

**Program Executive Office for  
Digital & Enterprise Services (PEO Digital)**



**PEO  
DIGITAL**

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**PEO Digital Strategic Plan**

**FY2022 - 2025**

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## Signature Page

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## Message from the PEO

Program Executive Officer, Digital & Enterprise Services



PEO Digital was established in May 2020 following the disestablishment of the Program Executive Office for Enterprise Information Systems to realize the vision of digital transformation and to optimize program alignment across Navy and Marine Corps enterprise IT capabilities. We are poised and will respond by digitally transforming systems to evolve and deliver modern capabilities and technologies to maintain the competitive edge while meeting demand signals from our user communities. Leadership guidance consistently emphasizes readiness in support of lethality, including the business and IT systems we are responsible for providing.

As the DON's enterprise IT acquisition agent, PEO Digital and Enterprise Services must assess, adapt, and thrive in support of our Stakeholders, their missions and Marines and Sailors across the globe. The current national defense environment and its demands are at an inflection point. The global environment has become much more complex and fluid, and battlefield operations are conducted at ever increasing speeds with far more lethality and disruption. There is an expanding threat from authoritarian regimes seeking to shape, influence, and control global actions in manners not seen before. These activities have both signaled the return of long-term national security strategic competition and shaped our future challenge.

To rise to the challenge and meet these demands, we will need to move with tenacity, speed, and agility to generate and deliver premier enterprise IT services in response to the urgent technology needs of Sailors and Marines. We will need renewed focus on improved customer experience through the delivery of enterprise services that improve performance, security, and mobility, and drives bold experimentation in the relentless pursuit of modern service delivery.

Our success depends on the contributions and efforts of each employee. We are the catalysts for innovation and the drivers for transformation. It is our responsibility to develop and maintain a culture that values diversity and inclusion, works collectively and collaboratively, and communicates transparently.

The mission is ours...*the time is now.*

Very Respectfully,



Ruth Youngs Lew  
PEO Digital

## Executive Summary

PEO Digital’s Naval Information Operations mission has never been more important or expansive in its operating requirements. We recognize the best way for the Department of the Navy (DON) and PEO Digital to support Sailors and Marines defending the country and guarding our freedoms is to align our efforts with the DON and national leadership. By closely examining and interpreting national plans, PEO Digital will benefit from common operating pictures of threat domains, defense approaches, and opportunities to reinforce efforts.

The USMC 38<sup>th</sup> Commandant’s Planning Guidance outlines a central challenge for PEO Digital to define future warfare: “...*our most challenging adversaries have initiated a new paradigm of warfare, based on the development and fielding of long-range precision weapons as well as information-related capabilities.*” We reviewed the intentions and anticipated roles for Naval Information Operations contained in the Commandant’s Planning Guidance, the Chief of Naval Operations (CNO) Design for Maintaining Maritime Superiority 2.0, and the Secretary of the Navy’s Strategic Guidance. PEO Digital’s Strategic Plan intends to directly support and align with our senior and national leaders plans, and details how we will enhance our country’s defense and support Sailors and Marines in the field.

The global IT industry demonstrates an unprecedented rate of change. Rapidly emerging innovations and ever-evolving capabilities create exciting prospects and accelerate the velocity of change. This increases the necessity for organizations like PEO Digital to have a focused vision, well-defined plans, and a culturally embedded ability to communicate. The PEO Digital Strategic Plan FY22-25 serves these purposes.

PEO Digital’s future state and our operating environment are detailed in four goals that inform the technologies, competencies, abilities, alignments, and financial orientations the management team assessed as necessary for current and upcoming operating conditions. The PEO Digital Strategic Plan holistically addresses these goals. Our fundamental mission remains, but our operating model needs significant renovation. New reference architectures demand new technologies. Our evolving operating environment will encompass the power of Navy and Marine Corps environments operating as one. PEO Digital will significantly enhance our process and framework portfolio to benefit from the continuing influx of new assets. We will adopt and field Agile frameworks that increase overall business and mission agility, giving PEO Digital greater flexibility, better cost management, and risk mitigation.

The PEO Digital Strategic Plan outlines necessary process assessments and improvements to address management and cost efficiency improvements. These efforts, combined with other strategic initiatives, will result in greater organizational efficacies. PEO Digital is customer- and member-focused, and the Strategic Plan reflects this by outlining opportunities to increase workforce capabilities and motivations with initiatives to develop and nurture existing and rising talent, while also focusing on the overall customer experience.

