

Command, Control, Communications, Computers and Information Technology Service Center (C4ITSC)

Strategic Plan



FY 2013 – 2018

Version 1.0
February 2013

Dear C4ITSC Leaders:

I am proud to present the United States Coast Guard's (CG) Command, Control, Communications, Computers and Information Technology Service Center's (C4ITSC) strategic plan for Fiscal Year (FY) 2013-2018. Since its establishment, the Service Center has been working towards improving the development and delivery of C4IT capabilities across the CG. This plan represents the next step for our organization: defining our goals and moving forward together.

This Strategic Plan is driven by the Commandant's guiding principles of Steady the Service, Honor our Profession, Strengthen our Partnerships, and Respect our Shipmates, as well as the Deputy Commandant for Mission Support's four cornerstones of Total Asset Visibility, Configuration Management, Bi-level Maintenance, and Product Line Management. This plan aligns with the CG-6 Strategic Plan and defines an overarching vision for Coast Guard C4IT mission support, focusing efforts in the following areas:

Skilled Personnel: Create a culture that attracts diverse talent and enables C4ITSC personnel to grow professionally and achieve their full potential as members of the CG and C4ITSC.

Effective Partnerships: Identify, establish, and maintain effective partnerships based on trust, performance, and common goals.

Best Value: Deliver products and services at the best value.

Standard Processes: Publish, implement, and adhere to repeatable standard processes that are integrated across the Coast Guard and in alignment with industry and government best practices.

Achieve Expectations: Understand CG missions, be responsive to customer needs, and provide capabilities to achieve requirements in a cost effective and timely manner.

Achieve CG Business Model Integration Goals: Use industry best practices and CG standard tools to achieve the four cornerstones and ten tenets of the CG Business Model Integration within available resources.

These goals marry the CG's strategic vision with the ever-changing needs of a technology-dependent workforce, support the CG's transforming command and control structure, and enable better mission execution for everyone.

I would like to thank everyone that been involved in crafting this plan. The collaboration across the C4ITSC on this plan has resulted in a comprehensive effort that represents the best of our community. With this plan, we can confront the challenges that lay ahead of us as a unified organization with a single vision and mission.

The successful implementation of this plan relies on the involvement of the entire C4IT community. I would ask that you read this plan carefully and actively contribute to its implementation. We are relying on you to carry this plan through and to ensure that we effectively and efficiently execute the mission of the CG.



CAPT John J. Macaluso
Commander, C4IT Service Center

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1	Mission Support Strategic Blueprint FY 2011 – FY 2015, Version 1.1	DCMS	
2	Command, Control, Communication, Computers and Information Technology (C4&IT) Strategic Plan FY13 – FY17	CG-6	
3	Information Technology Infrastructure Library (ITIL), Version 3	Cabinet Office	

APPROVAL



 CAPT John J. Macaluso
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28 Feb 2013

 Date

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Strategic Foundation

CORE PRINCIPLE

We enable Coast Guard Missions.

VISION

We are an adaptive and affordable service provider and protector of information and infrastructure that enables the Coast Guard to effectively execute its missions.

MISSION

We are an empowered and appreciated workforce that fully enables Coast Guard mission execution by providing high quality:

- Information and situation-awareness products and services,
- Depot-level protection, maintenance, and repair services,
- Resource transparency and total asset visibility, and
- Stewardship and configuration management.

CORE VALUES

Core Values by which the C4ITSC conducts business are:

- People First, Mission Focused
- Effective Resource Management
- Transparency
- Organizational Excellence



Figure 1: C4ITSC Cornerstones

Strategic Goals and Objectives

Strategic goals and objectives outlined below are organized into six distinct categories that encompass both the Information Technology Infrastructure Library (ITIL) and CG Business Model Integration focus. For clarity, each category is defined before the related strategic goals and objectives are listed. All strategic goals outlined within this document will be accomplished within the next five (5) years.

PEOPLE

People include all of the individuals employed by the organization including full-time, part-time, temporary, military, civilian, auxiliary, reserve, and contract employees.

Goal 1	Skilled Personnel. Create a culture that attracts diverse talent and enables C4ITSC personnel to grow professionally and achieve their full potential as members of the CG and C4ITSC.
	Objective 1.1: One Team, One Mission Emphasize leadership and teamwork and align all communications, activities, and events to support C4ITSC identity recognition and CG Community buy-in.
	Objective 1.2: Human Capital Create a human capital plan that addresses recruiting and retention as well as career and succession planning. The plan should also address race, ethnicity, and gender diversity.
	Objective 1.3: Personnel Development Develop a Succession Plan that encourages and enables personnel to develop the skills necessary to become senior leaders.
	Objective 1.4: Employee Recognition Develop an employee recognition system that supports mutual respect, appreciation, and performance excellence.
	Objective 1.5: Personnel Resource Prioritization Prioritize personnel resources across the C4ITSC to ensure that employees have the tools and equipment necessary to provide excellent service.

PARTNERS

ITIL Definition (v3): A relationship between two organizations that involves working closely together for common goals or mutual benefit. The IT service provider should have a partnership with the business and with third parties who are critical to the delivery of IT services.

Goal 2	Effective Partnerships. Identify, establish, and maintain effective partnerships based on trust, performance, and common goals.
	Objective 2.1: Open Communications Establish and promote open communications with partner organizations including collaboration, risk management, and transparency.

	<p>Objective 2.2: Opportunity Identification Leverage infrastructure and CG standard products and seek opportunities to grow partnerships and provide the best value across agencies and organizations.</p>
	<p>Objective 2.3: Opportunity Sharing Leverage opportunities where common goals may exist with different partners to converge solutions and promote cost sharing where possible.</p>
	<p>Objective 2.4: Procedure and Role Documentation Establish and follow well-documented procedures that clearly define the roles and responsibilities of all parties.</p>
	<p>Objective 2.5: Performance Monitoring Establish effective performance metrics and actively monitor them to provide partners with early warnings, risks, potential impacts, and cost estimates with required rigor.</p>

PRODUCTS AND SERVICES

A product is any service or capability that supports the collection and transformation of accurate data into actionable information for mission execution.

ITIL Definition (v3): A service is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks. The term ‘service’ is sometimes used as a synonym for core service, IT service, or service package.

