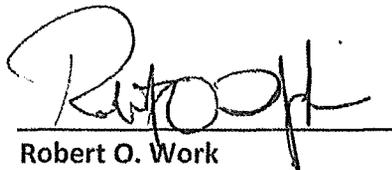




Department of the Navy Business Transformation Plan
Fiscal Year 2012

Approved By:


Robert O. Work

Under Secretary of the Navy

Date:

22 Dec 2011

Prepared by: Deputy Under Secretary of the Navy and Deputy Chief Management Officer

Preparation of this report/study cost the Department of Defense a total of approximately \$6,300 in Fiscal Years 2011 - 2012.

Generated on 2011Nov30 1002 RefID: 7-447667F

Table of Contents

Executive Summary.....	2
Introduction	3
The Business Mission Area.....	4
Challenges	5
What needs to be done?.....	6
Department of the Navy Business Mission Area Strategic Goals	6
How to Execute Business Transformation in Fiscal Year 2012	7
1.0 Transform Business Operations	7
1.1 Evolve DON Strategic Business Management	8
1.2 Become an Organization Focused on Business Results	9
1.3 Build an Effective Business Enterprise Architecture	11
2.0 Generate a Reduction of Total Overhead Cost	12
3.0 Develop Enduring Strategies for a Lean Organization	13
4.0 Drive Toward Financial Auditability	14
Appendix A. Acronym Dictionary	15
Appendix B. Transition Plan Version 2.0.....	Attachment

Executive Summary

Every day the Department of the Navy (DON) succeeds in its mission of manning, equipping and training the nation's Navy and Marine Corps. The DON is one of the largest and most complex organizations in the world and for this reason Congress and the General Accountability Office (GAO) have directed reforms to improve the department's productivity, accountability and cost efficiency.

Today an environment of fiscal austerity is forcing budget reduction. Both immediate budget pressures and ongoing reform directives are bringing productive change to the department. These factors present a historic opportunity to forge a lean department focused on achieving positive business improvements.

The strategic value of business management within the department has never been greater. Evolving DON corporate management practices will strengthen the execution of core missions while minimizing total overhead cost.

The purpose of the Business Transformation Plan (BTP) is to communicate the strategy and approach of the DON Business Mission Area (BMA) to both external and internal stakeholders. The Chief Management Officer (CMO) has identified the following BMA Strategic Goals:

- Manage by a business strategy, supported by an Information Technology (IT) strategy
- Target business problems critical to the warfighter
- Improve accountability through auditability and performance management
- Utilize iterative, Return-On-Investment (ROI) focused approaches
- Evolve existing organizations, systems, and processes
- Reduce total overhead cost, not simply IT cost.

To achieve these goals, the CMO will utilize the following focus areas for Fiscal Year (FY) 2012:

- 1. Transform Business Operations**
 - 1.1. Evolve DON strategic business management
 - 1.2. Become an organization focused on business results
 - 1.3. Build an effective Business Enterprise Architecture
- 2. Generate a Reduction of Total Overhead Cost**
- 3. Develop Enduring Strategies for a Lean Organization**
- 4. Drive Toward Financial Auditability**

Periodically, the BMA Goals and focus areas will be updated to reflect changing mission priorities.

Introduction

The Department of the Navy must diligently steward the resources entrusted to it by the nation. An environment of fiscal austerity is driving the DON to find more cost effective means of maintaining or improving capability. The department must prioritize the components and activities that are most critical to achieving its mission. To this end, Secretary of Defense Leon Panetta has asked:

“What are the essential missions our military must do to protect America...What are the risks of the strategic choices we make...what are the financial costs?”¹

Budget pressures have laid bare the need for transformative reforms in the business operations of the department. Prioritizing missions and targeting enterprise business goals requires enabling corporate leadership with the data needed to make informed decisions. The DON has historically operated in a highly decentralized fashion and often lacks the optimum processes and structures for these centralized management capabilities.

On the current state of business affairs, Secretary of Defense Robert Gates made the following assessment in May of 2011:

“...the current apparatus for managing people and money across the Department of Defense (DoD) enterprise is woefully inadequate. The agencies, field activities, joint headquarters, and support staff functions of the department operate as a semi-feudal system – an amalgam of fiefdoms without centralized mechanisms to allocate resources, track expenditures, and measure results relative to the department’s overall priorities.

