

U.S. Coast Guard

# ENGINEERING, ELECTRONICS & LOGISTICS Quarterly

## Special Edition

# MODERNIZATION

RESTRUCTURING OUR ORGANIZATIONAL DNA  
FOR SUSTAINABLE 21ST CENTURY MISSION EXECUTION

SEARCH AND RESCUE  
AIDS TO NAVIGATION  
ANTI-DRUG OPERATIONS  
DCO  
DEFENSE READINESS  
LAW ENFORCEMENT  
DCMS  
STRATEGIC INTENT & RESOURCE MANAGEMENT  
OPCOM  
MIGRANT INTERDICTION  
ICE OPERATIONS  
FORCECOM  
LIVING MARINE RESOURCES  
MARINE SAFETY  
MARINE ENVIRONMENTAL PROTECTION  
MARITIME SECURITY

"WE ARE MODERNIZING THE COAST GUARD FOR SUSTAINABLE MISSION EXECUTION. POSITIVE CHANGES ARE UNDERWAY, AND TOGETHER, WE ARE SHAPING THE FUTURE OF OUR SERVICE."  
—RADM JODY BRECKENRIDGE,  
DIRECTOR, STRATEGIC TRANSFORMATION TEAM



## and Mission Support A Look Back and Forward

# EE&LQ Final Edition





You can visit us on the web at [www.uscg.mil/hq/cg4/eelquarterly](http://www.uscg.mil/hq/cg4/eelquarterly)

Check out CG-4's blog at <https://cgportal.uscg.mil/lotus/myquickr/cg-4-blog/team-blog>



Vol. 13, No. 49  
ISSN: 1931-4051  
Final Issue

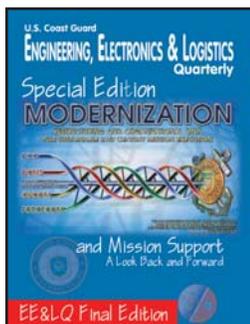
## U. S. Coast Guard Engineering, Electronics and Logistics Quarterly

COMDTPUB P5700.2

RDML Thomas P. Ostebo  
Assistant Commandant for  
Engineering and Logistics

Mr. Kerry L. Freese  
Managing Editor and  
Publication Staff

The *U.S. Coast Guard Engineering, Electronics and Logistics Quarterly* is published quarterly by the Assistant Commandant for Engineering and Logistics. This publication is unofficial and not authority for action. Views and opinions expressed are not necessarily those of the U.S. Department of Homeland Security or the U.S. Coast Guard. We encourage readers to submit articles and letters to the editor. Authors are encouraged to submit articles through the Program Representative. The *U.S. Coast Guard Engineering, Electronics and Logistics Quarterly* Editor and the Engineering and Logistics Directorate Management Board retain final approval authority for the publication or non-publication of all article submissions. We will make every effort to publish all submissions. We also reserve the right to edit submissions for length, accuracy and grammar. All letters to the editor must be signed along with current address and telephone number.



***On the Cover: Modernization and the Mission Support Organization, a look back and forward.***

***This is the final issue of the Engineering, Electronics and Logistics Quarterly. As editor, I want to thank you for your support throughout the years of this and past engineering publications -- both in readership and article submissions. Look for the new Missions Support magazine to be out in the near future.***

# Mission Support Special Edition

# Contents

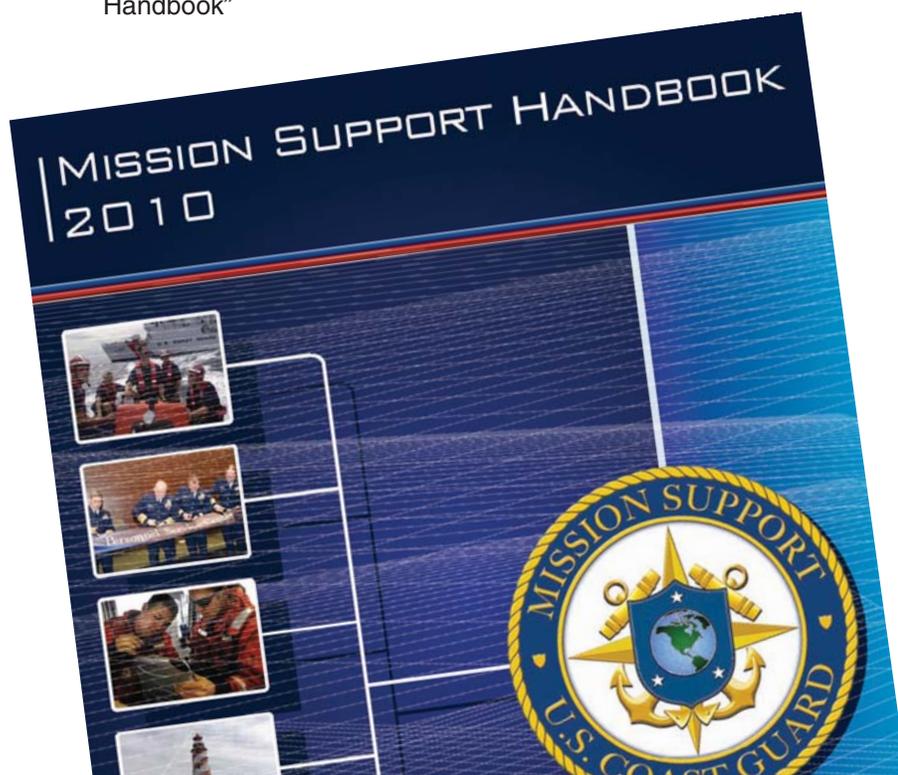
- 2 From the Assistant Commandant
- 4 Building the New Mission Support Organization
- 28 Mission Support 1.0 in Depth
- 32 Mission Support 2.0 Leaning Forward
- 36 Business Model as an Asset: A Concept
- 40 Logistics Transformation: “Checks and Balances”
- 42 Logistics Transformation of the Patrol Boat Product Line
- 44 Coast Guard Small Boat Product Line - Executing Logistics Modernization
- 48 View From the Deckplate
- 50 Mission Support Log
- 52 U.S. Coast Guard Modernization: “Mission Support Handbook”

## Editor’s Note:

The Building the New Mission Support Organization article presents a comprehensive overview of Coast Guard Modernization with attention given specifically to the future Deputy Commandant for Mission Support (DCMS) organization. Focusing on the *EE&LQ*’s mission to serve the Coast Guard engineering and logistics community, the first five-sections outlines the Coast Guard’s proposed new organizational structure with a focus on the future DCMS organization and its new Logistics and Service Centers in the field. The final, and sixth, section of this article looks at the potential benefits of Modernization on the Coast Guard engineering and logistics community.

This article was written in the summer of 2009 by a civilian summer hire majoring in journalism and mass communications. The transfer of additional responsibilities to the planned DCMS, FORCECOM and OPCOM pends Congressional authorization and all bargaining obligations with civilian unions are met. More up-to-date information on modernization can be found at [www.uscg.mil/modernization](http://www.uscg.mil/modernization) and the Mission Support Organization at the Mission Support Log <http://DCMSLog.blogspot.com>.

The views or opinions of personnel in this article are not those of the Department of Homeland Security or U.S. Coast Guard.



# From the Assistant Commandant

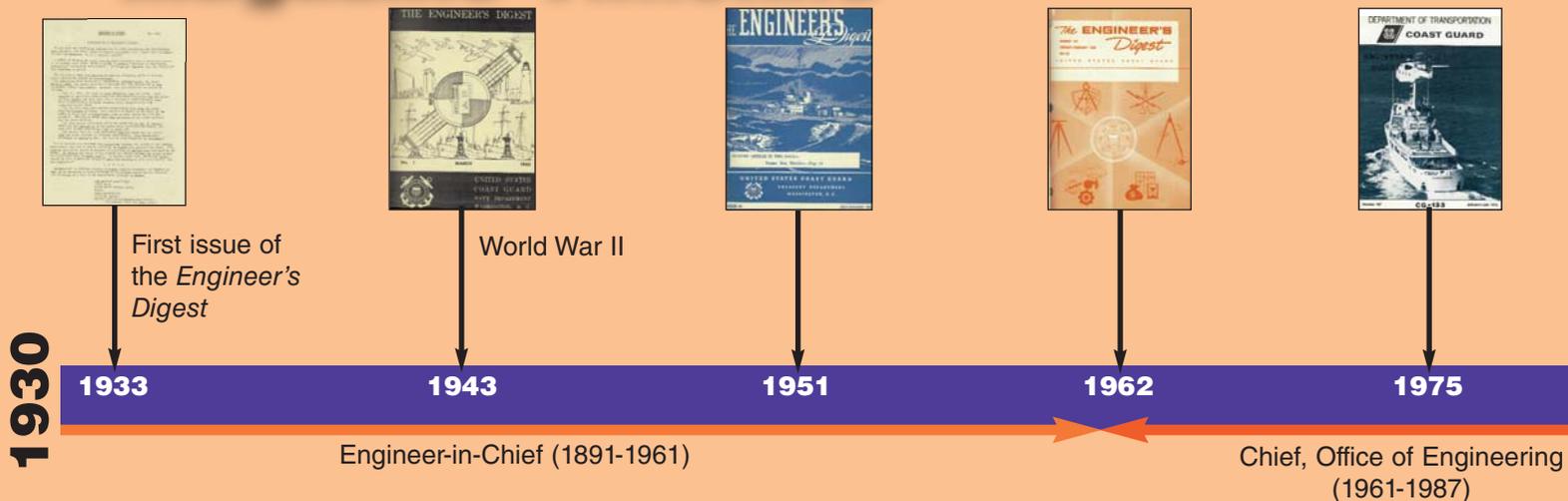


**What** do electron microscopes and drive in movie theaters have in common with the *EELQ*? They all first appeared in 1933. While significant for their time, the tools and technology of 1933 have advanced significantly since then. Similarly, the *EELQ* itself has evolved considerably over its 77 year history.

Initially released as a newsletter, entitled the *Engineering Digest*, this publication was conceived as a tool to share “the latest engineering developments for the better performance of the service as a whole.” At that time, it was customary for an engineering officer to report faulty design, tests conducted and designs for improvement by letter to what was then the U.S. Coast Guard Engineering Department. A sign of the times was an article examining, “The Future of Steam Propulsion.” It was not until after World War II that the publication transitioned to a magazine format, while continuing to cover significant technological topics of the day such as, “The Helicopter’s Limited Future.”

As the field of engineering became increasingly specialized, the magazine reflected these emerging specialties in engineering and in

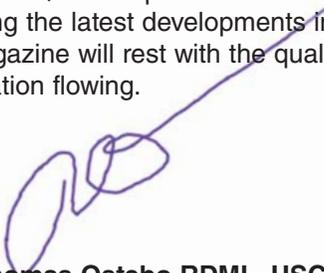
## Magazine Timeline



the Coast Guard by creating dedicated sections for aeronautical, civil, electronics, and naval engineering and test and development. In the 1970s, line drawings were replaced by photographs followed by the merger of the then Office of Engineering, Logistics and Development with the then Office of Command, Control and Communications to form the System Directorate. Similarly, both former Offices' magazines were combined to become the *Systems Times*, later becoming today's *EELQ* as the Engineering and Logistics Directorate (CG-4) and the Command, Control, Communications, Computers & IT Directorate (CG-6) emerged.

This issue of the *EELQ* is special for several reasons. As the cover highlights, this issue is dedicated to Coast Guard Modernization. It provides a thorough update on the initiative, since the Summer 2006 Logistics Transformation issue, which you can read online. The 2006 issue introduced a new, standardized way in which our work would be done in the future through what is now called the Mission Support Business Model. To do that most effectively, Coast Guard Modernization built out five Logistics and Service Centers to relentlessly bring to life the four cornerstones of Logistics Transformation: configuration management, bi-level maintenance, total asset visibility and product line management. These advancements, collectively called Mission Support 1.0, align all Coast Guard mission support elements under the Chief of Staff for a single point of accountability for support for the first time in the history of our service.

But this issue of *EELQ* is also special in that it's time once again for the *EELQ* to adapt with the Coast Guard. As we look ahead towards Mission Support 2.0, the *EELQ*'s mission will evolve to become one information source for the whole Coast Guard Mission Support Organization. It will reflect the variety of professions across the support organization, including human resources, engineering and logistics, information technology and acquisitions, with specialized content for individual communities. To reflect its broadening focus, the *EELQ* will be published under a new Mission Support magazine. What won't change is its founding mission of sharing the latest developments in mission support to improve the Coast Guard as a whole. The success of the new print magazine will rest with the quality of submitted articles as it has since 1933, so sharpen your pencils and keep the information flowing.



**Thomas Ostebo RDML, USCG**  
Assistant Commandant for  
Engineering and Logistics

**NOTE:** A complete set of *Engineer's Digest*, *Systems Times* and *Engineering, Electronics and Logistics Quarterly* issues are available to everyone to peruse and review in the U.S. Coast Guard Historian's Office at Coast Guard Headquarters. These publications are a great source of Coast Guard engineering history and always an interesting read. Have some free time ... go and check an issue out and take a look at the past.



# Building the New Mission Support Organization

by Patrick Boquard  
Tom Chaleki, Contributor



## “The World Witnesses the Shield of Freedom”

# 1

Before the summer of 2005, most Americans did not know what the United States Coast Guard accomplished on a daily basis. On Aug. 29, 2005, a catastrophic natural disaster effectively catapulted the Coast Guard into the living rooms of every American through the front pages of newspapers or televised newscasts. Hurricane Katrina made landfall on the Louisiana and Mississippi coasts at 6:10 a.m. and moved 18 mph northward.

Twelve hours after the Category 4 hurricane lumbered ashore, the Coast Guard deployed 21 helicopters, seven fixed-wing aircraft and 24 cutters in response. The number of Coast Guard assets and personnel grew as the world watched the recovery and rescue efforts persevere for weeks in the storm ravaged area. By Sept. 6, the second week of post-Katrina operations, 14 auxiliary aircraft, 28 cutters, 62 aircraft and 111 boats from the Coast Guard were operating in and around the disaster area.

The aviation response during this disaster demonstrated to Coast Guard leadership the effectiveness of standardization. With 40 percent of the Coast Guard’s helicopter fleet deployed in Katrina operations, it was evident that the configuration management of assets and training of personnel expedited the airborne response to the historic



*Hurricane Katrina, U.S. Coast Guard photograph by Petty Officer 2nd Class Kyle Niemi.*

search and rescue efforts. Four thousand Guardians rescued and evacuated nearly 34 thousand survivors.

In the Coast Guard Modernization Overview Video, VADM Jody A. Breckenridge said the aviation engineers, pilots and rescue swimmers were able to seamlessly work together. Aviation's uniformity identified a best practice that other aspects of Coast Guard mission support could emulate.

"The big lessons learned (from Katrina) is that although we are very good at what we do when we respond. We had units across the Coast Guard that brought different capabilities, and we couldn't fuse their capabilities in an effective way to get the outcome we were looking for," Breckenridge explained.



Observing the aviation community's response in the wake of Hurricane Katrina led to a second insight by Coast Guard leaders as to how the organization as a whole, can achieve increased effectiveness accomplishing its 11 Mission Programs.

Cadet Intern, 1/c Ryan Cassidy recently described the Coast Guard's current geographically-based organization on ADM Allen's blog iCommandant, "Previously under PACAREA and LANTAREA commands, we almost had two separate Coast Guards protecting the country; one on the West Coast

and one on the East Coast. Each had its own way of conducting training, managing its work forces and providing supplies and maintenance for units. Because of this, a Guardian going from small boat station LA/LB in California to station Boston might have to re-learn the systems on a new 25, because it is configured differently from the same vessel in California. Likewise, an XPO would have to understand a different set of support commands and compliance requirements."

Beyond Hurricane Katrina, the Coast Guard faces new challenges in the 21st century such as illegal immigrants, narcotics smuggling and terrorism. All of which the Coast Guard must adapt to better safeguard the nation's interests now and far into the future. By restructuring how units interact with the mission support structure and force readiness requirements of the Coast Guard, Coast Guard Modernization seeks to standardize all of our operations and business practices, positioning the Coast Guard to respond to the growing demands of our increasingly dynamic and complex operating environment.

Modernization is not new to the Coast Guard. Before ADM Allen laid out his vision for the Coast Guard, much historical progress was made to modernize the organization's mission support prior to Hurricane Katrina. These efforts laid the groundwork for what would become Coast Guard Modernization.