The Naval Information Operations mission is of paramount importance and must fulfill expanding operational requirements. Our adversaries operating capabilities are well publicized

and evolving. The DON must dominate the Information Warfare competition to achieve information superiority at any given time or locale allowing for effective digital deployments of Sailors and Marines within the digital domain. This will allow them to operate with a protected digital footprint even under varying conflict conditions. The PEO Digital Strategic Plan declares our intent to realize this vision by FY25.



## Vision & Mission

**Mission:** We deliver modern, secure, and effective enterprise information technology and business systems and services.

**Vision:** To provide the premier enterprise information technology user experience.

**Motto:** Connecting Marines and Sailors Across the Globe.

## Values & Principles

Our commitment to our values and principles is uncompromising. They are the foundation of all PEO Digital efforts and represent our commitment to the United States, the DON, and our Marines and Sailors. PEO Digital engagements adhere to the highest standards of service and ethics.

- We are mindful of the Warfighter in our planning and operation execution
- Our culture focuses on diversity, inclusion, and mutual respect
- We reward innovative solutions and calculated risk taking contribute to mission success
- Our organization is value-focused and customer-centric
- We acquire and deliver the best IT capability. User satisfaction is our measure of success.

Above all ...

***We Honor our Commitments.***



## Goals, Objectives, and Initiatives

This strategy focuses on how PEO Digital will develop, acquire, and deliver the means to access capabilities required by the Warfighter and meet the demands of an evolving information environment. We will continue to build and leverage our capable and engaged workforce to deliver business and IT systems that result in a positive user experience and enhanced data driven decision-making. Our success is contingent on achieving the following goals through clear objectives and initiatives.

### **Goal One: Develop and Maintain an Engaged and Capable Workforce**

Our people, processes, and tools are the essential building blocks to achieving our goals. Our people are our most important resource; it is incumbent upon all DON entities within PEO Digital to increase our level of expertise, keep motivation high, and ensure that trust and confidence exists within the DON chain of command. PEO Digital employees are valued, heard, and engaged. Our people are dedicated to a higher national security mission; we want them to know their leadership believes in them and is here to support them throughout their career. This strategy aims to improve workforce satisfaction by empowering decision making, providing opportunities for professional growth, and recognizing achievements.

#### **Objective - Develop a Learning Organization**

To ensure our workforce is equipped to continue driving the paradigm shift in DON support and management activities, data stewardship roles, software lifecycle management, and cloud computing education PEO Digital is committed to ensuring access to training opportunities in data science, machine learning, artificial intelligence, cloud computing, acquisition, and contracting. It is recognized that investments in these areas are designed to unleash the talent of each individual member of PEO Digital.

#### **Objective - Encourage and Support Decision Making at Lower Levels**

The digital world is moving faster every moment due to newer technology, streamlined processes, and evolving capabilities. PEO Digital must be able to support decision making with access to the data platforms and analytical tools necessary to deliver key information at the speed of relevance. Our technology and service delivery efforts enable action by allowing access to information faster and from more distribution points than ever before. Articulating and emplacing key business architecture disciplines and practices will dramatically improve the pace and efficacy of PEO Digital's decision-making processes

#### **Objective - Increase Focus on Human Capital and Talent Management**

Workforce management systems help identify key talent assets to retain while separating those assets which do not meet performance standards. Measured performance acumen includes standard work performance metrics, attitude, teamwork, and education. The manpower model developed to support our digital transformation is maturing and continues to gain insights into



managing our human resources. Continual development of this model with an evolving management plan is producing great technical talent and leaders. PEO Digital continues to attract industry experts in cloud infrastructure, software delivery, and data engineering. We will develop these experts into continuous learners and effective leaders.

## **Goal Two: Advance the Modern Service Delivery Model**

There is significant pressure on PEO Digital to be financially nimble, culturally responsive, methodical in standardizations of consumer experiences, and savvy in providing access to cutting edge services and technologies. Like many organizations, our frameworks for the delivery of IT services are evolving to meet the growing demands of the DON's digital transformations. PEO Digital is committed to adopting and implementing best practices, a nuanced technical business architecture and infrastructure frameworks that work synergistically to increase the overall impact of the service delivery channels we employ.

### **Objective - Adopt Architectures and Industry Frameworks to Achieve Parity**

Organizational competence in the right architectures and frameworks improves an organization's ability to achieve speed, agility, and security at acceptable cost points. PEO Digital has established programs and efforts to improve our architecture and industry frameworks portfolio that allow us to maintain vigilance across the operating environment and act in real time. Elements of the scaled Agile Framework (SAFe) have been deployed within PEO Digital, shortening development cycles and action times, and assisting in controlling costs.

