

UNITED STATES COAST GUARD



STRATEGY



OCTOBER 2022

WASHINGTON, D.C.

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**TOMORROW LOOKS DIFFERENT.
SO WILL WE.**

**WE WILL BE A MORE ADAPTIVE AND CONNECTED
COAST GUARD THAT GENERATES SUSTAINED
READINESS, RESILIENCE, AND CAPABILITY**

IN NEW WAYS

**TO ENHANCE OUR NATION'S MARITIME
SAFETY, SECURITY, AND PROSPERITY.**

**ADMIRAL LINDA FAGAN
1 JUNE 2022**

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THE COMMANDANT

OF THE UNITED STATES COAST GUARD



As a maritime nation, the United States depends on a strong and agile Coast Guard to enhance the Nation's maritime safety, security, and economic prosperity. For 232 years, we have applied our broad authorities and capabilities to save lives, protect our waters, and defend our national interests.

Our Coast Guard holds the trust of the Nation because of our enduring commitment to performing our missions with Honor, Respect, and Devotion to Duty. We are esteemed among our fellow military Services, the Department of Homeland Security, partner agencies, the maritime industry, and our elected leaders. Around the world, nations and mariners see our racing stripe as a symbol of maritime governance and hope.

The pace of change in today's world is accelerating. Geopolitical strategic competition, economic volatility, climate change impacts, shifting workforce expectations, evolving technologies, and emerging maritime uses are converging and driving change for our Service.

If we do not adapt, this accelerating pace of change will overtake our ability to protect, defend, and save the American public we serve. Now is the time to move our Service forward.

We will transform our total workforce by modernizing how we recruit, hire, develop, train, and support our people and their families. We will sharpen our competitive edge by driving a culture of innovation to integrate new technology and provide our people with reliable assets, systems, and infrastructure. And we will advance our mission excellence by pioneering new operating concepts while enhancing our readiness.

Our Coast Guard succeeds because of our exceptional character, our high sense of purpose and dedication to who we are and what we stand for: our Core Values, our Ethos, and our sense of service to the Nation. We are committed to building a diverse and inclusive workforce reflective of the American people. We will create an environment where all people are respected, valued, and empowered. Delivering improvements for our Coast Guard workforce is my top priority, so our Service can meet the challenges of tomorrow and ensure the enduring prosperity of America.

This Strategy provides the vision and framework for why and how we will implement change to remain Semper Paratus. Every member of the Coast Guard is a leader - and every leader has an opportunity to contribute - I challenge you to align your work to this Strategy and take action to lead our Service forward.

This is our Coast Guard. This is our Strategy.
Tomorrow looks different. So will we.

Yours in service,

A handwritten signature in blue ink that reads "Linda L. Fagan".

