



**United States Coast Guard**  
U.S. Department of Homeland Security

28 JUL 2025  
FM: CHDIRAUX  
TO: ALAUX  
ALAUX 028/25

SUBJ: FORCE DESIGN 2028 – EXECUTION PLAN SUMMARY

1. Please read the attached ALCGFD28 006/25 that announced the Coast Guard's Force Design 2028 (FD28) Execution Plan Summary which will drive transformational changes throughout the service over the next three years.
2. Every Coast Guard active duty and reserve member, civilian employee, and Auxiliarist should read the FD28 Execution Plan Summary as soon as possible so they can understand their key actions under this plan. The FD28 Execution Plan Summary can be found at [USCG Force Design 2028 Executive Plan Summary \(https://media.defense.gov/2025/Jul/25/2003761706/-1/-1/0/FD28 EXECUTION PLAN SUMMARY.PDF\)](https://media.defense.gov/2025/Jul/25/2003761706/-1/-1/0/FD28%20EXECUTION%20PLAN%20SUMMARY.PDF).
3. The 32-page summary lays out expectations for how the Coast Guard will fulfill achievements in FD28's four campaign areas: Organization, People, Technology, and Contracting & Acquisition. Driving all of this will be the FD28 Implementation Team (FD28 I-Team). The FD28 I-Team will incorporate best practices from across government and industry to make these changes enduring, while ensuring every facet of the Coast Guard is addressed and enhanced. The FD28 I-Team will be guided by Flag Officers, members of our Senior Executive Service, and Command Senior Enlisted Leaders tasked to implement FD28 action items nested under Strategic Imperatives and Key Enablers contained in this Execution Plan.
4. In addition, please continue to check the FD28 website to track important updates regarding FD28. FD28 Website: [USCG Force Design 2028 \(https://www.uscg.mil/leadership/commandants-initiatives/forcedesign2028/\)](https://www.uscg.mil/leadership/commandants-initiatives/forcedesign2028/)
5. Internet release is authorized.

Sincerely,

Brent R. Schmadeke  
Captain, U.S. Coast Guard  
Chief, Office of Auxiliary and Boating Safety (CG-BSX)

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\*\*\*For many reasons including the value of keeping communication lines clear and open as well as facilitating access to training and educational tools, all Auxiliarists are urged to have their own email address and to keep it updated in AUXDATA II.\*\*\*

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\*All ALAUX's are posted on the Chief Director of Auxiliary web site located at:  
[CHDIRAUX ALAUX](#)

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If you have a question regarding this ALAUX, please seek resolution within your Chain of Leadership and Management (COLM) including up to your servicing District Director of Auxiliary (DIRAUX). If your question still cannot be resolved after that, then please email  
[CGAUX@uscg.mil](mailto:CGAUX@uscg.mil).

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FM COMDT COGARD WASHINGTON DC  
TO ALCGFD28  
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ALCGFD28 006/25

SUBJ: FORCE DESIGN 2028 - THE TIME IS NOW

1. On 25 June 2025, Secretary Noem approved the Force Design 2028 (FD28) Execution Plan and today the Acting Commandant released the FD28 Execution Plan Summary. This plan outlines how we WILL BE a stronger, more ready, and more capable fighting force. We cannot delay action - the time is NOW!
2. Every Coast Guard Active Duty and Reserve member, Civilian employee, and Auxiliarist should read the FD28 Execution Plan Summary ([https://media.defense.gov/2025/Jul/25/2003761706/-1/-1/0/FD28\\_EXECUTION\\_PLAN\\_SUMMARY.PDF](https://media.defense.gov/2025/Jul/25/2003761706/-1/-1/0/FD28_EXECUTION_PLAN_SUMMARY.PDF)) as soon as possible so they can understand their key actions under this plan.
3. The FD28 Execution Plan will guide our efforts to control, secure, and defend the border, facilitate the flow of commerce, and respond to all contingencies - all supported by a historic \$24.539 billion investment in the Coast Guard through the One Big Beautiful Bill Act. Improving the Coast Guard is an all-hands effort crucial to defending the Homeland and ensuring the continued safety and prosperity of the American people.
4. Continue to check the FD28 website (<https://www.uscg.mil/leadership/commandants-initiatives/forcedesign2028/>) to track progress and learn about the future of our Coast Guard and additional opportunities to address the challenges facing the Service and the nation.
5. Force Design 2028 Implementation Team respectively sends.
6. Internet release authorized.

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THE UNITED STATES COAST GUARD

# FORCE DESIGN

# 2028

Execution Plan Summary





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# INTRODUCTION



## Coast Guard Men and Women:

For nearly 235 years, the American people have depended on the Coast Guard to ensure our Nation's economic prosperity and national security. The Coast Guard has fought to defend our Nation in every war and major conflict. Now after decades of underinvestment and severe readiness challenges, the President and Secretary of Homeland Security have directed action to renew the Coast Guard to become a more agile, capable, and responsive fighting force.

