



US Army Corps of Engineers

CIO 700-Day Plan

Improving delivery of IM/IT services...



Ready
Relevant
Reliable
Responsive

...through enterprise-wide solutions

March 2007

Vision

Migrate from a highly decentralized service model to a world-class enterprise-wide information technology environment that allows easy, reliable access to critical information and business intelligence anytime...anyplace in the world.

Mission

Serve as the primary architect, administrator, and steward of the US Army Corps of Engineers (USACE) Information Management/Information Technology (IM/IT) Program; adding value in executing the Corps mission, efficiently applying information technology and leveraging corporate information resources to enable standard business practices and optimizing USACE mission effectiveness.

A Message from the Director of Corporate Information

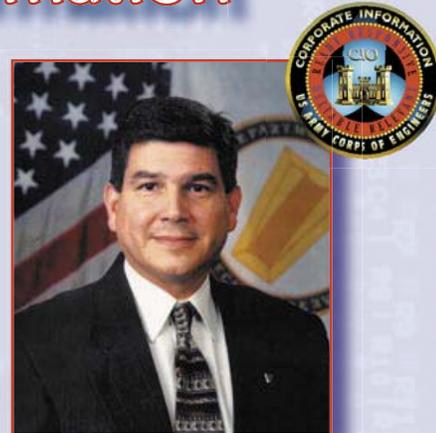
We will transition from a highly decentralized service model to one that leverages the benefits of enterprise service delivery at the national, regional, and local levels. This new paradigm will allow USACE to take advantage of the expertise and experience of its entire IM/IT community, providing a more cost-effective way of aligning technology and information services to support the USACE strategic direction.

As USACE changes, we must also change our current methods for delivering IM/IT products and services to our customers. USACE can not afford to sustain the current IM/IT institutional practices. The existing distributed model duplicates products and services and has widely varied service levels. Our current processes do not offer opportunities for economies of scale that we could realize.

Consequently, we must move away from each location contracting independently for the same commercial service. We must also work to discontinue duplicative services at every location. Instead, our focus should be on ensuring each location receives all required services at an acceptable service level.

To be successful we must:

- ***Improve products and services for our customers***
- ***Transform to an enterprise-wide service model with customer-focused service levels***
- ***Ensure that USACE information and systems are reliable, available, and secure in order to sustain USACE information superiority***
- ***Achieve desired mission outcomes through the continuous improvement in the selection,***



- ***management and evaluation of IT investments***
- ***Implement a single enterprise quality management system***

We will also continue to develop a professionally certified staff that meets government standards. We will align ourselves with industry's best business practices in specialty areas of contracting, capital planning, project management and information technology.

The transition to this new enterprise service delivery model will be challenging for USACE. The Directorate of Corporate Information is committed to ensuring that all individuals receive a high level of IM/IT services they require to accomplish their mission. I ask for your support in making this revolutionary transformation a success.

Wilbert Berrios
Director of Corporate Information

The CIO 700-Day Plan

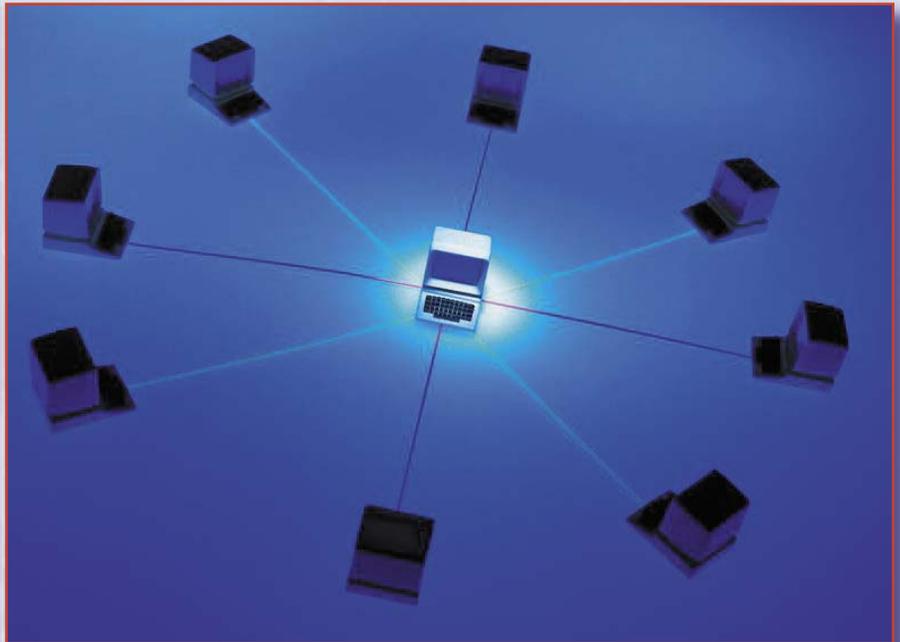
As USACE is transforming and improving engineering services by creating virtual teams, the Directorate of Corporate Information (CECI) is *transitioning from a highly decentralized service model to an enterprise service model.*

