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RADM Meredith Austin, CGNRC Co-Chair – Nice to see you again there, Admiral.

So, ladies and gentlemen, I'd like to introduce the 35th Vice Commandant. You've been the official leader, Vice Commandant, since February 2026. Prior to that, you were the acting Vice Commandant. You were acting deputy Commandant for Operations. Prior to that, you were the SOUTHCOM J3 Directorate. Prior to that, he was the District 1 Commander, now the Northeast District. Prior to that, he was the Assistant Commandant for Resources (CG-8) and the Chief Financial Officer. I first worked with Admiral Allan at the CG DOG (Deployable Operations Group). We were DOG-mates and shipmates. He has a bachelor's degree from Coast Guard Academy and MBA from the University of Baltimore and is a member of MIT Seminar 21 (See [Welcome | CIS: Seminar XXI](#))

ADM Tom Allan (VCG) – Hey Merrie, thank you very much for that kind introduction. And I say when people do that, the thing to take away from it is I haven't been able to keep a job. So they keep trying to find one for me to fill. So I appreciate the time to talk to you. I really enjoyed talking to this group ever since we started kind of as the DCMS and I got to really work with you.

So, a couple things. One, it's great to see Merrie Austin. What you said we were in the DOG together trying to figure out what that thing was going to do. Definitely the DOG is back. So how do we get to yes? As you know Merrie was talking about the DOG and what we're doing, we're going to be standing up the **Special Missions Command** this fall. See [U.S. Coast Guard creates new Special Missions Command to counter maritime threats at home, abroad > United States Coast Guard News > Press Releases](#) How we're going to do that, we'll see. Congress is putting a few limitations on us and how they want us to do that. But, we'll get there. I think the more important thing is we're starting to bring kind of a focus to that community because they're doing so, so much.

The other person I'd like to say hello to is Vice Admiral Joanna Nunan, who is going to be taking over. Joanna, I can't see you, but congratulations and I thank you for doing this. Merrie will tell you that the pay is not very good, but we truly appreciate what you're doing there. And then I also understand that Jason Vanderhaden is there. And so, Jason, just before this meeting, we had Heath Jones in here and he said, hey, I'm getting some heavy pressure to be the replacement. So keep that pressure up. I think it's starting to work, so we'll see. Really, really appreciate what you guys are doing and what you're going through.

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The Commandant sends his regards. As you know, tis the season. And when I say the season, it's when Congress goes on recess and everyone heads up to figure out what's going on in the Arctic Commonwealth and to retire RADM Avanni and help him on his way as, as RADM Mike Campbell takes over up there in Seattle (CG Northwest District). So just a lot going on, you know, and it's been a great opportunity for us to be up in Alaska. The Secretary joined the Commandant at the CG Foundation dinner and we had some some great meetings with some Senators and some additional executive members and that was good because I think they're starting to understand the reasons we need to have more Security Cutters and what that means for the Nation, what that means for the Country, and what that means for us competing against some of our adversaries. So I'll leave it there on a non-classified line.

What I did want to talk to you all about and also get to what questions you guys might have. I'll lay a little bit of groundwork first. Just talking about the Commandant and where he is and his intent. So if you've been looking and hearing from the comments, he's talking about three things **Ready, Fight, Navigate**. I think those are good ways to bucket what we're doing, how we're doing that and where we're going. So I think when you start talking about **Ready**, it's that framework that says how do we get ready to do all these operations and what does our readiness look like? We are trying to do more and more on the readiness side and if you've ever talked to Admiral Lunday and MCPOCG, what they will tell you is we have the ability to pull a lot of quantitative information to understand different things, but if you've been around the Coast Guard for a long time, what really matters is that qualitative assessment that's coming in from our Commanding Officers. What's going on at the units? What are those things that are hamstringing them? From delivering the Operations and Readiness that the Nation needs. So we've been on a journey to really kind of look at that. We're using direct feedback from the Commanding Officers. We are developing a framework to figure out some of those important measures so that we can determine where we're going to allocate resources and then we're using AI to tell you the truth to start to go, hey, how can we look at what the common issues are? Within a geographic region. Maybe within a unit type thing? Think Cutters, think Aircraft, or District or Sector and then how can we get after that? So I think that's one of the things we're doing. The other is we're as anyone in here and anyone who's served a day in the Coast Guard knows we got to get better at the **support services** that we are providing to our members and our families. And those are just some of the basics. Do we have the right administrative support for each of the people that are coming in. And how is medical doing? How are we doing with housing? How are we doing with pay? How are we doing with all those little issues that if they're nipping at our heels either for their family or for themselves, it's going to

