



**Marine Corps Information Enterprise Strategy
Implementation Planning Guidance
Version 1.1**

July 2013



FORWARD



By direction from the Commandant of the Marine Corps (CMC), the Marine Corps Information Enterprise (MCIENT) Strategy was released in April 2010 to help the Corps meet the challenges of an evolving security environment and inform the direction of future enterprise capabilities in support of the Force Development process. The document, which establishes the MCIENT Strategy Development and Lifecycle Management Process, puts forward 13 Strategic Objectives to inform Force Development priorities and achieve the strategy's vision in order to support MCEN unification, Marine Corps private cloud initiatives, and support the Joint Information Environment. This will evolve our Corps into a Knowledge-based Force that achieves decision and execution superiority, leverages seamless communications for decisive advantage, and extends our Corps' warfighting preeminence into Cyberspace.

In April 2012, Implementation Planning Guidance (IPG) was established to facilitate Phase 3 of the MCIENT Strategy Development and Lifecycle Management Process, Strategy Execution. Using my priorities as a lens, specific tasks were developed and assigned across my Department to implement the MCIENT strategy through the achievement of its Strategic Objectives. As the strategy guiding the Marine Corps Information Enterprise (MCIE), it is critical for the MCIENT Strategy to continue reflecting the concentration of the Marines in the Operating Forces in order to enable America's middleweight force to execute any required mission across the range of military operations.

In this updated version of the IPG, I have placed a renewed focus on the achievement of MCIENT Strategic Objectives through an updated list of Department tasks. I have also placed a renewed focus on our commitment to moving forward through the addition of detailed milestones. Enhancing our visibility of progress made will ensure that our Corps remains attuned to the strategic environment and will be critical to our success in adapting to its changing conditions.

A handwritten signature in black ink, reading "Kevin J. Nally". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

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TABLE OF CONTENTS

INTRODUCTION 1

- BACKGROUND1
- PURPOSE.....1
- ORGANIZATION1
- TASK DEVELOPMENT1

OBJECTIVES AND TASKS 2

- MCIENT STRATEGIC OBJECTIVE 1: ENHANCE OUR ROBUST, SEAMLESS, AND SECURE MCEN2
 - 1-1. Complete the transition from COSC to NGEN (CP).2
 - 1-2. Perform Enterprise Service Management for ITSM Request Fulfillment (CP).....3
 - 1-3. Perform Enterprise Service Management for ITSM Knowledge Management (CP).3
- MCIENT STRATEGIC OBJECTIVE 2: IMPROVE REACHBACK SUPPORT AND INTEROPERABILITY.....3
 - 2-1. Advocate for the Civilian IT COI (CR).4
 - 2-2. Oversee Satellite Consolidation (CS).....4
 - 2-3. Support IT Civilian Marine Education and Training (CR).4
- MCIENT STRATEGIC OBJECTIVE 3: ENABLE MARINE CORPS COMMAND AND CONTROL5
 - 3-1. Develop plans and policies for resourcing and sustainment of applications (CP).5
 - 3-2. Advocate for Operating Forces requirements (CS).6
 - 3-3. Coordinate amphibious C4 requirements (CS).....6
 - 3-4. Oversee IT Handbook Best Practices (CS).7
- MCIENT STRATEGIC OBJECTIVE 4: INFLUENCE AND INFUSE EMERGING TECHNOLOGIES7
 - 4-1. Oversee tactical radio modernization (CS).7
 - 4-2. Oversee NOTM development (CS).8
 - 4-3. Oversee MUOS development (CS).8
 - 4-4. Oversee WFNSS development (CS).8
- MCIENT STRATEGIC OBJECTIVE 5: ASSESS, REACT TO, AND INFLUENCE THE STRATEGIC ENVIRONMENT8
 - 5-1. Develop Plans and Policy for the unification of the MCEN Wide Area Network (WAN) transport (CP). ...9
 - 5-2. Develop Plans and Policy for the unification of the MCEN Local Area Network (LAN) transport (CP).9
 - 5-3. Develop Plans and Policy for the implementation of Virtual WAN Transport (CP).10
 - 5-4. Develop Plans and Policy for the integration of voice and base telecom services (CP).10
 - 5-5. Develop a standard policy for Regional Helpdesks (CP).10
 - 5-6. Develop a Rights Management Policy (CIO).....11
 - 5-7. Develop an IT Service Management (ITSM) Policy (CP).....11
- MCIENT STRATEGIC OBJECTIVE 6: MAN, TRAIN, AND EQUIP THE FORCE FOR THE MCIENT12
 - 6-1. Provide input to the OEF ground reset strategy (CS).....12
 - 6-2. Advocate for end user device development (CS).12
 - 6-3. Manage 06XX/28XX MOSs (CS).13
 - 6-4. Conduct Financial Resource Management (CR).13
- MCIENT STRATEGIC OBJECTIVE 7: EXECUTE CIO RESPONSIBILITIES AND CORE COMPETENCIES13
 - 7-1. Develop MCEN Architecture Management Processes (CP).13
 - 7-2. Develop MCEN Active Directory (AD) structure (CP).14
 - 7-3 Oversee the Marine Corps ITSG (CIO).15
 - 7-4. Facilitate Execution of C4 IT Deep Dive Recommendations (CIO).15
- MCIENT STRATEGIC OBJECTIVE 8: INSTITUTIONALIZE STRATEGIC PLANNING AND LIFECYCLE MANAGEMENT15
 - 8-1. Develop C4 strategic documents (CV).16
 - 8-2. Communicate a single focused C4 message (CV).16
 - 8-3. Implement the MCIENT strategy Development and Lifecycle Management Process (CV).16
 - 8-4. Assess MCIENT strategy implementation (CV).17
- MCIENT STRATEGIC OBJECTIVE 9: IMPLEMENT A FEDERATED DATA ENVIRONMENT.....17
 - 9-1. Develop Policy and objective to govern Data Centers (CP).17
 - 9-2. Update then publish the Marine Corps Information Environment (MCIE) Supporting Establishment (SE) Concept of Employment (COE) (CP).18
 - 9-3. Lead and Oversee GFM-DI implementation (CIO).18

9-4. <i>Manage Data Governance Activities (CIO)</i>	19
MCIENT STRATEGIC OBJECTIVE 10: IMPLEMENT DISTRIBUTED SERVICES.....	19
10-1. <i>Develop the MCEN Service Catalog (CP)</i>	19
MCIENT STRATEGIC OBJECTIVE 11: IMPLEMENT A FEDERATED ENTERPRISE ARCHITECTURE	20
11-1. <i>Maintain the EA Governance structure (CIO)</i>	20
MCIENT STRATEGIC OBJECTIVE 12: IMPROVE IA PROFICIENCY ACROSS THE CORPS.....	21
12-1. <i>Develop enterprise cybersecurity architectural roadmap (CY)</i>	21
12-2. <i>Develop USMC cyber range (CY)</i>	21
12-3. <i>Coordinate cybersecurity requirements with the Navy and Department of Defense (CY)</i>	21
12-4. <i>Develop automated vulnerability assessment capability (CY)</i>	22
12-5. <i>Develop Automated Threat Management (Common Operating Picture) (CY)</i>	22
12-6. <i>Develop automated risk management solution (CY)</i>	22
12-7. <i>Manage cybersecurity training (CY)</i>	23
12-8. <i>Provide support to the DoD IA Range (CY)</i>	23
MCIENT STRATEGIC OBJECTIVE 13: FIELD SYSTEMS WITH INHERENT IA CONTROLS	24
13-1. <i>Establish IT baselines and implement compliance monitoring (Comply to Connect) (CY)</i>	24
13-2. <i>Determine security applicability of the Green Disc program (CY)</i>	24
13-3. <i>Implement technical aspects of the Marine Corps Commercial Mobile Device Strategy (CY)</i>	24
13-4. <i>Conduct monthly scans, pre-deployment assessments and support for pre-CCRI preparation (CY)</i>	24
13-5. <i>Conduct an information assurance policy review (CY)</i>	25
13-6. <i>Review status of POR IA patching program (CY)</i>	25
13-7. <i>Administer supporting identity management programs (CY)</i>	25
13-8. <i>Public key enablement (PKE) of SIPRNET (CY)</i>	26
13-9. <i>Electronic Key Management System to Key Management Infrastructure transition (CY)</i>	26
ASSESSMENT	26
IPG VERSION 1.0	26
IPG VERSION 1.1	28
SUMMARY	28

INTRODUCTION

Background

The MCIENT strategy v1.0 was developed at the direction of the Commandant of the Marine Corps in 2010. It serves as Annex 1 to Appendix K of the Marine Corps Service Campaign Plan and is meant to influence enterprise Force Development priorities by providing the Marine Corps' single, top level Information Enterprise objectives that inform future capability decisions, supporting plans, concepts, and programming initiatives.

In order to instantiate the concept, it established the MCIENT strategy development and lifecycle management process. The process includes communication, execution, and assessment and review of the strategy. In 2012, the MCIENT IPG v1.0 initiated the execution phase of the process. The format of IPG v1.0 was based on the Director Command Control Communications and Computers' (C4) priorities as they related to the MCIENT objectives. In accordance with the Director's guidance, the format of v1.1 is based directly upon the MCIENT objectives. Results of IPG v1.0 tasks not included in v1.1 are addressed in the assessment section.

Purpose

The purpose of the following document is to facilitate Strategy Execution (Phase 3) of the MCIENT strategy development and lifecycle management process. During Phase 3, the Director C4 will comply with Department of Defense and Department of the Navy requirements, follow guidance from the Commandant, and coordinate with Deputy Commandants, Directors, Marine Corps Systems Command, and Marine Forces, to develop the tasks necessary for strategic achievement. Because this phase spans the strategy's lifecycle, it becomes a continuous coordination and oversight process that integrates into established force development, resourcing, and lifecycle management activities performed by other Marine Corps organizations. Finally, Phase 3 requires the implementation and use of quantitative and qualitative metrics for determining strategy relevance and implementation success. Data created during Phase 3 will be gathered and evaluated during Phase 4, Strategy Assessment and Review. Because the Director, C4 is responsible for MCIENT strategy implementation, tasks were developed by and assigned to C4 Divisions. Centralized implementation also enables improved governance, assessment, and executive level communication. In order to affect the entire Enterprise, the lead Division for each task is responsible for coordinating with organizations outside of C4.

Organization

The Division tasks are directly aligned to the MCIENT strategic objectives and are thus aligned to the MCIENT characteristics, as depicted in Table 1. MCIENT characteristic definitions can be found in Section 2 of the MCIENT strategy. The strategic objective definitions included in this document are unchanged from the original strategy. Tasks also contain a page reference to the MCIENT means that they will influence.

Task Development

The IPG tasks implement the MCIENT strategy through achievement of the strategic objectives. The MCIENT strategic objectives were produced through a four step Strategy Development and Lifecycle Management Process grounded in the Marine Corps Planning Process, and the ends-ways-means construct described in Marine Corps Doctrinal Publication 1-1, Strategy. Each Division developed its tasks by analyzing how their current and future activities move the Marine Corps toward the future state of communications established by the MCIENT strategy. The Divisions collectively reviewed the tasks in order to facilitate execution integration and synchronization and focus of effort.