## “Charting a Course for One Solid Foundation”

# 2

In 2003, the United States Coast Guard was transferred from the Department of Transportation to the newly formed Department of Homeland Security (DHS). This shift made the Coast Guard the only military institution and largest entity in the DHS. The following year, the DHS Office of Inspector General (OIG) released the report, “Review of the Status of DHS Efforts to Address its Major Management Challenges” calling on the Coast Guard to improve accounting control of its mission support logistics.

Then Chief of Staff, and later Commandant, ADM Thad Allen created the Logistics Management Transformation Office (LMTO) in 2004 to resolve redundant processes within the Coast Guard logistics communities. It began by identifying 20 studies dating back to 1988 on improving the organization’s logistics. It then set the goal of finding or formulating a logistics business model (see related article on page 36) as a long-term solution to costly and duplicative processes.

The LMTO report, “Logistics Transformation at the United States Coast Guard,” released in 2005, characterized the Coast Guard’s logistics communities as “extremely stove piped.” Legacy Vessels, Legacy Aircraft, Shore Facilities and Deepwater Assets used different information systems and business processes to perform the same functions of acquisition logistics, maintenance and supply management, with little interoperability in managing what was estimated at the time to be approximately 46 percent of the Coast Guard’s annual budget. The office formed the Integrated Process Team (IPT) with Coast Guard representatives from all logistics communities in March 2005.

On June 23, 2005, the LMTO and the IPT presented their findings to the former Chief of Staff and now Commandant Allen. Their solution to the Coast Guard’s multiple and independent asset-based logistics communities with their own respective IT systems was to formulate a common, centrally managed logistics business model with built-in accountability. The key to this common business model would be acquiring or engi-



neering a single IT system for the entire organization to use. ADM Allen and former Commandant ADM Thomas H. Collins supported the team's findings to utilize the centrally managed aviation business model as a blueprint for logistics transformation across the Coast Guard's mission support community, adopting its structure to facilitate control and effective planning over its inventory and parts support.

This business model eventually became what is known today as the Coast Guard Mission Support Business Model. In September 2008, Commandant Allen defined the keys to success of this business mode as "strict adherence to a centrally managed, bi-level support system, which places sole accountability for asset support on the product line manager." These are known as the Four Cornerstones of the Coast Guard Mission Support Business Model because they form the foundation for standardized business processes across all Coast Guard mission support activities, allowing all logistics communities to focus on its principal customer -- operators. VADM Clifford Pearson detailed these in an article in *EELQ*'s Winter 2009 issue. In summary they are:

1. **Configuration Management** - Process for establishing and maintaining consistency of a product's performance, functional and physical attributes with its requirements, design and operation information throughout its life.
2. **Total Asset Visibility** - The ability to provide timely and accurate information on the location, movement, status and identity of units, personnel, equipment and supplies, and have the ability to act on that information (enabled by an enterprise IT System).
3. **Bi-Level Maintenance** - Only unit and depot maintenance, rather than 3 levels with blurry lines of distinction.
4. **Product Line Manager** - A single point of accountability, each product line has one product line manager. A means of providing superior support to end users while internally capitalizing on the economies that come from grouping like products together.

The Four Cornerstones are critical components of the Mission Support Business Model, but they do not exist in isolation. They are interdependent, as each relies on the other for the Mission Support Business Model to perform properly.

Addressing the desire for accountability within a centrally managed logistics system, the product line establishes a manager who is the single point of accountability for the budgeting, supply and execution of support systems for the asset for which he or she is responsible.



Product Line Managers are responsible for maintaining contact with the original manufacturers or vendors of an asset to acquire equipment, technical documents and other aspects of support. Commonly called the “one stop shop” for all service needs, this concept of the Product Line will provide field units 24 hour support for all platform types. For instance, field engineers needing technical advice on supply chain issues, equipment and structural failures can rely on their Product Line Managers. Rather than frequenting the local marina or machine shops for parts and tools needed for minor repairs and scheduled maintenance, field units will be able to depend on the Product Line for all areas of support.

Mr. Tom Chaleki, former Lead Planner of the Mission Support Planning and Integration Team and now DCMS-5D, explained the Product Line concept.



“If you have a problem with your F-150 pickup truck, you’d take it to the dealer, because they’d know everything about it. They are the experts on everything from the tires to the radio to the transmission. That will be the role of the Product Line Manager,” Chaleki said.

Standardized Maintenance Procedure Cards (MPCs) will accompany all new assets delivered to the field with specific instructions that the engineers will need to complete for preventive maintenance. Personnel will be trained on the information featured on MPCs, including warnings to prevent injuries, list of tools needed, instructions in chronological order with detailed diagrams, how much time the maintenance will take, and what training is necessary to complete repairs. The Product Line will automatically ship a maintenance kit with needed parts listed on the MPC, freeing up time for field engineers to perform the maintenance, increasing overall asset availability for field operators.

“In counting how many CASREPS our organization had, it was essentially management by failure rather than management through preventive measures under the business model,” Chaleki said.

“Take the F-150 example in bi-level maintenance,” Chaleki said. “Depot maintenance would be like changing your transmission. If you don’t know how to do it, don’t have the equipment to do it, than you’d better not try to fix it at all. That’s when you go to someone who has the experience and equipment to fix it. Unit maintenance is like an oil change for your F-150. It’s not too technical, and you have a diagram with instructions to follow. You don’t need to take it to your Ford dealer for something that routine.”

The prototype for the Coast Guard Mission Support Business Model was the Response Boat Small (RB-S) Product Line. Since the first pilots at Sectors Baltimore and San Francisco in the summer of 2006, Districts 1, 5, 8, 9, 11 and 13 have transi-

tioned to the new Coast Guard Mission Support Business Model. Eighty-one percent of the Coast Guard small boats are being supported by the Coast Guard Mission Support Business Model providing real time readiness status and total asset visibility. Completion of all small boats is anticipated in CY 2010.

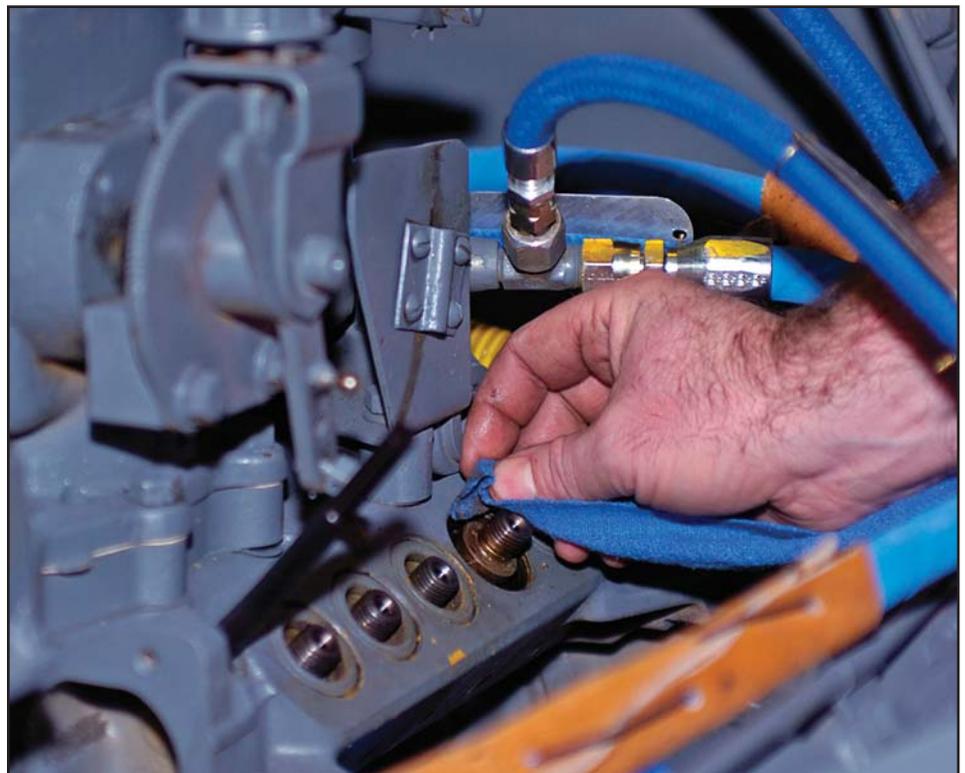
This is the first step in implementing the Coast Guard Mission Support Business Model, which is based on the centralized and accountable practices of the aviation community's business model. The new Coast Guard Mission Support Business Model will provide field units and engineers a more disciplined approach to completing maintenance throughout an asset's lifespan by having assets operating in the field with uniform abilities, layouts, repair procedures and other standardized aspects. In turn, this Mission Support Business Model aims to relieve the burden of maintaining and repairing assets by engineering officers and units and allowing them to focus on executing and accomplishing the mission at hand.

In order to better prepare the Coast Guard to implement the Coast Guard Mission Support Business Model, Modernization is moving away from the current geographically-based support to a single command, the future Deputy Commandant for Mission Support (DCMS), that will be responsible for support of all Coast Guard assets, including people, boats, planes, facilities and C4IT.

## “Supporting the Shield”

### 3

Some Coast Guard naval engineering veterans could give a personal account of wits and resourcefulness paralleling the drop of the hat ingenuity by the television hero Angus MacGyver. These creative workarounds were characterized by then LT Jeff Clark from the Logistics Transformation Program Integration Office (LTPIO) as using “little more than bailing wire,



duct tape and bubble gum,” in an *Engineering, Electronics and Logistics Quarterly (EE&LQ)* 2006 winter issue. Worse, some aviation engineers overstocked spare parts with no structure in place to share available supplies with other units where they may be needed sooner. Planners involved in designing the future Deputy Commandant for Mission Support (DCMS) hope these tactics will become part of the Coast Guard’s history as the Coast Guard Mission Support Business Model is rolled out across all asset types.

To prepare the Coast Guard to provide mission support under the business model, Modernization plans to realign the current geographically-based mission support services by asset types into product/service lines managed by the newly formed logistics and service centers. These new centers in the field form the backbone of our “Version 1.0 mission support organization” with responsibility for carrying out the Coast Guard Mission Support Business Model. These new entities combined with the Assistant Commandant for Human Resources (CG-1), Assistant Commandant for Engineering and Logistics (CG-4), Assistant Commandant for C4-IT (CG-6) and the Assistant Commandant for Acquisition (CG-9) unify all Coast Guard Mission Support into a single command, the future DCMS/Mission Support Organization. Its vision is “All people, All platforms, All systems, and All missions, Always Supported.”



Established in June 2009, the Asset Project Office (APO) is the Coast Guard’s first command responsible for delivering capability, including ships, aircraft, facilities, C4IT and people, aligned to the Coast Guard Mission Support Business Model.

The APO will establish future product lines for newly acquired asset types, ensuring they are properly equipped, trained and provisioned with an established infrastructure prepared to provide mission support prior to delivering them to the designated Logistics Center or Service Center for sustainment throughout the asset’s life cycle. The APO also will have an important responsibility to assist our Logistics Centers and Service Centers in forming product lines for our legacy assets in an effort to align support in compliance with those same standardized business processes.

The stand-up ceremony for the APO was held on 26 January 2009 at Coast Guard

Yard in Baltimore, MD. At that time, however, only the APO's command cadre was in place. After completion of discussions with the civilian employee union, which provided input and advice concerning their represented employees in June 2009, the APO got the green light to complete its initial phase of staffing.

Initially operating within the APO, the logistics or service centers' product line will help the APO compile the platform's maintenance specifications and technical information, provided by the manufacturer for the development of MPCs for use in depot level or unit level maintenance. Supplying spare parts from the original equipment manufacturer, consumables and special tools for maintenance will be the responsibility of the Product Line Logistics Branch or Supply Cell. This branch will manage and budget the platform's supply needs. The Programmed Depot Maintenance Branch will be tasked with scheduling and completing all depot level maintenance activities for every specific Product Line will originate from this branch.

Through these branches and offices organizing under the Mission Support Organization, field units will theoretically have a clear understanding of their maintenance responsibilities within the Product Line guidelines and materials developed and provided by the APO.

After delivering the Product Line to the field of operations the APO branches and offices assisting in the development of a specific product lines' asset will be absorbed into a product line at one of the five logistics centers of the Mission Support Organization. The APO will formally release the small boat product line

(SBPL) to the Surface Forces Logistics Center (SFLC) before the end of FY09. A patrol boat product line will soon be established to bring patrol boats into the bi-level business model as well.



The five new logistics centers in the future DCMS are the Surface Forces Logistics Center

(SFLC), Aviation Logistics Center (ALC), Shore Infrastructure Logistic Center (SILC), Personnel Service Center (PSC) and the Command, Control, Communications, Computers and Information Technology Service Center (C4IT SC).

Three of the five logistics centers in the mission support organization report to the Assistant Commandant for Engineering and Logistics (CG-4). The Surface Forces Logistics Center (SFLC), Aviation Logistics Center (ALC) and the Shore



Infrastructure Logistics Center (SILC) are responsible for implementing the Coast Guard Mission Support Business Model.

On Feb. 17, 2009, the SILC was stood up in Hampton Roads, Va. The SILC incorporates the Maintenance and Logistic Commands' (MLCs) Civil Engineering Divisions, Civil Engineering Units (CEU), Facilities Design and Construction Centers (FDCCs) and the

Industrial Support Command. This logistics center manages the lifecycle of all 23,000 Coast Guard owned or leased buildings and structures in almost 3,000 locations, a majority of them approaching an average age of 40 years old.

Implementing the Four Cornerstones of the Mission Support Business Model, the SILC designs, plans, builds, maintains and supports aviation, waterfront, cutter, C4ISR and Aids to Navigation (ATON) facilities. This logistics center also includes Military Police, contract base security, environmental compliance and marine environmental response as well as HAZMAT and HAZWaste groups.

Over 1,500 employees form the SILC, where they are responsible for the hundreds of millions of dollars invested in contracts for disaster recovery, facility repairs, leases and other forms of support to Coast Guard stations and structures.

On September 27, 2009, the SILC's Base Support Units (BSUs) and their detachments stood up in the locations of the former Integrated Support Commands (ISCs). BSUs are responsible for operating and maintaining the local base in their service area. BSU Facilities Engineering Divisions are responsible for building and grounds maintenance, waterfront services, and environmental and safety management. BSU Comptroller Divisions provide regional procurement and general logistics services, including the warehouse, mailroom, security and galley services.

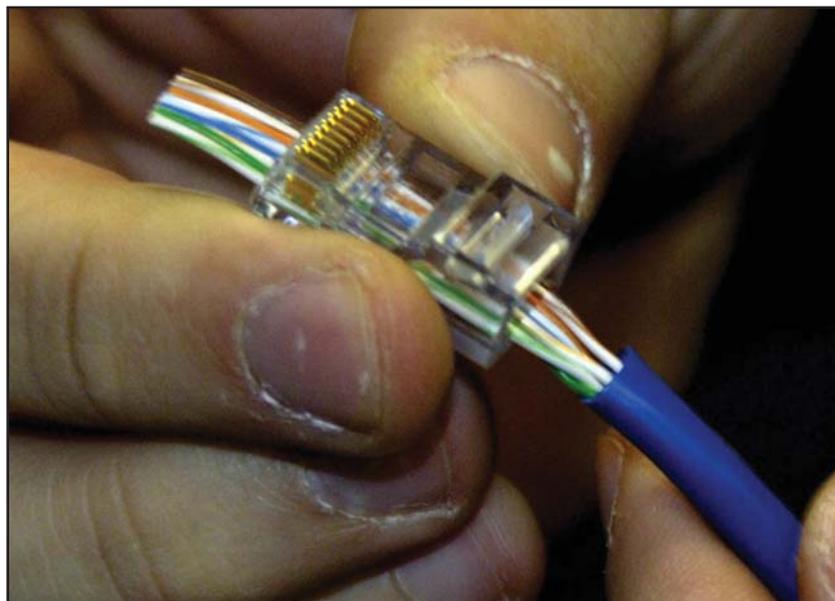
Nearly 200 aircraft and 26 aviation units are supported by the second logistics center under CG-4. On Oct. 30, 2008, the Aviation Logistics Center (ALC), formerly the Aviation Repair & Supply Center (AR&SC), was established at Elizabeth City, N.C. Due to the aviation community's logistics transformation efforts in the early to late 90s, the future ALC retains its current functions, serving as the basis for the Coast Guard Mission Support Business Model.