Research into system reliability engineering capabilities are being translated into actions and are expected to significantly increase our ability to offer development, security, and operations (DevSecOps) environments accelerating deployment cycles in service of Sailors' and Marines' operational needs. The development and deployment of zero-trust architectures is significantly increasing our ability to operate, secure and defend our enterprise network. We continue in our commitments to improve our process development and control frameworks including suppliers, inputs, process, outputs, customers (SIPOC) and Lean. This commitment is evidenced through the research that has led to the adoption of new methods and techniques within the various business and technical practices, and by actively increasing the maturity level of existing programs. These and other governing and management frameworks are being integrated with the IT Service Management (ITSM) processes currently comprising our Defense Enterprise Service Management Framework, Naval Transformation Framework, and DoD and Navy service management frameworks.

This aggressive and complex undertaking required PEO Digital to establish our ability to integrate and operate different frameworks and best practices. This responsibility continues to evolve and mature requiring iterative evaluation to ensure placement of the best frameworks remain in the right place, arranging them to achieve exceptional service levels, reliability, operating security, and control. SAFe methods have helped to strengthen our development and management control of the enterprise portfolio. Development and deployment of zero-trust architectures are significantly increasing our ability to operate, secure, and defend our enterprise

network. These and other governing and management frameworks are being integrated with the ITSM processes currently in use.

Satisfying IT service needs across all levels and commitments requires balancing staffing resources with needed skillsets, talent, and knowledge to establish velocity; it helps forecast demand for services and ensure people with necessary competencies and attitudes are available to deliver required services.

### **Objective - Configure Management Practices for Contemporary IT Operations**

PEO Digital is maximizing value by implementing a robust comprehensive management practice strategy that is flexible, scalable, and versatile. The ITSM capability supports service value chains across business, technology, and service management activities. Workforce management is helping to provide insights, forecasting, and active decision-making metrics of this most valuable resource area. We are rebuilding focused acquisition processes to synchronize with the adopted Agile frameworks. These principles are included in how we plan and design technology delivery through deployment and continued maturation of Model-Based System Engineering.

PEO Digital is committed to continuous process improvement which will further identify and develop efficient approaches to mission management. We maximize value creation across all stages of the service management process from service strategy to continual service improvements. We will develop, implement, and track key performance indicators (KPI) to iteratively improve performance, identify bottlenecks, track progress, and facilitate continuous service improvement.

### **Objective - Coordinate Acquisition and Contract Administration**

PEO Digital is tasked with maintaining new DON cloud contracts, decoupling them from other programs, and increasing visibility over spending on commercial cloud services and how they are used. Demand signal on our portfolio from the operational community demonstrates the need for digital transformation of our financial, logistics, payroll, and personnel systems, as well as increased network capabilities (e.g., mobility and self-service). Speed, agility, and affordability are foundational. Success requires strong partnerships between the functional and acquisition communities and the users they serve.

### **Objective - Increase Effectiveness of Invested Funds and Maximize Return on Investments**

Increasing competition and financial resource scrutiny are realities for modern government and business environments. Making high-leverage investments is increasingly important to PEO Digital. Figuring out how to do more with the same or fewer resources is a significant focus area; PEO Digital has undertaken automation initiatives including deploying software-controlled environments, building out DevSecOps environments, and building a significant Application Programming Interface (API) capability.

PEO Digital will execute an aggregation strategy that consolidates networks and like-spending across its operating enterprise. Consolidating legacy networks into the emerging modern Naval Enterprise Network (NEN) control environment increases the significance of the dollars spent for those networks, service levels, and customer experience. To maximize DON purchasing power, enterprise-focused software portfolios will be stood up with the mission to bundle, manage, and plan software initiatives, licensing, and core technology agreements expected to activate contracting efficiencies available to our expansive enterprise. Scrutinizing spending elements that have adverse effects is equally important as making investments. PEO Digital will be judicious about identifying and programmatically removing like or equivalent network equipment that functionally has low yield in comparison to contemporary compute gear.

