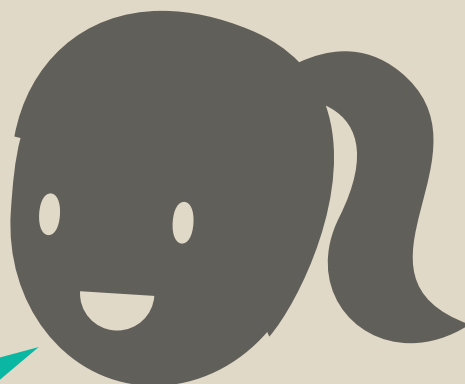




LET'S TALK

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Coalition for Open Security brings new voice to info-sharing debate

The decision to create the Coalition for Open Security, a nascent industry-led group that advocates greater sharing of cyberthreat information, was triggered by a sobering presentation by an agency CIO last October.

The presentation featured “data upon data upon data of bad actors, the impact they’ve had and what we can anticipate in the future,” and it “scared everybody to death,” recalled Madeline Weiss, a private consultant and one of the coalition’s organizers.

The presenter was Federal Communications Commission CIO David Bray, and the forum was the Society for Information Management’s Advanced Practices Council (APC), a group of senior IT executives representing 33 private and public organizations. Bray was not there in an official capacity, but his message clearly resonated. “APC members were totally fired up” after the presentation and walked away inspired to form the coalition, Weiss said.

The group is driven by a belief that business leaders are distrustful of information-sharing initiatives led by government or even by corporate giants. A background document prepared by the coalition states that “technology

vendors such as Facebook and Google are beginning initiatives, but organizations remain wary of their motives and incentives.”

Weiss, who is APC’s program director, lamented a corporate culture whose instinct is to conceal cyber vulnerabilities. “Today, companies, when they have a breach,...bury it as quickly as they can,” she said. “Instead of shar-



“Today, companies, when they have a breach,...bury it as quickly as they can.”

— MADELINE WEISS, APC

ing, the first thing they want to do is make sure it’s way below the radar.”

The new coalition has three initial objectives: create a forum for organizations to identify the best tools for information sharing and cyber resiliency, create an anonymous database of cyberattack and breach information, and support federal legislation that offers liability protections for firms that share threat information. Those goals are supported by all APC members, which include private-sector heavyweights such as Pfizer and BP, along with NASA’s Goddard Space Flight Center and the Federal Emergency Manage-

ment Agency on the federal side.

The coalition will first focus on supporting information-sharing legislation that, in one form or another, has died in Congress in recent years. The steady stream of high-profile breaches of large firms and federal agencies might help that cause, but privacy and civil liberties groups that say such legislation amounts to expanded government

surveillance are still putting up a fight.

The coalition intends to infuse the debate over information-sharing legislation with a sense of urgency, and Weiss said the group is preparing an email campaign that will urge lawmakers to pass an information-sharing bill, though she said the note will not refer to the coalition specifically.

The group’s goals of creating a threat database and promoting tools for sharing information will become easier once a bill is passed, Weiss said. However, if recent history is any indication, such legislative progress is far from assured.

— Sean Lyngaas

FCW CALENDAR

7/23 Defense IT
Washington Technology’s DOD Industry Day will explore the top 10 defense opportunities and detail the major acquisition vehicles for 2015 and beyond. Falls Church, Va.
http://is.gd/WT_DOD_IT

7/29 Analytics
This FCW event looks at the characteristics of an analytics-driven agency — and the technologies and strategies needed to become one. Washington, D.C.
<http://fcw.com/AnalyticsDrivenAgency>

7/29 Data Act
ACT-IAC’s half-day event will feature workshops on the Data Act’s implementation challenges and the government/industry collaboration they require. Washington, D.C.
http://is.gd/FCW_data_act



Healthcare Turns to the Cloud

It's no coincidence that so many healthcare organizations are turning to the cloud to host their applications, processes and workloads. Spurred by the need to increase patient and provider access, improve agility, cut costs, and improve collaboration and end-user services, both commercial and federal healthcare organizations have embraced cloud computing in a big way. According to a recent report from market research firm HIMSS Analytics, 83 percent of healthcare provider organizations are using cloud services in some manner today, and more plan to adopt it in the future.

Cloud adoption in healthcare spans far beyond the realm of IT into access and storage of patient records, financial and HR information, and clinical applications and data. A staggering two-thirds of hospitals today are running electronic medical record (EMR) applications in the cloud, according to a 2014 Meritalk report.

While migrating applications and workloads to the cloud benefits healthcare organizations in many ways, there are many variables that healthcare organizations must consider before making a move to the cloud. If an organization doesn't fully understand which existing applications are good candidates for the cloud and which aren't, for example, the result can be unnecessary expense and stress to the organization. It is also crucial to know which cloud environments can support the organization's security and compliance requirements, and which are the most cost-effective.

Commercial healthcare organizations, for example, are growing through mergers and acquisitions. By understanding each organization's EMR system, a knowledgeable advisor can recommend a cloud-based service that

will integrate the two systems without incurring the expense or complexity of converting and migrating one system to the other. For government healthcare organizations, consulting with a cloud expert can help ensure that the cloud service ultimately chosen meets all security and government requirements concerning data and delivery.

In general, the cloud model has proven extremely cost-effective; a CDW survey found that 88 percent of healthcare organizations using the cloud have reduced IT costs by an average of 20 percent annually. With the right guidance, however, there are ways to ensure maximum cost savings. For example, government agencies typically use a multi-year procurement model for IT infrastructure. If a government healthcare organization wants to buy a storage area network to house medical records, the purchase is a four- or five-

specific diagnostic tools and healthcare expertise they need, wherever they need it, whenever they need it.

Telemedicine is a prime example of this. Small healthcare facilities without access to required specialists, for example, may turn to telepsychiatry, teledermatology or other remote specialty consultations with patients. A patient could snap a photo of a skin rash on his mobile phone and send it to a dermatologist for an immediate diagnosis. Doctors can remotely evaluate images like MRIs and CT scans for more effective diagnoses. By incorporating cloud and video technologies, this method of diagnosis and treatment improves patient care and lets healthcare facilities operate with less equipment and staff onsite. The same is true for homebound patients, who can securely connect with medical staff for onsite

In general, the cloud model has proven extremely cost-effective.

year asset. That means it's easy to buy too much or too little capacity. Storage in the cloud, however, is scalable, so the agency will always have enough storage, and can easily control costs.

Toward patient-centered healthcare

Too often, healthcare facilities must rely on the technology and resources that are physically available to them to treat their patients. Sometimes that can mean that patients' specific issues, preferences or concerns can't be fully addressed. By incorporating cloud technology, clinicians and patients can access the

treatment—not only for specialized conditions, but for routine medical appointments or check-ins.

Telemonitoring is another area where the cloud is a critical enabler. Using cloud-based solutions, patients can be sure that their blood pressure, vital signs, glucose levels, cardiac rhythm and more are within acceptable levels. Wearable devices are another up-and-coming area where the cloud will enable better monitoring. For example, in the not-so-distant future a patient wearing a fitness activity tracker will be able to relay that data to her doctor, who will monitor it to ensure that the patient is

on track with her health goals.

Patients today also demand more transparency and accessibility to their information and records, and many healthcare organizations are implementing cloud-based patient portals to satisfy those needs. After securely logging in, these portals let patients access their personal health records, send secure text messages to providers, request appointments, request medication refills, pay bills and request medical records.

The cloud also facilitates secure information-sharing and collaboration between healthcare organizations, between doctors, and between researchers. Federal agencies that handle health information, such as Veterans Affairs, Health and Human Services, NIH, FDA and health exchanges, are working to establish a medical community of interest. The cloud is an important enabler for the endeavor. It will not only allow for interagency and intra-agency collaboration, but with the right security controls, public-private healthcare collaboration.

Making the right choices

While many applications and workloads are excellent candidates for the cloud,

others aren't as well suited, either because they are legacy applications that can't be moved to the cloud without expensive restructuring, or because the business case doesn't make sense.

For federal health-related information, the decision whether to move an application or workload to the cloud depends on an additional set of factors, including how the data is classified, the characteristics of the application, and how the application is used. For example, in the Defense Department, applications or data sets with high impact levels have different security baselines than those with lower impact levels. The higher impact level might require that the data must be delivered through a private cloud or in some cases, can't be delivered through the cloud at all.

Determining which applications and workloads are good candidates for the cloud requires a working knowledge of technology, security and privacy issues, and the vendor landscape. One of the best ways to ensure that the path for each application and workload makes sense is by undergoing a full assessment. An assessment can help identify, for example, which workloads include PHI data, and then

identify whether those workloads can be moved to the cloud based on specific requirements. An assessment also will analyze the IT resources an organization has on premise today whether those resources can support a move to the cloud.

Once a decision has been made to move applications or workloads to the cloud, the next step is making sure to choose a qualified, secure cloud provider. A trusted advisor—ideally, the same advisor that performed the assessment—can ensure that any cloud partners under consideration are operationally, technically, physically and procedurally ready to house PHI, are fully HIPAA-compliant, and have passed audits in the past. A trusted advisor also will ensure that expectations about Service Level Agreements, availability and performance are a good match between the cloud provider and the healthcare organization. Making the right decision is important; what might be best for one organization may be the wrong choice for another, based on requirements or expectations. A trusted advisor also can ensure that the organization is paying a fair price for the cloud services.

.....
CDW-G provides a full spectrum of services to healthcare organizations, from comprehensive assessments to a best-in-breed HIPAA compliant cloud portfolio. CDW also offers dedicated Cloud Client Executives and resources that can help articulate and provide guidance around cloud and hosted solutions and tailor a cloud solution to meet organizational, technology and financial objectives.

Security and Privacy in the Cloud

FOR BOTH COMMERCIAL and government healthcare organizations, ensuring security and privacy of personal health information is clearly a top concern. In many ways, simply moving healthcare information to the cloud can increase security because it is no longer accessible on premise. In addition, qualified cloud services are fully HIPAA-compliant and routinely employ methods such as securing data through encryption and tokenization of data at rest and in transit.

The best way to ensure ironclad security in the cloud is by working only with HIPAA-compliant providers and those that have completed an independent audit against the latest Office of Civil Rights HIPAA audit protocol. Commercial healthcare organizations should also look for cloud providers that will execute a Business Associate Agreement, which protects personal health information in accordance with HIPAA guidelines. Federal healthcare organizations also require HIPAA-compliance clouds, but also require that the cloud comply with the DoD Cloud Computing Security Requirements Guide, released in January.



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Contracting Officer:

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309.782.1844
Ilana.C.Bohren.civ@mail.mil

Computer Hardware,

Enterprise Software and Solutions (CHESS):

Product Leader:

Nicole Wilson
703.806.8436
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CDW-G ITES-2H Program

Management Office:

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Program Manager
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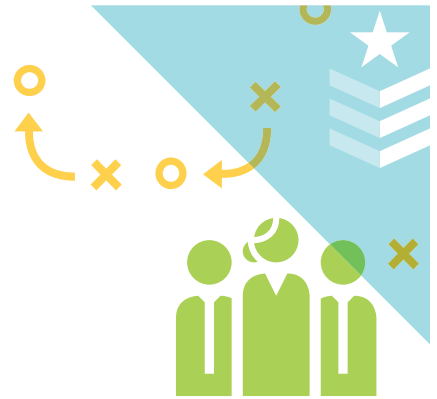
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SALES CONTACT INFORMATION

MEDIA CONSULTANTS

Ted Chase
Media Consultant, DC, MD, VA,
OH, Southeast
(703) 944-2188
tchase@1105media.com

Bill Cooper
Media Consultant, Midwest, CA, WA, OR
(650) 961-1760
bcooper@1105media.com

Matt Lally
Media Consultant, Northeast
(973) 600-2749
mlally@1105media.com

Mary Martin
Media Consultant, DC, MD, VA
(703) 222-2977
mmartin@1105media.com

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Stacy Money
(415) 444-6933
smoney@1105media.com

Alyce Morrison
(703) 645-7873
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(703) 300-8525
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18F readies agile BPA

The General Services Administration's 18F team has released a much-anticipated request for quotations for blanket purchase agreements aimed at developers of digital services.

Through the BPAs, 18F seeks to establish a "streamlined and common contracting vehicle" for agencies that want to work with vendors specializing in agile delivery services, including user-centered design, agile architecture, agile software development and DevOps.

"We are requiring vendors currently on GSA Schedule 70 who want to be on the Agile Delivery BPA to compete among three pools: a design pool (a total set-aside for small business), a development pool (also a total set-aside for small business) and a full-stack pool (unrestricted)," 18F team members V. David Zvenyach, Chris Cairns and Noah Kunin wrote in a blog post.

Interested vendors must submit a working prototype based on a public dataset and show their work in a publicly available GitHub repository.

Larry Allen, president of Allen Federal Business Partners, said 18F's use of GSA's Schedule 70 for the agile BPAs is a little surprising given the recent emphasis on governmentwide acquisition contracts, but it underscores the enduring appeal of the schedule.

"This shows that schedule contracts are a great go-to place to get both innovation and substantial small-business participation," he said. "It shows that [Schedule 70] doesn't really deserve its reputation of being a bit behind the curve."

At a CIO Council symposium, deputy U.S. CIO Lisa Schlosser urged agency IT leaders to "be the change agent in your organization who says, 'I am going to use an agile...contract for my next development project.'"

— Mark Rockwell

Nader and Norquist deconstruct the Data Act

In a rare show of unity, progressive populist Ralph Nader and anti-tax conservative Grover Norquist championed open government data last month in a discussion of the Digital Accountability and Transparency Act.

At the Data Transparency Coalition's Data Act Summit, both men said releasing government data to the public was the primary concern, and ensuring that the data was machine-readable was secondary.

"Never underestimate the bureaucracy's creativity," Nader said in reference to agencies using disagreements over data formats as a stalling tactic or delivering documents requested under the Freedom of Information Act in the least usable formats possible.

He also called for the full texts of basically every document the government produces to be published "with [only] a few redactions."

Norquist agreed. "If the federal government paid for a study, the full study should be available," he said, noting that media outlets have generally stopped accepting poll results without seeing the details of how the poll was conducted.

He said he hopes the same scrutiny will soon be applied to government-sponsored research.

Nader said the Data Act won't be successful without public oversight because no matter how accessible and searchable the government makes its information, it is doomed to fail unless dedicated observers can make sense of all that data.

Norquist had a more positive response. "We got used to 50 [kinds of coffee], we'll get used to this," he said. "Or our kids will, and they'll explain it to us."

— Zach Noble



Ralph Nader said open-data efforts need dedicated observers to make sense of all that data.

INK TANK



VA set to test new health record interface

At the Department of Veterans Affairs, interoperability is a big part of the push to modernize its homegrown Veterans Health Information Systems and Technology Architecture, which is why officials are set to begin testing a spiffy new interface called the Enterprise Health Management Platform (eHMP).

The interface is designed to share data with the Defense Department's current health records and operate in conjunction with a new commercial system DOD is expected to announce this summer. The eHMP system also seeks to give VA caregivers access to all patient records across facilities and enable the use of advanced computational tools.

Under the current system, medical records are tethered to individual facilities. Although caregivers across the VA system can view patient data, the system doesn't work with remote data except for a few functions, such as drug-interaction warnings, said David Waltman, a senior adviser to VA's undersecretary for health.

The Web-based eHMP uses modular applets or widgets that provide information on clinical encounters, patients' vital signs, medications, lab results, allergies and medical conditions.

Health care providers can customize the view, which is flexible enough to allow doctors to track specific conditions and get short- and long-term views of patient care.

Dr. Neil Evans, co-director of the VA's Connected Health program, said those capabilities are useful because a medical provider might want to chart a patient's history during an office visit, and a hospital patient might have multiple streams of data accumulating quickly that need to be understood and addressed.

As the VA has done with other health-related software, it developed eHMP in-house on an open-source basis. The system features a search function that runs queries across structured and unstructured data powered by the Apache Software Foundation's open-source search tool Lucene. The VA is releasing a software development kit so developers can build apps to run on eHMP.

