Headquarters U.S. Air Force

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

Lt Col David Blau
SAF/CIO A6
Aug 2018
Portfolio Management Overview
- AFI 17-110 Guidance

ITIPS Overview
- Business Rules
- Annual Budget Reporting

Portfolio Reviews

Governance & Integration into USAF Corporate Structure
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.
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.
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

ITIPS

Clinger-Cohen Act
CFO Compliance
Lifecycle
E-Authentication
FISMA
Information Assurance
Infrastructure
Interoperability
Information Collection
Privacy Act
Records Management
Standard Fin Info Struct
Org Exec Plan (OEP)
Bus Enterp Arch (BEA)
Bus Process Reeng (BPR)
Requirement Plan
Acquisition Strategy
Auditability Requirement
IT Budget

AF Chief Information Officer
Decision Makers
Portfolio Managers
Program Managers

2872 active users
≈2803 investments
(≈2000 Active)
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
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
ITIPS Business Rules

- Core Data Example of Business Rules and Symbols

- Privacy Tab Example of Business Rule Logic

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

<table>
<thead>
<tr>
<th>C9 Process Privacy Data:</th>
<th>Yes</th>
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C9a Authority to Collect PII:

10 U.S.C. 265

C9b Protected Health Info:

No
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.
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.
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.”
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 CD, 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
EIT Governance Decisions inform the Cyber / GIISR Panels and the USAF Corporate Structure (CDWG, CDC, AFROC)

- Leverage current governance process
- Portfolio agnostic

HAF/A5/8
Cyber/ GIISR

EIT Governance
Portfolio Review

OSD
Under Secretary
AF Corporate Structure

SAF/CIO

Interoperability, Funding, Security, Shared Services
Execution

Weapons Systems
SAF/AA
MPE (C2 & Intel)
SAF/AA
AF-Owned SAP
SAF/AA
AF-Owned Intel
HAF/A2
SAF/CIO A6
SAF/AA
Protect, Store/ Compute, Connect, End Devices, Enterprise Services
SAF/MG
Business Systems

WMA
DIMA
EIEMA
BMA

14
Governance and the EIT Framework will be discussed in the EIT Governance Session
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
Questions

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- **NIPR email:** david.blau@us.af.mil
- **Comm/DSN phone:** (571) 256-2538 / 260-2538
Backup
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
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
## Portfolio Owners

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**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.
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
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