

“A Year of Significant Progress”
Coast Guard Modernization and Strategic Transformation

“The modernization and strategic transformation the Coast Guard is undertaking is about looking into the future and repositioning the Service to best serve the Nation far into the 21st Century.”

-Adm. Thad W. Allen, Commandant, U. S. Coast Guard

Shortly after taking office May 25th, 2006, Coast Guard Commandant, Admiral Allen, issued ten (10) Commandant Intent Action Orders (CIAOs) which form the framework for the modernization and strategic transformation the Coast Guard is undergoing to ultimately be best organized for optimal mission execution.

A short summary of the 10 CIAOs or modernization/transformation initiatives follows:

- (1) Consolidate the Acquisition Directorate (G-A) with the Integrated Deepwater System Directorate (G-D) to improve the effectiveness and efficiency of our total acquisition system.
- (2) Complete the reorganization of HQ staff into numbered staffs (CG-1, CG-2, CG-3, etc) to improve the way we develop policy and manage resources for the Coast Guard, and better align with DoD.
- (3) Develop plans for establishing a new Deployable Operations Group (DOG) that will integrate our special deployable forces into the third and final leg of our trident force structure (in addition to shore-based forces and maritime patrol and interdiction Deepwater forces).
- (4) Realign the Coast Guard’s logistics organization to reduce the burden on our field units, control costs, and improve accountability.
- (5) Review our financial accounting system to improve its accuracy, accountability, and alignment with the Department of Homeland Security.
- (6) Develop and publish a comprehensive Coast Guard Maritime Direction document that provides a strategic framework for planning maritime Safety, Security, and Stewardship responsibilities of the Coast Guard through the next four years.
- (7) Develop a new operational framework for the Coast Guard to execute our missions more effectively and efficiently. This effort will focus on the command and control structure needed to effectively execute our missions through our new force structure.
- (8) Create a new human resource strategy to support our organizational changes.
- (9) Conduct a comprehensive review of our Reserve Component mission support system.
- (10) Implement a service oriented architecture (eCG) to better serve the needs of all of our internal and external customers.

The modernization and strategic transformation the Coast Guard is embarking on is centered on these 10 interrelated initiatives, and will ultimately transform our command and control structure, our support system, and our business practices to better enable the Service to keep pace with our rapid growth and the significant expansion of the diverse responsibilities we face in today’s complex, dynamic operating environment. This modernization will better align the Coast Guard with DoD, DHS, and our interagency partners, it will improve the condition and well being of our workforce, significantly enhance our overall readiness management, and best prepare us, operationally and resource-wise for sustainable mission execution for far into the 21st Century.

Tremendous planning efforts and extensive work have been on-going since last summer to further these modernization and transformation initiatives, and as a result, significant progress has been achieved. Including the following key milestones:

In November 2006 Coast Guard Headquarters reached Initial Operating Capability with the reorganization into numbered staffs (CG-1, CG-2, CG-3, etc.). This will structure the Coast Guard’s alignment with DoD components and DHS and better integrate its operating programs; which will help improve the way the Coast Guard develops policy and manages resources.

In January of this year, the Coast Guard published the comprehensive “U. S. Coast Guard Strategy for Maritime Safety, Security, and Stewardship.” Developed in response to transformation effort number 6 above, one of the key principles of the "Coast Guard Strategy," as noted by Admiral Allen, is to guide the strategic modernization and transformation of the Coast Guard. It lays out the necessary changes required to strengthen maritime regimes, achieve domain awareness, and enhance operational capabilities, and is the Coast Guard's commitment to the American people to remain Semper Paratus for all hazards and all threats.

In July, two major milestones will be reached when first; CG-9 will reach Initial Operating Capability under the leadership of the Assistant Commandant for Acquisition, consolidating the Acquisition Directorate with the Integrated Deepwater System Directorate (G-D). This consolidation will enable the Coast Guard to execute more effective project management and acquisition governance, better align the Service with DHS's procurement organization, and ultimately enable the Coast Guard to become the model for mid-size Federal Agency acquisition and procurement.

Soon after, in late July, RDML Thomas Atkin will officially take command of the new Deployable Operations Group (DOG) as it reaches its Initial Operating Capability. The DOG will integrate our special deployable forces into the third and final leg of our trident force structure (in addition to shore-based Sector forces and maritime patrol and interdiction Deepwater forces). This will provide the Coast Guard the capability to adapt force package and will significantly enhance unity of effort within DHS, with DoD, and with all of our Interagency partners as we sustain mission execution in today's all threats, all hazards dynamic operating environment.

The planning and implementation phases of the 10 Commandant Intent Action Orders have evolved significantly since their promulgation last summer, and they have now been combined to makeup the Coast Guard's 5 main Modernization and Transformation Efforts. These include the modernization of Coast Guard Headquarters/Financial Management systems, the development of the Deputy Commandant for Operations (DCO) to manage all operational programs, the development of the Deputy Commandant for Mission Support (DCMS) to oversee the Coast Guard's support and logistics systems/processes, and the notional plans to transform the 2 Area Commands into Coast Guard Operations Command (CG OPCOM), the primary unit responsible for Coast Guard mission execution, and Coast Guard Forces Readiness Command (CG FORCECOM) to manage the overall readiness capabilities of the Service. For further detail regarding each of these Modernization and Transformation Efforts please review the extensive information contained on this section of CG Central.

Realizing that these 5 critical efforts must be meticulously planned and carefully synchronized, Admiral Allen has stood up a Strategic Transformation Team (STT) at Coast Guard Headquarters. This team will be led by Rear Admiral Jody Breckenridge and staffed by approximately 16 full-time employees. The STT will be supported by a Core Team consisting of representatives for each of the Modernization and Transformation Efforts, as well as representatives from key directorates at Coast Guard Headquarters that manage billet structures, personnel, budgetary concerns, etc. The primary responsibility of the STT will be to direct the synchronized, integrated and aligned implementation of the Coast Guard's overall Modernization and Transformation Efforts.

The progress described above is only a sample of the hard work which has been on going over the last year to begin the modernization of our Service, which will ultimately make our support system more responsive to our operators, make our force structure more responsive to mission execution, and make the Coast Guard more responsive to our Nation. There is much more to be done, but we are making tremendous progress; progress that would not be possible without everyone in today's Coast Guard. Together, we are making our Coast Guard- ready for tomorrow.