Mission Support Organization2.0
Cornerstone Document

30 June 2010

Pre-Decisional Document / Deliberative Process Material

CHIEF OF STAFF
UNITED STATES COAST GUARD
WASHINGTON, D.C. 20593-0001

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Introduction of Mission Support 2.0

In 2006 the Coast Guard undertook the comprehensive modernization of support activities and delivery systems. Starting with systems acquisition, the effort continues encompassing Engineering, Human Capital and C4IT. Initial work culminated with the completion of Mission Support 1.0 (MS1.0) which resulted in the establishment of CG-9 and the stand-down of Maintenance and Logistic Commands (LANT/PAC) and Integrated Support Commands (ISC) in locations around the country. In their place, logistics and service centers were brought on line to facilitate bi-level product and service delivery, one of the central tenants of modernization. Concurrently, product lines were established and sectors, small boats and patrol boats underwent product line enrollment.

MS 1.0 was an ambitious undertaking that started us on the road to modernized processes. However, much work remains to successfully achieve the envisioned effects. The body of work will continue to mature in phase two, or Mission Support 2.0 (MS 2.0). This cornerstone document describes the next steps that we will collectively take toward modernization of support processes, service delivery and human capital development. Notably, described herein are the organizational structure and top-level business rules that define our field level support architecture. Simply put, it defines how mission support appears and is delivered to our operational partners. Currently being constructed, human capital development planning will be an integral part of MS2.0. Our people, active duty and civilian, must understand their roles and future growth potential in the organization. In addition, the method that we will use to organize our progress toward desired end effects is described in the section on strategic planning. You should note the precepts that have been designed to guide us along the path to MS2.0 - they are central and will influence all of our future actions.

We are taking strides toward our end state goal of more efficient and effective support of Coast Guard missions. Although there have been significant operational and resource challenges along the way, our progress has been significant. Clearly, the cause for action remains sound and our work toward a modernized Coast Guard even more critical.

I ask each of you to carefully read the MS 2.0 cornerstone document. Our planning and actions for the next 24-36 months will be predicated on what is written here. Progress to date is borne from the conviction, dedication and hard work of each person in the DCMS enterprise. This is a team effort and I thank each of you for your continued contribution to this vital undertaking. Our future is defined here!

J. P. CURRIER
Vice Admiral, U.S. Coast Guard

Table of Contents

Contents

Intent and Effects

A key driver of Coast Guard Modernization is the need to deliver optimal mission support across our eleven statutory mission sets. Our modernized system is designed to deliver critical services in a way that is pre-planned, responsive, reliable and accountable. To modernize the Mission Support organization, the practices of planned maintenance, standardization, and documented points of accountability were introduced into the way we do business. Our intended effect is to build an organization that can deliver predictable capability needed for normal operations while creating the agility to effectively respond to contingencies.

Mission Support 1.0 (MS1.0) focused on organizing CG-1, CG-4, CG-6, CG-9, Headquarters Support Command (HSC), CG-86, Maintenance and Logistics Commands (MLCs) Atlantic and Pacific, and their subordinate commands and staffs into an integrated, function-based mission support delivery structure.

The tragic earthquake in Haiti in January 2010 became the largest and most complex real world test of the new modernized Mission Support Organization to date. It was the first major contingency operation where surface assets were supported under the Mission Support Business Model, which was based on a similar approach used for aviation assets during the 2005 hurricane season. A basic metric for success in this endeavor was the high level of operational readiness realized by deployed people and assets.

As one of the first U.S. Governmental agencies on scene, the Coast Guard continued to demonstrate its hallmark legacy of domestic and international response to those in need. The modernized support community and operational partners leaned forward in the wake of this disaster and saved lives. Although the logistics and service delivery system worked, it was centrally directed by Headquarters using an ad hoc structure.

Mission Support 2.0 (MS2.0) will evolve the organization towards a culture of ownership and accountability for mission support by establishing a peerage with our operational partners and continued implementation of the Mission Support Business Model. Command and control of operational logistics supports will be shifted to the field.

Mission Support Business Model

The modernized support model works by providing efficient bi-level support to our operational partners. The business model's "Four Cornerstones" are critical components that although interdependent, combine into a powerful tool that will make optimal support into a reality. The Four Cornerstones are:

- ***Configuration Management*** - Process for establishing and maintaining consistency of an asset's performance, functional and physical characteristics, and design throughout its service life.
- ***Total Asset Visibility*** - The ability to provide timely and accurate information on the location, movement, status and identity of units, personnel, equipment components and supplies, and have the ability to act on that information (enabled by an enterprise IT System.)
- ***Bi-Level Maintenance*** – Services performed /provided either by a centralized service or logistics center (D-level) or the operational unit (O-level.)
- ***Product Line Manager*** – Single point of accountability; each product line has one product line manager (PLM.) A means of providing focused support to end users, while internally capitalizing on the economies that result from grouping like services together.

