

FORCECOM

Fiscal Year 2009-2010 Business Plan

First Edition (Version 1.0)—October 2008

MODERNIZATION

RESTRUCTURING: CHANGING OUR ORGANIZATIONAL DNA FOR SUSTAINABLE MISSION EXECUTION FAR INTO THE FUTURE

DCO
OPCOM
FORCECOM
DCMS

ICE OPERATIONS
ANTI-DRUG OPERATIONS
LAW ENFORCEMENT

MARINE SAFETY
SEARCH AND RESCUE
DEFENSE READINESS
AIDS TO NAVIGATION
LIVING MARINE RESOURCES
MARINE ENVIRONMENTAL PROTECTION

MARITIME SECURITY
MIGRANT INTERDICTION

"WE ARE MODERNIZING THE COAST GUARD FOR SUSTAINABLE MISSION EXECUTION. POSITIVE CHANGES ARE UNDERWAY, AND TOGETHER WE ARE SHAPING THE FUTURE OF OUR SERVICE."

—REAR ADM. JOEY BRECKENRIDGE, DIRECTOR, STRATEGIC TRANSFORMATION TEAM



To the Men and Women of the Coast Guard,

It is a privilege for me to be part of the effort to establish our Coast Guard's first Force Readiness Command, or "FORCECOM." FORCECOM is a foundation for Coast Guard Modernization Effort, because it will ensure all Coast Guard Forces—Active, Reserve, Auxiliary, Civilian, and Contractor—are ready when called. FORCECOM's mission will be to provide ready forces to meet the supported commander's current and future operational requirements. Most often the supported commander will be our own Coast Guard Operations Command, but FORCECOM may also provide Coast Guard Forces to Department of Homeland Security (DHS) or Department of Defense (DOD) commanders as needed. Ready forces means forces trained to standards, with clear tactics and procedures, supported by doctrine, and carefully scheduled to allow for necessary maintenance. It also means listening to field and fleet units and quickly incorporating emerging needs, best practices and lessons learned. We will measure this readiness and anticipate operational requirements. In this manner, we will bring about the vision of FORCECOM: to be the provider of preeminent mission-ready maritime safety, security and stewardship capabilities.

This FORCECOM Business Plan is intended to share the value of FORCECOM and some of the scope and mechanics of FORCECOM's planned establishment during 2009. Email us if you have any questions at D11-PF-Ask FORCECOM@uscg.mil.

Semper Paratus,

A handwritten signature in blue ink that reads "David P. Pecoske".

David P. Pecoske
Vice Admiral, U.S. Coast Guard
Lead
FORCECOM Modernization Effort



Force Readiness Command



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.

Values

FORCECOM will...

- *Allocate mobile and deployable specialized forces on a global basis.*
- *Promulgate operational doctrine that will align training and standardization to ensure force interoperability and readiness.*
- *Provide timely and high quality operational training.*
- *Consolidate and standardize operational inspections and establish a standard measurement system to evaluate the readiness of forces.*
- *Rapidly validate field innovation best practices and incorporate them into Tactics, Techniques and Procedures (TTP).*

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Executive Summary

This is the business plan for the Coast Guard Force Readiness Command (FORCECOM) for FY09 and FY10. It describes the actions needed to create this new command, with establishment planned for 01 June 2009, and FORCECOM's activities over its first full fiscal year in operation (FY10). FORCECOM will provide ready forces—Active, Reserve, Auxiliary, Civilian and Contractor—to the Coast Guard Operations Command (OPCOM) and other supported commands. FORCECOM will ensure the forces allocated are trained to standards, armed with current tactics and procedures, interoperable, and inspected. The mission, vision and value statements described and defined in this plan offer the guiding principles to meet these essential readiness capabilities. By June 2009, FORCECOM's eight divisions will be ready to assume their functional responsibilities and implement change to bring FORCECOM into being as a major cornerstone of the Coast Guard's modernization.

To be ready for a planned June 2009 establishment, a FORCECOM Implementation Team was formed. This team will continue to work with partner modernization teams in the Deputy Commandant for Mission Support (DCMS), Deputy Commandant for Operations (DCO), and Operations Command (OPCOM) in this service-wide effort. Current Pacific Area staff are serving as Champions to ensure each new FORCECOM Division is defined and building toward stand-up. The Implementation Team is beta-testing concepts, determining readiness reporting requirements, and chartering teams to map and improve future FORCECOM processes. The Implementation Team, each Champion, and every chartered group has well-defined deliverables, and a Plan of Action and Milestones (POAM) to achieve those deliverables. Charter team members come from across the Coast Guard, and FORCECOM has provided team members to the other three major modernization efforts.

Bringing FORCECOM to life requires planning not only for assumption of processes from a variety of current Coast Guard commands, but also for people who will perform those duties. This requires a billet transition plan, a space use plan, and funding to ensure FORCECOM has the manpower and infrastructure necessary to carry out its core tasks at the Initial Operating Capability phase (IOC), and in the years to come. Between IOC and the Final Operating Capability (FOC) in 2012, staff will measure results, validate resource requirements, and adjust work processes to best meet the vision with the capacity available.

Since the Coast Guard is undergoing a major organizational and cultural shift, it is imperative that all Coast Guard women and men—Active, Reserve, Auxiliary, Civilian and Contractor—understand how these changes will affect them, and why change is necessary. This cannot be a one-time effort as this transition is complex, so there is an ongoing strategic communications plan that uses traditional and emerging technology to not only broadcast these changes, but to also benefit from workforce input.

This modernization is an enormous opportunity to make the Coast Guard more agile, efficient and effective in keeping America safe and secure and in protecting our maritime environment. This modernization effort is a key element of our goal to transform the Coast Guard into a change-centric organization. The details of this summary follow in the first Force Readiness Command Business Plan.

FORCECOM Key Implementation Success Factors

Assume Administrative Control and Operational Control (ADCON/OPCON) of the Deployable Operations Group (DOG)

This is the first unit that transitions to FORCECOM.

Assume Emergency Management Teams

These teams include Incident Management and Assistance Teams, Joint Field Offices, and Principal Federal Official oversight.

Assume Responsibility for Reserve Force Readiness

Initiate Active Duty Special Work (ADSW) assignment processes, and stand up Reserve Force Readiness System teams at Districts.

