



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, DC 20350-2000

IN REPLY REFER TO
OPNAVINST 5420.108C
DNS-2
3 June 2009

OPNAV INSTRUCTION 5420.108C

From: Chief of Naval Operations

Subj: CHIEF OF NAVAL OPERATIONS EXECUTIVE DECISION-MAKING
PROCESS

Ref: (a) SECNAVINST 5000.2D

Encl: (1) Chief of Naval Operations Executive Decision-Making
Forums and Attendees
(2) Resources and Requirements Review Board Charter
(3) Navy Information Technology Management Council
Charter
(4) Naval Capabilities Board (NCB) Charter, Revision 1
(5) Executive Decision Making Forum Briefing Requirements
and Guidelines

1. Purpose. To promulgate a framework of deliberative forums through which significant issues are discussed and resolved by senior Navy leadership. This is a complete revision and should be reviewed in its entirety.

2. Cancellation. OPNAVINST 5420.108B.

3. Background. Under the Director, Navy Staff (DNS), the Executive Decision Management Office (EDMO/DNS-2) is the single office responsible for scheduling, executing, and recording the outcomes of executive level (Chief of Naval Operations (CNO)/Vice Chief of Naval Operations (VCNO)) Navy forums - thus ensuring the alignment and integration of critical decisions across Office of the Chief of Naval Operations (OPNAV) staff, and in support of Joint Staff (JS) and Office of the Secretary of Defense (OSD) forum schedules. The process described in this instruction supports Executive Decision Making (EDM) forums and facilitates the orderly flow of information and advice to the CNO/VCNO/DNS when executive-level decisions, guidance, and/or synchronization are required. It also ensures that clear direction is provided to the OPNAV staff, following forum deliberations and decisions. Enclosure (1) portrays recurring EDM forums and identifies attendees. Other established forums

are authorized by their charters (enclosures (2), (3), and (4)) to prepare, conduct, execute, document, and task their activity, and coordinate with DNS and EDMO as appropriate to ensure proper visibility and closure of issues and tasks.

4. Scope. The EDM process includes all CNO/VCNO executive-level forums, at which issues of significant importance to the Navy and Marine Corps are discussed, synchronized, decided, or framed for discussion and decision at a higher level.

5. Decision-Making Roles and Authorities. The CNO's decision-making role crosses three main categories: requirements, strategy, and policy. These categories can be subdivided into the following five general lines of business:

- a. Current Operations Support
- b. Navy Program Management
- c. Future Roles and Missions
- d. Future Force Structure, Manpower, and Readiness
- e. Navy Business (New Programs and Key Performance Factors)

(1) Per reference (a), the CNO or VCNO may review, approve, or validate new capabilities documents, or changes to capabilities documents, and their associated key performance parameters and key system attributes. The CNO or VCNO may also chair OPNAV-led capabilities reviews considered a part of the Navy's two-pass/six-gate Department of the Navy requirements and acquisition governance process.

(2) Emergent requirements decisions may also normally require CNO's approval. Reference (a) governs the updated requirements and acquisition review process designed to ensure alignment between service-generated capability requirements and acquisition.

6. Organization. DNS will manage the EDM process to align forums and agendas with CNO guidance and objectives. Communication, coordination, and collaboration among forum stake-holders, and across the entire OPNAV staff, are vital to supporting successful executive-level decisions.

a. EDM forums shall be scheduled and coordinated through EDMO.

b. EDM forums include the CNO Executive Boards (CEB), VCNO Executive Boards (CEB-V), DNS three-star meetings (CEB-D), CNO's Morning Meetings (CMM), Deep Dives, CNO synchronization sessions, Navy leadership symposiums and conferences, and other three/four-star level meetings as necessary. Briefs at these forums may cover any aspect of the Navy, are intended to inform, synchronize efforts, or tee up decisions for senior leadership. Enclosure (1) further defines recurring forums and identifies attendees.

c. Various cross N-code forums vet issues and integrate topics at the two-star and three-star level. Decisions and results from these forums inform the EDM process, and CNO/VCNO decisions. These forums include the Resources and Requirements Review Board, managed by Deputy Chief of Naval Operations (Integration of Capabilities and Resources) (N8); the Information Technology Management Council, managed by Deputy Chief of Naval Operations (Communication Networks) (N6); and Naval Capabilities Board, managed by Deputy Chief of Naval Operations (Director of Warfare Integration) (N8F). Enclosure (1) illustrates how these forums feed the EDM process. These forums are governed and operated per their individual charters, found in enclosures (2), (3), and (4). These forums shall prepare, conduct, execute, document and task per their charters, and coordinate with DNS, informing the EDM process.

7. Responsibilities

a. Director, Navy Staff (DNS). Guide and manage the EDM process, ensuring alignment with CNO objectives and agenda.

b. Executive Decision Management Office (EDMO/DNS-2)

(1) Develop, prioritize, coordinate, and promulgate a long-range schedule of EDM forums requiring CNO, VCNO and/or DNS attendance.

(2) Recommend the agenda and identify decisions to be made for EDM forums, as appropriate.

(3) Establish EDM forum administrative procedures and briefing requirements/guidelines (enclosure (5)).

(4) Ensure CNO/VCNO decision briefs meet the requirements detailed in enclosure (5) and read-ahead packages are provided/distributed in a timely manner.

(5) Send forum invitations and read-ahead materials. Manage RSVPs and authorization of attendees.

(6) Provide EDM forum summary reports to provide historical documentation of attendance, decisions, tasks, and significant takeaways.

(7) Draft taskers resulting from various EDM forums, specifying assignment of actions, due date, and venue.

(8) Host Navy leadership symposiums. In coordination with CNO Strategic Actions Group (N00Z), EDMO will organize and execute all support for Navy Leadership Symposiums. Additionally, EDMO is responsible for capturing take-aways, decisions made, and actions tasked.

c. Central Tasking and Tracking Authority (CTTA/DNS Executive Secretariat (DNS-1))

(1) Input all validated tasks originating from EDM forums into the TV4 Taskers System.

(2) Ensure DNS/EDMO approval of requests to make any changes to assigned tasks, including responsible party, coordination requirements, venue, or due date.

(3) Report completion of actions to DNS or Deputy Director, Navy Staff (DDNS) as required.

d. Briefing Organizations at Executive Forums

(1) Provide EDMO with a read-ahead package (brief and other supporting documents) not later than 2 working days prior to the scheduled EDM Forum.

(2) Provide paper copies for attendees (normally 30 copies for CMM Deep Dives, and 45 copies for CEBs/large CMMs),

and bring them to the appropriate conference room 30 minutes prior to the scheduled brief/forum.