The system's design is similar to the Joint Legacy Viewer DOD and VA developed as a bridge to full interoperability between their systems. Heavy JLV users will be among the first to have access to eHMP.

— Adam Mazmanian



Matt Goodrich
@MrFedRAMP

Great @FCWnow article on @FedRAMP, the naysayers, and why I know we're making the govt more secure #fedramp #cloud <http://fcw.com/articles/2015/06/17/red-tape-o...>

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IN THE IT PIPELINE

WHAT: The Justice Department is on the hunt for contractors that could support its network defense organization, called the Justice Security Operations Center.

WHY: According to a recent "sources sought" notice, JSOC needs assistance in conducting vulnerability testing on Justice Department networks, which involves identifying security flaws before the bad guys do. Such testing helps harden networks and provides material for certifying network security as required by law.

Prospective contractors should be able to provide penetration testing, incident response, defensive assessments and intelligence services. Intelligence includes reports on existing attack methods used by cyber adversaries and analysis to identify systems and nodes that have been compromised by previous attacks.

Finally, the department is seeking companies that can monitor cloud environments, whether maintained by the government and by commercial service providers.

VERBATIM: "Vulnerabilities are considered any process, policy, procedure, hardware or software exploit, or network design flaw that can degrade an organization's ability to secure the [confidentiality, integrity, and availability] of information."

FULL NOTICE:
is.gd/FCW_JSOC

EDITOR'S NOTE

A breach too far?

We did not devote much coverage in this issue to the breaches of various personal data that the Office of Personnel Management revealed in June. That story was sure to evolve significantly by the time this magazine reached readers, so we devoted the pages to other topics — and trust that everyone is well caught up via the ongoing breach coverage on FCW.com.

There are, however, some important questions still worth asking, and I'm fairly certain they won't have



been fully answered by the time you read this.

- What monitoring systems were in place, and which one spotted the intrusion?
- Was this one coordinated exfiltration or a series of distinct breaches? Is one scenario more troubling than the other?
- Does this suggest some hypocrisy in OPM's firing of USIS last year after that vendor's systems were breached? Or did that intrusion somehow facilitate this one?
- How many other agency systems

are now at greater risk because of the stolen data?

- What steps, beyond basic credit monitoring, are needed to protect the affected employees? How many are now unable to safely continue in sensitive roles?
- Are federal systems now better secured? How much progress was really made in the 30-day "cybersecurity sprint"?

I wish there were easy answers. But I suspect we'll be adding more questions for a long time to come.

— Troy K. Schneider
tschneider@fcw.com
@troyschneider



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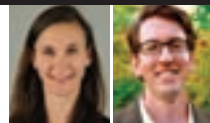
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Building an open environment for innovation

Federal IT leaders can more effectively promote innovation at their agencies by creating an organizational climate that is open to risk and change

Federal agencies currently face pressures from all sides to innovate, improve digital services and boost operational efficiency. Although the responsibility to innovate does not lie exclusively with IT departments, so many citizen services are now delivered via digital platforms that information and technology will invariably be at the core of 21st-century innovation.

The prevailing operating environment in government IT, however, lacks the flexibility and creativity to meet current demands to innovate.

For years, federal IT departments have emphasized a standard, stable and secure technology portfolio. Although that approach has been an effective way to promote efficiency gains from process standardization, it has been insufficient to meet the challenges of innovation.

CEB research shows that 68 percent of IT employees across industries and IT functions fit a behavioral profile of risk aversion. That finding is echoed in the Office of Personnel Management's 2014 Federal Employee Viewpoint Survey, in which only 35 percent of federal employees said creativity and innovation are rewarded in their organizations.

Traditional approaches to driving innovation fail to counteract those impediments. Dedicated innovation teams cannot keep up with the enterprisewide demand to innovate. Building an innovative workforce by hiring new employees or providing training takes too long.

Attempts to shift organizational culture, which involves the deeply held assumptions and beliefs of an organization and its employees, are also notoriously challenging and slow.

Unlike culture, the climate of an organization can shift significantly in the short term. Organizational climate refers to employee perceptions of their work, which are influenced by factors such as process and practices, signals from leaders and the permissions manag-

The prevailing environment in government IT lacks the flexibility and creativity to meet current demands to innovate.

ers grant. We have found that when those signals and processes emphasize openness rather than standardization and risk-aversion, IT is three times more likely to deliver value to the enterprise. A climate of openness treats collaborative work as the default, sees opportunity in risk and uncertainty and is receptive to new ways of working.

IT leaders can take the following actions to increase their organizations' climate of openness:

- **Foster networks to help**

- **employees adapt to change.**

Employees are more likely to adapt to changes when they can access networks that support them in problem solving and allow them to understand how their daily work connects to organizational success overall. The best organizations encourage employees to participate in team-level discussions and set individual goals to connect strategic priorities to daily activities.

- **Share lessons learned from failure to increase employees' openness to risk.**

Many IT employees fear the negative consequences of volunteering to work on a high-risk project. However, by avoiding risky projects, they miss out on potentially high-value innovations and crucial learning experiences. To encourage more risk-taking, IT leaders should not only focus on success stories but also the near misses that led to valuable lessons learned.

- **Change the message communicated by IT's score card and objectives.**

The performance metrics that IT leaders communicate to their workforces shape IT employees' perceptions about what is rewarded on the job. Standard IT metrics, such as percentage of projects delivered on time and on budget, can have a negative impact on openness. To encourage a climate that values innovation, IT leaders should tailor score cards and employee objectives to emphasize speed to delivery, mission impact and talent development. ■



Being a better CIO: Responses to 3 IT concerns

When it comes to managing a winning IT team, trust, training and executive-level support are essential

New technologies, budget constraints, and shifting roles and responsibilities are affecting the way federal CIOs manage their teams and keep them motivated to help agencies achieve their goals.

According to a recent survey of federal IT administrators by my company, SolarWinds, it can be difficult to strike a balance between empowering an IT team to be successful and dealing with the constraints they face on a daily basis.

Our findings identified three key areas where federal IT managers see room for improvement. Thirty-one percent of survey respondents said they needed additional resources and more training and professional development, while 33 percent said their CIOs are still involved during the procurement process for new technology but need to bestow greater trust and autonomy on their IT managers.

Here are a few recommendations for how you, as a CIO, can respond to those concerns.

1. “I need additional resources.” You must acknowledge that there’s never enough time to complete all the work that’s set out for your IT team. The key is understanding that your team can only do X amount of work at your current staffing level.

However, it is also important to understand that if your team doesn’t have the resources it needs, you’re actually putting your agency at risk.

Therefore, one of your key

objectives should be helping the rest of the executive team better understand the agency’s IT needs and why they are important. Leaders don’t necessarily see what goes on behind the scenes of an IT operation. It’s your job to keep them informed about what it takes to keep things running, which sometimes means allocating additional resources.

Thirty-one percent of survey respondents said they needed additional resources and more training and professional development.

2. “My team needs more training.” Training is extremely important. If you don’t keep your IT team’s skills up-to-date, you’ll probably lose half of them. Also, your employees can have the best new technology in the world, but if they’re not supporting it with internal knowledge and expertise, you might be putting your IT operations at the mercy of third parties that do not have the same inside knowledge of the agency that your team does. Again, that opens the door to potential risks.

The good news is that much of

the software these days comes ready to use right out of the box. IT requires less upfront technology training, which frees up time that can be spent expanding your team’s expertise in ways that can help your agency continue to innovate and move forward.

3. “Give me more autonomy.”

It is important to empower your employees and give them as much autonomy as possible. It is vital, however, to always stay informed about what your team is working on and occasionally step in to manage an intensive or sensitive project.

When you do get personally involved in a project, make sure you work with your IT team to strengthen the end product.

You should foster a comfortable dialogue with your team so that your employees feel that they’re getting the level of trust or autonomy they desire, which means your door must be open for discussions. There’s generally a reason why you are involved with a particular project, and communicating that to your team is crucial to its success. Always remember that trust must be verified.

Take all those concerns together, and one thing becomes clear: More than ever, federal IT managers want their voices to be heard. It’s up to you, as the CIO, to make sure you listen. ■



Clearing the Compliance Hurdle

Working with FedRAMP-certified vendors, agencies can leverage pre-approved expertise, facilities and resources to get the most benefit from the cloud

With unprecedented agility, scalability and efficiency, cloud computing has become a game-changer throughout federal government. The cloud allows agencies to deliver services and applications to users and citizens on demand, without worrying about capacity or day-to-day maintenance. The growing popularity of hybrid cloud, which typically combines the capabilities of private and public clouds either on- or off-premise, has resulted in even greater benefits. Today, many agencies are adopting cloud technologies faster by deploying hybrid cloud solutions that allow them to put applications and workloads in the most suitable

environment, while still achieving their mission objectives.

Many agencies understand these benefits and have implemented successful hybrid cloud solutions. Yet many others remain unable to take greater advantage of cloud technology because the cloud services or cloud service provider they've chosen aren't compliant with the numerous security regulations required.

One of the most difficult standards to meet is FedRAMP, which governs the security authorization process for cloud service providers and cloud-related resources. FedRAMP includes more than 300 security controls and mandates that all agencies that use, or plan to use, a cloud environment must

deploy their systems on a FedRAMP-authorized solution.

So while taking greater advantage of a cloud solution that meets an agency's unique considerations is the ultimate goal, finding one that meets FedRAMP certification is equally important.

According to a survey from Accenture, nearly half of feds say they are more likely to consider and select a hybrid, community or public cloud solution because of FedRAMP certification. However, only one-third of federal agencies met a June 2014 deadline to ensure that their cloud solutions were FedRAMP compliant.

By working with vendors that have received a FedRAMP Provisional Authority to Operate, agencies can accelerate their path to the cloud.

Obstacles to compliance

FedRAMP is one of the most complex standards in government, not only because of the sheer number of security requirements, but also because of the personnel, time, expense and tools necessary to achieve and maintain compliance.

The cost of compliance is a major obstacle to moving workloads to the cloud. In order to receive a FedRAMP authorization, the agency's system owner is required to have an approved third party auditing firm assess the



system against the FedRAMP security baseline. These costs can easily reach \$200,000 or more in audit fees alone.

Another major obstacle is having enough people on staff with the right skills, resources and time to understand what is required and actually meet those requirements. Finding qualified information security staff is difficult enough—adding FedRAMP expertise to the equation makes it a constant struggle for many agencies. To overcome this issue, many agencies rely on outside resources to assist with security related documentation preparation and packaging along with the project management aspect of these complex efforts.

Agencies also must have the right processes and procedures in place to comply with FedRAMP, and that can require a lot of updating of existing processes and procedures, as well as retraining staff. Finally, agencies must have the right tools to not only achieve compliance, but also maintain

it—including tools for scanning, penetration testing, continuous monitoring, and more.

Overcoming the obstacles

Starting with a fully certified vendor eliminates or drastically reduces many of these pain points. A FedRAMP-certified vendor will have an Authorization to Operate (ATO), which is required for every federal environment. This includes accreditation package preparation, ATO audit support, remediation for ATO if required, and ongoing compliance governance. It will also have the required structure and processes for physical security, information security, security monitoring, network security, patching, vulnerability management, and continuous monitoring.

“All of the things agencies have to do for their cloud applications to become FedRAMP compliant can be overwhelming,” said Tim Burke, Compliant Cloud Services Product

Manager at Carpathia. “Using an authorized cloud service provider doesn’t eliminate all of the challenges, but it does significantly reduce the burden on the agency, and drastically speeds time to market.”

Because FedRAMP-certified vendors must meet all security requirements, agencies can be assured that even the most difficult requirements will be addressed. For example, ensuring and maintaining encrypted sessions can be a tall order. Vendors are required to provide administrative access for its own or agency operators in a manner that satisfies multifactor authentication and FIPS 140-2 encryption requirements, which adds both cost and complexity to an agency’s in-house solution.

Relying on a certified vendor also can reduce the cost of compliance for a significant part of the technology stack. Physical and other controls that the cloud vendor is responsible for are sure to be compliant, greatly reducing the

The Policies and Procedures Hurdle of FedRAMP

In addition to readying cloud systems for FedRAMP certification and ensuring that compliance is continuously achieved, agencies must comply with dozens of specific policies and procedures around everything from data information and classification to social media policies and procedures. For many of these, FedRAMP has downloadable templates, which gives agencies a place to start with compliance for each policy and procedure. For others—Business Impact Analysis, Configuration Management Plan, Incident Response Plan, Interconnection Security Agreement,

and Penetration Test Plan—there are no templates available.

While templates provide a starting place, the internal, technological and training challenges associated with each required policy and procedure is time-consuming, and it assumes that agencies have the knowledge and time to comply. Some agencies may be better positioned to tackle some of these requirements, but no agency has the internal expertise to handle them all.

For policies and procedures that are difficult to manage, consider turning to a third party, which can:

- review existing policies,
- identify gaps, and
- ensure that procedures and documentation aligns with both organizational and regulatory goals.

Often, agencies turn to a third party organization to provide this help. By using one of these companies, agencies can realize the same type of benefits they get when using FedRAMP-certified hosting services and technology vendors—expertise, cost efficiency and improved time to market.



burden on the agency.

Agencies also won't spend as much for auditing services for the entire stack—just the part of the stack the agency itself is responsible for. In addition, many of the costs that agencies do incur can move from capital expenses to operational expenses, and are payable on a monthly basis instead of paying large amounts once or twice per year.

Finding and retaining enough IT security staff to prepare systems for compliance and maintain compliance over time is another issue many agencies and government contractors face. A certified provider will have its own fully compliant security operations team. This reduces the burden for the agency or contractor for system support.

One issue that isn't often top-of-mind is what happens after certification. While it takes a lot of time, expertise, tools and other resources to get through the FedRAMP certification process, the challenges don't stop there. FedRAMP requires continuous monitoring and reporting throughout the life of the system to ensure compliance. A certified vendor can shoulder that responsibility by performing the required daily, weekly, monthly, quarterly and annual activities and reports on behalf of the

agency. It also becomes the vendor's responsibility to continue to update its security authorization package and resources to remain compliant, even if the requirements change over time.

Relying on a FedRAMP compliant vendor also makes the ongoing process of configuration and change management—something that is difficult for any organization to do well consistently—much easier.

Another part of the compliance puzzle that can be complicated and expensive for agencies is acquiring, learning and integrating all of the tools required for FedRAMP compliance. This includes security-related tools needed for scanning, vulnerability and penetration testing. A certified provider will use only tools that are approved by the government for this purpose, and will have the expertise required to integrate and use them as defined by the security requirements.

Finally, using FedRAMP compliant service providers and vendors can significantly reduce the time it takes to become compliant. That, in turn, allows agencies to move forward with hybrid cloud-based initiatives that increase agility, save money, and improve service to citizens as soon as possible.

And while FedRAMP is one of

the most difficult security-related requirements that agencies and their contractors must comply with, there are others as well. Depending on the agency and its mission, these may include the Health Insurance Portability and Accountability Act (HIPAA) and Service Organization Controls (SOC) 1 and 2, among others. Many of the requirements for standards like these are similar to those for FedRAMP, such as physical security and other common control baselines. That means that by choosing a FedRAMP-compliant vendor, agencies may meet many requirements of other applicable standards without additional security related work.

Conclusion

For federal agencies, applications and services delivered via the hybrid cloud model is the ultimate in efficiency and agility. Getting there today requires full compliance with FedRAMP and other applicable security and privacy-related standards—a process that is difficult, time-consuming and expensive to achieve and maintain without help.

By working with vendors that have already achieved FedRAMP ATOs, agencies can leverage pre-approved expertise, facilities and resources with as little disruption as possible. Most importantly, it allows agencies to get on with the business of benefitting from the cloud.

For more information about FedRAMP compliant cloud services purpose-built for federal agencies, visit <http://vmware.carpathia.com>.



CITIES SHOW HOW TO MAKE OPEN DATA USABLE



The Citygram app, which turns structured data into citizen-friendly local updates, could be a model for federal open-data efforts

BY BIANCA SPINOSA

Government agencies have no shortage of shareable data. Data.gov, the open-data clearinghouse that launched in May 2009, had more than 131,968 datasets as of mid-June, and state and local governments are joining federal agencies in releasing ever-broader arrays of information.