The Coast Guard's FY2010 Posture Statement presented to Congress reported that the Coast Guard cutter fleet has an average age of 40 years, making it the oldest in the world's navies. Approximately 250 of these cutters and patrol boats combined with

1,800 small boats will be supported by the third logistics center under CG-4. The Surface Forces Logistics Center (SFLC) was established on Jan. 26, 2009 at the Coast Guard Yard at Curtis Bay in Baltimore, MD. The SFLC, with approximately two thousand employees, is tasked with providing 24/7 information support, supply and depot level maintenance to any hard asset not falling under the ALC's responsibility. The Engineering Logistic Center (ELC); Maintenance and Logistics Commands' (MLCs') Naval Engineering Support Units (NESUs); both Atlantic and Pacific Naval Engineering Divisions; Industrial Support Detachments (ISDs); and Industrial Support Activities (ISAs) and the Coast Guard Yard at Curtis Bay became a part of the SFLC.

The SFLC's Divisions include the Engineering Services Division, Asset Logistics Division, Industrial Operations Division, the Business Operations Division, and Contracting and Procurement. The SFLC's five product lines are the Long Range Enforcer (LRE) Product Line; the Medium Endurance Cutter (MRE) Product Line; the Patrol Boat (PBPL) Product Line; Icebreaker, Buoy and Construction Tender (IBCT) Product Line; and the Small Boat (SBPL) Product Line.

On Feb. 9, 2009, the C4IT Service Center was established in Alexandria, VA at TIS-COM with a mission to provide electronics and Information Technology (IT) support to all field units as well as manage C4IT Product Lines and core technologies. These cover three primary areas. First, human resources, logistics, intelligence and operations are handled by Enterprise Applications. Second, Command, Control, Communications Intelligence, Sensors and Reconnaissance (C3ISR) and decision support Command and Control (C2) systems will both cater to the Coast Guard communications systems and navigations systems. The final area is the common information technology infrastructure for sharing and providing access to IT services for personnel. Electronics Support Units (ESUs) and Electronics Support Detachments (ESDs) fall under the Field Services Division (FSD). The C4IT Service Center also includes the Business Operations Division (BOD), the Asset Logistics Division (ALD), and the Workforce and Facilities Management Division (WFD).



The C4IT SC is a part of the Assistant Commandant for Command, Control, Communications, Computer and Information Technology (C4IT) (CG-6), which oversees support for all Coast Guard Information Technology (IT) systems. The Telecommunications and Information Systems Command (TISCOM); Command and Control Engineering Center (C2CEN); Operations System Center (OSC); Electronics Support Units and Detachments (ESUs/ESDs); and the Electronic Systems Lab (ESL) are all a part of this new service center. ESUs and ESDs will continue to provide sup-

The C4IT SC is a part of the Assistant Commandant for Command, Control, Communications, Computer and Information Technology (C4IT) (CG-6), which oversees support for all Coast Guard Information Technology (IT) systems. The Telecommunications and Information Systems Command (TISCOM); Command and Control Engineering Center (C2CEN); Operations System Center (OSC); Electronics Support Units and Detachments (ESUs/ESDs); and the Electronic Systems Lab (ESL) are all a part of this new service center. ESUs and ESDs will continue to provide sup-

port for standard workstations even when they are aboard SFLC-supported assets such as cutters.

A unified support system has been laid out for surface forces, aviation assets, IT systems and facilities. This approach will also be taken in regards to the Coast Guard's personnel. From recruitment to retirement, the final logistics center under the proposed DCMS will be under the Assistant Commandant for Human Resources (CG-1). Established on March 16, 2009 in Arlington, VA, the Personnel Service Center (PSC) will implement the Coast Guard Personnel Mission Support Business Model for Coast Guard Members. The PSC supports mission execution by integrating all aspects of military personnel support, including, but not limited to, recruiting and accessing new members; assigning and developing members' careers; maintaining health, safety, wellness and well-being for personnel; managing military compensation, and separating and retiring all Coast Guard military personnel.

Compensation benefits, Health Safety and Work-Life Services, housing, Regional Educational Services Officer (ESO) support and Morale, Well-being and Recreational (MWR) will be provided under the PSC. The PSC will deliver regional-level support through its Personnel Service and Support Units (PSSUs) and its Health, Safety and work-Life Field Offices (HSWL



FOs), which were established on September 27, 2009 in the locations of the former ISCs. PSSUs are responsible for housing, compensation, developing careers, maintaining well-being and providing other military personnel services within its designated area of responsibility. HSWL FOs coordinate access and delivery of health, safety and work-life services to Coast Guard members, employees, retirees and dependents within their designated area of responsibility and oversees 19 Coast Guard clinics.

Each of the four new logistics and service centers conducted transformation training in 2009. The SFLC began their transformation training in March 2009. Additional product line efforts for C4IT, Facilities and personnel assets are presently in the early planning stages, and reflect the shared commitment to manage all assets in a common business model providing the same level of support to our operational units as that which is being demonstrated for boats today. The APO is working closely with the logistics and service centers to develop an Integrated Master Schedule (IMS) to coordinate the stand-up of several dozen new product lines supporting legacy assets in the Business Model over the coming months and years.

In 2006, Commandant ADM Thad Allen issued 10 Commandant's Intent Action Orders (CIAOs), which outlined his vision for what would become Coast Guard Modernization. One of these 10 CIAOs expressed ADM Allen's desire for a centralized mission sup-

port command, now known as the future Mission Support Organization/DCMS and led by CG Chief of Staff CG-01, with a standardized and consolidated acquisition directorate. On July 16, 2007, the Assistant Commandant for Acquisition (CG-9) was established at Coast Guard Headquarters to managing an investment portfolio of \$27 billion. Six former acquisition offices were transitioned into CG-9 to form the Head of Contract Activity (CG-91), Director of Acquisition Services (CG-92) and the Program Director (CG-93).

The main role of CG-9 is to provide operational units with the platforms and assets to safely and efficiently execute the Coast Guard's day to day missions. CG-9 estimates costs to acquire new assets based on requirements set by CG-7; manages contracts and the resources allocated to purchase new assets; and schedules their delivery and development. It is from this role the acquisition directorate has crafted its motto, "Mission execution begins here."

All aspects of mission support from housing and providing care to personnel; ship supplies and equipment; scheduling depot maintenance; IT services and systems; and acquiring new products for the Coast Guard will be unified under the future DCMS as a single point of accountability for all Coast Guard mission support. The future DCMS' goal is to unify, standardize and streamline all aspects of support for all assets and personnel in order to effectively respond to any mission regardless of its nature. Centralizing mission support under the common Coast Guard Mission Support Business Model with sound business management and accountability for mission support under the future DCMS will improve effectiveness, flexibility and safety of all Coast Guard Guardians operating on the front line.

More information on the Mission Support Organization is available at <http://tinyurl.com/missionsupporthandbook>. See page 53 for a more detailed description.

## Works cited

*ALCOAST Message 416/09. "SUBJ: MISSION SUPPORT BUSINESS DURING HURRICANE SEASON." 2009.*

*Clark, Jeff. "Logistics Transformation Program Integration Office: Why Bother to Transform Logistics?" Engineering, Electronics & Logistics Quarterly winter 2006: 38-41.*



Pearson, Clifford I. "The Deputy Commandant for Mission Support (CG-DCMS): A Look Ahead." *U.S. Coast Guard Reservist* 2008: 32-33.

Peterson, Gordon I. "Admiral Allen: 'Cut Steel, Float Boats' Commandant Calls Deepwater Program the 'Centerpiece' of Coast Guard's Future Capability." *Engineering, Electronics & Logistics Quarterly* fall 2006, winter 2007: 11-17.

"USCG: Acquisition Directorate Overview." *United States Coast Guard - Home Page*. June 2009 <<http://www.uscg.mil/acquisition/aboutus/overview.asp>>.

United States Coast Guard. Office of Public Affairs. "Coast Guard Establishes New Acquisition Directorate." Press release. [Http://www.piersystem.com/go/doc/786/164778/&printerfriendly=1](http://www.piersystem.com/go/doc/786/164778/&printerfriendly=1). 13 July 2007. June 2009.

## "A Twenty-First Century Approach to Semper Paratus"

# 4

From container ships to crude tankers, commercial vessels and their crews can experience two different sets of procedures, policies and sometimes assets carrying the Coast Guard emblem depending if they enter a port on the Atlantic or Pacific coasts. The Coast Guard's current Atlantic and Pacific Area Commands in essence divide the United States Coast Guard into two separate operating entities.

The Coast Guard has proven itself to be a world-class responder and consistently demonstrates the highest levels of service to the American public. Our response to Hurricane Katrina was noteworthy, but as the scope of our 11 missions expands, the Coast Guard must adapt to meet the growing, unknown challenges -- both man made and natural -- presented by an All Threats and All Hazards operating environment.



Improving interoperability, standardizing operational practices, increasing readiness and eliminating redundancies will better position the Coast Guard to safeguard the nation's interests now and far into the future.

Coast Guard Modernization realigns our command and control and mission support functions into four specific commands -- called Modernization Efforts -- with standardized business practices. Training, operations, support and policy will each be under a single command for the first time in Coast Guard history.



The future Deputy Commandant for Mission Support (DCMS) is one of the four Modernization Efforts. While the future DCMS seeks to streamline and take away redundant supply and IT processes, the same is being done in Coast Guard Command. The Deputy Commandant for Operations (CG-DCO) is intended to consolidate overlapping areas of responsibility inadvertently created in the Atlantic and Pacific Area commands. These areas have independent operational planning, policies and capabilities due to a separate chain of command under the Assistant Commandants for Operations (G-O) and Marine Safety, Security and Environmental Protection (G-M).

On Oct. 3, 2007, the DCO was stood up in order to create a single Coast Guard Command with the ability to standardize regulations, operational plans and policies across all geographic locations. Under DCO are three organizations. Effectively coordinating operational policy for the Coast Guard's international missions and engagements is now handled by the Director for International Affairs (CG-DCO-I). Elimination of overlapping or redundant areas of responsibility,

while providing standardized guidance to all field units is now under the direction of the Assistant Commandant for Marine Safety, Security and Stewardship (CG-5). Policy development of the Coast Guard's 11 Mission Programs is the responsibility of this office. The Assistant Commandant for Capability (CG-7) works with budgetary and resource management. As the policies, budgeting and regulations for the organization are formulated underneath DCO, another organization will be formed through Modernization to unify Coast Guard operations.

When all Coast Guard sectors, districts and major assets are deployed they will be overseen by the future Operations Command (CG-OPCOM). While the future DCO is

responsible for the development of policy in respect to the Coast Guard's 11 Mission Programs, the envisioned OPCOM will execute those missions. All nine Coast Guard District Commanders will be unified in a single chain of command under OPCOM, providing a common operating picture across all global Coast Guard operations. Day to day missions conducted by aircraft, boats, cutters, sectors and districts will continue unchanged.

This proposed organization will address the vision of a more effective engagement in 21st century challenges, including drug trafficking, illegal migrants and severe weather, which are undeterred by geographic or regional boundaries. Coast Guard leadership believes OPCOM will improve the Service's coordination and ability to operate in cooperation with other DoD and DHS entities with increased efficiency in worldwide maritime operations. Ensuring Coast Guard personnel and reservists are Semper Paratus in response to these 21st century challenges will fall on the next organization proposed under Modernization.

Similar to the Coast Guard Logistics' Business Model's Configuration Management Cornerstone, Coast Guard Force Readiness Command (CG-FORCECOM) became the Coast Guard's first command solely responsible for preparing forces to perform missions and execute them properly. Earlier this year, FORCECOM beta tested Consolidated Assessment Visits (CAV) to increase unit readiness. The CAV reduces the burden of visits on units by standardizing the time of the visit as much as possible by coordinating many teams' participation in the CAV. Assessment teams participating in the CAV program for Sectors and Air Stations includes: the Mission Support Logistics



Compliance Inspections (LCI/Aviation LCI), the FC-75 Finance & Admin Assessment, FC-7 Security Inspection, Shore Infrastructure Logistics Center (SILC) Energy Audit; and many others.

FORCECOM developed a Readiness Dashboard which presents facets of readiness in: personnel, equipment, supply and training for the High Endurance Cutter Fleet, Homeland Security Cutters and Patrol Boats. Measures are being finalized for our Deployable Operations

Group. The dashboard presents information to senior leadership for decision making. FORCECOM is also responsible for the CG's enterprise-wide training system and the development of doctrine and TTP for the Coast Guard's complex eleven missions.

"In Modernization's Configuration Management, OPCOM, FORCECOM, DCO and DCMS are all integrated together," explained DCMS-5 Deputy Mr. Tom Chaleki.

“Configuration Management is really a Coast Guard-wide effort. Crews in OPCOM can’t just put whatever they want on the side of a cutter when they’re underway in operations. It may seem like Configuration Management is something just mission support is responsible for doing, but it’s really up to all units.”

In July 2009, two independent, third party organizations endorsed Coast Guard Modernization. The National Academy of Public Administration (NAPA), a non-profit, independent coalition of top public management and organizational leaders, evaluated Modernization’s planning approach, alignment with the Coast Guard’s stated goals, and potential risks and weaknesses, as well as key recommendations to help improve Modernization. In a separate assessment, the GAO also validated our Modernization Efforts by referencing the NAPA report and concurring with their conclusions.



Senior Leadership has already begun work to incorporate their conclusions. First the Coast Guard Strategic Transformation Team’s (STT) change management capability was embedded in the organization’s new Enterprise Strategy, Management and Doctrine Oversight Directorate (CG-095), which was established in May 2009 as a direct report to the Vice Commandant. CG-095 is responsible for synchronizing the various Modernization integration efforts as we move forward with Modernization.

The tenets of the business case for Modernization have been widely reflected in various official documents, including the FORCECOM and DCMS Business Plans, the Modernization Congressional Report, and past GAO and OIG reports on readiness and mishaps. Following one of NAPA’s recommendations, ADM Allen directed the development of a clear and quantifiable business case to include the metrics necessary to track Coast Guard Modernization’s progress and its effects on mission execution. The Vice Commandant serves as the single point of accountability to ensure our Modernization objectives are achieved.

Modernization is not a route that can be charted or traveled with a definitive end destination. Rather, the standardization under the leadership of the four new Commands based on responsibilities -- not location -- will allow the Coast Guard to evolve its policies, practices, support and mission execution, adapting and responding much faster when unforeseen challenges present themselves in the future.

Modernization's goal is to create a change-centric culture that is highly adaptive to changing requirements, new opportunities, and demand signals from the public we serve. Coast Guard Leadership's objective evaluation and course correction are the keys to successfully accomplishing that goal.

**Works cited:**

*Breckinridge, Jody A, VADM. "Coast Guard Strategic Transformation Team: A Look Ahead." U.S. Coast Guard Reservist 2008, Vol. 55: 24-25.*

*Brice-O'Hara, Sally, VADM - Select. "The Deputy Commandant for Operations (CG-DCO): A Look Ahead." U.S. Coast Guard Reservist 2008, Vol. 55: 28-29.*

*"DCMS All Hand Brief, Modernization PowerPoint." March 2009. Logistics Transformation Program Integration Office, CG-4. "Logistics Before and After PowerPoint." February 2009.*

*Papp, Robert J, ADM - Select. "Coast Guard Operations Command (CG-OPCOM): A Look Ahead." U.S. Coast Guard Reservist 2008, Vol. 55: 36-37.*

*Pekoske, David, VADM. "Coast Guard Force Readiness Command(CG-FORCECOM): A Look Ahead." U.S. Coast Guard Reservist 2008, Vol. 55: 40-41.*

## Flying Cutters and Anchored Aircraft

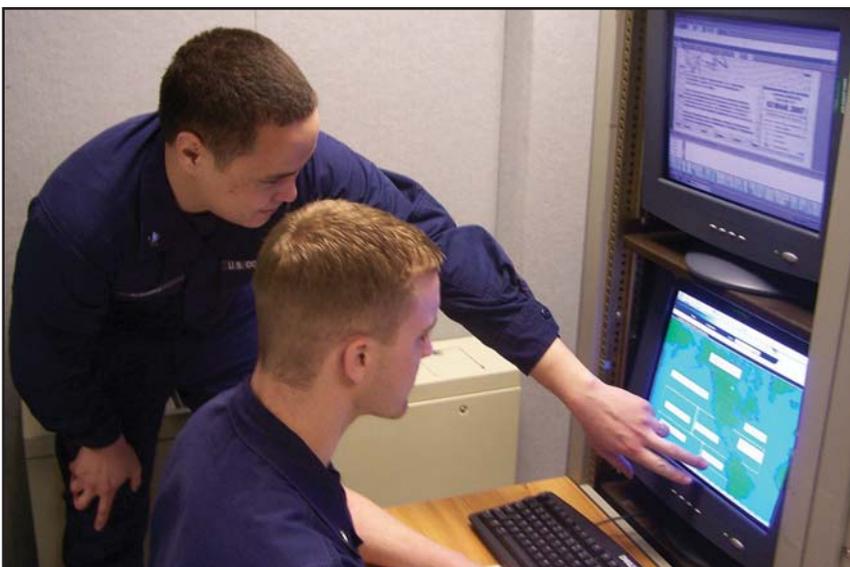
# 5

A common question received about Logistics Transformation is why should naval engineers follow the same logistics business

practices as the aviation community?