(3) Provide EDMO with the final electronic copy of the brief, not later than 2 hours prior to the brief.

(4) May provide one action officer to attend the brief as the N-code subject matter expert.

8. Procedures

a. Topics. Topics for discussion or decision will be tasked by CNO, VCNO, or DNS (pull), or may be recommended to EDMO by the OPNAV staff (push). Topic requests should state the proposed topic, rationale for discussion, significant issues, decision/s required, and how the issue fits into the OPNAV EDM strategic processes (i.e., are there higher level joint forums, congressional deadlines, etc., that will drive the timeline?).

b. Forum Announcement. EDMO will coordinate with executive schedulers and briefing organizations, and announce forums via the EDMO calendars in Microsoft (MS) Outlook and on the HQ Web. Forums anticipated in the coming month are briefed weekly at CMM. EDMO will send an electronic invitation to authorized attendees as soon as practical, generally at least 2 weeks prior to the event. The invitation will state the title, required attendance and/or restrictions, location, time, Video Teleconference (VTC) point of contact, security classification, and purpose of the brief. The invitation will also include an RSVP date and time, in order to ensure proper seating assignments for attendees. Enclosure (5) provides additional details on EDM forum scheduling, recording and management procedures.

c. Attendance. Invitees shall RSVP to EDMO via the MS Outlook calendar. Attendance at EDM forums will be limited to invitees, per enclosure (1), and designated alternates. EDMO will maintain standard lists of invitees and designated alternates for various forums. Any variations to the invitation list must be approved (via EDMO) by DNS.

d. Briefs and Read-Ahead Materials. Briefs shall adhere to the principles outlined in enclosure (5). The briefing organization shall send read-ahead materials to EDMO at least 2

working days prior to the forum. EDMO shall forward the read-ahead materials to attendees as soon as practical. The objective of the read-ahead package is to allow principals the opportunity to familiarize themselves with the subject matter and prepare for discussions and decisions. Changes may occur between distribution of the read-ahead package and the brief. (The read-ahead may be the 80 percent solution.) Do NOT hold up a read-ahead waiting for final brief approval.

e. Action items. As appropriate, action items from EDM forums will be captured and drafted by EDMO/DNS-2, approved and disseminated by DNS, and entered into the TV4 Taskers System and tracked by CTTA/DNS-1. Assigned tasks will clearly state any actions required, method of response (information paper, table top brief, Deep Dive brief, etc.), responsible agency or N-code, minimum coordination requirements, and the due date. Questions about the content of tasks that originate in EDM forums should be directed to DNS-2/EDMO. DNS-1 will report completion of actions tasked to DNS or DDNS as required. Enclosure (5) outlines specific means and formats for capturing, recording, and acting on decisions and tasks.

9. Action. All OPNAV Principal Officials (OPOs) are directed to implement the guidance set forth in this instruction.

10. Records Management. Records created as a result of this instruction, regardless of media and format, shall be managed in accordance with Secretary of the Navy (SECNAV) Manual 5210.1.

11. Reports Control. Reports contained within this instruction are exempt from reports control per SECNAV Manual 5214.1.



P. M. WALSH
Admiral, United States Navy
Vice Chief of Naval Operations

Distribution:

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<http://doni.dla.daps.mil>

**CHIEF OF NAVAL OPERATIONS EXECUTIVE DECISION MAKING FORUMS AND
ATTENDEES**

Deliberative forums exist for senior Navy leaders to introduce, discuss, synchronize, and/or make decisions on significant Navy business or topics of interest.

1. CNO Executive Board (CEB). An interactive decision forum where OPOs provide recommendations to CNO (CEB), VCNO (CEB-V) or DNS (CEB-D) for resolution of timely or critical Navy issues.

a. CEB principal officials include CNO, VCNO, DNS, CNO (DCNO (Manpower, Training and Education) (N1); Director of Naval Intelligence (N2); DCNO (Operations, Plans and Strategy) (N3/N5); DCNO (Fleet Readiness and Logistics) (N4); N6; N8; Chief of Navy Reserve (N095)).

b. DNS shall serve as executive secretary and designate the topic.

c. Depending upon the topic, other advisors and attendees may include:

Director of Naval Nuclear Propulsion (CNO N00N)
Assistant Secretaries of the Navy
U.S. Fleet Forces Command
Director of Test and Evaluation and Technology
Requirements Division (CNO N091)
Commander, Naval Sea Systems Command (NAVSEA)
Commander, Naval Air Systems Command (NAVAIR)
Commander, Space and Naval Warfare Systems Command
(SPAWAR)
Commander, Naval Facilities Engineering Command
(NAVFAC)
Commander, Naval Supply Systems Command (NAVSUP)
Special Assistant for Inspection Support (CNO N09G)
Surgeon General of the Navy (N093)
Chief of Information (CHINFO)
President, Center for Naval Analyses (CNA)
Judge Advocate General of the Navy (OJAG)
Office of Naval Research (ONR)
Chief of Legislative Affairs (OLA)

Chief of Navy Reserve (N095)
Director, Quadrennial Defense Review (QDR) Integration
Group
Chief of Staff, Navy Enterprise (N09X)

2. CNO Morning Meeting (CMM). A twice-weekly forum for updating the CNO, exchanging ideas, and receiving CNO guidance.

a. Small CMM (Monday). N-codes and selected principal officials meet to "Deep Dive" and update CNO on current topics. The OPNAV department head meeting.

(1) Small CMM principals include: CNO; VCNO; DNS; CNO (N1, N2, N3/N5, N4, N6, N8, N095, Next Generation (NGEN)); Principal Deputy Assistant Secretary of the Navy (Research, Development, and Acquisition (PDASN(RDA))); OLA; OJAG; CHINFO; Commander, Navy Installations Command (CNIC); OPNAV Fiscal Management Division (N82)/Financial Management and Comptroller (FMC); the Appropriations Matters Office (FMBE); CNO Political Advisor (N00H/POLAD); CNO Special Counsel (N00J); and QDR.

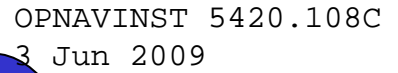
(2) Each principal may designate an alternate to represent him/her if unavailable.

b. Deep Dive. Part of the Small CMM, Deep Dives are weekly information briefs on a topic of interest to the CNO. Topics are selected per CNO/VCNO/DNS request, and scheduled through EDMO/DNS-2.

c. Large CMM (Thursday). Small CMM audience and additional OPNAV officials meet to update CNO on Navy matters.

