



# *Coast Guard Modernization*

*Where We Are and Where We Are Heading*



*U.S. Coast Guard...*



*...Change-Centric  
Learning Organization*

*Moderator:*

*RDML Sandra Stosz*

*Director of Enterprise Strategic Management and Doctrine*





# Panel Members



- DCO - RDML Kevin Cook
- Future DCMS - Mr. Jeffery Orner
- Future OPCOM – RDML James Watson
- Financial Transformation - Mr. Martin Rajk
- FORCECOM – RADM Timothy Sullivan
- NAPA – Mr. Jaime Zamora





# Modernization Panel Agenda



- Introductions
- Modernization Overview (10 minutes)
- Modernization Effort Summaries (25 minutes)
  - Deputy Commandant for Operations (DCO)
  - Future Deputy Commandant for Mission Support (DCMS)
  - Future Operations Command (OPCOM)
  - Financial Transformation
  - Force Readiness Command (FORCECOM)
- Panel Q & A (50 minutes)
- Closing Remarks (5 minutes)



# Cause for Action – Why Modernize



- Demand for an organization that is responsive to 21<sup>st</sup> century threats & hazards.
- Demand for an operational structure that is more agile, flexible, and responsive.
- Demand for improved business and support processes.
- Lessons learned from internal/external studies, GAO & Congressional reports





# Outcomes of a Change-Centric Organization

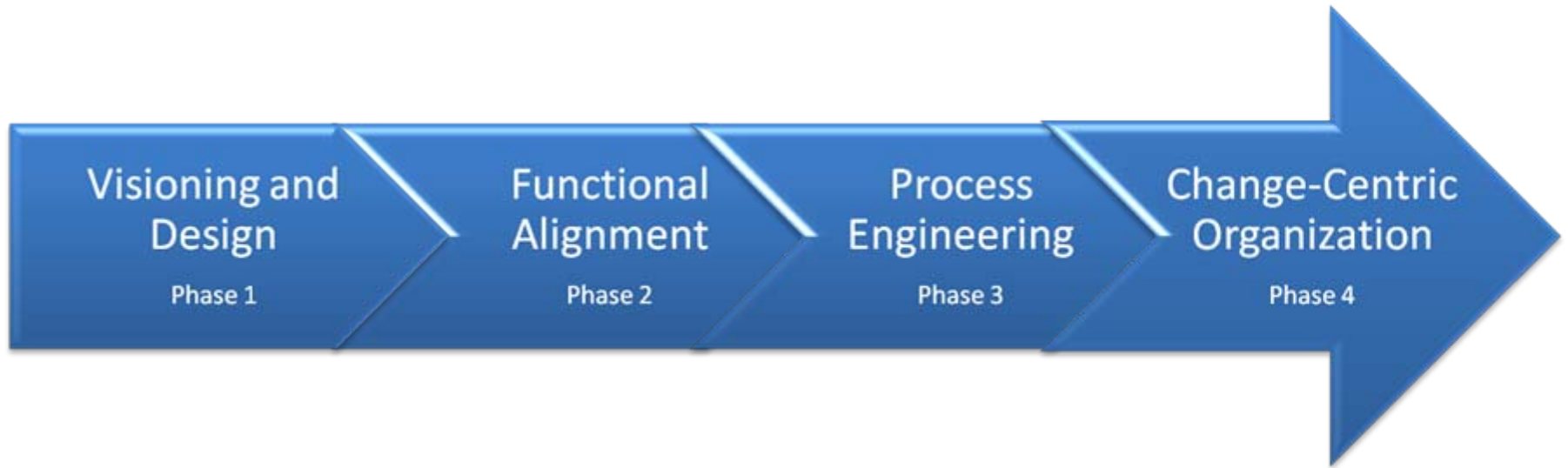


- Make our support systems more responsive to our operators.
- Make our force structure more responsive to mission execution.
- Make our Coast Guard more responsive to our Nation.