After all, "Ships don't fall out of the sky."

This question may ring truer for IT systems, which vary among asset types and even in different places.



Chief of Naval Engineering, CAPT Paul Roden, explained the strengths of

the planned Deputy Commandant for Mission Support (DCMS) organization and addressed the cultural change required under the new Coast Guard Mission Support Business Model.



“The issues resolved with Modernization are that decisions will be based on better data to make better long-term solutions to problems and greatly assist in justifying our budget,” Roden said. “The cultural change will be significant. Naval Engineering generally had the mindset to do whatever it takes to get the job done, which often resulted in less

than best business practices. There is a focus on the short term problems and a reaction to get the job done, which is less proactive than fixing the root cause of the problems. We’ve done well with the short term solutions, but within our new budget constraints this method is now inadequate.”

Roden explained he didn’t want to reprimand the efforts of the Naval Engineering community. He said the current Naval Engineering community doesn’t have the organizational alignment associated with the accountable and centrally managed Product Line concept. Roden said this caused the community to work as best as it could with the organization it had in place. A second benefit of Modernization, Roden explained, was that Engineering Officers (EOs) and operators will become more like customers under the proposed DCMS.

“EOs and operators will see this importance over time,” he said. “In the future there will be better support systems. The Product Line Manager has control of their own budget to say whether or not they want to spend it on repairing equipment, buying parts or recapitalizing sub-systems. The new model will result in expanding the trade space to make better decisions for each asset.”

“This culture change will require discipline from all of us,” Roden said. “With Configuration Management, you can’t make changes to assets on your own, because it creates problems in the long-run. If people start working around the new system it will also hurt us, because accurate data collection will be critical to our support system.”

The concept Roden was referring to, making decisions based on real data, will use IT systems. A centralized IT system providing Total Asset Visibility is one of the key ele-

ments of support to the Coast Guard Mission Support Business Model and Modernization.

Much like we hear about the next version of Microsoft Windows before we can buy it in the store, we have to use the version we have now, while the next version is being developed. In the near term, the logistics and service centers will use legacy systems such as ALMIS and MAXIMO to provide Total Asset Visibility when standing up product lines for legacy assets.

Eventually, one new system, the Coast Guard Logistics Information Management System (CG-LIMS) will be gradually introduced to all logistics communities, replacing or integrating today's variety of systems. Not only will DCMS and the Coast Guard Mission Support Business Model cause cultural changes, but this IT system will also have a positive impact across the organization.

"It has to do with evolving our culture so that it's OK to say, 'This asset isn't safe to use right now,'" CG-LIMS Project Manager CDR Dan Taylor said. "CG-LIMS will allow Product Line Managers to see what's wrong and what's being ordered to solve it."

Consolidating the Coast Guard's IT systems began as a part of the Deepwater contract with Integrated Coast Guard Systems (ICGS). ICGS would have supported the Deepwater Program's newly acquired assets for the surface and aircraft fleets. After Logistics Transformation reported all legacy IT systems within the Coast Guard were redundant and analyzed the maintenance and operating cost, it was realized ICGS was yet another stovepipe. Before 2003, there were several studies that called for the consolidation of the Coast Guard's IT systems. At the initiation of Logistics Transformation, the team concluded that in order to have a common logistics IT system there must be a common business practice for it to support and follow. This altered the focus of the former ICGS project from focusing on Deepwater assets to supporting a Mission Support Business Model founded in the aviation community's practices.

The application strategy for this organization-wide IT system is to incrementally replace legacy IT systems, some of them at least 20 years old, from their respective stovepiped logistics communities with Commercial off the Shelf (COTS) tools. The CG-LIMS project speculates this IT system will gradually adapt from aviation assets and small boat product lines to deepwater assets, C4IT acquisitions, cutters and finally facilities. This strategy theorized by the CG-LIMS project may phase out aspects of legacy IT systems in the long run.



The 2005 analysis of the Coast Guard logistics communities stated the Aviation Logistics Management Information System (ALMIS) and its combined IT subsystems had the ability to

support the aviation community's business practice of Total Asset Visibility. ALMIS combines training, operations, both unscheduled and scheduled maintenance and resource management into one system. Another strong point to the ALMIS program is its ability to offer data from the system to analyze in predicting inventory demand. Therefore, ALMIS has been used in the interim to ensure that communities transforming to the new Mission Support Business Model have the necessary capabilities for Total Asset Visibility.

With these strengths in mind, CG-LIMS will offer improvements in reducing the burden to all units in the field providing maintenance, controlling supply costs and improving the system of accountability in all logistics communities. The CG-LIMS project plans to release and deploy increments of the IT system over the next several years. According to Taylor, the first increment of CG-LIMS will be released in 2014. This first of five segments will deliver Configuration Management and Maintenance Management tools.

The next segment of CG-LIMS will address the multiple systems for tracking parts and the incomplete visibility for resources used during maintenance. The project aims to give Product Line Managers and Coast Guard officers the visibility of assets' operational capacity through Product Line support, Bi-Level Maintenance in managing technology information and Maintenance Management used to drive supply chain management.

"In the aviation product lines, the management of parts is centralized," Taylor explained. "It is relatively simple for a unit to follow scheduled maintenance procedures, send back broken parts to supply centers and using the tool (ALMIS) instead of working around it. With CG-LIMS we want it to be easy to use and carry out a procedure that is supported by an IT process."



After the first increment of CG-LIMS is released into the field the Aviation Computer Maintenance System (ACMS) IT system will be retired from use. One of the foreseeable strengths under development for CG-LIMS is the capability to trigger inventory restocking through direct shipments to units based on the location of a completed maintenance procedure. Taylor has written in the CG-LIMS project blog that this developing IT system's greatest strength is its ability to support the new Mission Support Business Model rather than a process field units and engineers are forced to work around.

A common business model for all asset support improves effectiveness, flexibility and safety of all Coast Guard Guardians operating on the front line. It only makes sense then that a common business model would be supported by a single IT system that ensures complete asset visibility for improved decision making. “Ships don’t fall out of the sky,” but we’ve learned a lot from a community where things do.

## “Changing Winds For the Coast Guard’s Course”

# 6

Around 600 BCE, Chinese Taoist philosopher and legendary general Sun Tzu wrote an influential work now known as *The Art of War*. Though some historians dispute whether Sun Tzu actually existed, the work itself survives with a lasting impact on Eastern and Western culture as a masterful collection of strategy for conflict resolution. Sun Tzu writes, “What the ancients called a clever fighter is one who not only wins, but excels in winning with ease.”

Clever in this context is not to be understood as witty, wily or devious. Rather, Sun Tzu concisely points out the intelligent fighter with the ability to achieve victory with the greatest proficiency, and with less effort than its opponent, will encounter the most success. Coast Guard Modernization aims to make the Coast Guard an even more effective victor as it tackles 21st century challenges.

In 2005, the Coast Guard confiscated nearly 340 thousand pounds of cocaine off the U.S. coasts -- a maritime record -- and intercepted over nine thousand illegal immigrants. Coast Guard leaders predict that these threats are on the rise along with a forecast of increasingly devastating tropical storms, climate change and a dramatic rise in commerce entering America’s ports. Modernization is attempting to make the Coast Guard a more proficient victor by using resources more efficiently and effectively in mission execution and support.



If there’s an overwhelming theme in Modernization and the Four Cornerstones of the Coast Guard Mission Support Business Model, it is the desire to give the support per-

# Mission Support



sonnel and engineers in the field more of the tools they need to keep assets executing the mission. According to CDR Dan Taylor, CG-LIMS Project Manager, there is a desire “To make it easy to do the right thing.” In a post by Taylor on the CG-LIMS blog, [www.intelink.gov/blogs/cg-lims](http://www.intelink.gov/blogs/cg-lims), he recognizes the sense of urgency to deliver a logistics IT system to field units so there can be a more fluid transition into the new organizations under Modernization.

In an interview with CDR John Newby about the aviation community’s transformation in the 90s, he said there was a gradual cultural shift by the community as it came to recognize a change in business practices was needed because of the high costs required to keep aircraft off the ground.

“It took strong leadership,” Newby said. “We had to realize we were becoming an endangered species, and it was an ongoing process to really push Total Asset Visibility and Configuration Management. Aviation gradually became a very good self-policing community by seeing how some actions created long-term hurt for a short-term gain.”

It has been reiterated by Coast Guard leaders that the strongest asset ever used in the field of operations is the organization’s dedicated and resourceful personnel. As such, they have used the [uscg.mil/modernization](http://uscg.mil/modernization) web-page as an avenue of communication for any Coast Guard personnel wanting to express concerns, questions or suggestions about Modernization. The Coast Guard also is using blogs and Twitter to engage the workforce in a discussion about Modernization.



More Modernization information is available at [www.uscg.mil/modernization](http://www.uscg.mil/modernization); on the Deputy Commandant for Mission Support at <http://dcmslog.blogspot.com>; envisioned future Operations Command at [http://cgweb.lant.uscg.mil/lantarea/OPCOM/OPCOM\\_HOME.html](http://cgweb.lant.uscg.mil/lantarea/OPCOM/OPCOM_HOME.html); and Force Readiness Command at <http://iforcecom.blogspot.com>.

Whether you support the mission or execute it, we are all Guardians. We are the true fighters who excel at being Semper Paratus with ease. Since the organization’s inception as the Revenue Cutter Service in 1790, the men and women serving the shield of freedom have been, and continue to be, always ready using the tools at their disposal. The Coast Guard is seizing an opportunity to keep the organization a 21st-century fighter so that it will, in time, excel with greater ease achieving its victories thanks to a more accountable support system. 🚢



## Mission Support 1.0 in Depth

Coast Guard Modernization of our mission support organization attained a significant milestone last fall when mission support was evolved into the new modernized organizational structure -- a move that over time will bring historic new capacity for mission execution. On 27 September 2009 the Coast Guard's field level mission support units were realigned from the Maintenance and Logistics Commands (MLCs) Atlantic and Pacific and from the Integrated Support Commands (ISCs) to four logistics and service centers and their detachments nationwide.

These organizational changes created an infrastructure that realigned our ISCs, Naval Engineering Support Units (NESUs), Electronic Support Units (ESUs), Industrial Support Activities (ISAs) and other field units by logistics community into the new Surface Forces Logistics Center (SFLC), the Shore Infrastructure Logistics Center (SILC), the C4IT Service Center (C4IT SC) and the Personnel Service Center (PSC) established in spring 2009.

The processes and locations for mission support delivery didn't change immediately, but the names of the field units that deliver it may have changed to align mission support by asset community. For example, all MLC naval engineering staff and ISC industrial activities now report to the Surface Forces Logistics Center (SFLC). These changes represent a change in reporting chain from the MLCs and ISCs to the Logistics and Service Centers. These units did not physically move.

The processes to obtain support have not changed, nor have the contacts. Operators have three ways to get support:

- Call existing POCs (the same person you always call)
- Call the Product Line Manager (PLM) for the asset
- Call the local Primary Support Officer (PSO) (the old ISC CO)

In other words, if you used to call the ISC, now you call the logistics and service center field unit. If you used to call the MLC, now you call the Product Line at the logistics and service center command. Your old

contact at the MLC probably now works for them. If they're not the right person to handle your support needs, they will put you in touch with the correct person.

To ensure uninterrupted support and minimize confusion about who to call, a Primary Support Officer – called a PSO – has been designated as a liaison to our operational partners. Generally the senior most Commanders of co-located local mission support units, the PSO is responsible for coordinating mission support services in the area. They will manage your support needs, including NESUs and ESUs, during the transition if you are unsure about how to get support.



Personnel Service Center (PSC)	Aviation Logistics Center (ALC)	Surface Forces Logistics Center (SFLC)	Shore Infrastructure Logistics Center (SILC)	C4IT Service Center (C4IT SC)
Officer Personnel	Long Range Surv (LRS)	WMEC	Aviation Facilities	Enterprise Applications (OSC) Product Lines
Enlisted Personnel	Med Range Recov (LRS)	Patrol Boat (PBPL)	Shore Ops / Dep. Forces Facilities	C3ISR (C2CEN) Product Lines
Reserve Personnel	Short Range Recov (SRR)	Small Boat (SBPL)	Training Facilities	IT Infrastructure (TISCOM) Product Lines
Retirees	Med Range Surv (MRS)	Long Range Enforcer	AToN	Core Tech: Enterprise Applications (OSC), C3ISR (C2CEN), IT Infrastructure (TISCOM)
		Ice Breaker Buoy & Constr. Tender	Community Support Facilities	
			C4IT Facilities	
			Yard / Industrial Facilities	
			Leased and Admin Facilities	
			Cutter Support Facilities	
Detachments		Detachments	Detachments	Detachments
PSSU		NESU	BSU	ESU
HSWL FO		MAT / WAT	CEU	ESD
		ISA	FDCC	ESDD

Logistics and Service Centers:

- Provide 24/7 Product/Service Line Support
- Configuration and Life-Cycle Management
- Funding Oversight and Execution

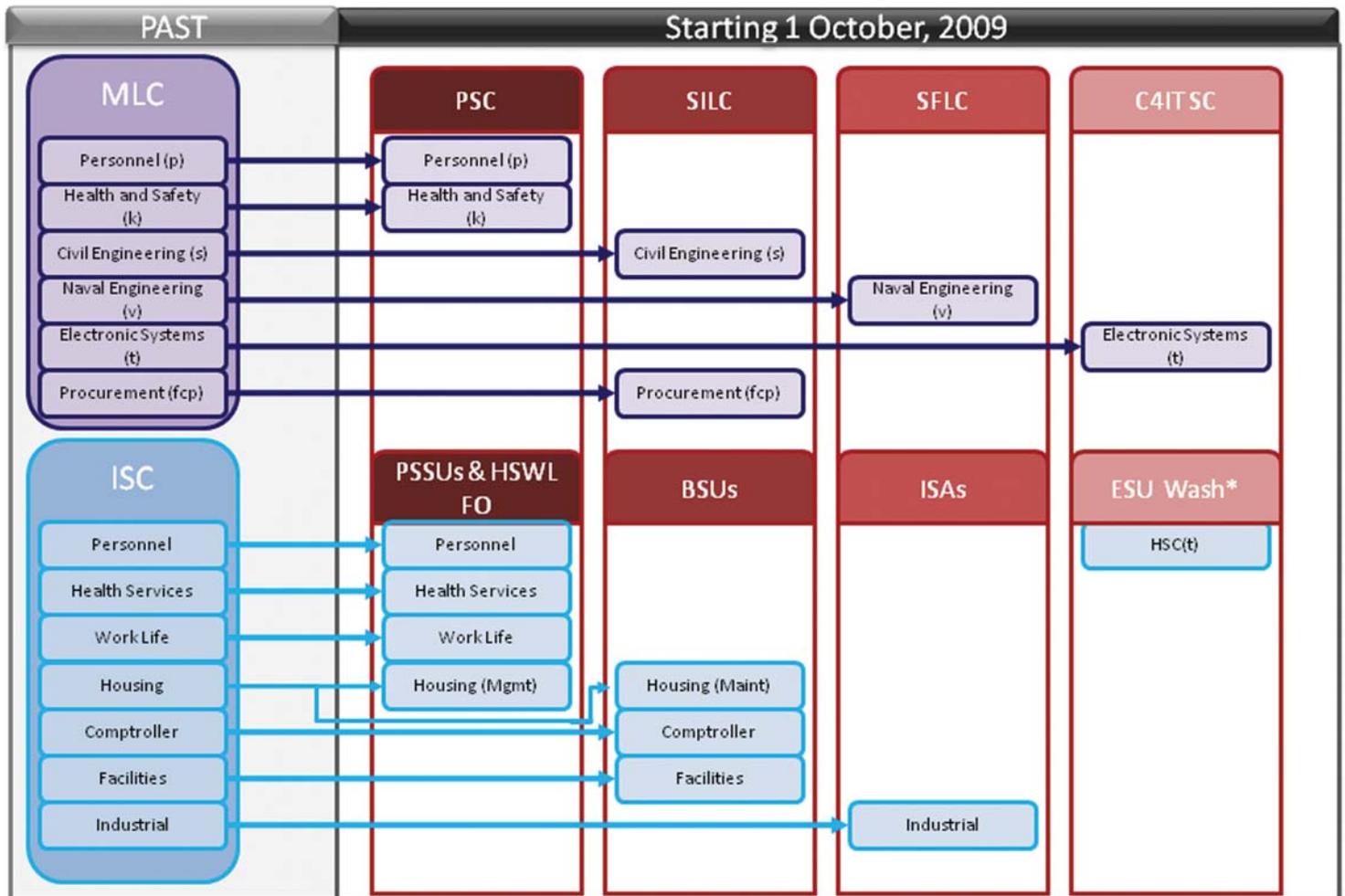
Detachments:

- Local Delivery of 24/7 Support



You can always go to your Command Master Chief with questions as well. PSOs are selecting collaborative Command Master Chiefs for all of the mission support units in the PSOs support region, including NESUs and ESUs.

