

# Mission Support Modernization

The Coast Guard's Modernized Logistics Put to the Test

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# Coast Guard Modernization

- **Key Drivers of Modernization:**
  - Optimal delivery of Mission Support to all 11 statutory mission sets
  - The need to be agile in an All Threats, All Hazards operating environment
- **Modernization was designed to deliver critical services that are pre-planned, responsive, reliable and accountable**
- **Focused on organizing Mission Support organizations into a unified, function-based Mission Support delivery structure**

# 4 Cornerstones of Mission Support

- *Configuration Management* –

- Process for establishing and maintaining consistency of an asset's performance, functional and physical characteristics, and design throughout its service life.

- *Total Asset Visibility* –

- The ability to provide timely and accurate information on the location, movement, status and identity of units, personnel, equipment components and supplies, and have the ability to act on that information (enabled by an enterprise IT System.)

- *Bi-Level Maintenance* –

- Services performed /provided either by a centralized service or logistics center (D-level) or the operational unit (O-level.)

- *Product Line Manager* –

- Single point of accountability; each product line has one product line manager (PLM.) A means of providing focused support to end users, while internally capitalizing on the economies that result from grouping like services together.

# Mission Support Modernization

## What's Worked Well So Far . . .

- **Accountable Logistics and Service Centers (LC/SCs)**
  - Product Line Managers supporting our operational partners
  - Standardizing maintenance & support procedures
  - Supply driven by maintenance needs
  - Mission support for Deepwater Horizon is an emerging best practice and will be the basis for future incidents (a “deployable base” )
- **Benefits:**
  - Increased operational readiness day-to-day and during 2 major contingencies
    - Product Line structure WORKS!
  - Central management of resources increases accountability & our ability to adapt rapidly to respond to major events





# Support Model Put to the Test

- **Haiti – January 2010**

- Largest, real world test of the modernized mission support organization
- First major contingency operation where surface assets were supported under the Mission Support Business Model
- High level of operational readiness realized by deployed people and assets
- Logistical envoys placed in theater at Forward Operating Base GTMO, District 7, Joint Force Haiti J4 Staff and Homeland Security Task Force Southeast



# Mission Support Organization in Haiti

- **Interagency logistics liaisons established**
  - JTF-Haiti J4 Staff
  - 3rd Expeditionary Sustainment Command (Haiti)
- **Staffed LANTAREA IMT Logistics Section**
  - Single touch point for Mission Support
  - Organization
- **Established FOB GTMO**
  - Liaison with CTF-48/NAVSTA GTMO
  - Coordinated flow of critical parts to deployed cutters/aircraft



# Logistics/Service Centers

## Newly Established Product Lines

- Able to reach CG-wide for resources
- Real-time CASREP info provided to Operational Commander
- Pushed logistics support to deployed assets
- Leveraged DOD logistics infrastructure/relationships
- Use of ALC aircraft to move personnel/parts to Clearwater/Miami/GTMO
- Information flow up and down the chain vastly improved
- Central point of accountability for mission support
- Embedded VSU in FOB GTMO to provide cutter support



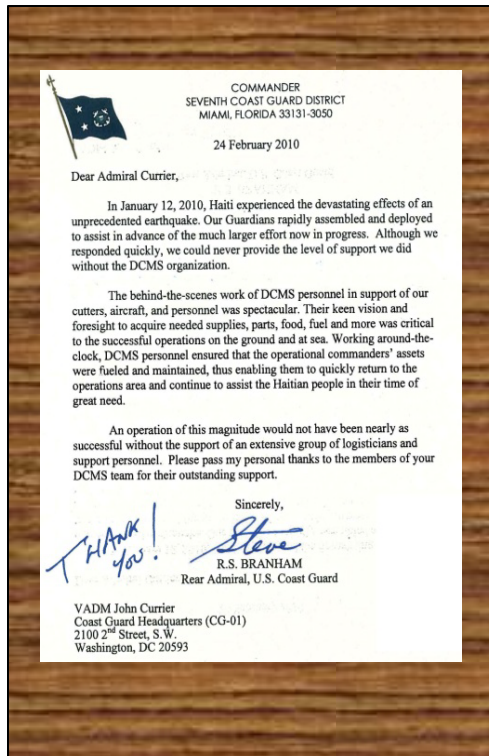
# Mission Support Watchstanders

- Stand a 24x7 watch in the LANT Command Center
- On-site representative for all theater-level logistics issues
- Responsible for contingency and tactical logistics support for all deployed operational assets
- An integration logistics cell has also been embedded in the National Command Center Watch