<p>Goal 3</p>	<p>Best Value. Deliver products and services that achieve documented mission requirements at the best value.</p>
	<p>Objective 3.1: Affordable Delivery Deliver products and services affordably for design, development, delivery and sustainment.</p>
	<p>Objective 3.2: Affordable Sustainability Use standard CG solutions to the greatest extent possible and promote affordable sustainability through convergence of technologies & systems throughout the CG. Deliver products and services in a sustainable manner and within the CG’s Deputy Commandant for Mission Support (DCMS) construct.</p>
	<p>Objective 3.3: Adhere to Service Level Agreements (SLAs) Be resilient, reliable, and meet SLAs.</p>
	<p>Objective 3.4: Timely Installations and Implementations Install or implement products within the timelines agreed upon (this objective is dependent on funding availability and changing CG priorities).</p>
	<p>Objective 3.5: Information Assurance Comply with Defense Information Security Agency (DISA), and Department of Defense mandates for securing the .mil domain infrastructure and all devices attached to the infrastructure. Continue to develop a strategic continuous monitoring program, including Security Authorization Process (SAP) for reporting to both the Department of Defense (DoD) and the Department of Homeland Security (DHS).</p>

PROCESS

ITIL Definition (v3): A process is a structured set of activities designed to accomplish a specific objective. A process takes one or more defined inputs and turns them into defined outputs. It may include any of the roles, responsibilities, tools, and management controls required to reliably deliver the outputs. A process may define policies, standards, guidelines, activities, and work instructions if they are needed.

Goal 4	Standard Processes. Publish, implement, and adhere to repeatable standard C4ITSC processes integrated across the CG and in alignment with industry and government best practice.
	Objective 4.1: Service Catalog Document and advertise C4ITSC products and services in a Service Catalog that is easy to understand, use, and is readily available to CG customers and end-users.
	Objective 4.2: Industry-Standard Engineering and Support Aggressively pursue the introduction and implementation of industry-standard engineering and support methodologies across the C4ITSC.
	Objective 4.3: Resource Use Apply best-of-class decision-making tools to identify the best use of resources to support CG mission objectives.
	Objective 4.4: Technical Authority Further the scope and reach of the CG-6 technical authority, exercised by the C4ITSC.
	Objective 4.5: Total Asset Visibility Collaborate with DCMS stakeholders and peers to achieve maximum integration of system and service life-cycle management to support TAV.

CUSTOMER

ITIL Definition (v3): Someone who buys goods or services. The customer of an IT service provider is the person or group who defines and agrees to the service level targets.

Goal 5	Achieve Expectations. Understand CG missions, be responsive to customer needs, and provide capabilities that meet funded and resourced requirements in a cost effective and timely manner.
	Objective 5.1: Achieve Requirements Provide products and services that achieve requirements and are validated by customers, endorsed by program sponsors, and agreed upon by the responsible product line.
	Objective 5.2: Service Catalog Document and advertise C4ITSC products and services in a Service Catalog that is easy to understand, use, and is readily available to CG customers and end-users.
	Objective 5.3: Centralized Service Desk (CSD) Complete the transition to the CSD as the single point of contact for end users of all services provided by the C4ITSC.
	Objective 5.4: Business Relationship Management Establish business relationship management processes that ensure effective communications to enable better understanding of the customer’s mission and business requirements. Additionally, to enable the C4ITSC to continue to meet those requirements as the mission and business needs change over time.

	<p>Objective 5.5: Planned Maintenance Establish processes that ensure close coordination with Surface Forces Logistics Center (SFLC), Shore Infrastructure Logistics Center (SILC), Aviation Logistics Center (ALC), and Base Commanding Officers (COs) when scheduling planned maintenance actions to minimize impact on operational units.</p>
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CG BUSINESS MODEL INTEGRATION

The CG Business Model Integration standardizes procedures and shifts the CG to a functions-based command structure to make the Service more agile, flexible, and responsive.

<p>Goal 6</p>	<p>Meet CG Business Model Integration Goals. Use industry best practices and CG standard tools to meet the five cornerstones and ten tenets of CG Business Model Integration within available resources.</p>
	<p>Objective 6.1: Organizational Structure Optimize the C4ITSC organizational structure to meet the functions described by CG Business Model Integration, balancing the dynamic nature of C4IT systems, the roadmap of partner agencies, and planned system convergences.</p>
	<p>Objective 6.2: CG Business Model Integration Plans Communicate plans, tools, and methodologies up and down the chain of command on how and when we will meet cornerstones and tenets.</p>
	<p>Objective 6.3: CG Business Model Integration Impacts Minimize negative impact to operational units while implementing the CG Business Model Integration plans.</p>
	<p>Objective 6.4: Seamless Interface Partner with other Service / Logistics Centers in and out of CG to provide seamless interface from the operator perspective.</p>
	<p>Objective 6.5: CG Business Model Integration Optimization Optimize the C4ITSC organizational structure to meet the functions described by CG Business Model Integration, balancing the dynamic nature of C4IT systems, the roadmap of partner agencies, and planned system convergences. This optimization includes the establishment of Depot Maintenance, Engineering, Project Management, and Supply Management branches within each Product Line.</p>



Figure 2: Goal Interrelationships

Strategy Map



Figure 3: C4ITSC Strategy Map

Initiatives

Initiatives outlined in this table are mapped to the C4ITSC Strategic Goals and Objectives listed above. Specific Initiatives are provided for each Goal and depicted in bold. Initiatives often meet other Goals’ Objectives, in which case, they are italicized in the table below.

A detailed table of initiatives is listed in Appendix A.

**Italicized, un-bold Initiatives indicate an Initiative that originated from another Goal.*

Goal	Objective	Initiative*
People	<p>Objective 1.1: One Team, One Mission Emphasize leadership and teamwork and align all communications, activities, and events to support C4ITSC identity recognition and CG Community buy-in.</p>	<p>1 – Unit Performance Factor Profile. 5 – <i>Expectation Management through SLAs and OLAs.</i> 6 – <i>Enterprise Project Management Tool.</i> 8 – <i>C4ITSC Communications Plan.</i> 9 – <i>Products and Services Roadmap.</i> 22 – <i>SLAs and Service Catalog.</i> 30 – <i>Organization Manual.</i></p>
	<p>Objective 1.2: Human Capital Create a human capital plan that addresses recruiting and retention as well as career and succession planning. The plan should also address race, ethnicity, and gender diversity.</p>	<p>31 – <i>Workforce Recruitment, Education, and Training.</i></p>
	<p>Objective 1.3: Personnel Development Develop a Succession Plan that encourages and enables personnel to develop the skills necessary to become senior leaders.</p>	<p>2 – Baseline workforce. 31 – <i>Workforce Recruitment, Education, and Training.</i></p>
	<p>Objective 1.4: Employee Recognition Develop an employee recognition system that supports mutual respect, appreciation, and performance excellence.</p>	<p>3 – Recognition Programs and Morale Events. 4 – Employee Satisfaction Survey.</p>
	<p>Objective 1.5: Personnel Resource Prioritization Prioritize resources across the C4ITSC to ensure that employees have the tools and equipment necessary to provide excellent service.</p>	<p>2 – Baseline workforce. 31 – <i>Workforce Recruitment, Education, and Training.</i></p>
Partners	<p>Objective 2.1: Open Communications Establish and promote open communications with partner organizations through collaborative risk management as well as transparency of budgets and plans.</p>	<p>5 – <i>Expectation Management through SLAs and OLAs.</i> 6 – <i>Enterprise Project Management Tool.</i> 7 – Clearly Defined Roles, Responsibilities, and Processes. 8 – <i>C4ITSC Communications Plan.</i> 9 – <i>Products and Services Roadmap.</i> 10 – <i>Enterprise Requirements Management Tool.</i> 18 – <i>ITIL-based Service Catalog.</i></p>
	<p>Objective 2.2: Opportunity Identification Leverage infrastructure and CG standard products and seek opportunities to grow partnerships and provide the best value across agencies and organizations.</p>	<p>8 – <i>C4ITSC Communications Plan.</i> 9 – <i>Products and Services Roadmap.</i></p>
	<p>Objective 2.3: Opportunity Sharing Identify and leverage opportunities where common goals may exist with different partners to converge solutions and promote cost sharing where possible.</p>	<p>8 – <i>C4ITSC Communications Plan.</i> 9 – <i>Products and Services Roadmap.</i></p>

