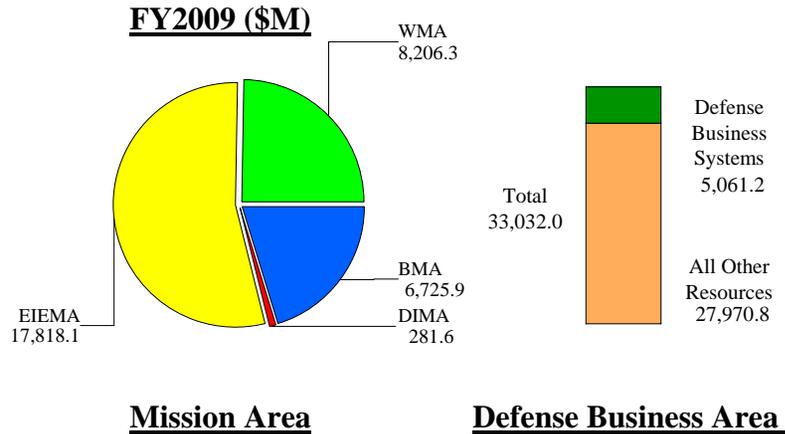


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**FY08/09PB Comparison (\$M)**

	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>
<b>PB FY2008:</b>	\$30,479.0	\$ 31,502.1	\$ 32,005.4
<b>PB FY2009:</b>	\$34,383.8	\$ 32,082.3	\$ 33,032.0
<b>Delta:</b>	\$ 3,904.8	\$ 580.3	\$ 1,026.6

**Explain:**

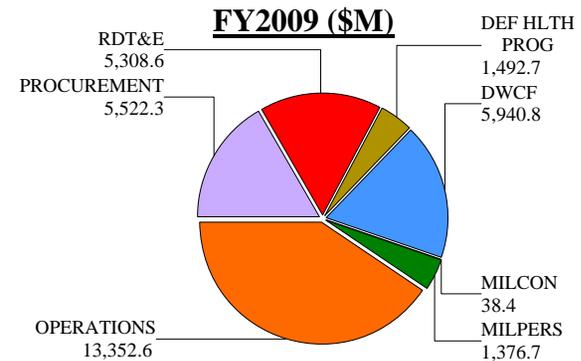
The deltas reflected between the Department of Defense FY2008 IT Budget Submission and its FY2009 IT Budget Submission are insignificant at the top-line level for FY08 and FY09. Increases in FY07 (\$3.9B/12.8%) are, for the most part, due to "grow the force" initiatives and supplemental appropriations in support of the Global War on Terror (GWOT). Details to Service, DoD Agency, and DoD Activity changes can be found through-out this submission.

**FY08 to FY09 Comparison (\$M)**

	<u>FY2008</u>	<u>FY2009</u>	<u>Delta</u>
<b>PB FY2009:</b>	\$ 32,082.3	\$ 33,032.0	\$ 949.6

**Explain:**

The growth reflected in the Department of Defense IT Budget between FY2008 and FY2009 is insignificant at the top-line level, less than 3%. Details to Service, DoD Agency, and DoD Activity changes can be found through-out this submission.



**APPROPRIATION**

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**DoD INFORMATION TECHNOLOGY BUDGET REQUEST  
BY MISSION AREA  
(DOLLARS IN MILLIONS)**

<b>MISSION AREA</b>	<b>FY2007</b>	<b>FY2008</b>	<b>FY2009</b>
<b>BUSINESS (BMA)</b>	\$ 6,643.67	\$ 6,616.58	\$ 6,725.91
<b>ENTERPRISE INFORMATION ENVIRONMENT (EIEMA)</b>	\$17,409.37	\$17,072.10	\$17,818.14
<b>DEFENSE INTELLIGENCE (DIMA)</b>	\$ 272.55	\$ 204.85	\$ 281.55
<b>WARFIGHTING (WMA)</b>	\$10,058.23	\$ 8,188.80	\$ 8,206.34
<b>DOD TOTALS</b>	<b>\$ 34,383.82</b>	<b>\$ 32,082.34</b>	<b>\$ 33,031.95</b>

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<b>DoD MISSION AREAS</b>																			
<b>DoD Cross-Mission Area Forum</b>																			
<b>Business Mission Area (BMA)</b> DBSMC Leads BTA Implements					<b>Warfighting Mission Area (WMA)</b> CJCS Leads J6 Implements						<b>DoD Portion of Intelligence Mission Area (DIMA)</b> USD(I) Leads, DIMA PMO Implements								
<b>Governance via DBSMC</b>					<b>Governance via JROC</b>						<b>Governance via ISR Council</b>								
Weapon System Lifecycle Mgt	Material Supply and Service Mgt	Real Property & Installation Lifecycle Mgt	Human Resource Mgt	Financial Mgt	Focused Logistics	Battlespace Awareness	Force Application	Force Protection	Net-Centric	Force Management	Joint Training	Command & Control	Analysis & Production	Exploitation	Collection	Dissemination	Enterprise IT	Enterprise Management	Mission Management
<b>Enterprise Information Environment Mission Area (EIEMA)</b> DoD CIO Leads, DoD Deputy CIO Implements																			
<b>Governance via EIEMA IRB</b>																			
<b>Information Assurance</b>																			
<b>Communications</b>					<b>Computing Infrastructure</b>					<b>Core Enterprise Services</b>									
<b>Cross-Cutting &amp; Interdependent Domains</b>																			

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**DoD INFORMATION TECHNOLOGY RESOURCES  
BY DEPARTMENT  
(DOLLARS IN MILLIONS)**