Modernization Version 1.0

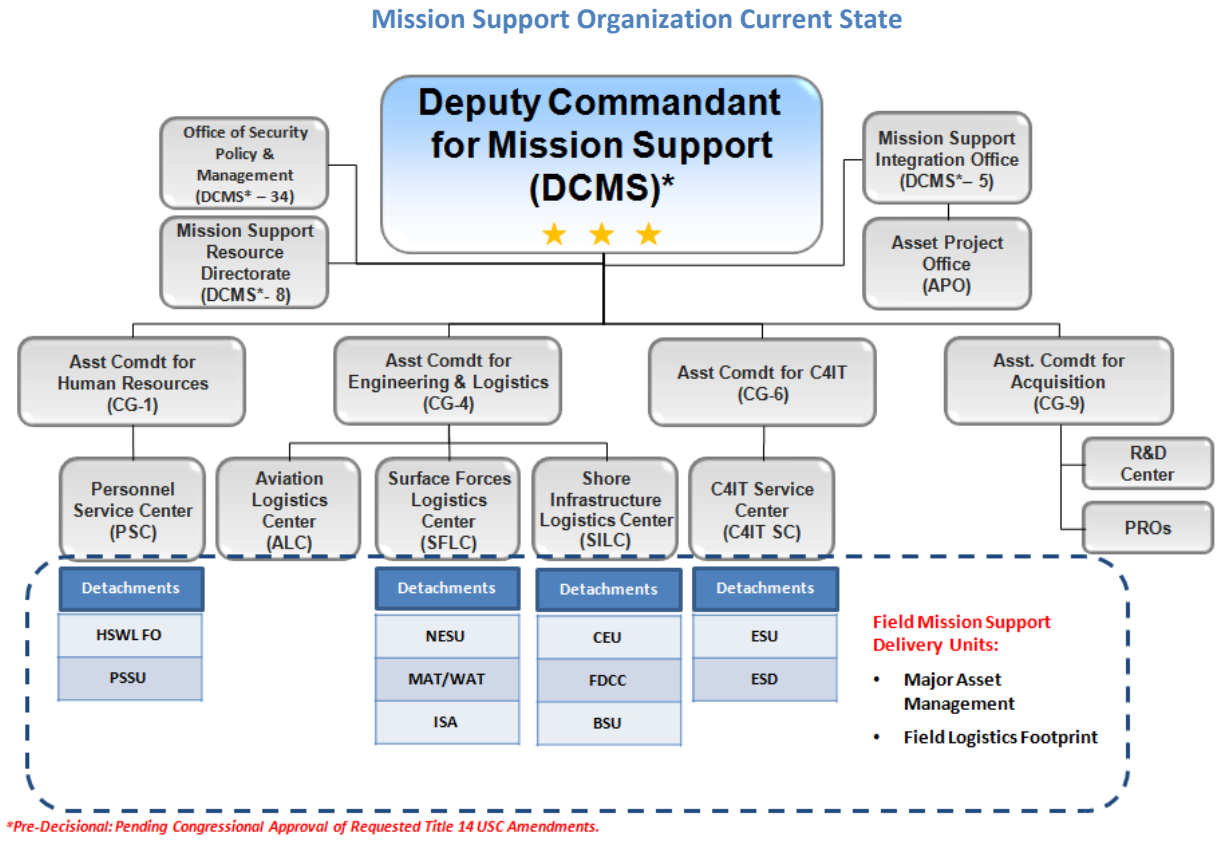

Figure 1: Current State Org Chart

Mission Support Headquarters: In June 2009, the Mission Support Headquarters organization stood up, consolidating the four mission support Assistant Commandants, CG-1, CG-4, CG-6 and CG-9 under the Coast Guard Chief of Staff. Several new organizational elements were created, including the Office of Security Policy and Management (DCMS-34), the Mission Support Integration Office (DCMS-5), the Asset Project Office (APO), and the Mission Support Resource Directorate (DCMS-8.) The establishment of these new elements marked the first step toward consolidating and integrating capabilities within the mission support community to satisfy organizational needs with a service-wide perspective.

The Mission Support directorates are the foundation for the functional alignment of Coast Guard support activities. CG-1, CG-4, and CG-6 divested some of their non-headquarters functions to their respective logistics and service centers, while CG-9 completed the organizational changes required to satisfy its program of acquisition reform.

Logistics and Service Centers: The first of the five new Logistics and Service Centers came online at a ribbon cutting ceremony in Elizabeth City, NC on October 30, 2008 when the Aircraft Repair and Supply Center (ARSC) became the Aviation Logistics Center (ALC.) ARSC pioneered what has now become the Mission Support

Business Model defined by its four cornerstones of bi-level maintenance; configuration control; single point of accountability through product line managers; and total asset visibility.

The Mission Support Organization constructed four additional logistics and service centers to perform logistical support within the surface, shore infrastructure, command, control, communications, computers and information technology (C4IT), and personnel communities. The new logistics and service centers, named Surface Forces Logistics Center (SFLC), Shore Infrastructure Logistics Center (SILC), C4IT Service Center (C4IT SC), and Personnel Service Center (PSC) established their Command Cadres in early 2009 and fully transitioned legacy support functions into their organizations on September 28, 2009.

Like the ALC with its four aircraft product lines, the personnel, surface, shore, and C4IT communities established core product or service lines to create an in-depth, organic, mission support capability. A single Product Line Manager (PLM) or Service Line Manager (SLM) will be the primary point of contact and accountability for any asset or people-related issue, sub-system, or equipment. Each product or service line will be responsive 24/7 to any support needs within their portfolio. As a response backup, requests for support can be coordinated by the DCMS Watchstander at the LANTAREA Command Center at anytime including afterhours, weekends and holidays.

Field Support Units: On 27 September 2009, the responsibility for supporting Coast Guard assets and surge staffing held by the legacy Maintenance and Logistics Commands (MLCs) and by the Integrated Support Commands (ISCs) transitioned to the five Logistics and Service Centers. The previous geographically-based mission support servicing units in the field were realigned by product lines under the new centers. These included:

- C4IT SC Electronic Support Units (ESUs) and detachments
- PSC Personnel Services and Support Units (PSSUs)
- PSC Health Safety and Work Life Field Offices (HSWL FOs)
- SFLC Naval Engineering Support Units (NESUs)
- SFLC Industrial Support Activities (ISAs) and their detachments
- SILC Civil Engineering Units (CEUs)
- SILC Base Support Units (BSUs)

Under MS1.0 Logistics and support services are centrally managed through the product and service lines, but regionally executed through detachments or subordinate commands under each logistics or service center, reinforcing a uniform delivery of services. Logistics and service center local support units and detachments are to provide local depot-level services and maintenance support for their regional areas of responsibility.

A Primary Support Officer (PSO) was designated at each of the legacy ISC locations to serve as the Mission Support Organization's local "liaison" to the operational community. The PSO is available to assist operational partners– colleagues in Districts and Sectors – in ensuring a smooth transition of support services across all local mission support units. PSOs typically are the former ISC commanding officers (COs), who became Base Support Unit (BSU) COs. The PSO is also responsible for coordinating delivery of shared support services formerly provided by the MLCs and ISCs. These ancillary services do not fall under a specific logistics or service center,

but are divided among the co-located mission support field elements. Examples of these services include base watch standing, honor guard, and community engagement. Provisioning of these services vary by location. While PSOs are responsible as the regional DCMS representative, they have no codified authority to ensure service integration.

