

Enabling Warfighting: Speed, Services and Capabilities



Defense Information Systems Agency
Department of Defense

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Introduction: Warfighting Capability at Internet Speed

by Lt. Gen. Charles E. Croom Jr., *Director, Defense Information Systems Agency Commander, Joint Task Force-Global Network Operations* and Rear Admiral Elizabeth A. Hight, *Vice Director, Defense Information Systems Agency*

Warfighting today – and tomorrow – is about joint, shared use of information without the boundaries of ownership or location. Collaboration and the discovery and sharing of information are more and more important both in our everyday lives and in warfighting. They are fueled by the technologies and concepts known as Web 2.0. Everyone is connected. Our challenge in the Department of Defense is to enable our warfighters with speed and agility that give them advantage.



Lt. Gen. Croom



RADM Hight

Addressing this challenge is complicated because we often must react to an unknown world. We must find ways to deal with unexpected, non-traditional relationships and partners in coalition warfighting; unconventional and unpredictable use of information; quick, agile reaction to world events; and unpredictable locations, users, times, and durations. And, we have to be continually aware that those who would do us harm often are more agile than we in using these new technologies. Our drive for success in challenging times, then, creates the imperative for greater speed and agility.

Our vision is stated in our DISA Strategy:

“We will provide Internet technology at speeds necessary to bring people together efficiently, help them do their jobs in ways never anticipated, and enable them to do things never envisioned.”

The series of articles that follows provides an overview of our strategies for meeting our challenges and outlines the steps we are taking to increase the speed and agility with which we deliver capabilities and services to the warfighter.

A Note from the Co-Editor

Warren Suss

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DISA's new IT vision will have an impact on all of us. It will provide our warfighters with a new generation of information sharing services and capabilities. It will change established processes for Department of Defense IT system development and management. It will encourage industry providers to use new business models for delivering IT solutions in new ways.

The idea for this series of articles began with a narrower focus – to cover one element of DISA's vision - the Adopt, Buy, Create (ABC) strategy. Discussions with the leadership at DISA made it clear that the ABC strategy is only one element of a new paradigm for getting results to our warfighters faster and more efficiently.

The new DISA vision is transformative for users, but it is also disruptive for those who cling to an older, slower, more cautious approach to designing, building, delivering, and managing Defense Department information technology. I believe we don't have the option of turning back, because last generation's technologies and processes won't work in delivering next generation results.

But the vision is still in its formative stages. We need to get users on board to make sure we're really producing the tools they need. We need to get the gatekeepers on board to streamline review and approval processes for greater speed and increased risk tolerance. We need to get industry on board to help with the challenging task of adapting the latest commercial technologies and practices to the high security, mission-critical Department of Defense environment.

The articles describe a vision. We need to refine and expand the vision. The articles describe early successes. We need to build on these successes. The articles point out where we need to go, but we all need to build detailed roadmaps for how to get from where we stand today to the next generation of Defense Department Information Technology capabilities and services.

Acknowledgement: We are grateful to the hard working DISA professionals – engineers, program managers, Corporate Communications, and senior executives – who gave generously of their time to contribute to this series of articles.

Schedule Rules: Why Speed is the Critical Variable in DoD IT.

In today's connected world, those who would do us harm are connected perhaps more effectively than we are. According to a recent article in "Wired" magazine ("How Technology Lost the War: In Iraq, the Critical Networks Are Social – Not Electronic", November 27, 2007) insurgents in Iraq "cherry pick" the best U.S. technology – disposable e mail addresses, anonymous Internet accounts, and the latest radios. They do everything on-line, which includes recruiting, fundraising, and trading bomb building tips. The article goes on, "The insurgent groups are also exploiting something that U.S. network-centric gurus seem to have missed: all of us are already connected to a global media grid." We must be able to operate at least as successfully in this connected world.

Collaboration and information sharing today are defined by Web 2.0 or Enterprise 2.0 technologies. They have characteristics including real time information sharing and immediate feedback that provide new distribution channels and radical transparency. They include the amateurization of technology away from 'traditional' IT companies to virtually anyone with a good idea. This implies a power shift. It also implies agility and speed.

Time-to-market in the private sector is about seeking market advantage. Some services and applications can be created and deployed in mere hours in today's web services and mashing environments. Using a web services platform, for example Amazon and Google, one can stand up a web site in a matter of hours or even minutes. Speed and agility are the bywords.

