JOINT MEMORANDUM FOR DISTRIBUTION

Subj: STRATEGIC INTENT FOR NAVAL INFORMATION TECHNOLOGY (IT) INFRASTRUCTURE PORTFOLIO REVIEW

Warfighting advantage in today's cyber era is determined by who can produce, aggregate, and deliver trustworthy information securely to key decision-makers with speed and accuracy. Consistent with the Secretary of the Navy's strategic goal of elevating information management, the Department of Navy (DON) Information Superiority Vision lays out a path to secure this advantage centered around three key objectives: (1) Modernizing Our Infrastructure, (2) Innovating & Deploying New Capabilities, and (3) Defending Our Information. This memo unifies DON strategic intent in taking the next step towards Modernizing Our Infrastructure.

Today the Navy and Marine Corps are not fully networked or interoperable with each other, the Department of Defense (DoD), or our mission partners. The DON needs to manage data and information as a strategic asset and as a critical warfighting capability, traversing a fully integrated mission capability platform from the foxhole to the flagpole. The current approach towards managing IT capability is stove-piped, duplicative, and overly complex, making it difficult to operate, defend, and apply resources to strategic modernization and transformation efforts. Recent cyber events highlight the increasing vulnerability of the current DON information environment. The DON needs to simplify and modernize.

In order to modernize our infrastructure and deliver improved capability in an agile, sustainable, and affordable manner, a Naval IT Infrastructure Portfolio Review will be conducted to better understand the DON's IT infrastructure inventory, bring greater corporate accountability and transparency to the execution of the over $4B annual budget, and implement a key recommendation identified in the 2018 Secretary of the Navy (SECNAV) Cybersecurity Readiness Review – identify key cyber terrain. The portfolio review will consist of cross-functional teams empowered to collect data related to current requirements, capabilities, and resources.

The purpose of the review is to identify potential courses of action to improve the value produced by the substantial annual IT spend in order to reinvest in IT priorities and return funds to the broader DON, both in the near term and in POM-23.

The portfolio review will examine the following four areas at a minimum:

1. Enterprise Infrastructure (Transport, Store, Compute, Identity, Operations)
   - Navy will initially focus on unclassified shore infrastructure
   - Marine Corps will leverage existing work on end-to-end infrastructure
2. Software Development Infrastructure, Deployment, and Operations
3. Data and Analytics
4. Digital Workplace
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The portfolio review will produce in priority order:

1. An inventory of existing IT infrastructure and allocated resources
2. An assessment of how well the current inventory delivers those capabilities - making careful note of differentiating use cases
3. A model of innovative capabilities reflecting modern, cloud-based technology standards
4. Portfolio recommendations to the delivery of end-to-end cloud-enabled IT infrastructure.

The results of this review will inform decisions on the future Naval IT service delivery model and prioritization of effort to attain it.

A senior governance board consisting of Assistant Secretary of the Navy for Research, Development and Acquisition (ASN RDA), Assistant Secretary of the Navy for Financial Management and Comptroller (ASN FMC), DON Chief Information Officer (CIO), Vice Chief of Naval Operations (VCNO), and Assistant Commandant of the Marine Corps (ACMC) will review draft integrated recommendations NLT November 2020 (Q1 FY21) in order to inform strategic cyber/IT investment in POM-23. As a DON priority, Office of the Chief of Naval Operations (OPNAV) and Headquarters Marine Corps (H QMC) will support to ensure unity of effort in accomplishing this important task.

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