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FM COMDT COGARD WASHINGTON DC//CCG//
TO ALCOAST
BT

UNCLAS //N05400//
ALCOAST 291/10
COMDTNOTE 5400

SUBJ: SHIPMATES 4: STEADY THE SERVICE - MISSION SUPPORT

A. COMDT COGARD WASHINGTON DC 261800Z MAY 10/ALCOAST 271/10

1. SHIPMATES, MOVING MODERNIZATION FORWARD TO COMPLETION IS ONE OF MY HIGHEST PRIORITIES AND CENTRAL TO MY PRINCIPLE OF STEADYING THE SERVICE. AS OUTLINED IN REF A, MY DESIRED END STATE IS TO PUT IN PLACE AN ORGANIZATION THAT EVERYONE UNDERSTANDS. OUR PEOPLE NEED TO KNOW WHO THEY WORK FOR, WHAT THEIR AUTHORITIES ARE, AND WHO TO CALL TO GET THE TOOLS THEY NEED TO GET THEIR JOB DONE. THESE ARE BASIC TENETS OF A MILITARY ORGANIZATION THAT RELATE TO RESPONSIBILITY, AUTHORITY, ACCOUNTABILITY, AND UNITY OF COMMAND. THIS ALCOAST ADDRESSES A KEY ELEMENT; FIELD LEVEL MISSION SUPPORT.

2. MISSION SUPPORT WAS REALIGNED IN OCT 2009 FROM THE MLC/ISC STRUCTURE TO THE LOGISTICS AND SERVICE CENTERS. THE RESULTING ORGANIZATION LEVERAGED THE FOUR CORNERSTONES OF MISSION SUPPORT (TOTAL ASSET VISIBILITY, BI-LEVEL MAINTENANCE, CONFIGURATION MANAGEMENT AND PRODUCT LINE MANAGEMENT). BASED ON SUCCESSES AND INCORPORATING LESSONS LEARNED FROM EVENTS SUCH AS THE HAITIAN OPERATION AS WELL AS YOUR FEEDBACK, WE ARE NOW FOCUSING OUR EFFORTS ON MISSION SUPPORT AT THE POINT OF SERVICE DELIVERY IN THE FIELD. A DESIRED EFFECT IS TO PUSH OPERATIONAL LOGISTICS SERVICE/SUPPORT LEADERSHIP AND MANAGEMENT FROM THE HEADQUARTERS STAFF OUT TO THE FIELD FOR IMPROVED ALIGNMENT WITH OPERATIONAL COMMANDERS. THIS NEW ORGANIZATION WILL FIT SEAMLESSLY IN THE COAST GUARDS FULLY MODERNIZED CONSTRUCT, PROVIDING OPERATIONAL COMMANDERS WITH APPROPRIATE LOGISTICS COMMAND AND CONTROL IN BOTH STEADY STATE AND CONTINGENCY SITUATIONS.

3. THE NEW FIELD STRUCTURE FEATURES THE FOLLOWING:

A. DIRECTOR OF OPERATIONAL LOGISTICS (DOL) - A SINGLE FLAG LEVEL OFFICER (NOT AN ADDITIONAL FLAG OFFICER, IT WILL BE REALLOCATED FROM ANOTHER POSITION) WHO WILL OVERSEE TACTICAL LEVEL MISSION SUPPORT DELIVERY AND REPORT DIRECTLY TO THE DCMS/CHIEF OF STAFF. THE DOL WILL BE THE SINGLE POINT OF ACCOUNTABILITY TO BOTH AREA COMMANDERS IN STEADY STATE AND CONTINGENCY OPERATIONS AS WELL AS THE FOCAL POINT FOR

MISSION SUPPORT STANDARDIZATION AND COMPLIANCE. THE DOL WILL ALSO SUPERVISE THE NEWLY FORMED BASE COMMANDS.

B. BASE COMMANDS - OVER THE NEXT SEVERAL MONTHS, BASE COMMANDS WILL BE FORMED AT 13 LOCATIONS WITH AT LEAST ONE BASE PER DISTRICT. THE FUNCTION OF THE BASE COMMANDER WILL BE TO CONSOLIDATE COMMAND AUTHORITY/RESPONSIBILITY/ ACCOUNTABILITY, COORDINATE DCMS ACTIVITIES, PRESENT A COMMON POINT OF INTERACTION WITH THE DISTRICT COMMANDER AND, IN A CONTINGENCY, SERVE AS THE DISTRICT COMMANDERS DCMS STAFF ELEMENT. BI-LEVEL PRODUCT LINE SERVICE DELIVERY WILL NOT BE AFFECTED BY THIS CHANGE.