Admiral Linda L. Fagan



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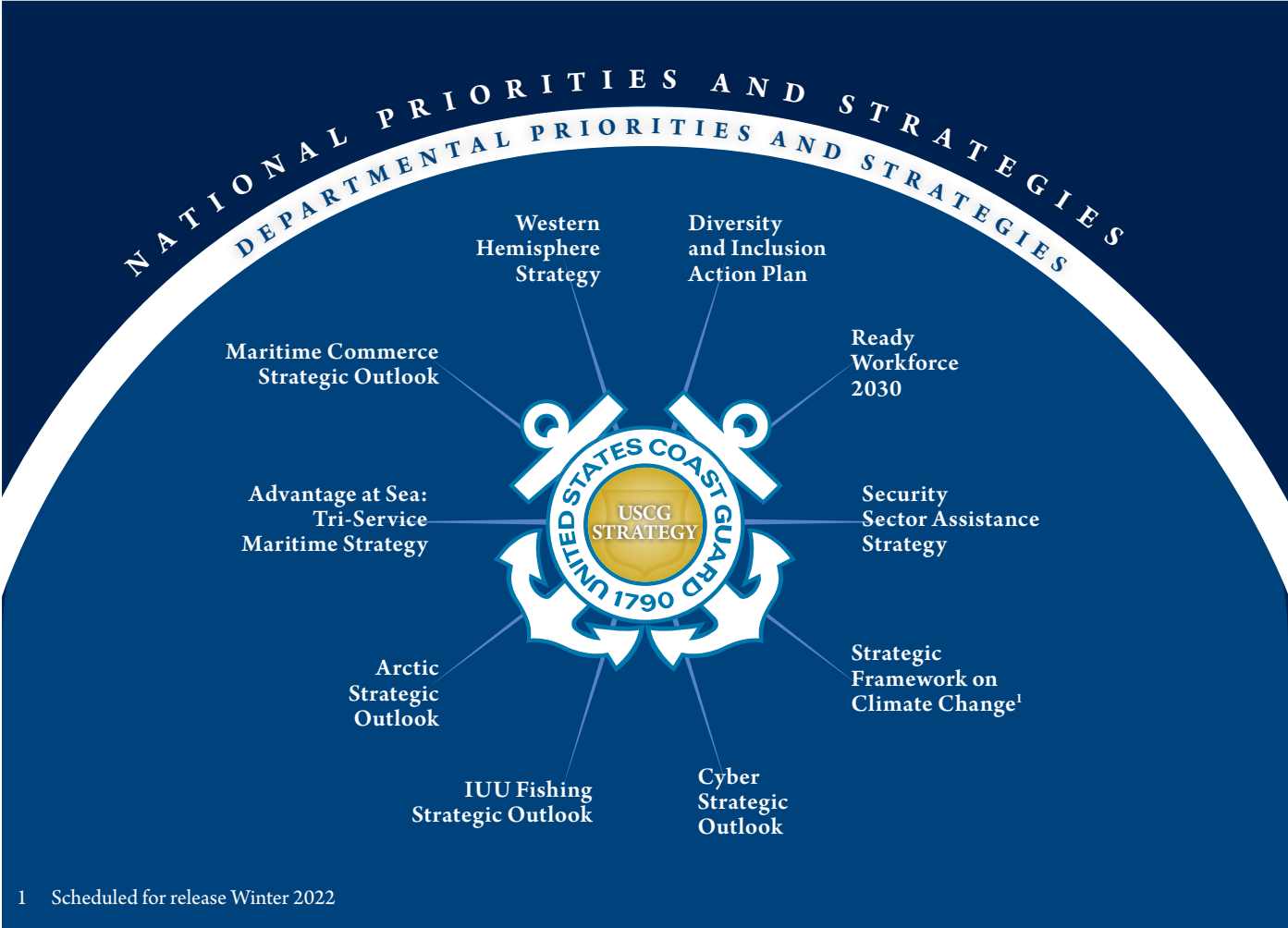


Our Value to the Nation

America’s waterways, coasts, and seas are the lifeblood of our economy, our national security, and our way of life. They are a source of vast natural resources— fueling commerce, transportation, and defense while enriching our lives. The safety, security, and prosperity of America depend on reliable access to the maritime environment, protection from threats on the sea, and protection of the sea itself. To this end, the Coast Guard serves as a unique instrument of national power, championing the rule of law and governance on our waters and beyond.

As the Nation’s only multi-mission, military, maritime service, we are humanitarian first responders, environmental stewards, a law enforcement and regulatory agency, a member of the intelligence community, and a branch of the Armed Forces. Our missions have evolved over the last two centuries; we have developed enduring strategies to focus our efforts, nested underneath national and departmental strategies and priorities. As our missions continue to evolve in the future, we remain committed to developing the personnel, infrastructure, assets, and technology necessary to excel in tomorrow’s world.

The Coast Guard enables America to harness the potential of our multi-use waterways. We support national interests by saving lives, preventing terrorism, securing our maritime borders, promoting the rule of law, protecting natural resources, and enhancing cyber and critical infrastructure security, all in concert with other Department of Homeland Security (DHS) components. We operate at both the national and local level, cooperating with American communities to manage



1 Scheduled for release Winter 2022



ports and inland waterways. Our vast network of international, interagency, industry, intergovernmental, tribal, and nongovernmental partners allows us to collaborate and lead through crises. We bring a broad and unique spectrum of powerful authorities to the Department along with highly trained, rapidly deployable, and well-equipped personnel and assets that flow across missions as needed.

The Coast Guard also plays a central role in strengthening maritime governance around the world, building on international engagements to bolster other nations' inherent capabilities to police their own waters and support cooperative operations. As the only branch of the Armed Forces within DHS, we bridge the gap between the law enforcement focus of DHS, the diplomacy of the Department of State, and the defense capabilities of the Department of Defense (DOD). Within the Joint Force, we provide a full spectrum of engagement in the grey zone as nation-states and transnational criminal organizations (TCOs) generate increased uncertainty and complexity in the maritime domain. Finally, should conflict arise, the Coast Guard stands shoulder-to-shoulder with the DOD Services to defend America's national security interests.

