning, architectures and outcome-based performance measures to achieve a mission capability. The outcome-based performance measures are addressed through meeting Capital Planning and Investment Control execution requirements.
- **What is an IT Portfolio?**
  - **A:** (DoDD 8115.01) An IT portfolio is defined as a grouping of IT investments by capability to accomplish a specific Functional goal, objective, or mission outcome

U.S. AIR FORCE

AFI 17-110 Details

What does AFI 17-110 say?

- Use PfM to control IT investments using the Mission Area structure
- Conduct Capital Planning and Investment Control on IT investments through DoD decision support processes (JCIDS, PPBE, DAS, BCAC)
  - Using general OMB A-130 questions listed in Attachment 6 which ensure an investment:
    - Aligns to strategy
    - Fills a capability gap
    - Is not duplicative of existing capabilities
    - Meets cybersecurity requirements
    - Exploits COTS
    - Enterprise architecture
- All IT investments must be registered in ITIPS
- EIT governance will perform portfolio reviews using ITIPS

ITIPS is the Air Force enterprise Portfolio Management Tool

AFI 17-110 Roles and Responsibilities

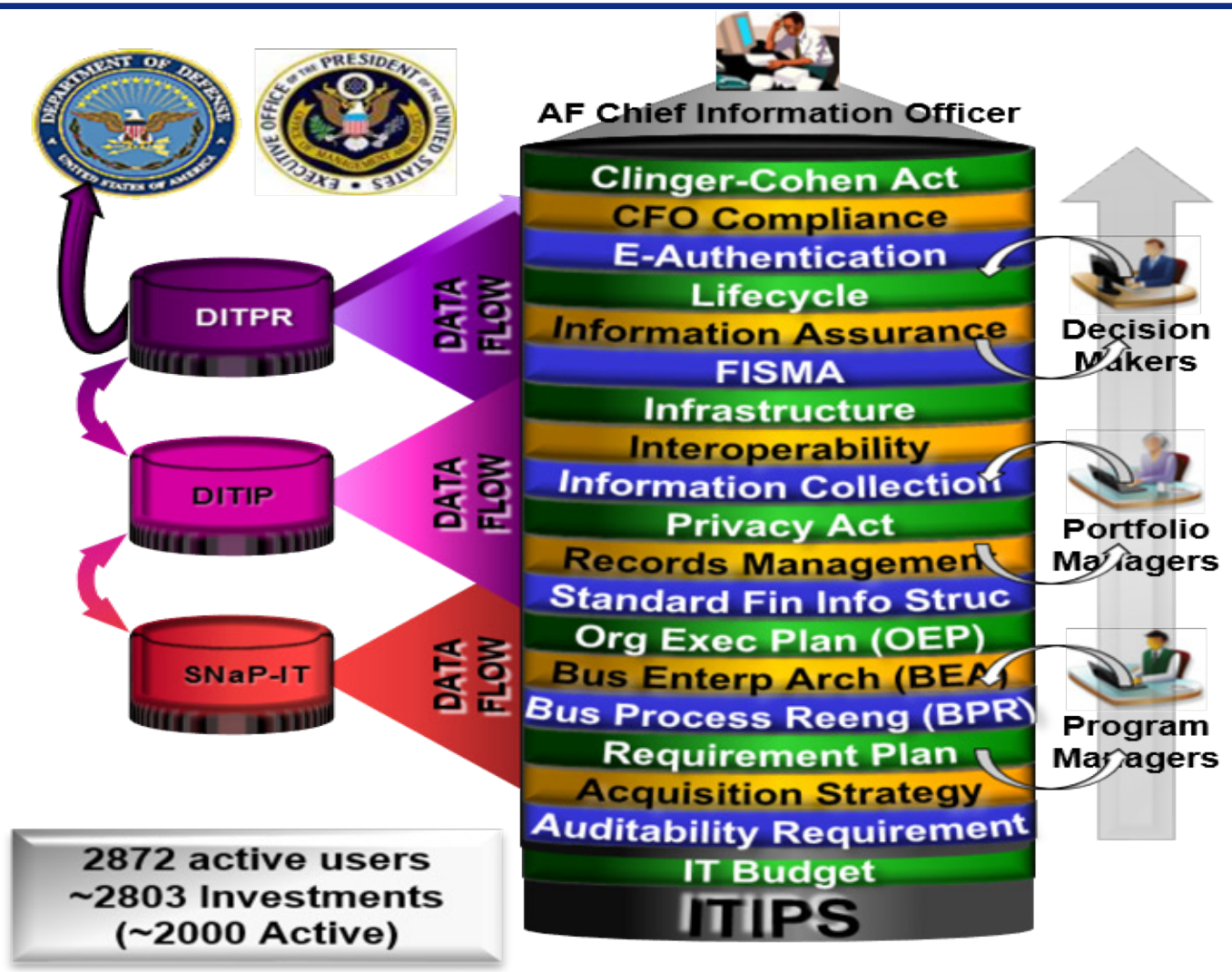
- **SAF/CIO A6**
  - *Annually review* IT portfolios and provide recommendations on the continuation, modification, or termination of cyberspace, IT and/or NSS programs/projects and advocate for USAF IT interests in the DBC & CDC