	<b>FY2007</b>	<b>FY2008</b>	<b>FY2009</b>
<b>DEPARTMENT OF ARMY</b>	\$ 9,468.26	\$ 7,771.43	\$ 7,743.89
<b>DEPARTMENT OF NAVY</b>	\$ 7,767.90	\$ 7,080.46	\$ 7,028.04
<b>DEPARTMENT OF AIR FORCE</b>	\$ 6,821.66	\$ 6,862.84	\$ 7,004.24
<b>DEFENSE WIDE ACTIVITIES</b>	\$10,326.00	\$10,367.61	\$11,255.79
<b>DOD TOTALS</b>	<b>\$34,383.82</b>	<b>\$32,082.34</b>	<b>\$33,031.96</b>

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**Assistant Secretary of Defense for Networks and Information Integration / DoD Chief Information Officer**

The ASD(NII)/DoD CIO serves as the principal staff assistant and advisor to the Secretary of Defense and Deputy Secretary of Defense on networks and net-centric policies and concepts; command and control (C2); communications; non-intelligence space matters; enterprise-wide integration of DoD information matters; Information Technology (IT); spectrum management; network operations; information systems; information assurance (IA); positioning, navigation, and timing (PNT) policy, including airspace and military-air-traffic control activities; sensitive information integration; contingency support and migration planning; and related matters. As the DoD Chief Information Officer, the ASD(NII)/DoD CIO provides the necessary leadership to meet the Net-Centric vision and ultimately deliver the critical enabling capabilities required by the National Defense Strategy. Transforming to a Net-Centric Force requires fundamental changes in process, policy and culture across the Department. The technology change will be significant, but the cultural shift may be even more challenging. Timely and dependable information will be available across the enterprise: from higher level headquarters and command centers, to a soldier in the city tracking insurgents, or a civilian in need of a new supplier. Ultimately, Net-Centricity means **Connecting People with Information**.

**Department Of Defense Information Technology Budget Overview**

***The Power of Information***

*Access – Share – Collaborate*

*Where it's needed, When it's needed, To those who need it most*

Defense transformation is a key element of the Department's Defense Strategy established by the Secretary to meet the challenges of the dangerous and uncertain security environment of the 21st Century. This transformation is intended to make dramatic changes in how the military fights and how the Department does business. The Secretary of Defense has identified six critical operational goals that provide the focus for the Department's transformation efforts:

- Protect critical bases and defeat chemical, biological, radiological, and nuclear weapons
- Project and sustain forces in anti-access environment
- Deny enemies sanctuary
- Leverage information technology

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- Assure information systems and conduct information operations
- Enhance space capabilities

Transformation hinges on the recognition that information is our greatest source of power. Information can be leveraged to allow decision makers at all levels to make better decisions faster and act sooner. Ensuring timely and trusted information is available where it is needed, when it is needed, and to those who need it is at the heart of the capability needed to conduct Network-Centric Operations (NCO).

**Information Age Transformation**

The Department is engaged in an aggressive plan to achieve information superiority by providing Internet-like capabilities throughout the Department of Defense (DoD), thus making a broader menu of information accessible which is independent of time, place and organization. Information is essential to military operations. The DoD Chief Information Officer (CIO) has established and directed initiatives to ensure that the key elements of Net-Centric Operations are in place to support the military mission and enable information sharing. Additionally, the DoD CIO has established operational and organizational changes inherent in military and business transformation. Transforming to Net-Centric Operations requires people, processes, and technology to work together to enable timely access to information, sharing of information, and collaboration among those involved. Instead of “pushing information out” based on individually engineered and predetermined interfaces, Net-Centricity ensures that a user at any level can both “take what he needs” and “contribute what he knows.”

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*Transform America's national security institutions to meet the challenges and opportunities of the 21<sup>st</sup> century*