The key to our success has always been our people – our diverse total workforce of Active Duty, Reserve, Civilian, and Auxiliary members – who often accept great personal sacrifices and put themselves in harm's way to serve the Nation. As our Service transforms, what remains is our steadfast commitment to serving others, our Coast Guard Core Values and Ethos, and a common purpose to remain Always Ready to protect, defend, and save the American public.

UNITED STATES COAST GUARD ETHOS

In Service to our Nation

With Honor, Respect, and Devotion to Duty

We protect

We defend

We save

We are Semper Paratus

We are the United States Coast Guard



Strategic Environment

Drivers of Mission Risk and Opportunity

The world is changing, and the pace of that change is accelerating. The United States is part of a highly integrated international system, which presents added complexities. Key drivers in this dynamic environment directly affect Coast Guard missions. These drivers are frequently interconnected and interdependent.

GROWING WORKFORCE COMPLEXITY:

A shrinking American workforce combined with changing employee-employer expectations is driving significant challenges in recruiting and hiring. Simultaneously, American jobs are expected to increase by nearly 12 million from 2020 to 2030, which will intensify competition for workers.² New workforce entrants increasingly seek flexibility, innovation, inclusion, and purpose; they desire employers with courageous and culturally fluent leaders who foster a workplace where all people are respected and empowered. Organizations that fail to adopt modern policies and processes will fail in attracting and retaining the talent necessary to meet the challenges of an increasingly complex world.

RAPID ADVANCEMENTS IN TECHNOLOGY:

The pace of innovation is accelerating, and access to technology has become ubiquitous. Expanding interconnectivity and increasing complexity will enable industry to meet competing challenges for growth, eliminate barriers to communications, bolster commerce and economic prospects, and provide opportunities to deepen existing partnerships and build new relationships. Technological advancements — such as autonomous systems or artificial intelligence — expose global systems to modern threats, including growing cybersecurity concerns, supply chain disruptions, navigation vulnerabilities, communication distortions, and interference with both information and operational technology systems.

² U.S. Bureau of Labor Statistics, “Employment Projections and Occupational Outlook Handbook News Release”, U.S. Bureau of Labor Statistics, 2021, <https://www.bls.gov/news.release/ecopro.htm> (accessed 28 Jun 2022).



IMPACTS OF CLIMATE CHANGE:

The world is experiencing intensifying weather patterns, rising sea levels, migrating fish stocks, and food and water insecurity. Increased access to navigable waters in the Polar Regions is prompting human activity in new areas. The coastal population has continuously increased in size over the last five decades, with 40% of the American population currently living in coastal counties.³ Over the same timeframe, annual “billion-dollar disasters” have grown from an average 7.7 events per year to 17.8 per year, a trend that shows no signs of slowing.⁴ Climate change amplifies the effects of other drivers and exacerbates stressors that increase challenges within the maritime environment.

SHIFTING ECONOMIC FACTORS:

A shifting economic landscape and changing industrial capacity will continue to impact fiscal realities, workforce availability, and operating costs. Use of the maritime environment, including the movement of goods and people and the extraction of resources, also continues to expand and evolve. Global markets, coupled with congested highway and railway systems, demand growing capacity in the Marine Transportation System (MTS). Today, 90% of global trade travels by sea, facilitating \$5.4 trillion of U.S. annual commerce and supporting 31 million American jobs.⁵ Globally, predatory fishing practices coupled with climate change and geopolitical landscapes are increasing economic stressors, particularly for coastal nations.

EVOLVING GEOPOLITICAL LANDSCAPE:

Global strategic competition is challenging the rules-based order by eroding international norms, maritime governance, and regional stability. Nation-state aggression poses significant threats to global peace and prosperity as malign actors grow in economic and military strength, attempting to shift global norms in their favor. National competitors, violent extremists, and increasingly powerful and capable TCOs all continue their attempts to exploit weak governance at sea, corruption ashore, and gaps in maritime domain awareness to gain economic and political advantage.

CHANGING OPERATIONAL DOMAINS:

Emerging uses of the maritime environment – including offshore energy production, unmanned vessel and aerial systems employment, and commercial space activities — are rapidly expanding, challenging existing regulatory and operational frameworks. The cyber threat vector grows as information, data, and technology are increasingly commercially available and in use by adversaries, violent extremists, and TCOs. Additionally, the intersections of growing political, economic, and climate factors drive human migration which strain border security and immigration processes.

