



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
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ATIM-T

17 AUG 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Information Management Strategic Plan (IMSP)

1. Enclosed is the TRADOC Information Management Strategic Plan, dated 12 Aug 05, and approved by TRADOC Acting Commanding General. The IMSP is a guide for TRADOC commanders, directors, and information managers to make informed decisions on their information management/information technology (IM/IT) investment strategies, while ensuring consistency in IM/IT decision-making across the command. Application of the principles and tenants of this plan will set TRADOC in the right direction to more effectively secure our network, and improve standardization, integration, and management of TRADOC's technology resources.
2. A digital copy is available on the TRADOC homepage at <http://www.monroe.army.mil/publications.htm> or on Army Knowledge Online <https://www.us.army.mil/suite/doc/4337008>.
3. Point of contact is Kathy Romero, Office of the Chief Information Officer, (757) 788-3829 or DSN 680-3829, kathy.romero@us.army.mil.

Encl


JANE F. MALISZEWSKI
Colonel, GS
Chief Information Officer

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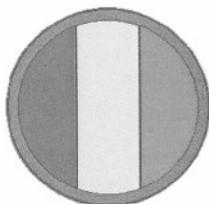
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HQ TRADOC



TRADOC Information Management Strategic Plan FY 06

12 August 2005

Prepared by

**Office of the Chief Information Officer,
United States Army Training and Doctrine Command**

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Message from the Commander

TRADOC is the foundation for sustaining the current force and the engine of change for creating the future force. My vision includes a transformed command that embraces change and leads the Army in developing the dominant land force for the Combatant Commander. We must recruit our nations best and brightest, provide world-class training and leader development, and ensure the Future Force is fielded and trained to employ the best capabilities. The effective use of Information Technology (IT) enables the success of every one of our missions.

In discussing "continuous transformation" in the March 2005 National Defense Strategy, Secretary of Defense Donald Rumsfeld emphasizes that "...transformational change is not limited to operational forces. We also want to change longstanding business processes within the department to take advantage of IT." Information Technology is fundamental to our success as a command and leveraging its capabilities allows us to expand the critical role TRADOC plays in supporting an Army at War and Transforming. We have an opportunity to incorporate forward-thinking, technology-enabled capabilities, such as collaboration and improved command and control, into our organizations as we structure Centers of Excellence for maneuver, fire support, maneuver support, logistics, and other proponent areas. Properly managing IT is essential and critical to mission success.

TRADOC commanders, staff principals, and information managers will use this Information Management Strategic Plan to guide their requests for the IT TRADOC employs in executing its mission. The plan consolidates strategies in information management and provides guidance on how we will improve our ability to plan for and manage IT to improve operational missions and business practices. Designing our information infrastructure on the basis of this plan will position TRADOC to meet our goals of recruiting quality people, training Soldiers and developing leaders, preparing the Army to dominate land combat in the Joint warfight, and serving as the Army's architect of the future.

A handwritten signature in black ink, appearing to read "Anthony R. Jones".

ANTHONY R. JONES
Lieutenant General, U.S. Army
Acting Commanding General

Executive Summary

Information Technology is intertwined with the three core competencies and eleven major functions that define TRADOC's mission. Technology and Information Management (IM) processes enable our decision making, our command and control, and our mission execution. Recognition of this convergence and our dependence on IT necessitates a planning process to effectively procure, develop, use, and secure our IM/IT systems. This IM/IT Strategic Plan lays out the way ahead for the management of IT in the command.

The TRADOC Chief Information Officer (CIO) will update the IM/IT Strategic Plan each year and will provide goals, priorities, tenets, and an overview of the current strategic planning framework. In this initial plan, the emphasis is on describing a framework for IT decision-making and governance. Future updates will incorporate more specific IM/IT goals relating to our core competencies and functions.

In the past, IT decision-making has been decentralized to the local commander/staff level. As a result, we develop and maintain many different systems that do similar things at different locations. There is little assurance of standardization in development, information security, or compliance with the Army's enterprise network architecture. Lack of visibility at HQ TRADOC over IT-related decisions and inconsistent funding impacts our network readiness and puts our mission accomplishment at risk. TRADOC is an integral part of the Army's LandWarNet and its transformation to a network-centric, knowledge-based force. As such, we must incorporate decisions on technology-enabled and technology-dependent systems and processes into our strategic planning process. Information Technology is no longer a pick-up game. The network readiness aspect, driven by the constantly increasing threat to DoD, and Army information, drives the need for more consistent and centralized decision-making around our valuable IT assets.

Public law and regulatory guidance from the federal, DoD and Army level, necessitate changes in our IT processes so that IM/IT is treated as an investment and is managed in a way that ensures public funds are being spent wisely. Tangible return for the IM/IT investment, as measured against improvements in mission and/or program performance, is expected.

This inaugural Information Management Strategic Plan (IMSP) sets the stage for a new way of managing IT in the command. The plan identifies IT tenets which are foundational to the use of IT to support TRADOC missions and explains the concept of full cycle governance and its relation to the core IM/IT processes of Policy, Enterprise Architecture, Capital Planning and Investment Management, and Modernization. Finally, the IMSP identifies goals for realization in the immediate future (FY05/06), the near (FY07-08) and the long term (FY 2010).

Section I—Introduction

1-1. Purpose.

