



DEPARTMENT OF THE NAVY
CHIEF INFORMATION OFFICER
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WASHINGTON DC 20350-1000

20 December 2010

MEMORANDUM FOR DISTRIBUTION

Subj: DEPARTMENT OF THE NAVY (DON) INFORMATION TECHNOLOGY
(IT)/CYBERSPACE EFFICIENCY INITIATIVES AND REALIGNMENT TASKING

Ref: (a) UNSECNAV memo of December 3, 2010, Subj: Department of the Navy (DON)
Information Technology (IT)/Cyberspace Efficiency Initiatives and Realignment

Encl: (1) Initial DON IT/Cyberspace Efficiency Focus Areas

The Under Secretary of the Navy (UNSECNAV) has tasked us to leverage the Department of Defense (DoD) IT Consolidation efforts and rethink the way we approach our Information Management (IM), Information Technology (IT)/cyberspace and Information Resource Management (IRM) initiatives. Reference (a) establishes a series of tasks and timeframes for identifying and assessing opportunities for consolidation and centralization of IM, IT/cyberspace and IRM capabilities across the DON. These opportunities must be sensibly aligned with the DoD IT Consolidation efforts and supported by rigorous Business Case Analyses (BCAs), including operational impact assessments. An aggressive Plan of Action and Milestone (POA&M) spanning the Future Years Defense Plan (FYDP) will be developed to support funding and implementation of these initiatives. Each POA&M will reflect a strategically-paced, deliberate and holistic strategy that delivers improved enterprise level IT value and performance in specific areas of our current IM, IT/cyberspace and IRM footprint.

An effective and authoritative DON IT/cyberspace policy and governance strategy is required to meet the long-term objectives of the Department's IM, IT/cyberspace and IRM efficiency and effectiveness goals. The roles, responsibilities and relationships of the DON's IM, IT/cyberspace and IRM stakeholder organizations must also be clearly understood, complementary, and fully aligned. Towards this end:

1. Reference (a) requires the DON CIO charter and chair a DON IT policy and governance oversight board by January 14, 2011. This board shall be comprised of senior Navy, Marine Corps, and Secretariat level stakeholders and will function as the Department's single, senior IM, IT/cyberspace, and IRM policy and governance forum. It shall assess, discuss, and approve or disapprove policy and investment matters related to IM, IT/cyberspace and IRM. In instances where statutory responsibility lies elsewhere in the Department, this board will provide recommendations to the responsible individuals and/or organizations. Staffing of a proposed charter will begin immediately and a kick-off meeting will be held January 6, 2011.

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2. Integrated Product Teams (IPTs) will be established and disestablished as needed to address individual efficiency focus areas. The IPTs will produce BCAs using the agreed upon template and definitions to support all recommendations and plans. The IPTs will report the status of deliverables to the DON's IT/cyberspace policy and governance board, as required. A primary organization will be assigned to each IPT as the DON's Lead Integrator. The Lead Integrator role does not imply a shift in function or governance for the capability being researched; the Lead Integrator will be a champion for the DON and will guide the IPT in achieving its deliverables. The Lead Integrator will be responsible for ensuring IPT members leverage existing/approved enterprise solutions, develop comprehensive BCAs and present recommendations in alignment with current DoD and DON enterprise goals and objectives. The Lead Integrator will also ensure timely distribution and transparency of all information and ensure all views (both supportive and dissenting) are heard and communicated to the governance board. IPT membership will be comprised of the Navy, Marine Corps, and Secretariat level stakeholders required to thoroughly address the way ahead for each identified efficiency initiative. IPT membership may be expanded to outside organizations as necessary for the effort's success. The IPTs will leverage - not duplicate - work currently being conducted by separate DoD, Service and DON forums. As directed by the UNSECNAV, IPTs will initially be established for the focus areas identified in enclosure (1).

3. Reference (a) requires a new SECNAVINST be published to clearly articulate the roles, responsibilities and relationships of all key stakeholder organizations within the IM, IT/cyberspace and IRM domains. This instruction will be forwarded to the Under Secretary of the Navy for review and approval by May 1, 2011. This instruction shall provide the foundational IM, IT/cyberspace, and IRM governance framework for the Department. Staffing of a proposed SECNAVINST will be initiated via separate correspondence.

Scrutinizing DON's management of IM, IT/cyberspace and IRM domain will be an ongoing and iterative process, leading to a sustainable means of operating in the most effective and cost efficient way possible. I solicit any additional ideas you may have on achieving this desired end-state and request your organization's active participation in the Department's IT/cyberspace efficiency and realignment initiatives.