# Proof the Model Works



**“Although we responded quickly, we could never provide the level of support we did without the DCMS organization...Their keen vision and foresight to acquire needed supplies...was critical to the successful operations on the ground and at sea...”**

**-- RADM R. S. Branham letter dated 24Feb10 as posted on [dcmsblogspot](http://dcms.blogspot)**

# Medical Assistance



- Medical clinic in Killick
- Critical injuries medevac'd
- Transport of medical staff & supplies into Haiti



# Multi-Mission Efforts





# Coordinated Response



- DoD
  - SOUTHCOM
  - JTF-HAITI
  - JFMCC
  - CTF-42
  - TRANSCOM

- DoS
  - USAID-OFDA
  - U.S. Embassy
- GSA

- DHS
  - D-HRT
  - UN
  - MINUSTAH
  - FEMA

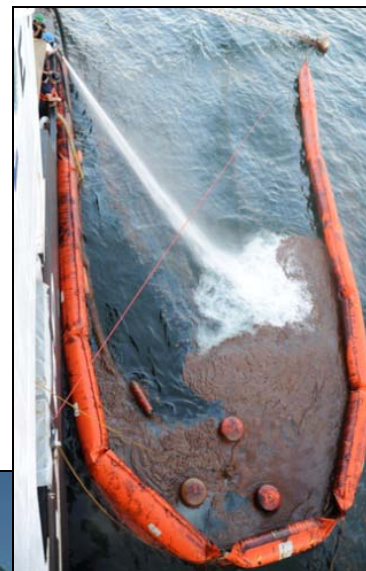
- DOT
  - MARAD





# Deepwater Horizon

- April 20, 2010
- Largest maritime response to oil spill in U.S. history



# Deepwater Horizon USCG Specific Numbers

- **3,300 Coast Guard members on scene**
- **60 cutters deployed to scene (24 in one day)**
- **22 Coast Guard aircraft**







