

# U.S. Coast Guard

## *Our History of Reorganization*

*Presented by:*

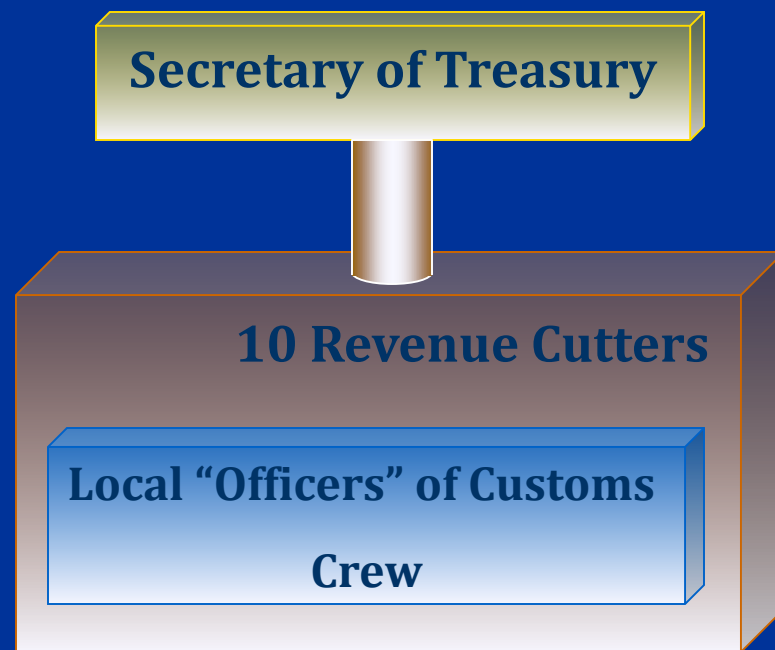
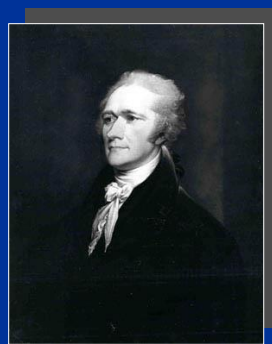
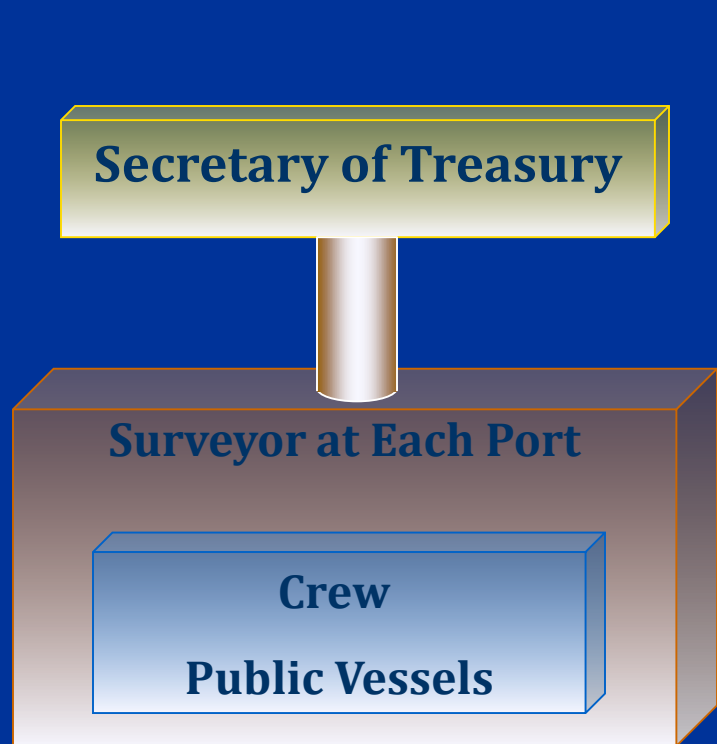
**RADM Jody Breckenridge**

