Mission Support Strategic Blueprint

FY 2011 – 2015

Version 1.1
October 2011

DCMS Leaders,

I am pleased to present the United States Coast Guard's Mission Support Strategic Blueprint for Fiscal Years 2011-2015. Since modernization was initiated in 2006, we have worked with determination to integrate the varied elements of the Mission Support Organization. From the establishment of CG-9 to the stand-up of multiple Logistics and Service Centers, we have made major strides towards improving mission support while creating a foundation for future enhancements.

The Mission Support Blueprint is driven by the Commandant's guiding principles of Steady the Service, Honor our Profession, Strengthen our Partnerships, and Respect our Shipmates, and my four cornerstones of Total Asset Visibility, Configuration Management, Bi-level Maintenance, and Product Line Managers. Setting an overarching vision for Coast Guard mission support, this Blueprint focuses our efforts in the following key areas:

1. **Governance**: Develop an effective governance model that integrates strategic planning with the budget process to maximize results and manage risks within current and expected resources.

2. **Organizational Integration**: Implement integrated portfolio management to support operations and lifecycle management.

3. **Common C4IT Architecture** Establish a common command, control, communications, computers and information technology (C4IT) architecture that facilitates data driven decision making and accountability.

4. **Human Capital Alignment**: Strengthen the human capital program to provide the best workforce for Coast Guard mission execution and support.

5. **Optimal Process**: Ensure mission support core business processes deliver optimal (effective and efficient) service levels.

Bravo Zulu to all those involved in preparing this first Strategic Blueprint for the Mission Support Organization. This document is the result of considerable collaboration throughout the mission support enterprise. As such, the goals address challenges that are common across the varied mission support elements. By providing a shared focus for our efforts over the next five years, the Blueprint helps to unify the Mission Support Organization.

I ask each of you to carefully read the Mission Support Strategic Blueprint to understand our collective way ahead. Our actions for the next five years will be predicated on this strategy. All military and civilian personnel have a role—both large and small—in helping to achieve these goals. Each year we will update the Action Plan (Appendices A and B) to address the initiatives we are undertaking to achieve our stated goals. I expect Assistant Commandants and DCMS staff to align their strategies and business plans with this blueprint during their next plan refresh.

Progress is borne from the conviction, dedication and hard work of each person in the mission support enterprise. I expect our operational partners to hold us accountable for achieving our vision of sustained and adaptable readiness for Coast Guard missions. As we move forward with implementing this Blueprint, its success depends on your talents, commitment and proactive involvement. This is our path to more efficient and effective mission execution.

J.P. CURRIER
Vice Admiral, U.S. Coast Guard
Chief of Staff/DCMS

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STRATEGIC FOUNDATION

MISSION

Enable Coast Guard missions through lifecycle support of people, platforms and systems.

VISION

Deliver sustained and adaptable readiness for Coast Guard missions.

FOUR CORNERSTONES

Mission support enables Coast Guard missions by integrating the Service's efforts in research and development, acquisition, lifecycle maintenance and management, knowledge and information management, and human capital into a seamless service delivery model.

Built on the following four cornerstones, the mission support service delivery model ensures unified acquisition delivery and capability support to meet operational needs:

- **Total Asset Visibility** throughout the lifecycle of all Coast Guard systems, people, and assets.

- Disciplined **Configuration Management** to provide standard, disciplined, repeatable, and scalable processes.

- **Bi-level Maintenance** support/services model (pushed support to unit).

- Single point of accountability for support above unit level through **Product Line Management**.

Figure 1: Four Cornerstones of Mission Support

STRATEGIC GOALS

The Mission Support Organization's Strategic Goals translate the Mission and Vision into a framework for focusing efforts and measuring success. At the highest level of accountability, Mission Support has five Strategic Goals:

Goal 1: Governance
Develop an effective governance model that integrates strategic planning with the budget process to maximize results and manage risks within current and expected resources.

Goal 2: Organizational Integration
Implement integrated portfolio management to support operations and lifecycle management.

Goal 3: Common C4IT Architecture
Establish a common command, control, communications, computers and information technology (C4IT) architecture that facilitates data driven decision making and accountability.

