



IT-AAC FITARA Roadmap for Rapid Modernization of Legacy Network & IT Infrastructure

Presented to

Office of Management and Budget United States CIO & USDS

A public service white paper offered by:

Interoperability ClearingHouse (ICH)
A Not-for-Profit Research Institute (501C6)/Small Business

In coordination with

IT Acquisition Advisory Council (IT-AAC)
A Public/Private Partnership

June 10, 2015

John Weiler,
ICH Managing Director
IT-AAC Vice Chairman
Cage Code: 3DRJ0
DUNS: 010271109
GSA Schedule 70: GS35F0151M



904 Clifton Dr. Alexandria VA 22308
703 768-0400
www.ICHnet.org
www.IT-AAC.org

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. However, if a contract is awarded to this offeror as a result of—or in connection with—the submission of these data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in these data if they are obtained from another source without restriction. The data subject to this restriction are contained in this proposal.



FITARA Roadmap Executive Summary

This Interoperability ClearingHouse (ICH) white paper proposal to the Office of Management and Budget (OMB) offers to accelerate agency implementation of the Federal IT Acquisition Reform Act (FITARA), and enhance unmet Clinger Cohen Act (CCA) directives aimed at streamlined IT acquisition, adoption of commercial best practices needed to rapidly modernize legacy IT infrastructure and networks that pose a major cyber security threat. Our public/private partnership would leverage emerging standards, expertise and innovations emanating from some 22 public service organizations organized under the IT Acquisition Advisory Council (IT-AAC) by offering a simple, low risk, cost-effective and FAR-compliant contract vehicle, supported by our value added past performance. IT-AAC was created to reach outside the confines of the Federal IT advisories that lack dynamic reach into the Global IT Market. We propose using IT-AAC to establish a Digital Services Team dedicated to rapid modernization of legacy networks and infrastructure.

Transforming Federal Acquisition of Cloud/Shared Services Infrastructure

The federal government’s “IT Acquisition Ecosystem” continues to be criticized as being too slow, too bureaucratic, too antiquated, and plagued with costly overruns, schedule slips and cancellations. This challenge has been identified as a major impediment to modernization efforts seeking to embrace cloud, cyber security and shared services adoption directed under FITARA, OMB’s 25 Point Plan and multiple NDAA directives. Up until the past few years, IT acquisition efficiencies have been the driving need. Unfortunately inadequate cybersecurity has now become the dominant driver. While effective cybersecurity requires strong standards and best practices, rapidly fielding and sustaining a modern hardware & software infrastructure is now a baseline requirement to mitigate cyber threat attack vulnerabilities. The government’s inability to efficiently field and sustain secure IT is rooted in its inability to reach outside the confines of the defense industrial base and federal suppliers who lack organic access to commercial IT standards, innovations and best practices driving by a \$3.9T global IT market of which the federal IT sector represents less than 1%. In this white paper, we will detail an approach that offers to extend a set of best practice capabilities and innovation outreach critical to the successful implementation of FITARA:

"Information technology (IT) has transformed how the private sector operates and revolutionized the efficiency, convenience, and effectiveness with which it serves its customers. The Federal Government has not taken full advantage of this transformation due to poor management of its technology investments." Peter Orszag, OMB Director

- 1) A conflict free public/private partnership that taps directly into the innovations, standards and best practices not available thru traditional resources
- 2) A suite of agile acquisition & management maturity models tuned for the fast paced IT/Cyber market and fully vetted by leading federal agencies; and
- 3) A FAR-compliant contracting strategy, supported by stellar past performance, that delivers just-in-time expertise, training and reusable solution acquisition templates needed to accelerate modernization of our insecure legacy IT infrastructure.

Understanding the Federal IT Acquisition Challenge

The IT-AAC partnership completed one of the most comprehensive Federal IT root cause analysis and best practices studies ever under taken, including some 57 leadership workshops, 200+ interviews, assimilation of 40 existing bodies of work and review of over 30 major program failures. These findings provided Congress and the White House an actionable “Roadmap for Sustainable IT Acquisition Reform,” on of our products that contributed significantly to the landmark FITARA legislation. IT-AAC’s six-year independent study into challenges and root causes reveals four common patterns that must be overcome in order for FITARA to be effective:



1. Antiquated IT/Cyber Acquisition & Governance Processes
2. Insecure Legacy IT Infrastructure And Networks that cost too much to maintain
3. Ill-Equipped, Inexperienced Digital Government Workforce
4. Barriers To Commercial Standards, Innovations And Best Practices

OMB’s ground breaking 25 Point Plan to embrace secure cloud and shared services infrastructure requires a fundamental shift in legacy IT governance and management processes that are ill fit for this major shift in how IT is sourced. These challenges are compounded by the limited reach into commercial IT/Cyber innovations and standards of practice developed and validated within Global 1000 companies. It is this same challenge that resulted in the creation of ICH in 2000 and the IT-AAC public/private partnership in 2008 that garnered the support of 22 leading public interests concerns. ICH’s 15-year public service investments in agile IT management and cloud standards has been lauded by current and former senior leaders from the White House, Congress and the Executive Branch, and offer OMB an opportunity to “gain the promised value of commercial IT” that Mr. Orszag sought. The ICH and IT-AAC are proposing to help advance OMB’s goals of “Reforming IT Acquisition” and “Modernizing Insecure Legacy IT Infrastructures” as these two activities consume 80% of available federal IT funds.

A 3 Prong Approach for Transforming the Federal IT/Cyber Acquisition Ecosystem

ICH and the IT-AAC partnership are proposing a three-prong approach in coordination with OMB that would roll out of a standardized suite of IT governance maturity models and just-in-time experts. These capabilities will enable agencies to rapidly modernize legacy systems at the speed of need, augmenting OMB’s Digital Services team in the area of Networks and IT Infrastructure.