Assume Training Management Responsibilities, including Training Centers, Training Teams, and Coast Guard Liaison Officers (CGLOs) at Afloat Training Groups (ATGs)

Unite all individual and unit training: afloat and aviation, deployable forces, and shore-based operations.

Assume ADCON of Helicopter Interdiction Tactical Squadron (HITRON) Jacksonville

Include development of an integrated deployable Aviation scheduling process.

Assume Management of and Develop Tactical and Operational Readiness Measures

Readiness measurement based on Mission Essential Tasks Lists (METLs) will enable FORCECOM to provide responsive and adaptive force packaging within the Coast Guard and for other military services and government agencies.

Identify, Organize and Assume Control over all Coast Guard Operational Doctrine

Identify, categorize and prioritize all current doctrine for updating; implement service-wide doctrinal architecture.

Assume Scheduling of Major Cutters

Integrate current LANTAREA and PACAREA allocation systems into a single global system of force management, when FORCECOM and OPCOM are established.

Take ADCON/OPCON of Maritime Patrol Aircraft (MPA)

Execute a plan approved by LANTAREA and PACAREA that clarifies how FORCECOM will assume scheduling of long-range aircraft.

Commission FORCECOM

Contract with our Workforce: The Values FORCECOM Provides to the Field
Value: Allocate Forces

FORCECOM will allocate mobile and deployable specialized forces on a global basis.

Challenge

FORCECOM will become the single source provider of ready forces, balancing mission workload for optimal utilization of Coast Guard resources.

Improvement

FORCECOM will provide the right people, platforms and capabilities at the right place and time to meet requirements, and deploy forces with relevant and standardized doctrine, training and Tactics, Techniques and Procedures (TTP). One common force allocation process will ensure a more flexible and agile Coast Guard response to the routine (steady-state) and emergent (surge) force needs of operational commanders. FORCECOM will coordinate closely with DCO, DCMS and OPCOM to refine mission requirements and determine the types of forces available for Coast Guard, DHS, interagency, joint and coalition missions. We will develop a Global Force Management process to present and allocate our forces to operational commanders. As a result, FORCECOM will deliver a better trained, maintained and capable force to meet operational requirements.



Coast Guard Maritime Security Response Teams (MSRTs) are highly trained units capable of conducting helicopter insertions against armed hostiles, scuba operations, and can storm disputed oil platforms or ships. They are a set of mobile forces under the DOG.

FORCECOM will maintain situational awareness of all Coast Guard operational forces, missions and priorities to anticipate allocation needs from emergent threats. Force allocation and management is more than scheduling; work-life, training, inspection and maintenance will also be considered and balanced.

2009-2010 Goal:

Within the first year after OPCOM is established, FORCECOM will deploy a consolidated force presentation, packaging and allocation system, thus eliminating current geographical variances, and improving service to the supported commander.

Metrics

Success in mobile and deployable specialized force allocation will be measured by the following:

- Request for Forces (RFF) Fulfillment Ratio: Equals total number of RFFs filled, divided by Total Planned and Unplanned RFFs
- Force Apportionment Quality: Includes percent of apportionments that met requested IN-CHOP date, and full capability requirements

Contract with our Workforce: The Values FORCECOM Provides to the Field
Value: Doctrine

FORCECOM will promulgate operational doctrine that will align training and standardization to ensure force interoperability and readiness.

Challenge

FORCECOM will oversee operational and tactical doctrine and Tactics, Techniques, and Procedures (TTP); be responsive to the needs of the field; ensure that new capabilities are implemented with doctrine and TTP in place; and become a bridge between technical experts and operators.

Doctrine is defined as the fundamental principles and officially sanctioned beliefs guiding the Coast Guard in support of national objectives. It is authoritative but not directive, requires judgment in application and provides decision makers and personnel a standard frame of reference.

Improvement

Standardization is crucial, and doctrine is the foundation for standardization. It is necessary to link doctrine, standardization, training, and lessons learned into an

ongoing performance improvement cycle. Otherwise, our training will be less effective; we will experience preventable mishaps, and we risk not meeting performance expectations. As we establish Centers of Expertise (COEs) for the marine safety program, we will develop and publish doctrine, the supporting TTP and the enabling training, standardization and performance assessment processes.



Port state control exam aboard Albany Sound

FORCECOM will work to eliminate outdated and redundant requirements; adopt innovation, best practices and lessons learned from the field in a timely manner; share and implement best practices more efficiently; develop new processes and procedures to mitigate performance gaps; provide a centralized source of operational subject matter expertise; and support Coast Guard people and missions with clear, practical doctrine and TTP.

2009-2010 Goal:

Within the first year, FORCECOM will catalog all current Coast Guard directives that contain operational doctrine or TTP, determine and prioritize necessary revisions, and in-

corporate them into the developing Coast Guard doctrine structure.

Metrics

Success in effective doctrine promulgation will be measured by:

- Percent of capabilities deployed with supporting current operational doctrine
- Implementation rate of training adjustments to validated lessons learned

Contract with our Workforce: The Values FORCECOM Provides to the Field
Value: Training

FORCECOM will provide timely and high quality operational training.

Challenge

FORCECOM has responsibility for providing Coast Guard training.

Training is one piece of the larger Human Performance System shared between FORCECOM and DCMS. Clarity and alignment of missions, feedback and lessons learned, platforms and tools, incentives and recognition, selection and assignment of personnel for a particular job—and the processes and environment in which this all takes place—are the other critical aspects of Coast Guard people achieving excellence in force readiness.

Improvement

FORCECOM will manage all individual and unit training under one umbrella. For the first time in our history, all training for individuals and for boat, cutter, shore, and aviation units will be united. Traveling training teams will share field feedback with classroom instructors to ensure consistent and fresh training materials. Performance based training or learn-by-doing will be reinforced. Top performance gaps will be quickly analyzed within FORCECOM, and FORCECOM will have the span of control to ensure resolution.



