MEMORANDUM FOR THE INFORMATION DOMINANCE CORPS

Season’s Greetings

Happy Holidays! I hope most of you will have the opportunity to take a few days of well-deserved time off and spend that time relaxing with family and friends. I know the operational pace across the Navy has been high this year. I certainly know the OPNAV Information Dominance team has much on their plates and is tackling a variety of important, complex and ground-breaking challenges. For those of you afloat or ashore in harm’s way, I offer you my prayers. For the entire Corps, I offer my sincere thanks for your professionalism and your personal and team contributions. May the New Year present new opportunities for all to excel!

Information Dominance Corps (IDC) Initiatives

Information Dominance Corps leaders have stepped out smartly on a variety of issues. I’d like to update you on what has been accomplished to date, what we are working at present, and what we will be discussing in the future.

“We’ve Burned the Boats” The CNO is fully committed to the transformation of Navy’s information capabilities, with no thought of slowing down or returning to the status quo. During a speech at the Center for Strategic and International Studies in October Admiral Roughead commented, “We’ve burned the boats...there’s no going back.” He was alluding to the Spanish explorer, Hernán Cortés, who burned his ships as a sign to his men that retreat was not an option. CNO’s frequent use of this phrase in subsequent conversations and interviews encourage me to accelerate our efforts and apply a sense of urgency to all we do. He wants actions that will set us firmly on the course he has charted for Navy’s future. CNO’s sense of urgency is acute. He expects the leadership of the Information Dominance Corps to pick up the speed and advance the Navy’s information dominance initiatives and I intend for us to meet and exceed his expectations.

Cross-Detailing for FY10. The Corps leaders have met twice, and coordinated extensively with the detailers in Millington to craft an initial set of cross-detailing opportunities for 2010. We have agreed upon our first set of billets suitable for cross-detailing and conducted an initial “slating” of individuals-to-billets; they include:
Command/Milestone Screening Board, Cross-Detailing Slate for FY11 and Beyond. Command/Milestone Screening Board, Cross-Detailing Slate for FY11 and Beyond: Our FY10 cross-detailing slate was the starting point. In essence, it was our "burn the boats" effort to gain some momentum. That said, your Corps leaders all recognize the need to have a much more rigorous process for future selection and assignment across the Corps. We will build upon currently existing processes and standardize them across the Corps. Specifically, in the fall of 2010, Navy Personnel Command will sponsor a Corps-wide Command/Milestone Screening Board, the purpose of which is to select the best and fully qualified officers to serve in critical IDC Command, Executive Officer and Operational Milestone assignments. Individual community Command/Milestone screening panels for 0-5s and 0-6s will be followed by an IDC-wide panel in which the IDC Flags will select officers for cross-detailing assignments with the objective of broadening the experience base of the Officer Corps. We’ll provide more details as we finalize this initiative.

Additional IDC Issues We Will Work in 2010.

Senior Officer Training. We will look at our investment in executive level courses and rework them to focus on the broader IDC construct and associated technical skills.

IDC Education Strategy. We will publish an IDC Education Strategy that includes a greater number of advanced education opportunities across the IDC communities.

Cyber Work Force. We will continue to refine and validate the requirements for the Navy's Cyber Work Force and grow our capabilities to provide this warfighting support at the fleet, joint, and national levels. This will be a Total Force of highly-qualified officers and enlisted personnel, both active and reserve, and civilian professionals.

Billet realignment. We will realign our officer community billet structure in POM 12 to build a stronger base to feed into our Control Grades, ultimately ensuring a more sustainable, healthy workforce.
**FLTCYBERCOM / COMTENTHFLT.** VADM Barry McCullough has been confirmed by the Senate as Commander, U.S. TENTH Fleet and Commander, Fleet Cyber Command. RDML Bill Leigher will be the Deputy Commander. We have a highly-charged, top-quality team. Half of the manpower is already on station at Fort Meade and the remainder will report for duty by summer 2010. CNO is presenting the final FLTCYBERCOM/TENTH Fleet execution plan to DEPSECDEF this week, and we expect to move out smartly in the coming year. We hope to see a commissioning ceremony in late Jan 2010. Fleet Cyber Command / Commander TENTH Fleet will be fully operational by the end of FY10.

**OPNAV N2/N6 Initiatives.** I am very pleased with the senior leadership team that CNO has assembled for the N2/N6 organization. He has blessed us with extremely talented leaders…and thank goodness…because he has also challenged our team with an extensive portfolio, and demanding, near term expectations.

**CNO’s Focus.** I’ve previously discussed CNO’s vision, but I believe it is worthwhile to reinforce that vision. CNO has asked us to help him achieve prominence and dominance across the information domain by breaking down stovepipes, moving beyond the limitations of current programs and capabilities, and holistically networking our sensors, platforms and people. In that light, the N2/N6 team is working along multiple axes to achieve CNO’s intent.