Goal 4: Human Capital Alignment
Strengthen the human capital program to provide the best workforce for Coast Guard mission execution and support.

Goal 5: Optimal Processes
Ensure mission support core business processes deliver optimal (effective and efficient) service levels.

STRATEGIC OBJECTIVES

The following Strategic Objectives define how the Mission Support Organization will fill gaps in current capabilities to meet its Strategic Goals.

GOAL 1: GOVERNANCE

Develop an effective governance model that integrates strategic planning with the budget process to maximize results and manage risks within current and expected resources.

Objective 1.1: Strategy and Planning
Ensure all entities under the Deputy Commandant for Mission Support (DCMS) engage in periodic planning efforts that deliver affordable readiness, optimize support transactions, and inform out-year budget requests.

Objective 1.2: Doctrine
Define, develop, and disseminate DCMS-wide doctrinal information to provide clarity of purpose.

Objective 1.3: Infrastructure (non-C4IT)
Ensure that Coast Guard's infrastructure fulfills mission support requirements.

Objective 1.4: Governance and Technical Authority
Establish organizational constructs, policies, and procedures to provide clear and consistent DCMS operating protocols. These activities will ensure internal and external understanding and seamless operations.

GOAL 2: INTEGRATED ORGANIZATION

Implement integrated portfolio management to support operations and lifecycle management.

Objective 2.1: Requirements
Develop, capture, and manage mission support requirements for lifecycle management, human capital functions, core mission support practices and governance, and C4IT architecture.

Objective 2.2: Lifecycle Management
Optimize delivery of mission support products and services to the field by defining and implementing lifecycle management for assets (including systems that support acquisitions, logistics, financial and payroll functions), capabilities (including modeling and simulation), and personnel.

Objective 2.3: Risk Management

Develop and implement risk management functions for the lifecycle management and governance of Coast Guard assets, human resources, engineering and logistics, C4IT, and contracting and acquisitions.

Objective 2.4: Contingency

Support mission support incidence planning, staffing, and execution capabilities, and develop the capability to plan for and provide mission support incident response (including supply support, maintenance and repair, surge staffing, and personnel location, availability, contracting, transportation, and certification currency).

Objective 2.5: Program Management

Implement program management, including proven and efficient contracting practices, as a core competency to manage cost, schedule, and performance.

Objective 2.6: Asset Integration

Develop governance processes to manage the integration of new assets.

GOAL 3: COMMON C4IT ARCHITECTURE

Establish a common C4IT architecture that facilitates data driven decision making and accountability.

Objective 3.1: Information Management

Improve the Coast Guard's ability to manage, share, and use information and knowledge by documenting the Coast Guard's data assets and establishing data policies, roles, responsibilities, internal controls, and environments.

Objective 3.2: C4IT Infrastructure

Provide the Coast Guard with the C4IT Infrastructure needed for the execution and support of Coast Guard missions.

GOAL 4: HUMAN CAPITAL REFORM

Strengthen the human capital program to provide the best workforce for Coast Guard mission execution and support.

Objective 4.1: Diversity

Improve workforce diversity so that the Coast Guard is reflective of the diverse Nation it serves.

Objective 4.2: Workforce Management

Develop and implement recruiting, accession, assignment, advancement, and workforce support processes that result in the continuous application of talent and experience to Coast Guard mission accomplishment.

Objective 4.3: Training and Development

Implement training, certification, and career development programs to meet all Coast Guard requirements for competencies and the sub-set of competencies in the mission support workforce disciplines (human resources, engineering, C4IT, and acquisition).

GOAL 5: OPTIMAL PROCESSES

Ensure mission support core business processes deliver optimal (effective and efficient) service levels.

Objective 5.1: Enterprise Architecture and Process Standardization

Standardize and optimize mission support delivery by capturing and analyzing business processes and activities, information exchanges, C4IT systems and infrastructure, and related artifacts with the development of mission support enterprise architecture.

Objective 5.2: Performance Metrics and Continuous Improvement

Establish metrics to monitor the performance of assets and mission support processes.

Objective 5.3: Communication

Develop and execute a formal communication program to ensure all mission support stakeholders are informed of mission support capabilities, issues, support levels, and strategic goals.