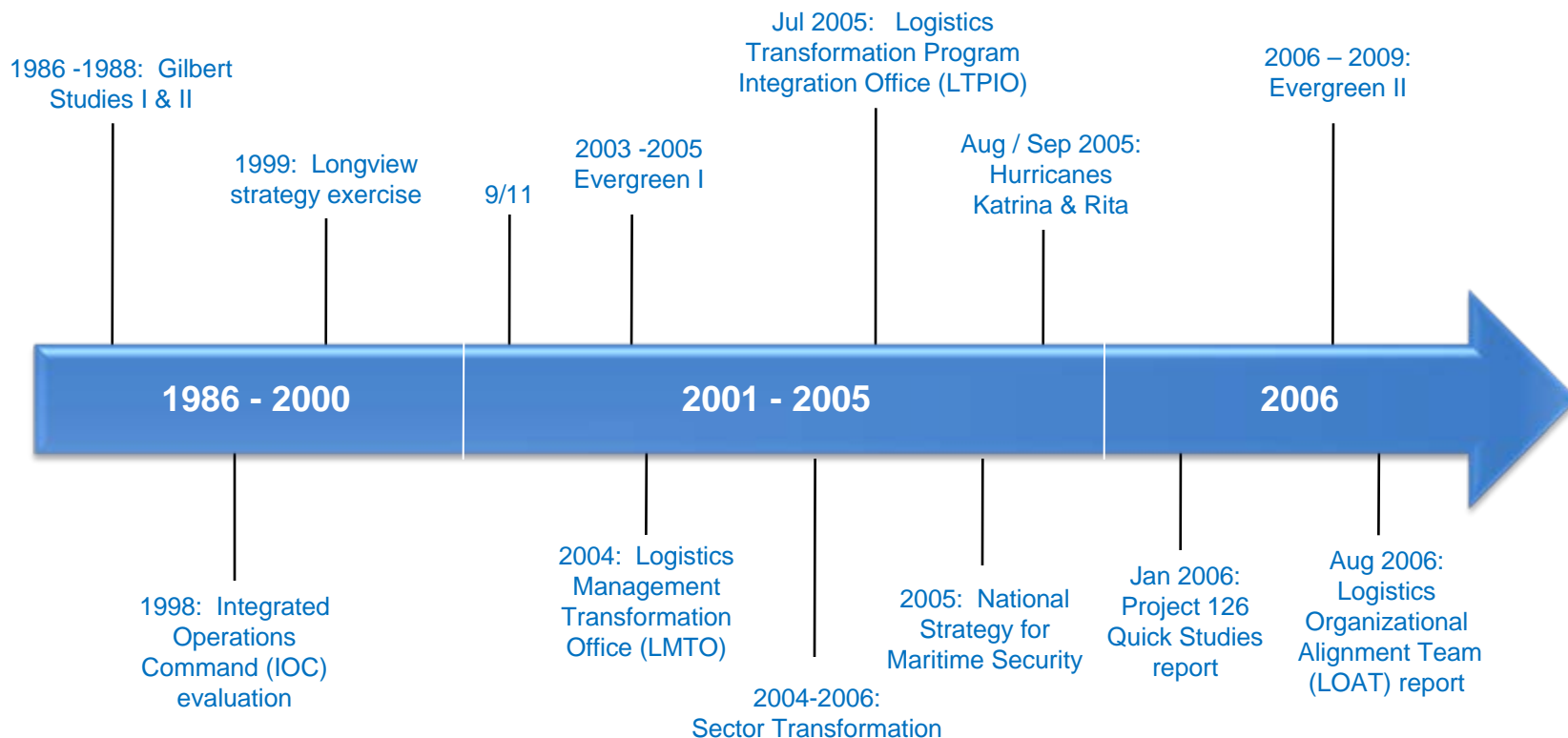


# Path to a Change-Centric Coast Guard





# Foundations of Modernization

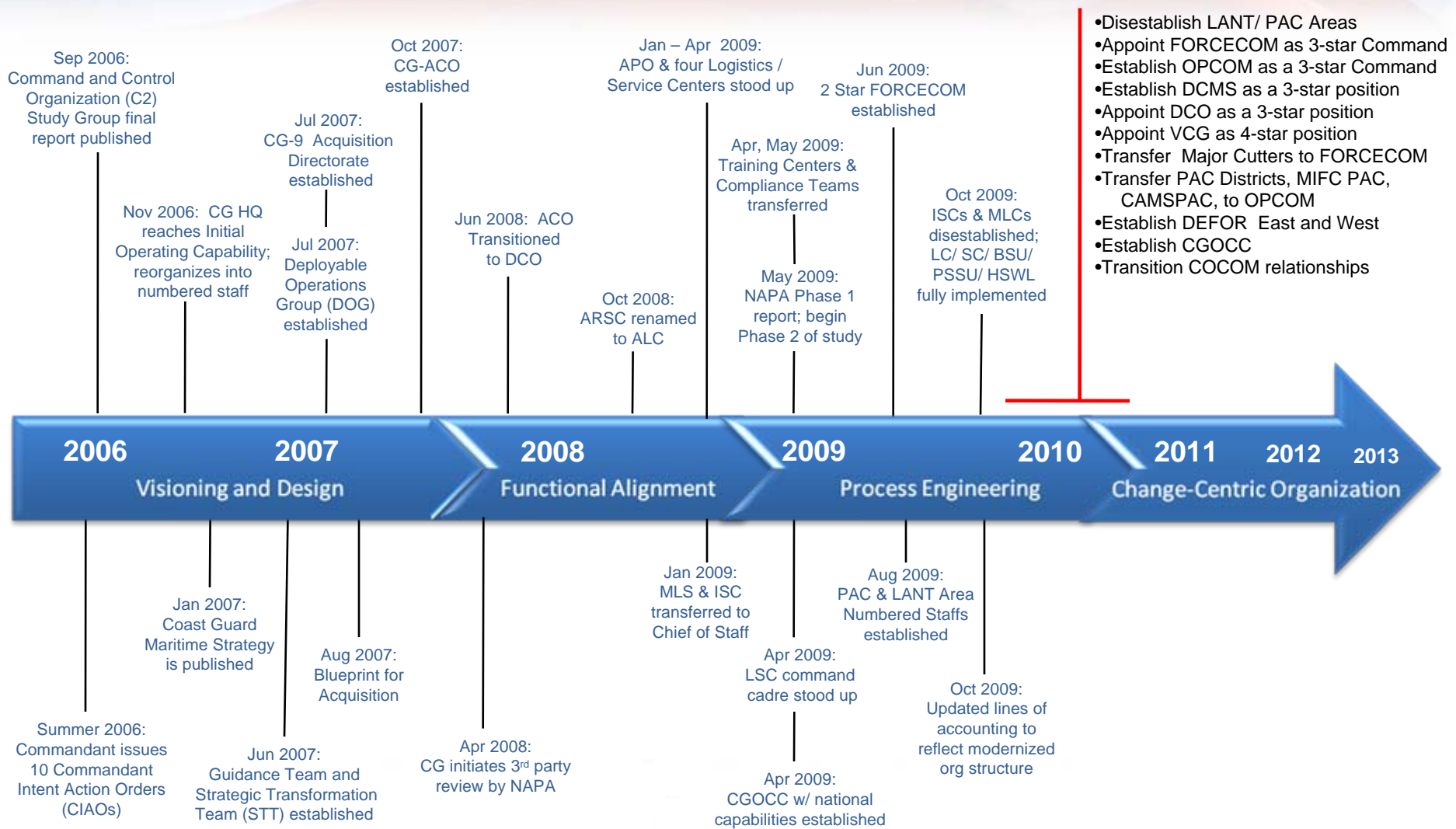




# Modernization Major Milestones



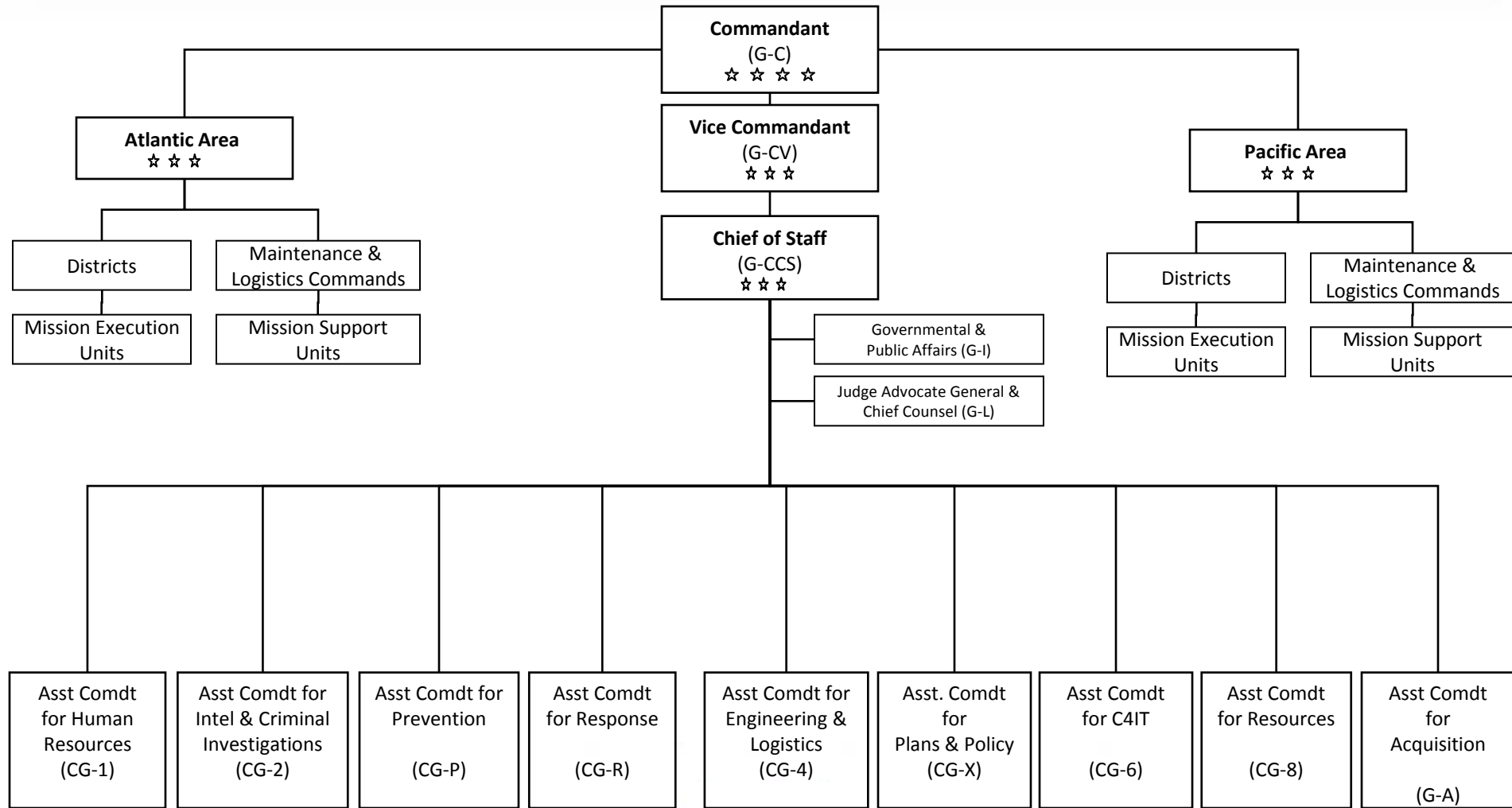
Authorization Bill Enacted (TBD)