Planning for the effective and efficient use IT within TRADOC is an ongoing activity and a command-wide responsibility. This strategy is a guide for TRADOC commanders, directors, and information managers to make informed decisions on their own IM/IT investment strategies, while ensuring consistency in IM/IT decision-making across the command.

1-2. Scope.

The 2006 IMSP focuses on identification of best business practices and establishing a governance structure and framework for making decisions and investments of our IM/IT assets. Specific implementation guidance, of the strategies outlined here will be captured in implementation plans and the update of TRADOC Pamphlet 25-72, scheduled for publication in early FY 06.

1-3. Applicability.

The IMSP applies to all U.S. Army Training and Doctrine Command organizations, activities, and units that compete for TRADOC funding, use command IM/IT resources, or both. These include HQ TRADOC staff offices and TRADOC subordinate commands and centers (TR 10-5).

1-4. Plan Organization.

The IMSP consists of four major sections:

- Section I - Introduction
- Section II - TRADOC Vision, Intent, Tenets
- Section III - Strategies
- Section IV - Goals

1-5. Responsibilities

The management of information resources and IM/IT is applicable to, and the responsibility of, all Army organizations. All IM/IT decisions involve coordination through several different commands—local organization, local DOIM (an Installation Management Agency (IMA) entity), TRADOC, and sometimes, the U.S. Army Network Enterprise (an Installation Technology Command (NETCOM)) and the Army CIO/G-6.

a. TRADOC MSC's, Schools and Centers will:

- (1) Establish/appoint an IM/IT office/officer (CIO or G-6) to advise the commander/director on leveraging the benefit of IT towards mission priorities.
- (2) Identify requirements and programs for mission and enhanced common user services and support. Coordinate, plan and/or supervise the execution of IM/IT services

and support, whether common-user (through arrangement with the DOIM) or mission-specific systems.

(3) Participate in command governance and establish procedures at local level to facilitate the transparency and effectiveness of IT decision-making.

b. TRADOC CIO:

(1) Executes the fiduciary responsibility of a CIO for CG TRADOC, prescribed in AR 25-1 and inherent in the Clinger-Cohen Act of 1996.

(2) Is the proponent for the IMSP and TRADOC IM/IT processes.

(3) Coordinates IM/IT support for command-wide requirements outside the local organization's ability to resolve with IMA or NETCOM.

c. NETCOM:

(1) Is the single authority assigned to operate, manage, and defend the LandWarNet (Army's infostructure) at the enterprise level.

(2) Provides technical support and evaluation to TRADOC CIO during requirements processing.

(3) Exercises technical control (TECHCON) and configuration management authority over the Army's networks and systems.

d. Installation Management Agency (IMA)/DOIM:

(1) Provides common user IT services to installation tenants. Common user services include network access, telephone service, defense messaging service, E-mail messaging, common application desktop support, and maintenance of web, file and print servers. Additionally, space permitting, DOIM facilities are designed to provide the ideal environment for housing mission applications servers, maintained on a reimbursable basis.

(2) Assesses and enforces compliance with local infrastructure standards.

(3) Responsible for installation Information Assurance posture including all installation tenant organizations. DOIMs must have access to all tenant IM/IT resources—either through direct network access or through cooperative agreement with the local administrator.

(4) The IMA/DOIM provides selected services to Army Accessions Command (AAC) elements who receive most services from AAC's Community of Interest network, operated by AAC CIO at Fort Knox.

Section II—TRADOC Vision and IM/IT Tenets

TRADOC

"Where tomorrow's victories begin."

2-1. Commanding General (CG), TRADOC Mission and Intent.

TRADOC performs a unique and crucial role for the Army. We provide the essential building blocks and foundation to make both today's Army and the Army of tomorrow persuasive in peace and invincible in war. We do this by executing our three core competencies.

a. Core Competencies:

- Recruit quality people, trains Soldiers, and develop leaders.
- Prepare the Army to dominate land combat in the joint warfight.
- Design, develop, and integrate warfighting requirements; foster innovation and lead change.

b. Eleven core functions further define our organizational structure, priorities, and measure of success:

- Recruit
- Initial Military Training
- Functional Training
- Leader Development and Education
- Lessons Learned
- Collective Training
- Doctrine
- Training Support
- Concepts
- Experimentation
- Requirements Determination

CG's Intent

Our purpose is to ensure that we provide both the Army of today and tomorrow with the essential building blocks to be persuasive in peace and invincible in war. It is paramount that we enhance our efforts in six critical areas:

Training & leader development: Training is our primary mission. It is our base plate. We establish the standards and requirements for training and developments for the Army. TRADOC develops competent and adaptive leaders while ensuring currency in our doctrine, and looks to the future while maintaining a firm grasp on today.

Innovation: This is an open-minded organization that welcomes new ideas, fosters innovation, seeks collaboration, and embraces change where it makes sense.

Jointness: We remain firmly connected to the Joint community with an Army Service Component Command-like relationship with the Joint Forces Command. Our doctrine, combat and training development, and our experimentation program will be fully nested in the Joint environment.

Accessions: We recruit young Americans to be Soldiers who serve as the centerpiece of The Army formation and The Army's readiness. Once Soldiers enter, we ensure a smooth transition into our ranks. We imbue Army values and the Warrior Ethos, instill discipline, and provide the necessary skills needed to immediately contribute to their first unit of assignment.