*9 December 2008*

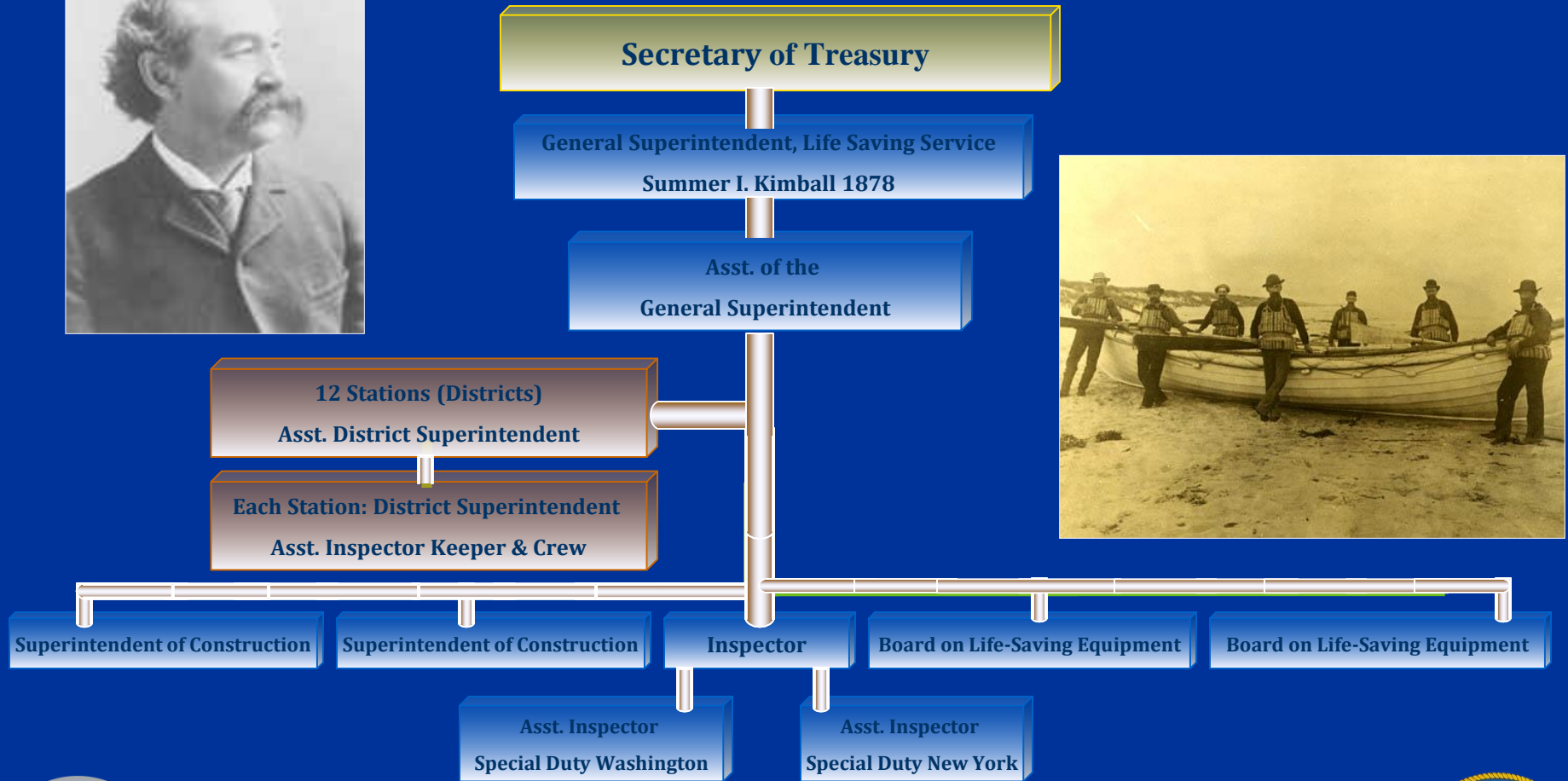


# Lighthouse Service **1789**

# Revenue Cutter Service **1790-99**

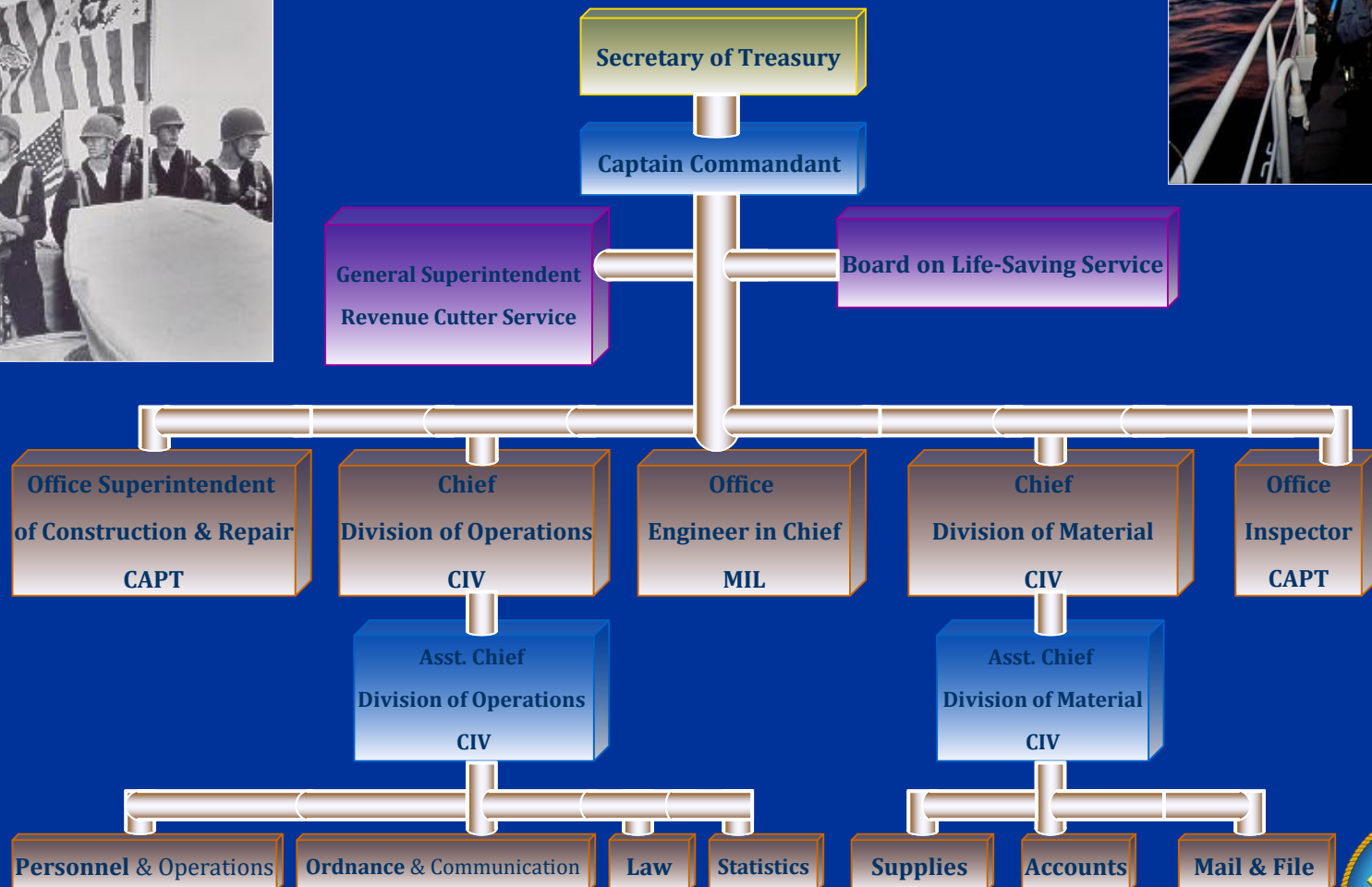


# Establishment of Life-Saving Service 1878



# United States Coast Guard

## 1915



# 1933 Reorganization

*Based on Rear Admiral Billard's Board of Review of January 1931*

- **Basis for Reorganization:**

- Decentralization of authority and responsibility.
- One major task, one fundamental plan of operation under direct control of one man.
- Locality of forces operating under one directing head.
- Local floating forces under one command. Commander afloat shall be under the direction of an office stationed permanently on shore.

- **Objectives:**

- Give more authority to area commanders that previously rested with division commanders.
- Relieve Headquarters of considerable detail work.
- Respond to Great Depression and low budget.



***"The expansion of the Service since 1924 was built upon the old organization, which was not suitable for the expanded Service."***

Admiral Hamlet, Commandant 1932-1936