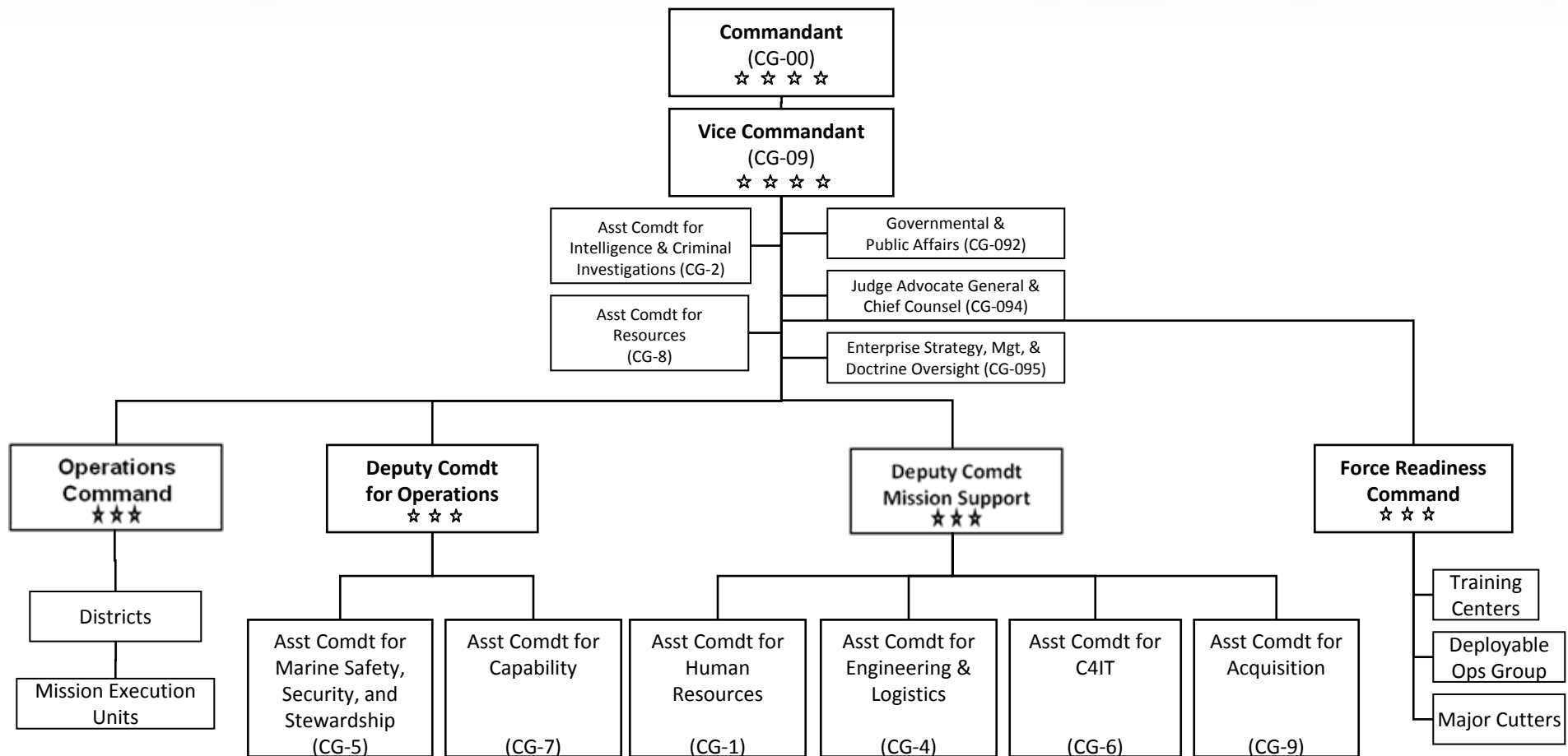


# Fundamental Design of Pre-Modernized Coast Guard





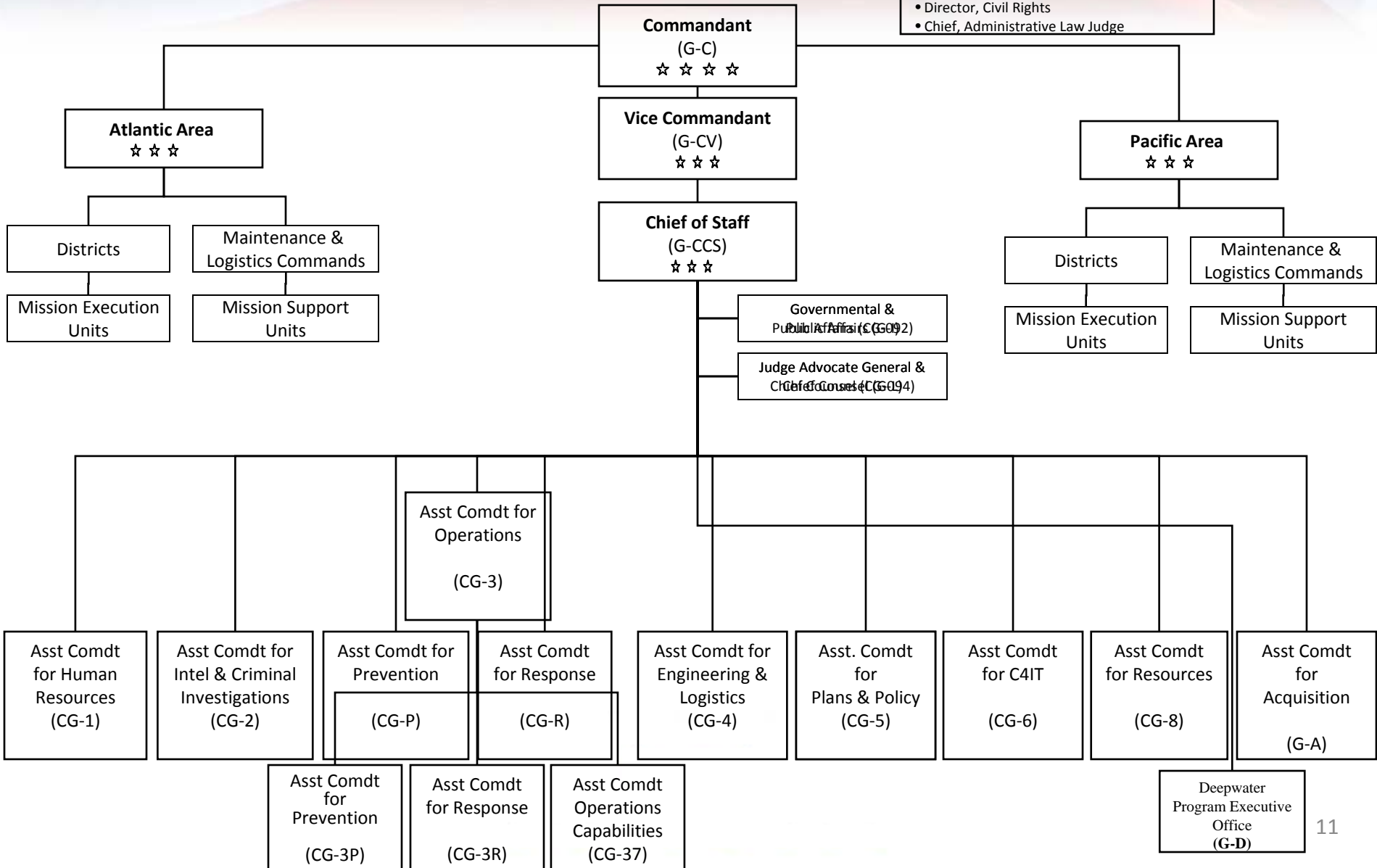
# Fundamental Design of Modernized Coast Guard





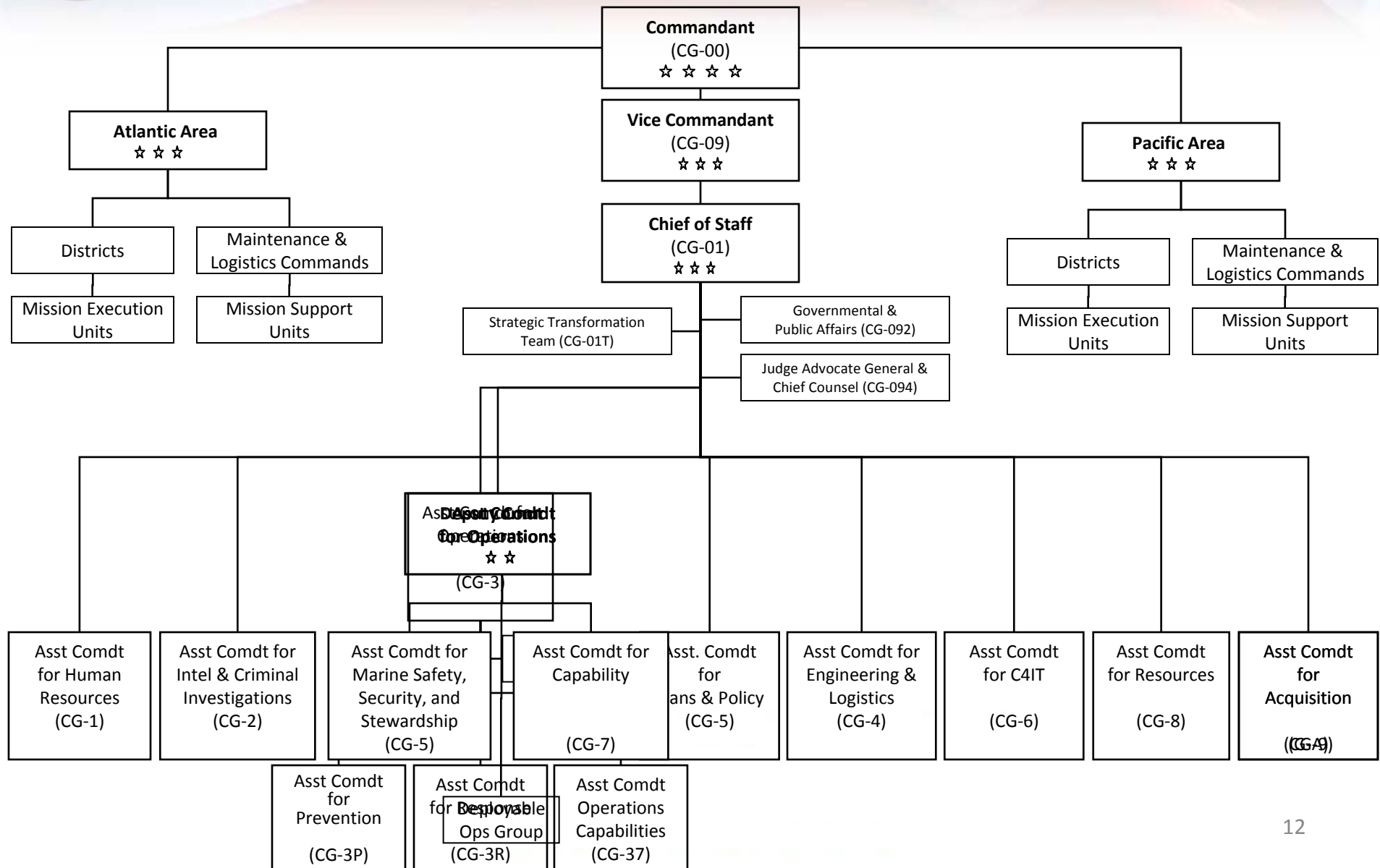
# 2006

- \* G-C Staff includes:
  - Chaplain of the CG
  - Master Chief Petty Officer of the CG
  - Director, Civil Rights
  - Chief, Administrative Law Judge