3 National Oceanic and Atmospheric Administration, “Economics and Demographics”, Office for Coastal Management, 2018, <https://coast.noaa.gov/states/fast-facts/economics-and-demographics.html> (accessed 28 Jun 2022).

4 NOAA National Centers for Environmental Information, “U.S. Billion-Dollar Weather and Climate Disasters”, 2022, <https://www.ncei.noaa.gov/access/billions> (accessed 28 Jun 2022).

5 American Association of Port Authorities, “Exports, Jobs, and Economic Growth”, 2019, <https://www.aapa-ports.org/advocating/content.aspx?ItemNumber=21150> (accessed 28 Jun 2022).



Strategic Driver Implications

The conditions under which we operate are not static; changes in the strategic environment are directly impacting the Coast Guard today. As the external environment changes, so will the strategic drivers and their combined implications to our Coast Guard missions. We have the opportunity today to build readiness and resilience within our Service. We must continuously monitor the external environment and adapt as necessary to meet the needs of the Nation.

- ▶ ***Our talent management system will evolve to allow more career flexibility, while meeting Service needs.*** The total end strength of our workforce is challenged. Recruiting and hiring shortfalls, if not addressed, will lead to reduced capacity and mission effectiveness. The fundamental structure of our workforce system was established following World War II, amid a vastly different social and economic landscape. For example, the proportion of dual income households has dramatically increased since the 1950s, and the costs of housing and child care have risen while wages remained relatively flat.⁶ We must build and support a more diverse, agile, and adaptive total workforce.
- ▶ ***Our ability to compete will evolve to match the pace of changing technology, climate, economic pressures, political landscapes, and operational demands.*** Technology is revolutionizing the world around us through digitalization, miniaturization, advances in data and networks, autonomous systems, and artificial intelligence. Our future workforce enjoys these technological solutions outside the Service and will require access to these tools to

⁶ Concordia St. Paul, "The Evolution of American Family Structure", CSP Online, 2022, <https://online.csp.edu/resources/article/the-evolution-of-american-family-structure/> (accessed 14 Jun 2022).



maximize effectiveness. These changes also present new challenges and opportunities for Coast Guard regulatory efforts and our own employment of emerging capabilities. We must compete with the evolving capabilities of our adversaries, embracing organizational and process changes to make the most of new technologies and, as necessary, identifying and closing gaps in our authorities. Increasing fuel costs and alternative energy innovation will also drive the Coast Guard to redefine the way we use energy sources across all platforms. In tandem, as Coast Guard facilities and infrastructure become progressively vulnerable to extreme floods, fires, wind, and rising sea level, the Service must seize opportunities to build resilience and manage the risks of climate change.

- ▶ ***Our force posture and operating concepts will evolve to meet increasing demands.*** Evolving global supply chain volatility, economic disparity, increasing geopolitical instability, and strategic competition stress the international system and challenge our national prosperity and security. Increasing demand for the Coast Guard's unique authorities, partnerships, and capabilities will stretch our organizational capacity and require clearer alignment between strategy, resource allocation, and mission execution to address the most consequential risks facing our Nation. For example, requests for Coast Guard crisis leadership and expertise have risen in recent years; 7-10% of the Coast Guard workforce deployed annually to support national incident responses from 2018-2021. This increase demands new thinking regarding workforce utilization. Abroad, regional instability and economic disparity are driving increased maritime migration. Malign actors are employing Illegal, Unreported, and Unregulated Fishing (IUUF) tactics to undermine sustainable resource management, jeopardizing global food and economic security of all maritime nations. Maximizing the Coast Guard's response to counter threats like these will require exploring innovative operational concepts that make best use of evolving Coast Guard capabilities.