On June 25, 2025, the Secretary of Homeland Security Kristi Noem approved the Force Design 2028 Execution Plan that will drive transformational changes throughout our Coast Guard.



We are taking immediate and decisive action to implement these changes and to control, secure, and defend the U.S. border and maritime approaches, facilitate commerce vital to economic prosperity and strategic mobility, and successfully respond to crises or contingencies that may come with little or no warning.

This comes at the same time as the largest capital investment by the American people in the Coast Guard in our history. On July 4, 2025, after passage by Congress, the President signed into law \$24.539 billion to recapitalize aircraft, cutters, boats, shore infrastructure, and CSI technology. We will successfully execute this historic funding to rebuild the Coast Guard.

This is an all hands on-deck effort across our Service. Each of us accept this bold challenge and will deliver results. By building a stronger Coast Guard, we will transform the Service to defeat our adversaries and protect the Homeland. The security of the American people we serve depends on us.

Semper Paratus.

A blue ink signature of ADM Kevin E. Lunday, written in a cursive style.

ADM Kevin E. Lunday  
Acting Commandant  
United States Coast Guard

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# I.

## Organization Campaign

### Overview

The establishment of a Secretary of the Coast Guard and an associated Secretariat presents the Service an opportunity to optimize our organizational structure, enabling a leaner, more agile, and strategically focused Headquarters element. This streamlined Headquarters will prioritize strategic planning, setting policy and doctrine, enabling operational readiness, and providing mission support to operational commanders.

**Strategic Imperative O-1:** Transform strategic and operational decision-making to enhance mission effectiveness.

**Key Enabler O-1.1:** *Accelerate the Executive Decision-Making process.*

**We will establish** a Chief of Staff to streamline executive decision-making, enhance efficiency and coordination, improve integration and strategic alignment, prioritize and synchronize initiatives and actions, evaluate effectiveness, and adjust approaches.

**We will transfer** operational and service-delivery functions out of Headquarters.

**Key Enabler O-1.2:** *Empower decision-making at all levels.*

**We will publish** a Commander's Intent to empower leaders with clear authority, responsibility, and accountability to drive decision-making and deliver timely outcomes.

**We will delegate** decision-authority to the appropriate level to maximize mission impact.

**We will restore** maximum Commanding Officer and Officer-in-Charge authority and discretion in their use of non-judicial punishment under Article 15 of the Uniform Code of Military Justice to improve discipline at the unit level.

**We will identify** and eliminate redundant, unnecessary, and ineffective administrative requirements placed on our operational forces, allowing them to focus on the achievement of mission objectives.





**Strategic Imperative O-2:** Revolutionize the Coast Guard's organizational design to contend with a rapidly changing world.

**Key Enabler O-2.1:** *Restructure the Mission Support enterprise.*

**We will continue** to establish the Deputy Commandant for Personnel (DCP) focused on four key areas: recruitment and training, workforce management, family and employee support, and healthcare.

**We will mature** the Deputy Commandant for Systems (DCS) to acquire and maintain capabilities through a systems-focused organization that includes five Program Executive Offices (PEO)s—Surface; Air; Command, Control, Communication, Computer, Cyber and Intelligence (CSI); Shore Infrastructure; and Robotics and Autonomous Systems (RAS).

*“The Coast Guard must not simply evolve.  
It must revolutionize how it functions and operates  
to ensure decisive advantage over adversaries.”*

— SECRETARY KRISTI NOEM, DEPARTMENT OF HOMELAND SECURITY



**Key Enabler O-2.2:** *Mature our organizational structure to enshrine the Coast Guard's competitive edge.*

**We will establish** a Futures Development and Integration (FD&I) Directorate under the future Secretary of the Coast Guard to proactively focus on future threats and opportunities, develop new concepts, foster innovation, enhance strategic alignment, improve requirements, adopt technology faster, and drive future-focused planning.

**We will establish** a Coast Guard Deployable Specialized Forces Command under the command of a Rear Admiral, functionally aligned under one Area Commander, that includes appropriate existing Deployable Specialized Forces elements.

**We will mature** the Assistant Commandant for Operational Integration and Response Policy (CG-3/5R) to align operational integration and planning at the Service-level.

**We will strengthen** Coast Guard Cyber Command (CGCYBER) to most effectively combat evolving threats in the cyber and space domains and maintain alignment with the Department of Defense (DoD).

**We will examine** and realign the responsibilities of the Assistant Commandant for Capabilities (CG-7) to elements across the organization to properly align Coast Guard management of capabilities, programmatic support, and requirements generation.

**We will accelerate** the work of the TRIDENT FORGE initiative by integrating it across all FD28 campaigns to ensure the Coast Guard is prepared for a major contingency operation with global impact, both as a member of the Joint Force and as a component within the Department of Homeland Security (DHS).

**We will change** Coast Guard force posture and operational concepts to maximize operational effectiveness across all mission sets and reinvent the ways the Service employs its forces and delivers results for the American people.