Terry A. Halvorsen

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INITIAL DON IT/CYBERSPACE EFFICIENCY FOCUS AREAS

1. Data Center Consolidation (DCC). IPT members shall partner with and extend membership to the Department's acquisition, engineering and installation organizations to review and help develop virtualization plans for accessing data, systems and applications for the DON. These efforts shall begin as soon as practical, but be agile enough to support future plans leading towards an executable DON Data Strategy. Recommendations should include, but not be limited to identifying the appropriate number of servers and data centers required for centralization and consolidation. When supported by valid BCAs, IPT members will make recommendations that leverage the Defense Information Systems Agency's (DISA) Defense Enterprise Computing Centers (DECCs). Where the use of DISA DECC's are not cost effective, IPT members will make recommendations to combine Navy and Marine Corps assets and resources in DON-owned, operated or contracted facilities, offering our solution to the Department of Defense (DoD) as a hub for potential DoD-wide use.

DON Lead Integrator: DON CIO

- **25 Feb 2011 - Submit DCC target recommendations, including pilots or efforts already underway**
- **30 Mar 2011 - Deliver high-level POA&M to execute DON DCC plans**

2. Application Rationalization. IPT members shall partner with and extend membership to the acquisition community, Fleet, NetOps, Chief Management Office and Functional Area Managers (FAMs) to identify common applications and tools needed to successfully enable business processes and preserve/enhance the DON's warfighting capabilities. Concerted focus shall be placed on identifying the application or tool "best-suited" for potential enterprise-level adoption and reducing/eliminating the number of similar applications (to include managed versions) across the DON. This IPT will make recommendations on leveraging and expanding our use of shared-universal licensing within the DON, and where the opportunity exists capitalize on similar DoD initiatives

DON Lead Integrator: Navy

- **6 May 2011 - Submit short, medium and long-term application rationalization plans**
- **30 Jul 2011 - Deliver high-level POA&M to execute application rationalization plans**

3. Enterprise Software Licensing (ESL)/Hardware and Software Commodity Purchases/IT Services. IPT members shall partner with and extend membership to the acquisition and financial management organizations, as well as the DON Enterprise Commercial IT Strategy Team. This IPT will improve the DON's IT/cyberspace investment decision practices by assessing and procuring enterprise solutions that provide an environment for achieving the right investment decision. IPT members shall develop a unified investment management process which will allow DON enterprise-level evaluation, funding, management and tracking of current

and future requirements for all purchases of Commercial Off-the-Shelf (COTS) IT hardware, software and related services. Where supported by BCAs this IPT will seek to integrate various Service and Department IT tactical and strategic sourcing and supply chain management methodologies, maximizing the use of DoD and DON enterprise licensing and contracting opportunities. Options may include, but not be limited to DoD Enterprise Software Initiative (ESI), SmartBUY, the DON IT Umbrella Program, the Marine Corps Common Hardware Suite (MCHS) process and the Marine Corps Software Enterprise License Management System (MCSELMS).

DON Lead Integrator: Marine Corps

- **10 Mar 2011 - Establish a DON IT/cyberspace investment management process, to include strategic sourcing methodology for COTS IT hardware, software, and related services**
- **1 Apr 2011 - Deliver POA&M to implement the DON IT/cyberspace investment process**
- **10 Mar 2011- Identify tools to support the DON's investment management process. Tools will provide DON-wide visibility of actual and planned expenses for COTS and GOTS IT hardware, software, and related services**
- **10 Apr 2011 - Deliver POA&M to implement use of enterprise investment management tools and processes**
- **1 May 2011 - Identify and establish enterprise-wide DON IT Asset Management (ITAM) and IT Service Management (ITSM) tools and procedures**
- **15 Jun 2011 - Deliver POA&M to implement ITAM and ITSM tools and procedures**

4. Navy and Marine Corps Portal (NMCP) Environment. IPT members shall partner with stakeholders, and extend membership to the Department's acquisition, design and technical authority organizations to determine the appropriate NMCP strategy for the DON. An effectiveness evaluation shall be conducted on current Fleet and enterprise portal solutions. Where mission specific requirements allow, and the BCAs supports, DoD solutions shall be adopted prior to consideration of further investments in DON developed solutions. An aggressive migration strategy shall be developed to cut-over organizations to the NMCP environment as rapidly as practical.