Future Force: TRADOC builds The Army of the future. Quality forces must have quality training and quality equipment. Transforming The Army, and achieving irreversible momentum toward that end, is an imperative. We will strive to place the best capabilities and equipment into the hands of this quality force ... we can do no less.

People: Above all, TRADOC remains committed to our Soldiers, civilians, and families. Through action, we will remain directly involved in ensuring their well-being. Our people are the bedrock upon which our Army is built. Without them, the best technology in the world is all for naught.

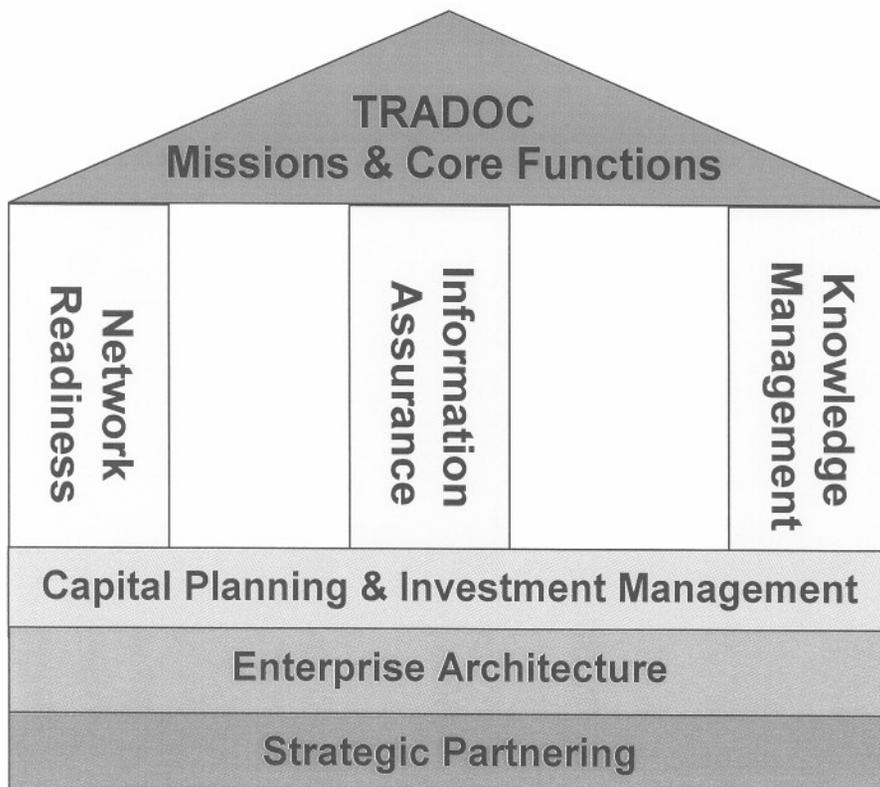
Figure 2-1

2-2. TRADOC IM/IT Vision.

TRADOC missions will be powered by IM/IT solutions that are integrated, secure, sustainable, scaleable, consistent with Army enterprise standards and TRADOC architecture; that embed knowledge processes to access and synchronize information; with measurable Return on Value that shows improvement to TRADOC operations.

Information Technology is a key enabler of accomplishing TRADOC missions, core functions, and the CG's intent and priorities. Decisions on the value of IT investments must reflect that investments contribution to achieving the stated command priorities. When appropriate, solutions will be optimized at the TRADOC enterprise level to ensure consistency, scalability, and access for all users in the command.

2-3. IM/IT Tenets. There are six tenets that are foundational to IM/IT employment in the command.



IM/IT TENETS

- Network Readiness: Information systems and IM processes will be integrated, secure, sustainable, scalable, and compliant with LandWarNet standards and technical requirements and the TRADOC enterprise architecture. Network readiness drives both our IT infostructure modernization plans and the emphasis on standardization across the command and the Army enterprise.

- Information Assurance: Secure Army networks and valuable TRADOC information by incorporating security requirements into systems and processes during development. It is a leadership responsibility to maintain situational awareness of the continuing cyber threat and mitigating actions. Users will execute supporting policies and procedures designed to protect our information assets.

- Knowledge Management: Incorporate the strategies--including the optimal mix of people skills, process reengineering and technical initiatives--that promote improved capabilities and competencies for searching, sharing, accessibility and availability of accurate and relevant information. Set the conditions for a 'culture of collaboration' to enable improved decision-making, leader development and increased potential for innovation.

- Information Management/Information Technology Capital Planning and Portfolio Management: Investment in IM/IT must support the command's operational priorities and have a measurable operational impact, a supportable business case, and a return on investment/value. Information Management/IT-based mission systems will be managed through a Portfolio Management process directed by DoD and executed by the Army CIO/G-6.

- Enterprise Architecture: Support standardization and the integration of information systems across functional areas, allows the command to identify short-falls, and guides future priorities and POM requirements.

- Strategic Partnering: Every IT-enabled process or initiative is a result of a partnership between the functional/mission owner and the IM/IT community. The functional/mission owner identifies the requirements and capabilities needed for mission accomplishment and the IM/IT partner identifies how to best achieve that objective within the supportable architecture. Additionally, cultivating strategic information exchange opportunities with industry, federal and other Department of Defense organizations provides the collaboration and exploration necessary to sustain TRADOC on the forward edge of technical competency and capabilities.

