



Coast Guard Modernization

Commandant Intent Action Order
(CIAO)–Based Modernization
of the U.S. Coast Guard

Pre-decisional



All of Us, Working Together Today, To Ready Our Coast Guard for Tomorrow



- Making our force structure more responsive to Mission Execution.
- Making our support system more responsive to our operators.

And

- Making our Coast Guard more responsive to our Nation.



Mission Execution



The Coast Guard's "World of Work"-

- We provide for the safety, security and stewardship of America's maritime interests wherever the Coast Guard operates.
- Our people, platforms and partnerships are critical to doing this through our three principal force structures:
 - Shore-based multi-mission forces (Sectors);
 - Maritime patrol and interdiction forces (Deepwater);
 - Specialized deployable forces (Deployable Operations Group)



Need for Purposeful Change



“We live in a world of dynamic threats and hazards and must adapt accordingly. We will not change for change’s sake but purposefully, with strategic intent and always focused on our first priority and duty to the Nation: Mission Execution.”

- Coast Guard Commandant, Admiral Thad W. Allen



Modernization



To adapt to today's operational environment and sustain mission execution into the future we must:

- take immediate steps to reorganize our operational forces,
- improve our service and support systems,
- better align with our departmental and interagency partners, and
- make our logistics and financial systems more efficient and accountable.

CIAO 6 CGS

STRATEGY





CIAO 1 - (ACQ) Acquisition Directorate and the Integrated Deepwater System Consolidation



The Coast Guard's Acquisition Directorate (G-A); Deepwater (G-D) staffs; the Office of Procurement Management (CG-85); Office of Research, Development, and Technical Management (CG-66); the Research and Development (R&D) Center; and the Head Contracting Authority (HCA) will be consolidated under the leadership of the Assistant Commandant for Acquisition (CG-9).

End States:

- Become a model for mid-size Federal Agency acquisition and procurement.
- Align with DHS procurement organization.
- Align with Coast Guard mission support organization.
- Improve efficiency of human capital.
- Execute more effective project management and acquisition governance.

Projected Stand Up of CG-9: 29 June 2007



CIAO 2 – (HQ) USCG Headquarters Transition to Numbered Staffs



The Coast Guard Headquarters' staff will be reorganized into numbered staffs (CG-1, CG-2, CG-3, etc.) to improve the way the Coast Guard develops policy and manages resources and to enable better alignment with the Department of Defense (DoD).

End States:

- Integrate all Coast Guard operating programs.
- Structure alignment with DoD components.

Projected Full Operational Capability Timeline: End of Fiscal Year 2008



CIAO 3 – (DOG) Deployable Operations Group Implementation



The Coast Guard will establish a Deployable Operations Group (DOG). The mission of the DOG will be to provide organized, equipped, and trained deployable, specialized forces to Coast Guard, DHS and interagency operational and tactical commanders. These forces will deploy in support of national requirements as tailored, integrated force packages, across the United States and other high interest areas.

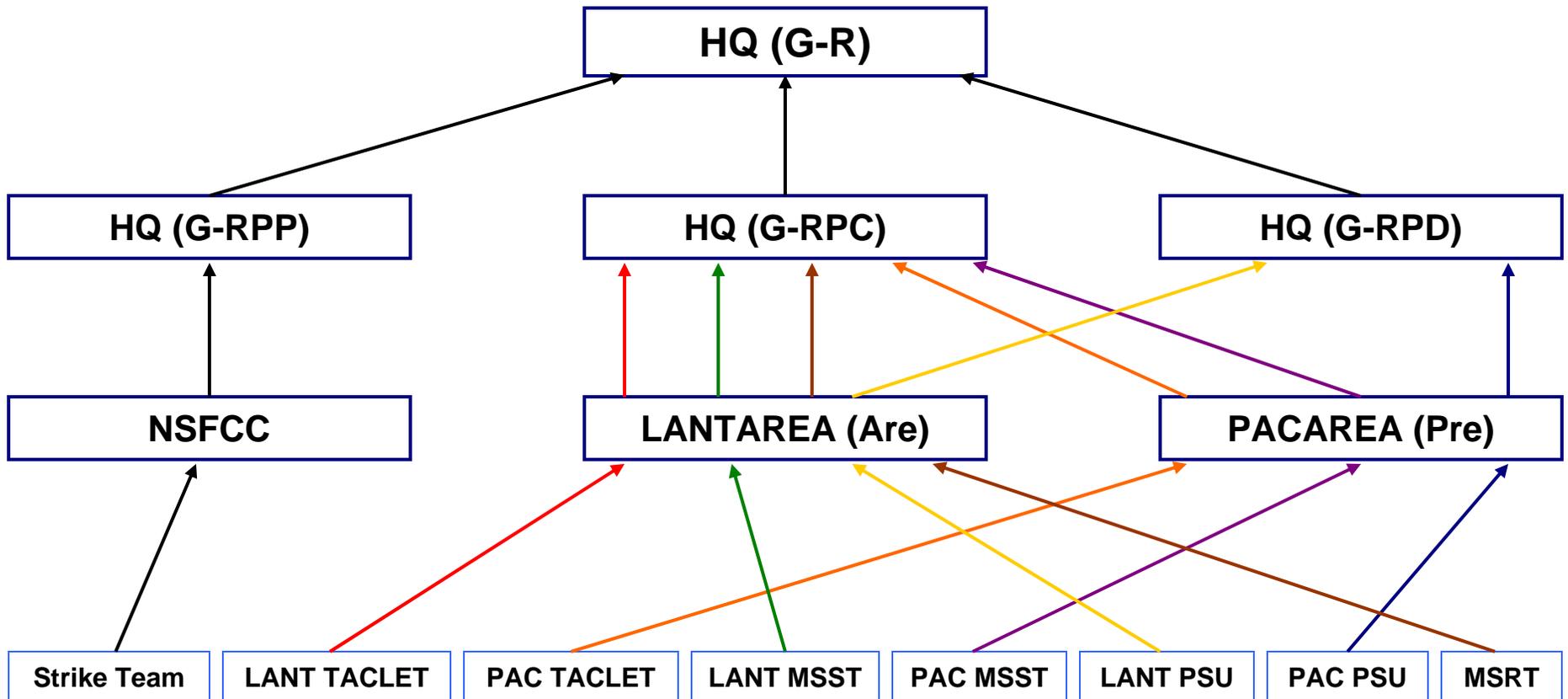
End States:

