

U.S. Department
of Transportation

United States
Coast Guard



Realignment of Support and Management Functions in the United States Coast Guard

February 1987

Memorandum

U.S. Department
of Transportation
**United States
Coast Guard**



Subject

REALIGNMENT OF MANAGEMENT AND SUPPORT
FUNCTIONS OF THE COAST GUARD

Date

JAN 30 1987

7100/GEN ADMIN

Reply to
Attn of

G-CPA
CAPT WILLIAMS
267-2405

Chief of Staff

Commandant

1. ISSUE. To realign management and support functions of the Coast Guard.

2. BACKGROUND. In August 1986, you directed a project team to study the realignment of management and support functions of the Coast Guard, specifically maintenance and logistics functions at the District level.

3. DISCUSSION. The project team completed the study. Their report is attached. It details consolidation of maintenance and logistics support functions at two Regional Maintenance and Logistics Commands, in New York and Alameda, to serve the Atlantic and Pacific Areas, respectively. These commands will provide naval, civil, and electronics engineering as well as some other administrative and personnel support functions for units in the Areas. WHECs, WMECs and WAGBs (less MACKINAW) will be under the administrative and operational control of the Area Commanders, and will be CHOPPED to districts for specific operations. The District Commanders will focus primarily on operations. The Third and Twelfth Coast Guard Districts will be disestablished; the Twelfth District will be merged into the Eleventh; the Third District will be split and absorbed by the First and Fifth Districts. Specific implementation details will be developed in follow-on OFCOs and PAAs. All realignment actions will be completed by the end of FY 1988.

4. RECOMMENDATION. I recommend you conceptually approve the realignment of Coast Guard management and support functions as shown in the attached report, and issue the attached ALCOAST announcing your decision.

✓ R. Clyde T. Lusk, Jr.
CLYDE T. LUSK, JR.

Approve *P. A. Yost*

P. A. YOST

Admiral, U.S. Coast Guard

COMMANDANT

Date

FEB 3 1987

Disapprove _____

U S COAST GUARD
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FM COMDT COGARD WASHINGTON DC//G-C//
TO ALCOAST
BT

UNCLAS//NO7100//
ALCOAST 007/87
COMDTNOTE 7100

SUBJ: REALIGNMENT AND CONSOLIDATION OF COAST GUARD SUPPORT FUNCTIONS

1. ALCOAST 045/86 ANNOUNCED THE ESTABLISHMENT OF A PROJECT TEAM HEADED BY RADM M. E. GILBERT TO DETERMINE THE OPTIMAL MIX OF COAST GUARD SUPPORT FUNCTIONS AND RESOURCES WITH AN EYE TOWARD INCREASING THE PERCENTAGE OF RESOURCES DEVOTED TO EXECUTING OUR MISSIONS (OPERATIONS) AS OPPOSED TO SUPPORTING THEM.

2. THE PROJECT IS FINISHED AND THE RESULTS HAVE BEEN STUDIED EXTENSIVELY INCLUDING A FINAL REVIEW BY ALL FLAG OFFICERS ON 16 JANUARY 1987. THE KEY RECOMMENDATIONS REPRESENT A SIGNIFICANT DEPARTURE FROM THE WAY WE'VE MANAGED SUPPORT FUNCTIONS IN THE COAST GUARD FOR MANY YEARS. ACCORDINGLY, I HAVE LABORED TO SATISFY MYSELF THAT THE CHANGES WERE NEEDED AND WOULD ACCOMPLISH THE FOLLOWING:

--CONTINUE THE HIGH MANAGEMENT LEVEL OF COAST GUARD SUPPORT FUNCTIONS.

--ALLOW US TO "GROW FROM WITHIN" PRODUCING NECESSARY RESOURCES OUTSIDE THE BUDGET PROCESS FOR REALLOCATION TO OPERATIONS.

--POSITION THE COAST GUARD FOR THE FOLLOW-ON STUDY OF HEADQUARTERS AND HEADQUARTERS UNIT REALIGNMENT AND THE CHALLENGES OF THE 1990'S AND THEREAFTER.

3. THE SPECIFIC DECISIONS ON REALIGNMENT ARE:

--DISESTABLISHMENT OF THE THIRD COAST GUARD DISTRICT WITH A RESULTANT BOUNDARY LINE BETWEEN THE FIRST AND FIFTH DISTRICTS AT TOMS RIVER, NEW JERSEY.

--DISESTABLISHMENT OF THE TWELFTH COAST GUARD DISTRICT WITH ITS ENTIRE AREA OF RESPONSIBILITY BEING INCORPORATED INTO THE ELEVENTH DISTRICT.

--ESTABLISHMENT OF TWO REGIONAL MAINTENANCE AND LOGISTICS COMMANDS (MLC), ONE TO SERVE ATLANTIC AREA FROM GOVERNORS ISLAND, NEW YORK AND ONE TO SERVE PACIFIC AREA FROM COAST GUARD ISLAND, ALAMEDA, CALIFORNIA.

4. WE WILL MAKE EVERY EFFORT TO MAKE THE TRANSITION QUICKLY AND EFFICIENTLY. WHILE THE REALIGNMENT WILL CREATE MANY NEW CAREER OPPORTUNITIES FOR OUR CIVILIAN PERSONNEL, IT WILL ALSO ELIMINATE OTHERS AND IN SOME CASES MAY REQUIRE GEOGRAPHIC RELOCATION. I AM PERSONALLY COMMITTED TO MINIMIZING THE ADVERSE EFFECT THAT THE REORGANIZATION WILL HAVE ON OUR PERSONNEL. IN THIS REGARD, I HAVE REQUESTED G-P TO MEET WITH ALL CIVILIAN PERSONNEL OFFICERS ON 10-12 FEBRUARY. ADDITIONALLY, IN ORDER TO MINIMIZE THE IMPACT ON EXISTING EMPLOYEES AND FACILITATE THEIR RE-EMPLOYMENT OPPORTUNITIES, I AM IMPOSING AN EXTERNAL HIRING FREEZE. THE REMAINING FLAG AND O-6 SLATES WILL BE PUBLISHED WITHIN A WEEK TO FACILITATE THE BALANCE OF THE ASSIGNMENT PROCESS FOR MILITARY PERSONNEL, BOTH OFFICER AND ENLISTED.

5. THESE ARE EXCITING TIMES FOR OUR SERVICE. THE ABOVE CHANGES WILL OPTIMIZE OUR SUPPORT MANAGEMENT AND STAGE THE COAST GUARD FOR EVEN GREATER SERVICE IN THE FUTURE. FROM THOSE OF YOU DIRECTLY AFFECTED BY THE DECISIONS, AS WELL AS THE BALANCE OF THE COAST GUARD FAMILY, I ASK FOR PATIENCE AND SUPPORT DURING THE TRANSITION. I HAVE NO DOUBT YOU WILL ALL LEND YOUR CUSTOMARY STRENGTH AND WISDOM TO THIS EFFORT SO WE CAN KEEP OUR COAST GUARD "SEMPER PARATUS."

6. ADMIRAL P. A. YOST. COMMANDANT.



7100/GEN ADMIN
1106C

AUG 15 1986

From: Commandant
To: RADM Marshall E. Gilbert

Subj: PROJECT MANAGER CHARTER: REALIGNMENT OF SUPPORT AND
MANAGEMENT FUNCTIONS

Ref: (a) DOT Order 1100.60

1. PURPOSE: I have given conceptional approval to consolidating at a higher organizational level those various support functions which are common to all our districts. This letter establishes a project team to accomplish this. You are designated as Project Manager and hereby relieved as Chief, Office of Research and Development to enable you to devote full time to this project. The Deputy Chief, Office of Research and Development shall serve as acting office chief.

2. BACKGROUND: Budget cutting and management improvement initiatives and mandates, including GRAMM-RUDMAN-HOLLINGS, continue. Additionally, our ability to provide for badly needed "new resource" requirements may be severely limited necessitating even more emphasis on internal cost saving measures. Considering these demands, various management and organizational streamlining initiatives have been examined by Headquarters Program and Support Directors for potential efficiencies. Those put into effect in FY 1986 focused primarily on slowing down operations to achieve "same year" savings. As an alternative, changes in the way we support our operating units may produce significant savings without decreasing the level of services provided.

3. CHARTER:

A. DESCRIPTION: Develop a detailed implementation plan for the realignment of district and area support and management functions. Be guided by the planning factors and preliminary organizational outline detailed in enclosures (1) and (2). The planning factors provided are fixed. The organizational outline and staffing distributions are provided for PACAREA only. These are guidelines for refining the PACAREA realignment and developing a similar structure for LANTAREA. A staffing reduction target of 25% (of District staffs) is expected to be achieved. In constructing the implementation plan, consider important the minimization of disruption to ongoing operations during its execution and the need for capital shore projects as a result of shifting functions/resources.

I consider this an important initiative which will have a wide ranging impact on the future of the Coast Guard. Consult with top Coast Guard leadership to obtain their input. Develop a less costly way to adequately support units and personnel doing Coast Guard missions.

Subj: PROJECT MANAGER CHARTER: REALIGNMENT OF SUPPORT AND
MANAGEMENT FUNCTIONS

B. SCOPE OF PROJECT: The implementation plan should serve as the master "blueprint" for the realignment of district and area support and management functions and address the full range of issues required to support timely execution upon plan approval. At minimum, the plan shall include:

1. definition of area and district boundary adjustments.
2. identification of relevant legal/regulatory issues..
3. refinement and definition of district/area functional support and operational relationships including review of relationships with Headquarters under the realigned structure. In this regard, Headquarters office chiefs have been tasked to consider moving from Headquarters certain activities not associated with policy, planning, programming and budgeting. In so far as possible, you are to address and include such feasible relocations.
4. definition of new district and area organizational structure and corresponding staffing distribution in sufficient detail to permit the issuance of Personnel Allowance Amendments. However, details down to, for example, position descriptions are not required.
5. development of functional statements for the realigned organization.
6. identification of facility impacts at both the district and area levels ... documentation of space and facility requirements ... development of siting plans to accommodate the realigned organization.
7. identification of the necessary personnel policies and procedures (hiring freezes, union notification, transfer policy, etc.) and "up-front" personnel (FTE) required to effect the shift in personnel resources.
8. definition of funds management and control along with realigned OPTARS including cost analysis of the new versus old district/area alignment. It is anticipated and desired that OG-30 administrative savings will occur.
9. a step by step schedule of actions and procedures to execute the actual realignment of functions and related resources.
10. identification of implementation costs.

Subj: PROJECT MANAGER CHARTER: REALIGNMENT OF SUPPORT AND
MANAGEMENT FUNCTIONS

(para 3. B. cont'd)

11. preparation of necessary documentation/
correspondence required by DOT to effect the realignment.
Adherence to the guidelines of reference (a) and close
liaison with G-CMA is required to ensure the necessary
content and format is developed.

12. identification of Headquarters functions/resources to be
incorporated into the revised structures.

13. preparation of OFCO's for the area Support Commands.

C. AUTHORITY: The Project Manager has the authority to take
actions necessary to ensure that the implementation plan is
completed in accordance with the details and scope of this
charter. He has authority:

1. to issue correspondence related to the project.
Information copies of other than routine correspondence
shall be provided to the Chief of Staff.

2. to obtain assistance from Program, Facility, and Support
Managers, and Area and District Commanders to meet project
schedule and object issues. If any requests for support are
not affirmatively answered you shall bring this to the
attention of the Chief of Staff.

D. RESPONSIBILITY AND ACCOUNTABILITY:

1. Project Manager. As project Manager, you are
responsible for the planning, development and completion of
the implementation plan to realign district and area
resources. You are directly accountable to the Chief of
Staff and the Commandant for executing the responsibilities
of this charter. In addition, you shall:

o provide bi-weekly briefs to the Chief of Staff regarding
progress in developing the implementation plan ... report
immediately any factors which depart substantially from the
guidelines of enclosure (1).

o advise the Chief of Staff promptly if your investigations
begin to indicate that this realignment may not be an
appropriate course of action ... along with reasons
therefore.

o act as the single source of information for both internal
and external inquiries on the subject of district
realignment.

Subj: PROJECT MANAGER CHARTER: REALIGNMENT OF SUPPORT AND
MANAGEMENT FUNCTIONS

(para 3. D. cont'd)

o ensure that the interests of all Program, Support Managers and Area and District Commanders are properly considered.

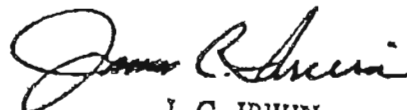
2. Program/Facility/Support Managers, Area and District Commanders. By copy hereof, Program, Facility and Support Managers and Area and District Commanders are directed to support the project staff to meet the objectives of this charter and to participate in the development of the implementation plan by responding to the Project Manager's requests for information and staff assistance. Each Program/Support Manager and Area/District Commander shall designate in writing a contact point for liaison on the project.

E. ORGANIZATION AND RESOURCES.

You will perform the assigned duties on a full time basis with direct staff support of six personnel plus 2 administrative assistants and 2 clerical personnel. Project team personnel shall be assigned TAD until the completion of the implementation plan. Team members will be selected to insure a broad mix of Coast Guard operational and support experiences. While on the team they will act in a macro sense rather than subject matter experts representing particular interests. Program and support managers as well as District and Area inputs will be obtained by tasking from you.

Portions of the project work may be accomplished by personnel assigned directly to Program, Support Managers or Area/district staffs. These staffs shall respond to Project Manager requests for information and support in their area of responsibility.

F. SCHEDULE: A project schedule and budget requirements shall be prepared and maintained by the Project Manager and reviewed and approved by the Chief of Staff. The project schedule and budget requirements shall be forwarded to the Chief of Staff by 1 September 1986. The schedule should be constructed to complete the implementation plan by 18 November 1986 for PACAREA and 2 December 1986 for LANTAREA.



J. C. IRWIN

Vice Admiral, U.S. Coast Guard

ACTING COMMANDANT

- Encl: (1) Planning Factors for PAC and LANT Area Support
Function Realignment
- (2) Guideline Organizational Outline With Staffing
Distribution for PACAREA

PLANNING FACTORS FOR PAC AND LANT AREA SUPPORT FUNCTION REALIGNMENT

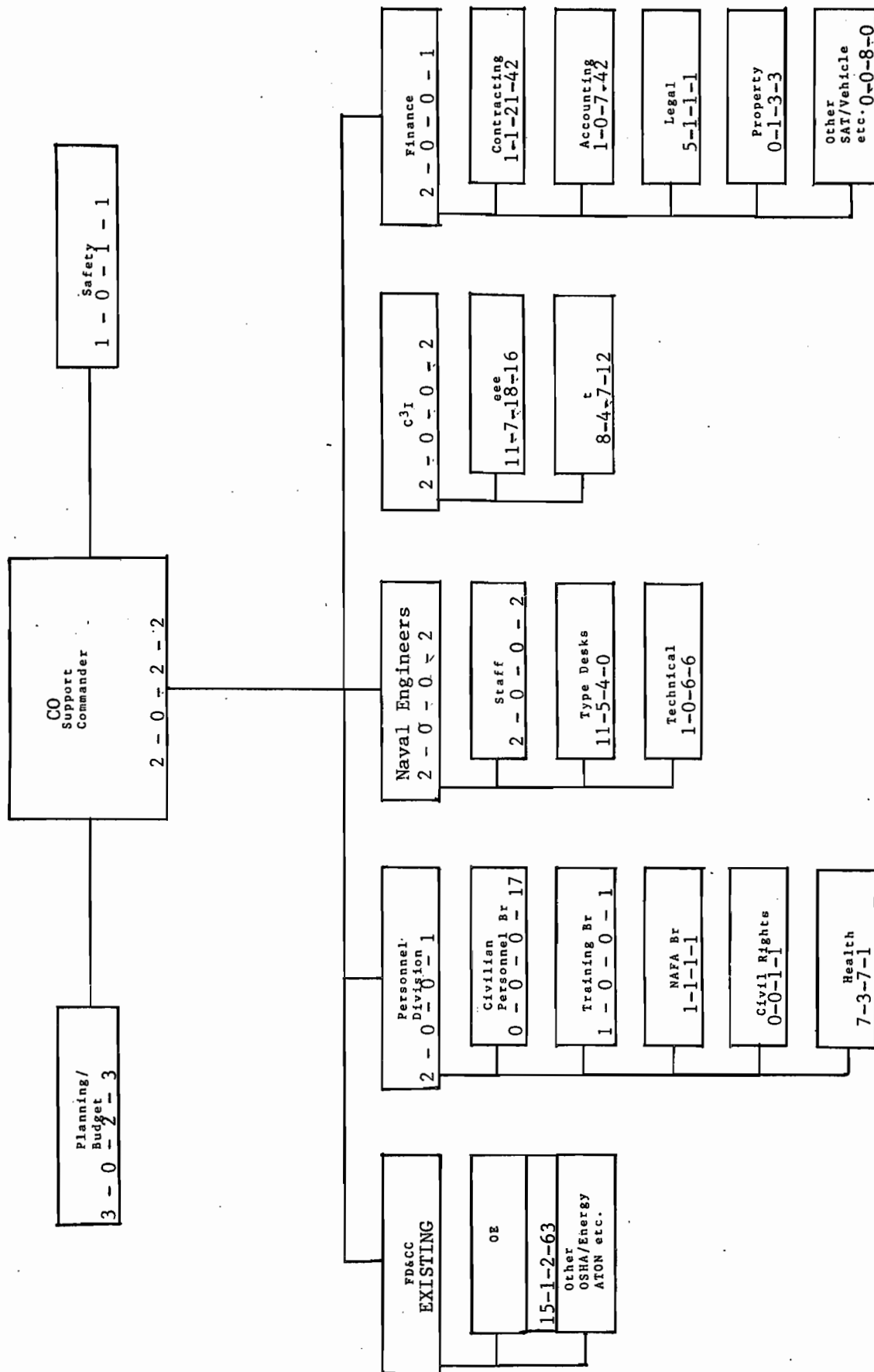
1. Major material support functions will be centralized at the Area level to attain savings and to gain management efficiencies ... while maintaining the current level of support services ... support functions at the Area level will be organized as a support command headed by a flag officer ... civil engineering functions will be consolidated into existing FD&CC organizations which will become divisions under the Area Support Commands ... collocation of FD&CCs is not considered an absolute requirement.
2. The 11th and 12th districts will be combined under the 11th District Commander in Long Beach. COMPACAREA and the new support command are expected to remain in Alameda. Collocation of the area commander and the support commander is probable, but alternative arrangements may be explored. The 13th district boundry may be adjusted southward.
3. The 3rd district will be combined under the 1st and 5th districts. COMLANTAREA could remain at its current location. The new area support command could be sited at Governors Island or in the Portsmouth/Norfolk area dependent on facility constraints. The new district boundry will be in the approximate vicinity of Sandy Hook, NJ.
4. The primary focus of the newly realigned districts will be operational. Basic divisions will be operations (o), marine safety (m), and administration ... planning and budget (dpl/fbr), legal, and public affairs staff will be elements under d/dcs ... some administrative staff to deal with military personnel (see paragraph 6 below) and related district staff support requirements (ADP, district staff supply needs) will be retained.
5. Major cutters (WMEC and up) will be ^FArea units both operationally and administratively ... largely due to the inter-district nature of their mission and the fact that material support will be located at the Area level ... MAT/ASSIST will become Area units and supervisory positions upgraded as necessary to serve as the "eyes and ears" of the Area naval engineering support activity. The Ship Support Facility in Seattle will be structured similarly.
6. Personnel support will be structured in a hybrid fashion; some functions highly centralized (as currently exists in pay and assignments), some decentralized (UCMJ, medals and awards, housing special services), others organized at the Area level (civilian personnel, civil rights, health administration).
7. Support Centers will be commands under the Area Support Commands.
8. All Group and Base staffs will be surveyed to ensure proper rank and experience levels given the realigned district/area support structure ... upgrades will be made where appropriate.

ENCLOSURE

NEW PACAREA SUPPORT COMMAND

<u>DIVISIONS</u>	<u>MIL.</u>	<u>CIV.</u>	<u>TOTAL</u>
COMMAND/STAFF	11	6	17
OPERATIONS	0	0	0
BOATING SAFETY	0	0	0
RESERVE	0	0	0
PERSONNEL	21	21	42
MARINE SAFETY	0	0	0
ENGINEERING	106	103	209
COMPTROLLER	63	77	140
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TOTAL	201	207	408

ENCLOSURE(2)



NEW PACAREA SUPPORT COMMAND WITH STAFFING LEVELS

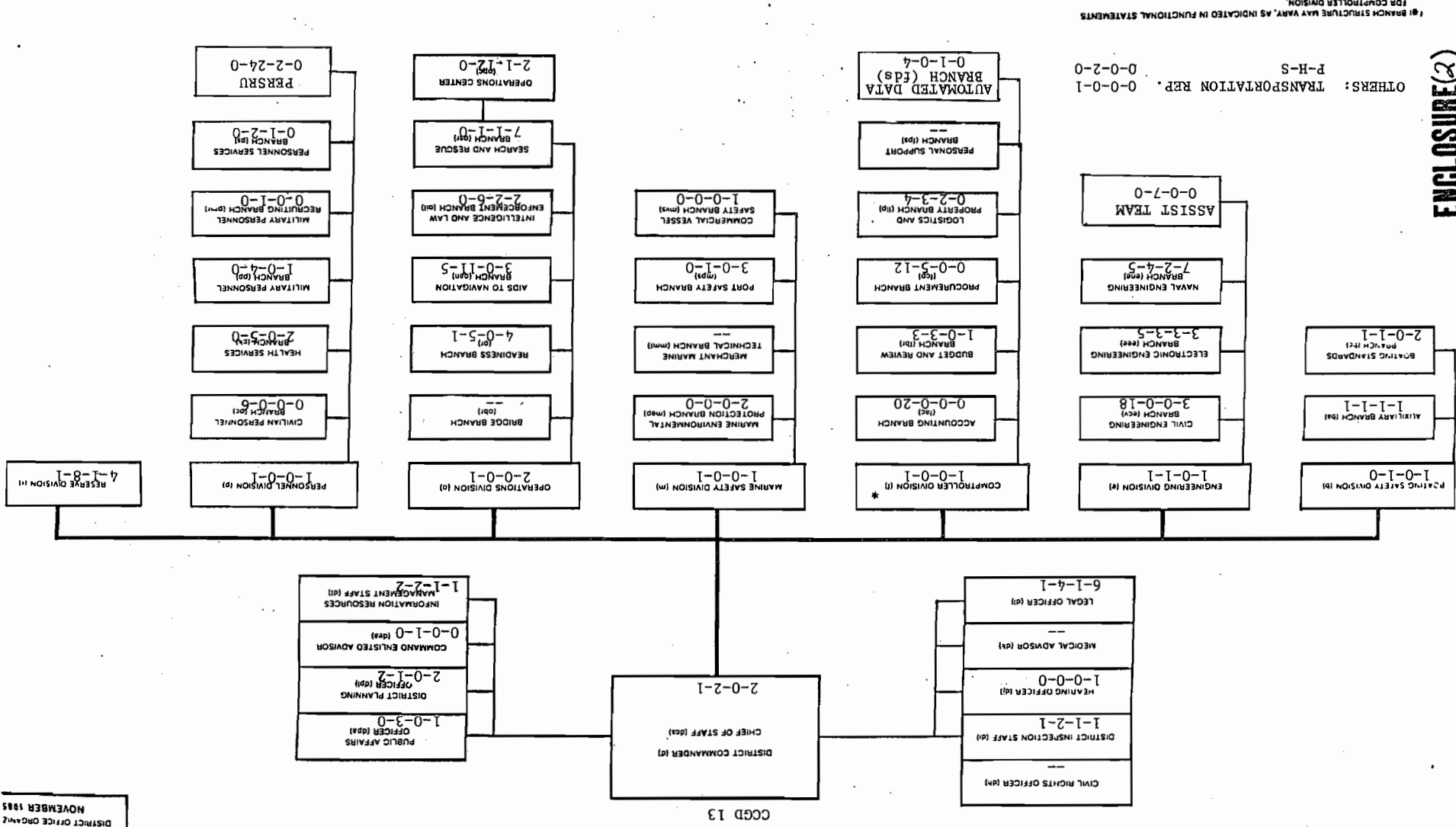
ENCLOSURE(2)

SUPPORT COMMAND FUNCTIONS AND STAFFING

SUMMARY OF DISTRICT REALIGNMENT

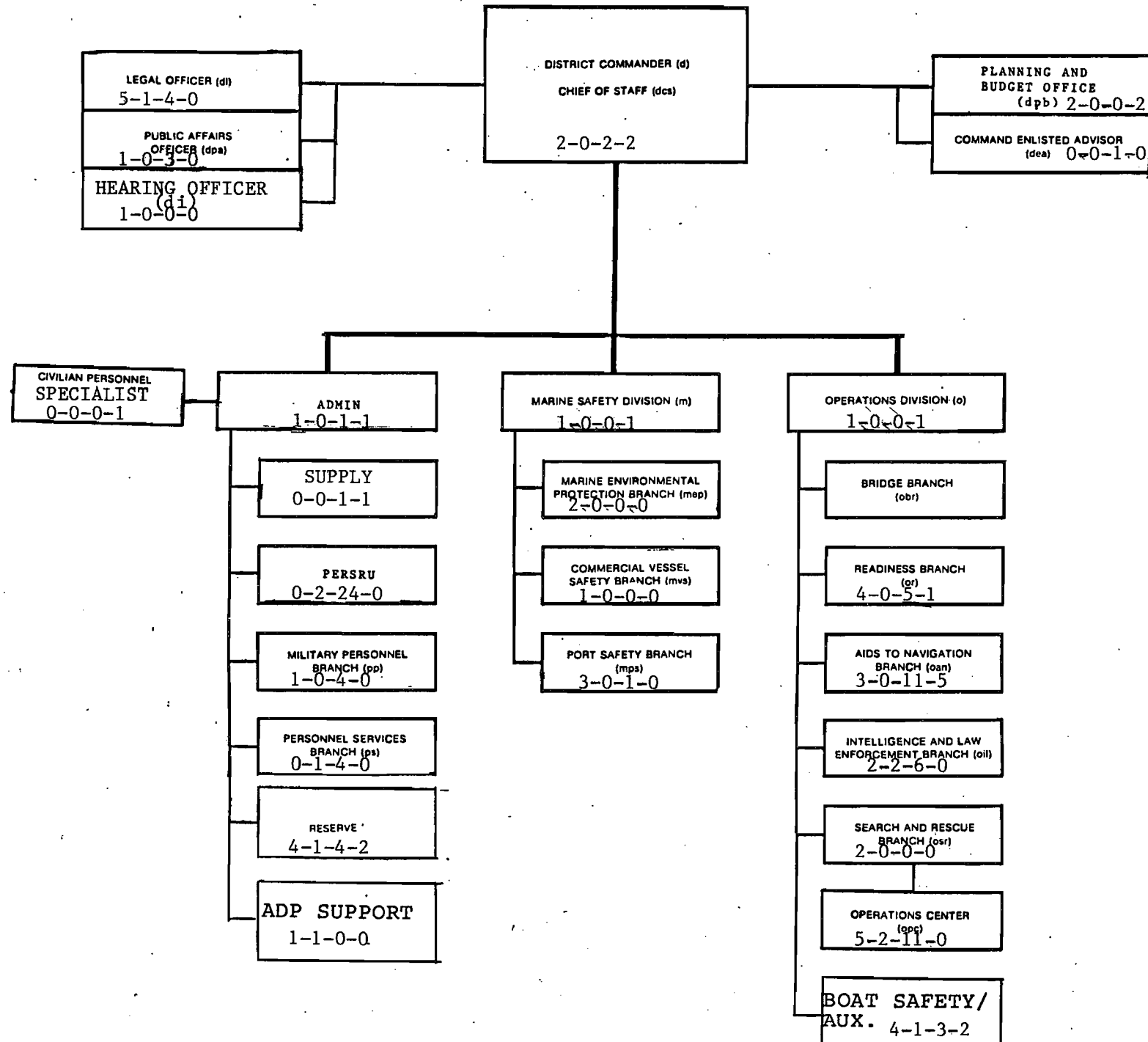
DISTRICT 13

<u>DIVISIONS</u>	<u>MIL.</u>	<u>NOW</u>		<u>MIL.</u>	<u>THEN</u>	
		<u>CIV.</u>	<u>TOTAL</u>		<u>CIV.</u>	<u>TOTAL</u>
COMMAND/STAFF	32	7	39	22	4	26
OPERATIONS	59	7	66	54	7	61
BOATING SAFETY	8	2	10	8	2	10
RESERVE	13	1	14	9	2	11
PERSONNEL	43	7	50	40	2	42
MARINE SAFETY	8	1	9	8	1	9
ENGINEERING	27	29	56	0	0	0
COMPTROLLER	16	44	60	1	1	2
TOTAL	206	98	304	142	19	161



ENCLOSURE(2)

CCGD 13



NEW D-13 ORGANIZATION AND STAFFING AFTER REALIGNMENT

REALIGNMENT OF SUPPORT AND MANAGEMENT
FUNCTIONS IN THE UNITED STATES
COAST GUARD

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EXECUTIVE SUMMARY

During the past thirty years the Coast Guard's basic structure has included twelve autonomous districts aggregated into two areas, a Headquarters and a number of specialized commands. This basic composition has changed little over the years. District Commanders have provided oversight for subordinate commands who deliver services to the public. Engineering and other support has been provided by a combination of generic unit level resources, district staffs, contractors, and in some cases by Headquarters. Area Commanders have scheduled major operating units and provided area-wide coordination. Recently, Area Commanders assumed an important new role as Commanders of their respective Maritime Defense Zones.

While no two districts are identical, all provide basically the same kinds of support for subordinate units. In August 1986, the Commandant concluded that some consolidation of these common support functions on an area-wide basis might save some resources. A project team was formed to develop an implementation plan to realign support and management functions. This is their report.

The plan developed by the project team provides for Regional Maintenance & Logistics Commands in New York, New York and Alameda, California to serve the Atlantic and Pacific areas respectively. These commands will provide naval, civil, and electronic engineering and some other support for Coast Guard commands in their area. These support commands will be phased in over an eighteen month period. Concurrently district staff support resources will be disestablished and, districts will be refocused to provide operational oversight for their geographical area and a focal point for the Coast Guard's interaction with the maritime public.

Concurrently, the Eleventh and Twelfth Coast Guard Districts will be combined with a Headquarters in Long Beach, California. The Third Coast Guard District will be split and absorbed by the First and Fifth Districts.

This new structure will provide adequate support, save some personnel resources eventually, and position the Coast Guard to function for the remainder of this century. Further, it could allow some centralized support functions now done in Headquarters to be moved so that only top management jobs remain.

Details for this significant reorganization are provided in the basic report.

A REALIGNMENT PROPOSAL

INTRODUCTION

In September 1986, the Commandant convened a special project team to develop an implementation plan to realign the Coast Guard's support structure to consolidate functions. This section will provide a broad overview of the realignment proposal, and explain how the new structure will function. In summary, the project team proposes the consolidation of some support functions currently done in all twelve Coast Guard districts into two Regional Maintenance & Logistics Commands (RMLCs) which are new organizations for the Coast Guard. This section provides a detailed discussion of the new RMLCs. The current Eleventh and Twelfth Districts will be combined with a headquarters in Long Beach, California and the Third District will be absorbed by the First and Fifth. The project team concluded that financial support functions cannot be consolidated at this time because of accounting system limitations. They also concluded that some functions such as personnel management, accounting, and military training and education are better centralized than regionalized. Civil, naval and electronic engineering support currently provided by district staffs will be managed at the RMLCs who will deliver the support with a combination of oversight and management personnel plus a number of strategically placed local delivery resources. Portions of the legal, medical, safety and civil rights support programs will also be regionalized as well as all compliance inspections. The remaining ten districts will be focused on operational oversight in their respective geographical areas. Recommended staffing levels for each element of the new structure have been drafted. The new organization will allow for continued execution of Coast Guard missions and adequate support, while providing a framework to accommodate future organizational changes.

GUIDELINES FOR REORGANIZING

From the beginning, the project team recognized the extensive changes required to implement the reorganization proposed by the charter. They understood completely the trauma possible with such a significant change and searched not only for ways to gather information on how to do the job, but also how to minimize implementation problems. Extensive consultations were necessary not only to gather needed information, but to condition the Coast Guard's leadership for change. The team consulted often and in great detail with all Coast Guard leaders.

A careful review of the changes this kind of reorganization could cause to the fundamental character of the Coast Guard was done. The basic character of an organization can be examined through the concept of shared values. These must be examined carefully prior to implementing significant change.

Coast Guard's shared values are:

- a. A desire to serve in a humanitarian organization doing useful things well at the lowest possible cost to the taxpayer.
- b. A desire for a good place to work with significant jobs and a caring attitude of fairness towards the workforce.
- c. A belief that a multi-mission organization with a basic military structure provides the best delivery of services to the public.

Organizationally, a structure is needed that accommodates shared values while allowing delivery of essential services to a geographically dispersed public.

This dispersion fixes one end of the organizational structure and causes a need for people and units in many different places. The other end is fixed by a need for a Headquarters in the Washington, DC area to interact with the Nation's political structure. Widely dispersed units and people delivering services to the public and a central Headquarters interacting with the Nation's political structure are essential organizational elements.

The form of the structure between these two elements is the essence of this study.

An intense need to save billets and positions requires a streamlined organization with minimum layers and few inspectors. In this environment, there is no room for layers between the commanding officer and decision makers. Further, commanding officers of ships, groups, marine safety offices (MSOs), air stations, etc., must have total responsibility to look after their people, carry out missions and arrange for externally needed support.

BACKGROUND

Historically, the Coast Guard's basic structure has included twelve autonomous districts, two areas, a Headquarters and a number of specialized Headquarters commands. Districts have provided operational control in their geographical areas of responsibility and support for their operating units. Headquarters has done not only the top management jobs, but also some centralized support functions. Areas have provided operational oversight on each coast and scheduled major resources without concurrent support responsibilities. Recently, area commanders assumed an important new role as Maritime Defense Zone (MDZ) Commanders. This role creates a strong interface with senior DoD commanders, especially Naval.

This organizational structure has a number of strengths. Coast Guard people are comfortable with it because of its long history. There is a good understanding of what is done at various levels, and support people are fairly close to those delivering services. This closeness is a key ingredient in their motivation and effectiveness. Further, support and operating elements have a common boss in the district commander. District commanders are preeminent in their geographical areas and want to control all aspects of their district. While this autonomy and desire for control are not universally shared values, they are nonetheless part of the Coast Guard's culture. In some categories, the control is more perceived than real because district commanders currently do not, in fact, control all the significant factors that affect their success (people assignments, resource availability, communication support, etc.)

However, given these strengths, the current organization has some areas that could be improved. Ideally, in a Government organization, only top management functions of policy setting, planning, programming, and budgeting and interacting with the nation's political structure should be done at the Headquarters level. All other functions such as centralized support should be done elsewhere. Further, delivery of services should be done exclusively at the local level (MSOs), air stations, ships, groups, etc.

Other changes could be made for the sake of efficiency. The Coast Guard organization has not been scrutinized recently to determine if unproductive layers exist and if recent advances in automation and telecommunications are incorporated fully. Ship, shore, personnel, and financial support currently provided by twelve parallel districts, could be regionalized on each coast with some potential savings. Removal of support functions from the district commander would allow that officer and his staff to concentrate on operations and interaction with the maritime public. Consolidating support at the area level in a command equal with the districts would allow one organization to concentrate exclusively on providing support with the districts focused on service delivery oversight. Since district and support commanders would work for the same boss (their respective area commander), there would be a confluence of support and service delivery leaders on each coast. This structure would allow management of all regionally provided services from sources outside Headquarters. Further, the current twelve districts are not nearly equal in areas of responsibility, workloads, etc. Some consolidations would even them out and free some resources.

Some support functions, however, are more appropriately centralized than regionalized. Personnel management, accounting, and education and training are examples of support functions that can be done on a centralized basis, however, not at Headquarters. Accounting cannot be centralized in the short term due to the

lack of a standard automated accounting system. Personnel and training management have the potential for an early look at centralization once the transition to regionalized technical support is complete.

THE COAST GUARD OF THE FUTURE

Some development of the Coast Guard for the remainder of the century is necessary to provide a context for any reorganization.

Missions: Coast Guard missions are likely to stay about the same. Drug law enforcement, maritime safety (preventive and reactive) and national security will predominate. National security missions will provide the basis for the (MDZ) role. The emphasis on these and other missions will vary over time and geographical areas. All missions will continue to require widely dispersed local delivery units plus highly mobile ship and aircraft assets. Local support for them must be capable of quick expansion, but distant second level support can continue to be provided from a central location.

Organization and Outside Influences: The Coast Guard will have the following organizational elements:

Headquarters. Headquarters will be located in the Washington, DC area to interact with the nation's political structure. Involvement will become more difficult in an era of continuing resource constraints and increased management from Congress and oversight agencies.

These external pressures coupled with a continued uncertain budget process (Congress has not passed a budget on time in recent memory) create a need for a fairly large, highly competent Headquarters staff in the planning, programming and budgeting areas, and staffs versed in technical issues that can get answers to highly complex questions. The Headquarters staff does not necessarily need the technical competence to do the research required for the answers. This can be done elsewhere. These pressures will push toward a growth in the Headquarters staff beyond that necessary for pure Coast Guard management. Its total size, however, can be reduced by removing support delivery functions and having them done elsewhere. Ultimately, reducing the size of the Headquarters staff is a worthwhile goal which is consistent with other government wide initiatives.

Areas. Area commanders will oversee operations in their areas and schedule major resources. Oversight will be in the macro sense because the final day to day operational management oversight will be done no higher than the district commander level. Area commanders are also MDZ commanders and through this and other roles, they will continue to interact with high level DoD and other officials in their area of responsibility. Area

commanders will be the ultimate approval authority for resource allocations in their areas. There will be no need for a Headquarters role here, except for minor adjustments in the percentage of resources for each area.

Regional Maintenance & Logistics Command (RMLC). The new RMLCs will be responsible for providing required support to district commanders for their use in executing Coast Guard missions. Ultimately, they will also provide maintenance support for all Headquarters units in their geographical area. As the overseers of all support, these two commands will play a key role in the allocation of scarce support resources. Regional Maintenance & Logistics Commanders will have approval for ship alterations, electronic alterations, and structural alterations for ships and shore installations for which they are type managers. The support commands will be focused internally for support of those units delivering services to the public. They will not deliver services directly to the public.

District Commanders. District Commanders will oversee delivery of Coast Guard services to the public in their areas of responsibility using their resources and those additional assets provided by the area commander. They will also provide high level Coast Guard representation in their geographic area and play a key role in the MDZ.

Groups, Ships, Air Stations, MSO's, etc. These will deliver Coast Guard services directly to the public.

Central Commands. When the central command concept is implemented, most existing Headquarters commands reporting to an office chief will disappear, except in rare cases such as the Research and Development Center and possibly our electronic engineering labs. Commands will be established as follows for centralized delivery of indirect support functions, and to allow transfer of functions and personnel from Headquarters:

a. Military Pay and Personnel Command. This command will be responsible for providing management of all military personnel plus their basic centrally delivered support. The Military Pay Center, and all other commands devoted to basic military personnel management will be part of this command. All enlisted assignment functions, discharges, etc., will be moved along with their administrators to a personnel command outside Headquarters. Officer personnel functions to the maximum extent practical will also move. Interactions with this command will be directly through the individual's commanding officer with no other layer involved. While this is a significant change to existing procedures, it is necessary to remove resource intensive non-productive layers between the individual and the decision maker.

b. Accounting and Finance Command. When a central accounting system matures, this command will consolidate Coast Guard accounting and financial management. It's too early to know whether this can be done centrally or if regional components still will be necessary.

c. Military Training and Education Command. This command will consolidate all entry level training and professional development of Coast Guard military personnel.

Implementation procedures for establishing the central commands are not addressed in this study.

REGIONAL MAINTENANCE & LOGISTICS CONCEPT

Since Regional Maintenance & Logistics Commands are a new concept, some development of their make-up and role is necessary here. (See Figures 1a and 1b).

Summary of Regional Maintenance & Logistics Command Organization:

a. The Regional Maintenance & Logistics Commander under the direction of the area commander provides support services to districts and area units.

b. The Deputy Regional Maintenance & Logistics Commander advises and assists the Regional Maintenance & Logistics Commander in the general administration of the Command and acting as Regional Maintenance & Logistics Commander in his absence. The Deputy directs and supervises the following staff components:

(1) Special Staff Elements:

(a) The Civil Rights Officer advises the Regional Maintenance & Logistics Commander on human relations and equal opportunity issues including affirmative action, special initiatives, and problem resolution.

(b) The Regional Inspector plans and conducts compliance inspections for district and area units; assuring compliance with Coast Guard safety and occupational health guidelines and requirements.

(2) The Chief, Technical Support Division (Vessel) manages the repair, maintenance and alteration programs for cutters and standard boats assigned to the area and districts; and provides technical information and assistance to support the repair, maintenance and alteration of boats to district units assigned those tasks.

