

The U.S. Navy's

MILITARY SEALIFT COMMAND

2013 - 2018

Strategic Plan



USNS Bridge (T-AOE 10) in port Pearl Harbor, Hawaii, with the battleship Missouri and the Arizona Memorial in the background.



COMMANDER'S INTENT

6 September 2012



After a decade of war our nation finds itself at a strategic crossroad, one that requires a change in direction and strategy. Deficit reduction is a driver of change and a national strategic priority that will increasingly impact the way we do business in years to come. Although our commitment in Afghanistan is winding down, we continue to face an evolving geopolitical environment that presents a wide spectrum of threats and missions. Our success in confronting these threats and meeting our missions will depend upon our ability to achieve greater effectiveness and efficiency in all areas of operation.

To meet the challenges of tomorrow, Military Sealift Command will continue to examine opportunities for cost reduction, thus freeing up the resources needed to sustain our force structure. We will continue to modernize and to create future logistics capabilities in a resource-constrained environment. Towards that end, we are working on a new multi-year initiative – ONE MSC – to improve responsibility, accountability and authority throughout the organization. MSC has already laid the foundation for an improved, seamless and competency-aligned organization that will draw on our most valuable asset – our people. The new organizational structure will provide the flexibility and adaptability to assemble the best talent and resources where and when they are needed to meet the warfighters' needs with speed and efficiency.

The Department of Defense relies on MSC for innovative, efficient and effective solutions to its maritime challenges. Time and again, MSC personnel have demonstrated their expertise and innovation, solving maritime logistics and engineering challenges, thus solidifying our reputation as DOD's subject matter expert on seaborne logistics. MSC will continue to be anticipatory and responsive to the external environment and customer needs by reaffirming the focus on: (1) providing ships ready for tasking; (2) developing, enhancing and enabling our workforce; (3) focusing on the customer; and (4) managing organizational change and growth.

This Strategic Plan provides a clear vision of the way ahead for accomplishing our requirements and constantly improving our support to DOD. It is visionary, conceptual and sets the foundation and framework for the FY13 MSC Corporate Plan, a companion document that will detail many of the initiatives underway at MSC.

We are MSC, and we deliver!

A handwritten signature in black ink that reads "Mark H. Buzby". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Rear Admiral Mark H. Buzby, USN
Commander, Military Sealift Command



The U.S. Navy's
MILITARY SEALIFT COMMAND
Mission-focused, value-driven

Mission: Operate the ships which sustain our warfighting forces and deliver specialized maritime services in support of national security objectives in peace and war

Vision: To be the preeminent provider of cutting edge, commercial maritime solutions supporting future national security objectives

Values:

- The mission
- The customer
- Our people
- The trust bestowed upon us by the American taxpayer

Strategic Priorities:

- Provide ships ready for tasking
- Develop, enhance and enable our workforce
- Focus on the customer
- Manage organizational change and growth

Quality Policy: At MSC we will continuously improve our business processes in order to provide the best service to our customers

MSC delivers

Operate the ships which sustain our warfighting forces and deliver specialized maritime services in support of national security objectives in peace and war

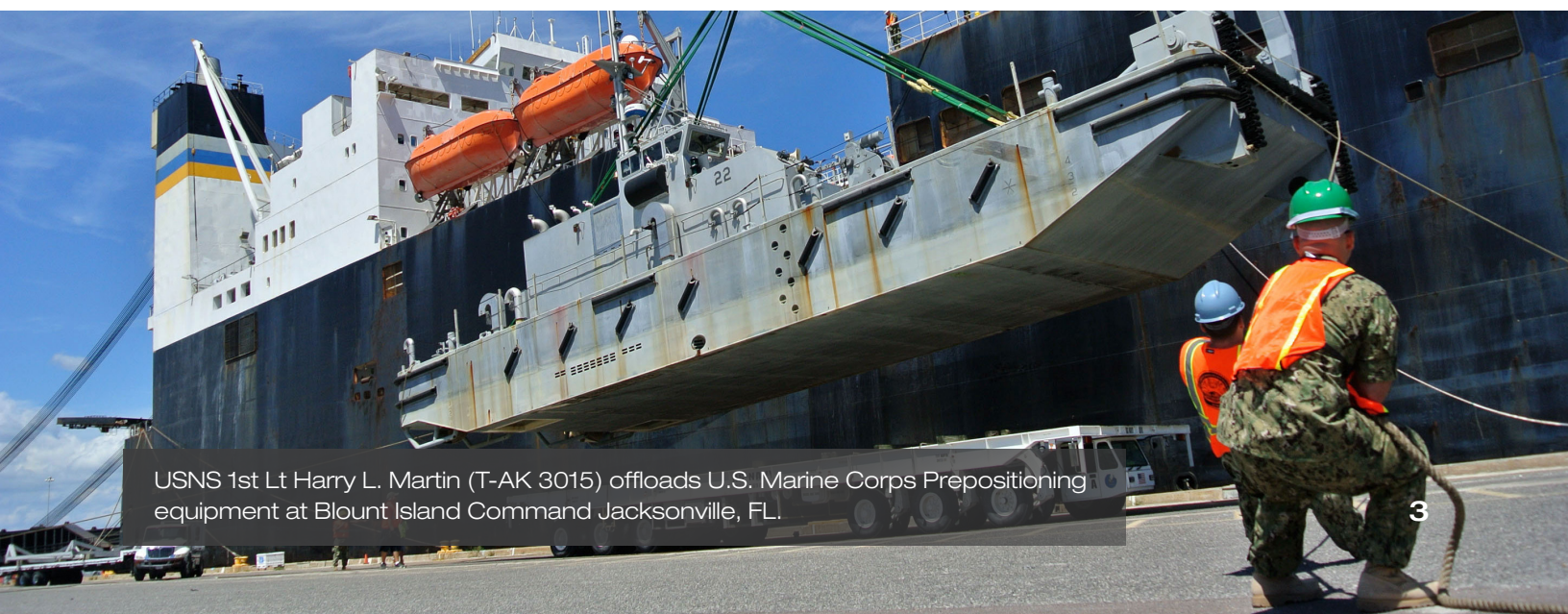
Military Sealift Command (MSC) has responsibility for up to 120 active and reserve civilian-crewed ships that replenish U.S. Navy ships, provide service support, conduct special missions, strategically preposition combat cargo at sea around the world, and move military equipment and supplies to deployed U.S. forces.