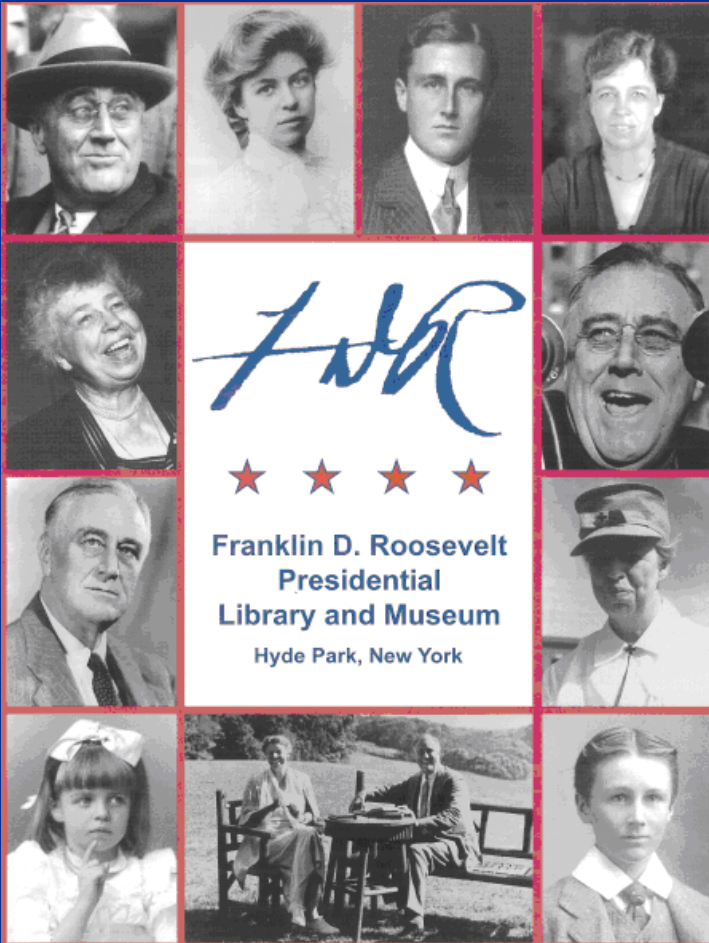
# Coast Guard Resources

## Before 1933 Reorganization

- **Headquarters** (Washington, DC)
- **Headquarters units**
- **Coast Guard Academy** (Ft. Trumbull, New London, CT)
- **Repair Depot** (Curtis Bay, MD)
- **Store House** (Brooklyn and San Francisco)
- **Radio Supply Base** (Philadelphia)
- **Radio Station** (Rockaway Point)
- **5 seaplanes**
- **Field**
  - **8 Division offices** (supervision of cutters and other vessels.)
  - **13 Field offices** (supervision of Life Saving Service)
  - **277 Life Saving stations**
  - **8 Houses of Refuge** (Florida coast)
- **Floating Equipment of Cutter Service**
  - **19 First class cruising cutters**
  - **15 Second class cruising cutters**
  - **25 Destroyers**
  - **18 Harbor cutters**
  - **20 Harbor launches** (one an ice breaker)
  - **198 75' patrol boats**
  - **13 100' patrol boats**
  - **33 125' patrol boats**
  - **6 other patrol boats**
  - **Numerous picket boats**



