

SPEED

POWER TO THE EDGE

**DISA**  
Year in  
review

OPERATIONAL EXCELLENCE

BEST VALUE

SHARING & DEFENDING INFORMATION



## TABLE OF CONTENTS

<b>DISA 2007 Year in Review</b>	<b>3</b>
<b>Net-Centric Enterprise Services</b>	<b>7</b>
<b>NECC: Making Better Decisions Faster</b>	<b>9</b>
<b>BRAC: Relocation of DISA Headquarters to Fort Meade</b>	<b>12</b>
<b>Telework</b>	<b>15</b>
<b>Network Services</b>	<b>17</b>
<b>Computing Services</b>	<b>19</b>

### **COVER UPPER U.S.**

Air Force SrA Ricardo Reveles and A1C Sven Bickham align a satellite dish in Iraq. The airmen are 332nd Communications Squadron satellite journeymen and support 50 installations throughout the region. (U.S. Air Force photo by A1C Nathan Doza)

**COVER LOWER U.S.** U.S. Air Force SrA Mathew Sullivan monitors more than 300 communications circuits at a technical control facility in Iraq. (U.S. Air Force photo by A1C Nathan Doza)

## FROM DISA CORPORATE COMMUNICATIONS DIVISION

Over the past couple of years, DISA has been working collaboratively with government and industry partners to more quickly and more efficiently put enhanced information technology, command and control, and communications capabilities into the hands of warfighters and to provide more effective computing services. DISA has focused its efforts in five areas: (1) speed — delivering IT capabilities and services faster, (2) power to the edge — extending enterprise services to the edge, (3) operational excellence — accelerating operational effectiveness and efficiency, (4) sharing and defending information — enabling information sharing while staunchly protecting the information, and (5) best value — helping customers know and understand the value of DISA capabilities and services.

This publication presents the highlights of some of DISA's major programs and activities in 2007. It is not intended to be an all encompassing report, but rather, it serves as a brief summary of where DISA has been and where it is going.

### DISA Corporate Communications Division

**U.S.  
Army SSG  
Christopher  
Robbins,  
from the  
Arizona  
National Guard,  
reads off the  
fire data from  
his computer at a  
forward operating  
base in Afghanistan**  
**U.S. Army photo SSG  
Isaac A. Graham.**



## DISA 2007 YEAR IN REVIEW

The Defense Information Systems Agency (DISA), the provider of materiel information technology (IT) solutions for the Department of Defense (DoD), has been driving toward the vision of delivering new capabilities across DoD faster and better. The agency had many significant accomplishments in 2007 — some of which are described in this and subsequent articles in this publication.

DISA's vision is laid out by our director, Lt Gen Charles E. Croom Jr., in the DISA Strategy.

"We at DISA imagine and envision a world in which information is virtual and on demand with global reach. Information is protected by identity-based capabilities that allow users to connect, be identified, and access needed information in a trusted manner. It is a world in which United States military forces can deploy and connect no matter where they are located, pull information needed for their missions, and be given timely, accurate information on any threats they may face. **It is a world with no seams between the sustaining base and the tactical edge so that operational agility is enabled.** It is a world in which the United States military can freely exchange information routinely with

coalition partners and others responsible for the security and defense of the United States. The technology employed is agile, adaptive, and capabilities-based. And we imagine and envision a world in which our soldiers, sailors, airmen, and Marines are equipped with capabilities and services that are state-of-the-art.

"The Defense Department's Global Information Grid (GIG) will be a Web-like enterprise in which people can discover information, orchestrate their own operational picture based on the situation at hand, have shared situational awareness, and operate securely. 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.

"DISA must aggressively lead in five areas:

- Speed — deliver IT capabilities and services faster.
- Power to the edge — extend enterprise services to the edge.
- Operational excellence — accelerate operational effectiveness and efficiency.
- Sharing and defending information — enable information sharing while staunchly protecting the information.
- Best value — customers know and understand the value of DISA capabilities and services."

**U.S. Air Force SrA Ricardo Reveles and A1C Sven Bickham install an antenna and align a satellite dish in Iraq. The airmen are 332nd Communications Squadron satellite journeymen and support 50 installations throughout the region. (U.S. Air Force photo by A1C Nathan Doza)**



## Smart Investment Strategy

**A key to DISA's success has been its recognition of smart investments that are already made by government and industry toward high-value IT solutions.**

Until recently, satisfying new DoD enterprise requirements meant building a new system — often at significant cost and with additional interoperability challenges. DISA discovered that unleashing solutions already available in government and industry and making them available as enterprise services across DoD has been a path to cost savings and speed.

DISA called the acquisition approach it fashioned to make services and capabilities available across the enterprise “Adopt, Buy, Create” also called the ABCs. The “ABC” approach challenges program managers to look first toward adopting existing government solutions that can be adapted and scaled to support DoD. DISA also looks to industry to buy products and/or managed services that already exist with the “right stuff” to meet DoD requirements. Only as a last resort, will DISA lead a development effort to create a new solution.

DISA adopted the intelligence community's search specification and use of their Intelink solution for access to shared and stored enterprise data. Additionally, DISA adopted the Air Force's Akamai-based approach to improve the quality of data delivery service.

## Defense Knowledge Online (DKO) Portal

In January 2007, DISA unveiled the Defense Knowledge Online (DKO) portal through an agreement with the Army to “adopt” their portal solution, Army Knowledge Online (AKO). AKO is an established leader in portal capabilities supporting 1.8 million users. Leadership by the Army and partnerships with

USMC LCpls Sarah Furrer and Gordan Rehdantz, both with Combat Camera, II Marine Expeditionary Force, monitor a computer attached to a PRC-119 F radio in Iraq. Marines from Combat Camera are testing the transmission of imagery using the radio. (U.S. Marine Corps photo by MSgt. Paul D. Bishop)



service and agency chief information officers (CIO) allowed members of all services access to DKO's initial operational capability on the unclassified intranet. DKO provides a single place to go for a broad range of information from the weather to unit readiness status. Users gain access to portal services, and sensitive DoD information is protected because a Common Access Card with public key encryption is needed to access the portal.

