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13 February 1987

MEMORANDUM FOR: OIT Front Office
                 OIT Group Chiefs

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                 A&TPS Members

STAT   FROM:

        SUBJECT: Outline of 87 ISB Presentation

        Appended is the draft framework for our 1987 briefing to the ISB on
the status and plans of OIT.   It covers the period between the ISB
briefings, that is, March 1986 to March 1987.

        Essentially, what these annual briefings do is require us to
develop OIT's strategic plans. Last year we took a first cut at it, but
I think that this year we have to go a good deal further to provide the
planning insight that will now be expected.   To provide structure for
the substantial range of our activities and plans this year, and to
allow us to talk about both accomplishments and plans with respect to a
particular area, or thrust, I have tried to develop a coherent framework
for our efforts. This framework provides a structure for addressing our
main thrusts.   These thrust are aggregated into hree areas: management,
development, and operations.   Although the three areas conform to our
management structure,   the subordinated efforts do not necessarily so
conform.   Bearing in mind that this presentation is directed at our
customers, I have given first priority to a structure that tells a
coherent story.   (Not that it can't be improved upon.)   Under each are
identified the specific efforts that are underway, or planned, towards
accomplishment of the goal.

        At this point, no specific effort has been made to define slides;
that comes next.   However, some of the likely slides are obvious.   I
would anticipate using graphics wherever possible. The architecture and
capacity increase areas, for example, would be mostly are entirely be
done in terms of graphics.   In the architecture area we might use
graphics for   such aspects   as our   planned local   area network
architecture; our evolutionary plan for workstations;   our Reston/Hqs
switch/trunk system architecture; our prototype node for our conceptual,
trunking,   domestic network architecture;   and the conceptual X.25,
domestic/foreign network architecture.   Suggestions for others that
might be appropriate would be helpful.   If you have appropriate

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graphics, would you please send me copy as soon as possible.

You will notice that I have an outline area that addresses Resource Constrained Areas. I don't know if we can do any good here, but I think we should take a look at it. The intent is to identify areas where we have the personnel resources to make faster progress, and the technology is there to do so, but we are constrained by the overall resource constraints. Network integration and management, systems development, and facilities to support distribution of applications development to our customers might be prime areas for such candidates. Upon reflection, it is possible that our customers would find some of them relatively more important in the general scheme of things than they have so far indicated, given the overall framework in which they fit.

The last item on the agenda, which is also blank, is the schedule. My thought here is to provide a one or two page, top-level schedule similar to what we did last year. It would cover the next two to four years. For it I need top level milestones, particularly from the implementation programs. If you could help me out there, it would be appreciated.

In taking this first cut at outlining the presentation, I have tried to be inclusive, so that we define a framework that encompasses all that we are doing. The actual presentation, however, will have to concentrate on the high points, culling it all down to about 40 minutes worth. Thus only the most significant elements are going to survive.

One thing that you will notice is little mention of security. I think it would be highly desirable if we could make a stronger showing in this area, particularly given the high priority assigned to it by the ISB. However, perusing our accomplishments I was unable to find much beyond the standard operational things. Suggestions in this area will be gratefully received, particularly with respect to strategic planning thrusts.

I would appreciate your comments on the general format and structure of the presentation. I would also appreciate any specifics that should be added with respect to accomplishments, goals, etc. Given the tightness of the schedule, I am now going to begin drafting slides. The sooner you can get your comments back to me, the more helpful they will be. I am hoping you will be able to provide your comments via AIM by COB 24 February, at the latest. Specific recommendations are, of course, more valuable than general comments.

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STAT   *** APPENDED BY: _____ , ON: February 13, 1987 AT: 3:08 PM ***

AGENDA

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Provide technological and policy leadership ___ to Info management issues (OIS responsib)

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o **Our Strategic Program**
  - ISB Guidance
  - Thrusts
o **Architectural Goals**
  - Communications Network
  - Local Automation Facilities
  - Industry Dependency
o **86 Accomplishments**
  - Decisions and Standards
  - Implementations
  - New Initiatives
o **Prototype Projects**
o **Correlation of Plans and Accomplishments to ISB Strategy**
o **Resource Constrained Areas**
o **Schedule**

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ISB INFORMATION SYSTEMS POLICY

o Exploit quality and efficiency leverage of information technology
o Continuously push security
o Corporate requirements will drive system decisions
o "Federal system" of information technology management
o Single, integrated network
o Advance with the state-of-the-art, in an orderly manner, with
   constrained diversity
o Structure and support an attractive career environment
o Develop resource management support tools

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OIT STRATEGIC PLANNING THRUSTS FOR 87

Management Thrusts

  o Integration of Communications and DP Management
  o Organization for Improved Systems Development
  o Career Assessment and Planning
  o Training/*Education* ———> (*different from training*)

Development Thrusts

  o Integration
  o Softcopy Work Environment

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(OIS) Don't let the split Dev, Maintenance, operation ...