**Strategic Roadmap & Mission Focused Roadmaps.** We intend to use a “Strategic Roadmap for Achieving Information Dominance” as the vehicle to synchronizing our efforts across the Navy. The Roadmap will be comprised of sub-roadmaps focused on specific mission areas. These include Undersea Dominance; Maritime BMD; Decision Superiority; ISR, Cyber; Convergence to a Single Network; Integrated Fire Control; Integrated Surface Sensors; Dominate the Electromagnetic Spectrum; and Air Dominance. The roadmaps will follow a DOTMLPF structure to ensure end-to-end development of the roadmaps and alignment with overarching doctrine and strategic concepts. We will also develop a high-level architecture to illustrate key linkages within each roadmap.

For example, in the UnderSea Dominance roadmap, our intent is to show what concepts will drive the US Navy’s activities in this domain, and show an architecture that closes the seams across IUSS, other autonomous sensors, processing/exploitation facilities, networks, command and control nodes, and clearly shows alignment of manpower to support these functions. Rather than develop an Unmanned Underwater Vehicle Roadmap, and an ASW Roadmap, and an Oceanographic/Environmental Roadmap, our intent is to show the linkages across all these (and more) elements in the UnderSea domain…borrowing from work already done, and bringing greater clarity and alignment to Navy’s future in this operating environment.
My intent is to also use these Roadmaps as a mechanism to bring Information leaders together (from the SYCOMs, PEOs, Labs, Secretariat, OPNAV, and the Fleet) to synchronize our activities as we develop the information-based Navy of the future.

**Tri-Service Warfighter Talks.** On December 11, 2009, the Chief of Navy Operations hosted a Tri-Service Warfighter meeting in Suffolk, VA with the Marine Corps and Air Force Service Chiefs. This forum presented a great opportunity to discuss Joint Strike Fighter interoperability with other platforms in a future joint warfighting environment. Using tri-service coordinated vignettes, future gaps were demonstrated for discussions. From the meeting, the Services reached an agreement on a plan of action centered on a highly-motivated, tri-service team with unfettered access to all proprietary and classified data. This team will move out quickly using a lean process consisting of analysis, modeling, simulation, and validation through exercises to produce recommended actions to the Services for synchronized investments which will yield a better networked, more lethal, and survivable force.

**NGEN.** The Navy’s networks are a key element in our approach to making the transition to a true information-centric environment. As we develop our information architectures, we are focused on enhancing network resilience against increasingly savvy adversaries while ensuring our information systems are available around the globe for dispersed forces and agile enough to respond to the wide range of military missions across the maritime domain. Given today’s threat environment, our information architecture must support operations potentially disconnected from the ashore NOC infrastructure. Therefore we envision a transformation from a loose set of independent networks to a single, secure, cost-effective network environment (the vision of the Navy Networking Environment (NNE)). This effort will also facilitate Information Dominance by ensuring warfighter command and control of the network, federating enterprise services, integrating Internet Protocol-based networks, and enabling infrastructure through common enterprise architecture, standards, and governance. By breaking down stovepipes and moving beyond the limitations of current programs and capabilities, the NNE will facilitate net-centric information sharing while providing secure access to data and services across the information environment. Initially, we will focus our efforts on aligning programs, to include transitioning from NMCI to the Next Generation Enterprise Network (NGEN), OCONUS Navy Enterprise Network (ONE-NET), and Consolidated Afloat Networks and Enterprise Services (CANES). Ultimately, we will establish a seamless environment between the afloat and ashore environments. The NNE Capstone Roadmap was completed in Aug 2009, and we are currently conducting an NNE Capability Based Assessment to define the capability needs, gaps and overlaps.

**MDA.** Maritime Domain Awareness (MDA) is one of the key pillars supporting the N2/N6 Information Dominance Strategy. MDA activities and technical efforts focus on developing and maintaining persistent awareness of the global maritime domain to assess potential impacts to security, safety, economic activity or the environment. The
approach to MDA is multi-faceted, ranging from multinational, Joint and interagency engagement to the development and fielding of new technology to help make sense of the rapidly expanding universe of maritime data. The Knowledge Dominance Division will be working with the Deputy Undersecretary of the Navy over the next several months to mature the MDA "Game Plan" - a strategic roadmap for prioritizing resources and synchronizing efforts to field game-changing capabilities to improve access to and sharing of critical maritime domain data. This Game Plan will also target ideal engagement opportunities with Allies, Services and Agencies to provide the greatest benefit to the Joint and coalition warfighter. MDA activity will peak in the summer of 2010 during the MDA Operational War Game, an event that will foster not only improved information sharing techniques and technology, but improved relationships amongst the critical contributors to maritime domain awareness.