Strategic Framework

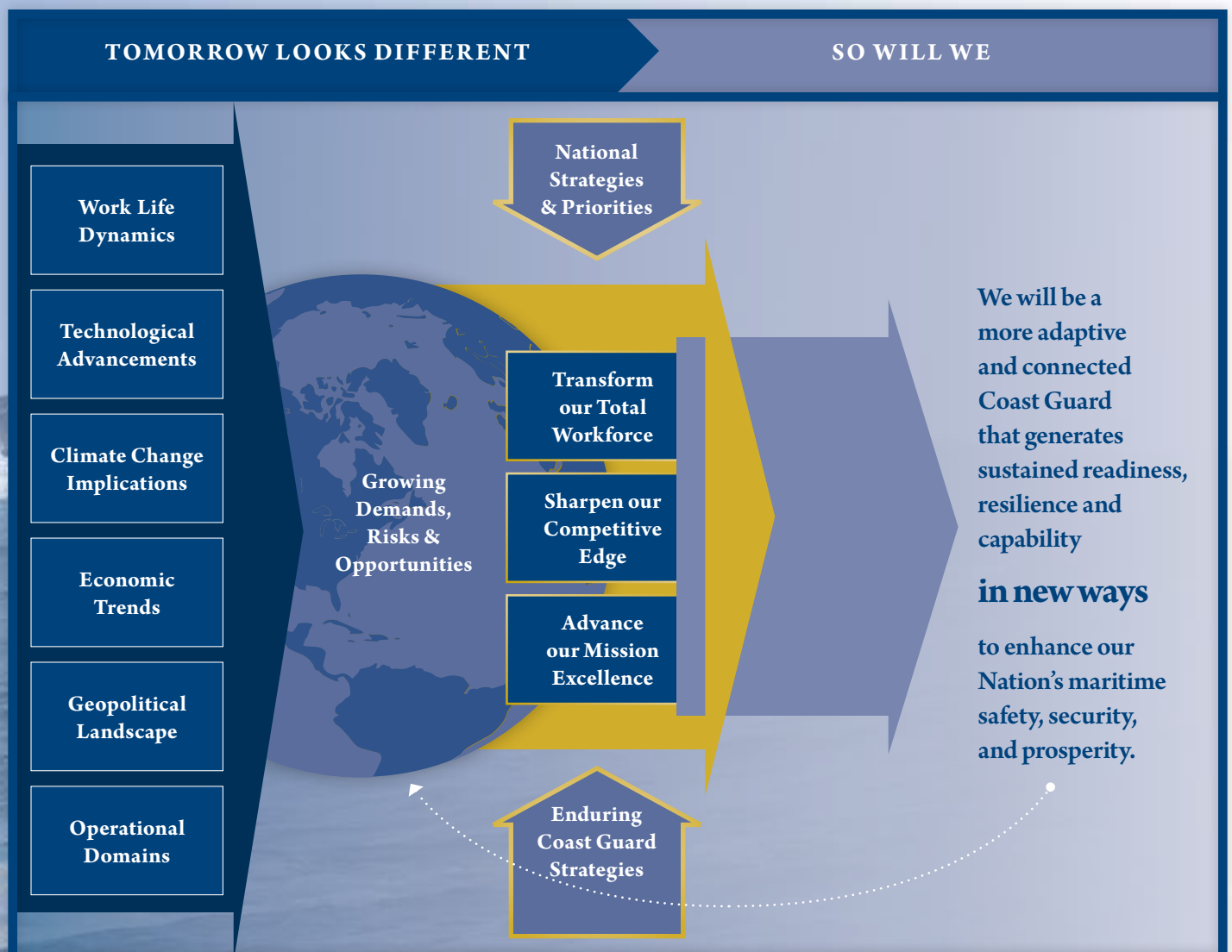
The Coast Guard will remain adaptive and connected, both internally and with our partners and stakeholders, to consistently and reliably serve the American public and support our international partners in an ever-changing world. We must be bold, innovative, collaborative, and willing to act in new ways to overcome the global challenges we face.

This Strategy builds on the Commandant's Intent and enduring Coast Guard strategies to provide a framework for the Coast Guard to generate sustained readiness, resilience, and capability to enhance America's maritime safety, security, and prosperity. To that end, we will:

*Transform our
Total Workforce*

*Sharpen our
Competitive Edge*

*Advance our
Mission Excellence*



Transform Our Total Workforce

The workforce is the heartbeat of our Service. Our diverse talents are the reason we succeed in our missions. Our personnel are resilient, capable, skilled, and motivated. To recruit, hire, train, and retain the workforce needed for the future, the Coast Guard must provide all of our personnel with a management model that best aligns the talents, desires, and experiences of an individual with the needs of the Service to maximize the performance of both. To transform our total workforce, we will execute the Ready Workforce 2030 Strategic Outlook. While we strive to implement each line of effort in the Outlook, we will place particular emphasis on rapidly executing the following key initiatives to enhance recruiting and retention.