Table 1. MCIENT IPG v1.1 Task Organization		
MCIENT Characteristic	MCIENT Strategic Objective	IPG Task
Focus on forward deployed forces	1. Enhance our Robust, Seamless, and Secure MCEN	Task 1.1
		Task 1.2
	2. Improve Reach back Support and Interoperability	Task 2.1
		Task 2.2
	3. Enable Marine Corps Command and Control	Task 3.1
		Task 3.2
	4. Influence and Infuse Emerging technologies	Task 4.1
		Task 4.2
Attuned to the strategic environment	5. Assess, React to, and Influence the Strategic Environment	Task 5.1
		Task 5.2
Grounded in effective governance	6. Man, Train, and Equip the Force for the MCIENT	Task 6.1
		Task 6.2
	7. Execute CIO Responsibilities and Core Competencies	Task 7.1
		Task 7.2
	8. Institutionalize Strategic Planning and Lifecycle Management	Task 8.1
		Task 8.2
Deliver a secure, rapid, and seamless MCIENT	9. Implement a Federated Data Environment	Task 9.1
		Task 9.2
	10. Implement Distributed Services	Task 10.1
		Task 10.2
	11. Implement a Federated Enterprise Architecture	Task 11.1
		Task 11.2
Institutionalize IA	12. Improve IA proficiency across the Corps	Task 12.1
		Task 12.2
	13. Field Systems with Inherent IA Controls	Task 13.1
		Task 13.2

OBJECTIVES AND TASKS

MCIENT STRATEGIC OBJECTIVE 1: ENHANCE OUR ROBUST, SEAMLESS, AND SECURE MCEN

A robust, seamless, and secure Marine Corps Enterprise Network (MCEN) is at the root of Marine Corps communications and the MCIENT. We must enhance our MCEN to better serve deployed forces by improving seamlessness, reach back, interoperability, and security.

1-1. Complete the transition from COSC to NGEN (CP).

MCIENT strategy reference: p.20, paragraph 4.1.1 ADCON, TACON, OPCON of the MCEN.

Task description: The Next Generation Enterprise Network is not a new network, but is a change in the acquisition construct. The Marine Corps is collaborating with the Department of the Navy (DON) and Program Manager Naval Enterprise Network (PM NEN) to transition from the current contract to NGEN contract vehicles. The transition enables a Government Owned and Government Operated (GO/GO) network model that is contractor supported. Continuity of Service Contracts (CoSC) will expire 30 April 2014.

Task 1-1 Milestones		
MILESTONES	Start Date	Completion Date
DISCONTINUE COSC CONTRACTS	March 1, 2013	October 1, 2013
TRANSITION TO NGEN CONTRACTS	October 2, 2013	December 31, 2013

1-2. Perform Enterprise Service Management for ITSM Request Fulfillment (CP).

MCIENT strategy reference: p.25, paragraph 4.5.1 Enterprise, Tools, and Process.

Task description: Request Fulfillment provides users with a means of requesting and receiving standard services which have predefined approval and qualification processes. The workflows created under Request Fulfillment are also a source of information to MCEN users detailing the available services and how to obtain them. For standard services, hardware, software, and licenses; request fulfillment provides a user-facing front-end interface to back-end ordering tools.

Task 1-2 Milestones		
MILESTONES	Start Date	Completion Date
COLLABORATE WITH THE SERVICE CATALOG TEAM TO MAP MARINE CORPS SERVICES TO THE REQUESTING TOOL BMC REMEDY	January 7, 2013	June 1, 2013
DEVELOP WORKFLOWS DOWN TO THE MAGTF INFORMATION TECHNOLOGY SUPPORT CENTERS (MITSCS) AS WELL AS B/P/S DEPICTING HAND OFFS FOR FULFILLMENT OF SERVICE REQUESTS	January 7, 2013	October 1, 2013
DEVELOP TEMPLATES FOR NEW SERVICE REQUESTS	March 1, 2013	October 1, 2013
CONFIGURE ITSM TOOLS SUPPORTING REQUEST FULFILLMENT (SUCH AS REMEDY) FOR THE FUTURE ENVIRONMENT, PROVIDING A SINGLE TOOL WITH THE ABILITY TO AUTOMATE REQUESTS FOR HARDWARE AND SOFTWARE	January 7, 2013	October 1, 2014

1-3. Perform Enterprise Service Management for ITSM Knowledge Management (CP).

MCIENT strategy reference: p.25, paragraph 4.5.1 Enterprise, Tools, and Process.

Task description: Knowledge Management is the process responsible for ensuring that MCEN ITSM community can collect, analyze, store, and share information, situational awareness, and knowledge affecting the MCEN. This will be achieved through ensuring accessibility and reliability of information for MCEN users through tools which facilitate the operationally relevant exchange of information.

Task 1-3 Milestones		
MILESTONES	Start Date	Completion Date
COORDINATE WITH THE MCEITS PROGRAM TO HOST A UNIFIED MCEN HOMEPORT CAPABILITY WHICH ALSO PROVIDES BACK END SUPPORT.	March 1, 2013	June 1, 2013
DEVELOP WORK INSTRUCTIONS SUPPORTING SERVICE DESK INTEGRATION FOR A FRONT END INTERFACE INTO A UNIFIED MCEN HOMEPORT	March 1, 2013	October 1, 2014
DEVELOP A PROCESS GUIDE FOR KNOWLEDGE MANAGEMENT	March 1, 2013	September 2, 2013
TRANSITION EXISTING LEGACY DATABASES AND KNOWLEDGE ARTICLES INTO A FORMAT WHICH WILL BE USEFUL FOR MARINE CORPS TECHNICIANS WORKING AT THE TIER 1 LEVEL AND UP	September 2, 2013	October 1, 2014

MCIENT STRATEGIC OBJECTIVE 2: IMPROVE REACHBACK SUPPORT AND INTEROPERABILITY

The Marine Corps will enhance our MCEN by improving reach back support and interoperability of our forward deployed forces. An effective reach-back communication system enables the Commander to conduct dispersed operations in a non-linear battlespace by providing more information with fewer deployed forces, by providing connectivity to adjacent forces over greater distances, by providing visibility to higher headquarters, and by

allowing for more assets to be brought to the situation as needed. The net-centric information environment also provides battalion and below forces with access to rear echelon data resources. The communications system must be interoperable, agile, trusted, and shared - leveraging non organic capabilities inherent in other organizations.

2-1. Advocate for the Civilian IT COI (CR).

MCIENT strategy reference: p. 22, paragraph 4.2.3 Community of Interest Network

Task description: The COI team advocates for, and supports the IT COI in a variety of ways. Increasing visibility, communication, and information sharing is a primary role. Additionally, the COI team advances USMC IT COI interests by cultivating valuable relationships at M&RA, DON CIO, and OSD. This gives the IT COI a voice in community management initiatives at all levels.

Task 2-1 Milestones		
MILESTONES	Start Date	Completion Date
IT Awareness Day	June	June
Hamilton Award Support	January	April
IT COI Leadership Council (To be established)	July	Ongoing
Participate in MCSC IT Community of Practice (COP) Meetings	Monthly	TBD
Interface with the COI Program Office (M&RA)	Ongoing	TBD
Interface with DON Functional Community Manager	Ongoing	TBD
Support COI Social Media (Facebook, Twitter)	Ongoing	TBD
Support COI Information Sharing (milSuite, XMPP Chat)	Ongoing	TBD

2-2. Oversee Satellite Consolidation (CS).

MCIENT strategy reference: p.20, paragraph 4.1.2 Agile Networking and 4.1.3 Globally Connected and Interoperable Transport.

Task description: Oversee satellite terminal consolidation. USMC large aperture satellite inventory consists of three separate terminals with overlapping capability (AN/USC-65 LMST, AN/TSC-156 Phoenix, and the AN/TSC-181B VSAT-L). LMST and Phoenix will be removed from the inventory and the Very Small Aperture Terminal (VSAT) Family of Systems will be the wideband satellite terminal supporting Beyond Line of Sight requirements. VSAT-L will have a Ku, Ka, and X band capability. VSAT-M and VSAT-S will have Ku and Ka band capability.

Task 2-2 Milestones		
MILESTONES	Start Date	Completion Date
DELIVER VSAT-S/M KA BAND KITS	January 15, 2014	December 15, 2014
DELIVER VSAT-L X BAND KIT	April 1, 2014	March 15, 2015
DE-FIELD LMST/PHOENIX	February 27, 2015	November 5, 2015

2-3. Support IT Civilian Marine Education and Training (CR).

MCIENT strategy reference: p. 22, paragraph 4.2.3 Community of Interest Network

Task description: The Information Technology Management (ITM) Community of Interest (COI) facilitates access to training and professional development opportunities for its members. This is accomplished primarily through the community’s Training and Professional Development Program T&PDP, funded by M&RA. Additionally, the COI advertises training opportunities, either free or at cost, as they become known.

Task 2-3 Milestones		
MILESTONES	Start Date	Completion Date
Establish T&PDP Opportunities List	July	September
Develop COI Budget Submission	September	October
Release MARADMIN Soliciting T&PDP Applicants	November	November
Evaluate and Select Applicants	December	January
Receive Funding	January	January*

Execute Program	January	August
Advertise Specific Training Opportunities	Ongoing	Ongoing

*This is the expected time, but relies on budget approvals. In 2013, funds were received in May.

MCIENT STRATEGIC OBJECTIVE 3: ENABLE MARINE CORPS COMMAND AND CONTROL

MCIENT components must be continually improved to support Marine Corps command and control (C2). For instance, the MCEN is central to the Marine Corps Functional Concept for Command and Control, where C2 is envisioned as leader-centric and network enabled, connecting all elements of the MAGTF with joint forces and mission partners to improve information sharing and collaboration. The concept will leverage a distributed network to improve unity of effort and speed of command by connecting organizations that can synchronize and integrate their force elements at the lowest levels.

3-1. Develop plans and policies for resourcing and sustainment of applications (CP).

MCIENT strategy reference: p.26, paragraph 4.6.2 Director C4 Governance Process.

Task description: Develop plans and policies for resourcing and sustainment of applications in order to meet the expected increased demands and further manage new technology insertions an Application Management Plan has to be created that enables governance of our Applications. This governance will ensure configuration control, sustainment and phase out of legacy applications no longer supportable, define Software Asset Management (SWAM) and SWAM’s implementation within MCEN. This plan will address the development of cost effective changes and maintain operational security of the network, establish the procedures and guidelines, define responsibilities, specify requirements and facilitate the implementation of standardized business practices.

Task 3-1 Milestones		
MILESTONES	Start Date	Completion Date
IDENTIFY A PROCESS OWNER FOR APPLICATION MANAGEMENT WHO WILL BE TASKED TO REFINE “CENTRALIZED APPLICATION MANAGEMENT,” WHICH INCLUDES SOFTWARE ASSET AND LICENSE MANAGEMENT FOR THE MARINE CORPS IN SUPPORT OF THE DON INITIATIVE FOR COST SAVINGS	March 1, 2013	July 1, 2013
FURTHER IDENTIFY AND DEVELOP APPLICATION PROCESSES AND PROCEDURES ASSOCIATED WITH SOFTWARE ASSET MANAGEMENT TO INCLUDE APPLICATION LIFE CYCLE FOR DESKTOP, SERVER, AND TACTICAL APPLICATIONS AND LICENSES	March 1, 2013	August 1, 2013
DEVELOP AN APPLICATIONS MANAGEMENT PROCESS GUIDE THAT OUTLINES THE INCLUSION, TESTING, CERTIFICATION AND SUSTAINMENT OF BOTH COMMERCIAL OFF THE SHELF (COTS) AND GOVERNMENT OFF THE SHELF (GOTS) SOFTWARE. THIS WILL INCLUDE THIRD PARTY APPLICATIONS USED IN DEVELOPMENT OF IT-RELATED PROGRAMS OF RECORD (POR) WITH MCSC’S PRODUCT MANAGER (PDM) MARINE CORPS ENTERPRISE SERVICES (MCES)/STRATEGIC APPLICATION MANAGEMENT (SAM)	March 1, 2013	October 1, 2013
SUPPORT CIO IN DEVELOP APPLICATIONS MANAGEMENT GOVERNANCE THAT GENERATES POLICIES AND FISCAL IMPLEMENTATION OF THE PROCESSES DEFINED IN THE APPLICATION MANAGEMENT PROCESS GUIDES	March 1, 2013	November 1, 2013
IDENTIFY TRAINING REQUIREMENTS FOR SOFTWARE ASSET MANAGEMENT (SWAM) AND LICENSE MANAGEMENT AT THE TIER LEVELS	March 1, 2013	December 1, 2013

SUPPORT CIO IN MAINTENANCE OF ACCURATE IT INVENTORIES OF THE MARINE CORPS IT PORTFOLIO (A COLLECTION OF COTS, GOTS, AND JOINT SYSTEMS/APPLICATIONS USED WITHIN THE MARINE CORPS INFORMATION ENTERPRISE (MCIENT) AND CERTIFY ANNUAL REVIEW OF ALL IT SYSTEMS AND APPLICATIONS REGISTERED IN DOD INFORMATION TECHNOLOGY PORTFOLIO REPOSITORY (DITPR)-DON AND DON APPLICATION AND DATABASE MANAGEMENT SYSTEM (DADMS).	March 1, 2013	April 1, 2014
TRACK THE DELIVERY OF APPLICATIONS FROM ENTERPRISE, JOINT (DISA) AND REGIONAL LEVELS PER DITPR-DON AND DADMS REPOSITORIES AND PDM MCES/SAM	March 1, 2013	April 1, 2014

3-2. Advocate for Operating Forces requirements (CS).