# II.

## People Campaign

### Overview

To address the escalating demands of a dynamic security environment, the Coast Guard must undertake a generational workforce transformation. This includes increasing our uniformed ranks by at least 15,000 members by the end of 2028 to restore readiness, support new assets, and counter emerging threats. We will prioritize agility, resilience, and mission readiness across our workforce – Active Duty, Reserve, Civilian, Auxiliary, and our families – by investing in the overhaul of our talent management systems, optimizing training pipelines, and leveraging technology. This includes targeted investments in Human Resources Information Technology (HRIT) systems, adopting competency-based assignments, and closing the digital divide within the workforce.







A tactical boat crew aboard 29-foot Response Boat — SMALL II assigned to the Coast Guard Maritime Safety and Security Team Los Angeles/Long Beach enforces a security zone during a training exercise held off the coast of San Diego, Nov. 5, 2019. Coast Guard Maritime Security Response Team West personnel led a visit, board, search and seizure exercise and included teams from MSRT West, Pacific Tactical Law Enforcement Team, MSST LA/LB, National Strike Force's Pacific Strike Team and the Coast Guard Cutter Terrell Horne who participated in the training scenarios over the course of two days. U.S. Coast Guard photo by Petty Officer 1st Class Matthew S. Masaschi



### Strategic Imperative P-1: Grow the Coast Guard's future force starting today.

**Key Enabler P-1.1:** *Modernize and expand accessions, advancements, and promotions for Active Duty and Reserve components.*

**We will execute** on the President's directive in Executive Order "Restoring America's Fighting Force" to focus on leadership, merit, and unit cohesion by fully utilizing legal authorities to promote high-performing officers at the earliest opportunity.

**We will invest** resources in recruiting incentives, marketing outreach, and personnel support to grow the uniformed workforce by 15,000 members by the end of 2028 to include expanding the eligible candidate pool by easing or waiving current policy restrictions that are not indicative of a recruit's future success while refusing to lower our standards.

**We will open** new recruiting offices and increase the overall number of recruiters by up to 500.

**We will establish** a national strategic communications campaign that better promotes the Coast Guard brand, appeals to new generations, and showcases career pathways in a competitive labor market.

**We will charge** the Coast Guard Auxiliary to develop innovative ways to leverage private sector experience to enhance recruiting outreach.

**We will maximize** the use of Training Center Cape May and Training Center Petaluma to increase enlisted recruit accession capacity, in alignment with the increase in recruiting.

**We will develop** requirements and conduct analysis of alternatives to meet accession and training demands to grow the military workforce by at least 15,000 people by 2028.





**We will make** significant investments to solidify Training Center Cape May as the top location to develop military enlisted members in the Nation.

**We will make** significant investments to solidify the Coast Guard Academy as the top location to develop military officers in the Nation.

**We will expand** all non-Academy commission programs and improve lateral entry opportunities to attract and access new talent from competitive fields in the private sector.

**We will modernize** the military onboarding process by developing user-friendly processes and providing technology access immediately following completion of accession training and through every transfer during a member's Coast Guard career..

### ***Key Enabler P-1.2: Invest in infrastructure to support workforce growth.***

**We will establish** a multi-purpose training installation capable of supporting long-term training and recruit accession capacity of up to 10,000 members annually to meet evolving Service needs.

**We will identify** and repurpose Coast Guard facilities to establish permanent Reserve units and mission-aligned training outposts in strategic locations.

**We will modernize** medical, berthing, and classroom infrastructure at existing training centers to meet projected throughput and improve the quality of life and instruction for recruits and staff.

### ***Key Enabler P-1.3: Streamline civilian hiring, onboarding, and management.***

**We will modernize** the civilian onboarding process by developing centralized onboarding hubs, digitizing forms and workflows, and providing technology access (e.g., CAC-enabled laptops) on day one of an employee's Coast Guard career.

**We will restructure** the approach to civilian workforce management by separating policy development from execution.

### ***Key Enabler P-1.4: Leverage the Coast Guard Auxiliary to the full extent of its authorities.***

**We will bolster** Coast Guard Auxiliary recruitment across the country, targeting those who desire to serve the Nation in the Coast Guard but are otherwise unable to serve in Active or Reserve status.



### **Strategic Imperative P-2:** Deliver a high-quality, mission-aligned workforce.

#### **Key Enabler P-2.1:** *Modernize Talent Management.*

**We will accelerate** delivery of a robust HRIT system that leverages the progress of the Talent Management Transformation Task Force and optimizes human capital data mapping to bring existing personnel data to a new system.

**We will advance** development and adoption of a Coast Guard Talent Management marketplace or similar enterprise solution to transform the assignment process.

**We will maximize** use of existing talent management policies and tools, including mandatory in-zone reordering, below zone selection, the application of the promotion opt-out policy, and updated guidance to boards and panels, to better select the force the Coast Guard needs to develop.