To accomplish our mission, MSC reports through three distinct and separate chains of command:

- As a type commander, MSC reports to U.S. Fleet Forces Command (COMUSFLTFORCOM), providing Combat Logistics Force (CLF) and Service Support ships that enable the fleet to remain at sea, on station and combat ready.
- As the Navy component commander to U.S. Transportation Command (USTRANSCOM), MSC provides strategic sealift and ocean transportation throughout the Department of Defense and, as authorized, for other agencies of the U.S. Government.
- As one of only 11 head of contracting activities in the Department of the Navy, MSC is responsible to the Assistant Secretary of the Navy (Research, Development and Acquisition) for procurement policy and oversight matters as it relates to acquiring goods and services needed to meet mission requirements.

MSC exercises administrative command functions along traditional Navy type commander lines for our ships under direct government control. For ships under charter with commercial operating companies, the administrative commander functions are exercised through the commercial operating companies in accordance with provisions of the charter contracts. The objective is to maintain a force of strategic sealift ships to a uniform set of standards for fleet readiness.

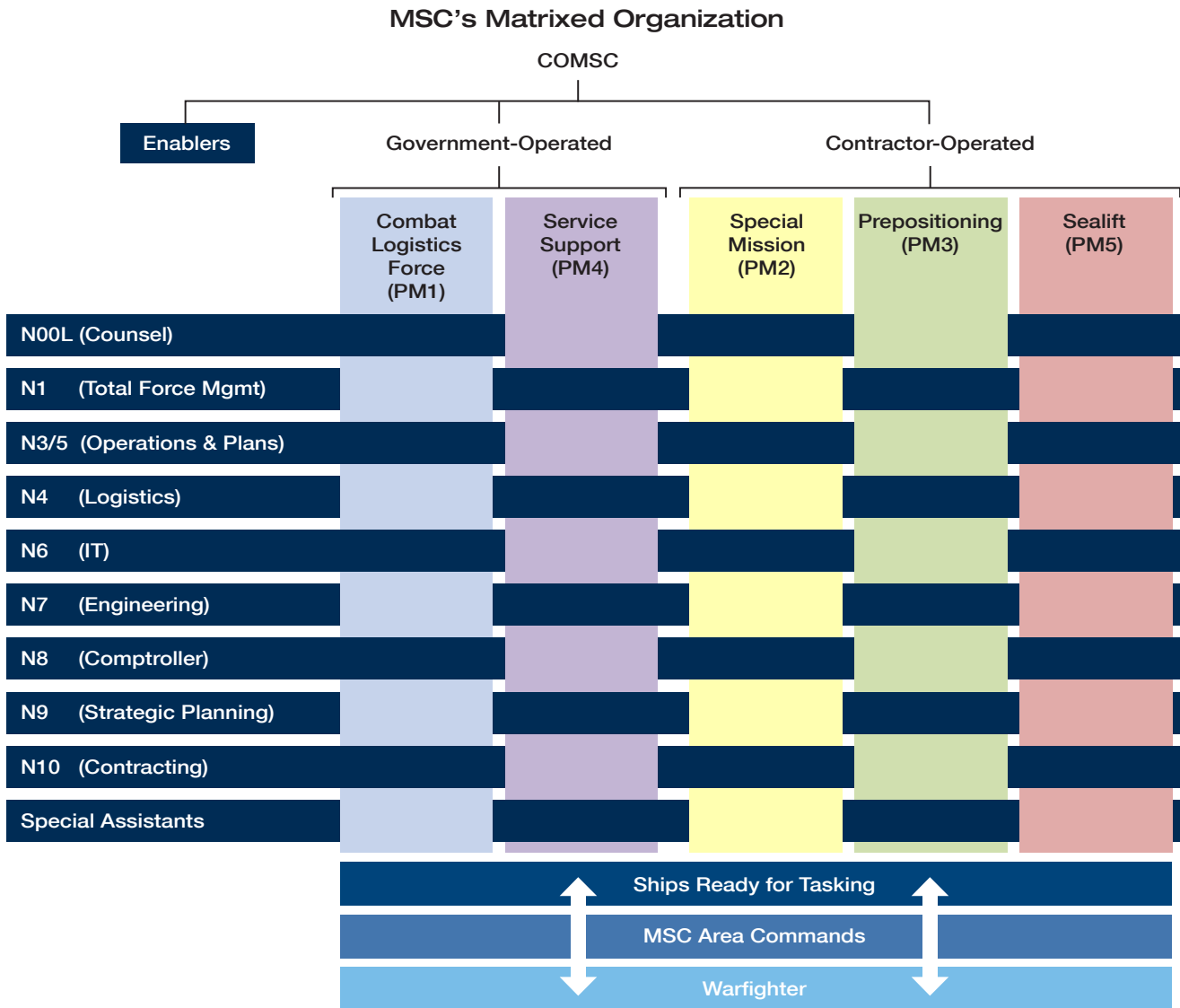
In addition to the command's active ships, MSC gains operational responsibility once the U.S. Department of Transportation's Maritime Administration activates any of its approximately 50 ships that are maintained in Reduced Operating Status (ROS) in the Ready Reserve Force (RRF). MSC also charters commercial vessels as required to meet government needs, and during a national emergency, can employ dozens of additional commercial vessels enrolled in the Voluntary Intermodal Sealift Agreement. These multiple sources enable MSC to provide a comprehensive, global capability to meet national maritime needs worldwide.



USNS 1st Lt Harry L. Martin (T-AK 3015) offloads U.S. Marine Corps Prepositioning equipment at Blount Island Command Jacksonville, FL.

OUR ORGANIZATION

In 2012, MSC strategically realigned our staff as ONE MSC, a competency-aligned matrix organization centered on two principal business lines structured to deliver best-value operations to the MSC customer base through five individual programs, with supporting functional directorates and special assistants providing support services and policy guidance. Fundamental to ONE MSC is that managers in each department have the requisite authority, responsibility, and accountability to effectively manage their business areas.



Aligned under our government-operated business line (GO) are our Combat Logistics Force (CLF) ships and our Service Support ships. Our CLF ships enable the Navy fleet to remain at sea, on station and combat ready for extended periods of time by providing virtually everything Navy ships need including fuel, food, ordnance, spare parts, mail and other supplies. This is achieved through a globally-networked inventory and cargo management program, intergrated with theater commanders and fleet logistics taskforce organizations. These ships are government-owned and manned by U.S. government civil service mariners (CIVMARs).