...it may be time to consider new governance structures and arrangements... Congress has been ahead of the department by pushing us to establish a centralized structure led by a Chief Management Officer”²

Since the FY 2005 National Defense Authorization Act (NDAA), Congress has mandated reforms to improve business management. The DON fully acknowledges the need for such reforms and has taken action to implement them. The legislated authority and leadership mobilization to tackle wasteful and duplicative spending and overhead staffing have culminated into an environment primed for reform.

¹ Leon Panetta, message, Labor Day Message, Washington DC, 2 September

² Robert Gates, speech, American Enterprise Institute (Defense Spending), Washington, DC, 24 May 2011

The Business Mission Area

The DON Business Mission Area (BMA) encompasses scores of organizations within the Secretariat, the Navy and the Marine Corps in supporting approximately 640,000 employees worldwide and utilizes over 500 businesses IT systems. The BMA is defined as:

“Policies, processes, information and systems relating to the end-to-end financial, logistical, facility management, human capital, acquisition administrative and other functions that support the warfighter.”³

The BMA is broad, diverse, and influenced by many stakeholders. DON business organizations receive continuous guidance, policy and direction from multiple sources, including:

- DoD strategies, policies and oversight
- Internal Leadership: Navy Secretariat and service leadership of the Navy and Marine Corps
- External parties: Congressional legislation such as the Government Performance and Results Act, the Clinger-Cohen Act and the FY 2005/2008/2009/2010 NDAs, the Office of Management and Budget (OMB), and GAO
- Practices and policies within DON organizations

Rationalizing the needs of these stakeholders to operate under a single corporate strategy is a pressing challenge. While many of the individual parts of the organization are executing sufficiently at current budget levels, there must be a renewed emphasis on DON corporate management to ensure success during this time of fiscal pressure.

In the past several years, the partnership of the Service Acquisition Executive, Chief Information Officer, and Chief Management Officer with the full support of the Secretary of the Navy, the Chief of Naval Operations, and the Commandant of the Marine Corps have started down the path of transforming the department’s management practices. This effort has been led by the Business Transformation Council (BTC), which has focused on the most favorable opportunities to effect change. A few examples from the past year include:

- Exploring military manpower business processes and underlying information systems with the goal of re-engineering our manpower-related business processes and fixing those business IT systems that support these processes
- Strategically evaluating the progress of the Navy Enterprise Resource Planning (ERP) program and exploring the options for the role and relationship of it relative to the department’s business processes

³ DoD Directive 5105.82

- Exploring options to optimize the Next Generation Enterprise Network (NGEN) program
- Strategically achieving budget efficiencies

While progress has been made in identifying and addressing critical issues, there is significant work ahead. DON leadership aims to generate sweeping and long-lasting improvements in the fundamental methods that the department operates.

Challenges

Large complex organizations necessitate a degree of management decentralization to allow for highly specialized functions to be effective. From its founding in 1775, the DON has operated in an environment fostering command independence. This model has been a source of strength and adaptability; however, this strategy has also shaped an organization rife with duplicative functions and organizations possessing uncommon processes and systems. Operating without a perspective on a holistic DON enterprise, these organizations are often unable to identify or exploit opportunities for synergy and standardization. In some situations there is a clear business case to reduce total cost or improve operational effectiveness.

Advancements in business practices and technologies in the past decade have revolutionized the ability to generate efficiency through the collaboration and standardization of previously isolated organizations, processes and systems. These advancements have triggered changes in management; new functions such as that of service acquisition executives, chief information officers, and chief management officers are tasked to manage the enterprise.

Despite the positive changes, the evolution of management and governance of DON business operations has lagged as a whole relative to the expanding complexity of the environment. Historically, initiatives to address these issues across the DoD have been mired in execution with disconnected strategies, investments and measurements. At times, this has resulted in programs or initiatives that have lost sight of their intended purpose and fail to address root cause business problems.

It is critical that the DON confront the many organizational and governance issues impeding progress. These issues include:

- Organizations possessing like functions yet maintaining disparate business processes and IT systems
- A lack of enterprise data standards
- A lack of Business Intelligence
- Financial data is not auditable

- Unaligned and unconnected strategies throughout the organization
- A fractured management structure of system portfolio managers and cross-functional business process owners
- Inappropriate focus on technology acquisition, with insufficient focus on performance-based business management
- A lack of shared knowledge, practices and collaboration between functional areas

Through hard work and experience, there are continuous incremental improvements within commands and functional areas. DON organizations possess disparate but successful strategies. What is lacking is DON corporate strategic management to unify efforts.