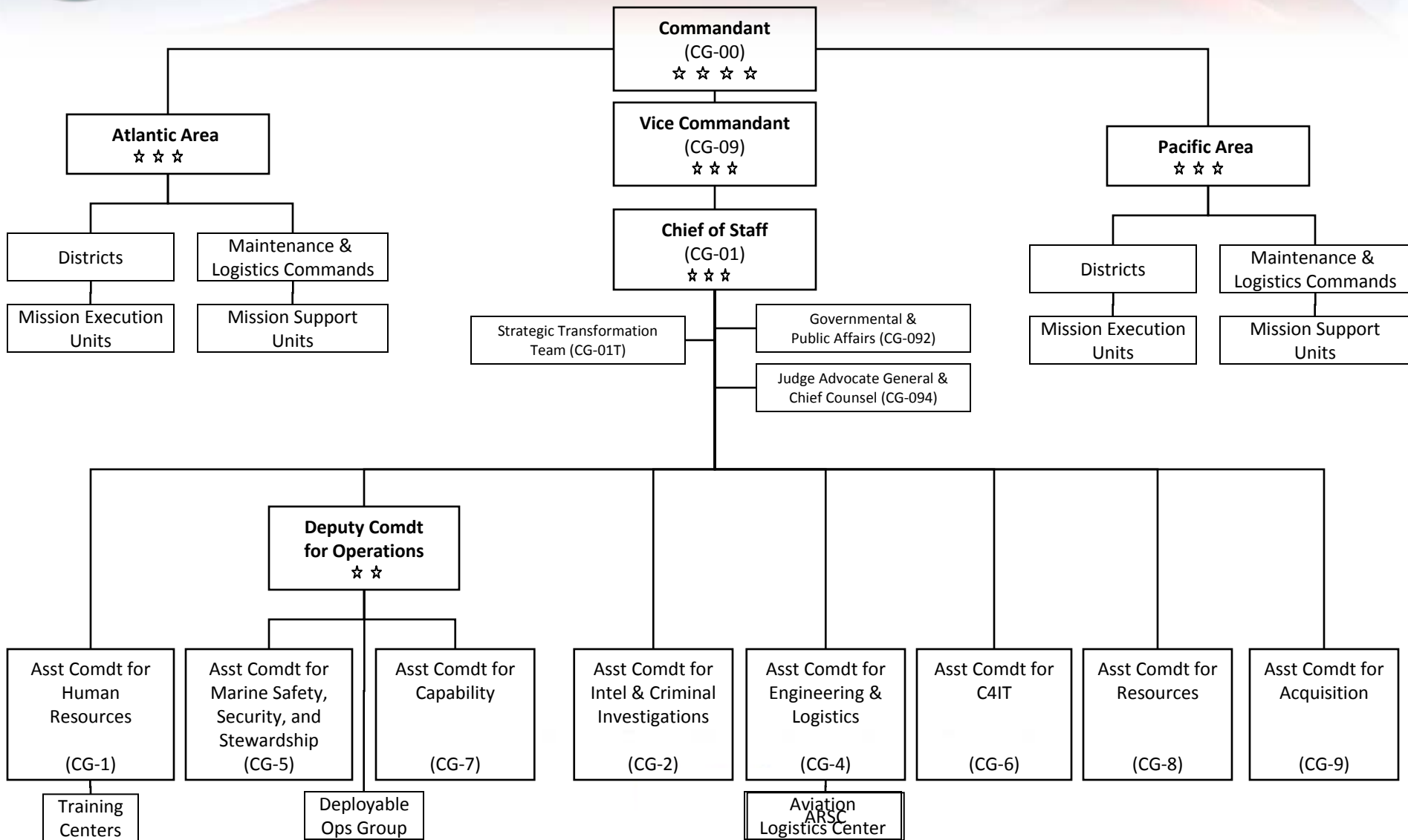


# June 2007 – June 2008



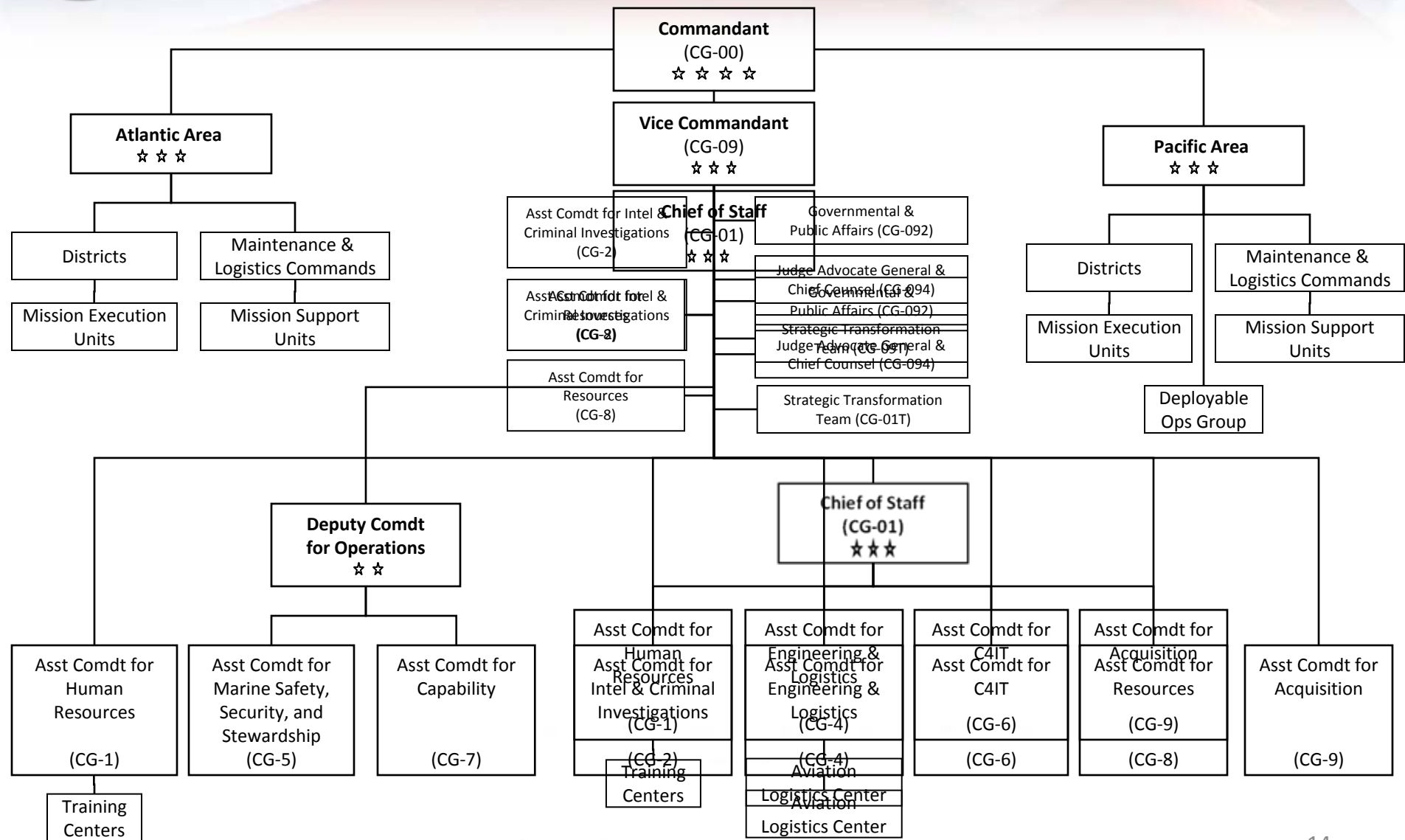


# Oct – Nov 2008



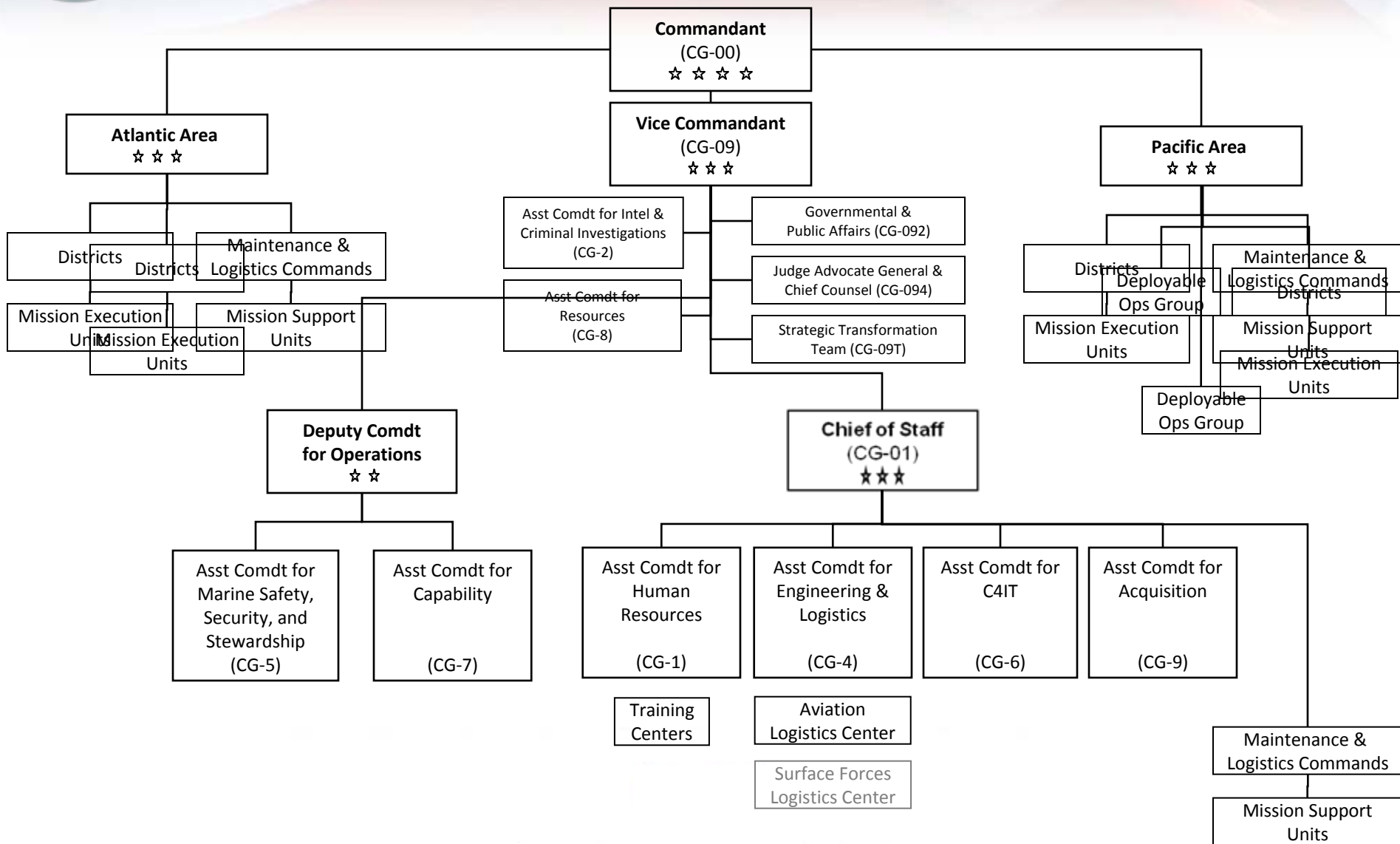


# Jan 2009



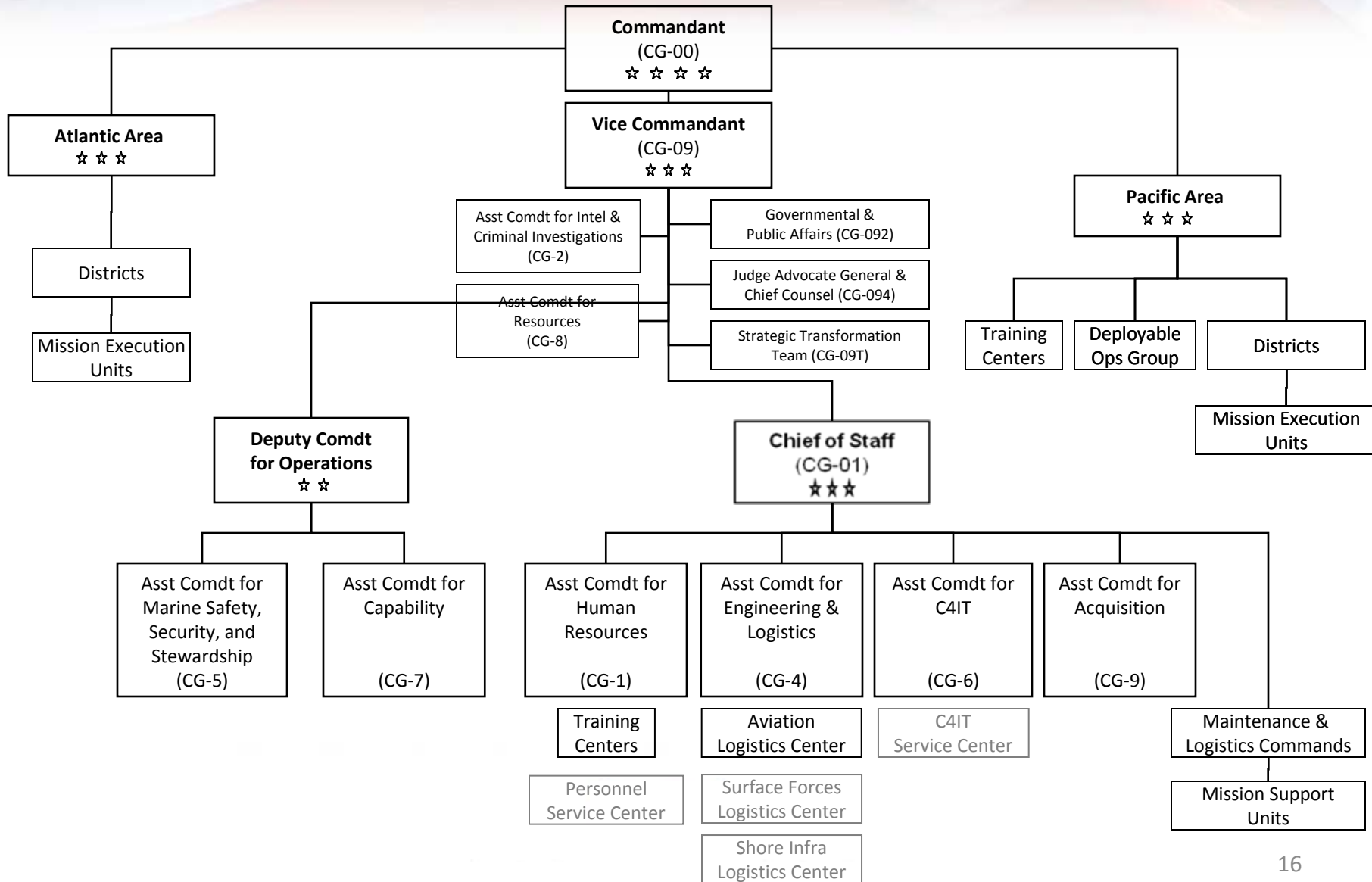


# Jan 2009 continued





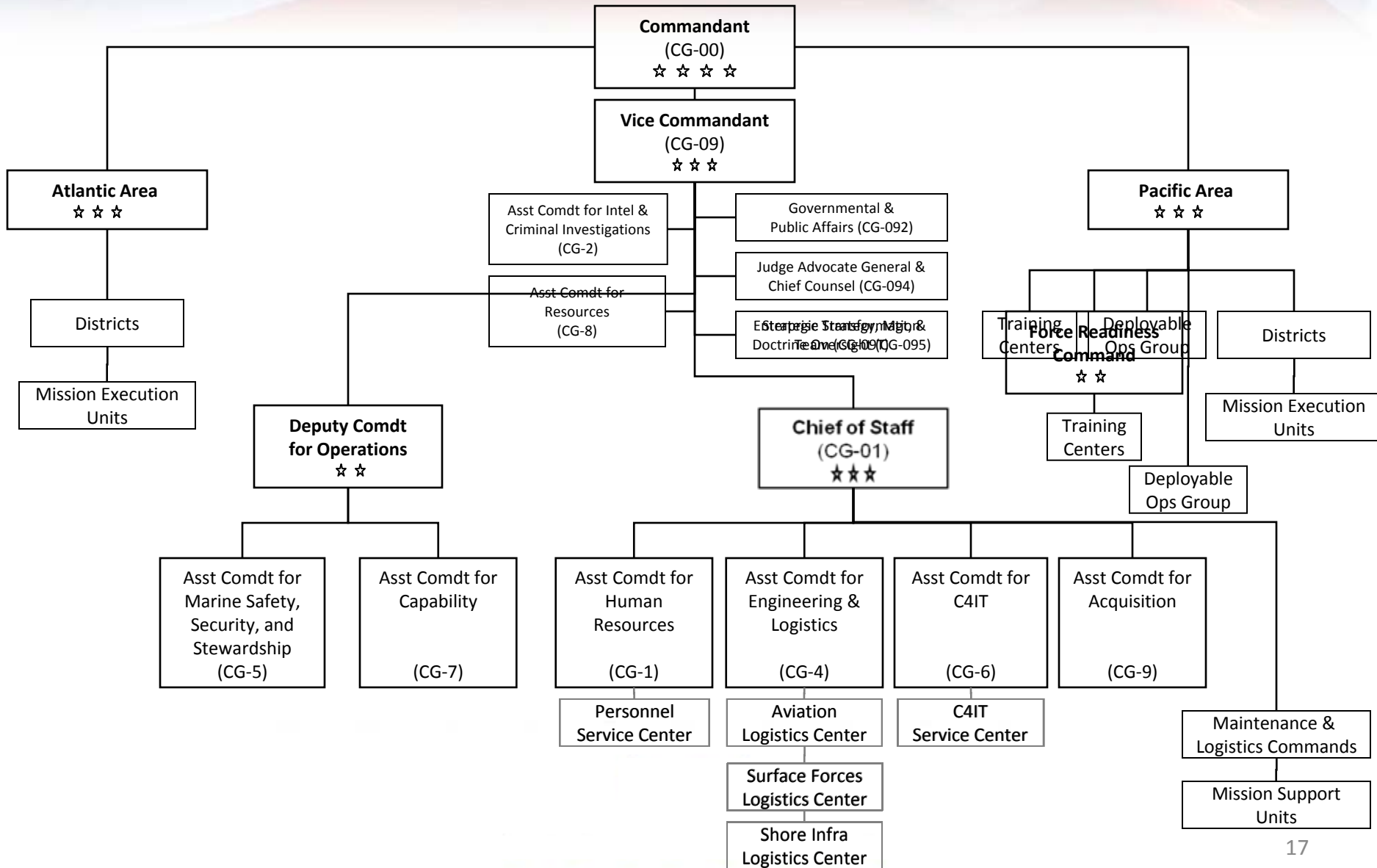
# Feb - Apr 2009





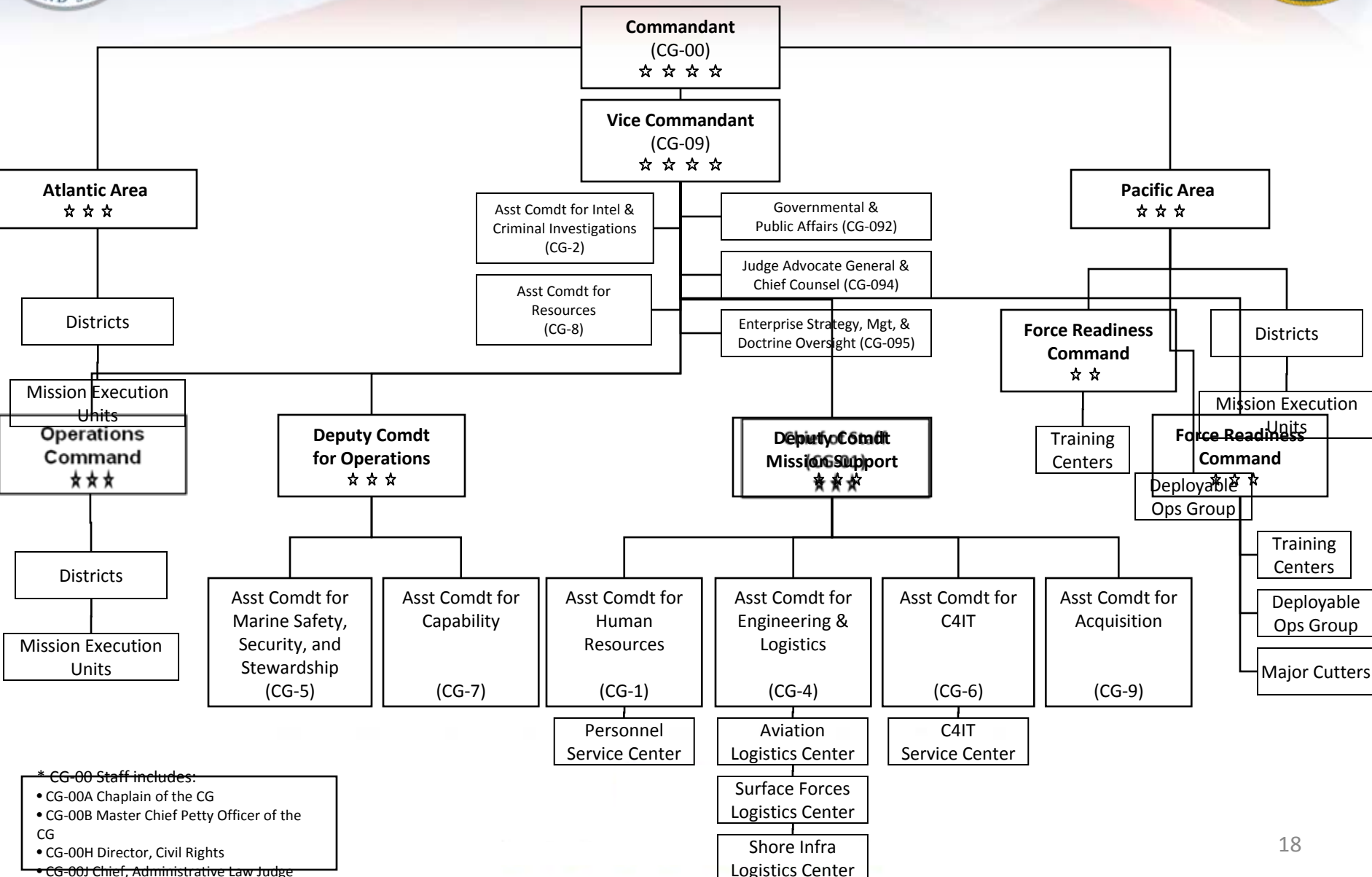


# May - Nov 2009





# Post Authorization



\* CG-00 Staff includes:

- CG-00A Chaplain of the CG
- CG-00B Master Chief Petty Officer of the CG
- CG-00H Director, Civil Rights
- CG-00J Chief, Administrative Law Judge



# 2010, 2011, & Beyond



- **Process Engineering**

- Align Training Teams
- Assess & Align Districts Functions
- Assess & Align Sector Logistics
- Intelligence Integration
- Capabilities Management
- Operational Training, Tactics, Procedures Development
- Implement NAPA recommendations

- **Stay on course: Change-Centric Coast Guard**



# *A Modernized Coast Guard*



- **Regulatory Authority by DCO**
- **Logistics Support by DCMS**
- **Incident Command System Training by FORCECOM**
- **Mission Execution & Interagency Coordination by OPCOM**





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

**Modernization Update**

RDML Kevin Cook

Director of Prevention Policy

(CG-54)





# DCO Mission & Vision

## Mission

DCO will develop and oversee the execution of Coast Guard's strategic-level operational policy, planning, resource acquisition and international engagement.

## Vision

DCO will align Coast Guard's mission activities, outputs and outcomes to optimize mission execution and thus ensure that the Coast Guard remains the recognized international leader in Maritime Safety, Security and Stewardship.