DON Lead Integrator: DON CIO

- **25 Feb 2011 - Submit NMCP environment strategy**
- **30 Mar 2011 - Deliver high-level POA&M to migrate all DON portals into the NMCP environment**

5. Near, Mid and Long Term Initiatives. IPT members shall identify, define and recommend additional opportunities for increased IM, IT/cyberspace, and IRM efficiency, effectiveness and/or consolidation/centralization within the DON. Recommendations should include, but not be limited to, the creation, revision or elimination of published doctrine (e.g. existing SECNAV, USN or USMC policies, instructions and notices). Recommendations should also leverage the efforts of the Navy's Cyber Asset Reduction and Security (CARS) task force, as well as the Marine Corps' Legacy Network Consolidation (LNC) efforts. These recommendations should include increased opportunities for efficiencies and effectiveness across our current and planned network operations, network security, mission assurance and information assurance initiatives. Recommendations that affect the tactical edge must preserve or enhance military operational effectiveness. This IPT will categorize initiatives in terms of short-term (6 months to 1 year), mid-term (1-3 years) and long-term (3 or more years). Those recommendations considered viable will be given to future IPTs for further research, analysis, and planning.

DON Lead Integrator: DON CIO

- **25 Feb 2011 - Submit short, mid and long-term target recommendations**
- **30 Mar 2011 - Deliver high-level POA&M to migrate to cohesive, defensible and resilient DON enterprise solutions**

6. Current and Planned IT Acquisition Programs. IPT members shall partner with and extend membership to the Department's acquisition and financial management organizations to review current and planned IT/cyberspace acquisitions (e.g. NGEN). This IPT will review plans and documentation to ensure no language is contained therein which prevents the DON from migrating to a unified, defensible and resilient Naval Networking Environment (NNE), fully integratable with future DoD IT enterprise initiatives. IPT members will identify those programs containing solutions designed to benefit only a subset of the DON. If the IPT advocates for additional opportunities to expand solution sets across the Department, it will make informed recommendations regarding the associated cost, risk, and anticipated return on investment. In some cases, the ideal DON solution may be comprised of Navy-DoD, Marine Corps-DoD, or DON-DoD activities due to variations in Service and DON program maturity. Such anomalies must be fully justified and easily defensible to leadership at all levels within the DON and DoD. Once identified, the recommended solution will be forwarded to the cognizant/owning organization where determination of the appropriate course of action will be made.

DON Lead Integrator: ASN(RDA)

- **19 Jan 2011 - Submit evaluation of current NGEN plans; identify additional opportunities for consolidation and common enterprise solutions**
- **4 Feb 2011 - Begin incorporating any modifications in NGEN documentation required to align with adopted opportunities**
- **20 May 2011 - Submit additional program review recommendations (non-NGEN); identify additional opportunities for consolidation and common enterprise solutions**
- **3 Jun 2011 - Begin incorporating any modifications in (non-NGEN) documentation required to align with adopted opportunities**

7. DON Telecommunications Environment. IPT members shall partner with and extend membership to the Department's acquisition and financial management organizations, as well as the DON Telecommunications and Wireless Working Group and other applicable stakeholders, to identify actions that will drive cost efficiencies and savings; enhance capabilities; and improve visibility and accountability throughout the DON. The defined end-state shall be consistent with DoD and DON overarching strategies for Unified Capabilities (UC). The scope of this initiative includes all assets and services delivering voice and data services via cellular, local and long-distance carriers. Approaches to consider shall include, but not be limited to, the implementation of Telecom Expense Management (TEM) systems and associated governance structures; increased consolidation of telephony contracts; cellular minute and device optimization/reduction; and maximization of Internet Protocol (IP)-based services.

DON Lead Integrator: DON CIO

- **22 Jul 2011 - Identify opportunities for TEM and telephony optimization; include in this POA&M a means of maximizing the use of IP-based services**
- **5 Aug 2011 - Deliver high-level POA&M to implement TEM and telephony optimization initiatives; include in this POA&M a means of maximizing the use of IP-based services**

8. IT/Cyberspace Workforce and Training. IPT members shall partner with and extend membership to the Department's financial, manpower and training organizations to identify, define and recommend additional opportunities for increased alignment, and possible consolidation/centralization of current and planned DON contractor, civilian and military (both active duty and reserve) IT/cyberspace workforce and training initiatives. The desired end-state shall be an environment in which the DON's total IT/cyberspace workforce is equipped with the necessary training and tools for them to successfully and effectively perform mission requirements.

DON Lead Integrator: DON CIO

- **30 Mar 2011 - Deliver POA&M to develop IT/cyberspace workforce and training recommendations**
- **23 Sep 2011 - Submit IT/cyberspace workforce and training optimization recommendations**