NSC C4ISR Training at TRACEN Petaluma

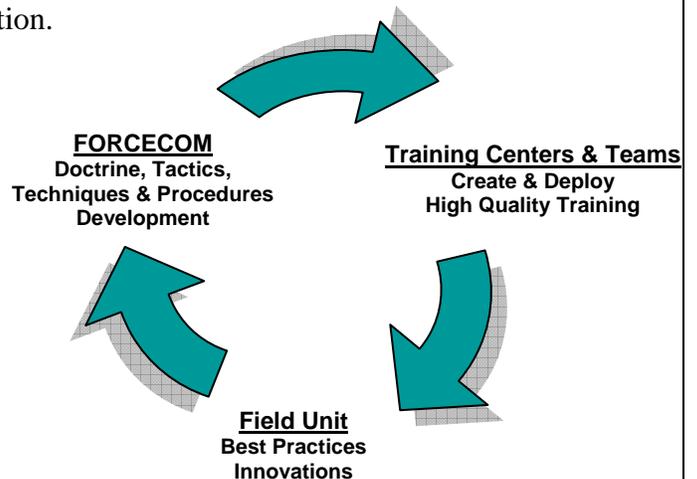
2009-2010 Goal:

Within the first year, FORCECOM will catalogue and review all general mandated training (GMT) requirements to ensure all GMT is carefully approved and targeted for efficiency. For the first time, all GMT will be under one authority with the goal to minimize field unit burden and respect connectivity challenges.

Metrics

Success of training can be measured by:

- Percent of position and unit based competencies that are assigned and completed
- Percent of position based and unit qualifications that are current
- Percent of capabilities deployed with supporting training
- Percent of units that have completed all required training and inspection visits



Contract with our Workforce: The Values FORCECOM Provides to the Field
Value: Standardization

FORCECOM will consolidate and standardize operational inspections .

Challenge

The challenge of stations and cutters to do the right things the right way is complex. Not only do they face multiple compliance visits such as RFO, STAN, and CART, they are also required to comply with often incompatible doctrine loosely organized by platform, mission, and command levels. What they learned at school may or may not match the TTP standards they face at inspection. As the Coast Guard does not yet have a standard measurement system to evaluate readiness, our units require clear indicators of what they need to do to improve their readiness posture.



CGC HAMILTON crew performing HIFR during STAN

Improvement

FORCECOM will resolve inspection issues as a single point of entry for doctrine, TTP, training and standardization; and by its vigilance, will coordinate compliance visits in a manner that will minimize the number of visits required for each unit.

FORCECOM will establish a standard and authoritative means by which all Coast Guard members can see the critical factors that determine their current readiness state, and use this feedback to improve their readiness posture.

FORCECOM will manage administrative compliance and standardization visits for aviation, boat forces, and cutters.

2009-2010 Goals

In the first year, FORCECOM will select prime units, including one representative cutter, air station and sector, and conduct beta-testing of the consolidated inspection visit process.

Metrics

Success in standardization and consolidation of inspection visits toward increased unit readiness will be measured by:

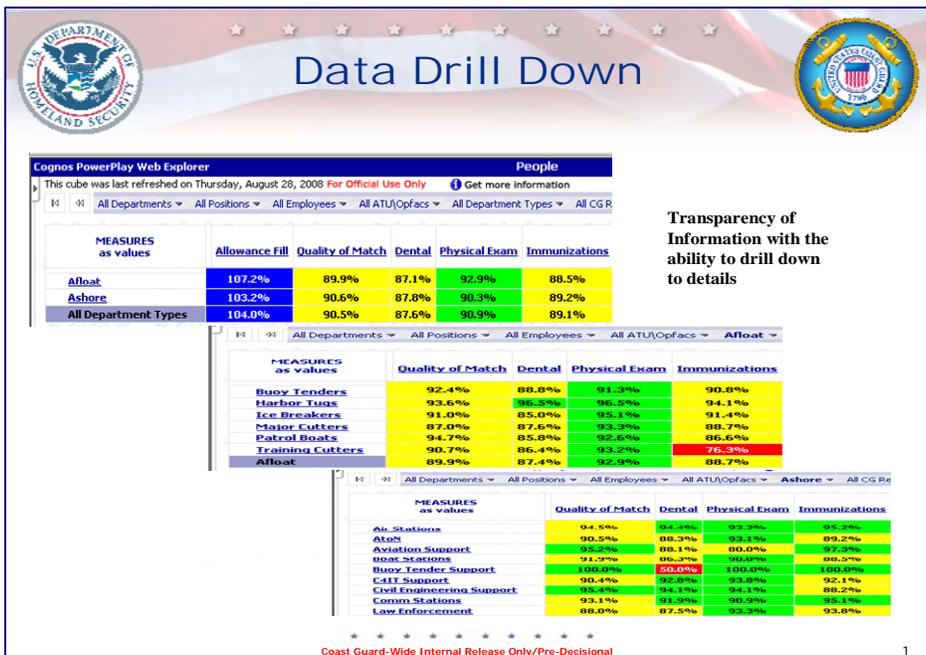
- Percent of ready forces as measured by the FORCECOM Readiness Dashboard
- Percent of Coast Guard doctrine, TTP and training that match

Contract with our Workforce: The Values FORCECOM Provides to the Field
Value: Readiness Measures

FORCECOM will establish a standard measurement system to evaluate the readiness of Forces .

Challenge

Coast Guard Business Intelligence (CGBI) readiness measures are a great starting point to establish a standard measurement system. Currently, CGBI reports individual and unit readiness, leverages enterprise data from authoritative data bases, and enables users to intuitively "drill down" to data they need



(see graphic.) However, to effectively determine force readiness, key measures need to be identified and collected for a "FORCECOM Readiness Dashboard", which DCMS and FORCECOM, working together, will create.

Improvement

FORCECOM will gauge individual, unit and mission readiness across the Coast Guard's six facets of readiness: People, Equipment, Supply, Training, Infrastructure, and Information. We will also analyze capacity

(force management and force provision) to carry out the Coast Guard's eleven missions based on capabilities required by Mission Essential Tasks. Building upon CGBI's strengths, this measurement infrastructure will enforce a single entry point for identical data, report the Coast Guard defense readiness status to the U.S. Navy, and address information security issues inherent in aggregating this data. Additionally, leading indicators will be incorporated into this model from lessons learned, mishap analysis, compliance inspections, and other sources. Ultimately, proper readiness measurement shall enable FORCECOM to provide responsive and adaptive force packaging within the Coast Guard and in support of other government agencies.

2009-2010 Goals

Within the first year, FORCECOM will work with DCMS and OPCOM to create an automated Readiness Dashboard that displays key readiness indicators for long-range aircraft, high and medium endurance cutters, and deployable, specialized forces.

Metrics

Success in increased unit readiness will be measured by:

- Percent of ready forces that are measured by the FORCECOM Readiness Dashboard

Contract with our Workforce: The Values FORCECOM Provides to the Field
Value: Tactics, Techniques and Procedures (TTP)

FORCECOM will rapidly validate field innovation best practices and incorporate them into TTP.

