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# COMMANDANT'S INTENT

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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



## To the Coast Guard workforce,

I am honored and humbled to serve as your Commandant. Your work across all of our missions, around the world, inspires me every day. I know we ask a lot of you and your families. Thank you for your dedication, professionalism, and service to the Coast Guard and the Nation. I am committed to working tirelessly on your behalf to advance our Service.

Throughout my 37-year Coast Guard journey, the Service has navigated both challenges and opportunities. Grounded in the traditions of our rich and storied history, we have always applied our initiative and found the best way to be Semper Paratus.

Today, our Service faces new challenges and has new opportunities. The world we operate in is changing rapidly. If we keep pace, we will uphold our tradition of service to the American public. But if we lag behind, as the future arrives we will struggle to execute our missions.

### Tomorrow looks different. So will we.

Guided by our values, history, and shared sense of belonging in this Service, we will:

#### **TRANSFORM OUR TOTAL WORKFORCE**

*Deliver you the tools, policy, training, and support to succeed across our missions and operating environments.*

#### **SHARPEN OUR COMPETITIVE EDGE**

*Empower you with reliable, cutting-edge assets, systems, infrastructure, and decision advantage to remain the world's best Coast Guard.*

#### **ADVANCE OUR MISSION EXCELLENCE**

*Enhance the way we provide maritime safety and security, protect resources, and respond to crises to deliver exceptional service to the Nation.*

This transformation will be an investment in you. You are the heartbeat of our Service. Without you, steel does not move, lives are not saved, and our national prosperity and security are at risk. You've answered the call to serve. We will be a Coast Guard where you can perform to the best of your potential in your duty to the Nation.

Yours in service,

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

Admiral Linda L. Fagan  
Commandant

# **Drivers of change are converging and increasing demands, risks, and opportunities for the Coast Guard while reshaping communities where we live and work.**

## **GROWING WORKFORCE COMPLEXITY**

Accelerating social and demographic shifts are changing employee-employer expectations for work, careers, and inclusion, leading to challenges in hiring and retention.

## **RAPID ADVANCEMENTS IN TECHNOLOGY**

The rapid pace of innovation in the maritime domain is leading to growing interconnectivity, increased reliance on data and networks, and the deployment of commercial space and artificial intelligence systems

## **IMPLICATIONS OF CLIMATE CHANGE**

The world is experiencing rising sea levels, intensifying severe weather, retreating Polar ice, migrating fish stocks, pressure to reduce environmental impacts, and climate-driven community displacement.

## **SHIFTING ECONOMIC FACTORS**

Use of the maritime domain continues to evolve and grow, including legal and illegal movement of goods, people, and services; while predatory fishing exacerbates global food insecurity, and the demand for traditional and renewable offshore energy is rapidly expanding.

## **EVOLVING GEOPOLITICAL LANDSCAPE**

Global strategic competition, including unprecedented malign activity, is challenging the rules-based order by eroding international norms, maritime governance, and regional stability.

## **CHANGING OPERATIONAL DOMAINS**

The Coast Guard's unique authorities and capabilities are increasingly in demand to address enduring and emerging missions to include combatting transnational organized crime, violent extremism, cyber threats, and irregular maritime migration.

## **Transform Our Total Workforce**

The Coast Guard workforce is my highest priority. Guided by our Core Values, we will transform the way we hire, inspire, and develop our people. We will build an inclusive culture that gives everyone a sense of belonging, empowering all to deliver their personal best while serving as part of the world's best Coast Guard.

You are dedicated to service as America's maritime guardian, often in an inherently dangerous environment. You deserve innovative tools, inclusive policies, trustworthy technology, modernized training, and exceptional support to meet the demands of today and tomorrow. We will deliver them.

Data must drive decisions to overhaul our policies and processes to better reward performance, dedication, and leadership. We will employ a wide array of technology to deliver engaging and meaningful training and performance support to our workforce. I am committed to strengthening the resiliency of our workforce and families through access to high quality healthcare, housing, childcare, and support services. We will remain an employer of choice for all.

### **PRIORITIES**

#### ***Deploy innovative recruiting practices***

to attract the mission-ready total workforce we need for today and into the future.

#### ***Revolutionize talent management policies***

to create opportunities for flexible assignments, advancements, workplaces, and careers.

#### ***Develop individually tailored, on-demand, and modernized learning***

for the continuous professional and personal growth of our workforce.

#### ***Deliver point-of-need healthcare and family services***

to bolster the resiliency of our workforce and families.

## Sharpen Our Competitive Edge

The rapid evolution of technology, the ever-growing demand for Coast Guard services, an increasingly dynamic operating environment, and global strategic competition strain our current ways of conducting missions. We must sharpen our competitive edge to match the pace of change impacting the maritime domain. This is a call to action.

Assets, systems, networks, and physical infrastructure require focused and deliberate investments to ensure our force is resilient and adaptive to rapid technology shifts and the effects of climate change.

New technologies create opportunities to unite people, assets, systems, and data in new ways to design a more agile future force. Data analytics and artificial intelligence are revolutionizing the world around us. We will achieve decision advantage using data as our accelerant.

New acquisitions alone will not keep our competitive edge sharp. A culture of innovation will inspire new ideas, challenge existing business norms, integrate better capabilities, and stimulate decisions and actions. Your talent and enthusiasm will ensure the Coast Guard meets the demands of the evolving world.

### PRIORITIES

***Focus and accelerate investments in technology and critical infrastructure***  
to maximize outcomes and workforce talent.

***Advance a future-focused, integrated approach***  
to design, deploy and sustain an agile, modern force of highly-trained personnel, assets, systems, infrastructure, and logistics support.

***Drive a culture of innovation***  
to outpace accelerating changes in industrial capacity, global reach, and technology development.

***Leverage data as the catalyst***  
to transform the Coast Guard's strategic advantage.

## **Advance Our Mission Excellence**

The Coast Guard thrives in an increasingly complex and unforgiving maritime environment because we are firmly grounded in our operating principles. To be Semper Paratus, we must reaffirm our devotion to foundational elements of mission proficiency and risk management.

The Coast Guard best serves the Nation by applying our resources to the highest priority missions that only we can uniquely perform. We will prioritize innovative ways to use our assets and people for maximum effect, particularly during crisis response.

As demand for maritime commerce grows, new uses of existing waterways are stressing the marine transportation system. Our Nation's economic success hinges on our ability to maximize the potential of our waterways while preserving natural resources and maintaining safety and security.

The Coast Guard will continue to be a leader in global maritime governance. We are ideally positioned as the preferred maritime partner for many nations. Guided by strategic discipline, we will use our unique authorities and capabilities to uphold America's longstanding commitment to a stable and open international system that adheres to the rule of law and good maritime governance.

### **PRIORITIES**

#### ***Be "Brilliant at the Basics"***

to continue our tradition of exceptional service.

#### ***Use our assets, people, and capabilities in new ways***

to respond to growing demands and evolving threats.

#### ***Build on our ability to lead in crises***

to support the Nation during emergencies.

#### ***Safeguard a rapidly changing Marine Transportation System***

characterized by growing commerce, new uses, and emerging cyber threats.

#### ***Strengthen partnerships and improve maritime governance***

through deliberate, coordinated, and impactful engagements

*[www.USCG.mil/AlwaysReady](http://www.USCG.mil/AlwaysReady)*