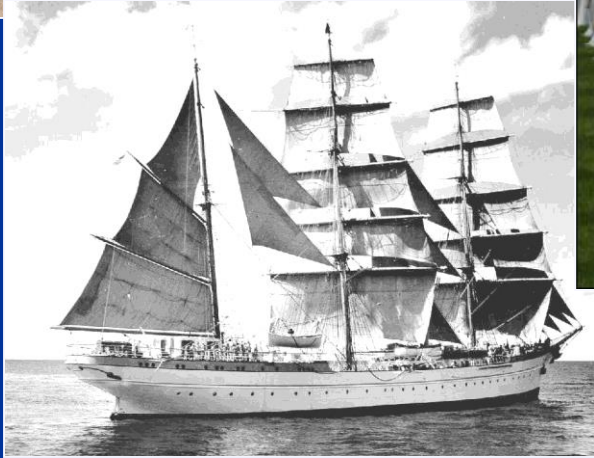
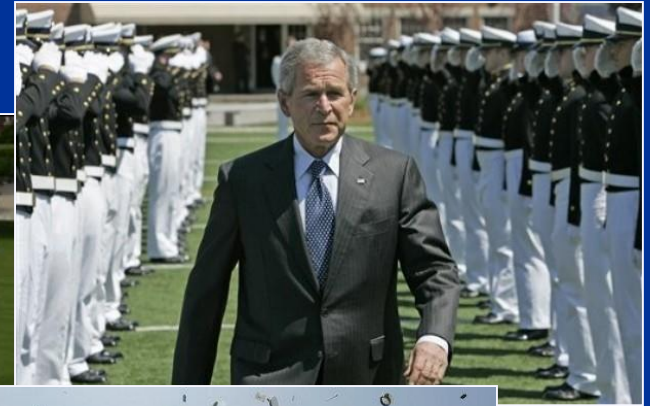
# FDR and Admiral Waesche





# CGA and Commandant Waesche

*"The young Coast Guard officer is **more certain to have independent responsibilities in shorter time** than are the graduates of the other Government schools."*





# Coast Guard **Expands** to Support WWII

*June 1928*

- **305** Commissioned Officers
- **63** Chief Warrant Officers
- **425** Warrant Officers
- **10,392** Enlisted
- **189** Civilians
- **73** Cadets
- **65** Temporary Officers
- **415** Temporary Warrant Officers
- **Total: 11,927**

*August 1941*

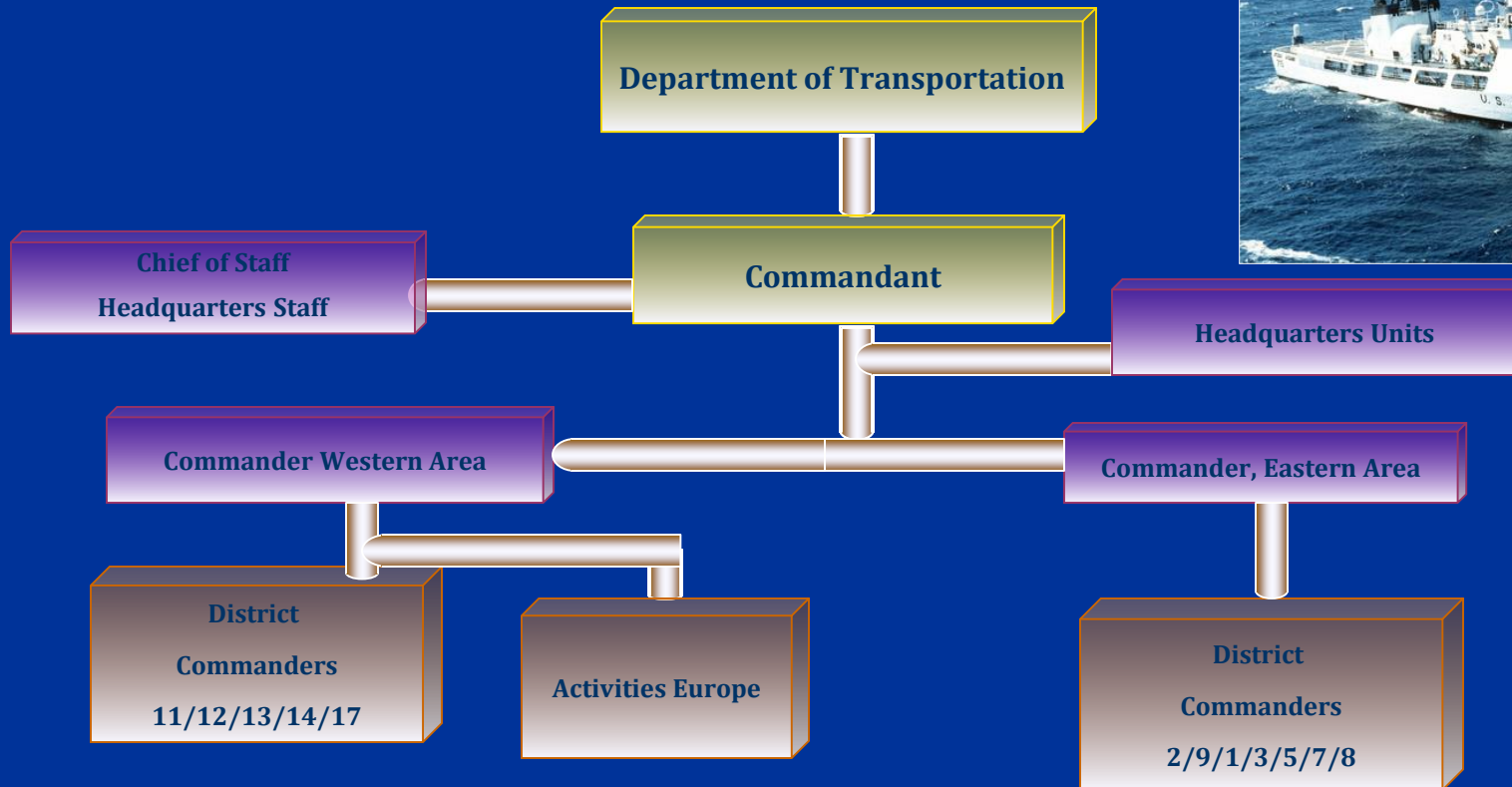
- **758** Commissioned Officers
- **429** Chief Warrant Officers
- **396** Warrant Officers
- **18,698** Enlisted
- **5,158** Civilians
- **344** Cadets
- **Total: 25,783**