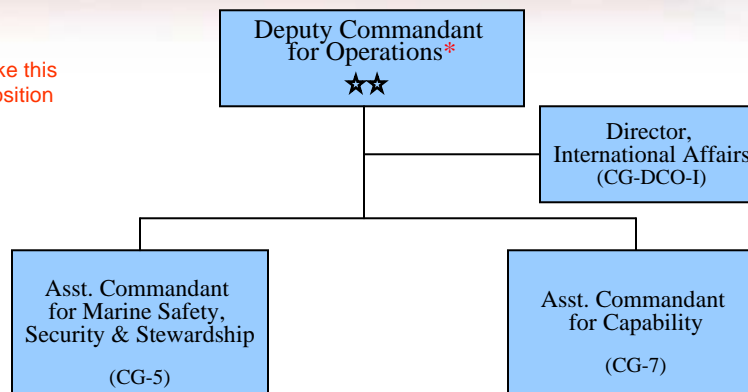




# Coast Guard Deputy Commandant for Operations (CG-DCO)



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



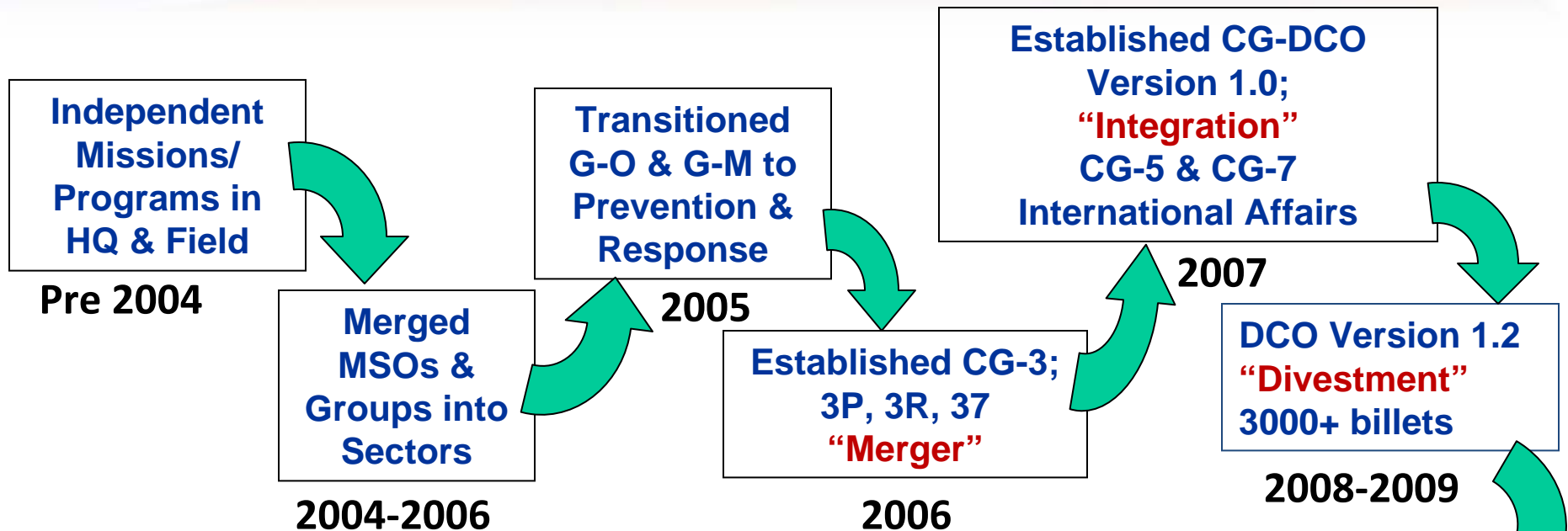
## BENEFITS

- *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, eliminating overlap and redundancy, and providing 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.
- *Incorporates* the International Affairs Directorate and functions into the new CG-DCO organization, improving the link between operational policy and international engagement.
- *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.





# Deputy Commandant for Operations (CG-DCO) Milestones



**Proposed DCO Version 2.0 "Alignment" 2010**

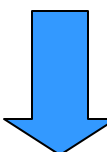
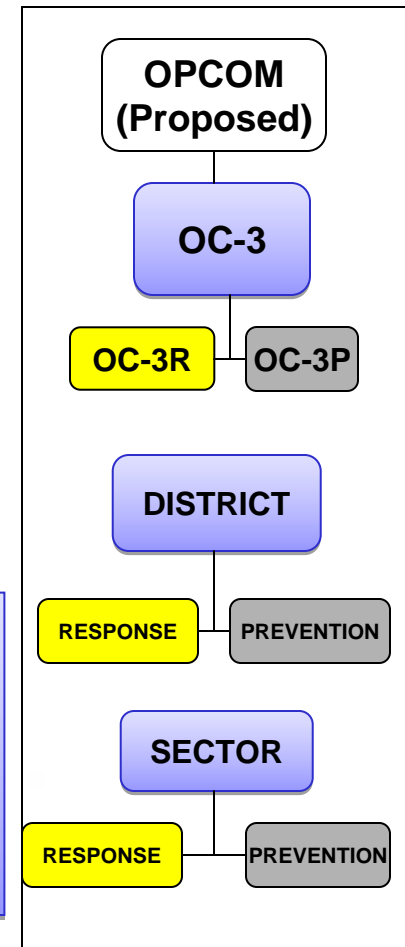
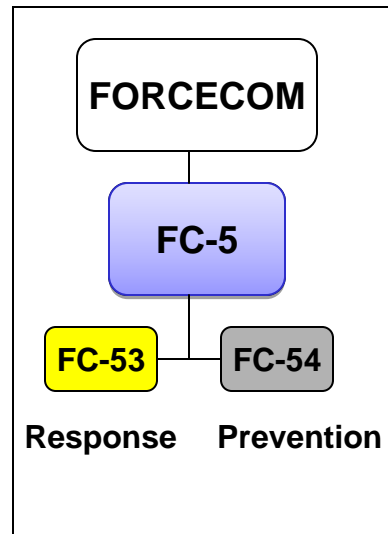
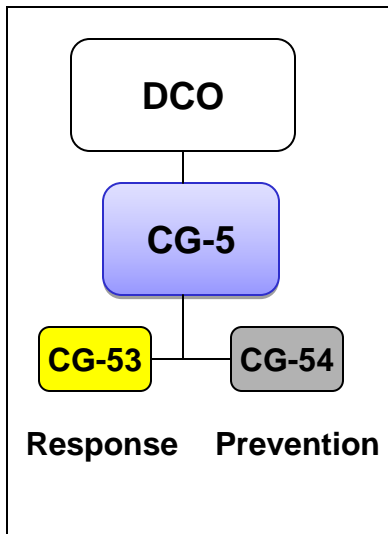
<u>Before</u>	<u>Today</u>
<ul style="list-style-type: none"> <li>• Multiple field units in same AOR</li> <li>• Separate O and M chains of command and HQ Programs</li> <li>• Mission/Policy Overlap</li> <li>• Multiple CG Spokespersons</li> </ul>	<ul style="list-style-type: none"> <li>• One Senior Leader Directs All Operational Policy</li> <li>• Integrated &amp; Aligned Mission Execution</li> <li>• Consistent Structure Throughout Entire Service</li> </ul>







# The Ops Alignment Picture



**CG-5 aligns structurally with FC Doctrine and OC Mission Execution, clarifying ownership and improving the flow of policy, plans and resources to the field.**

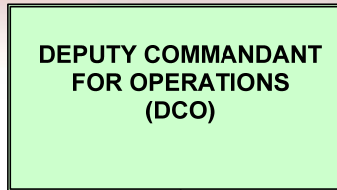




# DCO Version 1.2



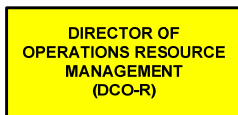
*Consolidates all HQ Operating Programs under DCO, Improving Operational Focus and Unity of Effort*



RADM Brice O'Hara

*Centralizes Ops Resource Planning, Programming & Budgeting, Linking Strategy to Resources*

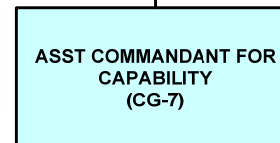
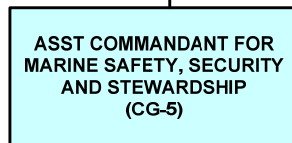
GS-15



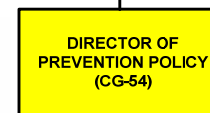
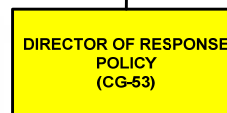
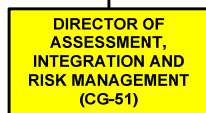
*International Affairs under DCO Improves the linkage between Policy & International Engagement*



*Integrates all Ops Policy under CG-5, Eliminating overlap and Redundancy*



*Centralizes and Improves Capabilities Requirements under CG-7*



*Completes HQ Alignment with Field Operations Structure*





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

**Modernization Update**

Mr. Jeffery Orner

CG-4D





# DCMS Mission & Vision



## Mission

DCMS will enable Coast Guard 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.