C. AREA/DISTRICT STAFFS - SMALL MISSION SUPPORT STAFFS WILL BE PLACED AT EACH AREA. EACH DISTRICT WILL HOST A LOGISTICS STAFF ELEMENT THAT IS A COMPONENT OF AN ASSOCIATED BASE COMMAND. THE STAFFS WILL PROVIDE CONTINUITY BETWEEN OPERATIONAL AND MISSION SUPPORT COMMUNITIES.

D. SECTOR LOGISTICS - UNDER THIS CONSTRUCT THERE ARE TWO CLASSES OF SECTOR LOGISTICS DEPARTMENTS; THOSE THAT ARE CO-LOCATED WITH A BASE COMMAND AND THOSE THAT ARE STAND ALONE. CO-LOCATED SECTORS WILL RECEIVE SOME OPERATIONAL LEVEL MISSION SUPPORT AND SHARED SERVICES FROM THE BASE COMMAND. STAND ALONE SECTORS WILL CONTINUE TO RECEIVE SUPPORT FROM THEIR ORGANIC LOGISTICS DEPARTMENTS THROUGH DIRECT CONTACT WITH APPROPRIATE PRODUCT LINES. THE ISSUE OF PROPER RESOURCING FOR SECTOR LOGISTICS IS ONE OF MY TOP PRIORITIES AND WILL BE ADDRESSED BY THE DCMS IMPLEMENTATION TEAM.

E. LOGISTICS/SERVICE CENTERS- WILL CONTINUE TO MAINTAIN THEIR CURRENT FLOW OF SERVICE AND LOGISTICS RESOURCES, IN ADDITION TO MAINTAINING TECHNICAL AUTHORITY.

4. THE IMPLEMENTATION PLAN FOR THIS EFFORT HAS THREE MAJOR COMPONENTS; BUSINESS PROCESSES, HUMAN CAPITAL, AND COMMAND AND CONTROL STRUCTURES. PRIOR TO FULL ESTABLISHMENT OF THE BASE COMMAND CONSTRUCT, AUTHORITIES, RULES FOR INTERACTION AND MISSION SUPPORT CAREER PATHS WILL BE WELL DEFINED. OVER THE NEXT FEW MONTHS WE WILL BEGIN REALIGNMENT OF THE DOL AND THE 13 BASE COMMANDS. A REVIEW OF SUBORDINATE LEGACY SUPPORT COMMAND STRUCTURES (ESU, NESU, CEU) WILL BE CONDUCTED DURING FY11 WITH COMPLETION OF FIELD MISSION SUPPORT IMPLEMENTATION IN FY12.

5. I AM COMMITTED TO SEEING THIS PLAN IMPLEMENTED WITH MINIMAL PERSONNEL IMPACT; HOWEVER, SOME IS INEVITABLE. IT IS INCUMBENT ON EACH OF US TO HELP EACH OTHER THROUGH THIS TRANSITION, FOCUS ON THE FUTURE STATE AND MOVE FORWARD SMARTLY TO FULLY REALIZE CONSISTENT AND ROBUST FIELD MISSION SUPPORT. WE WILL CONTINUE TO WORK CLOSELY WITH OUR UNION PARTNERS THROUGHOUT THIS IMPLEMENTATION.

6. I GREATLY APPRECIATE THE EFFORTS OF THE DCMS FIELD MISSION SUPPORT DELIVERY INTEGRATION TEAM IN DEVELOPING THIS PLAN. PROGRESS WILL BE REPORTED IN FUTURE SITREPS. DETAILED INFORMATION WILL BE AVAILABLE AT THE MISSION SUPPORT COLLABORATION SPACE ON CG PORTAL AT [HTTPS://CGPORTAL.USCG.MIL/LOTUS/MYQUICKR/DCMS-](https://cgportal.uscg.mil/lotus/myquickr/dcms-) (USE IN LOWER CASE) AND ON THE DCMS BLOG SITE ([HTTP://DCMSLOG.BLOGSPOT.COM/.](http://dcmslog.blogspot.com/))

7. RELEASED BY ADM BOB PAPP, COMMANDANT
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