# Coast Guard & Maritime Safety 1940s



# Transition to Department of Transportation 1967





# Expanded Authority in the **1970s**



NANTUCKET SOUND

MUSKEGET ISLAND

TUCKERNUCK ISLAND

NANTUCKET ISLAND

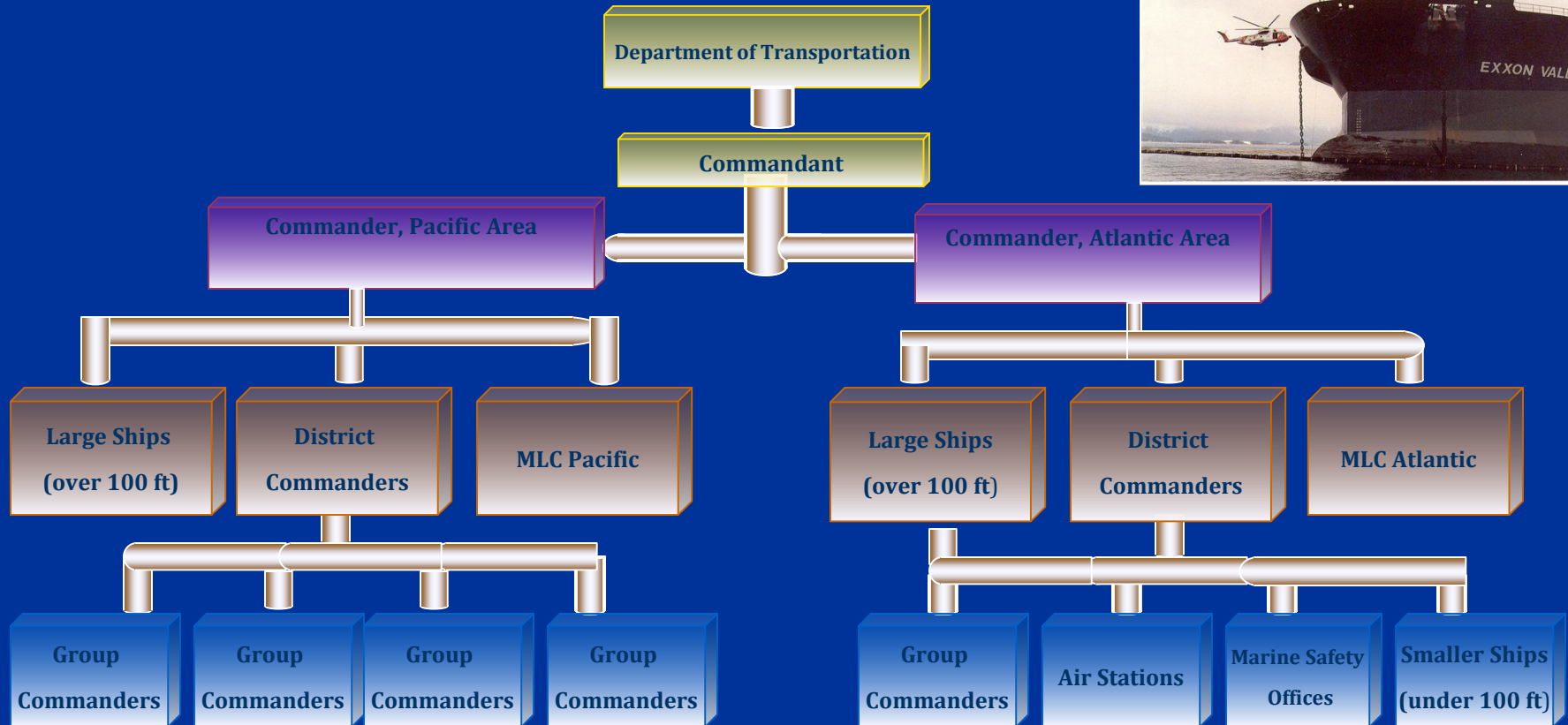
ATLANTIC OCEAN

- **Federal Boat Safety Act, 1971**
- **Federal Water Pollution Control Act, 1972**
- **Ports and Waterways Safety Act, 1972**
- **200-mile Fishery Zone, 1976**