Challenge

FORCECOM will drive the process where good ideas, best practices and innovation from the field, and lessons learned from STAN visits, After Action Reports (AARs), exercises, and mishaps, are adopted and quickly reflected in approved TTP and training.

Improvement

FORCECOM will streamline the time required to analyze problems, find solutions to them, implement TTP or doctrine changes, and train to updated requirements. Innovations that previously took three years to implement could be reduced to less than one. FORCECOM will be able to bring about this change because it will be the central repository for improvement innovation, thus eliminating unnecessary organizational layers. It will also drive this change through control of system doctrine, TTP, training, standardization, inspections and readiness.



Coast Guard Helicopter Interdiction Tactical Squadron (HITRON) Jacksonville, Florida is the only aerial counter narcotic unit of its type in the US, and a great example of a field innovation that adopted new TTP to achieve increased mission success.

2009-2010 Goals

Within the first year, FORCECOM will test the doctrine, TTP, training, standardization, and feedback performance cycle with a joint project between the Coast Guard Maritime Law Enforcement Academy (MLEA) and the Pacific and Atlantic Training Teams. The MLEA will develop a series of standardized evaluation tools for use by the Training Teams. They will also develop a process for consistent and rapid reporting of field best practices and lessons learned from training team visits back to the MLEA for analysis. The result will be a quick turn around cycle to make adjustments to TTP, curriculum and training so field units will see updated evaluation tools on the next visit.

Metrics

Success in validating fleet and field innovations, best practices and lessons learned will be measured by:

- Implementation rate of validated innovations and lessons learned
- Cycle time to implement innovations and lessons learned in TTP, and implement resultant TTP changes into training

Essential Capabilities and Key Milestones

Essential Capabilities is a method to describe what each major component will do in the modernized Coast Guard. Discipline with this process will ensure the Coast Guard stays on target (DCO, DCMS, OPCOM and FORCECOM), and that nothing essential is missed or overlooked as we stand up these components as planned in FY09. The graphic below is a working snapshot of FORCECOM’s Essential Capabilities. FORCECOM started with four basics: divest PACAREA functions; assume responsibility for service-wide operational doctrine and TTP; perform global Coast Guard force management and allocation; and be the responsible command for overall Coast Guard readiness and standardization. These are shown down the left side of the graphic and progress reflected moving right.

Essential Capability	PACAREA 2009 Milestones	2010+ Milestones
1. Divest Functions	Shift Districts to OPCOM*	
	Shift DEFOR West to OPCOM*	
	Shift MIFC PAC to OPCOM*	
	Shift MLC to DCMS	
2. Operational Doctrine & TTP	Assume operational doctrine and TTP responsibilities	Establish processes for developing new operational doctrine & TTP
	Assume training centers (but not the LDC or Fisheries Trateams)	Assume LDC and Fisheries Training Teams
3. Force Management & Allocation	Assume ADCON/OPCON of DOG	
	Assume ADCON of Maritime Patrol Forces and OPCON when not deployed*	
	Assume ADCON/OPCON of HITRON	
	Assume shore forces readiness and standardization support to Districts	
4. Readiness and Standardization	Assume ADCON/OPCON of Area Training Teams	Align FSAT and KSE Safety Inspections and Aviation STAN
	Assume ADCON/OPCON of ATGs	Align International Affairs, Marine Safety, and Resource Management
	Assume CITAT	Align Traveling Marine Inspectors
	Develop readiness evaluation of Marine Safety personnel	
	Support execution and evaluation of exercises	
	Assume responsibility for readiness measures	
	Assume responsibility for review/analysis of STAN reports	
	Assume compliance/ STAN Units; commence standardization regime	

* When OPCOM is established.

Spread the Word/Provide Feedback

Background

FORCECOM strategic communications are coordinated with other Modernization Effort (ME) teams to create awareness and understanding of envisioned ME Commands and functions, as well as Command and Staff relationships.

Strategic Communication Goals

Communications will be clear and timely; at each opportunity the benefit and value of change will be highlighted with specifics. Varied mediums (e.g., videos, printed materials, meetings) will be employed to meet the below goals.

- Provide accurate information, alleviate concerns, and secure commitment from the entire Coast Guard regarding the establishment of FORCECOM.
- Ensure all Coast Guard members (active, reserve, civilian, Auxiliary and contractor) understand the changes effected by the Modernization with emphasis on FORCECOM.
- Motivate the Coast Guard to embrace the changes effected by Modernization.

Recent Communication Efforts

Five videos have been added to the CG Central Modernization site for viewing at the following site: [OUR CG>COAST GUARD MODERNIZATION>MODERNIZATION DETAILED INFORMATION>COAST GUARD READINESS COMMAND \(CG FORCECOM\)](#). Each video is announced via message to Team Coast Guard. Initial videos are:

- *Overview of Force Readiness Command*
- *MISHAP Process Refined, and Field Innovation*
- *FORCECOM Implementation: Process Mapping & Employee Awareness*
- *Coast Guard Reserve Forces Under Modernization*
- *OPCON Shift of CGC Bertholf*



VADM David P. Pekoske

Future videos include FC Division Overviews, *Coast Guard Reserve Forces under Modernization--Part 2*, *Man on the Street*, and videos discussing what FORCECOM means to a specific Coast Guard Community, such as *What FORCECOM Means to the Aviation Community*. FORCECOM presentations will continue to be delivered at conferences and All Hands Sessions.

Way Ahead

Aspects of the Strategic Communications Plan that we are working on include developing a FAQ, establishing a speakers list, preparing talking points, creating and distributing FORCECOM brochures, and publishing Coast Guard-related magazine articles. Communications will be delivered to coincide with ME milestones and key events and in a manner to prepare Coast Guard members for change. Every Coast Guard member is welcome and encouraged to send questions or concerns about FORCECOM modernization efforts via email to D11-PF-AskFORCECOM@uscg.mil. Online interaction at iFORCECOM is coming soon.

Resources

Funding

The Coast Guard's FY09 budget funds Pacific Area with a significant base as in any normal year, and provides over \$3M for FORCECOM Implementation Team costs. These costs will include space renovations, travel for the Implementation Team and chartered FORCECOM workgroups, reserve ADSW and contractor support for help in readiness measurement, doctrine analysis, and overall personnel gaps still expected by June 2009. Subordinate FORCECOM units will maintain their existing budgets.