Objective 5.4: Compliance

Improve compliance with Federal, Departmental, and Coast Guard mandates that govern the delivery of mission support services and capabilities.

Objective 5.5: Cost Accounting

Establish standard processes across asset classes to attribute depot and unit level support costs to each class.

STRATEGY MAP

The Mission Support Strategy Map (Figure 2 below) provides a high-level overview of the organization's Mission, Vision, Four Cornerstones, and Goals and Objectives.
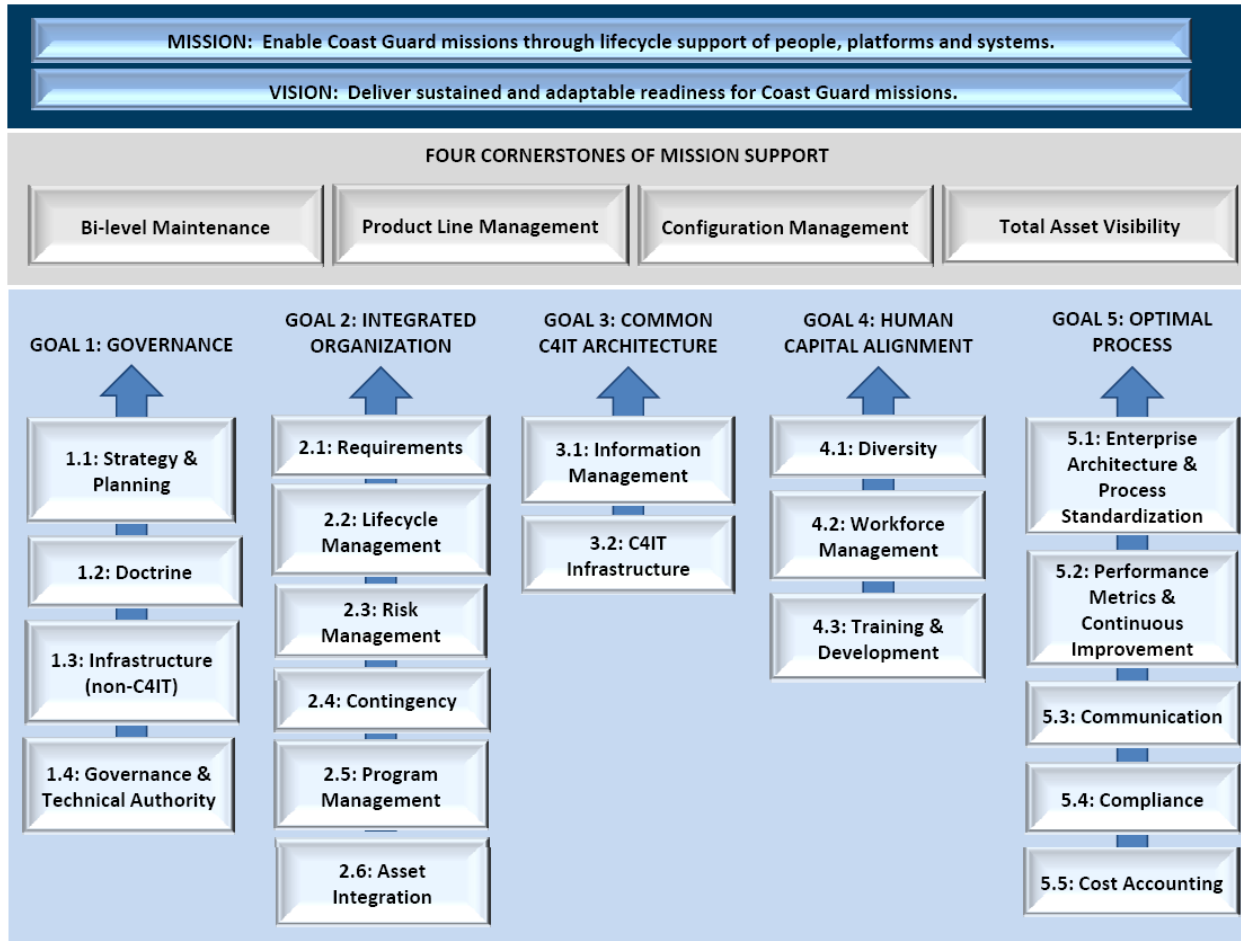

Figure 2: Mission Support Strategy Map

PERFORMANCE MANAGEMENT

As the Mission Support Organization steadies and matures, its performance management process will solidify. The development of the five-year Mission Support Strategic Blueprint is the first step toward setting the long-term direction of the organization. The next step entails execution of Mission Support Initiatives that will focus efforts in the short-term while establishing the fundamentals of effective performance management.

