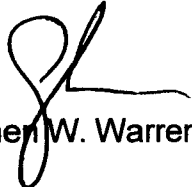## Department of Veterans Affairs

Memorandum

Date: MAR 1 2 2013

From: Acting Assistant Secretary for Information and Technology (005)

Subj: Office of Information and Technology (OIT) Fiscal Year (FY) 15-19 Planning Guidance (VAIQ# 7330274)

To: See Attached List

1. In January of 2013, representatives across OIT participated in a Lockdown to develop strategic planning guidance to inform the tactical programming activity. Industry research and lessons learned, RRTF analyses, and the VA IT Roadmap were incorporated into the discussion, and the following trade space opportunities were identified: items for increased investment; steady state; and reduced investment. Lockdown attendees accomplished the creation of the VA OIT FY 15 to 19 Planning Guidance document, which will be used to produce the FY 15 to 19 Program.

2. Positive linkage of OIT's strategic planning horizon to the FY 2014 Multi-Year Programming process will ensure resource allocation recommendations for the FY 2015 President's Budget are driven by Secretarial and the Chief Information Officer's (CIO) vision, goals and priorities—a framework in which strategy drives budget.

3. I approve the use of the VA OIT FY 15 to 19 Planning Guidance document as the framework for synchronizing the strategic planning horizon to the FY 2014 Multi-Year Programming process.

4. If you have any questions, please contact Paul A. Tibbits, Deputy Chief Information Officer, Architecture, Strategy, and Design at 202-461-4419.

Stephen W. Warren

Attachments: 2
Framework for IT Planning and Programming
FY 15 – 19 OIT Planning Guidance Lockdown Outbrief

OFFICE OF INFORMATION AND TECHNOLOGY FISCALYEAR 2015-2019 PLANNING GUIDANCE
EXECUTIVE SUMMARY

The Office of Information and Technology (OIT) is fully committed to meeting Secretary's Shinseki's goal of implementing a Planning, Programming, Budgeting, and Execution (PPBE) capability across the Veterans Affairs (VA). To that end, OIT's first-ever implementation of the PPBE cycle begins with the FY 2015-2019 Strategic Planning Guidance. This guidance provides the analytical framework for multi-year resource recommendations that ensures the requirements of VA's healthcare delivery, and benefits and memorial services are fully vetted and integrated in the FY 2015-2019 Multi-year Program. Alignment of future years programmatic and resource recommendations to our first-ever Strategic Planning Guidance ensures the VA follows the overarching PPBE principles that "consider needs and cost simultaneously" and "strategy drives budget."

This document defines the OIT vision and describes the planning assumptions. It creates the IT strategic planning framework to align future year IT budgets with the Secretary's strategic direction. Additionally, the OIT multi-year planning guidance document identifies opportunities, priorities, and capabilities for increased investment; steady state expenditure; divestiture and reduction; reinvestment (i.e., growth); or expansion. The Ruthless Reduction Task Force (RRTF) analyses, the VA IT Roadmap, and industry research on the future horizon were the foundational analysis for out-year programmatic recommendations.

The vision focuses on modernizing the IT workforce skills, knowledge, and abilities, including strengthening systems engineering; offering IT products and services that enable veteran self-service; improving OIT processes including investment and decision making processes; full life cycle management of products and services; maximizing the use of commercial off the shelf products (including open source products when possible) and services; migration to the most economical IT infrastructure; and the use of Veterans Lifetime Electronic Record (VLER) as the single logical source for Service member and Veteran personal records. Key planning assumptions used to create the planning guidance document were:

- VA core mission will remain the same: delivery of health care, benefits, and memorial services to our veterans.
- While requirements on infrastructure are expected to increase, budget allocation for infrastructure will not.
- Infrastructure will be available "just in time", that is, the minimal infrastructure required to meet mission demand.
- Wireless telecommunications cost will be held to FY 2012 spending levels, unless economic analysis shows that further investment in wireless results in a greater offset in other areas of OIT in the same fiscal year as the added investment.
- Alternative approaches for IT financing will be pursued.

- OIT's posture will enable exploitation of pervasive mobility, near-ubiquitous connectivity, industrial computing and communications services, and information access.
- OIT will achieve information interoperability among all trading partners.
- OIT will assess, evaluate and mitigate any risks associated with implementing these priorities.

This is the first publication of an OIT multi-year planning guidance and it is expected that future annual publications will occur in the fall of the year, vice the winter to enable adequate planning to inform the programming cycle.

