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A Message from Paul A. Strassmann

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October 11, 1992

To: Clyde Jeffcoat

From: Paul A. Strassmann

Subject: Megacenter Selection

Enclosed is a proposal to identify and evaluate potential megacenter sites. I do not think that this should be managed out of OSD. The decision how, where and with whom to proceed should be yours. However, there are a few points I would like to note:

- The task order is not fully priced out. You should agree only to projects that show total estimated costs.
- The qualifications of FEDSIM to do this work are questionable, in view of prior poor work in evaluating data center performance. The justification for spending \$1.5 million for FEDSIM is also not apparent [that is 12-15 manyears of effort!].
- The time-line of 38 weeks is too long – I do not think you can live with that, because you must start making consolidation decision as early as in the 1Q 93. Even after 38 weeks it is not apparent that Task Order will result in actionable recommendations.
- What's needed is quick sorting out of potential sites, and not a elaborate staff study of everything, everywhere. Most sites (over 1500!) should be quickly eliminated. The remaining effort should concentrate on the few locations that meet primary security and facility criteria [e.g.: Is it on a garrisoned base?; does it have reasonably modern and secure floor space of about 80,000 sq.ft.+?]

Thanks

ic: D. Brown, Fischer

Paul

DEFENSE INFORMATION SYSTEMS AGENCY
OFFICE OF THE DIRECTOR
CENTER FOR INFORMATION MANAGEMENT

DATE: 9 October, 1992

MEMO TO: Paul Strassmann

Paul, attached for your review and comment is a draft task order for identifying high potential megacenter sites. I am also including a list of siting criteria that we would propose using as part of the assessment process. Any additions (or deletions) from the proposed list would be appreciated. If you have any questions, please call me at home 703-275-1245.

Hope you have a pleasant and restful weekend and holiday.

Wen

Defense Information Infrastructure (DII)

Potential Mega-Center Sites: Baseline/Benchmarking

Task Order Description

PART A - TASK REQUEST/AGREEMENT FOR CIM SUPPORT

1. **Task Title and Priority:** Defense Information Infrastructure (DII) Potential Megacenter Sites: Baseline/Benchmarking Task. Priority/High.

2. **Objective:** The purpose of this task is to assess the ability of selected sites to expand the current operations to support the significantly increased workload of a consolidated Megacenter. The task will be approached in two distinct phases. Phase I will be a quick look at basic characteristics and qualitative data on existing sites. Phase I will result in a short list of selected sites that have the potential to become Megacenters. Phase II will take the analysis further by doing an in-depth baseline and benchmark analysis of the selected sites. The results of Phase II will be a ranking of the sites with respect to the general qualifications of a Megacenter.

3. Statement of Work (Phase I and II):

Phase I

Primary objective of Phase I is to identify good potential sites for Megacenters, from the existing set of DoD Data Processing Installations (DPIs). Within this set of technically sound sites, other trade-offs may then be made to select the "optimum" DII Megacenters. The approach is to group current DPI sites, based on a "quick look," into loose categories based on a set of technical criteria.

To take this "quick look," we will first draft a list of technical criteria, concerning the selection of Megacenter sites, and profile the general, target characteristics. The second step is to crosswalk what we, DISA, currently know about the existing DoD sites with the list of criteria and group the sites using

natural breakpoints. A third step is to consider if there are any sites that should be proposed that are not on the list of existing DoD DFI sites--if so identify how well these sites fit the selection criteria. The fourth step is a rough cost estimate to make the sites fit the minimum selection criteria. Then finally, re-group the sites using natural breakpoints.

Phase II

This effort has two objectives: to collect detailed baseline information on selected DFIs, and to provide benchmark data to the Total Quality Management (TQM) program of those DFIs. This effort is Phase II of a project supporting DMRD 918. The initial phase collected qualitative data on Data Processing Installations (DFIs) and narrowed down the list of candidates to become megacenters in accordance with DMRD 918. Phase II continues this work by collecting detailed baseline and benchmarking information on these selected DFIs. Benchmark data will then be available for use by local Process Action Teams (PAT). The benchmark data supports the TQM (Total Quality Management) feedback process to help improve performance at the selected sites. The information gathered in the benchmark studies provides insights into the DFI's operations which can be used for continuous process improvement. The eventual selected Megacenter sites will want to continue to conduct either annual or bi-annual benchmark efforts in the out-years to keep improving their efficiency and fine-tuning their performance.