The challenge, however, remains making all that data usable. Obama administration officials like to talk about how government-created geolocation data is the foundation of the Global Positioning System and how the government's weather data supports forecasting and analysis — two examples of multibillion-dollar industries that help Americans every day. But relatively few datasets do more than just sit there, and fewer still are truly accessible for the average person.

At the federal level, that's often because agency missions do not directly affect citizens the way that local governments do. Nevertheless, every agency has customers and communities of interest, and there are lessons feds can learn from how cities are sharing their data with the public.

One such model is Citygram. The app links to a city's open-data platform and sends subscribers a weekly text or email message about selected activities in their neighborhoods. Charlotte, N.C., officials worked closely with Code for America fellows to develop the software, and the app launched in December 2014 in that city and in Lexington, Ky.

Three other cities — New York, Seattle and San Francisco — have since joined, and Orlando, Fla.; Honolulu; the Research Triangle area of North Carolina; and Montgomery County, Md., are considering doing so.

Citygram “takes open data and transforms it, curates it and translates it into human speech,” said Twyla McDermott, Charlotte's corporate IT program manager. “People want to know what's happening around them.”

Demonstrating real-world utility

People in the participating cities can go to Citygram.org and choose their topics of interest (such as pending rezonings or new business locations). Then they enter their address and a radius to consider “nearby,” and finally select either text or email for their weekly notifications.

Any city government can use the technology, which is open source and freely available on GitHub.

San Francisco put its own unique spin on the app by allowing subscribers to sign up for notifications on tree plantings. With Citygram NYC, New Yorkers can find information on vehicle collisions within a radius of up to 4 miles. In Charlotte, topics include traffic accidents, historic district reviews, and development and rezoning plans.

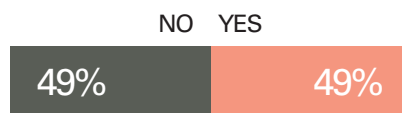
Yet even with that user-friendly approach, the number of participants has been low. McDermott said Charlotte's app had 200 subscribers as of June 9 — out of a city of roughly 800,000 people. She said officials plan to raise awareness about the app's features and eventually add notifications for other activities that are likely to attract greater interest, such as street closures, capital projects, water main information and 311 services.

There are bigger signs that Americans have not fully bought into open data's value. According to a Pew Research Center survey released in April, only 53 percent of respondents said open data makes government officials more accountable to the public, 49 percent said it improves the quality of government services, and 48 percent said it allows citizens to have more of an impact on government affairs.

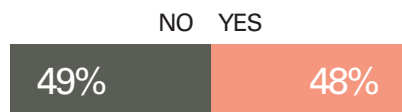
Jim Van Fleet, a Code for America fellow in Charlotte, said demonstrating real-world utility is one of the big reasons to be positive about Citygram. "I think it's one of [the best], if not the best, representations of the power of local open data," he said.

He added that the app also encourages city governments to

CITIZENS HAVE MIXED HOPES ABOUT WHETHER OPEN DATA WILL IMPROVE THINGS



Improves the quality of government services



Allows citizens to have more impact on government affairs

Source: Pew Research Center survey

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keep their data current to ensure that "relevant, accurate information is placed in citizens' hands."

The demand for more

A Lexington official said Citygram has been a success.

"People are happy to not have to call the city about what's being done on their street," said Jonathan Hollinger, senior administrative officer at the city's Department of Planning, Preservation and Development. "They can get that information proactively."

Lexington subscribers receive notifications about code complaints, building permits and foreclosure sales. But that might just be the tip of the iceberg. Officials are looking into adding alerts when utility companies are working on particular streets and expanding the feature on code complaints to include more detail beyond a simple notification.

However, some aspects of code enforcement, such as photos of houses or other private property, probably won't be available on the app. "I would love to have every bit of information out there, but it's a fine line between what's open data and what's public record," Hollinger said.

Lexington also has a Housing Dashboard app that lets users explore housing trends, such as property values and foreclosures. City officials would like to add more census data to the app to help small companies decide where to locate their businesses.

Hollinger said Lexington residents are already asking for text and email notifications on more topics.

"As soon as you flip the switch on letting the flow of information out, people want more, which is healthy for government," he said. ■

The General Services Administration is going to great lengths to gather feedback on its IT services GWAC.

Will it make for a better acquisition vehicle?

BY TROY K. SCHNEIDER



LET'S
TALK

Casey Kelley likes to talk about Alliant 2. For most of 2015, it seems, he's been doing little else.

Alliant 2, of course, is the General Services Administration's successor to the Alliant governmentwide acquisition contract, which since 2009 has provided agencies with a wide range of IT services and service-based solutions. And Kelley, as director of GSA's Enterprise GWAC Division, is responsible for making sure the new contract works for companies and agency customers alike.

What he can't do, however, is answer the one question that gets asked most often: When will the Alliant 2 request for proposals be released?

"All I can tell you with certainty is that it will not happen this fiscal year," Kelley told FCW. "Winter is a safe estimate right now."

Truth be told, Kelley and his colleagues have been focused more on listening than talking. Early in 2014, GSA launched an Alliant 2 forum on its discussion website, Interact.GSA.gov, and quickly signed up some 8,000 members. A request for information was released last fall, and more than 1,000 people signed up to attend the first Alliant 2 industry day in November.

Feedback from those discussions was folded into the draft RFP, which GSA released on March 31 — and then the conversations really started.

Throughout April, GSA officials hosted an unprecedented series of one-on-one meetings with contractors interested in bidding on Alliant 2. According to Kelley, "349 companies signed up for the opportunity to give us input and feedback."

Not all of those RSVPs

turned into actual meetings, but Richard Blake, a GSA business management specialist and IT technical adviser, said that over the course of 29 days, he took part in 106 meetings and came away with important notes “from about 105 of them.”

Essentially, Kelley said, the strategy was to listen to industry representatives until no one wanted to talk anymore. “We’re doing everything we can to listen to industry,” he said, “and also to...our customers in all the agencies.”

What is there to talk about?

By most measures, Alliant and Alliant Small Business have been a success. In six years, agencies have issued nearly 900 task orders, totaling some \$27 billion worth of IT services. Several of the contract holders have “graduated” out of their small-business status. Task orders have come from 60 agencies and ranged from \$37,000 to \$2 billion; without the outliers, the average is \$33 million.

So part of the challenge is simply to make sure Alliant 2 and Alliant 2 Small Business keep a good thing going. And that’s no small task when technology is evolving so rapidly and the acquisition vehicle in question is supposed to cover IT needs for a decade. Much of the industry feedback to date, in fact, has focused on the draft RFP’s section on “leading-edge technologies” — a section that Blake stressed would not define the scope of Alliant 2 but is nonetheless a critical gauge of “industry interest about where things are headed.”

The contract also comes at a time when protests have significantly delayed several other major IT acquisition vehicles. The Air Force’s Network Centric Solutions-2 application services contract, for example, made

its original awards a year ago but just finalized its list of vendors in late March because successful protests forced a recompete. SEWP V — the latest version of NASA’s Solutions for Enterprise-Wide Procurement GWAC, which focuses more on IT products — saw similar, albeit shorter, delays when its October 2014 awards were protested.

GSA’s GWAC for professional services — One Acquisition Solution for Integrated Services — also saw its share of protests when awards were made in May 2014, but all were ultimately resolved in GSA’s favor. Kelley and John Cavadias, the GSA senior contracting officer responsible for the Alliant 2 RFP, said they had monitored the OASIS procurement closely and are trying to apply what worked to Alliant 2.

“We’re using the procurement technique of highly technically rated and fair and reasonable pricing, which is the technique OASIS used,” Cavadias said. “We watched all the protests be resolved.... It was found to be innovative, but within the rules, allowable.”

And rather than using pass/fail criteria,

officials will assign points to determine which vendors should be added to the Alliant 2 contract, he added. That scoring criteria has prompted plenty of questions and concerns from industry, but Cavadias was confident the transparency would pay off.

“Making this...as objective as possible, allowing industry to tell us what we’re doing wrong — it’s very helpful to us” in mitigating some of the problems and possible protests, he said.

Open, but with discretion

No one expects Alliant 2 to avoid protests entirely, but the industry response to GSA’s listening tour has so far been positive.

“I think the Alliant team is doing an incredible job,” Jackie Everett, vice president for federal civilian business development at Hewlett-Packard, told FCW. Getting something as complicated as Alliant 2 right demands frank and full discussions between government and industry, she said, and “they’re using all sorts of communication models to make that happen.”

ABOUT ALLIANT 2

Acquisition

Casey Coleman, the former GSA CIO who now runs Unisys Federal's civilian business, agreed. "We really appreciate GSA setting up these forums and, more broadly, that they're continuously looking to improve the government/industry dialogue. It's outstanding."

Coleman and Everett said the key to successful discussions was GSA's decision to make the one-on-one meetings essentially confidential. Although the Alliant team could not share any information with a particular vendor that would not be shared publicly, industry officials could ask questions and raise concerns without fear that details about

the [Alliant] executive staff."

Kelley said he had heard similar things from industry. "The feedback from the 100-plus meetings we had in San Diego [was that] they were so thankful for the transparency, the lead time, the collaboration — and for the demonstration that we are listening," he added.

That demonstration included the fact that feedback from the industry day Interact discussions has been reflected in the draft RFP, he said. "There were changes to that since the first RFIs based on input and feedback that we've been getting from industry," he said. "We

And although no more one-on-one meetings are planned, the Alliant 2 team continues to seek feedback — especially from the agencies that they hope will be loyal customers.

They are working with a Defense Department tiger team, for example, to get feedback from each of the military services on the draft RFP. The goal is to "make this final product something that they will endorse and support, even though it's not a DOD contract," Kelley said.

There are also group discussions underway at ACT-IAC, the Professional Services Council and other industry organizations. And "we have monthly meetings...with a large agency pool," Cavadias said. "We need that feedback!"

"We continue to refine and perfect," Kelley said. "The ultimate vision...is to make any other agency ask [itself] why they would consider setting up their own unique agency IT service vehicle."



"We really appreciate GSA setting up these forums and, more broadly, that they're continuously looking to improve the government/industry dialogue. It's outstanding."

CASEY COLEMAN, UNISYS

their own approach to Alliant 2 would wind up documented on the Interact site or FedBizOpps.gov.

"Often times, government procurements contain language that inadvertently drive up indirect or overhead costs — which is reflected in the cost to the government," Coleman said. "But there may not be a full awareness on the part of the government of the cost to reach that requirement."

"So in a forum like this, you can have a conversation about what the government is really trying to get to by way of an outcome and explore more cost-efficient ways to deliver those outcomes," she added. "And we think that will result in better understanding on the part of industry of what the government is trying to achieve and, on the part of government, to do a more cost-effective procurement that is going to result in better outcomes."

Everett said the face-to-face discussions helped clear up confusion on both sides of the table so that the final RFP can be improved. "It's amazing what's written on paper and what gets interpreted," she said. After the April meetings, "I can see the wheels moving with

can't accommodate and please everyone, but we're genuine in trying... We want advice on what we can do to make this better for our customers and make it a level playing field."

Turning talk into action

The big question now is how much all this discussion will alter the draft RFP — and when those changes will come into focus.

Blake, Cavadias and Kelley said another draft RFP before the final version was not guaranteed, but updates on the Interact site and additional RFIs about particular sections would signal important revisions.

"You'll see a dramatic change from the [draft] RFP to the final RFP, specifically in the technical areas," Blake said. The contractors "gave us insight we just didn't have. We will do a much better job with the leading-edge technologies."

Cavadias, meanwhile, said concerns about the past-performance provisions being too subjective would be addressed. "I will break up the point structure per project, rather than all or nothing," he said, adding that "almost everything in [the draft RFP] is open to change."

A new model for dialogue?

It's a common refrain in federal acquisition that agency/industry dialogue has been curtailed by overly narrow interpretations of what's allowed. The Alliant 2 outreach proves that broader discussions are possible but also raises another question: Does either party have the time to talk like this on a regular basis?


Everett, for one, hopes so. "I would love to see the government have more dialogue with industry," she said. "There are real advantages when the door appears to be open."

Coleman noted that "there's more at stake for these really large procurements," and the Alliant 2 team's marathon of meetings represented a time commitment that might not be feasible for every contract.

"But I certainly think this kind of model is replicable elsewhere and could be very beneficial in a lot of different situations," she said.

And although GSA officials were hesitant to talk about the broader implications of their Alliant 2 approach, Blake was not shy about his basic philosophy: "We'd be idiots, frankly, not to listen to some of the things they had to say." ■

HOW FLEXIBLE SHOULD FITARA BE?



The federal CIO said IT reform implementation would have strict oversight, but there are already rumblings about possible exceptions

BY ADAM MAZMANIAN

Federal CIO Tony Scott told a House panel that implementation of the Federal IT Acquisition Reform Act will give agencies some flexibility, but the Office of Management and Budget will have the final say on plans to grant top-level agency CIOs more authority over IT budgets and hiring.

The final guidance on FITARA's implementation, issued by OMB Director Shaun Donovan on June 10, establishes a "common baseline" that gives CIOs the power to approve the IT portion of an agency's budget request and the hiring of component-level tech officials.

It also defines the CIO's role in setting program management and acquisition strategies.

Furthermore, the guidance gives CIOs the authority to designate proxies to handle some day-to-day decisions in a "rules-based manner" that could kick in at a certain dollar amount or type of IT activity, or on a bureau-by-bureau basis.

"We believe that this combination of a common baseline coupled with a flexible CIO assignment plan allows for agency CIOs to retain oversight and accountability while minimizing the chance for bottlenecks," Scott said at a joint hearing of the House Oversight and Government Reform Committee's IT and Government Operations subcommittees.

Agencies are required to send their implementation plans to OMB by Aug.

15. Once OMB has approved the plans, they must be posted on the agencies' public websites. The new authorities are scheduled to be implemented by the end of the year.

The battle for exemptions

However, don't be surprised if there are a few bumps in the road. Richard Spires, former CIO at the Department of Homeland Security, said cultural issues could impede acceptance of the centralized CIO authorities at the components and bureaus of highly federated departments.

"They're used to a certain level of autonomy," Spires said in his testimony before the subcommittees. "So you'll have major programs that have a lot of

IT, but the mission people don't view them as 'IT programs.'"

The concerns are especially pronounced with regard to the supercomputing program run by the Energy Department's national laboratories. A policy rider in the Senate appropriations bill that funds DOE would exempt the labs from some of FITARA's budget and CIO authority provisions.

"Our national laboratories are building the fastest research supercomputers in the world and developing next-generation exascale machines,"

said Sen. Lamar Alexander (R-Tenn.), chairman of the Appropriations Committee's Energy and Water Development Subcommittee and an advocate for exempting the labs from some FITARA provisions.

"One-size-fits-all models don't work well, and I am concerned that this well-intentioned law could make it more difficult to develop the technology we need to support the Department of Energy's research and national security missions," he told FCW.

FITARA already has exemptions for the intelligence community and

certain aspects of IT governance at the Defense Department, which is preparing to adopt a new IT management strategy in 2017. And the Obama administration does not support an exception for the national labs.

Anne Rung, administrator of the Office of Federal Procurement Policy, said that although White House officials were eager to talk with agencies about their concerns, the administration was already on record as opposing the exemption.

"It's our viewpoint that FITARA is a tremendous management tool for

Should the national labs be exempt from FITARA?

Senate legislation to fund the Energy Department includes a provision that would give DOE's national labs a broad exemption from legislation that concentrates budget and hiring authority with department-level CIOs.

Sen. Lamar Alexander (R-Tenn.), chairman of the Appropriations Committee's Energy and Water Development Subcommittee, had inserted a provision exempting all of DOE from the Federal IT Acquisition Reform Act and some aspects of the Clinger-Cohen Act. That provision was changed to apply only to the national labs at the request of Sen. Tom Udall (D-N.M.).

Udall was an early backer of FITARA and had co-sponsored standalone legislation to enhance CIO authorities in 2013. A Udall spokesperson told FCW that the senator remains a supporter of the law, and narrowing the exemption to the national labs was a way to "make sure that as much of the agency was able to implement [FITARA] as possible."