- Provide adaptive force packages for all threats, all hazards.
- Enhance unity of effort within DHS, DoD, and inter-agency.

Projected Full Operational Capability Timeline: End of Fiscal Year 2008

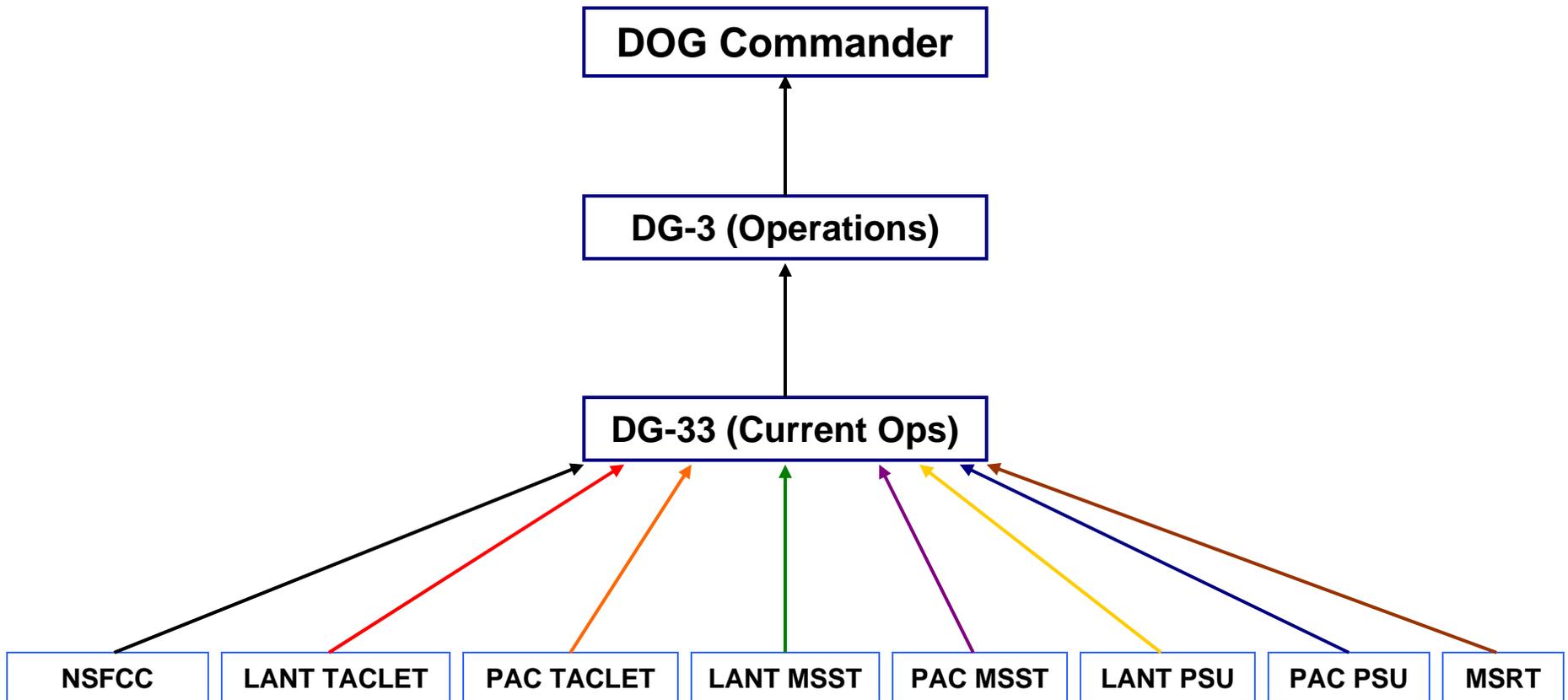


U.S. Coast Guard Pre-Deployable Operations Group (DOG)





U.S. Coast Guard Deployable Operations Group (DOG)





CIAO 4 – (LOG) Logistics Organizational Alignment



The Coast Guard will develop and implement a mission focused support structure. The proposed organization will be designed to support operational mission effectiveness at the lowest achievable costs, improve control and accountability, centralize control of depot maintenance and supply chain management, achieve and sustain Chief Financial Officer audit compliance, and better facilitate the ongoing logistics transformation to achieve the goals of the Logistics Transformation Program Integration Office (LTPIO).