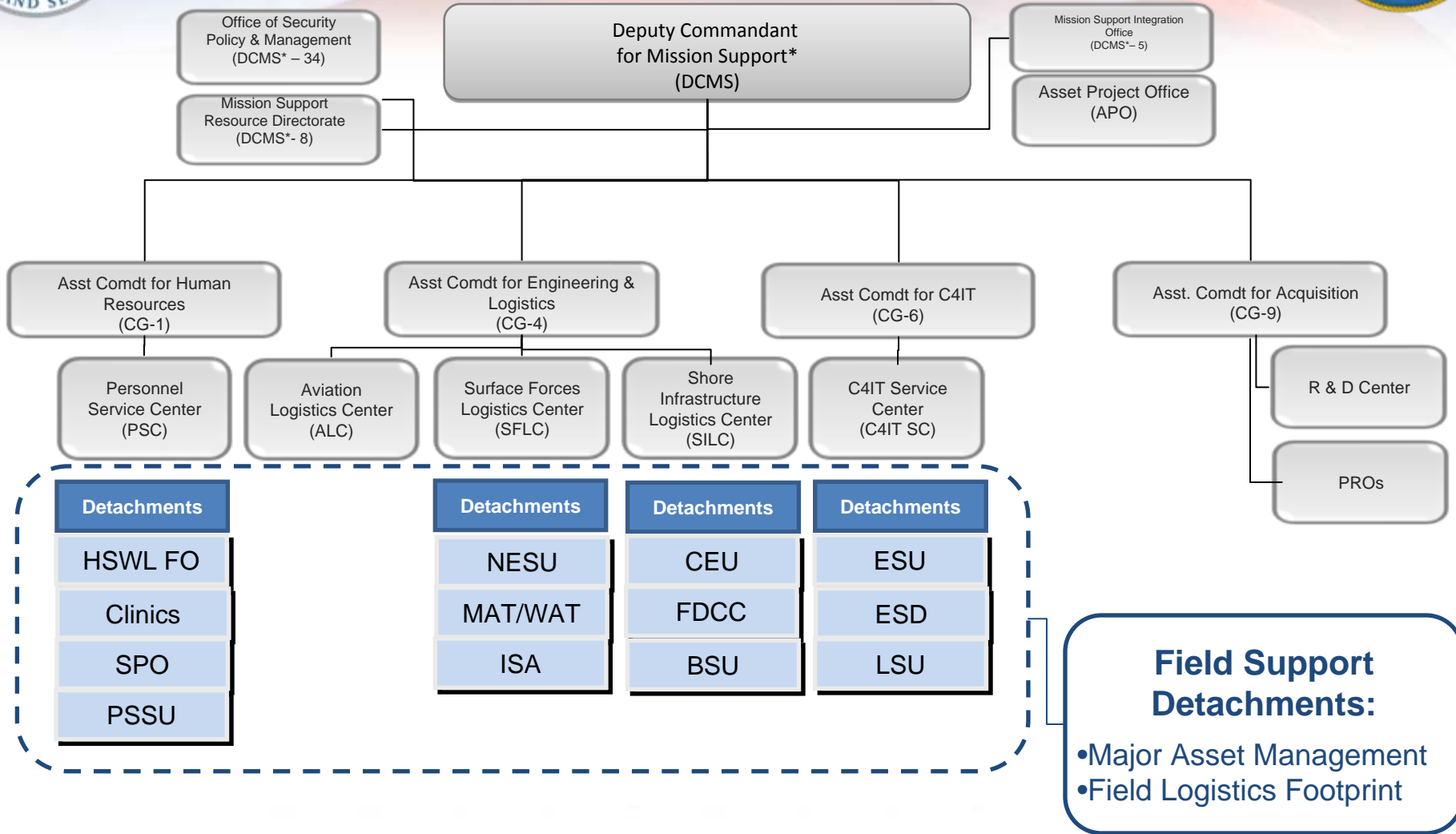
## Vision

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





# Mission Support Organization: Version 1.0

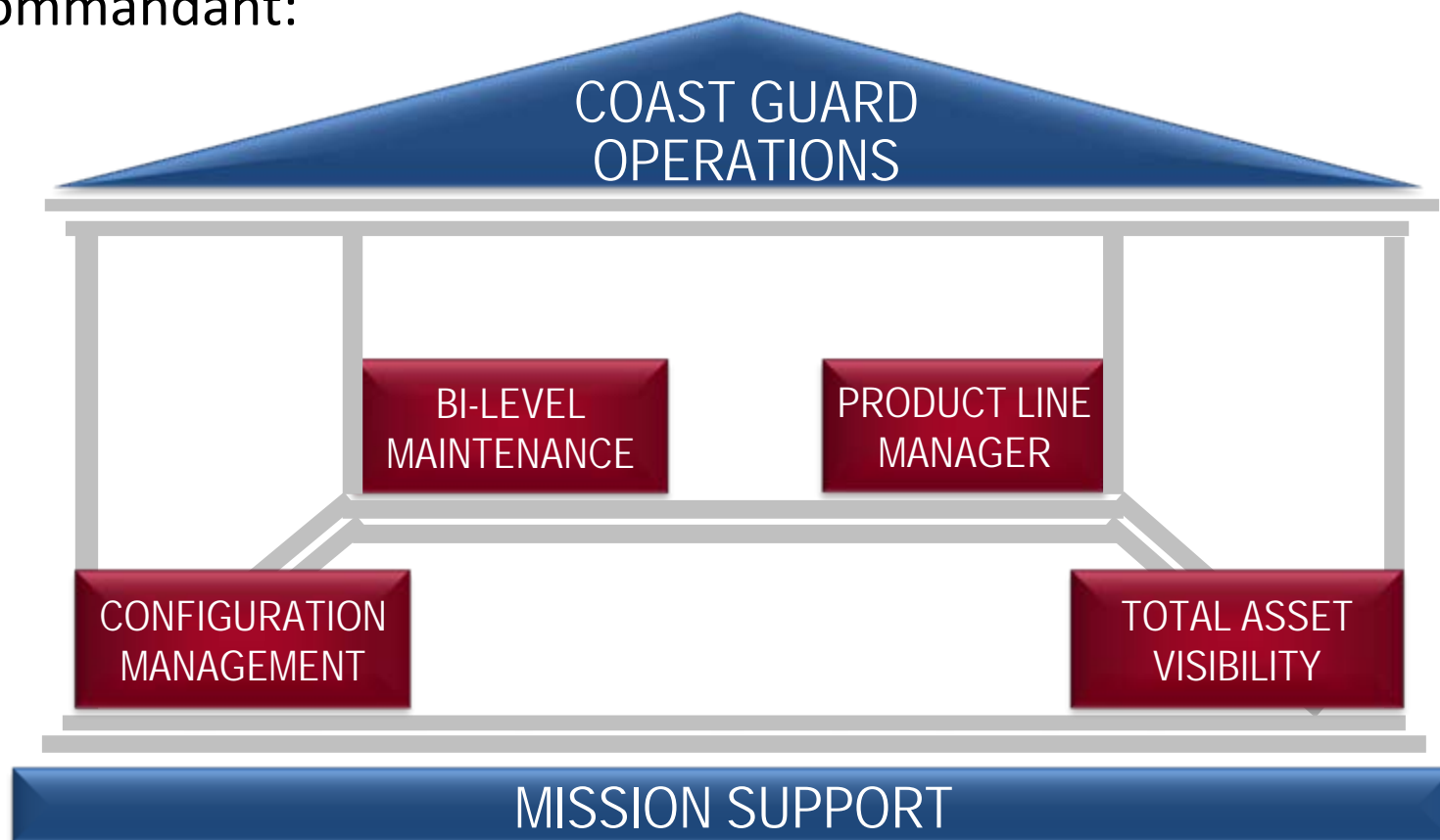


\*Pre-Decisional: Pending Congressional Approval of Requested Title 14 USC Amendments.



# The Four Cornerstones

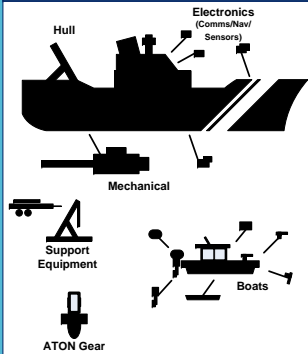
Process transformation will deliver the following Four Cornerstones of the Logistics Business Model identified by the Commandant:





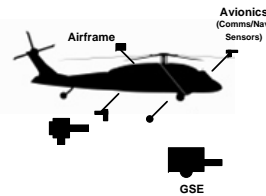
# Everybody Owns Mission Support

## Surface Forces



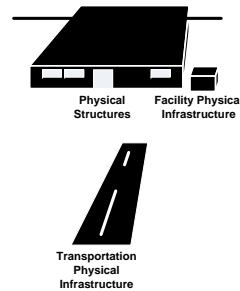
Cutters, Boats, and all attached comms, sensors, and electronics

## Aviation



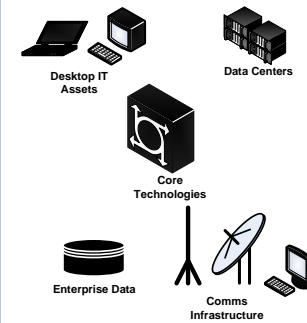
Airframes and all attached comms, sensors, and electronics

## Shore Infrastructure



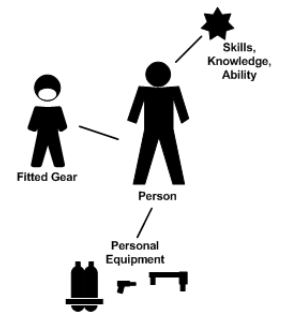
All physical structures plus facility support and transportation infrastructure

## C4IT Service Center



All information infrastructure not physically attached to a moveable asset and Standard workstation

## Personnel Service Center



Military personnel recruitment through retirement support

Who do I call if my cutter, Helo, building, or computer isn't working right or if I need to go to the clinic?

1. Call the old POC
2. Call the Product Line Manager (PLM) for the asset
3. Call the Primary Support Office in my District