- **Portfolio Owners**
  - Perform *annual review* of IT investment information for accuracy and completeness and validate that portfolio(s) provide DoD and USAF mission capability and aligns with strategy, op goals

U.S. AIR FORCE

ITIPS Overview

- Official USAF IT compliance reporting tool
- Single repository for sharing data across all IT management and compliance processes
- Supports AF CIO responsibility to report AF IT investment information to Congress, OMB, DoD, SAF, and CSAF
- Provides data to support IT investment decisions



U.S. AIR FORCE

ITIPS Overview

What gets registered?

- All equipment, interconnected systems or subsystems of equipment as defined by this publication as ***IT investments*** must be reported in ITIPS so that they can be reported in the IT budget

What is IT?

- **IT** – Any services or equipment, or interconnected system or subsystem of equipment used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency

What doesn't belong in ITIPS?

- IT equipment / hardware (laptops, printers, 3-d printers, routers, etc.), COTS out-of-the box

Exceptions?

- Exceptions to reporting IT investments are defined in accordance with the DoD Financial Management Regulation, 7000.14R, Volume 2B, Chapter 18, paragraph 180102.D

U.S. AIR FORCE

ITIPS Business Rules

- **IT Compliance Processes (documented business rules)**

  - Section 508
  - Information Collection
  - Privacy Act
  - Records Management
  - Federal Information Security Management Act (FISMA)
  - E-Authentication
  - IPv6
  - Internal Use Software (IUS)
  - IT Registration
  - Infrastructure
  - Business Enterprise Architecture (BEA)
  - Business Process Reengineering (BPR)
  - National Defense Authorization Act (NDAA)
  - Enterprise Sequencing Plan (ESP) & Enterprise Transition Plan (ETP)
  - Standard Financial Information Structure (SFIS)
  - Chief Financial Officer Act (CFO)
  - Clinger-Cohen
  - Interoperability

U.S. AIR FORCE

ITIPS Business Rules

- Core Data Example of Business Rules and Symbols

CCA	CFO	FISMA	PKI/2FA	Info Collect	Infra	Privacy	Rec Mgmt	Sec 508	SFIS	IT Budget	BEA	BPR	Rqmt Plan	Audit Rqmt	Acq Strat
▲	▲	★	●	▲	★	●	★	◆	▲	●	◆	★	▲	▲	▲
This program w...	Investments whi...		5. PKI/2FA Wai...	This investment...		4. Privacy Act In...		3. Section 508...	System is not a...	Please ensure t...	DBS need to as...	Sufficient BPR a...	DBS in sustain...	Investments whi...	S - In sustainme...