*The National Security Strategy of the United States of America (2006)*



<b>Information Environment</b>	<b>Net-Centric Data Strategy</b>	<b>Enterprise Service Oriented Architecture</b>	<b>End-to-End Information Assurance (IA)</b>
<p><i><b>Vision - Deliver the Power of Information</b></i> - An agile enterprise empowered by access to and sharing of timely and trusted information</p>	<p><i><b>Vision - A flexible and agile Net-Centric, environment of "many-to-many" exchanges and effective decisions</b></i></p>	<p><i><b>Vision - A Service-Oriented Architecture that is open, output focused, and independent of location and system-ware</b></i></p>	<p><i><b>Vision - Dynamic IA in support of Net-Centric Operations</b></i></p>
<p><i><b>Mission - Enable Net-Centric Operations</b></i> - Lead the Information Age transformation that enhances the DoD's efficiency and effectiveness</p>	<p><i><b>Mission - Implement a data-centric strategy allowing access to and sharing of information</b></i></p>	<p><i><b>Mission - Establish easy-to-use services to access, share, collaborate</b></i></p>	<p><i><b>Mission - Assure DoD's information, information systems, and information infrastructure</b></i></p>
<p><b>Major DoD Investments and Initiatives</b></p> <p><u>Transport</u></p> <ul style="list-style-type: none"> <li>- Global Information Grid Bandwidth Expansion (GIG-BE)</li> <li>- Transformational Satellite (TSAT)</li> <li>- Joint Tactical Radio System (JTRS)</li> <li>- Teleports</li> <li>- Spectrum</li> </ul> <p><u>Services</u></p> <ul style="list-style-type: none"> <li>- Net-Centric Enterprise Services (NCES)</li> </ul> <p><u>Security</u></p> <ul style="list-style-type: none"> <li>- Information Assurance (IA) Solutions</li> </ul> <p><u>Execution</u></p> <ul style="list-style-type: none"> <li>- Data Strategy/Communities of Interest (COI)</li> <li>- NetOps/Management</li> </ul> <p><b>Enterprise Wide Systems Engineering (EW SE)</b></p> <ul style="list-style-type: none"> <li>▪ Defines end-to-end, functional, performance, and standards baseline</li> <li>▪ Requires enterprise-level decision making</li> <li>▪ Builds consensus to develop technical solutions</li> </ul>	<p><b>Data Strategy Foundation</b></p> <ul style="list-style-type: none"> <li>▪ Ensures data are visible, accessible, and understandable</li> <li>▪ Accelerates decision making by having data where needed and when needed</li> <li>▪ Accommodates known and unanticipated users</li> <li>▪ "Tags" data (Intelligence/non-Intelligence; raw/processed) with metadata to enable discovery</li> <li>▪ Requires data and services registries to describe, post, and store</li> <li>▪ Posts data to shared spaces for users to access based on identity and role</li> <li>▪ Organizes around Communities of Interest (COIs) using a shared vocabulary to exchange information</li> </ul>	<p><b>Enterprise Services Overview</b></p> <ul style="list-style-type: none"> <li>▪ Messaging - Ability to exchange information among users or applications</li> <li>▪ Discovery - Processes to find information content or services</li> <li>▪ Mediation - Software to help broker, translate, aggregate, fuse, or integrate data/metadata</li> <li>▪ Collaboration - Allows users to work together and jointly use selected capabilities on the network</li> <li>▪ User Assistant - Automated "help" capabilities</li> <li>▪ Information Assurance - Capabilities that provide confidentiality, integrity, availability, authorization, and assurance for information, users, applications, and networks</li> <li>▪ Storage - Physical and virtual places to host data on the network</li> <li>▪ Application - Infrastructure to host and organize distributed on-line processing capabilities</li> <li>▪ Enterprise Systems Management (ESM) - End-to-end GIG performance monitoring, configuration management, and problem detection</li> </ul>	<p><b>IA Strategy Framework</b></p> <ul style="list-style-type: none"> <li>▪ Protect Information <ul style="list-style-type: none"> <li>- Data protection requirements</li> <li>- Protection mechanisms</li> <li>- Robust mechanisms</li> </ul> </li> <li>▪ Defend Systems and Networks <ul style="list-style-type: none"> <li>- Engineer defenses</li> <li>- React and respond</li> <li>- Assess and evaluate activity</li> </ul> </li> <li>▪ Provide Situational Awareness/IA C2 <ul style="list-style-type: none"> <li>- Integrated operational picture</li> <li>- Coordinate IA ops and decisions</li> <li>- Evaluate collaboration</li> </ul> </li> <li>▪ Transform and Enable IA Capabilities <ul style="list-style-type: none"> <li>- Ensure IA integration into programs</li> <li>- Dynamic IA capabilities</li> <li>- Improve strategic decision-making</li> <li>- Information sharing</li> </ul> </li> <li>▪ Create an IA Empowered Workforce <ul style="list-style-type: none"> <li>- Standardize baseline skills</li> <li>- Enhance IA skill levels</li> <li>- Provide trained/skilled personnel</li> <li>- Infuse IA into other disciplines</li> </ul> </li> </ul>
<p align="center"><i><b>Better Decisions Faster</b></i></p>	<p align="center"><i><b>Common Data Registry</b></i></p>	<p align="center"><i><b>User-Oriented Services</b></i></p>	<p align="center"><i><b>Trusted, Dependable Data</b></i></p>

The Department of Defense will significantly enhance military capabilities through Net-Centric Operations, a solid Net-Centric Data Strategy, Enterprise Services, and End-to-End Information Assurance.

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**Net Centric Data Strategy**

The Net-Centric Data Strategy focuses on data, rather than on the proprietary applications and programs that manipulate data. Those at the source of the data will be required to make it easy to find and use. It must be visible, accessible and understandable. A key element in the Net-Centric Data Strategy is the organization and operation of Communities of Interest (COI). COI's are collaborative groups of users who have a shared vocabulary to exchange information. Data characteristics and content will be "tagged" in an agreed-to manner. The communities will range from pre-established groups with on-going arrangements, to Unanticipated Users and non-traditional partnerships that develop on an ad hoc basis. Individual users will determine and display content based on their specific needs, User Defined Operating Pictures (UDOPs), rather than in rigid or pre-determined formats.

**Enterprise Service Oriented Architecture**

The Enterprise Service Oriented Architecture is open, output focused and independent of location and system-ware. The Department is establishing easy-to-use services to access, share, and collaborate by providing methods to exchange information among users or applications; discover information or services; provide data/metadata mediation; utilize selected capabilities on the network; host data in physical and virtual places; and provide end-to-end Global Information Grid (GIG) monitoring, configuration management and problem detection.

**End-to-End Information Assurance**

Information Assurance (IA), the greatest Enterprise challenge, is the basis for trust: trust in networks availability, the participants' identities, and the data's dependability and integrity. Today firewalls and software patches attempt to keep intruders out and data safe. Tomorrow's assured information will require that the individual data be secured throughout its useful lifespan. The Department is striving to provide dynamic IA to support Net-Centric Operations by assuring DoD's information, information systems, and information infrastructures meet the IA Strategy Framework.

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***Key Elements of Information Age Transformation***

**Global Information Grid (GIG):**

The GIG collects, processes, stores, and manages Enterprise data and will enable Net-Centric Operations. The Net-Centric GIG (NC GIG) is not just a technological backbone. It includes: **people, process, and technology**. The NC GIG enables “**information on demand.**” The NC GIG is not a system, just as the worldwide web is not a system. The NC GIG establishes the conceptual framework for the “to-be” environment for DOD that will provide information and communication services vital to the effective conduct of DOD activities from warfighting to business. As an entity, the NC GIG comprises many systems that interoperate to enable information access and information sharing. In order to support the interoperability, the GIG also provides the documentation of the vision, an enterprise-level “blueprint”. The vision is simple: “**Deliver the Power of Information.**” We want to enable and empower people throughout the network, including those who operate at the tactical edge.