## Service-Oriented Architecture Foundation (SOAF)

DISA was charged with creating the DoD's Service-Oriented Architecture Foundation (SOAF), a set of powerful infrastructure IT services available for the first time across the enterprise to make data accessible, discoverable, and understandable. Some of the capabilities provided by these services allow enhanced discovery of people, services, and information. **An embedded security service allows people and machines to access only the information they've been granted access to, based upon their attributes.** Additionally, mediation services resolve software disparities, allowing data to be exchanged between unanticipated users in unanticipated formats.

**U.S. Marine Corps  
Cpl Brian Smith from  
8th Communications  
Detachment 2nd  
Marine Expeditionary  
Force attempts to repair  
a dysfunctional computer  
in Iraq. (U.S. Marine  
Corps photo by LCpl Julian  
Billmair)**



### **Host-Based Security Service (HBSS)**

A significant challenge associated with securing DoD's huge networks is configuration management. DISA looked to the commercial provider McAfee to provide for systems administrators across the DoD a service that could both lock down and monitor each desktop on their piece of the network. The service is scalable to address evolving security requirements.

HBSS provides more power at the local level, but also allows integrated awareness of any weaknesses across the network. As of fall 2007, HBSS was successfully piloted at 22 locations, covering more than 32,000 desktops.

### **Commercial Satellite Communications**

Inspired by the challenge of becoming the DoD's satellite communications "provider of choice," DISA, using Lean Six Sigma methodologies, changed how it delivered satellite services. **Leveraging DoD's buying power, DISA offered to DoD customers satellite communications prices that are 25 percent below the industry average.** Additionally, DISA reduced its contracting fee structure from 8 percent to 3.41 percent.

On top of that, time-to-service was reduced by 73 percent. The new median is 21 days for new satellite communications, sometimes down to four hours for emergency response.

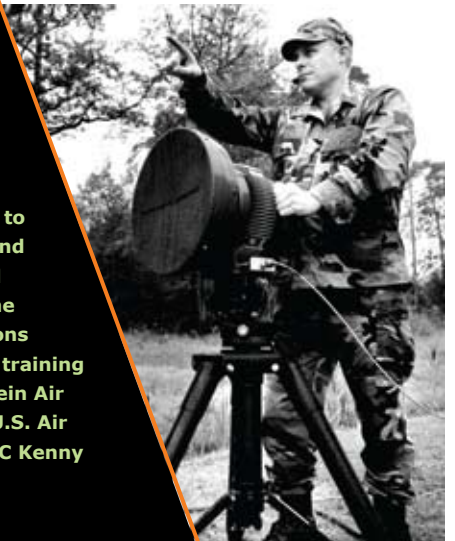
### **Computing Services**

One of DISA's missions is to provide DoD customers both computing processing and storage for a fee. In fall 2006, DISA awarded several contracts on a pay-per-use business

model — a dramatic and savvy shift away from buying, then repeatedly spending to refresh, hardware and software. **The new approach provides capacity on demand with the government paying only for the services it uses.**

In the aggregate spending across computing areas, DISA's costs were 20 percent below the government peers and virtually equal to the workload peers. Time to service is also greatly reduced as customers use the contracts to provide capability when they need it with an average delivery timeline of 14 days.

**U.S. Air  
Force SSgt  
Les Jimerson  
from 1st Combat  
Communications  
provides direction to  
his airmen to extend  
wireless voice and  
data services to the  
command operations  
tent during a field training  
exercise at Ramstein Air  
Base, Germany. (U.S. Air  
Force photo by A1C Kenny  
Holston)**



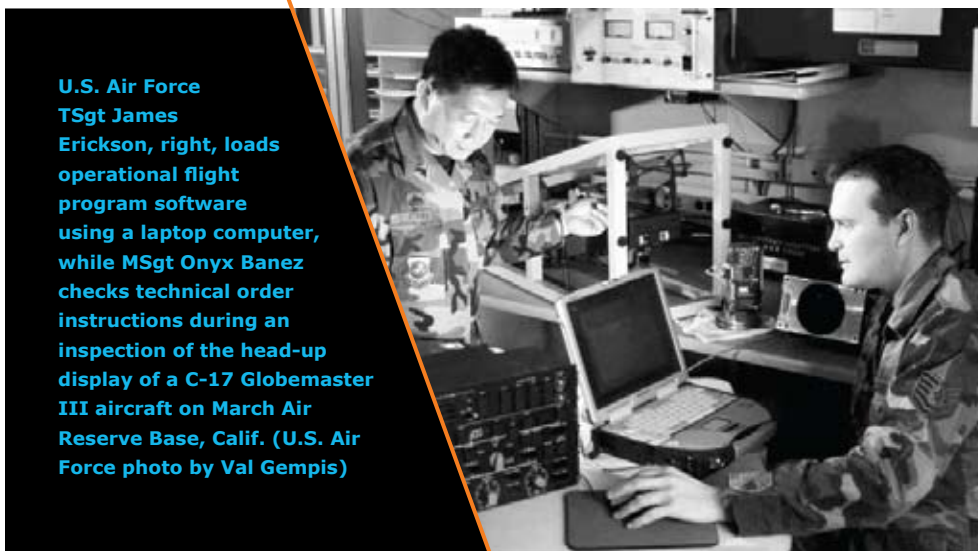
## Collaboration Services — Chat and Web Conferencing

Over the years, DoD has deployed several collaboration tools at high cost and without achieving interoperability among the collaboration suites. Seeking to improve cost and interoperability, DISA purchased enterprise collaboration capabilities as a commercially managed service. DISA approached the collaboration acquisition

in August 2006 and on the classified network in February 2007. Defense Connect Online (DCO) from an industry team led by Carahsoft was selected as “button two” in June 2007.

## Stability Operations — Iraq

Although DISA provides the best enterprise services possible across DoD, the troops in harm’s way are the agency’s number one



with an innovative “two button” strategy. This strategy makes enterprise collaboration services provided by two managed service providers available to DoD customers.

**Customers are then free to use the service that best supports their mission. Collaboration services providers are compensated only for those services used by DoD customers.**

The first collaboration service — “button one,” which is IBM’s Same Time — was made available on the unclassified network

priority. Support to the battlefield is provided through digital services supporting convoy operations from Baghdad through Kuwait. DISA also directly enables the push forward in Iraq’s stabilization, supporting factory restarts to employ a significant number of Iraqis. **In the end, delivering information to the warfighter is a team sport, and DISA is a team player.** Whether leading or partnering, DISA employees are committed to remaining faithful to the soldiers, sailors, airmen, and Marines who rely on the services and solutions DISA provides.