(1) Large CMM principals include: CNO; VCNO; DNS; CNO (N1, N2, N3/N5, N4, N6, N8, N095, NGEN); PDASN(RDA); OLA; OJAG; CHINFO; N82/FMC; CNIC; N093; Navy Inspector General; NAVSEA; NAVAIR; NAVFAC; SPAWAR; NAVSUP; Chief of Chaplains (N097); NCIS; Naval Safety Center; Operational Test and Evaluation Force; FMBE; CNA; ONR/N091; Navy International Programs Office; N00H/POLAD; N00J; QDR; and Master Chief Petty Officer of the Navy.

(2) Each principal may designate an alternate to represent him/her if unavailable.





Decision-Making Roles and Authorities

Decision Matrix

Requirements

- ACAT 1 JROC and DAB Decisions
 - CBA/ICD/CDD/CPD/APBS
 - JROC KPPs
 - Key System Attributes (KSAs)
 - Attributes that drive cost, performance and schedule - require CNO approval
- Emergent Requirement Decisions

Any changes to above

- ACAT II-IV JROC Interest Programs
 - CBA/ICD/CDD/CPD/APBS
 - JROC KPPs
 - KSAs - require VCNO approval

Any changes to above

- ACAT II-IV Navy Programs
 - CBA/ICD/CDD/CPD/APBS
 - KSAs - require 3-Star approval
- Recommended KSAs for ACAT I Programs
- Recommended KSAs for ACAT II-IV Joint Interest Programs

Any changes to above

- Changes to ACAT I-IV requirements that are not KPPs or KSAs
- Cost avoidance/cost control measures that do not result in changes to approved requirements



EDM

Process Threshold

No Issues...
"Paper Decision"
Decide and Report

No Issues...
"Paper Decision"
Decide and Report

No Issues...
"Paper Decision"
Decide and Report



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3 Jun 2009

IN REPLY REFER TO:

5420
Ser N09/8U103035
25 Jul 08

MEMORANDUM FOR DISTRIBUTION

Subj: RESOURCES AND REQUIREMENTS REVIEW BOARD CHARTER

Ref: (a) SECNAVNOTE 5000 of 26 Feb 08

Encl: (1) Decision-Making Authorities - Guiding Thresholds

1. Mission. The Resources and Requirements Review Board (R3B) is the Navy's 3-Star decision forum for Navy requirements and resources. The R3B will ensure discipline in the Navy's decision-making process by adjudicating and resolving issues to ensure Joint force alignment.

2. Scope. The R3B is the decision-making body for Navy capability requirements (including Joint Capabilities Integration and Development System (JCIDS) documentation), emergent issues related to requirements and resources, and resolution of cross-enterprise or cross-sponsor issues. The R3B will also review Acquisition Category (ACAT) I, IA, Joint Requirements Oversight Council (JROC) Interest and high-interest ACAT II programs for requirements and resource alignment, validity, and program health.

a. Enclosure (1) provides the decision authority guidelines for forwarding requirements and resource issues for R3B consideration. The guidelines are not meant to supplant Resource Sponsor decision authorities under other processes (e.g., Program Objective Memorandum (POM) development).

b. Reference (a) outlines the updated Requirements and Acquisition review process designed to ensure alignment between Service-generated capability requirements and acquisition. The R3B will be the forum for all Navy Gate 1, 2, 3, and 6 (Capability Production Document (CPD) only) reviews in this process.

3. Membership

a. Emergent Requirements and Cross-Enterprise/Sponsor Issues:

Enclosure (2)

Subj: RESOURCES AND REQUIREMENTS REVIEW BOARD CHARTER

(1) Deputy Chief of Naval Operations for Manpower, Personnel, Education, and Training (CNO N1)

(2) Director of Naval Intelligence (CNO N2)

(3) Deputy Chief of Naval Operations for Information, Plans, and Strategy (CNO N3/5)

(4) Deputy Chief of Naval Operations for Fleet Readiness and Logistics (CNO N4)

(5) Deputy Chief of Naval Operations for Communication Networks (CNO N6)

(6) Deputy Chief of Naval Operations for Integration of Capabilities and Resources (CNO N8)

(7) Deputy, U.S. Fleet Forces Command (USFF)

(8) Principal Deputy Assistant Secretary of the Navy (Research, Development, and Acquisition) (PDASN (RD&A))

(9) Deputy Commandant of the Marine Corps (Programs and Resources) (DC P&R)

b. Requirements and Acquisition Reviews: Reference (a) contains expected membership for Gate Reviews.

c. For both emergent Requirements and Acquisition reviews, the R3B chair may identify additional membership requirements to ensure proper stakeholder representation (e.g., Director, Navy Staff (DNS); Director, Test and Evaluation Technology Requirements (N091); Surgeon General of the Navy (N093)).

d. A principal's deputy may attend an R3B on his or her behalf. USFF (N8) may serve as the deputy for USFF (Deputy).

4. Chairperson. CNO N8 will chair the R3B. CNO N8 will chair Gate 2, 3 and 6 (CPD only) Reviews as the CNO's designated representative per reference (a) unless the Chief of Naval Operations (CNO), Vice Chief of Naval Operations (VCNO) or the Director, Navy Staff (DNS) direct otherwise. CNO or VCNO chaired Gate 2, 3 or 6 (CPD only) Reviews will be conducted by a CNO Executive Board.

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a. The R3B Chairperson conducts the meeting, takes the vote if required, establishes the decisions made, and signs the associated Decision Memorandum.

b. If the issue warrants, another R3B member may co-chair the board. In general, another member will serve as co-chairperson when a preponderance of the resources, requirements, or capabilities under review, rests within the R3B member's domain. An R3B co-chair will also sign the Decision Memorandum.

c. CNO N8 serves as the administrative lead for all R3Bs.

5. Guiding Principles. The following intent will guide discussion:

a. Active participation from the principals is critical for the review. Discussions will focus on capability and resource requirements and alignment, associated risks, and providing direction to the Navy Staff and acquisition community for execution. Dissent among stakeholders shall not prevent issues from consideration.

b. The R3B shall be conducted in a manner that promotes a high degree of collaboration and communication.

(1) Attendance is limited to principals plus one additional attendee as necessary, to provide technical advice, input, and assistance. Requests for additional attendance will be submitted to the R3B Executive Secretary.

(2) If required, any voting member may call for an Executive Session limited to voters and subject matter experts.

c. The R3B should conclude with one of three actions: decide and report, forward issue to CNO or VCNO for action, or return the issue to the lead organization if there is insufficient information to make a decision.