To achieve these Phase II objectives we will conduct benchmark studies using the methodology of Compass America to obtain detailed assessments of the current performance levels at sites selected in Phase I. Between 20 and 30 sites will be selected from Phase I for this further analysis. Major reports to be prepared during Phase II are: benchmarks of each selected site, and a compendium report which collects the most important data collected in Phase I and Phase II. In addition to the major deliverables, many intermediate items must be produced. For example, considerable work must precede the baseline/benchmark data collection to ensure that all sites collect identical data. Study guides, aids and worksheets will be distributed at a conference to kick-off the effort. Each site will be responsible for collecting the required data. Compass America will analyze the data and prepare the reports.

4. Deliverables: The due dates of the deliverables are working days from Funding Authorization (FA).

Phase I

Task 1.1: Identify Mega-center siting criteria. Identify the criteria to take a "quick look" and assess potential of sites. Define a profile of a year-2000 Target Megacenter. Specifically look at security, labor market/quality of life, and "site specifics." Other criteria may also need to be included (e.g. ease of transition to OSE).

Product: Siting Criteria List/General Megacenter Profile

- Due:**
- (1) Initial Draft: +3 working days; (approx. .5 weeks)
 - (2) Revised Draft: +5 working days; (approx. 1 weeks)
 - (3) Final Draft: +7 work days; (approx. 1.5 weeks)

Task 1.2: Crosswalk existing DPI sites with selection criteria list. Quickly review existing information and draft a matrix that shows the result. Compare/contrast sites with respect to the General Megacenter Profile. NOTE: Task 1.1 must be completed to start Task 1.2.

Product: Criteria/Current DPI Sites Crosswalk Report

- Due:**
- (1) Initial Draft: +10 working days; (approx. 2 weeks); Best guess internal to CIM
 - (2) Revised Draft: +15 working days; (approx. 3 weeks); Best Guess internal to DISA
 - (3) Final Draft: +20 work days; (approx. 4 weeks); reflect ODDI input.

Task 1.3: Identify any other sites that should be considered and cross walk them with the selection criteria list. Determine if the selection criteria would suggest any sites that are not on the list of current DPIS. If so identify the sites and cross walk them with the selection criteria. NOTE: Task 1.1 must be completed to begin Task 1.3.

Product: Criteria/Other Site Crosswalk Report

- Due:**
- (1) Initial Draft: +10 work days; (approx. 2 weeks)
 - (2) Revised Draft: + 13 work days; (approx. 2.5 weeks)
 - (3) Final Draft: +15 work days; (approx. 3 weeks)

Task 1.4: Rough cost estimates to "fix" each site to match the minimums of the selection criteria. Calculate rough estimates to bring the candidate sites up to the minimum acceptable criteria. NOTE: Tasks 1.2 and 1.3 Revised Drafts must be completed to begin Task 1.4.

Product: Cost Estimates to Align Sites with Minimum Selection Criteria

- Due:**
- (1) Initial Draft: +25 work days; (approx. 5 weeks)
 - (2) Revised Draft: +30 work days; (approx. 6 weeks)
 - (3) Final Draft: +35 work days; (approx. 7 weeks)

Task 1.5: Rough grouping of potential Megacenter sites and basic justification. Based on the crosswalk information, estimate the cost to bring each site up to the minimum acceptable selection criteria. If there are natural break points identify them and group the sites into loose categories based on a set of technical criteria:

- 1) sites that meet all the technical criteria (class A--"must have" sites);
- 2) sites that meet most of the criteria, minor things that can be fixed (class B--"preferable" sites);
- 3) sites that meet most of the criteria, the exceptions are major things that will take significant resources to fix (class C--"OK" sites);
- 4) sites that meet some of the criteria, the exceptions can be fixed (class D--"marginal" sites);
- 5) sites that meet some of the criteria, the exceptions would be prohibitively costly to fix (class E--"unacceptable" sites).