What we seek is:

- An agile, robust, interoperable and collaborative DoD,
- where warfighters, business and intelligence users all share knowledge
- on a secure, dependable and global network
- that enables excellent decision-making, effective operations and network-centric transformation.

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**Internet Protocol Version 6 (IPv6)**

The Department has also begun a critical transition effort to address the next generation of Internet Protocol requirements. The IPv6 transition office continues under the direction of the ASD(NII)/DoD CIO with active Joint Staff and Service participation. This office has begun the planning and integration activities necessary to take full advantage of the expanded capabilities available with IPv6. Internet Protocol (IP) is the foundation of interoperability across DoD's Global Information Grid (GIG). IPv6 facilitates achieving net-centric operations by interconnecting an increasingly mobile, wireless set of sensors, platforms, facilities, people and information on an end-to-end basis. The DoD transition to IPv6 is expected to a) minimize later transition costs by beginning to buy IPv6 capabilities now, b) address Enterprise issues early via large scale pilot implementations, c) execute an aggressive but thoughtful end to end transition, d) protect interoperability and security during transition, and e) enable an integrated, timely IPv6 transition.

**Defense Business Systems**

The National Defense Authorization Act (NDAA) of 2005 prescribed the establishment of Investment Review Boards (IRB) and the Defense Business System Management Committee (DBSMC) to approve and certify, prior to obligation, that all defense business system modernization/enhancement investments over \$1 million comply with the Business Enterprise Architecture (BEA), which is the enterprise architecture for the Defense Business Mission Area (BMA). After initial certification and approval, all business system investments are reviewed at least annually. In addition, to ensure adherence to the NDAA and to create strategic alignment between the Department's mission, goals and objectives and its business processes and systems, the Secretary of Defense established the following Core Business Mission (CBM) strategic capabilities and assigned responsibility for implementing these capabilities to the following Principal Staff Assistants:

- Financial Management (FM) – Under Secretary of Defense, Comptroller
- Human Resource Management (HRM) – Under Secretary of Defense, Personnel & Readiness
- Real Property and Installations Lifecycle Management (RPILM) - Under Secretary of Defense, Acquisition, Technology and Logistics
- Weapon System Lifecycle Management (WSLM) - Under Secretary of Defense, Acquisition, Technology and Logistics
- Material Supply and Service Management (MSSM) - Under Secretary of Defense, Acquisition, Technology and Logistics

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In October 2005 the Deputy Secretary of Defense established the Business Transformation Agency (BTA) which focuses on advancing enterprise-wide business transformation. The mission of the BTA is to transform business operations to achieve improved warfighter support while enabling financial accountability across the Department of Defense (DoD). The Department's business transformation effort will enable the DoD to better support its ultimate customer—the warfighter—while providing tangible benefits to its entire stakeholder community. Some of the drivers of transformation include: support for joint warfighting capability; better information for strategic investment decisions; reduced cost of business operations; and improved stewardship to the American people. The critical success factors for achieving business transformation within the defense environment differ little from those of any large-scale business operation. These success factors (or guiding principles) include: senior leadership engagement, a unifying framework—core business mission alignment to warfighter capability, end-to-end business process improvement; proper alignment of authority and accountability; ongoing component engagement; and delivering measurable results.

**Global War on Terrorism (GWOT)**

The DoD IT budget includes critical command and control, information assurance, and direct warfighting support systems, as well as Information Technology (IT) funding to implement key combat support functions necessary to win the GWOT. Service and Defense-wide key activities are discussed in more detail within their individual overviews in Section II.

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***Portfolio Management***

On October 5, 2005 Deputy Secretary of Defense (DEPSECDEF) issued DoD Directive 8115.01 - Information Technology Portfolio Management. In addition, on October 30, 2006, the ASD(NII)/DoD CIO issued DoD Instruction 8115.02 - Information Technology Portfolio Management Implementation. The purpose of these policies is to establish and implement policy and assign responsibilities for the management of DoD IT investments as portfolios that focus on improving DoD capabilities and mission outcomes.

The DoD's Enterprise Portfolio is divided into Mission Area Portfolios, which are defined as Warfighting (WMA), Business (BMA), DoD portion of Intelligence (DIMA), and Enterprise Information Environment (EIEMA). Mission Area portfolios are divided into sub-portfolios (e.g., domains or capability areas) that represent common collections of related, or highly dependent, information capabilities and services. Portfolios are used to support each of the DoD's decision support systems including: the Joint Capabilities Integration and Development System (JCIDS); the Planning, Programming Budgeting, and Execution System (PPBE); and the Defense Acquisition System (DAS). Mission Areas provide portfolio recommendations to the appropriate officials for consideration in the Department's decision support systems.

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**Warfighting Mission Area (WMA)**

The Deputy Secretary of Defense tasked the Chairman of the Joint Chiefs of Staff (CJCS) to lead the Warfighting Mission Area. DODD 8115.01, 10 Oct 05, establishes policy and assigns responsibility to the CJCS for the management of DoD IT investments as portfolios. Additionally, the DOD 8115 Series directs the CJCS to use WMA IT Portfolio Management (PfM) to influence the JCIDS, the PPBE process, and the DAS, through the appropriate policy instructions. One of the published objectives in the October 2006 Joint Command, Control, Communications, and Computers (C4) Systems Campaign Plan is to “Manage the WMA IT portfolio investment analysis to provide prioritization and integration recommendations to the capabilities, acquisition and budget process decision makers.” CJCSI 8410.01 is Joint Staff policy for the execution of the Chairman’s Warfighting Mission Area IT PfM responsibilities. The CJCS has assigned responsibilities to IT domain owners within the Joint Staff directorates to accomplish IT PfM. The CJCS also tasked the IT domain owners to promote Net-Centric data sharing and effectively enable COIs by providing oversight and guidance to their COIs in accordance with DODD 8320.2, Data Sharing in a Net-Centric Department of Defense. The WMA IT Domain Owner is the primary group responsible for accomplishing WMA IT Portfolio Management. The Directorate for Command, Control, Communication, and Computer (C-4) System, (J-6), integrates and manages the WMA IT portfolio management efforts.

