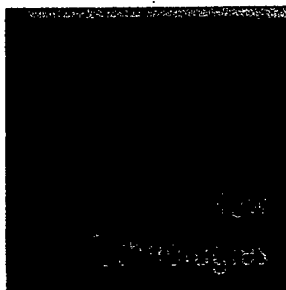
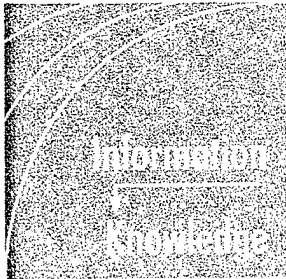


*Systems Center  
San Diego*

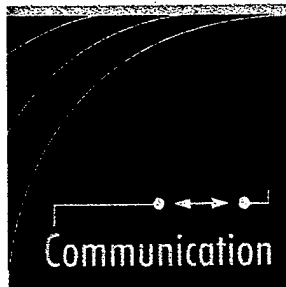


# Information Technology Strategic Plan

June 1998



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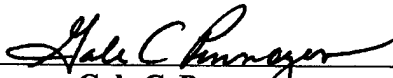
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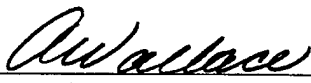
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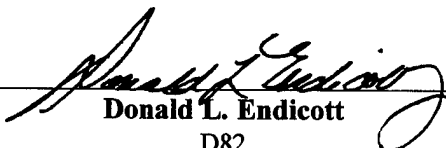
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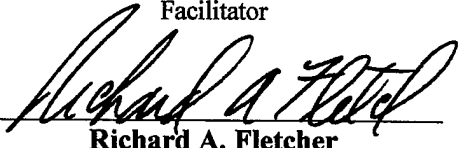
## INTRODUCTION

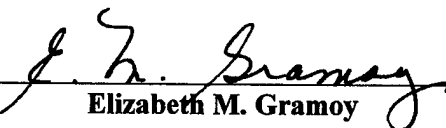
The members of the Information Technology Steering Group (ITSG) have been meeting since January 1998 to support the Space and Naval Warfare (SPAWAR) Systems Center, San Diego (SSC San Diego) Chief Information Officer (CIO) in the development of high-level vision, strategy, policy, and requirements for corporate information technology (IT). The IT Strategic Plan documents the role that corporate information technology plays in achieving SSC San Diego's mission, vision and goals. This plan defines a vision for SSC San Diego's information technology environment that will enhance the quality of service to its customers and guide the corporate information technology program during the FY 1999 to FY 2001 period. Our next step in the corporate IT planning process is to create a corporate IT Implementation Plan.


  
Gale C. Penoyer  
CIO, Chair

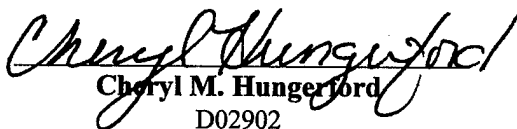
  
Aleta C. Wallace  
Facilitator

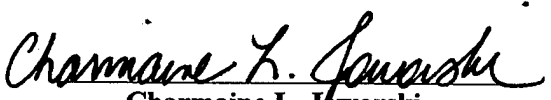
  
Donald L. Endicott  
D82

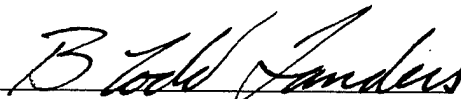
  
Richard A. Fletcher  
D035

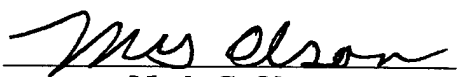
  
Elizabeth M. Gramoy  
D13


  
Robert H. Hearn  
SPAWAR CIO Representative

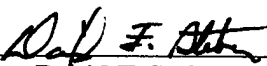
  
Cheryl M. Hungerford  
D02902

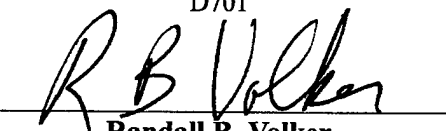
  
Charmaine L. Joworski  
D213

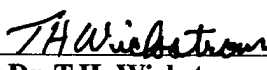
  
Todd Landers  
D6304

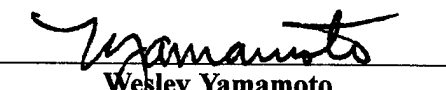
  
Marlo G. Olson  
D029

  
Rik Pierson  
D701

  
David F. Steber  
D02102

  
Randall B. Volker  
D41

  
Dr. T.H. Wickstrom  
D304

  
Wesley Yamamoto  
D913

Today we are witnessing the early, turbulent days of a revolution as significant as any other in human history.