Also identify the trade-offs between groups. If there is time define the trade-offs per site. NOTE: Tasks 1.2 Revised Draft must be completed to begin task 1.5.

Product: Groups A-E Lists; technical trade-offs per "class" and per site for classes B, C, & D

- Due:**
- (1) Initial Draft: +15 work days; (approx. 3 weeks)
 - (2) Revised Draft: +20 work days; (approx. 4 weeks)
 - (3) Final Draft: +25 work days; (approx. 5 weeks)

Task 1.6: Update analysis of potential sites. Regroup prospective Megacenter site ranking, taking into considerations re-fined weighting factors from chain of command, additional detailed information, expansion/upgrade costs, and potential sites outside the original DPI list.
NOTE: Task 1.2, 1.3, 1.4 and 1.5 must be completed to begin task 1.6.

Product: Updated Groups A-E Lists; Updated technical trade-offs per "class" and per site for classes B, C, & D; and Updated "Fix-it" Cost Estimates

Due:

- (1) Initial Draft: +50 work days; (approx. 8 weeks)
- (2) Revised Draft: +55 work days; (approx. 9 weeks)
- (3) Final Draft: +60 work days; (approx. 10 weeks)

Phase II

Task 2.1: Establish Task with GSA/FEDSIM. Prepare Task Order documentation (Statement of Work -- SOW) under the Basic Agreement DISA/CIM/XI has established with GSA/FEDSIM for performance assessments.

Product: Contract Mechanisms and Procedures in Place

Due:

- (1) Draft SOW: +5 working days; (approx. 1 week)
- (2) Staff through DISA: +15 working days; (approx. 3 weeks)
- (3) Initial meeting with project team (DISA/CIM, FEDSIM, contractors) and DISA/CIM approval of Management Plan: +10 work days; (approx. 2 weeks)

Task 2.2: Conference. Develop data collection guides, aids and procedures. Develop conference agenda and presentation material. Make logistics arrangements: 1) schedule, location, funding, hand-out material, visual aids, notify attenders early and set the stage, then follow-up with details. Conference to be held TBD, no earlier than January 1993.

Product: Benchmark Kick-off Conference

- Due:**
- (1) Agenda/target audience size estimate: as specified in management plan.
 - (2) Location: as specified in management plan.
 - (3) Data collection material (guides, aids, procedures) and conference material: as specified in management plan.
 - (4) Initial notification memo to attenders: as specified in management plan.

Task 2.3: Collect data from sites. Collect data in accordance with Compass data collection procedures. Do a more detailed look to describe each sites's security profile (this requires visual inspection of premises and procedures). Begin on or about 15 Jan 93.