Goal	Objective	Initiative*
	<p>Objective 2.4: Procedure and Role Documentation Establish and follow well-documented procedures that clearly define the roles and responsibilities of all parties.</p>	<p>7 – Clearly Defined Roles, Responsibilities, and Processes. 5 – Expectation Management through SLAs and OLAs. 13 – <i>Develop and Standardize Cost Estimating.</i> 16 – <i>SLAs and Catalog of Services.</i> 19 – <i>ITIL Roadmap.</i></p>
	<p>Objective 2.5: Performance Monitoring Establish effective performance metrics and actively monitor them to provide partners with early warnings, risks, potential impacts, and cost estimates with required rigor.</p>	<p>6 – Enterprise Project Management Tool. 12 – <i>Track Performance Against Requirements.</i></p>
Products and Services	<p>Objective 3.1: Affordable Delivery Deliver products and services affordably for design, development, delivery, and sustainment.</p>	<p>10 – Enterprise Requirements Management Tool. 11a – Data Center Consolidation. 11b – Establish DHS Data Center 3. 12 – Track Performance Against Requirements. 13 – Develop and Standardize Cost Estimating. 14 – Enterprise Testing Tool. 15 – St. E IT Infrastructure. 9 – <i>Products and Services Roadmap.</i></p>
	<p>Objective 3.2: Affordable Sustainability Use standard CG solutions to the greatest extent possible and promote affordable sustainability through convergence of technologies & systems throughout the CG. Deliver products and services in a sustainable manner and within the CG’s Deputy Commandant for Mission Support (DCMS) construct.</p>	<p>11a – Data Center Consolidation. 11b – Establish DHS Data Center 3. 15 – St. E IT Infrastructure.</p>
	<p>Objective 3.3: Adhere to Service Level Agreements (SLAs) Be resilient, reliable, and meet SLAs.</p>	<p>16 – SLAs and Catalog of Services. 5 – <i>Expectation Management through SLAs and OLAs.</i> 18 – <i>ITIL-based Service Catalog.</i> 22 – <i>SLAs and Service Catalog.</i></p>
	<p>Objective 3.4: Timely Installations and Implementations Install or implement products within the timelines agreed upon (this objective is dependent on funding availability and changing CG priorities).</p>	<p>13 – Develop and Standardize Cost Estimating.</p>
	<p>Objective 3.5: Information Assurance Comply with Defense Information Security Agency (DISA), and Department of Defense mandates for securing the .mil domain infrastructure and all devices attached to the infrastructure. Additionally, continue to develop a strategic continuous monitoring program, including Security Authorization Process (SAP) for reporting to both the Department of Defense (DoD) and the Department of Homeland Security (DHS).</p>	<p>17 – Vulnerability Assessment.</p>
Process	<p>Objective 4.1: Service Catalog Document and advertise C4ITSC products and services in a Service Catalog that is easy to understand, use, and is readily available to CG customers and end-users.</p>	<p>18 – ITIL-based Service Catalog. 19 – ITIL Roadmap. 22 – <i>SLAs and Service Catalog.</i> 24 – <i>Publish Procedures for Service Catalog.</i></p>
	<p>Objective 4.2: Industry-Standard Engineering and Support Aggressively pursue the introduction and implementation of industry-standard engineering and support methodologies across the C4ITSC.</p>	<p>19 – ITIL Roadmap. 20 – Transition to Bi-Level Maintenance. 6 – <i>Enterprise Project Management Tool.</i> 15 – <i>St. E IT Infrastructure.</i> 25 – <i>CSD Single Point of Contact.</i> 34 – <i>Business Model Integration (BMI) Roadmap.</i></p>

Goal	Objective	Initiative*
	Objective 4.3: Resource Use Apply best-of-class decision-making tools to identify the best use of resources to support CG mission objectives.	21 – Electronics System Lifecycle Management. <i>6 – Enterprise Project Management Tool.</i>
	Objective 4.4: Technical Authority Further the scope and reach of the CG-6 technical authority, exercised by the C4ITSC.	18 – ITIL-based Service Catalog. <i>9 – Products and Services Roadmap.</i> <i>23 – Measure Customer Satisfaction.</i> <i>25 – CSD Single Point of Contact.</i>
	Objective 4.5: Total Asset Visibility Collaborate with DCMS stakeholders and peers to achieve maximum integration of system and service life-cycle management to support TAV.	21 – Electronics System Lifecycle Management. <i>29 – TAV for all Product Lines (PLs) and Core Technologies (CTs).</i> <i>33 – IT TAV Dashboard.</i>
Customer	Objective 5.1: Achieve Requirements Provide products and services that achieve requirements and are validated by customers, endorsed by program sponsors, and agreed upon by the responsible product line.	22 – SLAs and Service Catalog. 23 – Measure Customer Satisfaction.
	Objective 5.2: Service Catalog Document and advertise C4ITSC products and services in a Service Catalog that is easy to understand, use, and is readily available to CG customers and end-users.	24 – Publish Procedures for Service Catalog. 22 – SLAs and Service Catalog.
	Objective 5.3: Centralized Service Desk (CSD) Complete the transition to the CSD as the single point of contact for end users of all services provided by the C4ITSC.	25 – CSD Single Point of Contact. 26 – Phone Answering Procedures.
	Objective 5.4: Business Relationship Management Establish business relationship management processes that ensure effective communications to enable better understanding of the customer’s mission and business requirements. Additionally, to enable the C4ITSC to continue to meet those requirements as the mission and business needs change over time.	22 – SLAs and Service Catalog. 27 – BRM Process. <i>34 – BMI Roadmap.</i>
	Objective 5.5: Planned Maintenance Establish processes that ensure close coordination with Surface Forces Logistics Center (SFLC), Shore Infrastructure Logistics Center (SILC), Aviation Logistics Center (ALC), and Base Commanding Officers (COs) when scheduling planned maintenance actions to minimize impact on operational units.	<i>19 – ITIL Roadmap.</i>
CG Business Model Integration	Objective 6.1: Organizational Structure Optimize the C4ITSC organizational structure to meet the functions described by CG Business Model Integration, balancing the dynamic nature of C4IT systems, the roadmap of partner agencies, and planned system convergences.	28 – OMRs. 29 – TAV for all PLs and CTs. 30 – Organization Manual. 31 – Workforce Recruitment, Education, and Training. 32 – ITIL through CG Business Model Perspective.
	Objective 6.2: CG Business Model Integration Plans Communicate plans, tools, and methodologies up and down the chain of command on how and when we will meet cornerstones and tenets.	29 – TAV for all PLs and CTs. 33 – IT TAV Dashboard.
	Objective 6.3: CG Business Model Integration Impacts Minimize negative impact to operational units while implementing the CG Business Model Integration plans.	34 – BMI Roadmap.