Additional details of the Mission Support Organization Version 1.0 are described in the Mission Support Handbook Version 1.0 available on CG Portal.

Gaps & Methodology

The Modernized Mission Support Organization delivered excellent support during the Haiti Operation, but a fundamental disparity between operations and support organizations' Command and Control Structure came into clear focus. Mission support is not as integrated with operational partners as it could be either in the Field or at Headquarters. Also, the Mission Support Organization's command and control is not optimally suited for contingency response. Our operational partners did not see a clear linkage between operations and support organizational structures, which could offer unacceptable risk during contingency operations. The support structure that was established was ad hoc in nature. In such times, collaboration and communications between operations and support are critical and must be pre-established and exercised.

- ***Transitioning assets into the business model:*** While the Coast Guard Acquisition programs have employed Asset Project Offices for specific airframe acquisitions in the past, APO Baltimore represented the first time the Coast Guard established a permanent acquisition support command. The additional role of "Transformation Engine" was assigned to the APO, requiring them to re-baseline legacy assets, assist the Logistics and Service Centers with Product Line formation, and provide business model transformation. Presently, the APO is resourced at approximately half of the personnel strength and planned annual budget to both support new and transition mature systems. Its effectiveness has been sub-optimized due to resource constraints.
- ***Mission Support Communications:*** Integrated internal and external communications have been identified as a critical enabler for the Mission Support Organization implementation. Internal (DCMS), internal Coast Guard, and external stakeholders require different information. DCMS must be able to communicate enterprise messages designed to integrate support services. Currently, communication efforts are fragmented among the directorates.
- ***Directorate Level Resource Management:*** The formation and administration of the support budget (Acquisition, Construction, and Improvements (AC&I) and Operating Expenses (OE)) is a shared responsibility between Directorates, who execute, and DCMS, who ensures that enterprise equities are fully considered.
- ***Mission Support Integration:*** The Mission Support Integration Office, DCMS-5, was established to serve as a single point of integration internally among DCMS organizations and externally with the Deputy Commandant for Operations (DCO), the Force Readiness Command FORCECOM, the envisioned Operations Command (OPCOM), and other Coast Guard organizations. DCMS-5 is responsible for driving change through learning, innovation, metrics, standardization, and accountability and providing contingency logistics support throughout our diverse mission set.

- ***Field Mission Support Delivery:*** Concerns about adequate field level mission support integration necessitated a review of this support structure to ensure that the field service constructs aligns with Commandant Intent and reflects the most effective and efficient organization. The current structure subordinate to the Logistics and Service Centers was a bridging strategy allowing the Coast Guard to continue field support while further maturing an optimal field structure. Breakup of the former ISCs resulted in operators being referred to multiple points of contact for Depot (D)-level support, rendering the field mission support architecture and processes unclear. A balanced field support architecture that is better aligned with operational partners has been designed. This construct preserves the four cornerstones while providing coordinated operational support in steady state and contingency. The revised structure more closely aligns our operational culture.
- ***DCMS Headquarters:*** While DCMS is responsible for all of mission support, the DCMS Headquarters (HQ) staff exists to ensure budgetary, policy, and programmatic services are delivered to their respective logistics or service centers. Any functions that are mission execution based are better performed in the field. Tactical leadership of field/operational logistics should not reside in Headquarters.

The Right to Get Smarter

Coast Guard Modernization establishes the framework for a natural progression of our Service's traditional Command and Control structure, support systems and business practices to an agile, forward-thinking, responsive organization.

Version 2.0 Causes for Action

MS1.0 was completed with the stand-up of CG-9, the establishment of the Logistics and Service Centers, and the disestablishment of the MLCs and ISCs. Since operating under the MS1.0 construct, there have been many lessons learned through engagementsin Haiti, feedback from our operational partners, and input from the field support units. The gaps revealed in MS1.0 formed the Causes for Action to improve the organization in MS2.0. The primary drivers for improvement are:

- Lack of satisfactory field support architecture. Breakup of the former Integrated Support Commands (ISCs) under MS1.0 meant operators were referred to multiple POCs for Depot (D-level) support, adding unnecessary time in scheduling maintenance for assets involving multiple product lines such as cutters.
- Lack of authority for PSOs. This created a void in the standardizing function necessary for the current field support construct and complicated the different organizational structures of Sector Logistics Departments.
- Lack of an integrated DCMS enterprise strategic communications vehicle, resulting in suboptimal internal and external critical messaging.
- The propensity to direct field related support and logistics from headquarters resulting in an oversized headquarters staff.
- The under developed nature of the finance function and the need to clarify the role of DCMS-8 with the directorates.
- The employment of the APO in a non-acquisition role and the need to focus the APO on new assets / systems into the modernized logistics tracks.
- The need to adequately resource DCMS-5.

- The need to horizontally and vertically integrate the DCMS enterprise aligning the point of service delivery and the logistics and service centers while preserving the principle of bi-level service delivery.
- The need to "fix" sector logistics departments with adequate staffing and resources.

Version 2.0 Design

After the initial realignment of the Mission Support Organization, DCMS established the capability to continuously improve the organization systematically. DCMS-5 supports integrated study teams using a standard analysis method. Once mission critical issues were identified, Mission Support Integration Teams (iTeams) were established to analyze each problem area and develop optimal solutions to include specific corrective action, responsibility and a timeline. The iTeams were chartered to refine the design of the Mission Support elements and address the challenges identified in version 1.0 (Figure 2.)