OFFICE OF INFORMATION AND TECHNOLOGY FY 2015-2019 PLANNING GUIDANCE

1. **Overview:** The FY 2015-2019 Planning, Programming, Budgeting, and Execution (PPBE) cycle begins with development and implementation of the Strategic Planning Guidance. The Planning Guidance informs strategic programming considerations and provides the framework for integrating planning (how do we get to the desired end-state) with programming and budgeting (alignment of capabilities and requirements to resources) in the IT PPBE cycle. To that end, a key outcome of our planning processes is that it provides positive linkage of OIT's strategic planning horizon to the FY 2014 Multi-Year Programming process. And, as a result, will ensure resource allocation recommendations for the FY 2015 President's Budget are driven by Secretarial and the Chief Information Officer's (CIO) vision, goals and priorities—a framework in which "strategy drives budget."

2. **Desired Outcome:**

   a. Completion of the first-Annual Strategic Planning Guidance to complement and inform the FY 2015-2019 Multi-Year Programming cycle.
   b. Identification of the proposed planning horizon and near-term priorities for the FY 2015-2019 Strategic Planning Lockdown in January 2013.
   c. Identified opportunities for divestiture, reduction, reinvestment (i.e., growth), or expansion of OIT's priorities and capabilities.

3. **Planning Horizon and "As-Is" IT Environment:**

   a. *Planning Horizon:* Based on Veterans Affairs (VA's) FY 2011-2015 Strategic Plan Refresh, which provides strategic direction for transforming the Department and achieving priority objectives out through FY 2015.
      (1) Agency Priority Goals (homelessness, access, backlog)
      (2) Integrated Electronic Health Record (iEHR)
      (3) CIO Five Priorities
      (4) Shareholder Long-Range IT Business Priorities
   b. *VA Information Technology Environment "as-is":*
      (1) Data center Consolidation
      (2) Enterprise Architecture (to include Technical Reference Model (TRM)
      (3) Increased demand for new technology/devices, e.g., mobile, telemedicine
      (4) Information & Cyber Security
      (5) IT Workforce Modernization
      (6) IT Governance
      (7) National Service Desk (NSD)
      (8) Ruthless Reduction Task Force (RRTF)

4. **FY 2019 OIT Vision:** The FY 2015-2019 Strategic Planning Guidance is predicated on meeting the highest priority operational imperatives.
   a. All new functional (customer-facing) IT capabilities shall be planned, designed and funded in a way that includes the minimal critical or essential dependencies necessary for operation from data center to desktop within the required timeframe and in compliance with the VA Enterprise Architecture (EA).
   b. The IT commitment to a defined end user experience shall be properly engineered, fulfilled, and measured.
   c. Operation and maintenance of all capabilities shall be funded over the FY 2015-2019 planning cycle, but limited to those components bearing a direct "line-of-sight" connection to accomplishing VA strategic goals and objectives
   d. For every project, the IT program shall include all development costs plus the fully allocated, pro rata operation and sustainment costs over that project's total life cycle, or through FY 2019, whichever is earlier.
   e. FY 2019 end-state vision shall be implemented in phases with milestones & other management controls to create the opportunity for course corrections needed to respond to changing circumstances, and to manage risk.

5. **FY 2015-2019 Trade-Space Priorities:**
   These trade space priorities are derived from OIT's Information Technology Roadmap, November 2012. The Roadmap provides the "to-be"' vision—the proposed future state of IT environment and capacities needed to meet today's and tomorrow's technology requirements through 2015 timeframe. These trade space priorities are in three categories: areas for increased investment, areas for continued steady state investment, and areas for reduced investment.

   Areas for increased investments:
   As the VA anticipates changes in the next 5 years, first and foremost is the fact that a large number of currently deployed Veterans will be returning home. Estimates are anticipated to be as much as 200,000 military personnel who will need, require, or expect benefits from the VA.

   The FY 2015-2019 IT Planning Guidance considers that this increasing number of Veterans will impact the level of information technology services that will be required to support these Veterans. Systems in place today may be inadequate as technology access is pushed to individual Veterans. Without technology refreshment, the VA will not be able to keep up with the demand for services. Without funding to support the many new medical facilities that are being added or facilities that are being updated, the information technology systems will falter.

In addition, new Congressional legislation and mandates often impose new requirements with short timeframes to be implemented. Without adequate funding for these initiatives, the VA will face cutbacks in other areas to meet the mandates. Where one piece of legislation might be of great benefit, the lack of funding could cause other areas to be impacted as the VA will not have the necessary budget to divert to the new mandates. VA must plan to face this reality.

