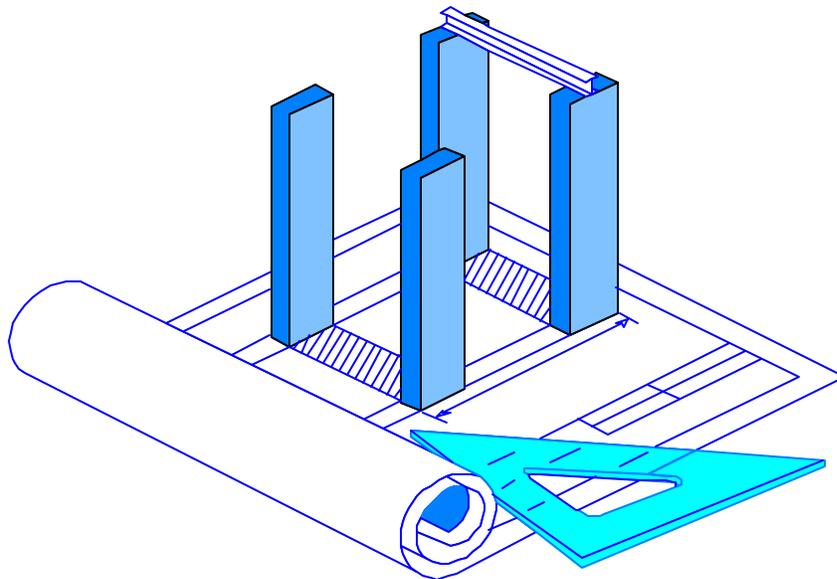


THE CC/VI Community
2004 STRATEGIC PLAN



June 6, 2004

THE CC/VI COMMUNITY STRATEGIC PLAN

TABLE OF CONTENTS

	Page
1. Table of Contents	i
2. Introduction	ii
3. Strategic Goals and Objectives:	
Goal 1. Provide vital visual resources for the warfighter in support of the commander's intent.	1
Goal 2. Transform to support Marine Corps Strategy 21.	3
Goal 3. Attract, develop and retain a professional workforce.	5
Goal 4. Provide efficient and effective support services.	8

If you don't know where you are going, any road will take you there.

During the first week of May 2004, thirty-three members of the CC/VI Community "Leadership Team" participated in a strategic planning workshop. Their purpose was to develop a road map defining our "way forward" as we transform our organization to meet the CC/VI needs of the Marine Corps Strategy 21 and Joint Vision 2020. Attached is the result of their effort, the CC/VI Community 2004 Strategic Plan.

As you review our plan you will see that it builds on the considerable progress you have already made and provides direction for our collective efforts in an environment shaped by the DoD Transformation, post 9/11 adjustments and constrained resources. The following CC/VI Community Mission and Vision define the direction we will take:

The CC/VI Community Mission: Provide vital visual resources for the warfighter in support of the combat decision making process and training.

The CC/VI Community Mission is a statement of our organizational purpose and our reason for existence. It describes what we do and whom we do it for.

The CC/VI Community Vision describes the future we must shape to be able to continue to accomplish our mission in support of a Marine Corps that has transformed itself into one that is defined by Marine Corps Strategy 21.

The CC/VI Community Vision: We are the most vital and seamless decision-making source of Marine combat imagery and visual information for the 21st Century battlefield commander.

Central to the shaping of the CC/VI Community Vision are the CC/VI Community Values and Guiding Principles:

The CC/VI Community Values: Honor, Courage and Commitment.

The CC/VI Community Guiding Principles:

Customer: We are proactive and committed to meeting the Marine warfighters requirements.

Teamwork: We foster an environment of mutual respect, trust and teamwork.

Communication: We communicate through the exchange of ideas, information, and professional debate. Generating understanding within the community and with external organizations is crucial to our success.

The CC/VI Community Values and Guiding Principles proscribe how we operate, how we treat our customers and how we treat each other. They also provide the philosophical foundation for our leadership's key decision-making.

Part of the strategic planning process that resulted in the development of our Strategic Plan was an assessment by the CC/VI Community Leadership Team of the impact of the major external emerging trends and driving forces on our organization as we move further into the 21st century. In order to accomplish this, they had to make some assumptions. These assumptions were their “best guesses“ based upon the information available and their judgment at that time. Since these assumptions were used as facts in the development of our plan, they must be periodically tested to assure that they remain valid. The CC/VI Community 2004 Planning Assumptions are listed below:

The CC/VI Community 2004 Planning Assumptions:

1. Defense budgets will continue to decline in real value.
2. Training and development costs will increase.
3. Maintenance costs will increase.
4. Information management systems costs will increase.
5. Emphasis on reengineering and improving business practices will continue.
6. Technology will continue to advance with ever increasing speed.
7. We will continue to be required to "do more with less."
8. We will contract out non-core competencies.
9. There is a need to continuously improve the quality of work life.
10. There is a need for better market analysis and measures of customer and student satisfaction.
11. The war on terrorism will last a long time.
12. Joint vision XXI will be achieved.
13. OP/PER TEMPO will increase.
14. The expansion of MSN will continue to increase with the increase in technology in visual aids.
15. We must continue to increase our corporate knowledge through mentorship and training.
16. Leader/professional training will continue to be effected by OP/PER TEMPO.
17. NMCI will continue to impact our field.
18. We will continue to be world wide mobile/flexible/timely to meet MC needs.
19. Co-location of CC/VI capabilities will aid in the elimination of duplicate effort.