Leveraging existing governance forums, the CJCS created eight WMA IT domains, each with an Information Technology/National Security System portfolio. The eight WMA IT domains are Net-Centric, Command and Control, Battlespace Awareness, Focused Logistics, Force Application, Force Protection, Joint Training, and Force Management. The eight WMA IT domains are aligned with the Department’s Functional Capabilities Board (FCB) construct. The Director for Command, Control & Communications (DJ6) was designated as the WMA IT Integrator responsible for integrating IT and National Security System (NSS) systems across all warfighting domains and coordinating with other mission area and DoD PfM governance forums. The Joint Requirements Oversight Council and its subordinate Joint Capabilities Board (JCB) perform governance and oversight of the WMA IT domains.

Working with the FCBs, and based on their prioritization of capability requirements, the eight WMA domains are developing domain implementation plans that analyze and make programmatic recommendations on key IT programs and systems – recommendations to initiate, continue, modify, or terminate IT programs. The eight plans will be consolidated into a WMA Enterprise Transition Plan for coordination among the components and other mission areas, in support of the PPBE process.

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IT Portfolio Management benefits the WMA Domain in the following ways:

- Improves overall military mission effectiveness through improved IT and National Security System management decisions.
- Establishes an IT/NSS repository providing a single location for information and reducing the need for IT/NSS data calls.
- Minimizes programmatic, technical, and operational risks by choosing the best programs, systems, and initiatives.
- Reduces capability duplication and as such improves efficiency and enhances system interoperability among multiple users.
- Promotes economies of scale and increased cost effectiveness.

**Business Mission Area (BMA)**

In 2005, the Deputy Secretary of Defense (DEPSECDEF) directed the establishment of the Business Transformation Agency (BTA) as the entity responsible for executing Enterprise-level business transformation. Through a governance structure of tiered accountability, the Defense Business Systems Management Committee (DBSMC) manages the Enterprise-level requirements, while each component manages its own unique mission support requirements. The DBSMC established and chartered Investment Review Boards (IRBs) as the mechanisms that each Certification Authority (CA) uses to provide oversight of the investment review process for business systems supporting activities under their designated area of responsibility.

The IRB process ensures that new systems and existing systems under modernization are compliant with the Business Enterprise Architecture (BEA). The BEA is the enterprise architecture for the DoD's business information infrastructure and includes processes, data, data standards, business rules, operating requirements, information exchanges, and the depiction of policies and procedures. The BEA provides foundational standards for data and IT interoperability, and creates a blueprint to guide and constrain business system investments.

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The Business Mission Area (BMA) uses a tiered accountability approach to investment management, categorizing each business system into one of four tiers. Tier 1 includes all Major Automated Information System (MAIS) programs with the designation of ACAT 1A, 1AM, or 1D. Tier 2 includes all non-MAIS programs with an investment of \$10M or more. Tier 3 includes all non-MAIS programs with an investment between \$1M and \$10M. Tier 4 includes all other non-MAIS programs. All development and/or modernization efforts falling within Tiers 1-3 require IRB review, CA certification, and DBSMC approval.

*Objectives of the BMA:* The overall objective of the BMA is to ensure that the right capabilities, resources, and materiel are delivered rapidly to warfighters. This is done by employing a holistic, investment management approach, utilizing an investment management framework. Defense Business Transformation is driven by four strategic objectives that help shape overall priorities and serve as checkpoints around which to assess the efficacy of our transformation efforts.

These four objectives are:

1. Provide support for the joint warfighter – Joint military requirements are driving the need for greater commonality and integration of business and financial operations.
2. Enable rapid access to information for strategic decisions – To make sound and timely decisions, senior DoD leadership requires deeper insight into the Department's business operations. At the Enterprise level, DoD has identified and focused its transformation efforts on six strategic Business Enterprise Priorities, all of which make critical business information more visible and accessible. This visibility will enable decision makers to create a linkage between strategy-based outcomes and the performance of operations, create transparency of data across organizational lines, and begin to identify performance metrics that can roll up to the Enterprise level.
3. Reduce the cost of business operations – Defense business operations are being streamlined so that DoD can more effectively deliver warfighting capabilities, contend with growing pressures on resources, and benefit from economies of scale. Accordingly, the Department is focusing its investment management on the total investment needed to achieve specific Business Capability improvements. DoD is investigating a new process, called the Business Capability Lifecycle (BCL), to accelerate the acquisition process for business systems which will allow the Department to respond to emerging technology, make better decisions faster about how to manage investments, and deliver Business Capability improvements faster.
4. Improved financial stewardship to the American people – The Department recognizes its responsibility to the American people to manage financial and human resources wisely. The BMA supports the DoD's Financial Improvement and Audit Readiness (FIAR) Plan for achieving an unqualified audit opinion.

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*Defense Business Systems:* The term “defense business system” means an information system, other than a national security system, operated by, for, or on behalf of the Department of Defense, including financial systems, mixed systems, financial data feeder systems, and information technology and information assurance infrastructure, used to support business activities, such as acquisition, financial management, logistics, strategic planning and budgeting, installations and environment, and human resource management. Refer to Component summaries for a detailed listing of defense business systems.

*Information Assurance Activities:* Information assurance is a system level activity, and is conducted by the components. Following the philosophy of tiered accountability, information assurance is not explicitly addressed at the BMA portfolio level. Refer to Component summaries of systems for a detailed listing of information assurance activities.

*Major Accomplishments:* As of the end of FY07, 314 systems have successfully navigated the IRB/DBSMC approval process. By doing so, these critical business systems effectively certified their compliance to the architecture, and were given an appropriate level of review by senior leadership.

