



**THE UNDER SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000**

December 3, 2010

**MEMORANDUM FOR DEPARTMENT OF THE NAVY CHIEF INFORMATION
OFFICER (DON CIO)**

**SUBJECT: Department of the Navy (DON) Information Technology (IT)/Cyberspace
Efficiency Initiatives and Realignment**

**References: (a) SECNAV memo of November 21, 2006, Subj: Designation of the
Department of the Navy Deputy Chief Information Officer
(b) UNSECNAV memo of August 22, 2005, Subj: Designation of the
Department of the Navy Deputy Chief Information Officer (Navy)
and the Department of the Navy Deputy Chief Information Officer
(Marine Corps)**

Secretary Gates recently challenged us to think hard about the way we approach our Information Technology (IT) initiatives, and to centralize and consolidate our efforts where it makes sense. Secretary Mabus and I view this as an important opportunity to not only become more efficient in our IT procurement and business processes, but also to define a Department strategy to shape our way forward in the Information Management (IM), IT (to include national security systems) and cyberspace (excluding Intel, attack and exploit) [hereafter referred to as IT/cyberspace], and Information Resource Management (IRM) domains. I am directing you, as the Chief Information Officer (CIO), to take the lead for the Department in this endeavor.

In execution of your duties as both the Department of the Navy (DON) CIO and designation as the DON's IT/Cyberspace Efficiency Lead, you will partner with each of the offices of the Assistant Secretary of the Navy (ASN), and offices of the Deputy Under Secretary of the Navy/Deputy Chief Management Officer (DUSN/DCMO), the Deputy Under Secretary of the Navy for Plans, Policy Oversight and Integration (DUSN (PPOI)), Chief of Naval Operations (CNO) and Commandant of the Marine Corps (CMC) to ensure the Department's Information Management (IM), IT/cyberspace and IRM goals and objectives are clearly articulated and successfully met. Likewise, all ASNs, DUSNs, the CNO and CMC will review their current processes and procedures to ensure your organization is aware and actively included in all IM, IT/cyberspace and IRM activities.

Additionally, to ensure a common, enterprise-approach to IM, IT/cyberspace and IRM activities across the Department, I am tasking you and the Services to provide recommended updates to references (a) and (b) to reflect this organizational alignment and functional capability expectations.

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Finally, as you and the collective DON team consider opportunities for IT/cyberspace domain efficiencies, remember that our efforts must ensure operational integrity; maintain sufficient levels of defense in depth and fail-over capabilities; and be supportive of Department of Defense (DoD) IT consolidation and efficiency efforts. Our efforts must also recognize and address the costs and risks associated with any proposed changes, and be based on solid business case analyses. At a minimum, you are tasked to collaborate with relevant DON IM, IT/cyberspace and IRM stakeholders to accomplish the following:

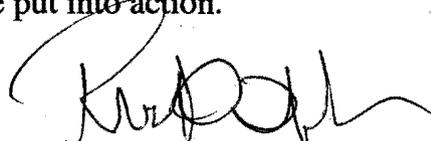
1. By December 30, 2010, create a collaborative and sustainable process in which the DON CIO, DON Deputy CIO (Navy) and DON Deputy CIO (Marine Corps) become unified advocates for, and active participants in the development and review of the Services' and ultimately the DON's IM, IT/cyberspace and IRM portions of the annual Program Objective Memorandum (POM) build. This process shall also align to the implementation and execution of SECNAVINST 5230.14 series.
2. By January 14, 2011, charter and chair a DON IT policy/governance board to function as the Department's single, senior governance forum in which IM, IT /cyberspace and IRM matters are reviewed and approved or disapproved. Raise unresolved issues to the Office of the Secretary, Business Transformation Council (BTC) or DON Large Group as appropriate.
3. By February 14, 2011, publish an overarching Naval Networking Environment (NNE) Strategy document to which the governance, administration, operation, investment and acquisition of DON IM, IT/cyberspace and IRM resources and assets will be predicated. NNE shall be aligned with DoD efforts, and will become the Department of the Navy's net-centric environment that securely and efficiently leverages the full range of information resources. It will function as a key enabler to providing rapid, on-demand, ubiquitous access to authorized users and systems in support of the Joint Information Environment, all DON business systems, and where applicable will be used to guide Navy and Marine Corps strategic planning for operational IT/cyberspace systems.
4. By February 28, 2011, identify opportunities for consolidation and centralization of IM, IT/cyberspace and IRM services, applications and operations across the Department. Consideration shall also be given to those efficiency initiatives previously proposed and/or are presently being pursued. Then, by March 30, 2011, submit an aggressive high-level Plan of Action & Milestones (POA&M) to migrate to cohesive, defendable and resilient DON-enterprise solutions, leveraging existing Service expertise and aligning

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functions under one process owner where the business case is justified and supported by operational impact assessments. This POA&M will span the Future Year Defense Plan (FYDP) and reflect a strategically-paced and purposeful realignment and/or reduction in specific areas of our current IM, IT/cyberspace and IRM footprint. Include in this POA&M, a plan to migrate to existing and future DoD solutions where the business case is justified, and partner with DoD to make improvements in those solutions that fall short of DON needs.

5. By May 01, 2011, develop, publish, and implement a new SECNAVINST to articulate the roles, responsibilities and relationships of all key stakeholder entities within the IM, IT/cyberspace and IRM domains. This document shall be recognized as the foundational IM, IT/cyberspace, and IRM governance framework for the Department. This instruction shall also align with and ensure effective implementation and execution of SECNAVINST 5230.14 series.

Management of the information domain is a team effort - no one organization can do it alone and each has its own unique needs. The Secretary of Defense (SECDEF) has called for efficiencies that allow us to better support our warfighters who are placed in harm's way. The Secretary of the Navy (SECNAV) has directed the Department to be vigilant in addressing our major resource challenges, while continuing to meet operational responsibilities and providing the best equipment and systems to our Sailors and Marines. We must optimize information resources and investments by maximizing return on investment, increasing efficiency without sacrificing operational effectiveness, and expanding the use of enterprise solutions wherever practical. I am counting on you, and the entire DON team, to develop a sustainable, holistic-enterprise approach to IM, IT/cyberspace and IRM activities that will keep the Department on course to ensure the SECDEF and SECNAV's visions are put into action.



Robert O. Work

Cc:
CNO
CMC
DUSN/DCMO
DUSN (PPOI)
ASN (RD&A)

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Cc:

ASN (M&RA)

ASN (EI&E)

ASN (FM&C)

DON/AA

DASN (C4I & SPACE)

PEO (EIS)

PEO (C4I)

OPNAV (N2/N6, N8)

HQMC (C4)

FLTCYBERCOM/10THFLT

SPAWARSSYSCOM

MARFORCYBER

MARCORSYSCOM