# Unity of Effort

EPA

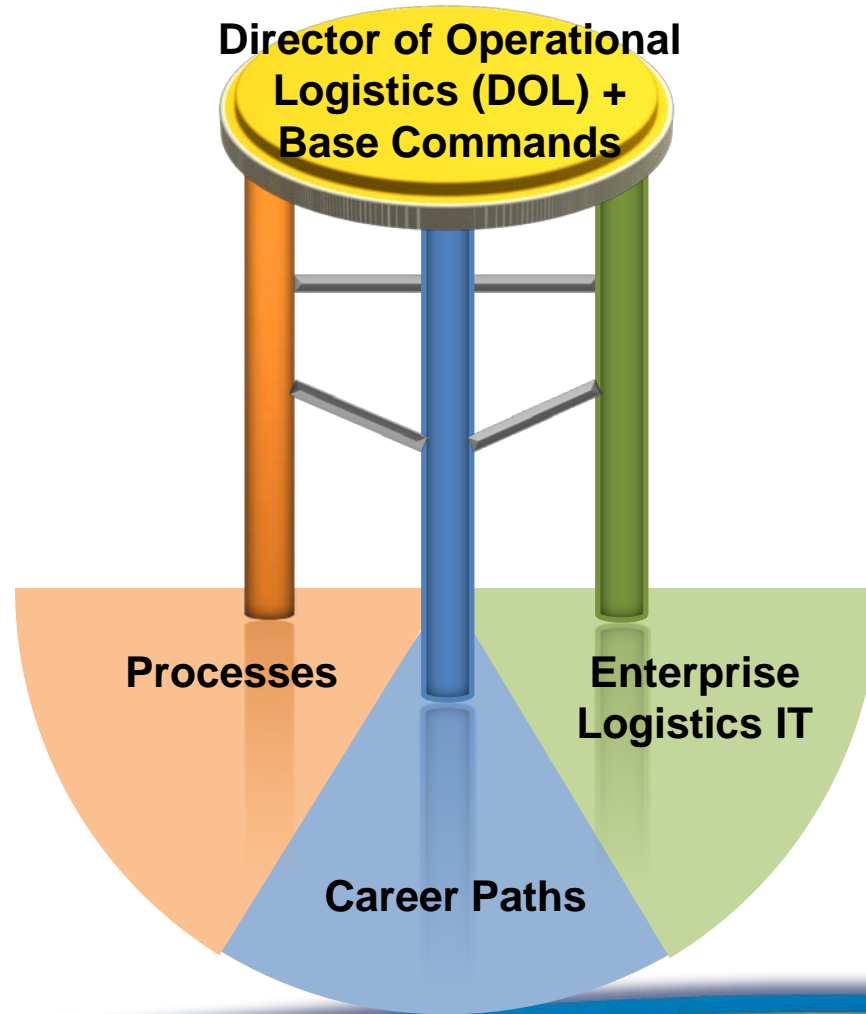
# Building on Lessons Learned

- **Day-to-day oversight of operational logistics for major events - would be more effective in the field**
  - Oversight of operational logistics will be held under a new Director of Operational Logistics
- **Waterfront mission support units now each report to a different Logistics/Service Center**
