Coast Guard Innovation Expo - Modernization Panel

Moderator:
Rear Admiral Jody Breckenridge
Assistant Commandant for Human Resources & Director, Strategic Transformation Team

Restructuring: Changing our Organizational DNA for Sustainable Mission Execution Far into the Future

Public Release Authorized
Why Change Now?

- **World is changing.** We must change to be responsive to 21st century threats & hazards.
  - Unprecedented growth in maritime trade and tourism – oversee 20,000 U.S. and foreign vessels, conducting over $800 billion in domestic annual trade.
  - Growth of LNG shipping, offshore oil and gas exploration, and increasing size and cargo capacity of vessels.
  - Emergent radical extremism, major natural disasters, pandemic disease, mass migration, marine safety mission, search and rescue, law enforcement responsibilities, Arctic activity related to climate change, and growth of global trade routes.

- **Need operational structure that is more agile, flexible, and responsive.**
  - Strategies must drive decisions; not be reactions to external events.
  - Operational Command & Control structure must have one doctrine/single point of accountability; structure must reflect and support Coast Guard Sectors.
  - Interface w/DHS, DoD, Environment Protection Agency, industry, etc., must be unified/one voice.
Why Change Now? (cont’d)

- **Business processes must benchmark against best practices.**
  - Networking and organizational capabilities have significantly advanced since current construct was developed; there are now more efficient means of aggregating human effort.
  - Current business practices and structure are not adequate for operational sustainability.

- **Need support systems that achieve a consistent business model.**
  - Foster sustainability via standard, repeatable, and scaleable processes; enterprise-wide decision-making; and product-line management.
  - Acquisition management must address entire life-cycle management of assets.

- **Lessons learned from internal/external studies, GAO & Congressional reports, highlight need for Modernization:**
  - Gilbert Studies
  - Integrated Operations Command Study/Sector Implementation
  - Project 126 mini-studies, Logistics Transformation, Acquisition Reform
  - Coast Guard Command & Control (C2) Study
  - 9/11 Commission, Hurricane Katrina After-Action Reports
Modernization Builds on Work
“Already In Progress”

- **Acquisition Reform** (1980’s-2002)*
- **Logistics Transformation** (1986, 2003)*
- Deepwater Logistics Support (2002-present)
- eCG: IT integration (1996, 2002-present)*
- Reserve Support (1995, 9/11-present)
- Scenario based strategy (1998-present)
- **Adaptive Force Packaging** (9/11-present)*

* **Department of Homeland Security functional integration**
What is NOT Changing

• **Job 1: Mission Execution**
  - Coast Guard People/Sectors/Ships/Aircraft/Boats get the job done

• **No mission** is being **eliminated**, including Marine Safety

• **Our Guardian Ethos**

• **This is not downsizing**...this is organizational wellness
  - There is no “budget gun” to our head
  - Coast Guard is likely to continue to grow, but more modestly than post-9/11 years.
  - We can shift resources to where we need them

This is not the latest self-help fad or leadership trend!
Our modernization will:

- Make our support systems more responsive to our operators.
- Make our force structure more responsive to mission execution.
- Make our Coast Guard more responsive to our Nation.

By:

- Unifying overall operational command and control.
- Standardizing doctrine, including tactics, techniques and procedures.
- Enhancing and unifying mission support systems.
- Providing stronger focus on the needs of the workforce.
- Improving operational decision making aligned with support delivery.
- Incorporating life-cycle management into acquisitions.
- Bolstering Coast Guard/maritime stakeholder relations.
- Ultimately positioning the Coast Guard for sustainable mission execution.
## Original CIAO’s

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## Modernization Effort

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Indivudual CIAO’s to ME’s to Integrated System

CIAO’s

#1: Acquisition
#2: Numbered Staffs
#3: DOG
#4: Logistics
#5: Financial
#6: Maritime Strategy
#7: Command and Control
#8: HR Strategies
#9: Reserves
#10: eCG

Modernization Effort

- HQ & Financial Transformation
- Deputy Commandant for Operations (CG-DCO)
- CG Operations Command (CG-OPCOM)
- CG Force Readiness Command (CG-FORCECOM)
- Deputy Commandant for Mission Support (CG-DCMS)

Integrated System
We are realigning our operational structure, modernizing our Mission Support organization, and transforming our business processes by creating:

- Deputy Commandant for Operations (DCO)
- Deputy Commandant for Mission Support (DCMS)
- Coast Guard Force Readiness Command (FORCECOM)
- Coast Guard Operations Command (OPCOM)
Envisioned Coast Guard Organization After Modernization

*Pre-Decisional: Pending Congressional Approval of Requested Title 14 USC Amendments.

