

Shortly after he became the Coast Guard's 23rd Commandant on May 25, 2006, ADM Thad W. Allen sent out an All Hands e-mail, stating that "we will focus our entire organization on improving and sustaining Mission Execution." The Coast Guard needed to take "immediate steps to reorganize its operational forces, improve service and support systems, better align with departmental and interagency partners, and make logistics and financial systems more efficient and accountable." As part of this, the Commandant issued 10 Commandant's Intent Action Orders (CIAOs), (pronounced chows), to highlight the priorities for the way forward. The Coast Guard Reserve mission support system is the focus of CIAO #9. All 10 CIAOs are summarized in the chart that follows:

CIAO #1 Acquisition Directorate and the Integrated Deepwater System Consolidation	
<p>Summary: The Coast Guard's Acquisition Programs (G-A); Deepwater (G-D) staffs; the Office of Procurement Management (CG-85); Office of Research, Development, and Technical Management (CG-66); the Research and Development (R&D) Center; and the Head of Contracting Activities (HCA) will be consolidated under the leadership of the Assistant Commandant for Acquisition (CG-9)</p>	<p>Issue Solved / Cause for Action</p> <ul style="list-style-type: none"> • Become the model for mid-size Federal Agency acquisition and procurement • Align with DHS procurement organization • Align with CG mission support organization • Improve efficiency of human capital • Execute more effective project management and acquisition governance
CIAO #2 USCG Headquarters Transition to Numbered Staffs	
<p>Summary: Complete the reorganization of Coast Guard Headquarters staff into numbered staffs (CG-1, CG-2, CG-3, etc) to improve the way we develop policy and manage resources for the Coast Guard, and better align with DoD.</p>	<p>Issue Solved / Cause for Action</p> <ul style="list-style-type: none"> • Integrate all CG operating programs • Structure alignment with JCS staff
CIAO #3 Deployable Operations Group Implementation	
<p>Summary: Develop the plan to implement the Deployable Operations Group including a detailed framework to align the Coast Guard's deployable and respective supporting entities under a single command.</p>	<p>Issue Solved / Cause for Action</p> <ul style="list-style-type: none"> • Create capability to adaptive force package for all threats, all hazards • Enhance unity of effort within DHS, with DOD, and Interagency
CIAO #4 Logistics Organizational Alignment	
<p>Summary: Provide a plan for the development and implementation of a mission focused support structure to support operational mission effectiveness at the lowest achievable costs, improve control and accountability, centralize control of depot maintenance and supply chain management, and achieve and sustain CFO compliance.</p>	<p>Issue Solved / Cause for Action</p> <ul style="list-style-type: none"> • Unify life-cycle maintenance for all assets • Achieve compliance with CFO audit • Reduce the number of financial and information systems
CIAO #5 USCG Financial Management Transformation and CFO Audit Remediation	
<p>Summary: Aggressively pursue, support, and contribute to the DHS goal of earning a clean audit opinion on the DHS consolidated financial statement and implement solutions to systemic issues to ensure sustainable success in future financial audits. Develop a plan to identify short-term corrective actions as well as longer term systemic and organizational solutions.</p>	<p>Issue Solved / Cause for Action</p> <ul style="list-style-type: none"> • Achieve unqualified CFO audit opinion • Improve financial systems • Optimize mission support through optimal financial management tools • Improve control of funds/base management • Reduce workload at operating units

CIAO #6 USCG Maritime Strategy and the Evergreen Cycle of Strategic Renewal	
<p>Summary: Develop and publish a comprehensive strategy that provides a strategic framework for planning Maritime Safety, Security, and Stewardship responsibilities of the Coast Guard through the next 4-5 years. This new strategy will be entitled, "The U.S. Coast Guard Strategy for Maritime Safety, Security, and Stewardship."</p>	<p>Issue Solved / Cause for Action</p> <ul style="list-style-type: none"> • Strategy driven/mission-focused Coast Guard during current Commandant's tenure • Set priorities for budget, legislative proposals, rule making, and international agreements
CIAO #7 Assessment of Coast Guard Command and Control Organization	
<p>Summary: Develop an operational framework for the Coast Guard that is more agile, adaptive and responsive, so as to improve mission execution and effectiveness and facilitate the timely and accurate flow of information and direction.</p>	<p>Issue Solved / Cause for Action</p> <ul style="list-style-type: none"> • Improve readiness and mission execution • Enable unity of effort within DHS and at all levels of government • Improve organizational effectiveness and efficiency
CIAO #8 Human Resource Strategies to Support Coast Guard Maritime Strategy	
<p>Summary: Develop a process by which the Coast Guard can know human capital requirements using a common language with which to express those requirements that is useful to all stakeholders. Balance expert and broadened organizational knowledge in the officer corps.</p>	<p>Issue Solved / Cause for Action</p> <ul style="list-style-type: none"> • Prepare work force for future • Support repeatable/verifiable staffing decisions • Align with DHS CHCO organization
CIAO #9 Reserve Component (RC) Mission Support System	
<p>Summary: Based on a comprehensive review of the Coast Guard Reserve Component mission support system, propose a new RC mission support system and implementation plan. Develop CG policy on contingency planning assumptions for staffing contingency operations that will provide standard methodology to determine size of Selective Reserve. Focus on the administrative support and future of the PS rating.</p>	<p>Issue Solved / Cause for Action</p> <ul style="list-style-type: none"> • Optimize use of Reserve Component • Improve training and administrative support in new threat environment
CIAO #10 eCG Oriented Architecture Implementation	
<p>Summary: Enhance Coast Guard Mission Performance through optimal Information Technology (IT) enterprise investments and management. The new service oriented architecture (eCG) will better serve the needs of all of internal and external customers. Anticipate a single Coast Guard director of IT empowered and accountable to senior leadership and end users for complete delivery of eCG.</p>	<p>Issue Solved / Cause for Action</p> <ul style="list-style-type: none"> • Align with DHS enterprise architecture • Improve acquisition, management, and use of information technology in support of mission execution • Align with new service wide logistics system.

Source: LCDR Joseph R. Bowes, CG-092S, CIAO Communications Director, current as of 1/29/06.