Coast Guard Modernization set a course to deliver a premier mission support service that evolves over time, and is poised to anticipate and adapt to all threats and all hazards. Leadership mapped the strategy of one mission support organization to integrate our acquisition logistics and maintenance functions, and to introduce a uniform, bi-level logistics system of maintenance for the service. We have mapped the responsibilities and jobs from the old organization to the new one.



**Primary Support Officer (PSO)  
Local Mission Support Liaison**

District	AOR	PSO	Title	Phone
1	Boston	CAPT Michael Husak	CO, BSU	617-223-3336
5	Portsmouth	CAPT Fred Sommer	CO, BSU	757-483-8590
5	Elizabeth City	CAPT Carol Bennett	CO, BSU	252-335-6537
7	Miami	CAPT David Cinali	CO, PSSU	305-535-4390
8	New Orleans	CDR Eric Johnson	CO, BSU	727-535-1437, Ext. 1110
8	St. Louis	LCDR Mike Munnerlyn	CO, PSSU	314-269-2305
9	Cleveland	LT Daryl Pridgen	Sup, SILC Det.	216-902-6365
11	Alameda	CAPT Keith Turro	CO, BSU	510-437-5371
11	San Pedro	CDR Andy Clyburn	CO, BSU	310-521-6005
13	Seattle	CAPT Robert Klapproth	CO, BSU	206-217-6405
14	Honolulu	CDR Erich Klein	CO, BSU	808-842-2006
17	Base Kodiak	CAPT Jesse (Karl) Moore	CO, BSU	907-487-5760
17	Ketchikan	CDR Wade Gesele	CO, BSU	907-228-6401
HQ	Washington, DC	CDR David Morgan	HQ XO	202-372-4000

This infrastructure will eventually deliver a single point of contact for mission support services, consistent and standardized service offerings Coast Guard-wide and clear lines of accountability. This will ultimately enable our operational partners to focus more directly on mission execution and offer them historic new capacity when fully implemented.

There will be changes to the support processes in the future as the logistics and service centers enroll assets into product lines under the new Coast Guard Mission Support Business Model. Our approach for implementing future changes will be similar to how we stood-up the small boat product line pilot. No changes will occur without training our people and the District, Sector and Cutter support personnel.

Change is hard. The course we're on will improve effectiveness, availability and safety for all Coast Guard members.

Note: A complete list of support services and points of contacts are in the Mission Support Handbook, see page 52. 🚫



# Mission Support 2.0 Leaning Forward

by CAPT Richard Gromlich, Mission Support Integration Office (DCMS-5)

Coast Guard Modernization is a holistic review of our Service, focused on ensuring mission execution and positioning the Coast Guard to meet the challenges of today while preparing for the challenges of tomorrow. As we confront significant growth in commercial shipping, an expansion in coastal development, new energy exploration, and increasing activity in the Arctic, we must continue to adapt to ensure we are employing best practices to meet the needs of our Nation. We must build a command and control structure and a Mission Support Organization that promote mission execution.

"Moving Modernization forward to completion is one of my highest priorities and central to my principle of steadying the service," said ADM Bob Papp, Commandant, U.S. Coast Guard. "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 the basic tenets of a military organization that relate to responsibility, authority, accountability, and unity of command."

In the Mission Support world, we've learned a lot since the Maintenance and Logistics Commands (MLCs) and Integrated Support Commands (ISCs) stood down in October 2009 and evolved into the current Logistics and Service Centers (LC/SCs). The resulting organization was designed to deliver the four cornerstones of the Mission Support Business Model: Configuration Management, Bi-Level Maintenance, Total Asset Visibility, and Product Line Management.

Since then, the LC/SCs have been tested in real world contingencies, and they work well. Our support community leaned aggressively forward during the Haitian earthquake response, and now we're faced with the Deepwater Horizon response in the Gulf, a true challenge to our support capabilities. Based on successes

and incorporating lessons learned from events such as these as well as internal feedback, we are now focusing our efforts on mission support at the point of service delivery in the field. Clearly, the Mission Support Organization has done an excellent job in leaning forward as evidenced by the high level of operational readiness, but contingency response support is only part of our world of work. Every day, our operational partners depend on logistics and service support in the field.

"I'm not convinced that we optimally structured field support in the first go around, or what we call Version 1.0 of Modernization," said VADM John Currier, Coast Guard Chief of Staff. "The work of the subordinate elements to the LC/SCs -- Base Support Units (BSUs), Electronics Support Units (ESUs), Health Safety Work-Life Field Offices (HSWL FOs), Naval Engineering Support Units (NESUs), and Personnel Services and Support Units (PSSUs) -- is exceptional and getting better all the time. However, a more effective support structure would mirror the command and control structure on the operations side."

## Designing Mission Support 2.0

To build the most effective support delivery organization, VADM Currier constituted the Field Mission Support Delivery Integration Team (FMSD iTeam) last fall to examine and, if appropriate, propose the most effective field mission support delivery structure we could achieve. He set several precepts for the Mission Support Organization to better align with our operational partners.

FMSD Precepts:

- Ensure optimal support of operations.
- Identify efficiency opportunities for reinvestment in field support (Sectors).
- Align structure with operations.

## Four Cornerstones of Mission Support

The modernized support model works by providing efficient bi-level support to our operational partners. The business model's "Four Cornerstones" are critical components that although interdependent, combine into a powerful tool that will make optimal support into a reality. The Four Cornerstones are:

- **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.

- Accommodate contingency and normal operations.
- Map resource flows and match to function.
- Establish career development pathways for military and civilian employees.
- Establish organizational constructs and business rules aligned with the mission support model.
- Retain DCMS Logistics/Service Centers (SFLC, SILC, ALC, C4ITSC, PSC) product line management (bi-level).
- Push operational logistics out of HQ.

The end state will provide operational commanders with appropriate logistics command and control (C2) support in both steady state and contingency situations. We will be structured to provide a single point of accountability for support delivery coordination to areas and districts. While the C2 structure parallels that of operations, it will also preserve the principle of bi-level maintenance and service delivery in the Mission Support Business Model. Under the plan Logistics and Service Centers would retain technical authority for mission support activities and control of resources.

### Mission Support 2.0

The envisioned Mission Support Version 2.0, which is outlined in ALCOAST 291/2010, shifts the focus of mission support from Headquarters to the field both day to day and during contingencies.

"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," ADM Papp said. "This new organization will fit seamlessly in the Coast Guard's fully-modernized construct, providing operational commanders with appropriate logistics command and control in both steady state and contingency situations."

A Director of Operational Logistics (DOL) position at the Flag level will be

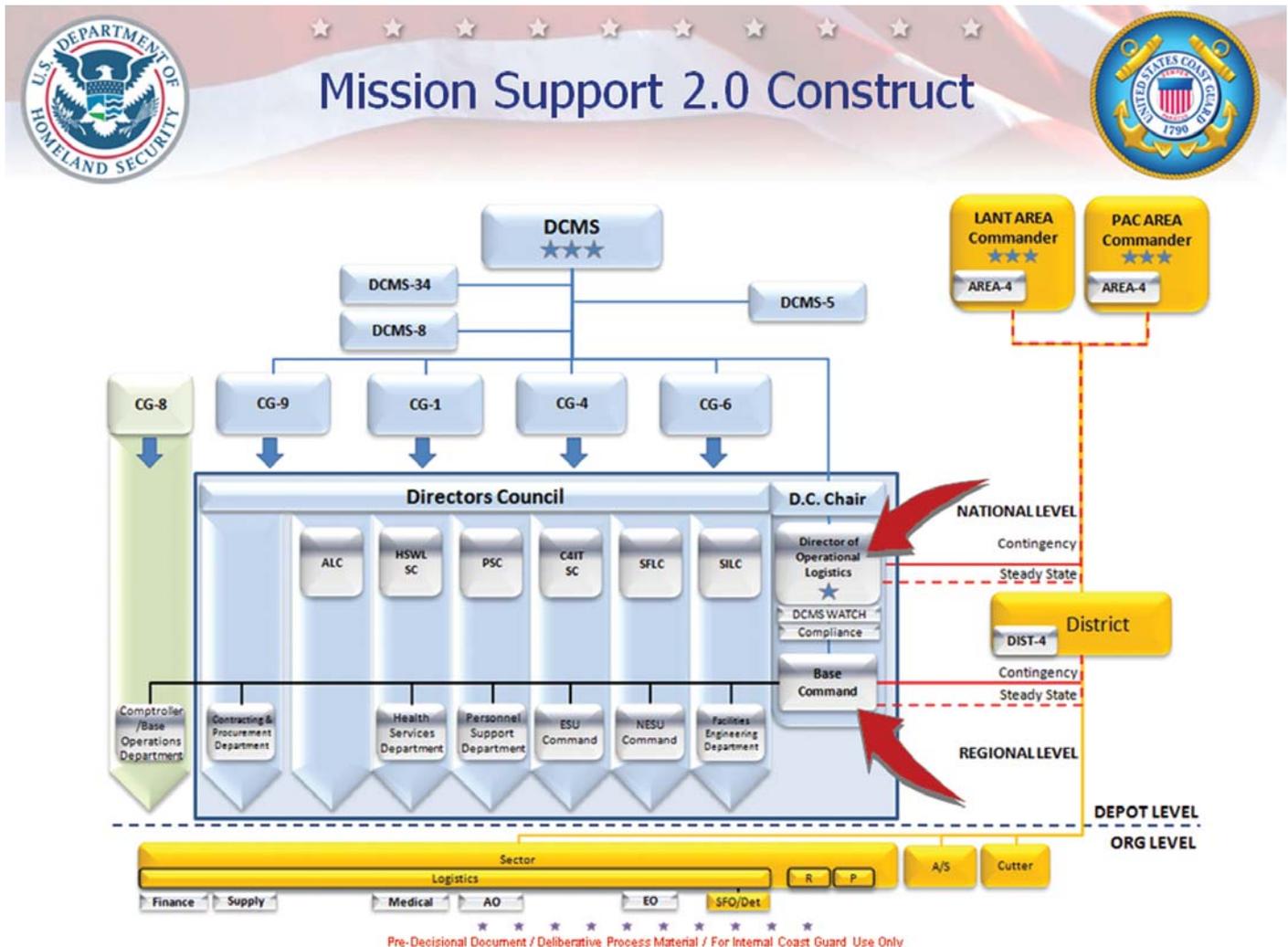
created in the field from an existing flag position to direct field support in both steady state and contingency scenarios. The DOL will supervise bases and be the focal point for standardization and doctrinal compliance of support delivery. While the DOL staff will be located in Norfolk, it will maintain close liaison with operational commanders through a small, co-located logistics cell embedded in each Area staff (AREA-4) and a centralized 24/7 DCMS watch in the LANTAREA Command Center. A direct report to the future DCMS, the DOL will serve as chairperson for the Logistics and Service Centers' Directors Council and will be a peer of the numbered Headquarters Directorates. In a national-level contingency operation, the DOL will become the area commander's DCMS staff element.

"The DOL will provide integration of support components through Base Commands, conduct operational and strategic planning in support of operations, and ensure compliance with established doctrine throughout the support enterprise. All of this will be done without engaging in the bi-level nature of support provided through the LC/SC structure," stated VADM Currier.

Base Commands will be established in certain geographic areas that currently host a significant support presence. Initially, Base Commands will be formed in 13 locations with at least one base per District. The Base Commander will coordinate DCMS activities; present a common point of interaction with the District Commander; and serve as the District Commander's DCMS staff element during a contingency. The Base Command will be the touch point for the Mission Support Organization in their respective Districts through a small district DCMS staff element (DIST-4.) This staff will be a Base Command component physically located in the District office providing logistics awareness for the District Commander. Under the plan, BSUs, ESUs, HSWL FOs, NESUs and PSSUs and their subordinate ele-

ments would move to the Personnel Allowance List (PAL) of the base.

“I want to be clear. This does not represent a return to logistics systems of the past, where ISC commanders provided logistics support in widely divergent ways,”



VADM Currier said. “The role of the Base Commander differs in that we now have Logistics and Service Centers that will maintain control of the flow of service and logistics resources and technical authority. Their product and service lines will continue to define standardized support processes. The DOL will ensure compliance with established doctrine.”

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.

1. Co-located Sectors will receive a portion of mission support shared services from the Base Command.
2. Stand alone Sectors will continue to receive support from their organic Logistics Departments supported by Product Lines.

Adequate resourcing of Sector Logistics Departments is

a DCMS priority, and will be addressed as a follow-on effort under modernization 2.0.

## Delivering Mission Support 2.0

The current field structure under the LC/SCs represents a bridging strategy that permits the Coast Guard to standardize processes and identify future improvements. From my perspective, these changes represent the steady progression of increasing authority incrementally granted to today’s Primary Support Officers (PSOs).

Currently, PSOs are responsible for coordination of shared services between geographically co-located mission support field units and serve as the local mission support representative to the operational community. Under the current lay-down, the PSO is charged with responsibility without authority, creating a void in the standardizing function necessary to the current field support construct.

With the envisioned Base Command construct on the horizon, we will lean forward this hurricane season with codified roles and responsibilities of the PSO designed to ensure greater support standardization across the Coast Guard. Effective immediately, the new PSO roles and responsibilities will reduce duplication of effort and improve lines of communication for our operational partners. With the PSO serving as the primary point of coordination among the co-located DCMS field elements, organizational confusion will be minimized.



### Future Base Locations

Base commands are planned at:

- Phase 1 Bases: Alameda, Boston, Cleveland, Elizabeth City, Headquarters, Honolulu, Ketchikan, Kodiak, LA/Long Beach, Miami, New Orleans, Portsmouth, and Seattle.
- Phase 2/3: Planning information for the next Phases is being developed and will be posted in the future.

Upon full stand-up of Base Commands, the PSO roles and responsibilities will transition to Base Commanders. These authorities will enable more effective and efficient support delivery during normal and contingency operations.

For the first time we are considering the command and control organizational structure (boxology), business rules (how we function and interrelate), and human capital strategy (military and civilian career management) as equal components. There are strong interdependencies amongst the three elements, and all will be addressed simultaneously to achieve success.

The DOL and 13 Phase 1 base locations (listed to the right/left) will be established in FY11. The transition process will be completed in FY12 as additional base locations are studied. Prior to full establishment of the Base Command construct, authorities, rules for interaction and mission support career paths will be well defined. The plan to adequately resource Sector Logistics Departments also will be developed.

This transition will mature field level support delivery and best serves efficient and effective mission execution. Achieving the required effects will require our collective dedication and hard work. There are many details to be addressed and every effort will be made to minimize personnel impact.

We will continue to work with our union partners throughout this implementation and seek to keep you informed through regular SITREPS, blog posts on the Mission Support Blog, and information posted on the CG Portal DCMS page. In June 2010, VADM Currier rolled out the **Mission Support Organization 2.0 (MS 2.0) Cornerstone Document** containing more detail regarding our way forward for the next 24-36 months. The MS 2.0 Cornerstone Document and frequently asked questions (FAQs) are available on the CG Portal intranet at

<https://cgportal.uscg.mil/lotus/myquickr/dcms-mission-support-organization/welcome>. Questions are always welcome at [AskDCMS@uscg.mil](mailto:AskDCMS@uscg.mil).

DCMS-5 also plans to be a regular contributor to the new mission support magazine to provide frequent updates as the future of mission support unfolds.

#### About the Author:

Captain Rick Gromlich is Director of the Mission Support Integration Office (DCMS-5) tasked with designing and delivering the future of mission support. DCMS-5 is responsible for driving change through learning, innovation, metrics, standardization, and accountability, and provides contingency logistics support in an all threats, all hazards environment. Prior to that, he was Chief of the Office of Logistics (CG-44) and Director of the Logistics Transformation Program Integration Office (LTPIO) where he played a critical role in the preliminary design and integration plans associated with the establishment of five new Logistics and Service Centers and led the Coast Guard's enterprise-wide logistics transformation effort. Captain Gromlich was recently selected for nomination to Rear Admiral Lower Half. 



