

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Data Center Optimization Initiative (DCOI)

Strategic Plan 2016 – 2018



OPM Data Center Optimization Initiative (DCOI) Strategic Plan¹ March 31, 2017

Background & Objectives

During fiscal year (FY) 2016, the Office of Personnel Management (OPM) operated nine geographically dispersed data centers, each running different infrastructure at various stages of the asset lifecycle. Of the nine data centers listed below, three are leased commercial data centers, and only one of which is still currently being used. Five of these data centers are OPM owned, and one is owned by the Department of Interior (DOI).

1. Ashburn, VA (Commercial Space)
2. Chandler, AZ (Commercial Space)
3. Denver, CO (Department of Interior Data Center)
4. Ft. Meade, MD
5. Sterling Forest, NY – Mainframe Backup (Commercial Space)
6. Washington, DC – Mainframe
7. Washington, DC – General Support Services (GSS)
8. Boyers, PA
9. Macon, GA

In the fourth quarter of FY 2016, OPM conducted an Analysis of Alternatives (AoA) to evaluate OPM's nine data centers. The resulting recommendations were to consolidate the nine total OPM data centers into two centers in strategic locations, Boyers, PA and Macon, GA. The targeted completion is the end of fiscal year 2018.

This optimization effort will co-locate business applications to simplify operations and maintenance efforts, improve efficiencies, decrease OPM's cybersecurity footprint, and comply with the Office of

¹ This portion of the strategic plan is supplemented by OPM's JavaScript Object Notation(JSON) submission portion of the strategic plan and the data center consolidation roadmap.

Management and Budget's (OMB) Federal Data Center Optimization Initiative (FDCOI).

Guiding Principles

The OPM data center consolidation initiative is complex and requires detailed coordination of hardware and software assets. OPM will utilize the three guiding principles listed below to reduce risks and manage complexity:

- *Maintain cybersecurity posture:* Data center consolidation will maintain or improve OPM's cybersecurity posture.
- *Seamless to customers:* Operations and daily activities of OPM business functions will not be affected by the data center consolidation.
- *Incremental steps:* Planning and execution will utilize lessons learned and an iterative process to reduce risk.

Initial Success: Closure of Two Centers

The Chandler data center was closed in October 2016 and the Ashburn center closed in January 2017. These initial two locations were prioritized because they did not host live production data or applications. Their closures allowed OPM to avoid costs related to leasing commercial space. The modern hardware and software assets within these locations have been relocated to the Boyers and Macon data centers to modernize and expand the capabilities at these target data centers.

Continuing to Execute: Closing Two Additional Centers

As of March 31, 2017, the next two data centers to be closed, Denver and Ft. Meade, are well underway. The closure of the Denver center was identified as a short term goal because of low complexity in terms of the number of hosted applications and cost of the lease. The migration from Denver to Macon and Boyers is underway and will be completed and Denver decommissioned by the end of FY 2017.

The Ft. Meade assets are being relocated to Macon and the Ft. Meade center will be decommissioned by the end of FY 2017.

The results of actions through the second quarter of FY 2017 are that two of the planned seven data center consolidations are completed and two additional consolidations will be fully completed, including decommissioning by the end of FY 2017.

Final Three Centers for Consolidation

OPM has initiated the analysis and planning for the closure of the two mainframe data centers located in Sterling, NY and Washington, DC, and the Washington GSS data center. The Washington GSS covers core IT services to business users located in OPM Theodore Roosevelt headquarters building.

OPM targets the planning of the consolidation for these last three sites to continue into FY 2018. Testing will begin in FY 2018, continue through FY 2018, with relocation and decommissioning expected to be completed by the end of FY 2018. Completing these activities is contingent on the results of the planning and discovery efforts as well as adequate funding and availability of resources.

Expected Results

Upon the successful consolidation of OPM's data centers, OPM will operate two strategic locations in Boyers, PA and Macon, GA. The consolidation will co-locate OPM's business applications to simplify operations and maintenance, provide better support for OPM mission, address an increasingly expensive and complex IT and cybersecurity operating environment, , and allow us to comply with the DCOI guidance while we continue to move OPM data and compute resources to the cloud.



U.S. Office of Personnel Management

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