# Version 2.0

## Evolving Mission Support Processes

### Strategy

DCMS Strategic Plan /  
Governance

Mission Support  
Performance Goals

Human Capital  
Strategy

### Organization

DCMS HQ Study

DCMS-5 Study

DCMS-8 Study

DCMS-34 Study

APO Study

Field Level Logistics  
Footprint

### Processes

Coast Guard Business  
Model  
Implementation

CFO Compliant  
Transformations

Non-major  
Acquisition  
Management

DCMS Resource  
Management

### Infrastructure and Tools

CG-LIMS  
Implementation

DCMS Human Capital  
Management

DCMS  
Communications /  
Messaging

Mission Support User  
Guide Development





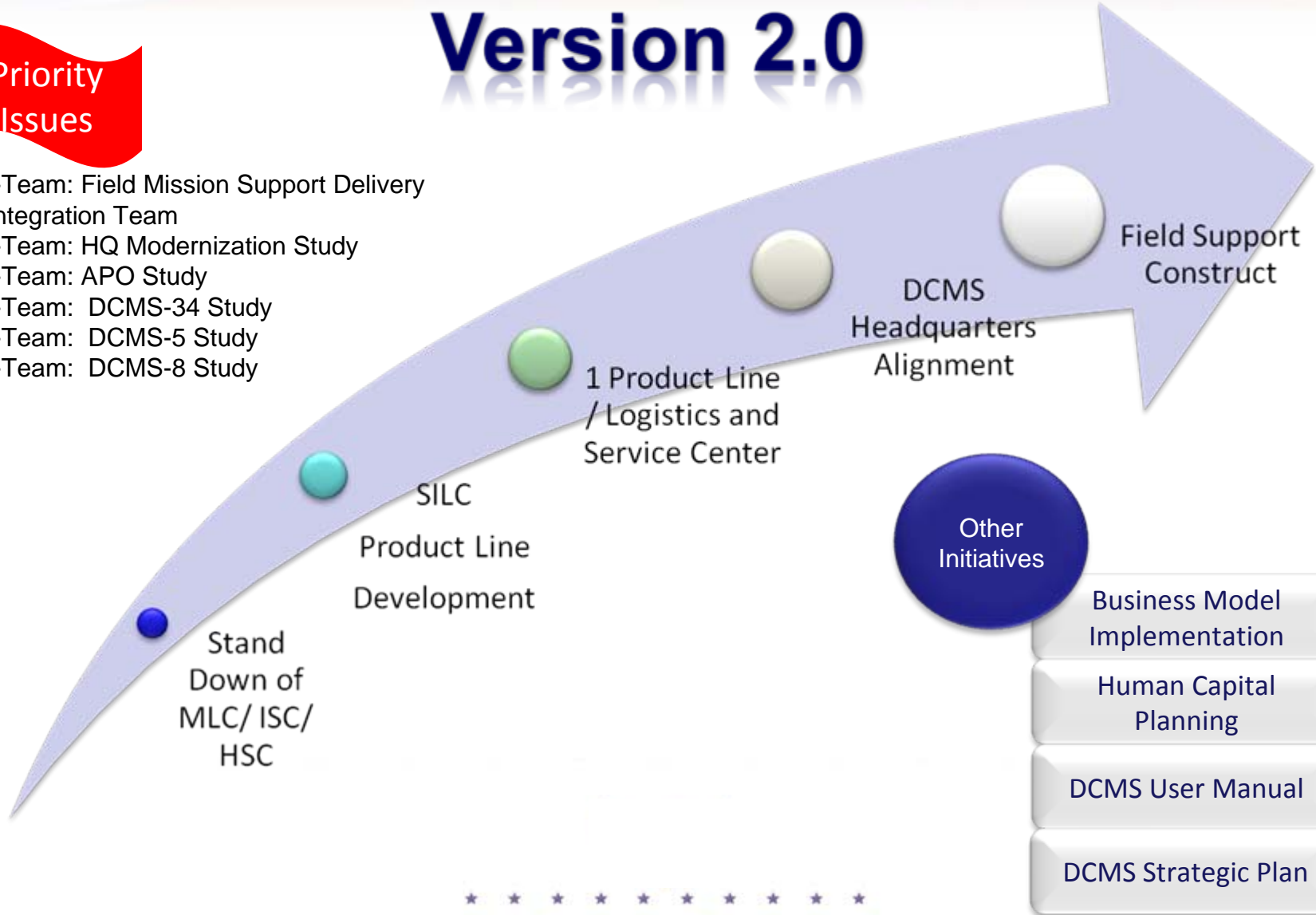


# Evolving Mission Support

## Version 2.0

### Priority Issues

- I-Team: Field Mission Support Delivery Integration Team
- I-Team: HQ Modernization Study
- I-Team: APO Study
- I-Team: DCMS-34 Study
- I-Team: DCMS-5 Study
- I-Team: DCMS-8 Study





# Sustainable Mission Support



Geographically  
Distributed  
Work Force  
Policy



Business  
Process  
Analysis



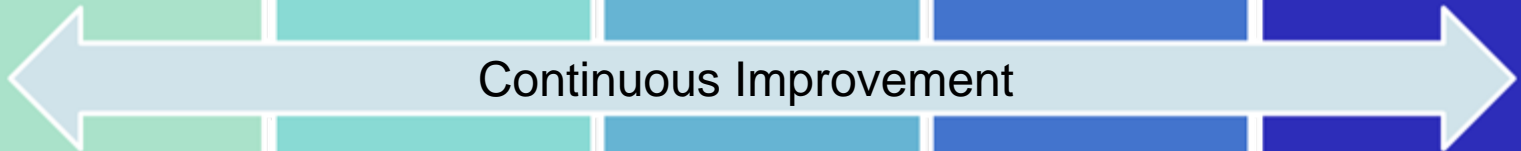
Organizational  
Efficiency



Data Driven  
Decision-  
Making



Lean Six Sigma



Continuous Improvement





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

## **Modernization Update**

RDML James Watson

LANT-3, Operations Division Chief





# OPCOM Mission



## 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.





# OPCOM Vision

## Vision

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





# OPCOM Implementation Progress



## Pre-Authorization:

### – Numbered LANT Construct (New Capabilities)

- Established a Director of Operations and Director of Staff
- Established a Requirements and Analysis Division
- Established a Preparedness Division



### – LANT Command Center

- CIP/COP - CG NCC
- 10 person Watch

### – Increased Synergy

- NAVCEN - ISPLO





# OPCOM Implementation Major Initiatives



## Upon Congressional Approval:

- Disestablish Atlantic Area
- Divest:
  - Major Cutters
- Add
  - Maritime Intelligence Fusion Center Pacific
  - Communications Area Master Station Pacific
  - Pacific Area Districts
- Assume
  - Defense Forces West
  - Regional Combatant Commander's Principal Planning Agent





# The New Construct in Action

- Mission Cognizance
  - Integrated Operations Command Center
- Analytic Studies and Decision Making
  - District Alignment Study
  - Boat Study
  - LORAM
- Better Coordination
  - LANT-51
  - LANT-53
  - LANT-8







# ***FINANCIAL TRANSFORMATION***

## **Modernization Update**

Mr. Martin Rajk

CG-8D





# CFO Mission

The CFO serves as a trusted strategist and financial advisor to the Commandant and senior leadership. The CFO is the Service financial management technical authority to direct financial management activities, modernize financial management systems and strengthen reporting through integrated business processes and solutions.





# CFO Vision

A world-class financial management enterprise that enhances premier mission execution.





# CFO Major Initiatives 2010-2011

- Enhanced/expanded capacity and capability
- Alignment of asset, acquisition and financial management
- Extending audit readiness





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

**Modernization Update**

RADM Timothy Sullivan

Commander, Force Readiness Command  
(FORCECOM);

Deputy Commander, Pacific Area





# 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.





# FORCECOM's Integrated Processes

FC-5



Doctrine, TTP  
& Training

FC-3



Allocation

FC-7



Standardization





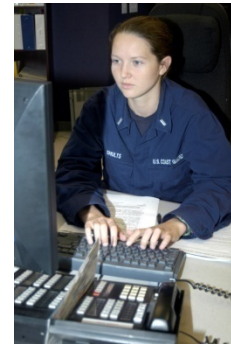
# FORCECOM

## "Making Progress..."



- TTP Innovation from the Field

- GMT Reduction



- Develop Doctrine Structure

- Readiness Dashboard

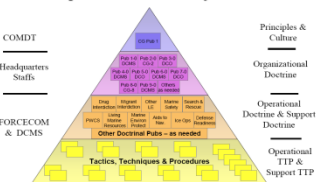
FORCECOM Readiness Dashboard

Overview > WMEC 378 Cutters

Cutter	B-34	Next D/TW	Next Mission TACON	Next Mission	Cutter Status	Personnel	Equipment	Supply	Training	Overall Readiness	CP's Assessment
CDC RIDGETT (000298)			Other	Drig	A						
CDC RUSH (000276)			D17	Push	A						
CDC HAMILTON (000183)			D11	Drig	A	100	100	100	100	100	100
CDC HAMILTON (000140)	12/04/2019	12/29/2019	D11	Push	B						
CDC MILLER (000274)	10/12/2019	10/12/2019	D13	Other	C						
CDC HUNTO (000111)			D17	Push	C						
CDC SHEPARD (000418)			Other	Drig	B						

[Back to Overview](#)

Option 2: Doctrine Pyramid



- Consolidated Assessment Visits

- Global Allocation of Forces







# Closing Remarks



<http://uscg.mil/modernization>





# Back-up Slides





# Back-up Slides

- 1) Gilbert Study – In August 1986, the Commandant concluded that consolidation of some common support functions on an area-wide basis might save resources.
- 2) 1998 – Integrated Operations Command (IOC) evaluation
- 3) 1999 – Longview strategy exercise completed. This was a Comprehensive strategy exercise which identified ten core strategies and a series of related initiatives
- 4) The terror attacks of September 11, 2001 prompted the Coast Guard to build upon the Long View ideas through the next generation of scenario-based planning
- 5) Evergreen I resulted in the development of four strategic imperatives and eleven core strategies
- 6) 2004 – Logistics Management Transformation Office (LMTO) established
- 7) Upon recommendation from the LMTO, the LTPIO was established in July 2005 to carry out the task of transitioning the Coast Guard to a common Logistics Business Model across all asset groups (Aviation, Naval, C4IT, Facilities, and Personnel).
- 8) President publishes strategy for Maritime Security in 2005
- 9) In the Summer/Fall 2005 - Hurricanes Katrina and Rita highlighted even more the need for a system that maximizes resources and response to minimize casualties during national disasters
- 10) Jan 2006 – Project 126 Quick Studies report provided core strategic, operational, and tactical functions for the C2 study
- 11) The CIAO #7 objective to develop a framework to complete the Operational Command and Control organization assessment IAW COMDT was addressed Command and Control Organization (C2) Study Group final report, published in Sep 2006
- 12) CIAO #4 Aug 2006 – Logistics Organizational Alignment Team (LOAT) report was a result of the issuance of CIAO #4 and the approval of the Commandant to transform CG Logistics into a bi-level, life cycle maintenance system and to develop the Mission Support Organization.
- 13) 2006-2009 Evergreen II began from CIAO #6 to ensure the CG renew the Evergreen Cycle and the CG strategic visions to bridge the strategic intent of COMDT Allen to the watch of the next COMDT
- 14) Summer 2006 – Commandant Issues 10 Commandant Intent Action Orders (CIAOs). The CIAOs were issued to direct service wide reorg and strategy development to enable more effective mission execution (language taken from signed memo)
- 15) CIAO #2 objectives achieved in Nov 2006 – CG HQ reaches initial operation capability; reorganizes into numbered staff
- 16) Jan 2007 – Coast Guard Maritime Strategy is published
- 17) Mar 2007 – CIAOs integrated into Modernization Efforts (MEs) (DCO, DCMS, FORSECOM, ORCOM)





# Key Benefits of the 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 long-term successful mission execution**