### **Goal Three: Build an Enterprise-Class Digital Platform**

Technological transformation is essential to our strategy. Currently, NEN is an operating system, single-server architecture; the future state will be a digitally centered enterprise capable of all functionalities, visibility, automation, control, and security of industry enterprises comparable in size and class. The Naval Digital Platform (NDP) is the initiative to achieve this expansive capability. The renovation plan will be comprehensive and extensive, from the network core through compute resources, across the transport services to the endpoints over multiple years. Its core is a hybrid operating environment founded on hyper-converged computing, zero-trust architecture, managed API infrastructure, and centrally controlled software management for virtually all the network's core and important functions.

The application workplace services will be cloud-based, accessible worldwide, and highly redundant. Core services including IP, firewall, proxy, and domain name services will be reinvented in a configuration capable of achieving the speed and agility required in high-demand digital environments. Achieving this renovation will place Naval operate, defend, and secure capabilities on-par with the expected capabilities of our pacing adversaries. This will inspire great confidence in the Sailors, Marines, and Warfighters who depend on information operation capabilities to defend the country and project U.S. power.

PEO Digital operates the core network of the future for Naval enterprises, originally the responsibility of an individual Program Management Warfare (PMW) portfolio. The near-term strategy is to increasingly deploy cloud-native functionality that enables the NEN to achieve industry parity and increase the control domain across the Naval enterprise. This requires new technology and better methods of planning, managing, and controlling immensely capable functionality.

### **Objective - Naval Enterprise Service Integration and Convergence**

The Strategic Intent for Transition to Naval Enterprise Information Technology Services states, *“DON enterprise IT services will be designed to be high performing, low cost, continuously secured, and easily accessed, thus making them a more attractive alternative than an independent investment. To the greatest extent practicable, common enterprise IT services will be adopted across the DON enterprise.”* These enterprise IT services must be *“lean (efficient),*

*learning (responsive to feedback), and enabling (teams do not need to be coerced into adoption).*” While focused on our enterprise networks (where technically and financially feasible), these IT services should extend to our tactical edge to improve interoperability and data sharing. The Warfighter is our number one priority, and these services will further enable Sailors and Marines to dominate the information environment across all domains.

### **Objective - Deliver an Integrated Digital Platform for the Future**

The Navy demands extensive requirements from cloud adoption. The Naval services conduct an array of missions in diverse global environments. Naval platforms gather information from dozens of sensors and communications systems at any given second. Command and Control (C2) networks facilitate effective fleet management and direction. The Navy can disperse its needs between organic cloud networks onboard deployed ships which then forward information to larger shore-based clouds whenever bandwidth and operations allow. This integration is vital to our success. In addition, PEO Digital will facilitate implementation of the DoD Data Strategy by integrating Jupiter, our enterprise data and analytics platform, into all existing environments. As we continue to transform, we will leverage authoritative data hosted in this platform to provide information superiority at the tactical edge, and measure progress against ongoing modernization objectives.

### **Objective - Establish Parity with Industry Technology and Capabilities**

To be competitive and defeat our pacing adversaries, PEO Digital requires (at minimum) technological parity with industry. The state of industry is defined by cloud-native and zero-trust architectures that make great use of data to provide transparency and automation. These capabilities are the foundation of maintaining awareness, controlling the environment, and having ability to act in real time.

PEO Digital has a vision and plan to establish this posture in the NDP reference architecture. This operating environment will be natively digital, but also characterized by a reduced size of on-premises footprints, the establishment of a diverse set of cloud providers, and a significant increase in our operating proficiency in a hybrid-cloud environment. The Integrated Naval Operational Command and Control System (INOCCS) is a major sub-architecture in the contemporary vision for the way the Navy will operate. INOCCS provides the Naval enterprise ability to skillfully handle data to maximize network visibility, control access, automate services, and manage the controlled enterprise as a single entity. At the point of maturity, all contemporary architectures and frameworks become available to Naval IT operators including product management, micro-services, API integration, zero-trust, and immutable services. Establishing these capabilities will fundamentally change the operating environment and effectiveness of the Navy to operate, defend, and secure the Naval enterprise. NDP and INOCCS will represent a major increase in Information Warfare capability.

## **Objective - Increase the Pace of Cloud Adoption**

In the past two years, the DON has been focused on adopting cloud services. There have been great accomplishments, including establishing a Cloud Service Management Office (CSMO), Black Pearl, and Flank Speed. These successes and service deployments helped the DON achieve experience and understanding that enables a rapid, precise, and mature integration of cloud services into the emerging NEN operating environment. PEO Digital is committed to acting on these successes, and our strategy reflects this in initiatives like the Naval Digital Platform, INOCCS, ServiceNow, SharePoint Online, and Azure Virtual Desktop. There is no longer a distinction between cloud and on-premises, only the consideration of an integrated operating environment that places best functions and services in the best operating places to achieve desired outcomes.