The VA's Financial Plan has been developed with these considerations and funding requirements reflect the impact of increased members to serve, as well as increased numbers of VA employees that will be required to support these Veterans.

a. **Strengthen Workforce**
   (1) VA will adopt industry best practices for IT work force ratios for services delivered phasing in more automated proactive service resolution in lieu of increase staffing.
   (2) Build the learning organization using knowledge management enabling technologies.
   (3) Develop and deliver training for redefined IT functions, roles and standard processes to support adoption of new policies, roles and processes which will increase standardization across the organization and improve individual and organizational performance.
   (4) Strengthen organizational change management capabilities across the work force.
   (5) Expand training, coaching, and mentoring.
   (6) Develop and execute a strategic workforce plan including Office of Inspector General (OIG) recommendations:
      • To effectively manage and deploy employees with the right skills in clearly defined roles to deliver and maintain IT services.
   (7) Develop service lines/competency pools to support high priority IT product and service projects:
      • To enable the product delivery and service delivery operations to access shared resources (i.e. collaboration tools) and reduce duplication across functions and geographies.
   (8) Create and deploy resources in Centers of Excellence to minimize redundancy to improve customer service and increase efficiency of IT services.
   (9) Provide in-depth developer training / education (i.e. use of code analysis tools, authentication and access control).
   (10) Define and expand the systems engineering competency:
      • While various outdated competencies exist organizationally for the 'systems engineering' discipline - revision is required. A competency must be modified/created to ensure the blending of both software engineering and systems engineering - that will encompass the skills to engineer the product

which will include software and infrastructure. Currently these disciplines are fragmented. This new or revised discipline will ensure delivery of product is adhering to all standards and in cohesive fashion.

(11) Define and communicate OIT employee functions, roles and responsibilities
- To increase OIT employee efficiency by avoiding duplication of functions and improve customer service at the facility level by clarifying "who does what" in OIT.

b. **Optimize Infrastructure**

(1) Develop and execute unified communication and collaboration strategy. Evolution of networks and unified communications and collaboration (UCC) services and technologies is removing silos that have governed planning and budgeting for UCC investments.

(2) Transform VA networks in accordance with the IT Roadmap:
   (a) Consolidate Enterprise Networks.
   (b) Fully implement VA's Medical Community of Interest (MEDCOI) Network in accordance with the VA IT Road Map using dedicated application and user device enclaves which leverage joint, enterprise services for identity management, authentication and access control services.
   (c) The Unified Communications strategy includes a single, converged platform serving all communications media (voice, data, video, chat, presence, unified messaging), eliminating duplicative, stand-alone implementations of voice, video and collaboration systems. The converged platform should also support the enterprise business strategy for Veteran interaction including self-service options, call center services, call routing and the integration of relevant data sources.

(3) Consolidate Data Centers.

(4) Implement the Enterprise Management Framework (EMF): Expand "visibility to everything" to enforce security mandates, such as reducing unauthorized hardware/software.

(5) Use reengineering with virtualization as the first strategy to meet server needs.

(6) Improve management of licenses and optimize their use.

(7) Support paperless administration of Veteran benefits:
- Establish and maintain the Veteran Centric Operating Model and Digital Operating Environment (proactive benefits & enduring relationship through engagement of services based on intelligent and interactive relationship with Service members, Veterans and their families, survivors and beneficiaries).

(8) Support the increasingly mobile workforce – telecommuting, remote access, bring your own device, desktop virtualization.

(9) Support wireless infrastructure in facilities – including ~1000 other VA facilities that are not Veterans Affairs Medical Centers (VAMCs).
  - Develop a mobile device management policy.
(10) Support migration to one device type per user, that is, one device that communicates and one device that computes.

c. **Deliver VA Cloud Computing**

Cloud computing provides a way to rapidly increase capacity or add capabilities while minimizing investment in new infrastructure, training new personnel, or licensing new software. Cloud computing encompasses any subscription-based or pay-per-use service that, in real time over VA's network and/or over the Internet, extends IT's existing capabilities. Cloud computing concept includes SaaS, Utility Computing, PaaS, Network-as-a-Service (NaaS), IaaS, etc:
  - Maximize the use of multi-application environments whenever possible and appropriate, based on a demonstrated ability to decrease VA costs and maximize Return on Investment.
  - Assess use of cloud computing service providers approved under GSA's Federal Risk and Authorization Management Program (FedRAMP); OIT will assess, evaluate and mitigate any risks associated with implementing these priorities