The Obama administration opposes the exemption, and Office of Management and Budget Director Shaun Donovan described the provision as highly problematic in a June 2 letter to Appropriations Committee Chairman Sen. Thad Cochran (R-Miss.).

An exemption for the labs would "eliminate the administration's ability to ensure information technology resources effectively support the department's mission by reducing duplicative IT systems, implementing a comprehensive cybersecurity solution and addressing other IT management issues that support the president's goal to deliver a government that is more effective, efficient and accountable," Donovan wrote.

At issue is autonomy for large-scale computing projects at the labs, in particular the supercomputing program at Oak Ridge National Laboratory in Tennessee. The conflict is not a new one. In 2013, the Government Accountability Office reported that DOE had reclassified

supercomputer investments from IT to facilities, which took \$368 million in annual spending off the publicly available IT Dashboard.

More recently, Rep. Ben Ray Lujan (D-N.M.) offered two amendments to the fiscal 2016 National Defense Authorization Act that would carve out exemptions for supercomputing and the national labs. However, his amendments were ruled not to be in order and were not voted on in the House.

Backers of the carve-out argued in a set of talking points obtained by FCW that FITARA would "create yet another layer of additional and unnecessary bureaucracy" and would "insert the CIO into the R&D of computer architectures to model and simulate the behavior of a nuclear warhead or the functioning of various types of nuclear reactor cores, areas that are clearly beyond the scope of expertise of CIOs."

That concern would seem not to apply to new DOE CIO Michael Johnson, who previously worked as a computer engineer and intel-

the agencies, and we are not carving out the Department of Energy labs," she said.

Rep. Gerry Connolly (D-Va.), one of the original sponsors of FITARA, said agency leaders are turning to Congress for exceptions from the law, and he urged the administration to continue to resist the pressure to exempt certain programs or agencies.

"What's happening is people who want carve-outs...seek legislative redress before we've even implemented the law...giving chutzpah a whole new meaning," Connolly said.

What success looks like

In addition to CIO authority changes, FITARA covers risk management in IT investments, portfolio review, training of IT acquisition specialists, software licensing, strategic sourcing and the Federal Data Center Consolidation Initiative.

That array of policy changes codifies existing Obama administration IT policy, but it could obscure what FITARA is supposed to do, which is to give more insight into IT projects to avoid failures on the scale of HealthCare.gov.

For Scott, success is about speed.

"To me, it's faster delivery," he said. "It's really speed, it's efficiency of our [spending], projects that are on time and on budget, and meeting the mission that they were designed for. They're secure. [And] we have modern infrastructure that those things run on. If we did those things, then I think we would declare this a success."

Rung had her own measurement. "For me, success is [when] IT acquisition comes off the high-risk list" of federal programs maintained by the Government Accountability Office, she said. ■



Oak Ridge National Laboratory

ligence analyst at Sandia National Laboratories. According to his DOE bio, Johnson has expertise in, among other things, computer architecture and nuclear weapons complex modeling.

Lydia Dennett, an investigator at the Project on Government Oversight, wrote in a blog post that "one of the main intents of the FITARA is to ensure that the agency CIO position has the authority and prestige to attract applicants with the required subject-matter expertise.... Exempting the national labs from

the law would only serve to continue the disconnect between agency leadership and IT programs as well as to make the Energy Department's CIO position unattractive to talented individuals."

POGO officials believe some of the pressure to exempt the labs is coming from contractors and the supercomputing industry. "There has been a long-standing tradition for contractors running the labs to be averse to any kind of oversight, particularly this sort of added look at how they're spending their

money," Dennett told FCW.

Alexander's office and the Oak Ridge National Laboratory did not respond to FCW's request for comment, and DOE officials declined to comment on pending legislation.

Dave Powner, director of IT management issues at the Government Accountability Office, questioned whether the time was right for carve-outs, given that the law had yet to be put into practice. "Let's see how FITARA gets implemented and not make any major moves prematurely," he told FCW. "That would be our preference."

The Udall spokesperson, meanwhile, noted that it is still early in the fiscal 2016 appropriations process. "A lot of this is going to get worked out between now and the time this moves," the spokesperson said, adding that Udall and his staff hope the matter will be resolved administratively in a way that is satisfactory to OMB, congressional backers of FITARA and the national labs without the need for further legislation.

— Adam Mazmanian

7 insights into what CIOs really think

IT leaders can take advantage of the changes that are happening with technology, acquisition and the workforce by removing barriers to progress

BY DAVID WENNERGREN

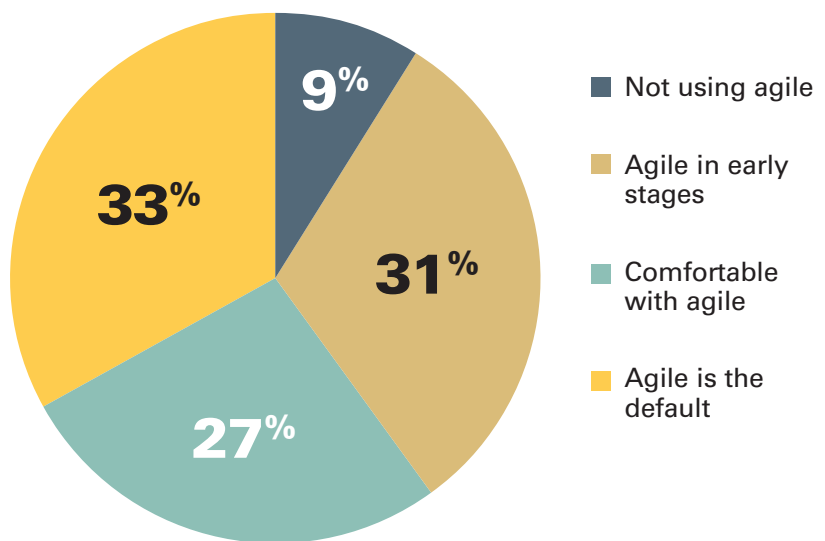
Last month, the Professional Services Council and member company Grant Thornton released the 25th Annual Federal CIO and Chief Information Security Officer Survey. This year's report, "Expanding the Role of the CIO: Integrating Mission, Innovation, Technology, Services and People," provided a number of interesting insights into CIO priorities and challenges. The report is worth reading by both government and industry leaders and will hopefully foster additional conversations on how to leverage technology to deliver effective mission results.

Here are some of my takeaways:

- **Cybersecurity.** Not surprisingly, cybersecurity was identified as the top priority this year. Although it's good that attention is focused on this crucial issue, much still needs to be done — from basic blocking and tackling to a willingness to adopt new ideas and approaches. It's well past time to finish implementing Homeland Security Presidential Directive 12, Trusted Internet Connections, encryption, intrusion detection and an optimized security architecture.

And nowadays, those are just table stakes. We must also move forward on continuous monitoring, managed security services, data-level security, attribute-based access control and

Use of agile development



trusted computing from untrusted devices — to take advantage of today's technology environment and embrace secure information sharing rather than security through denial of service. That is truly a national imperative.

- **Cloud computing.** Consumption-based buying figured prominently in the report, with a compelling value proposition for cloud computing and other "capabilities as a service." Unfortunately, aspirations exceed implementations at some agencies, with only 8 percent of interviewees saying they had

progressed as far as they wanted in implementing cloud-based solutions.

Managed services allow government to take advantage of industry best practices and innovations, avoid large upfront capital expenditures and depreciation, increase the speed of implementation, and rapidly adjust to changes in demand. The convergence of technology and services allows a focus on delivering outcomes rather than just delivering systems.

Four years after the "cloud first" policy, we need to move faster and ensure

CONTRACT GUIDE

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HAS A VERY
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SEWP V SEES A FUTURE OF BROADER USE AND INCREASING GROWTH

THE FIFTH ITERATION of NASA's Solutions for Enterprise-Wide Procurement (SEWP), after a year's delay due to protests, is finally underway. Its predecessor stopped taking new orders at the end of April, passing the baton to a contract that more than doubled its government-wide usage over SEWP IV's eight-year run, with officials confident that SEWP V will at least equal if not outdo that.

"I've already said that, in my view, we should also double the usage (over SEWP V's 10-year term)," said Joanne Woytek, SEWP program manager, who has been with the Governmentwide Acquisition Contract (GWAC) from its first day. "If we don't, it's because we have not met our customers' needs, but everything seems to be telling us we've done things right (with SEWP V), so I'm optimistic."

Today's SEWP is a completely different animal than the Scientific and Engineering Workstation Procurement contract that started life in 1993 as a way for NASA users to buy computers. SEWP V covers a much broader range of products and services that reflects the complex IT that agencies have to use today, from IT and communications products to audio visual solutions, and the installation, engineering and training services needed to manage that.

More than that, however, SEWP has evolved into a vehicle that actively works with agencies to help them meet their business goals, something that many believe set it apart from other GWACs such as the National Institutes of Health's Chief Information Officer-Commodities and Solutions (CIO-CS) and the GSA's Schedule 70.

"I think we've done (SEWP V) right, and everything

we've seen so far is showing us that," Woytek said. "So I'm extremely optimistic, and that we'll play a key role in agency procurement plans."

It's not that SEWP is trying to take anything away from either the NIH or GSA contracts, she said, but she thinks people want contracts that provide the control, tracking, good access and good pricing that SEWP now provides them.

SEWP V is set to morph yet again, from a strict products-and-solutions focus to one that provides a more strategic platform for users. Woytek and her

"WE'RE ALREADY SEEING THE SAME RATE OF ORDERING FROM THE FINAL YEAR OF SEWP IV CONTINUING INTO SEWP V." - JOANNE WOYTEK, SEWP PROGRAM MANAGER

staff began looking at a change in SEWP's vision and mission several years ago, based both on their own experiences and on what their customers told them they needed.

"We've gone from being a purely 'come by and order' contract to one that, if nothing else, allows agencies at the highest level to track and report on what they're buying, and that also provides them with control over what's being bought," Woytek said.

As SEWP IV progressed, the program office would get a lot of feedback from people about how they could buy certain things on the contracts, if they could do this or that, and that feedback fed into a gradual realization that SEWP wasn't where its customers wanted it to be. So there was a conscious decision made for the program office to get out into the field and be more visible and be more of a leader in the acquisition world, and to try and get more of the



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strategic focus that's now a central part of SEWP V.

Industry also seems to appreciate those contracts with the widest reach and multi-year durability. It takes a lot of time to pull these contracts together, and vendors have to put a lot of money and resources into the research and processes needed to organize a bid, and then compete for business. It can take as much as five years for them to recoup that cost, at which point they have to start preparing for the next version.

Woytek and her staff spend a lot of time with both agencies and vendors to try to understand what's going on in both arenas and how SEWP might fit their needs. That's why it was so disappointing to see the kind of pushback there seems to be to the first set of awards in early 2014, the first time any SEWP awards had generated significant protests.

Woytek took a lot of the responsibility for them, for not understanding all of the issues that could potentially blow up, particularly since she took pride in getting things right before they could get to that point, something that had stood her in good stead in previous SEWP versions. In the end, the number of vendors on SEWP V ended up at 148, compared to the 41 on SEWP IV.

But she also admitted the protests, though a real headache, were a backhanded compliment that also showed just how popular SEWP has become with the vendor community. In the past, she said, the reaction to awards would have been "Oh, we didn't get one. Big deal," to (in SEWP V) "Oh My God, we didn't get one!"

That's confirmed by the number of awardees who have already been processed. Given past experiences, Woytek said she might have expected 10 percent of them to not turn up at all. But just a month into the new contract's term, only four companies had still to be entered into the SEWP system.

"We're already seeing the same rate of ordering from the final year of SEWP IV continuing into SEWP V," she said. "That's when we knew we were going to

grow substantially during the current contract."

It could also prove beneficial in other ways, she said. Companies that looked interesting initially but didn't get on are now there, and maybe that's the valuable thing that will be proven about the whole process over time, she said.

"It's been an interesting experience," she said. "Now we have all of these companies coming in and it's a

"IT'S BEEN AN INTERESTING EXPERIENCE. NOW WE HAVE ALL OF THESE COMPANIES COMING IN AND IT'S A QUESTION OF HOW ARE WE GOING TO BRING THEM ON BOARD AND ARE WE READY FOR THIS. SO FAR I'VE BEEN SHOCKED, BUT IN A GOOD WAY." - JOANNE WOYTEK, SEWP PROGRAM MANAGER

question of how are we going to bring them on board and are we ready for this. So far I've been shocked, but in a good way."

Anyone who was on the SEWP V website in the first week or two knows that it wasn't able to handle the growth in orders and agency customers, she said. But the program office made adjustments, and the problems haven't come up again. The office decided to change the way it operates, not meeting with every company that makes that request, for example, but instead finding other ways to address their concerns.

"It does change your perspective and working style, but that's okay," Woytek said. "Change is not necessarily bad, but it does take a while to adjust, and that's what we'll do."

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HELPING AGENCIES MANAGE SUPPLY CHAIN RISKS IS A NEW SEWP FOCUS

A S A SUPPLIER OF IT to all federal agencies, including the Defense Department and intelligence organizations, the SEWP program office has made it part of its refocused mission to also help its customers with some of the broader implications involved in procurements. Supply chain risk is one that's come to the fore in recent years.

With the global spread of IT manufacturing, a lot of the components that go into the products used by the government are made outside of the U.S. and in places that have unknown quality control. Some, such as China, have to be assumed to be potentially hostile and capable of slipping in systems that could help with such things as electronic espionage in the US.

Joanne Woytek, SEWP program manager, made it a goal for the SEWP program office to develop a way to help its users assess the risks involved with the products and solutions they buy through the contract. She worked with the DOD and other agencies, as well as through participation in international standards organizations such as the Open Group's Trusted Technology Forum, to come up with the right contract language.

The approach so far is to query SEWP contract holders on their authorized reseller relationship with various manufacturers. When they add a new company or a product from a manufacturer to their list, they have to notify the SEWP program office about what their relationship is with that company or manufacturer. The program office then checks to see if they are in fact working with the vendor.

"We don't just rubber stamp things," Woytek said. "We actually have a verification process via email between the contract holder, our office and the manufacturer to ensure that, when they say they are an authorized

reseller, that's also what the manufacturer means by authorized reseller."

The goal is that when someone comes to SEWP to get a quote, the program office can provide an assessment of the risk for the customer about where the item they are buying came from, if it has any security issues, and whether it could be counterfeit or not. They won't be given a yes or no about whether they should buy it, but they'll at least have a decent understanding of the risk involved with using it if they do. That might not matter so much if the product is a cable, but it could if it's a router or a computer.

Other government IT suppliers are also jumping on the supply chain risk wagon. The GSA issued request for information at the end of 2014 looking for ways to do due diligence for IT procurements that "will be used by the federal acquisition, grant, and oversight communities to support government risk assessments."

The whole process of developing this supply chain risk assessment "has been an interesting learning experience," Woytek said. Things could change in the future depending on what customers tell the SEWP program office, but she thinks from the evidence so far that the process that was originally envisioned and is in place now is pretty much the right way to do it. It's starting to provide the office with a "really good database of information," she said.

The reaction so far from SEWP contract holders also reinforces that perception. In the first month of SEWP V operation, Woytek said holders had already logged into the SEWP system between 3,000 and 4,000 times to provide authorized reseller information. •





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SEWP V TARGETS LOWER IT COSTS THROUGH STRATEGIC SOURCING

STRATEGIC SOURCING IS NOT a new issue in government IT procurement, but it's been moved up the list of things to focus on by the Obama Administration, which has pushed it as a key to lowering IT costs for federal agencies. Prices are all over the place because of the multiple agency-specific contracts used to buy commodity IT, it believes, and making those purchases through just a few contracts will save a lot of money.

In 2012, then acting director of the Office of Management and Budget Jeffrey Zients sent a memo to agency heads that required every agency to name a lead official to oversee strategic sourcing. It required every member agency of the interagency Strategic Sourcing Leadership Council (SSLC), which includes NASA, to "promote, to the maximum extent practicable, sound strategic sourcing practices within their agencies."

