



All Hands Messages

Commitment to Modernization

To the Men and Women of the United States Coast Guard:

When we began our Modernization efforts three years ago, I emphasized that our overarching goal was to create a more agile, flexible, and change-centric Coast Guard. We are making progress but more work remains. As recent events have illustrated, our cause-for-action is compelling so our organizational intent to create a better Coast Guard must stay firm.

As we developed our Modernization framework in the spring of 2006, we could not envision the global financial crisis, the direct impacts on our Service from major restructuring of the Department of Defense, the escalation of maritime piracy, and the ramifications of the receding Arctic ice cap. The Nation's current financial crisis may cast doubts on our commitment to Modernization. It should not. The need and ability to modernize are independent of our annual budget. The pace of change in our world is accelerating faster than at any other moment in history. To succeed, we have to be adaptable. As we make the necessary course corrections to mitigate emerging maritime threats, we'll maintain a steady bearing on our Guardian Ethos to ensure we stay on track.

We will not delay due to retirements, rotations, or the fluctuations of the annual budget cycle. The senior leaders who will succeed me are also dedicated to modernizing the Coast Guard for future success. They will need your continued commitment to make our goals a reality.

Modernization will enable us to execute our missions more effectively, improve connectivity with our stakeholders, sense changes in our operating environment, maintain a strategic focus, build new skills and competencies in our workforce, and enhance our business processes instead of working around them. All of these are attributes of a change-centric organization and are reflected in our current efforts.

As I travel around the country, I have heard from many of you that our business practices need to change. We have listened. This week we will stand up the last of our logistics and service centers – the Legal Services Command. These new centers will improve mission support by installing product-line managers for all personnel and assets. I've had many operators tell me about the benefits they are already experiencing by converting our small boats to the bi-level maintenance model. At the Sector level, every asset's mission and maintenance status are accessible from one source - the Electronic Asset Logbook. These are steps in the right direction.

I am fully aware that we need enhanced capacities and capabilities to respond to the emerging needs of our Nation. We are working hard to provide new capabilities to the field including the National Security Cutters, Response Boat-Mediums, and the HC-144 Ocean Sentry patrol aircraft. Plans are also well underway for improved Coast Guard situational awareness through

an integrated Common Operational Picture and Common Intelligence Picture for our operational units and command centers.

Training and readiness are vital to sustainable mission execution. On April 1st, we established the Force Readiness Command Pre-Commissioning Detachment which assumed responsibility and programmatic oversight of all Coast Guard training centers and training support commands. This consolidation will align and standardize our various training entities into a more responsive framework to meet our dynamic mission requirements.

I appreciate all of your hard work and for your commitment to our future modernization goals. Change is hard but not as hard as the impact of missed opportunities or the inability to adapt to change. Moving forward, we must believe in ourselves and in the fact that we are doing the right thing for the Coast Guard and the Nation.

Thank you for joining me and our future leaders as we create a change-centric Coast Guard that will remain “Always Ready” to execute our maritime safety, security, and stewardship missions.

Semper Paratus!

Admiral Thad Allen
Commandant, U.S. Coast Guard