OUR ORGANIZATION

Our Service Support ships provide the Navy with towing, rescue and salvage, submarine support and cable laying and repair services, as well as command and control platforms and hospital ships. They too are government-owned ships, crewed by CIVMARs, with the exception of the USS Frank Cable (AS 40), USS Emory S. Land (AS 39), USS Mount Whitney (LCC 20), and USS Ponce (AFSB(I) 15) each of which have combined crews of civil service mariners and uniformed Navy personnel working under the leadership of a U.S. Navy captain.

Aligned under our contractor-operated business line (CO) are our Special Mission, Prepositioning and our Sealift ships. All three incorporate ships that are operated by contract mariners working for private companies under contract to MSC. Our Special Mission ships provide operating platforms and services for a wide variety of U.S. military and other U.S. government missions, conducting oceanographic and hydrographic surveys, underwater surveillance, missile tracking, acoustic surveys, and submarine and special warfare support among other specialized services.

An essential element in the U.S. military's readiness strategy, the Prepositioning program strategically places military equipment and supplies aboard ships located in key ocean areas to ensure rapid availability during a major theater war, a humanitarian operation or other contingency. Prepositioning ships support the Army, Navy, Air Force, Marine Corps and the Defense Logistics Agency.

MSC's Sealift program delivers the combat and other military cargo needed by warfighters around the globe wherever and whenever it's needed using a mix of government-owned and long-term chartered dry cargo ships and tankers, as well as additional short-term or voyage-chartered ships.

To support our major business lines, our N-code leaders are now tasked with providing those business lines with qualified personnel who have the knowledge, skills and abilities to perform MSC's mission. While day to day duties of these personnel are managed by the business lines, the critical responsibility of ensuring MSC's workforce continues to be of the highest caliber resides with the our N-code leaders. Additionally, N-code leaders will establish standardized work policies and processes across the command for their competencies. Commencing in the summer of 2012, competency alignment will be pushed forward to the area commands utilizing similar roles and responsibilities, with the exception of the N3/5 personnel. New in this area of realignment is the consolidation of all of our human resource functions and total force manpower management efforts for both civilians and military afloat and ashore under a single N1 Total Force Management shop.

The final part of the 2012 organizational realignment aligned Ship Support Units and MSC area offices directly under their respective area commands. This consolidation clarified the role of the MSC area commander as the senior MSC representative in theater with appropriate responsibilities and authorities to execute operational roles for the numbered fleet commander, as well as delegated-type commander functions on behalf of directors of government-operated ships and contractor-operated ships.

CIVMARs aboard USNS Comfort (T-AH 20) accept cargo from USNS Lewis and Clark (T-AKE 1) during an underway replenishment.

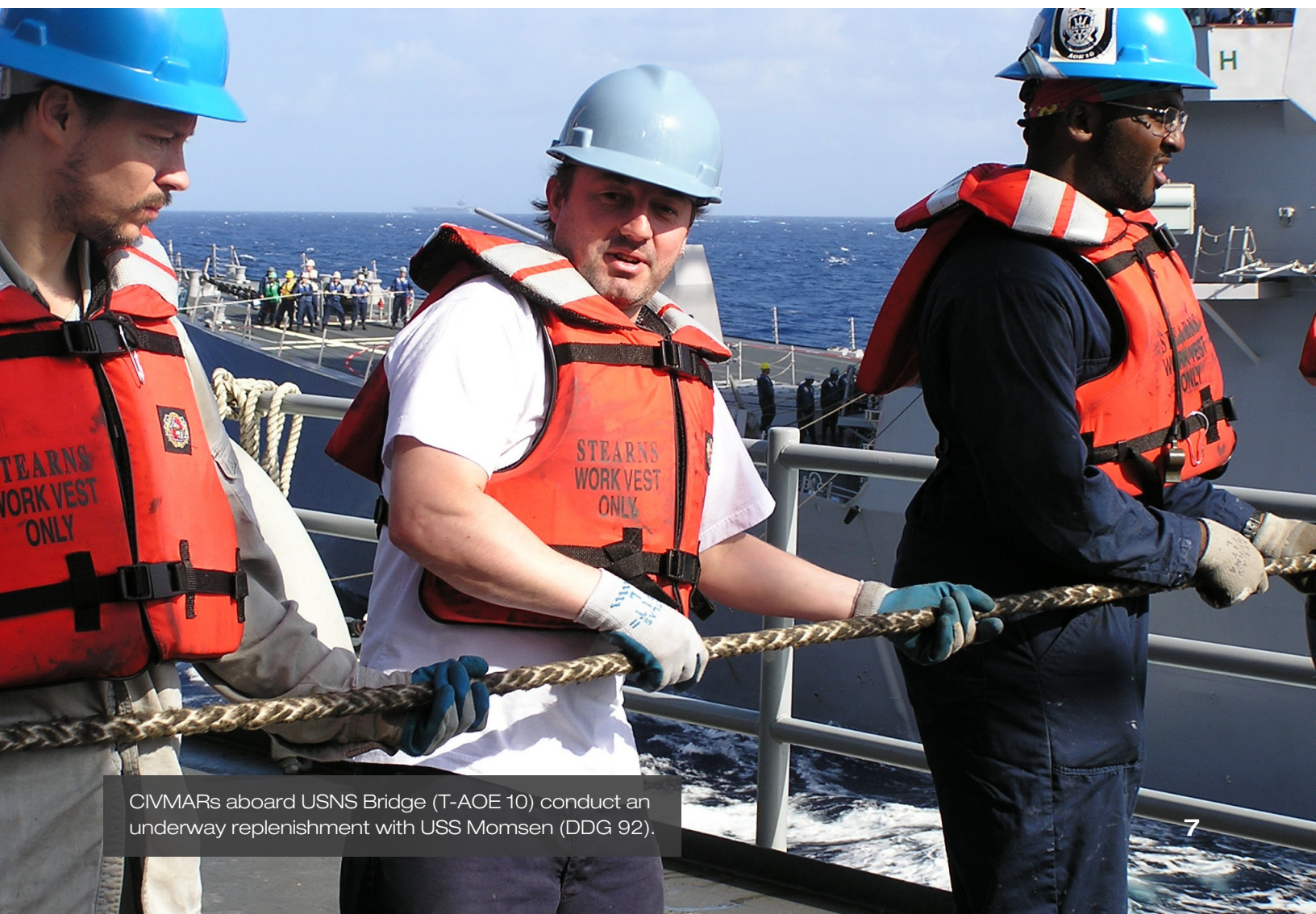


OUR WORKFORCE

MSC's workforce of approximately 8,000 people includes civil service mariners, active and reserve military personnel, and civil service personnel working ashore. This workforce is augmented by contract mariners afloat and contractors ashore as needed. Together, they run a \$3.5 billion force-provider organization with operations worldwide.