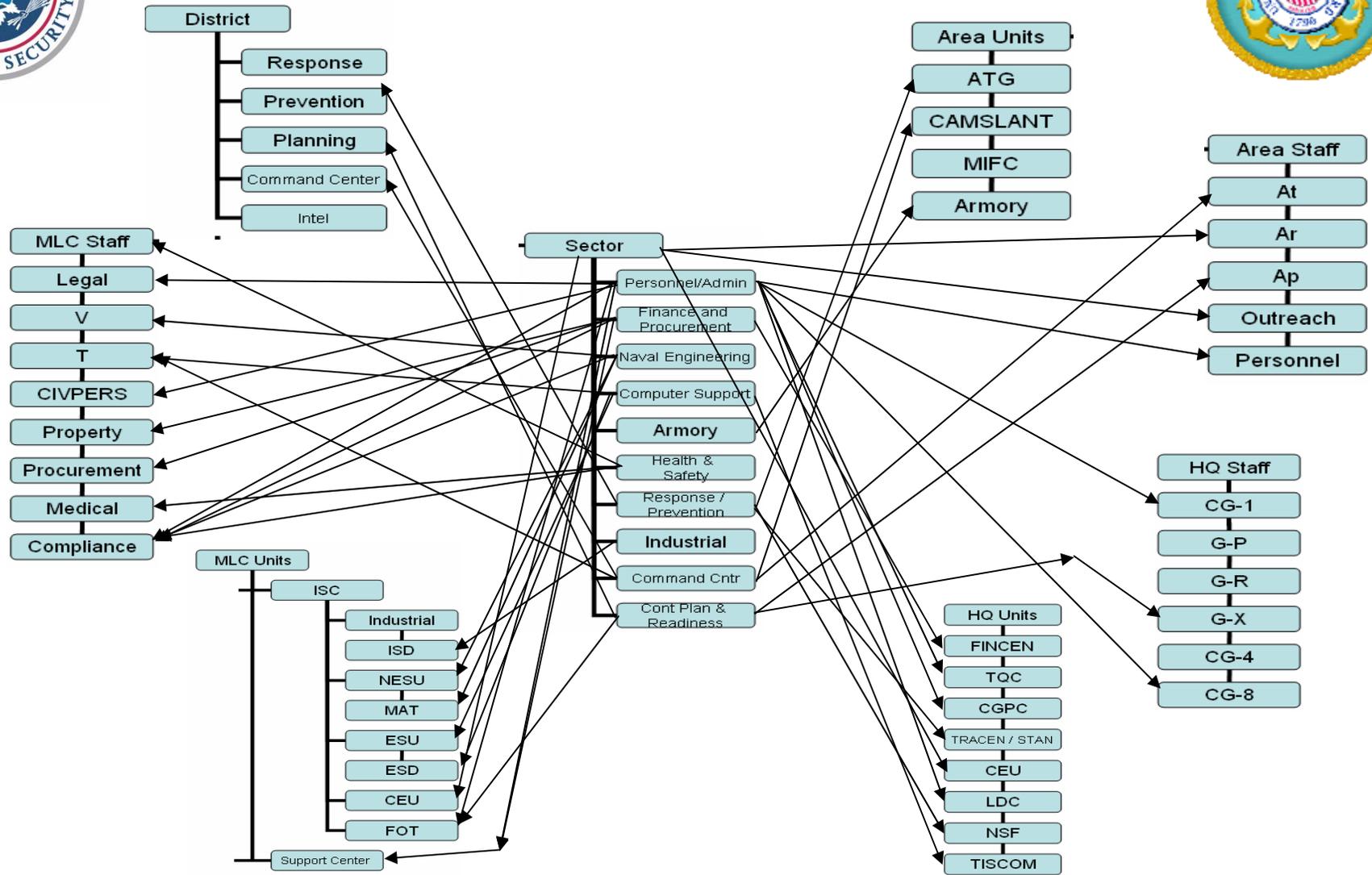
End States:

- Bi-level maintenance w/more standardized procedures.
- Centralized supply chain management w/spending driven by maintenance requirements.
- Disciplined/standard Coast Guard-wide engineering and logistics business processes, modeled after our internal best practices currently in use in aviation.
- Strong configuration management processes, w/associated compliance inspections, to ensure all configurations are safe, effective, and supportable when installed.
- Reduce the number of financial and information systems.

Projected Full Operational Capability Timeline: End of Fiscal Year 2010



Today's Logistics "Flow"





Logistics Flow with notional Mission Support Organization Implemented



Pre-decisional

Mission Support, after IOC

Aviation Logistics Center
Product Line

Surface Forces Logistics Center
Product Line

C4I Logistics Center
Product Line

Shore Infrastructure
Logistics Center
Product Line

**Service Centers
(HR, Contracting, etc.)**

"Pushed" Products & Services Supporting Assets

Engineering support, technical authority,
supply chain management, technical
documentation, including:

- Spares, maintenance manual, tools & test equipment, tech pubs
- Depot maintenance (scheduled & unscheduled)
- Materiel condition reports
- Contract field teams (oversee PBL/CLS support & procure spares)
- Time critical technical order kit delivery
- HR services, contracting support, etc.