MISSION SUPPORT INITIATIVES

The Mission Support Initiatives build upon the USCG vision charted by the Commandant. They are the efforts that the Mission Support Organization will focus on for the next two years.

The diagram in Appendix A shows the sequence of Mission Support Initiative implementation. Following the diagram, Appendix A provides the the intent, owner/person accountable, and planned completion date for each Mission Support Initiative yet to be completed.

BALANCED SCORECARD APPROACH

Over time, the Mission Support Organization anticipates a full evolution of management that demonstrates organizational health by linking its Strategic Goals and Objectives to measures in a Balanced Scorecard (BSC).

The BSC is a strategic planning and management system used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities with the vision and strategy of the organization. The BSC improves internal and external communications while monitoring organizational performance against strategic goals.

Over the next several months, the Mission Support Organization will create a BSC that contains key performance measures to gauge success and progress toward meeting its Strategic Goals and Objectives.
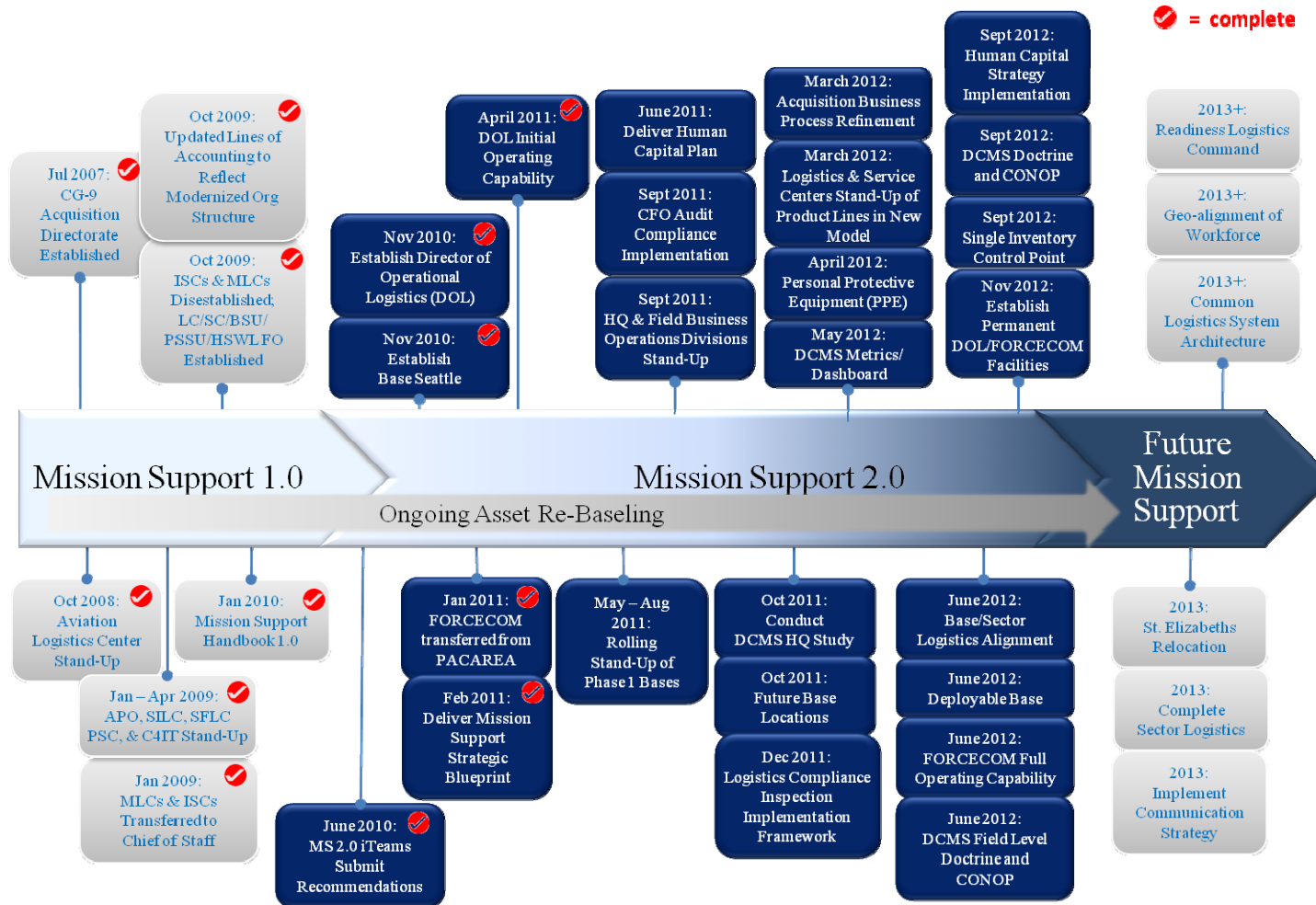
APPENDIX A: MISSION SUPPORT INITIATIVES