Figure 2-2. TRADOC IM/IT Tenets

2-4. IM/IT Decision Principles.

The following three principles: information assurance, enterprise solutions, and accessibility reflect the command's priority for security, standardization, and efficient use of resources, and will drive IT decisions at all levels. Deviations will only be considered after analysis of operational impact and a supportable business case.

a. Information Assurance: Security is the highest priority and is a more critical attribute than ease of use, accessibility, etc. Only acquire information systems that meet the approved DoD and DA security features (*security*).

b. Enterprise Solutions:

(1) When applicable, capabilities will be optimized for the command vice the local level. Requirements common to multiple TRADOC organizations are best supported with a common enterprise solution and a consolidated execution plan (*standardization, efficiency*).

(2) Standard solutions for similar requirements are preferred over equal or slightly more capable unique solutions (*standardization, efficiency, security*).

(3) TRADOC relies on the installation DOIMs for infrastructure support and favors solutions that are part of the DOIM standard catalogue of available service support (*standardization, efficiency*).

(4) TRADOC will leverage enterprise software agreements, plus hardware and services contracts, managed by the Army Small Computer Program (ASCP) as its first source for IT acquisitions for workplace and appropriate mission systems. Use of standard Commercial Off-the-Shelf (COTS) products is preferred, when appropriate (*standardization, efficiency*).

c. Accessibility:

(1) System owners will identify the information exchange requirements and incorporate the appropriate interfaces into the design, development, and deployment of their systems whether based on COTS or custom development. We will not perpetuate stand-alone or non-integrated systems (*efficiency*).

(2) Systems will be designed to pull required data from an Authoritative Data Source as identified in the DoD IT registry for data elements located on the DISA portal, <http://diides.ncr.disa.mil/mdregHomePage/mdregHome.portal>. This supports the stated DoD goals of reuse and "shareability" (*standardization, efficiency*).

(3) Data and repositories in TRADOC will be indexed, meta-tagged, and accessible by authorized users. Active management of the data and content is required. The data creator must designate level of accessibility, i.e., public/general accessibility or limited use to only those who have demonstrated a need (*standardization, efficiency, security*).

Section III-Strategies

3-1. Full Cycle Governance (Figure 3.1).

Planning for the effective and efficient use of IT within TRADOC is not a “govern-once” activity that happens at the end of the fiscal year. Full cycle governance is an overall deliberate planning process that links sound IM/IT investments to enhanced mission planning and execution. The operational decisionmaking process that supports governance is intricately linked to the IM/IT processes that support the execution of the IT enablement of our mission priorities. Governance provides visibility of IT spending and maintains focus on those activities that will have the most strategic value to the command. Information Management/IT governance is an ongoing process of selecting, controlling, and evaluating solutions and starts with the identification of a functional need or requirement that can be enabled by use of IT.