**OPERATIONAL
UNITS**

(Sector,
AIRSTA,
Cutter,
TRACEN
etc.)



CIAO 5 – (FIN) Financial Management Transformation and CFO Audit Remediation



The Coast Guard's financial management system will be revamped and accountability and internal controls will be improved. The Coast Guard will aggressively pursue, support, and contribute to the DHS goal of earning a clean audit opinion on the DHS consolidated financial statement and implement solutions to systemic issues to ensure sustainable success in future financial audits. The Coast Guard will also provide improved financial management tools for use by operational units.

End States:

- Achieve unqualified Chief Financial Officer audit opinion.
- Improve financial systems.
- Improve control of funds/base management.
- Support optimal mission execution while reducing workload at operating units.

Projected Full Operational Capability Timeline: End of Fiscal Year 2011



CIAO 6 – (CGS) USCG Maritime Strategy and the Evergreen Cycle of Strategic Renewal



The Coast Guard developed a comprehensive strategy based on the previous Evergreen Strategies (developed in 2003) and current policy drivers in order to provide enterprise-wide strategic intent for the Coast Guard through the next 4-5 years. This new strategy, the *U.S. Coast Guard Strategy for Maritime Safety, Security and Stewardship*, was signed on 19 January 2007 and an engagement plan is now being developed.

End States:

- Strategy driven/mission-focused Coast Guard (CGS/Evergreen II).
- Set service priorities for budget, legislative proposals, rule making, and international activities during ADM Allen's tenure as Commandant (CGS).
- Establish a continuous cycle of strategic renewal for developing enterprise-wide intent for both current and long term planning (Evergreen II).

Projected Full Operational Capability Timeline: Fiscal Year 2007



CIAO 7 – (C2) Assessment of Coast Guard Command and Control Organization



The Coast Guard will develop an operational framework to ensure it is optimally designed to facilitate the timely and accurate flow of information and direction between the strategic, operational, and tactical levels of mission execution. This will result in a command and control system that is more agile, adaptive and responsive, so as to improve mission execution and effectiveness.

End States:

- Improve readiness and mission execution.
- Enable unity of effort within DHS and at all levels of government.
- Improve organizational effectiveness and efficiency.

Projected Full Operational Capability Timeline: End of Fiscal Year 2010



CIAO 8 – (HR) Human Resource Strategies to Support Coast Guard Maritime Strategy



The Coast Guard will develop a process by which it can know human capital requirements (i.e., Manpower Requirements Determination (MRD)) using a common language with which to express those requirements. The Coast Guard will also balance expert and broadened organizational knowledge in the officer corps (i.e., Officer Corps Management System (OCMS)). The Coast Guard will then employ an information system to identify and close competency gaps, and promote career management.

End States:

- Prepare work force for future.
- Support repeatable/verifiable staffing decisions.
- Align with DHS Chief Human Capital Officer organization.

Projected Full Operational Capability Timeline: End of Fiscal Year 2009



CIAO 9 – (RC) Reserve Component Mission Support System



The Coast Guard will develop a new Reserve Component mission support system and implementation plan based on a comprehensive review of the current Reserve Component mission support system. It will develop Coast Guard policy on contingency planning assumptions for staffing Contingency Personnel Requirements List (CPRL) which will provide standard methodology to determine the size of the Selected Reserve (SELRES). The Coast Guard will also define the future of the Port Security Specialist (PS) rating.

End States:

- Optimize use of Reserve Component.
- Increase readiness by improving training and administrative support in new threat environment.

Projected Full Operational Capability Timeline: End of Fiscal Year 2010



CIAO 10 – (eCG) eCG Oriented Architecture Implementation



Enhance Coast Guard mission performance through optimal Command, Control, Communications, Computers, and Information Technology (C4IT) enterprise investments and management. The new service oriented architecture (eCG) will better serve the needs of all internal and external customers. Establish the Chief Information Officer (CIO) as the single Coast Guard director of C4IT, accountable to senior leadership and end users for complete delivery of eCG aligned with Logistics Transformation principles and practices.