  - Bases will be established putting the existing local units under Base COs and will provide a single local counterpart for our operational partners
  - Product Lines at our Logistics/Service Centers will continue to control the funds & engineering/technical authority



# Mission Support Next Steps

*To Establish:*



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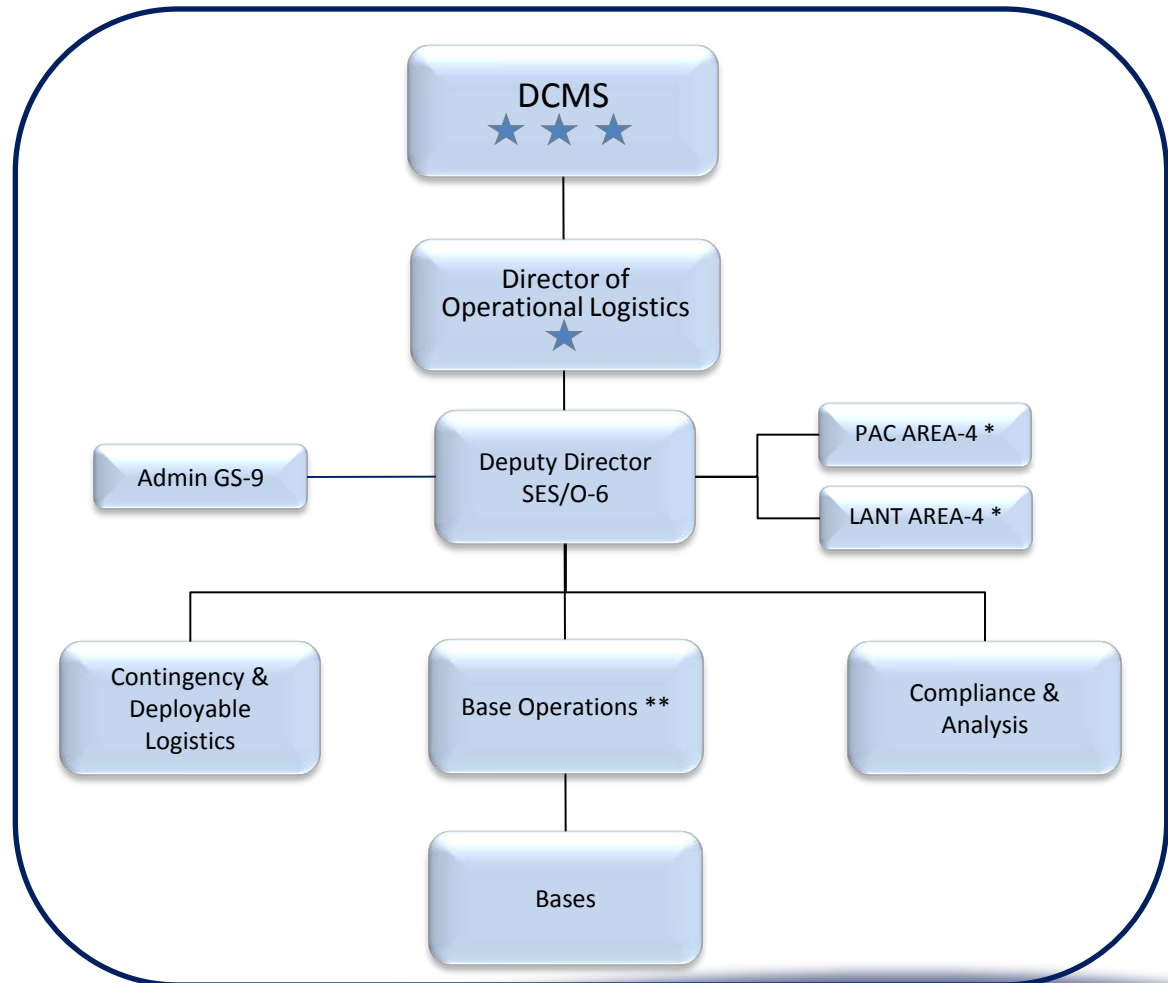
# Questions?