Team	Objective
APO iTeam	Review the structure, staffing, funding and roles and responsibilities, and organizational alignment of APO Baltimore.
Communications iTeam	Design a functional architecture for an integrated communications capability within DCMS. Target stakeholders and customers, both internal (DCMS) and external.
Mission Support Resource Study Group	Develop directorate roles and responsibilities for the oversight and execution of resource management functions, as well as any centralized roles and responsibilities. Analyze strengths and weaknesses of existing resource management and decision-making structure and corresponding staffing and governance model.
DCMS-5 iTeam	Review the structure and roles of DCMS-5, recommend design for a functional architecture.
Field Mission Support Delivery iTeam	Review the structure and roles of logistics support elements below the Logistics/Service Center level up to and including the Sector Logistics Department and make recommendations for realignment and re-leveling that are consistent with the precepts established and the Coast Guard District Study.
DCMS HQ iTeam	Validate functions currently performed at DCMS HQ and propose those functions that would be more effective if aligned with the current field mission support organization and performed in the field, limiting functions as described in the team's charter.

Figure 2: Mission Support iTeams

Version 2.0 Execution

On May 3, 2010, a charter was signed to establish the MS2.0 Execution iTeam. This team is charged with integrating and executing the courses of action (COAs) recommended by the preceding iTeams and approved by DCMS that optimize the field support organization and realign Mission Support Headquarters elements.

According to its charter, the Execution iTeam shall ensure the MS2.0 organization and future planning efforts are guided by the following precepts:

Precepts

- *Ensure optimal support of operations.*
- *Identify efficiency opportunities for reinvestment to field support*
- *Align culturally with operations.*
- *Accommodate contingency and normal operations.*
- *Map resource flows (funding via Product Line.)*
- *Establish career development pathways for military and civilian employees.*
- *Establish organizational constructs and business rules that maintain alignment with the four cornerstones of the Mission Support Business Model.*
- *Retain DCMS Logistics/Service Centers' (SFLC, SILC, ALC, C4IT-SC, PSC) Product Line Managers (PLMs) as the single point of accountability for both asset support and resource management. The PLM is responsible for oversight of services within the product line to ensure maximum readiness is achieved.*
- *Push operational logistics out of HQ.*

Version 2.0 Timeline

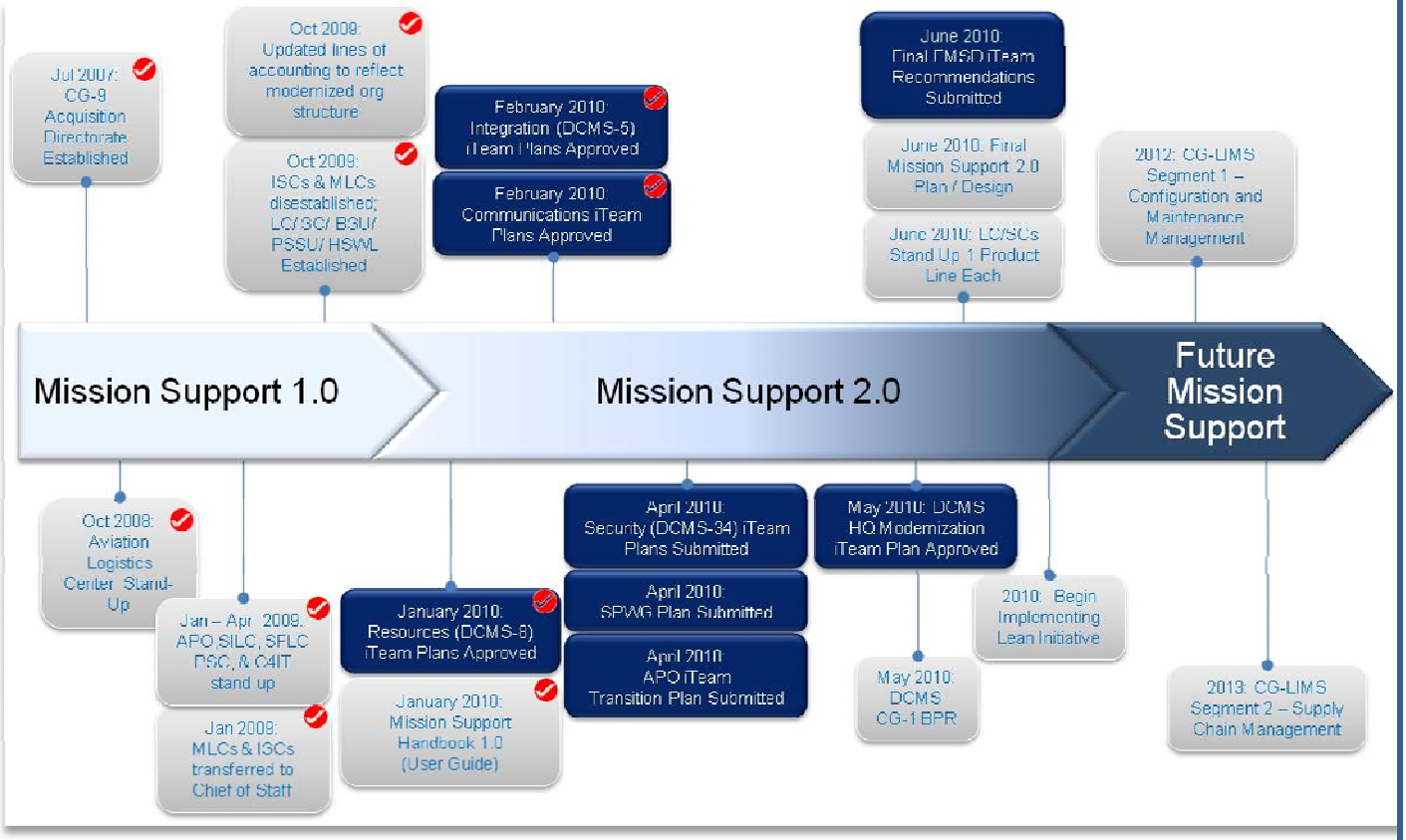

Figure 3: Mission Support V2.0 Building Blocks

Mission Support Organization Version 2.0 End State

The vision for MS2.0 shifts the focus for execution of mission support, from Headquarters to the field, with a clear Command and Control (C2) organizational structure that establishes a single point of accountability for the coordination of support delivery across co-located support delivery units in the field (below the Logistics and Service Centers.)