Listening to executives in the private sector, you hear "rush to mistakes; fail early" and "perfect no; fast always". In the end, it is about this – getting and maintaining competitive advantage. This is the driving force for the Defense Department as well.

So, how do we stack up? In the Defense Department we are, in a word, slow. We take months and even years to develop and write requirements. We do analyses of alternatives. We develop test plans with key performance

parameters to be met in their entirety before a system can be successfully fielded. And, we certify systems for security. All of these steps are done serially. We are process bound and we do things for IT in the same manner in which they have been done for years while the commercial IT marketplace leaps ahead. As a result: we are very good at delivering IT 'systems' in 5 years that are - *4 1/2 years out of date.*

As an example, we'll take a look in the articles below at testing for DoD acquisition programs today. We will see test schedules that, from start to finish, take several months, and sometimes years. They're too complex. They're too time consuming.

We have a systems mentality for IT that has its roots in large, complex weapon systems. The private sector has moved towards developing and deploying small modules of capabilities and services to gain rapid results in the market place.

Simply put, DoD IT acquisition is out of synch. It's time for change.

So, what has DISA done? A new attitude toward acquiring IT has emerged – one driven by speed and prudent management of risk. The articles below describe how DISA is turning this new attitude into results for the warfighter. The articles describe how we work the front end of the process – the requirement; perform necessary processes in parallel rather than serially; fix the schedule; start small but scale appropriately; and kill programs early if necessary without prejudice.

We are aggressively working to keep requirements documents small – broad statements of objectives and capabilities. Traditionally, when asking for the time, we have told our suppliers how to build the clock. No more. Now, we are describing the problem to be solved and asking our suppliers how they would solve the problem. This approach has a drawback in that it requires the evaluation process to be more subjective and therefore more difficult. But in the end, we get ideas and solutions that lead to best value.

We operate under the ABC philosophy – adopt before buy, buy before create – in order to get speed. The ABC approach is

described in more detail in the articles below, but here's a quick preview. In deploying an enterprise capability or service, we will adopt something developed and fielded by a Military Service or Defense Agency if it can scale to enterprise use. Adopting probably means that we accept something less than the 100 percent solution, and, depending on what's missing, that can be okay if we gain speed. Adopting also means that we have a new partner, the organization from which we adopted. And, that's a strategic advantage for a joint solution. If we cannot adopt, we will acquire a commercially available service or capability as a managed service. And, if we still can't meet the need, we will build it. When we have to build, we will build small capabilities and services – small modules built by small, agile teams.

The private sector has proven it is possible to have a fast acquisition and development process that minimizes risk, reduces cost, improves the quality of testing and certification, eliminates duplication, and enables data sharing. As an added bonus, decision makers get a better understanding of the capabilities and limitations of the acquisition and development process. For example, eBay has a simulated environment where developers can test their applications prior to running them in the eBay production system. We are doing this today at DISA. We have the user (people with hands-on knowledge of what is required), developers, testers, and certifiers working together in parallel in what we call the Federated Development and Certification Environment (FDCE), or the “sandbox”. The “sandbox” is covered in more depth in one of the articles below.

If speed rules, then the schedule is king. We must deliver new capabilities and services using schedules that produce real improvements quickly, so “fixing” schedules is an absolute. Too often “requirements creep” extends schedules as thinking matures on what is needed or how to provide it. This results in extended slips in schedules for deliverables as we strive for the “right, complete” solution. Wrong approach. We will fix a schedule and deliver to it. This will quicken the flow of new warfighting capabilities and reduce the risk of losing momentum and funding.

We have, then, a mindset that allows, and perhaps even encourages, accepting less than a 100 percent solution. The up-front requirements process will never be good enough to

provide the 100% true picture of what we'll need, considering today's increasing pace of change. The best way to get past this within a reasonable cost/schedule timeframe is to put the product in the field as soon as we can and let users provide true “operational” feedback. The key here is to gather user feedback rapidly and add it to the solution in the next small capability or service module. This is counter to our “Key Performance Parameter” (KPP) operational evaluation culture that is highly risk averse. Our new approach requires an attitude that we will deliver to a fixed schedule to put advantage in warfighters' hands quickly. It involves making the tough decision to deliver on schedule whatever is available and has gone through a risk reduction process like the “sandbox” regardless if it hits all KPPs.