The following staffs report to (CG-00):
(CG-00A) Chaplain of the Coast Guard
(CG-00B) Master Chief Petty Officer of the Coast Guard
(CG-00H) Director, Civil Rights
(CG-00J) Chief, Administrative Law Judge

Note: As technical authorities for major acquisitions, CG-1, CG-4, and CG-6 retain a direct report to the Coast Guard's Agency Acquisition Executive.
DEPUTY COMMANDANT FOR OPERATIONS
(CG-DCO)

Modernization Update

Rear Admiral Brian Salerno
Assistant Commandant for Safety,
Security and Stewardship
(CG-5)
Evolution of DCO
1 Operational Policy Maker

Before
- Multiple field units in same AOR
- Separate O and M chains of command and HQ Programs
- Mission/Policy Overlap
- Multiple CG Spokespersons

Today
- One Senior Leader Directs All Operational Policy
- Integrated & Aligned Mission Execution
- Consistent Structure Throughout Entire Service
Coast Guard Deputy Commandant for Operations (CG-DCO) v.1.0

**Deputy Commandant for Operations**

- Asst. Commandant for Marine Safety, Security & Stewardship (CG-5)
- Asst. Commandant for Capability (CG-7)
- Director, International Affairs (CG-DCO-I)

**BENEFITS**

- **Consolidates** all CG operating programs under single Deputy Commandant, increasing operational focus & unity of effort.

- **Integrates** all operational policy development under single Assistant Commandant for Marine Safety, Security and Stewardship, eliminates overlap and redundancy, and provides clear unambiguous guidance to the field.

- **Improves** capabilities requirements generation for all Coast Guard operating programs, centralizing these functions under a single Assistant Commandant for Capability.

- **Enhances** Headquarters alignment with the new sector field operations organizational structure, clarifying mission ownership and improving the flow of policy, plans and resources from Headquarters to the field.

- **Incorporates** the International Affairs Directorate and functions into the new CG-DCO organization, improving the link between operational policy and international engagement.
DCO Outcomes

- Mission Performance Plans, policies, strategic analysis and planning, assessments and requirements for all Coast Guard statutory missions.

- Integrated response and prevention mission policy.

- Integrated external and international outreach/partnerships for ops policy and regulations.

- Integrated authorities, capabilities, competencies, capacity and partnership requirements.

- Situational and policy awareness to inform and enable leadership for Critical Incident Communications, MARSEC level, and MOTR responsibilities in coordination with OPCOM.

- Commandant’s executive agent with the Joint Staff, DHS and Inter-Agency in coordination with OPCOM.
The Ops Alignment Picture

Ops Policy
- DCO
  - CG-5
    - CG-53
    - CG-54
    - Response
    - Prevention

Ops Doctrine/TTP
- FORCECOM (Proposed)
  - FC-5
    - FC-53
    - FC-54
    - Response
    - Prevention

MISSION EXECUTION
- OPCOM (Proposed)
  - OC-3
    - OC-3R
    - OC-3P
    - DISTRICT
    - RESPONSE
    - PREVENTION

  - SECTOR
    - RESPONSE
    - PREVENTION

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DEPUTY COMMANDANT FOR MISSION SUPPORT
(CG-DCMS)

Modernization Update

Mr. Jeffery Orner

Mission Support Implementation Team

&

Deputy Assistant Commandant, for Engineering and Logistics
Mission
DCMS will enable Coast Guard Forces’ Mission Execution and advance Coast Guard’s Maritime Strategy by fostering a professional workforce capable of delivering "Best In Class" capabilities that maximize Coast Guard readiness.

Vision
All people, all platforms, all systems, and all missions always supported.
Value of DCMS

DCMS will enable …

- Full life cycle management for CG people, platforms and systems.
- Standard, disciplined, repeatable, & scaleable processes.
- Disciplined configuration management.
- Bi-level maintenance support/services model (pushed support to unit).
- Single point of accountability for support above unit level.
- Centralized management of resources for support above unit level.
DCMS will...

• …Collaborate with FORCENET to ensure forces have assets maintained to readiness requirements wherever they are located.

• …Increase the availability and visibility of all assets, including people, through product line support for Districts and operators in OPCOM.

• …Ensure support compliance with Policy and Support Doctrine from DCO.
COAST GUARD FORCE READINESS COMMAND (CG FORCECOM)

Modernization Update

Rear Admiral Tim Sullivan

Director, FORCECOM Implementation Team

&

Commander, Maintenance & Logistics Command Pacific

* * * * * * * * * *
Mission
FORCECOM provides ready forces to meet the supported commander’s current and future operational requirements.