FORCECOM will continue to seek out-year resources through the Coast Guard's budget process.

Manpower

The FY10 CIAO Reorganization Review Team (CRRT) process will be complete before January 2009.

Upon FORCECOM commissioning, the command staff will consist of 266 billets. Of these, most will be located in Alameda, CA, but some will remain detached. A few military billets may transfer from Alameda to Portsmouth to work for FORCECOM in the OPCOM Command Center.



An Inspection Team goes over a check off list after boarding a fishing trawler in the North Pacific.

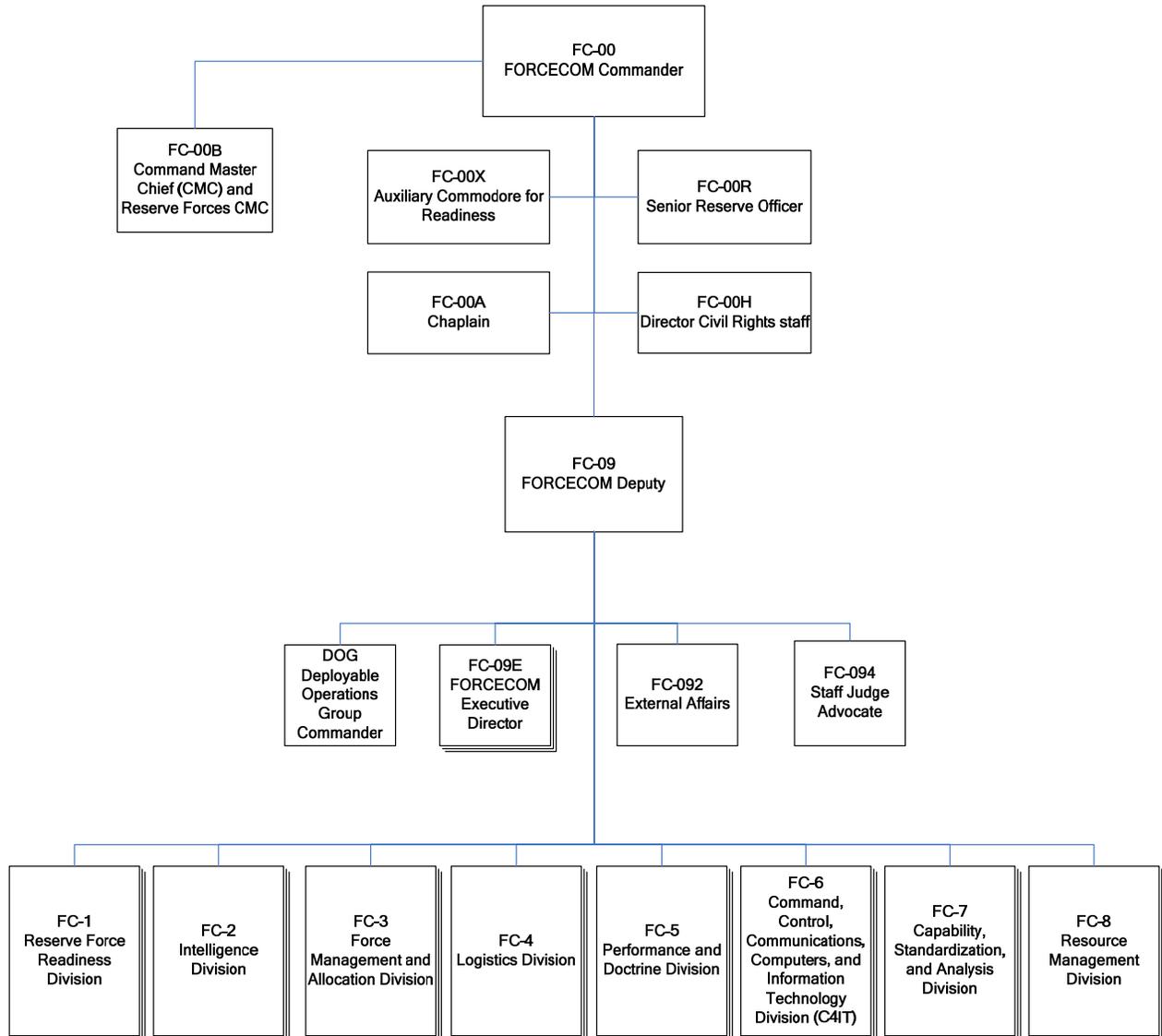
Initial manpower requirement estimates would add nearly 200 billets and positions, to be filled by FOC. These manpower requirements will be met through service level agreements with DCO, DCMS and the training centers. Future workload analysis studies, conducted when FORCECOM processes are established, will endeavor to accurately determine the true manpower required to manage FORCECOM.

The following table shows organizational elements that will transition to FORCECOM and their number of billets and positions (which total 10,465).

(1) WMSL	(12) HECs	(29) MECs	(3) Patrol Coastal Cutters	(3) Icebreakers	DOG units and staff	HITRON	(11) TRACENs	(2) Training Teams
242	1,944	2,493	81	248	1,634	228	3,521	74

Appendix A: Basic Organizational Construct and Divisional Overview

- FC-00: FORCECOM Commander
- FC-09: FORCECOM Deputy Commander
- FC-09E: Executive Director
- FC-1: Reserve Forces Readiness Division
- FC-2: Intelligence Division
- FC-3: Force Management and Allocation Division
- FC-4: Logistics Division
- FC-5: Performance and Doctrine Division
- FC-6: Command, Control, Communications, Computers and Information Technology (C4IT) Division
- FC-7: Capability, Standardization, and Analysis Division
- FC-8: Resource Management Division



Appendix A: Basic Organizational Construct and Divisional Overview, cont.

FORCE READINESS COMMAND—"573"—Allocate Ready Forces

- Translate policy into operational doctrine (FC-5/2)
- Maintain and measure Coast Guard current and future readiness (FC-7)
- Allocate the required operational forces (FC-3)

FC-1: Reserve Force Readiness Division

Manages and coordinates Reserve Forces to optimize Coast Guard Reserve readiness and capabilities. Serves as program manager for all Coast Guard Reserve Forces.

FC-2: Intelligence Division

Creates, develops, and provides intelligence doctrine, procedures, and information to meet the requirements and needs regarding the collection, use and dissemination of intelligence for all levels of the organization.