## NET-CENTRIC ENTERPRISE SERVICES (NCES)

The Net-Centric Enterprise Services (NCES) Program securely interconnects people, information, and capabilities — independent of time or location. NCES provides a common set of enterprise services for the Global Information Grid (GIG). NCES will deliver capabilities to Department of Defense (DoD) users through incremental deliveries of services.

NCES enables the secure, agile, robust, dependable, interoperable data-sharing environment for DoD in which warfighter, business, and intelligence users share knowledge on a global network. This, in turn, facilitates information superiority, accelerated decision-making, effective operations, and net-centric transformation.

### The Birth of NCES

The creation of NCES supports the DoD Net-Centric Data Strategy released on May 9, 2003. **This strategy compels a shift to a “many to many” exchange of data, enabling many users and applications to leverage the same data, yet extending beyond the previous focus on standardized, predefined, point-to-point interfaces.** Net-centric data objectives seek to ensure that all data are visible, available, and usable when needed and where needed.

The concepts and capabilities envisioned for NCES were developed, reviewed, and published as the GIG Enterprise Services Analysis of Alternatives on April 17, 2004. The NCES program was approved to enter the Concept Exploration and Technology Development Phase of the acquisition life cycle via a Milestone A decision by the DoD Chief Information Officer on July 14, 2004. The NCES Technical Development Strategy was approved by the Milestone Decision Authority on April 15, 2005, and the implementation of NCES evaluation through an Early Adopter Strategy was approved on May 19, 2005.

**NCES delivers capabilities through four distinct product lines of enterprise-wide managed services: collaboration, portal, content discovery and delivery, and service-oriented architecture foundation.**

NCES is being fielded in increments, using Limited Operational Availability Decisions. NCES is currently working on Increment 1.

**U.S. Navy Yeoman 3rd Class Samuel Vanhouten, of Naval Mobile Construction Battalion One, connects his computer to the domain during a field communications exercise at the Naval Construction Battalion Center in Gulfport, Miss. (U.S. Navy photo by Mass Communication Specialist 2nd Class Chad Runge)**





## Recent Progress in NCES

NCES Milestone B for the collaboration and portal product lines was approved in the July 21, 2006. Milestone B indicates that the technologies provide an affordable, militarily useful capability. The full NCES Milestone B for all product lines was granted in March 9, 2007. Milestone B approval authorizes the program to proceed to system development and demonstration, and it enabled NCES to formally release Spiral 1, containing an initial set of enterprise service capabilities, on March 9, 2007.

On April 6, 2007, U.S. Strategic Command was formally designated the operational sponsor for NCES Increment 1. During Increment 1, the NCES acquisition approach is to adopt proven specifications, best practices, standards, and interface definitions to buy new or leverage existing managed services through a variety of acquisition mechanisms. NCES has used performance-based services acquisition practices and incorporated commercial standards, performance specifications, and interface definitions to acquire NCES capabilities from selected commercial and government-managed enterprise service providers.

NCES Increment 1 capabilities are packaged into four product lines:

- Service-Oriented Architecture Foundation (SOAF) provides DoD's software foundation for interoperable computing. Core services included in the SOAF are security/information assurance, service discovery, enterprise service management, machine-to-machine messaging, people and device discovery, mediation, and metadata registry services.

**U.S. Army CPT Joe Johnson, left, and U.S. Marine Corps SgtMaj Eric Crabtree write down grid coordinates for a helicopter landing zone in preparation to be extracted following patrol operations in Iraq. Johnson is from 1st Battalion, 187th Infantry Regiment, 3rd Brigade Combat Team, 101st Airborne Division. (U.S. Air Force photo by TSgt Adrian Cadiz)**



- Collaboration enables the synchronous communication and file sharing among users. NCES collaboration services include session management, presence and awareness, audio collaboration, video collaboration, text collaboration, whiteboarding and annotation, application sharing, application broadcasting, and virtual spaces.
- Content Discovery and Delivery provides common specification to expose, search, retrieve, and deliver information across the enterprise.
- User Access enabled through the Defense Knowledge Online (DKO) portal provides personalized, user-defined, Web-based presentation and offers secure access to enterprise services.

## Next Steps

NCES Milestone C is scheduled for May 2008. Milestone C indicates that performance and supportability are acceptable, production risks are not significant, and other development criteria have been met. The Full Deployment Decision Review (FDDR) is expected in December 2008. Initial Operational Capability (IOC) is expected in January 2009. NCES Full Operational Capability (FOC) is scheduled for March 2010.

## NECC: MAKING BETTER DECISIONS FASTER

In today's world, a warfighter's ability to leverage the right information at the right time is the difference between mission success and mission failure. DISA is moving aggressively to provide command and control (C2) capabilities that enable leaders at all levels to make better decisions faster through collaborative information sharing and interoperability.

This is the purpose of the Net-Enabled Command Capability (NECC) program, which is in the portfolio of DISA's Program Executive Office for Command and Control Capabilities.

NECC supports the president, the Department of Defense, military forces both at home and abroad, and coalition forces. Historically, command and control (C2) was divided into three stratified levels: strategic, operational, and tactical. However, the threats from global terrorists and other changes in today's warfighting environment have eliminated boundaries in C2. **"Customers" demand that new C2 capabilities be produced and delivered much more rapidly, and the capabilities must be flexible and easier to use.**

The Defense Department requires more agile, adaptable, flexible and scalable C2 capabilities that enable iterative, parallel, and cyclical processes that provide commanders with continual situational awareness, better collaboration with all partners, and timelier decision-making to gain operational superiority. C2 systems must ensure that joint forces and coalition partners can execute their critical role to win today's wars and future conflicts.

As the net-centric migration path for the Joint Global Command and Control System (GCCS) and similar GCCS systems that are fielded

by the military services, NECC will facilitate the capability to exchange information across multiple security domains, using Net-Centric Enterprise Services (NCES) and core enterprise services. NECC will also provide the capability to collaboratively plan, execute, monitor, and assess joint and multinational operations by enabling vertical and horizontal information exchange. Another objective of the integrated NECC architecture is to reduce the support needed for logistics, system administration, training, and maintenance.

