



# *United States Coast Guard*



MARINE SAFETY

SEARCH AND RESCUE

ANTI-DRUG OPERATIONS

ICE OPERATIONS

## MODERNIZATION

MIGRANT INTERDICTION

LAW ENFORCEMENT

DCO

OPCOM

FORCECOM

DCMS

DEFENSE READINESS

MARITIME SECURITY

**RESTRUCTURING: CHANGING OUR ORGANIZATIONAL DNA FOR  
SUSTAINABLE MISSION EXECUTION FAR INTO THE FUTURE**

MARINE ENVIRONMENTAL PROTECTION

AIDS TO NAVIGATION

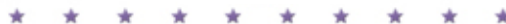
LIVING MARINE RESOURCES

## *Coast Guard Innovation Expo- Modernization Panel*

***Moderator:***

***Rear Admiral Jody Breckenridge***

*Assistant Commandant for Human Resources & Director, Strategic Transformation Team*



Public Release Authorized



# Why Change Now?

- **World is changing.** We must change to be responsive to 21<sup>st</sup> century threats & hazards.
  - Unprecedented growth in maritime trade and tourism – oversee 20,000 U.S. and foreign vessels, conducting over \$800 billion in domestic annual trade.
  - Growth of LNG shipping, offshore oil and gas exploration, and increasing size and cargo capacity of vessels.
  - Emergent radical extremism, major natural disasters, pandemic disease, mass migration, marine safety mission, search and rescue, law enforcement responsibilities, Arctic activity related to climate change, and growth of global trade routes.
- **Need operational structure that is more agile, flexible, and responsive.**
  - Strategies must drive decisions; not be reactions to external events.
  - Operational Command & Control structure must have one doctrine/single point of accountability; structure must reflect and support Coast Guard Sectors.
  - Interface w/DHS, DoD, Environment Protection Agency, industry, etc., must be unified/one voice.



# Why Change Now? (cont'd)



- **Business processes must benchmark against best practices.**
  - Networking and organizational capabilities have significantly advanced since current construct was developed; there are now more efficient means of aggregating human effort.
  - Current business practices and structure are not adequate for operational sustainability.
- **Need support systems that achieve a consistent business model.**
  - Foster sustainability via standard, repeatable, and scaleable processes; enterprise-wide decision-making; and product-line management.
  - Acquisition management must address entire life-cycle management of assets.
- **Lessons learned from internal/external studies, GAO & Congressional reports, highlight need for Modernization:**
  - Gilbert Studies
  - Integrated Operations Command Study/Sector Implementation
  - Project 126 mini-studies, Logistics Transformation, Acquisition Reform
  - Coast Guard Command & Control (C2) Study
  - 9/11 Commission, Hurricane Katrina After-Action Reports
  - DHS Goals/Priorities, National Strategy for Maritime Security.





# Modernization Builds on Work "Already In Progress"



- Acquisition Reform (1980's-2002) \*
  - Logistics Transformation (1986, 2003) \*
  - Deepwater Logistics Support (2002-present )
  - Financial Management (1986, 1989, 2003) \*
  - eCG: IT integration (1996, 2002-present) \*
  - Reserve Support (1995, 9/11-present)
  - Scenario based strategy (1998-present)
  - Adaptive Force Packaging (9/11-present) \*
  - Operations /Marine Safety Consolidation (1986-present), Activities (1996), Sectors (2004), HQ (2005)
- \* **Department of Homeland Security functional integration**



# What is **NOT** Changing



- **Job 1: Mission Execution**
  - Coast Guard People/Sectors/Ships/Aircraft/Boats get the job done
- **No mission** is being **eliminated**, including Marine Safety
- Our **Guardian Ethos**
- This is **not down sizing**...this is organizational wellness
  - There is no "budget gun" to our head
  - Coast Guard is likely to continue to grow, but more modestly than post-9/11 years.
  - We can shift resources to where we need them

**This is not the latest self-help fad or leadership trend!**



# Enhancing the Way We Do Business

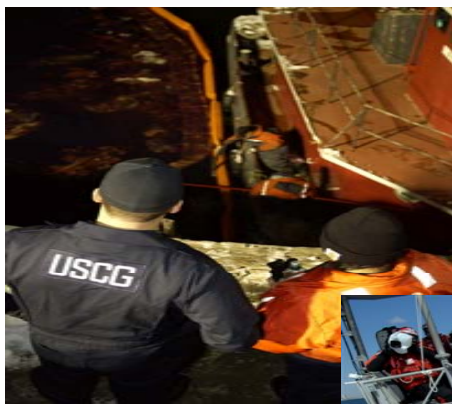


## Our modernization will:

- Make our support systems *more responsive* to our operators.
- Make our force structure *more responsive* to mission execution.
- Make our Coast Guard *more responsive* to our Nation.