At the heart of Military Sealift Command is the United States Merchant Marine – that force of American citizen sailors that crew the U.S. cargo ships that carry the goods and services of America's waterborne trade. These mariners come from a long and distinguished lineage of American Merchant Mariners beginning with the colonial privateers who disrupted the British supply chain during the American Revolution; to the unsung heroes of World War II, where one in every twenty-six mariners serving aboard merchant ships died in the line of duty (a greater percentage of war-related deaths than any of the other U.S. services); to Cambodia where MSC mariners volunteered to go in harm's way to help retake the SS Mayaguez; to present day operations where mariners have helped deliver well over 117 million square feet of cargo and 16 billion gallons of petroleum products in support of DOD operations worldwide.

Ashore, it is MSC's unique mix of specialized personnel that makes this command stand out. As MSC operates solely as a Working Capital Fund (WCF) activity, it does not receive any direct appropriated funding, but instead, all of its operations are funded through customer orders. This commercial model dictates that our workforce be agile and creative, thinking outside the box to provide customers unique and cost effective solutions in a timely and efficient manner. MSC is consistently focused on the bottom-line and doing what's right, not only for the warfighter, but also for the American taxpayer.



CIVMARs aboard USNS Bridge (T-AOE 10) conduct an underway replenishment with USS Momsen (DDG 92).

OUR VISION

Inspired by our rich U.S. Merchant Marine heritage to always deliver, wherever and whenever needed, MSC will strive:

**To be the preeminent provider of cutting edge,
commercial maritime solutions supporting future
national security objectives**



MSC subject matter experts translate warfighter needs into cost-effective maritime solutions. These experts apply a commercial approach to solving DOD challenges while drawing upon the U.S. Coast Guard, American Bureau of Shipping (ABS) and the Code of Federal Regulations to ensure our work is conducted to the highest standards possible. Our leadership considers and balances the interests of all stakeholders – COMUSFLTFORCOM, USTRANSCOM, combatant commanders, fleet commanders, the American taxpayer, and our employees – then delivers high quality, value-based services and products. MSC accomplishes this by maintaining close ties with all of our customers including the fleet and the joint operational community, building cooperative partnerships with business and industry, empowering our employees, and being a good and responsible citizen and neighbor.



USNS Spearhead (JHSV 1) completes builder's sea trials in the Gulf of Mexico in April 2012.

OUR VALUES

We are committed to continuing our legacy of partnering with our customers to develop innovative maritime solutions that are responsive to their unique requirements.

Successes will be achieved by adhering to our core values:



The mission:

MSC values our mission — we operate the ships which sustain our warfighting forces and deliver specialized maritime services in support of national security objectives in peace and war.

The customer:

MSC's primary method of meeting our customers' requirements is to efficiently and effectively deliver the products and services our customers need, where they need them, when they need them, and in a manner our customers value. To do that, MSC will concentrate on clearly identifying customers' needs and expectations, providing them a clear picture of MSC's capabilities and outlining service options that provide context for the best solutions that meet their needs. Going the extra mile to provide the best value is what MSC is all about.

Our people:

People are MSC's main battery, and as such, we will make every effort to ensure the right people are in the right place at the right time to do the job right. MSC's workforce values include:

The MSC-chartered MV Tern transits the Indian Ocean while carrying four Avenger-class mine counter-measure ships to their new homeport in Manama, Bahrain.



Integrity

In everything we do we will embody the Navy's core values of honor, courage and commitment. We will do the right thing, even when it's hard.

Innovation

MSC values and rewards the entrepreneurial spirit in its workforce that is so critical when adapting commercial and federal maritime best practices to government use. In today's world of diminishing budgets and growing missions, it will be the imagination and creativity of MSC's workforce that will break through old barriers and establish new and innovative standards in maritime logistics and services.

Personal Growth

Employees are MSC's greatest strength, and we will promote employees' career development, welfare, safety and dignity at every opportunity.

The trust bestowed upon us by the American taxpayer:

MSC is a \$3.5 billion business actively engaged in providing efficient and cost-effective solutions for multiple customers. MSC's workforce will always be mindful of the bottom-line cost of doing business and will strive to identify more economical and efficient ways of doing business with full accountability.



A certification dive of the Atmospheric Diving System (ADS) is conducted aboard the special mission charter ship MV Kellie Chouest off the coast of La Jolla, CA.