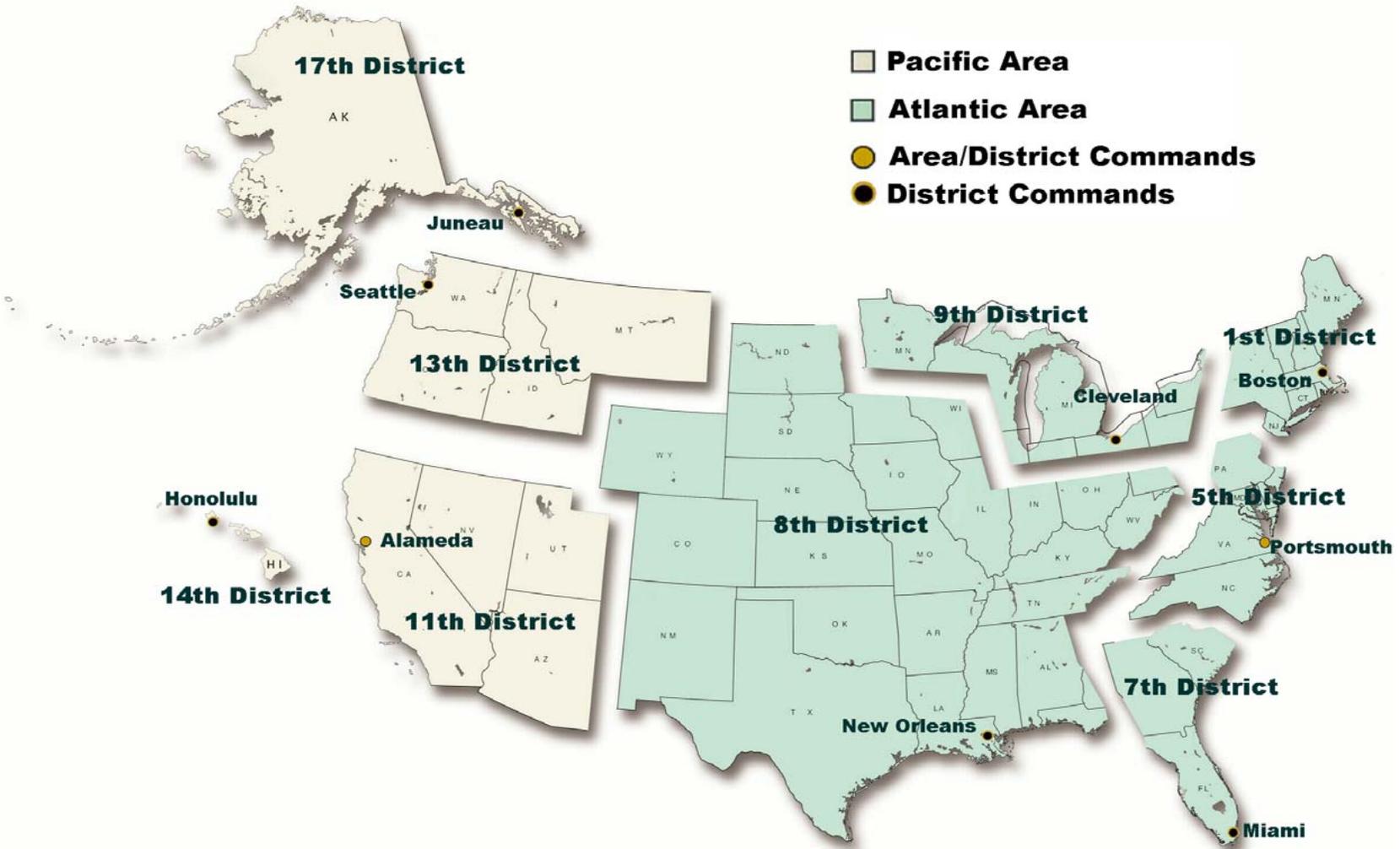
End States:

- Align with DHS enterprise architecture and infrastructure enhancements
- Improve management, acquisition, and use of information technology to support mission execution
- Implement best government and industry C4IT practices to support the centralization of funding/staffing and to manage highly effective C4IT systems
- Align with new servicewide logistics system

