



DEPUTY SECRETARY OF DEFENSE  
1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010

MAY 20 2011

MEMORANDUM FOR CHAIRMAN, DEFENSE BUSINESS BOARD (DBB)

SUBJECT: DBB Terms of Reference – “Information Technology Modernization”

The Department of Defense’s \$38 Billion FY12 Information Technology (IT) budget supports our global military activities and operations. The Department’s IT infrastructure and environment is highly complex. DoD operates approximately 10,000 operational systems running on 15,000 networks using 67,246 servers and 772 data centers spanning 146 countries and 6,000 locations. This complexity has created numerous operating challenges, including: cyber vulnerabilities, decentralized planning and standards, impediments to joint and allied operations, large cumulative costs, and an inability to capitalize on rapidly evolving technology. For these reasons, it is imperative that the Department identify and pursue every opportunity to economize and increase the efficiency of its IT enterprise.

As the Department’s independent advisory board for economics and business affairs, I request you form a Task Group to provide recommendations on how DoD should apply best business practices to assess and approach:

- IT data center consolidation to increase the efficiency and modernize the DoD IT enterprise.
- Opportunities for the efficient, effective, and secure implementation of cloud computing to support the Department’s business operations and warfighting mission
- Security concerns associated with both data center consolidation and cloud computing

The Task Group will be sponsored by me and co-sponsored by the Acting Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer. Mr. David Langstaff will chair the Task Group. Captain Ronald Carr, U.S. Navy, will serve as the Task Group’s Military Advisor.

This effort should be completed by the DBB’s October 2011 Board meeting.

As a subcommittee of the Board, and pursuant to the Federal Advisory Committee Act of 1972, the Government in the Sunshine Act of 1976, and other appropriate federal regulations, this Task Group shall not work independently of the Board’s charter and shall report its recommendations to the full Board’s public deliberation. The Task Group does not have the authority to make decisions on behalf of the Board, nor can it report directly to any federal officer who is not also a Board member. The Task Group will avoid discussing “particular matters” according to title 18, U.S.C., section 208.



*W. R. [Signature]*

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