This is time to market: getting warfighters improvements at increased frequency.

And, we must be able to kill programs early, if warranted,

before we increase the national debt. Using the techniques and processes we have described, we can assess and decide early if an idea won't work. We then need to be able to kill the bad idea before we spend a fortune in the serial processes of dream, build, test, and certify.

According to an article titled “The Spymaster” in the January 21, 2008 edition of the “New Yorker” (page 50), an innovator from Disney hired into the National Security Agency (NSA) recognized the “lumbering” pace of innovation. One said, “Insufficient attention was being paid to the end user”.

We want to think big, start small, and scale appropriately. Speed!

So why is DISA working so hard to increase speed? Our end users are the warfighters. We need to give them every possible competitive advantage against insurgents who, today, are too often beating us in time-to-market. ♦



Faster Testing and Certification: How the FDCE “Sandbox” Gains Speed While Improving Quality.

Testing for DoD acquisition programs today usually includes developmental testing (DT), followed by an operational assessment (OA), a Milestone C decision to allow just enough assets to be fielded to test some more, another round of DT to make sure the system is ready for operational testing (OT), and then the main event – the Initial Operational Test and Evaluation (IOT&E). And, it’s likely that IT systems will also have interoperability and information assurance tests. This sequence can take from several months to years.

It does not have to be this way. It is possible to create an environment in which development, testing, and certification occur with real users in an environment that reduces risk, reduces cost, improves the quality of testing and

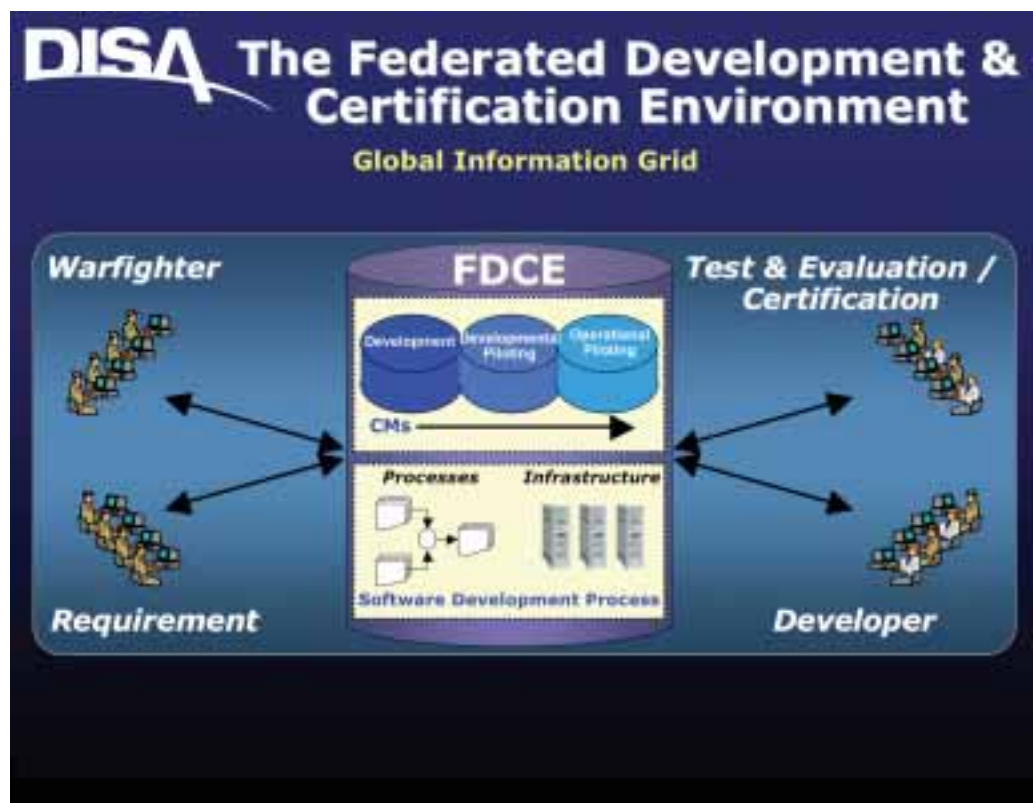
certification, eliminates duplication, and improves data sharing – all while speeding delivery of capabilities and services to the warfighter. And, that’s what it’s all about. This is not fiction. It works. We see this occurring in the commercial sector today with eBay and others. Google uses small teams to build small capabilities and services quickly with nearly concurrent beta testing. It’s all about time to market: speed.