Included in the memo was the recommendation that the SSLC identify at least five products or services for which new governmentwide acquisition vehicles or management approaches should be developed and made mandatory. In May 2014, the OMB put the SEWP program office at the head of an effort to establish a strategy that would use strategic sourcing to help reduce procurement costs of IT such as desktops and laptops throughout government.

The office is now working with the GSA and NIH to put together a desktop and laptop strategic sourcing product, according to Joanne Woytek, SEWP program manager. The three agencies will be able to take the technical specifications they agree on and then work with industry and other federal agencies to develop a suite of specifications that each contract holder will be able to implement through their own channels.

It gives everyone a chance to see how to do this, she

said, and she's hopeful some definitive result will come soon. Internally, she said, the agencies are getting to the point of making it available.

"We've had good collaboration," she said. "I would say that all three of us are very, very close to implementing a laptop and desktop strategic solution for the government. After that we'll see how things go."

As for SEWP specifically, she thinks the program has set itself up well to help agencies do strategic sourcing, and has been talking to many of them about how to use the contract for that. They would have a lot of work to do for themselves if they wanted to

**NASA SEWP V "IS THE BEST STRATEGY AND VALUE FOR MEETING MISSION REQUIREMENTS."
- DOI MEMORANDUM, DEC. 12, 2014**

use strategic sourcing for IT purchases, she said, but instead they can use NASA's platform.

"We're building out the same sort of technology that we're developing for the OMB," she said. "We think that will be a major part of SEWP V."

Some agencies aren't waiting. In 2012 the Department of the Interior implemented an enterprise IT acquisition policy that required the use of multiple strategic sourcing contracts. Two years later it made an assessment of that marketplace and determined it would be better to use a single strategic sourcing vehicle for all its IT hardware acquisitions.

At the end of last year, the DOI made it mandatory for all of its purchases of laptops, desktops, servers and other hardware to go through SEWP, initially through SEWP IV and, as that expired, through SEWP V.

NASA SEWP V "is the best strategy and value for meeting mission requirements," the DOI said. •

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SEWP V OPENS UP TO WEB-BASED RESEARCH, LINE ITEM ORDER TRACKING

WHILE SEWP HAS ALWAYS been a contract that provides a lot of help to its customers, SEWP V will take that a step further by giving its users detailed data that will let them track orders at the line-item level, and also perform market research on the products they want to buy.

The ability to track orders is something that SEWP customers have asked for in the past, so they can tell exactly what people are buying which products and better plan for procurements. While the program office tracks orders in the broad sense, and can provide total business amounts, it's never been able to give out data that can tell users exactly what they bought and sold during the year.

That's something that's always grated on Joanne Woytek, the SEWP program manager. The plan is for SEWP V to provide an automated ability for users to come to the SEWP website and look at the data

**"WE'LL HAVE A TOOL THAT I'M EXCITED BY, AND I'M NOT OFTEN EXCITED BY PROGRAMS I DIDN'T WRITE MYSELF."
- JOANNE WOYTEK, SEWP PROGRAM MANAGER**

that's specific to their agency. The problem is that the data belongs to the agency even though it's the SEWP program office that collects and stores it.

"It isn't our data and we can't give it out to everyone and anybody," Woytek said. "We want to make sure that the right people at an agency are the only ones able to get to their data, though if they want other people in the agency to also get to it, we'll have a control for that."

Right now, the program office is giving agencies this type of report manually, when they request them, in the form of Excel spreadsheets. At least that's a step up

for the agencies, which, until now have had to track their own orders and do the analysis by hand. Plus, it gives the SEWP program office a change to evaluate if it's giving its users what they want.

Meanwhile, it's looking for a good tool that can be used on the SEWP website that will give users the ability to find their tracking data, while also ensuring the security of that data so that non-authorized users can't access it. It will probably take "the next few years" before SEWP will have that capability, Woytek said.

There's better news when it comes to market research. The program office has for a time been able to do that kind of research on request, but the goal is to provide a way for users to simply go to the SEWP website to do market research, and figure out what their best options are for procurements before they issue requests for quotations.

"We'll have a tool that I'm excited by, and I'm not often excited by programs I didn't write myself," said Woytek. "But I think it will be really cool to give customers the ability to come and combine a catalog sort of view, which is available today, and also ask for market research on products and look that up at the same time."

The automated SEWP tool, which Woytek hoped would be online by the end of June 2015, will also let agency users interact directly with SEWP contract holders, so the program office will not have to act as a go-between. •

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STREAMLINED FEES, EXPANDED OUTREACH SET MARK FOR NEW SEWP

EVEN THOUGH THE NUMBER of contract holders on SEWP V has more than tripled, the vehicle itself has become much leaner in many ways, which should make it even easier for both vendors and users to conduct business.

The SEWP program office also intends to be more active in interacting with both customers and vendors on the use of the contract.

SEWP V is divided into four groups of contracts, lasting for a base term of five years with another five-year option. Each contract has a \$20 billion limit:

- Group A is primarily for large and small OEMs and manufacturers, and was a full and open competition.
- Group B is a set-aside contract for small HUBZone (Historically Underutilized Business Zones) businesses (Group B(1)), and Service Disabled Veteran Small Businesses (Group B(2)).
- Group C is a set-aside contract for small businesses.
- Group D is for both small and large businesses, and was also a full and open competition.

Each of the groups has the same scope.

Missing in the current contract is an open market CLIN (Contract Line Item Number) that had proved popular in previous versions because of the flexibility it provided users to quickly add products to the contracts they had with vendors. However, according to SEWP program manager Joanne Woytek, that didn't mesh with SEWP's new push to provide agencies with the control, insight and tracking of purchases they had requested.

Also, she said, many companies had dropped it during SEWP IV for fear of inadvertently breaking any procurement rules and regulations.

The fee structure is also changed in SEWP V, a part of Woytek's goal to make the fee "as meaningless as

possible" to users, while also providing the program office with the means to continue providing the services it now does. Under the new regimen, it will be incorporated into the whole order price instead of standing alone as an add-on.

"Both from our own experience and from comments from both users and vendors, it was obvious it had become something of a burden," Woytek said. "They weren't sure how to invoice for it and it had become too confusing, so we decided to standardize it."

The SEWP fee is currently a flat 0.39 percent of the order size. That's already one of the lowest for government contracts, but Woytek said the goal is to eventually drive that down to 0.25 percent.

The SEWP program office will also be stepping up its training and outreach efforts for both users and vendors. It will continue to do the one-on-one training and meetings it's always done, but it's also now doing those virtually through WebEx as well as increasing its use of videos to help extend its reach. It has an active training forum in which people can bat ideas and opinions back and forth, which is new, as well as an online chat facility for agency users, which more than doubled its usage in May alone.

The office is trying to plan for the growth that's expected in agencies' use of SEWP, Woytek said. With NASA's own IT budget unlikely to increase much in the coming years, much of that growth will come from other agencies, and the program office needs to be prepared to extend services to them also.

"We'll never be able to meet personally with everyone, so we need to find other ways to get information to them," she said. "To that end, we've totally revamped the way we train and meet with people." •



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FOR SEWP, CHANGE HAS BEEN THE ONLY CONSTANT

SEWP WAS A CONTRACT born of frustration. Even back in 1993, when it began life as the Scientific Engineering Workstation Procurement, the 12-month cycle needed to buy anything IT in government was giving people at NASA fits.

Goaded on by this, a normally contentious bunch of policy, contracting and technical people at NASA's Goddard Space Flight Center got together to come up with contracting language they thought would help break this drawn-out process, while complying with procurement regulations.

It eventually got the okay from the Office of Management Budget, and the GSA asked NASA to initially try it out as a governmentwide acquisition contract.

Over the 20-plus years of the contract, there are three definable periods:

February 1993 to April 2007: These years span the first three versions of SEWP, when it grew from a fairly simple \$800 million, four-year contract aimed mainly at the purchase of Unix systems to a \$4 billion, five-year vehicle from which users could buy a range of computing and software products. It also tried to expand the number and types of companies who could sell through SEWP with various small business and 8(a) set asides.

May 2007 to April 2015: The first version to carry the current Solutions for Enterprise-Wide Procurement designation. By its end, it had produced \$17 billion in total sales, included both IT products and engineering services, and spanned a range of large, medium and small vendors with one set aside devoted specifically to small businesses owned by service-disabled veterans. It was processing some 25,000 orders a year—at an average of \$85,000 per order—for more than \$2.4 billion a year in sales. It had customers at

every federal agency.

May 2015 to April 2025: SEWP V starts off with an expectation of doubling the business done on the contract over its 10-year term, following the experience with SEWP IV, which more than doubled the business it did from beginning to end. This will also be the first time SEWP has built in an expectation of increased business from agencies other than NASA, even though that use has been a reality for a large part of its history. To accompany that, the range of products and services has also expanded and now includes technology specifically for cloud-based solutions.

Over time, the technology focus of SEWP has changed as IT itself has changed. When SEWP first started up in 1993 there was a big difference in the various workstations that handled such things as graphics, databases and printing. Now, hardware is more or less the same and it is software that defines the difference.

Putting together any contract that government users will come to for IT over a span of 10 years will always be something of a guess, given the pace of IT innovation these days. But SEWP officials think they have it right.

"We tried to make sure our contract was flexible enough when we put it together that we can grow in the way that technology is going," said Joanne Woytek, SEWP program manager.

Woytek has been in IT for a long time, and, she said, she doesn't believe they've missed anything; and if it turns out they have, they'll have to try and accommodate that for the future.

"But I think that where technology is going is where SEWP is going also," she said. •

SEWP V HAS A VERY BUSINESS-LIKE REPUTATION TO PROTECT

S**EW P PROGRAM MANAGER** Joanne Woytek will continually remind you that she is a NASA employee first, and that the SEWP V contract has to be useful for NASA IT users before other considerations. But the fact is that SEWP has not been seen by government generally as a NASA-only vehicle for many years.

That's driven what many people see as the most innovative aspect of SEWP. Far more than any other government procurement vehicle, SEWP has cemented a reputation for its customer service. It's a matter of faith now that when users or vendors buy or sell through SEWP, they will receive the best hands-on service of any contract, bar none.

It's something Woytek has pushed ever since she became program manager in 1999.

"From day one we've been conscious of the need to provide that kind of service," she said. "It's in our DNA now."

The only thing that's changed in that attitude with SEWP V, she said, is that the program office is actively trying to develop a better platform based on customer feedback. Given that all federal agencies now use SEWP, every agency is affected by what is done with it.

So there's now that element "of thinking that if we change something, how is it going to affect all agency users, not just those in NASA," she said.

An example of that was when Woytek sat down with the NASA chief information officer four years ago and asked if she would be happy if the SEWP office tracked orders for her. The answer was an enthusiastic yes, but Woytek explained that this also had a downside, since it involved more overhead to accomplish, and that the program office would hold user information, something CIOs are normally reluctant to hand over to other agencies.

Other agency CIOs had to sign off on that if they

wanted that service, Woytek said, and it involved the program office working "hand-in-hand" with CIOs and agency-level decision makers to make sure they knew what they wanted of the arrangement, and how eventually to get that tracking information to them.

The program office has ramped up over the past several years to meet the expected increase in business with SEWP V, employing more than 40 people. Even so, it might be hard-pressed to maintain the kinds of standards users have come to expect, which includes close user and vendor relationships along with, for government, a very fast response time to queries.

In SEWP IV, for example, it wasn't unusual for people to call the program office with questions and get a response back in minutes, if not immediately. Likewise, contract holders could get contract modifications approved within an hour, at the most, and technology refresh requests could also get approved in minutes.

The loyalty promoted by that business-like attitude, where the NASA program office saw itself as more of an obstruction-free conduit between vendors and users, served it in good stead when, in 2007, the GSA tried to flex its muscles in its claim to be the premier IT procurement source for government. It tried then to take over the SEWP contract from NASA. However, vendor and user loyalty to a NASA-led SEWP helped to fend off that attempt.

SEWP V has more than double the number of vendors than SEWP IV had, and, with orders starting at the level SEWP IV finished at, the program office will have to handle a much higher level of traffic. Only time will tell if Woytek got it right. •

that our security efforts enable the rapid delivery of secure solutions rather than serving as yet another impediment to implementation.

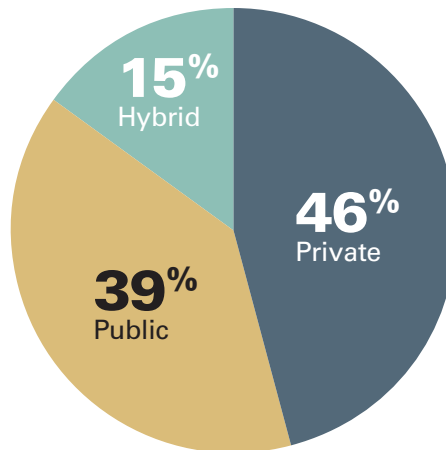
- **IT acquisition reform.** The survey results underscore the fact that many agencies don't use existing contracting flexibilities to help drive speed, innovation and adoption of best practices. There is so much we could do — right now — to help foster a culture of innovation.

Our contracting practices should enforce the widespread use of statements of objectives rather than rigid statements of work, value alternative proposals from industry, and encourage the adoption of best-value and performance-based contracting. We shouldn't be surprised that the federal acquisition workforce ranks innovation and speed as low priorities, given the incentive structures currently in place for contracting offices. But that shouldn't stop us from creating an environment in which the entire acquisition team has a shared performance goal of successful program delivery.

We must also address the current perception-management issue around innovation. We are constraining innovation in government far more by *how* we ask for solutions rather than by *whom* we ask. There is great innovation in Silicon Valley, to be sure. But there is also great innovation in tech corridors all across this nation, including the Washington, D.C., region. There is room for established companies and new entrants of every size if we offer a competitive environment that encourages rather than stifles innovation.

- **FITARA.** Twenty years after the Clinger-Cohen Act, we finally have some new IT reform legislation. And now that the Federal IT Acquisition Reform Act has been enacted, we must set our sights on the delivery of results. Although it always helps to

Cloud types in use



have a seat at the table, it's even more important to have a voice once seated there. The spotlight on CIOs continues to increase, and expectations are high. We must forgo the temptation to rely on lengthy reports to Congress and instead turn our attention to measuring agency progress against clearly stated outcomes.

Also, although FITARA is a good step, a more substantive legislative overhaul is still required. Much has changed in 20 years, and buying and managing IT are radically different in this millennium.

- **IT modernization.** Across government, the preponderance of IT funds are still being expended on legacy operations and sustainment. Although every legacy system doesn't need to be retired, a focused effort on legacy rationalization is needed. We must free up cash to take advantage of new solutions and approaches. One of the values of moving to a managed services approach is that operations and maintenance funds can be repurposed to pay for consumption-based contracts rather than going through a protracted budget process to get new develop-

ment and modernization funding.

- **Mobility.** CIOs said that although they are making progress in implementing telework at their agencies, additional attention must be turned to the adoption and use of mobile devices and solutions. The future is a self-service, cloud-based, mobile-device world; our goal should be secure access from any computing device by any trusted user, anywhere, anytime. We must capitalize on rather than avoid the power of smartphones, tablets, the Internet of Things and a Web-connected world.

- **Workforce.** Attracting and retaining the workforce of the future is a crucial issue for industry and government. We must create an environment that will encourage the next generation of technology workers to come to government and stay long enough to deliver results. That means reconsidering the environment that we will provide for employees in terms of technology, work location, leadership opportunities, mentoring, continuous learning and performance management.

A few years ago, the federal CIO Council released a "Net Generation" guide that offers important insights into younger employees' expectations and recommendations on how to work within the federal human resource process to get better results. The report contains a number of actions that should still be considered.

Times of change are times of opportunity. Today, opportunities abound if we can remove some of the barriers that slow the adoption of new ideas and technologies. ■

David Wennnergren is senior vice president of technology at the Professional Services Council. The results of the CIO survey are available at PSCouncil.org.