- Privacy Tab Example of Business Rule Logic

2. Privacy Required (To update C9 or C9a contact the Air Force Privacy Officer)

C9 Process Privacy Data: Yes ★

C9a Authority to Collect PII: 10 U.S.C. 265 ★

C9b Protected Health Info: No ★

U.S. AIR FORCE

ITIPS Annual Budget Reporting

- Budget cycles are scheduled to provide reporting for the Budget Estimate Submission (BES) and President's Budget
  - During budget cycles, ITIPS users *are required* to review and evaluate the current budget resource amounts for IT investments

2. Resource Summary: Roll-Up of Appropriation Totals, Non-AF TOA Totals, and NAF/FMS Totals by Fiscal Year, OEP FYDP, and Lifecycle (UNCLASSIFIED)

Use the summary table to view a consolidated list of appropriation totals by Fiscal Year and the NON-AF TOA Totals. These fields are calculated from the IT Budget Entry and NON-AF TOA Lines.

Appn	Prior in $Ks	FY18 in $Ks	FY19 in $Ks	FY20 in $Ks	FY21 in $Ks	FY22 in $Ks	FY23 in $Ks	FY24 in $Ks	Beyond in $Ks	FY18 FYDP in $Ks (FY18 - FY22)	FY19 FYDP in $Ks (FY19 - FY23)	FY20 FYDP in $Ks (FY20 - FY24)	Lifecycle Cost in $Ks (Prior - Beyond)
0745	0	0	0	0	0	0	0	0	0	0	0	0	0
1007	0	0	0	0	0	0	0	0	0	0	0	0	0
1008	0	0	0	0	0	0	0	0	0	0	0	0	0
1009	0	0	0	0	0	0	0	0	0	0	0	0	0
3010	0	0	0	0	0	0	0	0	0	0	0	0	0
3011	0	0	0	0	0	0	0	0	0	0	0	0	0
3020	0	0	0	0	0	0	0	0	0	0	0	0	0
3021	0	0	0	0	0	0	0	0	0	0	0	0	0
3080	0	0	0	0	0	0	0	0	0	0	0	0	0
3400	17,965	9,635	9,731	9,828	9,926	10,025	10,125	0	0	49,145	49,635	39,904	77,235
3500	0	0	0	0	0	0	0	0	0	0	0	0	0
3600	0	0	0	0	0	0	0	0	0	0	0	0	0
3700	0	0	0	0	0	0	0	0	0	0	0	0	0
3740	0	0	0	0	0	0	0	0	0	0	0	0	0
3840	0	0	0	0	0	0	0	0	0	0	0	0	0
3850	0	0	0	0	0	0	0	0	0	0	0	0	0
4930	0	0	0	0	0	0	0	0	0	0	0	0	0
AF Totals	17,965	9,635	9,731	9,828	9,926	10,025	10,125	0	0	49,145	49,635	39,904	77,235
8242	0	0	0	0	0	0	0	0	0	0	0	0	0
6660F	0	0	0	0	0	0	0	0	0	0	0	0	0
NAF/FMS Totals	0	0	0	0	0	0	0	0	0	0	0	0	0

U.S. AIR FORCE

Portfolio Reviews

- **SAF/CIO A6**
  - *Annually review* IT portfolios and provide recommendations on the continuation, modification, or termination of cyberspace, IT and/or NSS programs/projects
  - EIT governance will perform portfolio reviews using ITIPS

Initially, SAF/CIO A6 will work IEMA portfolios through EIT Governance process. We are collaborating with SAF/MG, AF/A3, and AF/A2 and other 2Ltrs and MAJCOMs to appropriately govern BMA, WMA, and DIMA.