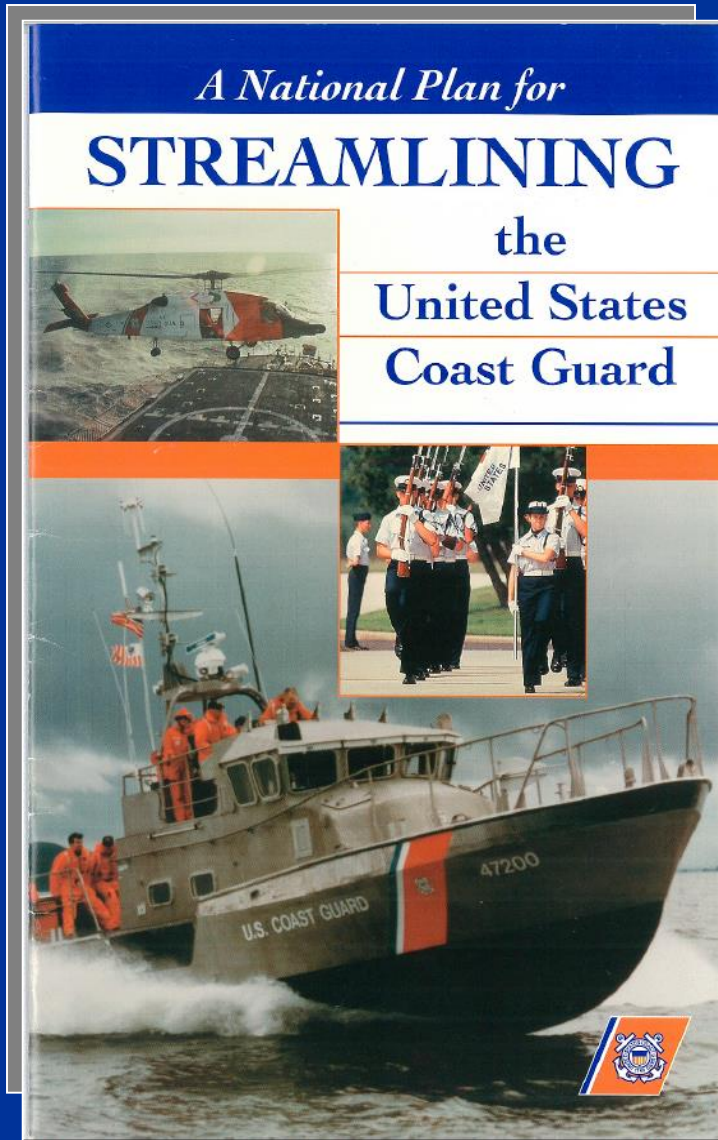


# Coast Guard Realigns and Adds MLCs in 1989



# Streamlining the Coast Guard

## 1996



Dear Men and Women of the Coast Guard,

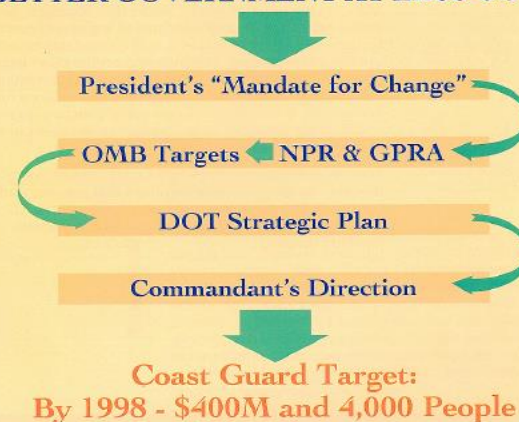
I am proud to present you with the plan for Streamlining the United States Coast Guard. The initiatives described in this booklet are the result of a year of intense effort by the Streamlining and Training Infrastructure Study Teams and literally hundreds of adjunct members throughout the Coast Guard, government, and industry.

Implementation of this plan will help the Coast Guard meet the demanding realities of a decremental budget climate and comply with the requirements of the *National Performance Review* as well as the President's "Mandate for Change." In support of the President's deficit reduction initiative, this plan will save, on a cumulative basis, **nearly \$1 billion** by the year 2005 and **make available over \$1 billion** in property for other uses. This Plan is truly an outline for better government at less cost. More importantly, it will position the Coast Guard to meet the challenges of the next decade while remaining true to our motto "Semper Paratus" - always ready - as the premier maritime service in the world.