- ▶ **Deploy innovative recruiting practices** to attract the mission-ready total workforce we need for today and into the future. We will:
 - Execute a comprehensive campaign using innovative and adaptive marketing to connect our recruiters to potential active duty, reserve, or civilian hires and auxiliary volunteers.
 - Provide strategic direction to align military accession programs, including the Coast Guard Academy and Training Center Cape May, with Service needs.
 - Identify and reduce barriers that deter otherwise qualified military and civilian applicants to increase the pool of potential recruits.
- ▶ **Revolutionize talent management policies** to create opportunities for flexible assignments, advancements, workplaces, and careers for our total workforce. We will:
 - Build a talent management system that is transparent, readily understandable, and leverages data analytics to identify and solve problems while also supporting the flexibility that our current and future workforce desires.
 - Develop and employ modern tools and incentives to offer the workforce tailored career options that meet personal and professional goals, while ensuring the Service can fill positions with people who have the right skills and experience.
 - Aggressively employ existing workforce management authorities and retool our talent management policies to enhance career fluidity and permeability to better attract and retain Coast Guard talent.
 - Create and implement programs to promote and reward personal talent development, including initiatives that support attainment of new skills.



- ▶ **Develop individually tailored, on-demand, and modernized learning** for the continuous professional and personal growth of our total workforce. We will:
 - Continue to innovate and develop new ways to deliver training by adapting to a world that is increasingly virtual and customizable.
 - Make better use of and expand blended learning approaches. Traditional classroom training will no longer be the default learning modality.
 - Aggregate and interpret training and performance data to forecast best courses of action for sustaining total workforce talent and mission readiness.
- ▶ **Deliver point-of-need healthcare and family services** to bolster the resiliency of our workforce and families. We will:
 - Modernize health service policies, standardize procedures, develop technologies, and diversify delivery methods to provide high-quality healthcare at the point of need.
 - Strengthen organic Coast Guard medical capability through innovative programs to assess and train Coast Guard health service providers and increase availability of care, including access to behavioral and mental health services.
 - Invest in and modernize Coast Guard Work Life programs to deliver tailored individual and family services.
 - Advocate for and advance housing initiatives so that Coast Guard members can affordably live in the communities in which they serve.

STRATEGIC OBJECTIVE

We will generate a modern and ready workforce, when and where we need it, to meet the growing demand for Coast Guard services by improving how we recruit, hire, develop, train, and support our personnel and their families.

Sharpen Our Competitive Edge

Staying sharp in a constantly evolving environment — increasingly shaped by technology, data, and integrated systems — requires us to more clearly understand and forecast our needs. Deliberate and ongoing investments will ensure our Service remains resilient to change. We must deliver and integrate new capabilities and processes quickly to meet emerging requirements. We will thoroughly incorporate workforce support and asset sustainment into improved and holistic planning efforts. Embracing a culture of innovation will help us quickly develop new solutions to the most pressing problems and deploy them seamlessly into everyday mission execution.







- ▶ **Focus and accelerate investments in technology and critical infrastructure** to maximize mission outcomes and efficiently employ workforce effort and talent. We will:
 - Continue to deliver results through the Technology Revolution and investments in Command, Control, Communications, Computers, Cyber, and Intelligence (C5I) infrastructure and capabilities.
 - Prioritize and deliver shore infrastructure investments, including support for new assets and housing.
 - Develop long term, holistic requirements and plans that balance investments in new capabilities with sustainment of existing assets and recapitalization of facilities and infrastructure.
 - Increase the resiliency of our infrastructure and, where prudent, divest outdated equipment, assets, and facilities, particularly where doing so improves support for our people and assets.
- ▶ **Advance a future-focused, integrated approach** to design, deploy, and sustain our workforce, assets, systems, infrastructure, and logistics support. We will:
 - Seek opportunities to use data and technology as a force multiplier by increasing the employment of unmanned systems, emerging communications technologies, space-based systems, data analytics, artificial intelligence, and machine learning solutions.

STRATEGIC OBJECTIVE

We will fully integrate processes, infrastructure, workforce support, and capabilities to enhance readiness and resilience. We will value data as a strategic asset and empower our workforce by leveraging technology and data systems. We will challenge outdated assumptions and innovate to solve our most pressing organizational challenges.