FC-3: Force Management and Allocation Division

Schedules, allocates, and provides mission ready Coast Guard capabilities to supported operational commanders. Provides operational control and administrative control for assigned Coast Guard maritime patrol, shore and deployable specialized forces and serves as program manager for all Coast Guard operational forces.

FC-4: Logistics Division

Acts as principal logistics advisor to the FORCECOM Commander and staff. Provides operational input to DCMS to optimize logistics support delivery for overall force readiness.

FC-5: Performance and Doctrine Division

Provides operational doctrine and exercise support to ensure operational guidance and alignment with DCO. Develops, implements, and executes all operational training.

FC-6: Command, Control, Communications Computers and Information Technology (C4IT) Division

Directs Coast Guard communications systems and coordinates support of operational communications assets to maximize readiness. Evaluate effectiveness and readiness, and make recommendations for improving Coast Guard Information Technology, Command and Control, and Knowledge systems for FORCECOM and supported forces.

FC-7: Capability, Standardization and Analysis Division

Measures and monitors readiness and performance and identifies emergent force capability shortfalls to achieve service wide mission, platform and asset standardization.

FC-8: Resource Management Division

Coordinates the development and execution of all resource issues (money, personnel) for all FORCECOM and subordinate units.

"We need a more flexible, agile, change-centric Coast Guard that thinks differently about itself and its environment and can incrementally adapt rather than wait until we have an overwhelming cause for action."

— Admiral Thad Allen, Commandant, United States Coast Guard, "Mission to Modernize",
Military Officer, June 2008

Appendix B: Synopsis of Modernization Charter Teams

FC-3: Force Management and Allocation Division

Deployable Operations Group (DOG) Transition to PACAREA/FORCECOM	<i>Plan and execute transition of the DOG OPCON/ADCON from DCO to PACAREA/FORCECOM. Last deliverable due: 01 Feb 2009.</i>
Emergency Management Team (EMT) Transition	<i>Plan and execute the transition of Coast Guard EMTs from various program offices to FORCECOM. Last deliverable due: 01 Apr 2009.</i>
Ordnance Planning Group	<i>Determine how FORCECOM will assume integrated ordnance responsibilities and deliver an Ordnance Program proposal. Last deliverable due: 01 Jun 2009.</i>
Helicopter Tactical Interdiction Squadron (HITRON) Jacksonville Transition Team	<i>Plan and execute the transition of HITRON Jacksonville from LANTAREA to PACAREA/FORCECOM and develop a HITRON scheduling process. Last deliverable due: 01 Jun 2009.</i>
Major Cutter Scheduling Planning Team	<i>Address how FORCECOM will assume major cutter scheduling responsibilities at commissioning. Last deliverable due: 01 Jun 2009.</i>
Maritime Patrol Forces (MPF) Transition Team	<i>Plan and execute the transition of OPCON and ADCON of the MPF from the Areas to FORCECOM. Last deliverable due: 01 Jun 2009.</i>

FC-5: Performance and Doctrine Division

Afloat Training Group (ATG) Planning Team	<i>Address how FORCECOM will assume integrated ATG responsibilities. Last deliverable due: 01 Jun 2009.</i>
Exercise Support Transition Team	<i>Plan the transition of Exercise Support Programs from CG-535 to FORCECOM. Last deliverable due: 31 Jan 2009.</i>
Incident Command System (ICS) Training Shift	<i>Address how FORCECOM will assume integrated ICS training responsibilities and deliver an ICS Training Program proposal. Last deliverable due: 01 May 2009.</i>
Operational Doctrine and Tactics, Techniques and Procedures (TTP) Transition	<i>Plan and execute the transition of Coast Guard operational doctrine and TTP from various entities within the Coast Guard to FORCECOM. Last deliverable due: 30 Jan 2009.</i>
Training Team Planning Group	<i>Address how FORCECOM will assume integrated Training Team responsibilities and deliver a Training Team program. Last deliverable due: 01 May 2009.</i>
Container Inspection Training and Assistance Team (CITAT)	<i>Plan and execute transition of certain personnel and functions from CG-544 to FORCECOM. Last deliverable due: 31 Jan 2009.</i>
Training Transition Team	<i>Plan and execute transition of Coast Guard Training Centers and their functions to FORCECOM. Last deliverable due: 01 Feb 2009.</i>

FC-7: Capability, Standardization and Analysis Division

FORCECOM Measurement Implementation Team (FORMIT)	<i>Identify and define the initial conditions and performance measurements of readiness for FORCECOM; develop performance and readiness measures for Marine Safety personnel; and identify and develop tactical/operational readiness measures to be divested to FORCECOM. Last deliverable due: 30 Apr 2009.</i>
Compliance and Standardization Transition Team (CSTT)	<i>Plan and execute FORCECOM's assumption of responsibility for compliance and standardization of all operational platforms and assets. Last deliverable due: 15 Feb 2009.</i>

Key FORCECOM Partner Charters

Coast Guard Defense Readiness Assessment Charter	<i>Assess the Coast Guard's Defense Readiness reporting process, identify requirements for reporting, and develop implementation recommendations for Coast Guard leadership decisions. Chair: CG-513. Last deliverable due: Dec 2008.</i>
Security Alignment & Integrated Planning Team (SAIPT)	<i>Design, develop and implement 2009-2010 plans to align organizations and integrate the security functions within the Coast Guard. This includes Physical Security, Information Security, Personnel Security, Operational Security and Anti-Terrorism/Force Protection (AT/FP). Chair: Mr. Greg Steele, CG-86. Last deliverable due: 31 Dec 2009.</i>
Reserve Forces Readiness System (RFRS) Implementation Team	<i>Execute the decisions and organizational changes contained in CIAO #9 and the FY09 RFRS CRRT package, plus align FTS billets to the RFRS design. Chair: Capt Frank Mullen, CG-131. Most deliverables due by Q3, FY09; there are some on-going tasks.</i>
Personnel Service Center Pre-Commissioning	<i>Establish new Personnel Service Center (called PERSCEN) and disestablish current CGPC-adm. Chair: Capt Bruce Viekman, CGPC. Most deliverables due by Q3, FY09; there are some on-going tasks.</i>
Mission Support HQ Implementation Planning Team	<i>Implement DCMS HQ modernization efforts for 2010. Chair: Mr. Joe Milligan, DCMS. Last deliverable due: Q4, FY09.</i>
Doctrine Study Group	<i>Create standard process of developing doctrine through study of Coast Guard Directives and ensuring alignment with DOD and DHS. Chair: RADM Tim Riker, CG-09. Last deliverable due: 15 Nov 2008.</i>