Projected Full Operational Capability Timeline: End of Fiscal Year 2011

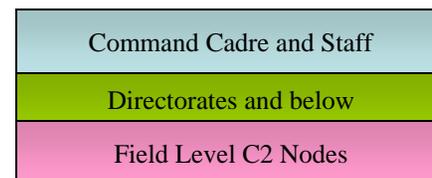
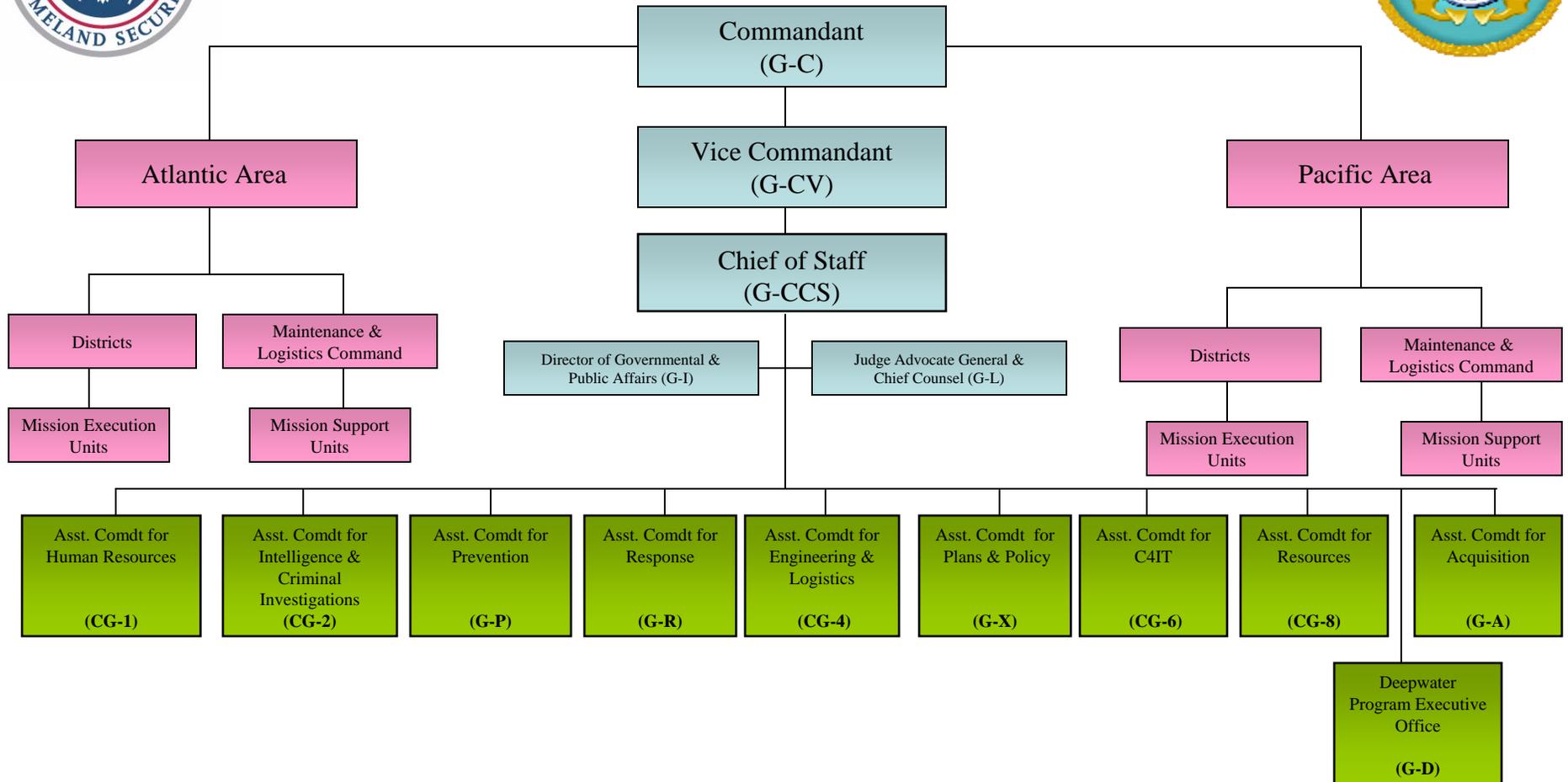


Current Coast Guard Area and District Geographical Boundaries

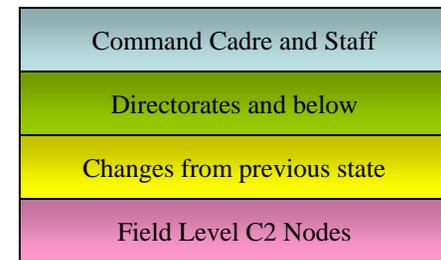
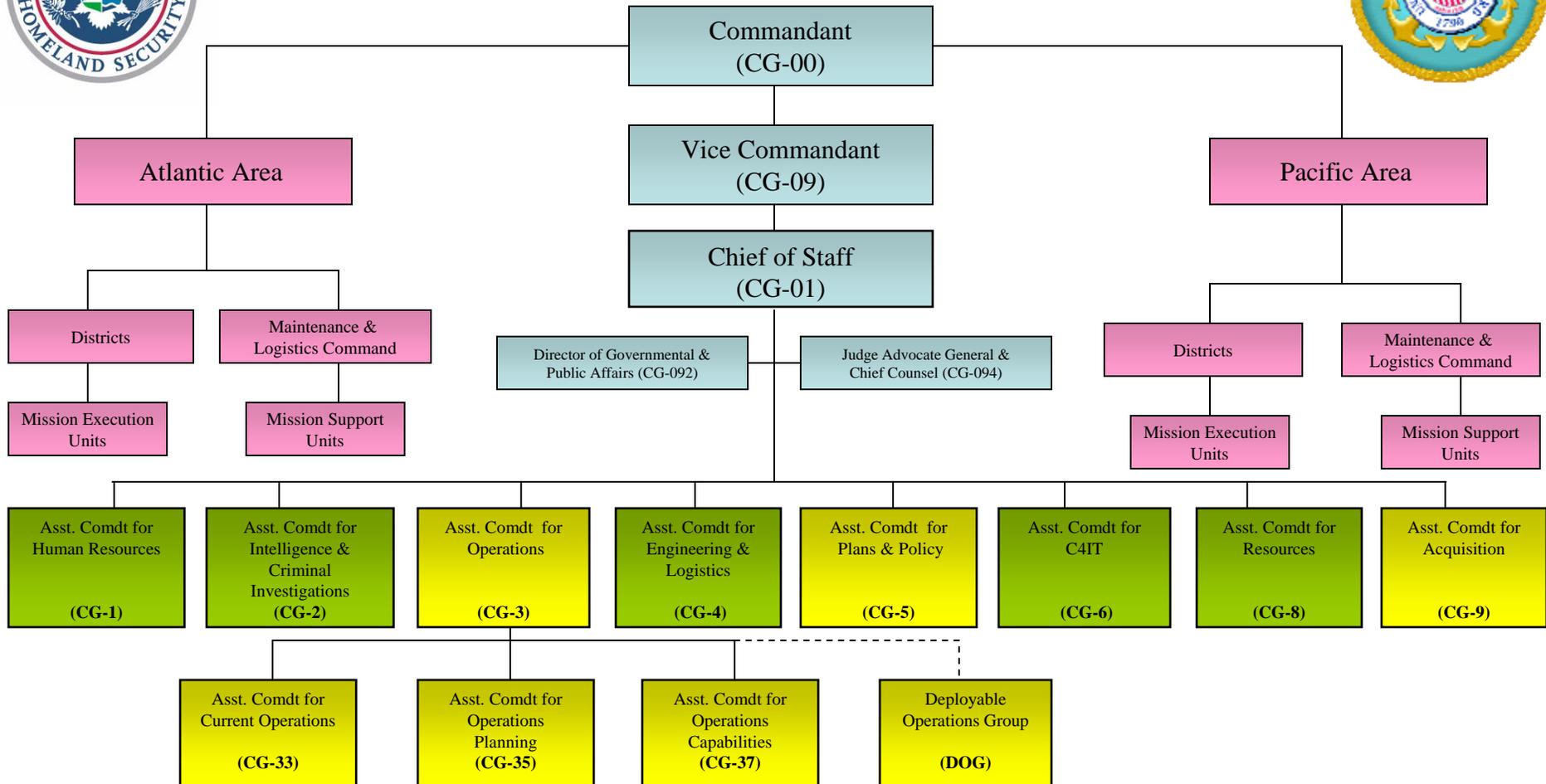