# Director of Operational Logistics (DOL)

## Proposed Functions

- 24/7 DCMS Watch Desk
- Logistics Contingency Planning (National Level)
- Logistics Operations Planning (National Level)
- Base Support
- Base Standardization
- Manage DCMS LCI Program
- Director's Council Chair
- Communications

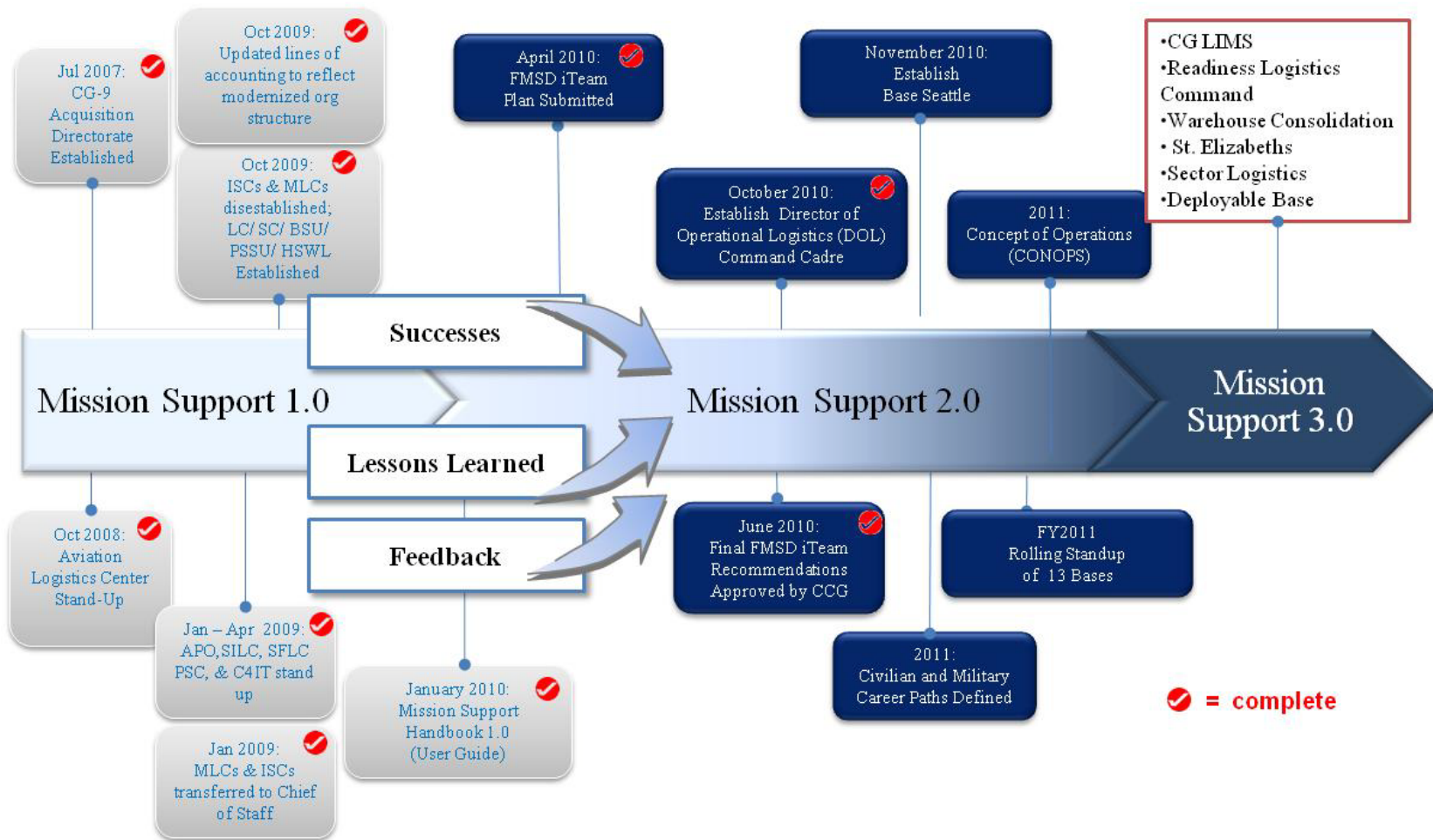


•NOTE \*: Source is the current DCMS-53 East/West Det billet

•NOTE \*\*: Source is the SILC-BSD



# Notional Modernization Timeline





# Establishment of Base Commands

- **13 Coast Guard Base Commands**
  - Deliverer of local/regional mission support logistics supporting Coast Guard operations during steady state operations, contingency response, and for planned events of national significance
- **Single point of accountability to the District Commander and other operational partners – Steady State and Contingency**
- **Base Commanding Officer (CO) will be the direct representative of the future for the Director of Operational Logistics (DOL)**
- **Will function as the logistics integrator during periods of large-scale, unanticipated contingency response in the District Commander's Area of Responsibility**

# Deployable Base

- Reports directly to the Director of Operational Logistics during any contingency
- Capable of:
  - Deploying within 24 hours, with 48 hour CONUS and 72 hour OCONUS contingency response
  - Supporting two simultaneous contingencies
- Equipment will be provided and sustained by respective Logistics/Service Center
- DOL will exercise Deployable Base concept annually (minimum)
- Incorporate a Blue/Gold team concept for personnel overlap and availability
- Daily accountability of Deployable Base personnel will be reviewed and monitored by DOL
- Designations should be based on billet, not person
- Pipeline training for assignment to coded billets must include, at a minimum:
  - ICS Currency for standard requirements plus ICS-351 (Logistics/Finance Section Chief)
  - Joint Logistics (Army Logistics University, Fort Lee, VA)
  - JOPES Executive Level Course (Online, no pre-requisites)
  - Personal Weapons Qualifications
- Minimum equipment packs/Gear Issue: PPE, CBRNE, and Cold/Warm Weather gear

# Concerns & Issues

- **MS 1.0 not yet complete**
  - In place for ~1 year; discovering new challenges as we re-engineer our systems
  - LC/SC's at different levels of organizational maturation
  - Driving for reasoned consistency in PL service delivery where there currently is none (60/40 target)
  - Geographically distributed workforce will yield to consolidation w/enhanced efficiency, learning & service levels
- **Forging ahead with key PL initiatives when appropriate (e.g. PBPL, consolidated POP board, etc.)...consistent with the cornerstones of modernization**

# Concerns & Issues

- **MS 2.0 Challenges**

- Breaking down cultural barriers
  - Technical authority versus command authority, matrixed relationships
  - Specialty expertise versus broadened leadership
  - Competency-based command versus “key leadership” positions
- Areas, Districts own “O” level mission support activities but LC/SC is required
- Bases beyond first 13 require collaboration with operational partners – “what makes sense”