What needs to be done?

The Department of the Navy is facing immediate budget reductions while also being asked to reform its business practices for greater productivity, accountability and cost efficiency. The department must simultaneously invest in future capabilities while reducing overall spending.

The creation and sustainment of a 'culture of efficiency', requires an emphasis on constant streamlining and prioritizing of all business operations in terms of size, cost, and function. The outcome of such prioritization is an informed tradeoff between reducing unnecessary overhead for supporting capabilities and maximizing effectiveness of capabilities most critical to the warfighter.

The size of the department and the diversity of its organizations necessitate a thoughtful strategy for business transformation and transition. To unify efforts and to target common goals the department is committed to improve BMA strategic management through the application of the following BMA strategic goals:

<p><i>Department of the Navy Business Mission Area Strategic Goals</i></p> <ul style="list-style-type: none"> • Manage by a business strategy, supported by an IT strategy • Target business problems critical to the warfighter • Improve accountability through auditability and performance management • Utilize iterative, ROI focused approaches • Evolve existing organizations, systems, and processes • Reduce total overhead cost, not simply IT cost

The CMO expects that all BMA leadership and organizations will work towards these goals. These goals span the DON's many business areas and commands; it is expected that each organization align their individual strategies. These goals are intended to be utilized in FY12 and beyond.

How to Execute Business Transformation in Fiscal Year 2012

To work towards the strategic goals described in the previous section, the CMO and the Deputy Chief Management Officer (DCMO) are collaborating with department leadership and stakeholders to coordinate initiatives, provide cross-functional exchange and remove barriers for progress.

To successfully achieve transformation of business operations, the DON is targeting the following set of focus areas in FY12:

- 1. Transform Business Operations**
 - 1.1. Evolve DON strategic business management
 - 1.2. Become an organization focused on business results
 - 1.3. Build an effective Business Enterprise Architecture
- 2. Generate a Reduction of Total Overhead Cost**
- 3. Develop Enduring Strategies for a Lean Organization**
- 4. Drive Toward Financial Auditability**

The following sections will describe each of these activities in detail.

1.0 Transform Business Operations

Ensuring that BMA functions and underlying processes are lean, effective, and well managed is critical to providing the department with the suite of capabilities and performance to deliver on its core missions both in the near and far term.

To address these focus areas, the DON CMO and the DON DCMO will choreograph the DON's business improvement process with existing organizations, processes and stakeholders.

The CMO and the DCMO are guiding transformation by:

- Providing overall vision and strategic direction for business operations
- Choreographing transformation: Focusing the right people on the right areas
- Eliminating barriers to allow stakeholders to be more effective

- Establishing appropriate management controls without inhibiting effectiveness
- Identifying where change is necessary and iteratively driving transformation
- Facilitating cross functional collaboration while providing an objective perspective

1.1 Evolve DON Strategic Business Management

Annually the SECNAV establishes top down Strategic Objectives for the DON, each aligning to measureable goals and mapping to the performance objectives of the workforce. These objectives, as defined by the Secretary of the Navy, serve as the strategic guidance to track performance throughout the course of the fiscal year. The DON utilizes both retrospective and predictive performance measures to develop meaningful and actionable data in support of management decisions. These performance measures will:

- Identify and provide an understanding of where best to focus business transformation initiatives to afford the DON the greatest opportunity for improvement, and
- Portray the predicted and actual performance of transformation initiatives during development and implementation.

The FY 2012 objectives are as follows:

FY 2012 SECNAV HIGH PRIORITY OBJECTIVES
1. Taking Care of Our People
2. Promote Warfighter Readiness
3. Lead the Nation in Sustainable Energy
4. Promote Acquisition Excellence and Integrity
5. Lead the Military in Unmanned Systems
6. Drive Innovative Enterprise Transformation

BMA strategic goals and outcomes, as described earlier, are subordinate to the SECNAV High Priority Objectives. The BMA strategic goals and outcomes govern all business operations, whereas these SECNAV High Priority Objectives govern all mission areas.

The DON has the following guidelines for implementation of these strategies:

- Strategy must be championed by leaders throughout the department.
- Broad communication and understanding of business transformation strategy: All organizations within the DON BMA must align their respective strategies.
- Performance of the department in achieving its goals must be measured.