Product: Compass data on all selected sites

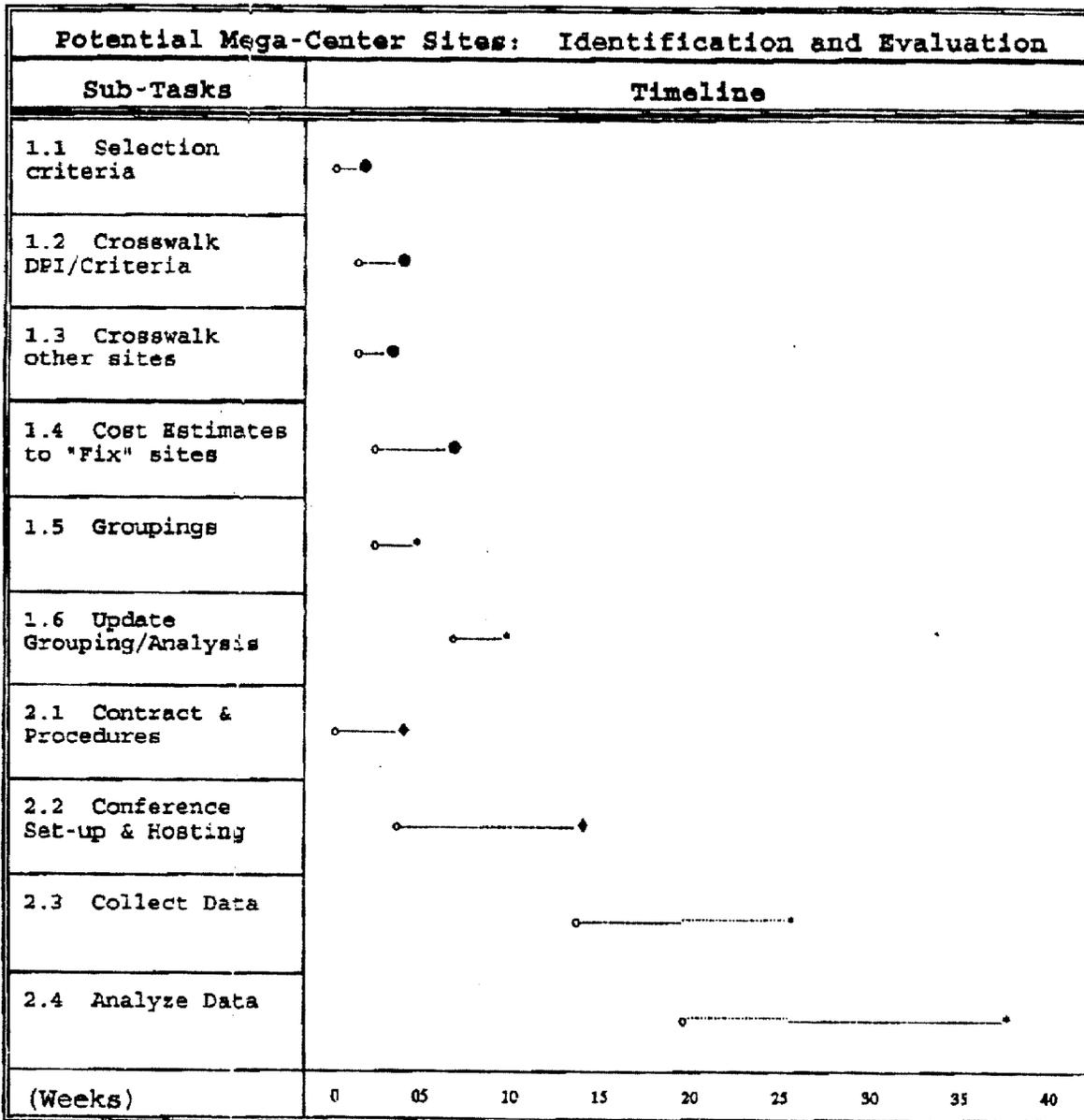
Due: Minimum - 45 days (1 Mar 93)
Maximum - 90 days (15 Apr 93)

Task 2.4: Analyze Data. Compass will analyze the data and produce reports and other analytical reports. Begin on or about 15 Apr 93.

Product: Compass Performance Analysis Reports on selected sites and a compendium report.

Due: 90 days (on or about 15 Jul 93)

5. SCHEDULE: See above deliverables, and tables below.



Timeline Legend:

- -- start
- -- intermediate products
- ◆ -- major milestones
- * -- major products

6. ESTIMATE OF RESOURCES: See the following charts.

Information Infrastructure Tasks	Phase I Staffing Required (Level of Effort)					
	CIM	DISA MATRIX SUPPORT				Contr
		DNSO	DITSO	DSSO	JEIO	
Task 1.1: Selection Criteria siting criteria	2.0	0.0	0.0	0.0	0.0	0.0
Task 1.2: Crosswalk DPI/Criteria	2.0	0.0	0.0	0.0	0.0	0.0
Task 1.3: Crosswalk other sites	2.0	0.0	0.0	0.0	0.0	0.0
Task 1.4: Rough cost estimates to "fix" sites	2.0	0.0	0.0	0.0	0.0	0.0
Task 1.5: Rough groupings	2.0	0.0	0.0	0.0	0.0	0.0
Task 1.6: Update Analysis	2.0	0.0	0.0	0.0	0.0	0.0