**The key to understanding NECC is to focus on it as a migration of current capabilities — Global Command and Control System–Joint (GCCS-J) plus the GCCS systems used by the military services — to a single, joint, interoperable program of record.** Starting with the current client-server systems that support unique military needs today, DISA looks to take the best systems and to migrate them to the net-enabled world.

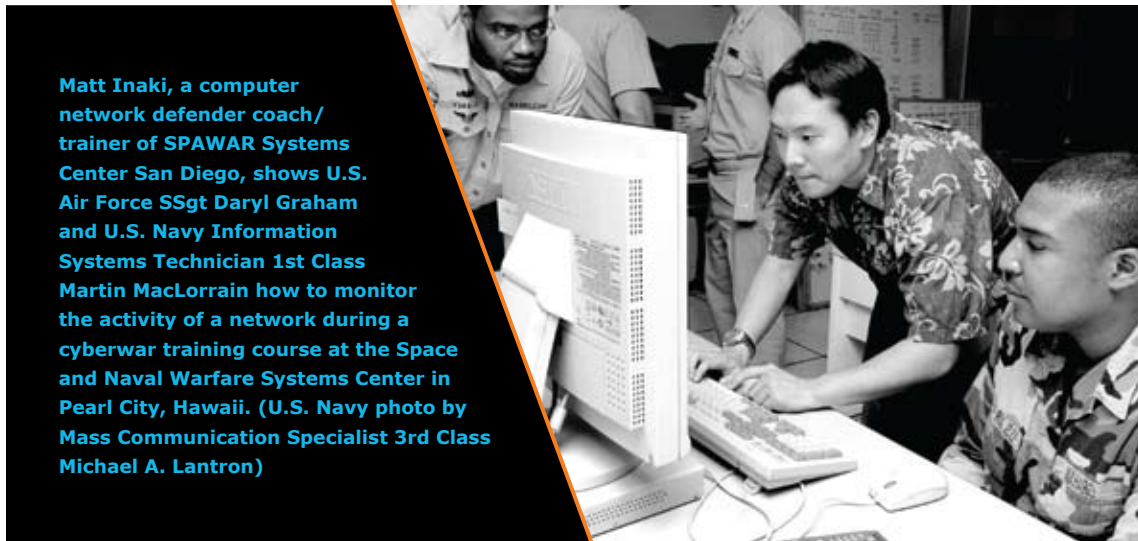
**U.S. Army SPC Justin McDermott and SGT Juan Seda, both of Alpha Company, 44th Signal Battalion, set up a satellite transportable terminal during a training exercise in Darmstadt, Germany. (Department of Defense photo by Martin Greeson)**



The NECC program proposes to extend the concept of Global Information Grid (GIG) operations to include capability modules. The main idea is to change the mindset of capability providers from infrequent block upgrades to rapid, continuous deliveries and ongoing product improvement.

### **Federated Development and Certification Environment**

The means by which NECC achieves continuous capability provisioning is known as the Federated Development and Certification Environment (FDCE). FDCE, nicknamed the “sandbox,” is a virtual environment that exists on the Global Information Grid (GIG)



**Matt Inaki, a computer network defender coach/trainer of SPAWAR Systems Center San Diego, shows U.S. Air Force SSgt Daryl Graham and U.S. Navy Information Systems Technician 1st Class Martin MacLorrain how to monitor the activity of a network during a cyberwar training course at the Space and Naval Warfare Systems Center in Pearl City, Hawaii. (U.S. Navy photo by Mass Communication Specialist 3rd Class Michael A. Lantron)**

Moving to a state of continuous capability provisioning will require significant changes to existing development, testing, and evaluation processes. DoD’s C2 development must move from producing a few large, complex, and highly integrated systems to producing many smaller, less complex, and loosely connected network services. And testing must evolve from evaluating entire monolithic systems to examining independent modules of capability. Operational evaluation must move from infrequent warfighter and user participation to continuous warfighter/user evaluation involving a broad spectrum of evaluation methods. Finally, security accreditation must evolve from a systems-based accreditation to a capability-based accreditation methodology.

and addresses the challenges associated with developing and certifying net-centric services. The sandbox provides the policies, processes, and infrastructure that allow services to be progressively refined, tested, evaluated, and certified in increasingly rigorous situations leading to operational deployment.

**The environment is referred to as federated to emphasize that it is not used, controlled, or operated by a single organization.** Rather, it is a virtual environment made up of the appropriate service providers, testers, evaluators, certifiers, and operators from throughout DoD. The FDCE is intended to facilitate the ongoing interaction and collaboration of these organizations throughout the entire development and certification process.

**U.S. Air Force  
TSgt Scott  
Moody and 2d  
Lt Chris Deaver,  
both of the 316th  
Security Forces  
Squadron, prepare  
a road blocking  
plan during a mass  
casualty scenario for  
exercise Capital Shield  
2008 (CS08) at Andrews  
Air Force Base, Md. (U.S.  
Air Force photo by SSGT  
Suzanne M. Day)**



In order to concurrently address all aspects of development and certification, the FDCE must support multiple levels of maturity within the service building process. The FDCE consist of four maturity enclaves. Each enclave in the FDCE is intended to support a different set of development and certification activities. The idea is for services to start at the development enclave and progressively work their way through each enclave, eventually making it to the operations enclave.

### **The Process**

The Joint Command and Control (JC2) Analysis of Alternatives identified the needs for a JC2 joint combat capability developer (JCCD) and for a process for concurrent doctrine, operations, training, leadership, policy, and facilities development to ensure dedicated and focused warfighter engagement with materiel developers.

Working with the U.S. Joint Forces Command (USJFCOM), which is DoD's operational lead for JC2 and for JC2 capability portfolio management and which is the operational sponsor for NECC, DISA has establish a dedicated, focused team for NECC development.

DISA has a logical process to execute NECC. After validating C2 requirements, the next phase begins to build architecturally sound capability definition packages (CDP) that translate requirements into engineering parameters and specifications. DISA engineers develop potential solutions called capability modules that fulfill the desired attributes articulated by CDPs. The agency will use an "adopt before buy, buy before create" (ABC) philosophy to find solutions.

Success is dependent upon the continuous interaction of developers, service providers, testers, evaluators, certifiers, and operators from throughout DoD to enable the rapid delivery of capabilities to the warfighters.