Sincerely,  
  
 Robert E. Kramek  
 Admiral, U.S. Coast Guard

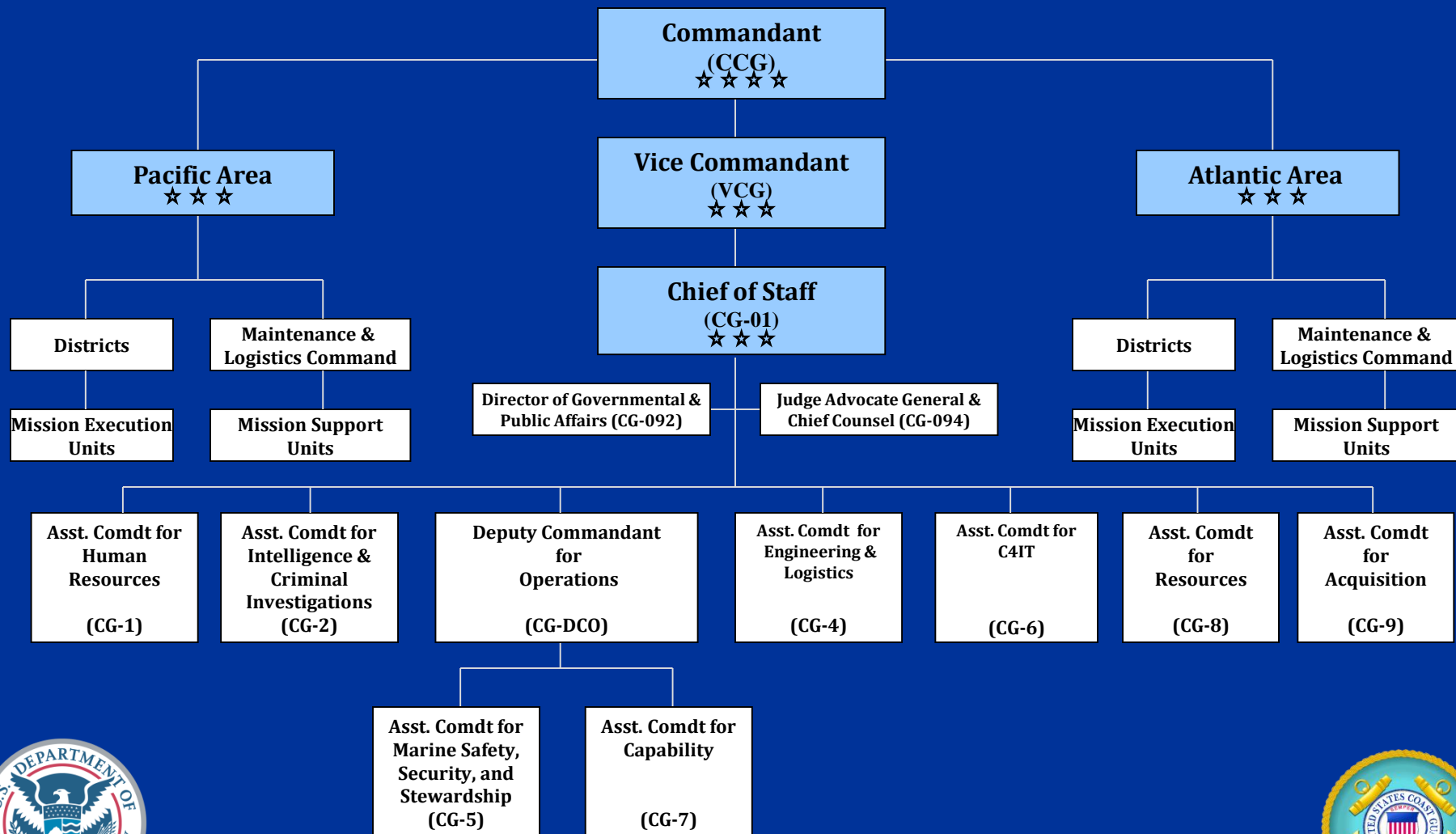
### Why Streamline?

#### BETTER GOVERNMENT AT LESS COST



# Transition to DHS

## 2003 to Today





# U.S. Coast Guard Today



*As of 31 Oct 2008:*

**252** Cutters  
**56** Airplanes  
**136** Helicopters  
**1,660** Small Boats

Active Duty: **41,461**  
Reservists: **8,128**  
Civilians **7,472**  
Auxiliarists: **37,414**





# How We Align with **National Strategy**

*The Coast Guard will work to safeguard the Nation against all threats, hazards, and challenges in the maritime domain, today and far into the future.*



## The U.S. Coast Guard Strategy for Maritime Safety, Security, and Stewardship



WASHINGTON, D.C.





# Coast Guard Modernization

## MODERNIZATION

RESTRUCTURING OUR ORGANIZATIONAL DNA  
FOR SUSTAINABLE 21ST CENTURY MISSION EXECUTION



# **Impediments to Change:**

## **Analysis by Dr. Youngman**

- A bias for action
- Cultural attitudes
- Cultural stovepipes
- Organizational processes
- Non-integrated change
- Insufficient resources
- Incomplete execution
- Leaders ill-prepared
- Non-aligned conceptual frames
  - Mission execution
  - Systems thinking
  - Strategic change



# Deployable Operations Group (DOG)

The Deployable Operations Group's mission is to provide properly equipped, trained, and organized adaptive force packages to Coast Guard, DHS, DoD, and interagency operational and tactical commanders as directed.