6. Issue Referral. The CNO, Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN (RD&A)), VCNO, or

3 Jun 2009

Subj: RESOURCES AND REQUIREMENTS REVIEW BOARD CHARTER

PDASN(RD&A) may refer issues to the R3B for consideration or, alternately, issues may be recommended to the R3B Chair via the following:

- a. During the JCIDS and/or acquisition review process as described in reference (a).
- b. Naval Capabilities Board/other flag-level forum.
- c. An R3B member. Members will identify issues for review per enclosure (1). Issues will be identified in sufficient time for review and implementation of final decisions.
- d. In accordance with cost, schedule, or performance thresholds contained in enclosure (1).

7. R3B Executive Secretary

a. The Deputy Director, Programming Division (OPNAV N80B) serves as the R3B Executive Secretary and directly supports the Chair and administrative lead, CNO N8, in executing R3B responsibilities.

b. The R3B Secretariat, OPNAV (N802), shall perform the necessary responsibilities associated with the R3B execution. These include: maintaining the Administrative Guide; scheduling; coordinating attendance; drafting, disseminating and tracking the decisions and discussion; and maintaining an archive.

8. Business Rules

a. Enclosure (1) provides the guiding thresholds for issue review. The R3B may review issues beyond this scope, but will not delegate its responsibility unless approved by the VCNO.

b. An R3B Decision Memorandum will suffice for all 3-star endorsements of JCIDS documents.

c. The R3B will be the forum to validate all ACAT I, IA, and JROC interest documents.

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d. Lead organizations shall utilize templates and guidance in the R3B Administration Guide to clearly articulate the capability, resource (Future Years Defense Program (FYDP) and lifecycle) requirements, and associated risks. As applicable, alternative courses of actions, including impact on both Navy and Joint capabilities, will be provided to facilitate R3B discussions. The Requirements Officer (RO) will typically brief emergent issues and JCIDS documents. The Program Manager will provide the acquisition status and program health assessment.

e. R3B actions and decisions will be documented in a Decision Memorandum. Decision Memorandum will be distributed in a timely manner.

f. R3B principal members who disagree with a decision may document objections as a dissent statement to be included in the R3B Decision Memorandum.

g. Non-contentious issues may be resolved via an "electronic R3B" vice a formal meeting when approved by CNO N8.



P. M. WALSH
Admiral, U.S. Navy

Distribution:

CNO (N1, N2, N3/N5, N4, N6, N8)
DNS
OPNAV (N091, N095, N8F, N80, N81, N81D, N82)
CMC, DCMC (P&R)
COMFLTFORCOM (00, 01, N8)
ASSTSECNAV RDA

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HQMC
ASSTSECNAV FMC
ONI, DC
OLA
OPNAV (N093, N6F, N84, N85, N86, N87, N88, N89)



Decision Making Authorities

Guiding Thresholds

Program Reviews	Cost / Schedule / Performance Review
<ul style="list-style-type: none">• R3B<ul style="list-style-type: none">– ACAT I and JROC interest– Non ACAT programs >\$1.5B over FYDP– Multi-year major MILCON initiatives that exceed \$500M across the FYDP• NCB<ul style="list-style-type: none">– Non JROC Interest ACAT II programs– Non ACAT \$500M - \$1.5B over the FYDP• Resource Sponsor<ul style="list-style-type: none">– Non JROC Interest ACAT III-IV and report to NCB/R3B	<ul style="list-style-type: none">• Review required when<ul style="list-style-type: none">– Cost growth >3% within one year or over FYDP, or– Schedule change >6 months, or– Capability decrease below threshold or previously dictated levels• Reviewed at same level as Periodic<ul style="list-style-type: none">– May be elevated to R3B depending on severity of change• Nunn McCurdy breaches<ul style="list-style-type: none">– R3B



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3 Jun 2009

5000 IN REPLY REFER TO:
Ser DNS/8U10377

OCT 30 2008

MEMORANDUM FOR DISTRIBUTION

Subj: NAVY INFORMATION TECHNOLOGY MANAGEMENT COUNCIL CHARTER

- Ref: (a) Secretary of the Navy Memorandum of 21 Nov 06;
Subj: Designation of the Department of the Navy
Deputy Chief Information Officer (Navy) (DDCIO(N))
(b) Title 44, U.S. Code, Section 3506
(c) Title 10, U.S. Code, Section 5013
(d) NAVADMIN 236-04; Subj: IT/IM Enterprise Governance
(e) Deputy Chief of Naval Operations (N6)/Department of
the Navy Deputy Chief Information Officer (Navy)
Strategy, 1 Feb 07
(f) Department of the Navy Information Management and
Information Technology Strategic Plan, FY 2008 - 2009
(g) Deputy Chief of Naval Operations (N6/7) Memorandum
of 5 May 2005; Subj: FORCEnet Requirements /
Capabilities and Compliance (FRCC) Policy
(h) Department of the Navy Deputy Chief Information
Officer (Navy) Memorandum of 6 Apr 07; Subj:
Navy Enterprise Architecture and Data Strategy
(NEADS) Policy
(i) Chief of Naval Operations Executive Board (CEB)-V
of 12 Feb 08; Subj: POM-10 Assessment
(j) Deputy Chief of Naval Operations (N8) Memorandum of
22 Feb 08; Subj: POM 10 Fragmentary Order NR
3 for Program Objective Memorandum Fiscal Years 2010-
2015 (POM 10); Additional Specific Guidance for
Deputy Chief of Naval Operations for Communication
Networks (OPNAV N6)

1. Purpose. To formally charter the Navy Information
Technology Management Council (ITMC) as the senior Information
Technology (IT) and Information Management (IM) forum for the
Navy.

2. Applicability. This policy is applicable to all Navy
organizations and to all efforts employing Navy resources. It
is directive regarding all Navy IT¹ and IM² (including National

¹ 40 USC 11101(6) defines Information Technology as "(A) any equipment or interconnected system or subsystem of equipment that is used in the automatic acquisition, storage, analysis, evaluation, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency, if the equipment is used by the executive agency directly or is used by a contractor under a contract with the agency that requires the use (i) of that equipment, or (ii) of that equipment to a significant extent in the performance of a service or furnishing of a product; (B) (it) includes computers, ancillary equipment (including

Subj: NAVY INFORMATION TECHNOLOGY MANAGEMENT COUNCIL (ITMC)
CHARTER

Security System (NSS)³) programs, projects, efforts, and initiatives, including all Navy-funded efforts related to the development, procurement, management, or support of IT/IM/NSS capabilities, architectures, standards, data, databases, applications, systems, and networks.