Vision
FORCECOM will be the provider of preeminent mission-ready maritime safety, security and stewardship capabilities.
The Need for FORCECOM

Local Command Visit

National Standardization Team Visit

Pacific or Atlantic Training Team Visit

National Directives

Maintenance and Logistics Compliance Visits

Emerging Requirements

Best Practices

Latest Techniques

Lessons Learned

Mishaps

Local Regulations

Qualification Programs

Individual and Unit Training

Joint USCG-USN Afloat Training Group

Many and varied operator challenges…
FORCECOM will...

- allocate mobile and deployable specialized forces on a global basis.
- promulgate doctrine that will align training and standardization to ensure force interoperability and readiness.
- provide timely and high quality training.
- consolidate and standardize inspection visits and establish a standard measurement system to evaluate the readiness of forces.
- rapidly validate field innovation best practices and incorporate them into Tactics, Techniques and Procedures.
Performance Improvement
FORCECOM Concepts Practiced for Years

Example: USCG National Aids to Navigation School

School House, Doctrine, TTP, Job-aids, Standardization, Unit Visits, Shared Best Practices, Lessons-learned, COE
Coast Guard Modernization

DCO, DCMS, FORCENCOM, OPCOM, in Sync

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Yes We Will…

- FORCECOM is one of 4 Cornerstones of CG Modernization.
- Focus on Doctrine, TTP, Training, Standardization, and Force Management and Allocation.
- Lessen Worry and Distraction for Operators.
- Improve USCG Responsiveness to Changing Threats.
- Result will be Better Trained, Safer, and Ready Workforce, and Improved Mission Execution.
- Thoughts and Questions Most Welcome.

*ADCON always with FORCECOM. OPCON shifts to supported commander (usually OPCOM) when deployed
COAST GUARD OPERATIONS COMMAND (CG OPCOM)

Modernization Update

Rear Admiral Kevin Cook

Director, OPCOM Implementation Team
OPCOM
Mission & Vision

Mission
OPCOM will be the Coast Guard’s Global Operational Commander responsible for executing the Coast Guard’s Strategy for Maritime Safety, Security, and Stewardship in order to safeguard the nation against all threats, hazards, and challenges in the maritime domain.

Vision
OPCOM shall attain and sustain superior mission execution across all Coast Guard missions by linking the strategic and tactical levels of maritime operations.
Value of OPCOM

- **Command & Control construct** that unifies efforts across all of the Service’s eleven mission areas.

- **Agile & responsive Mission Execution** -- effectively & efficiently meet emergent operational needs consistent with Coast Guard & National Command Authority priorities.

- **Enhanced Maritime Domain Awareness** utilizing a robust, fully integrated, real-time Coast Guard Common Operating and Common Intelligence Picture.

- **Strengthened Maritime Relations, Regimes & Maritime Governance** - Robust public & private sector partnerships, both in the United States and abroad.
OPCOM
1 Commander for Operations

**Today**
- 2 Operational Commanders & variances in Ops based on geography
- Multiple Common Operating Pictures
- Two-sided international agreements interpreted 2 different ways for *the same country*
- EXAMPLE: Midwest flooding- Asset/MTS recovery requests must pass through top layers – DHS - HQ - Area before capability can be assigned; delayed response
- Reactive response

**Future**
- 1 global Operational Commander- responsible for directing *all* Coast Guard Mission Execution
- 1 Common Operating Picture
- 1 Common Intel Picture
- Integrated, global Command Center with embedded operations, resource provider, public affairs, intel expertise
- EXAMPLE: Midwest flooding- OPCOM has decision making authority to provide “best available” versus “locally available” resources
- Proactive operational oversight and support
OPCOM will perform mission execution with…

- …a strong policy foundation from DCO.
- …ready, trained forces from FORCECOM.
- …systems and support for platforms, infrastructure, and personnel from DCMS.
**Key Benefits of Coast Guard Modernization**

- **Transforms** the Coast Guard into a change-centric organization.
- **Stronger** focus on the needs of our workforce.
- **Unifies** overall operational Command and Control.
- **Standardizes** doctrine, tactics, techniques and procedures.
- **Enhances and unifies** Mission Support systems.
- **Reduces** layers of bureaucracy and operational friction.
- **Develops** life-cycle sustainment in Acquisitions.
- **Significantly elevates** support to the field and our operators.
- **Bolsters** Coast Guard/maritime stakeholder relations.

**Ultimately positions the Coast Guard for sustainable mission execution.**