Envisioned DCMS Field Organization

Based on the approved output of the FMSD iTeam, the following will be accomplished. A Director of Operational Logistics (DOL) will be created to oversee multiple Base Commands (i.e. Base), establish an ops support planning capability, maintain a 24x7 watch and build a compliance functionality. The DOL will provide a single point of accountability to the Area Commanders in the field and will be the focal point for compliance with established policy and doctrine across all support elements, including Sector Logistics. Bases will be established to align organizationally as a peer with operations and foster command unity across local field mission support delivery units, i.e. NESUs, ESUs, HSWLs, PSSUs, and BSUs. The field support command structure will be modified to accommodate both steady state and contingency operations. However, bi-level service and support delivery will not be compromised.

Challenge	Recommendation
Field Support Delivery	*Deliver Field Mission Support Organizational Construct, including:*
	• *Create a Director of Operational Logistics (DOL)*
	• *Create the Bases*
	• *Complete formal definition of Sector Logistics Departments and staffing*
	• *Review field command and control structure to ensure optimal alignment*
	• *Ensure Sector Logistics Departments are adequately resourced*
	• *Establish protocols for steady-state and contingency*

DOL and Base Constructs

The DOL will maintain liaison with the Area Commanders through a small AREA-4 staff, which will be an element of the DOL, but will be co-located with the Area staffs. In times of national contingency operations, the DOL will report directly to the Area Commander for the duration of that event. Additionally, the DOL will manage compliance in conjunction with the Logistics and Service Centers to ensure standardization of D-level support delivery. The DOL will also be responsible for the drafting and maintenance of operational plans and support annexes.

Bases will establish a clear chain of command in the local area of responsibility within field mission support delivery units by consolidating support unit activities in the same geographic area. The Bases will maintain liaison between mission support and Districts through small DIST-4 staffs, which will be elements of the Base, but be co-located with the District staff. The Base reports directly to the DOL, but could report directly to the District in times of regional contingency operations for the duration of that event.

Bases will maintain Administrative Control (ADCON) for field mission support delivery units in their span of control. They will re-establish local unity of command, which is critical in a military organization. They will be responsible for base operations and common service/logistics coordination, including fuel farm, waterfront, base watch coordination, moral events, uniform inspections, work hours, etc. The locations of Bases currently approved or planned are Boston, Miami, New Orleans, Alameda, Puget Sound (Seattle), Honolulu, Kodiak, Portsmouth, Elizabeth City, Washington D.C., Cleveland, Los Angeles – Long Beach, and Ketchikan. The command positions for these will be at the O5 – O6 level depending upon the scope of services provided and span of control requirements. The remainder of potential locations is being studied.

Logistics and Service Centers and their product and service lines retain technical authority for mission support delivery. They will retain control of funds (4x) and work priorities. They will continue to standardize mission support through product line management. The DIST-4 and AREA-4 liaisons with Districts and Areas will help product line managers proactively address potential issues through the DOL before they escalate into major problems on the operations side. Support services not available locally at the unit level (operational or o-level) will be provided as D-level.

Sector Logistics Departments

MS2.0 also seeks to complete the formal definition of Sector Logistics Departments include identifying staffing gaps with the future Bases to deliver the most efficient and effective mission support to operators. Sectors Logistics Departments are not uniform in their support capability, noror are all Sectors geographically located today at or near concentrations of mission support field delivery units. Because of geographic realities, not all Sectors will be co-located with Bases. Functional relationships between operations and support will vary somewhat depending on whether or not a Sector is co-located with a Base.

Sectors in proximity to a Base will have scaled Logistics Departments responsible for coordinating organic support and those provided by the Bases. . For example, today a Sector, a BSU, and other units on the same base may each manage their own warehouse. In the future, warehousing functions, including inventory management, shipping, receiving, procurement and facilities maintenance, will be a shared service provided by the Base generating efficiencies.