3. Background

a. To maximize the Department of the Navy (DON) effectiveness as a single integrated warfighting team, the Secretary of the Navy in reference (a) designated the Deputy Chief of Naval Operations for Communication Networks (DCNO N6) to serve in an additional capacity as the Department of the Navy Deputy Chief Information Officer (Navy) (DDCIO(N)). Under this designation, established in accordance with references (b) and (c), the Secretary of the Navy tasked DDCIO(N) with taking actions to further strengthen, align, and integrate IT/IM efforts throughout the chain of command. These actions include ensuring that IT/IM resources are managed in an efficient and effective manner, and ensuring the development, implementation, and maintenance of necessary architecture products and associated standards that are consistent with DON, DoD, and Federal architectures.

b. Reference (d) designated the Assistant Chief of Naval Operations for Information Technology (ACNO(IT)), now DCNO(N6)/DDCIO(N), as the single lead for Navy IT and the overall coordinator for the Navy Functional Area Manager (FAM) program.

c. Reference (e) established governance as a Navy priority and initiated planning to promote alignment with enterprise policies and goals in investments and other activities in all mission areas and at all echelons.

d. Reference (f) stated the need to leverage limited DON resources through effective IT/IM governance. Reference (f) also cited FORCEnet as an integral part of IT and IM, and as the

imaging peripherals, input, output, and storage devices necessary for security and surveillance), peripheral equipment designed to be controlled by the central processing unit of a computer, software, firmware, and similar procedures, services (including support services), and related resources."

² 40 USC 3205(7) defines Information Resources Management, also referred to as Information Management, as "the process of managing information resources to accomplish agency missions and to improve agency performance."

³ 40 USC 3542(b)(2)(A) defines National Security System as any telecommunications or information system operated by an agency or a contractor of an agency, or other organization on behalf of an agency, the function, operation, or use of which: (A) involves intelligence activities; (B) involves cryptologic activities related to national security; (C) involves command and control of military forces; (D) involves equipment that is an integral part of a weapon or weapons system or (E) is critical to the direct fulfillment of military or intelligence missions.

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CHARTER

DON's initiative to achieve Net-Centric Operations Warfare (NCOW) and Joint transformation.

e. Reference (g) codified and promulgated FORCENet requirements, and established an initial end-to-end compliance process for their implementation.

f. Reference (h) aligned Navy programs and initiatives to a Navy Enterprise Architecture and Data Strategy (NEADS) to ensure compliance with DON and DoD guidance, and directed establishment of ITMC as the primary IT governance forum to support DDCIO(N) in executing the mission and vision of the Navy.

g. Per reference (i), the Vice Chief of Naval Operations (VCNO) directed DCNO(N6) to establish and convene the ITMC as a primary forum for Navy IT planning and Enterprise Opportunity.

h. Reference (j) conveyed additional VCNO guidance for DCNO(N6) to define the Navy Enterprise's IT baseline with respect to databases, applications, systems, and networks (including all operational and business IT systems afloat and ashore), identify near and far-term IT end-states with associated funding, and develop options for DCNO(N6) to manage all Navy IT resources.

4. ITMC Purpose and Authority

a. The ITMC is a Flag/SES decision forum. It is the senior Navy forum to review and establish Navy-wide IT/IM/NSS guidance, direction, policy, planning, procedures, and standards, and to align these with DON, DoD, and Federal laws, regulations, policies, and guidelines. ITMC authority extends across all Mission Areas of the Global Information Grid (including Warfighting, Business, Enterprise Information Environment, and Intelligence) and across all Joint Capability Areas (JCAs).

b. As established in agreement and practice between DCNO(N6) and DCNO(N8), the ITMC serves as the Enterprise IT mirror forum to the Navy Resources, Requirements Review Board (R3B), with coordinated planning and execution between these two senior forums.

c. For governance issues relating to IT/IM matters, the ITMC reports to the DON Information Executive Committee (IEC); for issues concerning resources/requirements matters, the ITMC reports to the Chief of Naval Operations Executive Board (CEB).

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CHARTER

5. ITMC Membership and Process

a. The ITMC consists of seventeen permanent Navy voting members, as follows:

Deputy Chief of Naval Operation (Total Force) (DCNO N1)
Director of Naval Intelligence (DCNO N2)
Deputy Chief of Naval Operations (Operations, Plans, and Strategy (DCNO N3/N5)
Deputy Chief of Naval Operations (Fleet Readiness and Logistics (DCNO N4)
Deputy Chief of Naval Operations (Communication Networks (DCNO N6)
Deputy Chief of Naval Operations (Integration of Capabilities and Resources) (DCNO N8)
Director, Test and Evaluation Technology Requirements (N091)
Chief, Bureau of Medicine and Surgery (N093)
Chief of Navy Reserve (N095)
U.S. Fleet Forces Command (Deputy or N6)
Commander, Naval Network Warfare Command
Commander, Naval Air Systems Command
Commander, Naval Sea Systems Command
Commander, Space and Naval Warfare Systems Command
Commander, Navy Facilities Command
Commander, Navy Supply Command
Commander, Navy Installation Command

b. By established agreement and practice, the ITMC includes three DON Executive Advisors, as follows:

Assistant Secretary of the Navy (Research, Development, and Acquisition)
DON Chief Information Officer
DON Deputy Chief Information Officer (Marine Corps)

c. The ITMC is chaired by DCNO(N6) in the role of DDCIO(N), and is convened as deemed appropriate by DDCIO(N). As ITMC Chair, DCNO(N6)/DDCIO(N) exercises the full designated statutory authority conveyed by references (a) through (c), as well as the full authority of VCNO/CNO conveyed by references (d), (i), and (j). ITMC decisions are based on a majority vote of the attending Navy voting members which are present at each ITMC meeting, with DDCIO(N) as ITMC Chair casting the deciding vote in the event of a tie between Navy voting members. The ITMC

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Chair may also elect to make recommendations directly to VCNO or CNO regarding major IT resource allocation issues or decisions, particularly if crossing established DCNO boundaries or if a clear consensus is not reached in ITMC deliberations.

6. Roles and Responsibilities

a. DCNO(N6)/DDCIO (N) will represent both the Chief of Naval Operations (CNO) and the DON CIO in all matters regarding Navy IT/IM NSS, and will provide Navy-wide IT/IM/NSS governance and oversight to include but not limited to the following specific tasks:

(1) Convene and chair the ITMC. Promulgate an ITMC Decision Memorandum (DM) following each ITMC meeting which documents decisions established at that meeting;

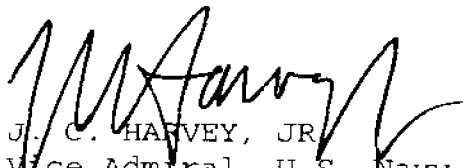
(2) Serve as the Navy Chief Architect, executing Navy statutory and regulatory responsibilities and establishing Navy policy in all areas of architectures, associated standards, supporting data, and related processes. Designate, and oversee the efforts of, a Navy Operational Architect, a Navy System / Technical Architect, and a Navy Data/Services Architect;

(3) Represent the ITMC in discussions with the CNO and VCNO.

b. Navy ITMC members, identified in paragraph 5a, will attend and serve as voting members at each ITMC convened by DCNO(N6)/DDCIO(N), and will support DCNO(N6)/DDCIO(N) in the above responsibilities.