Goal	Objective	Initiative*
	<p>Objective 6.4: Seamless Interface Partner with other Service / Logistics Centers in and out of CG to provide seamless interface from the operator perspective.</p>	<p>8 – C4ITSC Communications Plan. 19 – ITIL Roadmap. 21 – Electronics System Lifecycle Management.</p>
	<p>Objective 6.5: CG Business Model Integration Optimization Optimize the C4ITSC organizational structure to meet the functions described by CG Business Model Integration, balancing the dynamic nature of C4IT systems, the roadmap of partner agencies, and planned system convergences. This optimization includes the establishment of Depot Maintenance, Engineering, Project Management, and Supply Management branches within each Product Line.</p>	<p>34 – BMI Roadmap. 9 – Products and Services Roadmap. 11a – Data Center Consolidation. 11b – Establish DHS Data Center 3.</p>

Appendix A: Initiatives Dictionary

Initiatives outlined in this table provide detailed definitions of those referenced in the “Initiatives” section above. Specific Initiatives are provided for each Goal. Initiatives may often meet other Goals’ Objectives, in which case, they are italicized in the “Initiatives” section above. Each initiative listed below also includes a Sponsor as well as a realistic time estimate for completion.

Goal	No.	Initiative
People	1	Unit Performance Factor Profile. Complete a C4ITSC-specific Unit Performance Factor Profile for divisions and units that will tie COE / division together.
	2	Baseline workforce. Baseline the employee workforce and positions against their current and required professional certifications / degrees. 1) Provide a training plan that closes the gap between the current and required certifications / degrees in 2-4 years. 2) Update Position Descriptions (PDs). Sponsor is WFD.
	3	Recognition Programs and Morale Events. Establish SC-wide recognition programs and morale events that highlight accomplishments of people within SC. – Examples include: Team of the Quarter, Service Center Team promotional items, etc.
	4	Employee Satisfaction Survey. Create a SC-wide Employee Satisfaction Survey to measure and baseline employee satisfaction – Note: Survey can add to the Defense Equal Opportunity Management Institute (DEOMI) Equal Opportunity Climate Survey (DEOCS) and use 10 free-form questions to measure employee satisfaction (5 for SC; 5 for Unit / Shore Side Detachment (SSD))
Partners	5	Expectation Management through SLAs and OLAs. Continue to develop and refine SLAs and OLAs for clear expectation management.
	6	Enterprise Project Management Tool. Establish an Enterprise Project Management (EPM) tool and process to allow partners to follow plans, resource allocations, and risks for projects implementations.
	7	Clearly Defined Roles, Responsibilities, and Processes. Establish and promulgate TRACI Matrices and Joint Process Guides with our partner Logistics and Service Centers that clearly define the roles, responsibilities, and processes.
	8	C4ITSC Communications Plan. Establish a C4ITSC Communications Plan that can be used as a marketing device and define opportunities that may be leveraged to communicate the SC products, services, processes, and needs with partners and other stakeholders. – Examples include: C4ITSC Centerfield Newsletter, articles in the public sector (GOVEXEC, FCW, SC, etc.), Program Management Reviews, C4ITSC business portfolio, Industry Day, direct vendor engagement (industry fairs, etc.)
	9	Products and Services Roadmap. Establish a Roadmap of products and services for future planning and budgeting in collaboration with partners.

Goal	No.	Initiative
Products and Services	10	Enterprise Requirements Management Tool. Develop an Enterprise Requirements Management Tool to centrally collect and manage all validated mission requirements.
	11a	Coast Guard Data Center Consolidation. Consolidate Coast Guard data centers to converge technology and improve sustainment affordability.
	11b	Establish DHS Data Center 3. Establish OSC as the new DHS Data Center 3, meeting differences in scope and expectations set by DHS, which distinguish it from the Data Center Consolidation efforts.
	12	Track Performance against Requirements. Develop a tool to track the performance and status of critical systems in real-time to validate if the delivered product is meeting mission requirements and is resilient and reliable.
	13	Develop and Standardize Cost Estimating. Develop and standardize improved cost estimating tools and methodologies to facilitate more accurate predictions of product affordability.
	14	Enterprise Testing Tool. Develop an Enterprise Testing Tool to assist in the development of verifiable requirements, and to validate that the finished product meets mission requirements.
	15	St. E IT Infrastructure. Implement a resilient, reliable, and affordable IT infrastructure in the new St. Elizabeth Coast Guard headquarters facility that meets mission requirements.
	16	SLAs and Catalog of Services. Establish SLAs, catalogs, etc. for services provided.
	17	Vulnerability Assessment. Conduct an Enterprise Wide Vulnerability Assessment to identify non-Information Assurance (IA) compliant systems.
Process	18	ITIL-based Service Catalog. Design, develop, and deploy an ITIL-based Service Catalog fully supported by SLAs with Program Managers.
	19	<p>ITIL Roadmap. Develop an ITIL Roadmap for the C4ITSC, taking into account current process shortfalls, training, and Remedy modules and licensing already available.</p> <ol style="list-style-type: none"> 1) Assess the best IT Change Management process for the SC (touch points, interfaces, interaction between COEs, Service Center CCB, service windows, etc.) to minimize service disruptions and to remove surprises that often occur between change managers and field technicians. 2) Assess, design, and deploy a Problem Management solution (differentiate between incident management and problem management; there is currently no tool, process, and/or discipline to differentiate).
	20	<p>Transition to Bi-Level Maintenance. Establish a POAM to identify and develop further C4ITSC Process Guides to fully transition to bi-level maintenance.</p> <p>– Note: Approximately 15 Process Guides currently exist and are published in two different locations</p>
	21	<p>Electronics System Lifecycle Management. Establish practices for Electronics Systems life-cycle management that integrate with SFLC practices to drive toward greater accuracy in TAV and unified operational intelligence.</p> <ol style="list-style-type: none"> 1) Work with SFLC to use EAL as a primary operational reporting tool, vice CORT (Note: this will require an assessment of how we manage the call desk at C3CEN and what tools it uses) 2) Work with SFLC to improve Change Management practices through better TCTO management.