The BMA also implemented a new risk-based approach, called the Enterprise Risk Assessment Methodology (ERAM), designed to work collaboratively with the system developers to help business Major Automated Information Systems deliver business capabilities rapidly, at a reduced cost, by identifying program vulnerabilities and providing mitigation solutions. The findings from the first three tests cases of the ERAM led to the development of the Business Capability Lifecycle (BCL) process discussed below.

*Major Planned Activities:* The BMA is implementing a new flexible acquisition oversight model – the BCL – that allows programs to customize the content and analysis structure to the needs of the problem they are solving within an agile governance structure. Through a disciplined process of analysis and review, the BCL will provide the problem definition, solution analysis, program justification and acquisition oversight model that addresses known issues with delivering needed business capabilities rapidly and at reduced cost and risk. This approach will also allow for the continued identification and resolution of additional root cause delivery issues.

In the coming months, the BMA is applying the BCL methodology to MAIS programs. This will accelerate the acquisition process for business systems and allow the Department to respond to emerging technology, make better informed decisions about how to manage investments, and deliver business capability improvements faster.

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*Global Information Grid (GIG) / Net-Centricity:* The IRB/DBSMC certification and approval process requires that a business system be compliant with the overarching BEA. Since the BEA was developed using the GIG as an underpinning assumption, a system's compliance with the BEA implies its integration with the GIG.

**Defense Intelligence Mission Area (DIMA)**

As the Principal Staff Assistant and advisor to the Secretary and Deputy Secretary of Defense on all intelligence-related matters, the USD(I) also serves as the primary representative of the Secretary to the Office of the Director of National Intelligence (ODNI). In this capacity, the USD(I) is responsible for management of the DoD portion of the Intelligence Mission Area (DIMA), which encompasses all IT investments within DoD's Military Intelligence Program and DoD's portion of the National Intelligence Program.

Although DIMA was the last of DoD's four Enterprise Portfolios to be stood up, it will ultimately make intelligence a warfighting operational capability responsive to the commander's needs. While the CIOs of DoD and ODNI are working together to pursue complementary strategies to achieve information sharing, DIMA is leveraging the USD(I)/ODNI collaborative strategy by having ODNI co-chair the DIMA Component Advisory Group (CAG); and by actively involving ODNI participants in the development of DIMA's enterprise architecture. DIMA looks forward to its role within USD(I) and to finalizing its governance and management planning documents.

**Enterprise Information Environment (EIEMA)**

The goal of EIEMA portfolio management is to enable and support net-centric operations for warfighter, intelligence and business users by providing a common, assured, ubiquitous communications, computing and service enterprise information environment (EIE). EIEMA provides a framework for identifying and meeting EIEMA user requirements, and establishing processes for working with the other Mission Areas.

The GIG assets included in the EIEMA portfolio provide EIE capabilities required to support net-centric operations. The EIE is composed of GIG assets that: 1) operate as, or that ensure, local area networks; campus area networks, tactical, operational, and strategic networks; metropolitan area networks; and wide area networks; 2) operate as, or that ensure, end-user devices, work stations, and servers that provide local, organizational, regional, or global computing capabilities; 3) include computing infrastructure for the automatic acquisition, storage, manipulation, management, control, and display of data or information, with a primary emphasis on DoD enterprise capabilities; and 4) include a common set of enterprise services, called Core Enterprise Services (CES), which provide awareness of, access to, and delivery of information on the GIG.

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The EIE provides the key capabilities for DoD Components to achieve assured information sharing within DoD and with partners outside DoD (e.g. intelligence community; DHS; other Federal, state and local governments; coalition partners) through implementation of the DoD Net-Centric Data Strategy (Department of Defense Directive 8320.2, *Data Sharing in a Net-Centric Department of Defense*, December 2, 2004.)

EIEMA is the focal point for resolving issues by recommending solutions and alternatives for the Department's portfolio of EIE-related investments. The EIE investments are synchronized and coordinated through four EIEMA Domains: Communications (Comms), Information Assurance (IA), Core Enterprise Services (CES), and Computing Infrastructure (CI).

As directed by DoD policy, the Department of Defense Chief Information Officer (DoD CIO), as the EIEMA Lead, is charged with establishing and executing a portfolio management process for the associated portfolio of investments. Pursuant to this responsibility, the DoD CIO has determined that an Investment Review Board (IRB) and process will be used as the primary management framework for the EIEMA portfolio and associated Domain sub-portfolios.

The EIEMA IRB strives to ensure efficient and effective delivery of capabilities to the Department and to maximize return on investment to the enterprise through informed, rigorous business cases and balanced IT investment decisions across organizations and programs. EIEMA IRB and its stakeholder community will:

- Expedite the capability to advance network-centric operations by collectively assessing net-centric transformation and synchronizing capability delivery across the Department's infrastructure
- Minimize programmatic, technical, and operational risks by choosing the best mix of investments within the EIEMA portfolio
- Leverage opportunities to collaborate with other mission areas to advance mission effectiveness, identify and manage interdependencies, and foster net-centricity.
- Expedite convergence toward net-centric capabilities; reduce unnecessary capability duplication; and improve efficiency, cost-effectiveness, awareness, and access to capabilities and services across the enterprise.
- Transition from program-by-program investment management to end-to-end capability-based portfolio management that ensures that EIEMA portfolio recommendations inform decisions made in the Defense Acquisition System, the Joint Capabilities Integration and Development System, and the Program, Planning, Budgeting and Execution system.

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*Major Accomplishments:* In 2007, the DoD CIO matured a governance structure and process, initiated in 2006, to manage the transformation of investments in the EIEMA portfolio. Key tasks included establishing a capabilities-driven portfolio management process strongly tied to DAS, JCIDS, and PPBE; fostering of a strong network of people and information across the community; and impacting decisions that drive the portfolio toward net-centricity.