- Execution of business transformation is a continuous process: The strategy must be measured, evaluated, and updated as required.
- The DON strategy will be communicated and understood from the top to the bottom: Each employee should know how their day-to-day work impacts the DON strategy.

To lead strategy implementation, the DON BTC, chaired by the Under Secretary of the Navy in his capacity as CMO, provides leadership in achieving the transformative end-state and facilitates executive decisions that provide effective governance of the organization. The BTC is the senior level governing body which assesses, approves and governs department level business transformation efforts that cross organizational and/or functional boundaries.

The BTC is the DON's forum to instill an enterprise level strategic perspective and direct corporate actions. The BTC presents an opportunity to draw together the full spectrum of stakeholders needed to engage in a comprehensive enterprise decision making process. The senior level membership of the BTC provides the opportunity to strategically assess corporate level business initiatives and to evaluate plans and actions for enterprise wide initiatives. The BTC also ensures that corporate business information and decisions are communicated and executed throughout the DON and reflected in DoD Investment Review Board and Defense Business System Management Committee recommendations when appropriate.

The BTC has broad authority and is chartered to establish lower level advisory boards as necessary for high priority issues. These advisory boards bring together requirements, resources, policy, and acquisition leaders to vet issues, identify options, and implement BTC decisions for complex, high priority business initiatives.

1.2 Become an Organization Focused on Business Results

Both in Fortune 500 companies and in the federal government, large technology solutions have been relied upon as the primary vehicle for bringing transformative business improvements. However this approach can lead to myopic projects with immense scope, uncontrolled risks, unacceptable implementation times, and limited ROI. Industry leaders have indicated that achieving productivity or cost reduction gains requires that initiatives possess a clear connection between strategic goals and performance measurement.

A holistic strategic management of functional business processes will add ownership, accountability and resourcing to ensure that enterprise goals are met.

Today the department needs to improve the ability to:

- Prioritize the most critical business capabilities supporting the warfighter
- Understand existing capabilities and strategically plan future capabilities
- Improve front-end business case analysis and requirements definition processes

- Maximize beneficial business process improvement and standardization
- Attack cost drivers
- Focus on business performance

These changes require a shift in the way the DON currently manages its sub-organizations. DON business functions often reside in sub-organizations within the military departments. As such, for a given business function or process, there is not a DON enterprise owner, rather there can be divergent stakeholders, strategies and policies.

By shaping the role of functional enterprise business process owners, the department will be able to look across organizational and functional stovepipes to strategically manage capabilities. In the long term, this change will improve modernization efforts, management control, accountability, and performance.

DON leadership recognizes that the responsibility for successful business operations under the CMO must be shared by these functional lead organizations. Through collaborative efforts, the CMO is driving the BMA to increase its focus on business performance and improve its ability to:

- Set specific business performance goals
- Institute policies and processes to enable successful execution
- Measure performance against business goals
- Correct initiatives which fail to deliver on business performance goals

Business process owners need to set strategic goals and measures to ensure that investments will deliver on the strategic needs of the department. Investments in technology must be thoroughly scrutinized early on to ensure that they possess valid business cases and are aligned with business performance goals. A business case must promise specific and measurable business improvements, rather than solely technology improvements, delivered within effective timelines.

In many cases, the real productivity benefits and cost savings are acquired through extensive business process re-engineering efforts followed by the implementation of supporting information technologies. Therefore the DON must have a stronger focus in business process re-engineering and process optimization. The DON must ensure that all aspects of processes are reviewed and analyzed with the focus of reducing transaction time, driving down costs and improving service. Process optimization can be executed through iterative continuous improvement and/or holistic business process reengineering.

DON leadership seeks to target DON business areas that are most in need of transformation;

areas which demonstrate the strongest business cases for the department are:

- Areas that have broad impact across the whole enterprise
- Programs which are early in execution, when significant risk mitigation is possible
- Processes which have the greatest cost drivers

In 2012 the DCMO will continue to collaborate with DON CIO to implement new policies such as the Business Capability Lifecycle (BCL) to improve business performance and ROI. In addition it will continue to encourage the use of enablers, such as Continuous Process Improvement (CPI), Business Process Reengineering (BPR), and other best practices

1.3 Build an Effective Business Enterprise Architecture

The DON Business Enterprise Architecture (BEA) is a department wide management tool enabling the strategic management of our business operations. Today the DON's portfolio of over 500 business IT systems delivers an ever expanding range of business capabilities and organizations.