d. **Standardize IT Platforms**
(1) Establish a single face to the customer with a single portal platform and mobile application delivery platform(s).
(2) Sustain National Service Desk (NSD) to stay in alignment with user and service levels.
(3) Ensure all programs only use the NSD.
(4) Ensure all platforms comply with VA's Enterprise Architecture.
(5) Make the TRM more robust, less complex, and more complete.
(6) Establish a standardized customer relationship management platform.
(7) Plan to complete migration to all standardized platforms by FY 2018.
(8) Establish an enterprise messaging platform:
(9) Standardize development and test environment (through preproduction).
(10) Modernize end user device operating systems.
(11) Identify, develop, and mandate the use of enterprise wide extended IT platforms.
(12) Enforce existing naming conventions by provisioning manpower to support the implementation of standardized naming conventions.
(13) Select and implement a standard IT self-service solution:
  - To establish a centralized customer facing service request portal, which will enable OIT to better manage and fulfill requests for IT services, and allow for

more effective deployment of Tier 1 and Tier 2 IT resources. Identification, development and mandatory use of enterprise wide services.

e. **Information Management**
   (1) VA should plan to support exponential growth in volume and speed of storage, retrieval and analysis of data.
   (2) To enable increased information sharing, enable the VA to more rapidly deploy new capabilities and decrease costs, VA data shall be managed as an enterprise asset.
      (a) Investments will be made as required to field Enterprise Information Services which all applications shall use to Create, Read, Update and/or Delete (CRUD) data elements in a shared, common repository used by multiple systems/user communities.
      (b) To achieve the goal of enabling the proactive delivery of the full continuum of (clinical and non-clinical) services to Service members and Veterans through Veteran centric processes enabled by seamless, standard based information sharing, the VA must eliminate "data-stove pipes". Accordingly:
         1. All new systems will leverage existing data (via Enterprise CRUD Services) and no investments will be made in new data repositories.
         2. VA will merge and consolidate existing data repositories in accordance with the VA Enterprise Architecture and IT Road Map.
         3. To the maximum extent possible, enterprise data repositories will not use proprietary SQL extensions, and, will incorporate unstructured data design elements (i.e. XML and JSON) in lieu of SQL.
   (3) The VA will merge and consolidate its SOA infrastructure around a subset of existing assets in accordance with the VA Enterprise Architecture and IT Road Map.
   (4) All systems will migrate to use enterprise services for identity management, certificate management, authorization and access control, and record location in accordance with the VA Enterprise Architecture and IT Road Map.
   (5) Information transformation will be realized through a Customer Data Integration driven operational environment. Establish and migrate to authoritative data sources.
   (6) Anticipate significant efforts to support information interoperability and semantic harmonization:
      (a) Establish a real time mediation service.
      (b) Establish and implement robust information interoperability standards.

f. **Planning**
   Adopt a planning methodology that reflects VA's values of agility and excellence, while simultaneously improving cost effective use of limited IT resources.

- All existing and proposed new programs, projects, initiatives and investments will be planned, funded and executed in a manner that includes and requires the fully allocated costs of operating and maintaining shared data repository and requisite communications and security infrastructure from data center hosting of application servers to end-user device and application performance in accordance with the VA's Enterprise Architecture and IT Road Map.

g. **New Requirements Intake Process**

Develop and implement a robust intake process for processing customer needs and requirements against existing IT architecture and operating environment to identify the best value for the VA.

h. **Re-engineer Processes**

Mature the existing VA OIT processes to incorporate new tools, new business practices and new environments to:

(1) Improve the current development and testing process to eliminate needless duplication of facilities, include performance testing, and establish an agile, test-driven development capability in an automated integrated development environment.

(2) Fully implement the Enterprise Management Framework (EMF):

    (a) Migrate existing EMF Federated Data Repository to VA Data Center space from current location.

    (b) Expand data connections to additional Managed Data Repositories.

    (c) Develop reports that inform capacity decisions, performance, availability, proactive monitoring and alerting, Service Level Agreements.

    (d) Display reports on web-based portal for MPR reporting and OIT Board of Directors actions.

    (e) Conduct stakeholder analysis of customers and employees to identify key areas of improvement and communication requirements.

    (f) Develop and implement Standard Operating Procedures for routing and escalating critical incidents.

    (g) Refine, publish and communicate common security standards (controls) across the enterprise.

    (h) Standardize and centralize management of transformation activities.

    (i) Develop a mitigation plan for systems not compatible with Windows 7.

    (j) Centralize and implement standard Incident and Problem Management processes.

    (k) Assess and revise business and performance metrics and reporting to align to strategic goals.

(l) Design and implement a business case method to analyze, prioritize and plan activities based on data-driven analysis.

(m) Streamline and implement standard Access Management processes and technologies.

(n) Refine and implement a standard technical and business service catalog.