The DoD CIO chaired the EIEMA IRB to provide senior review of EIEMA investment recommendations. The EIEMA IRB, including all four Mission Areas and the Component CIOs, strengthened the portfolio of EIEMA investments by reprioritizing programs to accelerate delivery of the Defense Knowledge Online (DKO) capability for 3.5 million users. The DKO portal supports information sharing across the Department and with external mission partners.

*Major Planned Activities:*

- Work with Components to identify an initial set of critical mission area capabilities and the information needed to inform the investment decision process
- Present EIEMA portfolio recommendations to the EIEMA IRB that drive the portfolio toward net-centricity
- Continue collaborating with EIEMA stakeholders to ensure the DoD CIO is maximizing delivery of EIE capabilities
- Establish methods to measure transformation over time.
- Use Information Technology Portfolio Management principles and constructs to support the DoD Capability Portfolio Managers and help them evolve.

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*eGovernment*

The Department of Defense has and continues to benefit from participation in the President's Management Agenda E-Government Initiatives and Lines of Businesses. The following are specific benefits for the Initiatives that are funded by DoD in FY 2009:

<b>Initiative</b>	<b>FY08 Agency Contributions (Includes In-Kind)</b>	<b>FY08 Agency Service Fees**</b>	<b>FY09 Agency Contributions (Includes In-Kind)</b>	<b>FY09 Agency Service Fees**</b>
E-Rulemaking	\$535,000			\$251,994
Business Gateway	\$120,000		\$74,585	
Grants.gov	\$536,187		\$517,763	
E-Training*		\$4,952,586		\$4,952,586
Recruitment One-Stop		\$484,548		\$503,930
EHRI		\$13,517,059		\$20,269,161
E-Payroll		\$63,033,881		\$60,367,884
Integrated Acquisition Environment	\$24,859,539		\$4,900,211	\$20,705,114
IAE-Loans and Grants*	\$189,973		\$189,973	
E-Authentication		\$29,800		\$69,700
Financial Management LoB	\$142,857		\$142,857	
Human Resources Management LoB	\$260,870		\$260,870	
Grants Management LoB	\$59,316		\$59,316	
Federal Health Architecture LoB	\$1,861,174		\$1,935,621	
Geospatial LoB	\$43,260		\$42,000	
Budget Formulation and Execution LoB	\$85,000		\$95,000	
IT Infrastructure LoB	\$480,000			
<b>DoD Total</b>	<b>\$29,173,176</b>	<b>\$82,017,874</b>	<b>\$8,218,196</b>	<b>\$107,120,369</b>

Notes:

\* - Funding levels are subject to change

\*\* - Service fees are estimates as provided by the E-Gov Initiatives

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**Benefits:**

- Integrated Acquisition Environment (IAE) provides a secure business environment that supported cost effective acquisition of goods and services in support of DoD's mission performance.
- E-Rulemaking, an electronic web-based notice and comment system, allows citizens and organizations to search and comment electronically on rulemaking information.
- Human Resources Line-of-Business (LoB) is creating a framework for Government -wide modern, cost effective standardized and interoperable HR solutions that provide common core functionality to support the strategic management of Human Capital.
- Grant applicants have benefited from Grants.gov FIND, a central location for grant opportunities. Grants LoB has benefited DoD and the University Community by the use of a standard grant application form that brings greater consistency to the data that the components require of applicants and allows for greater oversight of the grants program.
- Federal Health Architecture LoB is a collaborative environment for Federal agencies to identify common Federal health business requirements and processes and recommend health data standards for industry to use in building health IT products.
- Business Gateway provides resources to help businesses quickly find compliance information, forms and contacts from multiple Government Websites.
- E-Authentication is working to provide authentication validation services for multiple forms of identify credentials to all Federal electronic systems.
- Budget Formulation and Execution LoB, still in the initial stages will build toward a budget of the future by employing standards and technologies for electronic information exchange to link budgets, execution, performance and financial information throughout all phases of annual budget cycle.
- FM LoB is currently working to provide a financial management solution that improves business performance and ensures integrity in accountability, financial controls and mission effectiveness.

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- Geospatial LoB is working on a coordinated approach to produce, maintain and use geospatial data and work with federal partners to establish a collaborative model for geospatial related activities and investments.
- E-Payroll consolidates and standardizes federal civilian payroll functions by migrating civilian employees from their agency-specific payroll systems onto E-Payroll systems, eliminating duplicative payroll systems and standardizing application of payroll policies among federal agencies.
- E-Training initiatives creates a premier e-Training environment that supports development of the Federal workforce through simplified and one-stop access to high quality e-Training products and services.
- Enterprise Human Resources Integration Initiative's (EHRI) Electronic Official Personnel Folders (eOPF) is a web-enabled solution to provide employees the ability to access their official personnel folder.
- Grants and Loans – DoD funding for this initiative will ensure the existence and operation of a single searchable website accessible by the public.
- Recruitment One-Stop allows for the posting and searching of job, on line application and feedback for Federal jobs in a seamless one-stop portal, USAJOBS.