MCIENT strategy reference: This task helps to support many tasks by utilizing the Operating Forces input to support decisions that C4 is trying to make.

Task description: Advocate for Operating Forces requirements by communicating with the operating forces. This task includes, but is not limited to quarterly in progress reviews on select programs of record; conducting the C4 Operational Advisory Group (OAG); and C4 community video teleconferences as required.

Task 3-2 Milestones		
MILESTONES	Start Date	Completion Date
C4 OAG		
C4 OAG ANNUAL CONFERENCE	November 5, 2013	April 25, 2014
Develop agenda	November 4, 2013	April 14, 2013
Draft Conference Request for review	November 4, 2013	December 11, 2013
Send Conference Request for approval	December 19, 2014	December 27, 2014
Draft convening message for review	February 9, 2014	February 18, 2014
Publish convening message	March 19, 2014	March 19, 2014
Conduct OAG	April 15, 2014	April 17, 2014
Reconcile tasks with OpFor through SVTC	April 24, 2014	April 24, 2014
Draft AAR message for review	April 25, 2014	May 1, 2014
Publish Message	May 2, 2013	May 3, 2013
C4 OAG SVTC MEETING (BETWEEN ANNUAL OAG'S)		Ongoing
OPS SVTC (CONDUCTED EVERY 2 WEEKS)		Ongoing

3-3. Coordinate amphibious C4 requirements (CS).

MCIENT strategy reference: p.20, paragraph 4.1.2 Agile Networking, 4.1.3 Globally Connected and Interoperable Transport.

Task description: Coordinate amphibious C4 requirements. Elements include standardizing MAGTF Tier 1-3 systems across L class naval platforms; advocating for Navy Programs of Record that will increase communication bandwidth and security; coordinating MAGTF afloat network (CANES) policy and requirements with the Navy; Waterfront manning of the LHAs and LHDs; and assist in preparing Ship Change Documents (SCD). In accordance with FY12 fall Operational Advisory Group, task 27, complete waterfront Marine manning through fleet socialization by summer 2012.

Task 3-3 Milestones		
MILESTONES	Start Date	Completion Date
STANDARDIZATION ACROSS THE MEUS		
Have a standard C4 baseline within each class (all ships have same C4 systems). Participate in Monthly Naval Amphibious Baseline (NAB) Review to track.	N/A	Ongoing
NONPERMANENT CHANGE EQUIPMENT		

Navy authorized retention of NPC equipment (saves USMC millions). However, the goal is for the systems to become POR's. Participate in monthly NAB review and monthly Integrated Combat System (ICS) Change Control Board (CCB) to track. In addition, informally trying to influence Navy to push for POM 15 submission.	N/A	Ongoing
CANES		
USMC is exempt from the Application Integration (AI) process but with changes to the baseline want to mitigate. USMC response staffed at SES level of MCSC.	N/A	May 15, 2013
CANES current Network Capacity does not fully support the needs of the LF. USMC recommends supporting ISNS D(V)1 optimization as a non-material solution. Mr. Bible plans to discuss with PEO C4I.	N/A	Ongoing
CANES Training: PMW-160 has agreed to provide USMC full admin rights if our guys are properly trained. Major Keener has FORAC	N/A	Ongoing
In order to try and influence CANES decisions, participate in the following forums/meetings: NAB Review, Marine Corps Amphibious Advisory Board (MCAAB), Bi-Weekly Amphib IPT, Ship Integrated Working Group (SIWG) and PEO C4I/MCSC WG.	N/A	Ongoing

3-4. Oversee IT Handbook Best Practices (CS).

MCIENT strategy reference: p.25, paragraph 4.5.3 Flexible Network (The handbook should be able to utilize OPFORS best practices to support the requirement to have a well designed and engineered architecture and be used as a continual assessment tool for the strategic environment portion).

Task description: Oversee the It Handbook Best Practices. In accordance with FY12 fall Operational Advisory Group task 3, continue development of the document in a WIKI format.

Task 3-4 Milestones		
MILESTONES	Start Date	Completion Date
TBD		

MCIENT STRATEGIC OBJECTIVE 4: INFLUENCE AND INFUSE EMERGING TECHNOLOGIES

To ensure Marines and their mission partners are sufficiently equipped to succeed in an uncertain security environment, the Marine Corps must develop innovative ways to influence and infuse emerging commercial and government-developed technologies. The rate of technological innovation and change far exceeds Government mandated development and acquisition processes.

4-1. Oversee tactical radio modernization (CS).

MCIENT strategy reference: p.20, paragraph 4.1.2 Agile Networking, 4.1.3 Globally Connected and Interoperable Transport, and p.21, paragraph 4.1.5 Network Enabled Radios.

Task description: Oversee tactical radio modernization in order to enable Joint interoperability at the battalion level and below, to include updates on the Joint Tactical Network Center.

Task 4-1 Milestones		
MILESTONES	Start Date	Completion Date
RADIO & COMSEC MODERNIZATION	Ongoing	FY24
DOD CIO Radio Strategy Working Group	Ongoing (2nd Thursday of each Month)	FY24
Oversee ANW2 Conveyance to Gov.	Ongoing	TBD

Advise Combat Vehicle COMMs Mod	Ongoing	FY24
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4-2. Oversee NOTM development (CS).

MCIENT strategy reference: p.20, paragraph 4.1.4 Networking on-the-Move (NOTM)

Task description: Oversee the implementation of Networking on the Move (NOTM) Increment 1 and the development of follow on increments throughout the Joint Capabilities and Integration Development System (JCIDS) process.

Task 4-2 Milestones		
MILESTONES	Start Date	Completion Date
FIELDING		
IOC Fielding	February 24, 2013	March 8, 2013
FOC Fielding	March 9, 2013	September 30, 2014
AAV INTEGRATION	January 1, 2013	September 30, 2014
MILSATCOM (Ka) Upgrades	July 1, 2014	December 31, 2015

4-3. Oversee MUOS development (CS).

MCIENT strategy reference: p.20, paragraph 4.1.2 Agile Networking and 4.1.3 Globally Connected and Interoperable Transport.

Task description: Oversee Mobile User Objective System (MUOS) development throughout the Joint Capabilities and Integration Development System process.

Task 4-3 Milestones		
MILESTONES	Start Date	Completion Date
MUOS WORKING GROUP	May 3, 2013	July 2014
Oversee USMC MUOS terminal implementation	November 28, 2012	January 2015
Topic Discussed (TBD)	Ongoing (Monthly Working Group)	TBD

4-4. Oversee WFNSS development (CS).

MCIENT strategy reference: p.20, paragraph 4.1.3 Globally Connected and Interoperable Transport

Task description: Oversee the War Fighter Network Service Strategy development by participating in the detailed implementation, manpower, and training analysis and POM strategy across BLTs.

Task 4-4 Milestones		
MILESTONES	Start Date	Completion Date
DISA STEP TDM MIGRATION	Underway	September 30, 2016
FIELD UC COMPLIANT VOIP TO REG & ABOVE	April 1, 2014	December 31, 2014
DE-FIELD DTC-R	October 1, 2015	September 30, 2017
DE-FIELD LMST/PHOENIX	February 27, 2015	November 5, 2015

MCIENT STRATEGIC OBJECTIVE 5: ASSESS, REACT TO, AND INFLUENCE THE STRATEGIC ENVIRONMENT

A MCIENT that is attuned to the strategic environment enables the Marine Corps to achieve competitive advantage by enabling Marines to better assess, adapt to, and influence changes in the strategic environment. This objective is particularly focused on the MCEN and MCITE as they are often our adversaries' focus of cyber-attack. Because information and knowledge are strategic assets impacting all military missions and activities across the range of military operations, the ability to assess, react to, and influence the strategic environment depends on our ability to leverage a flexible network that helps us anticipate, defeat, and mitigate threats to the data, information, and knowledge our Marines and mission partners need.

5-1. Develop Plans and Policy for the unification of the MCEN Wide Area Network (WAN) transport (CP).

MCIENT strategy reference: p.25, paragraph 4.5.2 IT Service Management (ITSM) and 4.5.3 Flexible Network.

Task description: The wide area networks are composed of disparate network segments and technologies. In order to unify the MCEN and synchronize with the DISN, all customer edge WAN components must be upgraded. These upgrades must:

1. Replace Asynchronous Transfer Mode (ATM) and Time Division Multiplexing (TDM)
2. Facilitate the implementation of Unified Capabilities
3. Position the MCEN to leverage DISN Internet Protocol (IP) Services
4. Provide Marine Corps communities of interest with VPN services

Task 5-1 Milestones		
MILESTONES	Start Date	Completion Date
UPGRADE MCEN SECURE INTERNET PROTOCOL ROUTING NETWORK (SIPRNET) OUTER ROUTERS	March 1, 2013	September 30, 2014
UPGRADE MCEN NON-CLASSIFIED INTERNET PROTOCOL ROUTING NETWORK (NIPRNET) OUTER ROUTERS	March 1, 2013	September 30, 2014
DEVELOP A PLAN TO UPGRADE MCEN WAN SIPRNET ENCRYPTION DEVICES CERTIFIED BY THE NSA AND SUPPORTED BY DISA (EXPECTED FY15)	March 1, 2013	September 30, 2014
IMPLEMENT TRAFFIC ENGINEERING ON ALL WAN TRANSPORT CIRCUITS TO OPTIMIZE PARALLEL ALTERNATE CIRCUITS THROUGH LOAD BALANCING	March 1, 2013	January 2, 2014
PUBLISH AN IRM TO ESTABLISH THE MCEN WAN CAPACITY MANAGEMENT PROCESS	March 1, 2013	August 1, 2013
DISCONTINUE ALL HOMELAND DEFENSE NETWORK (HDN) COMMERCIAL CIRCUITS	March 1, 2013	October 1, 2013
PLAN TO ASSUME FINANCIAL RESPONSIBILITY IN FY15 FOR ALL MCEN NON-DEFENSE SECURITY SERVICES (DSS) LEASED CIRCUITS FROM PROJECT WORK MANAGEMENT (PWM)-205 UPON NMCI DISCONTINUANCE	March 1, 2013	September 30, 2014
DEVELOP THE WAN RECOMMENDED PRODUCT LIST BASED UPON THE UC APPROVED PRODUCTS LIST	March 1, 2013	January 2, 2014

5-2. Develop Plans and Policy for the unification of the MCEN Local Area Network (LAN) transport (CP).