- Address impacts to the workforce and personnel support when making decisions regarding assets, operations, maintenance, logistics, and infrastructure.
- Ensure maintenance and sustainment planning efforts remain resilient to changes in our workforce skillsets and internal industrial capability, as well as shifts in external industrial capacity and supply chains.
- ▶ **Drive a culture of innovation** to keep pace with accelerating changes in industrial capacity, global reach, and technology development. We will:
 - Inspire and support innovators at all levels of the workforce as they bring new ideas forward.
 - Develop processes that provide a clear path for swift implementation of the best ideas to address organizational gaps at the speed of need.
 - Target our acquisition, procurement, and innovation resources to foster collaboration, better integration of capabilities, and faster delivery of solutions to our workforce.
 - Seek opportunities to innovate and take warranted risks to improve effectiveness and efficiency by updating, integrating or streamlining policy, procedures, and processes.
- ▶ **Leverage data as the catalyst** to fuel the Coast Guard's strategic advantage. We will:
 - Accelerate the advancement of data as a strategic asset for business and mission operations.
 - Implement innovative data governance and develop the people, processes, and tools needed to enable ubiquitous use of data across the enterprise. Deliver timely and trusted data at all levels to generate insights for more informed decisions.
 - Update and integrate source systems to maximize automated data collection, eliminate redundant data entry, and alleviate the burden of manual data operations.
 - Seize opportunities to implement cognitive technologies when data maturity can support ethical and responsible use of artificial intelligence and machine learning.



Advance Our Mission Excellence

We remain committed to our principles and fundamentals of operations as we prepare for a future that is different from today. Given a dynamic environment and evolving national security priorities, we must employ our assets and people in new ways, applying our precious resources to the highest priority missions that the Coast Guard can best perform. We will enhance the way we execute our enduring and emerging missions and reaffirm our leadership role during crises to deliver exceptional service to the nation. Transforming our processes and procedures will enable us to conduct disciplined operations with warranted risk, leading crews to accomplish the mission and safely return.





- ▶ **Be “Brilliant at the Basics”** to continue our tradition of exceptional service to the American people. We will:
 - Continue to support national priorities by adapting mission requirements in response to changing operational domains.
 - Mature our processes for understanding success, developing outcome goals and key performance indicators to better assess mission performance and align program plans with resourcing.
 - Streamline decision-making and establish boundaries for accepting warranted risk to achieve both field- and enterprise-level mission outcomes.
 - Reduce the burden of sustainment, administrative, maintenance, and logistical requirements on our front-line units to enable greater focus on building readiness, proficiency, and resiliency.

- ▶ **Use our assets, people, and capabilities in new ways** to respond to growing demands and evolving threats. We will:
 - Redesign our operational planning, doctrine, and concepts of operations to deliberately and efficiently allocate and employ Coast Guard resources across global and domestic missions.
 - Aligned with updated Service doctrine, adopt new and innovative employment and force-packaging models for our full suite of assets, capabilities, and authorities.
 - Identify threats and opportunities at multiple levels of the Service, including those affecting mission support elements, to inform risk management across the enterprise.
 - Reform our enterprise force allocation processes, incorporating additional asset types into operational planning and better accounting for maintenance requirements.
 - Seize opportunities to integrate assets, capabilities, people, and partnerships to excel in our enduring and emerging missions, including more effectively developing and leveraging maritime domain awareness.

- ▶ **Build on our ability to lead in crises** to support the Nation during emergencies. We will:
 - Update how we identify, direct, and track our deployed personnel.
 - Mature our surge and contingency staffing processes to ensure we can surge personnel without degrading baseline mission performance.
 - Grow organic incident response capacity and reconceive our Reserve workforce employment model.



- ▶ **Safeguard a rapidly changing Marine Transportation System** characterized by growing capacity demands, new uses, and emerging cyber threats. We will:
 - Prepare our workforce with the tools, training, and direction to meet the demands of the maritime economy of the future.
 - Build on our Marine Inspector training transformation to provide increased capacity and experience to all Prevention professionals as they manage emerging and increasingly complex waterway uses and operations.
 - Advance a culture of safety in the maritime industry to protect mariners and the environment, while modernizing our service delivery.
 - Develop and improve our standards, relationships, governance, and capability to identify and address growing cyber threats in the MTS.
- ▶ **Strengthen partnerships and improve maritime governance** through deliberate, coordinated, and impactful engagement. We will:
 - Advance our leadership role within international organizations to promote safety and security at sea and remain the example of exemplary global maritime governance and a preferred maritime partner.
 - Improve internal coordination and governance to align international engagement tools and priorities and develop real-time visibility of all internationally deployed people and assets.
 - Operate forward globally, in a collaborative manner with federal and international partners, to advance U.S. sovereign interests, provide presence, and support the international rules-based order.
 - Increase complementary and integrated capabilities with DOD to advance interoperability within the Joint Force.
 - Further DHS priorities with partners across federal, state, tribal, and local governments - maximizing results through collaboration.