United States Coast Guard Pre- CIAO-Based Modernization



United States Coast Guard Current Organizational Alignment



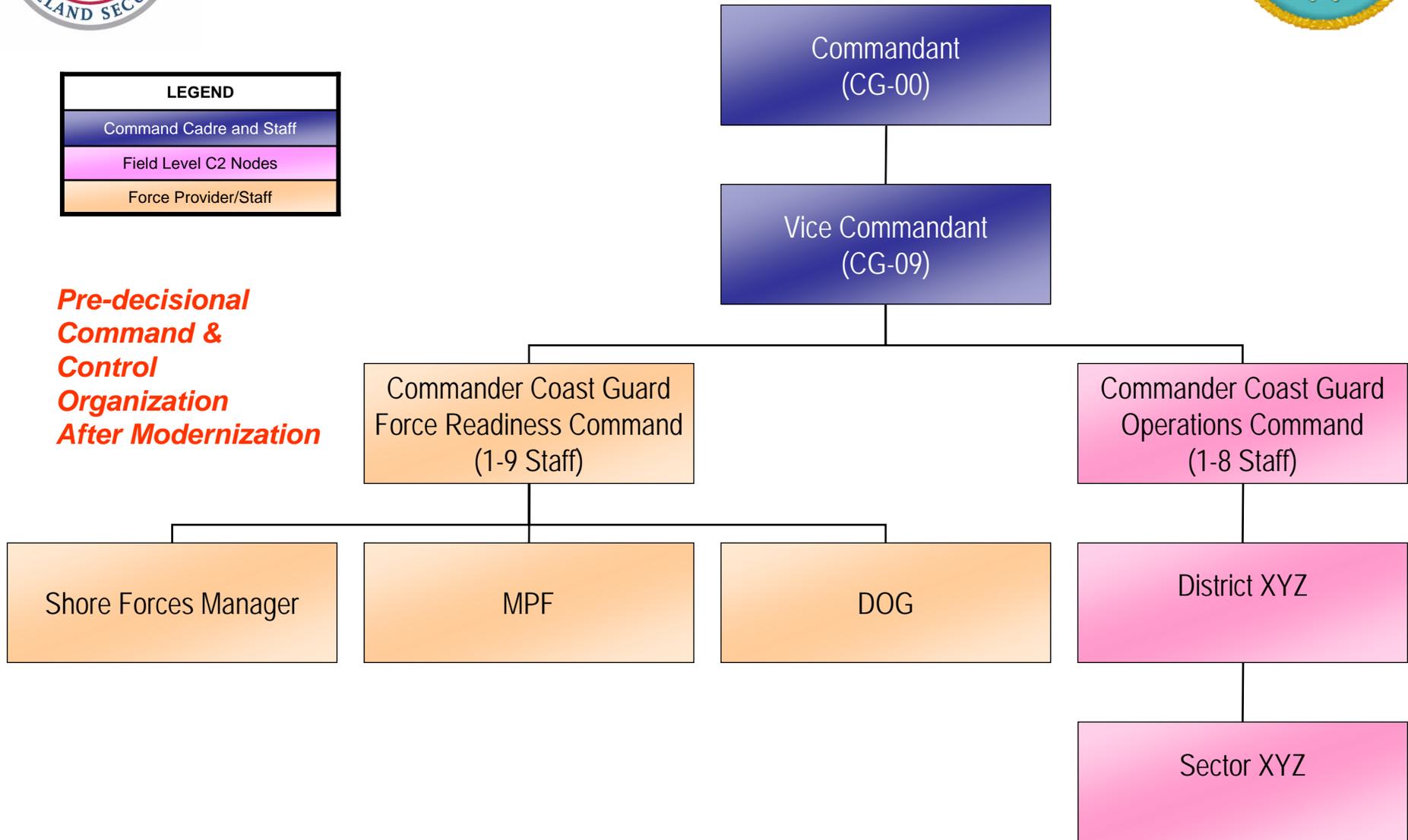


United States Coast Guard Envisioned Field Command and Control Organization



LEGEND
Command Cadre and Staff
Field Level C2 Nodes
Force Provider/Staff

**Pre-decisional
Command &
Control
Organization
After Modernization**

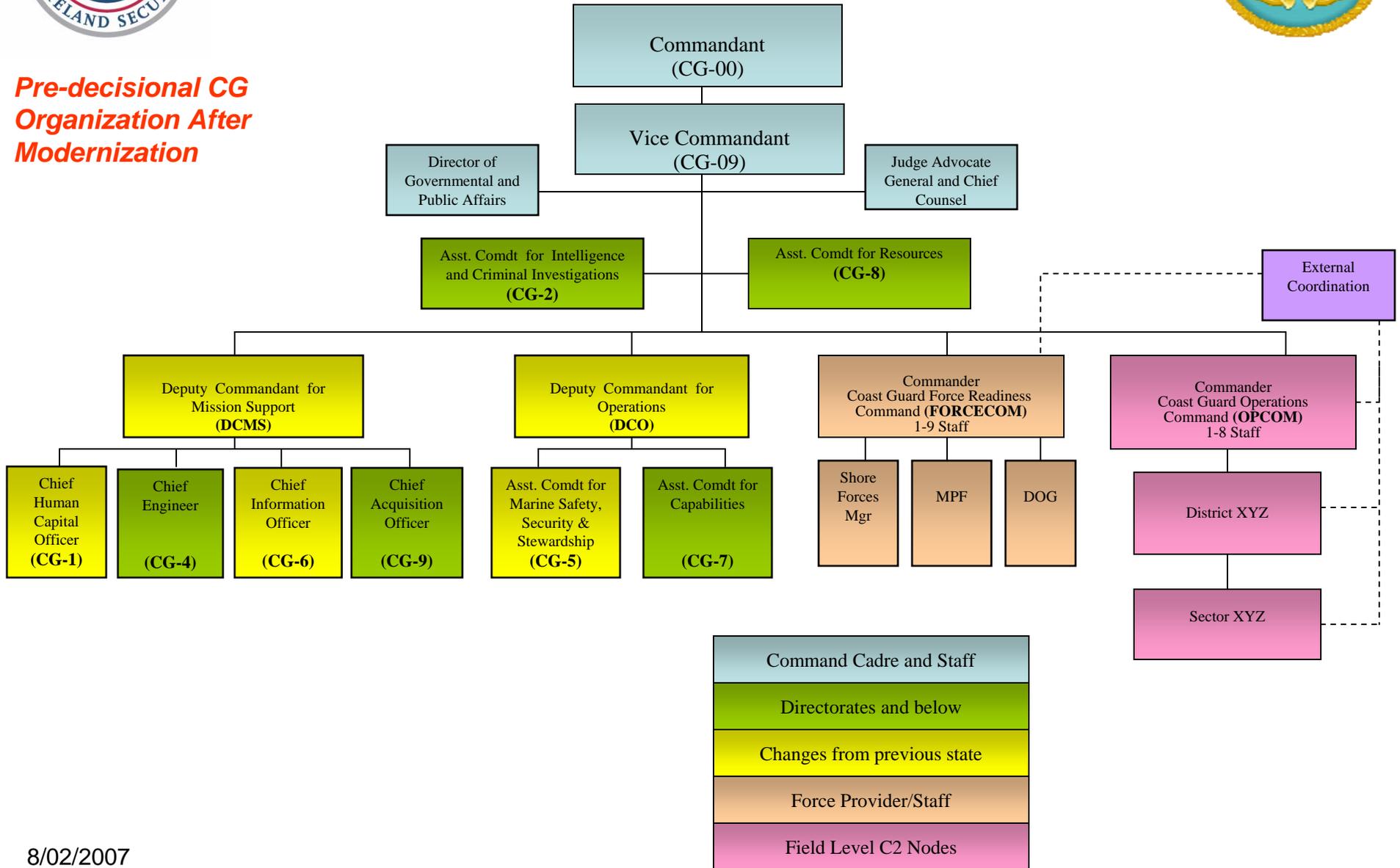




U.S. Coast Guard Envisioned Organization After Full-Coast Guard Modernization



**Pre-decisional CG
Organization After
Modernization**





Current State:
Pockets of Excellence



Desired State:
Pervasive Excellence



- Inconsistent, Sub-Optimal Approaches
- Incomplete Information
- Partially Deployed
- Personality (Leader) Dependent
- Random Acts of Improvement

Following Full Coast Guard
CIAO-based
Service-wide
Modernization

- Optimized Systems Approach
- Complete Information and Good Analysis
- Fully Deployed
- Sustainable Leadership
- Ongoing Embedded Improvement



Today's Coast Guard Workforce is vital to Tomorrow's Coast Guard Success