7. Point of Contact. Questions regarding this charter or the ITMC may be addressed to the ITMC Secretary (Mr. Peter Blackledge, OPNAV N6132F) at peter.blackledge@navy.mil.

8. Cancellation Contingency. This policy shall remain in effect until cancelled by DCNO(N6)/DDCIO(N), DNS, VCNO, or CNO. The policy will be reviewed annually by DCNO(N6)/DDCIO(N) for update.


J. C. HARVEY, JR.
Vice Admiral, U.S. Navy
Director, Navy Staff

Subj: NAVY INFORMATION TECHNOLOGY MANAGEMENT COUNCIL (ITMC)
CHARTER

Distribution:

CNO
VCNO
ASSTSECNAV (RD&A)
DON CIO
COMUSFLTFORCOM
COMPACFLT
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COMNAVSURFOR
COMNAVSUBFOR
COMNAVNETWARCOM
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NAVPGSCOL
NAVWARCOL
NAVHISTCEN
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COMNAVSAFECEN
NAVSTKAIRWARCEN
BUPERS
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COMNAVSPECWARCOM
COMNAVDIST
NAVHISTCEN
COMOPTEVFOR
COMSC
PEO JOINT STRIKE FIGHTER
PEO SHIPS
PEO ENTERPRISE INFORMATION SYSTEMS
PEO C4I
PEO SPACE SYSTEMS

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PEO LITTORAL & MINE WARFARE

PEO LAND SYSTEMS

PEO INTEGRATED WARFARE SYSTEMS

PEO STRATEGIC SYSTEMS PROGRAMS

PEO SUBMARINES

PEO AIRCRAFT CARRIERS

PEO ASW ASSAULT & SPECIAL MISSION

PEO TACTICAL AIR

PEO UNMANNED AVIATION & STRIKE WEAPONS

HQMC (P&R, I&L, M&RA, C4I)

MCCDC

MCSC

OPNAV (DNS, N1, N2, N3/5, N4, N6, N61, N611, N613, N6F, N6N, N8,
N8F, N85, N86, N87, N88, N80, N81, N82, N091, N093, N095)



DEPARTMENT OF THE NAVY
VICE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON DC 20350-2000

OPNAVINST 5420.108C
3 Jun 2009

IN REPLY REFER TO:
5420
Ser N09/8U103047
SEP 19 2008

MEMORANDUM FOR DISTRIBUTION

Subj: NAVAL CAPABILITIES BOARD (NCB) CHARTER, REVISION 1

Ref: (a) NCB Charter of 3 May 06
(b) SECNAVNOTE 5000 of 26 Feb 08
(c) Resource and Requirements Review Board (R3B) Charter of 25 Jul 08

Encl: (1) Decision Making Authorities - Guiding Thresholds
(2) Capability Document Initiation Review Process
(3) NCB Administrative Guide of 8 Jul 08

1. Mission. The NCB is the Navy's two-star decision forum for reviewing and making decisions on Navy requirement and resource issues.

2. Scope. The NCB will exercise the decision authority as shown in enclosure (1). The NCB will assist the R3B in the review and approval of Navy capability requirements as outlined in references (b) and (c). The NCB will assist in providing a controlled requirements process by ensuring all organizations and programs follow a consistent, stabilized acquisition and requirements plan that includes a rigorous oversight of costs, cost growth, requirements growth and schedule with a focus on execution risk. The NCB will review cost trade-offs versus performance capabilities for all systems and family of systems. The NCB will also provide a forum for best practices and lessons learned to be leveraged across all programs and the requirements process. The NCB will review emerging capabilities and current programs to validate execution against the capability being provided. The NCB will review all Joint Capabilities Integration Development System documents under its purview and make recommendations for approval to the Deputy Chief of Naval Operations for Integration of Capabilities and Resources (CNO N8). Finally, the NCB shall evaluate new capability requirements definition initiatives (Capability Based Assessments (CBA) or Initial Capability Documents (ICD)) to ensure alignment with Navy objectives, proper scope and scenarios, and acceptable methods/funding. The NCB will recommend initiation of CBAs and ICDs to CNO N8 for final approval.

3. Cancellation. Reference (a) is hereby cancelled.

Enclosure (4)

3 Jun 2009

Subj: NAVAL CAPABILITIES BOARD (NCB) CHARTER, REVISION 1

4. Membership

a. Principal NCB members are one or two-star Flag/General Officers or Senior Executive Service equivalent civilians from the Office of the Chief of Naval Operations (OPNAV) and the following organizations:

(1) Director, Total Force Programming & Manpower & Information Resource Management (OPNAV N12)

(2) Director of Naval Intelligence

(3) Assistant Deputy Chief of Naval Operations for Information, Plans, and Strategy

(4) Director, Supply, Ordnance, and Logistics Operations Division (OPNAV N41)

(5) Director, Warfare Integration (OPNAV N6F)

(6) Director, Programming Division (OPNAV N80)

(7) Director, Assessment Division (OPNAV N81)

(8) Systems Command representative as appropriate

(9) Deputy Assistant Secretary of the Navy (DASN) representative as appropriate

(10) United States Marine Corps, Programs and Resources as appropriate

b. A Principal's Deputy may attend a meeting on his or her behalf.

c. The NCB chair may identify additional membership requirements to ensure proper stakeholder representation. Ad hoc non-voting members as required will include: The Oceanographer/Navigator of the Navy (OPNAV N84), Director of Expeditionary Warfare (OPNAV N85), Director of Surface Warfare (OPNAV N86), Director of Submarine Warfare (OPNAV N87), Director of Air Warfare Division (OPNAV N88), Head of Special Programs (OPNAV N89), Director of Naval Reactors (NAVSEA 08), Program Executive Office, Marine Corps Combat Development Command, and United States Coast Guard.

d. Permanent non-voting members include: Head, Strategic Mobility Combat Logistics (OPNAV N42), Director of Fleet

Subj: NAVAL CAPABILITIES BOARD (NCB) CHARTER, REVISION 1

Readiness (OPNAV N43), Deputy Director, Programming Division (OPNAV N80B), and Director of Fiscal Management (OPNAV N82).