A new medium of human communications is emerging, one that may prove to surpass all previous revolutions...in its impact on our economic and social life....In this digital economy, individuals and enterprises create wealth by applying knowledge, networked human intelligence, and effort to manufacturing, agriculture, and services. In the digital frontier of this economy, the players, dynamics, rules, and requirements for survival and success are all changing....It is not an age of smart machines but of humans who through networks can combine their intelligence, knowledge, and creativity for breakthroughs in the creation of wealth and social development. It is not just an age of linking computers but of internetworking human ingenuity. **It is an age of vast new promise and unimaginable opportunity.**

— Don Tapscott, *The Digital Economy* (1995)



## **MISSION**

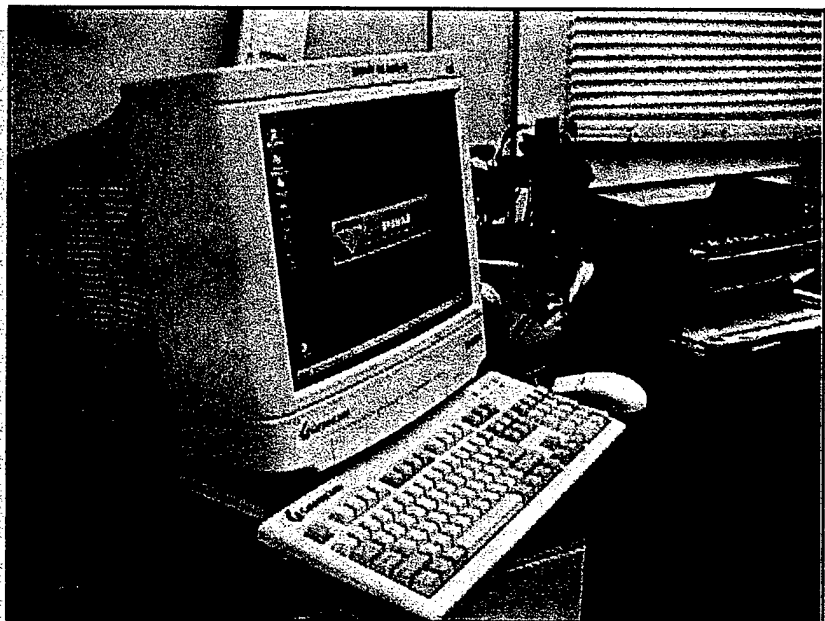
The SPAWAR Systems Center San Diego (SSC San Diego) Information Technology (IT) mission is to provide a corporate Information Technology/Information Management environment that supports the SSC San Diego goal of leadership in Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR).

## **VISION**

The vision of IT is to become a recognized valuable partner of the corporation by providing quality IT network and business solutions to our employees, military, and contractors.

## **GUIDING PRINCIPLES/ VALUES**

- Facilitate honest information sharing for mutual success of the corporation.
- Value our customers' needs, requirements, and success.
- Share information and enable conversion of information into knowledge.
- Provide information just-in-time (JIT).
- Ensure information and data accuracy, integrity, protection, and assurance.
- Enhance corporate gains through process improvement.
- Value employees who demonstrate their abilities to team with customers and others in IT to accomplish projects.



## **CORE COMPETENCIES**

### **Good modern infrastructure**

Designed and built over several years by the IT group (in many cases working closely with projects and customers) to provide networks, file servers, desktops, email, and computer/network support to the end user.

### **IT industry-recognized experts**

Our ability to form relationships and play key roles in support of other Navy organizations is demonstrated by our involvement in numerous Department of Defense (DoD) and Navy projects.