## By:

- *Unifying* overall operational command and control.
- *Standardizing* doctrine, including tactics, techniques and procedures.
- *Enhancing* and unifying mission support systems.
- *Providing* stronger focus on the needs of the workforce.
- *Improving* operational decision making aligned with support delivery.
- *Incorporating* life-cycle management into acquisitions.
- *Bolstering* Coast Guard/maritime stakeholder relations.
- *Ultimately positioning* the Coast Guard for sustainable mission execution.





# From Commandant Intent Action Orders (CIAOs) to Modernization Efforts (MEs)



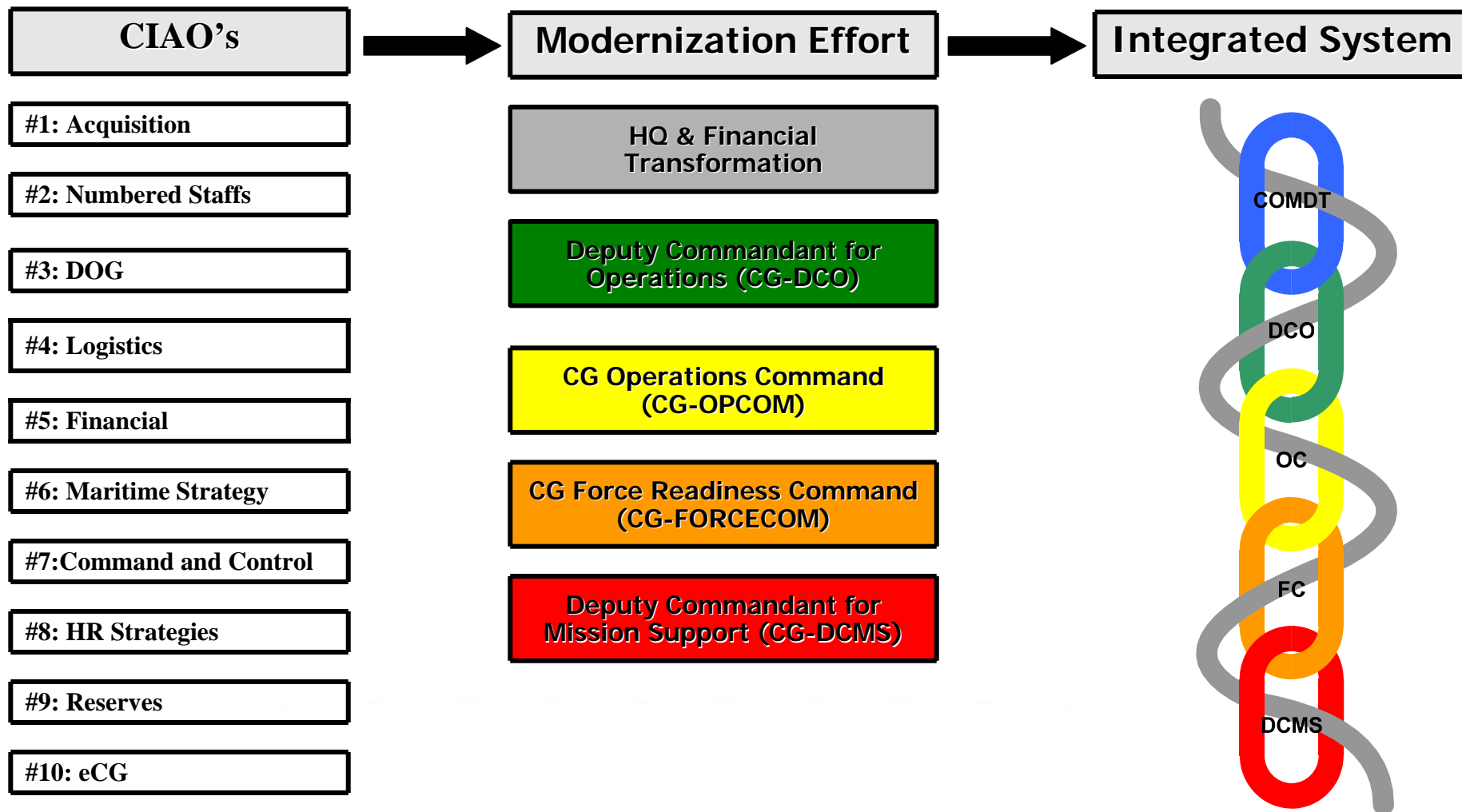
Original CIAO's	Modernization Effort
CIAO #2: USCG Headquarters Transition to Numbered Staffs	<b>HQ &amp; Financial Transformation</b>
CIAO #5: USCG Financial Management Transformation and CFO Audit Remediation	
CIAO #6: USCG Maritime Strategy and the Evergreen Cycle of Strategic Renewal	
CIAO #2: USCG Headquarters Transition to Numbered Staffs	<b>Deputy Commandant for Operations (DCO)</b>
CIAO #3: Deployable Operations Group Implementation	
CIAO #1: Acquisition Directorate and the Integrated Deepwater System Consolidation	<b>Deputy Commandant for Mission Support (DCMS)</b>
CIAO #4: Logistics Organizational Alignment	
CIAO #8: Human Resource Strategies to Support Coast Guard Maritime Strategy	
CIAO #9: Reserve Component Mission Support System	
CIAO #10: eCG Service Oriented Architecture Implementation	
CIAO #7: Assessment of Coast Guard Command and Control Organization	<b>CG Operations Command (OPCOM)</b>
	<b>CG Force Readiness Command (FORCECOM)</b>