Goal	No.	Initiative
Customer	22	SLAs and Service Catalog. Document SLAs for each of our published services and make those SLAs available in our Service Catalog.
	23	Measure Customer Satisfaction. Develop a metric to measure customer satisfaction to ensure that the C4ITSC services and processes meet their needs.
	24	Publish Procedures for Service Catalog. Determine, document, and advertise SC procedures for publishing and maintaining a Service Catalog that is readily available and easy to use by the Coast Guard customers and end users.
	25	CSD Single Point of Contact. Transition all C4IT Tier 1 and Tier 2 Help Desks, Call Centers, System Management and Engineering Facilities (SMEF) Desks, etc. to the CSD as the single point of contact for end users
	26	Phone Answering Procedures. Establish standardized phone answering procedures for all components of the Service Center engaged in customer service activities.
	27	BRM Process. Improve BRM process by facilitating C4ITSC (BOD) and CG-6 Asset Managers with achieving ITIL Foundations and Service Lifecycle Service Strategy certifications.
CG Business Model Integration	28	OMRs. Approve the C4IT OMR. – Note: WFD task
	29	TAV for all PLs and CTs. Capture TAV for all PLs and CTs within an authoritative database for hardware systems.
	30	Organization Manual. Draft an organization manual with job descriptions for C4ITSC personnel. – Note: WFD task
	31	Workforce Recruitment, Education, and Training. Stabilize workforce through succinct recruitment, education, and training.
	32	ITIL through CG Business Model Perspective. Analyze and document ITIL framework through a CG Business Model Integration lens.
	33	IT TAV Dashboard. Establish real-time status of critical system dashboards to provide enhanced IT TAV.
	34	BMI Roadmap. Develop a C4ITSC BMI Roadmap to establish how SC PLs, CTs, and Shared Services will meet goals.

Appendix B: CG-6 / C4ITSC Traceability Matrix

C4ITSC Objectives are mapped to the CG-6 Source Objective in the table below. Accomplishment of each C4ITSC initiative will endorse CG-6’s strategic vision of the future.

Goal	Objective	CG-6 Source Objective
People	<p>Objective 1.1: One Team, One Mission Emphasize leadership and teamwork and align all communications, activities, and events to support C4ITSC identity recognition and CG Community buy-in.</p>	1.1 – Information; Sharing 5.4 – Organizational Excellence; Outreach
	<p>Objective 1.2: Human Capital Create a human capital plan that addresses recruiting and retention as well as career and succession planning. The plan should also address race, ethnicity, and gender diversity.</p>	5.2 – Organizational Excellence; Workforce Development
	<p>Objective 1.3: Personnel Development Develop a Succession Plan that encourages and enables personnel to develop the skills necessary to become senior leaders.</p>	5.2 – Organizational Excellence; Workforce Development
	<p>Objective 1.4: Employee Recognition Develop an employee recognition system that supports mutual respect, appreciation, and performance excellence.</p>	5.2 – Organizational Excellence; Workforce Development
	<p>Objective 1.5: Personnel Resource Prioritization Prioritize resources across the C4ITSC to ensure that employees have the tools and equipment necessary to provide excellent service.</p>	5.2 – Organizational Excellence; Workforce Development
Partners	<p>Objective 2.1: Open Communications Establish and promote open communications with partner organizations through collaborative risk management as well as transparency of budgets and plans.</p>	1.1 – Information; Sharing 4.1 – Governance; Budget Planning and Execution
	<p>Objective 2.2: Opportunity Identification Leverage infrastructure and CG standard products and seek opportunities to grow partnerships and provide the best value across agencies and organizations.</p>	1.1 – Information; Sharing
	<p>Objective 2.3: Opportunity Sharing Identify and leverage opportunities where common goals may exist with different partners to converge solutions and promote cost sharing where possible.</p>	1.1 – Information; Information Sharing
	<p>Objective 2.4: Procedure and Role Documentation Establish and follow well-documented procedures that clearly define the roles and responsibilities of all parties.</p>	4.5 – Governance; Project Management
	<p>Objective 2.5: Performance Monitoring Establish effective performance metrics and actively monitor them to provide partners with early warnings, risks, potential impacts, and cost estimates with required rigor.</p>	1.1 – Information; Sharing 4.5 – Governance; Performance Measurement 5.5 – Organizational Excellence; Performance Measurement

Goal	Objective	CG-6 Source Objective
Products and Services	<p>Objective 3.1: Affordable Delivery Deliver products and services affordably for design, development, delivery, and sustainment.</p>	<p>1.2 – Information; Quality 4.1 – Governance; Budget Planning and Execution</p>
	<p>Objective 3.2: Affordable Sustainability Use standard CG solutions to the greatest extent possible and promote affordable sustainability through convergence of technologies & systems throughout the CG. Deliver products and services in a sustainable manner and within the CG’s Deputy Commandant for Mission Support (DCMS) construct.</p>	<p>2.3 – Technology; Technology Convergence 3.2 – Technology; Mission-focused</p>
	<p>Objective 3.3: Adhere to Service Level Agreements (SLAs) Be resilient, reliable, and meet SLAs.</p>	<p>2.2 – Technology; Enterprise-wide</p>
	<p>Objective 3.4: Timely Installations and Implementations Install or implement products within the timelines agreed upon (this objective is dependent on funding availability and changing CG priorities).</p>	<p>1.3 – Information; Efficiency 2.2 – Technology; Enterprise-wide</p>
	<p>Objective 3.5: Information Assurance Comply with applicable industry and government standards, inclusive of Information Assurance (IA) certification and accreditation standards.</p>	<p>4.7 – Governance; Standards</p>
Process	<p>Objective 4.1: Service Catalog Document and advertise C4ITSC products and services in a Service Catalog that is easy to understand, use, and is readily available to CG customers and end-users.</p>	<p>1.1 – Information; Sharing 2.2 – Technology; Enterprise-wide</p>
	<p>Objective 4.2: Industry-Standard Engineering and Support Aggressively pursue the introduction and implementation of industry-standard engineering and support methodologies across the C4ITSC.</p>	<p>2.6 – Technology; Innovative 4.7 – Governance; Standards</p>
	<p>Objective 4.3: Resource Use Apply best-of-class decision-making tools to identify the best use of resources to support CG mission objectives.</p>	<p>5.3 – Organizational Excellence; Process Improvement</p>
	<p>Objective 4.4: Technical Authority Further the scope and reach of the CG-6 technical authority, exercised by the C4ITSC.</p>	<p>5.4 – Organizational Excellence; Outreach</p>
	<p>Objective 4.5: Total Asset Visibility Collaborate with DCMS stakeholders and peers to achieve maximum integration of system and service life-cycle management to support TAV.</p>	<p>2.1 – Technology; Mission-focused</p>
Customer	<p>Objective 5.1: Achieve Requirements Provide products and services that achieve requirements and are validated by customers, endorsed by program sponsors, and agreed upon by the responsible product line.</p>	<p>1.2 – Information; Quality 4.6 – Governance; Requirements 5.1 – Organizational Excellence; Customer Service</p>
	<p>Objective 5.2: Service Catalog Document and advertise C4ITSC products and services in a Service Catalog that is easy to understand, use, and is readily available to CG customers and end-users.</p>	<p>1.1 – Information; Sharing 2.2 – Technology; Enterprise-wide</p>
	<p>Objective 5.3: Centralized Service Desk (CSD) Complete the transition to the CSD as the single point of contact for end-users of all services provided by the C4ITSC.</p>	<p>2.4 – Technology; Interoperable 2.5 – Technology; Innovative</p>

