STATEMENT OF

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HOUSE ARMED SERVICES COMMITTEE

CONCERNING

NET-CENTRICITY PROGRESS AND BUSINESS TRANSFORMATION WITHIN
THE DEFENSE ENTERPRISE

ON

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I. INTRODUCTION

Mr. Chairman, Congressman Meehan and distinguished members of the

Terrorism, Unconventional Threats and Capabilities Subcommittee, thank you for this

opportunity to appear before you to discuss the Marine Corps involvement in Department

of Defense net-centricity plans and how the Marine Corps is transforming business

operations within the defense enterprise.

The Marine Corps is committed to full participation in a joint-enabled force in

support of national security. Current operations in Afghanistan, Iraq, and Horn of Africa

continue to validate force multiplication through integration of forces and system

interoperability. As the Director of Command, Control, Communications and Computers

(C4), I view the Marine Corps' participation in net-centric operations and transformation

of business operations as critical to supporting our nation's security.

II.   JOINT ENABLEMENT THROUGH NET-CENTRICITY

The most potent information technology advantage held by United States forces is

our ability to collect, process, and share data within a trusted environment. The keys to

the maintenance and future growth of this advantage are the extension of enterprise

services to the tactical edge, a data strategy that facilitates data exposure and transparency

across functional domains, and fully joint operation and defense of our networks.

Provisioning information technology services that provide rapid and secure access

to trusted data and services empowers forward-deployed Marine leaders to successfully

accomplish their mission with greater accuracy and reduced risk to personnel. Net-

Centric Enterprise Services (NCES) provides the Department-level capability to

provision a common suite of services and tools to the Services.   The Marine Corps has

developed the Marine Corps Enterprise Information Technology Services (MCEITS) program to extend these services and applications specific to Marine Corps operations to our deployed forces. Capitalization on NCES and adherence to NCES standards are keys to the architecture and design of MCEITS and will ensure joint information technology services are extended to the warfighter. The future extension of net-centric services across the battlefield will be facilitated by the Joint Tactical Radio System (JTRS), the Advanced Extremely High Frequency (AEHF) program, the Mobile User Object System (MUOS) and the Transformation Communication Satellite (TSAT), as part of the joint Transformation Communication Architecture (TCA). As evidenced by the ongoing war on terrorism, wideband, on-the-move, over-the-horizon communications enhance the mobility, flexibility, accuracy and lethality of our forces, but place greater information demands on the battlefield network. TSAT will provide on-the-move satellite-based command and control access within a theater of operations, allowing Marine commanders to maintain battlefield tempo and exploit initiatives gained through mobility. The Marine Corps will leverage JTRS-like assets to transform our battlefield radio capability from a loosely integrated collection of legacy systems into an integrated end-to-end networked system of systems. The combination of TSAT, AEHF, MUOS and JTRS-like capabilities will create and extend secure mobile, ad hoc battlefield networks to last tactical mile, including extension of net-centric services and data.

The added value of extending joint tools and services to the battlefield is enhanced through the deliberate and logical creation, storage, discovery, and processing of data. The DoD and Marine Corps data strategies require tremendous coordination amongst numerous domains. Subject matter experts within each domain at the DoD and

service level define the relevant data, structure of the data, and data tagging standards, thus enabling cataloging and discrete discovery of data. Accurate, timely, and consistent access to data on the battlefield by joint forces depends on a measured enterprise data strategy effort. The Marine Corps has adopted the Joint Consultation Command and Control Information Exchange Data Model (JC3IEDM). JC3IEDM is an information model that is being used by several DoD components, coalition forces and commercial organizations. Regarded as an information exchange model, JC3IEDM is being used as the Marine Corps' primary tool for integrating DoD and Marine Corps data strategies into requirements definition, acquisition, and Clinger-Cohen Act compliance.

The net-centric approach to network operations and network defense underpins and protects our network services and data. Under the auspices of United States Strategic Command, the operational control of Joint Task Force Global Network Operations (JTF-GNO), and my administrative control as the Director of C4, the Marine Corps Network Operations and Security Command ensures all Marine Corps portions of the Global Information Grid are operated and defended in a joint manner. The malicious forces arrayed against our networks are adaptive and continually upgrade their capabilities and methods of attack. A wide range and variety of skill sets exist within these forces, from the use of pre-packaged tools to highly customized vectors, employed by rogue individuals, crime syndicates and nation states. The Marine Corps does lack the ability to clearly identify the individual conducting the attack, but we have a successful methodology to defend our networks. The volume and technical nature of the threat to our information systems and networks has increased at a rate that exceeds our ability to program funds to their defense. The Marine Corps has increased information assurance

funding thirty-three percent in the last two years to $12M for FY 2006. I plan to seek

further enhancements to information assurance and network defense, to include

increasing network vulnerability assessments, establishing blue/red training teams and

provisioning improved tactical and coalition network security tools. A standardized

Cross-Domain Solution (CDS) implementation, with a robust and consistent

configuration, and an increased level of assurance is eagerly anticipated and needed by

the Marine Corps. We are aware that the National Security Agency is aggressively

identifying those solutions that meet these standards, and hope to draw from a short list to

build out our portion of the Global Information Grid.

III.   BUSINESS TRANSFORMATION

The Marine Corps must be effective in winning battles, responsive to the needs of

national security and be of good measurable value to the American taxpayer. The

maturation of information technology proceeds at a rapid pace and holds potential to

create a chaotic procurement environment while obscuring identification of areas where

efficiencies can be gained.

Governance over procurement of information technology is a growing core

competency in the Marine Corps. Deliberate organizational processes are critical to

ensure compliance with applicable regulatory mandates such as the Clinger-Cohen Act

and the Federal Information Security Management Act. The Marine Corps has defined

processes for the identification of information technology procurements and waivers, to

include hardware, software, contracting services and circuits. Our Information

Technology Procurement/Waiver System provides a methodology for submission,

review, discussion and decision on information technology procurements, to include

visibility and enforcement at the enterprise level. We have also established the Marine Corps Circuit Management Office for visibility and control over the circuit provisioning through the Defense Information Systems Agency. These processes provide enterprise assurance of avoiding solutions that are duplicative, non-standard and not fully defined.

Legacy information technology systems constitute a dwindling portion of the Marine Corps architecture. These systems generally require incremental resource increases to ensure forward technical compatibility and are often greatly less than optimal solutions. Over the last decade, the Marine Corps has reduced its legacy systems by moe than seventy-six percent. The enterprise effort includes the registering and cataloging of applications, enabling the ability to control duplication and versions of applications to ensure Marine Corps information technology investments keep pace with user demands and technology.

The development and use of enterprise architecture is vital to organizational understanding of mission-enabling information technology capabilities. The Marine Corps enterprise architecture is under development and will facilitate enterprise visibility into critical warfighting and business processes, thereby helping us define information technology capabilities and guide more effective and efficient acquisition. Engagement at the DoD level provides opportunities for the Marine Corps to ensure our enterprise architecture embodies net-centricity and provides the required capabilities to the warfighter.

IV.   CONCLUSION

The Marine Corps' path to a fully net-centric force will require continued diligence to ensure NCES interoperability, detailed data strategy development, and

vigilance in maintaining a secure and trusted network environment. Realizing the full capabilities of such a force requires a properly resourced plan that embodies a proper spirit of transformation. I am committed to leveraging joint capabilities, partnering fully in joint solutions, and adopting effective information technology efficiencies in support of our business and warfighting domains.

Thank you again for your steadfast support, and for this opportunity to appear before the subcommittee to discuss how the Marine Corps is embracing net-centricity and business transformation. I look forward to your questions.