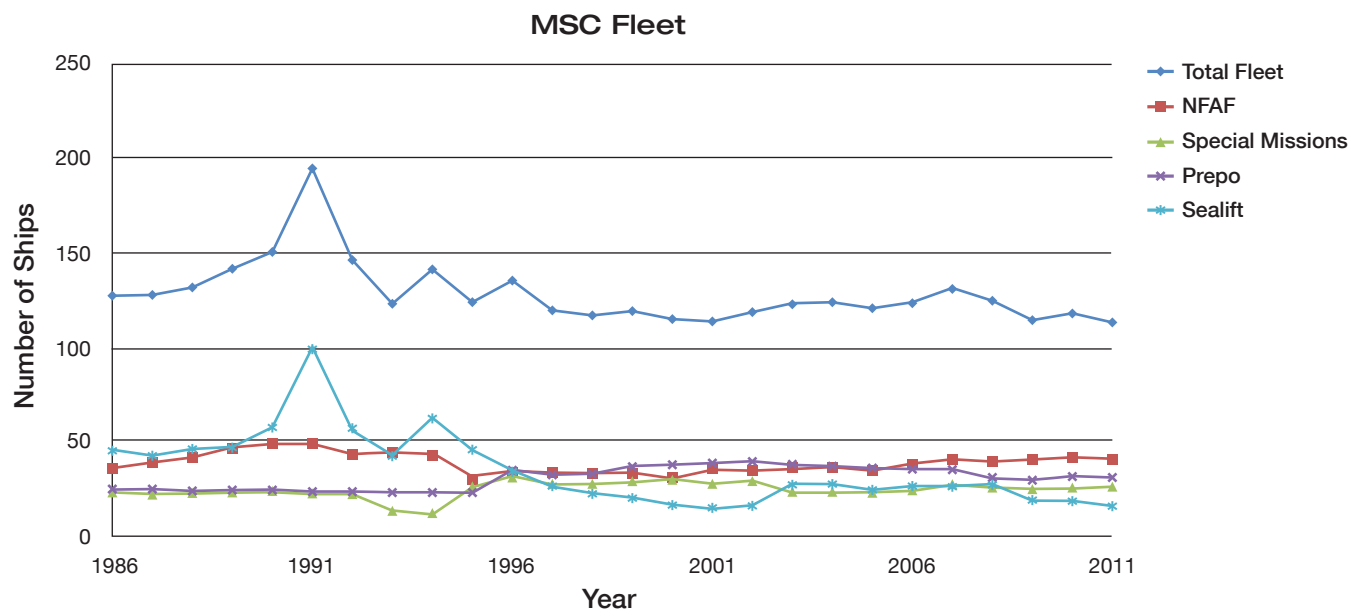
ENVIRONMENTAL SCAN

As described in the January 2012 DOD strategic guidance, “Sustaining U.S. Global Leadership: Priorities for 21st Century Defense,” the United States is at a strategic turning point. Although the United States and its coalition partners have successfully ended the military mission in Iraq and are now closer than ever to achieving the military mission in Afghanistan, threats from regional aggressors continue to challenge our country’s security. For the foreseeable future, the United States will continue to take an active approach to countering these threats by monitoring the activities of non-state threats worldwide, working with allies and partners to establish control over ungoverned territories, and directly striking the most dangerous groups and individuals when necessary. The DOD strategic guidance transitions our defense enterprise from an emphasis on today’s wars to preparing for future challenges, advancing the department’s efforts to rebalance and reform, and supporting the national security imperative of deficit reduction through a lower level of defense spending.

Complicating matters, the 2011 Budget Control Act requires \$478 billion in savings from the Defense Base Budget over the next 10 years. Accounting for inflation, the defense budget (including Overseas Contingency Operations) is projected to decline over the next several years by more than 20% compared to FY11 levels, or 13.5% compared to FY12 levels. If triggered, sequestration could cause the DOD budget to be reduced even more.

As the DOD is increasingly asked to do more with less, our customers continue to turn to MSC for innovative and cost-effective solutions for their transportation needs. In these tough economic times, everything is on the table as DOD copes with rising manpower, operating, and ownership costs in the face of growing operational demands. While this is a challenge to MSC, it is also a tremendous opportunity to demonstrate the financial and operational benefits of employing civilian-manned ships and commercial maritime best-practices.

For the past 25 years, MSC has consistently maintained an ever-evolving fleet that hovers at approximately 120 ships.



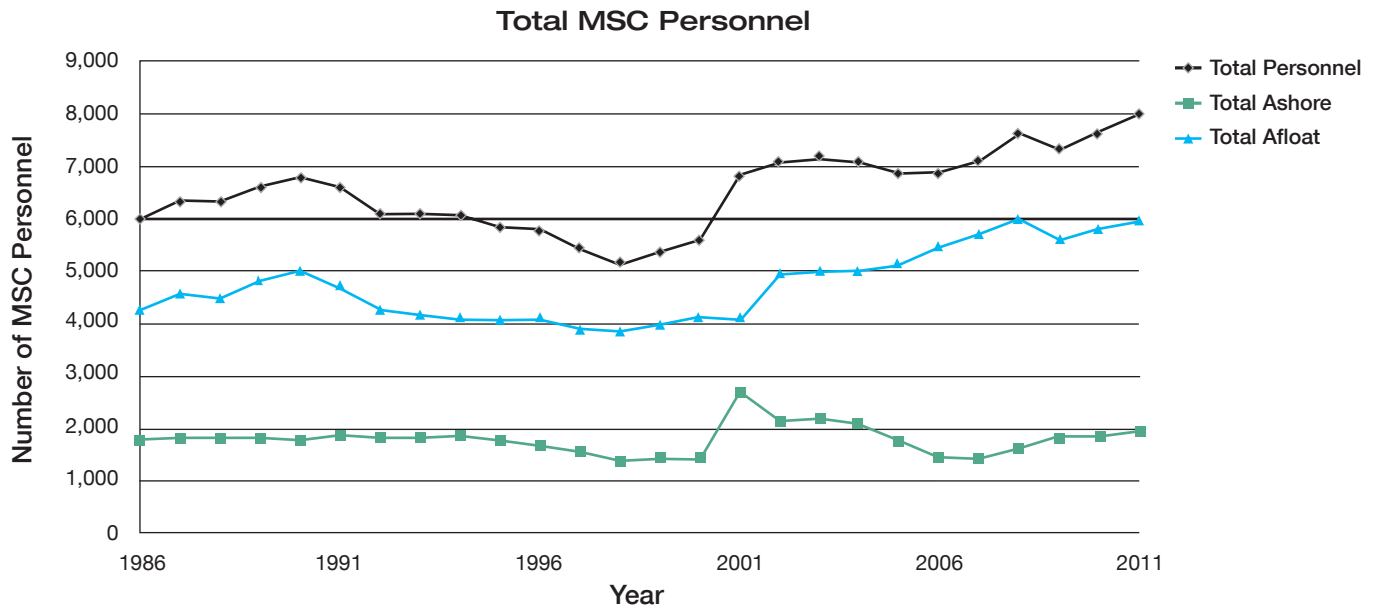
ENVIRONMENTAL SCAN

With new ship classes on the horizon such as the Joint High Speed Vessels (JHSV), the Mobile Landing Platforms (MLP), and the Afloat Forward Staging Base (AFSB) concept, and with the operational lives for many of our older ships being extended, the potential exists for MSC's fleet to grow by as much as 12% over the next five years and the operational tempo for many of our ships to increase significantly.

An expected increase in operating tempo (OPTEMPO) could pose a real challenge to MSC. Despite decreasing budgets, MSC will be pushed to maintain our current fleet which will continue to grow older and demand more maintenance time and investment even as OPTEMPO increases. Effectively scheduling and managing the appropriate amount of maintenance and investment in an aging fleet is expected to become a key challenge for MSC moving forward. Potential cost overruns in ship maintenance repair, and other non-discretionary costs can be expected to be magnified in light of tight budgets, while potential scheduling overruns could prove to have significant impact on customers' schedules because of the increased demand resulting from a heightened OPTEMPO.

Additionally, as logistics requirements tied to Afghanistan lessen, and the nation's security interests are refocused on other regions, liner services may not be as readily available and efficient for the Defense Transportation System (DTS), thus the potential exists for an increased demand for MSC chartering expertise, both short-term and long-term.

For the past 25 years, ashore manpower has remained relatively stable while afloat personnel have steadily increased with the CIVMAR workforce increasing 47.16% over the past 25 years and increasing 77.01% since 1998.