Our approach is the Federated Development and Certification Environment (FDCE), or “sandbox”. DISA developed the FDCE from what we have learned from the private sector. The user (warfighter, business process owner, and intelligence analyst), the developers and engineers, the testers, and the security certifiers work in parallel in

the FDCE, sometimes virtually, to deploy small modules of capabilities and services quickly. This enables us to:

- Operate in an agile development environment to field systems more rapidly.
- Evolve small capability and service modules incrementally and independently at their own pace, not the pace of a large, monolithic program or system.
- Reduce development risk because the user, developer, tester, and certifier are working together in parallel.
- Reduce costs, and
- Take advantage of net-centric computing like web services platforms and the potential to ‘mash’ services together to create capabilities never envisioned.

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Development.

The FDCE provides a collaborative environment with software tools that encourage shared-source and open-source software development. This facilitates the use and dependability of open-source software, applies open-source development methodologies to support the collaborative development of DoD-community source software, and makes available a more cost-effective and functional set of development tools. It encourages software reuse, sharing, and collaborative problem solving. The concept makes sense from both speed and cost perspectives.

Testing and Certification.

The FDCE streamlines the variety of assessments and certifications required by allowing the testers and certifiers to work in parallel with other stakeholders to present creditable capabilities and services to approval authorities. Testing and certification rigor is applied to a capability or service as it is developed so that additional certification is not necessary.

The FDCE has common certification processes built on uniform methods of describing system requirements and evaluation criteria. Common standards, codes, and controls enable trust of any certifier's assessment. This is the first step: common understanding and acceptability of certification results. From this, accreditors can make their own independent decisions without duplicative and redundant testing. They then can decide to accept responsibility for and be held accountable for the security of the capability or service and authorize it to connect to and operate on the network.

The FDCE is Working.

The FDCE is being used today in the Net-Enabled Command Capability (NECC) program. Capability modules (CM) are developed, integrated, and tested using the FDCE's on-line collaboration capabilities. At completion, CMs have been certified in accordance with required DoD directives and policies, but much faster than before. In the NECC program, technical standards compliance, certification

activities, and configuration control of CMs are tracked and maintained in the FDCE as well.

Five CMs have gone through the NECC FDCE

- Red Force Data – web services for current, historical, and projected red (enemy) force locations
- Blue Force Data – web services for current, historical, and projected blue (friendly) force locations
- Weather Data – web services for atmospheric, oceanographic, and exo-atmospheric data
- Association Management – web services to create, define and manage associations
- User-Defined Operational Picture – a browser capability to define, share, and view selected operational data

The FDCE is Growing and Maturing.

We are now in the process of exporting the FDCE across the DoD for more general use. We envision a time in the not too distant future when capabilities and services are introduced to the “sandbox” from the private sector to accelerate the adoption of an expanded range of enterprise services. These may come from our traditional suppliers or through others who can offer unique capabilities, such as an advanced logistical tracking service currently used by a commercial transportation company. They may include features from a social networking company, or video-over-IP from a company providing that service to consumers. We want to facilitate, enable, and speed sharing of information produced in one development environment with others – without the burden of the “not invented here” syndrome. As the FDCE matures, we will speed delivery, facilitate reuse, and reduce the cost of Defense Department IT. ♦

The ABC of Faster IT Results: Think Big, Build Small, Scale Appropriately

The ABC strategy for acquiring capabilities and services puts another stake in the heart of the “not invented here” syndrome. The ABC strategy and philosophy are simple: we will adopt before we buy, and buy before we create – in order to achieve speed.

To deliver an enterprise capability and service – enterprise meaning jointly used across the Department of Defense – we will adopt capabilities and services developed by the Military Services and Defense Agencies if they can scale to enterprise use. Failing the ability to adopt, we will acquire a commercially available capability or service, normally as a managed service governed by a service level agreement. And, if we still can’t meet the need by adopting or buying, we will build it. In all cases we will attempt to build small modules of capabilities and services with small teams. We will avoid lengthy requirements processes and documents that hinder flexibility, and we will enable ourselves to kill an initiative early if need be. The “adopt” element of the ABC strategy builds on today’s willingness of the Services and Agencies to share applications, to trust one another’s processes, to reap the benefits of each other’s successes, and to learn from each other’s failures.