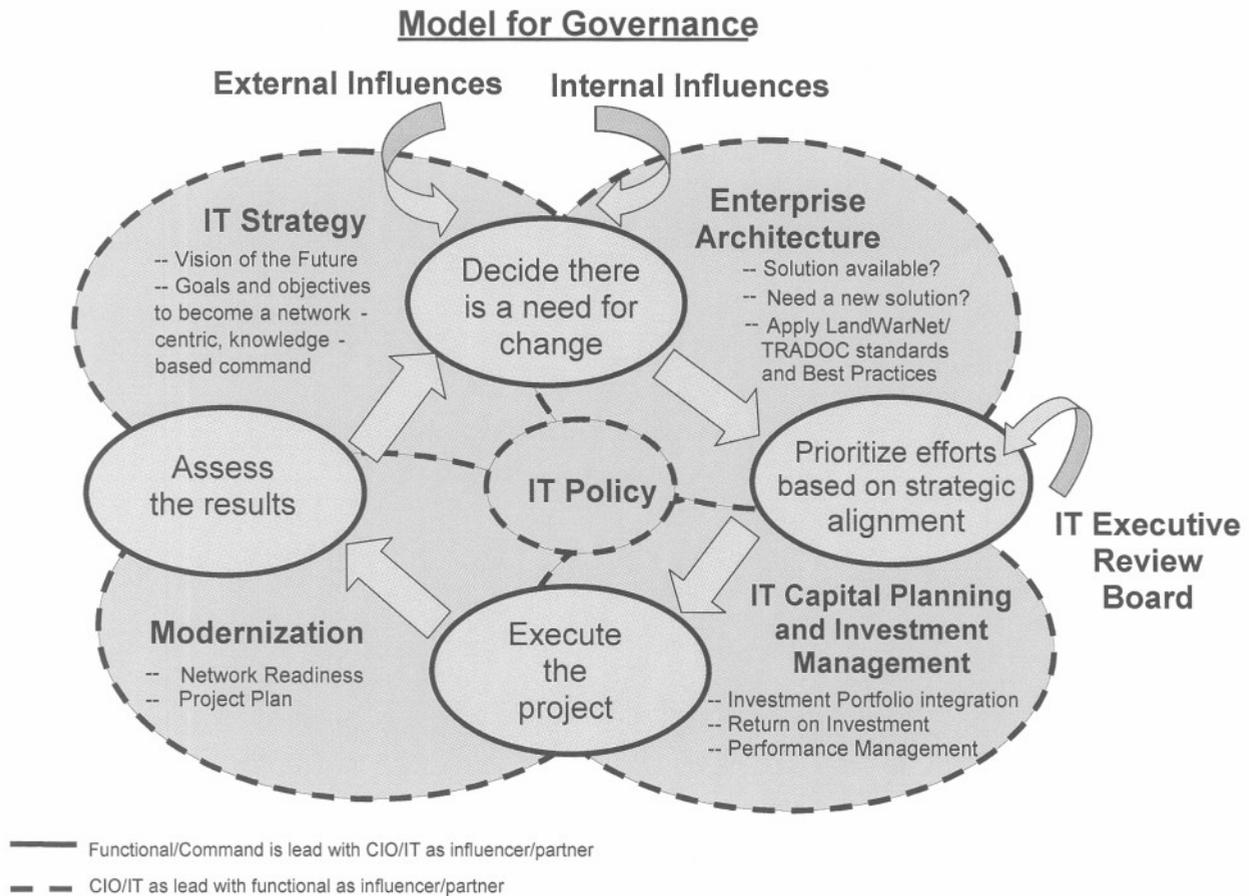


Figure 3-1 Full Cycle Governance

As shown in the Full Cycle Governance Model above, each requirement is assessed against other priorities supporting core functions and evaluated against the rest of the IT portfolio in the applicable mission area. Solutions are validated against the enterprise architecture standards and driven by technical feasibility, affordability, risk management, and anticipated performance enhancements. Once accepted, the solution influences

the modernization plan as it forces an addition to the architecture, but also may require modernization in other areas of the infrastructure to achieve it. Project leaders and process owners are accountable to the leadership for successful project implementation and measurable process improvement to validate the success of the IT initiative. The effectiveness of project execution, as well as other internal and external factors, drives the ongoing assessment of whether this is the best IT strategy to meet the command's needs.

a. Current State: The existing governance process focuses almost exclusively on the execution of year-end dollars to buy IT hardware and the AKM Goal 1 Waiver review required when mission funds are used to buy IT. With the exception of directing which UFRs to fund, HQ TRADOC has little to no visibility on what value is gained from IT investments.

b. Objective State: The governance process is built upon an IT requirements business case and subject to review by senior decision-makers for certain thresholds of IT investment. Information Technology requirements are evaluated against information assurance, enterprise architecture, and affordability/value targets, as well as operational impact and strategic alignment, to ensure effective investment. During FY 05, the command will institute a web-based IT requirements review process--the IT Reporting and Acquisition Decision (RAD) portal--to capture both requirements and acquisition of IT providing increased transparency to this important and ubiquitous enabler.

3-2. TRADOC IM/IT Governance Components.

There are five IM/IT components that support the governance process: IT Policy and Guidance, the IM Strategic Plan, Modernization Planning, Capital Planning and Investment Management, and Enterprise Architecture. (Figure 3.1)

a. Information Technology Policy and Guidance. Information Management/IT guidance and policy assists the functional user through the IT life cycle requirements development, planning, solution decision, acquisition, project implementation, performance management, sustainment, and modernization. The investment in and performance of IT has come under increasing scrutiny from the federal and legislative levels of government over the last decade. Any IM/IT decision at the local level is subject to policy requirements directed by regulatory legislation, the Office of Management and Budget, DoD, Headquarters, Department of the Army, TRADOC, NETCOM, local IMA/DOIM, as well as local command policies. Current IM/IT guidance (i.e., TR 25-73, PAM 25-72, PAM 25-73), which generally incorporates the latest requirements, can be found on the TRADOC home page:
<http://www.monroe.army.mil/adminpubs.htm>.

Current State: TRADOC IM/IT policy, specifically TRADOC Regulation 25-73 and PAM 25-72, will be updated in early FY 06 to reflect recent changes in IM/IT governance. NETCOM issues "TECHCON" (technical control) bulletins primarily used by local DOIMs as policy for approval of IM/IT initiatives. It is best to coordinate with the local DOIM prior to starting any IM/IT initiative to ensure it meets current TECHCONS.

TRADOC CIO assists in advising on MACOM, Army, DoD and federal requirements that may influence your project.

Objective State: TRADOC IM/IT Policy reflects accurate procedures to effectively execute full cycle governance.

b. Enterprise Architecture. The enterprise architecture (EA) provides a blueprint for how TRADOC executes its mission--documenting the processes for how core functions are accomplished, the systems that support those processes and the technical standards. The EA contains both the current baseline 'As-Is' state and target 'To-Be' state. The EA provides standardization of decisionmaking related to capability delivery, however it is constantly evolving based on emerging operational requirements and technology advances. TRADOC EA will follow the DoD Architecture Framework depicting an operational, systems, and technical view. The value of the EA to the local IT decision-maker is to define the business, application, infrastructure and information configurations that are currently in place. Reuse of and integration into existing standards is a more effective and efficient way to design solutions to support a network-centric, knowledge-based operation.

Current State: To date, the TRADOC EA identifies a partial infrastructure, application, and business architecture. The hardware and software components of workplace and training functions are managed via the TRADOC CIO Architecture Repository (TCAR) and the major business processes and systems supporting several of TRADOC's core functions have been identified.