New and evolving opportunities for MSC signal changing demands for the maritime labor force. New ships including the T-AKE and JHSV bring new technologies, operating models, and training requirements for the commercial mariner while older ships, newly introduced to the MSC fleet, offer their own challenges of often dated machinery, poor material condition, and antiquated berthing. Engineering challenges on Navy combatants are also offering new opportunities for civilian mariners to fill non-traditional roles.

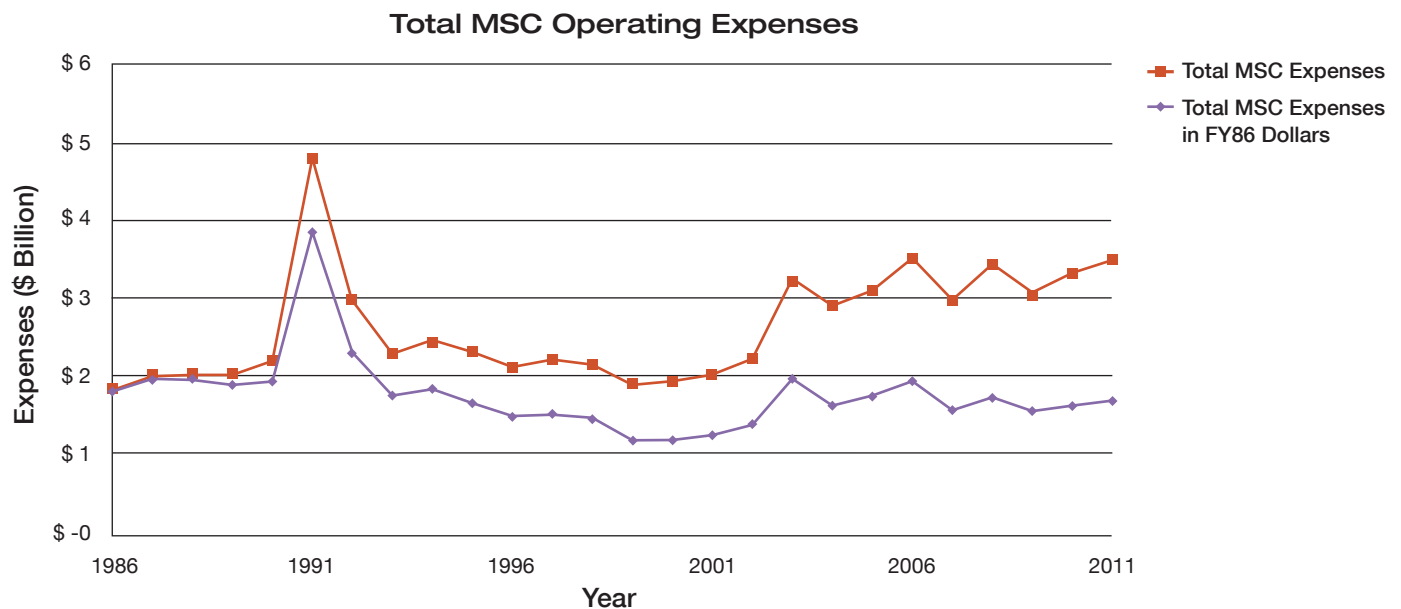
As MSC takes on more missions and ships, our afloat workforce is expected to increase in size. In 2011, MSC's ashore to afloat personnel ratio was 1:3. In other words, 75% of MSC's workforce was in sea-going billets (CIVMARs and military), with only 25% in ashore support roles. Historically, MSC has periodically

ENVIRONMENTAL SCAN

analyzed the workload and rebalanced the workforce to minimize the need for significant increases in the shoreside workforce. Additionally, the recent shift to a matrix organization will enable MSC to better manage fluctuating workloads and to match the right employees to the appropriate projects as needed.

MSC's new distance support capabilities and new ships, coupled with innovative seabasing initiatives, are challenging conventional military strategy. While MSC's business model is perfectly matched to the goals of DOD to reduce overhead and extract the most from scarce resources, MSC's leadership team will be challenged in the coming years with new platforms and missions that push the envelope of ensuring our shipboard manning models comply with international law while still delivering the goods and services.

Financially, MSC's total annual operating expenses, after adjusting for inflation, have hovered just under \$2 billion (FY86 dollars) for the past 25 years and were 5% lower in 2011 than in 1986. This trend is indicative of an organization working hard to implement efficiencies at every opportunity while continuing to take on new mission growth.



While new mission growth is a positive reflection of our customers' confidence in the command's ability to deliver, it also represents a very real challenge to maintaining the organization's financial competitiveness. As MSC works to extend the life expectancy of many of its older ships, and our new T-AKE's are beginning to approach the end of their first five-year maintenance cycles, increased maintenance and repair costs, shrinking U.S. and global supply chains and increasing port, parts and travel costs are expected.

As the defense focus pivots towards the Asia-Pacific region, fuel expenses become more of an issue for MSC. A larger military presence in the area requires more logistics support in a region where transits between stations are much longer. Our entire fleet will be affected, as Special Mission ships make the increased transits, Prepositioning ships vie for the same anchorages and ports as the fleet, and chartering is potentially called upon for heavy lift missions and general support.

USNS SGT William R. Button (T-AK 3012) is loaded with prepositioning equipment during exercise Eager Lion 2012.