Our mission, vision, values/guiding principles and planning assumptions form the basis for the strategic initiatives we will take to ensure we can continue to accomplish our mission as we shape our vision. These strategic initiatives are stated in our plan as the four CC/VI Community Goals.

THE CC/VI Community Goals:	
Goal 1.	Provide vital visual resources for the warfighter in support of the commander's intent.
Goal 2.	Transform to support Marine Corps Strategy 21.
Goal 3.	Attract, develop and retain a professional workforce.
Goal 4.	Provide efficient and effective support services.

The development of our goals began with the identification of our Mission Essential Task List (METL). METL tasks are the success factors specific to our operations, what we must focus on to continue to accomplish our mission while we shape our vision. A failure in any one METL task will cause an organization to fail in its mission. A METL task is derived from an analysis of the organizational mission and vision. Shown below is the CC/VI Community METL.

Specified Tasks	METL
Provide vital visual resources in support of the combat decision making process and training.	Support combat decision making and training
Be the most vital and seamless decision-making source of Marine combat imagery and visual information for the 21st Century battlefield commander.	Transform the organization
Implied Tasks	
Take care of people	Capitalize human resources
Manage efficiently and effectively	Manage efficiently and effectively

The CC/VI Community Goals provide the means for the leadership to ensure success in each METL task. Shown below are the CC/VI Community Goals based upon the CC/VI Community METL.

METL	Goals
Support combat decision making and training	Goal 1. Provide vital visual resources for the warfighter.
Transform the organization	Goal 2. Transform to support Marine Corps Strategy 21.
Capitalize human resources	Goal 3. Attract, develop and retain a professional workforce.
Manage efficiently and effectively	Goal 4. Provide efficient and effective support services.

For each goal, objectives were developed. These objectives define “how” each associated goal is to be accomplished. To measure progress towards goal accomplishment, performance based measurements were also developed. Each performance measure has a baseline, an end state, and FY04 – FY09 targets. The FY targets allow us to measure annual progress towards goal accomplishment and determine resource priorities.

In order to accomplish the CC/VI Community objectives, key supporting actions were developed. Each identifies the: what, who, when, how much, and has an indicator of success. For planning purposes costs were established as follows: routine staff action, none; low, < 25K; medium, 25K – 250K; or high, > 250K Exact cost of each key action must be determined in the staffing process so that the CC/VI Community Strategic Plan can be resourced.

The CC/VI Community Goals, Objectives and Key Actions are outlined in the following pages. Collectively, when implemented, they will cause the organization to transform shaping the CC/VI Community Vision. Achieving this transformation will take time, resources and a system to manage our strategic plan implementation. The CC/VI Community Strategic Plan implementation strategy is outlined below:

The CC/VI Community Strategic Plan Implementation Management System:

1. The VIM Head is the Strategic Plan implementation manager and will appoint a goal tender for each goal.
2. The goal tender is responsible for gathering the data to make periodic reports on progress towards his/her assigned goal accomplishment.
3. Operational supporting plan are developed for each sub-element of the organization.
4. Periodic reviews are held to measure progress towards goal accomplishment using outcome/output performance based measures and FY targets.
5. An annual Strategic Plan update is held to review planning assumptions, make necessary changes to objectives/key actions, and prioritize resources to maintain forward progress.
6. The Strategic Plan is linked to the budget and the annual update provides the basis for the preparation of the annual budget guidance.
7. Progress towards goal accomplishment is linked to performance objectives and the rewards system.

Achieving our vision will require the collective effort of everyone in the CC/VI Community. Our strategic plan is our start point. The journey will take time. As we proceed, we will most likely require mid-course corrections. These corrections will be based on the progress we are making towards goal accomplishment. Thus, we must all understand the strategic direction we are taking and be involved in measurement and feedback so we will know if we begin drifting off course. These measures and your feedback will be the basis for fine-tuning our plan to ensure that we remain on course. To this end, I encourage you to review it in detail and take ownership of those key actions that apply in your areas of responsibility.

Those of you closest to our customers will be in the best position to determine how our efforts are impacting them. Good two-way communications will ensure that as we follow our road map, we can continue to meet the needs of our customers and our workforce.

The challenges and opportunities that face us as we move forward demand the type of innovation and forward thinking embodied in our plan. I congratulate those who developed it and ask each of you for your commitment to its successful implementation. Working together we can make our vision a reality.

J. Core
Major, USMC