The BEA is a common tool to guide investments towards generating business value. Through improved BMA management supported by a BEA, the department will develop a blueprint to deliver future business mission area capabilities to the warfighter.

BEA is a "means to achieving an end"; a tool which relies on implementation for success. The strategy for this implementation is still being developed. Achieving benefits from BEA will require long-term investment and commitment from all levels of the organization. The DON BEA enhances the department's ability to:

- Analyze, plan and execute organizational change while managing risk
- Focus IT on supporting key business processes
- Create enterprise blueprints as a roadmap for exploiting IT architectural building blocks
- Ensure interoperability
- Deliver measurable business performance and ROI
- Identify redundancy and deliver cost savings

Applications, systems and platforms have complex interdependencies that make it challenging to enhance IT capability. An effective BEA framework allows for greater risk and impact visibility for informed decision-making. For the Navy ERP implementation, the BEA tool allows

the team to baseline existing processes (Force Support, Logistics and Financial Management domains), understand the current As-Is environment, and work with process owners to prioritize, realign and identify their critical business processes.

To date, DON BEA has been mapping current state architectures and asserting architecture requirements for new system certifications. In the long-term however, the BEA cannot merely involve enforcing compliance for system artifacts. The architecture must be rendered into actionable decision support products which can be integrated into management processes.

The DON envisions using BEA as a guide for strategic planning and decision support across the enterprise. Leadership should utilize architecture to rationalize their existing and future business capabilities in relation to the supporting systems. At present both the maturity of the BEA itself and management processes of the department are not aligned to leverage this cohesive view of the DON enterprise.

To maximize the utility of a BEA, the DON must reconsider the ways that it is currently managing business processes. Driving towards an enterprise based approach will pay dividends in many fields, including the BEA.

Several DON organizations have ongoing initiatives to integrate BEA into decision support and strategic planning processes. The DON BEA will continue to evolve, shaping business processes and supporting IT systems into a cohesive and dynamic enterprise.

2.0 Generate a Reduction of Total Overhead Cost

Whether the financial environment is affluent or austere, it is the aim of the DON to ensure that resources are responsibly and conservatively allocated to the ultimate benefit of the warfighter and mission accomplishment. Resources certainly equate to funding, but also constitute what is required to support mission accomplishment such as the optimal provision of personnel, services, materials, force structure, and so on. Consequently, determining the optimal allocation of resources requires a holistic and Enterprise perspective that can inform strategic trade-offs.

The CMO has played a key role in organizing the department to facilitate and encourage an Enterprise perspective and identify and execute trade-offs. Execution has required establishing various task forces and working groups comprised of key stakeholders to develop and conduct preliminary assessments of transformative ideas. These groups oftentimes are tasked with scoping out the proposed issues prior to tasking other Subject Matter Experts (SMEs) to conduct more detailed assessments. It is key that these groups, or anyone aiming to develop transformative options, be non-parochial and willing to challenge assumptions and examine how things may be done differently to increase effectiveness or remain within acceptable risk parameters.

Maximizing warfighting output involves conducting a thorough and objective review of

organizational structures, functions, manning, and processes for the purpose of streamlining size, products, and non-critical services. Results may entail restructuring or consolidating organizations, eliminating or transferring functions, or re-engineering processes to either eliminate redundant or duplicative steps or define new ways of doing business. Ultimately, becoming efficient should result in the ability to generate the same or increased output with fewer resources and the preservation of core capabilities.

To ensure that the warfighter is not subject to inadvertent impacts, the identification of efficiencies must be well coordinated with management and oversight during execution. Consequently, central to sustaining an emphasis on efficiency, is the adoption of an Enterprise-wide approach to the execution of efficiency-related tasks throughout all phases of the Planning, Programming, Budgeting, and Execution (PPBE) process. As such, the DON CMO and DCMO, as tasked, serve as the chair for efficiency working groups and ensure representation of key organizations for the purpose of increasing awareness of efficiency tasks, coordinating specific issues across multiple stakeholders, and avoiding duplication of effort. The combined effect is the implementation of a sustained culture within the Department that is focused on the elimination of inefficiency so that resources are focused to the maximum extent possible on mission.

3.0 Develop Enduring Strategies for a Lean Organization

Every year, through the PPBE process DON leadership identifies near-term benefits and savings from business functions. However generating high order improvements in efficiency or effectiveness often require complex long-term execution plans and upfront investment. This tradeoff between delivering short-term cost savings and investing in long-term improvements must be managed with the strategic goals of the DON as a guideline. In FY12, DON leadership is developing plans to transform the department to one that maximizes effectiveness in critical functions and efficiency in support functions.