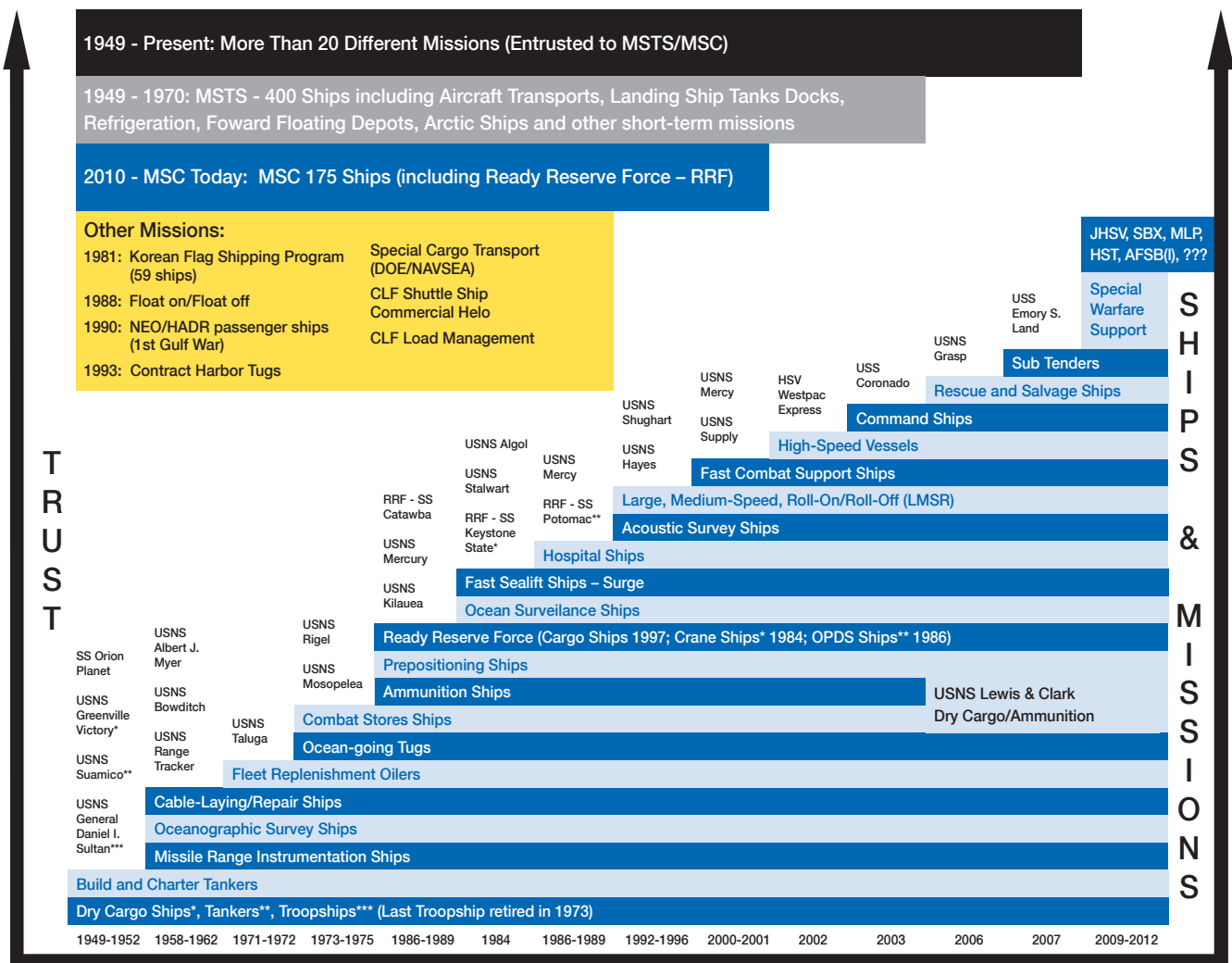


ENVIRONMENTAL SCAN

Fuel expenses play a major role in MSC's cost structure. As global energy consumption continues to increase, DOD is actively developing and participating in energy, environmental and climate change initiatives that will increase use of alternative energy and help conserve the world's resources for future generations. MSC is uniquely positioned to leverage cutting-edge commercial maritime technology to excel in this area while rising to the challenge of growing regulatory demands on single hull tankers, diesel emission guidelines, ballast water management issues and commercial ship repair guidelines.

Another critical area that will affect MSC in the future will be cyber security. Along with the rest of the U.S. government and DOD, MSC depends on cyberspace to function, and the critical role MSC fills in enabling the warfighter to operate forward will serve to magnify MSC as a potential target for adversaries. Cybersecurity is expensive, complex and asset-intensive, and will become a critical challenge for the command in the years to come.

Building Trust in MSC



In the end, MSC's niche is leveraging reliable and cost-efficient commercial maritime capability for our customers while remaining ever vigilant and proactive to external environmental factors that could lessen this capability. Since 1949, MSC has taken on more than 20 different missions. If the past is prologue to our future, the following strategic priorities will help MSC maintain effectiveness in meeting the challenges ahead.

Strategic Priority 1: Provide ships ready for tasking

MSC provides a vital service to the U.S. Navy and to a wide variety of other customers. These customers expect 100% on-time delivery of their product or service. To achieve this expectation, it is MSC's responsibility to provide ships ready for tasking.



Our Objectives:

- Fully ready ships manned, trained, equipped and maintained to meet agreed upon requirements.
- Complete inventory of capable ships managed across their life cycles with recapitalization and disposition plans.

Our Strategy:

To do this MSC will:

- Validate and achieve requirements for Ready for Tasking (RFT) with our customers for all ship programs.
- Achieve 90% fit / 95% fill of CIVMARs consistently on all of our government-owned, government-operated ships (GOGO).
- Optimize ship maintenance cycles within time, scope and budget and minimize the impact of unplanned maintenance and repair. Conduct our maintenance based on engineered Life Cycle Plans.
- Develop an overarching Surge Sealift Management Plan that will provide our forces with the most capable surge fleet at the right cost.



Strategic Priority 2: Develop, enhance and enable our workforce

People are the core of our organization, and as we continue to grow and provide non-traditional services in a lean environment, we must ensure that the MSC workforce is properly prepared, sized and distributed to support all requirements. We must enable our workforce to capitalize on their skills, experience and potential, and be prepared and flexible to take on ever increasing challenges. Employees seek careers that offer interesting, meaningful work in a mobile marketplace where innovation, commitment and results are coveted traits of a high performance team. MSC must develop, enhance and enable our workforce.



Our Objectives:

- Optimum talent with knowledge, skills and abilities prepared to face ever increasing challenges to our nation's security.
- Fully developed corporate competencies to meet the programmatic needs of our customers.
- CIVMAR workforce sized, capable and supported to meet operational needs.

Our Strategy:

By putting our personnel first, MSC will:

- Develop and implement Strategic Workforce Plans for every business unit in conjunction with competency alignment.
- Develop a well-trained, diverse workforce by implementing leadership, supervisory and financial training.
- Identify and eliminate barriers that impede the advancement of employees with targeted disabilities.
- Provide CIVMAR community management with the proper tools to effectively manage requirements of the CIVMAR ecosystem and drive business decisions in a positive, meaningful direction.

Strategic Priority 3: Focus on the customer

Our armed forces look to MSC and depend on us to provide the sustainment that sets U.S. forces apart from all others in the world today – the ability to project forward and operate for extended periods. MSC will deliver the needed abilities to support the DOD’s efforts in rebalancing toward the Asia-Pacific region, along with future challenges as they evolve. We will continue to focus on the customer and look for new and innovative ways to provide efficient and cost-effective services.



An MV-22 Osprey makes a historic first landing aboard USNS Robert E. Peary (T-AKE 5) during exercise Bold Alligator 2012.

STRATEGIC PRIORITIES

Our Objectives:

- Customer requirements met by providing talent, equipment and processes that achieve cost effective, timely results.
- Operate within 2% of ship class budget.
- Secure MSC ships, networks, and systems against all cyber security threats.