**DEPLOYABLE OPERATIONS GROUP**

**MSRT**  
CHESAPEAKE, VA

**MSST**  
ANCHORAGE, AK  
SEATTLE, WA  
SAN PEDRO, CA  
SAN FRANCISCO, CA  
HONOLULU, HI  
SAN DIEGO, CA  
NEW ORLEANS, LA  
GALVESTON, TX  
NEW YORK, NY  
ST. MARY'S, GA  
BOSTON, MA  
MIAMI, FL

**PSU**  
CAPE COD, MA  
FORT EUSTIS, VA  
ST. PETERSBURG, FL  
GULF PORT, MS  
PORT CLINTON, OH  
SAN PEDRO, CA  
SAN FRANCISCO, CA  
TACOMA, WA

**STRIKE TEAMS**  
ELIZABETH CITY, NC  
FORT DIX, NJ  
NOVATO, CA  
MOBILE, AL

**TACLET**  
ALAMEDA, CA  
MIAMI, FL

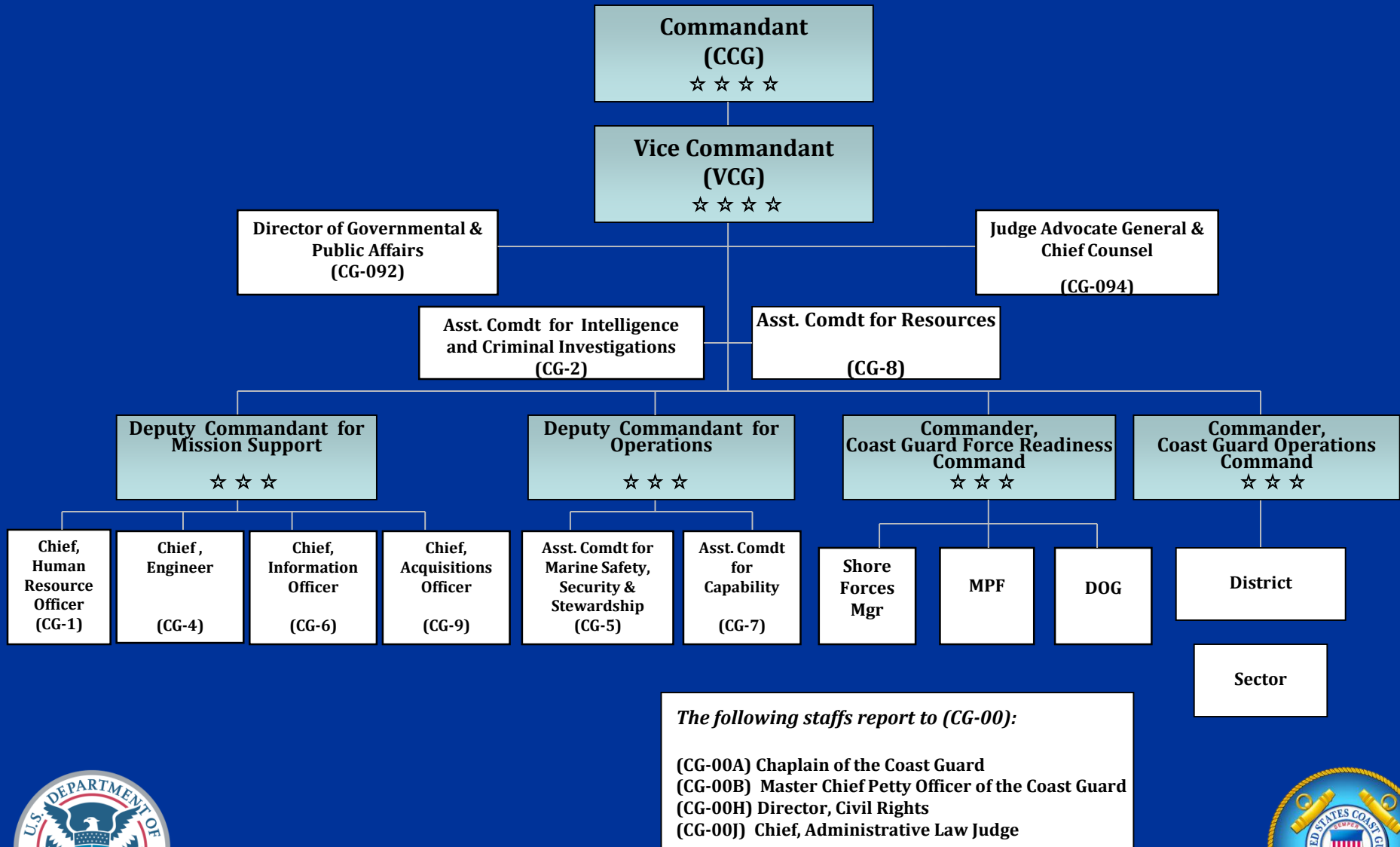
**NAVAL COASTAL WARFARE**  
SAN DIEGO, CA  
WILLIAMSBURG, VA  
IMPERIAL BEACH, CA  
NEWPORT, RI  
EVERETT, WA  
YORKTOWN, VA  
JACKSONVILLE, FL

**MSRT**  
**MSST**  
**PSU**  
**STRIKE TEAMS**  
**TACLET**  
**NAVAL COASTAL WARFARE**





# Envisioned USCG Organization



# *Questions*