**Unmanned Air.** We are investing in unmanned aircraft systems (UAS) to enhance our capacity to meet increasing global demands for Intelligence, Surveillance and Reconnaissance (ISR) capability while providing technology investments to open the path to other mission areas. Our UAS portfolio includes:

The Broad Area Maritime Surveillance (BAMS) UAS which enhances situational awareness of the operational environment and shortens the sensor-to-shooter kill chain by providing persistent, multiple-sensor ISR to Fleet Commanders and coalition and joint forces. BAMS is in the System Development and Demonstration phase and will IOC in FY16.

Saber Focus is a Navy system of deployed MQ-9 Reaper Bs with multi-INT capability presently deployed in Seychelles. It is integrated with other naval assets (manned air, surface ships and submarines) supporting Overseas Contingency Operation missions.

BAMS-D (BAMS Demonstrator), a Global Hawk UAS with maritime sensor capabilities, provides the Fleet with a multi-sensor, high altitude persistent ISR UAS demonstration capability in advance of the Initial Operational Capability (IOC) of the BAMS UAS. BAMS-D is currently forward deployed in support of Overseas Contingency Operations in CENTCOM.

The VTUAV MQ-8B Fire Scout supports the Littoral Combat Ship (LCS) core mission areas of ASW, Mine Warfare, and SUW. It can operate from all air-capable ships and carry modular mission payloads to provide day and night real time reconnaissance, surveillance and target acquisition capabilities. It is now completing a military utility assessment aboard the USS McINERNEY (FFG 8) which will be followed be operational testing in 2nd quarter FY10. It will then IOC on McINERNERY in the 3rd quarter FY10.

In FY11 we intend to evaluate technology readiness for a medium endurance (8-12 hours) maritime-based UAS that can be made compatible with existing shipboard UAS infrastructure. Also, we are developing the Small Tactical Unmanned Aerial System (STUAS), which is an approximately 150 pound organic asset for Naval Special Warfare, LSD-41 class ships, and Naval Expeditionary Combat Command to provide tactical ISR capability. STUAS is in source selection which should be complete in the second quarter FY10, with an initial operational capability expected in FY13.
To demonstrate critical technologies for a carrier suitable, low observable; unmanned aircraft system that could influence future operational requirements; we are pursuing the Unmanned Combat Aircraft System Demonstration (UCAS-D) Program. We will use the results of this demonstration, in conjunction with our continued analysis, to define the replacement capabilities required in the mid 2020s when we begin to retire our F/A-18 Super Hornets.

**Climate Change.** RADM Titley continues to move out as CNO’s lead for Task Force Climate Change. VCNO approved the first major TFCC deliverable, the Navy Arctic Roadmap, in November. The TFCC staff is now beginning the assessments on likely future naval operations and capability needs in the Arctic to inform major investment decisions in future POMs.

TFCC is also drafting the Navy’s broader roadmap on global climate change. Issues to be addressed in this roadmap include the impacts of projected sea level rise on Naval installations, considerations of changing precipitation and weather patterns on future missions and force structure, and opportunities for partnerships with interagency and international partners to adapt to the impacts of climate change. In this area, TFCC is addressing decision superiority and information dominance on strategic scales.

**Substantive Intelligence.** Deep understanding of the adversary continues to focus our substantive intelligence efforts and initiatives. Intelligence analysis support to the OPNAV Staff is addressing adversary operational capability and R&D/S&T developments for POM12 program builds, acquisition program office intelligence needs, strategy discussions and Navy’s interaction across the Intelligence Community and Inter-Agency. Critical infrastructure protection and Ballistic Missile Defense (BMD) are two critically important issues being addressed within OPNAV that Deep Red is fully engaged in. ONI has recently released two unclassified publications on the People’s Liberation Army (Navy) (PLAN) and Iran Navy; a third publication on the Russian Federation Navy will be released soon. These publications are intended to foster professional debate and dialogue regarding near peer and potential adversary capabilities within your wardrooms. Our engagement within the IC is increasing in scope and scale. We continue to expand our partnerships with the Office of the Director of National Intelligence on collection initiatives of direct value to the U. S. Navy while participating in National Intelligence Estimate coordination, participating in ODNI analytic standards working groups and working through Intelligence Community Directive 501 (Information Sharing) implementation for intelligence analysis.