Figure 3: Mission Support Timeline

INITIATIVE DESCRIPTIONS

#	Source	Initiative	Description	Objective	Executive Sponsor	Planned Completion
1	DCMS	*Human Capital Plans*	Provide a comprehensive Human Capital Plan that establishes a framework of policies and practices that will guide DCMS efforts in meeting workforce needs. This plan will consider career paths, training, and diversity.	4.2	DCMS-8	June 2011
2	DCMS	*CFO Audit Compliance Implementation*	Support DHS/CG-8 in achieving a qualified opinion for areas in which DCMS is a key process owner. Address deficiencies identified in audit findings.	5.4	DCMS-8	Sep 2011
3	DCMS	*HQ /Field BOD Stand-up*	Establish DCMS Headquarters (HQ) and Field Business Operations Divisions (BOD) capabilities within CG 1, 4, 6, 9, and FC as well as the Personnel Service Center (PSC), Health, Safety and Work Life (HSWL), Aviation Logistics Center (ALC), Surface Forces Logistics Center (SFLC), Shore Infrastructure Logistics Center (SILC), and C4IT Service Center (C4IT SC). It is envisioned that HQ/Field BODs will support their respective commands in budget formulation, budget execution, internal controls, strategic planning/communications, and measures and continuous improvement activities (internal/external/ vertical/horizontal). This effort involves establishing minimum capabilities for both HQ and Field BODs; identifying standard functions roles and responsibilities; and incorporating BODs into the DCMS governance structure.	1.1	DCMS-5	Sep 2011

#	Source	Initiative	Description	Objective	Executive Sponsor	Planned Completion
4	COMDT	*DCMS HQ Study*	Review the structure and roles of DCMS/FC Headquarters. This effort involves designing and validating a comprehensive implementation plan to achieve a smooth and successful organizational change to modernize the DCMS/FC Headquarters with resulting footprint reduction. This effort must align with the St. Elizabeth's move.	1.1	DCMS-4d; CG-9d	Oct 2011
5	COMDT	*DOL/Base Commands*	Establish the Director of Operational Logistics (DOL) and Base Commands and reach IOC (Apr 2011). As part of Phase 1 roll-out establish roles, responsibilities, functional statements and organization charts; determine resources required to stand-up the DOL, Base Commands and detached elements; examine the roles and responsibilities of Technical Authorities; and develop business rules governing the relationships between the Logistics and Service Centers and the DOL/Bases (Aug 2011). Assess locations for future maturation of the Base Construct (Oct 2011).	1.4	DOL	Oct 2011
6	DCMS	*Logistics Compliance Inspection (LCI) Framework*	This effort involves establishing a framework to ensure Chief Financial Officer (CFO) compliance and accountability across the entire Coast Guard; ensuring that LCIs identify potential logistics efficiencies; and minimizing the burden the compliance inspections impose on the field.	5.4	CG-4	Dec 2011
7	DCMS	*Acquisition Business Process Refinement*	Continue to refine the Coast Guard's acquisition business processes in accordance with the *Acquisition Directorate's Strategic Plan (*October 2010, Version 5). See Appendix B for more information.	2.6	CG-9	Mar 2012