U.S. AIR FORCE

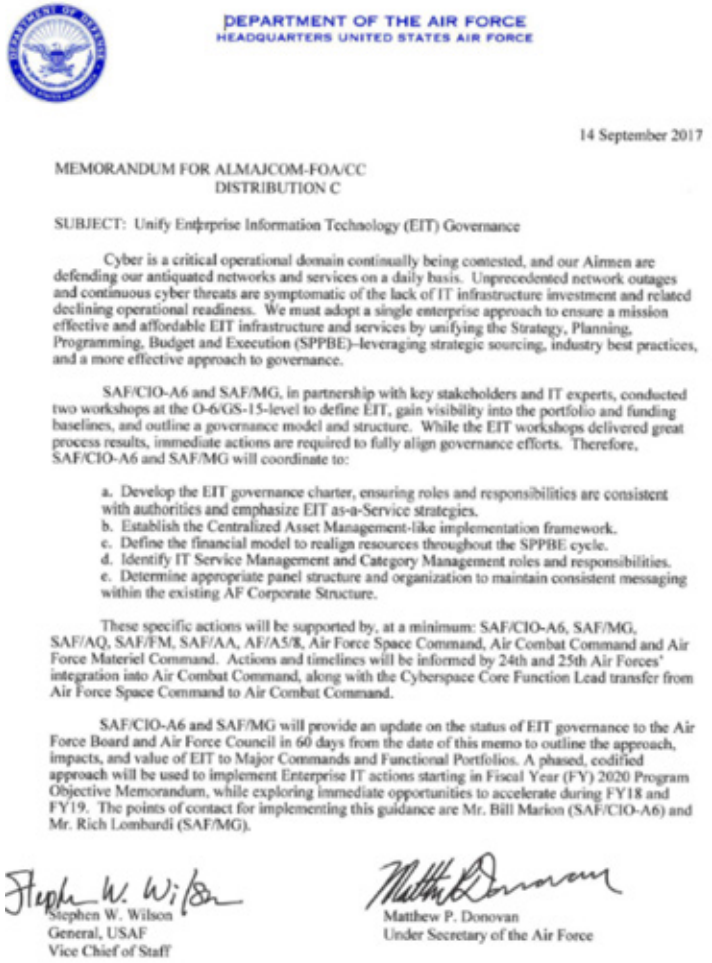
Governance & Integration to USAF Corporate Structure

- 14 Sep 17 Memo by VCSAF Gen Wilson and USecAF Hon Donovan

"We must adopt a single enterprise approach to ensure a mission effective and affordable EIT infrastructure and services by unifying the SPPBE—leveraging strategic sourcing, industry best practices, and a more effective approach to governance"

- SAF/CIO A6 & SAF/MG will coord to:
  - Develop EIT governance charter
  - Establish the Centralized Asset Management-like implementation framework
  - Define the financial model to realign resources throughout SPPBE cycle
  - Determine the appropriate panel structure and organization to maintain consistent messaging within the AF Corporate Structure

"A phased, codified approach will be used to implement EIT actions starting in FY20 POM, while exploring immediate opportunities to accelerate during FY18 & FY19."



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE

14 September 2017

MEMORANDUM FOR ALMAJCOM-FOA/CC
DISTRIBUTION C

SUBJECT: Unify Enterprise Information Technology (EIT) Governance

Cyber is a critical operational domain continually being contested, and our Airmen are defending our antiquated networks and services on a daily basis. Unprecedented network outages and continuous cyber threats are symptomatic of the lack of IT infrastructure investment and related declining operational readiness. We must adopt a single enterprise approach to ensure a mission effective and affordable EIT infrastructure and services by unifying the Strategy, Planning, Programming, Budget and Execution (SPPBE)–leveraging strategic sourcing, industry best practices, and a more effective approach to governance.

SAF/CIO-A6 and SAF/MG, in partnership with key stakeholders and IT experts, conducted two workshops at the O-6/GS-15-level to define EIT, gain visibility into the portfolio and funding baselines, and outline a governance model and structure. While the EIT workshops delivered great process results, immediate actions are required to fully align governance efforts. Therefore, SAF/CIO-A6 and SAF/MG will coordinate to:

a. Develop the EIT governance charter, ensuring roles and responsibilities are consistent with authorities and emphasize EIT as-a-Service strategies.
b. Establish the Centralized Asset Management-like implementation framework.
c. Define the financial model to realign resources throughout the SPPBE cycle.
d. Identify IT Service Management and Category Management roles and responsibilities.
e. Determine appropriate panel structure and organization to maintain consistent messaging within the existing AF Corporate Structure.

These specific actions will be supported by, at a minimum: SAF/CIO-A6, SAF/MG, SAF/AQ, SAF/FM, SAF/AA, AF/A5/8, Air Force Space Command, Air Combat Command and Air Force Materiel Command. Actions and timelines will be informed by 24th and 25th Air Forces' integration into Air Combat Command, along with the Cyberspace Core Function Lead transfer from Air Force Space Command to Air Combat Command.