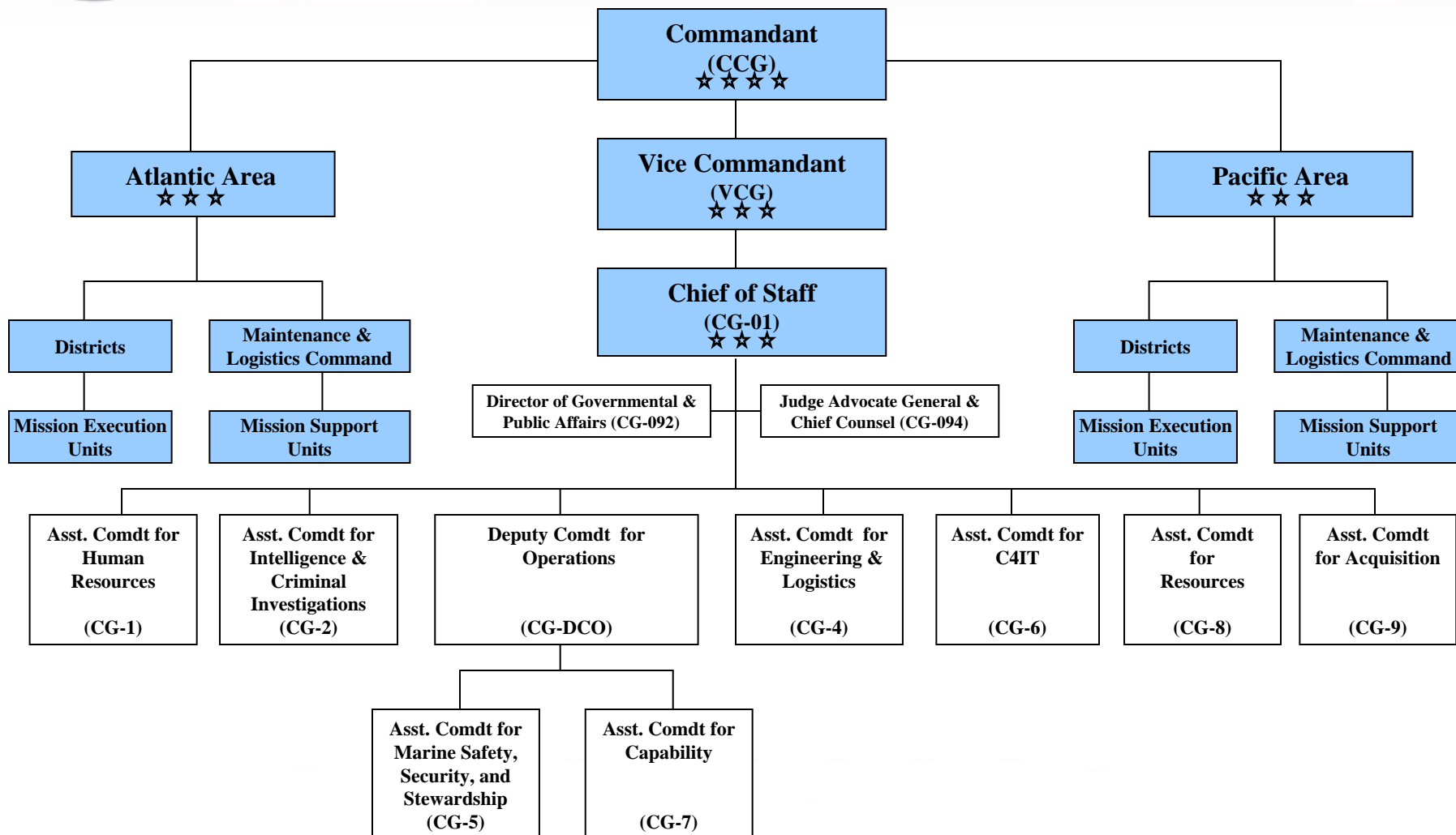
# Individual CIAO's to ME's to Integrated System