Goal	Objective	CG-6 Source Objective
	<p>Objective 5.4: Business Relationship Management Establish business relationship management processes that ensure effective communications to enable better understanding of the customer’s mission and business requirements. Additionally, to enable the C4ITSC to continue to meet those requirements as the mission and business needs change over time.</p>	<p>2.1 – Technology; Mission-focused 4.6 – Governance; Requirements</p>
	<p>Objective 5.5: Planned Maintenance Establish processes that ensure close coordination with Surface Forces Logistics Center (SFLC), Shore Infrastructure Logistics Center (SILC), Aviation Logistics Center (ALC), and Base Commanding Officers (COs) when scheduling planned maintenance actions to minimize impact on operational units.</p>	<p>5.3 – Organizational Excellence; Process Improvement</p>
CG Business Model Integration	<p>Objective 6.1: Organizational Structure Optimize the C4ITSC organizational structure to meet the functions described by CG Business Model Integration, balancing the dynamic nature of C4IT systems, the roadmap of partner agencies, and planned system convergences.</p>	<p>2.1 – Technology; Mission-focused 2.3 – Technology; Technology Convergence</p>
	<p>Objective 6.2: CG Business Model Integration Plans Communicate plans, tools, and methodologies up and down the chain of command on how and when we will meet cornerstones and tenets.</p>	<p>1.1 – Information; Sharing 2.1 – Technology; Mission-focused 5.4 – Organizational Excellence; Outreach</p>
	<p>Objective 6.3: CG Business Model Integration Impacts Minimize negative impact to operational units while implementing the CG Business Model Integration plans.</p>	<p>2.3 – Technology; Technology Convergence</p>
	<p>Objective 6.4: Seamless Interface Partner with other Service / Logistics Centers in and out of CG to provide seamless interface from the operator perspective.</p>	<p>1.2 – Information; Quality 2.4 – Technology; Interoperable 2.5 – Technology; Innovative</p>
	<p>Objective 6.5: CG Business Model Integration Optimization Optimize the C4ITSC organizational structure to meet the functions described by CG Business Model Integration, balancing the dynamic nature of C4IT systems, the roadmap of partner agencies, and planned system convergences. This optimization includes the establishment of Depot Maintenance, Engineering, Project Management, and Supply Management branches within each Product Line.</p>	<p>2.1 – Technology; Mission-focused 2.2 – Technology; Enterprise-wide 2.3 – Technology; Technology Convergence 5.2 – Organizational Excellence; Workforce Development</p>