This new model allows USACE to take advantage of the expertise and experience of its entire IM/IT community, unrestricted of organizational and geographical boundaries. It provides a more cost-effective way of aligning technology and information services to support the USACE strategic direction.

Our intent is to establish a standards-based, enterprise-wide environment that fully leverages IM/IT products and services which best supports each organization within the Corps. We strive for maximum interoperability, technology innovation, systems modernization, information security, and to facilitate knowledge sharing.

IM/IT transformation will include fresh approaches to:

- Establishing and monitoring customer service levels
- Standardizing business processes
- Institutionalizing the Corps Enterprise Architecture (CeA)
- Establishing a standard software engineering process
- Establishing a systems testing and evaluation methodology
- Strengthening IM/IT oversight and accountability
- Partnering with customers



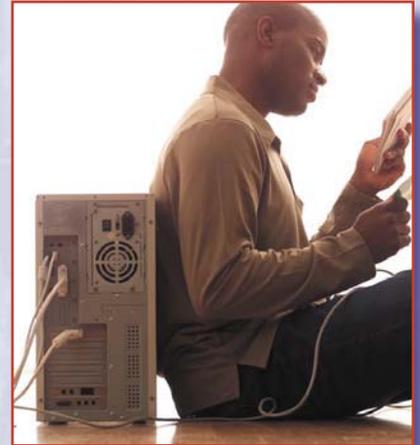
Focus Area 1: Enterprise Service Model

Transform to an enterprise-wide service model with customer-focused service levels.

USACE is transforming locally-based business processes into a standard set of enterprise business processes. This will more fully integrate services common to its Districts, Divisions, Laboratories, and Field Operating Activities. The current USACE model of providing predominately decentralized IM/IT products and services must change into a more efficient and cost-effective enterprise-wide IM/IT service model. This will better support emerging business requirements and ensure continued mission success.

The Directorate of Corporate Information (CECI) will establish a standards-based enterprise-wide environment that fully leverages IM/IT products and services that best support each organization within the Corps. We will

strive for maximum interoperability, technology innovation, systems modernization, information security, and facilitating knowledge sharing. We will deliver IM/IT services on an enterprise-wide basis, with customer-focused service levels.



Major Accomplishments

- Modernized the high speed enterprise-wide data communications network connecting all local District and Division offices with two USACE centralized data-processing centers
- Established an enterprise-wide customer-based, working group to develop and sustain the Corps Enterprise Architecture (CeA)
- Developed enterprise-wide licenses to acquire corporate software needed to support core business processes (e.g., Bentley engineering software, ORACLE database software, Microsoft desktop/server software)
- Acquired and implemented enterprise-wide collaboration tools (e.g., Groove and ProjectWise) to facilitate virtual teaming and Communities of Practice activities in support of the USACE Strategic Business Plan
- Expanded the role of the Corps of Engineers Enterprise Information System (CEEIS) Configuration Control Board
- Implemented a robust enterprise-wide information assurance program to protect all USACE information resources in support of the Army's Global War on Terrorism efforts.
- Developed a single Internet gateway maximizing the security of information resources while creating a standard website template to better facilitate access of USACE information by the public