# Current Coast Guard Organizational Alignment





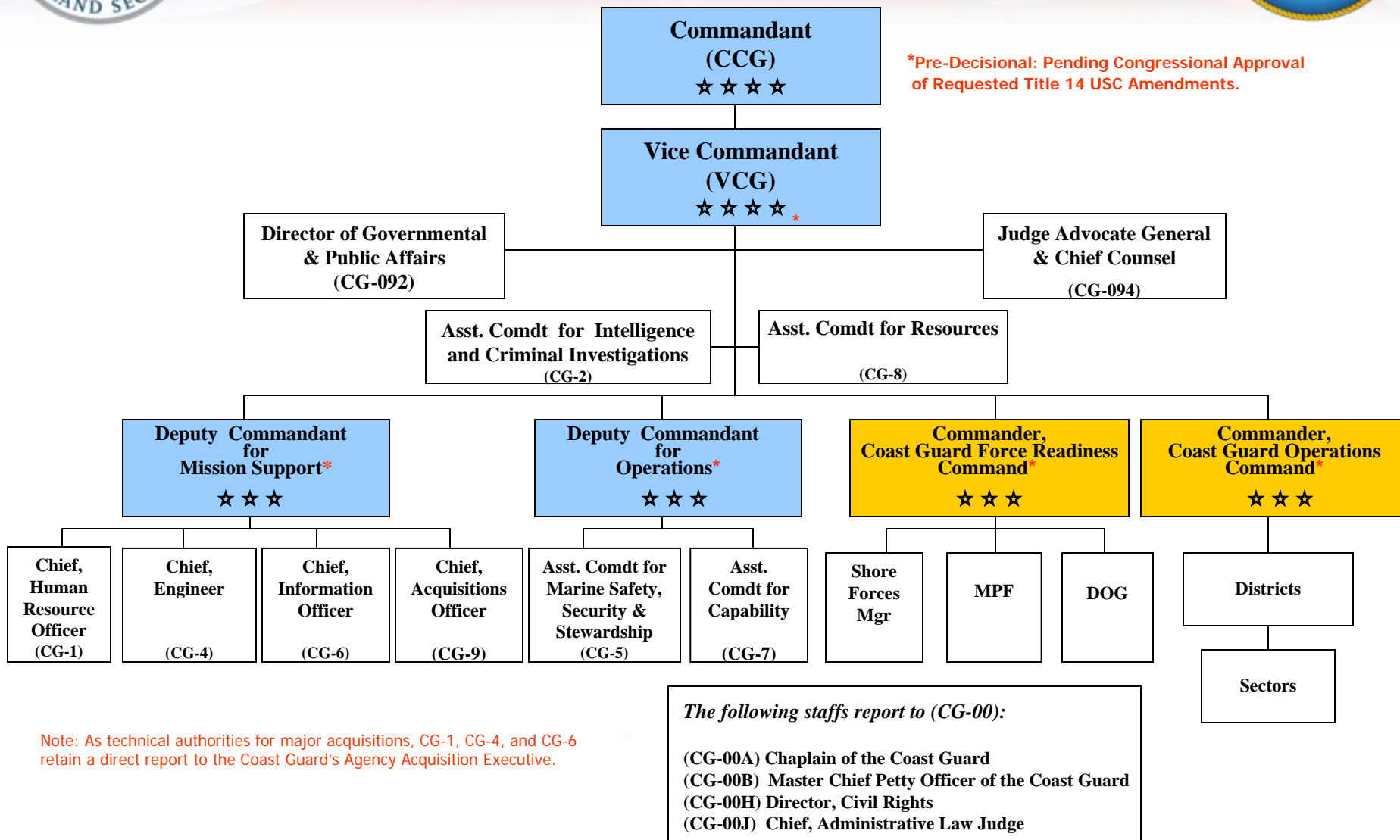
# What Will Change?



- We are **realigning** our operational structure, **modernizing** our Mission Support organization, and **transforming** our business processes by creating:
  - Deputy Commandant for Operations (DCO)
  - Deputy Commandant for Mission Support (DCMS)
  - Coast Guard Force Readiness Command (FORCECOM)
  - Coast Guard Operations Command (OPCOM)



# Envisioned Coast Guard Organization After Modernization



Note: As technical authorities for major acquisitions, CG-1, CG-4, and CG-6 retain a direct report to the Coast Guard's Agency Acquisition Executive.