(3) The Chief, Technical Support Division (Shore) manages the design, construction, installation, repair, maintenance,

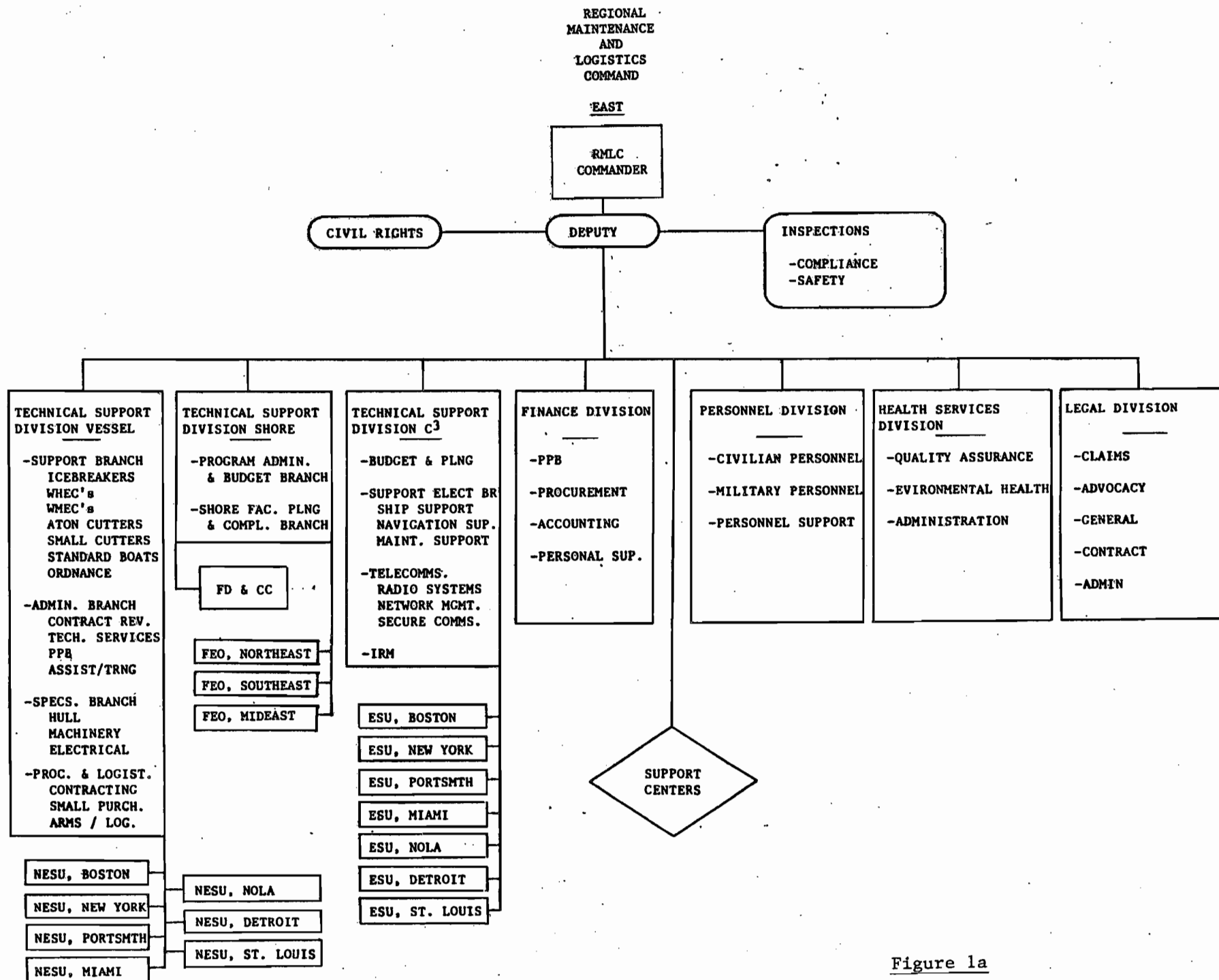


Figure 1a

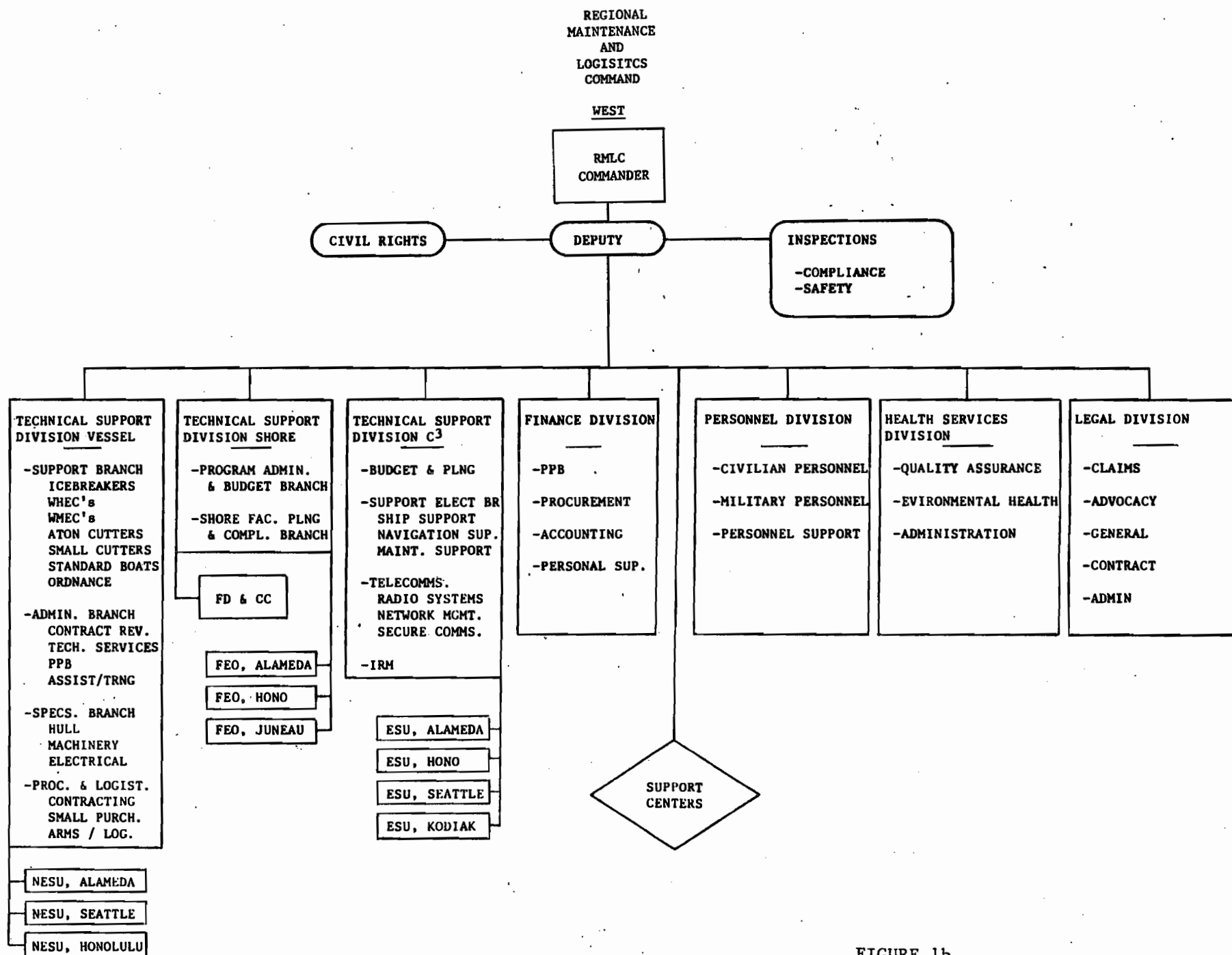


FIGURE 1b

outfitting, and alteration of shore structures and related equipment; and the repair, maintenance, and approved alteration of buoys, except for their installation and maintenance on station.

(4) The Chief, Technical Support Division (Electronics) manages the construction, installation, repair, maintenance, and approved alteration of electronics material, including radio, underwater sound, radar, telephone, telegraph, teletype, electronic interior communications, secure communications equipment, and electronic aids to navigation equipment.

(5) The Chief, Financial Division manages budget preparation and review, maintenance of accounts, disbursement of funds, and office support services; performs major acquisitions for area and districts; provides training, assistance and oversight for dining facility and Non-Appropriated Fund Activities; and manages real and personal property.

(6) The Chief, Personnel Division manages the civilian personnel program administration to districts, area and units; provides general military personnel support to the RMLC and area staffs, and supervises military personnel support to area units.

(7) The Chief, Medical Division manages the planning and administration of the health of military personnel, and administers the medical monitoring program for military personnel and Coast Guard civilian employees.

(8) The Chief, Legal Division provides legal advice and assistance to districts, area units and the area commander, for courts and boards, military justice, claims and litigation, real property, and contracts and leases.

Organizational Relationships: Under the respective area commander, and on the same organizational level as a district commander, the RMLC provides support services directly to individual units. The RMLC consults freely and frequently with district staffs and Headquarters support program managers. The RMLC exercises administrative control over support units, including Field Development and Construction Centers (FD&CCs) and Support Centers (SUPRTCENS). Support Centers will be the Administrative Commander for small RMLC units such as Material Assist Teams (MATs), Naval Engineering Support Units (NESUs), and other local service delivery units of the RMLC.

Geographic Relationships: The RMLC is primarily responsible for support of Coast Guard organizations in his area. However, the RMLC may control a support unit providing unique services to the Coast Guard as a whole, or it may be designated as the primary support provider to certain types of units, or of certain services, Coast Guard wide. This will include, for example,

assignment of ship alteration approval and configuration management responsibilities to a RMLC for specific classes of Coast Guard vessels. The RMLC will have final structural alteration shore electronics alteration approval authority for their respective area.

DISTRICT CONCEPT

The District Commander will oversee delivery of Coast Guard services to the public in his geographical area. Following is a development of this concept. (See Figure 2).

Summary of District Office Organization:

a. The District Commander as the principal agent and representative of the Commandant, is responsible for accomplishing Coast Guard missions through the direction and oversight of operational units at the district and group levels and area units under his control.

b. The District Chief of Staff advises and assists the District Commander in the general administration of the district, acts as district commander in his absence, and directs and supervises the following staff components:

(1) Special Staff Elements:

- Legal Officer (dl)
- Public Affairs Officer (dpa)
- Command Enlisted Advisor (dea)
- Information Resources Management Staff (dt)

(2) The Chief of Operations leads the Aids to Navigation (OAN), Search and Rescue (OSR) and Maritime Law Enforcement (MLE) divisions in a line responsibility role, provides current operations planning oversight and advises the District Commander on the readiness of units as well as the adequacy of staff support for the operating units. This position is not provided in all districts. Where this position does not exist, OAN, OSR and MLE branches are elevated to division status.

(3) The Chief, Boating Safety Division administers the Coast Guard boating safety activities including enforcement of Federal laws and regulations, coordinating with the Coast Guard Auxiliary and other public service or recreational boating groups.

(4) The Chief, Search and Rescue Division (OSR) administers the search and rescue program, determines the operational adequacy of the program in the district for saving of life and property at sea; directs the activities of the district

PROPOSED DISTRICT ORGANIZATION

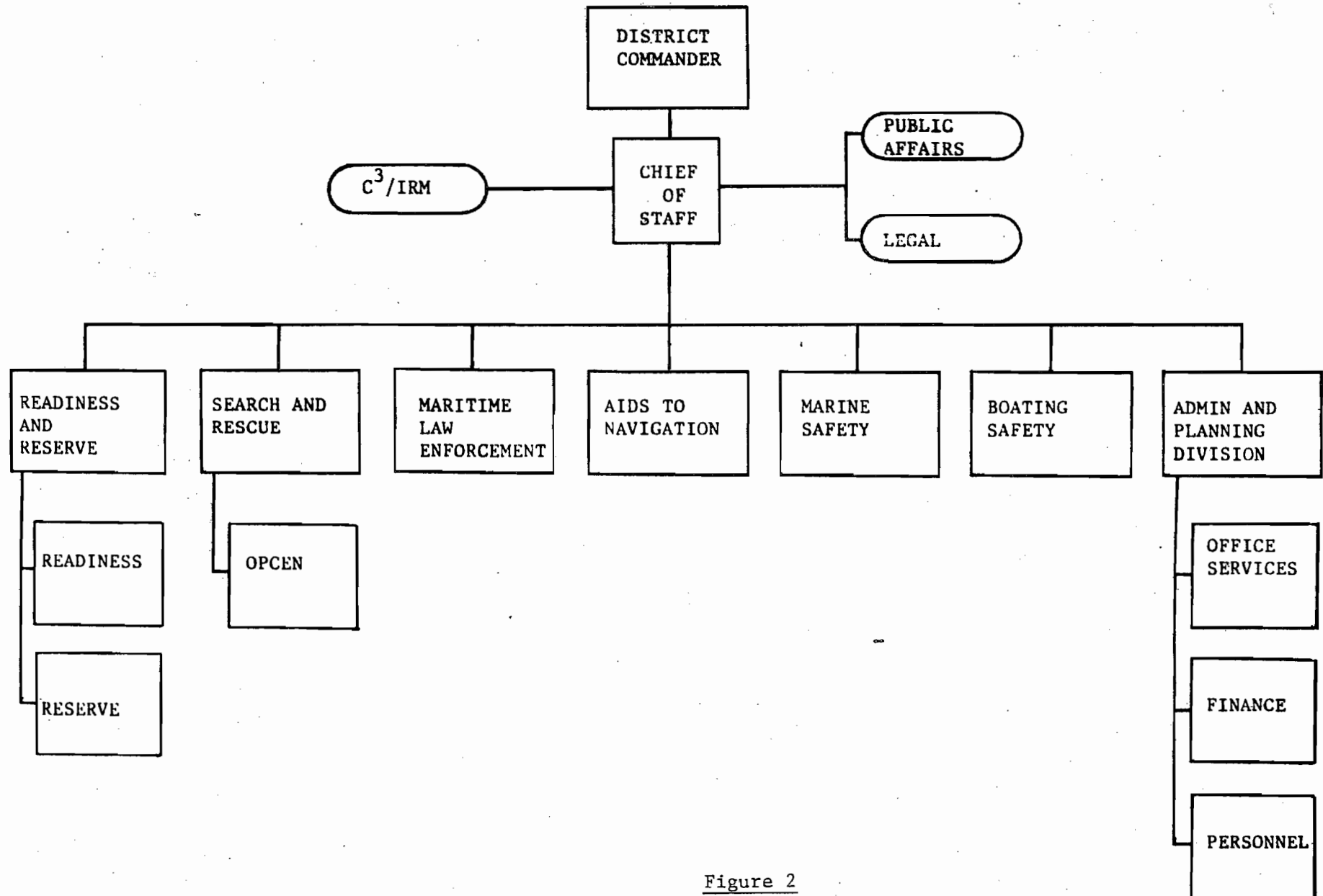


Figure 2

Operations Center; and serves as program manager for SAR resources.

(5) The Chief, Maritime Law Enforcement Division (MLE) administers the law enforcement program in the district, conducts appropriate investigations pertaining to law enforcement matters, and maintains liaison with and render appropriate assistance to other Federal agencies on matters pertaining to investigations, law enforcement, counterintelligence and intelligence; provides investigative services to other Coast Guard units as required; and serves as program manager for MLE resources.

(6) The Chief, Aids to Navigation Division (OAN) manages the operation of all aids in the district so as to provide an integrated system of aids to navigation; and serves as program manager for OAN resources.

(7) The Chief, Administration and Planning Division has staff responsibility for logistics of personnel, financial, office services, and planning and budgeting, including the assignment, training, and separation of personnel; budget preparation and review; maintenance of accounts and disbursement of funds; and management of office services.

(8) The Chief, Marine Safety Division manages the program of prevention of marine casualties including the inspection of merchant vessels, approval of vessel plans and equipment, and the development and application of standards for merchant marine personnel; a coordinated Coast Guard environmental program; and manages a comprehensive ports and waterways system (excluding aids to navigation).

(9) The Chief, Readiness and Reserve manages the reserve program including the training, assignment and separation of inactive reserve personnel; and the operational readiness program, including planning and executing various readiness exercises and oversight for weapons and other general military personnel training.

Collateral Duty: While a standard organization plan is prescribed for district offices, it is recognized that the personnel allowance tables for the several district offices vary due to workload requirements. In some instances, certain functions or groups of related functions may have to be assigned by the District Commander to district staff officers on a collateral-duty basis. In certain instances the Commandant may prescribe specific rules or impose definite limitations governing the particular collateral-duty assignments.

Functions Common to All Organizational Elements: Certain common functions are the responsibility of the heads of all

organizational elements. To reduce duplication, these common functions are listed below:

a. Monitoring and evaluating internal management processes and taking steps to remedy problems associated with work procedures, manpower utilization, grade/rank structure and delegation of authority.

b. Indoctrinating, supervising, coordinating and disciplining subordinate personnel. (Discipline shall include all legitimate and constructive action which promotes morale and efficiency among personnel.)

c. Coordinating assigned functions with the functions of other organizational elements.

d. Taking action on communications.

e. Maintaining adequate records.

f. Preparing and/or processing special and routine reports.

g. Developing directives and instructions.

h. Maintaining liaison with other Federal agencies and outside organizations.

i. Discharging responsibilities prescribed by Coast Guard Regulations and by other orders and directives issued by higher authority.

j. Carrying out studies, planning and evaluation and budget development relative to improvement of current operations and to lay the ground work for implementation of plans as approved by competent authority.

AN IMPLEMENTATION PLAN

The implementation plan is summarized here. Details are provided in Annex A. Further details will be developed in cooperation with the two area commanders.

There are a number of essential ingredients to a successful implementation plan. It must:

a. Provide a group of incremental steps from what exist now to the new structure.

b. Provide for adequate uninterrupted support in the meantime.

c. Produce personnel savings in the timeframe required to support operational requirements.

d. Be affordable from a cost standpoint.

e. Allow for personnel changes that are not devastating to the civilian and military workforce.

f. Set the framework for further consolidations and movement of functions and resources from Headquarters.

The following guidelines will apply:

a. Except in unusual circumstances, there will be no forced military personnel transfers for those with existing geographical tours of less than two years. Personnel in billets slated for ultimate deletion normally will be given extensions.

b. Except in unusual circumstances, there will be no forced civilian personnel moves in less than four months. Attractive relocation packages will be provided to all employees willing to relocate to available jobs in the new structure. Where jobs are unavailable in the new structure, no RIFs will be implemented prior to 1 October 1987. Early retirements will be offered to the maximum extent possible to those eligible.

IMPLEMENTATION SCHEDULE

The RMLC concept will be phased in over a period of almost two years to allow an orderly transition and to minimize personnel hardships, and allow an orderly assumption of support jobs. The transition plan will have to be a living document that can be adjusted as changes are necessary. In particular, transfer of various functions will be delayed or expedited as personnel vacancies occur.

a. On approval day: The Commandant will publish a policy statement on personnel actions as guidelines during the reorganization. Soon after approval, each Area Commander will form a small cadre of highly motivated civilian and military personnel to further lay the groundwork for reorganization while additional personnel are gathering.

The following additional specific events will occur:

(1) There will be a Coast Guard-wide hiring freeze for all civilian positions. Exceptions will be granted on a case by case basis.

(2) No military transfers for billets that will cease to exist will occur.

(3) Some currently vacant district positions will be transferred to FD&CCs who will be authorized to hire. FD&CC's will execute some major FY87 operating expense projects. Priority assignments, where necessary, will be made by the Area Commander. FD&CCs will grow in manpower with the FY87 assignment cycle.

b. Commander, Eleventh Coast Guard District and Commander, Twelfth Coast Guard District will start combining according to their phase-in plan approved by Commander, Pacific Area, so that CCGD11 has assumed all CCGD12 responsibilities prior to 1 September 1987. Commander, First Coast Guard District and Commander, Fifth Coast Guard District will start absorbing Commander, Third Coast Guard District according to the consolidation plan developed by Commander, Atlantic Area.

c. The support staff from CCGD3 and CCGD12 will be freed gradually to form the nucleus of a RMLC. A Rear Admiral will be assigned to each early in 1987 to lead the buildup process. As resources become available the RMLC will start assuming support functions from districts. The RMLCs will be commissioned no later than 1 July 1987. Upon commissioning, they will assume control of the FD&CCs and commence a phased assumption of responsibility for all ships, medium endurance cutters (WMECs) and above.

d. District Commanders will retain a small naval engineering staff, money and responsibility to support patrol boats (WPBs) and below until 1 July 1988, when this responsibility, funding and people resources will disappear. Some of these people resources will be transferred to the area RMLC. Hopefully, this will have been a gradual build up as vacancies occur in the military and civilian workforce.

e. Shortly after approval, the recommended civilian personnel consolidation will be implemented and report to the implementation team leader until transfer to the RMLCs when they are formed. Temporary positions will be authorized for a period of two years to assist in the consolidation and formation of the RMLCs.

f. Upon formation, the RMLC will assume electronic support responsibilities for all ships, WMEC and larger, plus all CONUS Loran stations, and communication stations. Some district electronic billets and positions will be transferred to the RMLC by 1 July 1987. The remainder will have been transferred by 1 July 1988 or be surplus for reassignment. Again, hopefully the second year buildup will occur on a phased basis.

g. A gradual phase-in of medical administration at the RMLC level will occur.

h. The RMLC, upon commissioning, will assume military and civilian management functions for personnel under its administrative control.

i. The boating safety standards program will be consolidated into three regional commands as described elsewhere.

j. Upon commissioning, the RMLC will assume legal responsibilities for its own support and provide defense council personnel for military justice function throughout its respective area.

DISTRICT SECTION

As the RMLC becomes a reality, districts will gradually evolve to the new structure and have it implemented by 1 July 1988.

CULTURAL CHANGES

Any major reorganization will force some significant cultural changes. Some can be predicted, others cannot. This particular proposal will force many of our loyal, dedicated, civilian members to either relocate or lose their jobs. Some who are willing to relocate still may not be able to find opportunities in the new structure. Military personnel likewise will be disrupted to some extent because of early transfers and deletions of jobs that once were available. Promotion opportunities will be reduced in the short term. On the positive side, many new jobs and growth opportunities will be created in the new structure for both civilian and military members. However, despite the Coast Guard's reputation as a caring employer, the disruptions will cause a degree of concern that may linger for a few years.

Currently, District Commanders "own" all Coast Guard units in their area except Headquarters units. They will own less in the new structure, and district boundaries will essentially disappear except for operational matters.

Oversight for public affairs, representational responsibilities, military smartness, etc., may be blurred a bit under this concept. This can be mitigated by recognizing the strong role that is properly played by the senior Coast Guard officer in a particular area. District Commanders will submit letter reports to the Area Commander on area and RMLC units in their geographic region. These letters will address compliance with military standards, public relations and other command responsibilities. This blurring need not become a problem, but care will need to be exercised. There are current models where independent commands happily co-exist in the same area.

Coast Guard people have a right to expect the chain of command to look after their needs. District personnel have become comfortable with an Admiral between them and the "bureaucracy" in Washington. They will continue to expect this although their counterparts in Headquarters commands currently get along quite well without it. The personnel command concept will remove this layer and some will perceive it as a loss. Unfortunately, the layer has been used mostly as an advocate in what is often essentially a zero sum game. Competition for schools, commands, and desirable assignments is for a fixed number of opportunities. victory for one generally is defeat for another. However, this locally available "safety valve" has served some useful purposes and it will be missed by some.

Our current organization places most support personnel fairly close to the action where missions are being done. This is a key ingredient for motivation that will be missed as some support functions are consolidated at more remote locations. Commanders will have to find a substitute for this motivation factor.

SUMMARY OF ORGANIZATIONAL CHANGES

ASSET MANAGEMENT

Formal contracting will be regionalized along with technical support functions. Where practicable in a workload sense, procurement personnel will be integrated organizationally with the engineering personnel they support; e.g. the Vessel Support Division of the RMLC will contain a procurement and supply cadre and procurement staffs at FD&CCs will be increased to deal with the major shore station maintenance workload. FD&CCs will assume responsibility for outfitting new facilities they design and construct. The Finance Division of the RMLCs will also have a procurement staff to regionally acquire and administer pollution clean-up, non-shipboard electronics and ADP, leased housing, and medical services. The same division will provide procurement and supply support for the RMLC and the Area staffs. The appropriate procurement staffs at the RMLC will service district formal contracting needs functionally. Districts will retain small purchase authority to support district staffs and district units as necessary. Increased purchasing authority for performing organizational level maintenance and administrative support will be provided to district units as deemed necessary by the District Commanders. Individuals must be procurement qualified before this authority is provided.

Districts will retain the Automated Requisition Management Systems (ARMS) or other requisitioning systems they have in place. Staff resources will be reduced because of automation productivity improvements, transfer of units to Areas/RMLCs and reduction of staff personnel. RMLCs will assume the requisitioning systems in place at CGD3 and CGD12 and service Area staffs, Area units not capable of self-support, and RMLC staffs. RMLCs will monitor supply fund activities at their field units and coordinate with Inventory Control Points (ICPs). RMLCs and districts will manage Inter-Service Support Agreements (ISSAs) and space for their respective units, and deal directly with CSA regional officials.

Real property management will be regionalized at the RMLCs where legal, civil engineering, and procurement support resides. Personal property management will remain decentralized at the units, with districts and RMLCs providing the capitalization and accounting data entry for their respective units. More emphasis will be focused on control of assets during compliance inspections from the RMLC staff.

Miscellaneous office service resources (mail room, multilith operations, etc.) will remain in the districts and adjusted for decreased staff size.

BOATING STANDARDS

Boating standards enforcement personnel presently on District staffs enforce Federal regulations on manufacturers of recreational boats and equipment.

They spot check products at the factory, train manufacturing personnel in the regulations, investigate consumer complaints and accidents for evidence of safety defects in the products, recommend boats to be tested for compliance, direct the recall of defective boats, and prepare documentation for civil administrative penalties on manufacturers.

The total Full Time Equivalent dedicated to these functions within current district allowances is 25. The Office of Boating, Public, and Consumer Affairs (G-B) has a plan to regionalize boating standard functions into Boating Safety Units in three separate locations, working directly for Headquarters and eliminating middle layers of control. This regionalization provides greater consistency in policy application, and (in conjunction with six billets about to materialize from FY-87 RCP 421.01) allows an economy of some FTE. The plan is independent of State liaison, which will remain a function of District (b) offices.

The boating standard function is one that could be decentralized by assigning inspection visit responsibilities to MSO's adjacent to the 2250 boat manufacturing locations. This option would not produce desired billet savings, as inspectors experienced in the specialties of recreational boat manufacture would have to be added to MSO Personnel Allowance Lists (PAL's). It would eliminate the economies of scale from boating standard work centers. Also, a shift of oversight could, in a larger sense, mix unrelated programs. The regionalization plan provided by G-B is ready for implementation during the 1987 transfer season.

BRIDGE ADMINISTRATION

The Headquarters Bridge Division (G-NBK) oversees the program of regulations, directives, policies, permit procedures and associated transactions that District level Bridge Administration personnel implement. No action has been taken to either centralize or consolidate here because of initiatives outside this study that could cause program management changes in the near future. Billets and positions are listed with Aids to Navigation divisions.

CHAPLAINS

The Coast Guard has twenty-one Navy Chaplains geographically dispersed. Most are assigned to Support Centers and Training Centers having Chapels. Six Chaplains are "circuit riders", Chaplains assigned to geographic areas where there are concentrations of Coast Guard units, whose purpose is to visit outlying units and ride ships. Two of the circuit riders are assigned to Support Centers now - Portsmouth and Elizabeth City. Four are currently assigned to district staffs in Seattle, Alameda, Honolulu and Miami. Since travel orders and funding will now come from RMLCs, and to better utilize the available Chaplain resources and separate support from operations, Chaplains

not assigned to Coast Guard Chapels will be assigned to the RMLC's for operational control purposes. They will be attached for administrative control purposes to the local support unit. Thus, the current district staff Chaplains will be attached to SUPRTCEN Seattle, SUPRTCEN Alameda, Base Honolulu and Base Miami.

CIVIL ENGINEERING CONCEPT

Present Organization: Civil Engineering support is currently delivered through an autonomous district staff structure. Levels of staffing, funding and pre-design review of major projects are controlled by Commandant (G-ECV and G-CCS). Project execution, the development of project backlogs and their prioritization are all left to the district staff. District commanders perceive the current organization to be responsive to the needs of their organization through the ability to control priorities at the district level. District ecv staffs also provide varying levels of assistance to those Headquarters units physically located within district boundaries.

Most Acquisition Construction and Improvement (AC&I) projects are identified and developed through the budget submission stage by district staffs with technical assistance from the FD&CC. Project execution is handled by regional organizations (FD&CC's) under Commandant (G-ECV) administration.

Proposed Organization: Planning and execution of most major design contracting functions will occur in the regional organization. A Division within the RMLC will be responsible for management of maintenance support of shore facilities beyond that level inherent within group or unit staffs. This division will plan and program for the execution of all shore facility civil engineering maintenance programs.

FD&CC East and West - The chain of command for these units will be changed so they report to the respective RMLC through the Technical Shore Support Division. In addition to current responsibilities to execute AC&I programs, they would assume responsibility to design and execute large OE projects as assigned by the RMLC.

Civil Engineering Field Office - The design and execution of smaller OE projects, problem identification and verification, and local technical support of units would be done by field offices located throughout the region to allow for faster response and reduced travel costs needed for local small project problem solving. A smaller level of contracting support (to \$100K) will be provided to efficiently carry out the duties envisioned. (Because of contracting requirements throughout the Far East, the Pacific FEO located in Honolulu, requires contracting capability up to \$300K).

CIVIL RIGHTS/HUMAN RELATIONS

Equal Opportunity Program administration is consolidated at the regional level

to coordinate development of military and civilian affirmative action plans; assure military and civilian managers and supervisors are aware of, understand and comply with program requirements; and advise and assist top management on special initiatives and problem resolution. Districts and Headquarters Units will continue to appoint collateral duty Civil Rights Officers and counselors and provide for their training through locally available training courses. RMLC Civil Rights staff will arrange (through contract or other means) for periodic human relations training for districts and area units. The staff will assure civil rights issues and concerns are communicated to other staff elements and will serve as liaison with the Legal and Personnel staffs on civil rights problem resolutions.

CIVILIAN PERSONNEL

The administration of civilian personnel management programs is the responsibility of the RMLC. The Civilian Personnel Officer will conduct recruitment and merit promotion programs, classify civilian positions, provide employee and labor relations programs (including performance evaluations, discipline and awards), supervise the Civilian Personnel Management Information System (CPMIS) including its attendant records and reports systems, provide employee benefits and services programs, and administer the employee training program. Civilian personnel services will be provided for both appropriated and non-appropriated funded (resale & special services) employees.

District Commanders and Headquarters Unit Commanding Officer continue to retain their current delegated personnel authorities for the appointment and termination of civilian employees. These authorities will be administered through the Regional Civilian Personnel Officer. Managers and supervisors continue to retain responsibility for supervision, development and evaluation of their employees.

Personnel services provided to managers and supervisors of non-appropriated funded employees will, for the most part, replace those currently provided by Coast Guard Headquarters. Local organizations will continue to recruit and staff their positions but will receive position classification services and advice and assistance in employee-management relations, discipline, and employee benefits and services from the RMLC Civilian Personnel Officer. Coast Guard Headquarters will be responsible for planning, policy, and program oversight.

Civilian personnel liaison positions will be located in each district office, but they will report to the RMLC. This resource will be critical during the reorganization, but the need may become less after the new structure is implemented.

COMMAND, CONTROL AND COMMUNICATIONS SUPPORT

Currently, there are several parts of this support that are provided at a number of levels. Operational Commanders in areas and districts need operational telecommunications staff support for their regular day to day use as well as planning for MDZ and historical Coast Guard missions. They also need a communication center supervised by someone on their staffs. These are provided in the new structure by a Command, Control, Communications/Information Resource Management staff and communication center personnel.

The Coast Guard has made great strides in recent years by providing IRM hardware and software tools to all organizational levels. Oversight, system manager and training functions need to be performed at all levels where significant IRM equipment exist. The training function is often contracted for and equipment is supported by a nationwide contract. During the early introduction of IRM concepts and equipment, there was a local need for system development support resources to introduce this new culture into the Coast Guard. This introduction phase is now complete and while there is a continuing need for some local system development capability, most development work needs to be done centrally for Coast Guard wide applications. Consequently, manning has been provided to manage local IRM systems and to allow some unique local development work. Resources have been provided to the C3 labs to do centralized applications development.

Electronic maintenance capabilities on major ships and at groups, communication and Loran stations are quite good so that day to day support from a higher level is generally not necessary. Support is needed for occasional difficult problems, system-wide difficulties and major changes. These resources are provided at the RMLC and geographically dispersed local maintenance personnel called Electronic Support Units. RMLC's will be authorized to grant electronics alterations approvals currently done at Headquarters.

COMMAND ENLISTED ADVISOR

Each district will be staffed with a full time enlisted advisor billet to keep the District Commander apprised of the morale and well being of unit level personnel. In that Area Commanders will gain responsibility for some major sized units with reorganization, they too will need the advice of CEA's. Each Area also will be staffed with a full time CEA billet. RMLCs, because of the non-operational nature of their command responsibilities, will not have dedicated CEA billets. Geographical overlap will be provided by CEA's who may in fact be a member of another staff, but still in appropriate physical position to fulfill Coast Guard-wide interests and satisfy needs that cannot be impeded by boundary lines. One example of this could be New York, where, although Governors Island would be within the new First District, the Support Center will be an RMLC unit located in the shadow of the Area Commander's

office. Thus, the Atlantic Area CEA would be ideally positioned to fulfill CEA duties for all units in that particular location, keeping the appropriate Admiral and staff advised. Regionalization will absolutely require the lowering of geographical barriers. If a CEA uncovers a situation that only someone else's staff can fully rectify, communication across lines must commence at the working level, with higher levels consulted if a firm need to know exists. As desirable a concept that providing human resource petty officers to expand CEA staffs appears, it is a billet drain for specialty functions that will be carried out by RMLC divisions. CEA's must feel free to consult with such professional resources frequently and openly.

DISTRICT BOUNDARIES

The Project Team's Charter directed a recommendation on boundaries for the proposed consolidated First, Fifth and Eleventh Districts. Commander, Atlantic Area's study concluded that a split of the Third District at Toms River, N.J. was appropriate. His rationale follows:

"The existing Captain of the Port (COTP) New York/Philadelphia boundary is recommended as the First/Fifth District inland boundary with the seaward boundary extending parallel to the existing Third/Fifth District boundary to intersection at the eastern limits. This new First/Fifth District boundary would cross the coastline at Toms River, New Jersey, cut across New Jersey to Port Jervis, New York and follow the New York/Pennsylvania border to the existing Ninth District boundary. No changes to any other district boundaries are recommended. This split is advantageous because it keeps the Delaware approaches, ports, and waterways in one district and the New York/Hudson River/Long Island Sound approaches, ports, and waterways in another."

Pacific Area and the Eleventh and Thirteenth District Commanders, all agreed the northern boundary of the new Eleventh District should coincide with that of the former Twelfth. All thought the possible benefit from consolidating "44 footer country" from Bodega Bay north, with its similar SAR operation in the Thirteenth, was far outweighed by the problems caused by splitting the State of California between two districts.

Accordingly, the Project Team recommends the Third District be split as outlined above and that the Eleventh District assume all of the Twelfth District.

Some other district boundary adjustments are recommended for further study.

FUND AND OTHER RESOURCE MANAGEMENT CONCEPT

Planning and budgeting will continue to be performed in districts as well as at the RMLC. District requirements for planning will be reduced substantially with the transfer of engineering responsibilities and associated capital plant acquisition or change documentation to RMLCs. District budgeting workload,

including preparation of CG-4144s and allocation/adjustment of Operating Targets (OFTAKS), will also be reduced with the transfer of major units (ships, communications stations and support centers) and technical support functions (maintenance and repair, medical and contracting) to the areas and RMLCs. District planning and budgeting functions will be combined in the Administration and Planning Division. Area and district staffs will coordinate development of planned operating hours for major ships and aircraft so that fuel funds can be budgeted and distributed. Maintenance and repair backlogs and new requirements will be developed by districts, areas, and RMLCs for their respective units and prioritized. RMLCs will convene a board annually to establish overall priorities for maintenance and repair. Areas will approve the program. Update procedures will be established in each Area to suit their needs.

Operating funds will be allocated from the Appropriation Manager in Headquarters. Districts and areas will receive Operating Guide (OG) 30 funds (including fuel/energy) for their units and staffs. RMLCs will receive OG 30 funding for the support centers and RMLC staffs. All maintenance and repair (OG 4X) funds will be provided to the RMLCs. Ordnance funds (OG 54) will be provided to RMLCs for ammunition purchases and to districts for armory operations and small arms training. Training funds (OG 56) will be provided to the RMLCs districts for local training and off duty education. All medical equipment (OG 57) funds will be provided to the RMLCs. Reserve Training (OG 90) funds will be allocated to the districts as they are now. AC&I funds for new projects started and managed by FD&CCs in FY 88 will be provided to the RMLCs.

Accounting will continue to be performed "locally" until a standardized system is developed and centralization of the function can be examined. An alternative suggestion to partially regionalized accounting in the Pacific Area was approved. Districts will see a reduction in workload as units (ships, etc.) are transferred to area control and functions (major procurements such as pollution, housing and medical contracting) are transferred with associated staffs to RMLCs. In some cases, districts will continue to perform accounting services for Area/RMLC units such as FD&CCs until RMLC accounting operations are fully staffed and equipped. Even though total funds to be accounted for will basically remain the same in those districts, the transaction volume will drop because of the types of transactions (e.g. construction contracts generate fewer obligations and bill payments than leases or medical service contracts). Overall, district accounting resources will stay the same except for minor adjustments associated with workload shifts. Data transcription, where still performed by Coast Guard personnel has been continued on an interim basis. These resources should be released within a year as contracts are awarded or interim accounting systems are installed. Accounting staffs at the RMLCs will be established using the nucleus of people from the Third Coast Guard District and Twelfth Coast Guard District staffs. Interim automation improvements to existing CGD3 and CQ12 accounting systems will be expedited. If the Financial Automated Support System (FASS) is certified to meet Coast Guard interim needs, it will be installed ahead of the existing schedule dates so that RMLCs will be on-line to start operations at the beginning of FY 88.

HEALTH BENEFITS ADVICE

Health Benefit Advisors currently on each district staff will be taken as billet savings, since the advice function will be carried out by:

- a. unit and clinic medical personnel,
- b. a new toll free number, and
- c. uniformed health care facility staff members.

For those unusual cases made difficult by repeated visits for treatment, questioned eligibility, and/or sponsor deployed away from home, a District or Area Commander can enlist assistance from RMLC Health Service Division resources in providing person to person assistance or follow-up.

HEARING OFFICER

Each Coast Guard District utilizes a Hearing Officer to assess civil penalties for violations of laws and duly promulgated regulations. This function, under the auspices of the Administrative Procedures Act, has been accomplished through the use of military billets, civilian positions, and collateral duty time of otherwise assigned officers. The public has not been provided a uniform level of consistency in the interpretation of published guidance, nor in the imposition of penalties. A recent Commandant Instruction was promulgated to address this problem.

As the civil penalty assessment program has direct contact with the public, it is a function that belongs in the operational arena. Because of potential manpower savings and consistencies that consolidation would provide, regionalization under the Area Commanders (rather than the non-operational RMLCs) was considered.

Workload created by the approximately 18,000 civil penalty cases per year requires 9 full-time hearing officer billet/positions. The regional split by proportion is 6 and 3, East and West respectively. These could be added, along with commensurate clerical support, to Area structures. Since a number of hearing officers have marine safety backgrounds, this would add a needed expertise to the Area Commander's staff.

However, there is substantial opposition to this regionalization by Atlantic Area District Commanders. They believe it would be perceived as less responsive to the public, travel intensive and remove a vital feedback mechanism for local commanders. The Pacific Area Commander favors regionalizing this function. Since potential billet savings are small and because of the problems identified, the functions and billets were left at the districts. After the realignment occurs, a trial of this regionalization concept is recommended in the Pacific Area. This would require an amendment to 33 C.F.R. Subpart 1.07.

Administrative Law Judges (ALJs) serve the Coast Guard by presiding over hearings involving the suspension and revocation of license, merchant mariner documents and certificates of registry issued to merchant seamen. Their present workload allows added tasks. However, the suspension and revocation procedures are determined by a different part of CFR which call for more formal and detailed methods of adjudication. The capability for (ALJs) to operate under two entirely different sets of regulations and effect the consistency required by each program has not been tested. A finite test run in one area, where an ALJ's output in civil penalty cases can be measured against a hearing officer's standard, should be utilized to see if more of the service-wide civil workload can effectively be moved to the ALJ's, thereby freeing more resources in the future than already identified.

INSPECTIONS

The functions of the former District Inspectors have been expanded, redefined and consolidated at the RMLCs. Inspections of field units have been divided into operational readiness and compliance components. The oversight of a unit's readiness to carry out its operational mission is the responsibility of the Operational Commander (Area or District). Operational readiness includes appearance of the unit and its crew, state of training, material condition, adequacy of plant and supplies and quality of leadership. No dedicated inspection staff has been provided Area or District Commanders but this oversight function was considered in providing overall staffing levels. Determining readiness of a subordinate unit is the direct responsibility of a military commander which may be executed via the staff component that oversees this for the commander. This function should not be performed by an agent such as a district inspector. Elimination of duplication of inspection areas which currently exist between the former district inspectors and Refresher Training (REFTRA), training teams, etc., is also assumed.

Compliance, i.e. a unit's adherence to the requirements of law, regulation, directive and policy, is determined periodically by the Regional Inspector. A specific staff is provided for this purpose. Much of the former district inspector check-off lists will be utilized. Sufficient staffing is provided for two teams to inspect smaller units. Initially, inspections of only District, Region or Area units is contemplated. Headquarters units and District and Area staffs may be added later with additional staffing if desired.

The Regional Inspector, an O-6, has two branches: Compliance (as discussed above) and Safety. Safety is the former District Safety Manager function consolidated at the Regional level.

LEGAL

Legal staffs will be split between operational and support missions. Each RMLC will be provided a legal staff to provide legal support to all units in the region for the following functions: contract review, claims adjudication, personnel actions, military justice, real property and legal assistance. A separate advocacy team will handle legal support to personnel for personnel and military justice actions. Each district and area staff will be provided a small legal cadre to provide legal advice on operational matters. Attorneys assigned to districts, and areas will also serve as trial counsel on courts-martial convened by their commanders or subordinate commanding officers.

LORAN

There are several LORAN program reorganization proposals under consideration, including a contracting-out option under OMB Circular A-76. Conceptually, in the long term, LORAN Stations should be placed under the operational control of the Area, with all types of support channeled through the RMLC. Currently, both OPCON and ADCON of LORAN Stations rests with districts, Marianas Section (MARSEC) and Far East Section (FESEC) under districts, or Activities Europe (ACTEUR). There are little or no billet savings to be realized from regionalizing LORAN control at this time. Some overseas stations will be replaced by new global positioning systems within a few years; the dislocation involved in changing command and support relationships at this time outweigh the possible gains in organizational uniformity. There is no convenient way to provide ADCON support, including military command functions, from the RMLC for LORAN stations without excessive travel. These stations have small crews with relatively junior Officer in Charge (OINCs) or Commanding Officers (COs), many are isolated even in the Continental United States (CONUS). They need closer administrative oversight than that possible from a remote support command. Accordingly, the study recommends that LORAN command and control and administrative control, remain unchanged in the near term. Electronic and civil engineering technical support will be provided by the RMLC.