So, why adopt? When we adopt a capability or service already in use, it has already gone through whatever research, development, testing, certification, and program cycles were necessary to get it to work. We gain speed. And, we immediately get a partner who provides us both a strategic advantage and another set of “eyes and ears” in the joint space we are working. We also meet the potential challenge of accepting something less than 100 percent of what we intended to deliver. But, that’s okay because the ABCs allow us flexibility to reach 100 percent in many ways.

Here are several examples of how DISA has been able to apply the ABCs:

The Net-Centric Enterprise Services (NCES) program makes frequent use of the ABC strategy. For example, DISA began building our own enterprise portal to be delivered by NCES. Instead, we decided to adopt Army Knowledge Online

(AKO) as a Defense Department-wide enterprise portal called Defense Knowledge Online or DKO. AKO with two million users provided the majority of the capability needed in an enterprise portal.

When we were deciding whether to adopt AKO as the DKO, we asked ourselves a simple question: how long would it have taken DISA to realize two million users? The answer was clear: Too long. And developing our own portal from scratch would likely have been more expensive.

For the enterprise collaboration service, we adopted two commercially available tools as managed services. We avoided a lengthy requirements process, eliminated the need for new R&D or software development, and cut short lengthy program evolution cycles. We have selected widely used collaboration tools, with some added security protection, because they serve our needs well. With ongoing “two-button” competition, that is, two collaboration service providers that are paid based on actual use of their tool, we have found that the service providers are motivated to make periodic improvements to their offerings to remain competitive. Thus, the collaboration tools evolve and improve without the need for the government to make added investment in new capabilities or engineering changes.

The NCES Global Content Delivery Service (GCDS) adopted an Air Force solution with minor modifications, resulting in an extraordinary success. DISA’s Computing Services Directorate, which hosts the Air Force solution, is providing content delivery as a managed service using an existing Akamai contract. The adoption avoided the need for a lengthy new contract solicitation process and allowed the Department to take a known, accepted solution and merely



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expand it to support an enterprise mission.

The same is true for the Content Discovery Service. By adopting an existing service from the Defense Intelligence Agency (DIA) and simply expanding its coverage, the Department was able to take advantage of existing contracts, help desks, and processes all of which would have been time consuming and expensive to implement. It was acquired from DIA as a managed service governed by service level agreements.

DISA decided to pursue the NCES service oriented architecture framework (SOAF) as a managed service as well. Rather than go through an entire acquisition, we did this under an already awarded Army contract, ITES-2. Using this previously competed contract, we avoided about sixteen months of procurement time and the high costs associated with managing a large procurement.

So what have the ABCs earned for the Department? Speed and dramatically reduced delivery costs:

- The portal decision avoided a major development effort, reduced the time-to-availability by at least three years and gained two million users immediately.
- The collaboration services avoided development and a lengthy acquisition time. We were able to deliver the first service in one year – with a 13 page statement of objectives – and the second in nine months without the costs attendant to development.
- Using the existing Akamai content delivery capability as an internally provided managed service similarly saved years' worth of effort and the eliminated the costs that are usually attendant to a lengthy acquisition.
- Using the DIA search capability avoided time and cost associated with a competitive acquisition and development effort, and it took us only nine months to field what would have taken a number of years.
- Use of the Army's ITES-2 contract for SOAF saved about 16 months in acquisition time.

We have also had a breakthrough in acquiring processing and storage capacity as managed services with utility-like pricing. Under these managed services used by our Defense Enterprise Computing Centers (DECCs), we are able to turn

capacity on and off in a matter of days or hours without a contract action or procurement lead time. And, with utility pricing, we pay only for the capacity consumed. We are no longer buying boxes and waiting for the procurement process, delivery, and installation. Service is available immediately – just plug in to use.

The advantages of this managed service approach are dramatic.

- When acquiring processing capacity using the traditional “buy, own and run” model, the organizational function providing the service typically ensures that server(s) are sized to allow the application to work properly, often resulting in unused capacity ranging as high as 80 percent. The same dynamic exists in “buy, own and run” storage, resulting in efficiency levels of only 50 percent. With the managed service contracts, the service providers and DISA jointly manage capacity that can surge up and down based on demand. With this feature and with virtualization we are able to dramatically reduce unused capacity and therefore cost.
- Paying based upon consumption reduces the cost to our customers. We charge them only for the capacity used, not depreciation for an entire suite of processors and storage.
- Being able to turn capacity on in a matter of hours or days avoids the lengthy procurement process and its attendant costs.
- Since technology refreshment is included in the managed service, we no longer have to plan and program for technology upgrades.
- Adopting existing capabilities and services reduces the need for investment capital and long procurement, development, and testing cycles.