**Cyber.** In the areas of cyber and electronic warfare, we are creating additional capacity and refining C2 relationships. Our primary effort is strengthening our Cyber defensive posture. While technology is a key feature, our success will largely depend on Information Dominance Corps leadership to establish a strong culture of smart user-operators with good cyber hygiene. Our networks are no longer “just” communications paths; they are the war-fighting platform that makes our ships, aircraft, and submarines relevant in the information age. To bolster our efforts, we have added a significant
number of new opportunities across the IDC for officers, enlisted and civilians to engage in cyber warfare with the addition of over 600 new, cyber-related billets across a range of designators, ratings, and civilian position descriptions, in both Navy and Joint assignments. To ensure our ability to operate, fight and win in the cyber environment, we are working with the Naval War College to develop a timeline and framework for a cyber war game which will develop and evaluate TENTHFLT C2 relationships with the other Numbered Fleets. Finally, we are participating within joint processes to help define future cyber strategies, policies, force sizing, and innovative technology applications to best posture Navy to defend its networks.

The OPNAV reorganization and establishment of Fleet Cyber Command have created significant opportunities to reshape how we sense and dominate the electromagnetic spectrum. Like Cyber, Electronic Warfare has a critical technology component, but we reap the greatest benefits by changing our methods, enhancing our collaboration, and fully exploiting the strength and capacity of our netted sensors. Our efforts also include bold new concepts for afloat manning, cloud computing, and shared awareness between the operational and tactical levels. Dominance of the RF spectrum will be ours.

Assessment and Compliance. Information Assessment and Compliance. We continue to make strides in development of an enterprise approach in the areas of information oversight, policy, and guidance, both internal and external to the Navy. Our current focus is identifying the authorities and actions required in each of these areas for effective use on Navy resources. A group of senior executives and flag officers, under the direction of Deputy Under Secretary of the Navy for Business Operations and Transformation, is identifying the authorities and developing the action plan required to effectively make decisions on Information Management / Information Technology / Cyberspace investments within the Department of the Navy. The plan is schedule for delivery in January 2010.

Department of Defense (DoD) policy on the responsible and effective use of Internet-Based Capabilities is under development that will allow use of social networking sites across DoD and the Navy, in support of the mission as the appropriate risk mitigation actions are implemented.

We have taken the first steps to integrate support for Navy systems and applications into the Consolidated Afloat Networks and Enterprise Services (CANES) Common Computing Environment (CCE). Initial implementation for the first three ships will begin in FY11. This initial effort will establish the process for eventually transitioning a significant portion of Navy’s afloat networks and systems into a common network infrastructure and services provided by CANES / CCE environment. Additionally, we are working to align these same afloat processes to be applicable to the consolidation of networks and systems being pursued under the Next Generation Enterprise Network (NGEN) program and Naval Network Environment (NNE).

Strategic Engagement. As you might expect, we’re doing a lot of explaining to our myriad constituents. CNO and I have engaged the media and provided them...
background and specific updates on our activities. Industry and Defense-related media are particularly interested in the reorganization of the OPNAV staff, the establishment of the IDC and the impact of the reorganization on future Navy capabilities. As stated above, CNO began our efforts with a presentation to the very influential Center for Strategic and International Studies. We have also provided several interviews to Defense-related media to ensure that there is a clear, community-wide understanding of the reorganization and the establishment of the IDC.

We have actively engaged with members of Congress and their professional staff members to ensure they understand the underlying concepts of the reorganization. As we gear up to discuss the 2011 budget, it’s important that we maintain or establish a mutually supportive and informative relationship with our Congressional partners. To this end, we have provided several briefings or meetings with key staff members covering such issues as the impact of the reorganization and establishment of the IDC, unmanned systems’ concepts and strategies, ISR programs and architecture, and intelligence programs. RADM Titley, as mentioned above, has been busy with Congress, and other stakeholders on the wide array of environmental information initiatives he is working. The N2/N6 leadership is also engaged in background meetings with Congressional staff members, and Congressional leadership. Our intent is to be open, engaging, and frequent in our updates to Congress, the media, and you.

**IDC Symposium & Industry Day.** We are in the initial planning stages of a two-day Information Dominance Symposium to be held 23-24 June 2010 in the Washington, D.C. area. We intend to couple that event with an AFCEA/NIP-sponsored Industry Day and our first Information Dominance Corps Ball. The intent of the symposium will be to share information across the IDC and synchronize our efforts as we work to construct Navy’s Strategic Roadmap for achieving information Dominance, and the supporting roadmaps (e.g., Cyber, ISR, Network Convergence, etc.). More details to follow.

In closing. **Thank you** for all of your outstanding contributions in 2009. We have tremendous opportunities in 2010 and beyond. Take a few days to relax over the holidays. I need you all energized for the challenges and opportunities of the New Year.

Sincerely,

*Jack Dorsett*

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Deputy Chief of Naval Operations
for Information Dominance