MCIENT strategy reference: p.25, paragraph 4.5.2 IT Service Management (ITSM) and 4.5.3 Flexible Network.

Task description: The local area networks are composed of disparate network technologies. In order to unify the MCEN many local area network components must be upgraded. These upgrades must:

1. Replace ATM and TDM
2. Facilitate the implementation of Unified Capabilities

Task 5-2 Milestones		
MILESTONES	Start Date	Completion Date
TAKE INVENTORY OF ATM COMPONENTS ON ALL B/P/S AND TACTICAL PROGRAMS OF RECORD	March 1, 2013	August 1, 2013
DEVELOP REQUIREMENTS DOCUMENTATION TO INTEGRATE DENSE WAVELENGTH DIVISION MULTIPLEXING (DWDM) INTO THE MCEN LAN INFRASTRUCTURE	March 1, 2013	November 1, 2013
PUBLISH THE IRM FOR LAN INFRASTRUCTURE MANAGEMENT	March 1, 2013	November 1, 2013

5-3. Develop Plans and Policy for the implementation of Virtual WAN Transport (CP).

MCIENT strategy reference: p.25, paragraph 4.5.2 IT Service Management (ITSM) and 4.5.3 Flexible Network.

Task description: Separating logical network traffic from the physical network infrastructure will facilitate the maximum effective use for limited and costly WAN resources.

Task 5-3 Milestones		
MILESTONES	Start Date	Completion Date
PILOT DISN LAYER 3 VPNS IN SUPPORT OF AVIATION DISTRIBUTED VIRTUAL TRAINING ENVIRONMENT (ADVTE)	March 1, 2013	August 1, 2013
PILOT DISN PRIVATE LAN	March 1, 2013	February 1, 2013
PILOT DISN PRIVATE INTERNET SERVICE PROVIDER (ISP) SERVICES	March 1, 2013	June 1, 2014
PUBLISH AN IRM TO PROVIDE GUIDANCE FOR THE UTILIZATION OF DISN IP SERVICES	March 1, 2013	December 1, 2013
DEVELOP THE VIRTUAL WAN RECOMMENDED PRODUCT LIST BASED UPON THE UC APPROVED PRODUCTS LIST	March 1, 2013	December 1, 2013

5-4. Develop Plans and Policy for the integration of voice and base telecom services (CP).

MCIENT strategy reference: p.25, paragraph 4.5.2 IT Service Management (ITSM) and 4.5.3 Flexible Network.

Task description: An installations telecom infrastructure provides support for the following services:

- Enhanced 911 (E-911)
- Video-Teleconferencing (VTC)
- Integrated Services Digital Network (ISDN)
- Energy Monitoring Control Systems (EMCS)
- Intrusion Detection Systems (IDS)
- Access Control Systems
- Fire Alarm Control Networks
- Fleet Training Systems
- Telecommunications Management Systems (TMS)
- Primary DC Power
- Voicemail
- Conferencing
- Outside Plant Services

Task 5-4 Milestones		
MILESTONES	Start Date	Completion Date
PUBLISH AN IRM TO PROVIDE POLICY GUIDANCE FOR VOICE AND VIDEO SERVICES	March 1, 2013	February 1, 2014
UPDATE THE MCEN UNIFIED CAPABILITIES IMPLEMENTATION PLAN	March 1, 2013	March 1, 2014
IMPLEMENT DISN ENTERPRISE CLASSIFIED VOIP (ECVOIP)	March 1, 2013	September 30, 2014
PUBLISH AND MAINTAIN AN IT FACILITIES DESIGN, MAINTENANCE AND FUNDING POLICY	March 1, 2013	September 30, 2014

5-5. Develop a standard policy for Regional Helpdesks (CP).

MCIENT strategy reference: p.25, paragraph 4.5.2 IT Service Management (ITSM) and 4.5.3 Flexible Network.

Task description: A key function in the implementation of unified ITSM processes across the Marine Corps is the implementation of Regional Helpdesks (RHDs). The RHDs will serve as the focal points for service. The RHDs, in their end-state, will coordinate actions across all IT organizations; keep status updates, resolution, and communication flowing back and forth to the MCNOSC. Most importantly, they will act upon any degradation of services that could cause major outages before they happen.

Eventually, the RHDs will support user issues including fixing technical faults, logging & categorizing incidents /events, responding to a service request, answering queries, and coordinating “standard” changes. Specifically, the RHDs will encompass the service operations processes such as incident management and request fulfillment.

Task 5-5 Milestones		
MILESTONES	Start Date	Completion Date
PUBLISH AN IRM TO ESTABLISH STANDARDS FOR THE REGIONAL HELP DESKS	March 1, 2013	September 1, 2013

5-6. Develop a Rights Management Policy (CIO).

MCIENT strategy reference: p.26-27, paragraph 4.7.1 CIO Organization and 4.7.2 CIO Function and Processes.

Task description: Research and evaluate Rights Management to determine if a Marine Corps policy on Rights Management is required. Rights management is technology that can be used by content owners to selectively allow or deny recipients of their document or email from printing, forwarding, or copying content without appropriate permissions and authorities – restrictions placed on the document or email using this technology becomes part of the document or email file.

Task 5-6 Milestones		
MILESTONES	Start Date	Completion Date
Research and evaluate rights management technology		October 2013
Determine availability of technology within current Enterprise Services portfolio and cost and level of effort required to implement.	August 1, 2013	September 30,2013
Determine legal, FOIA, IA, PII and information sharing implications of implementation based on existing laws and policy.	August 1, 2013	August 31, 2013
Develop BCA	August 1, 2013	September 30, 2013
If favorable results of BCA, develop POA&M to implement Rights Management	September 1, 2013	October 31, 2013

5-7. Develop an IT Service Management (ITSM) Policy (CP).

MCIENT strategy reference: p.25, paragraph 4.5.2 IT Service Management (ITSM) and 4.5.3 Flexible Network.

Task description: Standardization of ITSM processes based on the Information Technology Infrastructure Library (ITIL v3) Framework will enable MCEN ITSM stakeholders who include HQMC C4, Marine Corps Systems Command (MCSC), MCNOSC, and Regional G6s to provide a consistent level of MCEN Services.

Task 5-7 Milestones		
MILESTONES	Start Date	Completion Date
PUBLISH INFORMATION RESOURCE MANUAL (IRM) TO ESTABLISH THE MCEN ITSM GOVERNANCE STRUCTURE	July 1, 2013	August 1, 2013
REVISE THE ENTERPRISE SERVICES MANAGEMENT GOVERNANCE BOARD (ESMGB) CHARTER	July 1, 2013	August 1, 2013
DEFINE THE ENTERPRISE ITSM PROCESSES	January 7, 2013	August 1, 2013
DEFINE WHAT ARE LOCAL OR REGIONAL PROCESSES	March 1, 2013	August 1, 2013

DEVELOP THE ROLES AND RESPONSIBILITIES FOR STANDARD ENTERPRISE NETOPS AND ITSM TOOLSETS	March 1, 2013	August 1, 2013
DEVELOP A PROCESS FOR CONTINUOUS REVIEW AND IMPROVEMENT OF MCEN ITSM	March 1, 2013	August 1, 2013
IMPLEMENT THE MCEN ITSM GOVERNANCE IRM	January 7, 2013	September 30, 2014
TRACK THE IMPLEMENTATION OF ALL ITSM PROCESSES	January 7, 2013	September 30, 2014

MCIENT STRATEGIC OBJECTIVE 6: MAN, TRAIN, AND EQUIP THE FORCE FOR THE MCIENT

The Commandant of the Marine Corps is responsible for manning, training, and equipping the force for the MCIENT. The Director C4 is the Commandant's principal advisor for all Title 10 matters and responsibilities related to the Information Enterprise. The Director C4 will periodically review the organization and processes designed to support the execution of delegated Title 10 responsibilities.

6-1. Provide input to the OEF ground reset strategy (CS).

MCIENT strategy reference: p.20 paragraph 4.1 STRATEGIC OBJECTIVE 1: ENHANCE OUR ROBUST, SEAMLESS, AND SECURE MCEN (Even though this does not fall into any of the individual tasks, this is C4's way to influence the distribution of current systems to support each task in strategic Objective number 1)

Task description: Provide input on C4 issues to the Operation Enduring Freedom (OEF) Ground Reset Strategy.

Task 6-1 Milestones		
MILESTONES	Start Date	Completion Date
PARTICIPATE IN THE SGEWG	N/A	As Directed

6-2. Advocate for end user device development (CS).

MCIENT strategy reference: p.20, paragraph 4.1.2 Agile Networking and 4.1.3 Globally Connected and Interoperable Transport.

Task description: Support Service and DoD S&T initiatives to develop an affordable, commercially available, non-proprietary common computing family of end user devices aligned to the Marine Corps Commercial Mobile Device Strategy and capable of providing C2 and Situational Awareness capabilities at tactical echelons.

Task 6-2 Milestones		
MILESTONES	Start Date	Completion Date
DEVELOPMENT OF THE TRUSTED HANDHELD		
Delivery of Production Representative TH2 Devices	June 29, 2012	July 1, 2013
USMC NIPR-Only DIACAP Validation	February 2013	December 2013
USMC SIPR-Only DIACAP Validation	November 2013	December 2013
USMC NIPR/SIPR DIACAP Validation	TBD	TBD
Unified Capabilities (UC) Validation	June 2013	December 2013
Commercial Solutions for Classified (CSfC) Validation	April 2013	November 2013
Cross Domain Solution (CDS) Validation	June 2012	TBD
TH2 TRANSITION TO THE ENTERPRISE		
Bring Your Own Device (BYOD) Beta Pilot	June 1, 2013	January 1, 2014
BYOD Pilot	January 1, 2014	June 30, 2014
Enterprise BYOD Transition	July 1, 2014	July 1, 2015+
TACTICAL HANDHELD C2		
Tactical Waveform Interface (TWI) Solicitation	July 2013	October 2013
TWI Development & Delivery	October 2013	December 2013
Mobility Joint Concept Technology Demonstration (JCTD)	July 2013	July 2014

6-3. Manage 06XX/28XX MOSs (CS).

MCIENT strategy reference: p.26, paragraph 4.6.3 “Network Marine” Training

Task description: Manage 06XX/28XX Military Occupational Specialties (MOS). Methods include Reviewing MOSs to better support the emerging technologies and the Warfighter Network Service Strategy; align the structure to support operational forces concept of employments. Develop training to enhance the Marines' understanding of common systems, platforms, and networks; developing career level distance learning courses.

Task 6-3 Milestones		
MILESTONES	Start Date	Completion Date
MOS MANUAL	January 1, 2015	December 1, 2015
Draft Changes/Updates to the Manual for approval	August 1, 2013	August 28, 2013
Submit changes to TECOM	August 29, 2013	September 1, 2013
Draft TOECR to support changes to the Manual for approval	August 1, 2013	September 1, 2013
Submit TOECR to TFSD	September 1, 2013	April 2014
Review final draft from TECOM	February 2014	April 2014

6-4. Conduct Financial Resource Management (CR).

MCIENT strategy reference: p. 26, paragraph 4.6.2 Director C4 Governance Process

Task description: CR supports the annual Planning, Programming, Budget and Execution (PPBE) cycle which dictates the monies projected to be available by fiscal year (FY); it is managed in 5 year blocks (starting with the upcoming FY) and advances each year according to the fiscal calendar which begins October 1st. The following milestones are generally accepted as recurring events although the specific dates may be adjusted according to mission requirements.