Using the ABC concept implies that we must be flexible enough with requirements to forego the absolute 100 percent solution. In adopting or acquiring a managed service, we have to be willing to accept a 70 or 80 percent solution in the interest of cost and speed.

Bottom line - The ABC approach is helping DISA and its customers achieve greater agility, speed, efficiency and cost-effectiveness by applying the latest strategies from the private sector to many of the top challenges facing the Department of Defense today. ♦

Service Oriented Architecture Will Accelerate Rapid DoD IT Solution Deployment

The advent and maturation of web service standards and technologies, and the use of Service Oriented Architecture (SOA), are changing the way the Defense Department approaches IT capabilities and services. Web services are an open standards-based way of creating, offering, securing, and consuming IT services. Part of the cultural change is how we approach the delivery of IT. Today, the DoD is still a systems- and applications-based environment, implying that we operate in fairly closed communities of interest operating largely with client-server practices. Think about this: Google and Amazon have little idea who will use their services from where and for how long. That means an entirely different approach to service delivery, one the DoD must adopt.

The SOA approach has been adopted to accelerate the Defense Department's concept of net-centric operations and warfare by ensuring that our warfighters access the right information, from trusted and accurate sources, when and where it is needed. In May 2007, the DOD Chief Information Officer (CIO) published the DOD Net-Centric Services Strategy (NCSS) that reflects the DoD's recognition that this service oriented approach can result in an explosion of capabilities for warfighters and decision makers to increase operational effectiveness.

SOA will be the "behind-the-glass" magic that will improve information exchange across the Department of Defense. It will eliminate hard wired interfaces among

systems and applications by creating an environment in which information can be discovered and shared more easily and more quickly. SOA allows information providers offer to perform functions for information consumers without the need to know in advance who may choose to consume the information or why they choose to consume. The interaction of the information provider and consumer occurs through a service interface described by a service agreement between the two, often referred to as machine-to-machine. This service

"agreement" can define use, performance guarantees, and information assurance requirements that can apply to the information provider, consumer, or both.

In the private sector, SOA has rapidly expanded beyond the IT arena where initial growth was sparked by companies such as Microsoft, IBM, Oracle, Sun, and BEA. In the consumer arena, companies such as Google and Amazon are creating whole new

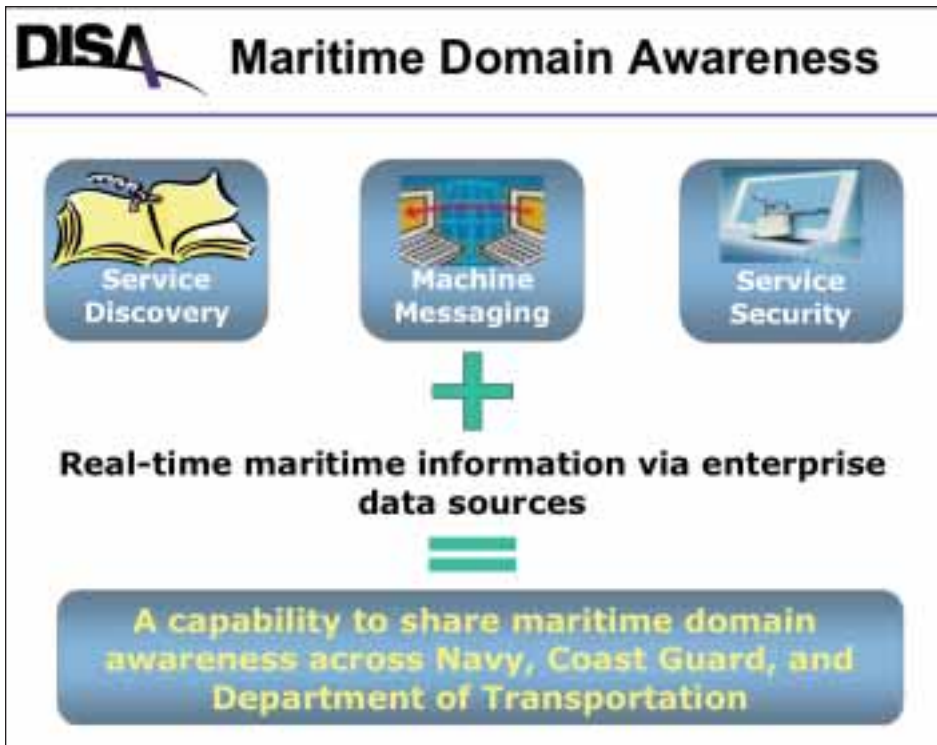
markets, enabling new businesses and exciting new consumer services through their adoption of SOA. For enterprises, Gartner forecasts a 22.1% compound annual growth rate for SOA services through 2011 as companies adopt services and SOA for use within their organizations. In addition, Gartner predicts that the worldwide market for software tools to support providing and consuming services will grow from \$41 billion to \$142 billion from 2006 through 2011