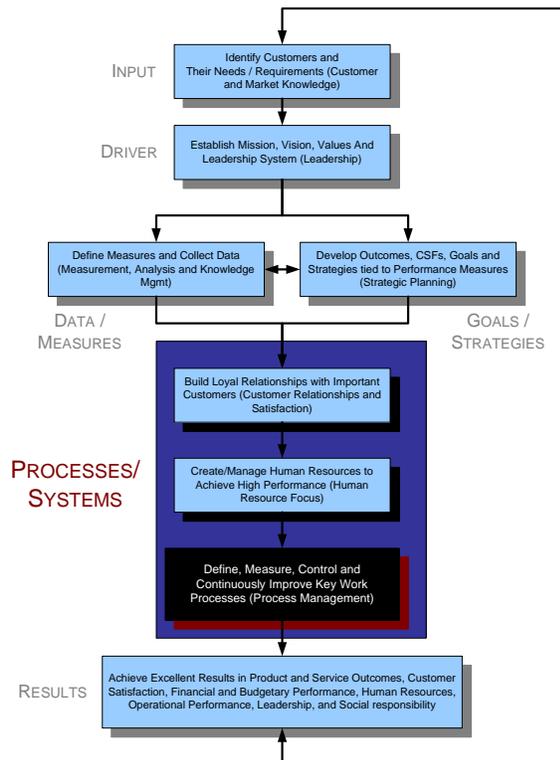
Appendix C: Process Mapping

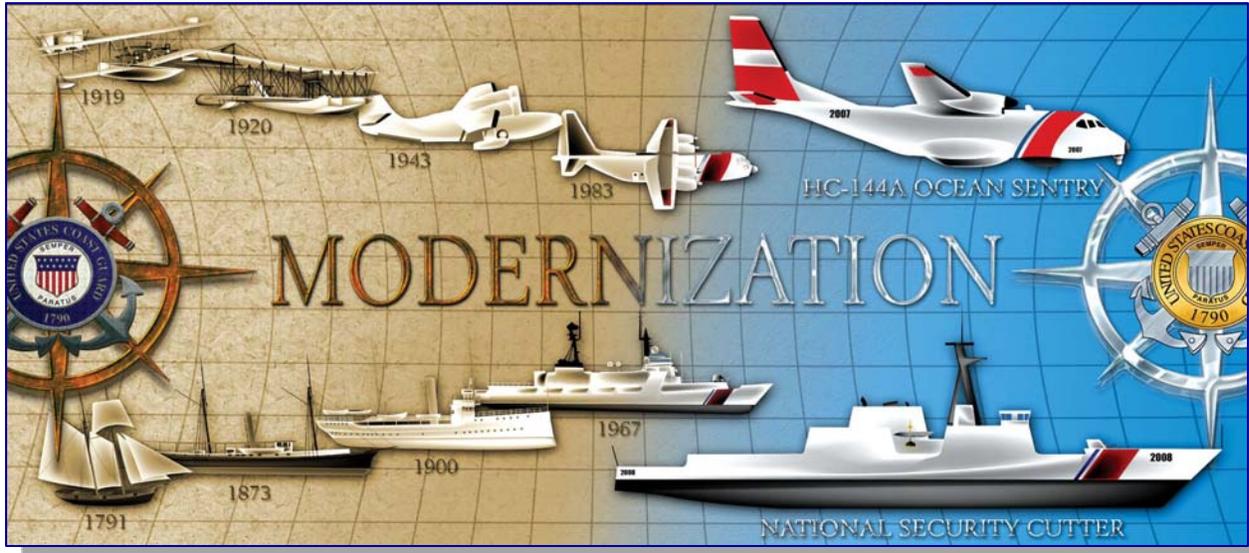
To successfully realize and meet the Commandant’s intent to establish a command responsible for managing readiness, force allocation and operational doctrine for the Coast Guard, and be able to provide the capabilities the Coast Guard Leadership Council deems essential, it is critical to identify all current state (As-Is) and future state (To-Be) business processes that yield an end result directly tied to FORCECOM's capacities to meet mission execution demands.

In addition to visualizing each step of procedures that are often long and complicated, painting a picture of each process that FORCECOM will perform should show unexpected complexity, problem areas, redundancy, and where simplification and standardization are possible. It will additionally uncover hidden costs and allow for improvements and cost reduction. Mapping processes for the To-Be state, FORCECOM will facilitate measurement of performance, particularly as it relates to readiness, and provide the basic building block for work measurement, data analysis, and development of a statistical model to calculate and predict manpower requirements and priorities for the command. It is crucial, however, not to jump directly into development of the To-Be organization, but rather, define the As-Is state to identify worthwhile target processes for improvements, discover improvement opportunities within those processes, and focus efforts on benchmark and comparative analysis.

Without the baseline provided by this analysis, it is impossible to determine whether the way FORCECOM will conduct business in future years is truly more effective and efficient than the way the Coast Guard manages readiness, force allocation, and operational doctrine in its current state. Teams that carry out process mapping must be mindful that their work will be used to quantify manpower to accomplish each mission.

Baldrige Process Excellence Model
(Link to USCG Process Excellence Guide)