Task 6-4 Milestones		
MILESTONES	Start Date	Completion Date
NEW BUDGET approved by Congress	October	October
POM Baseline Review	October	November
Capability Reviews	November	January
POM Initiative Development	December	January
POM PEB Review	February	March
Capability Gap Reviews	February	May
POM Working Groups (PWGS) Integration	April	May
MROC sends POM to CMC for approval	April	May
T-POM sent to NAVY & POM to Budget	June	July
Capability Refinement/MCSHA Status Updates	June	August
NAVCOMPT Review	July	August
OSD BUDGET Estimate Review	September	October
PRESIDENT'S Budget Review	January	February

MCIENT STRATEGIC OBJECTIVE 7: EXECUTE CIO RESPONSIBILITIES AND CORE COMPETENCIES

A body of Federal law and policy (e.g., Clinger Cohen Act, OMB Circulars, etc.) establishes the requirement for federal agencies and military organizations to have a Chief Information Officer. This body of law also governs the responsibilities and activities of CIOs. The DDCIO (MC) performs the responsibilities and activities that are necessary for ensuring Marine Corps compliance with standards and policies for ensuring IT and workforce strategies, architectures, and investments efficiently achieve organizational requirements. The MCIENT model provides an organizing framework to assist the DDCIO (MC) in performing CIO duties.

7-1. Develop MCEN Architecture Management Processes (CP).

MCIENT strategy reference: p.26, paragraph 4.6.2 Director C4 Governance Process.

Task description: The MCEN architecture must be depicted and understood in a common manner to synchronize multiple purposes. MCEN architecture must be flexible and modular to accommodate rapid changes such as the provisioning users of services. New architecture developments must ensure that the MCEN security is maintained at all levels. To ensure these objectives, the Marine Corps requires a process to manage and maintain MCEN architecture which aligns to Department of the Navy (DON), DOD, and other reference Architectures.

Task 7-1 Milestones		
MILESTONES	Start Date	Completion Date
ESTABLISH AND MAINTAIN THE MCEN "AS-IS" ARCHITECTURE IN DEPARTMENT OF DEFENSE ARCHITECTURE FRAMEWORK (DODAF)	March 1, 2013	September 1, 2013
DEVELOP THE MCEN "TO BE" ARCHITECTURES IN DODAF FORMAT WHICH ALIGN TO THE JIE REFERENCE MODEL	March 1, 2013	September 1, 2013
DEVELOP PROJECTED ARCHITECTURES FOR MARINE CORPS COMMERCIAL MOBILE DEVICE STRATEGY IMPLEMENTATION	March 1, 2013	September 1, 2013
REVIEW "TO BE" ARCHITECTURES WITH PROGRAMS OF RECORD, CURRENT SERVICE MANAGERS AND RESPONSIBLE ENGINEERING ACTIVITIES TO DEVELOP A LIST OF ACTIVITIES REQUIRED TO IMPLEMENT THE FINAL ARCHITECTURE PLAN	March 1, 2013	September 1, 2013
IDENTIFY MATERIAL AND NON-MATERIAL GAPS TO ACHIEVING "TO BE" ARCHITECTURE	March 1, 2013	September 1, 2013
PUBLISH AN IRM WHICH REQUIRES ANY OFFICIAL ARCHITECTURES TO BE DEPICTED IN DODAF FORMAT	March 1, 2013	September 1, 2013

7-2. Develop MCEN Active Directory (AD) structure (CP).

MCIENT strategy reference: p.25, paragraph 4.5.3 Flexible Network.

Task description: The AD structure must be standardized across the regional structure to provide efficient network management and control. In order to empower local helpdesks the new AD structure must be designed to support the Marine Corps Regionalization Strategy by providing the regions with the means to manage their service area.

Task 7-2 Milestones		
MILESTONES	Start Date	Completion Date
DEFINE TOTAL GARRISON MCEN USER SCOPE TO INCLUDE COSC CLIENTS AND LEGACY MCW	March 1, 2013	June 1, 2013
DEVELOP A STANDARDIZED AND REGIONALIZED AD STRUCTURE, INCLUDING APPROPRIATE REQUIRED ORGANIZATIONAL UNITS (OUS)	March 1, 2013	May 15, 2013
ENSURE OU STRUCTURE PROPERLY MAPS TO THE AD ADMINISTRATIVE DELEGATION MODEL	March 1, 2013	May 15, 2013
DEVELOP A PROCESS TO TRACK CHANGES TO THE OU MODEL AND AD IN GENERAL ARE TRACKED THE ENTERPRISE CHANGE MANAGEMENT AS A CONFIGURATION ITEM.	March 1, 2013	May 15, 2013
COMPLETE REQUIRED UPDATES TO ENTERPRISE STRATEGY AND GUIDANCE DOCUMENTS (CONCEPT OF EMPLOYMENT, ENTERPRISE ROLES AND RESPONSIBILITIES PERMISSIONS GUIDE, ETC).	March 1, 2013	June 1, 2013
IDENTIFY ALL DEPENDENCIES (TECHNICAL SOLUTIONS, ENTERPRISE ARCHITECTURES, GROUPS AND GROUP MEMBERSHIP, ETC.) THAT WILL NEED TO BE UPDATED AND DEVELOP A ROAD MAP FOR IMPLEMENTATION.	March 1, 2013	October 1, 2013
COMPLETE MIGRATION OF ALL OBJECTS AND UPDATE OF	March 1, 2013	May 1, 2014

SOLUTIONS AND SUPPORTING ARTIFACTS.		
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7-3 Oversee the Marine Corps ITSG (CIO).

MCIENT strategy reference: p.26, paragraph 4.6.1 Director C4 Governance Organization and 4.6.2 Director C4 Governance Process.

Task description: The ACMC signed the revised Information Technology Steering (ITSG) charter 16 May 2013 assigning members, roles, responsibilities, and tasks; detailing the ITSG relationship with the Marine Corps CIO; and establishing provisions for determining the ITSG’s meeting frequency. The mission of the ITSG is to serve as the senior advisory forum providing recommendations on IT strategy and governance across the MCITE and advise on the full range of enterprise IT and IM matters pertaining to the MCEINT including the enterprise infrastructure and services.

Task 7-3 Milestones		
MILESTONES	Start Date	Completion Date
ITSG Charter	September 1, 2012	Completed
Draft review and comment adjudication	October 1, 2012	Completed
Draft completes DMCS review	February 1, 2013	Completed
ACMC signs ITSG Charter	May 1, 2013	Completed
2013 ITSG Portfolio Assessment	March 1, 2013	June 30, 2013
IT portfolio performance assessment	March 1, 2013	Completed
ITSG report draft submitted to DDCIO(MC)	April 1, 2013	Completed
DDCIO(MC) Issues report to DC/P&R	May 1, 2013	June 30, 2013
Conduct ITSG Meeting	Recurring	Recurring
Conduct ITSG virtual meetings	Recurring	Recurring

7-4. Facilitate Execution of C4 IT Deep Dive Recommendations (CIO).

MCIENT strategy reference: p.26-27, paragraph 4.7.1 CIO Organization and 4.7.2 CIO Function and Processes.

Task description: C4 IT deep dive initiated June 2010. The C4 IT deep dive provided recommendations to improve the execution of CIO core competencies in the areas of IT governance, IT human capital management, IT sourcing management, enterprise architecture, strategic planning, and performance management.

Task 7-4 Milestones		
MILESTONES	Start Date	Completion Date
Phase IV	May 1, 2013	June 30, 2014
Define scope of work	May 1, 2013	Completed
Contract award	June 1, 2013	July 31, 2013
IT spend and cost analysis	July 1, 2013	Feb 28, 2014
IT governance improvement	July 1, 2013	October 31, 2013
Performance management implementation	July 1, 2013	June 30, 2014
Web-enabled Performance Model	August 1, 2013	March 31, 2014
Recommendations	Recurring	Recurring

MCIENT STRATEGIC OBJECTIVE 8: INSTITUTIONALIZE STRATEGIC PLANNING AND LIFECYCLE MANAGEMENT

The Marine Corps will establish a standardized MCIENT Strategy Development and Lifecycle Management Process as depicted in Figure 1. The process is designed to provide the Director C4 / DDCIO (MC) with a continuous and structured method for coordinating the development of enterprise objectives that achieve the MCIENT vision and inform Force Development investment priorities. Furthermore, the Strategy Development and Lifecycle

Management Process will ensure the MCIENT Strategy is: (1) *developed* in support of Marine Corps objectives, (2) *communicated* across the Corps and to external audiences, (3) *executed* by the organization, and (4) is assessed and reviewed for relevance and for vision/mission accomplishment.

8-1. Develop C4 strategic documents (CV).

MCIENT strategy reference: p.27, paragraph 4.8.2 MCIENT Strategic Planning and Lifecycle Management Process.

Task description: Develop initial and updated C4 strategic documents to include the Marine Corps Information Enterprise (MCIENT) strategy, MCIENT Strategy Implementation Planning Guidance, MCIENT Strategic Communications Plan, MCIENT Strategy Assessment Plan, and supporting documents and media.

Task 8-1 Milestones		
MILESTONES	Start Date	Completion Date
DEVELOP MCIENT STRATEGY 2.0	January 1, 2015	December 1, 2015
DEVELOP MCIENT STRATEGIC COMMUNICATIONS PLAN	September 2, 2013	October 28, 2013
Review the MCIENT Strategic Communications Guidebook	September 2, 2013	October 4, 2013
Staff draft document	October 7, 2013	October 25, 2013
Route for signature	October 28, 2013	TBD
DEVELOP MCIENT IPG V1.2	July 1, 2013	July 3, 2014
Prepare for planning	July 1, 2013	September 27, 2013
Assess the strategic context	September 30, 2013	January 3, 2014
Develop plan components	January 6, 2014	March 28, 2014
Socialize and complete the plan	March 31, 2014	July 3, 2014
DEVELOP THE 5 YEAR TRANSITION PLAN	July 1, 2013	July 7, 2014
Define Project Requirements	July 1, 2013	September 27, 2013
Conduct environmental scan	September 30, 2013	January 3, 2014
Establish transition steering committee	January 6, 2014	March 28, 2014
Develop Action Plans	March 31, 2014	July 3, 2014
Publish Final Transition Plan	July 7, 2014	TBD

8-2. Communicate a single focused C4 message (CV).

MCIENT strategy reference: p.27, paragraph 4.8.2 MCIENT Strategic Planning and Lifecycle Management Process.

Task description: Communicate a single focused C4 message based on the MCIENT Strategy and Director's Vision and Priorities in accordance with the C4 Strategic Communications Plan.

Task 8-2 Milestones		
MILESTONES	Start Date	Completion Date
FACILITATE EXECUTIVE LEVEL STRATEGIC COMMUNICATIONS	N/A	As directed
CONDUCT TASKS THROUGH THE DEVELOPED OF THE MCIENT STRATEGIC COMMUNICATIONS PLAN	N/A	TBD

8-3. Implement the MCIENT strategy Development and Lifecycle Management Process (CV).

MCIENT strategy reference: p.27, paragraph 4.8.2 MCIENT Strategic Planning and Lifecycle Management Process.

Task description: Implement planning guidance for the Marine Corps Information Enterprise (MCIENT) Strategy and supporting strategies as necessary. In addition to developing C4 strategic documents, this task entails facilitating MCIENT Strategy implementation through oversight of C4 external communications.

Task 8-3 Milestones		
MILESTONES	Start Date	Completion Date
TRACK IPG TASK PROGRESS	Monthly	N/A

TRACK USMC COMMERCIAL MOBILE DEVICE STRATEGY IMPLEMENTATION	June 1, 2013	September 30, 2014
Conduct the BYOD beta test	June 1, 2013	December 31, 2013
Conduct the BYOD pilot	January 1, 2014	June 30, 2014
Prepare for BYOD Implementation	January 1, 2014	June 30, 2014
Employ BYOD for the USMC	July 1, 2014	September 30, 2014
Phase out government owned Hardware	July 1, 2014	September 30, 2014
TRACK THE IMPLEMENTATION OF THE MARINE CORPS PRIVATE CLOUD COMPUTING ENVIRONMENT STRATEGY	N/A	Annually

8-4. Assess MCIENT strategy implementation (CV).