SAF/CIO-A6 and SAF/MG will provide an update on the status of EIT governance to the Air Force Board and Air Force Council in 60 days from the date of this memo to outline the approach, impacts, and value of EIT to Major Commands and Functional Portfolios. A phased, codified approach will be used to implement Enterprise IT actions starting in Fiscal Year (FY) 2020 Program Objective Memorandum, while exploring immediate opportunities to accelerate during FY18 and FY19. The points of contact for implementing this guidance are Mr. Bill Marion (SAF/CIO-A6) and Mr. Rich Lombardi (SAF/MG).

Stephen W. Wilson
General, USAF
Vice Chief of Staff

Matthew P. Donovan
Under Secretary of the Air Force

U.S. AIR FORCE

Governance & Integration to USAF Corporate Structure

- Governance structure members and advisors

Enterprise IT Governance Council
Tri-Chaired: SAF/CIO A6, SAF/FM, and Lead MAJCOM

Members: AF/A1, AF/A2, AF/A3, AF/A4, AF/A5/8, AF/10, SAF/MG, SAF/AA, SAF/AQ, MAJCOM CDs, NGB, AFRC, AF/SB

Advisor: AF/A9, AFCAA, AFLCMC, SAF/GC, IT CM

Enterprise IT Governance Board
Air Staff 3-Ltr Representatives

Tri-Chaired: SAF/CIO A6X, SAF/FM , and Lead MAJCOM

Members: AF/A1, AF/A2, AF/A3, AF/A4, AF/A5/8, AF/10, SAF/AA, SAF/AQ, SAF/MG, NGB, AFRC, MAJCOM (FM & A6), AF/SB

Advisor: PEO BES, PEO C3I&N, PEO CM, AFCAA, AF/A9, IT CM, SAF/GC, Program/Portfolio Managers

Enterprise IT Governance Group
Air Staff 4-Ltr Representatives

Tri-Chaired: SAF/CIO A6XM, SAF/FM, and Lead MAJCOM

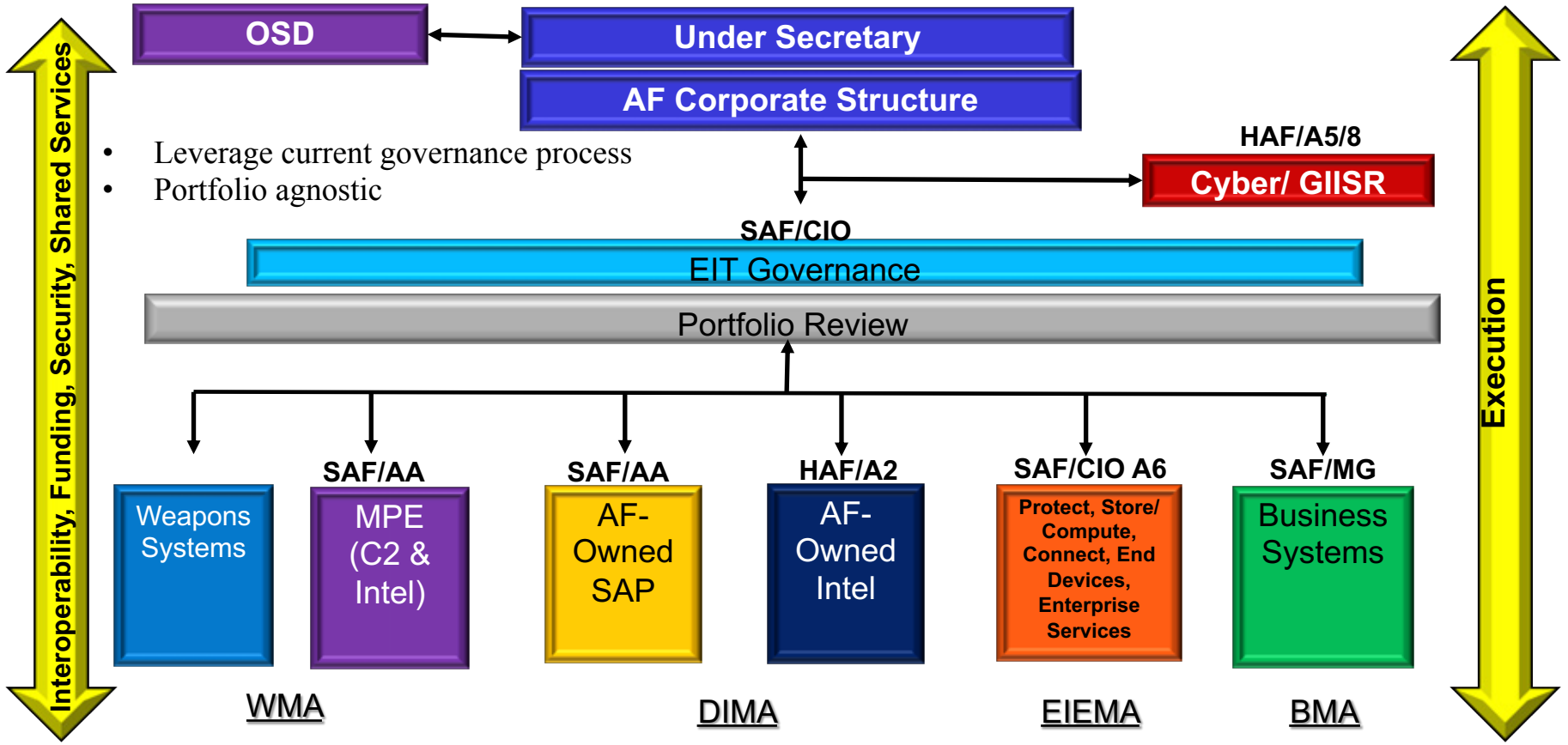
Members: AF/A1, AF/A2, AF/A3, AF/A4, AF/A5/8, AF/10, SAF/AA, SAF/AQ, SAF/MG, NGB, AFRC, MAJCOM (FM & A6)