Appendix C: CG-6 / C4ITSC Strategy Map

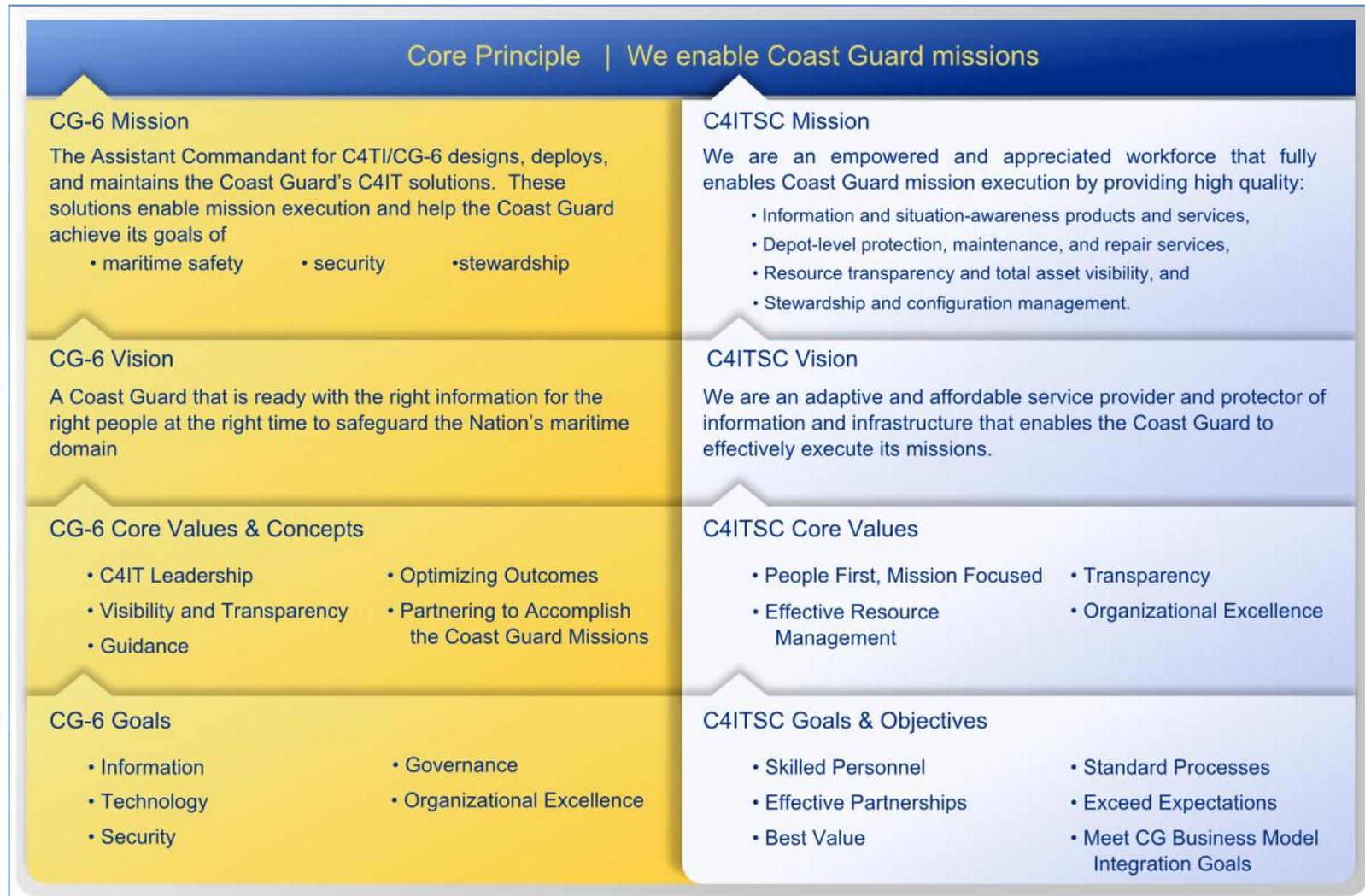


Figure 4: Appendix C: CG-6 / C4ITSC Strategy Map

Appendix D: Service Lines and Services

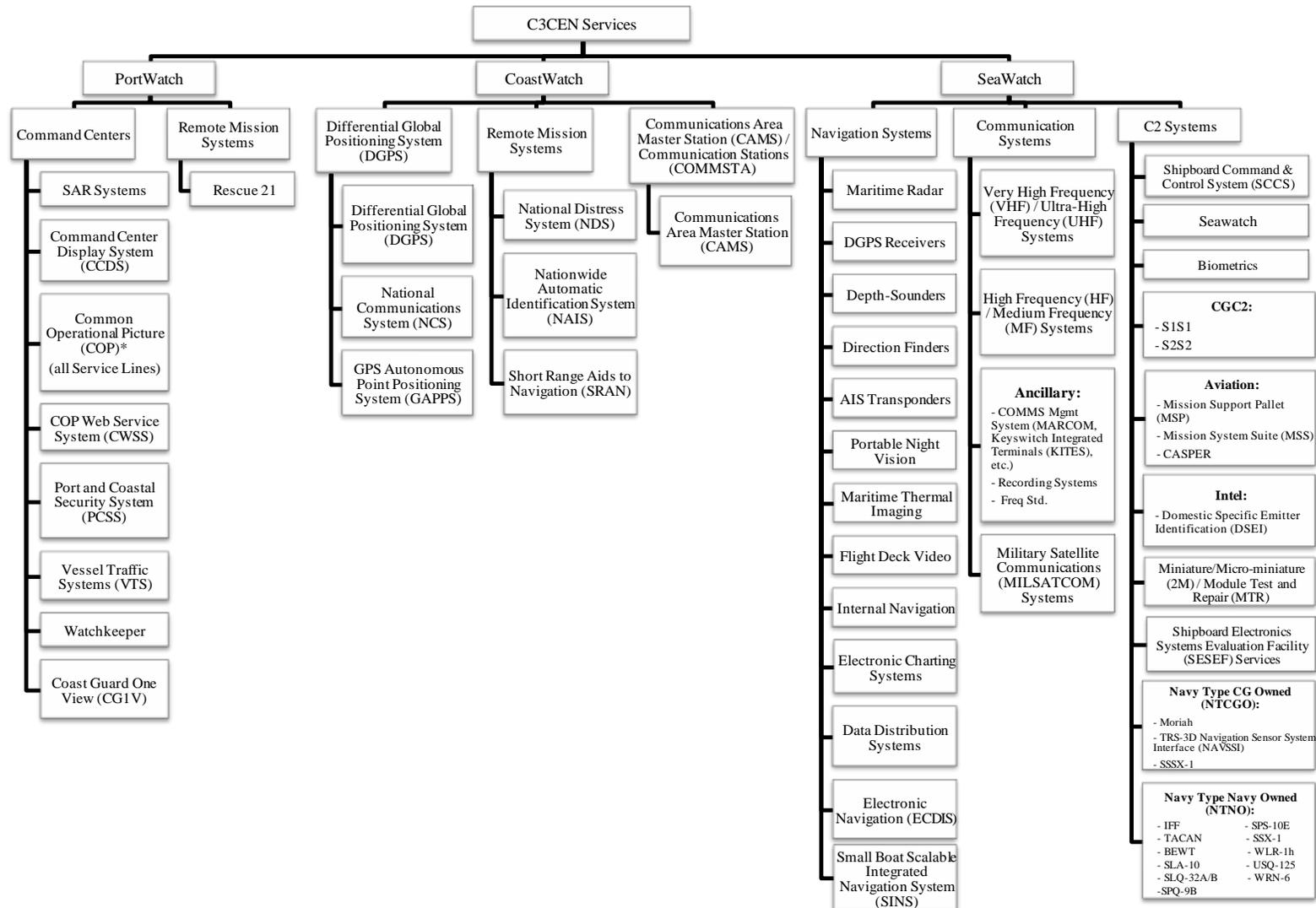