MCIENT strategy reference: p.27, paragraph 4.8.2 MCIENT Strategic Planning and Lifecycle Management Process.

Task description: Assess MCIENT strategy implementation as directed in the MCIENT Strategy Assessment Plan. Assessment information will be used to inform the Director's decision making process and annually update the strategic documents.

Task 8-4 Milestones		
MILESTONES	Start Date	Completion Date
ASSESS IPG V1.1 IMPLEMENTATION	Publication	June 30, 2014
Update the Director on IPG progress	N/A	Quarterly
Develop a centralized repository to access documents developed in support of IPG tasks.	July 8, 2013	December 30, 2013
Disseminate consolidated milestone progress as briefed to the C4 Director in Division quarterly updates.	September 30, 2013	Ongoing quarterly
Additional milestones created in the development of MCIENT IPG v1.2	N/A	TBD

MCIENT STRATEGIC OBJECTIVE 9: IMPLEMENT A FEDERATED DATA ENVIRONMENT

Federating data across the MCIENT is central to delivering a robust and seamless information environment. Data federation means that structured and unstructured data (e.g., databases, imagery, audio, etc.) is distributed across the information environment in a series of interrelated and linked authoritative data sources. Federation is crucial to implementing a robust defense-in-depth IA strategy because it decentralizes and replicates data services to protect enterprise segments from data loss during periods of disruption. Additionally, the Marine Corps will participate in the development of multinational standards (e.g., STANAG 4609, etc.) and publish adopted standards to facilitate mission partner interoperability.

9-1. Develop Policy and objective to govern Data Centers (CP).

MCIENT strategy reference: p.26, paragraph 4.6.2 Director C4 Governance Process.

Task description: Currently there exist an excessive quantity of, and underutilized resources, in terms of USMC Data Centers. This is an inefficient use of resources and funds as we move into an austere environment. In accordance with DON IT/Cyberspace Efficiency Initiatives and Realignment Tasking, the USMC must consolidate and reduce the number of our data centers. The USMC will overlay its current Regional construct to the MCEN. There is ample opportunity within existing hardware and programs (MCEITS) for the USMC to execute the reshaping of Data Centers effectively.

Task 9-1 Milestones		
MILESTONES	Start Date	Completion Date
INVENTORY USMC DATA CENTERS THROUGHOUT THE MARINE CORPS, WITH QUARTERLY UPDATES IN JULY, OCT AND JAN 2014	March 1, 2013	June 1, 2013
PUBLISH A MORATORIUM ON ANY NEW DATA CENTERS	March 1, 2013	June 1, 2013
PUBLISH POLICY DIRECTING SERVICES AND STORAGE HOSTING	March 1, 2013	September 1, 2013

AT SPECIFIC DATA CENTERS		
DEFINE THE END-STATE OF MCEN DATA CENTERS	March 1, 2013	September 1, 2013
PUBLISH AN IRM WHICH DEFINES THE MCICOM'S ROLES AND RESPONSIBILITIES AS LEAD FOR INFRASTRUCTURE (TO BE STAFFED THROUGH MCICOM OPSO)	March 1, 2013	December 1, 2013
PUBLISH POLICY FOR THE REAL PROPERTY AND SUPPORT FOR DATA CENTERS (TO BE STAFFED THROUGH MCICOM OPSO)	March 1, 2013	December 1, 2013

9-2. Update then publish the Marine Corps Information Environment (MCIE) Supporting Establishment (SE) Concept of Employment (COE) (CP).

MCIENT strategy reference: p.26, paragraph 4.6.2 Director C4 Governance Process.

Task description: Concepts highlighted in this document are the Marine Corps' regionalization strategy centered on four regions that form the backbone of all net-centric operations. The regions include the National Capital Region (NCR), Atlantic, Pacific, and Reserves. Each region is supported by a RNOSC. The four regions encompass a total of eight sub-regions which are based on either geographical proximity or functional alignment. The sub-regions further support the regional backbone for all net-centric operations. All Marine Corps Bases/Stations (B/S) fall into one of these sub-regions. The sub-regions include HQMC, National Capital Region, East, Reserves, West, Mid Pacific, West Pacific, and Europe. Each sub-region is supported by a single MITSC designed to provide IT services to garrison Marine Expeditionary Forces (MEFs), Marine Reserve Forces and Marine Corps Supporting Establishments (SE) within its area of responsibility. B/P/S provide touch labor in support of their respective MITSCs.

Operational control of the MCIE (SE) in this regionally-based architecture results in two significant changes to how commanders fulfill their NetOps missions:

- The first is a realignment of NetOps authorities for global, regional, and local tasking and reporting. Operational NetOps reporting and execution is now accomplished through RNOSCs.
- The second involves implementation of enterprise-wide ITSM processes/tools for maintaining Situational Awareness (SA), network C2 in the execution of the NetOps mission, and delivery of IT services and capabilities to support garrison/deployed units. ITSM binds enterprise, regional, and local NetOps for the purpose of enabling warfighter C2 and providing effective, efficient, and responsive delivery of essential IT services to the Marine Corps customer and user bases. NetOps supports all aspects of the Marine Corps mission and spans all Marine Corps organizations. ITSM integrates the IT Governance, IT Acquisition, and IT Operations communities.

Task 9-2 Milestones		
MILESTONES	Start Date	Completion Date
UPDATE AND PUBLISH IRM 2300-01 MCIE SE COE	January 7, 2013	May 1, 2014

9-3. Lead and Oversee GFM-DI implementation (CIO).

MCIENT strategy reference: p.28, paragraph 4.9.1 Data Advocacy and 4.9.2 Data Policy.

Task description: Plan and oversee activities required to comply with the DOD Global Force Management Data Initiative (GFM DI) to consume, integrate and manipulate force structure and equipment data into appropriate Marine Corps information systems.

Task 9-3 Milestones		
MILESTONES	Start Date	Completion Date
Oversee the implementation of the Global Force Management Data Initiative (GFM DI)		Ongoing
Develop and track GFM DI FY13 and FY14 implementation, strategies and plans	October 1, 2012	September 30, 2013

Facilitate USMC participation in GFM DI Readiness Capability Development Document (CDD)	February 1, 2012	December 31, 2013
Facilitate USMC participation in GFM DI Manpower CDD	December 1, 2012	October 31, 2013
Facilitate USMC participation in GFM DI Assignment CDD	July 1, 2013	August 31, 2013
Facilitate USMC participation in GFM DI Allocation CDD	May 1, 2013	February 28, 2014
Conduct GFM DI IPT's	October 1, 2012	Ongoing

9-4. Manage Data Governance Activities (CIO).

MCIENT strategy reference: p.28, paragraph 4.9.1 Data Advocacy and 4.9.2 Data Policy.

Task description: Establish and maintain USMC data strategy, governance, architecture, and management policies, procedures, and processes. Ensure compliance of USMC data related activities and initiatives with DON, DoD, and federal data policies, regulation, and laws.

Task 9-4 Milestones		
MILESTONES	Start Date	Completion Date
Develop USMC Data Architecture		Ongoing
Develop Marine Corps Authoritative Data Source (ADS) Directory	April 1, 2013	September 31, 2013
Oversee Marine Corps ADS Directory (i.e. data collection and management activities)	June 1, 2013	Ongoing
Implement USMC Data Strategy		Ongoing
Update Data Strategy Marine Corps Order 5231.3	April 1, 2013	April 30, 2014
Revise/Update Net Centric Data Working Group Charter to USMC Data Council	April 1, 2013	Ongoing
Maintain USMC Data Governance		Ongoing
Oversee the implementation of DOD Enterprise Directory Services	February 1, 2013	December 31, 2013
Oversee the implementation of DOD National Information Exchange Model	March 1, 2013	Ongoing
Publish updated guidance for the designation of functional data managers, and authoritative data sources	April 1, 2013	June 30, 2013
Conduct Functional Data Managers meeting to develop, synchronize, and coordinate data policies and data activities across USMC	September 1, 2012	Ongoing

MCIENT STRATEGIC OBJECTIVE 10: IMPLEMENT DISTRIBUTED SERVICES

The Marine Corps will distribute enterprise services regionally and to forward deployed forces in order to facilitate the delivery of a robust and seamless information environment. Distributing services is a central tenant of the net centric force. Achieving this goal will enhance Marine Corps organizational and tactical agility and flexibility, as well as improve information sharing across the total force.

10-1. Develop the MCEN Service Catalog (CP).

MCIENT strategy reference: p.25, paragraph 4.5.2 IT Service Management (ITSM) and 4.5.3 Flexible Network.

Task description: Standardization of the MCEN Service Catalog will enable MCEN users to view, understand, and search the services offered. The MCEN Service Catalog provides required approval, workflow, routing, service-level management, and other processes necessary to facilitate fulfilling requests. The user may return to the site later to check on the status of a request, or to view overall metrics on how well the organization is performing the services it provides.

Task 10-1 Milestones		
MILESTONES	Start Date	Completion Date
PUBLISH THE MCEN SERVICE CATALOG	January 7, 2013	November 30, 2013

PUBLISH AN IRM FOR PORTFOLIO MANAGEMENT PROCESSES THAT ALIGNS TO THE MARINE CORPS FORCE DEVELOPMENT SYSTEM (MCFDS) MCO 5230.21 FOR NEW REQUIREMENTS TO BE ADDED TO THE MCEN	January 1, 2013	November 30, 2014
PUBLISH UPDATED SERVICE CATALOG AND LEVEL MANAGEMENT PROCESS GUIDES IRM	January 1, 2013	January 30, 2014
PUBLISH SERVICE CATALOG GUIDANCE MESSAGE	March 1, 2013	July 30, 2013

MCIENT STRATEGIC OBJECTIVE 11: IMPLEMENT A FEDERATED ENTERPRISE ARCHITECTURE

The Director C4 / DDCIO (MC) will lead the implementation of a federated Enterprise Architecture (EA) in order to establish an integrated EA view of Marine Corps segment architectures (e.g., Battlespace Awareness, Force Application, etc.). This integrated view will facilitate the alignment of USMC resources and capabilities to better execute core and joint missions and to inform the Force Development process. Marine Corps EA will be federated with DOD, DON, and the Intelligence Community (IC) Enterprise Architectures in order to eliminate Department redundancies where appropriate.

11-1. Maintain the EA Governance structure (CIO).

MCIENT strategy reference: p.29, paragraph 4.11.1 Enterprise Architecture Policy and 4.11.2 Enterprise Architecture Lexicon.

Task description: Ensure EA governance documentation is current and aligned with the EA Marine Corps Order 5230.20, other relevant policy, and overarching strategy. Publish policy and guidance directing the activities of the governance structure.