#	Source	Initiative	Description	Objective	Executive Sponsor	Planned Completion
8	DCMS	*LC/SC Stand-up of PL's in New Model*	Each Logistics/Service Center will have at least one product/service line operating in the CG mission support business model. Success for this effort is when a pilot can demonstrate achievement of the Four Cornerstones of Logistics with a minimum of one unit/asset (i.e. Training, identification of configuration standards, Organizational/Depot level requirements, Pilot Maintenance Procedure Cards). Use of an approved IT system is required.	2.2	DOL	Mar 2012
9	DCMS	*DCMS Enterprise Measures/Dashboard*	Take the lead in defining enterprise performance management metrics and measures for DCMS. This effort involves identifying enterprise performance measures for Mission Support (May 2011) and developing a Mission Support Dashboard and Balanced Scorecard for metrics reporting (May 2012).	5.2	CG-4d; CG-9d	May 2012
10	COMDT	*Base/Sector Logistics Alignment*	Evaluate and analyze co-located Base Commands and Sectors to redeploy personnel resources to remote Sector Logistics Departments. These resources will be identified through an analysis of logistics services that can be shared among co-located Bases/Sectors.	1.1	DOL	June 2012
11	DCMS	*Deployable Base*	Establish DCMS deployable base capability during a contingency. This effort involves reviewing Haiti/Deepwater Horizon lessons learned; developing deployable base concept and requirements for the stand-up of deployable base(s); working with programs on appropriate resource proposals; and developing a Concept of Operations (CONOP) and Standard Operating Procedures (SOPs) to support required response.	2.4	DOL	June 2012

#	Source	Initiative	Description	Objective	Executive Sponsor	Planned Completion
12	COMDT	*Full Integration of FORCECOM into DCMS*	Prepare for and coordinate the execution of FORCECOM (FC) field command integration with DCMS. This effort involves: thoroughly assessing of DCMS/FC organization structures and progress; assessing, validating and identifying DCMS/FC requirements, roles, responsibilities, and accountabilities in relationship to an integrated DCMS/FC organization; developing Courses of Action (COAs) for optimal disposition of DCMS/FC support services; identifying and addressing any DCMS/FC efficiencies/deficiencies; overseeing implementation of approved COAs; and defining DCMS/FC enterprise governance.	1.4	FC	June 2012
13	DCMS	*DCMS Doctrine and CONOP*	This effort will provide a systems view of DCMS doctrine processes to ensure documentation is developed, codified, and maintained; and oversight to the coordination and adjudication of organizational doctrine fostered through continuous feedback and a lessons learned system that links with training systems in a common language.	1.2	DCMS-5	Sep 2012
14	DCMS	*Single Inventory Control Point*	Provide recommendations to develop a single supply chain management solution for centralized management of multiple locations. Tasks for this effort include developing the problem statement, assessing the current state, conducting a gap analysis, developing COAs, obtaining funding, and executing strategy.	1.4 5.1	CG-4d	Sep 2012
15	DCMS	*Permanent DOL/FORCECOM Facilities*	Provide adequate facilities to support short-term (June 2011) and long-term DCMS/FC space requirements (Nov 2012). This effort includes the co-location of the DOL and FC, and alignment with St. Elizabeth's efforts.	1.3	CG-4d	Nov 2012

#	Source	Initiative	Description	Objective	Executive Sponsor	Planned Completion
16	COMDT	*St. Elizabeths Relocation*	Establish a team to ensure a smooth move and transition of USCG staffs and associated equipment to St. Elizabeths. This team will serve as the action body to facilitate and coordinate all USCG-related elements of the move to St. Elizabeths.	1.3	CG-4	2013
17	DCMS	*Common Logistics System Architecture*	Ensure the timely acquisition of the Coast Guard Logistics Information Management System (CG-LIMS) to combine functionalities of existing legacy logistics systems throughout the U.S. Coast Guard (USCG) into an enterprise-wide, centrally managed logistics information management system.	3.2	CG-4d; CG-9d	2013+
18	DCMS	*Logistics Readiness Command*	Explore concepts for integrating logistics and readiness in the field. This effort involves determining the viability of different organizational constructs and making recommendations on a way forward.	1.4	CG-4d	2013+
19	DCMS	*Finish Sector Logistics*	Redeploy personnel to remote Sector Logistics Departments based on the recommendations of the Base/Sector Logistics Alignment initiative (see Initiative 10 for more information).	1.1	DOL	2013+
20	DCMS	*Geo-alignment of Workforce*	Review the alignment of job functions to geographic locations across the MS workforce to ensure that the right job is being done in the right place.	1.4	CG-1	2013+