MEDALS AND AWARDS

To reduce administrative workloads and delays, authority for medals and other awards should be delegated to field commanders to the maximum extent possible.

MEDICAL

Health Services Administration is consolidated at the Region level, where the contracting, review, bill-paying and advisory functions previously performed by the Districts (pk) are done. In addition, the Drug and Alcohol program is

transferred to Health Services from Personnel at all levels. Alcoholism is now recognized as a disease process. Its funding for treatment has always come from funds controlled by Commandant (G-K). The drug program is now education, removal rather than rehabilitation and retention of drug users is policy. Drug and alcohol advisors at TRACENS are not affected; those at districts are consolidated at the Region. Coast Guard policy formulation with regard to disposition of drug and alcohol dependent personnel remains a personnel function carried out by Commandant (G-PS). Administration of medical and dental clinics and facilities remains the responsibility of the Commanding Officer of the unit to which attached, but centralized professional oversight (OPCON) will be provided by the RMLCs. Industrial Hygiene program management remains with the Commandant (G-CSP) but will continue to be executed at the field level with Health Services personnel resources.

MILITARY PERSONNEL

Military personnel administration will continue to be performed at the Districts as well as the RMLC. Personnel Reporting Units (PRUs) will continue to perform their current functions where presently located (District, Support Center, Group, etc.) and, except for possible minor modifications, serve their current clientele. In those instances where PRU's were not staffed to perform travel and/or transportation functions, additional modifications might be required. The current working arrangements between primary and secondary PRU's, and their relationships with the Pay and Personnel Center, Topeka, will be undisturbed in the near term by this reorganization.

Family Housing administration will also continue to function in its present location (Group, Support Center, etc.) for purposes of assignment to housing and other day-to-day responsibilities. District Military Personnel Branches will be responsible for determining housing needs (e.g., lease increases or decreases). The RMLC will terminate and/or issue leases and provide engineering support for government-owned housing. The District Personnel Officer will serve as liaison with RMLC for family housing matters.

Family Advocacy services currently provided by District social workers or other personnel will continue unchanged. Services will continue to be provided for those units physically located within District boundaries but which have been transferred to Area or RMLC control. Overall coordination of the family advocacy program rests with the RMLC.

District personnel officers will continue to serve as the Commanding Officer of staff enlisted personnel and to provide advice and assistance to the District Commander in the areas of officer and enlisted evaluations, staff training, non-rated assignments, mutual assistance, medals and awards, morale and recreation, maintenance of the Personnel Allowance Lists, and other functions as may be assigned.

The RMLC Personnel Officer will perform the above functions for the Area Commander and Maintenance & Logistics Commander's staffs. In addition, the Personnel Officer is responsible for overseeing the convening of administrative action boards, as necessary, and for providing career-information counseling services for all personnel in Districts and Area and Maintenance & Logistics Command units. Counseling may be in the form of on-site sessions, individual or group meetings, newsletters, or other means.

MUTUAL ASSISTANCE (MA)

No changes to the current Coast Guard Mutual Assistance structure are recommended. The current geographic District Director concept works across organizational lines and could continue to do so under the reorganization. The Regional Maintenance & Logistics Commanders will take over the MA Districts from the current Third and Twelfth Districts.

NAFA/SPECIAL SERVICES

At the Headquarters level, policy formulation for NAFA operations remains with G-FRS and that for Special Services with G-PS. At the field level, program coordination, funds reallocation, and internal control functions have been consolidated from Districts to the RMLCs, with the split again being NAFA under Finance and Special Services under Personnel. The Project Team believes that Coast Guard non-appropriated funds programs have several strengths vis-a-vis counterparts in other services. First, is the authority and responsibility of unit Commanding Officers in managing both the income producing organs as well as the income consuming special services activities. This, and the fact that Coast Guard units with organic NAFA's are still permitted to retain a significant share of their earnings, provide a powerful incentive for good business management with an eye on the bottom line. No change to this philosophy is recommended. However, there has always been a need to redistribute a portion of the NAFA profits from the "haves" to the "have-nots", augment appropriated recreation funds and to even out special services activity benefits. This leveling has been done primarily within individual districts and at Coast Guard Headquarters. There also remains a need to pool NAFA and Special Services funds to finance major construction and expansion projects and new start-ups. We propose to have this process carried out at the Region level. Major projects would be approved, designed, funded and contracted at the Regional level. Redistribution of Special Services operating funds retained by the Region or distributed by Headquarters is accomplished by the RMLC, likewise with district offices receiving a share for their internal use only. Headquarters Units would be included and treated the same as any other unit with a NAFA and Special Services program. Except for a small sinking fund for equipment replacement, unit reserves for major growth expansion and building programs would be consolidated at the Region level. Area Commanders have suggested that the NAFA chain of command should be directly from the unit to a central oversight staff. This concept should be considered further.

NAVAL ENGINEERING SUPPORT

present Organization: Naval Engineering support is managed through the District Naval Engineering Branch staffs. Support is provided in three primary areas:

a. Technical Expertise - This is provided directly by technical consulting service telephonically or onboard, to solve problems which require experience and training beyond that held by ships/group forces and indirectly through various inspection visits and ship repair contract specification development.

b. Funds Distribution - This includes allocation of OG-45 and AC&I funds through commercial contracts administered from the District Comptroller Divisions and Government work orders for SHIPALT accomplishment, programmed repairs, casualty repair, major equipment replacement and technical services. In some districts, part of the OG-30 program for small boat repairs is also administered here.

c. Onboard Technical Personnel Support - is provided through onboard visits by district personnel and includes hands-on training, crew augmentation for maintenance, and turn-around component repair in support team shops.

Engineering support requirements are generated telephonically or via support team work orders, Casualty Reports (CASREP's) and Current Ship's Maintenance Projects (CSMP's). Support response prioritization is administered by the district Program Managers, most frequently from within the Operations divisions.

Naval Engineering support policy and major project maintenance design (SHIPALT design) is provided by the Headquarters Naval Engineering staff who also distribute OG-45 funds to the districts.

Area staffs play no role in this support program.

Proposed Organization: Personnel savings and management efficiencies could be achieved through consolidation of district staffs at the area level. District naval engineering staffs will be completely eliminated and functions currently administered by district staffs will be moved to other organizational elements. The Vessel Technical Support Division of the RMLC will furnish all engineering, ordnance, contracting and logistics support from a single functional source within each area for cutters of medium endurance classes and larger. Smaller cutters and small boats will receive support from the RMLC to the same degree that they are supported by district staffs now. Local support such as ship repair contract coordination, initial CSMP review and technical support team visits will be administered by Naval Engineering Support Units, reporting to the Afloat Technical Support Division. Maintenance and logistics requirements will be documented using administrative systems now in place.

Cutter, Group and Station engineering and logistics support functions would remain intact.

Naval Engineering Support function at the Area level through a RMLC will:

1. Improve configuration management and control.
2. Provide more powerful technical support capacity through pooling of broader education and experience resources.
3. Improve specification development, contracting and logistics efficiencies through standardization and combination of cutter repair availability and equipment acquisition packages.
4. Improve consistency in cutter and boat support administrative procedures due to a reduction in the number of principal support offices with resulting improvement in support program credibility.
5. Improve leveling of financial and direct technical support delivered to the field through consolidation of these resources to the two RMLCs .
6. Provide manpower savings through elimination of redundancies in tasking common to each district.
7. Improve overall Naval Engineering effectiveness and support due to more powerful program technical support capacity, more closely coupled learning curves, and improved opportunities for blanket ship repair contracts.

OPERATIONAL CONCEPT

Virtually all operational units of the Coast Guard presently report to District Commanders, either directly or through Group/Section Commanders. The widening breadth of operating theaters for Coast Guard resources and the heightened potential for short-notice deployment away from home ports cause a revision to the concept of district ownership for, in particular, cutters of medium endurance and greater.

Area Commanders will assume ownership of WMECs vessels and larger (minus MACKINAW) in accordance with the implementation phase plan; taking responsibility for cutter employment schedule, crew preparedness, personnel evaluation, and operational readiness of the platforms. This does not constitute type-command responsibility, as support in the form of technical inspection and responsiveness, major plant maintenance, personnel accountability, and personal services will come from the RMLC and associated delivery methods.

Operational control of Area cutters may be passed to Districts or Sections for accomplishment of specific missions, ranging from involvement in patrol or surveillance missions in finite locations within District/Section boundaries, to prosecution of individual SAR and law enforcement cases. Change in operational control (chop) can be executed by Operation Order or tasking message, with control reverting back to Area at mission termination.

Non-Appropriated Fund management will be regionalized or centralized and will be responsible for all district and Headquarters unit operations. The management staff will assist individual NAFAs with routine personnel

Operating Statements. Assurance is a contracting function. SATs will audit monthly Dining Facility dining facilities unless requested by the unit commanding officer; Quality are inspected by the RMLCs in the same year. SATs will not visit contracted assigned and the tour lengths. SATs will normally not visit those units that visit schedules will depend on the size of the unit, i.e. number of SS training for the Subsistence Specialist (SS) personnel assigned. Routine somewhat. They will visit units, providing assistance as necessary and Subsistence Advisory Team (SAT) services will be regionalized and reduced assigned to the PERKSUS serving the district office. Transportation of household goods (including the inspection function) will be

PERSONAL SUPPORT CONCEPT

residual capabilities. resources from extending a helping hand to area units to the extent of commander. But, that should not stand in the way of district controlled over virtually all matters of operations and support in a district by its The preceding Operational Concept removes the geographically unique autonomy of district boundaries will normally determine which Operations Center controls an operation or case unless previously determined in task assignment. This should not stand in the way of an out-of-district resource from actively engaging in a mission at hand, or district solicitation of non-district resources to participate, short of official chops when situations demand. The speed of modern platforms makes it necessary to open minds and infuse an attitude of flexibility especially for cases of long duration that may physically move from one district's geographical area to another. Here, continuity is more important than geography. The preceding Operational Concept removes the geographically unique autonomy of district boundaries will normally determine which Operations Center controls an operation or case unless previously determined in task assignment. This should not stand in the way of an out-of-district resource from actively engaging in a mission at hand, or district solicitation of non-district resources to participate, short of official chops when situations demand. The speed of modern platforms makes it necessary to open minds and infuse an attitude of flexibility especially for cases of long duration that may physically move from one district's geographical area to another. Here, continuity is more important than geography. beyond the Group Commander's capabilities. support within their capabilities. The RMLC will provide necessary support assume operational control when needs exist. Groups will normally provide under Group command. The capability exists for higher commands to temporarily Group units remain accountable to district commanders and normally operate

organizational component. centralized system that requires no district or area billet structure or resources. Support for aircraft maintenance will continue under the Air Stations with all assigned aircraft except C-130 aircraft, remain district and smaller, with the same principles as above in effect, i.e., districts will District Commanders will retain ownership of large Buoy Tenders (LBT) vessels control operational involvement and preparation, and RMLC's will provide support. Vessels may be chopped to the Area, again by order or message.

administration, budgeting and financial analysis, marketing, training, coordination of audits, and planning for new or replacement facilities. The management staff will retain and manage the Reserve for Replacement of Fixed Assets. Unit shares of profits will be retained or expanded as an incentive. District assessments will be eliminated and remaining profits, except for internal growth related retained earnings, will be available for redistribution to the service-wide morale and recreation programs.

PLANNING OFFICER

The current planning officer billet and function has been eliminated. In the future, a reduced planning effort will be managed by the Administrative and Planning Division. The District Commander will provide only general planning needs such as SAR station, as needed in a particular area. Details would be developed by the RMLC.

PUBLIC AFFAIRS

There is little change in Public Affairs organization and staffing, except to transfer the current Third and Twelfth District Public Affairs Offices (PAO) to the Area staffs, with augmentation from current Headquarters resources. Area Commanders will be responsible for ensuring Public Affairs support for environmental pollution response (required by Pollution Contingency Plan (40 CFR 300.34)), operational/service photography, on-scene Public Affairs augmentation, and Public Affairs training functions. Area PAO will cover local media relations, with close cooperation with the appropriate District.

READINESS AND RESERVE

Reserve Division and Readiness Branch are combined in district staffs as the Readiness and Reserve Division. This combination serves several purposes: It helps meld the Reserve Program into current Coast Guard operational mission emphasis areas. In this regard, it mirrors Headquarters organization. It combines the two field staff elements concerned with military preparedness training and mobilization and provides opportunity savings in overhead through economies of scale and consolidation.

Division chief billets and appropriate reserve branch chief billets should be considered for coding as Reserve Training (RT) funded and Reserve Program Administration (RPA) filled in order to provide necessary RPA program integrity.

ANNEX A
IMPLEMENTATION PLAN

ANNEX A

IMPLEMENTATION OF THE PROPOSED REALIGNMENT OF SUPPORT AND MANAGEMENT FUNCTIONS

1. **PURPOSE:** To provide an implementation plan for the realignment. The plan is phased over a two year period to minimize personnel impacts and organizational disruptions. The plan provides for:

a. Regional Maintenance and Logistics Commands (RMLC) to deliver technical support and other services to shore facilities and floating units as described in Annex (G).

b. Disestablishment of the Third District and the realignment of the First and Fifth Districts.

c. Disestablishment of the Twelfth District and the extension of Eleventh District boundaries.

d. Operational control of large cutters, Medium Endurance Cutters (MECs) and above, and communication stations by Area Commanders.

e. Support Centers at Terminal Island and New Orleans with follow-on options to convert bases at Miami Beach, San Juan, and Honolulu.

f. Follow-on options to consolidate military personnel, finance, and training functions.

2. **KEY ELEMENTS OF TRANSITION AND IMPLEMENTATION:** Implementation of this new support concept and the realignment of the Coast Guard organizational structure will impact all levels. Transition to a new support delivery mechanism must (1) be as transparent as possible to the user - Coast Guard operating units, (2) minimize personnel impacts to the greatest extent possible, and (3) demonstrate a strong, visible commitment to field support. To ensure these transition goals are met, the following general actions are recommended:

a. Designation of a Reorganization Manager to work for the Chief of Staff and oversee Coast Guard-wide aspects of the reorganization. The Reorganization Manager will act as an interface between the Atlantic (LANTAREA) and Pacific (PACAREA) organizations.

b. Early assignment of the two flag officers to command the RMLCs.

c. Early assignment of a cadre of highly motivated military and civilian personnel to form transition teams for both Areas.

d. Maximum disclosure of information to all affected personnel. Implementation will be much easier if clear expectations are established for Coast Guard people and their roles. Personnel policies concerning the reorganization must be published soon after approval. Mini-transition teams should be established for personnel services and information. Periodic bulletins or hot-lines should be used to disseminate current information.

e. Area, District, and RMLC Commanders should be allowed maximum flexibility in assigning workload, transferring workload based on attrition, controlling support personnel regardless of location, and coordinating the transfer of funds based on personnel and workload shifts. Given this flexibility field commanders should, in turn, seek the most efficient way to deliver support services during the transition period.

f. Vulnerable functions or critical paths should be identified in advance and be provided sufficient resources to maintain services. For example, if the establishment of a RMLC will significantly increase the workload of the servicing Personnel Reporting Unit (PERSRU), then personnel should be transferred in advance of the move. Likewise critical finance functions may require additional personnel to meet unforeseen surges or to ensure legal obligations to pay vendors are met.

g. During transition all field commanders must be fully acquainted with any significant operations which may be impacted by fluctuations in support delivery. For example, key players in the reorganization should be aware of any critical law enforcement operations, extended deployments requiring special support, or major Maritime Defense Zone (MDZ) exercises. In some cases operational requirements may dictate the dates of transfer of functions or projects.

2. PHASED IMPLEMENTATION: Implementation can be divided into six distinct phases to provide a conceptual model for various actions and planning.

PHASE	APPROVAL	SUMMER 87	FALL 87	WINTER 87	SPRING 88	SUMMER 88
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PREPARATION

PHASE -----

INITIAL ACTION

PHASE -----

TRANSITION

PHASE -----

IMPLEMENTATION

PHASE I -----

IMPLEMENTATION

PHASE II -----

CONSOLIDATION

PHASE -----(FY 88 AND BEYOND) . . .

a. **PREPARATION PHASE:** Includes all actions prior to approval of the reorganization. There are several key "stand alone" or "pro-active" actions that can be taken regardless of the final decision on this proposal.

b. **INITIAL ACTION PHASE:** Commencement of the reorganization. This phase is crucial because initial actions will create impressions and expectations within the Coast Guard, demonstrate the level of management commitment to an efficient transition, and allow initial apprehensions and fears to be addressed in a positive manner.

c. **TRANSITION PHASE:** RMLC commanders are named, transition teams formed, and operational control adjustments made. Actions taken during this phase lead to the disestablishment of the Third and Twelfth Districts and the commissioning of the RMLCs.

d. **IMPLEMENTATION PHASE I:** RMLCs begin limited support delivery to Districts Eleven and Thirteen and to Districts One and Five.

e. **IMPLEMENTATION PHASE II:** RMLCs assume full support of all Districts.

f. **CONSOLIDATION PHASE:** Functions better suited for centralization (i.e. personnel and financial accounting) and functions at Headquarters not associated with planning, programming, or budgeting are consolidated or relocated.

3. **PREPARATION PHASE:** The following preparatory actions are recommended prior to approval:

a. Regionalization of the civilian personnel function previously proposed as a "stand alone" option. When the reorganization is approved, the regional civilian personnel offices will be in place to facilitate the transfer of functions and other required actions. The selected Civilian Personnel Officer (CPO) will be assigned to the RMLC transition team. If regionalization is not approved in toto, this option is still a good idea.

b. Draft position descriptions for new positions so that key civilian management positions can be filled as soon as possible

c. The Facility Design and Construction Centers (FD&CCs) begin to accept major Operating Expense (OE) projects. This shift of project engineering responsibility will be accompanied by the hiring of personnel to support the increased workload. Full Time Equivalents and positions are available from the hiring freeze imposed earlier in 1986. Since filling these positions will take time, a decision could be made to proceed in advance of approval to minimize the threat of a year-end crisis in project execution. Should the larger plan fail to be implemented, the FD&CCs could carry the expanded OE workload with the new personnel resources until further regionalization.

4. INITIAL ACTION PHASE:

a. On approval day, an MCOAST will be released with the Commandant's decision and personnel policy statement. Major issues for consolidation are:

- (1) An immediate hiring freeze, except for those PD&CC positions previously identified.
- (2) Notification of District Civilian Personnel Officer (pc) regionalization implementation. Issue merit announcements for RMLC CPOs.
- (3) Required notifications to civilian employees and unions.
- (4) Transfer of function (TOF), reduction in force (RIF) policies for civilian personnel.
- (5) Transfer policy for military personnel:
 - no transfer anticipated for members with less than two years in current billet.
 - geographical stability to be accommodated where possible.
 - no transfers into billets that will be deleted/moved.
- (6) Policy on early retirement for civilian personnel.
- (7) Policy on "early outs" or waiver of time-in-grade/service requirements for officer/enlisted retirements.
- (8) Authority to meet short term personnel needs during transition through temporary civilian positions or temporary military personnel.
- (9) Publication of a new officer "shopping list" that requires updated Assignment Data Cards submission within three weeks. Augmentation of Officer and Enlisted Personnel (G-PO/PE) to handle increased transfer workloads. Delay of assignment panels as necessary.

b. Tasking of Area Commanders to develop operations plans and orders to disestablish the Third and Twelfth Districts. Development of these plans in advance will allow quick change of operational control prior to the summer transfer season and Search and Rescue (SAR) season in the Northeast US. The bulk of this planning has been accomplished.

c. Tasking of Area Commanders to establish transition dates for the assumption of operational control of cutters (MEC and above) and communication stations. Operational control should be shifted not later than 1 May 1987.

d. Designation of Governors Island and Coast Guard Island as the sites of the RMLCs. After that announcement, the following actions should be taken in advance of establishing the RMLCs:

(1) Tasking for Support Centers Alameda and New York to identify space for the RMLCs. Certain spaces occupied by the Third and Twelfth Districts would be converted to RMLC spaces through attrition and relocation. In some cases additional space may be required on a short term basis to allow parallel functions. Funds to prepare spaces should be provided to Support Centers Alameda and New York in time to contract work for completion by summer 1987.

(2) Identification of any RMLC space shortfalls.

5. TRANSITION PHASE:

a. Flag assignments to the RMLCs should be made as early as possible.

b. TRANSITION TEAMS: Immediately thereafter transition teams will be established. The transition teams will include RMLC division chiefs, key branch chiefs, and a support staff (i.e. clerical, admin, logistics, planning). Critical positions and billets should be filled with the best qualified personnel with military assignments made in advance of assignment panels through a separate process.

(1) The transition team will be in place by 1 April 1987. Use of personnel in the Third and Twelfth District staffs will minimize personnel impacts. These sources should be used for lower level transition personnel.

(2) Both transition teams should consult extensively with each other and the Headquarters reorganization manager to ensure this plan is implemented consistently and to insure continuity in newly developed procedures.

c. CIVILIAN PERSONNEL: Civilian personnel procedures require at least a four-month period to staff positions in the new organization. During the transition phase these procedures will be carried out by Headquarters pending the staffing and activation of regional civilian personnel offices within the RMLCs. Actions required during this period include:

(1) 1st Month:

- interview and select in cooperation with the area implementation teams candidates for top civilian positions
- issue transfer notices (15 days to accept/reject)
- identify/advertise remaining positions to be filled by merit promotion
- negotiate with unions on implementation and impact
- provide employee counseling
- release request for proposal (RFP) for contract outplacement services
- finalize classification actions
- select RMLC civilian personnel officers

(2) 2nd Month:

- begin civilian pcs moves for phase I districts
- continue recruitment
- finalize or terminate union negotiations
- establish transfer dates, identify employees refusing to transfer, prepare separation notices

(3) 3rd Month:

- continue to recruit
- hire temporary employees as necessary for transition organizations

(4) 4th Month:

- execute pcs orders for phase I districts (4-8 month process)
- award contract for outplacement services
- continue to recruit
- continue RIF/retirement counseling
- establish RMLC (pc)
- issue RIF/separation notices

d. TRANSITION PLAN FOR SUPPORT FUNCTIONS: Under the direction of the new RMLC Commanders and the Reorganization Manager, a transition plan will be developed which will lay ground rules and procedures under which districts will phase down support activities while the RMLCs assume responsibility for those same support activities. This plan will have to be a dynamic document which is adaptable to changing time frames and responsive to operational needs. The exact elements of this plan are not identifiable at this time. However, the transition team should consider the following:

(1) Personnel dynamics will drive the plan since workload will be shifted as the new organization is staffed. A two-year military/civilian transfer schedule, linked to a shift in the support workload will be required. This will be an iterative process. However, the exact timing of the shift of support responsibilities will be determined by the Area commanders in consultation with the RMLC and Reorganization Manager. It is conceivable that certain functions may have to be retained in districts until sufficient staffing is achieved in the RMLC (i.e. key civilian positions not filled quickly).

(2) During transition and implementation, assignment of workload based on the dynamics described above will have to drive basic funding decisions. For example, Operating Guide 30 and Operating Guide 4X funds will have to be distributed to those commands executing the work or project until the RMLCs can assume a full support mode of operation. A method to identify projects and obligate needed funds will be required. The impact of the ecv hiring freeze on the FY87 Operating Guide 43 program may be considerable and will require immediate action and continuing innovative management. Early staffing of the FD&CCs to assume OG43 work is required.

(3) When phase-down support activities fall below a "critical mass" to operate autonomously, it may be necessary to supervise the remaining personnel and activities from the RMLC. For example, several project engineers and a contracting officer may work for the RMLC from New Orleans pending completion of the projects and transfer of the personnel. Likewise, new field units of the RMLC (i.e. NESU, FEO) may operate in spaces formerly occupied by district divisions or branches.

(4) Some transitions may require dual operations for a period of time to minimize impact to units being serviced. For example, one accounting system would be maintained to the end of the current FY while another system is being brought on line for the next FY.

(5) Gaps in staffing should be identified as early as possible. Temporary civilian hiring and use of Reservists are available resources.

(6) Support systems should be in place to support the new organization. PERSRU staffing should be adjusted in time to meet the new workload demands to preclude pay problems.

e. DISESTABLISHMENT OF THIRD AND TWELFTH DISTRICTS: In the initial action phase Area commanders will oversee the preparation of plans to disestablish the Third and Twelfth Districts. During the transition phase operation orders will be finalized and approved. The key elements of this transition will be developed by the District and Area Commanders, taking into account the following:

(1) A phased disestablishment over a 2 to 4 month period is acceptable. Operational Control (OPCON)/program management may be shifted in advance of Administrative Control (ADCON) to allow standardization of procedures in advance of the summer SAR season. If landline and communication changes are delayed, use of existing communications systems may be required in the short term.

(2) ADCON will be shifted with district disestablishment.

(2) As noted earlier, personnel changes will require phase-down/phase-ups in workload and funding. Staffing changes to support operational missions should be completed prior to a shift of OPCON.

(3) OPCON/program management of large cutters will be shifted in advance of district disestablishments to simplify the process. ADCON for large cutters will pass from the district to the RMLC when the district is disestablished. Maintenance/technical support for large cutters will be shifted to the RMLC under a schedule developed by the transition teams in consultation with Area and District Commanders.

(4) The Eleventh District will absorb the entire Twelfth District.

(5) The Third District will be divided between the First and Fifth Districts with the dividing line at Toms River, NJ. This is the boundary between Captain of the Port (COTP) New York and COTP Philadelphia.

(6) The RMLC transition teams and the Headquarters Reorganization Manager should be consulted in the development of these plans.

f. FACILITY REQUIREMENTS: Facility requirements generated by this plan will be identified during the transition phase. Cost estimates provided in Annex E will be updated and required funding identified. All districts will have lower space requirements with regionalization of support functions. The RMLCs and F&CCs will have new space requirements. The transition teams will oversee space preparation in time to commission the RMLCs by October 1987. To accomplish this, early action will be required at facilities requiring renovation or upgrade. General requirements are noted below and should be revalidated by the transition teams.

(1) Governors Island: RMLC East will require approximately 90k Net Square Feet (NSF). It is anticipated that these space needs can be accommodated in a mix of existing buildings.

(2) Alameda: RMLC West will require approximately 50k NSF of additional space at Support Center Alameda. Flag quarters are also required for the RMLC Commander.

(3) FD&CCs: Headquarters Civil Engineering (G-ECV) has developed space requirements and cost data to expand the FD&CCs as outlined in this plan. The transition team should consult with that office to verify requirements and cost estimates prior to space acquisition.

(4) Field Engineering Offices (FEO): FEOs will be located in spaces currently occupied by district offices. The incremental addition of this space will not raise district requirements above current levels.

(5) Naval Engineering and Electronics Support Units (NESU/ESU): These units are located in the same geographical location and could be colocated for economy. Space requirements vary between 800 and 1200 NSF per unit (in addition to existing Maintenance Assist Team, MAT, spaces). Locations vary in type of existing Coast Guard unit present. The transition team will identify space at these various locations in consultation with local commanders. Inter-Service Support Agreements (ISSA) should be negotiated as required. The exact location of these units within specific areas should be reviewed for best service delivery and the availability of support services for NESU/ESUs. While convenient it is not critical to locate NESUs with MATs.

g. C3/IRM REQUIREMENTS: C3/IRM needs will be incorporated into the facility requirements by the transition teams. Lead times for landline changes will be identified. Transition teams in consultation with field commanders and Office of Command, Control, and Communications (G-T) will identify IRM equipment available for redistribution. Prior to implementation an ADP equipment distribution plan will be developed. Costs associated with landline and equipment reconfiguration and redistribution will be identified. Estimated costs are provided in Annex E. The following general requirements are provided. They should be validated and identified in more detail by the transition teams.

(1) First District: Reconfigured landline service for Third District units incorporated into the First District.

(2) Fifth District: Reconfigured landline service for Third District units incorporated into the Fifth District

(3) Eleventh District: Reconfigured landline service for Twelfth District units incorporated into the Eleventh District.

(4) RMLC (East): Reconfigured landline service on Governors Island for RMLC and LANTARLA. Existing Third District landlines to be reconfigured and expanded as necessary.

(5) RMLC (West): Reconfigured landline service on Coast Guard Island for RMLC and PACAREA. Existing Twelfth District lines to be reconfigured and expanded as necessary.

(6) FD&CCs: Both will require an incremental increase in landlines.

(7) C3/ADP Equipment: Since each district varies in its level of automation and inventory of ADP equipment, an inventory and zero-based equipment requirement is required. Those figures will provide net shortfalls (if any) and transportation/installation costs.

h. LOGISTICS SUPPORT FOR REORGANIZATION: The regionalization of support functions and realignment of districts will create a large demand to move equipment, furniture, files, technical drawings, and general office paraphernalia. All needs will not be met by new equipment procurements. Existing property should be used to the maximum extent possible to reduce costs. Needs may vary for each coast. Transition teams will include a temporary logistics branch to oversee property and transportation issues. This seemingly routine function is critical to the success of the implementation because it will insure continuity of support activity. Technical personnel in one location with technical drawings and ADP equipment in another is unacceptable. Supervisory staffing for this branch is included in the proposed transition team staffing. Other personnel sources are Third and Twelfth District personnel, reservists, and temporary positions.

i. TRANSITION FUNDING: Funding for transition activities is just the first step in a phased build-up of financial activity by the RMLCs which will take place concurrently with a phase-down of financial activity in districts. Ultimately, the RMLCs will replace the Third and Twelfth Districts as Administrative Target Units (ATU). The phased process will be carried out as follows:

(1) Transition teams will operate with "seed money" for travel and logistics from a point account from the local ATU.

(2) On commissioning, the RMLCs will operate from the local ATU for the remainder of the current FY.

(3) The FY-87 closeout will also disestablish the Third and Twelfth District ATUs. FY88 funding will be administered by the RMLCs as ATUs.

6. IMPLEMENTATION PHASE I: The critical path to implementation lies in civilian personnel staffing. In general, initial staffing cannot be expected for four months from approval, and that estimate assumes success in recruiting or transferring personnel. This phase should begin four to six months from approval. However, FD&CC and CPO positions should be staffed earlier. Assuming a spring 1987 implementation, the following actions will occur:

a. CIVILIAN PERSONNEL: During the period +4 to +8 months from approval the following actions will take place:

- activate RMLC (pc), relocate files
- effect RIF/separations
- process retirements/severance pay
- continue recruitment
- continue outplacement
- phased closure of phase I district (pc) offices

b. LARGE CUTTER MANAGEMENT: By 1 May 1987 cutter management for District One, Three and Five cutters (east) and District Eleven, Twelve, and Thirteen cutters (west) will have shifted to the respective area commanders. Management of cutter fuel funds will be regionalized in the Area staff. As Area commanders assume OPCON/program management of cutters, fuel funds for remaining programmed days will be withdrawn to an Area fuel account. This transfer will be coordinated by the Area and District Commanders. In following years fuel funds will be managed through an Area account or service-wide "pick-up" account as may be determined. ADCON for cutters will shift from the districts to the RMLC when District Three and Twelve are disestablished. By the start of FY88 RMLCs will have assumed support for all large cutters in Districts One, Three, and Five (east) and Districts Eleven, Twelve, and Thirteen (west). Remaining cutters will shift to Areas and RMLCs during Implementation Phase II (Oct 87-Oct 88) or sooner if RMLCs achieve full staffing before that period.

c. Long Range Navigation (LORAN) /Communications Station (COMMSTA)
SUPPORT: RMLCs will assume maintenance support for CONUS LORAN and communication stations prior to 1 October 1987. Districts will retain ADCON of LORAN stations.

d. DISTRICT DISESTABLISHMENT: The Third and Twelfth Districts will be disestablished per plans developed and approved in the transition phase.

e. PHASE-DOWN OF DISTRICT SUPPORT FUNCTIONS: In the first year of implementation, shifting of support functions to the RMLCs will take place at on dates developed by the Area, RMLC, and District commander during transition.

(1) The level of engineering support retained in districts will be based on technical personnel remaining and the availability of contracting support. Some support such as small boat engineering, electronics, and ongoing civil engineering projects may be retained until the RMLCs and field delivery units are established or ongoing contracts are completed. It is possible that a mix of RMLC/district support may be required during implementation. For example, a district 44' Motor Lifeboat (MLB) yard contract may be developed by the district naval engineering staff (ene) but contracted for by the RMLC.

(2) Ordnance support and ammunition management will be moved to the RMLCs. Small arms management and armory operation will be retained by the districts.

(3) Personnel services and medical administration functions in the RMLC will be staffed to assume program and contract oversight by 1 October 1987. Districts will retain contract administration for leased housing and medical care until the end of FY87. For those districts disestablished before October 1987, RMLCs will assume contracting responsibilities utilizing existing accounting systems.

(4) Legal services will move to the RMLCs (except residual legal advice staff) by October 1987. This shift will be linked to the contracting function. Legal review of contracts will be coordinated by the districts and RMLC as required. Review of claims will be shifted to the RMLC.

(5) Civil rights support and the inspection function will be assumed by RMLCs for Districts One and Five (east) and Districts Eleven and Twelve (west) by October 1987. Pending full staffing of the RMLCs, these programs will be retained by districts. In cases where dedicated personnel are transferred before the shift, districts will utilize collateral duty personnel for civil rights cases with support from Office of Civil Rights (G-H) if required. Inspection intervals and schedules may be adjusted to accommodate the shift of function to the RMLC.

e. SUPPORT CENTERS: Bases Terminal Island and New Orleans will be designated Support Centers in the summer of 1987 (JUL-OCT). Prior to 1 October 1987, all support centers will be shifted from district to RMLC program management. During Implementation Phase II, areas/RMLCs/districts will consult to determine if Bases Miami Beach, San Juan, and Honolulu should be converted to support centers.

f. AREA STAFF/FUNCTIONAL CHANGES: Area staffs will assume large cutter, communication station, and RMLC oversight as Districts Three and Twelve are disestablished. RMLCs will be collocated with the area staffs. As a result the following actions will occur:

(1) District Three and Twelve public affairs staffs will shift to area staffs.

(2) The District Twelve command cadre will be reassigned to the PACAREA Commander.

(3) Third and Twelfth District communication centers will be assigned to the areas. This transfer can be made in advance of other actions to phase the transitions occurring.

(4) Area Readiness Technical Assistance Branch functions will be transferred to the RMLCs.

(6) Area medical staffs will be transferred to the RMLC Medical Administration Division. Personnel may be assigned to transition teams in advance to assist in the regionalization of the medical administration (pk) function.

(7) Area operations staffs will be augmented for cutter program management. Interim resources will be available from the Third and Twelfth Districts.

7. **IMPLEMENTATION PHASE II:** Remaining districts (Second, Seventh, Eight, Ninth - east; Fourteenth and Seventeenth - west) will be incorporated into the RMLC support delivery system. The process of assigning workload based on residual staffing will end and support functions identified for regionalization will be passed to the RMLCs. All civilian personnel actions should be completed within two years of plan approval. Military personnel actions will be completed during the second transfer season.

a. CIVILIAN PERSONNEL: Final civilian personnel actions will occur at +9 to +21 months:

- activate PCS orders for phase II districts
- continue recruitment
- continue counseling/outplacement services
- assign defense teams for appeal actions (if any)
- continue separations for failure to transfer
- continue RIF/retirements
- finalize PCS moves
- finalize RIFs
- complete transfer of files

b. COMPLETE REGIONALIZATION OF SUPPORT FUNCTIONS: At the start of FY89 all support functions identified in this plan will be assumed by the RMLCs. The fund allocation plan described in Annex E will be in effect.

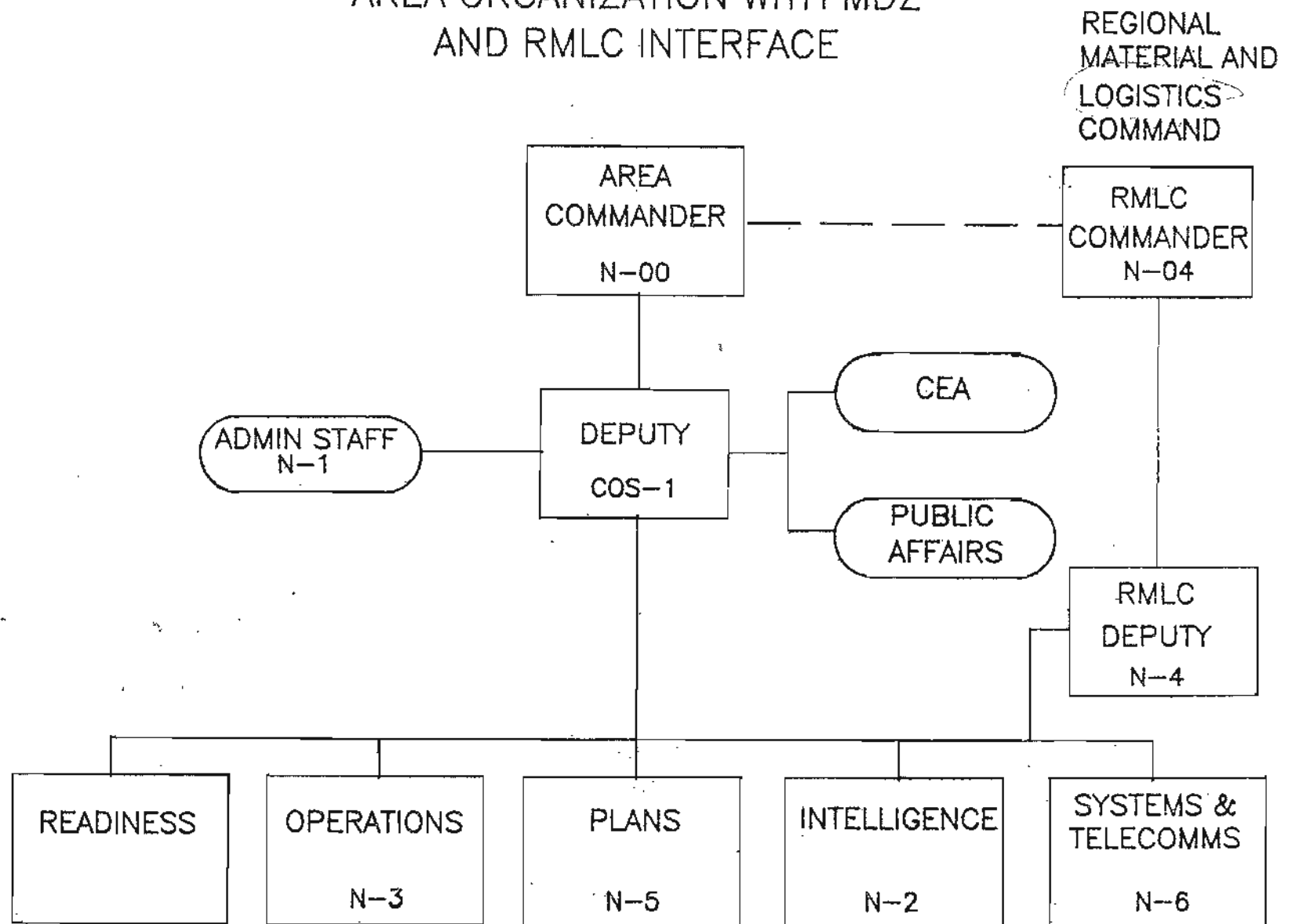
c. DESIGNATION OF "LEAD" RMLCs FOR DESIGN AND SPECIFICATIONS: When the RMLCs are fully staffed, designations will be made that place Ship Alteration (SHIPALT)/Boat Alteration (BOATALT)/configuration authority for a particular class of operating platform within one RMLC (i.e. RMLC west is lead for the 378' WHLC class cutter).

8. **CONSOLIDATION PHASE:** This plan proposes three specific follow-on options to consolidate indirect support functions at central locations. These indirect support functions could be accomplished at three centralized commands: Military Training Command, Finance Center, and Military Personnel Command.