# ***DEPUTY COMMANDANT FOR OPERATIONS (CG-DCO)***

## **Modernization Update**

***Rear Admiral Brian Salerno***

***Assistant Commandant for Safety,  
Security and Stewardship***

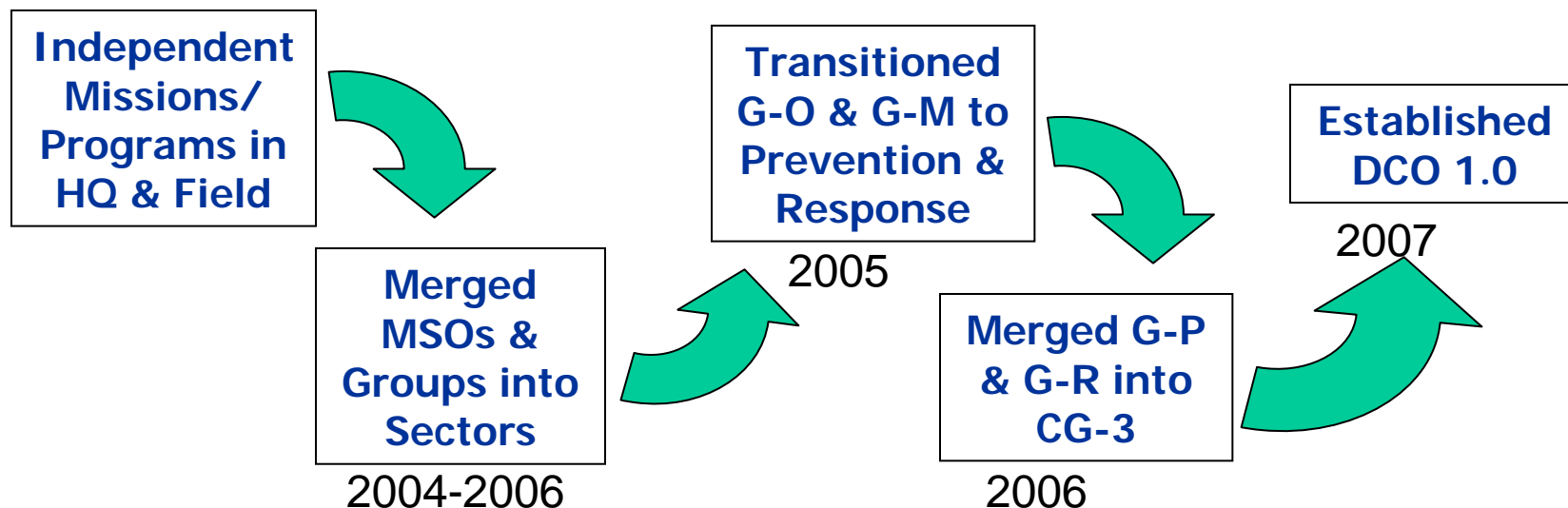
***(CG-5)***





# Evolution of DCO

## 1 Operational Policy Maker



### *Before*

- Multiple field units in same AOR
- Separate O and M chains of command and HQ Programs
- Mission/Policy Overlap
- Multiple CG Spokespersons

### *Today*

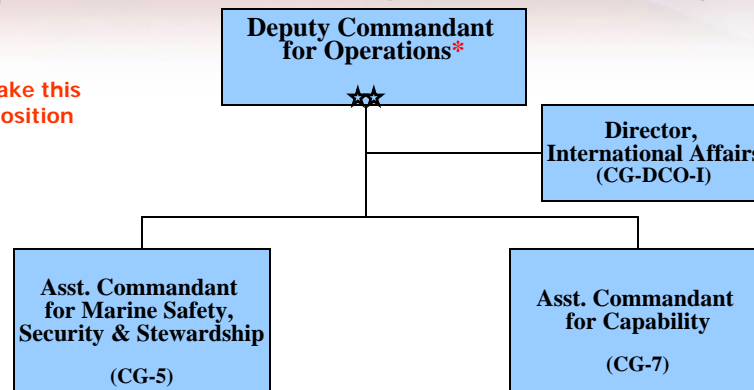
- One Senior Leader Directs All Operational Policy
- Integrated & Aligned Mission Execution
- Consistent Structure Throughout Entire Service



# Coast Guard Deputy Commandant for Operations (CG-DCO) v.1.0

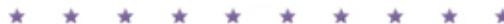


\*Pends legislation to make this  
A three star (VADM) position



## ***BENEFITS***

- ***Consolidates*** all CG operating programs under single Deputy Commandant, increasing operational focus & unity of effort.
- ***Integrates*** all operational policy development under single Assistant Commandant for Marine Safety, Security and Stewardship, eliminates overlap and redundancy, and provides clear unambiguous guidance to the field.
- ***Improves*** capabilities requirements generation for all Coast Guard operating programs, centralizing these functions under a single Assistant Commandant for Capability.
- ***Enhances*** Headquarters alignment with the new sector field operations organizational structure, clarifying mission ownership and improving the flow of policy, plans and resources from Headquarters to the field.
- ***Incorporates*** the International Affairs Directorate and functions into the new CG-DCO organization, improving the link between operational policy and international engagement.