As with anything new, though, challenges exist. To address some, DISA hosts the Defense Department's Enterprise-Wide

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System Engineering (EWSE) capability which is a collaborative effort to establish the policies and guidance needed to maintain a common foundation for this new collaborative and sharing environment. Through EWSE, DISA has driven adoption of the initial web service standards and developed the implementation guidance necessary to maintain security and improve interoperability as these standards and technologies are incorporated into our daily business. DISA continues to work with industry and across the Department to mature and adopt necessary standards.

DISA is providing foundational services for SOA through the Net-Centric Enterprise Services (NCES) program. These are designed to provide the Department with the core services that enable sharing and collaboration on a scale never envisioned. The critical component is the SOA Framework, or SOAF. While DISA just awarded a contract for the SOAF, some SOAF elements have been available to our customers through pilots and early user tests for several years.

The Net-Enabled Command Capability (NECC) program

has adopted a SOA approach to greatly enhance the decision superiority capabilities of Combatant Commands and joint task forces. The SOA approach also enables the net-centric transformation of the Department's existing Global Command and Control System (GCCS) Family of Systems (FOS) and the Global Combat Support System (GCSS). In addition, as described above, the SOA is a foundation of our Federated Development and Certification Environment (FDCE).

We've made progress in establishing SOA as a way of doing business and gaining consensus on shared standards and specifications which will allow web services to be available across the Defense enterprise. Successes include the Maritime Domain Awareness (MDA) capability that uses NCES

services to enable discovery and sharing of information on global commercial shipping among the Navy, Coast Guard, and Department of Transportation. Programs like NECC and Global Electromagnetic Spectrum Information System (GEMSIS) will also take advantage of these core services and standards to allow services and information to be more readily discovered and shared among those who have information and those needing it.

While its meaning is often lost in technical jargon, the SOA is really about an approach to business processes enabled by new and evolving technologies and standards. It speeds information sharing. The Defense Department is adopting the SOA to facilitate rapid, sure information sharing so that the warfighter has the right information at the right time wherever he or she is around the world. ♦

The DISA Procurement Directorate

The Defense Information Systems Agency's (DISA) Procurement Directorate includes the Defense Information Technology Contracting Organization, DITCO, which is the contracting "arm" for DISA. It provides contracting support to the Department of Defense and other federal agencies who request contracting assistance. DITCO's primary mission is to buy telecommunications and information technology products and services for military customers – the warfighters. DITCO has contracting offices in all of the major theaters around the world, providing business advisors and contracting support to their unique customers in each area of responsibility.

DITCO's contracting philosophy today is the management of risk. In the past, most contracts were issued on a time-and-materials basis in which the Government assumes most of the risk. Now, performance-based contracts provide a contracting method in which the Government and the vendor share the risk. Time and materials contracts are rarely used any more. DITCO is working with customers to define requirements more completely so that performance-based contracts can be awarded. Contracts may also provide incentives for vendors to improve products or services.

Under the leadership of the Procurement Directorate, DISA sponsors a Forecast to Industry Day each year. At the Forecast to Industry, DISA senior leaders and program managers provide information to the Agency's industry partners on contracting opportunities that will be available in the next 18-24 months. We are scheduling our next Forecast to Industry for mid-summer 2008 at the FDIC Center in Arlington, Virginia.

DISA currently has several projects which are either in the contract planning stage or for which a request for information (RFI) has been issued.