Sector Co-Located with Base

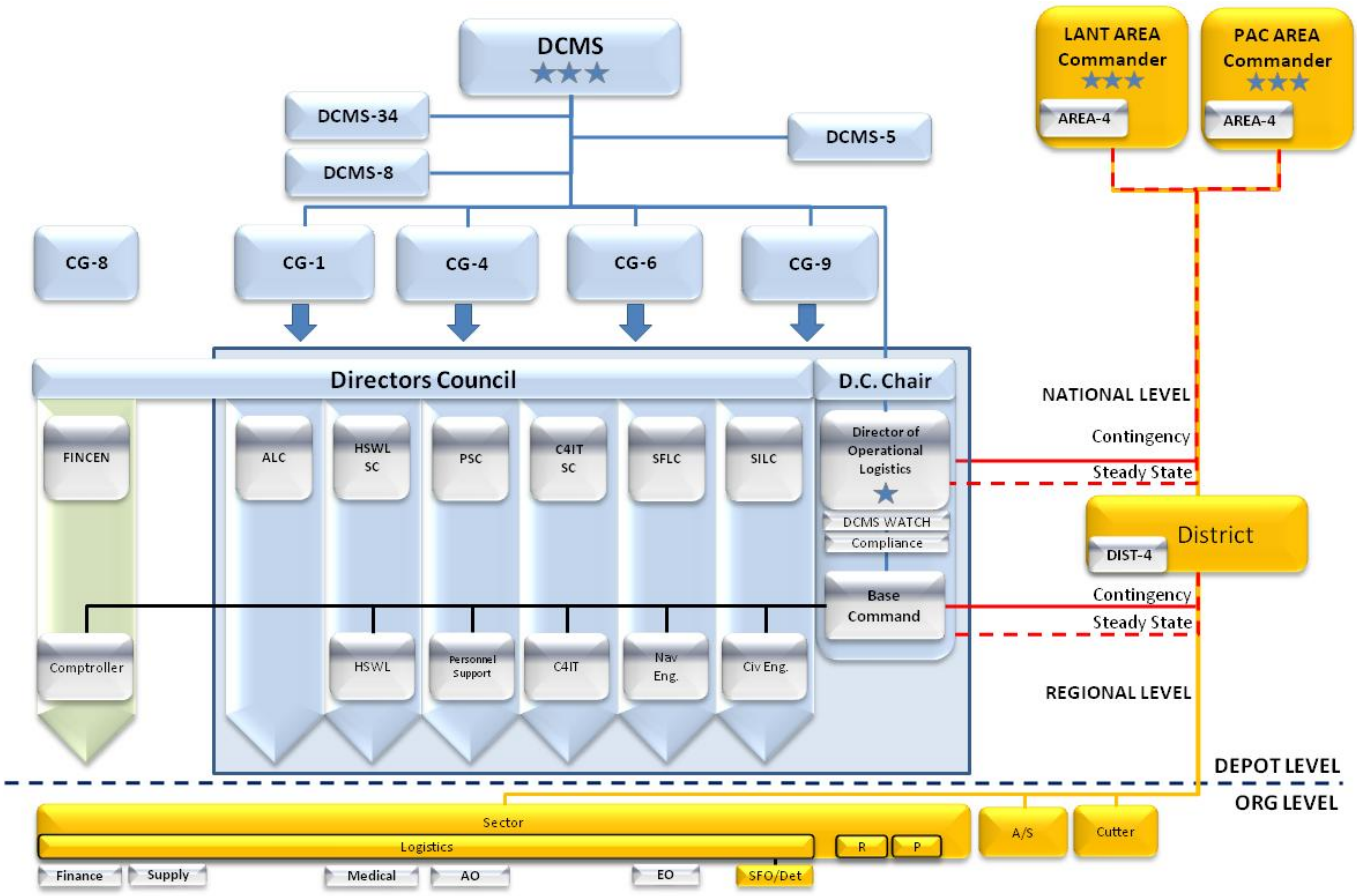

Figure 4: Sector Co-located Construct

In contrast, Sectors not co-located or remote from a Base will have self-sustaining mission support capability that is resourced to the specific mission requirements of their location. These Sector Logistics Departments execute O-level services and serve as a liaison with the product and service lines within each Logistics and Service Center. Functionally, all activities for facilities, housing, medical and C4IT will be guided by the product and service Lines with O-level execution by the sector. The weapons program is proposed to be moved to the Sector Response Department, and the Command Security Officer (CSO) function may be moved depending upon future programmatic decisions.

Sector Remote from Base

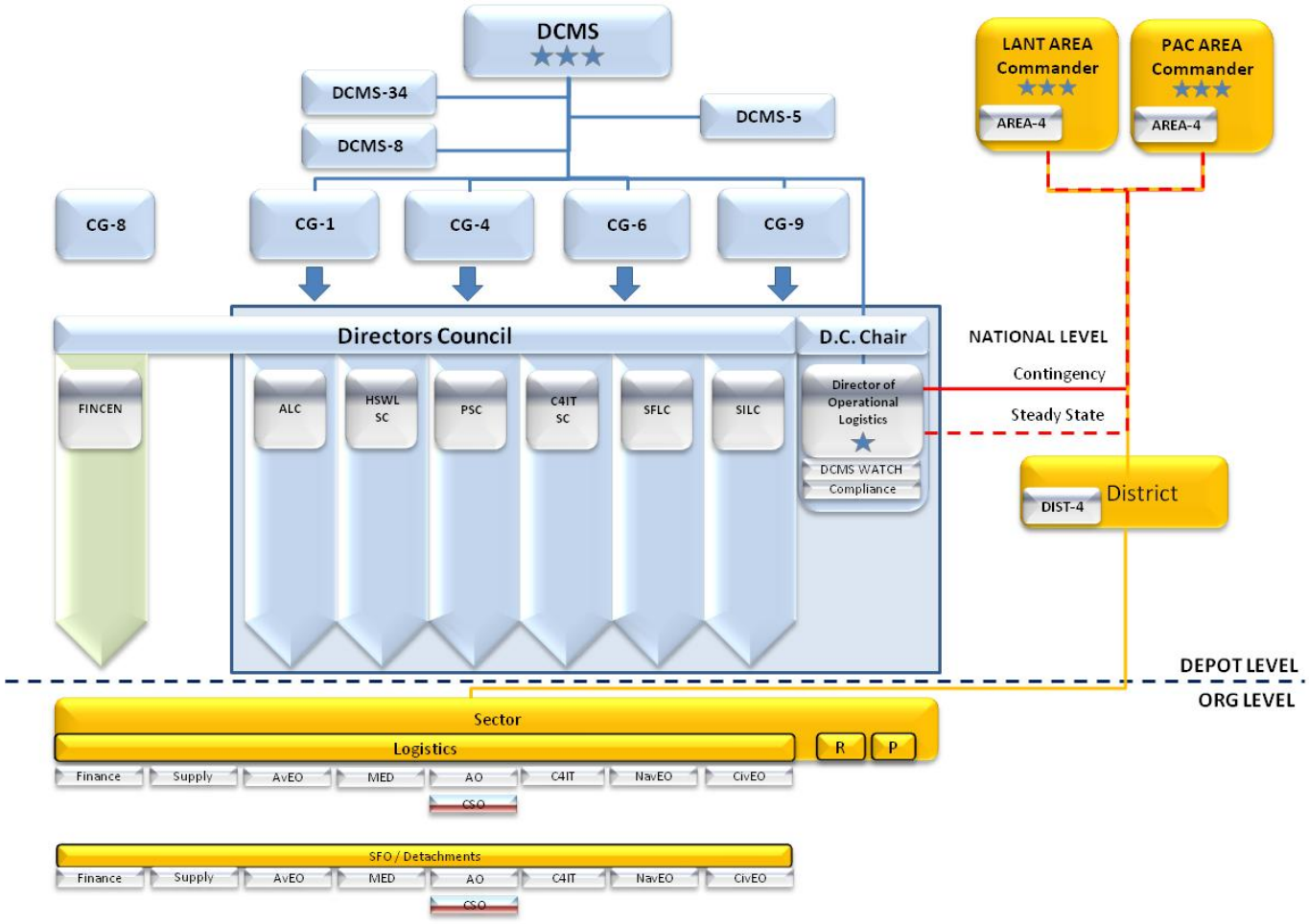

Figure 5: Sector Remote Construct

Hard Line between O- and D-Levels

Both co-located and remote Sector constructs adhere to the DCMS guiding principle of bi-level support with clear definition of O-level and D-level services. Product and service lines are responsible for defining functions and processes that are O-level and D-level. The product and service lines ensure that units are appropriately resourced with the necessary capability and capacity to perform O-level work. If a unit is not appropriately resourced, the product or service line will provide that function or service for the unit.