FORCECOM Units



Aircraft*		Cutters*		Cutters (continued)*	
HITRON	Jacksonville, FL	WMSL		WMEC (continued)	
DOG*		CGC BERTHOLF	Alameda, CA	CGC DEPENDABLE	Cape May, NJ
DOG Command	Ballston, VA	CGC WAESCHE	Alameda, CA	CGC DILIGENCE	Wilmington, NC
MSSTs		CGC STRATTON	Alameda, CA	CGC RELIANCE	Portsmouth, NH
MSST ANCHORAGE (91111)	Anchorage, AK	WAGB		CGC RESOLUTE	St. Petersburg, FL
MSST BOSTON (91110)	Boston, MA	CGC HEALY	Seattle, WA	CGC STEADFAST	Warrenton, OR
MSST GALVESTON (91104)	Galveston, TX	CGC POLAR SEA	Seattle, WA	CGC VALIANT	Miami Beach, FL
MSST HONOLULU (91107)	Honolulu, HI	CGC POLAR STAR	Seattle, WA	CGC VENTUROUS	St. Petersburg, FL
MSST KINGS BAY (91108)	St. Mary's, GA	WHEC		CGC VIGILANT	Patrick AFB, FL
MSST LA/LB (91103)	San Pedro, CA	CGC BOUTWELL	Alameda, CA	CGC VIGOROUS	Cape May, NJ
MSST MIAMI (91114)	Homestead, FL	CGC CHASE	San Diego, CA	CGC ACUSHNET	Ketchikan, AK
MSST NEW ORLEANS (91112)	Belle Chasse, LA	CGC DALLAS	Charleston, SC	CGC ALEX HALEY	Kodiak, AK
MSST NEW YORK (91106)	Staten Island, NY	CGC DALLAS	Charleston, SC	WPC	
MSST SAN DIEGO (91109)	San Diego, CA	CGC GALLATIN	Charleston, SC	CGC SHAMAL	Pascagoula, MS
MSST SAN FRANCISCO (91105)	Alameda, CA	CGC HAMILTON	San Diego, CA	CGC TORNADO	Pascagoula, MS
MSST SEATTLE (91101)	Seattle, WA	CGC JARVIS	Honolulu, HI	CGC ZEPHYR	Pascagoula, MS
Regional Dive Lockers		CGC MELLON	Seattle, WA	WIX	
REGIONAL DIVE LOCKER EAST	Chesapeake, VA	CGC MIDGETT	Seattle, WA	CGC EAGLE	New London, CT
REGIONAL DIVE LOCKER WEST	San Diego, CA	CGC MORGENTHAU	Alameda, CA	Training	
TACLETs		CGC MUNRO	Kodiak, AK	TRACENS	
CG TACLET PACAREA	San Diego, CA	CGC RUSH	Honolulu, HI	CG ATTC ELIZABETH CITY	Elizabeth City, NC
CG TACLET SOUTH	Opa Locka, FL	CGC SHERMAN	Alameda, CA	CG AVTRACEN MOBILE	Mobile, AL
PSUs		WMEC		CG TRACEN CAPE MAY	Cape May, NJ
CG PSU 301	Cape Cod, MA	CGC BEAR	Portsmouth, VA	CG TRACEN PETALUMA	Petaluma, CA
CG PSU 305	Fort Eustis, VA	CGC CAMPBELL	Portsmouth, NH	CG TRACEN YORK-TOWN	Yorktown, VA
CG PSU 307	Clearwater, FL	CGC ESCANABA	Boston, MA	SPECIAL MISSIONS TRACEN	Camp Lejeune, NC
CG PSU 308	Gulfport, MS	CGC FORWARD	Portsmouth, VA	Training Teams	
CG PSU 309	Port Clinton, OH	CGC HARRIET LANE	Portsmouth, VA	PACAREA TRATEAM	Alameda, CA
CG PSU 311	Long Beach, CA	CGC LEGARE	Portsmouth, VA	LANTAREA TRATEAM	Portsmouth, VA
CG PSU 312	San Francisco, CA	CGC MOHAWK	Key West, FL	ATGs	
CG PSU 313	Tacoma, WA	CGC NORTHLAND	Portsmouth, VA	ATGPAC	San Diego, CA
Other DOG Entities		CGC SENECA	Boston, MA	ATGLANT	Norfolk, VA
SOCOM CGLO	MacDill AFB, FL	CGC SPENCER	Boston, MA	Other Entities	
NAVSPECWARCOM (SEAL) Training billets	Coronado, CA	CGC TAHOMA	Portsmouth, NH	CG INSTITUTE	Oklahoma City, OK
MARITIME SECURITY RESPONSE TEAM	Chesapeake, VA	CGC TAMPA	Portsmouth, VA	MLE ACADEMY	Charleston, SC
National Strike Force		CGC THETIS	Key West, FL	TQC	Chesapeake, VA
NSF COORDINATION CENTER	Elizabeth City, NC	CGC ACTIVE	Pt. Angeles WA	CITAT	Oklahoma City, OK
PACIFIC STRIKE TEAM	Novato, CA	CGC ALERT	Warrenton, OR		
ATLANTIC STRIKE TEAM	Fort Dix, NJ	CGC CONFIDENCE	Patrick AFB, FL		
GULF STRIKE TEAM	Mobile, AL	CGC DAUNTLESS	Galveston, TX		
PUBLIC INFORMATION ASSIST TEAM	Elizabeth City, NC	CGC DECISIVE	Pascagoula, MS		

*ADCON always with FORCECOM. OPCON shifts to supported commander (usually OPCOM) when deployed.



Force Readiness Command



FORCECOM

Mission: FORCECOM provides ready forces to meet the supported commander's current and future operational requirements

Vision: FORCECOM will be the provider of pre-eminent mission-ready maritime safety, security and stewardship capabilities

Values:

- ◆ Allocate mobile and deployable specialized forces on a global basis
- ◆ Promulgate operational doctrine to align training & standardization to ensure force interoperability and readiness
- ◆ Provide timely and high quality operational training
- ◆ Consolidate and standardize operational inspections and establish a standard measurement system to evaluate the readiness of forces
- ◆ Rapidly validate field innovation best practices and incorporate them into Tactics, Techniques and Procedures (TTP)



The field needs standardized TTP, and a way to feed back new requirements.

Notional FORCECOM Unit/Functional Shift Sequence Timeline							
Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09
Assume DOG	Assume Emergency Management Teams		Assume Non-District Standardization Teams	Assume Training Management (CG-132) responsibilities & subordinate training units Establish D11 as stand alone district	Assume HITRON Assume oversight of Training Teams and Afloat Training Groups (ATGs) Assume Container Inspection Training and Assist Team (CITAT)	Assume tactical / operational readiness measure program management Assume Reserve Forces Readiness Study (RFRS) responsibilities Assume Aviation Training Center (ATC) Mobile Execute new PPA relationships	Establish FORCECOM Assume Maritime Patrol Forces (MPF) Assume Mission Management System (MMS) Establish integrated, internal Compliance Inspection Program Assume Exercise Support Teams

Look for . . .

- *Common Coast Guard force allocation process; improved readiness reporting*
- *Linked performance cycle: Doctrine, Training and Field Assessments*
- *Reduced "requirement to solution" cycle time*
- *Streamlined lessons learned and fielded best practices*
- *Established single point of entry for Doctrine, TTP and Standardization*

Questions? Send email to D11-PF-AskFORCECOM@uscg.mil