Task 11-1 Milestones		
MILESTONES	Start Date	Completion Date
Publish EA policy and guidance		
Update EA Strategic Plan	April 1, 2013	August 31, 2013
Publish FY14 EA Implementation Guidance to include architecture development requirements (i.e. DoDAF compliant), EA management and governance processes, applicability and use of reference architecture, segment architecture development, and guidance on Marine Corps Architecture tools repositories and the storage of authoritative architecture data	April 1, 2013	September 30, 2013
Maintain and Update EA MCO 5230.20	August 1, 2011	August 31, 2015
Established and Functioning EA Governance Bodies	August 1, 2011	Ongoing
Conduct Enterprise Architecture Working Group (EAWG)	August 1, 2011	Ongoing
Conduct Enterprise Architecture Advisor Board (EAAB)	August 1, 2011	Ongoing
Conduct Enterprise Architecture Executive Steering Group (EAESG)	August 1, 2011	Ongoing
Maintain EA Governance Structure Documents		
Revise and re-sign Enterprise Architecture Working Group (EAWG) Charter	April 1, 2013	July 31, 2013
Revise and re-sign Enterprise Architecture Advisor Board (EAAB) Charter	April 1, 2013	July 31, 2013
Revise and re-sign Enterprise Architecture Executive Steering Group (EAESG) Charter	April 1, 2013	October 31, 2013
Publish EA Products		
Publish Marine Corps OV-1	May 1, 2013	December 31, 2013
Publish Marine Corps AV-1	May 1, 2013	December 31, 2013
Support JIE Architecture Governance	June 1, 2013	Ongoing
Appoint JIE Architecture Working Group members.	April 1, 2013	Completed

MCIENT STRATEGIC OBJECTIVE 12: IMPROVE IA PROFICIENCY ACROSS THE CORPS

The Marine Corps will continue to improve the technical proficiency of the IA workforce, as well as IA awareness and training for all Marines to better protect our information and ensure mission success. In the same manner that Marines are trained in immediate action drills for use during patrolling or convoy operations, Marines need to understand what actions they should take when encountering a threat or attack (e.g., countermeasure employment and incident reporting).

12-1. Develop enterprise cybersecurity architectural roadmap (CY).

MCIENT strategy reference: p.30 and 31, paragraph 4.12.2 Cybersecurity Policy, 4.13.1 Cybersecurity Requirements & 4.13.2 Inherited Cybersecurity Controls.

Task description: The MCEN Cybersecurity architecture must be documented and understood in a common manner to synchronize the environment. MCEN Cybersecurity architecture must be flexible and modular to accommodate rapid changes such as the provisioning user’s services and mission applications. New architecture developments, policy and control must ensure that the MCEN security posture is effectively maintained at all levels. To ensure these objectives, the Marine Corps requires a process to manage and maintain the MCEN architecture that aligns to Department of the Navy (DON), DOD, and other reference Architectures.

Task 12-1 Milestones		
MILESTONES	Start Date	Completion Date
DEVELOP ENTERPRISE CYBER SECURITY ARCHITECTURE ROADMAP		
Develop Cyber Security Architectural Roadmap	April 2013	August 2013
Document the “AS-IS” Architecture	April 2013	August 2013
Conduct Gap Analysis (People, Process & Technology)	April 2013	November 2013
Develop “To-BE” Architecture	April 2013	October 2013
Develop Requirements, Gap Statement of Needs and Closure plan	July 2013	January 2014

12-2. Develop USMC cyber range (CY).

MCIENT strategy reference: p.29, paragraph 4.12 Improve Cybersecurity Proficiency across the Corps, pg. 30, paragraph 4.12.3 Cybersecurity Training and Education and 4.12.4 Cybersecurity Workforce.

Task description: Develop a USMC Cyber Range to train test and exercise the Cyber workforce upon an operationally realistic environment that replicates the production MCEN. Building a tier 2 & 3 environment that will allow Marine Corps Cyber workforce an environment to test new capabilities, conduct proof of concepts, develop TT P’s to ensure the workforce is train and equipped, to support the full range of cyber space operations missions.

Task 12-2 Milestones		
MILESTONES	Start Date	Completion Date
Develop USMC Cyber Range		
Develop Enterprise Strategy for testing, Training & Exercises	June 2013	August 2013
Connected MCCES	In progress	July 2013
Develop Requirements, Gap Statement of Needs and Closure plan	In progress	September 2013

12-3. Coordinate cybersecurity requirements with the Navy and Department of Defense (CY).

MCIENT strategy reference: p.30, paragraph 4.12.1 Cybersecurity Doctrine and paragraph 4.12.2 Cybersecurity Policy

Task description: Continue to participate and support Joint Cybersecurity initiatives with DoD, USCC, DoN and other services to shape policy, technical solutions and capabilities to ensure they meet USMC mission, requirements and end-user needs.

Task 12-3 Milestones		
MILESTONES	Start Date	Completion Date
Coordinate cybersecurity requirements with the Navy		
Daily operations	On-going	On-going

12-4. Develop automated vulnerability assessment capability (CY).

MCIENT strategy reference: p.31, paragraph 4.13.1 Cybersecurity Requirements and paragraph 4.13.2 Inherited Cybersecurity Controls.

Task description: The USMC Blue Teams, Vulnerability Management teams and Information Assurance Managers are lacking tools necessary to conduct consistent – repeatable vulnerability assessments of Service databases, applications, wireless networks/devices and web sites. Enterprise standards, tactics and procedures are needed to ensure consistent assessments implementation and responsibilities. Automated tools will allow the USMC to ensure compliance to DoD directives and allow the USMC to be proactive in Information Assurance responsibilities.

Task 12-4 Milestones		
MILESTONES	Start Date	Completion Date
Develop Automated Vulnerability Assessment Capability (Databases, Applications, Wireless, Host, Web)		
Conduct a Discovery of current capabilities	July 2013	October 2013
Identify capability Gaps	October 2013	October 2013
Develop Requirements, Gap Statement of Needs and Closure plan	November 2013	December 2013

12-5. Develop Automated Threat Management (Common Operating Picture) (CY).

MCIENT strategy reference: p.31, paragraph 4.13.1 Cybersecurity Requirements and paragraph 4.13.2 Inherited Cybersecurity Controls. Directly supports 4.12.4 Cybersecurity Workforce mission.

Task description: Implement an automated technology capability that will allow Marine Corps Cybersecurity, computer network defense, and network operations workforce members to visualize non-compliance and better prioritize vulnerability remediation efforts to dramatically cut compliance costs and optimize the security posture of the MCEN. A near real-time reporting capability that will reduce the amount of analyst needed to conduct threat management is needed.

Task 12-5 Milestones		
MILESTONES	Start Date	Completion Date
Develop Automated Threat Management (Common Operating Picture)		
Conduct a Discovery of current capabilities	April 2013	April 2013
Identify capability Gaps	July 2013	August 2013
Develop Requirements, Gap Statement of Needs and Closure plan	November 2013	December 2013

12-6. Develop automated risk management solution (CY).

MCIENT strategy reference: p.31, paragraph 4.13.1 Cybersecurity Requirements and paragraph 4.13.2 Inherited Cybersecurity Controls. Directly supports 4.12.4 Cybersecurity Workforce mission.

Task description: Develop and implement an automated technology capability that the Cybersecurity workforce can proactively conduct Risk Management duties, a solution that will allow analyst the capability to understand the downstream and horizontal impacts of non-compliance. The capability must provide a NetOps

and CND Analyst the means to measure and report on the enterprise threat based on real time data of actual configurations and changes within the environment. This solution should allow the ability to optimize the security architecture of the MCEN.

Task 12-6 Milestones		
MILESTONES	Start Date	Completion Date
DEVELOP AUTOMATED RISK MANAGEMENT SOLUTION		
Conduct a Discovery of current capabilities	June 2013	July 2013
Identify capability Gaps	August 2013	September 2013
Develop Requirements, Gap Statement of Needs and Closure plan	October 2013	October 2013

12-7. Manage cybersecurity training (CY).

MCIENT strategy reference: p.30, paragraph 4.12.3, Information Assurance Training and Education

Task description: Manage cybersecurity training by implementing an integrated cybersecurity training and workforce development plan. Work closely with MARFORCYBER, MCCDC, TECOM, MCCES and the MCNOSC/MITSC/B/P/S to develop and implement an effective Cybersecurity training plan. Conduct annual cybersecurity training conference and leverage the DoD IA Range Train, Test, & Exercise capabilities to support USMC Cyber Workforce training.

Task 12-7 Milestones		
MILESTONES	Start Date	Completion Date
MANAGE CYBERSECURITY TRAINING		
Manage Cyber Security Training Roadmap	April 2013	August 2013
Document the "AS-IS" training Roadmap	April 2013	August 2013
Manage and support "AS-IS" Training Roadmap	On-going	On-going
Develop "TO-BE" Roadmap	April 2013	December 2013
Conduct Gap Analysis "AS-IS" vs. "TO-BE" (People, Process & Technology)	August 2013	November 2013
Develop Requirements, Gap Statement of Needs and Closure plan	July 2013	January 2014

12-8. Provide support to the DoD IA Range (CY).

MCIENT strategy reference: p.30, paragraph 4.12.3, Information Assurance Training and Education

Task description: Provide Direction, Oversight and Project Management to the DoD IA Range. Work closely with DoD customers to ensure successful event execution. Further develop the IA Range to support service cyber Train, Test, & Exercise requirements.

Task 12-8 Milestones		
MILESTONES	Start Date	Completion Date
PROVIDE SUPPORT TO THE DOD IA RANGE		
Provide strategic direction to DoD IA Range annual objectives to enhance and maintain the environment. Annually	September 2013	October 2013
Manage the day-to- day operations of the Range.	On-going	On-going
Manage the Customer Management Team and Range events to ensure customer satisfaction.	On-going	On-going

MCIENT STRATEGIC OBJECTIVE 13: FIELD SYSTEMS WITH INHERENT IA CONTROLS

The Marine Corps will ensure that IA capability requirements are included in the systems design process as early as feasible. This will better ensure that systems (e.g., hardware, software, and middleware, etc.) are developed, procured, and fielded faster and with inherent IA controls.

13-1. Establish IT baselines and implement compliance monitoring (Comply to Connect) (CY).

MCIENT strategy reference: p.31, paragraph 4.13.1 “Cybersecurity Requirements” and paragraph 4.13.2 “Inherited Cybersecurity Controls”. Directly supports 4.12.4 “Cybersecurity Workforce” mission.

Task description: Develop standards and implement technology that will measure compliance and allow users and systems access to MCEN resources based on compliance level. Detect and prevent rogue system access to USMC networks and resources.

Task 13-1 Milestones		
MILESTONES	Start Date	Completion Date
ESTABLISH IT BASELINES AND IMPLEMENT COMPLIANCE MONITORING (COMPLY TO CONNECT)		
Conduct a Discovery of current capabilities	August 2013	September 2013
Identify capability Gaps	September 2013	October 2013
Develop Requirements, Gap Statement of Needs and Closure plan	October 2013	November 2013

13-2. Determine security applicability of the Green Disc program (CY).

MCIENT strategy reference: p.31, paragraph 4.13.2 “Inherited Cybersecurity Controls”. Directly supports 4.12.4 “Cybersecurity Workforce” mission.

Task description: Continue to work with DoD on the Unified Master Gold Disk (UMGD) ensuring that USMC requirements are included within the product. Test to ensure the product meets USMC user needs. Make available for enterprise rollout.

Task 13-2 Milestones		
MILESTONES	Start Date	Completion Date
Determine security applicability of the Green Disc program	October 2013	October 2013

13-3. Implement technical aspects of the Marine Corps Commercial Mobile Device Strategy (CY).

MCIENT strategy reference: p.31, paragraph 4.13.1 “Cybersecurity Requirements”.

Task description: Develop the security requirements for enterprise mobility strategy, policy and technology capabilities necessary to support the Marine Corps demand.

Task 13-3 Milestones		
MILESTONES	Start Date	Completion Date
IMPLEMENT TECHNICAL ASPECTS OF THE MARINE CORPS COMMERCIAL MOBLIE DEVICE STRATEGY		
Develop the Marine Corps Commercial Mobile Device Strategy	Completed	
Develop Requirements, Gap Statement of Needs and Closure plan	In progress	August 2013

13-4. Conduct monthly scans, pre-deployment assessments and support for pre-CCRI preparation (CY).

MCIENT strategy reference: p.31, paragraph 4.13.1 “Cybersecurity Requirements” and paragraph 4.13.2 “Inherited Cybersecurity Controls”. Directly supports 4.12.4 “Cybersecurity Workforce” mission.