Co-located Bases, which are D-level, will provide some O-level functions as shared services to units. Sectors will only be assigned O-level functions for which they are resourced with the necessary capability and capacity. For example, the SFLC's Small Boat Product Line defines hauling out a small boat as an O-level function. If the O-level has the capability such as a lift, they will do it. It also may be a shared service provided by the D-level. O-level units are not authorized to do D-level work.

Envisioned DCMS Headquarters Organization

DCMS Headquarters will support the overall operation of the Mission Support Organization by providing policy, planning, representational program synchronization and budgetary services. Functions that enable Mission Support to deliver capability to our operational partners, such as program oversight and execution of plans and funds, will be carried out at the Logistics and Service Centers. Aligning these functions at the appropriate level within the organization will reduce redundancy and provide opportunity for reinvestment of resources to fill some of the existing gaps, including sector-level logistics/service.

Challenge	Recommendation
Transitioning Assets to the Business Model	*Shift APO (personnel and functions) from DCMS-5 to CG-9.*
	Refocus APO on new acquisitions programs.

Challenge	Recommendation
Mission Support Communications	*Establish a DCMS Communications Center of Excellence in CG-925.*
	Transition EELQ Magazine and others to CG-925 to develop an integrated DCMS Magazine with DCMS, CG-1, 4, 6 and 9 branding.
	Establish communications points of contacts in CG-1, 4 and 6.

Challenge	Recommendation
Directorate Level Resource Management	*DCMS-82 fulfills the role of Integrator 10 FTE remain in DCMS-82*
	Return DCMS-84 FTE/functions to Asst COMDT's
	DCMS-81 (includes RFMCs) remains in DCMS-8

Challenge	Recommendation
Integration of the Mission Support Organization	*Adequately Staff DCMS-54, DCMS-55*
	Align DCMS-53 with FMSD
	Focus APO on integration of acquired systems.

Mission Support Governance

The DCMS governance structure is fundamental to developing the strategic vision of the organization. With the traditional chains of command as its backbone, the governance bodies in the Mission Support Organization are primarily comprised of horizontally integrated councils at multiple levels within the organization. Headed by the DCMS Board of Directors (currently the DCMS Executive Council), the organizational governance structure consists of a Headquarters level Business Operations Committee (HQ BOC), the Logistics and Service Center Director's Council (DC), and the Logistics and Service Center Business Operations Committee (LC/SC BOC.) The figure below depicts the governance levels and membership.

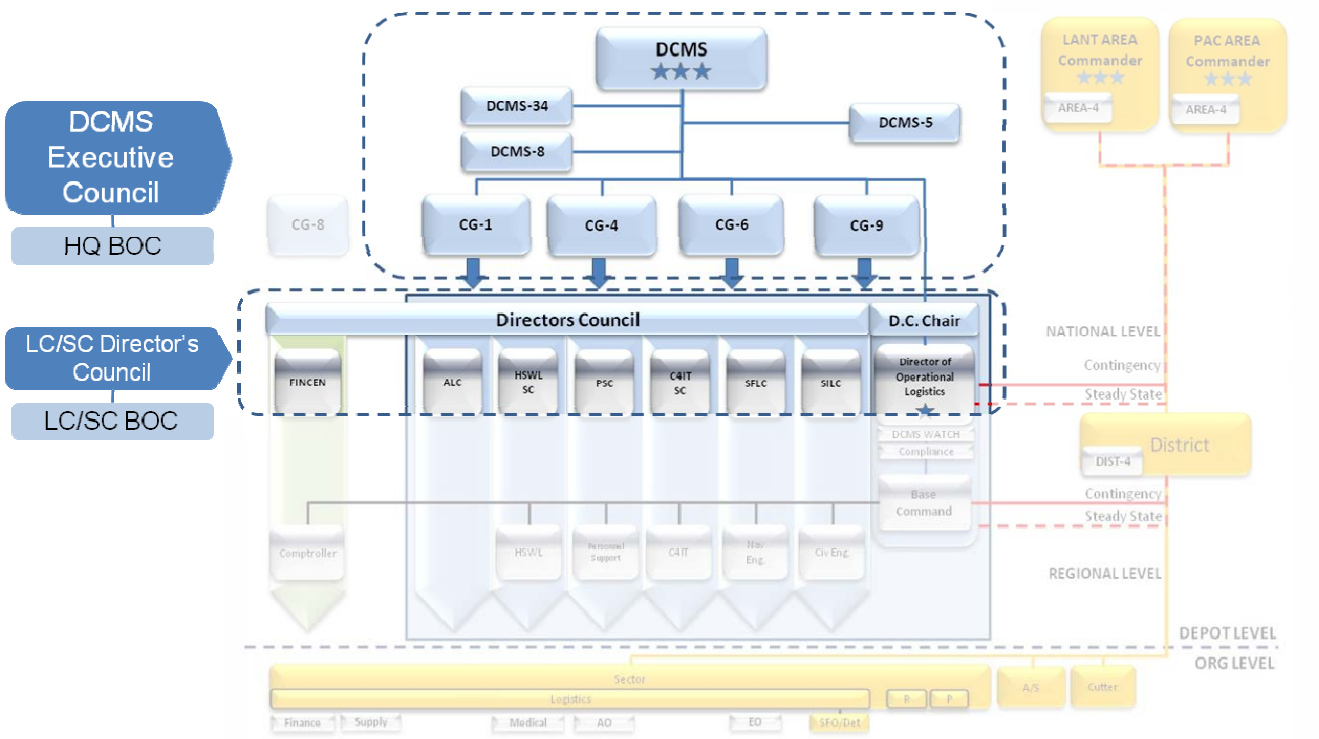

Figure 6: Mission Support Governance Structure

This proposed governance structure is intended to ensure that integration happens at all levels, both horizontally and vertically. Particularly important to this dynamic is the role of the DOL as the chair of the LC/SC Director's Council. The DOL will ensure that the perspective of the operational partners is fully represented throughout planning and execution activities throughout the support organization. Additionally, the DOL will reinforce the standardization and encourage shared services across all LC/SCs.