ANNEX B

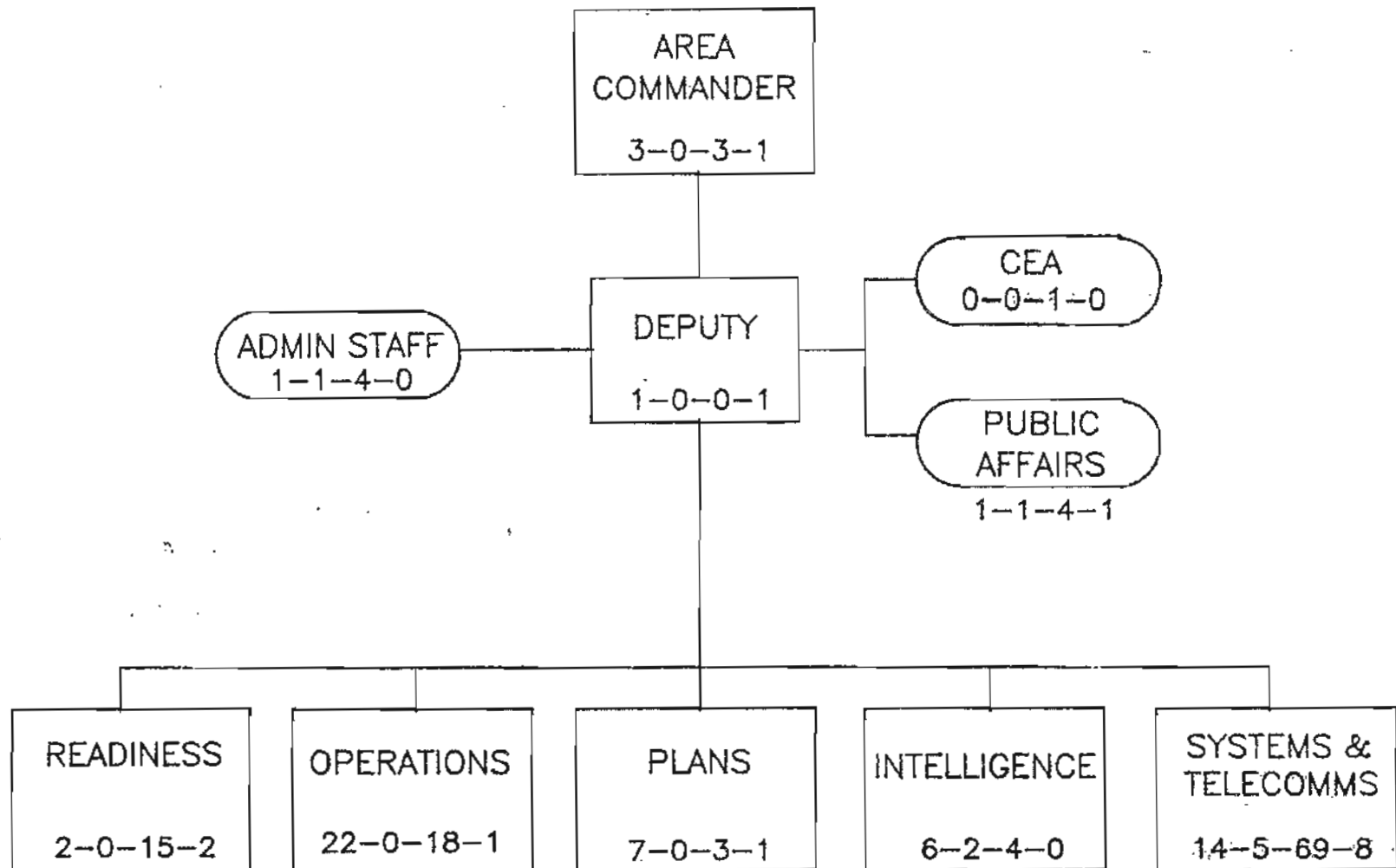
AREA ORGANIZATION
AND
PERSONNEL ALLOWANCE LIST

AREA ORGANIZATION WITH MDZ AND RMLC INTERFACE



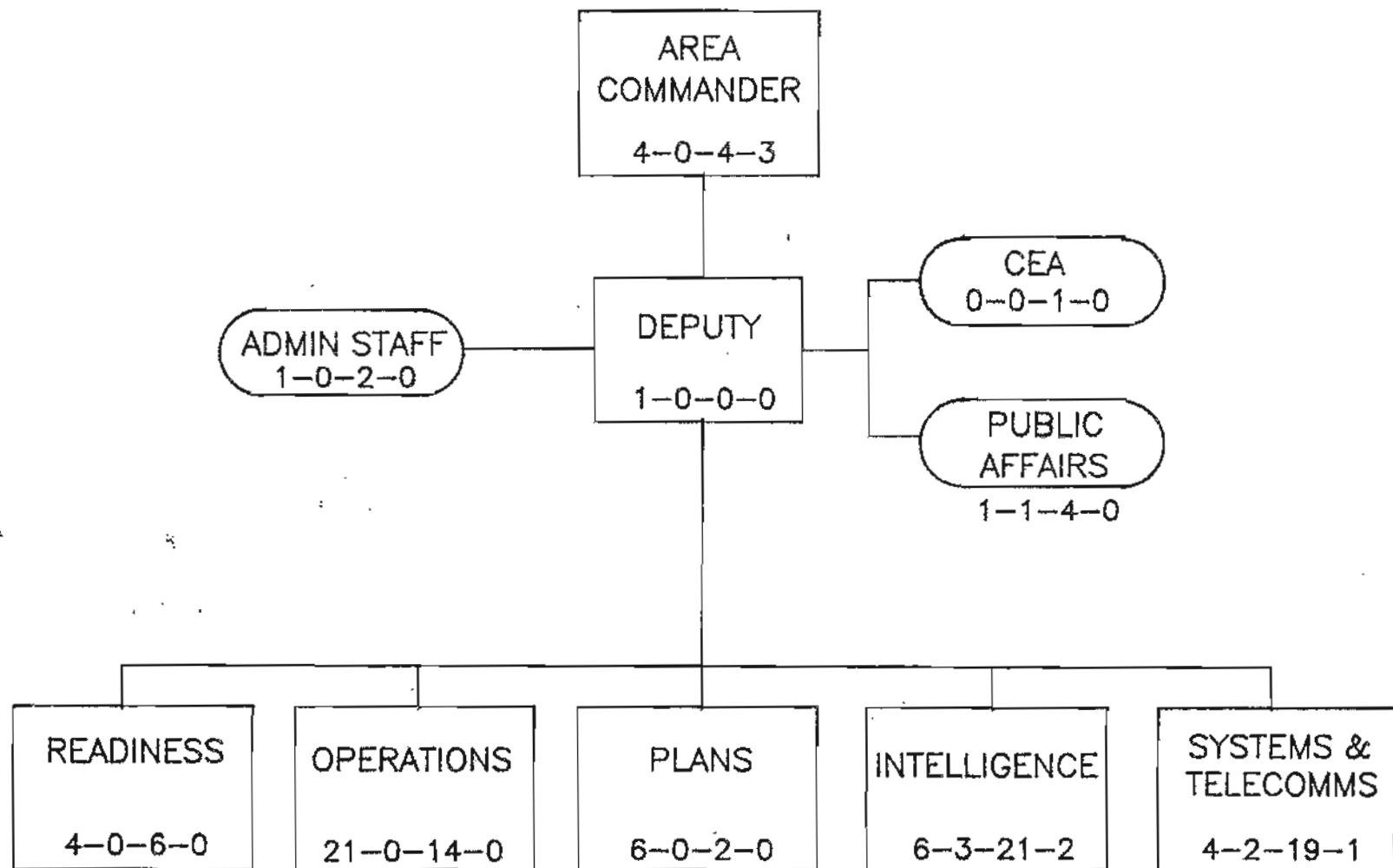
ATLANTIC AREA ORGANIZATION

57-9-121-15



PACIFIC AREA ORGANIZATION

48-6-73-6



ANNEX C

MLC ORGANIZATION

REGIONAL
MAINTENANCE
AND
LOGISTICS
COMMAND

EAST

RMLC
COMMANDER

CIVIL RIGHTS

DEPUTY

INSPECTIONS

-COMPLIANCE
-SAFETY

TECHNICAL SUPPORT
DIVISION VESSEL

-SUPPORT BRANCH
ICEBREAKERS
WREC's
WMEC's
ATON CUTTERS
SMALL CUTTERS
STANDARD BOATS
ORDNANCE

-ADMIN. BRANCH
CONTRACT REV.
TECH. SERVICES
PPB
ASSIST/TRNG

-SPECS. BRANCH
HULL
MACHINERY
ELECTRICAL

-PROC. & LOGIST.
CONTRACTING
SMALL PURCH.
ARMS / LOG.

NESU, BOSTON

NESU, NEW YORK

NESU, PORTSMTH

NESU, MIAMI

TECHNICAL SUPPORT
DIVISION SHORE

-PROGRAM ADMIN.
& BUDGET BRANCH
-SHORE FAC. PLNG
& COMPL. BRANCH

FD & CC

FEO, NORTHEAST

FEO, SOUTHEAST

FEO, MIDEAST

NESU, NOLA

NESU, DETROIT

NESU, ST. LOUIS

TECHNICAL SUPPORT
DIVISION C³

-BUDGET & PLNG
-SUPPORT ELECT BR
SHIP SUPPORT
NAVIGATION SUP.
MAINT. SUPPORT

-TELECOMMS.
RADIO SYSTEMS
NETWORK MGMT.
SECURE COMMS.

-IRM

ESU, BOSTON

ESU, NEW YORK

ESU, PORTSMTH

ESU, MIAMI

ESU, NOLA

ESU, DETROIT

ESU, ST. LOUIS

FINANCE DIVISION

-PPB
-PROCUREMENT
-ACCOUNTING
-PERSONAL SUP.

PERSONNEL DIVISION

-CIVILIAN PERSONNEL
-MILITARY PERSONNEL
-PERSONNEL SUPPORT

HEALTH SERVICES
DIVISION

-QUALITY ASSURANCE
-ENVIRONMENTAL HEALTH
-ADMINISTRATION

LEGAL DIVISION

-CLAIMS
-ADVOCACY
-GENERAL
-CONTRACT
-ADMIN

SUPPORT
CENTERS

REGIONAL
MAINTENANCE,
AND
LOGISTICS
COMMAND

WEST

RMLC
COMMANDER

CIVIL RIGHTS

DEPUTY

INSPECTIONS

-COMPLIANCE
-SAFETY

TECHNICAL SUPPORT
DIVISION VESSEL

-SUPPORT BRANCH
ICEBREAKERS
WHEC's
WMEC's
ATON CUTTERS
SMALL CUTTERS
STANDARD BOATS
ORDNANCE

-ADMIN. BRANCH
CONTRACT REV.
TECH. SERVICES
PPB
ASSIST/TRNG

-SPECS. BRANCH
HULL
MACHINERY
ELECTRICAL

-PROC. & LOGIST.
CONTRACTING
SMALL PURCH.
ARMS / LOG.

NESU, ALAMEDA

NESU, SEATTLE

NESU, HONOLULU

TECHNICAL SUPPORT
DIVISION SHORE

-PROGRAM ADMIN.
& BUDGET BRANCH
-SHORE FAC. PLNG
& COMPL. BRANCH

FD & CC

FEO, ALAMEDA

FEO, HONO

FEO, JUNEAU

TECHNICAL SUPPORT
DIVISION C³

-BUDGET & PLNG
-SUPPORT ELECT BR
SHIP SUPPORT
NAVIGATION SUP.
MAINT. SUPPORT

-TELECOMMS.
RADIO SYSTEMS
NETWORK MGMT.
SECURE COMMS.

-IRM

ESU, ALAMEDA

ESU, HONO

ESU, SEATTLE

ESU, KODIAK

FINANCE DIVISION

-PPB
-PROCUREMENT
-ACCOUNTING
-PERSONAL SUP.

PERSONNEL DIVISION

-CIVILIAN PERSONNEL
-MILITARY PERSONNEL
-PERSONNEL SUPPORT

HEALTH SERVICES
DIVISION

-QUALITY ASSURANCE
-ENVIRONMENTAL HEALTH
-ADMINISTRATION

LEGAL DIVISION

-CLAIMS
-ADVOCACY
-GENERAL
-CONTRACT
-ADMIN

SUPPORT
CENTERS

FINANCE STAFFING

Staffing for the Regional Maintenance and Logistics Command (RMLC) finance division was based on a combination of factors:

1. Budget branch staffing proposed by Office of Comptroller (G-F) determined from the number of units receiving OG 30 Operating Targets (OPTARS), number and magnitude of centralized accounts (fuel, leased housing, medical), administration of reimbursable funds, and variance resolution.

2. Accounting branch staffing proposed by G-F based on bill payment transaction volume and types of obligations (fewer, larger contracts and Military Standard Requisitioning Procedures (MILSTRIPS)).

- a. Quality of service will be improved if Financial Accounting Support System (FASS) or some other ancillary automation for payables, receivables, and obligations is installed expeditiously.

3. Procurement branch staffing based on workload analysis of historical data from the Contract Information System (CIS) reports submitted by districts, G-F analysis, and consultation with districts.

- a. Adjustments were made for expected productivity improvements due to more focused workload for formal contracting in support of all units in the area and cumulation of expertise particularly in routine type procurements - like leases.

4. Supply and property branch staffing based on G-F proposal.

- a. Adjustments made for expected productivity improvements from consolidation of real property management and more decentralization of personal property accountability.

5. Personal support branch staffing for Non Appropriated Fund (NAF) planning and management assistance and Subsistence Advisory Teams (SAT) based on G-F proposal.

- a. SAT adjustments made for projected visit schedules and financial report audit workload.

Military/civilian mix changed from existing resources in some cases to provide opportunities for upward mobility.

Contracting staff integrated into Technical Support Divisions (Vessel) and (Shore) to provide one-stop shopping for customers.

Real and personal property management may be conducive to centralization and could be included in a Finance and Accounting Center in the future.

LEGAL

Legal billets/positions considered by this Project Team were those currently assigned to district staffs. Assignment premises were that attorney resources will be assigned to districts to provide operational advice and advise the district commander on military justice issues. Regional Maintenance and Logistics Commands will be staffed to handle contract law; claims, administrative issues (personnel, civil rights, etc.), and a military defense advocacy team. Legal assistance will be provided by both groups as time permits.

Recommended staffing levels were developed by the Project Team from input provided by the Headquarters program manager and District Commanders. Inconsistencies between the two inputs were resolved by the team based on telephone conversations with the legal representative and/or the appropriate district.

MEDICAL

Staffing for the two regional health services divisions was provided by the Headquarters program manager. Functional statements for the new divisions were included in above references.

One change was made by the Project Team to the program manager's recommendations:

- a. The Atlantic Area MLC division chief was changed from an O-6 billet to a GM-15 position.

All health services billets/positions in the districts have been deleted, except those few involved in direct health care delivery, i.e., clinics or medical/dental detachments.

REGIONAL INSPECTOR

The following factors were used in developing MLC compliance inspection staffs:

- a. All District, Area, and MLC units will be visited on a biannual basis;
- b. Regulatory compliance reviews only will be conducted, with each review expected to take one to two days;
- c. Geographically co-located units will be visited during a single trip;

d. Sufficient staffing will be provided for at least two full-time teams, augmented when necessary by pro-tem inspectors from other MLC staffs;

e. Full-time inspectors will be required to travel approximately 50 percent of the work year.

Staffing levels were developed by the Project Team using the above factors applied to the number of units to be inspected in each Area.

TECHNICAL SUPPORT DIVISION C3

Staffing for C3 support is based upon:

a. Some centralized software development at labs including some Headquarters divestiture to perform this shift in function.

b. Local delivery of electronics support through Electronic Support Units including: Contracting Officer Technical Representative (COTR) capability, local technical support, biannual inspections of units.

c. Reduced ability of Districts to develop software. District IRM function is systems management for district and district units plus consulting services for Area and NLMC units in their area except for Alameda and New York.

d. RMIC to provide full IRM support for region, area, and subordinate units.

e. Districts provide only internal COMSEC/CMS and telephone management functions.

TECHNICAL SUPPORT DIVISION SHORE

Staffing for the Technical Support Division Shore is based upon supporting shore facilities from three functional locations. Billet levels and numbers were based upon:

a. Functional analysis of the three functional elements: Division Staffs, FD&CC's and Field Engineering Offices.

b. Previous civil engineering realignment models.

c. Some Headquarters divestiture.

d. Comparisons of:

- (1) Square feet to be maintained.
- (2) Potential number of projects.
- (3) Project costs.
- (4) Travel costs (in Hawaii).

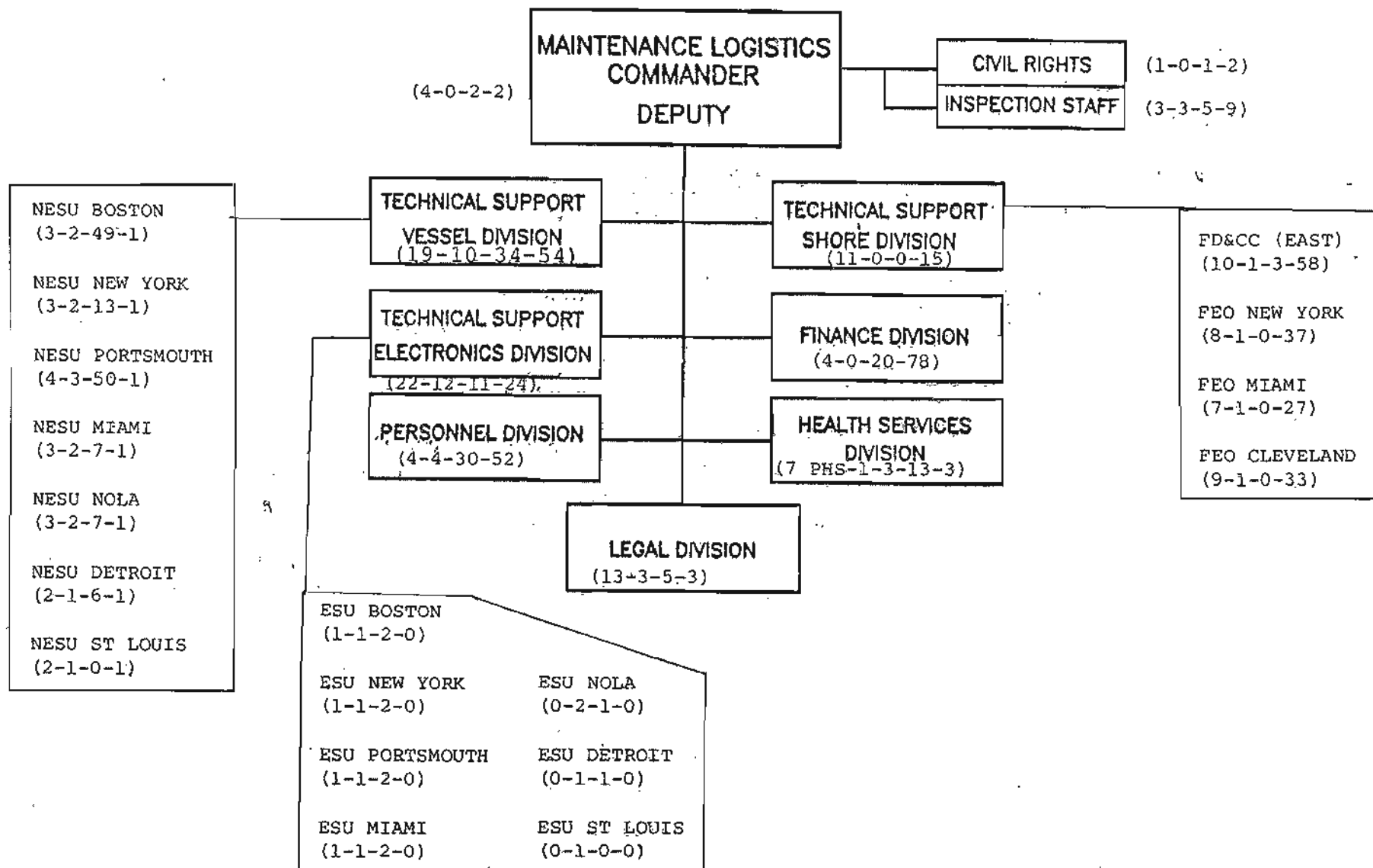
TECHNICAL SUPPORT DIVISION VESSELS

Staffing for the Technical Support Division Vessels is based upon supporting the cutter and standard boat fleet from two functional locations. Billet levels and numbers were based upon:

- a. Functional analysis of the two support elements, division onboard staffs and Naval Engineering Support Unit staffs.
- b. Numbers of cutters and boats to be supported by location.
- c. Locations of ship repair facilities.
- d. Personnel adjustments required to accommodate travel time losses.
- e. Procurement capacity required for fleet support administration.

MAINTENANCE LOGISTICS COMMAND (EAST)

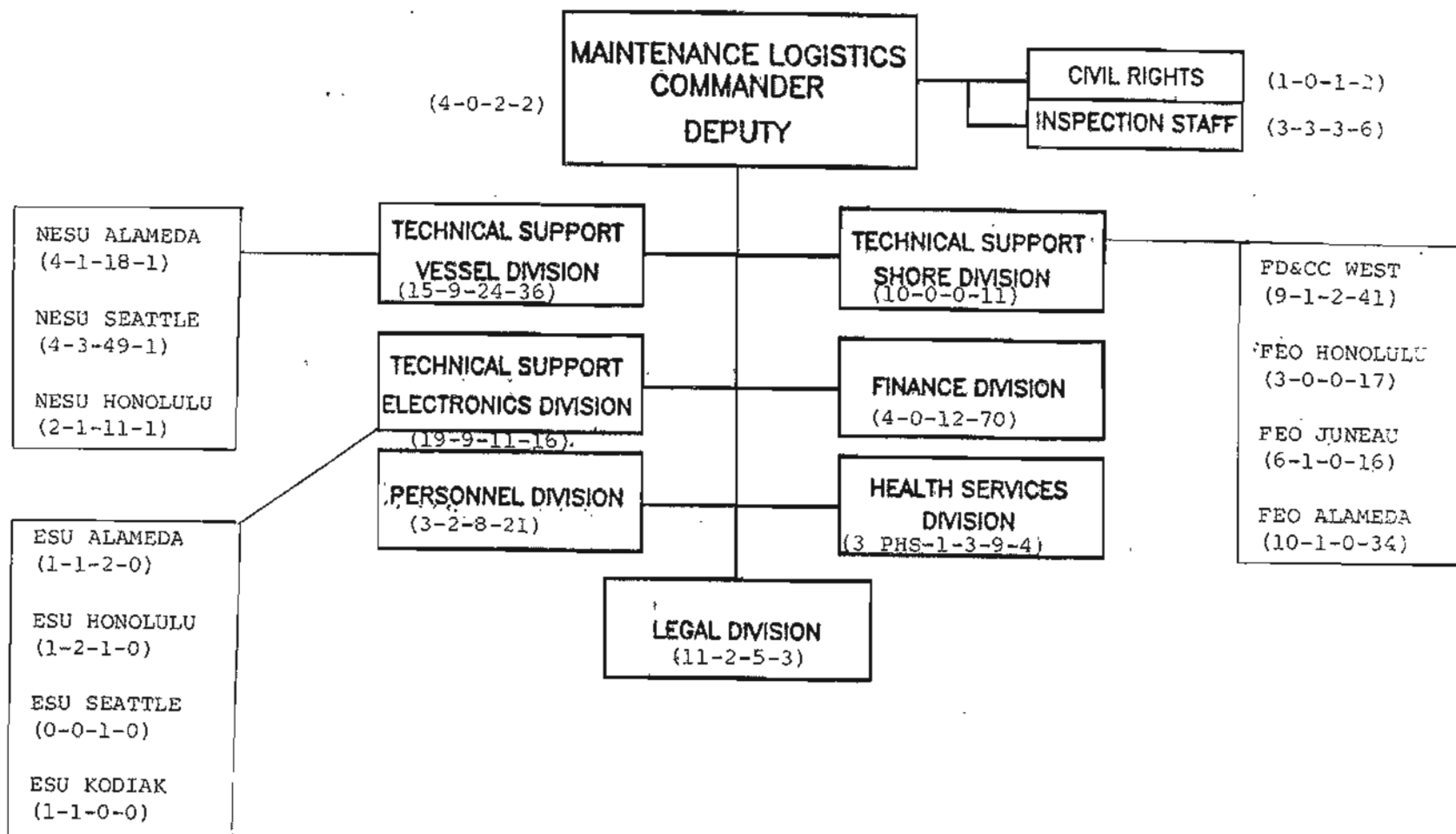
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MAINTENANCE LOGISTICS COMMAND

(WEST)

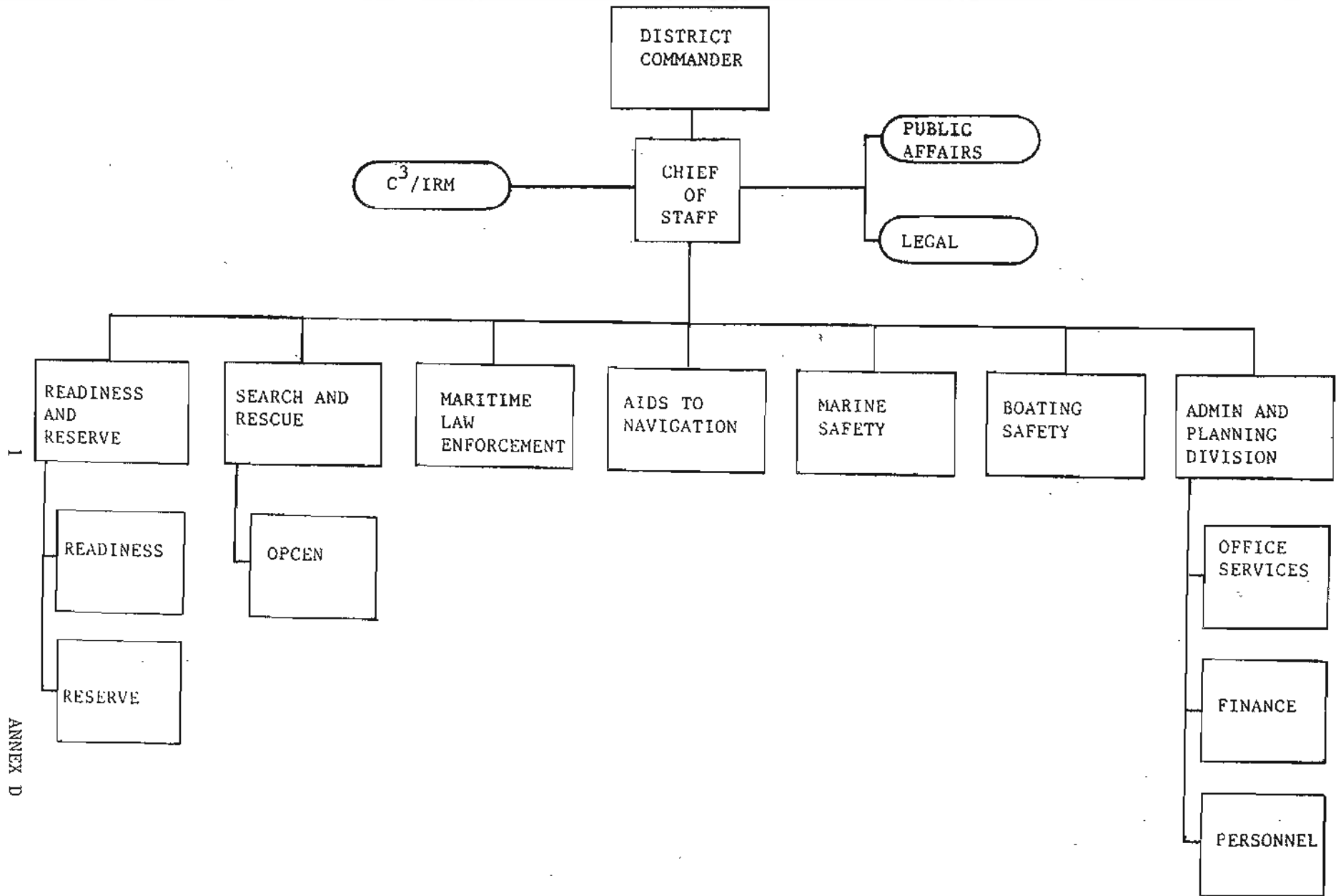
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ANNEX D

DISTRICT ORGANIZATION

PROPOSED DISTRICT ORGANIZATION



AIDS TO NAVIGATION

District Aids to Navigation (oan) branches, now divisions, were left intact in those districts not affected by realignment. There was no attempt to zero base, as that effort was the subject of a separate study in the recent past. No growth was permitted to fill presently unbilleted needs. Aids to Navigation Training Teams remained intact. Districts experiencing geographic growth from consolidation received incremental billet additions at a level in agreement with HQ program managers, but not at a level that would completely allocate the disbanded district's total. Position totals that remain unaltered are those clearly identified with Bridge Administration, in the event the entire function is transferred.

BOATING SAFETY

District Boating Safety (b) divisions were left intact in those districts not affected by realignment, with the exception of downward revision to clerical staffing in those places where an economy could be taken with minimal impact. No growth was permitted to fill presently unbilleted needs. Districts experiencing geographic growth from consolidation received incremental billet additions to staff regional Director of Auxiliary offices. Boating Standards billets and positions were extracted and pooled to achieve an economy of scale in G-B's initiative that centralizes this mission. State Liaison remains a function of district (b) divisions.

COMMAND CADRE

Includes a Rear Admiral, Captain (dcs), Command Enlisted Advisor and Subsistence Specialist First Class as now in place. A Chief of Operations was added for some districts. Present clerical staffs remain unchanged and vary among districts. Aides are provided only for Area Commanders.

DISTRICT CIVIL RIGHTS PROGRAM

The Civil Rights Programs (EO and EEO) within the district will be carried out using collateral-duty personnel. A senior officer (O-5/O-6) will be designated as the Civil Rights Officer reporting to the District Commander through the Chief of Staff. The Civil Rights Officer will perform the duties of the Military Civil Rights Officer and Equal Employment Opportunity Officer for the district. Technical advice, guidance, training and other program assistance will be available from the Regional Maintenance and Logistics Commander, Civil Rights staff. The Civil Rights Officer will provide staff assistance to the District Commander in developing district policy in the Civil Rights program area.

In conducting the Military Equal Opportunity Program, the Civil Rights Officer will be guided by the requirements of COMDTINST M5350.11 (series) and the personal goals and objectives of the District Commander. Assistance will be provided by collateral-duty Military Civil Rights Counselors (MCRC's). At least one MCRC in each district will be a graduate of the DEOMT resident course. These counselors will provide assistance to district commands on matters concerning the EO program, assist in identifying and resolving local issues, provide training, perform required duties as required by COMDTINST M5350.11 (series) in complaint counseling and formal complaint processing, collect data for required reports, assist in the development and implementation of local MAAP's and other duties as assigned. The Civil Rights Officer will monitor and assist the efforts of the Human Relations Councils of the district. Required reports will be developed and submitted as specified in COMDTINST M5350.11 (series).

In conducting the Civilian Equal Employment Opportunity Program, the Civil Rights Officer will be guided by the requirements of COMDTINST M12713.7 (series) and the personal goals and objectives of the District Commander. EEO Counselors will be designated on a collateral-duty basis to assist in carrying out the requirements of the civilian discrimination complaint process. The Civil Rights Officer as EEO Officer will provide technical advice and guidance to the EEO Counselor and ensure they are provided the training required for their qualification. In monitoring the complaint process, the EEO Officer will provide for necessary administrative support for EEO Counselors, Investigators, and Hearing Officers. The EEO Officer will coordinate goal setting, barrier removal, and other local requirements in addressing the district's activities under the Coast Guard AAP. Local recognition of special emphasis observations will be coordinated by the EEO Officer.

ENFORCEMENT OF LAWS AND TREATIES

District Law Enforcement (oil) branches, now divisions, were left intact in those districts not affected by realignment. There was no attempt to zero base, as that effort was the subject of a separate study in the recent past. No growth was permitted to fill presently unbilleted needs that would provide facility management, parallel of area staffing for future operations and current operations, or permanentization of functions routinely filled with "out of hide" or Temporary Additional Duty personnel. Security managers, for a time during the study in regionalized locations, have been restored to either law enforcement or information systems staffs in districts, depending on the original location. Districts experiencing geographic growth from consolidation received incremental billet additions at a level in agreement with HQ program managers. NNBIS and OCDETTF billets were left intact; their worth in view of overall Coast Guard billet reductions elsewhere should be validated by separate effort.

FINANCIAL MANAGEMENT STAFFING

Staffing for the district Financial Management Branch was based on a combination of factors:

- a. Budgeting and fund management staffing proposed by Office of Comptroller (G-F) based on number of Operating Targets (OPTARS) serviced and Operating Guide's managed.
- b. Accounting staffing proposed by G-F based on changes in bill payment workload for units transferring to Area/MLC control, OG 4X management, leases, and medical services; and pollution contracting and fine/penalty collections.
- c. Project Team consultations with Districts and others.
- d. Overall need for billet/position conservation.

(1) G-F proposal adjusted for Personnel Allowance List base levels and General Ledger/obligation maintenance reductions due to same workload changes.

Accounting was retained in-place pending future delivery of a standardized automated system and a determination of the potential for centralization and creation of Finance and Accounting Center.

LEGAL

Legal billets/positions considered by this Project Team were those currently assigned to District staffs. Assignment premises were that attorney resources will be assigned to districts to provide operational advice and advise the district commander on military justice issues. Regional Maintenance and Logistics Commands will be staffed to handle contract law, claims, administrative issues (personnel, civil rights, etc.), and a military defense advocacy team. Legal assistance will be provided by both groups as time permits.

Recommended staffing levels were developed by the Project Team from input provided by the Headquarters program manager and District Commanders. Inconsistencies between the two inputs were resolved by the team based on telephone conversations with the legal representative and/or the appropriate district.

A burgeoning workload for Coast Guard lawyers has come in the field of case preparation and trial assistance, where U.S. Attorneys have utilized the talent and knowledge of District legal staffs to supplement their own personnel in trying drug offenders. This participation has resulted in a higher conviction rate and satisfying productivity feedback to Coast Guard

crews who have stood in harms way while effecting an aggressive boarding and seizure program. But the trial work is clearly a DOJ responsibility, and Coast Guard participation at a time of maximum billet conservation is a commitment that needs approval (for dedication of additional billets) at the highest level. Resources for this effort are not included in the project team's recommended staffing.

MARINE SAFETY

District Marine Safety (m) divisions were left intact in those districts not affected by realignment; with the exception of downward revision to clerical staffing in those places where an economy could be taken with minimal impact. There was no attempt to zero base, as that effort was the subject of a separate study in the past, and is on the Program Director's agenda for programmatic leveling due to more recent workload shifts. Districts experiencing geographic growth from consolidation received incremental billet additions to meet their anticipated workload. There were no disputes in the number of officer billets requested and filled.

OFFICE SERVICES STAFFING

Staffing for the District Office Services Branch was based on a combination of factors:

a. Small purchase staffing determined by G-F workload analysis of historical data submitted by districts into the Federal Procurement Data System.

(1) G-F proposal adjusted for transfer of ships, Communication Stations (COMMSTAS), Support Centers (SUPRTCENS); Operating Guide (OG) 4X funding; District Engineering (e), Comptroller (f), and Personnel (p) staffs; and procurement responsibility for maintenance and repair (OG 4X), medical services, and leased housing to the MLCs.

b. Supply support staffing proposed by G-F for ARMS/SURF operation (and oversight of district units), transportation of personal property (including Household Goods), and miscellaneous functions such as mail and postal distribution, print shops, etc.

(1) G-F proposed staffing for Household Goods transportation shifted to PERSRU servicing the district office.

(2) ARMS/SURF staffing adjusted for district inputs and leveled.

(3) Mail room (shipping and receiving) staffing leveled.

(4) Building maintenance functions assumed from GSA (CCGD5) added.

c. Vehicle management staffing determined from billets/positions identified on Personnel Allowance Lists and from personal knowledge then leveled.

The staffing provided assumes that district units will do their own ARMS and personal property inputs on C3 terminals and that SUPRTCENS, districts, or MLCs will provide help and training to field units on ad hoc basis.

Formal procurement and real property management responsibilities now belong to MLCs.

PERSONNEL

Factors considered when developing recommended staffing levels for District Personnel Branches are as follows:

a. Personnel Reporting Units/Personnel Support Centers (PRU's) were left virtually unchanged where they existed on district staffs. Those PRU's that did not have resources for processing HHG shipments were augmented by moving those personnel from Comptroller Division to Personnel.

b. Family Advocacy resources and personnel resources used for housing administration were undisturbed.

c. Billets utilized for career information specialists and drug/alcohol counselors were deleted.

d. Remaining staffs were zero-based with assistance from the program manager to perform those duties remaining in the Districts. This resulted in deleting primarily clerical billets.

MLC staffing for military personnel functions was developed in a similar manner, using Districts 3 and 12 current personnel divisions as the base. Senior Chief Yeoman billets were added for area-wide career information specialist functions. Drug/alcohol counselor responsibilities are assigned to Health Services Division.

Civilian personnel staffing at the MLC's was provided by the program manager and based on generally accepted staffing standards. The resources provided include liaison civilian personnel specialists who will be geographically located at all districts but remain MLC positions.

READINESS AND RESERVE STAFFING

Staffing for the District Readiness and Reserve Divisions was based on a combination of inputs:

1. Reserve branch clerical staffing proposed by Office of Reserve (G-R) based on a 13,000 selected reserve force.
2. Readiness branch staffing proposed by Office of Operations.
3. Redistribution of administrative workload to CCGD1/CCGD5/CCGD11 based on the closure of CCGD3 and CCGD12.
4. Economy of scale was taken into account whereby officer overhead at the new, larger districts is not the sum of the previous individual district staffs.

These inputs were then adjusted for the loss of workload at districts as a result of large cutter program management by the Area Commanders.

Not included were: requests in excess of current PALs; requests for new program requirements (i.e. 14,400 Select Reserve force); or Maritime Defense Zone planning resources.

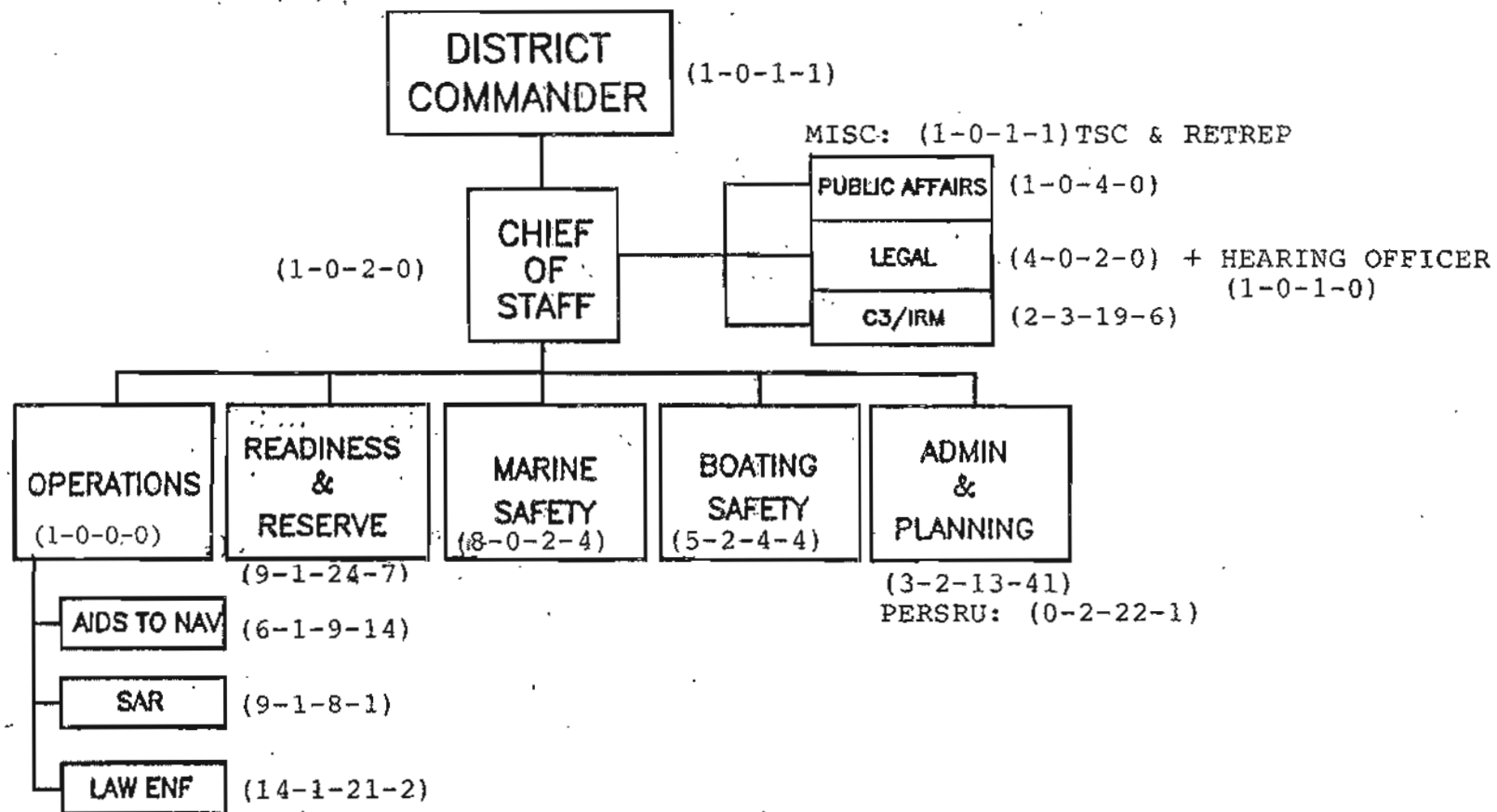
Training teams not previously provided for in the PAL were not provided.

Division chief billets and appropriate reserve branch chief billets should be considered for coding as Reserve Training (RT) funded and Reserve Program Administrator (RPA) filled in order to provide necessary RPA program integrity.