An RFI for Future Commercial Satellite Services was issued on January 30, 2008 to gather information that will help the Agency define its future approach for planning, provisioning, acquiring, managing, and operating commercial satellite communications (COMSATCOM) services for the Combatant Commanders, Services, and Defense Agencies. Because of the magnitude and potential impact of this procurement on future commercial satellite services, the program office and Contracting jointly conducted an industry day for one-on-one

discussions which was scheduled for mid-March 2008. The industry day event included an overview session and one-on-one sessions between DISA and satellite industry representatives, allowing for a more engaging exchange.

Another major acquisition is the Defense Transport Services – Pacific II (DTS-P II) follow-on contract. This procurement provides transmission service requirements for the Expanded Pacific Region. The Expanded Pacific Region consists of the Pacific Command (PACOM) and parts of the Northern Command (NORTHCOM) and Southern Command (SOUTHCOM) areas of operations. Essential requirements are end-to-end information transfer services for DoD and authorized non-DoD operations, seamless interoperability with the global Defense Information System Network (DISN), positive control, robust bandwidth, provisioning agility and flexibility, diversity, security, cost-effectiveness, technology insertion and enhancements.

The current Defense Global Services (DGS) contract expires September 30, 2010. DISA's contracting organization, the Defense Information Technology Contracting Organization (DITCO), has issued an RFI to seek suggestions and inputs from industry that will help shape DISA's strategies for stewardship of the Global Information Grid (GIG), from operations and sustainment to approaches to contracting. White paper responses have been requested from industry in response to the RFI.

CORENET is another procurement which is in the planning stages. This procurement will provide support services to DISA's Corporate Information Systems Network managed by the DISA Information Systems Center. This internal network provides IT services such as e-mail and office productivity applications along with internet and intranet access. Support services will include system administration, help desk support, server support and other support services.

All of the equipment, services, telecommunications and systems that are procured by DISA's Procurement Directorate are advertised on the Contracting Opportunities link at www.ditco.disa.mil/dcop/Public/ASP/dcop.asp as well as on the FedBizOps web page, www2.fbo.gov/spg/DISA/D4AD/index.html. Check these web pages daily for all of the latest procurement information. And also watch for our date announcement for our Forecast to Industry on www.disa.mil. ♦

DISA's Forecast to Industry 2008

Title of Project/Program	Description of Requirement	Schedule Information
Future Commercial Satellite Services	RFI was issued to gather information that will help the Agency define its future approach for planning, provisioning, acquiring, managing, and operating commercial satellite communications (COMSATCOM) services for the Combatant Commanders, Services, and Department of Defense (DoD) agencies. Due to the magnitude and impact of this procurement for commercial satellite services, the Program Office and Contracting jointly conducted an Industry Day for one-on-one discussions. The Industry Day event included an Overview session and One-on-One sessions, between DoD and Industry representatives, allowing for a more engaging exchange with the Satellite Industry.	RFI issued 30 Jan 08
DISN Global Solutions Follow-On	The current DISN Global Solutions (DGS) contract expires 30 September 2010. DISA's contracting organization, Defense Information Technology Contracting Organization (DITCO) has issued an RFI to request market research information from industry relating to the operation and sustainment of the Global Information Grid (GIG) for the Defense Information Systems Agency (DISA). White paper responses or one-one sessions have been requested from industry in response to the RFI.	RFI issued 7 Feb 08. One-on-one sessions being held 26 Feb 08 - 26 Mar 08; white paper responses were due 11 Mar 08.
CORENET	This procurement will provide support services to DISA's DISANet. Support services will include system administration, help desk support, server support as well as other support services.	Draft RFP on the street as of 3/4/08
Program Office Support Services (POS2)	Working Integrated Product Team (WIPT) established to gather and review data from existing contracts that provided support services to DISA Directorates and Program Offices; and to review support functions currently being performed by government, that are not inherently governmental for the purpose of consolidating under one contract.	Changes being completed so capabilities document can move forward for Acquisition Initiation Decision
Network Access Control (NAC) RFI	RFI is for a Department of Defense enterprise-wide Network Access Control (NAC) solution to control and prevent rogue systems from gaining access to computer and network resources.	Receipt of several responses to the RFI.
Network Characterization Tool (NCharT) RFI	This RFI was for an Enterprise Network Solution that enumerates Network Segments, identifies Network Routes (in/out/across the network), and identifies Hosts on the Network (ports, services, operating system)	Pending receipt of responses to the RFI.