Strategic Plan Structure

MS2.0 is intended to create a structure in support of the strategic view of Coast Guard's Mission Support Organization. Our strategic planning effort begins with the end in mind, defining the vision for the future Mission Support Organization. As the organization is defined, plans, milestones, and metrics are put in place to enable effective management and organized progress towards the future state. The Mission Support strategic planning process sets the course for organizational improvement and refinement. It also lays the groundwork for developing the priorities of the organization and provides a foundation upon which investment decisions can be made.

The inaugural Mission Support Strategic Blueprint (MSSB) is comprised of both top-down and bottom-up perspectives of the organization. It aligns with the vision of the Department of Homeland Security and the Coast Guard Commandant, and incorporates the shared goals and objectives of the Mission Support. Going forward the Blueprint will serve as the guiding document for the Mission Support Organization's strategy, initiatives, and investments; as such the Blueprint will serve to communicate the Mission Support Organizations Strategy to our internal and external partners.

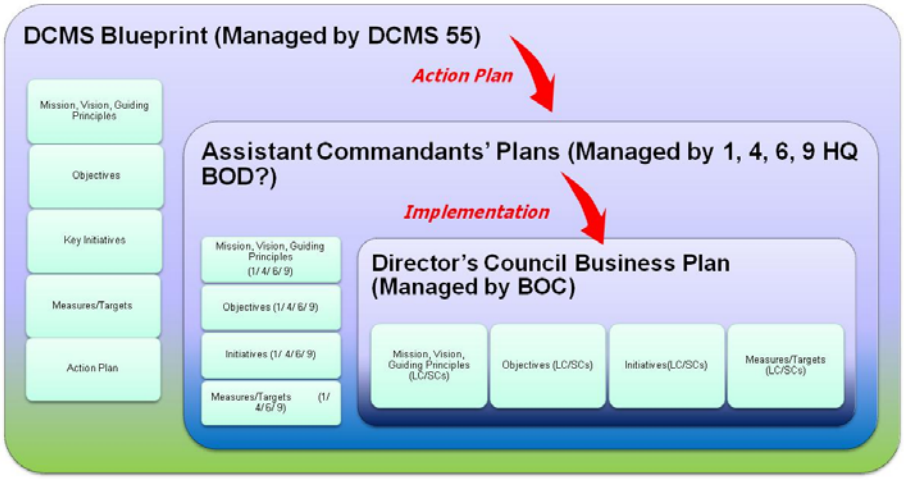

Figure 7: Mission Support Blueprint Structure

The MSSB provides the strategic map depicting goals, key objectives, and performance measures for the organization over the next six (6) years. A derivative of the Blueprint the Mission Support Strategic Action Plan (MSSAP) describes current capability and capacity of the Mission Support organization and delineates task to be undertaken. In addition to identifying the near-term actions, performance targets, sponsors, and resource estimates necessary to begin implementation of strategic objectives are identified. For the Mission Support Work Force, Operational Partners, and stakeholders the MSSAP provides transparency of our current and expected efforts, resource decisions, and provides both responsibility and accountability for performance.

The diagram below depicts the nested structure of the MSB and MSSAP. As the Mission Support Organization continues towards its vision the MSSAP will be reviewed annually, revised as necessary and the MSSB will be revised at six year intervals.

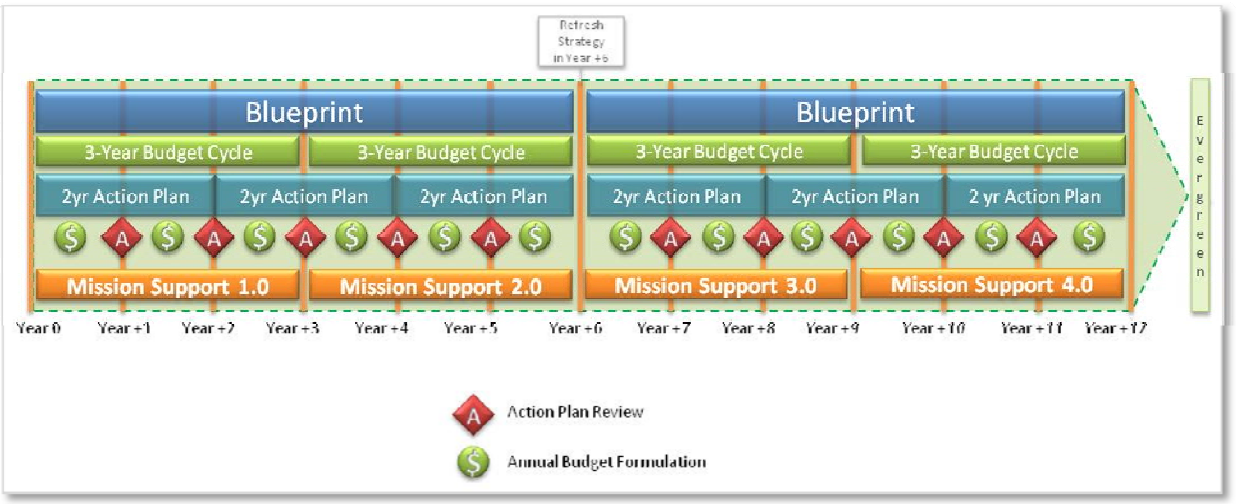

Figure 8: Strategic Planning Continuum

The products of the strategic planning process define our future. It is the decisions and actions produced through this discipline that define Mission Support capability and capacity.

No strategic planning effort is complete without careful consideration of Human Capital aspects. The human capital component of MS2.0 is being build with a draft concept du mid-summer 2010. Every employee or service member must be able to understand their role in the organization, including the ability to plan progression of their careers to the limits of their abilities and initiative. The Human Capital Plan will be combined with the organizational and business rules to complete Mission Support 2.0