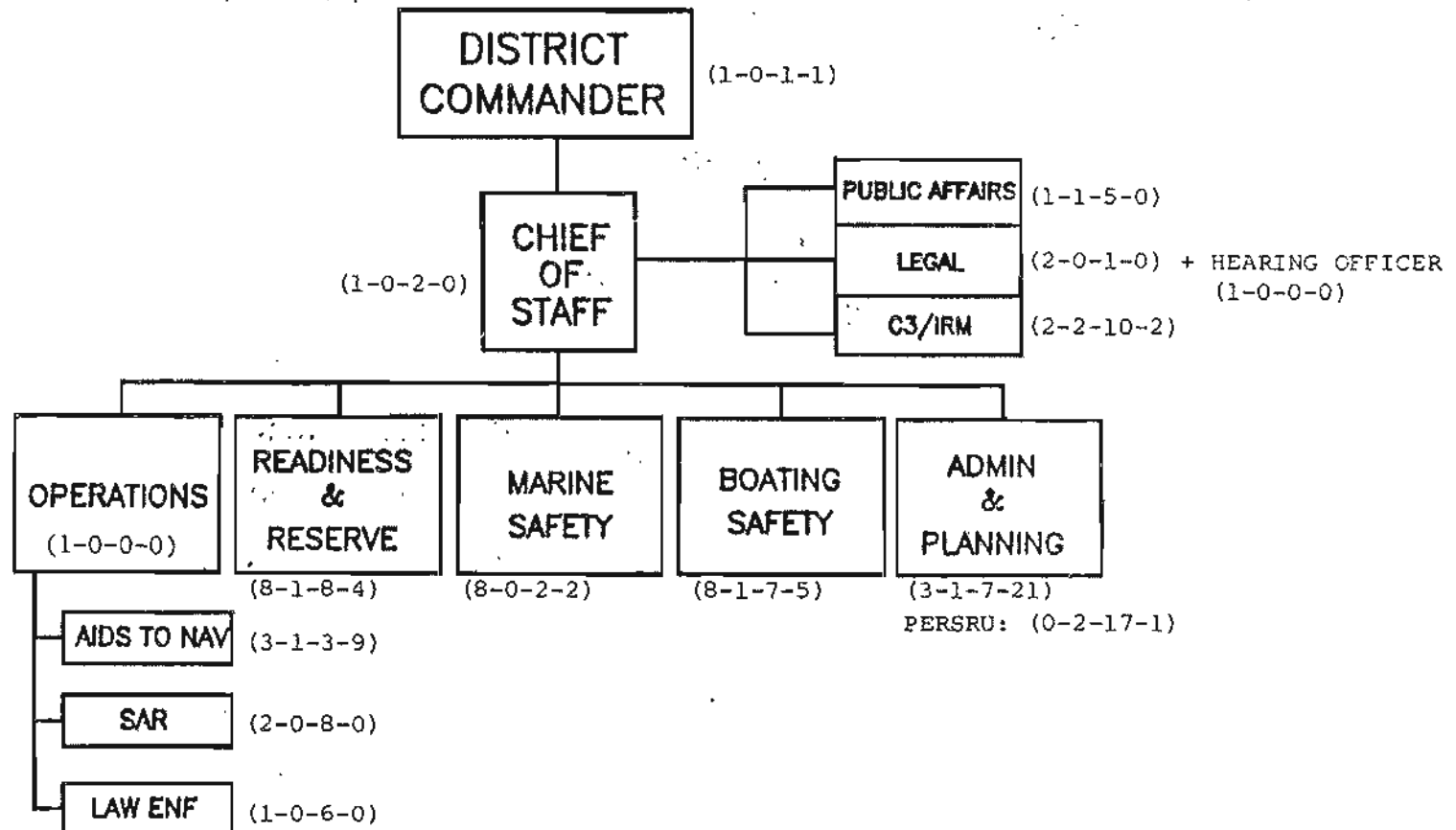
SEARCH AND RESCUE

District Search and Rescue (OSR) branches, now divisions, were left intact in those districts not affected by realignment. There was no attempt to zero base, as that effort was the subject of a separate study in the recent past. No growth was permitted to fill presently unbilled needs that would provide facility management or permanentization of functions routinely filled with "out of hide" personnel. Districts experiencing geographic growth from consolidation received at least one extra controller or assistant controller to supplement watchstanding during peak periods. The requested additions of extra watch positions (minimum of 4 billets) were not supplied, in that projected workload (involvement of the Operations Center as a contributing participant in cases) was not forecast to justify that level of manpower growth. It is apparent that, even in busy districts, cases to a large degree are kept at the group and air station level, below the district. For example, of the 3rd District's 12,000 FY-85 cases, only 113 had major Operations Center participation. With a split of the total between the 1st and 5th Districts (approximately 8,000 and 4,000 respectively), the Operations Center impact of district cases in either new location is less than one case every three or four days. Small boat managers were added to expanded districts.

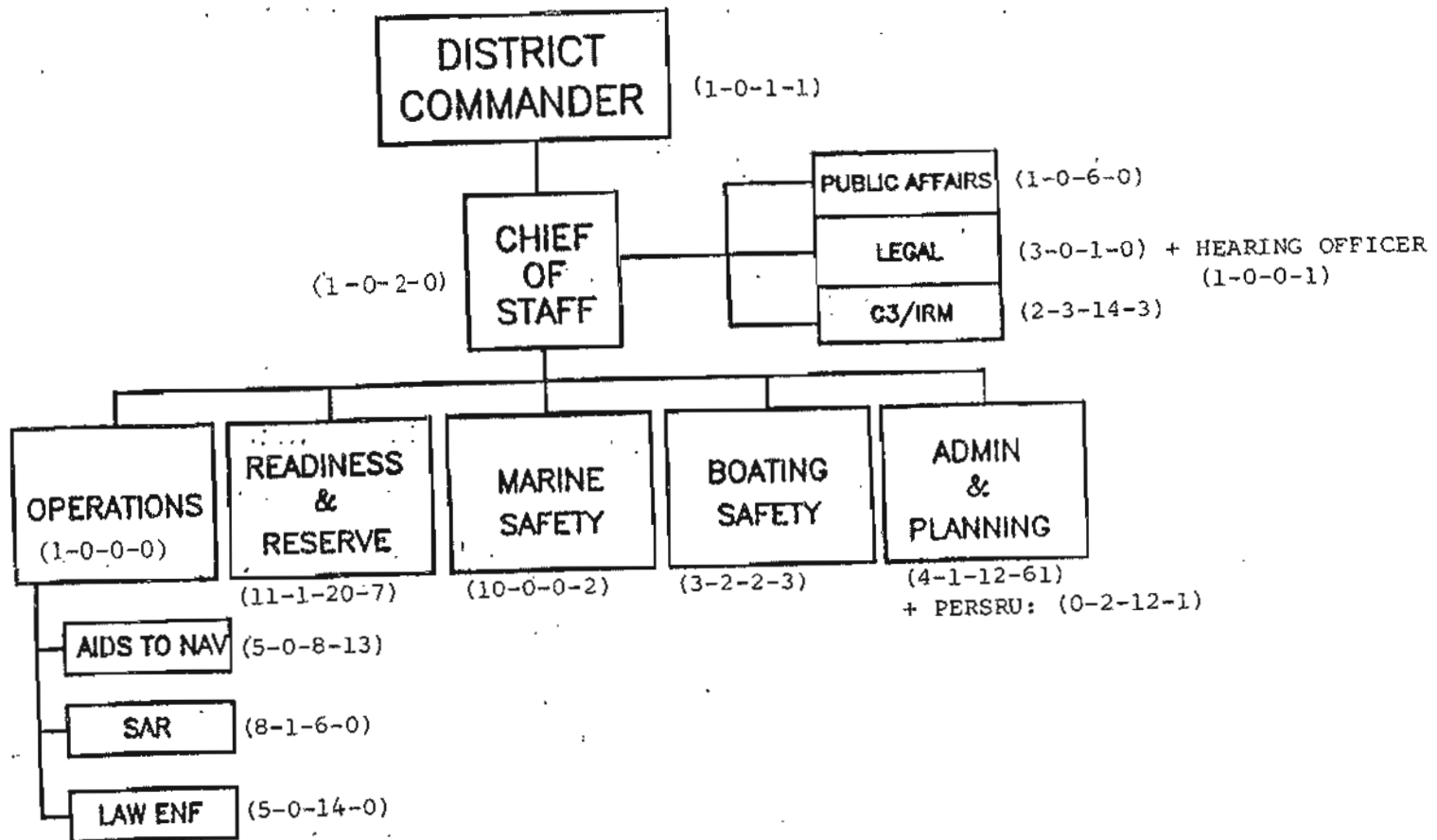
FIRST DISTRICT (66-13-133-82)



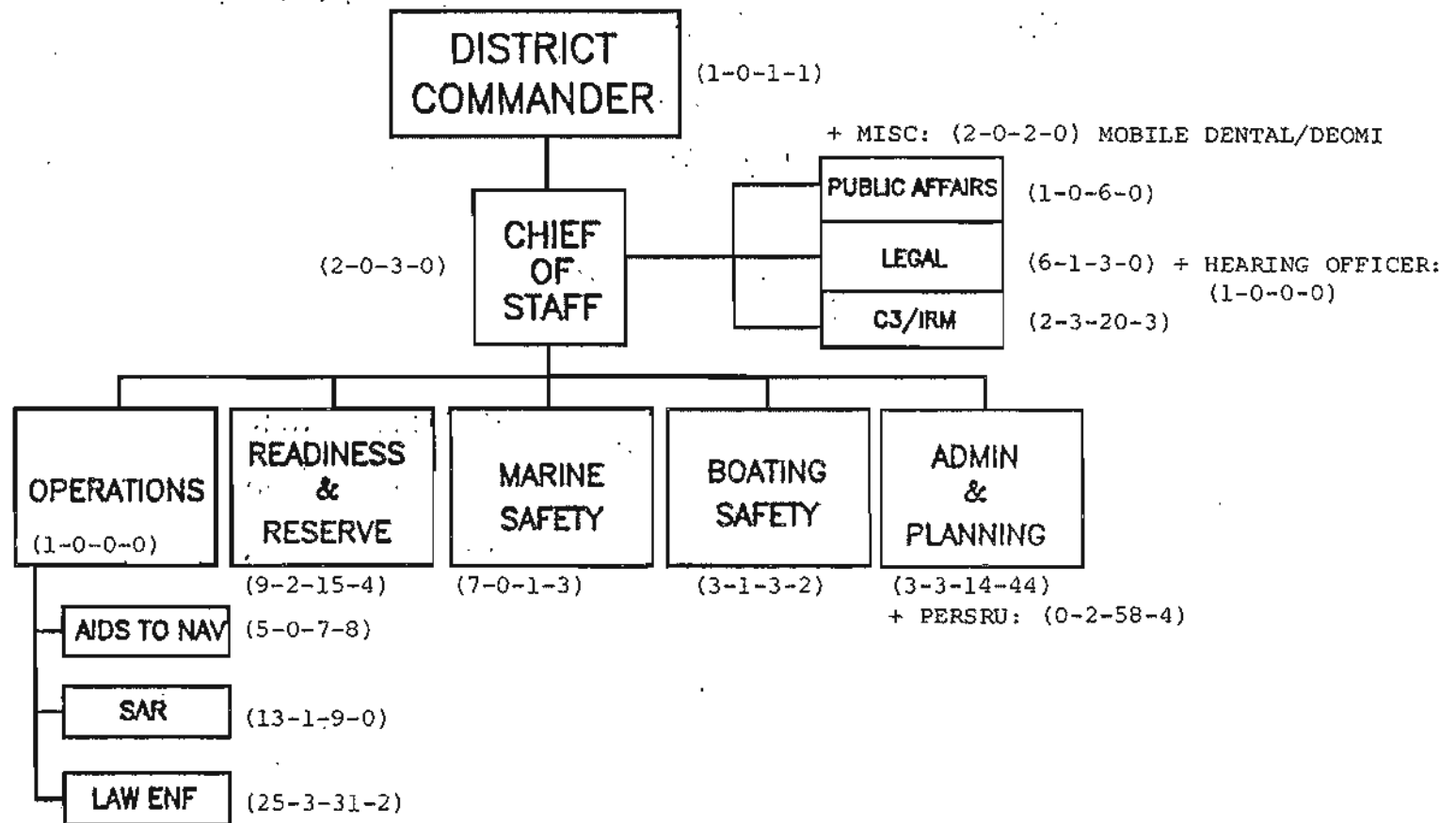
SECOND DISTRICT (42-9-77-45)



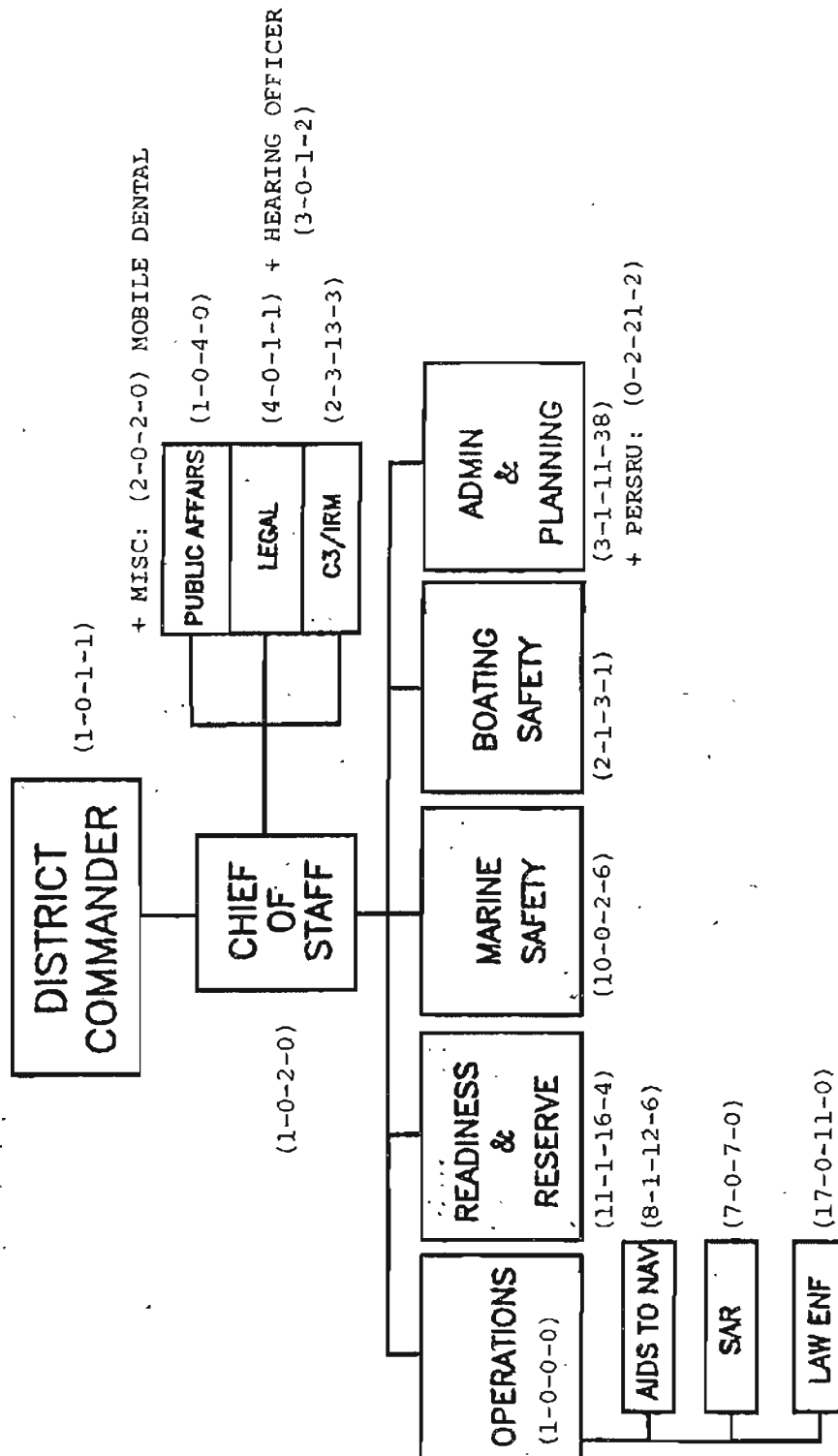
FIFTH DISTRICT (56-10-95-92)



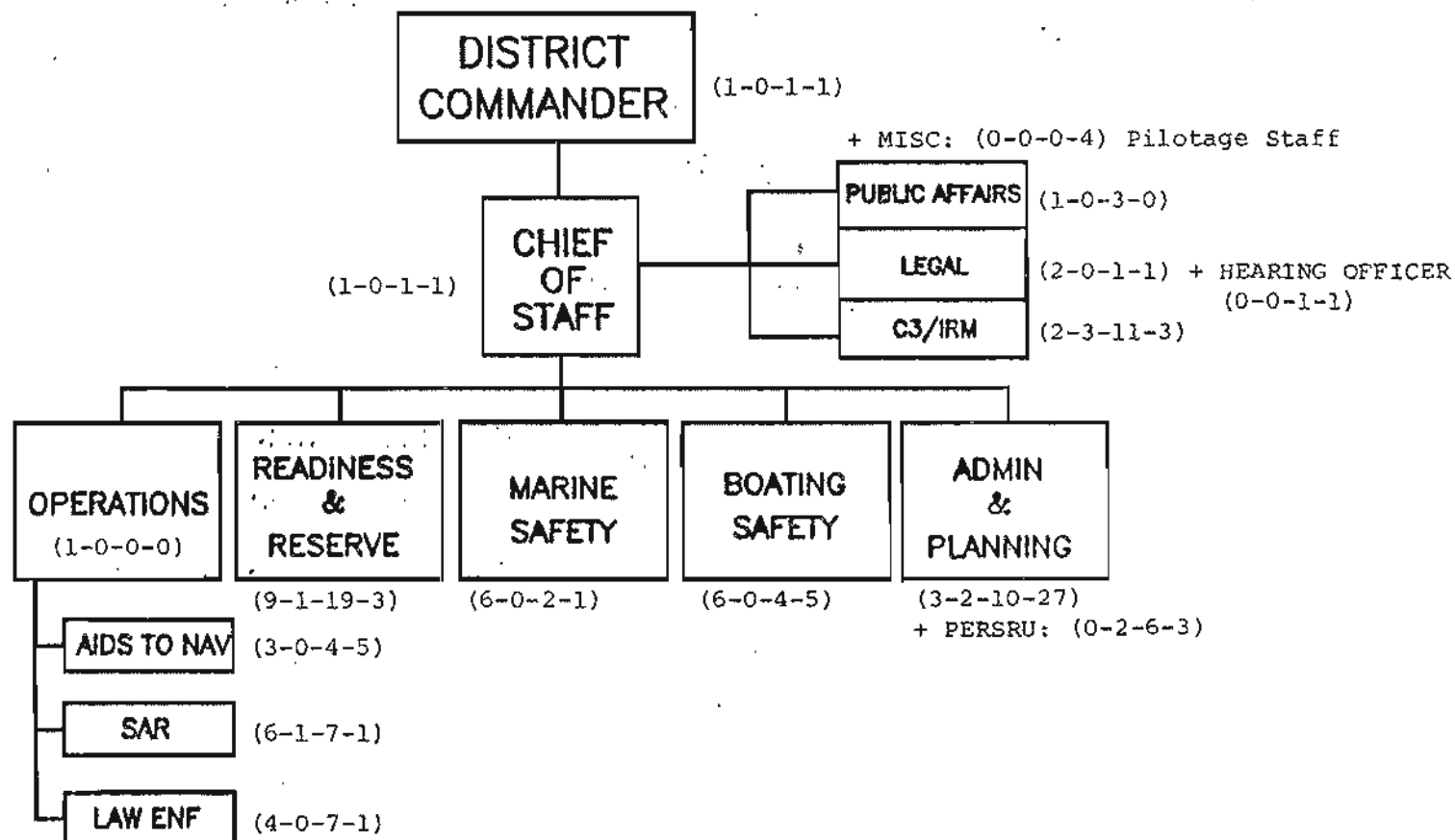
SEVENTH DISTRICT (81-16-173-71)



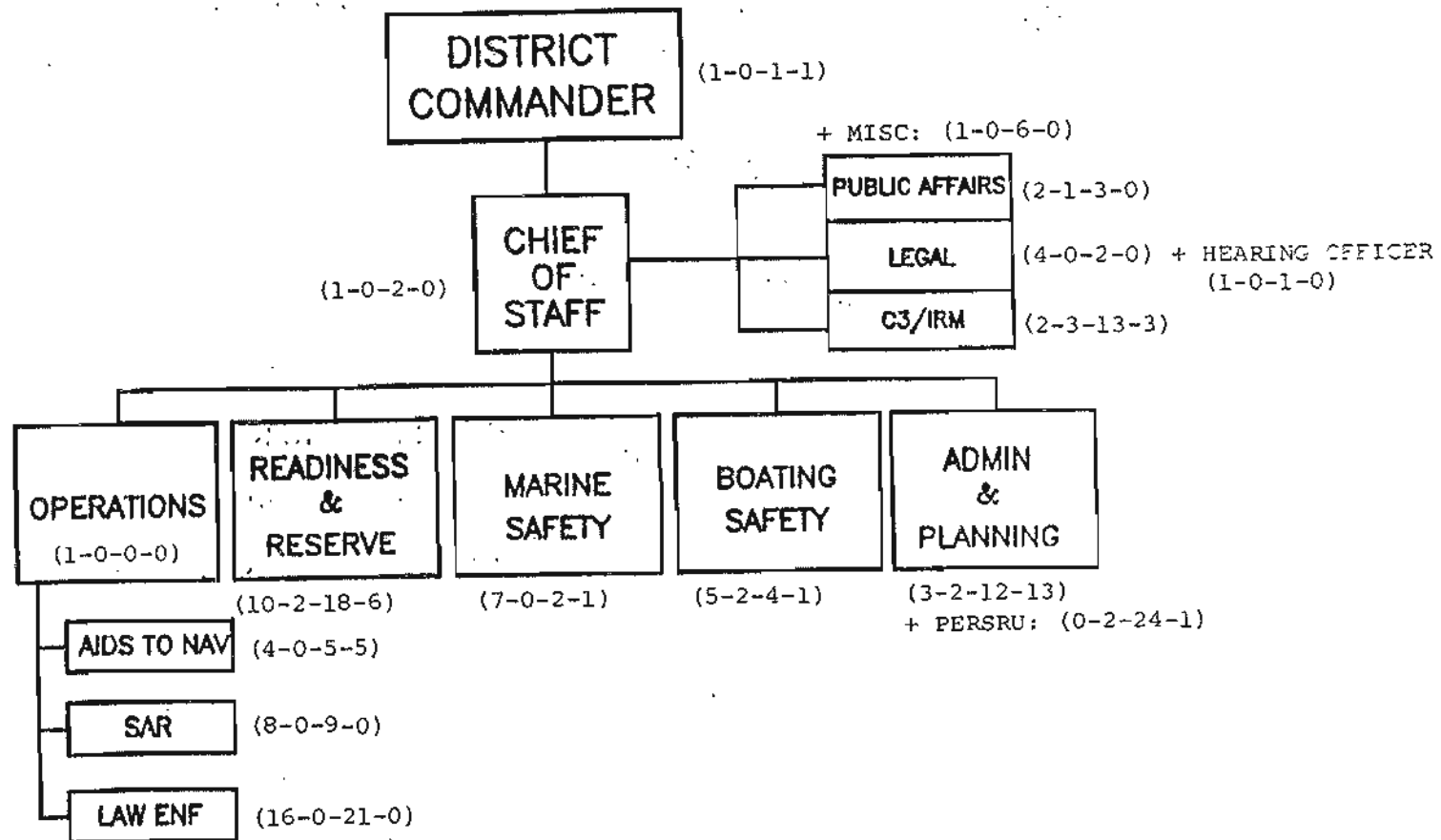
EIGHTH DISTRICT (73-9-107-64)



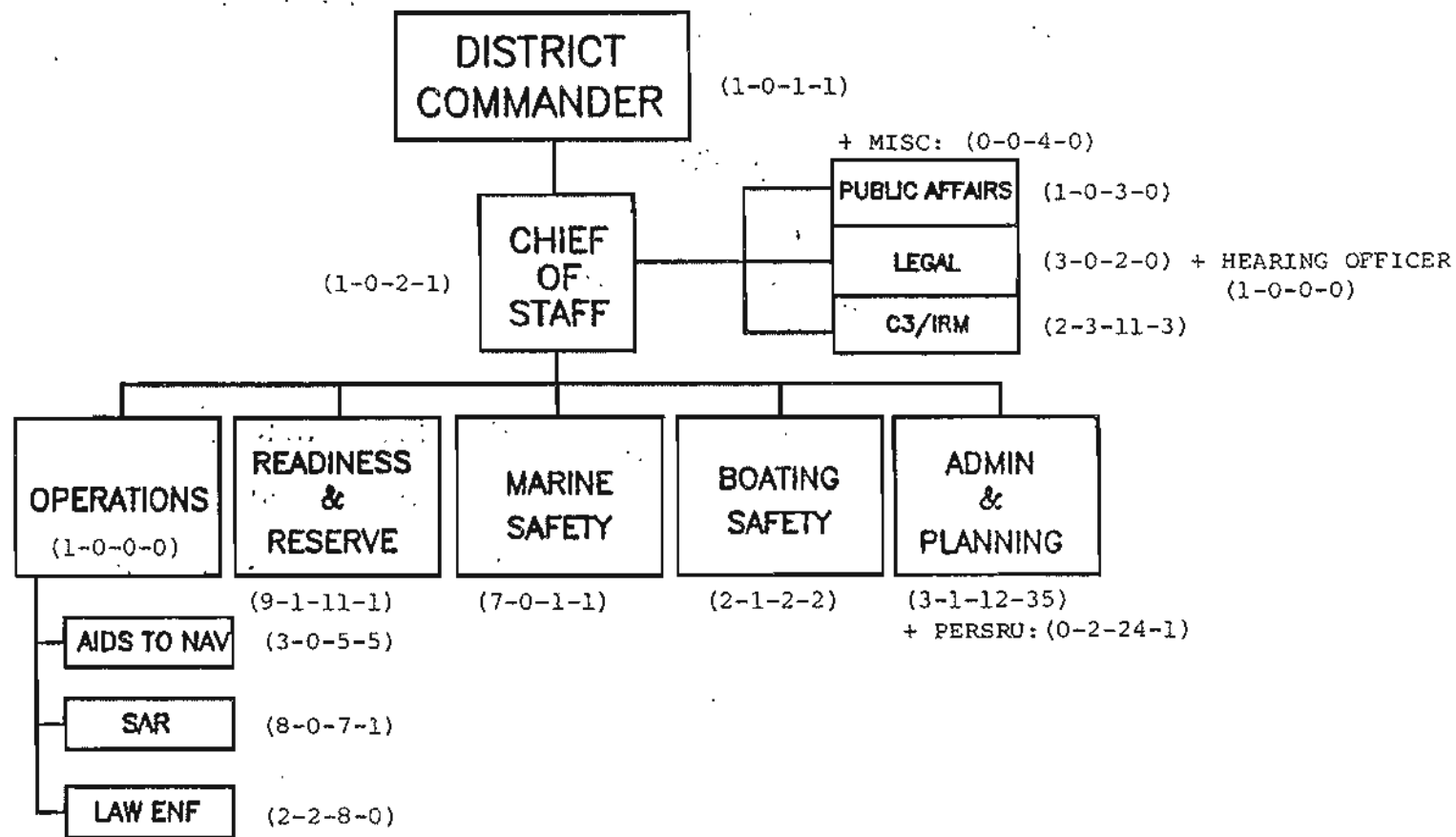
NINTH DISTRICT (45-9-77-57)



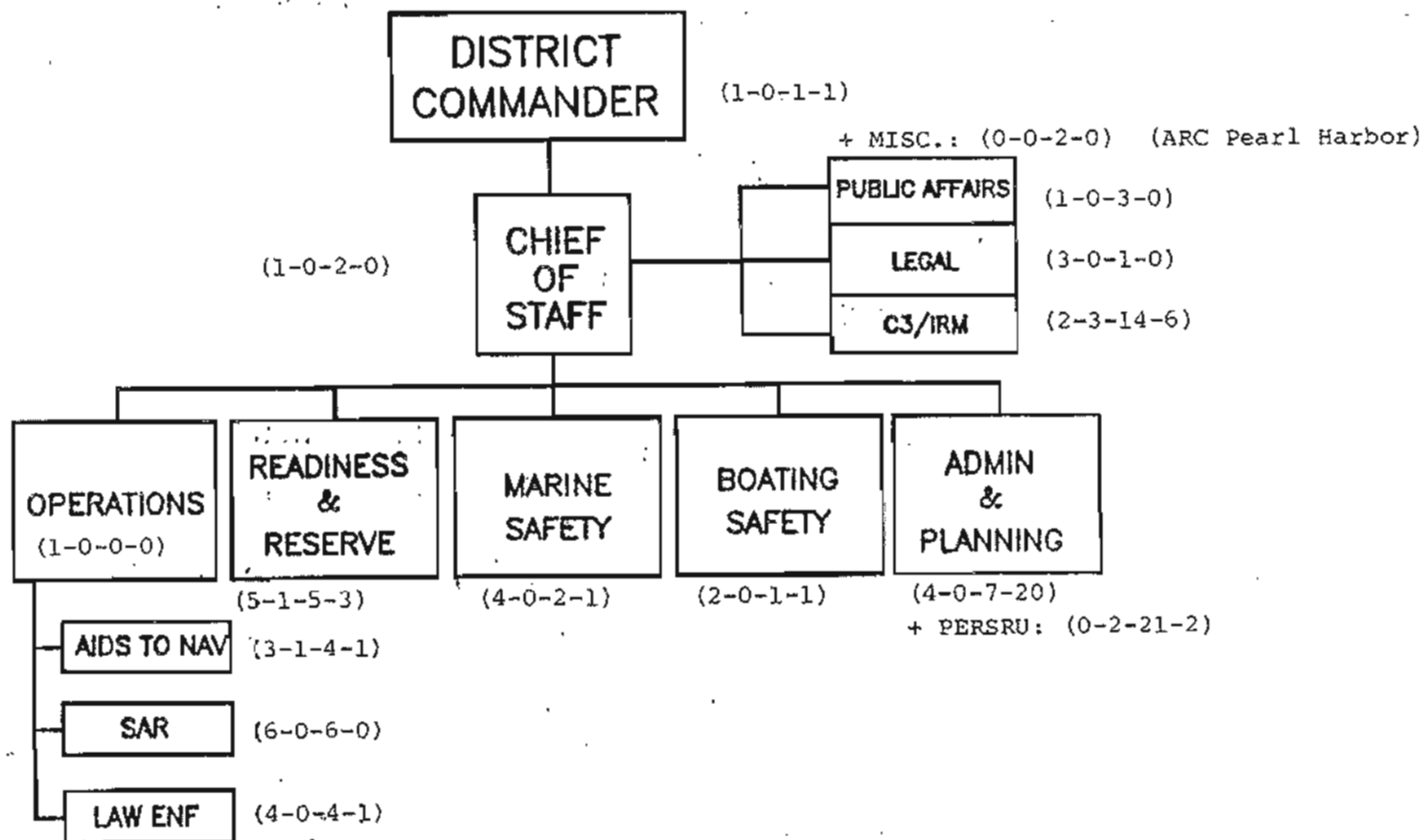
ELEVENTH DISTRICT (66-12-123-31)



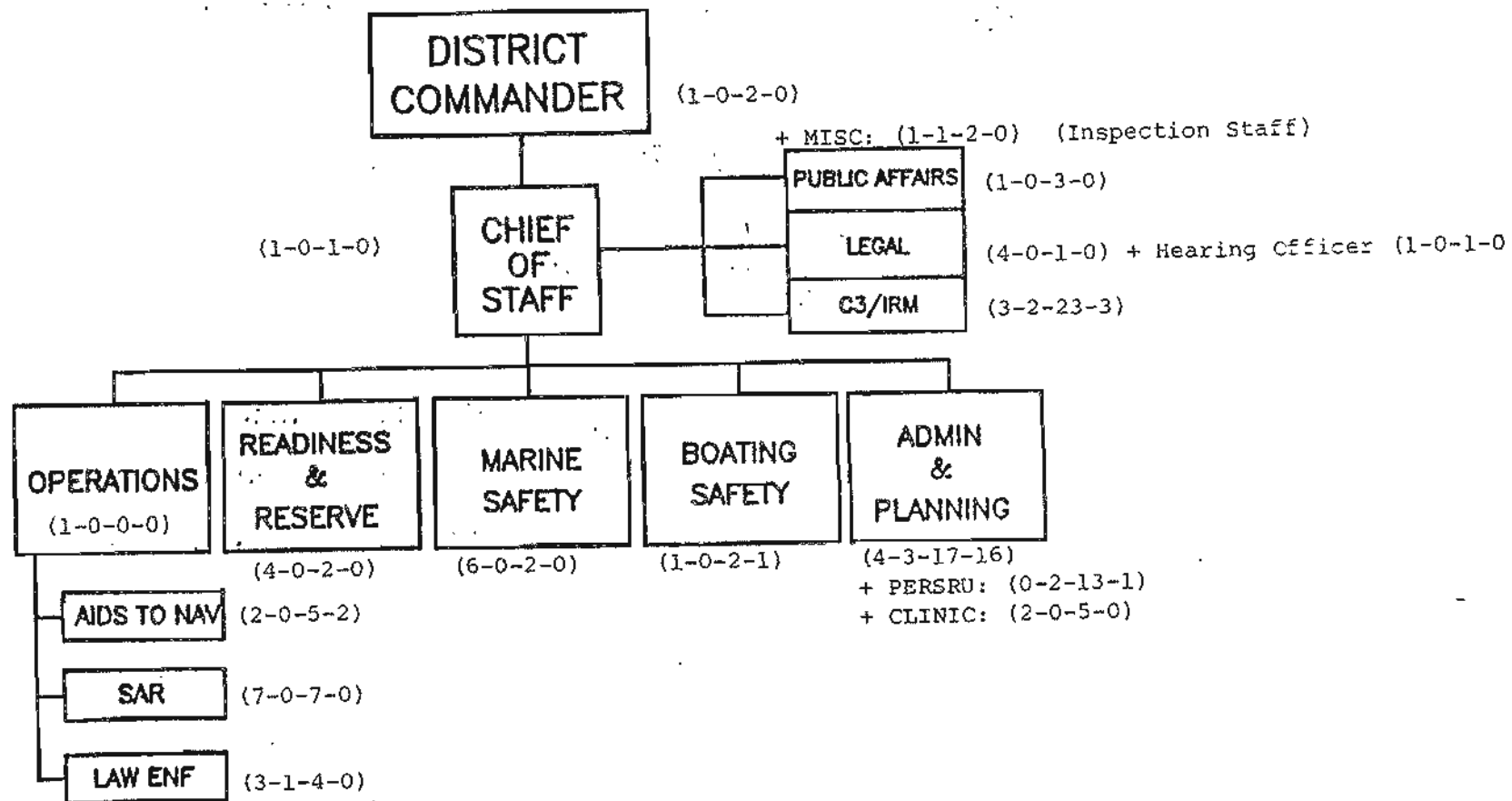
THIRTEENTH DISTRICT (44-10-93-51)



FOURTEENTH DISTRICT (37-7-73-36)



SEVENTEENTH DISTRICT (42-9-91-23)



ANNEX E

RESOURCE IMPACTS

RESOURCE IMPACTS

1. FUNDING: The realignment and consolidation of support functions will create a new budgetary and fund allocation environment, particularly for the Operating Expense (OE) appropriation. Current Operating Stage Budget formulation and execution will change.

a. OBJECTIVES: The objectives of any changes in process should be to:

Make the change transparent to the field units; i.e. they should look to one source of funding and direction and should receive enough money to meet their routine needs,

- Make the process simpler and reduce the number of people or workload involved.

b. ASSUMPTIONS: The assumptions used to formulate a funding methodology are:

- Externally - to Department of Transportation (DOT), Office of Management and Budget (OMB), and Congress - the budgetary process will be the same. The Chief of Staff (G-CCS) will continue to develop, present, and defend the Coast Guard's budget and set overall priorities.

- Future budget levels will remain relatively stable. Except for follow-on funding associated with Acquisition Construction and Improvement (AC&I) project deliverables (Fleet Renovation and Modernization (FRAM), Mid-Life Maintenance Availability (MMA), C-130s, Patrol Boats (WPBs) etc.) new resources will be limited to some Cost of Living adjustments.

- The "base" level or fixed costs, of the OE Appropriation budget will continue to consume approximately 90% of total funds available (pay and allowances for military and GS civilian personnel alone totals 53% of the annual OE budget). As a result, "discretionary" funds; e.g., non-critical maintenance and repair work and spare parts replenishment (\$130 million in FY 86) will remain a small part of the funding available. Note that many of these "discretionary" expenses simply represent a deferral of lower-priority requirements.

- The Coast Guard budget will continue to be program oriented and some fund management decisions should continue to be made centrally such as the magnitude of the leased housing program and the portion of training/education money available to the field for professional development vs. needs for service-wide training (flight school, Post-Graduate program, etc).

- Area commanders will continue to schedule usage for major platforms - cutters and aircraft. Fuel/energy funding, essentially zero-based, will continue to be allocated based on planned operating hours.

- Area commanders, following input from and negotiations with district commanders, will set priorities for maintenance and repair work within the maintenance philosophy established by the program manager. Existing algorithms for distributing the essentially zero-based, project oriented maintenance Operating Guide (OG) budgets may be used for initial planning but priorities are dynamic and funds may be mixed among OGs as necessary.

- Area commanders will make reprogramming decisions within their fund availability and request additional resources from the Chief of Staff (G-CCS). District commanders will have reduced ability to variance money for emergencies because of the loss of fuel/energy and maintenance funds.

- AC&I projects are distinctly budget line item related and major projects will continue to be assigned as they are now (Resident Inspectors Office (RIOs), Aircraft Program Office (APOs), Facilities Design and Construction Center (FD&CCs).

- Pick-up accounts will continue to be used for leased housing and medical services. Fuel for Area units may best be administered using a pick-up account also. Oversight or control of these funds, where there is little or no real accountability by the user, should be reviewed by the program manager and the Maintenance and Logistics Commands (MLC) internal control/compliance inspection group.

c. UNITS: Units to be funded through the Regional Maintenance and Logistics Commands (designated as Administrative Target Units) include:

- Regional Maintenance and Logistics Command
- Area offices
- Area units (Medium Endurance Cutters (WMEC) and larger, and Communications Stations (COMMSTAs)
- Facilities Design and Construction Center (FD&CCs)
- Support Centers
- Naval Engineering Support Units (NESUs)
- Field Engineering Offices (FEOs)
- Electronic Support Units (ESUs)
- Maintenance Assist Team (MATs) and District Technical Assist Teams (ASSISTS)

d. FUND DISTRIBUTION: Annual Operating Targets (AOTs) will be distributed as follows:

- Districts:

(1) OG 30 for ships (Buoy Tender (WLB) and smaller), Air Stations, Marine Inspection Offices/Marine Safety Offices, LORAN stations, Groups/Stations, including fuel/energy, and district offices.

(2) OG 54 for armory consumables and small arms training.

(3) OG 56 for local professional training and off-duty education.

(4) OG 90 for reserve training.

- Regional Maintenance and Logistics Commands:

(1) OG 30 for units cited in c. above.

(2) All OG 4X for maintenance and repair.

(3) OG 54 for area units training and readiness.

(4) OG 56 for local professional training and off-duty education.

(5) OG 57 for medical equipment.

e. METHODOLOGY: The precise amount of funding to be allocated or reallocated to Districts and Regional Maintenance and Logistics Commands must be determined when the Operating Facility Change Orders (OFCO) are written.

- OG 30 redistribution will require districts to define the funding base for units and functions/staff elements (all engineering, contracting, real property, Subsistence Advisory Team (SAT), Non-Appropriated Funds (NAF) management, compliance inspection, safety, civilian personnel management, medical administration, career information counselors, drug and alcohol, civil rights, and some legal) including both Operating Targets (OPTARS) and district controlled accounts. District redistribution proposals may have to be negotiated with the receiving Area/MLC staffs and Headquarters Appropriation Managers. Attachments 1 and 2 show a gross approximation of the magnitude of changes based on historical average costs. Attachment 3 shows the approximation of changes for Coast Guard District Three units transferring to Coast Guard District One and Coast Guard District Five using the same methodology.

- Maintenance and Repair (OG 4X) funding will be transferred initially based on the approved projects. Future allocations may be established in a much simpler way. Attachment 4 shows the actual distributions of OG 4X funds between Commander, Atlantic Area and Commander, Pacific Area. Note the minimal variance over the last 4 years. This predictably reflects the distribution of assets between areas and could continue in the macro sense until a significant change in the balance occurs. A corollary benefit to this simplified distribution technique would be the elimination or reduction of some Headquarters staff (about 5-10) engaged in OG management.

- Training funding (OG 56) is divided between different types of training and education. For example, recruit/Officer Candidate School (OCS) training, basic flight training, post graduate education, Classes A and C schools have fairly consistently consumed about 80% of the total budget. The remaining 20% has been distributed to the field based on a laborious, detailed priority budget document. Actual use of these field funds is difficult to determine. The initial redistribution of field training funds under the realignment should be based on the existing budget system determined by Chief, Training and Education Division (G-PTE) but future allocations should be much simpler - either on a historical percentage basis or on a per capita basis. Operational readiness training quotas, particularly for Navy schools/courses must be requested/coordinated from a single Coast Guard source which would preclude delegation of this function to either of the areas. Therefore, non-field OG 56 funding should remain a centralized function, currently performed by Chief, Training and Education Division (G-PTE) but potentially by a Training Command outside the Washington DC area.

- Ordnance (OG 54) and medical equipment (OG 57) funds currently distributed to the field are relatively insignificant compared to the other funds. Procurements using these funds may be more efficiently done centrally than regionally. Until this has been determined by the program managers, the distribution to MLCs and districts should be determined on a case-by-case basis.

2. RECURRING COSTS: Annual increases in operating costs attributable to the realignment fall into two basic categories - (1) personnel and (2) travel.

Increased personnel costs are due to changes in grade levels, reflecting more expertise and experience for both military and civilian staffing at the Regional Maintenance and Logistics Commands. Grade levels in districts are expected to decline overall.

Incremental travel funds, amounting to about \$2.2 million, are needed to perform the MLC's functions. As functions/staffs move from districts to the MLCs annual travel costs in the districts' budget bases will have to be reallocated in addition to the incremental funding requirements.

Increased space costs are not anticipated. The MLCs are both located on government owned property, and there will be increased OG 30 and 43 maintenance costs. These increases should be offset by reductions in district Standard Level User Charge (SLUC)/RENT charges as district staffs are reduced and space is returned to GSA.

3. TRANSITION COSTS: Non-recurring costs associated with the realignment will be necessary to accomplish the personnel relocations and to prepare the MLC facilities.

Costs for the additional transfers of military personnel are projected at \$1.65 million. Civilian personnel relocation packages are projected at \$1.57 million and severance costs may amount to about \$1.6 million. At this point Chief, Office of Personnel (G-P) does not expect a need to offer early retirements/separation incentives. Total personnel impact is estimated at \$4.82 million.

Facility modifications for both MLCs including office space renovations, landline changes, acquisition of flag quarters for Regional Maintenance and Logistics Commander (West), and expedited installation of Financial Accounting Support System (FASS) or a comparable interim accounting system will be approximately \$2.1 million.

Transportation costs for moving office equipment and files is projected at about \$400 thousand.