**DISA is changing the way DoD acquires warfighting C2 tools.** It is compressing traditional acquisition timelines by using a vigorous end-to-end process that leverages continuous warfighter engagement.

Whether considering command and control of joint and coalition forces or the improving of combat effectiveness, while minimizing fratricide and collateral damage, DISA plays a major role in shaping 21st century warfighting through net-centric operations.

## BRAC RELOCATION OF DISA HEADQUARTERS TO FORT MEADE

The relocation of the headquarters elements of DISA and of the Joint Task Force for Global Net-Centric Operations (JTF-GNO) in accordance with the 2005 Base Realignment and Closure (BRAC) legislation is a major project for the agency. The relocation will be accomplished in phases with the first elements to relocate to a new facility at Fort George G. Meade, Md., in summer of 2010 and all elements to be relocated by September 2011. Groundbreaking at the construction site for the new facility occurred on April 16, 2008. The following is an outline of some of the progress in 2007 toward this objective.

### BRAC Site Closure

The DISA Continuity of Operations and Test Facility (DCTF), Slidell, La., was closed on Jan. 20, 2007, in accordance with the recommendations of the 2005 BRAC. All 101 government employees were placed in other positions prior to closure.

### Fort Meade Quarterly In-Progress Reviews

In January, September, and November 2007, Fort Meade held in-progress review meetings for the three BRAC construction projects taking place on the base to provide an opportunity for DISA, and the other two new tenant organizations moving to Fort Meade, and the Fort Meade installation staff to address issues and raise concerns as the transition and relocation date approaches.

### Business Plan

DISA's BRAC business plan was approved by DoD on Jan. 15, 2007. The plan included a description of each required action and a detailed financial plan for implementation costs, recurring costs, one-time savings, and recurring savings. The business plan will be used by the Office of Secretary of Defense to monitor execution of DISA's BRAC recommendations, and to ensure that the recommendations are implemented efficiently and effectively.

**Air Force Lt Gen Charles Croom, DISA director and commander of the Joint Task Force-Global Network Operations, prepares to break ground for the new DISA facility at Ft. Meade, Md. Joining him are (left to right) Anne Arundel County (Md.) Executive John R. Leopold, Rep. C.A. "Dutch" Ruppersburger (D-Md.), and Maryland Lt. Gov. Anthony Brown. (Photo by Miriam Moss, Corporate Communications)**



Rendering  
of DISA  
Facility at  
Fort George  
G. Meade, Md.



### **BRAC Requirements Working Groups**

**During 2007, the BRAC Transition Office (BTO) stood up 11 working groups to identify and document requirements for DISA's new facility.** In conjunction with development of the design/build request for proposal (RFP), the office established three additional working groups to address the security concept of operations for the new facility, selection of an automated inventory control systems for government property, and transportation issues. The working groups provided an excellent mechanism for DISA organizations and personnel to provide input to the requirements definition and specification process.

### **Contract Award**

Throughout the year, the BTO worked with architectural and engineering personnel to develop an RFP defining performance criteria for the design and build construction of DISA's new facility at Fort Meade. With the coordination of the U.S. Army Corps of Engineers, Fort Meade garrison, and other stakeholders and subject matter experts, the final RFP was completed by H2 on Oct. 8, 2007, and released to the short list of potential bidders on Oct. 11, 2007.

### **Resource Management**

The BTO developed a funding strategy for building and occupying a new DISA facility at Fort Meade that satisfied all identified requirements within available funds. Starting with a \$70 million shortfall, the BRAC Office worked with the Corps of Engineers and our supporting architecture and engineering personnel to find opportunities for savings that preserved the project scope.

### **Community Relations**

From January through March, Jack Penkoske, director of the Manpower, Personnel and Security Directorate and Dave Bullock, DISA BRAC executive, met with the county executives from Anne Arundel, Howard and Prince Georges counties. Open lines of communication were established. Discussions addressed how a partnership could be forged to continue providing information to DISA employees. Also during March, Penkoske and Bullock met with the lieutenant governor of Maryland, — a meeting that allowed DISA direct access to Maryland's senior leader working the state's BRAC coordination efforts.

In April, BRAC Office officials met with the mayor of Baltimore, Md. The information exchange between DISA and the mayor and her staff was similar to the exchange with the county executives.

Towards the end of summer 2007, Bullock met with the executive director of the Maryland BRAC Sub-Cabinet, Asuntha Chiang-Smith, at Fort Meade to discuss DISA issues and concerns regarding its relocation to Fort Meade, including transportation, housing, spousal employment, quality of life, recruitment of qualified personnel, and workforce perceptions. In October, Lt Gen Charles E. Croom Jr., DISA director, hosted the Maryland lieutenant governor and his BRAC Sub-Cabinet at DISA headquarters.

By mid-November, DISA participated in a meeting of the Fort Meade Regional Growth Committee, in which the BRAC executives for Anne Arundel and Howard counties made presentations regarding proposed regional transportation and commercial growth plans within five miles of Fort Meade.

#### **Awareness/Outreach Program**

**In a continuing effort to inform local community groups of its recruitment needs, briefings were presented at the Anne Arundel Tech Council in Annapolis, Md., in January 2007.**

In April, the BTO sponsored its second employee orientation field trip to Fort Meade. In addition, several all-hands meetings were conducted by Lt Gen Croom and Mr. Bullock to keep DISA employees up to date concerning the relocation efforts.

On Sept. 7 at the DISA/JTF-GNO End of Summer Celebration, several organizations representing Fort Meade, Maryland state and local government, and many local business entities provided information about opportunities in Maryland to DISA and JTF-GNO employees.

#### **DISA Liaison Facility on Fort Meade**

On May 15, Lt Gen Croom hosted a ribbon-cutting ceremony for the agency's new liaison facility and telework center at Fort Meade. The ceremony marked DISA's arrival at Fort Meade and the beginning of the relationship between DISA, the installation, and the surrounding communities.

**Air Force Lt Gen Charles Croom, DISA director and commander of the Joint Task Force-Global Network Operations, addresses the audience during an April 16, 2008, groundbreaking ceremony for the new DISA facility at Ft. Meade, Md. Flanking Croom are (left to right) Anne Arundel County (Md.) Executive John R. Leopold and Army COL Kenneth McGreedy, installation commander at Fort Meade. The agency is slated to begin moving to the new facility in 2010. (Photo by Donna Burton, Visual Information)**



## TELEWORK

This article includes excerpts from an article about on DISA's Telework Program by Aaron Glover, DISA Manpower, Personnel, and Security Directorate, for Military Information Technology (MIT) magazine.