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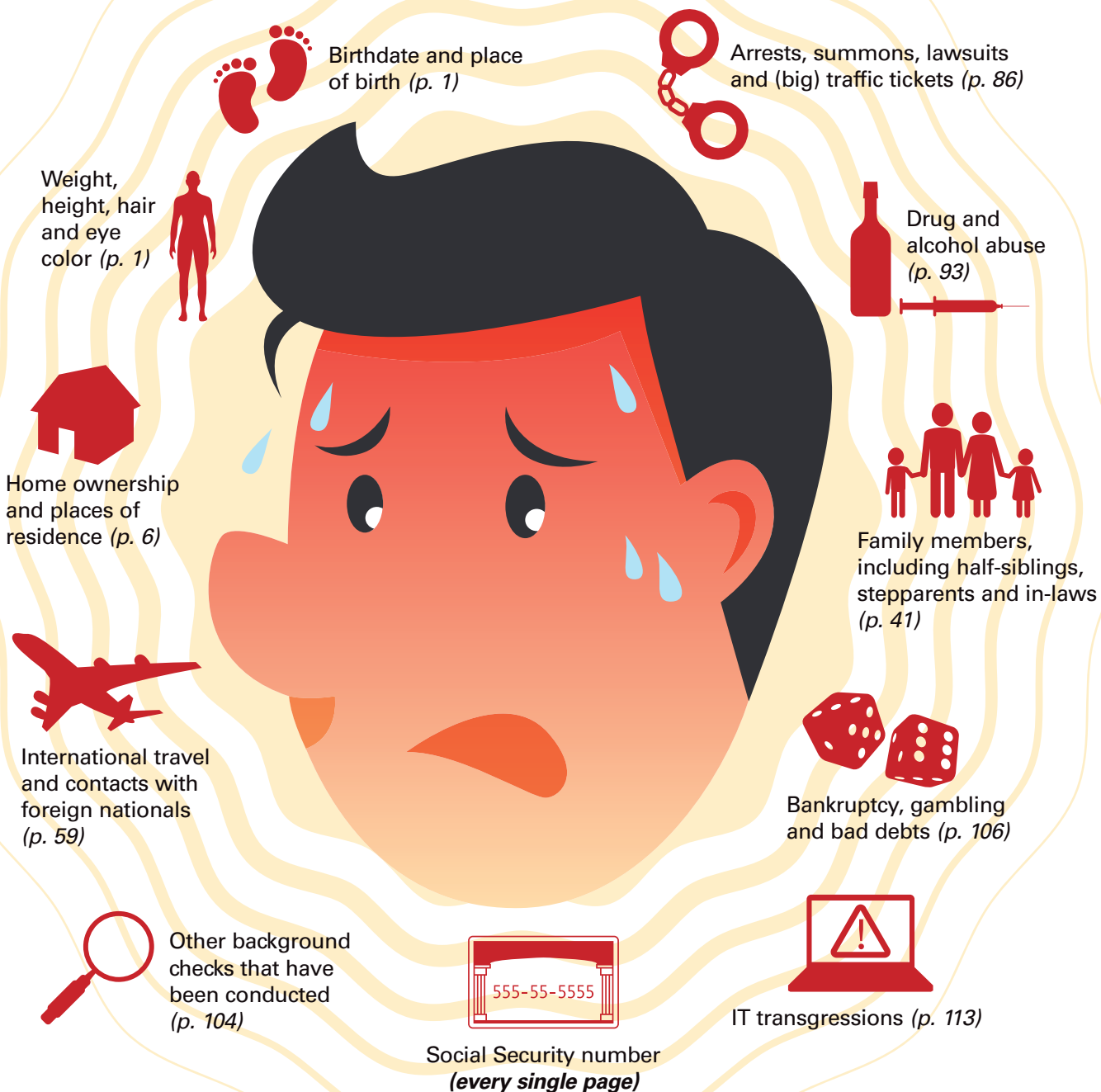
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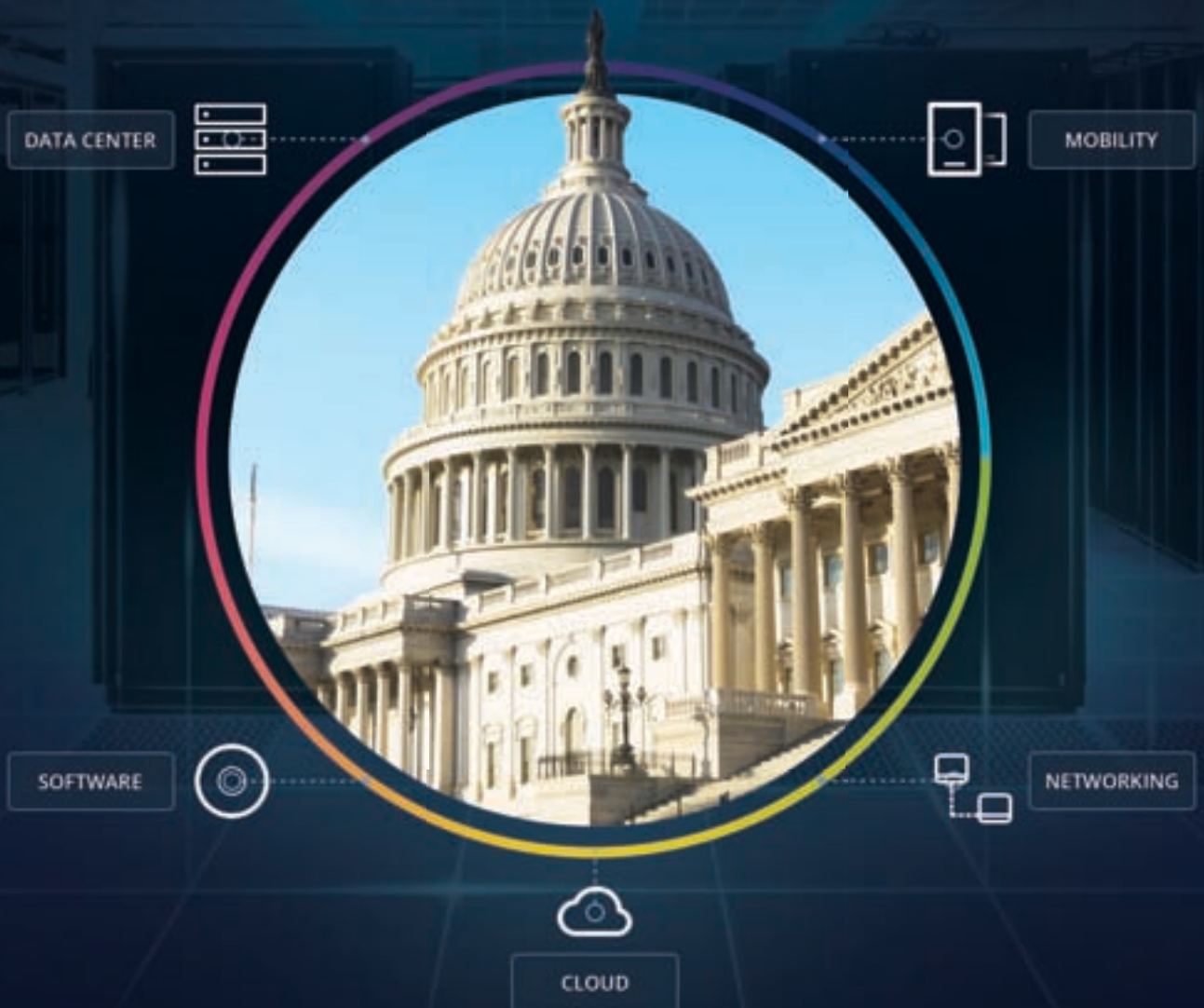
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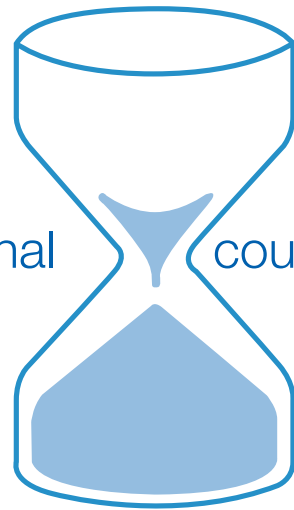
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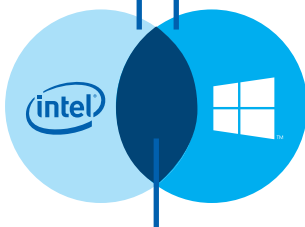
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only **\$3949⁹⁹** #13269606



HP Smart Buy ProLiant DL360 Gen9

Combined with HP DDR4 SmartMemory support up to 768GB while delivering up to a 14% performance improvements over previous generations. Manage your DL360 Gen9 Server in any IT environment by automating the most essential server lifecycle management tasks: deploy, update, monitor and maintain with ease.

- 2 Intel® Xeon® processors (20MB cache, 2.60GHz)
- 16GB DDR4 SDRAM
- 1U rack-mountable servers
- 2-way server scalability

only **\$3884⁹⁴** #13269423

HP takes your systems even further



HP Enterprise Hard Drive

Robust SAS interface Ideal for transaction processing, database applications, and analytics.

- 900GB hard drive
- 2.5" hot-swappable SFF
- 10000 rpm
- SAS 6Gb/s

only **\$581⁹⁹** #9418512



8GB HP DDR4 DIMM

Enables HP ProLiant Gen9 Server series to reliably identify and confirm that installed memory has passed HP tests.

- 8GB capacity
- DDR4 SDRAM
- 1DIMM 288-pin

only **\$146⁹⁹** #13272399



HP Foundation Care 24x7 Service

Comprehensive hardware and software services for HP ProLiant DL360 Gen9. Care Pack aims to increase the availability of your IT infrastructure.

only **\$859⁹⁹** #13287556

All Flash and No Compromise

Respond to any demand - effortlessly and without exception or compromise



Save
40%



HP 3PAR StoreServ Flash Storage

Deliver all-flash array performance for the cost of spinning disk, and provide mission-critical resiliency and Quality of Service (QoS). HP 3PAR StoreServ Storage has you covered.

PCM Exclusive price **\$41,999⁹⁹** #13345699

INCLUDES

- 1x 3PAR 7200 Flash Array (QR482A)
- 8X HP M6710 480GB 6G SAS 2.5" SSD (E7Y55A)
- 3-year 24x7 proactive care support
- Startup & Installation included



Make the switch to high speed performance



HP 1820-24G Switch

Offers more choice and flexibility for smaller organizations that require ease of use and lower TCO, while delivering better network performance with an enhanced user experience. Devices are smart-managed, fixed-configuration Gigabit Ethernet Layer 2 switches with basic features in an easy-to-administer solution.

- Smart-managed Layer 2 switch with 24 10/100/1000 and 2 SFP 100/1000 ports
- ARM Cortex-A9 @ 400MHz
- 128MB SDRAM

only **\$269⁹⁹** #13483642

HP 5400R-44G-PoE+/4SFP v2 zL2 Switch

Mobile campus access solution with HP Smart Rate multi-gigabit ports for high speed connectivity and bandwidth for next wave 802.11ac devices. Enterprise-class resiliency and innovative flexibility and scalability to converged campus networks.

- High performance campus switching and leading edge security
- Multi gigabit bandwidth and PoE+
- 6-bay and 12-bay models



only **\$4819⁹⁹** #13380701



HP FlexFabric 5900CP-48XG-4QSFP+ Switch

Provides a converged, top-of-rack, data center switch architecture that offers wire once for FCoE converged environments. With 48 converged ports that support 1/10GbE and 4/8 FC, the FlexFabric 5900CP delivers versatile convergence for connecting FC, iSCSI and FC SANs. All 48 ports support LAN, iSCSI, NAS, FC and FC SANs. Delivers 1.28Tbps switching capacity for demanding applications.

Call for price! #9965661

Optimized and easy-to-deploy

Simplifying implementation, maintenance, and support of database and application workloads.



The Oracle Exadata Smart Combo delivers Exadata power and impressive performance along with high bandwidth ZS3 storage for backup plus data protection options for your database. It's a complete, ready-to-go solution that saves you power, floor space, and integration costs while providing low TCO and ultra-fast performance for all of your users and backup processes.

- Fastest possible backup and recovery for Exadata with ZS3 storage
- Highly Available Database and Disaster Recovery
- No more Database to Storage tuning
- Run Database queries FASTER
- Analyze Data warehouses FASTER
- Lower TCO with pay as you grow (from 1/8th rack)
- Faster ROI



Oracle's Database Appliance is a fully redundant integrated system designed to save you money

JD Edwards EnterpriseOne software, optimized for the powerful Oracle engineered system, gives you the complete IT solution for your agency.

The Oracle Database Appliance

An integrated solution of database and system software, server, storage, and networking, the Oracle Database Appliance is engineered to work together, in a single package that is simple to install and manage.

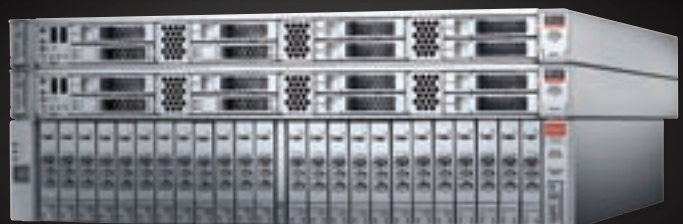
Oracle's JD Edwards EnterpriseOne

This software suite of 80 enterprise resource planning applications combines value, standards-based technology, and deep industry experience to offer comprehensive solutions with low total cost of ownership.

Oracle Real Application Clusters

Ensures database availability by removing the database server as a single point of failure. Real Application Clusters reduce downtime and maintain continuity.

The Smart Combo's cost-effective to run with integrated one-click patching and maintenance, plus savings on floor space and power consumption which frees up budgets.



The Flexibility Model

With the capacity-on-demand database software licensing model, you only pay for what you need.

Call 1.800.625.5468 or visit pcmg.com

PCM-G

Rack Servers equipped for the heaviest workloads



Cisco UCS C220 M3 Entry 1 Rack Server

The Cisco UCS C220 M3 Rack Server is designed for performance and density over a wide range of business workloads, from web serving to distributed database.

Perfect for a variety of environments

Building on the success of the Cisco UCS C200 M2 Rack Servers, the enterprise-class Cisco UCS C220 M3 server further extends the capabilities of the Cisco Unified Computing System portfolio in a 1-rack-unit form factor. And with the addition of the Intel® Xeon® processor E5-2600 and E5-2600 v2 processor product families, it delivers significant performance and efficiency gains.

The Cisco UCS C220 M3 offers great performance and density over a wide range of business workloads, from web serving to distributed database.

- Two Intel® Xeon® E5-2600 or E5-2600 v2 processors
- Up to 512GB of RAM with 16 DIMM slots
- Four or eight SAS/SATA/SSD drives
- 2 PCI Express Gen 3 slots and two 1GE LAN interfaces
- Trusted Platform Module (TPM) for authentication access

only **\$2429⁹⁹** #9837487

#9837475 Cisco UCS C220 M3 Perform 2 Rack Server

\$5739⁹⁹



Cisco UCS C240 M3 Perform 1 Rack Server

The Cisco UCS C240 M3 Rack Server is optimized for performance and scalability over a wide range of applications from storage-intensive infrastructure workloads ranging from big data and ERP, to collaboration, to virtualization and consolidation.

Power-packed and ready to deliver

This server can deliver 768GB of memory (24 DIMM slots), up to 24 hard drives and has five PCIe slots for

expanded I/O capability including 10GbE FCoE capable cards. Great processor performance is delivered using the Intel® Xeon® E5-2600 v2 Series Ivy Bridge Processors.