# Business Model as an Asset: A Concept

by Jim Sylvester

## Background

The Coast Guard is transforming business processes and modernizing its organization. Successful transformation depends on understanding the target business well enough to know what needs to change in the existing business. Having a model of the business is a huge benefit.

## Business Model

A business model, just like any model, is a representation of a process or capability that is used for reference and hopefully simulation. Think of a boat model that can be used in a tow tank to calculate speed capability of a full-size version. It's a lot less costly to work with models, especially when analyzing the impact of change to the real thing. A business model is exactly the same. In fact, a documented business model may be the most valuable outcome of the Modernization and Logistics Transformation efforts.

### Definition of a Business Model:

A representation of a process or capability that is used for reference and simulation.

*So, why not just change and be done with it?* Well, as with any asset, undocumented changes can be costly and dangerous. A business model represents the real life capability the produces the output of the enterprise. The business enterprise might be manufacturing or service. A change to the processes or organization that delivers a product or service will likely change the quality or throughput of the product or service. Good business practice is to model and simulate the change first, to assure there is not an adverse impact on productivity or quality, before inadvertently losing a valued customer. We are still realizing the impact of streamlining on our ability to perform USCG operations.

### Definition of a Baseline:

A work product, or set of work products that can be used as a logical basis for comparison.

*Well, how did we know how to modernize, or even if it would improve our service quality?* It is a fair question. We actually didn't have a documented business model as a baseline for the entire Coast Guard. The mission support community did have a best practice which we have established as our first baseline of documentation for the Mission Support Business Model. It is just a start. But, Logistics Transformation has documented it. Other lines of business

have begun to do the same thing. We work closely with the folks in the financial line of business and the folks in operations. Each of our respective lines of business represents a segment of the entire Coast Guard Mission Support Business Model. The CIO likes to refer to those segments of business, when they are documented properly, as segment architectures. So, "segment architecture" is just another way of describing a portion of a larger business model. You may hear those words more frequently in the near future.

## Why Care About A Business Model?

That is another fair question. To achieve the status of a "continuous improvement organization", a documented business model is required. To improve measurably, you have to have a baseline. **A documented business model "is" the**

**baseline.** “Documented” is the key word here; documentation is required for expected, consistent performance. Only known performance can be improved. You can calculate the cost of doing business in the baseline. This is critical to assessing the need for change, and more importantly, measuring the improvement which an implemented change ultimately delivers.

A business model can and should prevent traumatic change to the business capability over short periods of time. It should provide a systematic means to assess and control proposed improvements to the business in a routine way.

### **How is a Business Model an Asset?**

The business model represents the capability of a business, just like a hard asset might. A ship, plane or facility has a finite amount of operational capability which we hope to sustain for the life of the asset, so that we can predict the availability of that operational capability. We need the capability of the business model to be sustained the same way. The model must be brought under configuration control using industry standard configuration management processes. It has maintenance requirements. It even has supply (resource) requirements. And, the documentation of the model is inherently technical data. The model can and should be treated as any other asset. Now the crazy part! The very activities and processes documented in the DCMS model are the same process we need to use to sustain the model. Wrap your head around that one!

### **What is Configuration Management (CM) for a Business Model?**

The MIL-HDBK-61A standard for configuration management is actually written to include soft assets. Based upon the national consensus standard EIA-649 (EIA is the Electronic Industries Alliance), the standard is well prepared to manage product components largely represented by technical data.

*So, what is a configuration item (CI) for a business model?* On an aircraft, a CI might be an engine, a critical component of capability which due to its potential modes of failure is justifiably under configuration control. *What is the analogy in a business model? What “are” the parts of a business model which might represent a CI?* Well, thanks to some really smart folks in the Department of Defense (DoD), we don’t have to invent that. They developed something called the DoD Architectural Framework, or, DoDAF<sup>1</sup>. It is both a framework and a methodology by which to document a capability; any capability, including a business model. I won’t make this article a 101 course on DoDAF, but the framework defines very specific products (known as “views”) in very specific formats, which lend themselves quite well to the definition of a CI.

Operational views describe “what,” “how” and “where” the capability is expected to function including descriptions of interactions with other capabilities which may already be in operation. System views describe the systems which support the operation. A deployable operational group (DOG) is a capability whose systems might include boats, communications, weapons and logistics support systems. Technical views describe the technology standards which the systems will employ, and normally support compatibility, standardization, and security requirements.

The views<sup>2</sup>, as the name implies, provide different perspectives on a capability within an organization. One of the views is in fact, is the organizational diagram known as operational view four (OV-4). Modernization just finished an OV-4. Other views include activity diagrams and low level process diagrams. The process diagrams can and should be linked to requirements in a repository. Properly done, the completed model can be viewed from several angles, to determine what operational activities and processes are occurring at a given location or in a given sub-organization, and which systems are supporting those activities, with which technologies. The “really” amazing part is that the model can actually be put into simulation if the processes are defined with input, output and frequency parameters.

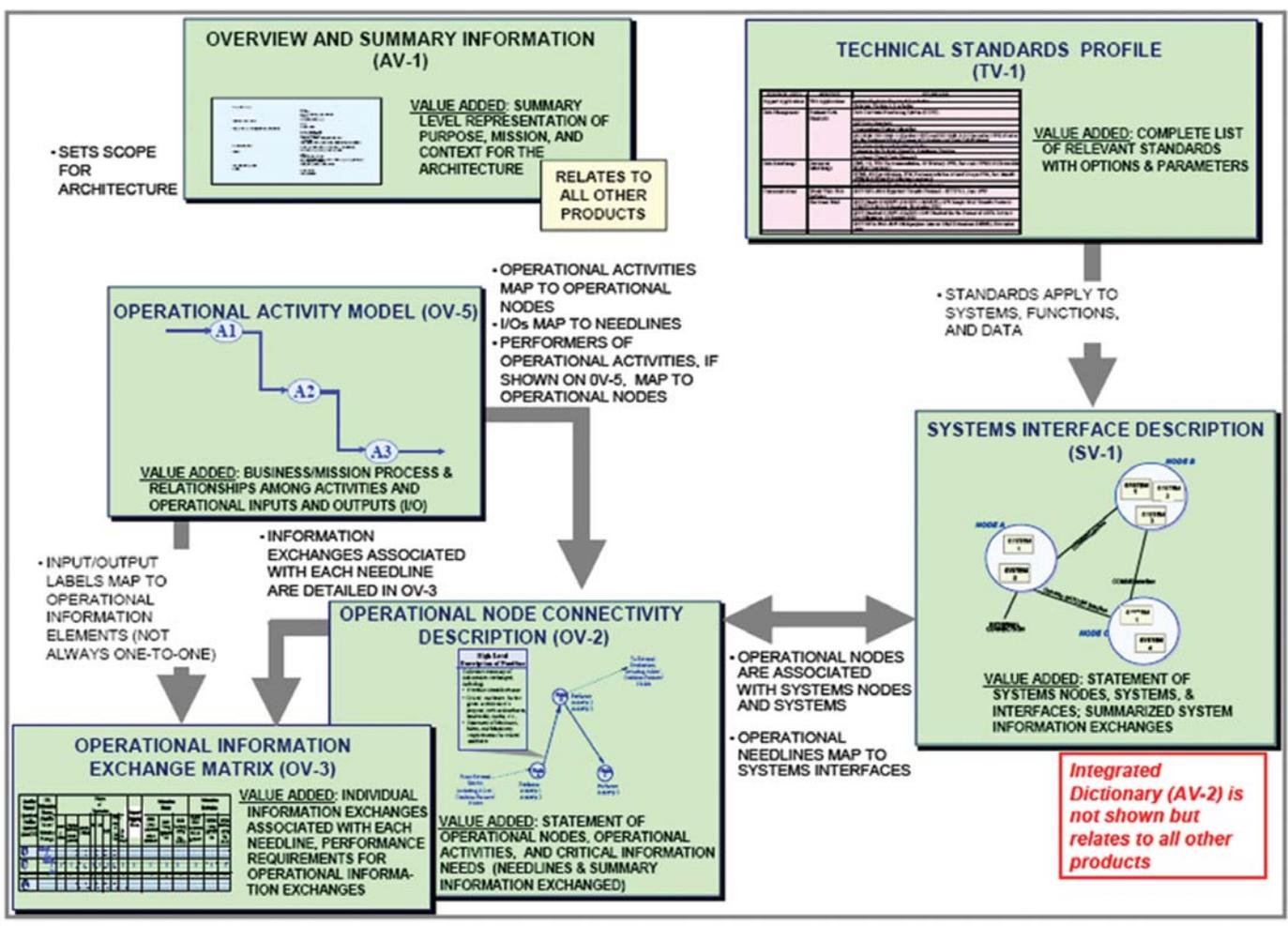
The views allow an enterprise to analyze where the effects of a proposed change would have an impact, while being able to quantify that impact through simulation. This enables the application of standard systems engineering processes (also in the model) as well as the implementation of standard engineering change proposal processes (also in the model).

The CI’s in the model may even be allocated to a variety of product types (which would represent the product baseline) in the physical world. These components may be policy documents, process guides, IT systems, electronics and more.

---

<sup>1</sup> DoDAF v.1.5 is the current standard. Version 2.0 is in draft. For more information on the current DoDAF product definitions, go to: [http://www.defenselink.mil/cio-nii/docs/DoDAF\\_Volume\\_II.pdf](http://www.defenselink.mil/cio-nii/docs/DoDAF_Volume_II.pdf).

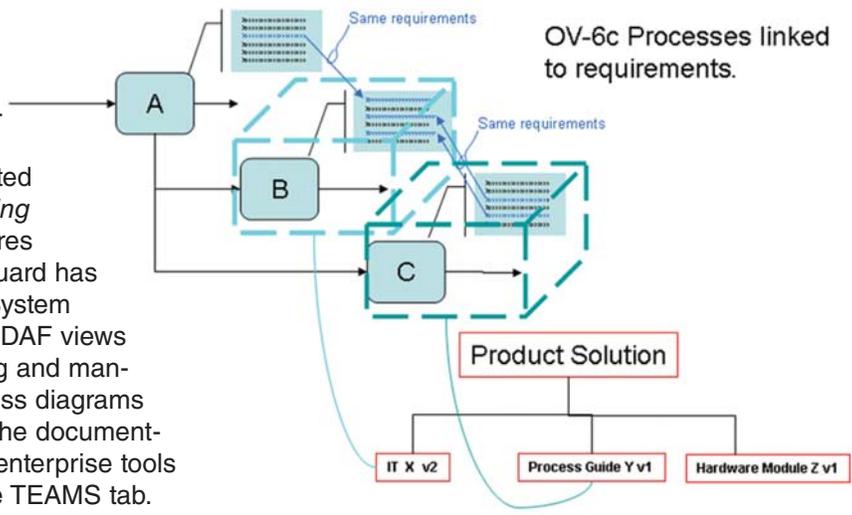
<sup>2</sup> Only a selection of DoDAF views are illustrated here. See footnote #1 for a link to more information on the rest of the DoDAF views.



At the lowest level a CI might look and feel like this.

### Maintenance?

Yes, a completed model requires maintenance in the form of system architects and requirements managers who assure that the technical data representing the model are as accurate as possible, and that the tools to manage the model are updated per the CIO's standards. *Tools? Who said anything about tools?* Yes, like any asset, the model requires tools to perform maintenance on it. The Coast Guard has chosen two primary tools to that end. They are System Architect (SA), for developing and maintaining DoDAF views and process diagrams, and DOORS, for recording and managing requirements, which are linked to the process diagrams in SA. Together the data in both tools represent the documented model. These tools are provided by CG-6 as enterprise tools via the CG Enterprise Architecture website on the TEAMS tab. And yes, the notion of Bi-Level maintenance is easily applied to a business model if we consider that the owner of a particular segment has organizational maintenance responsibility for that segment, but changes which involve other segments or the model as a whole, may require "depot" level maintenance (perhaps from the C4IT Service Center).



### Supply – Total Asset Visibility?

Maintenance of a business model consumes resources in the form of time, money and computer resources. They are predictable, just as any supply chain is, based on the maintenance requirements and engineering change proposals

which sustain the capability of the model. The very existence and visibility of the models which constitute our Coast Guard business (enterprise architecture) will provide total visibility across lines of business for that asset known as the business model.

### **Is There a Product Line for this Asset?**

Quite likely this asset falls under the support purview (not ownership) of the C4IT Service Center due to the nature of the components the asset is comprised of. The line of business (DCMS in our case) still “owns” the capability, just as the operational community “owns” the requirements behind the capability of a ship, aircraft or facility, even though those assets have product lines in respective logistics centers.

### **Conclusion**

It should be clear that a business model absolutely can be managed as any other asset using the same industry standard processes for configuration, maintenance, supply chain and technical data management. Moreover, the same Four Cornerstones (configuration management, bi-level maintenance, total asset visibility and product line management) which the Commandant has emphasized as the foundation of mission support, apply perfectly. Not only *can* a documented business model be managed that way, it *should* be managed that way to deliver expected capabilities at an expected cost.

DCMS has already begun the effort of developing a configuration management plan for our segment of the architecture. We are in the early stages of development but, we expect that the plan will assign configuration authority for high, middle and lower level configuration items. Configuration Control Boards will be chartered and clear authority over specific CI's will be defined in the respective lower level configuration management plans. At a high level, a CI might be represented by an entire set of DoDAF views and linked requirements. One obvious level of control authority may derive from the official Technical Authorities which exist, and which may align well with segment architectures. At the lowest level, a single process or a single skill set and its linked requirements may represent a CI.

It should be made clear that the CIO's staff at headquarters and at OSC has provided outstanding support in the provision of standard tools, training and methodologies to accomplish this work. Likewise the folks working for the CFO have allowed us to review their modeling work, and vice versa. Amazingly, segment business models are now residing in the same enterprise tools where segment interfaces can be documented and/or analyzed.

Once base-lined, the fully documented business model will allow us to: (1) define expected performance; (2) estimate performance cost; (3) identify gaps; (4) eliminate redundancy; (5) validate proposed improvement; and (6) support continuous learning. From the CIO's perspective, documenting and maintaining a business model this way, fully supports the requirements of an Enterprise Architecture, while providing inherent governance processes and predictable business outcomes through simulation.

And, we didn't have to invent anything. Woohoo!

Now, that wasn't “too” abstract, was it? 🍷

### **About the Author:**

Jim Sylvester is the Chief of the Logistics Systems Division, CG-442, and part of the mission support organization. In addition, he worked in the Logistics Management Transportation Office (LMTO) which built the business case for logistics transformation. This led to the formation of the Logistics Transformation Program Integration Office (LTPIO) of which he is a member, and the Mission Support Planning and Integration Team (MSPAIT) of which he was a member. Finally, he also serves as the sponsor's representative for the Coast Guard Logistics Information Management System (CG-LIMS) acquisition.

# Logistics Transformation “Checks and Balances”:



*John Carignan, from the Aviation Logistics Center, performs an inventory compliance check as part of a recent LCI for Logistics Transformation.*

## The Logistics Compliance Inspection (LCI)

by Rodney L. Gipe\*, CG-445  
LCI Program Lead

**The** Logistics Transformation Division (CG-445) has teamed up with the Office of Aeronautical Engineering (CG-41), subject matter experts from CG Headquarters, the newly formed Asset Project Office (APO), the Surface Forces Logistics Center’s (SFLC) Small Boat Product Line (SBPL), and the Aviation Logistics Center (ALC) to develop a Logistics Compliance Inspection (LCI) program for use at transformed Sectors. The Logistics Transformation process fundamentally changes the way units operate and support their fleet of assigned boats. The LCI ensures Sectors are in compliance with these new methods which have been established within the Mission Support Business Model. Logistics Compliance Inspections, while new to the shore and surface communi-

\***Editor’s note:** Mr Gipe retired from the Coast Guard in June 2010.

ties, are not new to the Coast Guard. CG-41 has managed a LCI program for Coast Guard Air Stations and it is this “best practice” that’s being used as a model to ensure logistics compliance at units which have undergone Logistics Transformation.