#### **Key Enabler P-2.2:** *Reengineer the Coast Guard's training system for 21<sup>st</sup> Century readiness.*

**We will establish** a Competency-Based Workforce Development System to clearly define the skills, knowledge, and abilities required for each billet to include building a Master Training List for every position at every unit.

**We will evaluate** current training modalities and modernize delivery methods to optimize tailored training pathways, using advanced technology to embrace learner-centric models.



**Key Enabler P-2.3:** *Advance civilian professional development.*

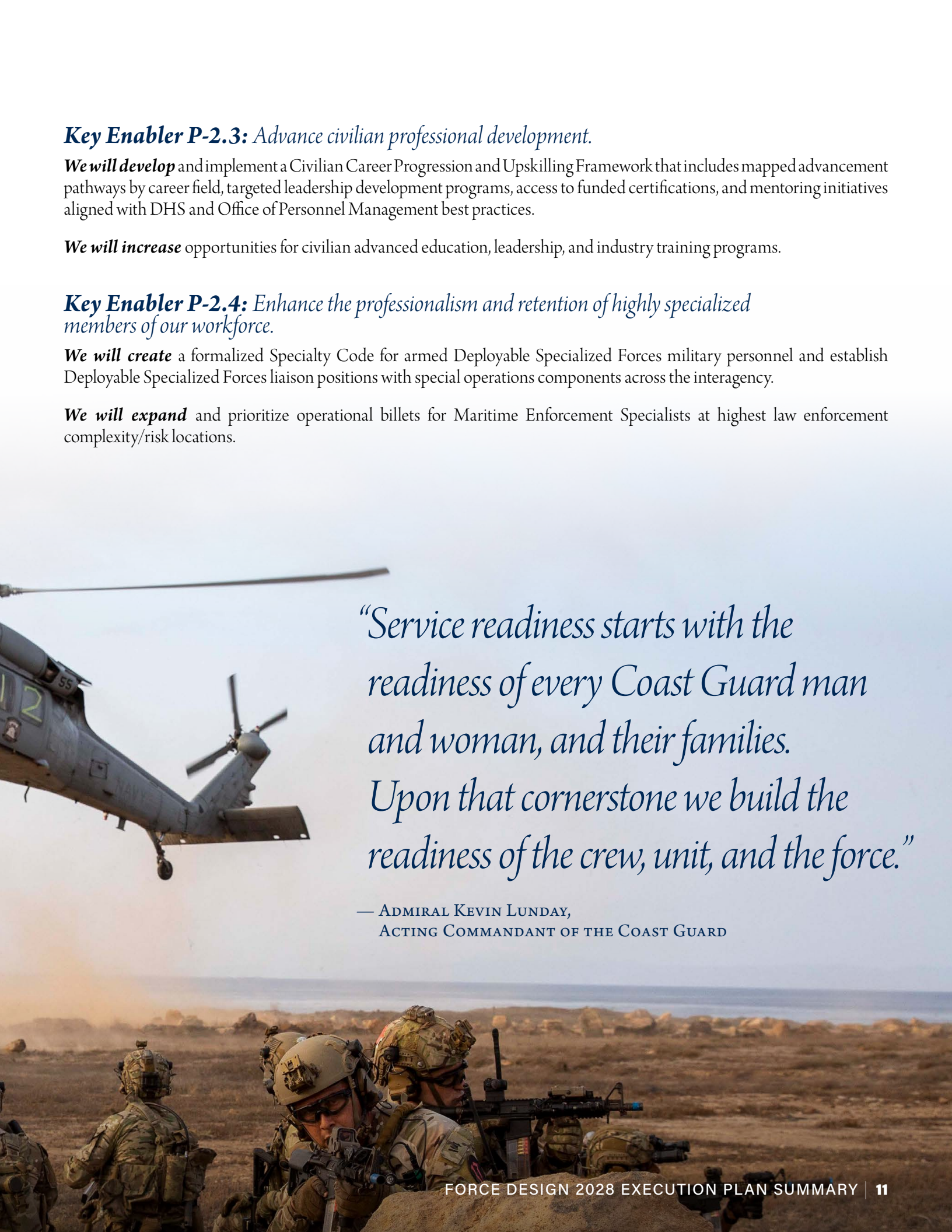
**We will develop** and implement a Civilian Career Progression and Upskilling Framework that includes mapped advancement pathways by career field, targeted leadership development programs, access to funded certifications, and mentoring initiatives aligned with DHS and Office of Personnel Management best practices.

**We will increase** opportunities for civilian advanced education, leadership, and industry training programs.

**Key Enabler P-2.4:** *Enhance the professionalism and retention of highly specialized members of our workforce.*

**We will create** a formalized Specialty Code for armed Deployable Specialized Forces military personnel and establish Deployable Specialized Forces liaison positions with special operations components across the interagency.

**We will expand** and prioritize operational billets for Maritime Enforcement Specialists at highest law enforcement complexity/risk locations.