Way Ahead

- Enable easy, reliable access to critical information and business intelligence anytime, anyplace
- Expand enterprise network capacity to meet growing mission demands
- Enhance and expand virtual teaming and collaboration
- Extend the enterprise management of all USACE IM/IT assets down to the desktop level
- Implement a secure single sign-on capability
- Transition all approved USACE automated information systems to a standard set of hardware and software
- Establish an enterprise-level test and evaluation capability and apply to all proposed upgrades and changes to USACE assets before placing them into full-scale production
- Seek and implement emerging technologies and improved processes for possible implementation across the enterprise
- Institutionalize the use of enterprise-wide IM/IT contracts
- Develop and implement a USACE-wide library services delivery model
- Stand up and institutionalize an enterprise data warehouse
- Develop an enterprise approach to Electronic Document Management

Focus Area 2: Information Security

Ensure that USACE information and systems are reliable, available, and secure in order to protect USACE information superiority.

We will ensure the reliability, availability, and integrity of USACE information, information systems, communications, and critical IT infrastructure. We will protect and secure USACE mission-critical capabilities against unauthorized use, attacks or destruction of data.

USACE information assurance will address the integrity, confidentiality, authenticity, timeliness of our data and information. We will secure and protect our IT infrastructure and information assets providing maximum accessibility without undue restrictions to users, customers, partners, stakeholders, and citizens.

Major Accomplishments

- Developed active collaboration within the IA Community of Practice
- Established an Enterprise Information Assurance Program
- Achieved security accreditation at 98.6% for our networks and 88.5% for our applications, in accordance with Army and DOD policy
- Created enterprise-wide visibility of IAVA compliance and IA Training
- Implemented a defense-in-depth 10-layer network security model architecture

Way Ahead

- Promote and adopt best Information Assurance business practices
- Establish and administer a Supervisory Control and Data Acquisition (SCADA) security policy
- Establish an enterprise-wide Information Assurance user education program
- Continue expansion of the USACE spectrum of Defense-in-Depth for its information infrastructure beginning with the desktop and ending in the processing centers
- Establish a single security accreditation authority for the expanded enterprise network and its applications
- Implement Two Factor Authentication for user access
- Expand Intrusion Detection Systems infrastructure to all sites
- Implement a Digital Rights Management Program.
- Deploy Internet Protocol version 6 (IPv6)



Focus Area 3: IT Capital Planning and Investment Management

Achieve desired mission outcomes through continuous improvement in the selection, management and evaluation of IT investments.

As we move forward, we must become more familiar with our customers and stakeholders business and mission processes. We must transition from being strict information technologists, to becoming business enablers and facilitators.

The Directorate of Corporate Information (CECI) will further expand its oversight and management capabilities. CECI will fully implement an Information Technology (IT) Capital Planning and Investment Management (CPIM) Process at both the Headquarters and Regional levels. The CPIM process will allow USACE's mission leaders to meet their needs by directly participating in the selection, management and evaluation of IT investments. CECI will also fully incorporate the CPIM process's use of the USACE Corps Enterprise Architecture (CeA) as the framework to validate and prioritize IT requirements. CECI will also fully integrate the Capital Planning and Investment Management process with the budget and funding decision process.