Task description: The demand for Blue Team capabilities is increasing and the staffing levels are not. Currently the Blue teams are supported by a mostly contracted workforce. Conduct analysis to determine more effective means of performing the functions of the Blue Teams. Strengthen the Green team and Information

Assurance Managers knowledge to perform more of these duties. Ensure that contractor resources are available to perform the mission of monthly compliance scans, pre-deployment assessments and support for pre-CCRI's.

Task 13-4 Milestones		
MILESTONES	Start Date	Completion Date
CONDUCT BLUE TEAM MONTHLY SCANS, PRE-DEPLOYMENT ASSESSMENTS AND SUPPORT FOR PRE-CCRI'S READINESS AND PREPARATION		
Assess current mission and staffing levels	July 2013	August 2013

13-5. Conduct an information assurance policy review (CY).

MCIENT strategy reference: p.30, paragraph 4.12.1 "Cybersecurity Doctrine" and paragraph 4.12.2 "Inherited Cybersecurity Policy".

Task description: Continuously review and update Cybersecurity related threats, trends and best practices to ensure that enterprise policy is adequately supporting the Cybersecurity workforce and the compliance requirements of high headquarters.

Task 13-5 Milestones		
MILESTONES	Start Date	Completion Date
CONDUCT AN INFORMATION ASSURANCE POLICY REVIEW		
Review	In progress	On-going

13-6. Review status of POR IA patching program (CY).

MCIENT strategy reference: p.31, paragraph 4.13.1 "Cybersecurity Requirements" and paragraph 4.13.2 "Inherited Cybersecurity Controls". Directly supports 4.12.4 "Cybersecurity Workforce" mission.

Task description: Conduct detail analysis of current Patch Management practices and solutions to develop an enterprise capability that reduces the amount of time to deploy patches and updates while decreasing the man-hours related to analyzing, testing and deploying patches throughout the MCEN.

Task 13-6 Milestones		
MILESTONES	Start Date	Completion Date
REVIEW STATUS OF POR IA PATCHING PROGRAM		
Conduct a Discovery of current capabilities	In progress	August 2013
Identify capability Gaps	In progress	September 2013
Develop Requirements, Gap Statement of Needs and Closure plan	In progress	October 2013

13-7. Administer supporting identity management programs (CY).

MCIENT strategy reference: p.31, paragraph 4.13.1 "Cybersecurity Requirements" and paragraph 4.13.2 "Inherited Cybersecurity Controls". Directly supports 4.12.4 "Cybersecurity Workforce" mission.

Task description: Implement, administer and revise identity management standards, policy and technology to support operational security controls for physical and logical access; user authentication; and personnel identification through attribute usage. Create an environment for the Marine Corps to utilize and leverage identity capabilities with high assurance of identity for authorization, authentication, and risk based decisions; capabilities include, but are not limited to, Public Key Infrastructure, Common Access Card (CAC), identity credentials and tokens, Trusted Agent Sponsorship System (TASS), biometrics, and Marine Corps Real-Time Automated Personnel Identification System (RAPIDS) workstation management .

Task 13-7 Milestones		
MILESTONES	Start Date	Completion Date
Administer supporting Identity Management programs		
Assess Federal, DOD, DON, and USMC capability update requirements	October 2013	October 2013

Assess current USMC capabilities	October 2013	October 2013
Identify capability Gaps	October 2013	October 2013
Develop POA&M for implementation of Strategic and Priority Requirements	October 2013	November 2013
Execute POA&M as part of Program Management	November 2013	September 2014

13-8. Public key enablement (PKE) of SIPRNET (CY).

MCIENT strategy reference: p.31, paragraph 4.13.1 “Cybersecurity Requirements” and paragraph 4.13.2 “Inherited Cybersecurity Controls”. Directly supports 4.12.4 “Cybersecurity Workforce” mission.

Task description: Provide program oversight and policy in support of PK-enablement of the MCEN SIPRNET in order to eliminate user anonymity and strengthen accountability of information access through approved user authentication. DoD mandated the issuance and use of PKI credentials to all SIPRNET users and requires the use of Cryptographic Logon All SIPRNET applications and web servers must also be PK-enabled for user authentication by this mandate.

Task 13-8 Milestones		
MILESTONES	Start Date	Completion Date
Participate in Proof of Concept Operational Test	2010	2011
Issue SIPR Tokens with DOD Goal of 95%	June 2011	April 2013
CLO Enable all user accounts	June 2011	December 2012
CLO Enforce all user accounts or document exemption	October 2012	April 2013
PK enable all SIPRNET applications and web servers for user authentication or obtain a PKE Waiver	October 2012	July 2013

13-9. Electronic Key Management System to Key Management Infrastructure transition (CY).

MCIENT strategy reference: p.31, paragraph 4.13.1 “Cybersecurity Requirements” and paragraph 4.13.2 “Inherited Cybersecurity Controls”. Directly supports 4.12.4 “Cybersecurity Workforce” mission.

Task description: Support EKMS to KMI transition for the Global Information Grid (GIG), the KMI provides cryptographic key management products and services to End Cryptographic Units (ECUs), as well as services associated with security applications in the common operating environment (i.e., operating system security, software downloading, auditing, intrusion detection, and password management).

Task 13-9 Milestones		
MILESTONES	Start Date	Completion Date
EKMS to KMI Transition		
Installation of SIPRNet connection in COMSEC facilities	Jun 2011	Ongoing
Level II certification (Security +) for COMSEC Managers	Jun 2011	Ongoing
Fielding of KMI suites	Oct 2013	Dec 2017

ASSESSMENT

IPG Version 1.0

The assessment of IPG v1.0 is limited, due to the lack of metrics included in that document. However, the following table does provide accountability of tasks that were not included in the development of this version. For those tasks that span both documents, the milestones included in this version, v1.1, will facilitate more detailed assessment of their progress in the future publication of v1.2.

IPG v1.0 Tasks Not Included in IPG v1.1			
v1.0 Task	Task Name	Lead	Status
3.1.1	Create an NGEN and TMG IMS	CP	Complete
3.1.2	NGEN/TMG FTAs	CP	Complete

3.1.3	Create an NGEN core transition Plan	CP	Complete
3.1.4	Develop Supporting Establishment communication-electronics maintenance and logistics support plan	CP	Modified see Task 9-2, covers Support Establishment interface with the NETOPS environment.
3.2.1	Supervise MCEITS progress through the acquisition process	CP	Modified, See Task 3-1: develop plans and policy for resourcing and sustainment of applications.
3.2.2	Develop architectural framework for the MCPCCE	CP	Modified, the MC PCCE service models (SaaS, PaaS, IaaS) are supported through the following Task(s): 3-1, 5-1, 5-2, 5-3, 7-1, 9-1)
3.3.7	Oversee Tri-MEF Best Practices	CS	Task modified to 'Oversee IT handbook Best Practices'
3.4.1	Govern the transition of all networks to MCW	CP	Modified, See Task 7-2.
3.4.2	Document and support ground based JSF IT requirements	CP	Removed, this task is handled through CP coordination with the JSF Transition Task Force as well as the Site Activation Task Force.
3.4.3	Circuit Optimization Plan	CP	Modified, See Task(s) 5-1,5-2,5-3.
3.4.4	Monitor RNOSE and MITSC status	CP	Modified, See Task(s) 5-5,5-7.
3.4.5	Monitor Enterprise Service Desk status	CP	Information will be coordinated prior to submission to the Director
3.4.6	Supervise SIPRNET transition to SONIC	CP	Complete
3.4.7	Develop policy to standardize installation IT infrastructure	CP	Modified, See Task 9-1.
3.4.8	Monitor deployment and employment of DWDM and GPON	CP	Modified, See Task 5-2
3.4.9	Coordinate the ELMR capability with MCICOM	CP	Removed falls under the responsibility of MCI-COM
3.4.10	Create and publish the core software build for the MCEN	CP	Modified, See Task 10-1.
3.4.11	Develop a MOU with DISA regarding the IA Range	CY	The IA range is fully operational and relationships are understood.
3.4.12	Develop a demand management and request fulfillment process for the MCITE	CP	Modified, See Task(s) 1-2, 5-7.
3.4.14	Coordinate DISN subscription services with DISA	CP	Modified, See Task(s) 5-3.
3.4.15	Develop UC and IPv6 implementation plan for the Marine Corps	CP	Complete
3.5.1	Develop policy and CONOPS for network management tool support and enterprise service management tool assessment	CP	Modified, See Task 5-7. Enterprise Process Owners will work with the Change Process and ESMGB IOT determine what tools will be supported for network management and service management assessment respectively.
3.5.3	Conduct wireless vulnerability assessment	CY	Modified to current task 'Develop Automated Vulnerability Assessment Capability'
3.5.5	Conduct network security for the MCEN	CY	Addressed by multiple tasks within version 1.1
3.5.8	Review MARFORCYBER NETOPS Procedure updates	CY	Relationship with MARFORCYBER is understood and relevant procedures are reflecting their roles.

3.6.3	Advocate for Communication Chiefs	CS	Ongoing staff actions conducted by the Communications Chief of the Marine Corps
3.7.3	Execute Relevant CPIC Process	CIO	Included in the task 'Oversee the Marine Corps ITSG'
3.7.4	Coordinate roadmap for enhancing and modernizing the MCEN	CIO	Completed as part of the MCEN unification campaign plan
3.7.8	Track the efficiency of IT asset usage	CIO	Included in the task 'Facilitate C4 IT Deep Dive Assessment'
3.7.10	Coordinate with CD&I	CS	Removed as a task and included in milestones
3.7.11	Conduct Information Technology Management	CP	Modified, See Task 5-7
3.7.14	Assess IT infrastructure cost	CIO	Addressed by multiple tasks within v1.1
3.7.15	Govern efficient energy usage associated with IT	CP	Removed. No reason provided.
3.7.16	Develop and implement an ITAM framework	CP	Modified, See Task 5-7
3.7.18	Complete a FY11-12 cost analysis for network spillage	CR	Executed by previous member of C4 as a Lean Six Sigma project. No results available.

IPG Version 1.1

The information captured in this IPG will provide critical baseline data for conducting future assessments and developing the next version of the MCIENT Strategy. Task progress will be communicated and tracked during Division quarterly updates to the C4 Director. Documents developed in support of IPG Tasks will be made available in a centralized repository. Information regarding access to the repository will be disseminated via separate correspondence.

SUMMARY

With its renewed focus on the achievement of MCIENT Strategic Objectives, IPG v1.1 reaffirms C4's commitment to facilitating tactical, operational, and strategic advantage by evolving the Marine Corps into a Knowledge-based Force. The information provided in this document is the result of collaboration among Divisions and a shared desire to enhance our Service core competencies through the effective use of people, processes, information, and technology. This extends across the organization, Cyberspace, and all warfighting domains and business mission areas.

IPG v1.1 is a testament to the contributions and efforts made by our C4 Divisions, and will undoubtedly help the Marine Corps improve and inform capability decisions, supporting plans, concepts, and programming initiatives. Additionally, the information collected provides foundational data that will be leveraged to conduct future assessments of the Department's progress towards implementing the MCIENT Strategy. The inclusion of updated Division tasks and achievement-oriented milestones, intended to drive accountability across C4, will provide operational visibility to assist the Director's strategic decision-making process and help ensure that Division efforts continue to reflect the broader mission and goals of the Department.



Please provide feedback to HQMC C4 Vision and Strategy Division

Mr. Rob Anderson
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CV Division Chief

The mission of the HQMC C4 Vision and Strategy Division is to serve as the primary and dedicated support staff to assist the Director in developing, communicating, implementing, and assessing his vision and priorities for the Marine Corps Information Enterprise across all war fighting domains.