## **Objective - Build and Maintain an Operating Capability that Enables Cyber Superiority**

We must acknowledge, support, and act upon the overarching themes of lethality and security. What we do can be summarized in the requirement to control our battlespace and secure the operating environment. This means understanding who specifically is allowed or operating in that space and having visibility into what they are doing. We accepted this responsibility and placed it at the foundation of our strategic efforts in initiatives like INOCCS and Naval Identity Services (NIS).

## **Goal Four: Achieve Customer Centricity and Credibility**

As the Navy shifts from isolated and duplicative IT acquisition efforts, it is imperative that services PEO Digital provides be adopted by our customers without reservation. We understand the services we provide directly impact the day-to-day operations of our warfighters, civilians, and support staff at sea and ashore. Our operational strategy and framework are designed with customer value at the forefront. We will provide interfaces for customer collaboration to ensure the capabilities we develop improve the customer experience. It is vital the mission owners we support have a voice in each stage of the development cycle. We strive to become a customer-centric organization focused on enhancing the customer experience by providing service offerings that are responsive to our customer demand signals.

## **Objective - Expand Intuitive Service Acquisition and Support**

We will embrace a self-service approach to IT service acquisition through the Digital Marketplace that provides customers with a streamlined and standardized acquisition portal. To increase adoption, we must make certain the capabilities we offer meet the desired outcomes and requirements of our customers. To maximize speed of adoption, we will provide acquisition support to component commands and technical support to the user community as mission owners begin to leverage services through the Digital Marketplace.

## **Objective - Anticipate and Respond to Customer Needs**

To maximize value for our customers, PEO Digital must embrace an Agile, collaborative culture that brings a voice-of-the-customer and developers together to shape requirements and develop capabilities. Our service delivery model is customer-centric, agile, and responsive to demand signals from Sailors and Marines at the forefront of our nation’s defense. We will collect and monitor enterprise data to identify areas for service delivery improvements in real time before they adversely impact the DON’s state of mission readiness. With customer centricity in mind, we will provide mission owners access to business relationship managers, allowing warfighters to take part in shaping capability offerings that integrate requirements into the development process.

## **Objective - Enhance the User Experience**

As an organization, PEO Digital recognizes that our tools, capabilities, and activities support one objective: Connecting Marines and Sailors across the Globe. A positive user experience is paramount to the success of PEO Digital. Leveraging Agile and cost-conscious acquisition vehicles, real-time enterprise performance data, and iterative customers feedback, PEO Digital will ensure the Navy’s IT assets are positioned in a customer-centric posture. We believe quality of service is synonymous with quality of experience; by monitoring real-time end user application performance, we can diagnose and resolve issues before they reach the service desk. This enables our user community to spend more time generating value and less time troubleshooting.



## Key Performance Indicators

### Strategic KPI Vision

A strategic KPI model will be developed to measure long-term implementation of our strategic plan. While initiative and outcome based KPIs may be used to measure the *outcomes* of our strategy, our strategic KPIs intend to measure the *execution* of our strategy. The model will aggregate initiative-level execution data to provide ratings at the goal and objective levels. This enables an elevated quantitative assessment of performance that ties execution data to our overarching strategy. Our KPIs will leverage meaningful, actionable execution data and are not intended to create additional reporting burdens. A KPI dashboard will be used to report performance at recurring frequencies.

### Organizational Responsibilities

#### Strategic Planning Team

- Collect initiative-level execution metrics from Objective Champions
- Update and maintain KPI dashboard to assess progress over time

#### Goal Champions

- Validate objectives are strategically relevant and commonly understood
- Identify appropriate Objective Champions

#### Objective Champions

- Provide definitions for each initiative
- Ensure initiatives are strategically relevant, and assign weights for objective scoring
- Identify initiative owners and collect planned success criteria
- Provide quarterly status updates to Strategic Management Team

#### Initiative Owners

- Deliver recurring execution metric updates to Objective Champions



## Appendix A - Acronyms

Acronym	Definition
API	Application Programming Interface
CSMO	Cloud Service Management Office
C2	Command and Control
DON	Department of Navy
INOCCS	Integrated Naval Operational Command and Control System
ITSM	Information Technology Service Management
KPI	Key Performance Indicators
NEN	Naval Enterprise Network
NDP	Naval Digital Platform
NIS	Naval Identity Services
PMW	Program Management Warfare

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