(o) Evaluate and recommend improvements to Service Asset and Configuration Management, Change Management and Service Level Management.

i. **Improve System Quality**

(1) Integrate security into enterprise SDLC processes to support early elimination of software vulnerabilities.

(2) Increase investment in the procurement implementation, training and use of automated test tools.

(3) Provide in-depth developer training / education (e.g. architecture, design, and implementation of secure software).

(4) Expand use of automated security test tools to all VA and contract software developers.

(5) Increase the reuse of secure services (design once, certify once, use many).

(6) Implement strong Configuration Management (CM) (partially dependent on tools that need to be implemented as part of CRISP CM initiative) (add to Strengthen System Engineering).
   (a) Application software on servers.
   (b) Application objects in databases.
   (c) Permissions.

(7) Reduce software security defects by:
   (a) Expand training, coaching, mentoring (duplicate in the workforce)
   (b) Integrate testing tools into SDLC
   (c) Implement secure coding standards
   (d) Leverage reusable secure patterns and code
   (e) Perform manual code reviews as needed
   (f) Implement threat modeling
   (g) Incorporate security in to design reviews

(8) Develop and deploy secure locked-down systems by implementing least-privilege and by using standard configurations.

(9) Support alignment with the VA's Security and Enterprise Architecture.

j. **Strengthen Cyber Security**

(1) Develop a resilient Cyber Security Architecture across the VA enterprise domain.

(a) Implement an integrated, comprehensive threat-based security architecture to define what is acceptable for information systems and defines the capabilities for protecting information assets.

(b) Improve defensive mechanisms to support autonomous capabilities of every "node" and "link" in the system inclusive of:

1. Develop the means to identify, correct or remediate suspicious or undesired behavior, while degrading malicious activity propagation.

2. Deploy a capability to self-heal if the enterprise network is penetrated or damaged.

3. Deploy a capability to detect, decipher, and/or respond to legitimate as well as suspicious traffic or demands for resources.

4. Deploy Computer Network Defense (CND) tools and capabilities in a coordinated manner at each tier (enclave, LAN) to respond to the "to be" defined VA threat actor (e.g., nation states; insider, etc.).

(2) Improve VA incident management capabilities and forensic tools and capabilities to react and respond to cyber related events.

(3) Deploy post mortem forensic systems capability and analysis to assess cyber related events, while also improving real-time cyber defense.

(4) Deploy a secure architecture capable of supporting a robust, customer-centric mobile application framework, and if necessary to support, BYOD.

(5) Enhance enterprise visibility, asset, and configuration management.

(a) Expand "visibility to everything" efforts to enforce security mandates, such as reducing unauthorized hardware/software.

(b) Deploy a continuous asset management capability within the VA complex.

(c) Develop and deploy a configuration management capability, then enforce via system and operational processes and tools.

(6) Develop and enhance industry and government partnerships.

(a) Develop working relationships with other Federal civilian Departments and DoD to establish a cyber security R&D program focused on improving security across the VA and among its trading partners.

(b) Improve information sharing capabilities with sister Departments and the US.

(7) Implement a comprehensive vulnerability management program to identify and mitigate vulnerabilities in VA information systems.

(8) Establish Attribute Based Access Control at the Data level, then enforce via system, operational and tactical controls.

(9) Establish a phased approach to move VA to role (attribute)-based information protection at the data element level.

k. **Improve Enterprise Architecture**
Effectiveness
   (1) Strengthen customer feedback mechanisms to improve the enterprise architecture:
      (a) Internal OIT customers;
      (b) VA customers outside OIT;
      (c) Industry;
      (d) Open Source community; and
   (2) Invest in facilitation services.

l. **Strengthen System Engineering**
   (1) Establish a context aware computing environment.
   (2) Create capability to capture, recognize, and properly respond to trigger events in an automated way (with minimal human intervention).
   (3) Develop and implement greater modeling and simulation and capacity planning capabilities.

m. **Strengthen OIT Process Engineering**
   (1) Increase modeling and simulation for "As-Is" and "To-Be" for OIT and lines of business requirements for IT Solutions; use modeling and simulation to describe "end-to-end" veteran service processes, such that all necessary and sufficient components are integrated into a total solution.
   (2) Modernize Process Asset Library tools.