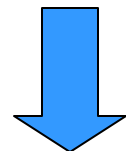
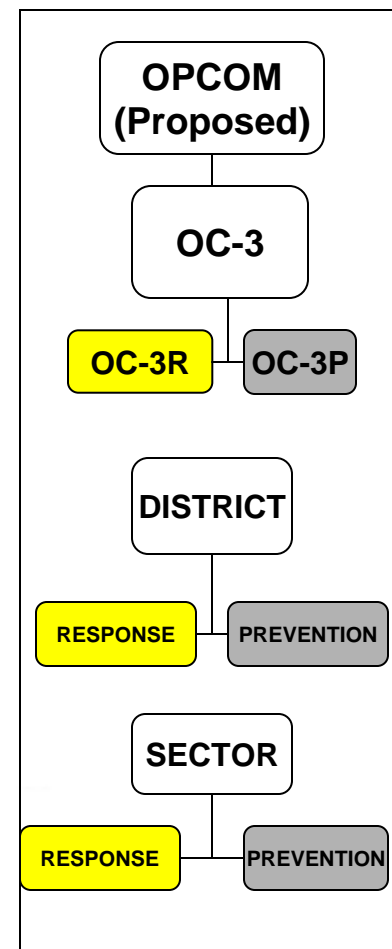
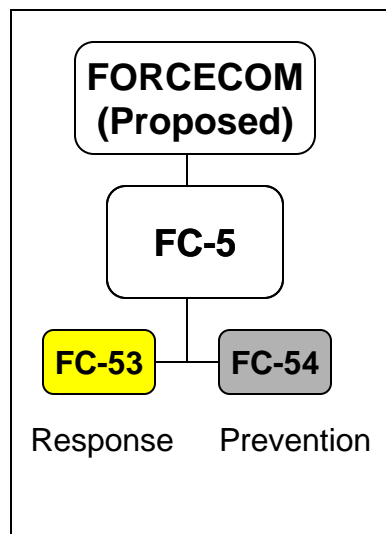
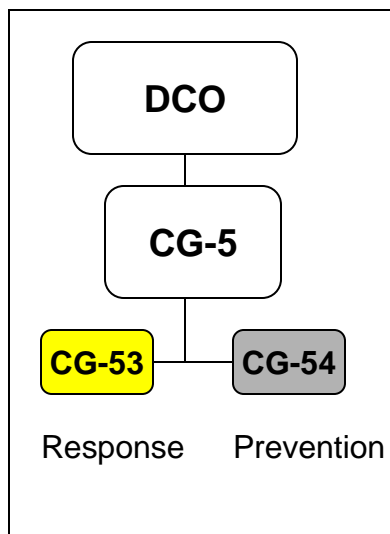
# DCO Outcomes



- Mission Performance Plans, policies, strategic analysis and planning, assessments and requirements for all Coast Guard statutory missions.
- Integrated response and prevention mission policy.
- Integrated external and international outreach/partnerships for ops policy and regulations.
- Integrated authorities, capabilities, competencies, capacity and partnership requirements.
- Situational and policy awareness to inform and enable leadership for Critical Incident Communications, MARSEC level, and MOTR responsibilities in coordination with OPCOM.
- Commandant's executive agent with the Joint Staff, DHS and Inter-Agency in coordination with OPCOM.



# The Ops Alignment Picture







**DEPUTY COMMANDANT  
FOR OPERATIONS  
(DCO)**  
**RADM Brice-O'Hara**

**GS-15**

**DIRECTOR OF  
OPERATIONS RESOURCE  
MANAGEMENT  
(DCO-R)**

**Mr. Boi**

**DIRECTOR OF  
INTERNATIONAL  
AFFAIRS  
(DCO-I)**

**MS Madison**



**ASST COMMANDANT FOR  
MARINE SAFETY, SECURITY  
AND STEWARDSHIP  
(CG-5)**  
**RADM Salerno**



**ASST COMMANDANT FOR  
CAPABILITY  
(CG-7)**  
**RADM Justice**



**DIRECTOR OF  
ASSESSMENT,  
INTEGRATION AND  
RISK MANAGEMENT  
(CG-51)**

**Mr. Goward**



**DIRECTOR OF  
COMMERCIAL  
REGULATIONS AND  
STANDARDS  
(CG-52)**

**Mr. Lantz**



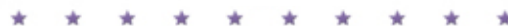
**DIRECTOR OF RESPONSE  
POLICY  
(CG-53)**

**RDML Castillo**



**DIRECTOR OF  
PREVENTION POLICY  
(CG-54)**

**RDML Watson**





# ***DEPUTY COMMANDANT FOR MISSION SUPPORT (CG-DCMS)***

## **Modernization Update**

***Mr. Jeffery Orner***

*Mission Support Implementation Team*

*&*

*Deputy Assistant Commandant, for  
Engineering and Logistics*



# DCMS Mission & Vision



## Mission

DCMS will enable Coast Guard Forces' Mission Execution and advance Coast Guard's Maritime Strategy by fostering a professional workforce capable of delivering "Best In Class" capabilities that maximize Coast Guard readiness.

## Vision

All people, all platforms, all systems, and all missions always supported.



# Value of DCMS

## DCMS will enable ...

- ... Full life cycle management for CG people, platforms and systems.
- ... Standard, disciplined, repeatable, & scaleable processes.
- ... Disciplined configuration management.
- ... Bi-level maintenance support/services model (pushed support to unit).
- ... Single point of accountability for support above unit level.
- ... Centralized management of resources for support above unit level.





# DCMS System Integration Examples



## DCMS will...

- ...Collaborate with FORCECOM to ensure forces have assets maintained to readiness requirements wherever they are located.
- ...Increase the availability and visibility of all assets, including people, through product line support for Districts and operators in OPCOM.
- ...Ensure support compliance with Policy and Support Doctrine from DCO.