As part of the overall human resource BRAC strategy, DISA decided to use its recently expanded telework program as a cornerstone for its recruitment and retention effort.

**In December 2005, Lt Gen Charles E. Croom Jr., DISA director, changed the agency's teleworking policy from allowing employees to telework one day per two-week pay period, to a maximum of two days per week.** The successful implementation of this newly expanded telework program required extensive cultural change within all levels of management.

A team of DISA employees was organized and charged to research the best practices at other organizations, determining what equipment was needed, developing training programs needed for management and the

workforce, and bringing it all together within 90 days. A senior human resource manager and a senior IT manager were selected to co-chair this team, serving to blend the two critically needed functions together during the entire process, thereby reducing potential problems or roadblocks.

Jack Penkoske, director of the Manpower, Personnel and Security Directorate, served as the champion for the initiative, soliciting funds needed for equipment and overcoming obstacles. Training was developed and provided to management at all levels as well as the overall workforce. **The employee-led team made recommendations on the standard equipment needed for the average employee to effectively telework and how to continue to protect DISA's computer network while teleworking.**

Within the 90-day limit, the co-chairs briefed Lt Gen Croom and gained approval for the program.

A key issue to the successful expansion of the program was the decision to revalidate the positions eligible for teleworking. DISA used

**Gail Corlett, a civilian personnel specialist in the GIG Enterprise Directorate, is one of many DISA employees who participate in the agency's Telework Program. Corlett's round trip commute from her home in Wardensville, W.Va., to DISA each day is 234 miles. (Family photo)**





a new approach, starting with all positions eligible unless otherwise exempted. As a result, the number validated as eligible for telework skyrocketed from approximately 500 to more than 2,500.

**Since the change in policy, the**

**number of participants teleworking on a regular and recurring basis increased 10-fold and continues to grow.** There was also a change in acquisition policy for computer life-cycle replacement; DISA now uses a 90-percent laptop to 10-percent PC ratio.

As Penkoske sought to simplify the process for employees to apply for approval to telework and wanted to eliminate the cumbersome paper process that was in use, an innovative Web-based application was developed. The application allows employees to register for the telework program, notify managers of pending applications and allow them to approve, disapprove, or modify requests. Additionally, managers can run reports that provide data to assist in DISA's effort to make its telework program the best in the federal government.

DISA's telework program has provided the agency a solid tool to use in its recruitment and retention strategy of selecting and maintaining the very best workforce

**Bill McGrane, an information specialist in the GIG Enterprise Services-Engineering Directorate, teleworks at his home in Pennsylvania. McGrane said that spending less time commuting to work means more time to complete work assignments. (Family photo)**



possible to support the warfighter. **A recent employee satisfaction survey revealed a dramatic increase in satisfaction regarding DISA's quality-of-life programs that was directly related to the telework program.** Employees are now provided an opportunity to boost productivity, improve their quality of life, save money due to reduced transportation cost, and help to improve the environment. DISA's telework program was recently recognized as "The Best New Telework Initiative" by a public/private partnership that is focused on eliminating telework gridlock.

By the fourth quarter of 2007, 64 percent of the eligible workforce was in the telework program. In the first quarter 2008, the percentage increased to 68 percent with 1,700 of the eligible 2,500 employees participating.

In January 2008, Lt Gen Croom empowered DISA employees to telework three days a week with supervisors' approval.

## NETWORK SERVICES

DISA's Network Services Directorate consolidates all Defense Information System Network (DISN) activities under a single senior manager. **Network Services translates customers' long-haul network requirements into effective voice/video/data network solutions.** The directorate leverages proven and emerging technologies and provides technical services for the Department of Defense's (DoD) long-haul networks.

The former Center for Network Services became an independent directorate in January 2008. The operational elements of the new directorate include the Data Services Division, the Transport Services Division, the Real Times Services Division, the Voice Services Division, the Video Services Division, the DISN Transition Services Division, the Customer Services Division, the Operation Support System Division, and the Defense Message Services Division.

### Data Services

The Data Services Division has responsibility for DoD's Unclassified but Sensitive Internet Protocol (IP) Router Network (NIPRNet), the Secret IP Router Network (SIPRNet), and DISN-Leading Edge Services (DISN-LES).

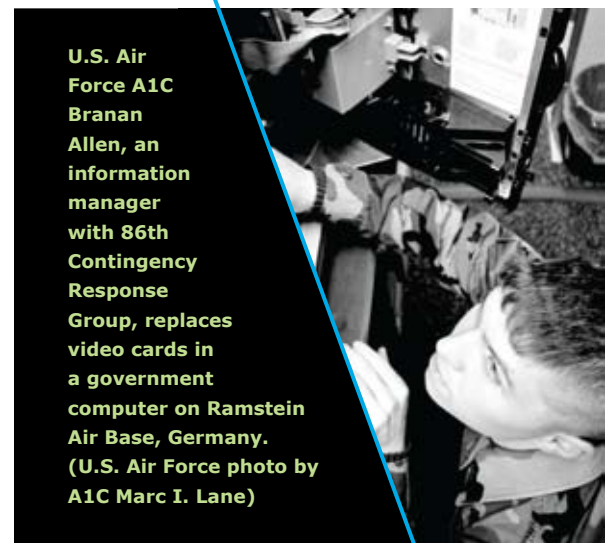
In 2007, the division's NIPRNet accomplishments include the provisioning of hundreds of customer and backbone requirements, IP evolution, the transition to the new DISN core, Internet access expansion, and numerous projects related to information assurance (IA).

Among the division's SIPRNet achievements are the SIPRNet-to-DISN Core transition; various IA projects, including SIPRNet Demilitarized Zone (DMZ) initiatives; and

continuing to grow the SIPRNet to support the ever-increasing appetite of customers for additional bandwidth.