- Intel® Xeon® processor (50MB cache, 2.20GHz)
- 32GB DDR3 SDRAM
- 2U rack-mountable server
- 2-way server scalability
- SATA 6Gb/s

only **\$5229⁹⁹** #9837495

#9072675 Cisco UCS C240 M3 Rack-Mount Server

\$17,949⁹⁹

Route your office to a new level of efficiency



Cisco 892 ISDN Desktop Router

Designed to deliver secure broadband, Metro Ethernet, wireless LAN connectivity, and business continuity for enterprise small branch offices. These fixed-configuration routers also come with powerful management tools, such as the web-based Cisco Configuration Professional, which simplifies setup and deployment. The Cisco 892 model includes an integrated ISDN BRI S/T interface.



only **\$836⁹⁹** #7827320



Cisco Cisco 7301 Desktop router

Optimized for flexible, feature rich IP/MPLS services at the customer network edge, where service providers and enterprises link together. The Cisco 7300 Series can be used for enterprise campus or Internet gateway applications or be deployed by service providers.

only **\$13,229⁹⁹** #9347063

Cisco 3945 Desktop Router

The new Integrated Services Routers Generation 2 are future-enabled with support for new high capacity DSPs (Digital Signal Processors) for future enhanced video capabilities, high powered service modules with improved availability, multi-core CPUs, Gigabit Ethernet switching with enhanced POE, and new energy visibility and control capabilities while enhancing overall system performance.

- 3U rack-mountable Integrated Services Router
- 3 x RJ-45 10/100/1000Base-T Network WAN
- 1GB standard memory
- 2GB DRAM
- Power supply redundant

Delivers highly secure data, voice, video, and application services to the small office.



only **\$12,169⁹⁹** #7956315
#13214435 Cisco 3945 Voice Bundle - router

\$13,379⁹⁹

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Evolution and Trends of Virtualization Technology

Welcome to a faster more efficient IT infrastructure

Virtualization software has rapidly transformed the IT landscape and has changed the way people compute. Our servers, storage devices and networks have been transformed and ‘virtualized’ from physical and tangible artifacts to mere ‘files’ sitting atop a thin layer of software called a hypervisor. Decoupled from the physical world, these compute resources and virtual machines can be dynamically allocated with just a few clicks and keyboard strokes.



Virtual Machine means no hardware

The operating system can’t tell the difference between a virtual machine (vm) and a physical machine, nor can applications or other computers on a network. Virtual machines think and act like a “real” computer, but since VMs are composed entirely of software and contain no hardware components they offer a number of distinct advantages over physical hardware. VMs can be copied, replicated, migrated and even scripted; they are after all merely files sitting on a layer of software.



A variety of advantages

Virtualization began in 1960 with mainframe computers, to methodically and logically divide the system’s resources provided by mainframes between different applications. IBM began this work in 1964, but the full adaptation of server virtualization wasn’t until 1999 when VMware introduced their VMware Virtual Platform to the market. VMware found a way to completely virtualize an IT’s hardware infrastructure. The advantages brought on by virtualizing technology are more impactful than ever before. Virtualization has enabled IT to more effectively deal with shrinking IT budgets, scarcity of resources, the need for operational flexibility, energy conservation, and dramatically increased information security. If your organization has already taken the leap into virtualization, what’s next on the horizon?



Hybrid offers complete control

For many organizations, developing a hybrid cloud strategy is the next logical step. Bridging your virtualized data center with the public cloud (aka Hybrid Cloud) combines the advantage of scalability and cost-effectiveness that a public cloud computing

environment offers, without exposing critical applications and data to third-party vulnerabilities. Adopting hybrid architecture provides you with complete control over your cloud environment, higher security and privacy control, the ability to react and evaluate outages, man-made issues or natural disasters, and will often provide additional budgetary flexibility.



A new wave of VM

We are likely to see the wide spread adoption over the next couple years of both automated and virtualized networks, security and even virtualized operations. Both virtualization and automation have become a necessity, both for driving down costs and enabling us to operationalize our ability to deliver new services at an ever-increasing pace. But the biggest change might just be a completely new approach.



Adopting the new approach

Companies like Docker and CoreOS, with their recently announced Rocket container technology are quickly gaining attention and trying to plant a flag both in your data center and in the cloud. In some ways the approach is almost anti-virtualization. The intent is to provide a self-contained platform for building, shipping and running distributed applications. Essentially providing applications or portions of an application packaged in self-contained lightweight containers that run independent of either a physical or virtual platform. ■

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to gain access to the highest quality technology, industry leading partners, and exceptional service.

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Benefit from simplified storage

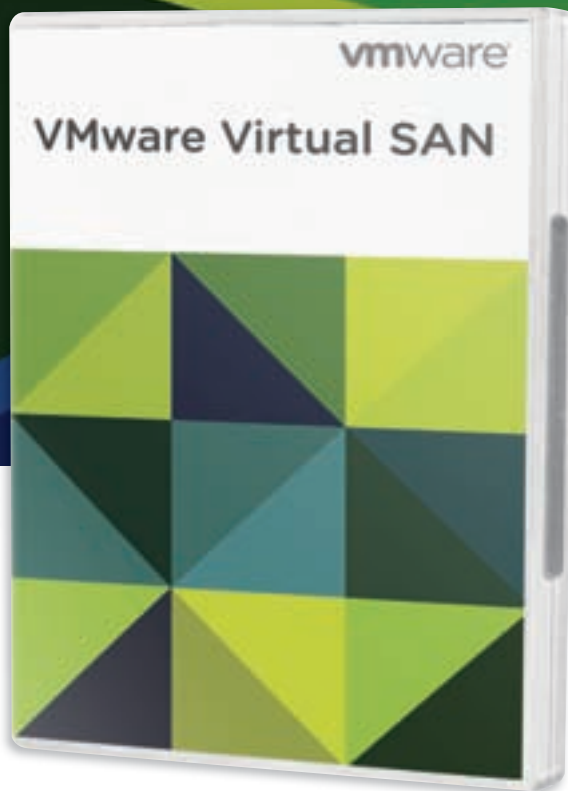
VMware® Virtual SAN™ is radically simple, hypervisor converged storage for virtual machines. It delivers enterprise-class, high performance storage for virtualized applications, including critical applications. Its seamless integration with VMware vSphere® and the entire VMware stack makes it the simplest storage platform for virtual machines.



VMware® Virtual SAN 6.0 License

- Software-defined storage embedded in vSphere
- Runs on any standard x86 server
- Pools HDD/flash into a shared datastore
- Managed through storage policy-based management framework
- Offers high performance through flash acceleration
- Highly resilient with zero data loss in the event of hardware failure

only **\$2219⁹⁹** #13453543



Virtual SAN 6.0 offers several major enhancements and additional capabilities that broaden the applicability of the proven and reliable Virtual SAN technology to critical environments as well as blade deployments. It delivers:



Simple Storage for VMs

Use virtual machine-centric storage policies to provide finely granular control and automation of storage service levels. Self-tuning capabilities automatically rebuild and rebalance storage resources to align with the service levels assigned to each VM. Full integration with vSphere and the entire VMware stack delivers an efficient and cost-effective operational model.



Lower TCO by up to 50%

Enable flexible, predictable “grow-as-you-go” scaling and eliminate large up-front investments. Inexpensive industry-standard server components reduce Lower OpEx by simplifying storage management with vSphere tools and automating management of storage service levels through VM-centric policies.



High Performance

Enable read/write caching using server-side flash. Virtual SAN is built into the VMware hypervisor, optimizing the I/O data path to

deliver much better performance than a virtual appliance or an external device. Virtual SAN All-flash architecture provides data persistence on SSDs to deliver extremely high performance with consistent, fast response time.



Elastic Scalability

Scale capacity and performance independently by merely adding new HDDs and SSDs to existing hosts (scale-up). Virtual SAN 6.0 can scale up to 64 nodes per cluster for both hybrid and all flash architectures and up to 200 virtual machines per host (total of 6400 virtual machines per cluster).

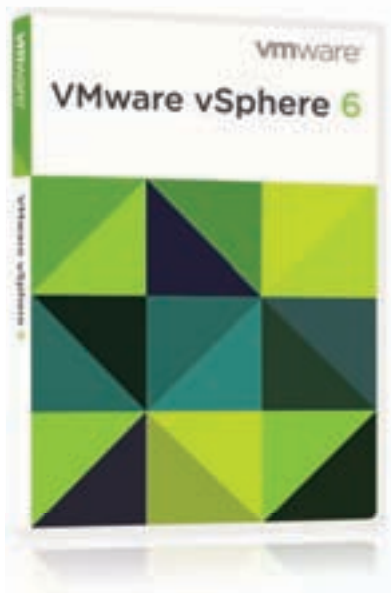


Software-Defined Storage for vSphere

Hypervisor-converged architecture enables storage and compute to run on the same physical host with minimal overhead. Seamless integration with the vSphere Web Client and the entire VMware stack simplifies management.

vmware® 6.0

VIRTUALIZE APPLICATIONS WITH CONFIDENCE



VMware vSphere Enterprise Plus 6.0 License

Server virtualization is the remedy for costly infrastructure sprawl, allowing you to run multiple operating systems and applications on a single computer and improve productivity by reducing physical servers (with each operating at full computing capacity).

only **\$3429⁹⁹** #13453654

VMware vSphere®, the industry-leading server virtualization platform, is purpose-built for both scale-up and scale-out applications. It redefines availability, and simplifies the virtual data center.

All editions of vCloud Suite 6.0 include vSphere 6.0 Enterprise Plus as a component. vCloud Suite Enterprise is a comprehensive offering for resilient, secure, and compliant private clouds that delivers policy-based workload automation, reduces downtime, and accelerates an agency solution's time-to-market.

What vSphere does



Powerful Server Virtualization

Virtualize your x86 server resources and aggregate them into logical pools for allocation of multiple workloads.



Consistent Automation

Lower operating expenditures and minimize errors by streamlining routine tasks with vSphere's accurate and repeatable solutions.



Network Service

Get network services optimized for the virtual environment, along with simplified administration and management.



Robust Security

Protect your data and application with the industry's most secure "bare-metal" server virtualization platform.



Efficient Storage

Reduce the complexity of back-end storage systems and enable the most efficient storage utilization in cloud infrastructures.



High Availability

Maximize uptime across your cloud infrastructure, reducing unplanned downtime and eliminating planned downtime for server and storage maintenance.



Cloud API Integration

Provide choice on how to consume your cloud environment.



Support

VMware's support team is standing by to help with any virtualization issues you may face.

IT'S NOT A GAME. IT'S THE FUTURE OF IT.


DATA CENTER 2.0

YOUR MISSION

Optimize and rack up huge innovation scores for your enterprise. [Get Started Now!](#)

1. Avoid the pitfalls of an aging infrastructure.

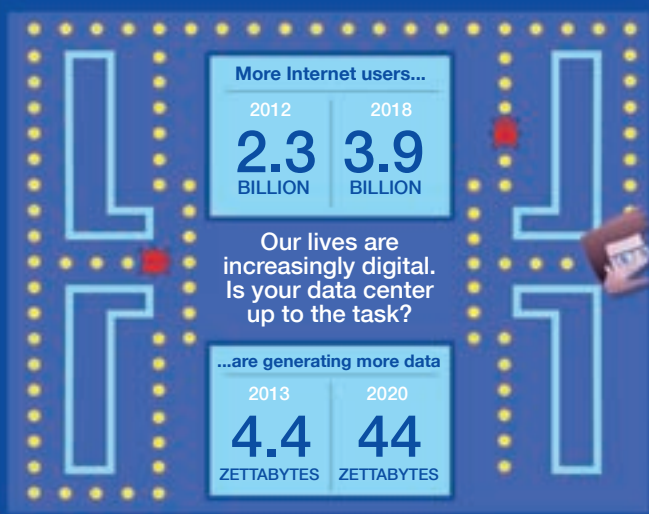



Inefficient
Server
Performance

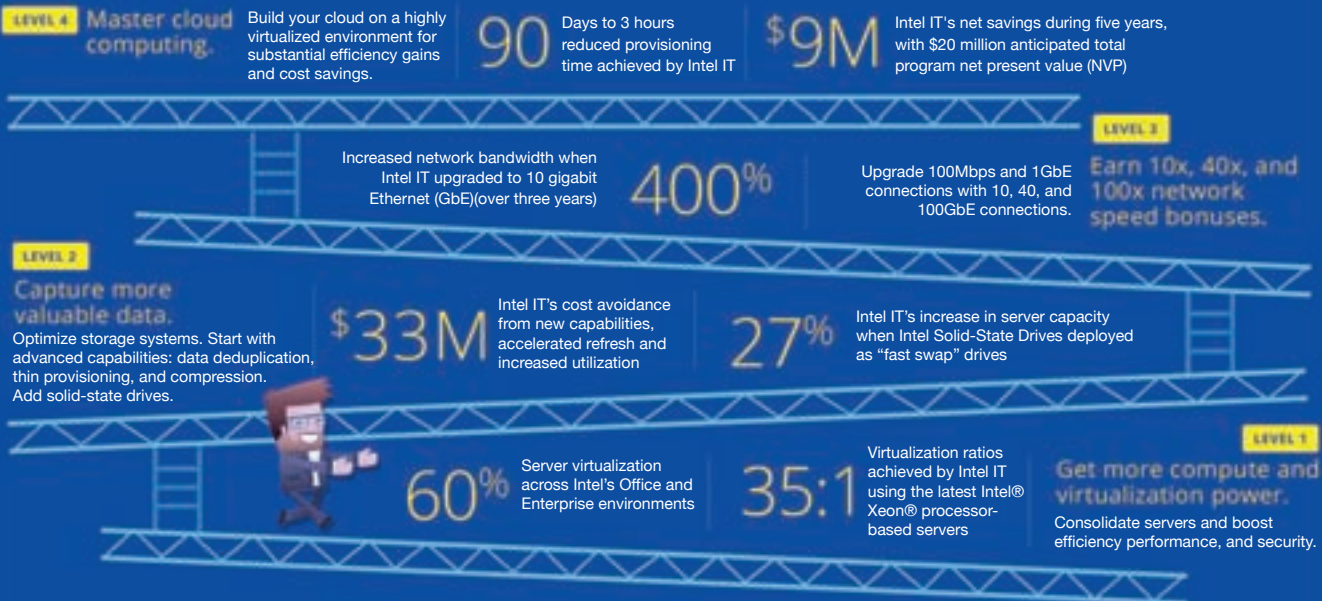

Shrinking
Storage Capacity


Increasing
Network Latency

2. Prepare to gobble up immense amounts of data.



3. Level up to strengthen your data center.



4. Explore what your enterprise can do.



Source: <http://www.intel.com/content/dam/www/public/us/en/images/illustrations/data-center-best-practices-infographic.png>



Scale smarter Manage easier Innovate faster

Dell PowerEdge: the latest generation

Versatile local storage, zero-touch deployment, embedded intelligence and more – all in the new PowerEdge servers.

◀ M630

A 2-socket blade server, the M630 delivers the same processing power and memory scalability as other form factors. It can be utilized within the Dell M1000e and VRTX infrastructure chassis, allowing optimized deployment anywhere from remote offices to the largest data center.



PowerEdge R730xd

A performance 2-socket server designed for maximum storage flexibility and scale out efficiency in just 2U of rack space.



PowerEdge R730

A 2-socket, 2U rack server with support for multiple GPUs or accelerator cards, the R730 offers tremendous performance and flexibility for demanding data centers.



PowerEdge R630

Packing all of the performance of a 2-socket server in just 1U of rack space, the R630 delivers incredible resource density for your data center while still offering highly flexible scalability.

PowerEdge T630

A 2-socket tower server which can also be utilized as a 5U rack-mounted server, the T630 delivers extensive internal storage, performance and scalability.



Combining industry advances in processing and memory with customer-inspired Dell innovations, next generation PowerEdge servers, help IT organizations to:

Accelerate application performance.

In-server Flash configurations, Dell PowerEdge servers accelerates data intensive applications such as real-time data analytics, databases or ERP.

Improve data center efficiency.

In-server tiered storage and hybrid Flash/rotational storage are ideal for deploying software defined storage solutions.

Grow data centers and cloud easily.

The agile scale out server solutions can be easily deployed, letting IT react quickly to operational demands.

**Optimize your enterprise with Dell Server solutions.
Call your PCMG Account Executive today. 1-800-625-5468.**

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PartnerDirect
Premier

More Performance. Less Investment.

Dell Storage SC4020 Affordable all-flash

Regardless of industry or size, infrastructures like yours are running enterprise storage workloads— U&C, OLTP, database, ERP – in both remote offices and data center locations. To stay efficient, your critical applications need to be able to access data quickly and efficiently to turn information into insights.