A composite image featuring a Coast Guard helicopter in flight on the left side, with its rotors blurred. In the foreground, several soldiers in full combat gear are positioned in a desert environment. The background shows a vast, arid landscape under a clear sky.

*“Service readiness starts with the readiness of every Coast Guard man and woman, and their families. Upon that cornerstone we build the readiness of the crew, unit, and the force.”*

— ADMIRAL KEVIN LUNDAY,  
ACTING COMMANDANT OF THE COAST GUARD



**Strategic Imperative P-3:** Ensure force readiness and resiliency for a complex and uncertain future.

**Key Enabler P-3.1:** *Develop a resilient force.*

**We will ensure** all units can sustain full capability and members are able to meet critical training, professional development, and personal resiliency needs by staffing units above their authorized personnel allowance levels.

**We will improve** the individual readiness of Coast Guard military personnel and their families by strengthening the Ombudsman Program, chaplains, and the access and availability of housing, medical care, and child care.

**We will set** policy and requirements for billet growth, with the highest priority to ensure that units are leveraging the additional personnel for resiliency rather than an increase in mission execution or operation.

**We will stand** up a task force to address recruitment, distribution (within both the Active Duty and Reserve force), and employment of 15,000 new members to maximize the impact on missions and the support to those missions.

**We will explore** and implement beta tests of innovative ways to augment high-tempo units, modeled off the Patrol Forces Southwest Asia Relief Crew model.

**Key Enabler P-3.2:** *Transform the Reserve Force into a strategic mobilization asset.*

**We will establish** new policy for Active Duty augmentation that preserves the Reserve's primary mandate as defined by both law and policy – contingency mobilization.

**We will focus** the scope of the Reserve mission to drive Reserve billet and rating structure for greater ability to manage, train, and mobilize reservists at necessary speed and scale, to include codifying four Reserve mission types and two support functions: Maritime Security, Defense Operations, Marine Environmental Response, Emergency Management, Reserve Maintenance Assist Teams (support), Reserve Readiness (support).



### ***Key Enabler P-3.3: Improve medical and operational readiness across the workforce.***

**We will implement** a Service-wide physical fitness standard and corresponding resources – informed by those of the other U.S. Armed Forces – to enhance and sustain the health and well-being of our workforce, because overall readiness starts with personal readiness.

**We will increase** the number of Coast Guard medical care providers and support staff by at least 500 people by 2028 to ensure the ability to meet the health care needs of the workforce.

**We will enhance** recruitment of medical professionals from varied background and sectors, add at least 20 civilian provider billets to the Service, and offer increased monetary incentives to align with DoD recruitment efforts.

**We will restructure** our medical staffing model to improve quality of decentralized care, enable corpsmen to focus on providing direct medical care by enhancing medical administration support with additional civilian positions, and develop a staffing standard for medical personnel to quickly identify and mitigate gaps in coverage.

**We will expand** access to primary healthcare medical services for units with limited access by leveraging deployable medical capabilities and optimizing the use of telehealth.

**We will integrate** a service-wide tracking capability for duty status system within the Military Health System Genesis, Medical Readiness Reporting System, and the Defense Manpower Data Center.

**We will participate** in and ensure alignment with DoD's review of physical fitness, body composition, grooming, and accession standards.





# III.

## Technology Campaign

### Overview

The Coast Guard will become a leader within the military services and DHS for adoption and use of advanced technology, human-machine teaming, and data to conduct operational, support, and enterprise functions. We will lead the way in rapid identification, integration, and use of technology to improve operations and deliver mission results. We will leverage this approach to attract the best talent who want to serve in an organization on the cutting edge of technology use.



Members of the hydrographic team from the National Oceanic and Atmospheric Administration Ship Fairweather and the University of New Hampshire analyze mapping data in the U.S. Coast Guard Cutter *Healy's* (WAGB 20) computer lab while the cutter transits the Beaufort Sea, Oct. 16, 2024. *Healy's* crew supported an embarked science team during the first phase and conducted the Alaskan Arctic Coast Port Access Route Study (AACPARS) and opportunistic mapping, which included bathymetric mapping in the Chukchi and Beaufort Seas. U.S. Coast Guard photo by LTJG Haley Howard.





**Strategic Imperative T-1:** Change how mission-critical capabilities are acquired, deployed, and maintained to accelerate continuous technology insertion to make Coast Guard operations more effective and mission support more efficient.

**Key Enabler T-1.1:** *Drive technology change through modeling and acquisition.*

**We will leverage** Model-Based Engineering (MBE) and utilize digital models to design, analyze, and validate complex systems to enable faster engineering, improved collaboration, and higher confidence in system performance throughout the lifecycle.

**We will create** the Coast Guard's "Digital Thread" by establishing and implementing MBE for requirements, design, simulation, analysis, testing, and sustainment across the entire lifecycle of assets and systems.

**We will prioritize** the redesign and remodeling of shore-based command and control facilities to deliver operational success at all classification levels.