# ***COAST GUARD FORCE READINESS COMMAND (CG FORCECOM)***

## **Modernization Update**

***Rear Admiral Tim Sullivan***

***Director, FORCECOM Implementation Team***

***&***

***Commander, Maintenance & Logistics Command Pacific***





# FORCECOM

## Mission & Vision



### Mission

FORCECOM provides ready forces to meet the supported commander's current and future operational requirements.

### Vision

FORCECOM will be the provider of preeminent mission-ready maritime safety, security and stewardship capabilities.



# The Need for FORCECOM



**Local Command Visit**

**Best Practices**

**National Standardization**

**Team Visit**

**Pacific or Atlantic  
Training Team Visit**

**National Directives**

**Maintenance and  
Logistics Compliance Visits**

**Emerging Requirements**

**Joint USCG-USN  
Afloat Training Group**

**Latest Techniques**

**Lessons Learned**

**Mishaps**

**Local Regulations**

**Qualification  
Programs**

**Individual and  
Unit Training**





# Value of FORCECOM (contract with our workforce)



## FORCECOM will...

- ...allocate mobile and deployable specialized forces on a global basis.
- ...promulgate doctrine that will align training and standardization to ensure force interoperability and readiness.
- ...provide timely and high quality training.
- ...consolidate and standardize inspection visits and establish a standard measurement system to evaluate the readiness of forces.
- ...rapidly validate field innovation best practices and incorporate them into Tactics, Techniques and Procedures.





# Performance Improvement FORCECOM Concepts Practiced for Years

**Example: USCG National  
Aids to Navigation School**



**School House, Doctrine, TTP, Job-aids, Standardization,  
Unit Visits, Shared Best Practices, Lessons-learned, COE**



# Coast Guard Modernization



**DCO, DCMS, FORCECOM, OPCOM, in Sync**





# FORCECOM Units



Aircraft*	
HITRON	Jacksonville, FL
DOG*	
DOG Command	Ballston, VA
MSSTs	
MSST ANCHORAGE (91111)	Anchorage, AK
MSST BOSTON (91110)	Boston, MA

MSST GALVESTON (91104)	Galveston, TX
MSST HONOLULU (91103)	Honolulu, HI
MSST KINSEY (91108)	St. Mary's, GA
MSST LA/LB (91103)	San Pedro, CA
MSST MIAMI (91114)	Homestead, FL
MSST NEW ORLEANS (91112)	Belle Chasse, LA
MSST NEW YORK (91109)	Staten Island, NY
MSST SAN FRANCISCO (91105)	Alameda, CA
MSST SEATTLE (91101)	Seattle, WA

Regional Dive Lockers	
REGIONAL DIVE LOCKER EAST	Chesapeake, VA
REGIONAL DIVE LOCKER WEST	San Diego, CA

TACLETs	
CG TACLET EAST	San Diego, CA
CG TACLET SOUTH	Opa Locka, FL

PSUs	
CG PSU 301	Clearwater, FL
CG PSU 307	Clearwater, FL
CG PSU 308	Gulfport, MS
CG PSU 309	Portsmouth, VA
CG PSU 310	Portsmouth, VA
CG PSU 312	San Francisco, CA
CG PSU 313	Tacoma, WA

Other DOG Entities	
NAVSPECWARCOM (SEAL)	Coronado, CA
Training Center	Chesapeake, VA
MAINTENANCE RESPONSE TEAM	Chesapeake, VA

Other Entities	
CG INSTITUTE	Oklahoma City, OK
NEC	Chesapeake, VA
TOC	Chesapeake, VA
CITAT	Oklahoma City, OK

Cutters*	
WMSL	
CGC BERTHOLF	Alameda, CA
CGC WAESCHE	Alameda, CA
CGC STRATTON	Alameda, CA

WAGB	
CGC HEALY	Seattle, WA
CGC POLAR SEA	Seattle, WA
CGC POLAR STAR	Seattle, WA

WHEC	
CGC BOUTWELL	Alameda, CA
CGC CHASE	San Diego, CA
CGC DALLAS	Charleston, SC
CGC GALLATIN	Charleston, SC
CGC DECATUR	Honolulu, HI
CGC JARVIS	Honolulu, HI
CGC MELLON	Seattle, WA
CGC MIDGETT	Seattle, WA
CGC MORRIS	Seattle, WA
CGC RUSH	Honolulu, HI
CGC WHEC	Alameda, CA

WMEC	
CGC BEAR	Portsmouth, VA
CGC CAMPBELL	Portsmouth, VA
CGC FORWARD	Portsmouth, VA
CGC HARRIET LANE	Portsmouth, VA
CGC LEGARE	Portsmouth, VA
CGC NORTHLAND	Portsmouth, VA
CGC SENECA	Boston, MA
CGC SPENCER	Boston, MA
CGC THETIS	Key West, FL
CGC THETIS	Key West, FL
CGC ALERT	Warrenton, OR
CGC CONFIDENCE	Patrick AFB, FL