Objective State: Over the next two years, we will work towards a full EA identified for the eleven core functions as well as command and control. The EA provides standards for capabilities, systems, and technical specifications. The EA Control Board, made up of technical representatives from CIO, Deputy Chief of Staff for Operations and Training, USAAC, Command, Futures Center, and Combined Arms Center, will be established as part of command IT governance. The EA guides the transition to multi-functional end-to-end business processes, such as the "first handshake to first unit of assignment" process identified by the Civilian-2-Recruit-2-Warrior Working Group in AAC, integrating both accessions and training processes. Using the deployment of Lifelong Learning Centers at TRADOC proponents as the driver, the TRADOC EA will encompass a systems deployment configuration to allow the most effective and efficient hosting of services common to this capability and guide integration into the emerging Battle Command Knowledge System (BCKS) architecture.

c. TRADOC Modernization. The Modernization Plan incorporates approved IT initiatives and network readiness considerations. It lays out the rate of modernization in manageable increments to accommodate mission priorities, level of effort and risk, and funding streams. It serves as the guideline for the annual execution plan for upgrading and maintaining IT in TRADOC. Network readiness is the ability of a system to meet current enterprise standards for operation on the LandWarNet and may involve hardware replacement, software upgrades, improved security configurations, or infrastructure improvements.

Current State: Ongoing modernization initiatives include a major Secret Internet Protocol Router Network expansion (approximately 1300 drops with a regional hosting configuration) to support both improved command and control and integration of Global War on Terrorism operational considerations into the training base; server consolidation to maximize usage, maintenance and protection of common user and mission servers; migration to Active Directory and elimination of Windows NT 4.0 systems to improve security management and standardize operations on the Army enterprise infrastructure. TRADOC workplace systems use the Microsoft Enterprise License Agreement (MS ELA) instead of separate acquisitions for common productivity tools. Mission-specific and classroom requirements for Microsoft products are also supported via the MS ELA.

Objective State: All TRADOC Windows-based computers must run the XP Professional operating system by 1 October 2006 to remain compliant with the Army enterprise infostructure standards. TRADOC will design an operational Service Oriented Architecture that supports the centralization of hosted IT-based services such as "team room" collaboration (SharePoint Portal), learning content management system (such as Blackboard), and video-streaming. Transparency of IT assets via the TCAR provides timely visibility of network readiness needs, i.e., necessary upgrades to comply with LandWarNet enterprise standards, as well as the timely replacement of equipment consistent with industry maintenance rate/failure analysis.

d. Capital Planning and Investment Management (CPIM). The CPIM lays out the strategy for ongoing identification, selection, control and evaluation of investments in information resources. The process is linked to budget formulation and focuses on TRADOC missions and achieving specific program outcomes. The CPIM includes IT Portfolio Management which is an inventory of functionally related technology projects and/or products reviewed for integration and synchronization.

Current State: The CPIM process is focused on review of IT-dependent unfinanced requirements (UFR) submitted to the TRADOC DCSRM Mission and Resources (M&R) database in WebTAS, as well as prioritization of IT modernization requirements. The web-based TCAR, hosted by CIO and maintained by TRADOC activities, is the definitive source for decisions of lifecycle replacement and network modernization. The CIO is a member of the Mission Resource Board and the Senior Resource Council and provides recommendation for funding on every IT-related request based on the proposed technical solution. The CPIM process is challenged by lack of an Army CIO/G-6 and Army Budget Office (ABO) approved MDEP that can be used to program IM/IT requirements that are not embedded in a mission system.

Objective State: Improvement to CPIM will result from implementation of a TRADOC governance and IT requirements review process. The CIO and the IM/IT community will become partners with the functional proponent in the requirements development, acquisition and implementation process heretofore largely the purview of the functional requirements generator. The mission systems supporting TRADOC functions will be managed via portfolios based on functional domains. HQDA deploys a new portfolio management system (ProSight) in FY 06 that will involve aligning MACOM

CPIM process to the enterprise system. In FY 07, IMA will begin managing enhanced service support (the Command, Control, Computers, Communications, Information Management (C4IM) Service List) as a reimbursable item and organizations will evaluate level of support and program resources accordingly.

e. IM/IT Strategy. The strategy lays out the high-level goals and objectives for how the command will use IT. The strategy generally focuses on a 5-year window and is updated annually to reflect changing priorities and progress.

Current State: This document is the first IM/IT strategy and primarily focuses on FY 06. It is designed to lay the foundation for upcoming changes in the management of IT in TRADOC.

Objective State: The IM/IT Strategy is updated in the 3rd quarter of the FY and will include both commandwide objectives as well as objectives that reflect command priorities in TRADOC's competency areas over the next five years.

Section IV- Goals

4-1. Two years Out--FY 05-06 Goals.

With the focus on the operations in Iraq and Afghanistan, and the transition to a modular Army a continuing DoD and Army priority, the department has imposed severe fiscal constraints that force us to reconsider investment in IT modernization and new initiatives. This drives the command to suspend lifecycle replacement plans unless there is a compelling case to support operational necessity, network readiness and significant efficiencies. Additionally, planning for BRAC execution will necessitate reviews of how to improve our operations through the smart use of leading technologies.