Advisor: PEO BES, PEO C3I&N, PEO CM, AFCAA, AF/A9, IT CM, SAF/GC, Program/Portfolio Managers

U.S. AIR FORCE

Governance & Integration to USAF Corporate Structure

- EIT Governance Decisions inform the Cyber / GIISR Panels and the USAF Corporate Structure (CDWG, CDC, AFROC)



U.S. AIR FORCE

Governance & Framework

- Governance and the EIT Framework will be discussed in the EIT Governance Session

U.S. AIR FORCE

Take Away Points

- Capital Planning and Investment Control takes involvement from PM, PfM, Portfolio Owner and SAF/CIO A6
- Register all IT investments in ITIPS
- Imperative to keep data accurate and review/update IT investment data annually
- EIT Governance is the integration to the USAF Corporate Structure

U.S. AIR FORCE

Questions

- **POC:** Lt Col David B. Blau
- **NIPR email:** david.blau@us.af.mil
- **Comm/DSN phone:** (571) 256-2538 / 260-2538

Backup

U.S. AIR FORCE

Statutes

- **US Code Title 44, Ch 35, Sec 3506**

The head of each federal agency shall appoint a CIO who shall report to the agency head to carry out the responsibilities…

- Promote the use of IT to improve productivity, efficiency, and effectiveness
- Maximizing the value and assessing and managing risks of info sys through integrated budget, financial, and program management decisions and used to select, control, and evaluate results

- **US Code Title 40, Subtitle III, Ch 113, Subchapter II, Sec 11312**

The head of each executive agency shall design and implement…a process of maximizing value and assessing and managing risks of IT acquisitions

- Provide means for Sr personnel to obtain timely information regarding the progress of an IT investment

NOTE: OMB A-130 and OMB A-11 further detail the above statutes

U.S. AIR FORCE

DoD Directives/Instructions & Air Force Guidance

- **DoD Directives & Instruction:**
  - DoDD 8115.01, 10 Oct 2005, *IT Portfolio Management*
  - DoDI 8115.02, 30 Oct 2006, *IT Portfolio Management Implementation*

- **Air Force Guidance:**
  - Air Force Instruction 17-110, published 23 May 2018, implements Portfolio Management and Capital Planning and Investment Control