- Develop the organizational “tools” to fundamentally change how the Navy and Marine Corps operate and to permanently improve efficiency or effectiveness in the long-term.
- Expand the scope of “the business” of the Navy and Marine Corps. Activities previously considered operational will now be appraised on business performance: Are the practices in place to support or perform a capability the most efficient way to achieve a certain end?

An example of such a complex issue with transformative potential is human capital strategy, or reshaping the DON workforce.

Addressing how to best size and shape the workforce requires a Total Force perspective that considers the cumulative effect and uniqueness of military, civilian, and contractor personnel. Complexity is due to factors unique to each of the 3 categories of personnel such as related

policies, allocation and cultivation of skill sets, impact of resizing or cuts in any category on specific organizations/offices, political ramifications, resizing strategies, and compared/contrasted against how these factors impact the DON over time.

Although marginal changes can be made in the near-term, significant planning and advance study must underpin transformation relative to complex issues such as reshaping of the workforce. In FY12 DON leadership will examine ideas and mature plans for potential execution, this will provide both initiatives for immediate implementation as well as prepare a selection of robust strategies for use in the future.

4.0 Continuing the Drive Toward Financial Auditability

The Marine Corps is in its second year of an audit of its Statement of Budgetary Resources (SBR). This audit has yielded a number of lessons learned for those who jointly manage the Marine Corps' end-to-end business processes. These ongoing audits and examinations validate the DON audit readiness strategy. The strategy consists of three components.

First, internal controls over business processes and systems need to be strengthened and sustained over time. To achieve this long-term goal, the department is mobilizing leadership across the organization. Auditability is not a standalone financial management initiative but rather a cross-functional effort requiring the support of all business process owners. In FY12, each Senior Executive who has responsibility for one or more DON business processes will have a performance objective related to audit readiness. In addition, the Naval Audit Service will conduct "quick look" assessments of business process internal controls at selected DON organizations.

Second, the department will continue developing audit-specific capabilities within the financial environment. These capabilities include capturing and presenting a complete universe of financial transactions; reconciling DON cash balances with the Department of the Treasury; establishing accurate beginning balances; and ensuring that financial statements are accurately compiled. The department is working with service providers, primarily with Defense Finance and Accounting Service Cleveland, to develop these capabilities.

The third element of the strategy is to build a robust audit response infrastructure to rapidly locate, retrieve, and efficiently transmit the large volumes of financial data and supporting documentation required during an audit. To that end, the department will initiate ongoing rounds of quarterly financial transaction testing, asking all major commands to retrieve support documentation for sample transactions. The "muscles" for this audit response capability must be exercised to build the required strength and capability.

In driving toward audit readiness, the DON faces formidable challenges. The department is confident that the current strategy is sound, but is prepared to identify and plan for changing risks as they arise. The DON will continue to widen the circle of accountability for audit readiness both internally and across service providers. In this manner, the Navy-Marine Corps team will continue to aggressively move toward audit readiness.

Appendix A. Acronym Dictionary

BCL	Business Capability Lifecycle
BEA	Business Enterprise Architecture
BMA	Business Mission Area
BPR	Business Process Reengineering
BTC	Business Transformation Council
BTP	Business Transformation Plan
CIO	Chief Information Officer
CMO	Chief Management Officer
CPI	Continuous Process Improvement
DCMO	Deputy Chief Management Officer
DITPR- DON	DoD Information Technology Portfolio Repository - Department of the Navy
DoD	Department of Defense
DON	Department of the Navy
ERP	Enterprise Resource Planning
FAM	Functional Area Manager
FM	Financial Management
GAO	Government Accountability Office
GAO	General Accountability Office
HRM	Human Resources Management
IT	Information Technology
MSSM	Materiel Supply & Service Management
NDAA	National Defense Authorization Act
NGEN	Next Generation Enterprise Network
NITESTAR	Naval Information Technology Exhibits/Standard Reporting
OMB	Office of Management and Budget
PPBE	Planning, Programming, Budgeting and Execution Process
ROI	Return-On-Investment
RPILM	Real Property & Installations Lifecycle Management
SBR	Statement of Budgetary Resources
SECNAV	Secretary of the Navy
SME	Subject Matter Expert
WSLM	Weapon System Lifecycle Management