n. **Strategic Sourcing of IT Commodities** (open, standards-based competition; platform and infrastructure as a service; in-depth, agile market research; Federal agency collaboration for acquisition; plug-and-play infrastructure based on rigorous adherence to standards and interface control):
   (1) Use and expand Commodity Enterprise Contracts to reduce unit cost to the lowest commercially viable levels.Establish a governance structure and group to manage key activities in the transformation roadmap that prioritizes initiatives:
      (a) To coordinate and increase effective implementation of transformation activities.
      (b) Performance Reference Model (PRM) - Relates IT systems to business goals to agency functional performance improvement; adopt and improve new MPR framework and OMB 300 exhibit structure aligned to PRM.
      (c) Integrated Priority List (IPL) – integrates multiple priorities (leadership agreed to tasks and activities that consume resources) - Secretary, CIO, OMB / GAO, Congress, OIT, IT Roadmap.
      (d) Integrated Master Schedule (IMS) - Single schedule listing each IPL project and each of its cross-project dependencies.
      (e) Risk Management System:

1. Identification of material risks for each IPL project and each project with which there is a cross-project dependency.
2. Identify probability of risk and impact even if mitigated.

(2) Enterprise Shared Service (ESS)/Service-oriented architecture (SOA) governance.
   (a) ESS/SOA governance is composed of:
      1. Plan, Define, Implement, and Monitor Family of Services based on Service Lifecycle.
      2. Service Architecture guidance, compliance, and dispensation.
      3. Policy management.
      4. ESS/SOA Common Capability to include Registry/repository, Enterprise Service Bus (ESB), Business Rules, Service Monitoring.
      5. Governance data gathering tools.
      6. Manage ESS/SOA Roadmap.
   (b) Assess the alignment of OIT and customer leadership priorities to VA strategic goals:
      • To gain OIT and customer leadership alignment of common strategic objectives and goals in order to set the example for positive change.

## Areas for continued level of investment:
a. Maintain VA hiring (on-boarding) process.
b. Maintain OAL/TAC and FSC payments.
c. Maintain existing wireless infrastructure.
d. Maintain support for critical legacy applications/initiatives, as demonstrated by (and limited to) direct "line-of-sight" connection (dependency) for accomplishment of VA strategic goals and objectives
e. Lifecycle Refresh – adequately address in FY 2015-2019 Plan for future years:
      • IT infrastructure shall be identified in such a way that its direct relationship to specific applications (by name) and, in turn, to specific VA Strategic Plan and Goals (by name; Agency Priority Goals) can be shown. This direct linkage is the critical element of life cycle management of total cost of ownership to implement and operate every new business capability in VA.
f. Enterprise visibility - including the associated instrumentation and processes – such that any device or link to the VA network can be seen and actively monitored and such that data is gathered to support capacity planning, service level measurement and other key metrics and analysis.
g. Communications systems and infrastructure commensurate with the demand placed on them by approved initiatives

Areas for reduced level of investments

a. Stop Class 3 software development:

To support the VA migration to open source software, promote innovation, and configuration management, all local ("Class 3") software development shall be performed on the next planned release of VistA by OSEHRA. Concepts for new IT capabilities originating from the field shall be encouraged and promoted, and follow the processes established by OSEHRA for new projects. No new "Class 3" software development will take place at the local level on the current production version of VistA.

b. Cease adding single-purpose data repositories to the VA portfolio.

c. Do not build applications relying upon specific releases of proprietary software

d. Do not purchase nor maintain desktop printers, move to manage print services

e. Limit computing devices to one per user (i.e., one device that communicates and computes).

f. In conjunction with cost containment objectives for mobile devices and related voice/data plans, users will have a single voice device unless there are compelling economics to the contrary.

g. Hold to FY 2012 spending levels for wireless telecommunications support.

h. Reduce the number and cost of IT Support Contracts (less expensive support through competition, cost and quality metrics, past performance, incentive approaches; more *self service* through App Store and IaaS, more Open Source products, self-healing networks; predictive analytics and outage prevention through enterprise management framework implementation):

- Knowledge/technical consultant/advisory contracts may be a category requiring additional support within established constraints.

i. Phase out legacy systems meeting the below criteria:

(1) Poor industry support/obsolescence: e.g., BDN.

(2) Low volume of transactions; high maintenance cost; redundant systems.

(3) Replaced by new systems (e.g., Enterprise Service Bus (ESB) replacement of VITRIA).

j. Do not rely on Local Commodity Purchases.

k. Programs should use virtualization vs. dedicated servers and environments (e.g., development/test environments) in accordance with release architecture.

l. Programs should not build program unique development and test environments.

m. Reduce VA office space; move to collaboration spaces and workforce hoteling (adopt private sector best practice hoteling model).

n. Reduce the data center power consumption per business transaction through greater virtualization, IT asset utilization (use of available capacity), and exploration of viability of solid state memory.

o. Network management (move to commercial communications provisioning of users).