U.S. AIR FORCE

Portfolio Owners

- ACC
- AETC
- AFDW
- AFGSC
- AFMC
- AFOTEC
- AFRC
- AFSPC
- AFSOC
- AMC
- ANG
- AF/A3
- AF/A2
- AF/A4/7
- AF/A1
- AF/A5/8
- AF/A9
- NORAD
- PACAF
- SAF/AQ
- SAF/CIO A6
- SAF/FM
- SAF/AA
- USAFA
- USAFE
- CENTCOM
- NORTHCOM
- TRANSCOM
- STRATCOM

ITIPS Overview

- **IT Investment** — An IT investment (DoD Directive 8000.01) “may include a project or projects for the development, modernization, enhancement, or maintenance of a single IT asset or group of IT assets with related functionality and the subsequent operation of those assets in a production environment.” All IT investments should have a defined life cycle with start and end dates, with the end date representing the end of the currently estimated useful life of the investment, consistent with the investment's most current alternatives analysis if applicable. IT investments include Platform IT.

ITIPS Business Rules

- Users Manual (Through UPK) Explanation of Business Rules

4.4.2 Records Management Approval Process

Business rules are in place in ITIPS to indicate an action to be taken by the Program Manager of the IT investment, the Command Records Manager associated with the MAJCOM IT portfolio (or the Agency Records Manager associated with the Field Operating Agency/Direct Reporting Unit IT portfolio), and the Air Force Records Office.

A "RED" color indicates an action required to be taken by the Program Manager or Command Records Manager (or Agency Records Manager).

A "YELLOW" color indicates an action required to be taken by the AF Records Office (including any action by entities external to the Air Force such as the National Archives and Records Administration).

A "GREEN" color indicates the system is in compliance for Records Management with the records data contained in the IT investment appropriately scheduled with an applicable National Archives and Records Administration's (NARA) records disposition authority (including Items in NARA's General Records Schedules) as embodied in one or more relevant "Tables and Rules" in the Air Force Records Disposition Schedule (RDS) in the AF Records Information Management System (AFRIMS).

A "BLUE" color indicates the IT investment is "Exempt" from Records Management consideration because it will never collect and contain records data.

Program Managers of IT investments should become familiar with record management policies and are strongly encouraged to contact their respective Base Records Manager, respective Command Records Manager (Cyberspace Support Squadron, Headquarters Air Force, Air National Guard), or respective Agency Records Manager (Field Operating Agencies and Direct Reporting Units) to seek assistance in answering required records management questions in ITIPS. For example, the Program Manager with an IT investment in one of the ten MAJCOM portfolios would contact the Air Force Cyberspace Support Squadron (CYSS) centralized command records management team, the Program Manager with an IT investment in the Air Force Academy portfolio would contact the Air Force Academy Records Manager.

U.S. AIR FORCE

Governance & Integration to AF Corporate Structure

- Charter (DRAFT) - establishes the AF EIT Council, EIT Board, EIT Group, and EIT Secretariat. The EIT Council is a governance body designed to align EIT efforts with AF and SAF/CIO A6 strategy for efficient execution of IT resources while improving cross organizational awareness and collaboration. Tri-chaired by SAF/CIO A6, SAF/FM, and Lead Command (ACC). The purpose of the EIT Council and its supporting organizations is to:
  - Prioritize and integrate EIT developmental planning decisions and capabilities into all elements of the SPPBE process with a centralized framework
  - Ensure the AF Corporate Structure has direct and clear oversight of IT investment recommendations throughout the SPPBE process
  - Execute transparent and traceable resource planning and requirements management while capturing performance measures and assessing risk

U.S. AIR FORCE

Governance & Integration to AF Corporate Structure

- The EIT Governance Structure will use the following categories to prioritize and evaluate EIT efforts:
  - 1) Critical Maintenance and Sustainment Justification
  - 2) Downward Directed Guidance
  - 3) Roadmap or Strategic Planning Alignment
  - 4) Cost
  - 5) Security
  - 6) Operational/Mission Requirements
  - 7) Risk
  - 8) Availability
  - 9) Performance Metrics