ANNEX F

PERSONNEL MACRO VIEW

AND
IMPACT

AREA	NET PERS. MIL.	CHANGE CIV.	ORGANIZATIONAL CHANGES
Boston	-27	-38	District assumes northern two-thirds of CCGD3 from Toms River, NJ north. Support functions (all of e, di, and parts of f, p, and dl) go to MLC in New York. Electronic and Naval Engineering support unit created as units of MLC, tenant of SUPRTCEN.
New York	+ 1	+94	Third District dissolved. MLC East established on Governors Island. Naval, Electronic and Civil Engineering field support units established on Governors Island. Area staff augmented for enhanced operational oversight. District office eliminated.
Tidewater	-36	-22	Fifth District assumes southern Third District. Support functions to MLC East. Naval and Electronic support units created at SUPTCEN. FD&CC Norfolk increased to handle OE projects above \$100K.
Miami	-63	-48	Seventh District support functions to MLC East. Naval, Electronic and Civil Engineering field support units established at Base Miami.
Cleveland	-58	-38	Ninth District support functions to MLC East. Facilities Engineering field office, subunit of MLC, established.
Detroit	+11	+ 1	Naval and Electronic Engineering field offices, subunits of RSC, established.
St. Louis	-47	-21	Second District support functions to MLC East. Naval and Electronic engineering field offices established.

AREA	NET PERS.		CHANGE CIV.	ORGANIZATIONAL CHANGES
	MIL.			
New Orleans	-59	-59	-59	Eighth District support functions to MLC East. Naval and Electronic engineering field offices established.
Juneau	-51	-27	-27	Seventeenth District support functions to MLC West. Facilities Engineering field offices established.
Seattle	-65	-40	-40	Thirteenth District support functions to MLC West. Naval and Electronic field offices established. FD&CC augmented to handle OE projects above \$100K.
Alameda	+39	+105	+105	Twelfth District absorbed by Eleventh District. MLC West created on Coast Guard Island. District office eliminated. Naval, Civil and Electronic Engineering field offices established.
Long Beach	+18	-28	-28	Eleventh District assumes Twelfth District. Support functions to MLC West.
Honolulu	-47	-23	-23	Fourteenth District support functions to MLC West. Naval, Civil, and Electronic Engineering support unit established.

ANNEX G

SUPPORT ORGANIZATION FUNCTIONS

REGIONAL
MAINTENANCE
AND
LOGISTICS
COMMAND

EAST

RMLC
COMMANDER

CIVIL RIGHTS

DEPUTY

INSPECTIONS

-COMPLIANCE
-SAFETY

TECHNICAL SUPPORT
DIVISION VESSEL

-SUPPORT BRANCH
ICEBREAKERS
WHEC's
WMEC's
ATON CUTTERS
SMALL CUTTERS
STANDARD BOATS
ORDNANCE

-ADMIN. BRANCH
CONTRACT REV.
TECH. SERVICES
PPB
ASSIST/TRNG

-SPECS. BRANCH
HULL
MACHINERY
ELECTRICAL

-PROC. & LOGIST.
CONTRACTING
SMALL PURCH.
ARMS / LOG.

NESU, BOSTON

NESU, NEW YORK

NESU, PORTSMTH

NESU, MIAMI

TECHNICAL SUPPORT
DIVISION SHORE

-PROGRAM ADMIN.
& BUDGET BRANCH
-SHORE FAC. PLNG
& COMPL. BRANCH

FD & CC

FEO, NORTHEAST

FEO, SOUTHEAST

FEO, MIDEAST

NESU, NOLA

NESU, DETROIT

NESU, ST. LOUIS

TECHNICAL SUPPORT
DIVISION C3

-BUDGET & PLNG
-SUPPORT ELECT BR
SHIP SUPPORT
NAVIGATION SUP.
MAINT. SUPPORT

-TELECOMMS.
RADIO SYSTEMS
NETWORK MGMT.
SECURE COMMS.

-IRM

ESU, BOSTON

ESU, NEW YORK

ESU, PORTSMTH

ESU, MIAMI

ESU, NOLA

ESU, DETROIT

ESU, ST. LOUIS

FINANCE DIVISION

-PPB
-PROCUREMENT
-ACCOUNTING
-PERSONAL SUP.

SUPPORT
CENTERS

PERSONNEL DIVISION

-CIVILIAN PERSONNEL
-MILITARY PERSONNEL
-PERSONNEL SUPPORT

HEALTH SERVICES
DIVISION

-QUALITY ASSURANCE
-ENVIRONMENTAL HEALTH
-ADMINISTRATION

LEGAL DIVISION

-CLAIMS
-ADVOCACY
-GENERAL
-CONTRACT
-ADMIN

REGIONAL
MAINTENANCE
AND
LOGISTICS
COMMAND

WEST

RMLC
COMMANDER

CIVIL RIGHTS

DEPUTY

INSPECTIONS

-COMPLIANCE
-SAFETY

TECHNICAL SUPPORT
DIVISION VESSEL

-SUPPORT BRANCH
ICEBREAKERS
WHEC's
WMEC's
ATON CUTTERS
SMALL CUTTERS
STANDARD BOATS
ORDNANCE

-ADMIN. BRANCH
CONTRACT REV.
TECH. SERVICES
PPB
ASSIST/TRNG

-SPECS. BRANCH
HULL
MACHINERY
ELECTRICAL

-PROC. & LOGIST.
CONTRACTING
SMALL PURCH.
ARMS / LOG.

NESU, ALAMEDA

NESU, SEATTLE

NESU, HONOLULU

TECHNICAL SUPPORT
DIVISION SHORE

-PROGRAM ADMIN.
& BUDGET BRANCH
-SHORE FAC. PLNG
& COMPL. BRANCH

FD & CC

FEO, ALAMEDA

FEO, HONO

FEO, JUNEAU

TECHNICAL SUPPORT
DIVISION C³

-BUDGET & PLNG
-SUPPORT ELECT BR
SHIP SUPPORT
NAVIGATION SUP.
MAINT. SUPPORT

-TELECOMMS.
RADIO SYSTEMS
NETWORK MGMT.
SECURE COMMS.

-IRM

ESU, ALAMEDA

ESU, HONO

ESU, SEATTLE

ESU, KODIAK

FINANCE DIVISION

-PPB
-PROCUREMENT
-ACCOUNTING
-PERSONAL SUP.

PERSONNEL DIVISION

-CIVILIAN PERSONNEL
-MILITARY PERSONNEL
-PERSONNEL SUPPORT

HEALTH SERVICES
DIVISION

-QUALITY ASSURANCE
-ENVIRONMENTAL HEALTH
-ADMINISTRATION

LEGAL DIVISION

-CLAIMS
-ADVOCACY
-GENERAL
-CONTRACT
-ADMIN

SUPPORT
CENTERS

CIVIL RIGHTS OFFICER

Equal Opportunity Program administration is consolidated at the MLC level to coordinate development of military and civilian affirmative action plans; assure military and civilian managers and supervisors are aware of, understand and comply with program requirements; and advise and assist top management on special initiatives and problem resolution. Districts and Headquarters Units will continue to appoint collateral duty Civil Rights Officers and counselors and provide for their training through locally available training courses. MLC Civil Rights staff will arrange (through contract or other means) for periodic human relations training for Districts and Area Units. The staff will assure civil rights issues and concerns are communicated to other staff elements and will serve as liaison with the Legal and Personnel staffs on civil rights problem resolutions. (See Appendix 1).

REGIONAL INSPECTOR

The functions of the former District Inspectors have been expanded, redefined and consolidated at the MLCs. Inspections of field units have been divided into operational readiness and compliance components. The oversight of a unit's readiness to carry out its operational mission is the responsibility of the Operational Commander (Area or District). Operational readiness includes appearance of the unit and its crew, state of training, material condition, adequacy of plant and supplies and quality of leadership. No dedicated inspection staff has been provided Area or District Commanders but this oversight function was considered in providing overall staffing levels. Determining readiness of a subordinate unit is the direct responsibility of a military commander which may be executed via the staff component that oversees this for the commander. This function should not be performed by an agent such as a district inspector. Elimination of duplication of inspection areas which currently exist between the former district inspectors and Refresher Training, training teams, etc., is also assumed.

Compliance, i.e. a unit's adherence to the requirements of law, regulation, directive and policy, is determined periodically by the MLC Inspector. A specific staff is provided for this purpose. Much of the former district inspector check-off lists will be utilized. Sufficient staffing is provided for two teams to inspect smaller units. Initially, inspections of only District, MLC or Area units is contemplated. Headquarters units and District and Area staffs may be added later with additional staffing as necessary.

The MLC Inspector, an O-6, has two branches: Compliance (as discussed above) and Safety. Safety is the former District Safety Manager function consolidated at the MLC level.

FINANCIAL MANAGEMENT

Planning and budgeting will continue to be performed in districts as well as at the MLC. District requirements for planning will be reduced substantially with the transfer of engineering responsibilities and associated capital plant acquisition or change documentation (Planning Proposals and AC&I PPRs) to MLCs. District budgeting workload, including preparation of CG-4144s and allocation/adjustment of operating targets, will also be reduced with the transfer of major units (ships, communications stations and support centers) and technical support functions (maintenance and repair, medical and contracting) to the areas and MLCs. District planning and budgeting functions will be combined in the Administration and Planning Division. Area and district staffs will coordinate development of planned operating hours for major ships and aircraft so that fuel funds can be budgeted and distributed. Maintenance and repair backlogs and new requirements will be developed by districts, areas, and MLCs for their respective units and prioritized. MLCs will convene a board annually to establish overall priorities for maintenance and repair. Areas will approve the program. Updated procedures will be established in each Area to suit their needs.

Operating funds will be allocated from the Appropriation Manager in Headquarters. Districts and areas will receive Operating Guide (OG) 30 funds (including fuel/energy) for their units and staffs. MLCs will receive OG 30 funding for the support centers and MLC staffs. All maintenance and repair (OG 4X) funds will be provided to the MLCs. Ordnance funds (OG 54) will be provided to MLCs for ammunition purchases and to districts for armory operations and small arms training. Training funds (OG 56) will be provided to the MLCs districts for local training and off duty education. All medical equipment (OG 57) funds will be provided to the MLCs. Reserve Training (OG 90) funds will be allocated to the districts as they are now. AC&I funds for new projects started and managed by the Facilities Design and Construction Centers (FD&CCs) in FY 88 will be provided to the MLCs.

Accounting will continue to be performed "locally" until a standardized system is developed and centralization of the function can be examined. An alternative suggestion to partially regionalized accounting in the Pacific Area was received late and approved. Districts will see a reduction in workload as units (ships, etc.) are transferred to area control and functions (major procurements such as pollution, housing and medical contracting) are transferred with associated staffs to MLCs. In some cases, districts will continue to perform accounting services for Area/MLC units such as FD&CCs until MLC accounting operations are fully staffed and equipped. Even though total funds to be accounted for will basically remain the same in those districts, the transaction volume will drop because of the types of transactions (e.g. construction contracts generate fewer obligations and bill payments than leases or medical service contracts). Overall, district accounting resources will stay the same except for minor adjustments associated with workload shifts. Data transcription, where still performed by Coast Guard personnel has been continued on an interim basis.

These resources should be released within a year as contracts are awarded or interim accounting systems are installed. Accounting staffs at the MLCs will be established using the nucleus of people from the CCG3 and CCG12 staffs. Interim automation improvements to existing CCG3 and CCG12 accounting systems will be expedited. If Financial Automated Support System (FASS) is certified to meet Coast Guard interim needs, it will be installed ahead of the existing schedule dates so that MLCs will be on-line to start operations at the beginning of FY 88.

Formal contracting will be regionalized along with technical support functions. Where practicable in a workload sense, procurement personnel will be integrated organizationally with the engineering personnel they support; e.g. the Vessel Support Division of the MLC will contain a procurement and supply cadre and procurement staffs at FD&CCs will be increased to deal with the major shore station maintenance workload. FD&CCs will assume responsibility for outfitting new facilities they design and construct. The Finance Division of the MLCs will also have a procurement staff to regionally acquire and administer pollution clean-up, non-shipboard electronics and ADP, leased housing, and medical services. The same division will provide procurement and supply support for the MLC and the Area staffs. The appropriate procurement staffs at the MLC will service district formal contracting needs functionally. Districts will retain small purchase authority to support district staffs and district units as necessary. Increased purchasing authority for performing organizational level maintenance and administrative support will be provided to district units (Groupss, Marine Safety Offices, Bases) with a Chief Warrant Officer (F&S) as deemed necessary by the District Commanders. Individuals must be procurement qualified before this authority is provided.

Districts will retain the Automated Requisition Management System (ARMS), or other requisitioning systems they have in place. Staff resources will be reduced because of automation productivity improvements, transfer of units to Areas/MLCs and reduction of staff personnel. MLCs will assume the requisitioning systems in place at CCG3 and CCG12 and service Area staffs, Area units not capable of self-support, and MLC staffs. MLCs will monitor supply fund activities at their field units and coordinate with Inventory Control Points (ICPs). MLCs and districts will manage Inter-Service Support Agreements (ISSAs) and space for their respective units, and deal directly with GSA regional officials.

Real property management will be regionalized at the MLCs where legal, civil engineering, and procurement support resides. Personal property management will remain decentralized at the units, with districts and MLCs providing the capitalization and accounting data entry for their respective units. More emphasis will be focused on control of assets during compliance inspections from the MLC staff.

Miscellaneous office service resources (mail room, multilith operations, etc.) will remain in the districts and adjusted for decreased staff size.

Finance Division

1. Under the direction and supervision of the Maintenance and Logistics Commander, the Chief, Finance Division shall:

- a. Act as principal financial management and procurement advisor to the MLC, Area Commander, and other staff officers.
- b. Direct, supervise and coordinate the activities of the Chiefs Budget, Accounting, Procurement, Supply and Property, and Personal Support Branches and other program/staff elements.
- c. In coordination with the internal control/compliance inspection staff, conduct evaluations of Area and MLC units as required by law, regulations, or directives.
- d. Administer funds allocated to the MLC for staff operation and support.
- e. Provide mobilization planning input for all phases of financial management, procurement, supply, property management, and personal support.
- f. Act as Cognizant Authority for Non-Appropriated Fund units within the Area.
- g. Assess existing systems to determine risks of fraud, waste, and abuse. Implement necessary internal controls to safeguard Coast Guard assets and to ensure fiscal integrity.

Budget Branch

1. Under the direction and supervision of the Chief, Finance Division, the Chief, Budget Branch shall:

a. Coordinate and consolidate estimates for annual budgets or continuing resolutions involving the following Operating Guides (OG):

(1) OG 30 for ships (Medium Endurance Cutter and larger), communication stations, Support C Centers, FD&CCs, Area and MLC staffs, and MLC field units. Energy funding for these units is included.

(2) OG 4X for maintenance and repair of all units in the area.

(3) OG 54 for area units' training and readiness.

(4) OG 56 for training and off-duty education of area units, area and MLC staffs.

(5) OG 57 for all medical equipment purchases.

Budget request submissions are normally incremental adjustments based on changes in facilities (ashore and afloat), changes in operating environment (e.g., closure of a DOD base that provided support to Area/MLC units), changes in local economic conditions (prices), and changes in personnel levels. Initial OG 4X funding levels will be determined by an Area Planned Obligation Program (POP) board with specific input (need and priorities) from District Commanders.

b. Prepare and submit apportionment requests.

c. Prepare quarterly financial plans and coordinate targets with program/support managers and field units. Issue Operating Targets (OPTARS).

d. Receive and review, with program/support managers, requests for re-allocation. Develop analyses for the Area POP Board to reprioritize existing funds or request additional funds from the Appropriation Manager in Headquarters.

e. Evaluate cost data and prepare financial management reports for program/support managers. Assist program/support managers to prepare changes in the financial plans.

f. Coordinate planning (i.e. develop backlog requests) for justification of management of supplemental funding.

g. Maintain carryover limits.

Accounting Branch

1. Under the direction and supervision of the Chief, Finance Division, the Chief, Accounting Branch shall:

a. Maintain prescribed general ledger control accounts and subsidiary ledgers for assets, liabilities, revenues, and expenses with the Administrative Operating Target or AC&I Project Target for each appropriation/fund allotted to the Area and MLC. Accounting for leased housing, utilities, and medical services within the Area will be regionalized.

b. Review obligations and assign expenses for proper charge to the correct Object Code and Cost Center. Review Military Standard Requisitioning and Issuing Procedure (MILSTRIP) documents for proper Fund Code. Record obligations and expenditures to Area unit, Area staff, MLC unit, or MLC staff controlled funds and pickup accounts, ensuring that the fund manager has certified availability of funds and the commitment/obligation has been approved by the responsible official.

c. Bill customers promptly on delivery of Coast Guard services or supplies, establish receivables, accept and properly dispose of collections, follow-up on overdue accounts, and assess late payment penalties.

d. Establish payables, accrue expenditures, receive vendors' invoices and match them with receiving reports for supplies and services. Prepare vouchers (except for travel claims) and certify expenditures before submission to the MLC Disbursing Office for payment. Observe Prompt Payment Act requirements for timely disbursements and use of vendor discounts.

e. Maintain industrial accounts as necessary.

f. Maintain capital authorizations for allocated Supply Fund (SF) activities. Record receipts and expenditures for clothing lockers, commissaries, and field stock/general stores stocking units at Area and MLC units.

g. Capitalize and account for real and personal property acquisitions and disposals.

h. Provide cashier services.

i. Prepare internal management and external accounting reports as required. Review undelivered orders and follow-up to cancel or liquidate. Transfer appropriate accounts to successor appropriations and release unobligated balances.

Procurement Branch

1. Under the direction and supervision of the Chief, Finance Division, the Chief, Procurement Branch shall:

a. Serve as the principal contracting officer for all procurements greater than \$25,000, other than Technical Support Vessel and C3 (and shipboard electronics) or Technical Support Shore, required to support districts (and units), Area (and units) and MLC (and units).

b. Serve as the principal contracting officer for all pollution, leased housing and medical services requirements within the Area.

c. Provide small purchase support for the Area and MLC staffs and their field units (with limited small purchase authority). Procure supplies and non-personal services in the amount of \$25,000 or less from commercial sources.

d. Direct the activity of the contracting and ordering officers including;

(1) Establish and maintain contacts with commercial, public, and governmental sources of supply.

(2) Negotiate, award and administer all contracts.

(3) Appoint Contracting Officer's Technical Representatives (COTR) when appropriate.

(4) Establish and maintain control and follow-up procedures to ensure procurement actions are completed on time and within cost projections.

(5) Ensure commercial purchases under \$10,000 are reserved for small businesses. Promote participation in procurement related economic stimulation programs such as the 8(a) Small and Disadvantaged Business Set Asides.

e. Coordinate development of Advanced Procurement Plans for district, Area, and MLC requirements.

f. Review and recommend action for the Maintenance and Logistics Commander to take on Statements of Essential Need for proposed procurements exceeding \$200,000.

g. Ensure Acquisition Prenotifications are prepared and submitted to Headquarters as required.

h. Institute solicitation/proposed contract action reviews and prepare the Reports of Review.

i. Place orders under existing Federal Supply Schedule contracts awarded by GSA or Blanket Purchase Agreements awarded by other government agencies as prescribed.

j. Appoint Transportation Officers for shipment/transportation of material.

k. Analyze unauthorized procurements made by MLC units, Area units, or staffs and prepare ratification recommendation for the Head of Contracting Activity (MLC's action).

l. Review requests or recommendations for delegation of contracting authority to Area and MLC units or staffs. Arrange training for procurement personnel consistent with warrant qualification requirements.

m. Prepare required reports.

Supply and Property Branch

1. Under the direction and supervision of the Chief, Finance Division, the Chief, Supply and Property Branch shall:

a. Operate the Automated Requisition Management System (ARMS) or Requisition Processing Point (RPP) for ordering supplies from government supply sources in support of the Area and MLC staffs. Provide similar service for field units which do not have or are not authorized directed access to the system. Provide technical advice and training for Area and MLC units.

b. Establish local support agreements with other Coast Guard units or other government agencies for logistics help when feasible and economical. Provide assistance to other agencies within existing capabilities and resources.

c. Provide guidance to Area program and MLC facility managers for establishing and changing property and supply stock allowances at field units.

d. Determine petroleum, oil, and lubricant (POL) requirements for Area and MLC units. Coordinate supply support with DFSC elements or commercial sources.

e. Provide input and review effectiveness of the logistics support plans for the Area. Prepare and update the annexes to contingency and mobilization plans as well as Operating Plans.

f. Develop and issue rules and procedures for the acquisition and control of credit cards.

g. Monitor operations of Supply Fund (SF) activities such as clothing lockers at Area and MLC units. Coordinate with Inventory Control Points (ICPs) as required for control of wholesale system stocks (buoys, boat engines, etc.) positioned at MLC units.

h. Administer the general personal property accountability system for the Area and MLC offices (CALMS and ERPAL will be performed in the Technical Support Divisions). Coordinate screening of excess property and input all acquisitions into the automated control system for the Area, MLC and field units without computer capability. Coordinate Area and MLC office surveys of personal property and prepare excess property declarations. Coordinate Area and MLC disposal of personal property.

i. Manage the space/rent program for the Area, MLC and their field units, working directly with the cognizant GSA regional office.

j. Act as Recorder for the Real Property Review Board. Maintain the official records of all Coast Guard owned real property within the area. Coordinate with the Chief, Technical Support Division (Shore) for development of Planning proposals, Unit Development Plans, and AC&I PPRs. Coordinate acquisition and disposals of all real property. Rent or outlease Coast Guard controlled property to others.

k. Organize and administer centralized office support services for the Area and MLC staffs, including a stationery locker, printing and reproduction, mail and postal matters, shipping and receiving.

l. Prepare and submit required reports.

Personal Support Branch

1. Under the direction and supervision of the Chief, Finance Division, the Chief, Personal Support Branch shall:

a. Coordinate development of Capital Improvement Plans for construction of new facilities or improvements/expansions of existing Non-Appropriated Fund (NAFA) facilities with the Technical Support Division (Shore), district units, and Headquarters units. Approve unit projects less than \$75,000.

b. Manage the Reserve for Replacement of Fixed Assets account for all NAFA units within the Area.

c. Review, coordinate, and approve annual unit NAFA business plans.

d. Assist NAFA units in procurement and merchandising, store layouts, cash management, other operating procedures, financial analysis, internal control and coordination of audits.

e. Provide technical supervision of Coast Guard Dining Facilities (CGDF) in the Area using Subsistence Advisory Teams (SAT). Train and advise unit CGDF personnel in professional and administrative matters.

f. Review CGDF records and audit monthly reports.

g. Coordinate development of AC&I PPRs involving new or improved/expanded dining facilities, with the Technical Support Division (Shore).

HEALTH SERVICES

Health Services Administration is consolidated at the MLC level, where the contracting, review, bill-paying and advisory functions previously performed by the Districts (pk) are done. In addition, the Drug and Alcohol program is transferred to Health Services from Personnel at all levels. Alcoholism is now recognized as a disease process. Its funding for treatment has always come from funds controlled by Commandant (G-K). The drug program is now education. Removal rather than rehabilitation and retention of drug users is policy. Drug and alcohol advisors at Training Centers are not affected; those at districts are consolidated at the MLC. Coast Guard policy formulation with regard to disposition of drug and alcohol dependent personnel remains a Personnel function carried out by Commandant (G-PS). Administration of medical and dental clinics and facilities remains the responsibility of the Commanding Officer of the unit to which attached, but centralized professional oversight (OPCON) will be provided by the MLCs. Industrial Hygiene program management remains with the Commandant (G-CSP) but will continue to be executed at the field level with Health Services personnel resources.

Health Services Division

1. Under the general direction and supervision of the Maintenance and Logistics Commander, the Chief, Health Services Division shall:
 - a. Provide a quality assurance program responsible for inspecting, reviewing, and reporting on the quality of health care provided by all health care providers to Coast Guard medical care beneficiaries.
 - b. Administer the occupational medical monitoring program for the Coast Guard.
 - c. Implement environmental and occupational health programs within the area, including food services, housing sanitation, radiation protection, potable water supplies, waste water, solid waste disposal, recreational facility sanitation, inspection of buildings in use or proposed for use to assure sanitary and other health standards are met.
 - d. Plan and administer health care delivery to Coast Guard beneficiaries, including maintaining liaison with health care providers, review health care bills prior to payment, recommend changes in health care delivery system.
 - e. Furnish information and advice to beneficiaries about eligibility and procedures for obtaining health care including Coast Guard facilities, DOD facilities, and CHAMPUS.

LEGAL

Legal staffs will be split between operational and support missions. Each MLC will be provided a legal staff to provide legal support to all units in the region for the following functions: contract review, claims adjudication, personnel actions, military justice, real property and legal assistance. A separate advocacy team will handle legal support to personnel for personnel and military justice actions. Each district and area staff will be provided a small legal cadre to provide legal advice on operational matters. Attorneys assigned to districts, and areas will also serve as trial counsel on courtsmartial convened by their commanders or subordinate CO's.

Legal Division

1. Under the direction and supervision of the Maintenance and Logistics Commander the Chief, Legal Division shall:

a. Furnish legal advice upon the request of the Maintenance and Logistics Commander, or other staff officers.

b. Initiate, prepare or review documents and correspondence pertaining to legal matters or having legal implication, including but not limited to contracts, leases, claims, and interpretations of statutes, executive orders, proclamations, court decisions, and decisions of the Attorney General or the Comptroller General.

c. Supervises Attorney Advocacy Teams responsible for representation of individuals involved in military justice trial defense, administrative boards, in-court expanded legal assistance, as authorized.

d. Render legal advice with respect to, and when appropriate assist in the conduct of, courts and boards and review the records of proceedings of all courts and boards convened in the Area or MLC or subject to review by the Area Commander or Maintenance and Logistics Commander as a supervisory authority.

e. Represent management in hearings and trials involving personnel and civil rights issues, appeals, or litigation.

f. In close liaison with the Chief, Personnel Division, render such personal legal aid and assistance to Coast Guard personnel and their dependents as is deemed desirable for their morale or efficiency.

PERSONNEL

Civilian Personnel

The administration of civilian personnel management programs is the responsibility of the Maintenance and Logistics Commander. The Civilian Personnel Officer will conduct recruitment and merit promotion programs, classify civilian positions, provide employee and labor relations programs (including performance evaluations, discipline and awards), supervise the Civilian Personnel Management Information System (CPMIS) including its attendant records and reports systems, provide employee benefits and services programs, and administer the employee training program. Civilian personnel services will be provided for both appropriated and non-appropriated funded (resale & special services) employees.

District Commanders and Headquarters Unit Commanding Officers continue to retain their current delegated personnel authorities for the appointment and termination of civilian employees. These authorities will be administered through the MLC Civilian Personnel Officer. Managers and supervisors continue to retain responsibility for supervision, development and evaluation of their employees.

Personnel services provided to managers and supervisors of non-appropriated funded employees will, for the most part, replace those currently provided by Coast Guard Headquarters. Local organizations will continue to recruit and staff their positions but will receive position classification services and advice and assistance in employee-management relations, discipline, and employee benefits and services from the MLC Civilian Personnel Officer. Coast Guard Headquarters will be responsible for planning, policy, and program oversight.

Civilian personnel liaison positions will be located in each district office, but they will report to the MLC. This resource will be critical during the reorganization, but the need may become less after the new structure is implemented.

Military Personnel

Military personnel administration will continue to be performed at the Districts as well as the MLC. Personnel Reporting Units (PRUs) will continue to perform their current functions where presently located (District, Support Center, Group, etc.) and, except for possible minor modifications, serve their current clientele. In those instances where PRU's were not staffed to perform travel and/or transportation functions, additional modifications might be required. The current working arrangements between primary and secondary PRU's, and their relationships with the Pay and Personnel Center, Topeka, will be undisturbed in the near term by this reorganization.

Family Housing administration will also continue to function in its present location (Group, Support Center, etc.) for purposes of assignment to housing and other day-to-day responsibilities. District Military Personnel Branches will be responsible for determining housing needs (e.g., lease increases or decreases). The MLC will terminate and/or issue leases and provide engineering support for government-owned housing. The District Personnel Officer will serve as liaison with MLC for family housing matters.

Family Advocacy services currently provided by District social workers or other personnel will continue unchanged. Services will continue to be provided for those units physically located within District boundaries but which have been transferred to Area or MLC control.

District personnel officers will continue to serve as the Commanding Officer of staff enlisted personnel and to provide advice and assistance to the District Commander in the areas of officer and enlisted evaluations, staff training, non-rated assignments, mutual assistance, medals and awards, morale and recreation, maintenance of the Personnel Allowance Lists, and other functions as may be assigned.

The MLC Personnel Officer will perform the above functions for the Area and MLC's staffs. In addition, the Personnel Officer is responsible for overseeing the convening of administrative action boards, as necessary, and for providing career-information counseling services for all personnel in Districts and Area and MLC units. Counseling may be in the form of on-site sessions, individual or group meetings, newsletters, or other means.

Personnel Division

1. Under the general direction and supervision of the Maintenance and Logistics Commander, the Chief, Personnel Division shall:

- a. Oversee the administration of the civilian personnel management program for all Districts, Headquarters units, Area and MLC units within assigned MLC.
- b. Direct, supervise and coordinate the military personnel program for Area and MLC staffs.
- c. Develop estimates of personnel requirements and prepare requests and justifications for Headquarters as may be required.
- d. Maintain personnel allowance lists for the Area and MLC, including assigned units.
- e. Provide for assignment of non-rated personnel to Area and MLC units.

- f. Coordinate the convening of administrative action boards, as required.
- g. Provide a career information program for enlisted personnel.
- h. Provide input as appropriate to mobilization and logistics support plans.

Civilian Personnel Branch

1. Under the administrative supervision of the Chief, Personnel Division, the Chief, Civilian Personnel Branch shall:

a. Administer the civilian personnel management program for Districts, Headquarters units, Area, MLC, and Area and MLC units within assigned MLC.

b. Recruit through all available and authorized sources for qualified personnel to fill vacant positions.

c. Assist management in the identification and documentation of assignment of duties and responsibilities, and evaluate and classify positions within delegated authorities.

d. Administer the Coast Guard employee relations program, including employee benefits and services; grievances, discipline and adverse actions; performance evaluation; recognition and awards; leave and retirement programs.

e. Advise and assist managers with their labor relations programs including contract negotiation and administration, grievance adjudication, and representation before third parties.

f. Advise and assist supervisors and managers of non-appropriated fund employees in the areas of position staffing, classification, employee-management relations, and labor relations.

g. Plan and administer the employee training program by assisting supervisors identify and record training needs; arranging and providing courses and programs; managing training funds; evaluating and reporting the effectiveness of training programs.

h. Maintain required personnel records for employees within assigned MLC, including official personnel files, records of authorized positions, adverse action files and government medical records. Operate the Civilian Personnel Management Information System (CPMIS) including preparation and submission of required reports, and liaison with consolidated payroll center.

Military Personnel Branch

1. Under the direction and supervision of the Chief, Personnel Division, the Chief, Military Personnel Branch shall:

a. Maintain necessary records relating to military personnel assigned to the MLC and Area staffs.

b. Coordinate administrative training activities for staff military personnel, arranging quotas for local training, off-duty tuition assistance. Maintains files and reports and administers local OG-56 funds.

c. Assures appropriate assignment to and proper utilization of non-rated personnel by Area and MLC units.

d. Provide career information counseling services for all Coast Guard enlisted personnel located within the Area. Counseling may be in the form of on-site sessions, individual or group meetings, newsletters, or other means.

e. Render appropriate services in case of death, including notification of next of kin and assistance with funeral arrangements.

Personnel Services Branch

1. Under the direction and supervision of the Chief, Personnel Division, the Chief, Personnel Services Branch shall:

a. Serve as command morale and recreation officer, including administration of the command morale fund.

b. Administer the Command mutual assistance program, advising the MLC on welfare needs, as required.

c. Provide administrative assistance in the administration of the medals and awards program.

d. Provide local housing referral services for command personnel, as appropriate. When requested, assist District housing officers with coordination of District concerns.

e. Administer Coast Guard special interest programs in the areas of family advocacy, drug testing programs, etc., for MLC and Area staffs.

NAVAL ENGINEERING SUPPORT

Present Organization: Naval Engineering support is managed through the District Naval Engineering Branch staffs. Support is provided in three primary areas:

a. Technical Expertise - This service is provided directly by technical consulting service telephonically or onboard, to solve problems which require experience and training beyond that held by ships/group forces and indirectly through various inspection visits and ship repair contract specification development.

b. Funds Distribution - This includes allocation of OG-45 and AC&I funds through commercial contracts administered from the District Comptroller Divisions and Government work orders for SHIPALT accomplishment, programmed repairs, casualty repair, major equipment replacement and technical services. In some districts, part of the OG-30 program for small boat repairs is also administered here.

c. Onboard Technical Personnel Support - is provided through onboard visits by district MAT, ASSIST, SSF and DWAT personnel and includes hands on training, crew augmentation for maintenance, and turn around component repair in support team shops.

Engineering support requirements are generated telephonically or via support team work orders, Casualty Reports (CASREP's) and Current Ship's Maintenance Projects (CSMP's). Support response prioritization is administered by the district Program Managers, most frequently from within the Operations divisions.

Naval Engineering support policy and major project maintenance design (SHIPALT design) is provided by the Headquarters Naval Engineering staff who also distribute OG-45 funds to the districts.

Procurement and Logistics support are provided by District comptroller divisions.

Area staffs play no role in this support program.

Proposed Organization: Personnel savings and management efficiencies could be achieved through consolidation of district staffs at the area level. District naval engineering staffs would be completely eliminated and functions currently administered by district staffs would be moved to other organizational elements. The Vessel Technical Support Division of the MLC will furnish all engineering, ordnance, contracting and logistics support from a single functional source within each area for cutters of medium endurance classes and larger. Smaller cutters and small boats will receive support from the MLC to the same degree that they are supported by district staffs now.

Advanced support for non-standard small boats will remain with District program managers. Local support such as ship repair contract coordination, initial Current Ships Maintenance Project (CSMP) review and technical support team visits would be administered by Naval Engineering Support Units (NESUs), reporting to the Vessel Technical Support Division. Maintenance and logistics requirements will be documented using administrative systems now in place.

Ship Inventory Control Point (SICP) support functions remain unchanged under the new structure.

Cutter, Group and Station engineering and logistics support functions would remain intact.

Design, configuration control, contract engineering support (HQ contracts), and engineering documentation management functions are divested to a new Naval Engineering Design Center located outside of Headquarters.

Staffing for the MLC and NESUs was derived from the functional statements that follow numbers of cutters and boats to be supported and estimated travel times. Assumptions and quantitative data are available from the program office.

As support concepts for cutters were developed, the tangible and intangible benefits of clustering ships of the same class become very apparent. This clustering concept is very attractive for many aspects for support and it should be pursued. Obviously, there are some disadvantages to this concept in non-support areas.

Naval Engineering Support function at the Area level through a MLC will:

1. Improve configuration management and control.
2. Provide more powerful technical support capacity through pooling of broader education and experience resources.
3. Improve specification development, contracting and logistics efficiencies through standardization and combination of cutter repair availability and equipment acquisition packages.
4. Improve consistency in cutter and boat support administrative procedures due to a reduction in the number of principal support offices with resulting improvement in support program credibility.
5. Improve leveling of financial and direct technical support delivered to the field through consolidation of these resources to the two MLCs.
6. Provide manpower savings through elimination of redundancies in tasking common to each district.
7. Improve overall Naval Engineering effectiveness and support due to more powerful program technical support capacity, more closely coupled learning curves, and improved opportunities for blanket ship repair contracts.

REGIONAL MAINTENANCE & LOGISTICS COMMAND
TECHNICAL SUPPORT DIVISION, VESSELS

Functions of the Vessel Support Division of the MLC are subdivided into three categories: direct, indirect, and overhead. Through direct functions, the requirements in the Coast Guard Organization Manual on the maintenance and repair program are carried out to maintain the material condition of cutters and boats. Indirect functions include naval engineering expertise required within the Area. Organizational overhead functions complete the outline.

DIRECT FUNCTIONS:

1. Maintain cognizance of the material condition of cutters and boats.
 - a. Conduct ships structural and/or machinery evaluation boards.
 - b. Conduct technical inspections.
 - c. Review ordnance inspection reports.
 - d. Review CSMPs.
 - e. Review SHIPALTs.
 - f. Review BOATALTs.
 - g. Review O.DALTs.
 - h. Review CASREPs.
 - i. Consolidated review of preventive maintenance system reports.
 - j. Review cutter engineering reports.
 - k. Review full power trial reports.
 - l. Review lube oil analyses reports.
 - m. Review training readiness evaluation reports.
 - n. Review hull inspection reports.
 - o. Review diving inspection reports.
 - p. Review boat inspection reports.
 - q. Review patrol summaries.
 - r. Review safety inspection reports.
 - s. Review trip reports.
2. Plan and execute maintenance, repairs, and alterations of structural, electrical, machinery, and ordnance systems on cutters and standard boats.
 - a. Review material condition information.
 - b. Scope out and prioritize maintenance and repair.
 - c. Provide scheduling input.
 - d. Procurement planning input.
 - e. Develop specifications.
 - f. Determine, procure, and stage contract GFE/GFI.
 - g. Develop contract packages.
 - h. Identify needs and write work statements for local blanket purchase agreements.
 - i. Preaward activities.
 - j. Contract execution.
 - k. Post contract activities.

3. Administer a financial program for maintenance, repairs, and alterations of cutters and boats.

- a. Review OG-45 backlog.
- b. Prepare CG-4144 budget request.
- c. Prepare annual M&R budget.
- d. Provide supplemental funding justifications.
- e. Budget accounting.
- f. As required budget adjusts.
- g. Review industrial and support center budget.
- h. Manage and execute Navy reimbursable funding.

4. Provide procurement and logistics support for area-controlled cutters and procurement support for district cutters when requirements exceed the District's procurement authority.

- a. Serve as the principal contracting officer for procurements greater than \$25,000 for Area cutters and standard boats (including electronics). This includes transactions initiated by MLC staff, District or Group staffs and station or cutter personnel.
- b. Provide small purchase support for the Vessel Technical Support Division staff, its field units (with limited small purchase authority), and Area-controlled cutters. Procure supplies and non-personal services in the amount of \$25,000 or less from commercial sources.
- c. Place orders under existing Federal Supply Schedule contracts awarded by GSA or Blanket Purchase Agreements awarded by other government agencies as prescribed.
- d. Operate the Automated Requisition Management System (ARMS) or Requisition Processing Point (RPP) for ordering supplies from government sources in support of the Vessel Technical Support Division staff. Provide similar service for other divisions supporting floating area resources which do not have or are not authorized direct access to the system.
- e. Arrange for shipment/transportation of material for area cutters and standard boats.

INDIRECT FUNCTIONS:

1. Provide engineering, technical, and administrative information and guidance on the operating, support, and material conditions of cutters and boats involving field, Area, and Headquarters elements.
 - a. Update and disseminate policies and procedures.
 - b. Maintain current files on histories and references.
 - c. Research and retrieval.
 - d. Provide analyses.
 - e. Provide documentation.
 - f. Provide direction.
2. Manage (plan work, assign tasks, and evaluate performance) MLC naval engineering organization.
 - a. Type desk and technical staff.
 - b. Naval Engineering Support Unit staffs.
3. Provide logistics support assistance.
 - a. Expedite procurements to satisfy needs of cutters.
 - b. Review allowance changes.
 - c. Recommend centrally supported supply items.
 - d. Provide technical input on Coast Guard unique items not supported by SICP.
 - e. Evaluate engineering products.
 - f. Administer prototypes.
4. Serve as MLC naval engineering expert as directed by the Area Commander for:
 - a. Reviewing inspection findings.
 - b. Boards of investigation.
 - c. Reviewing claims.
 - d. Safety Boards.
 - e. Survey Boards.
 - f. Contract review boards.
 - g. Reviewing beneficial suggestions.
 - h. Budget review boards.
 - i. (De)Commissioning cutters.
 - j. Planning Boards.
5. Provide procurement management and documentation required by statute.
 - a. Process PurchaseRequests (PR), determine the most appropriate method of acquisition, determine the source of supply/service, solicit offers for the supplies/services, and follow-up to ensure delivery. Synopsise in the Commerce Business Daily where required.

- b. Direct the activity of the contracting and ordering officers including:
 - (1) Establish and maintain contacts with commercial, public, and governmental sources of supply.
 - (2) Negotiate, award and administer all contracts.
 - (3) Appoint Contracting Officer's Technical Representatives (COTR) when appropriate.
 - (4) Establish and maintain control and follow-up procedures to ensure procurement actions are completed on time and within cost projections.
 - (5) Ensure commercial purchases under \$10,000 are reserved for small businesses. Promote participation in procurement related economic stimulation programs such as the 8(a) Small and Disadvantaged Business Set Asides.
- c. Analyze unauthorized procurements made by area-controlled cutters or Division staff and prepare ratification recommendation for the Head of Contracting Activity (MLC's) actions.
- d. Provide guidance to staff managers for establishing and changing supply stock allowances on Area cutters and at SICP.
- e. Coordinate development of Advanced Procurement Plans for the Vessel Technical Support Division procurement requirements.
- f. Review and recommend action for the MLC to take on Statements of Essential Need for proposed procurements exceeding \$200,000.
- g. Ensure Acquisition Pre-notifications are prepared and submitted to Headquarters as required.
- h. Institute solicitation/proposed action reviews and prepare the Reports of Review.
- i. Appoint transportation officers for shipment/transportation of material.
- j. Prepare required reports.

OVERHEAD FUNCTIONS: Overhead functions are required by any management element.

1. Naval engineering staff training.
 - a. On-the-job.
 - b. Student engineering.
 - c. Temporary additional duty.
 - d. Local contracted training.
2. Provide centralized management informations system.
 - a. Operate and coordinate MIS function.
 - b. Develop ADP plan.
 - c. Select/procure hardware/software.
 - d. Develop data bases.
3. Service related diversions.
 - a. Leave.
 - b. Personnel administration.
 - c. Officially sanctioned activities.
4. Collateral duties.
5. Productivity allowance factors.
 - a. Start up.
 - b. Wait.
 - c. Travel.
 - d. Take down.

NAVAL ENGINEERING SUPPORT UNIT

Functions of the Naval Engineering Support Unit (NESU) are subdivided into three categories: direct, indirect, and overhead. Through direct functions, the requirements in the Coast Guard Organization Manual on the maintenance and repair program are carried out to maintain the material condition of cutters and boats. Indirect functions include naval engineering expertise required at the Naval Engineering Support Unit. Organizational overhead functions complete the outline.