Figure 5: Appendix D: C3CEN Service Lines and Services

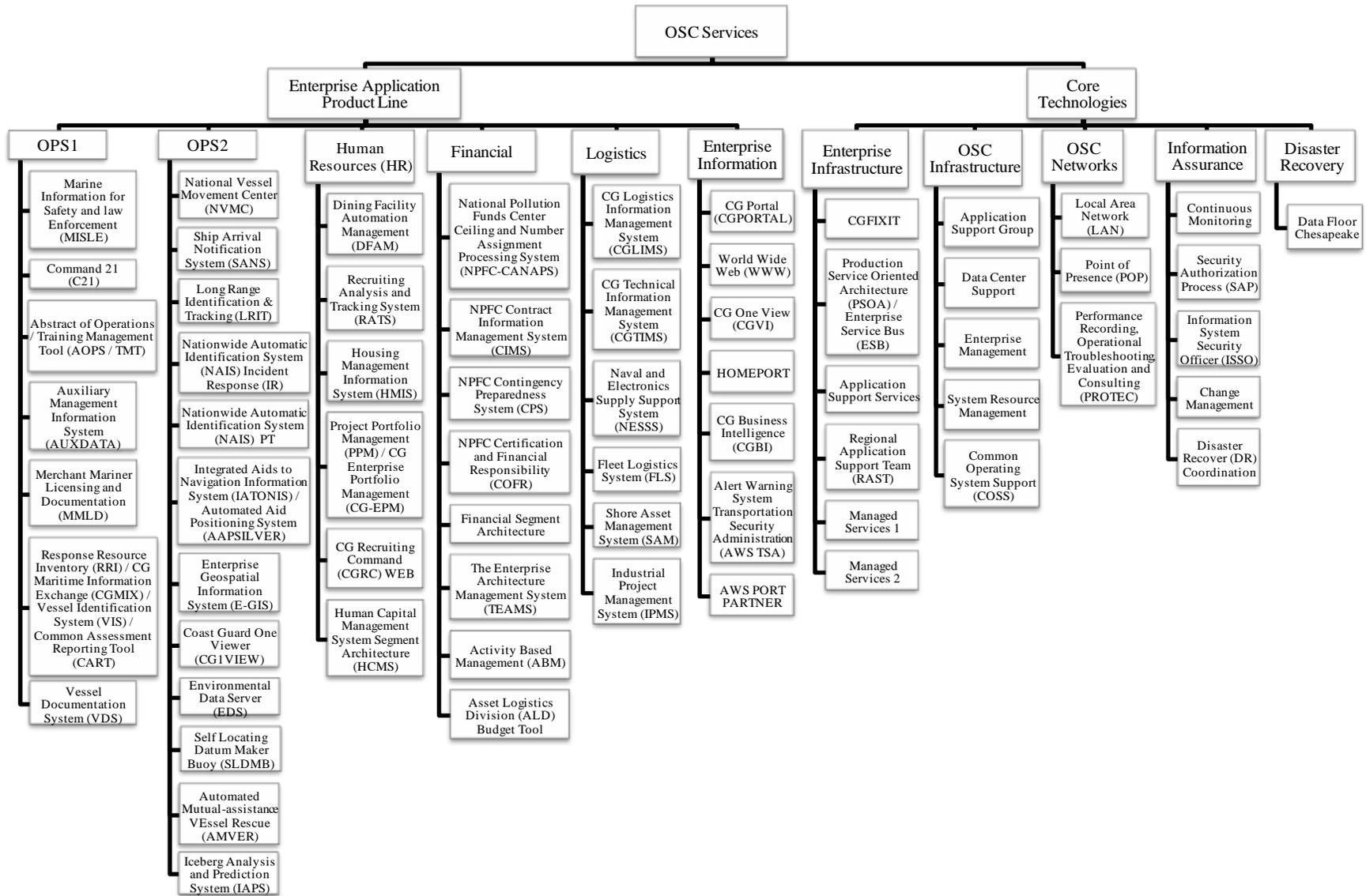


Figure 6: Appendix D: OSC Service Lines and Services

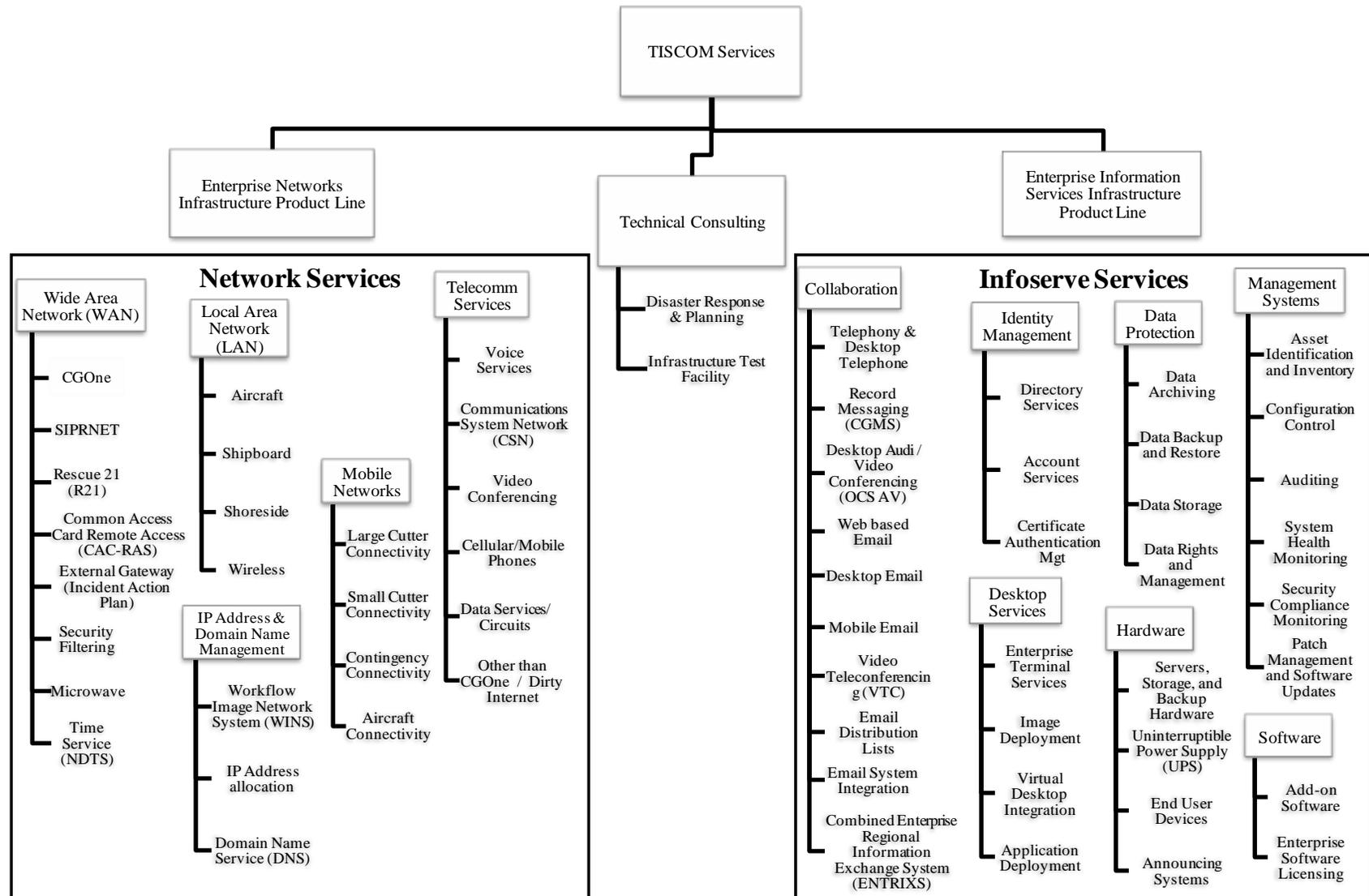


Figure 7: Appendix D: TISCOM Service Lines and Services