### **Ability to understand and seamlessly integrate new technology**

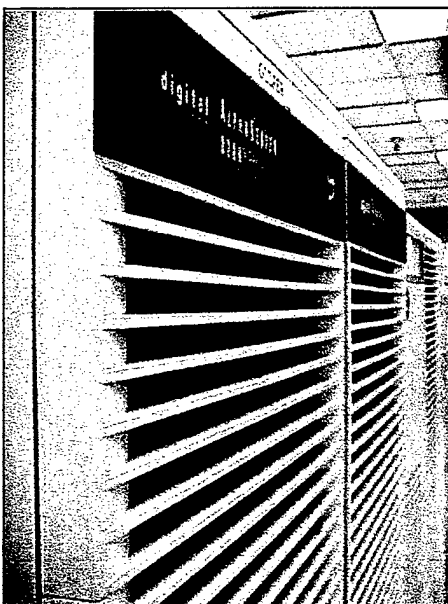
These capabilities are demonstrated by our ability to maintain high availability on all of our systems while continuing to upgrade and deploy new technology.

### **Knowledge of deployment, operation, and management of enterprise solutions**

This is based on years of experience in creating today's network and computer infrastructure. For many years, we have had the most stable modern email infrastructure of any Navy laboratory.

### **An entrepreneurial environment**

Key to our ability to maintain a strong, competent IT group is an environment that encourages individuals to continuously investigate new technology and its applications to IT goals and problems.



## **INFLUENCES ON OUR FUTURE**

### **Continued competitive environment**

The corporation's continuing need to remain cost-competitive with industry forces us to field systems in compressed development periods and to become more cost-effective. Increasing teaming with industry and a more dynamic workforce and project teams bring new challenges for sharing knowledge, but can also lead to increased cost-effectiveness; this can be achieved by partnering with industry, cost sharing with departments, using external sources of funding, and fee-for-service, while continuing to provide the highest level of IT-related service possible.

### **Re-thinking our processes**

This is larger and more pervasive than just "re-engineering" administrative processes, although that is the most widespread instance usually referenced. Re-thinking means to step back and re-examine our assumptions about how we do whatever it is that we do in light of the impact (or potential impact) that IT could have on the process.

### **Mandated IT systems**

The corporation does not have complete control of its IT destiny. DoD and Navy-mandated systems choices will provide challenges in fielding these new systems, and to continue providing the functionality needed to meet corporate goals.

### **Success of the Internet and the World Wide Web (WWW)**

The increasing growth and use of the Internet and the WWW offers new service mechanisms more accessible to all customers, but their use also requires policies regarding Internet and intranet access, security and acceptable use, as well as a focus on corporate-wide IT standards.

### **Rising expectations**

Due to the increase of IT services being offered to the public by Internet service providers, and the increasing ability to conduct business on the Web (such as purchasing and video teleconferencing), there are increasing expectations regarding the types and quality of services being offered by the Center.

### **Need for continuous training**

Most of our support personnel's IT skills need to be continuously upgraded to realize any significant change in how people do their work. Because of many factors, this cannot be a one-time or even a periodic exercise; it requires a determined, well-defined, ongoing program. To frequently reach many people with information, at least part of any such program will need to be Web-based.