**We will identify** and deploy commercial-based geospatial systems combined with Artificial Intelligence (AI) to reduce manpower and increase the speed of operations.

**We will adopt,** leverage, and incorporate AI into daily Coast Guard operations.

**We will invest** in commercial cloud and platform services that lower the barrier to entry to deploy new capabilities and deliver digital twins and simulators.

**We will expand** the ability to rapidly acquire, develop, and deploy user-centric designed software and enhance the Coast Guard's support to the maritime industry by replacing antiquated systems (e.g., Merchant Mariner Licensing and Documentation System, Vessel Documentation System, Homeport, Ship Arrival Notification System, etc.) with modern, user-centric designed systems.

**We will deploy** modern biometrics capabilities, with real-time data reach-back, to quickly identify individuals, verify their identities, and identify those who have previously violated immigration laws or are wanted for other crimes.

**We will deploy** next-generation network capabilities, including wired, wireless, cellular, and satellite communications to all operational units, by leveraging software-defined networking and cloud-native access to provide multi-path options for critical mission systems.

**We will overhaul** the Authority to Operate process to reduce processing timelines to a maximum of 120 days and leverage our Software Factory to further reduce timelines to 30 days.



**Key Enabler T-1.2:** *Cultivate a digital workforce to combine world-class talent with emerging technologies to set the standard for digital excellence in government.*

**We will issue** every military member a portable electronic device package that they take with them when transferring units.

**We will grow** critical workforce skills and experience to ensure necessary Coast Guard capabilities to maximize the use of AI, maritime cyber security, and data analysis to solve complex mission problems.

**We will utilize** the Cyber Talent Management System to attract and retain the best civilian workforce, and provide modern training curriculums and incentives to our Active-Duty workforce to reward challenging in-demand career paths.

**We will develop** new processes and employment opportunities to capitalize on the unique talents and experience in our Reserve force to advance technical objectives and augment product teams.

*“America is investing in the Coast Guard like never before in our history. Force Design 2028 is our return on investment.”*

— 15TH MASTER CHIEF PETTY OFFICER OF THE COAST GUARD  
PHIL N. WALDRON





**Strategic Imperative T-2:** Rapidly identify and adopt advanced capabilities for front-line operators through innovative methods, data enablement, and empowered delivery teams, setting the standard for digital excellence across the federal government.

**Key Enabler T-2.1:** *Implement data standards, data products, and AI platforms to drive innovation and realize novel mission outcomes.*

**We will implement** data standards to ensure consistency across systems and departments, break down silos, and enhance interoperability with DoD and Interagency Partners.

**We will standardize** data interfaces to enable seamless integration, reduce errors, and drive improved data usage for whole-of-government operations.

**We will build** and empower dedicated data teams to turn raw data into actionable insights.

**We will establish** AI platforms to deliver automated analysis, expand operational presence, and enable faster, more informed decisions.

**We will establish** common enterprise data standards across all systems and domains to maximize operational outcomes.

**Key Enabler T-2.2:** *Accelerate digital transformation initiatives across the enterprise.*

**We will mature** the Rapid Response Rapid Prototype Team (RAPTOR3) to accelerate innovation and enable the Service to experiment with streamlined business processes and applications prior to making larger enterprise investments.

**We will utilize** emerging technology and find novel ways to leverage existing technology to revolutionize our HRIT and logistics systems.

**We will establish** a Coastal Sentinel solution with command, control, and communications functions and intelligence, surveillance, and reconnaissance capabilities to advance our ability to achieve 100% operational control of the U.S. border and maritime approaches.

**We will deploy** RAS capabilities and integrate them into Coastal Sentinel to enhance maritime surveillance.

**Key Enabler T-2.3:** *Transform acquisition, development, and deployment to enable continuous implementation of modern technologies.*

**We will revise** acquisition policies and processes to incorporate adaptive pathways that fully embrace the DoD Chief Information Officer's Fulcrum strategy, Software Acquisition Pathway, and innovative technology insertion.

**We will leverage** all available procurement authorities, including Commercial Solution Openings, Other Transaction Agreements, and Small Business Innovation Research, to rapidly deploy modern technologies across the Service.

**We will establish** a new software-centric command ("Software Yard") to drive rapid, iterative development and product ownership.

**Key Enabler T-2.4:** *Deliver modern systems and equipment to enhance operational effectiveness.*

**We will identify**, test, and deliver modern technology (e.g., night vision devices, biometrics, secure communications, etc.) to equip the Coast Guard workforce to meet mission demands around the world.





**Strategic Imperative Technology T-3:** Advance core information technology (IT) systems and enhance our cybersecurity posture to maximize operational effectiveness.

**Key Enabler T-3.1:** *Modernize legacy infrastructure and systems.*

**We will rationalize** the IT portfolio after completing an inventory of the entire IT landscape and report on key security, user, and performance metrics.