CIM + Other DISA Staff: 2 DISA Staff/1-2 months
 Contract Dollars: \$ 0K

Benchmark Candidate Megacenter Sites	Phase II Staffing Required (Level of Effort)					
	CIM	DISA MATRIX SUPPORT				Contr
		DNSO	DITSO	DSSO	JEIO	
Task 2.1: Contract	4.0	0.0	0.0	0.0	0.0	0.0
Task 2.2: Conference	4.0	0.0	0.0	0.0	0.0	0.0
Task 2.3: Collect Data	4.0	0.0	0.0	0.0	0.0	0.0
Task 2.4: Analyze Data	4.0	0.0	0.0	0.0	0.0	0.0

CIM+Other DISA Staff: 4 DISA Staff/3 month (over 6 calendar mo.)
 Contract Dollars: \$ 1,500,000 (30 target sites)
Cost depends on number of sites

7. ODDI/OASD(IS) POINT OF CONTACT:

Name: Mr. Thomas Sheehan
Address: OASD(C3I), Washington, D.C. 20301
Telephone Number: (703) 746-7912
FAX Number: (703) 746-7396

8. COORDINATING OFFICE POINT OF CONTACT:

Name: Ms. Jo Osborne Tate
Address: DISA/CIM/XIU, 701 S. Courthouse Road,
Arlington, VA 22204-2199
Telephone Number: (703) 285 5323
FAX Number: (703) 285 5417

PART B - INFORMATION REQUIRED WHEN USING CIM CORPORATE FUNDS

9. **CIM CENTRAL FUNDS - BUDGET LINE ITEM:** TBD

10. **TYPE OF ACTION:** MIPR

11. **INFORMATION FOR WHOM FUNDS ARE TO BE RELEASED:**

Organization: DISA/CIM
Address: 701 S. Courthouse Road
Arlington, VA 22204-2199
Financial Manager/POC: Ms. Mary Lou Vroman
Phone: (703) 285-5415
FAX: (703) 285-5403/5417
Technical Prgm Mgr/POC: Ms. Jo Osborne Tate
Phone: (703) 285-5323
FAX: (703) 285-5417

12. **CONTRACT INFORMATION:**

Contractor/Vendor Name: GSA/FEDSIM
Address: 5203 Leesburg Pike,
Suite 400,
Falls Church, VA 22041
Contract Number: 91096-DEA
POC Name: Bobbie L. McKenzie
Phone: (703) 756-4124
FAX: (703) 756-6032

Gov't Contracting Officer's Technical Representative
Name: Dr. James C. Criner
Address: DISA/CIM/XII
701 S. Courthouse Road
Arlington, VA 22204-2199
Phone: (703) 285-5323
FAX: (703) 285-5417

SITING CRITERIA

CRITERIA	SOURCE	AVAILABLE
Environmentals (site):		
- "Current" personnel strength-	DMRD db/ Survey	Avail TB Dev
- Users serviced	DMRD db/ Survey	Avail TB Dev
- Previously selected/ consolidation sites-	DMRD 924/ Var. sources	Avail TB Dev
- Proximity to fiber hubs-	Venders	Dr. Ken Jo
- Available power supplies, A/C, etc-	Survey	TB Dev
- Facilities:		
Available raised flooring-	DMRD db/ survey	Avail TB Dev
Available floor space-	DMRD db/ survey	Avail TB Dev
- Construction:		
Install raised flooring-	COE	Avail
New facility-	COE	Avail
✓ - Security:		
DPI on Installation, in GSA Bldg, or leased facility	DMRD db/ Survey	Avail (?) TB Dev
*Users serviced		DMRD db/survey

Environmentals (area):

- Local hourly labor rates-	BLS	Avail
- Local job market (unemployment)-	BLS	Avail
- Commute times	BLS	Avail*
- Proximity to population centers	BLS, etc	Avail
- Housing costs-	Realtors/	Avail
Buy, rent	BLS	Avail*
Cost of living-	BLS	Avail*
	ACCRA	TB Dev
- Educational facilities-	Var. sources	TB Dev
- Recreation-	Var. sources	TB Dev

*Current efficiency
MIPS/Budget
\$100K or less/keep them*

Base Closure list