**Create a partnership between IT and the corporation**

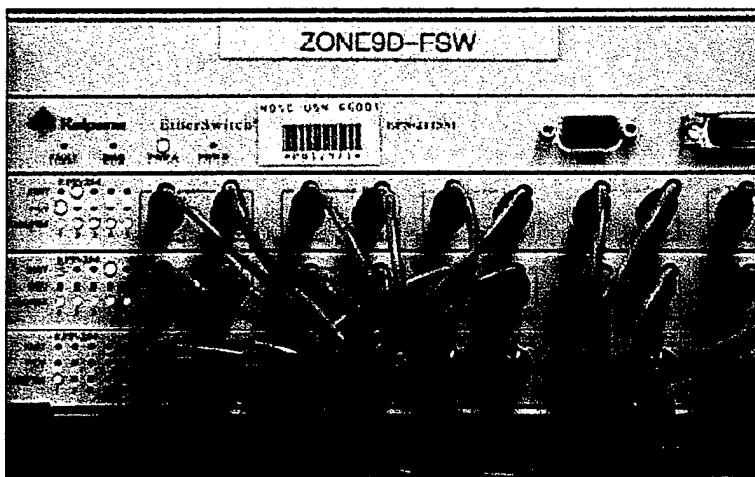
*Strategies:*

- Develop and document an IT investment strategy.
- Provide business case analysis for re-engineering efforts.
- Provide total cost of ownership for specific functions of IT.
- Support the Information Technology Steering Group (ITSG) in its ongoing effort to assist in corporate IT leadership.

**Leverage the corporate IT infrastructure to position the corporation to lead in IT areas such as IT-21, Naval Virtual Internet (NVI) and regionalization**

*Strategies:*

- Evolve SSC San Diego infrastructure to an implementation of the NVI infrastructure concept.
- Participate in the Technology Infrastructure-Integrated Product Team (TI-IPT) and ensure that our infrastructure is consistent with the implementation that is being developed for the Navy.
- Participate as NVI systems engineers for the San Diego region.
- Evolve our role as part of the Navy's IT provider to become the systems engineer and test bed facility supporting the San Diego region service provider.





## **STRATEGIC GOALS (cont'd)**

**Evolve an IT environment (systems/people/data) that provides corporate business functionality and timely accurate corporate data through a secure, dependable, and reliable infrastructure**

### *Strategies:*

- Ensure information resources are secure and protected.
- Develop standards and policy consistent with the Navy that promotes the sharing and protection of information and data.
- Develop and document an IT infrastructure architecture.
- Develop and document a strategy for business system upgrades and integration of mandated business systems.
- Develop and document an IT business systems architecture.
- Continuously upgrade and integrate new technologies in infrastructure that will reduce costs and provide increased capability to the customer.
- Continue to upgrade the infrastructure to provide customers with increased capabilities.

**Improve communications within the IT organization and with customers/users**

### *Strategies:*

- Use the Information Technology Steering Group (ITSG) to assess user requirements and focus IT resources on activities that best move the corporation toward its strategic objectives.
- Develop a methodology for reporting IT that is understandable to corporate management by providing meaningful status reports on all IT projects and initiatives.



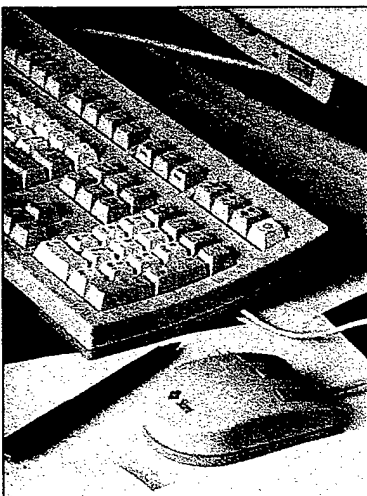
**Improve communications within the IT organization and with customers/users (cont'd)**

- Improve visibility into corporate IT projects and initiatives.
- Define service-level agreements between the corporation and IT.
- Improve help desk services.
- Improve internal marketing of IT products.
- Improve information flow to customers prior to deployment of products.
- Improve communications within IT groups and between IT groups and customers.
- Focus on helping IT customers be successful with their own customers.

**Improve customer satisfaction**

*Strategies:*

- Provide quality of service that satisfies the customers.
- Utilize IT to empower the user who is at the lowest level in the process.
- Deliver quality products to IT customers that make their jobs easier and more efficient.
- Incorporate users into product development and/or procurement process.
- Develop a strategy for rapid deployment of IT training to the corporation.
- Improve customer involvement and internal testing of products prior to release to customer.





Space and Naval Warfare Systems Center  
San Diego, CA 92152-5001

Reviewed and approved by

A handwritten signature in cursive script, appearing to read "A.C. Oakleaf".

A.C. Oakleaf, CAPT, USN  
Executive Officer/  
Base Operations Manager  
SPAWAR Systems Center San Diego

TD 3037  
June 1998

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