**We will retire** outdated applications and infrastructure to eliminate technical debt and drive substantial cybersecurity improvements.

**Key Enabler T-3.2:** *Improve the Coast Guard's Cybersecurity posture.*

**We will equip** CGCYBER with the tools needed to effectively defend and operate the Enterprise Mission Platform as the Coast Guard's Cyber Security Service Provider.

**We will implement** the DoD Zero Trust Strategy and Roadmap for all seven pillars: User, Devices, Applications and Workloads, Data, Network and Environment, Automation and Orchestration, and Visibility and Analytics.





# IV.

## Contracting and Acquisition Campaign

### Overview

A faster, more adaptable, and highly effective Coast Guard requires an agile and responsive contracting and acquisitions (C&A) system that rapidly delivers cutting-edge technologies and operational capabilities to the field at the speed of need. We will make significant changes across the C&A organization to implement a system to provide the capabilities necessary to execute the Coast Guard's increasingly complex missions. This high velocity system will eliminate unnecessary and time-intensive requirements wherever possible, strengthen oversight by shifting key responsibilities from DHS to the Coast Guard, and leverage innovative procurement solutions to improve cost and schedule outcomes.





*“Our crews operate in a dangerous and unforgiving maritime environment often against those who would do them harm. We will lead our crews to conduct disciplined operations to get the mission done and safely return.”*

— ADMIRAL KEVIN LUNDAY, ACTING COMMANDANT OF THE COAST GUARD



The crew of U.S. Coast Guard Cutter *Earl Cunningham* (WPC 1159) arrives to their homeport in Kodiak, Alaska, May 31, 2025. This was the first time the cutter had arrived to its homeport following its construction in Lockport, Louisiana. (U.S. Coast Guard photo by Petty Officer 1st Class Shannon Kearney)



## **Strategic Imperative C&A-1:** Revolutionize Coast Guard Major Acquisition and Shore Infrastructure program planning and execution.

### **Key Enabler C&A-1.1:** *Modernize acquisition oversight.*

**We will shift** Acquisition Decision Authority oversight of Level I and II major acquisition programs from DHS to the Coast Guard Secretariat.

**We will propose** legislation to modernize Coast Guard acquisition authorities and statutory requirements in Title 14, Chapter 11 of the U.S. Code, to incorporate lessons learned since enactment of the Coast Guard Authorization Act of 2010.

**We will propose** Administration, DHS, and Coast Guard regulatory and policy changes to remove non-statutory requirements/barriers that do not add value to the C&A process.

### **Key Enabler C&A-1.2:** *Establish Acquisition Program Managers (PM) as single points of accountability for cost, schedule, and performance.*

**We will eliminate** consensus-based decision making as part of the Acquisition Executive Oversight Committee, empower Program Executive Offices (PEOs) and individual PMs to make decisions regarding their programs, and hold PEOs and PMs accountable for acquisition outcomes.

**We will implement** performance-based expectations, incentives, and accountability measures throughout the acquisition workforce, including technical authorities, requirements development organizations, and acquisition support.

### **Key Enabler C&A-1.3:** *Overhaul requirements, pre-acquisition planning and acquisition strategy development.*

**We will enhance** requirements discipline through modeling, policy, and internal controls designed to ensure technical and operational requirements are better informed by cost and schedule impacts.

**We will build** new Mission Needs Statements, Concepts of Operations, and Alternatives Analyses for major acquisitions without defaulting to material solutions of the past, to ensure we are acquiring the best capabilities to address current and future operational demands.





**We will require** PMs to tailor-in, instead of tailor-out, acquisition documentation and planning to improve schedule performance, optimize acquisition outcomes, and eliminate wasteful bureaucracy.

**We will establish** strategies that favor increased acquisition of Commercial Items instead of Coast Guard/government-specific assets and systems.

**We will increase** industry engagement to improve acquisition and procurement strategies.

### ***Key Enabler C&A-1.4: Improve Shore Infrastructure project planning and execution.***

**We will develop** a long-term shore infrastructure plan to enable annual prioritization and funding decisions that maximize the impact of available funding investments and streamline divestitures.

**We will develop** a requirements management process that improves standardization and affordability.

**We will pursue** C&A strategies that reduce cost risk and allow for early affordability tradeoffs.

**We will expand** the use of commercial service providers and the General Services Administration for real property improvements and acquisitions.

**We will pursue** new legislation, including Enhanced Use Lease and Public Private Venture authorities, to make better use of existing Coast Guard real property.

**We will modernize** the Shore Infrastructure organization to increase bandwidth for Procurement, Construction, and Improvement project planning and execution, and create the unified focus on depot level maintenance necessary to avoid future costly repairs and renovations.





**Strategic Imperative C&A-2:** Create a high-velocity contracting and procurement organization for the Coast Guard by 2028.