During this period the command will:

- Participate in a new review process established by the CIO for all IT requirements and spending and map those needs to the TRADOC enterprise architecture.
- Complete the high-level development of the business process and application architecture which shows the information exchange requirements and supporting systems for TRADOC core functions.
- Lay out the framework for the TRADOC information and infrastructure architecture that supports a service-oriented approach to capability delivery and guides us to make cost-effective decisions on how to best position IT assets for maximum usability, sustainability, and security.
- Capture, with 90 percent accuracy, the hardware and software used to support productivity in the workplace, the digital training environment, the accessions mission, and the modeling and simulations function to assure network readiness.
- Institute an informal IM/IT Governance process to determine IT investments for end of year (EOY) 05 funds.
- In FY 06, establish the executive governance structure, led by the DCG/CofS, which ties into the Resource Council process, to make determinations on IT spending.
- Identify best IT-enabled business practices within the command.
- Leverage available no and low cost assets, such as Army Knowledge On-Line and the Microsoft operating environment procured under the Army Enterprise License Agreement (such as Sharepoint), to infuse our business processes with knowledge-based qualities, such as improved access to information and collaboration.
- Develop a TRADOC data strategy to guide standardization, accessibility, and shareability of our valuable information assets and complies with Army and DoD data requirements.
- Improve situational awareness of the cyber threat to increase responsiveness to Information Assurance policies and procedures.
- Confirm accreditation status of all systems that support TRADOC mission processes and develop mitigation plans for systems not in compliance.

4-2. Three Years Out--FY 07 Goal.

By FY 07, TRADOC will have a blueprint of IT assets and business processes and a set of governance principles that drives an informed discussion about the mission strategy and how it can be best supported through IT. The EA will be the basis for decisionmaking relating to our IT assets. TRADOC organizations will have identified core processes that support TRADOC functions and the best applications/ systems to support them and work to eliminate duplicative capabilities. TRADOC will have a systems and technical architecture that supports a service oriented operating environment. The Service Oriented Architecture is scalable and supports the deployment of additional Lifelong Learning Centers at the proponent schools and integration with BCKS. TRADOC will have a high-level view of all the major business processes and systems that functional/mission leaders can use to evaluate information interface requirements and standards for systems deployment. Each IT investment will be evaluated against the vision objectives: integrated, secure, sustainable, scaleable, and knowledge-based.

4-3 Five years Out--FY 2010.

By 2010, TRADOC will use the EA, IM/IT capital planning and portfolio management, and a robust governance process to make every IT-related decision affecting the execution of TRADOC missions and core functions. Architecture-based governance will balance the need for WHAT must be done against HOW it should best be delivered to keep it consistent with LandWarNet standards.

Summary

This strategy will set TRADOC in the right direction to more effectively secure our network and improve standardization, integration, and management of TRADOC's technology resources. Implementation of this IMSP provides an effective foundation for addressing more mission and function focused objectives in the next version. As noted in the full-cycle governance model, strategy will be periodically assessed and adjusted to fit changing requirements. With the continued support of commanders, staff principals and information managers at all levels, this strategic plan will greatly improve IM/IT management and transparency throughout the command and assure the core functions and command priorities are effectively supported with IT.

Appendix A *Definitions*

Business case - A structured proposal for business improvement that functions as a decision package for organizational decisionmakers. A business case includes an analysis of business process performance and associated needs or problems, proposed alternative solutions, assumptions, constraints, and a risk-adjusted, cost-benefit analysis. [GAO]

Capital Planning and Investment Management - The CPIM process is to develop C4/IT investment policy and strategic direction that informs Army leaders and directly impacts their POM decisions on all C4/IT expenditures across all functional domains. The CPIM process is collaborative among C4/IT stakeholders, with a focus on C4/IT across the Army (to include all functional domains) throughout the life cycle of IT expenditures and the management of IT assets. [AR 25-1]

Chief Information Officer - Responsible for technology management processes that involve strategic planning, business process analysis and improvement, assessment of proposed systems, resource management (to include investment strategy), performance measurements, acquisition, and training. [AR 25-1 and Clinger-Cohen Act of 1996]

Enterprise Architecture - The explicit description of the current and desired relationships among business and management processes and IT. An enterprise architecture describes the "target" situation that the agency wishes to create and maintain by managing its IT portfolio. [AR 25-1]

Governance - The process through which organizations make strategic decisions, determine whom they involve, and demonstrate accountability for the results of their actions. The process of governance relies on a system or framework - to include Federal statutes; DoD and Army directives, policies or guidelines; steering committees or groups; and performance measures - to define how the process is supposed to function in a particular setting. Cultural traditions, accepted practices, and codes of conduct are also instrumental in influencing the governance process. Ideally, the governance process achieves agreement between differing interests to reach a broad consensus on what is in the best interest of the enterprise.
[<http://www.army.mil/aeioo/rc/glossary.htm>]

Information Assurance (IA) - The protection of systems and information in storage, processing, or transit from unauthorized access or modification; denial of service to unauthorized users; or the provision of service to authorized users. It also includes those measures necessary to detect, document, and counter such threats. This regulation designates IA as the security discipline that encompasses Communications Security, Information Security, and control of compromising emanations (TEMPEST). [AR 25-2]