5. Chairperson. The Director of Warfare Integration (OPNAV N8F) will chair the NCB.

a. If the issue warrants, another resource sponsor may co-chair the board at OPNAV N8F's discretion. In general, a resource sponsor may be asked to serve as co-chairperson when a preponderance of the resources, requirements, or capabilities under review rests within the NCB member's domain.

b. The NCB chairperson retains final decision authority in cases of dissent.

c. The NCB chairperson approves the NCB agenda, conducts the meeting, takes the vote, establishes the decisions made, and signs the associated decision memorandum. When a co-chair exists, the co-chair will also sign the decision memorandum.

d. The NCB chairperson authorizes the use of an electronic NCB when appropriate.

6. Guiding Principles. The following intent shall guide discussion at the NCB:

a. The NCB will provide a forum by which the Requirements and Acquisition Communities can discuss investments required to meet various capabilities, to ensure the proper level of functionality is provided against affordability limits and to consider the costs and alternate methods of meeting those capabilities across the Naval enterprise.

b. Attendance at NCBs shall be limited to principals plus one attendee, as necessary to provide technical advice, input, or assistance. Additional personnel may attend only with prior approval of the NCB director.

c. NCB discussion shall focus on achieving resolution of issues. Dissent shall not preclude an issue from consideration. To that end, the NCB will serve as a forum where Navy leadership can debate the merits of program content in terms of cost versus capability. The NCB will evaluate and make recommendations to CNO N8 regarding capability deletion or retention that requires additional fiscal resources or that will impact a key performance parameter from the original system/platform design.

Subj: NAVAL CAPABILITIES BOARD (NCB) CHARTER, REVISION 1

d. The NCB will conclude with one of three actions:

(1) Decide and report.

(2) Forward issue to the R3B for action.

(3) Return the issue to the lead organization if there is insufficient information to make a decision.

7. NCB Director. The NCB shall be supported by a director who will:

a. Propose an NCB agenda.

b. Coordinate NCB meeting execution.

c. Support the chairman as necessary in executing NCB responsibilities.

d. Based on sponsor recommendation, propose to the NCB chair to conduct an electronic NCB for non-controversial issues.

e. Work with requirements sponsors and the appropriate DASN to develop issues for consideration by the NCB.

f. Be a member of the Analysis of Alternative (AoA) review panels with insight into cost and performance trade-offs.

8. Business Rules

a. Unless NCB review is specifically requested by the R3B, issues shall be addressed at the highest level of review required to avoid multiple meeting steps. The NCB can, after reviewing an issue, recommend R3B review and approval.

b. Enclosure (1) provides the guiding thresholds for NCB issue review. The NCB may review issues beyond this scope, but will not delegate its responsibility unless approved by CNO N8.

c. The NCB shall review proposals for new CBAs or ICDs. This review shall ensure that the CBA and ICD are aligned with Navy objectives, that the scope and scenarios are adequate and consistent with Office of the Secretary of Defense, Joint Chiefs of Staff and Navy guidance, that sufficient funding exists and that the tools and analytic approaches are adequate. All CBA and ICD initiation proposals require an endorsement (positive or negative) from the appropriate pillar in OPNAV N81 prior to submittal to the NCB. The NCB shall forward for CNO N8

Subj: NAVAL CAPABILITIES BOARD (NCB) CHARTER, REVISION 1

concurrence a recommendation to proceed which includes, as required, identification of sponsor and funding source.

d. Lead organizations shall coordinate information sources, validate assumptions and data prior to the NCB, and address stakeholder concerns as part of the NCB presentation.

e. NCB actions and decisions shall be documented in an NCB decision memorandum.


f. Board members who do not agree with the NCB decision may document objections as a dissent statement to be included in the NCB decision memorandum.

g. If voting members do not respond to electronic NCB's, or do not vote during or prior to live NCB's, concurrence is assumed.

h. AoA guidance for programs under NCB purview will be reviewed by the NCB to ensure affordability considerations are in place to bound requirements prior to the commencement of analysis.

i. The resource sponsor will prepare NCB candidate program briefings using the appropriate template provided in enclosure (3).

9. Responsibility. CNO N8 is responsible for the routine review and maintenance of this charter.


P. M. WALSH

Distribution:

DASN (FM&C)
DASN (I&E)
DASN (M&RA)
DASN (RD&A)
CNO (N1, N2, N4, N6, N8)
COMUSFLTFORCOM
COMNAVAIRSYSCOM
COMSPAWARSYSCOM
COMNAVSUPSYSCOM
COMNAVSEASYSYSCOM
USCG
USMC (P&R, PEO MCCDC)

EXECUTIVE DECISION MAKING
FORUM BRIEF REQUIREMENTS AND GUIDELINES

1. Under the DNS, EDMO/DNS-2 is the single office responsible for managing, scheduling, and recording the deliberation of executive-level forums for CNO, VCNO, and other executive decision makers. EDMO coordinates interaction within OPNAV and with external echelon 2 commands in direct support of the CNO's agenda. Enclosure (1) outlines the purpose for and audience required at standard EDM forums. In each case, EDMO is responsible for coordinating and executing the briefing, and ensuring appropriate follow-up to initiate taskers and implement decisions.

2. EDMO maintains the Executive Decision Management calendar which provides the OPNAV staff and echelon 2 commands with a comprehensive schedule of meetings and briefings. The schedule is maintained in Microsoft Office Outlook, and posted on the Navy HQ Web.

3. Standard operating procedures for brief scheduling and execution:

a. Scheduling. OPOs and echelon II commands shall contact EDMO to request forum scheduling. Requests must include the requirement, recommended attendees, and identification of any OSD/JS/SECNAV deadlines or forums related to the topic requested. Once scheduled, the forum will be placed on the EDMO MS Outlook calendar and on the HQ Web calendar. Forum schedules are updated daily.

b. Prioritization. EDMO will consult with DNS to deconflict and prioritize schedule conflicts, providing the requesting office with appropriate feedback once confirmed.

c. Invitations. The requesting office will provide EDMO with a recommended list of attendees (in-person and VTC), names and office codes of briefers, classification of the presentation, and any additional requirement for briefing equipment not associated with standard CNO/Principal Executive Committee/DNS conference room equipment. EDMO will finalize attendee lists and send an electronic invitation to attendees via MS Office Outlook no later than 2 weeks before the event. The invitation will clearly state the title/topic of the

meeting, required attendance, location, time, and purpose of the forum (informational or decisional). The invite will also include VTC arrangement points of contact for use by invitee. Principle attendees shall RSVP as soon as practical. Attendees other than the principal or designated alternate must be approved by DNS via EDMO.

d. Read-Ahead Materials. Read-ahead packages are critical to allowing staffs to properly prepare their principals for the upcoming forum. Briefing organizations are responsible for providing read-ahead material to EDMO as soon as possible, but not less than 2 working days prior to the scheduled event. Several "assumptions" and guidelines apply to this standard:

(1) The more complicated or contentious a topic, the more important it is to distribute read ahead packages well in advance. Failure to do so can significantly impact required cross-staff coordination, preparation, and deliberation at the forum itself. Failure to meet the 2 working day deadline may result in the particular forum being postponed.