**Key Enabler C&A-2.1:** *Reduce Contracting and Procurement (C&P) schedule and Coast Guard operational risk by improving accountability, eliminating redundant processes, improving process transparency, and better understanding the commercial market to accelerate timelines.*

**We will develop** and implement policies, procedures, and tools to incentivize acquisition officials to use innovative authorities and take measured risk.

**We will remove** processes that blur lines of accountability (including multi-step reviews) and acquisition lead time processes that allow for excessive “dwell time.”

**We will adopt** digital workflows and automation to provide full transparency and “total asset visibility” in all C&P processes.

**We will leverage** external expertise to test assumptions and expand diversity of strategies and tactics; and substantially increase our engagement with industry to better understand market conditions and make better informed decisions regarding procurement and acquisition strategies.






**We will decrease** unnecessary workload and reduce cost by leveraging strategic sourcing to replace redundant high-volume commercial item procurements.

**We will leverage** existing authorities to maximize simplified acquisition and micro purchase thresholds and minimize bureaucratic delays to meet the Nation's most pressing security challenges.

**Key Enabler C&A-2.2:** *Optimize oversight and outsourcing to improve efficiency and outcomes.*

**We will shift** oversight of Coast Guard C&P activities from DHS to the Coast Guard, including the role of Senior Procurement Executive, to improve schedule and decrease adverse outcomes.

**We will empower** customers and C&P professionals to outsource procurement activity to other government agencies and reduce the need for Coast Guard contracting personnel to remain administratively involved.



U.S. Coast Guard Petty Officer Second Class Samuel Monahan, an aviation maintenance technician from Air Station Ventura in California, trains with a boat crew from Sector Los Angeles-Long Beach outside Los Angeles Harbor on May 26, 2025. Monahan practiced lowering a basket from an MH-60T Jayhawk helicopter onto a 45-foot response boat-medium that was in three-to-four-foot seas. (Coast Guard photo by Petty Officer First Class J.J. Huggins)



**Strategic Imperative C&A-3:** Optimize Coast Guard acquisition workforce agility and responsiveness.

**Key Enabler C&A-3.1:** *Provide greater professionalism within the acquisition workforce.*

**We will establish** an Officer Career Specialty within the C&P organization.

**We will improve** training and professionalization of the Contracting Officer's Representative workforce.





### ***Key Enabler C&A-3.2: Improve acquisition workforce management.***

**We will alter** workforce management practices to more freely move civilian acquisition professionals between programs to make better use of talent.

**We will expand** the use of contractors to perform non-inherently governmental functions.



ARABIAN GULF (Dec. 7, 2022) An AeroVel Flexrotor unmanned aerial vehicle (UAV) takes off from U.S. Coast Guard fast response cutter USCGC *Emlen Tunnell* (WPC 1145) transiting the Arabian Gulf, Dec. 7. U.S. 5th Fleet's Task Force 59 launched the UAV during Digital Horizon, a three-week event focused on integrating new unmanned and artificial intelligence platforms, including 10 that are in the region for the first time. (U.S. Navy photo)



# V.

## The Way Ahead

As we execute the tasks before us, we must also envision the Coast Guard of the future. We will become a 21st century fighting force organized, trained, equipped, and empowered to expeditiously execute our missions. The Coast Guard of the future will leverage emerging technologies, no longer beholden to 20th century operating concepts, and will be positioned to effectively integrate with the Joint Force and other federal partners to defeat our adversaries and respond to our most complex crises, both at home and abroad.

To drive this transformation, we have established the FD28 Implementation Team (FD28 I-Team). The FD28 I-Team will incorporate best practices from across government and industry to make these changes enduring, while ensuring every facet of our organization is addressed and enhanced.

The FD28 I-Team will be guided by Flag Officers, members of our Senior Executive Service, and Command Senior Enlisted Leaders tasked to implement FD28 action items nested under Strategic Imperatives and Key Enablers contained in this Execution Plan.



Coast Guard Cutter *Calhoun*, the U.S. Coast Guard's newest National Security Cutter, transits in the Atlantic Ocean. National Security Cutters are the most technologically sophisticated cutters in the U.S. Coast Guard, capable of operating in the most demanding open ocean environments.



These leaders will direct seven functional tables. Each table directly drives prioritized actions with a single point of accountability. They are action-oriented, defined by critical roles and span of control, and serve as a forum for organizational change.

We will employ four Enabler Tables that correspond to the original four FD28 Campaigns – People, Organization, Technology, and Contracting and Acquisition. These tables will implement action items under the Strategic Imperative and Key Enablers contained in the FD28 Execution Plan. Our enablers must drive mission outcomes through three Outcome Tables: Border Control, Flow of Commerce, and Responding to Contingencies. Outcome Tables will be mission focused to deliver results for the American public.

We will prevail. We are undaunted by uncertainty that may come with change because we are filled with certain hope for the future. If there is one thing our distinguished Service history in both peace and war shows: with a ready Coast Guard crew there is nothing we cannot accomplish.





## FORCE DESIGN 2028 EXECUTION PLAN SUMMARY