The DISN-Leading Edge Services (DISN-LES) was developed to provide a secure, robust, reliable, ubiquitous, and interoperable network that is used to evaluate the enhancement of mature and innovative technologies that require rapid and seamless operational integration to increase the warfighter's command and control capabilities. **In 2007, DISN-LES worked toward the transition from public asynchronous transfer mode to DISN transport, saving \$650,000 from lease deactivations; the relocation of a network operations center from a contractor facility to Scott Air Force Base; and transition to the Defense Working Capital Fund (DWCF) on a cost-reimbursable basis.**

During 2007, several information assurance-related programs transitioned from the Program Executive Office for Information Assurance and Network Operations to the Data Division for sustainment. Among them were IP Sonar and Internet Screening Routers programs. IP Sonar is a turnkey



**U.S. Air Force A1C Branan Allen, an information manager with 86th Contingency Response Group, replaces video cards in a government computer on Ramstein Air Base, Germany. (U.S. Air Force photo by A1C Marc I. Lane)**

solution for network intelligence that provides comprehensive Web-based reporting and interactive visualization tools for analyzing information on the state of the SIPRNet infrastructure. Internet Screening Routers are used to regulate NIPRNet access to the Internet by filtering and screening services at the Internet Access Points.

The Anti-Drug Network Program Management Office implements information systems technologies and services for federal, regional, state, local, tribal, and foreign partners to support the DoD counter-narcoterrorism mission.

### Transport Services

The division provided transport media services — terrestrial, Defense Satellite Communications System (DSCS), and Standardized Tactical Entry Point (STEP) — in support of the networks, computing services, applications, and information services.

### Real Time Services

DISN Real Time Services continued to provide leadership in Voice over Internet Protocol (VoIP) by chairing the Real Time Services (RTS) Working Group and updating the DoD VoIP/RTS Master Plan. RTS-related equipment and concept testing continued in the Warfighters Integrated Capabilities Laboratory (WCIL).

The Real Time Services Generic System Requirements (GSR) was updated with comments from the field and vendor community. It has now been merged into the new Unified Capabilities Requirements (UCR) document. UCR 2007 was forwarded to the assistant secretary of defense for networks and information integration for signature in December 2007.

**U.S. Marine Corps Sgt Cruz G. Sotolo from the 1st Marine Division Combat Camera sets up a satellite uplink at Camp Delmar on Camp Pendleton, Calif. Combat Camera Marines provided photo and video footage of the 2007 wildfires that burned on Camp Pendleton. (U.S. Marine Corps photo by Lance Cpl. Albert Hunt)**



### Voice Services

The Defense Switched Network (DSN) is the DoD global circuit switching system. Its mission is to provide rapid, low cost, long-distance voice, secure voice, data, and video services for DoD elements and for other organizations. The primary use of the DSN is to support command and control (C2) users during peacetime, crisis, or conventional war. Other users are provided access to network resources as they are available.

Among the significant achievements during 2007, DSN continued to exceed Joint Staff (JS) performance objectives in meeting the needs of the warfighter. **During the past year, more than 219 million calls were made, lasting cumulatively for more than 1.4 billion minutes. Included in those figures were 181,081 precedence calls.**

DSN completed establishment of a global Signaling System 7 (SS7) overlay network, which uses a non-associated data circuit to carry packetized messages about each call on the network. These messages provide connection control, help allocating network assets, and provide advanced features, such as caller ID and caller waiting, to the user.

Last year, use of DSN's "809" service continued to increase significantly. The "809" service provides the user with the ability to reach specific non-DSN numbers by automatically off-netting.

Significant progress continued to be made in the areas of certifying equipment interoperability and information assurance (IO/IA), and laying the groundwork for the transition into new technologies.

New documents and standards were issued, including DoD's policy for Voice Networks with Real Time Services and the Unified Capability Requirements 2007 document.

In 2007, DSN continued to lead the way toward the transition from current time-division multiplexing technology to an Internet Protocol-based system. DSN, the Defense Red Switch Network (DRSN), and DISN Video Services (DVS) represent the three existing networks that, for technical reasons, cannot tolerate time delays and other disruptions. They are known collectively as Real Time Services. DSN leads the way in establishing standards, laying out a plan of action, laying out a pilot test program and other necessary activities. These actions led to the establishment of a separate Network Services division, Real Time Services, to manage the overall RTS program.

### **Defense Red Switch Network**

DRSN's mission is to provide high-quality, secure telecommunications for command and control and crisis management. In this role, DRSN supported the secure voice and secure-voice conferencing requirements of the president, secretary of defense, DoD components, and other federal agencies.

**U.S. Navy Information Systems Technician 2nd Class Dan Wiessman from the Combat Systems Department aboard the Nimitz-class aircraft carrier USS John C. Stennis checks satellite communications for voice networks in main communications. The Stennis was on a regularly scheduled deployment in the Arabian Sea in support of maritime security operations. (U.S. Navy photo by Mass Communication Specialist Seaman John Wagner)**



In 2007, DRSN worked on a number of projects, chief among them were the Secure Mobile Environment Portable Electronic Device (SME-PED) project and the Enhanced Switch Reporting System (ESRS). SME PED will provide both secure and unclassified voice service and access to NIPRNet and SIPRNet accounts in a mobile environment. By December 2007, the SME-PED infrastructure was in place and available to support SME-PED traffic. Final testing of the infrastructure was scheduled for January 2008. ESRS assists technicians in the field to collect near real time data and improves the collection of data for network-performance analysis. ESRS has been installed on more than two-thirds of the DRSN switches, and the installation was scheduled for completion in April 2008.

### **Video Services**

**DISN Video Services–Global (DVS-G) delivered nearly 20 million video-bridging minutes to more than 6,200 conference sites worldwide in 2007.**

More than 19,950,000 of these minutes were delivered on time with no quality-of-service issues, resulting in a bridge-service availability of more than 99.8 percent. The contractual requirement of 99.6 percent bridge-service availability was met or exceeded each week in 2007.

### **DISN Transition Services**

The DISN Transition Services Division develops and implements plans to transition DISA service and agency networks onto the DISN Subscription Services infrastructure and provides oversight for the implementation, installation, and upgrade of DISN transport and data networks. In 2007, approximately 11,621 circuits from various expiring contracts were transitioned to the DISN core or the DISN Access Transition Service ("DATS") contract.

### **Customer Services**

In 2007, the Customer Services Division expanded the DISN Customer Call Center to handle operational problems for video services, established a customer advocate program, and conducted the first DISN customer satisfaction survey.