Office of the Secretary of Defense, CIO *“Since the value of the ICH to our programs increases rapidly through results sharing, we encourage the defense community and IT industry to participate directly in the public service initiative in terms of sponsorship and lessons learned”*

ICH’s Agile Acquisition Maturity Model (AAM), solution templates and Just-In-Time SWAT teams will help agencies remediate persist cyber vulnerabilities present in legacy systems. We have identified a number of forward thinking agencies who are ready to apply this agile approach using our existing GSA 70 services packages. Our engagements will target agency specific modernization initiatives already in planning, while leveraging our work in Service Level Management, Risk Management, Business Case Analysis, and Performance-Based Agile Acquisition tools agencies will need to meet the FITARA and Cyber Challenges;

1. **REFORM THE PROCESS**, Streamline Federal IT Acquisition and Management Process using a suite of best practices maturity models Certified by government. ICH will modify as needed a suite of advanced IT management maturity models similar to the approach taken by CMU SEI with CMMi.
2. **TRANSFORM IT INFRASTRUCTURE**, Rapidly modernize legacy Networks and IT Infrastructure that leverages the design patterns and standards of some 22 standards bodies and NGOs steeped in Shared Services, Secure Cloud, Mobility and Software Defined Networks. Our team will update a series of Infrastructure Modernization Roadmaps that will detail the best path for modernization, performance metrics and associated SLAs for achieving maximum availability and security, and aligned with **Category Management** goals.
3. **INFORM THE DIGITAL WORKFORCE**, an implementation of a Just-In-Time Acquisition Swat Team and Cyber Subject Matter Experts (SME’s) that fill the knowledge/experience gaps within the digital government workforce, and committed to working side by side with the customer to ensure a successful outcome. On-site Agile Acquisition and Cloud Security training programs will augment existing FAI offerings. The Federal CIO Council’s co-sponsorship of the highly regarded Secure E-Biz Summit will be re-established to help best practices.





As the capabilities being offered are being delivered by a government-chartered non-profit research institute *and* already available on GSA Schedule 70, contracting with ICH will be a simple task, conforming to the rule of law for Simplified Acquisition Procedures (SAP) and FAR 6-302. ICH is a small not-for-profit business, organized as a 501C6 non-stock corporation. The IT-AAC's reach into commercial IT innovations, standards and best practices can close the Federal IT knowledge and expertise gap that continues to threaten our national security of left unabated. Our esteemed board of advisors listed below welcome the opportunity to meet with you to formalize a partnership dedicated to advancing Sustainable IT Acquisition Reforms highlighted in our recent roadmaps to congress and the white house; <http://www.it-aac.org/itreformroadmap.html>

Below is a partial list of our esteemed advisory members who have put country first and dedicated themselves to promoting the principles of FITARA.

IT-AAC FELLOW	BACKGROUND	DIGITAL SERVICE ROLE
Ted Bowlds, Lt Gen, USAF	Former AF ESC CMDR	Acquisition SWAT Team
Honorable John Grimes	Former DOD CIO	Acquisition SWAT Team
Honorable Jack Gansler	Former USD (ATL) UofMD	Transformation Board
Honorable David Walker	Former GAO Comptroller General, GTI	Transformation Board
LTGen William Campbell	Former Army G6 Director	Transformation Board
Mark Bogart	Former DIA Acquisition Executive	Acquisition SWAT Team
Dr. Phil Anderson	Executive Director, HSSI/ANSER	Transformation Board
Dr. Bill Curtis	Executive Director, CISQ	Risk Mgt SME
James Washington	Former FAA CAE	Acquisition SWAT Team
Dr. Marv Langston	Former Navy/DOD CIO	Acquisition SWAT Team
Keith Seaman	Former BTA CAE/ VA DCIO	Transformation Board
Dr. Arun Sood	Chairman, GMU Computer Science	Innovation Outreach
Dr. Barry Boehm	Chief Scientist, DoD SERC, USC	Risk Mgt SME
Dr. Robert Childs	Former Chancellor, NDU I-College	Acquisition SWAT Team
John Carrow	Former UNISYS CIO, DNI DCIO	Risk Mgt SME
Dr. Pres Winter	Former NSA CIO	Transformation Board
Richard Spires	Former IRS & DHS CIO	Acquisition SWAT Team
Steve Goodrich	Co-Founder GTI	Transformation Board
Robert Babiskin	ICH Chief Engineer, Agile SME	Secure Cloud SME
Shawn McCarthy	Director, IDC Government Insights	Innovation Outreach
Rich Buetel	Former Congressional Staff, Oversight	FITARA Policy SME
Robert Shae	Former OMB Assoc. Director, GT	Transformation Board
Dennis Nadler	Former US TRANSCOM CTO	Secure Cloud SME
Dr. Joe Besselman	Former AF ESC Program Executive	Secure Cloud SME
Kevin Carroll	Former Army PEO EIS Director	Acquisition SWAT Team
Bob Dix	Former House Oversight Staff Director	FITARA Policy SME
John Weiler	ICH CIO / IT-AAC Vice Chair	Acquisition SWAT Team
1,100 Just-in-Time SMEs	IT-AAC's 22 Public Service Partners	Just-in-Time SMEs

Thanks to the significant investments and contributions of our 22 public service partners, agencies can rapidly modernization both their IT Acquisition Processes and IT Infrastructure for as little as \$500k off of GSA Schedule. Call 703-768-0400 or email info@ICHnet.org for an on-site briefing.