Flash That Fits your Budget

- Up to 72% lower cost versus competing pure flash arrays
- Oracle database responses with less than 1ms latency

Scalable Storage from the Start

- 20+ enterprise features and performance
- Support up to 10,000 Exchange mailboxes

More workloads, less investment

- All-flash for less than HDD
- Boost your OLTP performance up to 129,000 IOPS

More Users in a Compact Form Factor

- Support up to 1800 virtual desktops
- 2U SAN that can scale up to > 400TB

Call for Pricing!

Ultimate security and threat management

Dell SonicWALL TZ Series is one of the most secure Unified Threat Management (UTM) firewall for remote sites, branch offices and distributed enterprises. Unlike consumer-grade products, the TZ Series delivers effective anti-malware, intrusion prevention, content/URL filtering and application control capabilities along with the broadest secure mobile platform support for laptops, smartphones and tablets.

Dell SonicWALL
TZ 205 TotalSecure
1 Year

only **\$463** #9098257

Dell SonicWALL
TZ 215 TotalSecure
1 Year

only **\$931** #9053121



Dell SonicWALL Network
Security Appliance 2600
TotalSecure

Delivers gateway anti-virus, gateway anti-spyware, and application intelligence for organizations of all sizes.



only **\$3080** #9797493



Dell SonicWALL Network
Security Appliance 250M
TotalSecure

Acts as the first line of defense against viruses, Trojans, key-loggers and attacks.

only **\$1839⁹⁹** #8915791

Dell SonicWALL Network
Security Appliance 3600
TotalSecure

Provides comprehensive next-generation firewall protection without compromising performance.



only **\$4689⁹⁹** #9638246

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Get up to a 50% boost in performance and up to a 50% increase in power savings.



More power. Less hassle.

Lenovo ThinkServer RD450 70DC

The Lenovo ThinkServer RD450 boasts powerful processors. With plenty of memory via multiple slots, there is a tremendous increase in capacity over the previous generation. Because the RD450 uses advanced memory, you get up to a 50-percent boost in performance and up to a 50-percent increase in power savings — enabling your applications to run faster and more efficiently. These improvements, coupled with the RD450's highly flexible design, make it perfect for your infrastructure

- 2U, 2-way rack-mountable server
- 1 x Xeon® E5-2630V3 (20MB cache, 2.40GHz)
- 8GB DDR4 SDRAM RAM
- 3.5" hot-swappable bays
- Lenovo AnyRAID Design on 2.5" Chassis
- DVD-Writer AST2400

only **\$1679⁸⁹** #13367159

Lenovo ThinkServer TS140 70A4

When setting up your network, it's always best to have a server. And a reliable server for your agency is the Lenovo Thinkserver TS140.

The TS140 Lenovo Thinkserver is an enterprise-class tower server that is easy to set up and is very affordable. This means even small agencies can start a small network for office computers.

- 4U tower server
- Intel® Xeon® E3-1225V3 (8MB cache, 3.20GHz)
- 4GB DDR3 SDRAM
- ThinkServer RAID 100
- 1600MHz memory speed
- Intel® HD Graphics P4600



only **\$537⁹⁹** #9783594

Lenovo ThinkServer TS440 70AQ

The ThinkServer TS440 is a true enterprise-class server. Thanks to the increased performance of the powerful processors, the TS440 has the power and speed to handle your workload with ease. You can also choose between enterprise SAS or SATA hot-swap drives. Plus, the TS440 is designed for 24/7 operation and is certified for MSP support with many ecosystem vendors.

- 5U tower server
- Intel® Xeon® E3-1225V3 (8MB cache, 3.20GHz)
- 4GB DDR3 SDRAM
- ThinkServer RAID 100
- 1600MHz memory speed
- Intel® HD Graphics P4600



only **\$608⁹⁹** #9783862

The fast, cost-effective system backup solution



Veeam Backup & Replication Enterprise Plus for VMware

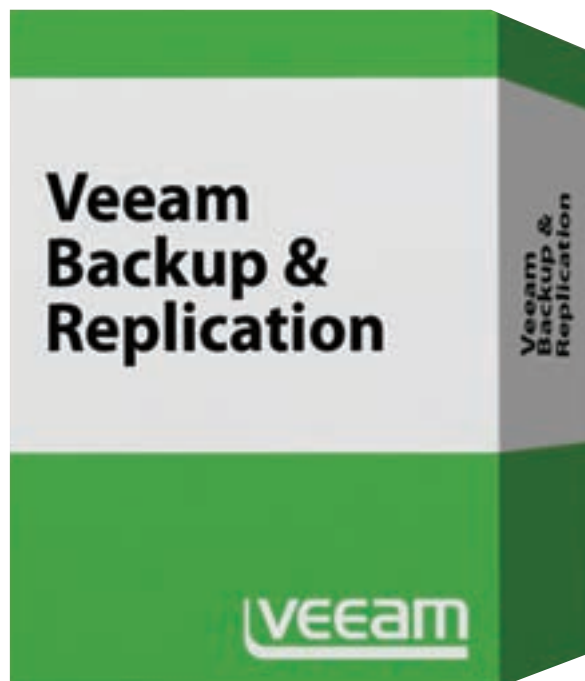
Veeam Backup and Replication is best way to back up and protect your virtual machines. It does not just support your virtual environment - rather, it leverages that environment to provide a whole level of protection for all your virtualized applications, services and data.

The best value in backup

Veeam Backup and Replication provides exceptional value. It is licensed per CPU socket on the ESX host and includes backup, replication, deduplication and centralized management. There are no per-agent, per-VM or per-application license fees.

- 1 CPU socket license
- Data protection and streamlined disaster recovery
- Low-risk deployment, production-like test environment
- Proactive monitoring and alerting of issues

only **\$4189⁹⁹** #13430240



Next generation firewall capabilities



Meraki Cloud Managed Switch MS220-48

The Meraki MX is a complete next gen firewall and branch gateway solution, designed to make distributed networks fast, secure, and easy to manage. The world's first cloud-managed security appliance, the Meraki MX provides complete visibility and control in different environments.

- Application-aware traffic control
- Prioritize critical applications and throttle recreational traffic.
- Content filtering: CIPA compliant category-based content
- Stateful firewall: set firewall policies through interface.

only **\$21089⁹⁹** #8986391

Meraki Cloud Managed Ethernet Aggregation

Cisco Meraki aggregation switches extend Meraki's cloud management to campus deployments. Just like access switches, these 10 Gigabit Ethernet aggregation switches are built from the ground up to be easy to manage.

- 1U rack-mountable switch
- 48 x 10 Gigabit SFP+ managed switch
- 960Gbps switching capacity
- 4095 tagged VLANs



only **\$27019⁹⁹** #9884695

Enterprise Network Security Assessment

Assess and Identify vulnerabilities of your network's security

Network security's passive nature forces validation of its effectiveness to a time of attack. Your weaknesses are not identified until after your security is breached – if even then.

PCMG's Enterprise Network Security Assessment actively assesses the security of your network environment from both internal and external sources.

Recognizing the heavy reliance organizations' environments have on information technology, a network security assessment serves as a vital component of maintaining a healthy, safe and secure network and a foundation to your ongoing risk management program.

Some questions you should ask:

- ▶ Are you aware of any external security breaches into your environment?
- ▶ Have your websites been subjected to attacks?
- ▶ Do you have a firewall and is your firewall secure?
- ▶ Are your servers and workstations secure and patched?
- ▶ Do you have sufficient virus and spyware protection on your network?
- ▶ Are your wireless devices secure?

Through PCMG's Enterprise Network Security Assessment vulnerabilities are identified and measurably exploited to provide you with



Network Assessment

Real-world assessments of your network and website protection from external sources-leveraging the same strategies and tools that hackers employ today.



Environment Assessment

Professional assessments of your internal security, permissions, and network protection-leveraging the same tools that provide access throughout your environment.



Expert Advisement

Professional recommendations on securing your environment. PCMG's engagement is fast, built by network security experts, and delivered by our experienced engineers.

Let our team of experts give you the best security options for your organization.

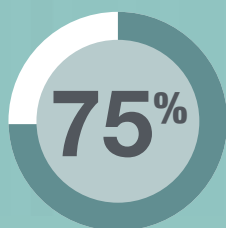
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How secure is your organization?

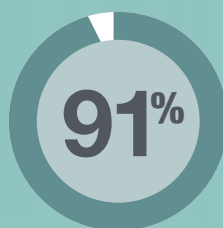
The Cisco Security Capabilities Benchmark Study reveals disconnects in perceptions of security readiness.



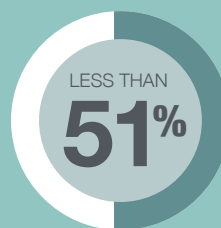
of chief information security officers (CISOs) view their security processes as optimized, compared to 46 percent of security operations (SecOps) managers.



of CISOs see their security tools as very or extremely effective, with about one quarter perceiving security tools as only somewhat effective.



of respondents from organizations with sophisticated security strongly agree that company executives consider security a high priority.



of respondents use standard tools such as patching and configuration to help prevent security breaches.

Large and midsize organizations are more likely to have highly sophisticated security postures, compared to organizations of other sizes included in the study.

Changing the View Toward Cyber security

Cisco security experts suggest that it is time for organizations to start viewing their approach to cybersecurity differently if they want to achieve real world security. Strategies include adopting more sophisticated security controls to help defend against threats before, during, and after an attack; making security a topic at all levels; and implementing the Cisco Security Manifesto, a set of security principles that can help organizations become more dynamic in their approach to security—and more adaptive and innovative than adversaries. Attackers have become more proficient at taking advantage of gaps in security to hide and conceal their malicious activity.

Users—and security teams—are both part of the security problem. While many defenders believe their security

processes are optimized—and their security tools are effective—in truth, their security readiness likely needs improvement. What happens in the geopolitical landscape, from legislation to security threats, can have a direct impact on operations and how an organization addresses security. And taking into consideration all these factors, it has never been more critical for organizations of all sizes to understand that security is a people problem, that compromise is inevitable, and that the time to take a new approach to security is now.

Contact your PCMG Account Executive today
We provide comprehensive security solutions tailored exactly to fit your organization's needs.

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Get the no-compromise security solution for your organization



New Dell SonicWall TZ 400 Security Appliance

The Dell SonicWALL TZ Series of next-generation firewalls (NGFW) is ideally suited for any organization that requires enterprise-grade network protection. SonicWALL TZ Series firewalls provide broad protection from compromise by combining advanced security services consisting of on-box and cloud-based anti-malware, anti-spyware, intrusion prevention system (IPS), and content/URL filtering. To counter the trend of encrypted attacks, the new SonicWALL TZ Series has the ability and processing power to inspect SSL connections against the latest threats, providing an even higher level of security.

Advanced technology for better protection

Backed by the Dell SonicWALL Global Response Intelligent Defense (GRID) network, the SonicWALL TZ Series delivers continuous updates to maintain a strong network defense from cyber-criminals. The SonicWALL TZ Series is able to scan every byte of every packet on all ports and protocols with almost zero latency eliminating bottlenecks and allowing organizations to use security as an enabler, not an inhibitor. It also features an integrated wireless access controller for fast, secure mobile access.



The graphical user interface in the TZ Series eliminates the choice between ease-of-use and power.

- New Dell SonicWALL TZ Series is the fastest, small form-factor, advanced deep packet inspection firewall
- New firewalls designed to inspect SSL traffic and eliminate encrypted threats
- With integrated 802.11ac wireless controller, the new SonicWALL TZ provides a complete wireless network security solution

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The Cisco 2921 Integrated Services Router (ISR) delivers highly secure data, voice, video, and application service. The modular design of the router provides maximum flexibility, allowing you to configure your router to meet evolving needs. The routers offer features such as hardware-based virtual private network (VPN) encryption acceleration, intrusion- protection and firewall functions, and optional integrated call processing and voice mail.

- 1-2 RU modular form factor with Circuit-speed WAN performance up to 75Mbps with services
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enabling enterprises to combine switching and security functions into a single platform.

- Extremely high port density supports your growing network, with up to 42 1-gigabit Ethernet interfaces
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- Hardened security for environments with high levels of electrical and radio-frequency interference

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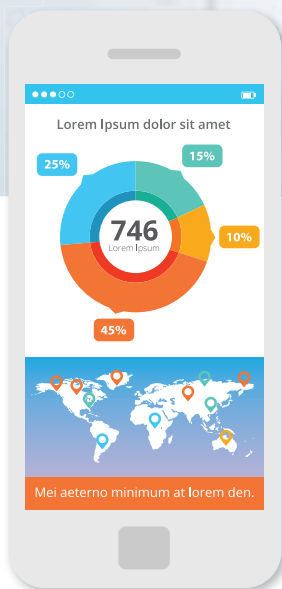


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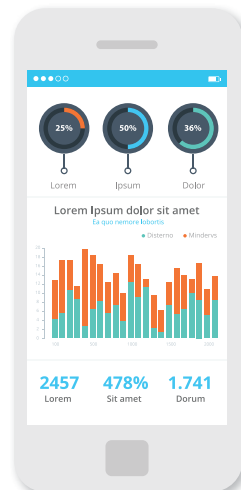
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- 8" pivoting color touchscreen

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HP OfficeJet Enterprise X585z Color MFP

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- 80,000-page monthly duty cycle
- 8" pivoting color touchscreen

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*Print speeds vary with use

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- Crisp 11.6" outdoor-readable display with gloved multi-touch
- Industry-first flip-hinge display
- 4th generation Intel® Core™ processors
- Customizable RGB backlit keyboard
- Native serial port and optional PCMCIA reader
- Durable pogo-pin docking interface



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- Dual native serial ports and optional PCMCIA reader
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WEBSITE	www.us.acer.com	www.apc.com	www.apple.com	www.cisco.com	www.eaton.com
VENDOR	Garmin	HP/COMPAQ	Hitachi	IBM	Lenovo
TECH SUPPORT #	800.800.1020	800.474.6836	800.448.2244	Parts & Warranty 800.388.7080	800.426.7378
WEBSITE	www.garmin.com	www.hp.com	www.hitachi.com	Hardware Service 800.428.7378	www.lenovo.com

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TECH SUPPORT #	800.332.4120	646.454.3200	800.642.7676	888.553.4448	800.676.4575	800.726.7864
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#13446727	13.3"	1.6GHz Intel® Core™ i5	4GB	128GB	Intel® HD Graphics 6000	\$999	\$5	\$994
#13446729	13.3"	1.6GHz Intel® Core™ i5	4GB	256GB	Intel® HD Graphics 6000	\$1199	\$5	\$1194



MacBook Pro with Retina display

Aesthetics and performance—all in one

Get vivid color and unbeatable processing speed. The 15-inch model gives you speeds up to 2.8GHz, 6MB of shared L3 cache, and Turbo Boost speeds up to 4GHz.

Model	Size	Processor	RAM	Flash Storage	Graphics	List Price	SAVE!	PCMG Price*
#13446711	13.3"	2.7GHz Intel® Core™ i5	8GB	128GB	Intel® HD Graphics 6100	\$1299	\$5	\$1294
#13446712	13.3"	2.7GHz Intel® Core™ i5	8GB	256GB	Intel® HD Graphics 6100	\$1499	\$5	\$1494
#13240565	15.4"	2.2GHz Intel® Core™ i5	16GB	256GB	Intel® Iris™ Pro Graphics	\$1999	\$10	\$1989

New MacBook

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Model	Size	Processor	RAM	Flash Storage	Graphics	Color	List Price	SAVE!	PCMG Price*
#13482396	12"	1.1GHz Intel® Dual Core™	8GB	256GB	Intel® HD Graphics 5300	Silver	\$1299	\$5	\$1294
#13482398	12"	1.1GHz Intel® Dual Core™	8GB	256GB	Intel® HD Graphics 5300	Space Gray	\$1299	\$5	\$1294
#13482400	12"	1.1GHz Intel® Dual Core™	8GB	256GB	Intel® HD Graphics 5300	Gold	\$1299	\$5	\$1294

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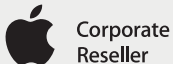
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