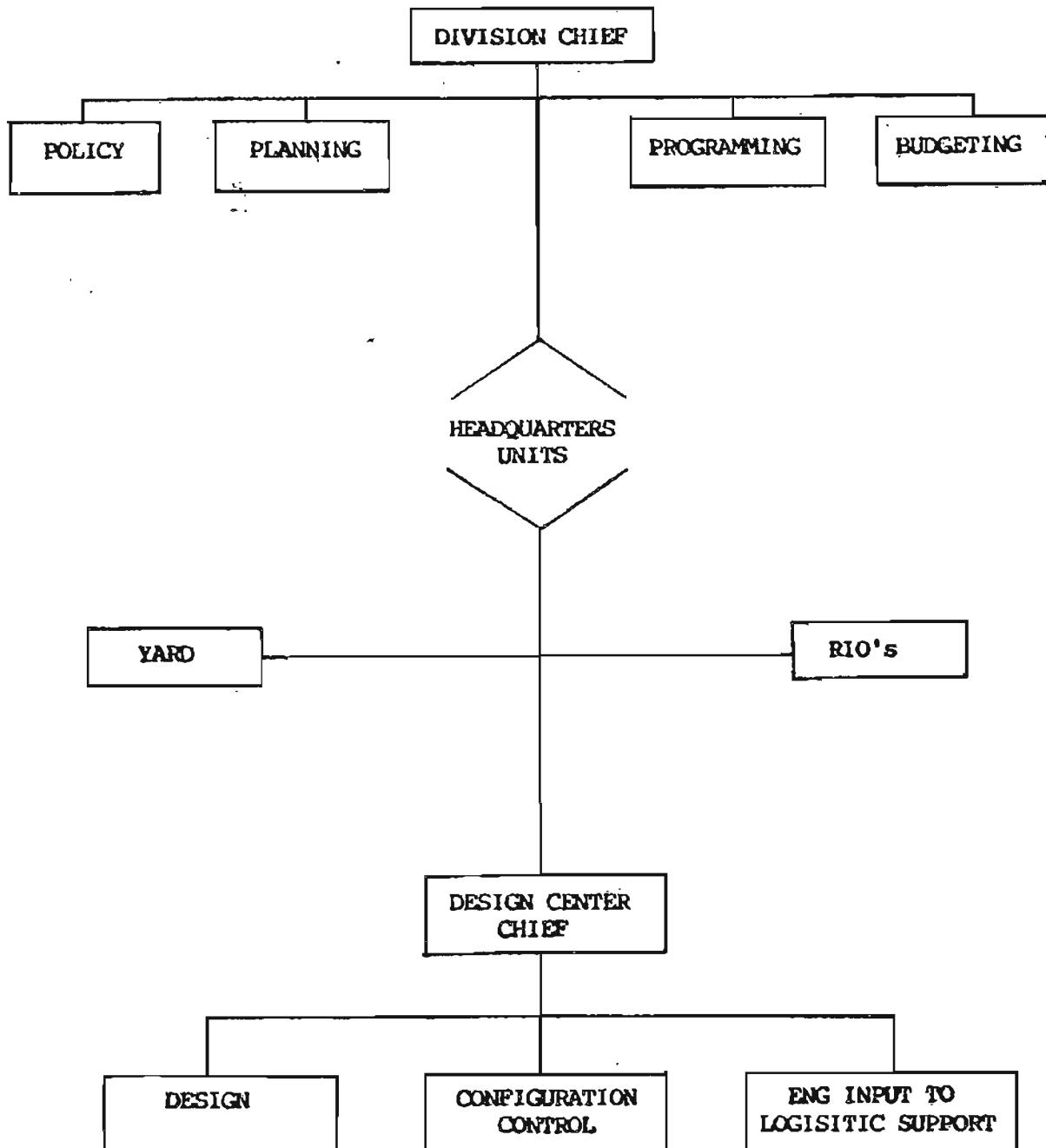
DIRECT FUNCTIONS:

1. Maintain cognizance of the material condition of cutters and boats.
 - a. Conduct periodic visits.
 - b. Verify CSMPs.
 - c. Local review of preventative maintenance system reports.
 - d. Conduct ordnance inspections.
2. Plan and execute maintenance, repairs, and alterations of structural, electrical, machinery, and ordnance systems on cutters and standard boats.
 - a. On-scene representative for contract execution.

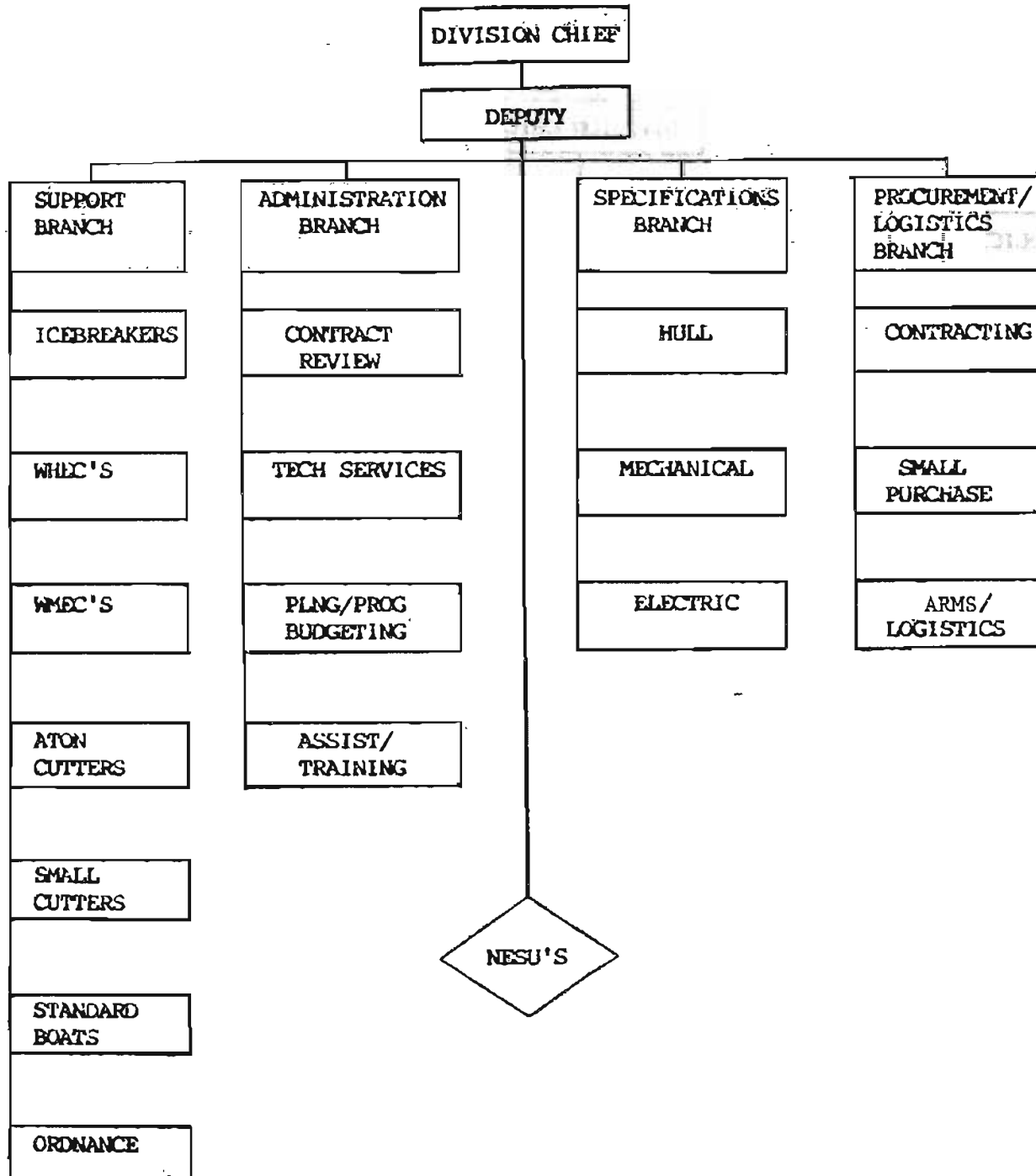
INDIRECT FUNCTIONS:

1. Provide engineering, technical, and administrative information and guidance on the operating, support, and material conditions of cutters and boats involving field, area, and Headquarters elements.
 - a. Provide counsel.
2. Manage (plan work, assign tasks, and evaluate performance) Naval Engineering Support Unit organization.
 - a. MAIT.
 - b. DWAT.
3. Provide logistic support assistance.
 - a. Identify sources of supply and services.
 - b. Monitor vendor performance.
 - c. Recommend preventative maintenance changes.
 - d. Provide local quality assurance for other Coast Guard activities.

REALIGNED HEADQUARTERS NAVAL ENGINEERING



TECHNICAL SUPPORT DIVISION, VESSELS



PROBLEM: Maintenance or repair problem beyond unit capability to fund or beyond technical capability.

EXAMPLES:

Vessel
 TT problem on vessels with
 no TT assigned
 Master radar repair problem

Shore
 Storm damage
 Replace antenna system

CURRENT SOLUTION: Unit submits CASREP/CSMP to District (eee). Project completed as priority and funding levels dictate.

NEW SOLUTION: Unit submits CASREP/CSMP to ESU and MLC (info to district program manager). Project investigated and development package sent to MLC for priority and contracting necessary for execution.

RESPONSIBILITY MATRIX

	Unit	Group	Base	District	ESU	MLC
Identify	3	2	0	0	3	0
Accomplish	0	0	2	0	2	3
Fund	0	0	0	0	0	3
Investigate	1	1	0	0	2	3
Prioritize	2	2	0	3	0	3
Contract/Purchase	0	0	0	0	0	3
Inspect	1	0	0	0	3	2

Code: 3 - Primary
 2 - Secondary
 1 - On Request
 0 - None

PROBLEM: Self-help project within the capability of unit (or NESU) personnel but funds not available.

EXAMPLES: District Cutter or Unit
 Deck covering requires renewal
 MDE requires center section overhaul
 Galley range requires renewal

Area Cutter
 Same

CURRENT SOLUTION: Unit request materials or funding authority from district program manager. Program manager requests district (ene) or (ecv) fund non OG-30 items.

NEW SOLUTION: Unit requests materials or funding authority from district or area program manager. Program manager requests MLC fund non OG-30 items.

RESPONSIBILITY MATRIX

	Unit	Group	Dist	Area	NESU	MLC
Identify	3	2	0	0	0	0
Accomplish	3	2	0	0	3	0
Fund	0	2	3	3	0	3
Investigate	3	2	0	0	1	0
Prioritize	0	2	3	3	0	0
Contract/Purchase	3	2	0	0	0	3
Inspect	3	2	0	0	1	0

Code: 3 - Primary
 2 - Secondary
 1 - On Request
 0 - None

PROBLEM: Emergency/CASREP repairs

EXAMPLES:

<u>Vessel</u>	<u>Shore</u>
Vessel grounding causing transducer damage	Storm damage (major)

CURRENT SOLUTION: Unit contracts District (t) or (ene) to initiate emergency procurement/contract to solve or investigate problem.

NEW SOLUTION: Unit cont acts nearest ESU or MLC electronics division who will mitigate problem or obtain assistance to prevent further damage.

RESPONSIBILITY MATRIX

	Unit	Group	Base	District	ESU	MLC
Identify	3	2	0	0	2	0
Accomplish	2	2	1	0	1	3
Fund	0	0	0	2	0	3
Investigate	2	2	1	0	3	1
Prioritize	3	2	0	3	2	3
Contract/Purchase	0	0	0	0	0	3
Inspect	3	2	1	0	3	1

Code: 3 - Primary
2 - Secondary
1 - On Request
0 - None

PROBLEM: Major casualty occurs which disables the cutter or boat operationally.

EXAMPLES: District cutter or Unit
Propulsion shaft vibration occurs
Catastrophic MDE failure

Area Cutter
~~UP~~ Propeller won't respond to pitch signal
 Reduction gear failure
 Seachest vent pipe fractures

CURRENT SOLUTION: Unit requests assistance from District (ene), via Group where appropriate. Technical assistance, funding and contract support provided by district.

NEW SOLUTION: Unit requests assistance from MLC (via Group). Technical assistance provided by NESU. Funding provided by MLC for cutters and district or Group for small boats.

RESPONSIBILITY MATRIX

	Unit	Group	Dist	Area	NESU	MLC
Identify	3	2	2	0	0	0
Accomplish	0	0	0	0	2	3
Fund	0	3*	3*	0	0	3
Investigate	3	3	0	0	3	2
Prioritize	1	2	3	3	0	2
Contract/Purchase	0	0	0	0	0	3
Inspect	3	2	0	0	1	0

Code: 3 - Primary
 2 - Secondary
 1 - On Request
 0 - None

*Small Boats Only

PROBLEM: Minor casualty occurs that does not have a direct affect on operations.

EXAMPLES: District Cutter or Unit
 Sanitary pump motor fails
 A/C compressor fails
 Capstan seizes
 Deck plate rusts through

Area Cutter
 Same

CURRENT SOLUTION: Unit requests assistance from district (ene). Technical assistance provided by district where required. Funding provided by unit or district where appropriate. Parts or repair services procured by district.

NEW SOLUTION: Same as above except all assistance provided by district now provided by MLC. Technical assistance could be provided by NESU for vessels in port, otherwise by MLC.

RESPONSIBILITY MATRIX

	Unit	Group	Dist	Area	NESU	MLC
Identify	3	2	2	0	0	0
Accomplish	3	3	0	0	3	3
Fund	3	3	2	0	0	3
Investigate	3	2	0	0	2	0
Prioritize	0	0	3	3	0	2
Contract/Purchase	3	3	0	0	0	3
Inspect	3	2	0	0	1	0

Code: 3 - Primary
 2 - Secondary
 1 - On Request
 0 - None

PROBLEM: Major conflagration occurs which disables the cutter of boat operationally.

EXAMPLES: District Cutter or Unit

Grounding
Engine Room fire
Collision

Area Cutter

Same

CURRENT SOLUTION: Unit requests assistance from district (ene). Group units request via group. Technical assistance, funding and contract repairs administered by district.

NEW SOLUTION: Unit request assistance from MLC (Via Group where appropriate). Technical assistance provided by NESU (or MLC where conditions require). Funding and contract support furnished by MLC. Contract coordination furnished by NESU.

RESPONSIBILITY MATRIX

	Unit	Group	Dist	Area	NESU	MLC (TSV)
Identify	3	2	2	0	0	0
Accomplish	0	0	0	0	2	3
Fund	0	0	0	0	0	3
Investigate	3	3	0	0	3	2
Prioritize	0	1	2	3	0	2
Contract/Purchase	0	0	0	0	0	3
Inspect	3	2	0	0	1	0

Code: 3 - Primary
2 - Secondary
1 - On Request
0 - None

PROBLEM: Procurement of Shipboard items beyond vessels obligation authority.

EXAMPLES: District Cutter or Unit

Area Cutter

CURRENT SOLUTION: Districts (fcp) procures, unit funds.

NEW SOLUTION: MLC (TSV) procures, unit funds.

RESPONSIBILITY MATRIX

	Unit	Group	Dist	Area	NESU	MLC
Identify	3	0	0	0	0	0
Accomplish	3	1	0	0	1	0
Fund	3	0	0	0	0	0
Investigate	3	0	0	0	0	0
Prioritize	3	0	0	0	0	0
Contract/Purchase	0	0	0	0	0	3
Inspect	3	1	0	0	1	0

Code: 3 - Primary
2 - Secondary
1 - On Request
0 - None

CIVIL ENGINEERING SUPPORT

Present Organization: Civil Engineering support is currently delivered through an autonomous district staff structure. Levels of staffing, funding and pre-design review of major projects are controlled by Commandant (G-ECV and G-CCS). Project execution, the development of project backlogs and their prioritization are all left to the District staff. District Commanders perceive the current organization to be responsive to the needs of their organization through the ability to control priorities at the district level. District ecv staffs also provide varying levels of assistance to those Headquarters units physically located within district boundaries.

Most AC&I projects are identified and developed through the budget submission stage by district staffs with technical assistance from the FD&CC. Project execution is handled by regional organizations (FD&CC's) under Commandant (G-ECV) administration.

Proposed Organization: Commandant (G-ECV) will continue to provide overall guidance for the program. Planning, programming and budgeting including review and approval of major and minor AC&I project proposal reports will continue to be accomplished at Headquarters. When the MLC is fully operational, divestiture of these functions to the MLC will be revisited. Divestiture of some Headquarters ocean engineering functions to a site to be specified will also occur.

Planning and programming for the execution of most major shore facility maintenance functions will occur in the regional organization. A Division within the MLC will be responsible for maintenance support of shore facilities beyond that level inherent within group or unit staffs. This division will plan and program for the execution of all shore facility civil engineering maintenance programs. It will assume STRUCALT approving authority for all OE projects.

FD&CC East and West - The chain of command for these units will be changed so they report to the respective MLC through the Technical Support Division - Shore. In addition to current responsibilities to execute AC&I programs, they would assume responsibility to design and execute large OE projects as assigned by the MLC.

Civil Engineering Field Office - The design and execution of smaller OE projects, problem identification and verification, and local technical support of units will be done by field offices located throughout the region to allow for faster response and reduced travel costs needed for local small project problem solving. A smaller level of contracting support (to \$100K) will be provided to efficiently carry out the duties envisioned.

TECHNICAL SUPPORT DIVISION, SHORE

1. Under the direction and supervision of the Maintenance and Logistics Commander, The Chief, Technical Support Division, Shore shall:
 - a. Plan, program and budget (OE) shore maintenance projects in the Region.
 - b. Provide Region priorities on shore facility (AC&I) projects.
 - c. Provide direct liaison with Area operational and support staffs, Districts, Headquarters, the (FD&CC) and Field Offices on all aspects of the Civil Engineering Program including shore maintenance and AC&I projects.
 - d. Review and approve structural alterations for all OE projects.
2. The Deputy, Technical Support Division, Shore shall:
 - a. Perform duties of the Chief, Technical Support Division, Shore in his absence.
 - b. Serve as Chief Program Administration and Budget Branch.

Program Administration and Budget Branch

1. Under the direction and supervision of the Chief, Technical Support Division, Shore, the Chief, Program Administration and Budget Branch shall:
 - a. Manage backlog of all Regional shore Facility and aids to navigation projects. Review priorities of Field Offices, incorporate operational requirements received from Area, MLC staff and Districts, and prepare prioritized backlog for entire Region.
 - b. Provide Area priority of AC&I projects on the Shore Facility Requirements List to Headquarters.
 - c. Annually submit program funding requirements to Headquarters.
 - d. Provide worklists for FD&CC and Field Offices.
 - e. Distribute OG-43 funds to FD&CC and Field Offices to execute worklist.
 - f. Provide technical expertise for review of commercial activities involving shore facilities under the A-76 Program.
 - g. Manage shore facility energy conservation program; establish facility consumption goals, analyze consumption at facilities, identify energy retrofit options, monitor reduction trends.
 - h. Manage professional training program for engineers; investigate course contents, obtain quotas, coordinate training schedules.
 - i. Provide liaison with Area and District staffs on mobilization requirements at shore facilities, develop plans and projects to accommodate these requirements.

SHORE FACILITY PLANNING AND COMPLIANCE BRANCH

1. Under the direction and supervision of the Chief, Technical Support Division, Shore, the Chief, Shore Facility Planning and Compliance Branch shall:
 - a. Prepare shore facility Planning Proposals and Master Plans for Area units.
 - b. Coordinate preparations of AC&I Project Proposal Reports with the FD&CC.
 - c. Manage the environmental program for shore facilities. Prepare all environmental documentation to support shore facility projects.
 - d. Manage the hazardous material program for the Région. Identify problem areas, analyze solutions and identify funding requirements.

TECHNICAL SUPPORT DIVISION - SHORE

REGIONAL CIVIL ENGINEER

DEPUTY

CLERICALS

Program Administration and
Budget Branch

Shore Facility Planning and
Compliance Branch

Field Engineering
Offices

FD&CC

FACILITIES DESIGN AND CONSTRUCTION CENTER (FD&CC)

1. Under the direction and supervision of the Chief, Technical Support Division Shore, the Commanding Officer shall:

- a. Plan, design and construct shore facilities, housing and associated utilities under the MLC.
- b. Provide direct liaison with Districts, Headquarters Unit Commanding Officers as well as the Regional Civil Engineer on all work to be accomplished by the FD&CC.

2. Under the direction and supervision of the FD&CC Commanding Officer, the Executive Director shall:

- a. Serve as Civilian Program Manager and full assistant to the Commanding Officer.
- b. Act as Officer in Charge in the absence of the Commanding Officer.
- c. Oversee technical management of the AC&I and OE Shore Construction Program in the Area.
- d. Advise Districts and MLC engineering and management officials on all matters pertaining to projects.

3. Under the direction and supervision of the FD&CC Commanding Officer, the Chief, Design Division shall:

- a. Provide technical input on AC&I project planning.
- b. Prepare technical documentation for project development of both AC&I and OE projects.
- c. Plan and develop representative designs.
- d. Plan and develop reuseable designs.
- e. Prepare preliminary and final plans and specifications for all AC&I and OE shore construction and aids to navigation projects.
- f. Participate in post-construction reviews.
- g. Maintain liaison with engineers, designers, suppliers, other government agencies to keep abreast of latest developments in architecture and engineering.
- h. Procure Government Furnished Equipment.
- i. Provide accurate surveys for new shore facilities.
- j. Prepare Facility Pre-Design Packages for all AC&I and OE projects to be designed by A/E's.
- k. Develop Statements of Work for A/E services.
- l. Select A/E firms and negotiate contract services for both design and construction inspection services.

4. Under the direction and supervision of the FD&CC Commanding Officer, the Chief, Construction Division shall:

- a. Manage AC&I and OI construction projects.
- b. Manage Government Furnished Equipment contracts.
- c. Manage Inspection and Testing contracts.
- d. Manage contracts for resident engineering services.
- e. Oversee the outfitting of new facilities.

5. Under the direction and supervision of the FD&CC Commanding Officer, the Chief, Planning and Management Division shall:

- a. Develop the design and construction programs for the FD&CC.
- b. Prepare OE STRUCTALTs and submit through Region.
- c. Provide planning support to the Area for all AC&I projects.
- d. Provide Master Planning support to the Area for large units.
- e. Manage expenditure of all AC&I and OG-43 funds.

6. Under the direction and supervision of the FD&CC Commanding Officer, the Chief, Contracting and Legal Staff shall:

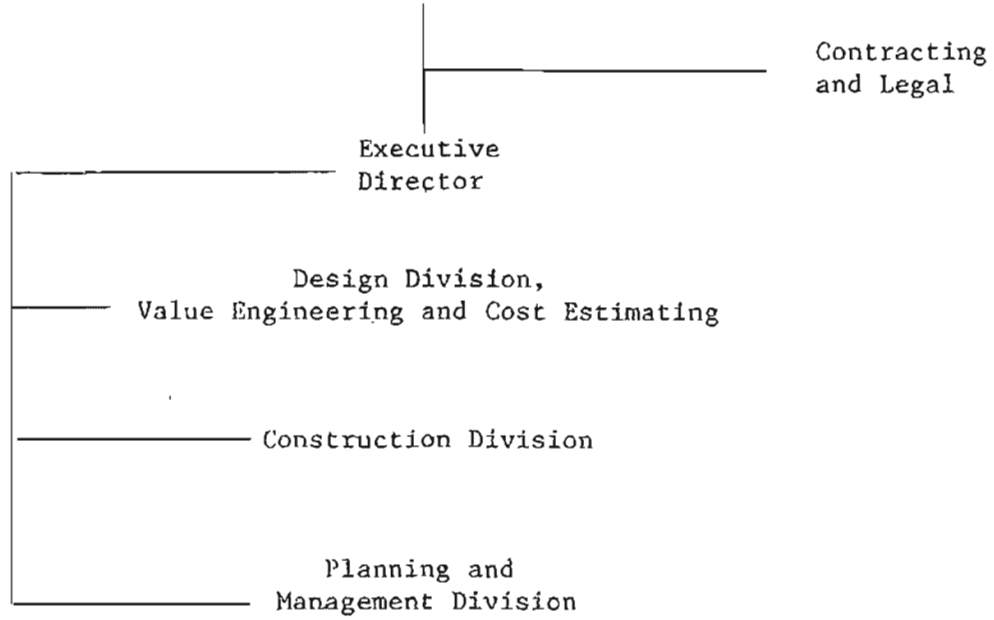
- a. Administer construction contracts.
- b. Administer A/E contracts.
- c. Administer inspection and testing contracts.
- d. Administer contracts for resident engineering services.
- e. Issue purchase orders for outfitting procurements.
- f. Administer supply contracts for outfitting of Government Furnished Equipment procurements.
- g. Complete legal review of all IFB packages over \$100K. Review of field office contracts upon request.
- h. Provide legal assistance for resolution of contract claims.

7. Under the direction and supervision of the FD&CC Commanding Officer, the Value Engineer and Cost Estimator shall:

- a. Review project documentation and designs for high cost items that have potential value improvements.
- b. Serve as estimating coordinator for the planning, design and construction phases of all projects.
- c. Manage the Contractor Quality Control Program for the unit.
- d. Monitor project reviews to determine effectiveness of VE and CQC applications.

FD&CC ORGANIZATION

COMMANDING OFFICER



FIELD ENGINEERING OFFICE (FEO)

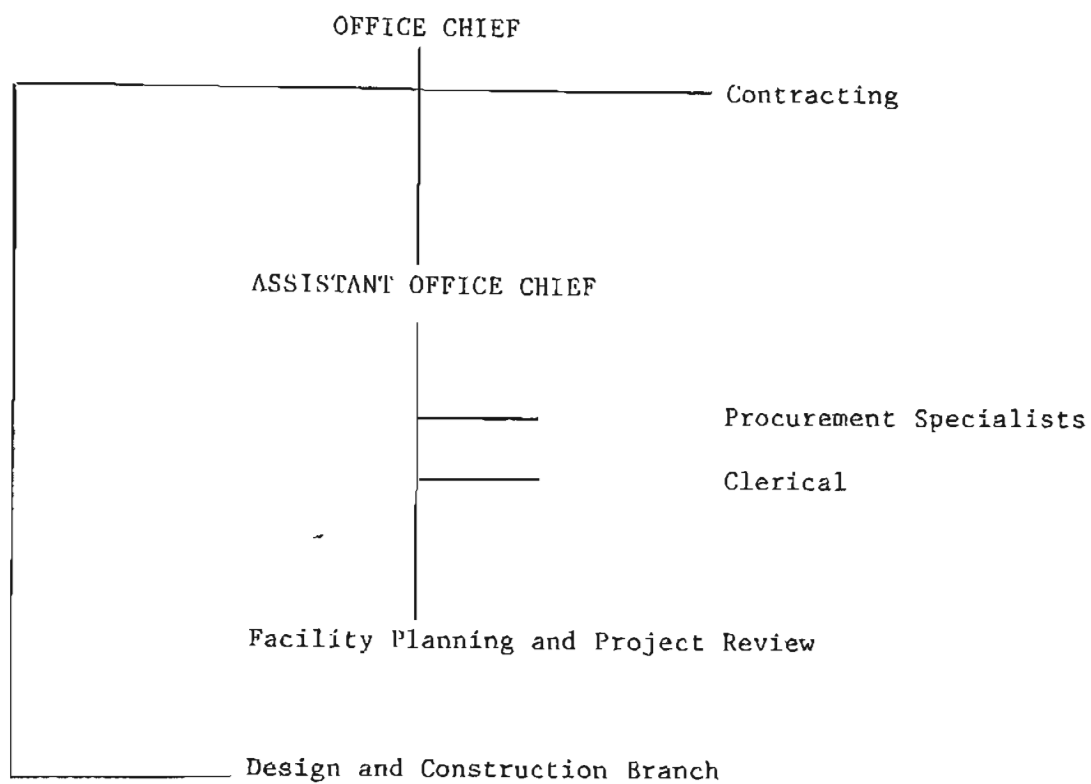
1. Under the direction and supervision of the Chief, Technical Support Division, Shore, the Chief, Field Engineering Office shall:
 - a. Plan, design, construct, repair, maintain and alter shore facilities and aids to navigation within his geographic area.
 - b. Serve as primary liaison with FD&CC for execution of OE and AC&I projects in his geographic area.
 - c. Provide direct liaison with Area Civil Engineering Office on project priorities, fund requirements and work to be accomplished by Field Offices.
 - d. Serve as Contracting Officer in absence of Assistant Office Chief for procurements under \$25,000 and in the absence of the Contract Officer for procurements greater than \$25,000.
2. Under the direction and supervision of the Chief, FEO, the Assistant Chief shall:
 - a. Perform duties of Office Chief in his absence.
 - b. Coordinate field travel of Facility Planning and Project Review Branch and Field Inspection and Project Development Branch to optimize time dedicated to construction inspection, bi-annual inspections, technical assistance to field units, SSMR investigation and tower inspections.
 - c. Serve as Contracting Officer for procurements up to \$25,000.
 - d. Supervise Facility Planning and Project Review Branch.
3. Under the direction and supervision of the Chief, FEO, the Chief, Procurement Branch shall:
 - a. Prepare all procurement documentation for Assistant Office Chief approval.
 - b. Process all procurement correspondence: quotations, payment vouchers, labor rates, payrolls, final inspections, etc.
4. Under the direction and supervision of the Chief, FEO, the Chief, Design and Construction Branch shall:
 - a. Prepare technical contract documents for maintenance and repair contracts and procurements for shore facilities and aids to navigation including drafting.
 - b. Conduct special studies, develop engineering alternatives, prepare cost estimates, and economic analysis.
 - c. Identify hazardous waste projects, coordinate with Area and FD&CC for execution as required.
 - d. Administer A/E contracts.
 - e. Administer and inspect construction contracts.
 - f. Maintain record drawings, file and reproduction equipment.

- g. Provide specific engineering expertise to Facility Planning and Project Review Branch on bi-annual CE inspections where needed.
 - h. Maintain liaison with state and local governments, obtain permits and surveys as required.
 - i. Provide liaison to FD&CC for execution of OE and AC&I projects.
5. Under the direction and supervision of the Chief, FEO, the Chief, Facility Planning and Project Review Branch shall:
- a. Maintain inventory information of all shore facilities and aids to navigation within their geographic area.
 - b. Review of all SSMR's including the preparation of Project Development Packages on all projects to be executed by the FD&CC.
 - c. Maintain backlog of all shore facility and aids to navigation projects, prioritizes at least annually and submits to Regional Civil Engineer for consolidated worklist for FD&CC.
 - d. Provide financial management of all funds executed by the field office including report requirements (OG-30, OG-43, OG-46, AC&I LAMP, AC&I SOLAR, and AC&I WATERWAYS).
 - e. Provide project identification.
 - f. Perform bi-annual CE inspections on all shore facilities and fixed aids to navigation.
 - g. Provide technical assistance to field units on shore maintenance problems.
 - h. Coordinate preparation of PP/PPR's for facilities with Region and FD&CC.
 - i. Prepare Minor AC&I PPRs for Regional review.
 - j. Maintain Civil Engineering Data System for units within geographic area.
 - k. Serve as C-3 system manager for field office.
6. Under the direction and supervision of the Chief, FEO, the Chief, Contracting Branch shall:
- a. Administer Construction Contracts up to \$100K.
 - b. Administer A/E Contracts,
 - c. Administer inspection and testing contracts.
 - d. Administer contracts for resident engineering services.
 - e. Supervise the procurement actions performed by the Assistant Field Engineering Office Chief on contracts up to \$25K.

Functions Not Performed at Field Offices

- 1. Design/construction of projects greater than \$100,000.
- 2. Preparation of PP, PPR, Master Plans.
- 3. Preparation of environmental documentation.
- 4. Management of environmental program for shore facilities.
- 5. Management of shore facilities energy conservation program.
- 6. Management of vehicle program.
- 7. Management of CE program training.
- 8. Preparation and evaluation of A-76 reviews.
- 9. Routine, minor, unit level maintenance.

FEO ORGANIZATION



EXECUTION SCENARIOS

PROBLEM: Emergency/CASREP repairs under \$25,000 or only requiring technical assistance.

EXAMPLES:

<u>Shore</u>	<u>ATON</u>
shore tie outage	radio beacon failure
leaking fuel tank	damaged sub cable
heating system failure	monitor failure

CURRENT SOLUTION: Unit contacts district (ecv) in appropriate manner and emergency procurements, repair contracts, or material provided. Technical assistance to mitigate problem provided if required.

NEW SOLUTION: Unit contacts nearest available CE unit (field office or FD&CC) who will mitigate problem or obtain assistance to prevent further damage.

RESPONSIBILITY MATRIX

	Unit	Group	Base	CE Field Office	FD&CC	MLC CE
Identify	3	2	0	0	0	0
Accomplish	3	2	1	2	1	0
Fund	2	2	0	3	1	0
Investigate	3	2	0	3	1	0
Prioritize	3	2	0	3	2	3
Contract/Purchase	2	2	0	3	1	0
Inspect	3	2	1	3	1	0

Code: 3 - Primary
 2 - Secondary
 1 - On Request
 0 - None

PROBLEM: Emergency/CASREP repairs over \$25,000.

EXAMPLES:	<u>Shore</u>	<u>ATON</u>
	roof replacement	major aid failure
	pier damage	
	utility break	

CURRENT SOLUTION: Unit contacts district (ecv) to initiate emergency procurement/contract to solve or investigate problem.

NEW SOLUTION: Unit contacts nearest available CE unit (field office or FD&CC) who will mitigate problem or obtain assistance to prevent further damage.

RESPONSIBILITY MATRIX

	Unit	Group	Base	CE Field Office	FD&CC	MLC CE
Identify	3	2	0	0	0	0
Accomplish	2	2	0	2	3	0
Fund	0	0	0	2	3	0
Investigate	2	2	1	2	3	0
Prioritize	3	2	0	2	3	3
Contract/Purchase	0	0	0	2	3	0
Inspect	3	2	1	2	3	0

```
Code:  3 - Primary
       2 - Secondary
       1 - On Request
       0 - None
```

PROBLEM: Major OE project, Minor AC&I project generally in range of \$300K - \$600K.

EXAMPLES:

<p><u>Shore</u> housing rehab replace windows shore stabilization</p>	<p><u>ATON</u> major Waterways project replace sub cable</p>
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CURRENT SOLUTION: Unit submits SSMR to district (ecv). Project completed in accordance with program manager priorities and funding level. District submits Minor AC&I PPR to HQ.

NEW SOLUTION: Unit submits SSMR to CE field office. Project investigated and development package sent to Region for prioritize and assignment to FD&CC for execution. CE field office submits Minor AC&I PPR to Area.

RESPONSIBILITY MATRIX

	Unit	Group	Base	CE Field Office	FD&CC	MLC CE
Identify	3	2	0	3	0	0
Accomplish	0	0	0	0	3	0
Fund	0	0	0	0	0	3
Investigate	1	0	0	1	3	0
Prioritize	2	0	0	2	2	3
Contract/Purchase	0	0	0	0	3	0
Inspect	1	0	0	1	3	0

Code: 3 - Primary
2 - Secondary
1 - On Request
0 - None

PROBLEM: Maintenance or repair project over \$25,000.

EXAMPLES:

Shore
insulate housing
dredge boat basin
pave parking area

ATON
replace structure
storm damage
replace sub cable

CURRENT SOLUTION: Unit submits SSMR to district (ecv). Project completed as priority and funding levels dictate.

NEW SOLUTION: Unit submits SSMR to CE field office. Project investigated and development package sent to Region for prioritize and assignment to FD&CC for execution.

RESPONSIBILITY MATRIX

	Unit	Group	Base	CE Field Office	FD&CC	MLC CE
Identify	3	2	0	3	0	0
Accomplish	0	0	0	2	3	0
Fund	0	0	0	0	0	3
Investigate	1	0	0	2	3	0
Prioritize	2	0	0	2	2	3
Contract/Purchase	0	0	0	0	3	0
Inspect	1	0	0	1	3	0

Code: 3 - Primary
2 - Secondary
1 - On Request
0 - None

PROBLEM: Maintenance or repair project beyond unit funding level but less than \$25,000.

EXAMPLES:

<u>Shore</u> replace sidewalks roof repair road repair	<u>ATON</u> replace daybeacon replace generator install fuel tank
---	--

CURRENT SOLUTION: Unit submits requests via SSMR to district (ecv). Project put on civil engineering backlog for accomplishment in accordance with priority and funding levels.

NEW SOLUTION: Unit submits requests via SSMR to CE field office. Project put on civil engineering backlog for accomplishment in accordance with priority and funding levels.

RESPONSIBILITY MATRIX

	Unit	Group	Base	CE Field Office	FD&CC	MLC CE
Identify	3	2	0	2	0	0
Accomplish	0	0	0	3	0	0
Fund	0	0	0	3	0	0
Investigate	2	2	0	3	0	0
Prioritize	2	2	0	3	0	0
Contract/Purchase	0	0	0	3	0	0
Inspect	2	0	0	3	0	0

Code: 3 - Primary
 2 - Secondary
 1 - On Request
 0 - None

PROBLEM: Maintenance problem requiring technical assistance only. Unit capable of performing work required.

EXAMPLES:

<u>Shore</u>	<u>ATON</u>
fuel consumption increase	monitor system outage
HVAC controls	generator auto start inop
surface prep for painting	premature componet fail

CURRENT SOLUTION: Unit requests assistance from district (ecv) for shore and aton problems many of which can be handled by phone. Visits to obtain data or repair occasionally required. Base provides significant support to ATON problems beyond unit/ANT capability.

NEW SOLUTION: Civil engineering field office will provide same level of reponse for shore problems. ATON expertise not available in CE field office and Base becomes primary resource for assistance.

RESPONSIBILITY MATRIX

	Unit	Group	Base	CE Field Office	FD&CC	MLC CE
Identify	3	2	0	0	0	0
Accomplish	3	2	1	1	0	0
Fund	0	0	0	0	0	0
Investigate	3	2	2	2	0	0
Prioritize	3	2	0	0	0	0
Contract/Purchase	3	2	0	0	0	0
Inspect	3	2	1	1	0	0

Code: 3 - Primary
 2 - Secondary
 1 - On Request
 0 - None

EXAMPLES:	<u>Shore</u>	<u>ATON</u>
Halon System test	N/A	
Steam trap maintenance		
Backflow preventer test		

NEW SOLUTION: Unit funds with local contractor or requests FEO assistance to prepare technical portion of contract specifications.

	Unit	Group	Base	CE Field Office	FD&CC	MLC CE
Identify	3	3	0	2	0	0
Accomplish	3	2	1	2	0	0
Fund	3	0	0	0	0	0
Investigate	3	2	1	1	0	0
Prioritize	3	2	0	0	0	0
Contract/Purchase	3	0	0	1	0	0
Inspect	3	0	1	1	0	0

ANNEX G

PROBLEM: Routine, minor maintenance or housekeeping item within unit procurement authority.

EXAMPLES:

<u>Shore</u>	<u>ATON</u>
broken window pane	clean lens
plumbing leaks	replace ladder
drains clogged	spot painting

CURRENT SOLUTION: Unit procures materials to repair with unit personnel, hires local service contractor or requests assistance (\$ or technical advise) from Group or Base engineering.

NEW SOLUTION: Same as current solution.

RESPONSIBILITY MATRIX

	Unit	Group	Base	CE Field Office	FD&CC	MLC CE
Identify	3	2	0	2	0	0
Accomplish	3	2	1	0	0	0
Fund	3	2	0	0	0	0
Investigate	3	2	1	1	0	0
Prioritize	3	2	0	0	0	0
Contract/Purchase	3	2	0	0	0	0
Inspect	3	2	0	0	0	0

Code: 3 - Primary
 2 - Secondary
 1 - On Request
 0 - None

OPERATING GUIDE (OG) 46 SPLIT

1. Transfer to OG-30, administered by G-NSR

a. Funds would be transferred from OG-46 to OG-30 for the procurement of buoys and moorings hardware. Buoys and chain would be procured from Headquarters by G-NSR. G-ECV would provide technical support for specification preparation and quality assurance. SUPTCEN Brooklyn would administer a central contract for chain. The Yard would build or contract for construction of buoys including those required in the Second District. In the Second District, procurement of wire rope on GSA schedule would become a function of Base St. Louis and building sinkers would continue to be accomplished by the groups.

b. District (oan)'s will submit requirements for buoys annually and for chain quarterly (same frequency as today) to G-NSR. G-NSR will consolidate all the districts' requirements and develop an overall priority list for procurement within available funds. G-NSR will order chain from SUPTCEN and buoys from the Yard from the priority lists. G-NSR will provide funds to the Second District on a non-recurring basis for wire rope and sinkers.

- CC Wide Buoy Procurement	\$3.5M
- Buoy Chain Procurement	\$1.5M
- CCGD2 Wire Rope and Sinkers	<u>\$1.0M</u>
	\$6.0M

2. Transfer to OG-30, administered by each District (mep).

a. Funds would be transferred from OG-46 to OG 30 to each district (mep) for procurement and maintenance of marine environmental protection equipment. Funds would be distributed as follows:

CCGD1	10K
CCGD5	50K
CCGD7	5K
CCGD8	10K
CCGD11	1K
CCGD12	50K
CCGD13	5K
CCGD14	10K
CCGD17	5K
Total	<u>146K</u>

3. Total transferred to OG-30 - \$6.146K.

4. Transfer to OG-43 all remaining OG-46 funds for ATON and Marine Environmental Protection (MEP) Projects. ATON projects would be identified and listed on the OG-43 backlog where they would compete with shore maintenance projects for accomplishment. G-ECV would continue to support the MEP and Diving Programs consistent with current requirements. This program will utilize approximately \$700K per year of OG-43 funds in the future.

a. Total transferred to OG-43 \$7.93M

5. Total OG-46 Funds in FY87 \$14.076M

RESPONSIBILITY MATRIX

	G-NSR	G-ECV	SUPCEN	YARD	District	CEFO	FD&CC
Buoy Procurement	1	2		3	4		
Chain Procurement	1	2	3		4		
D2 Wire Rope & Sinkers					4, 1, 5		
MEP Equipment					4, 1, 5		
ATON Projects	6				4	4, 6	6
MEP Projects	6				4	4, 6	6

Code: 1 - Consolidate requirements and order
 2 - Provide technical assistance for specification preparation and QA
 3 - Procure and distribute on CG wide basis
 4 - Identify need
 5 - Procure through local procurement office
 6 - Design, contract and construct (includes development projects)

COMMAND, CONTROL AND COMMUNICATIONS SUPPORT

Currently, there are several parts of this support that are provided at number of levels. Operational Commanders in areas and districts need operational telecommunications staff support for their regular day to day use as well as planning for MIZ and historical Coast Guard missions. They also need a communication center supervised by someone on their staffs. These are provided in the new structure by a C3/IRM staff and communication center personnel.