#	Source	Initiative	Description	Objective	Executive Sponsor	Planned Completion
21	DCMS	*Personal Protective Equipment (PPE)*	The purpose of the PPE Initiative is to develop an approach for managing a wide variety of PPE within in the Coast Guard. This equipment includes: Rescue and Survival Systems Equipment; Aviation Life Support Equipment; Chemical, Biological, Radiological and Nuclear Equipment; Medical Equipment (H1N1 PPE, etc.); Diving Equipment; and Law Enforcement Equipment. This effort involves assessing current practices; developing recommendations on a standard support process for DCMS and DCO approval; and managing the implementation of the approved approach.	2.2 2.4	CG-1	Nov 2012
22	DCMS	*Human Capital Strategy Implementation*	The Human Capital Strategy Implementation Initiative involves ensuring that the initiatives documented in Appendix B of the Human Capital Strategy are implemented and successfully completed by the designated initiative owners.	4.2	CG-1	Apr 2012
23	DCMS	*DCMS Field Level Doctrine and CONOP*	This initiative involves developing a field level DCMS CONOP with a clearly defined set of business rules detailing how the four cornerstones of mission support and the influence of Technical Authorities will be sustained across field level mission support elements.	1.2	DOL	Jun 2012
24	DCMS	*DCMS Strategic Communication Blueprint*	The purpose of this initiative is to develop and implement a strategy for the advancement of DCMS's strategic communication capability. This includes documenting communication cornerstones, goals, objectives and initiatives in a formal blueprint and implementing the initiatives identified to build DCMS communication capability.	5.3	DCMS-5	2013

APPENDIX B: DIRECTORATE PLANS

Plan	Owner	Link
U.S. Coast Guard Human Resource Strategies and Human Capital Plan (2010)	CG-1	https://cgportal.uscg.mil/lotus/mypoc?uri=dm:bf69888042219e259657bea023643a34&verb=view
C4IT Strategic Plan (FY10-FY14)	CG-6	http://www.uscg.mil/hq/cg6/
Acquisition Directorate Strategic Plan (October 2010, Version 5)	CG-9	http://www.uscg.mil/acquisition/aboutus/overview.asp
FORCECOM Business Plan (2011)	FORCECOM	http://www.uscg.mil/hq/cg1/cg132/docs/2011_FC_Business_Plan.pdf

APPENDIX C: DOCUMENT CHANGE HISTORY

VERSION 1.1

Change Log

ID	Source	Initiative	Description
001	Appendix A: Mission Support Initiatives	Changed the *Owner* column to *Executive Sponsor*; Updated sponsor assignments	Changes reflect executive sponsors assigned in the designation memos
002	Initiative 18	Changed Initiative Name from *Integrated Logistics and Readiness* to *Logistics Readiness Command*	Change clarifies initiative purpose
003	Initiative 21	Added *Personal Protective Equipment (PPE)* as Initiative 21	Initiative identified after publication of Version 1.0
004	Initiative 22	Added *Human Capital Strategy Implementation* as Initiative 22	Initiative identified after publication of Version 1.0
005	Initiative 23	Added *DCMS Field Level Doctrine and CONOP* as Initiative 23	Initiative identified after publication of Version 1.0
006	Initiative 24	Added *DCMS Strategic Communication Blueprint* as Initiative 24	Initiative identified after publication of Version 1.0

Approval

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J.P. CURRIER
Vice Admiral, U.S. Coast Guard
Deputy Commandant for Mission Support (DCMS)

14 OCTOBER 2011
Date