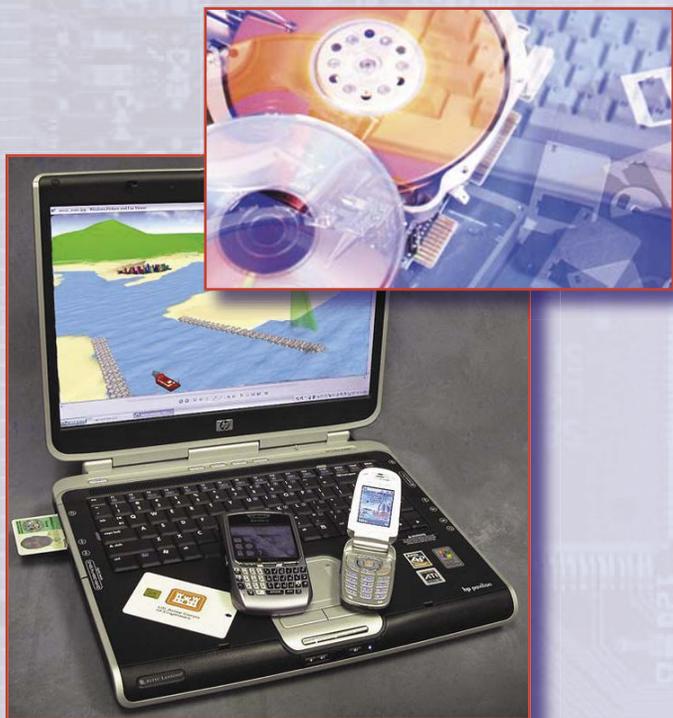
Major Accomplishments

- Published Engineer Regulation ER 25-1-106, Information Technology Capital Planning and Investment Management.
- Institutionalized an enterprise-wide IT investment portfolio system.
- Achieved successful DA/DoD certification of IT projects



Way Ahead

- Work closely with functional proponents to integrate, consolidate or eliminate redundant and non-value added automated information systems
- Develop a professionally certified CECI staff in Project Management
- Encourage AIS Functional Proponents to seek and gain certification in Project Management
- Institutionalize the Capital Planning and Investment Management Process as the first step of any AIS funding budget cycle
- Establish USACE-wide policy for project management oversight of all IT investments in accordance with Office of Management and Budget Circular A-11
- Evaluate potential alternative IT investment portfolio tools for possible replacement of the current USACE IT investment portfolio system
- Incorporate the CeA into as an integral component of the Capital Planning and Investment Management process
- Fully integrate the USACE Capital Planning and Investment Management Process with OMB, DoD and Army investment portfolio processes



Focus Area 4: Quality Management

Implement a single enterprise quality management program.

An enterprise-wide Quality Management Program to include standard processes, procedures and an automated information system is critical to ensure the successful execution of USACE Information Management and Information Technology (IM/IT) services. CECI will establish, embrace and institutionalize this program to fully measure the performance of all IM/IT services; provide an interactive feedback mechanism to customers; and identify opportunities to incorporate best business practices. This Focus area will also address professionalism through certification of employees in various aspects of providing IM/IT services, such as Information Assurance, contract management and project management.



Way Ahead

- Develop a professionally certified CECI staff in Project Management
- Encourage AIS Functional Proponents to seek and gain certification in Project Management
- Identify and implement customer-driven service levels that will successfully meet local requirements
- Perform continuous customer satisfaction surveys to gauge the quality of enterprise services
- Implement an Enterprise-wide Quality Management Program
- Mandate Professional Certifications with emphasis in the Contracting, Information Assurance, Project Management and Chief Information Officer arenas
- Utilize USACE's P2 for the management of IM/IT and AIS projects
- Continue to apply ISO 9001 and Lean Six Sigma quality principles in the development and implementation of standard business practices
- Expand Systems Testing and Evaluation efforts of all software, hardware, and corporate automated information systems

Major Accomplishments

- Performed an initial Enterprise Level Customer Satisfaction Survey resulting in a baseline for future performance evaluations
- Employees acquired Professional Certifications in such areas as Contracting, Project Management, Chief Information Officer, and Information Assurance
- Developed Standard Business Practices using ISO 9001 quality standard methodology
- Enhanced the integration of software and hardware into the Corps Enterprise Architecture through systems testing
- Established an Enterprise Level Radio Frequency Quality Management Program
- Established an Information Assurance Vulnerability Quality Measurement Program

Closing Thoughts



The way ahead will demand that we stretch from our comfort zones. I am confident you will think of the road ahead as a journey filled with exciting new ideas and opportunities. I ask all IM/IT staff members, our partner contractors and our customers for your help and support. Execution of this plan has critical consequences for the Corps' transformation --- "operate as One Corps, delivering quality goods and services". Please join me in making this transformation to a more efficient and effective IM/IT enterprise team.

Wilbert Berrios
Director of Corporate Information



For more information, please contact the CIO at:
<http://eportal.usace.army.mil>

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