The Coast Guard has made great strides in recent years by providing IRM hardware and software tools to all organizational levels. Oversight, system manager and training functions need to be performed at all levels where significant IRM equipment exist. The training function is often contracted for and equipment is supported by a nationwide contract. During the early introduction of IRM concepts and equipment, there was a local need for system development support resources to introduce this new culture into the Coast Guard. This introduction phase is now complete and while there is a continuing need for some local system development capability, most development work needs to be done centrally for Coast Guard-wide applications. Consequently, manning has been provided to manage local IRM systems and to allow some unique local development work. Resources have been provided to C3 labs to do centralized applications development.

Electronic maintenance capabilities on major ships and at groups, communication and Loran stations are quite good so that day to day support from a higher level is generally not necessary. Support is needed for occasional difficult problems, system-wide difficulties and major changes. These resources are provided at the MLC and geographically dispersed local maintenance personnel called Electronic Support Units. MLC's will be authorized to grant electronics alterations approvals currently done at Headquarters.

FUNCTIONAL RESPONSIBILITIES OF THE REGIONAL MAINTENANCE AND
LOGISTICS COMMANDER (RMLC)

A. DIRECT

The MLC would essentially perform the functions presently being performed by eee/tes/ttm in the districts. These duties are generally detailed in COMDTINST M10550.13, Electronics Manual (Administration and Supply). The primary or direct duties of the MLC Electronics Division include:

1. Review trip/patrol reports.
2. Review safety inspection reports.
3. Administer Navy maintenance funds.
4. Assist district and MLCs in reviewing unit's OPTAR funds for C3.
5. Assist field unit in preparing budget for OPTAR budget submission.
6. Administer test equipment procurement and calibration program.
7. Prepare Performance Work Statements and assign COTR responsibilities as required for any A-76 electronics related contracts.
8. Ensure units request ERPAL revisions after major equipment upgrades or at least bi-annually.
9. Fund all ERPAL revisions.
10. Buy, stage, and install replacements for failed equipment. Maintain adequate spares on-hand for district supported equipment to ensure mission success.
11. Administer maintenance programs for district/area maintained electronics.
12. Provide input to FD&CC for electronics items (i.e., comms consoles, conduit requirements, antenna types, electronic safety, room layouts, systems to be installed, power requirements, TEMPEST requirements, etc).
13. Plan and execute C3 projects for districts.
14. Prepare and fund work orders to Industrial Activities and electronics shops.

15. Assist districts and area staffs with developing technical aspects, electronics and communications portions of special operations or exercises.

16. Perform TEMPEST inspections and identify discrepancies, establish corrective action, ensure all are corrected in a timely manner.

B. INDIRECT

In addition to the primary support duties, the regional centers must provide secondary support to the districts and the Electronic Support Units. The regional centers are also responsible for the following indirect, or secondary duties:

1. Provide assistance to C3 Electronics Support Units (ESU) as required.
2. Act as C3 Electronics Engineering expert for District Commanders for:
 - (1) Boards of investigation.
 - (2) Contract review boards.
 - (3) Budget review boards.
 - (4) Survey boards.
 - (5) Beneficial Suggestion review.
 - (6) Planning boards.
 - (7) Safety boards.
3. Review Electronic Inventory Records (EIRS) and EICAM transaction reports. Provide assistance as necessary in completing forms.
4. Coordinate and assist local Electronics Materiel Officers (EMOs) with obtaining training.
5. Provide recommendations to Commandant on improving methods of doing business.

SUPPORT ELECTRONICS (SE) BRANCH

A. DIRECT

The Support Electronics Branch will perform the functions presently being performed by eee/tes in the districts. These duties are generally detailed in COMNAVINST M10550.13, Electronics Manual (Administration and Supply). The primary or direct duties of the Electronics Division include:

1. Approve where designated all electronics portions of SHIPALT/BOATALT installations and modifications on floating units after consultation with Commandant (G-TES), cutter, district, Regional naval engineering support division, and other support activities.
2. Write specifications, initiate Purchase Requests, and assign the Electronic Support Units (ESU) to perform COTR and quality control responsibilities for drydocking and dockside availabilities.
3. Provide emergency spares and technical assistance to ESUs to effect repairs to cutters underway. Coordinate delivery of parts with district offices and ESUs as required.
4. Ensure COED and electronics drawings are current. Provide corrected red-lined drawings to CG Yard for updating after each installation, modification. Ensure ESUs verify corrected drawings from CG Yard.
5. Review ESUs bi-annual Electronics Materiel Readiness Inspections (EMRIs) on all floating units with installed electronics to determine equipment condition and adequacy of support. Ensure all items are corrected within 6 months. Conduct EMRIs as requested by the ESUs.
6. Review electronics related CSMPs for inclusion into shipyard or drydock Statements of Work.
7. After consultation with Commandant (G-TES), develop drawings and procedures to prototype or evaluate new electronics equipment. Perform "Lead Area" activities where assigned.
8. Prepare Statement of Work and provide funds to ESUs to award work orders to industrial activities and electronics shops for major electronics work on floating units.

SUPPORT TELECOMMUNICATION (ST) BRANCH

A. DIRECT

The MLC will perform district functions presently being performed by otm/ttm and some of those being performed by eee. The primary or direct duties of the MLC Branch include:

1. Manage the installation, rental and maintenance of circuits ordered through DECCO and DCA, Coast Guard owned landlines and locally leased landlines.
2. Comply with GSA policies and procedures in the procurement of telecommunications services and equipment. Generate required Departmental reports and act as liaison with Regional GSA offices.
3. Provide technical and cost data to support Area submission of annual plans and budget requests for necessary communication plan improvements.
4. Provide technical details to operational commanders for the operation, modernization and upgrade of Communications stations. Oversee work required to carry out changes as required.
5. Manage HF and VHF-FM coverage and site location. This includes location and leasing of towers and shelters for remote sites, landlines from Groups and Stations to the sites and fault isolation and repair.
6. For PBX system procurement for area units, obtain delegated procurement authority, establish specifications for the system and coordinate installation and cutover.
7. Perform COTR responsibilities for all service/maintenance contracts (i.e., VHF-FM Hi-level, microwave systems, communications consoles, submarine cables, radar systems, etc).
8. Approve EALT request and/or implement Commandant approved EALTs for modifications to shoreside electronics suites as necessary.

IRM STAFF

A. DIRECT

The IRM Staff will perform the IRM functions for the MLC and subordinate units. The primary or direct duties of the IRM Staff include:

1. For Area, MLC and subordinate units:

- a. Provide end-user technical assistance to MLC end users. Included are training and on-site resolution of hardware and software problems.
- b. Oversee ADP hardware and software procurement actions insuring regulatory and DOT/CG policy compliance.
- c. Develop long range Regional IRM plans, policies and objectives for information systems. Analyze and recommend use of funds, people and HQ resources. Coordinate support issues with other Federal agencies in Region.
- d. Provide Automated Information Systems security oversight. Insure adequacy of contingency plans, backup/recovery procedures, and physical security. Support Commandant initiatives such as Risk Analyses and Vulnerability Assessments.
- e. Support installation of CG-wide application software packages.
- f. Review Standard Terminal configuration plans for technical completeness. Insure hardware has required software releases and capacity for processing target software. Manage software license quotas/distribution.
- g. Respond to HQ/DOT data calls. Included is annual input to the DOT required ADP Plan.
- h. Manage Remote Job Entry (DATA 100) function for transmitting source data to the Transportation Computer Center.
- i. Serve as pilot site for CG-wide new software and hardware installations when appropriate.
- j. Develop application software and data files. Provide or arrange permanent software maintenance support.
- k. Perform systems integration function. Provide feedback on HQ and district system development efforts identified as redundant or inconsistent with existing systems.

ELECTRONICS SUPPORT UNIT (ESU)

A. DIRECT

The ESU will provide C3 technical support to cognizant units and assist NESU's by overseeing the readiness and ongoing projects involving the electronics suite on floating units within their cognizance. Their responsibilities include:

1. Track/respond to CASREPs as necessary. Maintain status of all current CASREPs and ensure corrective action is being taken by appropriate elements in a timely manner.
2. Verify accuracy of drawings and COED. Provide corrected red-lined drawings to CG Yard for updating after each installation, modification. Verify all corrected drawings from CG Yard.
3. Monitor status of issued SHIPALTS and ensure all are accomplished/reported as required. Request and administer funds if required.
4. Write specifications, initiate Purchase Requests, and perform COTR and quality control responsibilities for repair, maintenance, and minor alterations to the electronics suite.
5. Provide technical assistance as required, or requested, to all floating units under their cognizance, either inport or underway. This entails troubleshooting equipment with on-board technicians while inport, underway (via phone patch), or by providing contractor/CG personnel to make repairs. Request assistance from regional centers as required.
6. Coordinate electronics work with Naval Support Unit, district, and floating unit. Provide technical assistance as required.
7. Administer OG-42/30 funds as required to support local units.
8. Provide input during budget preparation to district program managers and to electronics MLC.
9. Provide input to district commander on condition of district electronics suite and associated projects.
10. Provide COTR responsibilities for all service or maintenance contracts involving ships or boats for contracts initiated, awarded, or administered by the MLC.
11. Review electronics related CSMPs. Forward major items to MLCs to be included into shipyard or drydock Statements of Work. Initiate action on others as required.

12. Conduct bi-annual Electronics Material Readiness inspections on all floating units with installed electronics to determine equipment condition and adequacy of support. Maintain a discrepancy list and ensure all items are corrected within six months. Provide MLC with copies of all inspections.

13. Assist MLC in "Lead Area" projects as requested.

B. INDIRECT

In addition to the primary support duties, the Electronics Support Units must provide secondary support to the districts and local floating units. Indirect ESU responsibilities include:

1. Coordinate and assist local Electronic Material Officers (EMOs) and unit training officers with obtaining training for ETs/TTs/FTs/STs.

2. Evaluate quality of electronics support and recommend changes which will benefit the unit.

3. Provide input upon request to other local CG activities and respond to emergencies as required.

4. Respond to district requests for information on shipboard electronics as required.

INCREMENTAL IRM FUNCTIONAL RESPONSIBILITIES AT LABS

A. DIRECT

1. Perform detailed design, programming and testing of applications software for Automated Information Systems targeted for CG-wide use. Duties are in response to Headquarters (G-TDS) priorities, defined functional requirements and data structures.

2. Evaluate off-the-shelf software as an alternative to in-house development.

3. Develop system documentation and user manuals.

4. Provide or arrange contractor maintenance support for various applications software.

5. Provide on-site technical assistance/training during major (i.e. UCS) hardware and software installations.

6. Evaluate operating system software and generic software such as A/S and ReQuest.

7. Provide hardware/generic software technical assistance to:

(1) end users encountering operational problems.

(2) project teams developing applications software for CG-wide use.

PROBLEM: Recurring maintenance within unit funding capabilities appropriate for service contract. Technical assistance required.

EXAMPLES:

<u>Vessel</u>	<u>Shore</u>
COMSAT service/repair	C-3 Service Contract
C-3 Repair requirement	VTS routine maintenance
Collision avoidance system repairs	Routine telephone repairs
	C-3 Service Contract

CURRENT SOLUTION: Unit funds with local contractor or requests district assistance to prepare technical specification/fund. District provides contracting support.

NEW SOLUTION: Unit funds with local contractor or requests ESU/MLC assistance to prepare technical portion of contract specifications and/or funding. MLC does the contracting.

RESPONSIBILITY MATRIX

	Unit	Group	Base	District	ESU	MLC
Identify	3	3	0	0	2	0
Accomplish	3	2	1	0	0	0
Fund	3	0	0	0	0	0
Investigate	3	2	1	0	1	1
Prioritize	3	2	0	1	0	0
Contract/Purchase	0	0	0	0	0	3
Inspect	3	2	1	0	1	0

Code: 3 - Primary
 2 - Secondary
 1 - On Request
 0 - None

PROBLEM: CASREP repairs on small boats

EXAMPLES: Afloat

Transducer Failure on 41'

HF XCVR Failure on 82'

VHF-FM XCVR Failure on 21' TANB

CURRENT SOLUTION: Cognizant Station/Base/ANT contacts local support ETs or contractor personnel. If assistance is needed, local ET's request assistant from Group EMO. Group EMO contacts District (eee) if necessary. Cognizant command initiates CASREP to Group and District.

NEW SOLUTION: Same as above, but Group EMO requests assistance from ESU. Cognizant command initiates CASREP message to Group, District, and ESU.

RESPONSIBILITY MATRIX

	Floating Unit	Group	ANT Station	District	ESU	MLC
			Base			
Identify	3		3		0	0
Accomplish		3	3		2	1
Fund			3	2		1
Investigate		3				0
Prioritize		3		2		0
Contract/Purchase			3	1		1
Inspect		3			2	0

Code: 3 - Primary
 2 - Secondary
 1 - On Request
 0 - None

PROBLEM: Security Violation

EXAMPLES: CMS Compromise
Lost Material
Tempest Violation

CURRENT SOLUTION: Unit identifies problem to District who then assists unit in making proper notifications and taking corrective actions.

NEW SOLUTION: District unit would identify compromise action to District office with info to Area. District would take necessary action - investigate, make further notifications, improve security. Regional units would follow same trail, substituting MLC for District office. Area units would report compromises directly to Area Commander.

RESPONSIBILITY MATRIX

	Unit	Group	Dist.	Area	MLC
Identify	3	2	2	2	2
Accomplish					
Fund					
Investigate	1	2	3	2 (3)*	2 (3)*
Prioritize	1	1	2	2	3
Contract/Purchase					
Inspect	0	2	3	3	3

Code: 3 - Primary
2 - Secondary
1 - On Request
0 - None

*(Regional/Area Units)

PROBLEM: Landline (Microwave) troubles

EXAMPLES: Remote VHF/FM and HF sites
FTS/AUTOVON/COMCL line outages (telephone)
District/Area/DCA Teletype Line Problems
Other Control Lines (VTS, COMMSTA, LORAN)

CURRENT SOLUTION: Unit identifies problem to District who then either contacts phone company involved or the net control point (Area, DCA, GSA). In some cases, the unit goes directly to phone company for repairs.

NEW SOLUTION: Unit contacts District who will prioritize (determine operational impact) and have MLC mitigate problem. In some cases, the unit will go directly to phone company for assistance.

RESPONSIBILITY MATRIX

	Unit	Group	Dist.	Area	MLC
Identify	3	3	3	3	1
Accomplish	2	2	2	2	3
Fund	0	0	2	2	3
Investigate	2	2	2	2	3
Prioritize	0	1	3	3	2
Contract/Purchase	2	2	2	2	3
Inspect	2	3	1	1	2

Code: 3 - Primary
2 - Secondary
1 - On Request
0 - None

PROBLEM: New electronic installations on floating units w/assigned ET's

EXAMPLES:

Cutter
Install new telephone system on 210
Install new HF/VHF DF on all classes

CURRENT SOLUTION: Commandant identifies systems and writes SHIPALTS.
Districts plan, fund and execute installations.

NEW SOLUTION: Commandant identifies new systems to MLC. MLC initiates SHIPALT/BOATALT requests, coordinates with cognizant ESU and writes specifications. ESU will inspect installation, act as COTR, coordinate with unit, MLC, and District. MLC will fund installation and new equipment as required. Commandant may fund new equipment.

RESPONSIBILITY MATRIX

	Unit	Group	Dist.	COMDT	ESU	MLC
Identify				2	2	3
Accomplish					2	3
Fund				2		3
Investigate					2	3
Prioritize			1	0	2	3
Contract/Purchase				1		3
Inspect	3			0	3	2

Code: 3 - Primary
2 - Secondary
1 - On Request
0 - None

PROBLEM: CASREP reports on floating units w/assigned ET's

EXAMPLES: Floating Units
 HF XCVR Failure on 180's
 RAYCAS V Failure on 210's

CURRENT SOLUTION: Unit initiates CASREP to District and sometimes Group (for TT support). Unit corrects failure. Requests assistance from District (eee) as needed. Districts coordinate w/other District (eee) when cutter is underway in their District.

NEW SOLUTION: Same as above, but CASREP goes to ESU and unit requests assistance from ESU. For major failures or for coordinating parts to cutter on patrol, ESU may request assistance from District, MLC or closest on-scene ESU.

RESPONSIBILITY MATRIX

	Unit Group			District	Cognizant ESU	MLC
Identify	3	2		0	2	0
Accomplish	3	2		0	2	1
Fund	3			1		1
Investigate	3	2			2	
Prioritize	3			2		0
Contract/Purchase	3					
Inspect	3				2	

Code: 3 - Primary
 2 - Secondary
 1 - On Request
 0 - None

PROBLEM: Telephone Systems Procurement (Major)

EXAMPLES: PBX
Centrex
Electronic Key

CURRENT SOLUTION: District prioritizes and requests delegated procurement authority (where necessary). Commandant forwards request to DOT and then GSA. If approved - district contracts for a new system.

NEW SOLUTION: MLC, with input from Group and District, will handle all aspects of system procurement and arrange for installation.

RESPONSIBILITY MATRIX

	Unit	Group	Dist.	Area	ESU	MLC
Identify	3	2	1	1	2	2
Accomplish	0	0	0	0	3	3
Fund	0	0	2	2		3
Investigate	0	0	0	0	3	3
Prioritize	0	0	3	3	2	2
Contract/Purchase	0	0	0	0		3
Inspect	0	2	2	2	3	3

Code: 3 - Primary
2 - Secondary
1 - On Request
0 - None

APPENDIX 1

REGIONAL MAINTENANCE AND LOGISTICS COMMAND (MLC)

Chief, Civil Rights Staff

The Regional Civil Rights Staff will provide technical advice, guidance, training, and other program assistance to the District, and Headquarters units located within the Region. In addition the staff will be responsible to carry out the civil rights programs for the MLC. The senior civilian member of the staff will serve as the Equal Employment Opportunity Officer for the MLC and may be designated to act as the Equal Employment Opportunity Officer for the Area Commander. The senior military member will serve as Military Civil Rights Officer for the MLC and may be designated to act as such for the Area Commander. The Chief, Civil Rights Staff will report to the MLC through the Deputy, MLC.

Military Civil Rights Program Staff

1. Provide technical advice and assistance to District Commanders and Commanding Officers of Headquarters Units necessary to maintain effective military civil rights programs in accordance with COMDTINST M5350.11 (series).
2. Provide necessary training to district and Headquarters units collateral-duty military complaint counselors and provide necessary assistance and advice to districts and Headquarters units for processing military complaints of discrimination.
3. Provide assistance to districts and Headquarters units necessary to meet standardized civil rights training requirements for military personnel.
4. Provide technical advice and assistance to district commanders and commanding officers of headquarters units in developing, implementing and monitoring MAAPs.
5. Provide protem inspectors to Regional Inspector upon request to conduct program compliance evaluations on units within the Region.
6. The Chief, Civil Rights Staff, in his role as Military Civil Rights Officer, supervises the implementation of military civil rights programs for the MLC and for the Area Commander, and the subordinate units of their commands, as follows:
 - a. Assists MLC in developing, implementing, and monitoring command instructions and program procedures for Military Civil Rights Program.
 - b. Supervise the development, implementation, and review of the Military Affirmative Action Plan.
 - c. Assist the command and subordinate units in identifying existing or potential situations, procedures, and practices which adversely affect the civil rights climate of the command and subordinate units.

- d. Establish effective communications and reporting systems for subordinate units.
- e. Advise commanding officers/OINCs concerning processing and resolution of complaints of discrimination filed by military members.
- f. Schedule and provide standardized civil rights training for members of the command in accordance with COMDTINST M5350.11 (series).
- g. Designate and train collateral-duty military complaint counselors to meet requirements of COMDTINST M5350.11 (series).

Civilian Equal Employment Opportunity Program Staff

- 1. Provide technical advice and assistance to District Commanders and Commanding Officers of Headquarters units necessary to maintain effective civilian equal employment opportunity programs in accordance with COMDTINST M12713.7 (series).
- 2. Provide necessary training to district and Headquarters units collateral-duty EEO counselors and provide necessary assistance and advice to district and Headquarters units for processing civilian complaints of discrimination.
- 3. Provide assistance to districts and Headquarters units necessary to meet standardized civilian equal employment opportunity training requirements for civilian personnel and supervisors of civilian personnel.
- 4. Provide technical advice and assistance to District Commanders and Commanding Officers of Headquarters units in developing, implementing and monitoring Affirmative Action Program Plans for civilian employment.
- 5. Provide protem inspectors to Regional Inspector upon request to conduct EEO program compliance inspections on units within the Region.
- 6. The Equal Employment Opportunity Officer will supervise the implementation of the civilian EEO programs for the MLC and for the Area Commander, and the subordinate units of their commands as follows:
 - a. Serve as the principal advisor on matters related to the implementation and administration of the EEO program.
 - b. Develop policy instructions and notices to supplement Coast Guard guidance on all aspects of the EEO program.
 - c. Participate in the development and/or review of all local civilian personnel administration policies and programs for the purpose of advising the Commanding Officer relative to their impact on the Region's equal employment opportunity policies and procedures.
 - d. Coordinate EEO program plans and activities with civilian personnel officials, EEO counselors, special emphasis program managers, management officials, supervisors, rank and file employees, etc.

- e. Select/appoint EEO Specialists, Federal Women's Program Managers, Hispanic Employment Managers, EEO counselors and EEO committee/council members and provide them training and program guidance in carrying out their assigned responsibilities.
- f. Provide for the development, evaluation and monitor the effectiveness of EEO seminars and training programs (to include training on the prevention of sexual harassment) for supervisors and employees.
- g. Provide for EEO representation on committees and councils whose function is to advise on matters concerning recruitment, training, promotions, and other personnel matters.
- h. Represent the Commanding Officer as required at meetings and conferences relating to equal employment opportunity matters.
- i. Provide for the review of performance evaluation records of all supervisors of civilian employees to ensure that evaluations are made in accordance with Chapter 9 of COMDTINST M12713.7 (series).
- j. Develop reports on EEO as required by the EEO Commission, the Department of Transportation and/or Commandant (G-H).
- k. Provide for the orientation of new employees on the EEO program and specifically on the EEO complaint procedures.
- l. Assure that EEO collateral-duties are documented in the official position descriptions for personnel so assigned as required in Federal Personnel Manual Letter No. 713-37.
- m. Nominate personnel as appropriate for recognition of their contributions to the EEO program.
- n. Provide key management officials with feedback on the status of the affirmative action effort and information concerning the environment, working conditions and other matters which contain the potential for complaints of discrimination.
- o. Develop a budget adequate to assure implementation and administration of the program including funds required for EEO counseling and for court reporters at EEO Complaint Hearings.
- p. Provide for the development of a Regional Affirmative Action Program Plan which is fully responsive to the requirements established by the Coast Guard, the Department of Transportation and the EEO Commission.
- q. Furnish reports on Affirmative Action Plan implementation progress and problems as required by the Coast Guard, the Department of Transportation and the EEO Commission.
- r. Devise methods of monitoring progress of minorities, women, the handicapped, and employees (age 40 and older) and conduct special surveys and studies to eliminate major barriers, making recommendations to resolve systemic EEO problems.

- s. Serve as a resource person and principal staff advisor on the unique concerns of women employees and job applicants, and as liaison with women's organizations to improve recruitment efforts.
- t. Serve as a resource person and principal staff advisor on the unique concerns of Hispanic employees and job applicants and as liaison with Hispanic organizations to improve recruitment efforts.
- u. Participate with schools, universities, and other public and private groups to exchange ideas, solicit assistance, communicate Command equal employment policy and obtain sources of candidates.
- v. Assist individual employees (in conjunction with their supervisors and civilian personnel staff) in the design of individual development plans to fit their needs.
- w. Assist the civilian personnel staff in their development of a Federal Equal Opportunity Recruitment Plan and participate in recruiting efforts.
- x. Assure that civilian employees (including applicants and those paid from non-appropriated funds) and recognized labor organizations are informed of procedures for filing complaints of discrimination through the posting of procedures in conspicuous places.
- y. Keep informed concerning the status of informal complaints and take action to expedite processing and/or resolution as required to assure a timely and objective product.
- z. Evaluate, on an annual basis, the EEO Counselor program in accordance with the criteria contained in Chapter 4 of COMDTINST M12713.7 (series).
- aa. Receive and review formal complaints of discrimination to assure the counseling process has been completed, and that adequate documentation is included in the case file prior to forwarding it to Commandant (G-H).
- bb. Maintain liaison with contract investigators for the purpose of providing administrative support in the conduct of formal investigations and with EEO Commission Hearing Examiners to assure that the Coast Guard has appointed an agency representative, a suitable location for the conduct of the hearing will be available, that witnesses required will be made available, and that a qualified court reporter has been obtained.
- cc. Provide for the conduct of the high level review of discrimination complaints as required by Chapter 4 of COMDTINST M12713.7 (series).
- dd. Assure that Proposed Dispositions are prepared in accordance with requirements contained in Chapter 4 of COMDTINST M12713.7 (series) and that they are properly staffed prior to submission to Commandant (G-H).

- ee. Recommend appropriate disciplinary action when discrimination has been identified, and/or other corrective actions necessary when identified through the complaint process.
- ff. Assure that EEO complaint decisions received from the Department of Transportation or the EEO Commission are implemented and reported as required.
- gg. Provide technical advice and assistance to managers and supervisors on the implementation of the Federal Women's and Hispanic Employment Programs.
- hh. Develop annual work plans for the Federal Women's and Hispanic Employment Programs as required by Chapters 5 and 6 of COMDTINST M12713.7 (series).
- ii. Consult and assist individuals and key management officials on issues, questions, and programs relating to equal employment opportunity matters.
- jj. Provide technical assistance to EEO counselors in the complaint process, to include participation in negotiations for informal resolution throughout all stages of the process.
- kk. Arrange for appropriate Command recognition of special observances related to the EEO program such as: Black History Month, Women's History Week, Federal Women's Week, Hispanic Heritage Week, Asian Pacific American Week, and Native American Week.
- ll. Prepare briefings as appropriate on problems or trends identified which impact on accomplishment of both short and long-term program goals and objectives.

ANNEX H

CHANGES TO AREA FUNCTIONS

ORGANIZATION OF AREA STAFFS

1. PURPOSE: To provide changes to the existing organization and functions of the Area staffs to reflect the following:

- a. Assumption of support functions by Regional Maintenance & Logistic Commands (RLMC) as detailed in Annex G.
- b. Program management of large cutters (WMBC and above) and communication stations by Area Commanders.
- c. Disestablishment of the Third and Twelfth Districts.

2. The AREA COMMANDER, in addition to existing responsibilities, will be responsible for:

- a. Administration and general direction of area units under his/her command, including all cutters in the WAGB, WHEC, WIX, and WMBC classes and communication stations.
- b. Planning, coordinating, and directing the inter-district aspects of operations.
- c. Coordinating the inter-district aspects of support and logistic services provided by the MLC and subordinate units.

3. The DEPUTY AREA COMMANDER, in addition to existing responsibilities, directs and supervises the following special staff elements:

- a. Area Legal Officer.
- b. Area Public Affairs Officer.
- c. Command Enlisted Advisor.
- d. Area Administrative Staff.

4. The AREA LEGAL OFFICER, under the direction of the Area Commander and the Deputy Area Commander, shall:

- a. Furnish legal advice upon the request of the Area Commander, the Deputy Area Commander, or other staff officers.
- b. Render legal advice with respect to, and when appropriate assist in the conduct of courts convened by the Area Commander and review the records of proceedings of all courts and boards subject to review by the Area Commander as a supervisory authority unless that review is assigned by the Area Commander to the MLC.

5. The AREA PUBLIC AFFAIRS OFFICER, under the direction of the Area Commander and the Deputy Area Commander, shall:

a. Conduct the public information program of the Coast Guard in the Area sphere of operations utilizing all available public information media.

b. Prepare, obtain clearance of, and cause the distribution of public information material such as press and radio releases, radio and television scripts, speeches, and visual aids, as may be appropriate.

c. Provide photographic services, as available, and assure maximum photographic coverage of activities within the Area sphere of operations.

d. Develop and supplement plans for the public information program of the Coast Guard in the Area with a view toward fostering public and internal knowledge, understanding, confidence, and good will respecting the Service and its activities.

e. Keep informed of the status of the public information program within the Area and of public reaction to Coast Guard activities, and advise the Area Commander and the Deputy Area Commander.

f. Provide, as agreed upon by the Area Commander and host District Commander, public affairs support to District units within the New York and San Francisco metropolitan areas. Pursuant to such an agreement, act as the spokesman of the District Commander when appropriate.

6. The AREA COMMAND ENLISTED ADVISOR, under the direction of the Area Commander and the Deputy Area Commander, shall:

a. Assist and advise the Area Commander/Deputy Area Commander in matters pertinent to the morale and general well-being of enlisted personnel and their dependents.

b. Perform the duties of the Command Enlisted Advisor (cea) as outlined in the Coast Guard Organization Manual with regard to Area and MLC units.

c. In consultation with the Master Chief Petty Officer of the Coast Guard and the Command Enlisted Advisors of Area districts, coordinate the availability of an enlisted advisor to all units in the Area to ensure that lines of communication, both written and oral, are available to all enlisted personnel. This mechanism should be clearly defined in a formal agreement signed by the Area Commander and appropriate District Commander.

7. The AREA ADMINISTRATIVE STAFF, under the direction of the Area Commander and Deputy Area Commander, shall carry out the current functions of the Administrative Branch as a special staff element.

8. The AREA TECHNICAL ASSISTANCE BRANCH, READINESS DIVISION will be disestablished and its function relocated to the Technical Support Division, Vessel, of the MLC.

9. The AREA LORAN-C BRANCH, TELECOMMUNICATIONS/INFORMATION SYSTEMS DIVISION will continue present functions except that technical support of LORAN-C stations is relocated to the Technical Support Division, C3/IRM, of the MLC.

10. The AREA TELECOMMUNICATIONS/INFORMATION SYSTEMS DIVISION, under the direction of the Area Commander and Deputy Area Commander coordinate the transfer of the district communication center to the area staff and:

a. Administer, supervise and coordinate all communication management affecting the operation and administration of the Area office.

b. Provide communication center services to units previously served by the district communications center.

c. Insure operational communications readiness of all area units by inspections.

d. Provide operational assistance in communication matters for floating units.

e. Administer the communications security program.

f. Manage the operation and plan for the modernization and upgrade of communications stations. Develop plans and approaches for future use of communication stations.

11. The AREA OPERATIONS DIVISION, under the direction of the Area Commander and Deputy Area Commander, shall:

a. Monitor area units to determine adequacy of resources and ascertain effective execution of programs, including the following:

(1) Manning and training requirements

(2) Energy usage.

b. Carry out program budgeting and fuel fund management for Area cutters.

c. Schedule cutter operations and provide vessels to District Commanders when required to accomplish assigned missions.

d. Coordinate use of district-controlled long range aircraft CHOPPED to Area for specific tasks.

ANNEX I

REALIGNED DISTRICT FUNCTIONS

Administration Division

1. Under the general direction and supervision of the District Commander and Chief of Staff, the Chief, Administration Division shall:

a. Direct, supervise, and coordinate the activities of the chiefs of the Personnel, Financial Management, and Office Services Branches.

b. Act as principal personnel, financial management, and supply advisor to the District Commander, Chief of Staff, and other staff officers.

c. Coordinate and assist in the development of district input to the Coast Guard planning, programming, and budgeting system.

d. Administers the district personnel program, assuring proper utilization of personnel resources. Advises the district commander and other staff officers regarding personnel issues such as discipline, awards, performance evaluation, position management, and other personnel-related issues.

e. Serves as Commanding Officer for district staff enlisted personnel.

f. Administers and reports on funds allotted to the District Commander. Assures fiscal integrity is maintained throughout the organization.

C3 Functional Responsibilities at District Offices

A. DIRECT

The District staff will be responsible for local operations support, planning and telephone management. The primary or direct duties of the District office include:

1. Maintain the District Commander's Classified Material System (CMS), operate a communications center, cryptographic center and courier service for the district office.
2. Develop and issue communication plans in support of mobilization and Maritime Defense Zone operations.
3. Coordinate and develop plans and instructions for handling safety, distress and SAR Communications.
4. Maintain close liaison with appropriate government and industry communications personnel within a district as a means of improving Coast Guard communications, coordination and interoperability.
5. Maintain status of all district communications equipment and communications links (radio, landline). Ensure corrective action is taken when necessary.
6. Provide communications input to district staff during development of Planning Proposals and Planning Proposal Reports.
7. Provide communications related budget information to district program managers.
8. Manage and coordinate district office telephone systems including instrument moves, feature changes. Issue work orders to accomplish required changes in a timely manner.
9. Participate in district exercises as required.
10. Coordinate Marine Information Broadcasts times and frequencies within the district.
11. Function as the Immediate Superior In Command (ISIC) for all CMS accounts.

B. OVERHEAD

To ensure proper management, the following administrative/overhead factors must be considered:

1. Staff training.
2. Administer management information system.
3. Establish and promulgate policies.
4. Collateral duties.
5. Leave.
6. Travel to supported units and to HQ.
7. Personnel transfers.

Financial Management Branch

1. Under the direction and supervision of the Chief, Administration Division the Chief, Financial Management Branch shall:

a. Coordinate and consolidate estimates for annual district budgets or continuing resolutions involving the following Operating Guides (OG):

(1) OG 30 for vessels (WLB and smaller), air stations, Marine Inspection/Safety Offices, Groups, Stations, LORAN stations, and district staff. Energy funding for these units is included.

(2) OG 54 for district armory consumables and small arms training.

(3) OG 56 for local training and off-duty education.

(4) OG 9X for reserve training.

Budget request submissions are normally incremental adjustments based on changes in facilities (ashore and afloat), changes in operating environment (e.g. closure of a DOD base that provided support to district units), changes in local economic conditions (prices), and changes in personnel levels.

b. Prepare and submit apportionment requests.

c. Prepare quarterly financial plans and coordinate OG 30 targets with program managers and field units. Issue targets (OPTARS).

d. Receive and review, with program managers, requests for re-allocation. Develop analyses for district POP Board to reprioritize existing funds or request additional funds from the Appropriation Manager in Headquarters.

e. Evaluate cost data and prepare financial management reports for program managers. Assist program managers to prepare changes in the financial plans.

f. Coordinate planning (i.e. develop backlog requests) for justification and management of supplemental funding.

g. Maintain carryover limits.

h. When directed, perform audits of Assistant Disbursing Officers, Cashiers, and Collection Clerks.

i. Authorize establishment or disestablishment of enlisted dining facilities at district units. Authorize Regular BAS for members under certain conditions.

j. Provide liaison with the MLC for operational assistance visits and compliance audits of district Coast Guard Dining Facilities (CGDF).

k. Maintain prescribed general ledger control accounts and subsidiary ledgers for assets, liabilities, revenues, and expenses within the Administrative Operating Target for each appropriation/fund allotted to the district. Accounting for leased housing, utilities, and medical services will be regionalized. Districts will continue to account for FD&CCs and large AC&I units (RIOs for example) as they now do.

l. Review obligations and assign expenses for proper charge to the correct Object Code and Cost Center. Review MILSTRIP documents for proper Fund Code. Record obligations and expenditures to district controlled funds and pickup accounts, ensuring that the fund manager has certified availability of funds and the commitment/obligation has been approved by the responsible official.

m. Bill customers promptly on delivery of Coast Guard services or supplies, establish receivables, accept and properly dispose of collections, follow-up on overdue accounts, and assess late payment penalties.

n. Establish payables, accrue expenditures, receive vendors' invoices and match them with receiving reports for supplies and services. Prepare vouchers (except for travel claims) and certify expenditures before submission to the Regional Disbursing Office for payment. Observe Prompt Payment Act requirements for timely disbursements and use of vendor discounts.

o. Maintain industrial accounts as necessary.

p. Maintain capital authorizations for allocated Supply Fund (SF) activities. Record receipts and expenditures for clothing lockers, commissaries, and field stock/general stores stocking units at district units.

q. Capitalize and account for personal property acquisitions and disposals.

r. Provide cashier services.

s. Prepare internal management and external accounting reports as required. Review undelivered orders and follow-up to cancel or liquidate. Transfer appropriate accounts to successor appropriations and release unobligated balances.

IRM Staff Functional Responsibilities at District Office

A. DIRECT

The District staff will be responsible for system manager functions, coordination with the field and the MLC. The primary or direct duties of the District office include:

1. Serve as COTR for ADP systems/facilities management contracts for operation of standard terminal clusters and/or minicomputer facilities.
2. Serve as COTR for Information Center (IC) facilities management contractor. IC provides end user training and specialized equipment.
3. Perform on-site analysis of end-user hardware/software problems. Interact directly with Regional support staff in resolving problems.
4. Identify and insure correction of AIS security problems.
5. Maintain local inventory of ADP equipment and record of authorized users.
6. Serve as COTR for data entry contracts.
7. Serve as electronic mail manager for district.

B. INDIRECT

In addition to the primary support duties, the districts must provide secondary support as follows:

1. Provide assistance to EFLAB and EECEN.
2. Provide planning information to RMLC.

C. OVERHEAD

To ensure proper management, the following overhead factors must be considered:

1. Staff training.
2. Collateral duties.

Legal Officer
(dl)

1. Under the direction and supervision of the District Commander and the Chief of Staff, the Legal Officer shall:

a. Furnish legal advice upon the request of the District Commander, the Chief of Staff, or other staff officers.

b. Render legal advice with respect to, and when appropriate assist in the conduct of, courts and boards, including marine casualty boards, and review the records of proceedings of all courts and boards convened in the district or subject to review by the District Commander as a supervisory authority.

c. Review for their legal implications all reported violations of the navigational laws and proposed actions to be taken on petitions submitted for relief by way of remission or mitigation of the penalties involved in such violations, and cooperate with the Chief, Marine Safety Division in this regard.

d. In close liaison with the Chief, Administration Division, render such personal legal aid and assistance to Coast Guard personnel and their dependents as is deemed desirable for their morale or efficiency.

Office Services Branch

1. Under the direction and supervision of the Chief, Administration Division, the Chief, Office Services Branch shall:

a. Serve as the Contracting Officer (Level I) for the district office and those district units with limited small purchase authority. Procure supplies, non-personal services, and construction in the amount of \$25,000 or less from commercial sources.

b. Process Purchase Requests (PR), determine the most appropriate method of acquisition, determine the source of supply/service, solicit offers for the supplies/services required, determine the offer most advantageous to the Coast Guard, order the supplies/services, and follow-up to ensure delivery. Synopsise in the Commerce Business Daily where required.

c. Ensure commercial purchases under \$10,000 are reserved for small businesses. Promote district participation in procurement related economic stimulation programs such as the 8(a) Small and Disadvantaged Business Set Asides.

d. Place orders under existing Federal Supply Schedule contracts awarded by GSA or Blanket Purchase Agreements awarded by other government agencies as prescribed.

e. Arrange for shipment/transportation of materials.

f. Analyze unauthorized procurements made by district units or staff and prepare ratification recommendation for the Head of Contracting Activity (district commander)'s action.

g. Operate the district Automated Requisition Management System (ARMS) or Requisition Processing Point (RPP) for ordering supplies from government sources in support of the district staff. Provide similar service for field units which do not have or are not authorized direct access to the system.

h. Establish local support agreements with other Coast Guard units or other government agencies for logistics help when feasible and economical. Provide assistance to other agencies within existing capabilities and resources.

i. Provide guidance to staff program managers for establishing and changing property and supply stock allowances on district units.

j. Determine petroleum, oil, and lubricant (POL) requirements for district units. Coordinate supply support with DFSC elements or commercial sources within district procurement authority.

k. Develop and issue rules and procedures for the acquisition and control of credit cards.

l. Monitor operations of Supply Fund (SF) activities such as clothing lockers at district units. Coordinate with Inventory Control Points (ICPs) as required.

m. Administer the personal property accountability system for the district office. Coordinate district-wide screening of excess property and input all acquisitions into the automated control system for the district and field units without computer capability. Coordinate district office surveys of personal property and prepare excess property declarations. Coordinate district disposal of personal property.

n. Manage the space/rent program for the district, working directly with the cognizant GSA regional office.

o. Organize and administer centralized office support services for the district staff including a stationery locker, printing and reproduction, mail and postal matters, shipping and receiving.

p. Repair and maintain Coast Guard owned motor vehicles. Provide allowance list modifications. Operate the motor pool.

q. Prepare and submit required reports.

Personnel Branch, Administration Division

1. Under the direction and supervision of the Chief, Administration Division, the Chief, Personnel Branch, shall:

a. Coordinate personnel training activities for District personnel, arranging quotas for local training, off-duty tuition assistance, locally provided training, etc. Maintains required files and reports, including administration of local OG-56 funds. Administers tests and examinations, as required.

b. Maintain necessary records relating to military personnel assigned to the District staff.

c. Provide local housing referral services for District military staff, as appropriate. Serves as district coordinator with MLC for housing needs and leases.

d. Serve as District morale and recreation officer, including administration of the District morale fund.

e. Provide administrative assistance in the administration of medals and awards program.

f. Administer Coast Guard special interest programs in the areas of family advocacy, drug testing program, human relations, etc.

g. Assure proper utilization of non-rated personnel in the district.

h. Administer the District Mutual Assistance program, advising the District Commander on welfare needs as required.

i. Provide supervision to the Personnel Reporting Unit/Personnel Support Center, as required. (Opt.)