(2) It is understood that read-ahead packages are a draft and not a final product. Therefore, final approval should not be necessary in order to distribute read ahead packages. However, major changes following read ahead distribution (i.e., changes in recommendations/conclusions) are not appropriate.

(3) Expected changes/updates to the read-ahead brief should be noted within the distributed draft brief/package.

(4) Read aheads will be distributed by EDMO via MS Outlook (non-secure Internet protocol router and/or secure Internet protocol router).

e. Briefing Materials. Briefing organizations will ensure that twenty 1-sided (1 slide per page) color briefs for principal attendees, and twenty-five 1-sided (2 slides per page) briefs for other attendees, are provided 30 minutes prior to the scheduled presentation. ("Deep Dives" only require 10, 2 slides per page copies.)

f. Briefing Procedures/Content. Discussion briefings are the preferred delivery method; MS Powerpoint slides should guide and support the discussion. The briefer should be able to

present an issue for consideration, and generate a decision within 10 slides. Backup slides or other supporting material may be included as necessary. Changes to presentations after a read ahead is distributed shall be highlighted during the brief, and adequate time must be allotted for questions and discussion. EDM forum briefings must:

(1) Clearly state the purpose of the brief. For example, "CNO, we are here today to elicit a decision on a shipbuilding plan for ship type X. I will outline three possible courses of action (COAs), each with different pros, cons and risks, and then propose a recommended (COA)."

(2) Refresh the audience on the tasking which resulted in the forum.

(3) Clearly and succinctly present pertinent facts, issues, options, and recommendations, and state the specific decision desired. Below are suggested slide topics/titles for use as applicable:

- ☐ Purpose/Executive Summary/Background
- ☐ Decision/s desired
- ☐ Highlights of options/Analysis of Alternatives
- ☐ Comparison of options
- ☐ Recommendation and justification
- ☐ Policy/Program discussion
- ☐ Unresolved/outlying issues
- ☐ Wrap-Up/Summary
- ☐ Decision Checkboxes
- ☐ Back-Up slides (detailed information, additional options, history, methodology/process, etc.)

(and for policy/program discussions)

- ☐ Funding data clearly identified and consistent
- ☐ Required deltas by appropriation
- ☐ Proposed offsets if funding not in place
- ☐ Full annual funding streams
- ☐ Program costs beyond the Fiscal Year Defense Plan

4. Standard operating procedures for capturing and acting on decisions and tasks resulting from EDM forums.

a. Decision memorandum. EDMO will draft decision memoranda for major conferences as required. Decision memoranda shall be submitted for signature by DNS/VCNO/CNO, as appropriate, within 3 working days of completion of the conference/forum.

b. Follow-on scheduling. Some forums may generate a requirement for a follow-on briefing or office call. EDMO will coordinate the scheduling of that briefing or office call.

c. End of Day Summary. To effectively and formally communicate topics discussed, decisions made, and actions tasked, EDMO will generate "End of Day" summaries. DNS will approve and send End of Day taskers, and DNS-1 will enter action items into TV4 Taskers System as appropriate. A template and example are below.

(1) End of Day Template

Name of Event (*ie CEB, CMM, Flag Summit*). (CNO/VCNO/DNS) hosted a (*name of event*) today with (*List of primary attendees*) to discuss (*topic of event and objectives*). Summary of key issues and take aways.

Tasks:

* (*DIRECTORATE/ORGANIZATION/AGENCY*) provide CNO/VCNO/DNS a (*action item*) for review on (*Task 1*). (Action - *organization*; Assist - *organization(s)*; Venue - *Email/CMM/SMR Brief, etc.*; Due - *date*)

(2) Example End of Day Input

CEB: PR-11 Update. N80 provided the scene-setter for PR-11 that included a preview of Facts of Life requests, Change Proposals, and Capability and Program impacts for N1, N4, N6 and N8F. Our success will be determined by how well we can prepare and present our program to support the demands of our Maritime Strategy and the National Defense Strategy.

Tasks:

* Refresh CNO on Language, Regional, Expertise, and Cultural Affair (LREC) strategy and its continuum. Identify the needs for LREC and how are the strategy of

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3 Jun 2009

LREC and Navy War College aligned. (Lead: N1 (identify needs); N3/5 (ensure alignment of strategy between Monterey and Newport); Venue: CNO IPR; Due: 31 Jan 09)

d. Forum Summary Reports. A Forum Summary Report (FSR) shall be created and filed for each executive forum to assist in task completion and for historical documentation. Attachment A below is an example of an FSR.

TYPE OF FORUM (CEB/CMM/Synch Session/etc.)
FORUM SUMMARY REPORT

Date: DD MMM YYYY

Subject: (Title of Brief)

Principal Attendees: CNO, VCNO, DNS, FFC, N1, N2, N3/5, N4, N6, N8, NAVSEA, CHINFO, etc.

Points of Contact:

1. DNS-2/EDMO: LCDR Lucky
2. N-Code AO (if in attendance): CDR Sme

Briefer(s): RDML Podium (N8X)

Decisions: (List Decisions made, or identify as an "informational brief)

- 1.
- 2.

Key Issues and Take-aways:

1. PR-09 balance possible without increasing near-term risk; but significant out-year challenges remain
 - a. Readiness accounts, afloat and ashore...
 - b. Ship and aircraft pricing risk...
2. Warfighting Summary
 - a. Capability investments improve near-term risk...
 - b. There are capability-based options to pay essential PR-09 bills with limited warfighting impact...

Assigned/Identified Actions/Tasks:

1. What is proper shipbuilding mix for DON missions? Develop story line on stability of the SCN Plan. Story must be developed in concert with industry and take into account their ship-building requirements... (Lead: N8, Assist: CHINFO, N3/5. Due: DD MMM YY. Venue: CMM Deep Dive brief/Info Paper/CEB brief/email/etc.)
2. Second task