Logistics Compliance Inspections are performed approximately 6-12 months after the initial deployment at the Sectors/Groups (and their subunits), by a LCI Team consisting of a team leader (usually a CAPT or CDR) who is assisted by various subject matter experts. Thirty days prior to the scheduled onsite inspection, a memorandum is sent to the Sector Commander setting the dates of the inspection, identifying the LCI Team Leader, and providing the current LCI checklist. Utilizing these checklists, the inspections are conducted to assess a unit’s adherence to the various aspects of the Mission Support Business Model, including maintenance procedures, quality assurance program, supply operations and support equipment management (all included in the comprehensive Logistics Transformation training received 6-12 months prior). While the process may identify gaps in unit performance, it may also identify gaps in program policy and process guidance, as well as deficiencies in the training provided to unit personnel. In all cases the findings are used to improve unit capability and compliance, and to strengthen the Logistics Transformation deployment process as depicted below. Additionally, the team of subject matter experts is available to answer specific questions that the unit might have since they underwent transformation training.

In 2009, Sector Baltimore, Sector San Francisco and Group Humboldt Bay successfully completed an initial Logistics Compliance Inspection (LCI) during the final phase of the Logistics Transformation process. These were the first of the Sector Rollout LCIs and they provided validation to the LCI process. Some gaps and deficiencies were found and either immediately corrected or guidance was given for correction. The LCI for the supply section actually revealed that both the dollar value accuracy rating and the line item accuracy were found to be well above CFO standards, which demonstrates that the Mission Support Business Model is moving the Coast Guard towards CFO Compliance.

LCIs have been conducted at all Sectors and Groups in District 11 and Group Port Angeles in District 13 and additional LCI inspections are forthcoming. In the near term, LCIs will be expanded to include cutters once they are transformed into the Mission Support Business Model. In support of a future LCI program under the envisioned Deputy Commandant for Mission Support (DCMS), new policy will be developed to standardize current LCIs and introduce LCIs to the Logistics and Service Centers. That’s right; the LCI program will not just inspect field units for compliance, but also the units that exist to support them. Finally, the Mission Support Organization will coordinate inspection schedules and LCI data with FORCECOM (FC-7) in the near future in support of changes in responsibility under Coast Guard Modernization.

For more information on the LCI schedule and completed inspection reports, please visit the DCMS electronic Program Management Office (ePMO) database. 



*The LCI helps to satisfy the critical CHECK component of the Logistics Transformation continuous improvement cycle. Output of the LCI is ACT-ed upon to improve program guidance, transformation training, or unit compliance, and to incorporate into deployment planning for future implementations.*

# Logistics Transformation of the Patrol Boat Product Line

---

Coast Guard Mission Support has undergone substantial change in the past year, but the work is not yet complete. The recent change in the mission support structure, implemented in the field on 27 September 2009, focused primarily on establishing five Logistics/Service Centers (LC/SC) and the Asset Project Office (APO) to support the Coast Guard Mission Support Business Model. These changes were a realignment of the support organization intended to prepare the field to receive support through product lines.

Now fully established, the five LC/SCs are squarely focused on establishing product line support under a standardized business model with assistance of the APO. This is an update of the progress being made in one of those product lines -- the Patrol Boat Product Line.

On 01 October 2009, the Surface Forces Logistics Center (SFLC) stood up the Patrol Boat Product Line (PBPL), which supports the 87' Coastal Patrol Boat (CPB), the 110' Island Patrol Boat (WPB), and will include the SENTINEL Class Patrol Boat. The SENTINEL class, one of the first new acquisitions expected to be delivered since modernizing, will be provided in accordance with the new Coast Guard Mission Support Business Model. The PBPL is one of five product lines operating under the Surface Forces Logistics Center (SFLC). The PBPL and the other four product lines: the Ice Breaker, Buoy, and Construction Tender Product Line; the Long Range Enforcer Product Line; the Medium Endurance Cutter Product Line; and the Small Boat Product Line provides a full spectrum of logistics and maintenance support to the Coast Guard's fleet of surface assets thru implementation of bi-level maintenance, product line support, total asset visibility, and configuration management.

On 26 October 2009, the PBPL initiated a pilot program on CGC OSPREY and SWORDFISH, two 87' Patrol Boats in Group Port Angeles, to test the maintenance tracking and asset visibility processes used in both the aviation community and the Small Boat Product Line. The pilot program introduced the cutter community to the Electronic Asset Logbook (EAL) and the Asset Configuration and Maintenance System (ACMS) which are two of the tools contained in the Asset Logistics Management Information System (ALMIS) IT suite. The goals of the program were to test business processes for reporting and updating cutter status to provide the operational commander full visibility of operational resources as well as validating new maintenance procedure cards developed to support the 87' Patrol Boat fleet.

The pilot program was a culmination of months of planning, establishing the baseline configuration of the 87' Patrol Boat, including detailed analysis of all cutter systems to identify maintenance requirements in the bi-level support model, as well as the parts necessary to support maintenance. The pilot began with two weeks of instruction providing cutter crews training on the IT tools as well as new business processes. The cutter crews exercised the new tools and processes and helped the implementation team refine procedures to support the cutter community. The pilot successfully demonstrated that ALMIS can be used to support cutter maintenance and provide total asset visibility. Furthermore, it demonstrated that one IT tool can be used to support all Aircraft, Small Boats and Cutters and eliminated the need for 87' Patrol Boats, once modernized, to submit CASREP's to request logistics support. Following the success of the pilot, the transformation was expanded to include the five remaining 87' Patrol Boats assigned to the 13th District, the five 87' Patrol Boats assigned to Sector Hampton Roads in the 5th District, and the fifteen 87' Patrol Boats in the 7th District.

The PBPL has identified more than 255 organizational level (O-level) scheduled maintenance tasks and 191 maintenance procedures to do those tasks. The PBPL has developed 165 maintenance procedures that provide detailed guidance to field units in the execution of maintenance procedures. Over the next several months, the PBPL will develop maintenance procedures for the remaining O-level tasks. The maintenance deck for the 87' Patrol Boats comprises a combination of maintenance tasks previously promulgated in the 87' Patrol Boat preventative maintenance manual and newly identified maintenance tasks; all of which are intended to increase asset reliability. Additionally, more than 340 corrective maintenance tasks have been identified and procedures for these tasks are being developed.

To complete the modernization initiative for the 87' Patrol Boats, the PBPL is currently developing the supply chain inventories, processes, and units allowances to support both scheduled and corrective maintenance. In the near future, the supply module will be deployed to all previously transformed 87' Patrol Boats. Once implemented, all modernized 87' Patrol Boats will be in a pushed logistics system, meaning that most parts required for scheduled and corrective maintenance will be provided. The lessons learned from this pilot will be incorporated into the transition plan for the rest of the 87' Patrol Boat fleet as well as the Integrated Logistics Support Plan for the SENTINEL class. Currently, DCMS-5, CG-4445, and PBPL are working with CG-751, CG-45, and the District Cutter Managers to schedule future Patrol Boat rollouts.

Modernization is moving forward and will take many small steps such as this in the relentless pursuit of a more efficient and effective Coast Guard. In the long run, this will make our Service better stewards of the taxpayer's money and will provide our Operators with predictable availability so that we can remain Semper Paratus. 

# Coast Guard Small Boat Product Line – Executing Logistics Modernization

by LCDR Matt Lake,  
CAPT John Bragaw and  
Mr. Debu Ghosh  
Small Boat Product Line

As should be readily apparent to all Coast Guard personnel (unless you've been on leave for the past two years), the Coast Guard established a new Mission Support organization under the command of the Deputy Commandant for Mission Support. The intent of this new organization is to achieve a consistent Mission Support Business Model for asset management, foster sustainability through standard, repeatable and scalable processes, as well as disciplined configuration management, enterprise-wide decision-making, and predictable logistics support. In plain English – this means the Coast Guard desires to forecast (with certainty) how much it will cost to operate an asset, and to be able to tie that cost to operational capabilities, so that Operational Commanders can operate assets to the level to which they are funded, and select those assets that may most efficiently execute the missions they need accomplished.



Small  
Boat  
Product  
Line

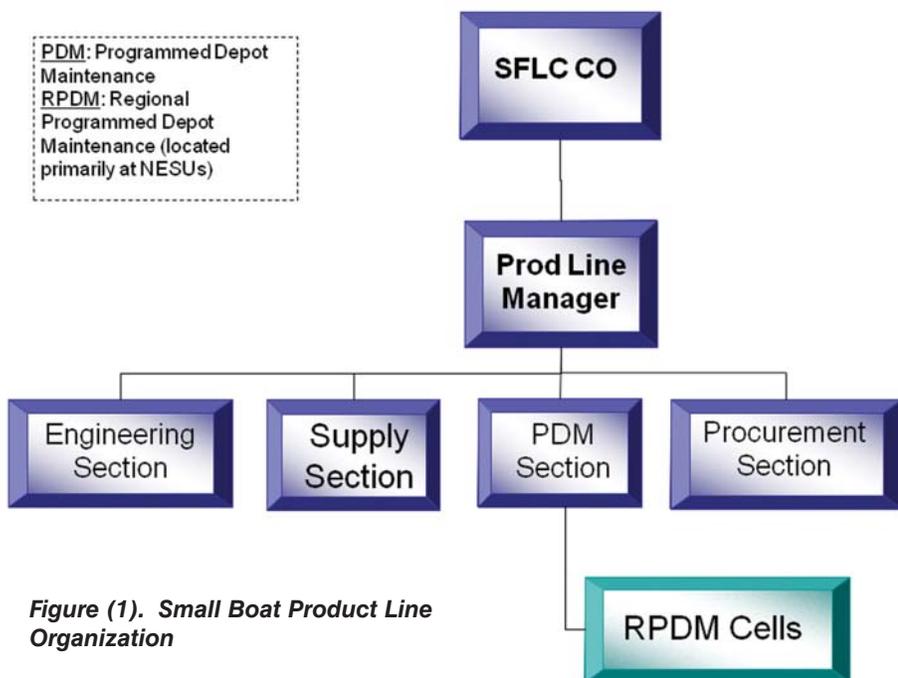
Part of this transformation is to shift from fragmented support from multiple entities to a unified logistics system based on a bi-level maintenance model, consisting of depot and organizational (unit) level maintenance. The intent is to streamline service to the field, giving operators more efficient access to the tools they need to execute the day-to-day missions, to fully capture all operating and maintenance costs, and to achieve the Commandant's goal of "affordable readiness." A fundamental part of this new construct is the Product Line, the single point of accountability and responsiveness for all support of an asset type.

In 2007, a pilot Small Boat Product Line (SBPL), comprised of a small contingent of personnel from the legacy Engineering Logistics Center (ELC) was formed within the Asset Project Office (APO) and tasked by Logistics Transformation with implementing and maintaining the new Coast Guard Mission Support Business Model for Sector Baltimore's small boats. After this initial pilot, and further testing at Sector San Francisco, enough data was compiled to expand the effort. On October 1, 2008, the SBPL was broadened significantly, and charged with aligning and merging all boat support resources, personnel, and processes from NESUs, MLCs and the ELC under one single organization, to support all 1,850 Coast Guard boats. Currently, the SBPL supports all shore and cutter-based boats located at both modernized and non-modernized units throughout the entire Coast Guard, with a staff of 117 military, civilians, and contractors assigned to 13 support units. As of July 2010, all Sectors in Districts One, Five, Seven, Eight, Eleven and Thirteen have undergone this new transformation. By the end of calendar year 2010, the remaining Sectors are expected

to be incorporated into the Mission Support Business Model. In 2011 and beyond, DOG Units and Cutter boats will be included in this transformation. The Coast Guard has stood up four other Surface Forces Product Lines since October 2009. These Product Lines are modeled in a similar fashion as SBPL, and will incorporate many of the lessons learned thus far as they begin to transform to the new CG Logistics model.

**Organization:**

As shown in Figure (1), SBPL is comprised of four branches: Engineering, Supply, Programmed Depot Maintenance (PDM) and Procurement. The primary interface between field units and the Product Line is through the Engineering and PDM branches. The Engineering branch provides maintenance management, emergency repairs, and technical oversight for all boats. This includes responsibility for casualty response, Time Compliance Technical Orders (TCTO) (which supersedes the Alteration/Engineering Change process), Maintenance Procedure Cards (MPCs), Depot Maintenance Specification approval, Engineering Waivers, spare parts allowance requirements, and "safe for sea" determinations. The PDM branch is responsible for management and execution of all programmed (planned) depot maintenance activities, most notably 4-year dry dock availabilities for non-outboard powered boats. The Supply branch ensures items are stocked on the shelves (both at field units and at the depot warehouses at SFLC and ALC), and that parts, tools, and equipment are delivered on-time in support of organizational and depot maintenance activities. The Procurement branch is responsible for supporting all procurement activities associated with the Product Line.



**Figure (1). Small Boat Product Line Organization**

As of July 2010, SBPL supports approximately 699 boats in the new Mission Support Business Model. This support includes provision of casualty repairs and maintenance support over \$50, enrollment in the Asset Logistics Management Information System (ALMIS), and adherence to new business practices, aligned with the new CG Logistics Model. The remaining boats in the Coast Guard are managed under a unified set of traditional business practices outlined in the Small Boat Product Line Process Guide. The boats assigned to non-modernized units receive all casualty repairs and maintenance support over \$500 from the SBPL. In the case of both modernized and non-modernized asset support, funding

resources are pooled, and managed centrally. This enables SBPL to more efficiently manage funding, and ensure a more uniform level of readiness is maintained throughout the fleet.

Prior to consolidating boat maintenance funding (when NESUs managed boat maintenance funding by District), as a NESU ran out of money for their respective area of responsibility, there was little recourse but to defer maintenance until additional funding was received (and often this did not occur for some time). This typically yielded deferred maintenance to the long-term detriment of readiness and life-cycle cost. For example, in District Eight, maintenance costs are consistently higher than the rest of the Coast Guard (due to lack of Coast Guard industrial facilities and the high cost of commercial work in the gulf region following several major hurricanes), and thus material condition of the entire District Eight boat fleet suffered. Upon standing up SBPL, there were certain District Eight boats that had gone six years without a formal drydock availability, and several that required more than \$100,000 of hull plating renewal and other significant work. By centrally managing the funding and maintenance activity, this issue is now gradually being addressed, and has better visibility among those making resource decisions. Central management of funding has also enabled SBPL to inform CG-731 when a particular boat is consuming far in excess of the funding provided, and thus allowing them to replace these assets with others that are capable of meeting assigned missions more cost efficiently.

## **New Business Processes:**

Both modernized and non-modernized units are subject to new business processes under the new construct, which may seem foreign to those that have served a career working in or with Boat or Cutter Forces. A summary of a few of these changes are:

- **Asset Lines:** Each major boat class is managed by an Asset Line Manager (ALM). The ALM has a team of personnel (contractors and military members) that provide all engineering support for a respective boat class. The ALM is the “touch point” for all issues relating to the particular boat class. There is also a Tier 2/3 Asset Line that handles the multitude of non-standard boats, and those boat classes that do not yet have sufficient configuration data to be fully supported in the Mission Support Business Model. A recently formed Cutter Boat Asset Line manages all boats assigned to cutters.
- **Deferred Maintenance:** Under the new business rules, the SBPL generally cannot defer planned depot maintenance. Deferral of planned depot maintenance results in un-intended long-term damage to both reliability and cost that are not easily predicted or mitigated. An example is the current state of our 378’ WHEC fleet,

in which depot maintenance (both corrective and planned) was deferred continuously for years. It is the responsibility of the Coast Guard (as part of the new business model) to operate boats at the level to which they are funded. It is the responsibility of the Product Line to publish maintenance requirements, associated lifecycle costs, and endeavor to minimize costs at a proscribed level of readiness. This “cost per operating hour” is something that SBPL recently defined for all major boat classes, leveraging data from ALMIS and traditional logistics IT systems. This key deliverable provides CG-DCO critical information they need to optimize employment of their fleet.

- **Time Compliance Technical Orders (TCTOs):** The TCTO replaces the Engineering Change as the configuration change implementation tool in the Mission Support Business Model. The TCTO process generally provides increased focus on business case analyses for executing a change; changes that address top operational degraders and cost drivers (those issues that have greatest impact on the “bottom line”) float to the top of the “to do” list. Those that do not yield life-cycle savings, address safety issues, compliance with law/regulation, or do not improve operational readiness are not approved. Changes that yield increases in operational capability (that impact total ownership cost) are funded with money allocated by CG-7 or CG-9 (during sustainment and acquisition respectively). Forty-four legacy Engineering Changes (many of which had not been touched for 5-6 years) were disapproved by the FY2009 headquarters Configuration Control Board (CCB) because they did not contribute significant lifecycle savings or operational value. The forty-four Engineering Changes were worth \$11M, or the equivalent of 5 years of boat recapitalization funding, which now can be spent on changes that impact readiness and efficiency.