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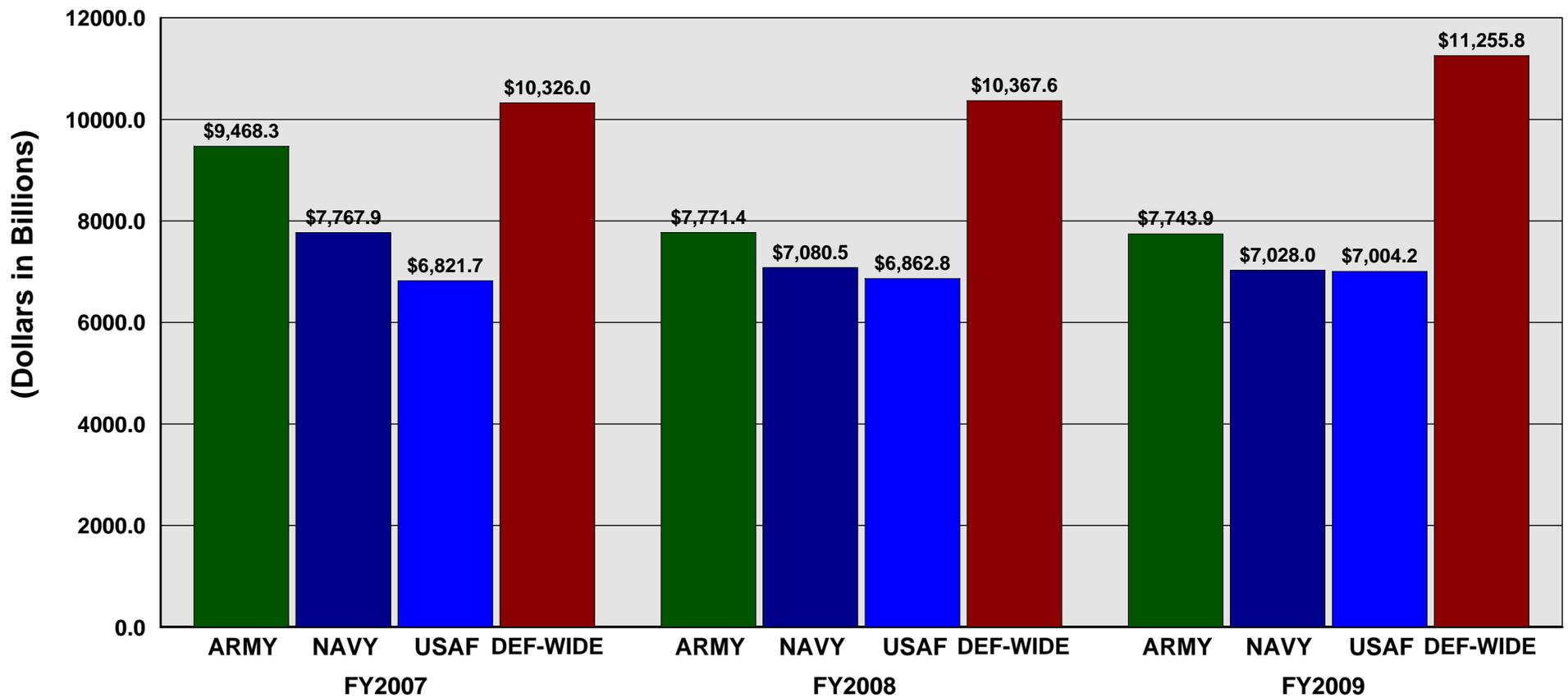
Notes:

The FY2009/2010 Department of Defense IT Budget materials are available on the web at: <https://snap.pae.osd.mil/snapit/BudgetDocs2009.aspx>

Resources provided to the Department of Defense for Spectrum Relocation and Base Closure and Realignment are not included in the President's Budget Request for Information Technology.

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**COMPONENT SUMMARY**



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**COMPONENT SUMMARY**

	<b>FY2007</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>
<b>GRAND TOTAL</b>	<b>\$ 34,383.82</b>	<b>\$ 32,082.34</b>	<b>\$ 33,031.95</b>	<b>\$ 33,754.41</b>
<b>DEPARTMENTS</b>	<b>\$ 24,057.82</b>	<b>\$ 21,714.73</b>	<b>\$ 21,776.17</b>	<b>\$ 22,599.83</b>
AIR FORCE	6,821.66	6,862.84	7,004.24	7,922.79
ARMY	9,468.26	7,771.43	7,743.89	8,005.54
NAVY	7,767.90	7,080.46	7,028.04	6,671.50
<b>DEFENSE AGENCIES</b>	<b>\$ 8,285.29</b>	<b>\$ 8,532.73</b>	<b>\$ 9,265.14</b>	<b>\$ 9,163.18</b>
BTA	259.03	249.95	241.24	138.57
DARPA	18.25	19.85	71.71	72.36
DCAA	23.44	25.34	25.35	28.04
DCMA	122.23	107.29	109.32	111.38
DeCA	127.07	124.03	124.92	122.18
DFAS	324.12	377.89	361.89	326.15
DISA	4,121.75	4,449.33	4,904.78	4,833.42
DLA	785.22	735.96	686.48	720.09
DSCA	0.00	1.99	2.50	2.28
DSS	60.92	72.04	52.45	45.94
DTRA	105.95	94.24	105.85	106.75
JCS	71.77	48.97	45.23	46.90
MDA	208.88	163.83	203.44	222.62
NSA	818.48	826.74	972.26	993.06
OSD	394.43	404.87	443.59	456.68
OUSD(I)	259.14	188.15	266.92	255.85
PFPA	7.18	10.44	11.53	11.89
SOCOM	220.71	234.08	239.34	235.00
TRANSCOM	356.72	397.76	396.35	434.03
<b>FIELD ACTIVITIES</b>	<b>\$ 2,040.70</b>	<b>\$ 1,834.88</b>	<b>\$ 1,990.65</b>	<b>\$ 1,991.41</b>
AFIS	15.34	15.08	20.73	21.18
DHRA	141.31	133.05	206.85	216.62
DODDE	72.54	75.21	76.92	78.68
DPMO	2.82	2.82	2.89	2.89
DTIC	51.73	16.89	17.13	18.62
IG	17.51	19.88	18.78	17.16
NDU	11.83	13.44	13.49	13.53
TMA	1,612.01	1,441.51	1,492.66	1,494.49
WHS	115.62	117.00	141.19	128.25