

COAST GUARD MODERNIZATION

"We are modernizing the Coast Guard for sustainable mission execution. Positive changes are underway, and together we are shaping the future of our Service."

-Rear Admiral Jody Breckenridge

Real Change is Underway

All strong, high performing organizations must continually take stock of themselves. Building on prior studies and analysis, lessons learned from 9/11 and Hurricane Katrina, and the Coast Guard's Evergreen planning process, the Coast Guard Modernization is a holistic look at our Service focused on mission execution, and on positioning the Coast Guard to meet the challenges of today and into the future. Initially ten Commandant Intent Action Orders were issued, which were combined into the five Coast Guard Modernization Efforts in the spring of 2007: (1) transformation of our Headquarters staff and financial management systems, (2) development of a Deputy Commandant for Operations (CG-DCO) to align policy and planning across our 11 mandated mission-programs, (3) development of a Deputy Commandant for Mission Support (CG-DCMS) with responsibility for logistics product/service lines and processes, (4) streamlining of our field command and control structure to a Coast Guard Operations Command (CG OPCOM), and (5) the development of a Force Readiness Command (CG FORCECOM) responsible for readiness capabilities of our Service.

The logistics modernization currently underway builds on changes that started with Logistics Management Transformation Office analysis in 2005, and requirements to comply with the Chief Financial Officer Act. The Logistics Management Transformation Office provided a clear business case and the requirements for a standard logistics business model. Building on this analysis and driven by the Chief Financial Officer Act requirements, the Coast Guard implemented a Service-wide field unit inventory repositioning project (FUIRP). These efforts demonstrated the inefficiencies in our supply chain system. The effort was followed by the Inventory Control and Compliance Program. Additionally, we have implemented the Logistics Transformation Program Integration Office (LTPIO) to begin the transformation of our logistics processes to a bi-level business model to improve mission execution. The first initiative, the standard small boat pilot, kicked off at Sector Baltimore last year, and in January 2008 we started our first west coast pilot at Sector San Francisco.

Recognizing the Nation's need for adaptive force packaging from the Coast Guard, the Deployable Operations Group (DOG) was stood-up in the summer of 2007 by drawing on resources from across our Service. This single echelon of command, established a specially trained and equipped Coast Guard force capable of being deployed anywhere in the world to prevent or respond to safety, security or environmental protection missions, and reinforced the need for a state of the art logistics system and better asset management practices.

In July of 2007 we also consolidated and reformed our Acquisition Directorate as the first step toward the service-wide restructuring of acquisition, engineering, logistics and human resource functions into a Mission Support Organization. This organization will serve as a single point of accountability to unify and standardize the Service's maintenance, logistics, human resources, and other support systems across all units and all Coast Guard missions.

Most recently, in October 2007, the Assistant Commandant for Operations was stood up as a transitional step toward the eventual Deputy Commandant for Operations. This organization formally aligns operational policy and planning under a single Deputy Commandant, which will optimize the Coast Guard's maritime safety, security and stewardship capabilities consistent with our national priorities.



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Time to Follow Through

Change is a natural part of our Service's history. The Coast Guard has systemic problems that we have tried to fix in the past based on external drivers or as the result of special studies. However, we did not always follow through on the proposed concepts with full implementation. For example, a study in 1999 concluded we would be optimally structured if we consolidated all field units into single commands, combining operations and marine safety existing in single ports. This same study showed we should engage in Maritime Domain Awareness; ironically, this was 2 years before 9/11.

The Coast Guard Modernization forms the framework for a natural progression of change for our Service's command and control structure, support systems and business practices, from an antiquated state to a modern, forward-thinking and more responsive organization. As Admiral Allen has explained, "we have been running some parts of the Coast Guard like a small business when we are now the size of a Fortune 500 Company." The business practices upon which our current organization was designed, including our financial management processes and logistical support services, are not adequate to ensure our operational sustainability far into the future.

The changes embodied by the Coast Guard Modernization represent a necessary and sensible approach to enhancing Coast Guard business practices, and will better prepare our Service for managing the broad scope of mission sets we face today. As we confront significant growth in commercial shipping, an expansion in coastal development, new energy exploration, and increasing activity in the Arctic associated with climate change, we must continue to adapt to ensure we are employing best practices to meet the needs of our Nation.

Our Service's reputation and success are predicated on the exceptional professionalism and dedication of our workforce. The Coast Guard Modernization represents an overarching strategy to build on our Service's strengths, while simultaneously capitalizing on today's technologies, ingenuities, and efficiencies to equip our workforce with the infrastructure and capabilities to maintain operational excellence and sustainable mission execution far into the 21st century.

Talking Points

The Coast Guard Modernization will:

- Improve interoperability, standardize operational and business practices, increase readiness, and eliminate redundancies.
 - Strategically organize our Service's operational forces, improve our support systems, better align us with DHS and other interagency partners, and make our logistics and financial systems more efficient and accountable.
 - Align the Service according to function vice geography.
 - Optimize overall operational command and control.
 - Standardize doctrine, tactics, techniques and procedures.
 - Create logistics centers to enable bi-level maintenance for all assets.
 - Reduce layers of bureaucracy and operational friction.
 - Bolster Coast Guard/maritime stakeholder relations.
 - Ultimately position the Coast Guard for sustainable mission execution.
- ⇒ This is our modernization. Now is the time to embrace the need for change and take advantage of the innovation already underway.
- ⇒ Unlike past Coast Guard reorganizations (the mid-90s Streamlining initiative for example), the goal of our Modernization is not workforce reduction.
- ⇒ The Deputy Commandant for Mission Support (CG-DCMS) and the Mission Support Organization will transform our logistics support and service delivery to a modern business model, where assets are supported by logistics centers focused on life-cycle management.
- ⇒ The Deputy Commandant for Operations (CG-DCO) will serve as the single Headquarters element to develop regulations and standards, as well as reconcile strategic plans, policy and capability to maximize operational performance consistent with the Commandant's strategic intent.
- ⇒ CG OPCOM, our Operational Commander, will be responsible for the mission execution of our Strategy for Marine Safety, Security, and Stewardship.
- ⇒ CG FORCECOM, our Force Readiness Commander, will achieve, maintain and measure the readiness of forces, and provide required operational capabilities to execute all Coast Guard missions.