p. Adopt VOIP and reduce analog telephony (phone and fax).
q. Reduce expenses for (and/or) optimize all IT tools used to support IT.
r. Consider skipping implementation of releases of commercial products where new features do not make a demonstrable contribution to enhanced execution of VA mission.
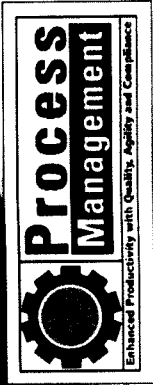
FY 15 – 19 OIT Planning Guidance Lockdown
Lockdown Outbrief

Sponsor:

Dr. Paul Tibbits

Deputy Chief Information Officer Architecture, Strategy and Design

Mr. Rom Mascetti

Deputy Assistant Secretary for IT Resource Management and IT Chief Financial Officer
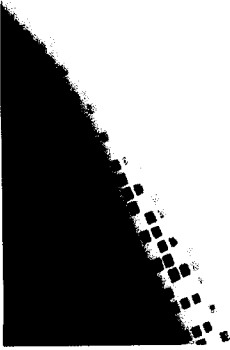
Support:

Kelli Montali

Director, Process Management

January 22-24, 2013

V4.3

Process
Management
Enhanced Productivity with Quality, Agility and Compliance

Executive Summary

- Lockdown attendees accomplished the creation of the VA OIT FY 15 to 19 Planning Guidance document.
  - Industry research and lessons learned were incorporated

- Planning Guidance will be used during February to produce the FY 15 to 19 Program.

- Trade space opportunities were identified: items for increased investment; steady state; and reduced investment.
  - RRTF analyses and VA IT Roadmap were leveraged

- Imperative to strengthen IT workforce and pursue alternative funding approaches for IT, such as franchise fund.

FY 15-19 Plan Vision Assumptions

- VA core mission remains the same: delivery of health care, benefits, and memorial services to our veterans.

- While requirements on infrastructure are expected to increase, budget allocation for infrastructure will not.

- Infrastructure is available "just in time", that is, the minimal infrastructure required to meet mission demand.

- Wireless telecommunications cost is held to FY 12 spending levels.

- Alternative approaches for IT financing are pursued.

- OIT's posture enables exploitation of pervasive mobility, near-ubiquitous connectivity, industrial computing and communications services, and information access.

- OIT transitions to a robust enterprise management framework.

- OIT creates information interoperability among all trading partners.

FY 15-19 Plan Vision Summary

- OIT modernizes its IT workforce skills, knowledge, and abilities, including strengthening systems engineering.

- IT products and services enable veteran self service.

- Veterans Lifetime Electronic Record (VLER) is the single logical source for Service member and Veteran personal records.

- IT products and services align to the VA Enterprise Architecture, IT Roadmap, and technical reference model.

- OIT process improvements are made, to include, use of total cost of ownership and life cycle management; business case analysis and net asset based investment and expenditure decision making; and intake, prioritization, and change management review.

- Infrastructure management is predictive and self-healing requiring minimum human intervention.

FY 15-19 Plan Vision Summary

- OIT products and platforms are fully managed across their life cycle.

- OIT implements a coherent, unified approach to designing, engineering and/or delivering IT solutions.

- DoD and VA maximize use of supported open source products, and commercial off the shelf products and services (to include cloud services, Infrastructure as a Service (IaaS), Platform as a Service (PAAS) and Software as a Service (SAAS).

- DoD and VA establish a single, unified IT infrastructure based on the most economical hybrid solution sets including public (government owned and operated; government owned and contractor operated) and private (industry owned and operated).

- DoD and VA employ a unified approach to acquisition, planning, development and testing capability for IT products and services.

Attendees

Name
Deeneen Akeo – ASD
Horace Blackman - OIT/VBA Customer Liaison
Jim Breeling-SDE
Al Constantian - OIT/VHA Customer Liaison
Maureen Coyle – ASD
Lien Dinh – ASD
Tarsha Edwards – MSTI
Robert Hinson – ITRM
Mary Anne Rockey – IPO
Steve Schliesman – PD
John Short – IPO
Gary Stevens - IPO

Name
Paul Tibbits – ASD
Tim Weigel – ITRM
Lorraine Landfried – PD
Gail Maestas – VLER
Rom Mascetti – ITRM
Daniel Ng – SDE
Joe Paiva – VLER
Dave Peters – PD
Gerald Robertson – MSTI
Connie Gladding – AVOW
Janice Shafrath – PcM
Kelli Montali – PcM
Joseph Angelo - QPO
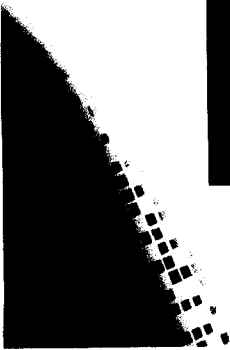
Attendees