### **Operation Support**

During 2007, the Operation Support System Division completed the consolidation of the SIPR Network Management System into the DISN Operation Support System, providing a single element management system and end-to-end situational awareness of SIPR. It completed the IP Change and Configuration Management (CCM) Tool deployment in all theaters; the IP CCM Tool is the standard configuration management tool for NIPR and SIPR. The division also completed the deployment of the Black Common Communication Vehicle/Service Oriented Integration in the Continental United States, Pacific region, and Europe. The division integrated DISA Direct and DISN-Leading Edge Service (DISN-LES), allowing DISA Direct users the ability to order this new service and an integrated Trouble Management System.

### **Defense Messaging**

In October 2007, the Defense Message Systems (DMS) Division initiated the implementation of enterprise guards to provide centralized, cross-domain support, resulting in increased security and substantial cost savings. The implementation was scheduled to be completed in March 2008.

The division continuously improved DMS operational performance and reliability. DMS backbone performance consistently exceeded performance objectives, and overall, DMS performance and process metrics were the highest in the history of the DMS Program.

The DMS Division improved the already strong security posture of DMS through implementation of the SIPR DMS backbone enterprise firewall and by achieving complete and timely compliance with all IA instructions. In addition, the DMS Division developed and tested the comprehensive DMS and National Gateway Disaster Recovery Plan, which required minimal duplicated equipment to ensure continued availability.

The DMS Division significantly strengthened Allied messaging interoperability by successfully renegotiating messaging memorandums of understanding with NATO, Canada, and Australia; and connecting to the NATO secret wide-area network.

In addition to functions already mentioned, the Senior National Leadership Communications Office provides program management, technical solutions, and assistance to establish and maintain direct communications links between U.S. senior leaders and their counterparts in selected other nations. Other special activities include support for Enhanced Mobile Satellite Systems, the U.S. Secret Service, and the Joint Staff.

## COMPUTING SERVICES

DISA Computing Services Directorate (CSD) provides world-class computing services that enable DoD to better execute its missions. Located throughout the continental United States, our computing environment encompasses mainframe, server, and other information services across a broad spectrum of operating systems. CSD is DoD's premier provider of personnel, payroll, logistics, accounting, and medical records processing.

In fiscal year (FY) 2007, CSD changed its information technology (IT) acquisition model by awarding several contracts using a business model that leverages virtualization technology. This model enables the end customers to benefit from hosted virtual infrastructure that is more available and robust than traditional hosted services.

### Processor Line of Business

CSD has completed the first full year of ordering servers, IBM mainframes, and the associated operating systems using the capacity services contract. Vendors have consistently delivered new equipment well inside the 30-day threshold stipulated in the contracts (20 days for mainframes and 12 days for servers). During the year, 10 mainframes and 626 server operating environments were replaced, resulting in a \$6 million annualized cost avoidance.


### Storage Line of Business

In October 2006, the official storage rates for server-based workloads went into effect, making FY2007 a landmark year for the storage line of business (LOB). These rates, based on industry standards, allow DISA CSD customers to understand and manage their data storage requirements. The rates, when compared to equivalent commercial industry offerings, demonstrate the competitiveness of DISA CSD services.

To complement the new rate structure, the storage LOB awarded its Enterprise Storage Services contract. The contract gives CSD the ability to rapidly adjust to both increases and decreases in mission requirements and does so in a cost-effective manner. This contract will allow the LOB to deliver scalable storage services to meet any customer requirement.

### Customer Management Division

A customer management executive was appointed within the directorate and is dedicated to providing CSD liaison and processing support for the intelligence community and other customers with highly classified requirements.



**U.S. Navy sailors stationed at Naval Air Station Whidbey Island, Wash., use the Internet facilities provided for them on base. (U.S. Navy photo by Mass Communication Specialist 2nd Class Tucker M. Yates)**

## Other CSD Highlights for FY 2007

Military Health System (MHS) Insight and Prospective Payment System (PPS) were implemented to support multiple MHS program office applications. PPS directs a performance-based budgeting system for the MHS to provide incentives and financial rewards for efficient management. This Web-based solution gives clinic managers the data they need to make day-to-day decisions and to visualize how that information directly aligns with MHS strategic performance goals. PPS allows the MHS to establish military treatment facility budgets based on actual workload production for direct care such as hospital admissions, prescriptions filled, and clinic visits instead of historic resource levels.

CSD is implementing the Health Assessment Readiness Tool (HART), a complex and congressionally mandated initiative. HART enables military recruits to respond to online health questionnaires during basic training. These questionnaires are then scanned into a central server, vetted, and stored in the recruit's electronic health record. The data, which includes a complete medical history of the patient, will assist healthcare providers to make well-informed medical decisions. In its end state, the HART Web-based application via the Tricare On-Line portal will provide servicemen and women (active duty, National Guard, and Reserves) access to their personal health records. This project had a congressionally mandated start date of Sept. 30 2007. This project required succinct coordination between two MHS program offices and CSD personnel. The coordinated effort resulted in the successful implementation, placing the HART application in production Sept. 28, 2007, meeting the congressional mandate.

**U.S. Air Force SrA Joseph Achnitz from the 354th Communications Squadron's network administration troubleshoots a problem for a customer in the network control center at Eielson Air Force Base, Alaska. (U.S. Air Force photo by A1C Jonathan Snyder)**



GIG Content Delivery Service (GCDS) provided increased availability and performance to end users over the unclassified and classified networks during FY2007. GCDS performance was up to 68 times faster than reaching back to the server of origin from the area of responsibility, and availability increased from 60 percent to 100 percent. GCDS has constantly maintained above a 90-percent customer approval rating for excellent customer service and outstanding results.

Working with the Defense Logistics Agency (DLA), CSD successfully conducted the largest and most complicated failover and failback exercise ever attempted. A failover transfers all the data and processing capability of an application to an alternative location. A failback reverses this process and brings the data and processing of the application back to the original site. This particular failover and failback is a significant accomplishment for DISA and DLA because it involved a failover and failback with "live" production data, which is data that users are actively using. During the exercise from Sept. 8 through Sept. 15, data was transferred more than 2,000 miles between two of DISA's Defense Enterprise Computing Centers (DECCs), hosted at the new site for a week "without a hitch," and returned to the initial DECC with no unplanned disruption of service.



**Corporate Communications Division**

**Phone 703 607 6900**

**DSN 327 6900**

**[www.disa.mil](http://www.disa.mil)**