STRATEGIC OBJECTIVE

We will deliver mission excellence by applying innovative force packages to the highest priority missions and emerging crises to reduce risk. We will preserve our Nation's maritime safety, security, and prosperity through our domestic and global leadership.

Future Investments

As the Nation increasingly recognizes our value, our capabilities and workforce are in greater demand. Successfully implementing this Strategy and driving organizational change over the long term to meet this demand will require focusing effort and resources in close alignment with our strategic priorities. Many of these changes will take years of dedicated and deliberate effort. In addition to ongoing investment in modern capabilities to conduct our missions, we must focus long-term investments on our workforce, CSI, data, and shore infrastructure to support mission success across the enterprise.





- ▶ We will persevere in workforce transformation efforts needed to ensure we can recruit, hire, develop, train, and support the personnel needed to execute our missions. We must recognize that changes made in the workforce today will continue to shape the Coast Guard for many years to come.
- ▶ We will more comprehensively conduct planning for CSI, data capabilities, and shore infrastructure to develop a recurring level of investment which supports these needs. Stable and dedicated resources must be applied over time to support these critical elements that, in turn, enable our assets and operations.
- ▶ Planning and investments in assets and infrastructure need to account for resiliency and long-term maintenance and sustainment needs, as well as current and anticipated gaps in the commercial sector's ability to support. We must account for planned service lives of more than 20 years and ensure the impact of strategic drivers, such as climate change and changing workforce needs, are considered in requirements development.
- ▶ Investments in technology and data require timely organizational processes to support rapid evolution and refresh cycles. The increasing integration of technology and data across the enterprise requires us to have a firm understanding of requirements and integrated governance that will best support these investments for mission success.

Implementing Guidance

- ▶ **Act with a sense of urgency, keeping the future state in mind.** Grounded in our Core Values, we must maintain a relentless focus on our common vision of tomorrow's Coast Guard and the changes needed to adapt to today's shifting world. Expediently focus resources, combine efforts, update processes, and execute initiatives to realize our future state and achieve our strategic outcomes.
- ▶ **Be bold, think differently, and innovate for results.** Be curious and seek clarity around challenges. Maintain a bias for action and accept warranted risks. Challenge fundamental assumptions about our Service and environment. Embrace innovation and transformation. Identify and evolve processes that inhibit change. The greatest risk to our organization exists in maintaining the status quo.
- ▶ **Collaborate early and often with transparency.** Partner at all levels and leverage ideas from all corners of the organization. Integrate initiatives and decisions across the entire Coast Guard enterprise in order to generate unity and successfully implement this Strategy's tenets and priorities.
- ▶ **Learn from our successes and failures.** Build on our ability to manage risks in operational settings by applying the same discipline, adaptability, and judgement in policy and process decisions. Reserve space to grow when presented with new information. Clearly identify outcomes and track progress along a defined timeline. When confronted with failure, adjust course swiftly and try again. We own our success.





U. S. COAST GUARD

Sustaining Our Transformations

The transformation called for in this Strategy is foundational to the success of our Coast Guard and will continue beyond the next four years. It will require unwavering leadership, ongoing commitment, innovative thinking, and focused effort to bear results and become fully engrained in our Service. Enduring changes must be deliberately woven into organizational frameworks, processes, governance, and culture. We will seek to clearly understand the intended outcomes and potential effects of these actions as we implement initiatives in support of each priority. We will balance boldness with warranted risk; the status quo will no longer serve us as we look to the future. We will consistently evaluate our progress towards actualizing the tenets in this Strategy. Most importantly, we remain committed to continuous improvement – we will learn to assess the changing world and its impacts both to our Service and to our missions, all while evolving to overcome these changes. This is our Coast Guard. Together we will transform our Service.





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