Name
Tina Burnette – ERM
Michael Clements – QPO
Charles De Sanno – ESE
Sylvia Lein – PD
Sara Richmond – PD
Al Sherrill – ERM
Rosalind Tennison – QPO
Thomas Martinez – QPO
Peter Whitson – SDE
Don Carter – ITRM
Luwanda Jones – ITRM
Rene Soriano – ITRM
John Frazier - SDE

Name
William Popovich – OPP
Teresa Tran – PD
Chris Shorter – SDE
Tim Masias - IPO

FY 15–19 OIT Planning Guidance Outbrief v4.3

Purpose of Lockdown

- The purpose of this lockdown was to:

  - Create the OIT FY15-19 Planning Guidance

  - Recommend an approach for linking the IT Strategic Planning framework to the FY 2015-2019 IT Multi-Year Programming Guidance, November 2012.

  - Complete the first-Annual Strategic Planning Guidance to complement and inform the FY 2015-2019 Multi-Year Programming cycle.

  - Identify the proposed planning horizon and near-term priorities for the FY 2015-2019 Strategic Planning.

  - Identify opportunities for increased investment, steady state expenditure, and divestiture, reduction, reinvestment (i.e., growth), or expansion of OIT's priorities and capabilities

Decisions Reached

#	Description
1	In the future, the Planning Guidance document will be completed in early Fall vice Winter. The document should have a one page summary that provides high level summary of the document content.
2	While requirements on infrastructure are expected to increase, budget allocation for infrastructure will not. We expect VA core mission to remain the same: delivery of health care, benefits, and memorial services to our veterans.
3	VA OIT will deliver just in time infrastructure, that is, the minimal infrastructure required to meet mission demand.
4	The FY 15 to 19 wireless telecommunications cost will be held to FY 12 spending levels.
5	To meet mission demand for IT during FY 15 to 19, alternative approaches for financing must be pursued.
6	To meet mission demand for IT during FY 15 to 19, significant investment in the IT workforce is required, including strengthening systems engineering.
7	Apply lockdown lessons learned and produce the ProPath process maps and artifacts to develop and implement the Planning Guidance document.

Recommendations

#	Description	OPR for Decision
1	Socialize the lockdown purpose and FY 15 to FY 19 Planning Guidance document with the OIT workforce and lines of business	ELT

OPR = Office of Primary Responsibility

Plan of Action and Milestones

Action Plan #	Group # (if needed)	Action	OOR and POC	Estimated Completion Date	Status	Comments
1	N/A	Issue addendum to FY 2015-2019 Programming Guidance to account for 2015 Planning Guidance	ITRM	02/01/13	<Color>	
2	N/A	Analyze impact to FY 14 budget	ITRM	04/15/13		
3	N/A	Analyze impact to UFR list	ITRM	04/15/13		
4	N/A	Approve the planning guidance document	ITRM to the CIO, governing bodies, bull pen	02/01/13		
5	N/A	Develop a communication strategy for the planning guidance document	OIT Comm. Team	02/08/13		

OOR = Office of Responsibility
POC = Point of Contact

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Legend for Status Column
This column should be updated as progress is made for each AI

*   NOT STARTED   ■ ON TARGET   ▨ COMPLETE   ■ ISSUES / DELAYED

Plan of Action and Milestones

Action Plan #	Group # (if needed)	Action	OOR and POC	Estimated Completion Date	Status	Comments
6	N/A	Review RRTF quick wins	Paul Tibbits	Prior to 02/01/13	<Color>	
7	N/A	Prioritization of program items	ITRM	No later than 03/07/13		
8	N/A	Revalidate the IT Roadmap based on the planning guidance	Lien Dinh and Deeneen Akeo	01/30/13		
9	N/A	Socialize the planning guidance with the customers	Customer Advocates	Not prior to 02/11/13		
10	N/A	Update ProPath with Planning Guidance process and artifacts	ITRM and PcM	Prior to 9/30/13		

OOR = Office of Responsibility
POC = Point of Contact

Legend for Status Column

This column should be updated as progress is made for each AI

| * | NOT STARTED | | ON TARGET | | COMPLETE | | ISSUES / DELAYED |

Open Issues and Barriers

#	Description	OPR for Decision
1	Gain acceptance by the IT workforce and Lines of Business of the FY 15-19 Planning Guidance document for use during the development of the FY 15 to 19 Program.	OIT Executive Leadership Team

OPR = Office of Primary Responsibility