Our Strategy:

Specifically, MSC will:

- Implement a command-wide Quality Management System certified by a third party audit.
- Develop and implement world-class customer service. Critical to this effort will be the development of a formal voice of the customer initiative to capture our customers' expectations, preferences, and aversions.
- Be a leader in supporting the Navy's Task Force Energy initiative. Meet or exceed Task Force Energy objectives with aggressive and innovative solutions for energy consumption.
- Strengthen MSC's contract management oversight through: (1) effective implementation of the Services Requirements Review Board; (2) more complete, accurate, and timely evaluation of contractor performance through use of the Contractor Performance Assessment Reporting System; and (3) improved transparency into contract management oversight through standardization of training, reporting, and auditing of contracting officer representatives.
- Develop and mature the Maritime Prepositioning Force (MPF) Restructuring Plan and its critical role in the seabasing concept. With the changing MPF structure comes new ships in the form of the Mobile Landing Platform (MLP) and new operational models for current ships such as the Prepositioning T-AKE that will challenge MSC's current method of managing the program.
- Seamlessly integrate ships that bring new capabilities into the MSC portfolio to meet customer requirements.
- Execute ship class budgets within 2% of objective without cost element trades.
- Upgrade MSC's fleet cyber operating systems and streamline and improve Information Assurance Vulnerability processes.
- Manage Defense Logistics Agency (DLA), U.S. Naval Supply Systems Command (NAVSUP) and fleet supply inventories and trans-shipped material ashore and afloat to ensure timely delivery to customers worldwide through an integrated global network embedded within the numbered fleet logistics task force commands. MSC provides real-time CLF commodity total asset visibility, customer order fulfillment, operational transparency, inventory accountability, and transactional accounting to commodity resource sponsors.

Strategic Priority 4: Manage organizational change and growth

As DOD/Navy confronts economic and operational challenges, we must ensure the MSC worldwide organization is well equipped and properly aligned to deliver the goods and services the warfighter needs. There is every expectation that MSC is going to have more responsibility in the coming years, but with a smaller budget. Accordingly, MSC must manage organizational change and growth to be relevant and responsive.



USNS Amelia Earhart (T-AKE 6) hoists a fast rescue boat and crew following a training mission.

STRATEGIC PRIORITIES

Our Objectives:

- An innovative organization continuously seeking out efficiencies, without jeopardizing mission effectiveness.
- A programmatic, competency-aligned organization with coordinated, documented processes to execute our mission.
- A unified, geographically dispersed team with single-point focus on customer needs.

Our Strategy:

To meet this challenge, MSC will:

- Continue to refine our program-focused, competency-aligned shoreside organization by structuring our shoreside functions, roles and responsibilities into “communities” that can provide the best services to meet mission requirements.
- Explore, analyze and execute a strategy to support a mobile workforce, unified in objectives and results, to reduce costs of operations for the ashore workforce.
- Achieve and sustain audit readiness for MSC financial statements ensuring adequate internal controls for key business/financial processes and proper support for all financial transactions.
- Reduce overall shoreside operating costs consistent with DOD/Navy efficiency goals and initiatives.



A civilian-operated 330 EV Puma helicopter, under contract to MSC, conducts VERTREP operations aboard USNS Alan Shepard (T-AKE 3).

TYING IT ALL TOGETHER

This Strategic Plan serves as MSC's navigational chart, providing a clear vision of the way ahead for accomplishing our mission and realizing our vision. MSC's mission and the work accomplished by each of our employees derive directly from policies written at the highest levels of government designed to defend our nation and preserve our freedom. Our goals align with those of our superiors including COMUSFLTFORCOM and USTRANSCOM.

Aligned Objectives:

COMUSFLTFORCOM

- Joint and fleet operations
- Warfighting and readiness
- Global Force Management
- Sailors, civilians and their families
- Safety underpins all

USTRANSCOM

- Preserve readiness capability
- Achieve IT management excellence
- Align resources and processes for mission success
- Develop customer-focused professionals

Military Sealift Command

- Provide ships ready for tasking
- Focus on the customer
- Develop, enhance, and enable our workforce
- Manage organizational change and growth

To ensure success in our Strategic Plan, MSC will produce and manage annual Corporate Plans which will provide the functional-level detail that directly supports the mission, vision, and strategic priorities outlined in this document. Corporate Plans will provide initiatives that are Specific, Measurable, Assignable, Results-oriented and Time-bound (SMART) and will be briefed on a quarterly basis directly to the Commander, Military Sealift Command.

SUMMARY

In the years to come, MSC will continue to be a vital, cost-effective and innovative element of DOD, actively supporting warfighter readiness and their ability to operate forward. The bottom line is that threats posed by regional aggressors can only be deterred by our armed forces being capable and present, and MSC enables our forces to do that. Our business lines enable our nation's armed forces to be present where and when the threats present themselves. In the future, no matter which form this challenge takes, MSC will play a major role, be it in direct support of the fleet or in our USTRANSCOM role to provide strategic sealift and ocean transportation in support of our warfighters. Either way, MSC will be right there, just a shot line away, keeping the fleet at sea, providing critical survey data, rolling the first of our prepositioning gear onto the dock, providing service support, or delivering the goods. We are MSC and we deliver.



CIVMARs aboard Afloat Forward Staging Base (Interim) USS Ponce (AFSB(I) 15) observe an astern replenishment at sea with the mine counter-measures ship USS Dextrous (MCM 13).



GALLERY

Clockwise from top: CIVMAR Able Seamen Batiste "BJ" Broadus stands watch aboard the USNS Guadalupe (T-AO 200).

CIVMARs aboard USNS Apache (T-ATF 172) fight a fire aboard a commercial freighter.

USNS Mendonca (T-AKR 303) and USNS Seay (T-AKR 302) are seen from Fort McHenry National Monument in Baltimore, MD.

Marines from the 4th Amphibious Assault Battalion conduct an amphibious assault vehicle debark splash from USNS PFC Eugene A. Obregon (T-AK 3006) during Exercise Bold Alligator 2012.

USNS Henson (T-AGS 63) transits a fjord en route to Oslo, Norway.





The USS Sterrett (DDG 104), bottom, the USNS Charles Drew (T-AKE 10) and the USS Cape St. George (CG 71) conduct an underway replenishment in the Arabian Sea.



MSC delivers



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MSC.navy.mil • Facebook.com/MSCdelivers • Twitter.com/MSCSealift • MSCSealift.dodlive.mil