Cutters (continued)*	
WMEC (continued)	
CGC DAUNTLESS	Galveston, TX
CGC DECISIVE	Pascagoula, MS
CGC DEPENDABLE	Cape May, NJ
CGC DILIGENCE	Wilmington, NC
CGC RELIANCE	Portsmouth, NH
CGC RESOLUTE	St. Petersburg, FL
CGC STEADFAST	Warrenton, OR
CGC VALIANT	Miami Beach, FL
CGC VENTUROUS	St. Petersburg, FL
CGC VIGILANT	Patrick AFB, FL
CGC VIGOROUS	Cape May, NJ
CGC ACUSHNET	Ketchikan, AK

WPC	
CGC SHAMAL	Pascagoula, MS
CGC TORNADO	Pascagoula, MS
CGC TORNADO	Pascagoula, MS
WLC	
CGG EAGLE	New London, CT

Training	
TRACENS	
CG ATTC ELIZABETH CITY	Elizabeth City, NC
CG AVTRACEN MOBILE	Mobile, AL
CG TRACEN CAPE MAY	Cape May, NJ
CG TRACEN PETALUMA	Petaluma, CA
CG TRACEN YORKTOWN	Yorktown, VA
CG TRACEN CAMP LEJEUNE	Camp Lejeune, NC

Training Teams	
PACAREA TRATEAM	Alameda, CA
ATFAC TRATEAM	Portsmouth, VA

ATGS	
ATGPAC	San Diego, CA
ATGNANT	Norfolk, VA

Yes We Will...

- FORCECOM is one of 4 Cornerstones of CG Modernization.
- Focus on Doctrine, TTP, Training, Standardization, and Force Management and Allocation.
- Lessen Worry and Distraction for Operators.
- Improve USCG Responsiveness to Changing Threats.
- Result will be Better Trained, Safer, and Ready Workforce, and Improved Mission Execution.
- Thoughts and Questions Most Welcome.

\*ADCON always with FORCECOM. OPCON shifts to supported commander (usually OPCOM) when deployed



# ***COAST GUARD OPERATIONS COMMAND (CG OPCOM)***

## **Modernization Update**

***Rear Admiral Kevin Cook***

***Director, OPCOM Implementation Team***





# OPCOM

## Mission & Vision



### Mission

OPCOM will be the Coast Guard's Global Operational Commander responsible for executing the Coast Guard's Strategy for Maritime Safety, Security, and Stewardship in order to safeguard the nation against all threats, hazards, and challenges in the maritime domain.

### Vision

OPCOM shall attain and sustain superior mission execution across all Coast Guard missions by linking the strategic and tactical levels of maritime operations.





# Value of OPCOM

- **Command & Control construct** that **unifies efforts** across all of the Service's eleven mission areas.
- **Agile & responsive Mission Execution** -- effectively & efficiently meet emergent operational needs consistent with Coast Guard & National Command Authority priorities.
- **Enhanced Maritime Domain Awareness** utilizing a robust, fully integrated, real-time Coast Guard Common Operating and Common Intelligence Picture.
- **Strengthened Maritime Relations, Regimes & Maritime Governance** – Robust public & private sector partnerships, both in the United States and abroad.



# OPCOM

## 1 Commander for Operations



### Today

- 2 Operational Commanders & variances in Ops based on geography
- Multiple Common Operating Pictures



- Two-sided international agreements interpreted 2 different ways for *the same country*
- EXAMPLE: Midwest flooding- Asset/MTS recovery requests must pass through top layers – DHS - HQ - Area before capability can be assigned; delayed response
- Reactive response

### Future

- 1 global Operational Commander- responsible for directing *all* Coast Guard Mission Execution
- 1 Common Operating Picture
- 1 Common Intel Picture
- Integrated, global Command Center with embedded operations, resource provider, public affairs, intel expertise
- EXAMPLE: Midwest flooding- OPCOM has decision making authority to provide “best available” versus “locally available” resources
- Proactive operational oversight and support





# OPCOM

## System Integration Examples



**OPCOM will perform mission execution with...**

- ...a strong policy foundation from DCO.
- ...ready, trained forces from FORCECOM.
- ...systems and support for platforms, infrastructure, and personnel from DCMS.





# Key Benefits of Coast Guard Modernization



- ***Transforms*** the Coast Guard into a change-centric organization.
- ***Stronger*** focus on the needs of our workforce.
- ***Unifies*** overall operational Command and Control.
- ***Standardizes*** doctrine, tactics, techniques and procedures.
- ***Enhances and unifies*** Mission Support systems.
- ***Reduces*** layers of bureaucracy and operational friction.
- ***Develops*** life-cycle sustainment in Acquisitions.
- ***Significantly elevates*** support to the field and our operators.
- ***Bolsters*** Coast Guard/maritime stakeholder relations.

**Ultimately positions the Coast Guard for sustainable mission execution.**