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o Efficient Applications Development and Software Maintenance
o Cognitive Support

Operations Thrusts

o Service and Performance, ~~Standards~~ *Shared standard setting)*
o Contingency Support

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MANAGEMENT

o Integration of DP and Communications Management

    - Definition of the future network architecture
    - Configuration management of the network
    - Improved work flow management

o Organization for Improved Systems Development

    - Utilities-based developments, i.e. DP facilities and network
       centrally developed and managed
    - Requirements and system concept evolution management
    - Office-level Systems Integrator (SI) for projects coordination
       and management support
    - Improved visibility of maintenance investments

o Career Assessment and Planning

    - Personnel Management Board
    - Definition and promulgation of personnel management policy
    - OIT a lead office in new, Agency compensation program
    - Enhance personnel performance recognition

o Training

    - Enhanced per-capita annual investment in training
    - Enhanced career broadening assignments

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DEVELOPMENT STRATEGIC PLANNING THRUSTS FOR 87

Integration

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o Connectivity - Intecom PBX in Hqs
o System Interface Standards
o X.25 and SNA packet protocol comm environment
o Switch system recapitalization - ACTOR, SPARS and MHF
    replacing ACT, Max and CDS
o Wang Alliance interface to central environment
o Corporate Data Base program - single environment
  for administrative files/data bases
o Single system image for central DP environment
o NEWS 3270 communications facilities
o FBIS interfaces to MHF and AIM

Softcopy Work Environment

o SAFE and ALLSTAR Upgrade
o PC Software Store for COTS software
o AIM enhancements, e.g. performance, retrieve, priorities
o Electrical continuity from remote workstations to Hqs
  central environment
o Electronic cable origination, review, release and transmission
o NEWS generic AT workstation
o Desktop publishing
o Common user interfaces - e.g. SQL and Windows graphical type
  workstation work interface

Efficient Applications Development and Software Maintenance

o Exploitation of commercial, off-the-shelf (COTS) software for
  microprocessors, e.g. graphical user interface, word processor,
  DBMS, spreadsheet
o Exploitation of COTS software for mainframe environments, eg,
  IDMS/R, ACF-2, NetView. All further developments on GIMS
  stopped and plan/rqmts for GIMS exit being developed
o Adopt "Fourth Generation Languages" and AI to automate
  applications development and provide automatic, assured
  compliance with design completion and documentation standards

Cognition Support

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o Application of AI,
  requirements tasking, personnel management, network management
  support
o Application of highly parallel processing machines, e.g.,
  Cray and "connection machines"
o Very large local data bases for reference data via compact
  disks in LAN environments

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OPERATIONS STRATEGIC PLANNING THRUSTS FOR 87

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Service and Performance

- o Improved system monitoring, data collection and reporting
- o Network management facilities - NMS with OC, SNA/Netview
- o Service standards, including performance
- o.Performance monitoring system
- o Corporate Data Base program - reduction of support resource rqmts thru elimination of batch, quick turnaround for file updates
- o Headquarters CPU upgrades, including Cray introduction
- o Distributed processing and data bases in local, user community environments

Contingency Support

- o Communications support for VIPs
- o Crisis communications

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ACCOMPLISHMENTS: ORGANIZATIONAL

- o Establishment of PMB and promulgation of personnel assessment policy
- o Merger of parts of OIS with OIT
- o Program for PC-based aids to handicapped established
- o Integration of networking activities
- o Acquisition of an office-level SI
- o Initiated coordinated/joint networking efforts with OC
  - Network Management System
  - Programs assessment model
  - Synchronous communications

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DECISIONS

- o Integrate Hqs Wang Alliance systems into central environment
- o Begin distribution of applications development to customer

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offices
o Acquire an Office SI

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STANDARDS

Developed

o Document Interchange Format Std - (DCA)
o Electronic Mail Interchange Std. - (DIA/SNADS)
o 3270 DFT Terminal Protocol Std.
o Data Base Management System Data Language Std - (SQL)
o Levels of Service Std.
o Network Architecture SOD - (SNA)
o Terminal and Workstation SOD - (3270)

In-Process

o Access to Functional Services SOD
o Local Area Networks Std.
o Graphics Interchange SOD
o Criteria for Waivers Std.

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ACCOMPLISHMENTS: IMPLEMENTATIONS

o New, consolidated, counterterrorism database established
o New, Agency owned, non-secure phone system in Hqs
o MHF offloading of CDS message management functions significantly
    increased achievable, switch system throughput capacity
o Delivery 3.0 SAFE installed at DIAC
o CAMS release 9.0, incorporating support for DMA's rqmts processing
STAT o Developed concept mockup for AI-based, [   ]
    proceeding to design prototype based on successful concept demos
STAT o Fiberoptic link [   ]
o Acquired and installed secure, data/voice switches
o PC Software Store
o IOC of Agency Budget Formulation segment of BARS
o Deployed an overseas terminal for DESIST
o Installed PASS new, Hqs building access control system
o Inventory Management and Failure Analysis Reporting System (IMFARS)
    delivered to OC for maintenance management support of overseas eqpt
o SAFE architecture selected for ALLSTAR Upgrade
o 24 hour service desk established

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o PC-based audit network established for remote, domestic offices (CSAD)
   of OF
o Corporate DB program DBMS, IDMS/R, installed and operational
o ACTOR replaced ACT-O
o Upgrade of Crisis Communications Center

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SYSTEM CAPACITY INCREASES

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NEW INITIATIVES in 86

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o HSTS Upgrade
o Acquisition of Generic Workstation
o FBIS Integration
o Prototype Domestic Network Switching/Trunking System

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PROTOTYPES UNDER DEVELOPMENT

o Desktop Publishing System - Xerox
o SNA Communications

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STAT   o Domestic Network Trunking Switch -
o Windows Graphics Interface for 3270 AT Workstations

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WHAT WE PLAN TO RELY ON COMMERCIAL TECHNOLOGY TO DELIVER

o All hardware
o Standard, graphics-oriented, PC user interface
o Interface protocols
o LAN protocol, with management, file server, comm and security
   facilities
o LAN communications system(s)
o Workstation multitasking/multiprocessing operating system
o Central system DBMSs
o Distributed DBMSs management system for central environment
o Network management and control system elements
o AI inference engines

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