- **Maintenance Procedure Cards (MPCs):** Modernized units have access to new MPC “decks” modeled after aviation MPCs. These MPCs provide much greater detail than legacy PMS cards, and specify exact tools, provide schematics, photos, and other useful information. Organizational-level MPCs are written to be accomplished at the E-4 level. Furthermore, depot maintenance (which includes depot specifications, MPCs, and other activities not considered “organizational” maintenance) are managed by SBPL. This does not mean that field units cannot (or are unable to) perform depot maintenance; rather SBPL verifies that the entity performing the maintenance has the proper tools, qualifications, certifications, and skills to accomplish the work effectively.

- **Engineering Waivers:** The Engineering Waiver process is an important tool for the SBPL. The process, as it applies to the SBPL, allows the SBPL to

# Small Boat Product Line

re-classify a disabling discrepancy as a restrictive discrepancy, and to allow for deviation from published procedures or requirements. The authority to issue an Engineering Waiver resides with (1) Sector EO for restrictive discrepancies and (2) the governing product line, (i.e., the SBPL has the authority to issue engineering waivers for all small boats).

The Operational Commander has the sole authority to issue an Operational Waiver, and to determine whether the asset is capable of performing its assigned missions, or whether some operating limitations should be placed on the asset after the Engineering Waiver is issued.

Challenges:

The following are some of the challenges currently faced by SBPL:

- During transformation, boat maintenance procurement activity is centralized and absorbed into the Product Line, however, not all personnel resources, specifically supply and procurement support folks, have been reassigned to address this shift in workload.
- SBPL does not have centralized large scale contracts in place yet to procure and stock mass quantities of parts on the shelf. Thus, parts are procured “piecemeal” which has a tremendous administrative burden and costs more money. Within the next 12 months, SBPL will have approximately 60-70% of all major boat class’ parts on a large-scale contract.
- There are challenges with configuration management at the “piece-part” level on boats. Thanks to STAN and other Boat Forces standardization programs, configuration management for boats is very good compared to other Surface assets; however, given the decentralized manner in which boats have been maintained for the past 50 years, standardization at the component level must be improved. SBPL is developing documentation (in the form of Illustrated Parts Breakdowns) that will help the CG establish this improved configuration management. This component-level configuration control is critical for a centralized supply system to function correctly.
- There is a significant surge workload to overcome in establishing centralized depot maintenance and service contracts, critical to obtaining cost efficiencies and reducing demand for additional personnel.
- There are more than 26 known boat systems that were repaired and supported at the intermediate level by various entities around the Coast Guard. There were many more intermediate level repair activities that had minimal visibility. All of this work must be captured and analyzed, to determine if it is appropriate to manage and execute at the depot or organizational level.
- Geographic distribution is a challenge for SBPL; this distribution demands creative use of technology, and relentlessly ensuring the channels of communication stay open.

## Successes:

The following are some key successes of the new business model, as applied in the SBPL:

- Daily interaction between SBPL and CG-731 (who represents Boat Forces units) enable SBPL to have much greater insight into operational need, prioritization of work, and future state of Boat Forces.
- Achieved \$2 Million in Coast Guard labor and unit-level cost avoidance (while increasing reliability) through modification of MPCs and maintenance frequency.
- Leveraged Original Equipment Manufacturers to develop and identify technical solutions to a multitude of engineer problems, enabling SBPL to promulgate 27 TCTOs between November 2008 and October 2009. Previously, ELC averaged 10 Engineering Changes per year.
- Leveraged ALMIS, Fleet Logistics System, and other IT data to identify “Top 5 Operational Degraders and Cost Drivers” for the major boat classes, enabling SBPL to focus efforts on those changes that have the greatest impact to the “bottom line” (operational readiness and life cycle cost).
- Aligned a very diverse set of policy and procedures between Sectors, Districts, NESUs, MLC and SFLC into a single SOP for maintenance management for all small boats.

Additional information regarding SBPL, Mission Support Business Model, and boat specific information may be found at the SBPL website:

<http://cgweb.sflc.uscg.mil/SFLCWeb/SBPL/SBPL.aspx> 

# View From the Deckplate

*Editor's Note: The EE&LQ, with permission of BMCS Jeremy McConnell and MKC John Christie, is reprinting their post found on the iCommandant blog site on December 22, 2009. This is a field perspective of modernization and their experience with the Modernization Effort.*

Modernization Series: Field Impacts  
This is a lengthy post but I highly recommend you read it so you can understand how modernization is impacting our field units.

*by BMCS Jeremy McConnell and MKC John Christie:*

As Officers in Charge (OIC) and Engineer Petty Officers (EPOs) in the Coast Guard we have been taught over and over again that pride in ownership and craftsmanship is one of the most endearing qualities that we can bring to a unit. We know that many in the current Coast Guard are having some strong feelings about the modernization effort taking place in the small boat world. As an OIC and EPO of a station that went through modernization, we were skeptical and uneasy with such a bold step. Numerous thoughts ran through our head, such as: What do you mean it is not my boat!; You are taking HOW MUCH of my budget!; I do not want anybody micro-managing me on how I run my department. After going through the process, all we can say is that the transformation should have happened a long time ago.

We both transferred this year leaving the modernized world and talked on numerous occasions about how we stepped back two years in time. While we still remembered how to do the job the old way, we knew that it can be done a much easier way that can benefit all involved. We decided to provide some positives and negatives to both at the OIC and EPO levels that we discovered during the entire modernization transformation. We do not have enough time and bandwidth to talk

about all the issues and topics, but we will hit the big topics.

### **From an EPO perspective:**

**Inventory:** As you all know, each unit inventory was pretty much stripped from them during the Field Unit Inventory Removal Project (FUIRP) and the Inventory Control and Compliance Program (ICCP). Out of approximately 320 line items, we had around 150 items taken from us and relocated to Elizabeth City. From a positive stand point, that was 150 less items that I was accountable for. Inventories became a lot easier, but I did not have the parts that I needed at times and sometimes condition F parts would show up leaving you 2 more days behind the repair of the asset. Where as after the modernization, I could order parts and have them in 1 to 2 days.

### **Preventative Maintenance System**

**(PMS):** In my opinion, this was one of the most needed transformations. While each unit had the resources to complete the task, not every unit was completing the task properly or on time. Many feel that they were or are going to be micromanaged or that they have big brother watching them. While it may be unsettling for some to be watched, if you do your job like normal you will not have a problem. In the old school of doing PMS, we all know how it happened, one section would complete all the PMS while their currency hours or training would lag behind. Vice versa for the other section. With modernization it could not be simpler. PMS is prescheduled for you and divided up so you don't have 15 tasks come due on one day. Monday you

may have 1 or 2 items, Tuesday you may have none. Wednesday you may have one and Thursday you may have 2 or 3. The tasks were tracked and parts would show up ahead of time for PMS that was due 1 to 2 weeks down the road. Yes the Sector could keep track of where you were on maintenance and your OIC was privy to this information but as I said earlier, if you are doing your job as you should, you will have nothing to worry about.

The one unfortunate item is that there will no longer be a unit asset per say. While CG 41485 is attached to Hobucken, a need may arise in the sector, district or Coast Guard to move 41485 to another station and give Hobucken some other UTB. In the pre-modernization Coast Guard this was unheard of and frowned upon by many. Units take pride in their boats. It is a symbol of who they are and how hard they work. No unit ever wants to give away their boat. That boat is theirs and they want nothing more than to show it off and compare it to other units.

### **From an OIC perspective:**

As an OIC, we are graded on our personnel, our operations, proper training, and the ability to properly maintain our assets and facilities. We are looked at from multiple angles and dissected to the tenth degree, often spending numerous hours trying to cover our stern in every way. We wear many hats and try to instill the very traditions that were upheld by so many before us. We live to help those in peril and protect those who could not protect themselves. The way we do things in many ways had not changed for years,

just tweaked in order to accommodate new platforms or environmental changes. We are protective and proud of our abilities and the empowerment the Coast Guard Regulations Manual affords us. With that said, let us be realistic and truthful to the big picture. We live in a different world now. Our world is now understanding Force Optimization, management of resource and employment hour goals, currency data for boat crews, and ensuring every data goal is met all the while still doing the very things we were expected to do before. I have talked to some fellow OICs and they feel micro-managed and like someone is looking over their shoulder. I understand that and can identify with that way of thinking. But we need to realize that this change is beneficial and creates new tools to benefit our units and our Coast Guard.

**Assets:** We all have lived by the philosophy of: Do whatever you have to do to get the boat operational. We all spent late nights working on boats, driving long distances to pick up parts, and countless man hours and stress worry about making sure no one had to cover our AOR. We did what we had to do to make it happen. In the modernization, when a boat is put into Charlie and the unit is not capable of meeting its required SAR or LE coverage, Sectors and units must look to each other for help. This is where we must change our thinking but still keep the status quo of unit pride in an asset. We did not want our boat in Charlie, and we did not want to send our boat somewhere else. It was ours and only ours. Each of us knows that judgment is often passed by others by just looking at boats from another unit. Let us be honest, some time in our careers we have all said: wow, look at that boat, they don't take care of their boats, that unit must stink. As OICs, we all know this and often strive to create a positive reputation in the eyes of others, especially fellow OICs. It is one thing to have a BM3 say that, but when a fellow OIC says that, that is a peer talking.

OICs are a prideful group, a group that often looks to each other for advice and ideas, but when you are not viewed in a positive light, your phone

might not ring as much. So yes this might sound petty, but it is true. Often we do not want to send one of our boats to another unit because they might not take the time and effort to properly care for your boat like your unit does. You can still take the time and effort to show your unit pride. Set your standards high and expect nothing less than before. Belief in the cause is paramount and think about the impression and influence you will send to other fellow OICs, not to mention their crew.

**Money:** Yes, they take 69 percent of your Standard Support Levels (SSL) budget for the platforms. Yes, that hurts but let us put it in perspective. At least 60 percent of your annual budget for each boat type goes to engineering. Once your unit is modernized, every item needed to be purchased for your platforms over fifty dollars is paid for by the modernization project. Any item needed for the boat over fifty dollars. That covers the Deck side too and really is not as big a hit as you think. As the system is up and running for awhile, just think about when Rescue and Survival (RS) items are added to the mix. The RS system ordered through this system would benefit the unit because we all know; each unit spends more on RS than what they are budgeted for. I will be excited to see it.

They are already receiving feedback on the data they have collected from modernized units on where funding is needed and not. When I sat down with the Commandant a couple of weeks ago he put the finance side of my issues to rest when he said: Last year we had over 13 million dollars in purchases for over 10 million dollars in items we already had in excess parts in the Coast Guard. We already had the parts!! We need this change in order to get more funding.

If that does not help, look at it the way the Logistics Transformation Program Integration Office (LTPIO) team put it to me. When you go to change a spark plug how long does it take? The common response was ten minutes. If you add it up, after you order the part, get your tools, start, stop, finish putting everything back, it is an hour later. The

problem with the boat world is we have been getting paid and funded for ten minutes instead of one hour.

**PMS:** This is one of the most helpful items in the entire modernization project. As an OIC you go to the EPO and check the PMS logs and hope that everything is done well and the boats are ready to go. This cuts out the worry if the PMS is being done properly. Through the Aviation Computerized Maintenance System (ACMS), which has been tailored to the small boat community, you can track the PMS schedule and progress for each asset. The system also provides you with a compounded list of overdue PMS that is pending on your boats. This system justifies the OICs decision to take a boat down for PMS. Once there is PMS overdue on an asset, the boat is to be in a Charlie status until the PMS is done.

Each of us know when a MISHAP arises, they pull all records and review each item to ensure we were doing our job properly. This system covers our stern by making sure each PMS items is done and done correctly. Having the Engineer Officer capable of seeing the PMS lists also helps plan accordingly for trends and possible catastrophic events that can occur. Yes, it seems like someone is looking over your shoulder but look at it like another set of eyes helping you be at the top of your game.

As we stated earlier, these are just some of our observations and how we felt about the process. We did not agree on everything but if you cannot tell, we drank the Kool Aid and like it. We feel it is exactly where the Coast Guard needs to go and we are glad it is happening. We are a society that doesn't change well. We take our work personally and feel when change happens it is because we did something wrong. We did not do something wrong, we did the very best work with what we had. The best work in the world. This change is to help better the system to make it better for us. That is our view anyway. This is one of those things where we must give a little to gain a lot. Be open to it, the Kool Aid does not taste that bad. 

USCG Mission Support Log: New Cornerstone Document Details Mission **UNCLASSIFIED** | orer provided by U

http://dcmslog.blogspot.com/2010/06/new-cornerstone-document-details.html

USCG Mission Support Log: New Cornerstone Do...

Share Report Abuse Next Blog»

# USCG Mission Support Log



Coast Guard Modernization is realigning the current geographically-based mission support organization around personnel service and asset product lines under a future Deputy Commandant for Mission Support (DCMS). The five DCMS logistics and service centers' future product lines will manage readiness of the Coast Guard's personnel, ships, planes, buildings, and information technology base the new Coast Guard Logistics Business Model. DCMS Leaders hope to share and discuss the way ahead.

WEDNESDAY, JUNE 30, 2010

## New Cornerstone Document Details Mission Support 2.0 Plan



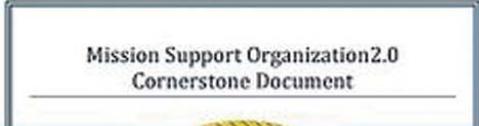
By DCMS Log

-- Guest Post by VADM J. P. Carrier, Coast Guard Chief of Staff

Fellow Coast Guard men and women,

Thanks to the hard work and dedication of many people in the Mission Support enterprise, significant progress has been made toward our goal of modernizing structure and processes. Of course, the reason that we have undertaken this task is to provide more efficient and effective support to our operational partners. That cause for action, first cited four years ago, remains an imperative today. I am pleased to roll out the Mission Support Organization 2.0 (MS 2.0) Cornerstone Document that will define our way forward for the next 24-36 months.

Imbedded are critical steps designed to fully define the Mission Support Organization from headquarters staff to the point of service delivery. Our MS 2.0 Cornerstone Document



# Mission Support Log



On June 5, 2009, the Mission Support Log (<http://dcmslog.blogspot.com>) was launched with a post from Mr. Tom Chaleki, entitled "Git R Done." The blog is intended to give a straight-forward, clear language approach to sharing updates and having open discussion as the Coast Guard transitions to the future Deputy Commandant for Mission Support (DCMS) organization. Since the launch, over 11,000 people -- nearly all of the 12,000 people strong future DCMS organization, have visited the site with more than 22,000 total hits and several postings on DCMS, Logistics Transformation, the C4IT Service Center, the Surface Forces Logistics Center, the Shore Infrastructure Logistics Center, Personnel Service Center, Aviation Logistics Center and Asset Project Office. Already, many readers are adding their comments to blog postings allowing feedback to and dialogue with leaders of the future organization.

The future DCMS organization is part of the Coast Guard Modernization effort to realign the current geographically-based mission support organization around personnel service and asset product lines. The five DCMS logistics and service centers' future product lines will manage readiness of the Coast Guard's personnel, ships, planes, buildings, and information technology based on the new Coast Guard Mission Support Business Model.

Guest blog posts are welcome as are suggestions for future topics by email to [askmissionsupport@uscg.mil](mailto:askmissionsupport@uscg.mil). 

# MISSION SUPPORT HANDBOOK 2010



Version 1.0

# U.S. Coast Guard Modernization: “Mission Support Handbook”

The first edition of the *Mission Support Handbook* is now available on CG Portal. The Handbook is an essential tool to help all Coast Guard members access mission support services in the new organizational structure. It includes a topical index of services and descriptions of services with their corresponding points of contacts, organizational charts and frequently asked questions.

A hard copy of the first version of the Mission Support Handbook was distributed to all units listed in Sections A through H of the Standard Distribution List and as a downloadable pdf document on CG Portal. The PDF document was updated to reflect the summer 2010 rotations and will be updated on a regular basis to capture changes in points of contact and incorporate feedback as it is received. We welcome any contacts or suggestions for future editions that you may have. Please send an email to [AskMissionSupport@uscg.mil](mailto:AskMissionSupport@uscg.mil).

Download the Mission Support Handbook at <https://cgportal.uscg.mil/lotus/myquickr/dcms-mission-support-organization/handbook>.

Commandant (CG-4)  
ATTN (Editor EE&LQ / JR9-1130)  
US Coast Guard  
2100 2ND ST SW STOP 7901  
Washington, DC 20593-7901

# Supporting the Mission