Information Management (IM) - Planning, budgeting, manipulating, and controlling of information throughout its life cycle. [AR 25-1]

Information Technology (IT) - Any equipment or interconnected system or subsystem of equipment that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency. For purposes of the preceding sentence, equipment is used by an executive agency if the equipment is used directly or is used by a contractor under a contract with the executive agency which 1) requires the use of such equipment, or 2) requires the use, to a significant extent, of such equipment in the performance of a service or the furnishing of a product. The term "information technology" also includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources. The term "information technology" does not include any equipment that is acquired by a Federal contractor incidental to a Federal contract. (Ref. Clinger-Cohen Act of 1996.) [AR 25-1]

Infostructure - The shared computers, ancillary equipment, software, firmware and similar procedures, services, people, business processes, facilities (to include building infrastructure elements) and related resources used in the acquisition, storage, manipulation, protection, management, movement, control, display, switching, interchange, transmission, or reception of data or information in any format including audio, video, imagery, or data, whether supporting IT or National Security Systems as defined in the Clinger-Cohen Act of 1996. [AR 25-1]

IT investment portfolio - A collection of IT investments that represents the best balance of costs, benefits, and risks and is designed to improve the overall organizational performance and maximize mission performance. [AR 25-1]

IT management process - An end-to-end integrated process that includes the IM/IT business planning, business/functional process improvement, capital investment. [AR 25-1]

LandWarNet - "LandWarNet is the Army's contribution to the Global Information Grid (GIG) that consists of all globally interconnected, end-to-end set of Army information capabilities, associated processes, and personnel for collecting, processing, storing, disseminating, and managing information on demand supporting warfighters, policy makers, and support personnel. It includes all Army (owned and leased) and leveraged DoD/Joint communications and computing systems and services, software (including applications), data security services, and other associated services." Every technology-enabled, technology-dependent system/process we use to do our mission is part of LandWarNet. To assure Army information, LandWarNet is centrally managed and anyone that needs to access the network must do so under the LandWarNet enterprise standards. (2005 Army Posture Statement and TRADOC PAM 525-3-0)

Network-centric, Knowledge Based force - Army Knowledge Management (AKM) is the Army Strategy to transform itself into a network-centric, knowledge-based force [AKM Guidance Memorandum Number 1] and the concept is incorporated into the Army Campaign Plan. Everything we do is enabled by the network and the information necessary to make decisions/take action must be relevant, accurate, and readily accessible to the Army and/or DoD Enterprise. All TRADOC processes and systems must be designed to take advantage of the accessibility the network offers, as well as protect the information from those not authorized to have it. Knowledge-based processes are user/decision-maker-focused either pushing relevant, targeted information to you or allowing query, search, and pull of accurate data from authoritative sources, creation/update of information based on changing reality and making it accessible to others who might need it for their decision-making.

Performance management - The use of performance measurement information to help set agreed-upon performance goals, allocate and prioritize resources, inform managers to either confirm or change current policy or program directions to meet those goals, and report on the success in meeting those goals. [AR 25-1]

Performance measure - A quantitative or qualitative characterization of performance. [AR 25-1]

Performance measurement - A process of accessing progress toward achieving predetermined goals, including information on the efficiency with which resources are transformed into goods and services (outputs), the quality of those outputs (how well they are delivered to clients and the extent they are satisfied), and outcomes (the results of a program activity compared to its specific contributions to program objectives. [AR 25-1]

Service Oriented Architecture - An architecture built around a collection of reusable components with well-defined interfaces. [CIO Magazine, Jan 15, 2004; <http://www.cio.com/archive/011504/soa.html>.] A service-oriented architecture is essentially a collection of services. These services communicate with each other...can involve either simple data passing or it could involve two or more services coordinating some activity. Some means of connecting services to each other is needed. [<http://www.service-architecture.com/>; 23 June 05.]

Appendix B
Regulatory Guidance and Related Publications

Clinger Cohen Act of 1996 (Public Law 104-106) establishes the position of CIO in executive agencies. The CIO management focuses on those policies, processes, and organizational responsibilities necessary to accomplish the information resources management missions defined as primary in governing legislation and other guidance. Such responsibilities include strategic planning, business process analysis and improvement, IT architecture, resource management (to include capital planning and investment strategy), performance measurements, IT acquisition, and IT workforce.

Federal Information Security Management Act of 2002 - mandates that the security status of Army information systems be documented, updated, and verified at least annually. The Army Information Technology Registry is used to implement this requirement.

Government Performance and Results Act (GPRA) - Signed into law in 1993, the GPRA requires federally funded agencies to develop and implement an accountability system based on performance measurement, including the establishment of strategic plans, performance plans, and performance reports. The law emphasizes what is being accomplished, as opposed to what is being spent. [Niven]

OMB Cir A-130 - Management of Federal Information Resources.

AR 25-1 - Army Knowledge Management and Information Technology Management, June 2004.

AR 25-2 - Information Assurance, November 2003.

TRADOC Regulation 25-73 (Oct 00) - Acquisition of Information Technology by TRADOC Organizations and Installations.

TRADOC PAM 25-72 (Oct 02) - Requirements Documentation for Information Systems for TRADOC Organizations and Installations.

TRADOC PAM 25-73 (Dec 00) - TRADOC Plan for Reengineering Information Systems Modernization (TPRISM).