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take away their attention and what that's going to do is cause us to not be as ready. And when you look at the dangerous and tough missions that we are doing, we need 100% of their focus. We don't need them thinking about whether or not they're going to get paid. What's going on with the shutdown? Am I going to be able to get a medical appointment or dental appointment. We are still having big issues with that all around the country. We don't need our members saying "Hey I need to serve the Nation, but I got to figure out if I got the CDC (Child Development Center) for my kids. So we are really working with that. I'll talk a little bit about that as we talk about where we're going with growth and how we're not only looking at manning the new units.

Very important to us is the whole brain health issue. I think you know if you got the opportunity to read the article that came out in the New York Times, I think it was last week. Now you know, it just tugs at your heartstrings when when you look at that and you go, hey, are we doing enough for our people? I would tell you I think we're trying to do a lot to sprint and catch up. But we probably aren't doing enough and while we have a focus from that article on the SURFMAN, we think that when you start talking PTSD, when you start talking about some of the things our people are exposed to and do, it hits a lot of our different communities, so we are trying to accelerate into that. We have been probably for the last year, started in earnest some really important things in March. What we're trying to do, build off some great work that's being done in Special Forces communities and in NATO and then certainly some of the other things we're doing. So, if you have questions on that when we get to the end, we'll talk about that. I also think that when you talk readiness, one of the great things I think we talked about last year was the Coast Guard got \$25 billion. For those of you that are accountants, we're going to have 64 new cutters in the next five years, we're going to have almost 46 aircraft, so that's what we got our eyes on over the next five years. We are really amping up what we're doing. But as I talked to the Chief of Staff and Director of OMB, one of the things they said was, hey, if you buy a whole bunch of new things there's a sucking sound below it. That sucking sound is that operating support, those crews that have to come with that growth of budget to be able to make that up and so when we talk readiness, we are acutely aware of that because we have been eating into operational readiness for the last, I would say at least 15 years, probably longer. And so we've got to not only build up the readiness that we have, but make sure we maintain those new assets that are coming in. You guys have heard from I think Admiral Schultz, Admiral Fagan, and Admiral Lunday now. When they get up to the Hill we talk about how we are a \$20 billion dollar organization working on a \$12 billion budget. Good news is we're starting to make some progress this year. The President provided us a 2027 budget that's looking at an increase of almost 2 1/2 billion dollars. And more importantly an

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increase in our crew size by 5,700. There's a lot of things we got to do to bring 5,700 people into the Coast Guard. And none of that helps when we start October 1st on a CR (Continuing Resolution) or have the disputes, we think we're going to have in December. But we've got the Administration's here, we've got Congress here and they're asking us a lot of detailed questions on how we're going to get there. So looking forward to what that's going to be. I also think a lot of people go \$25 billion Coast Guard, can you actually spend that? Are you guys going to be able to do that? For those of you that really get into the money, there's a difference between obligation and expenditure. But when you talk obligation, we're up there. We are at 18 1/2 billion dollars as we talk about it today, that's how much we've obligated of that \$25 billion. Maybe it's a little bit more than that because we got additional money from the Secretary to build 11 Arctic Security Cutters. But I will tell you that we are moving faster than we've ever done before and we're trying to do that not only taking into account that, Hey, we have the money. So schedule is king, but we can't be delivering assets that are not going to be what we need or a poor quality. And so today I was just meeting with one of our big shipyards to talk about that and where we're going. And and I think we've got a lot of enthusiasm. We are going to build 11 Arctic Security Cutters in the next. five to six years, we're going to have 10 OPC's coming. OPC's, there's some issues going on with our shipyard now, but the administration is stepping in there on behalf of Coast Guard and Navy and then Polar Security Cutters are moving along. I've got a picture in front of me that shows 33 of the 85 units already together in a red hull. It's amazing to see how the Polar Security Cutters are coming along.

And so we've got some work to do to get our budget going, but we are working on it. We've done this in different ways over the years, but no one likes to hear us talk about our eleven Coast Guard missions. It makes people's eyes bleed by the time you get to the 11th. So what we're doing is we're kind of breaking that down into the four. We've been calling them outcome tables. Its **Save Lives**, the number one thing that the Coast Guard does, **Control Secure and Defend our Borders, Ensure the Flow of Commerce** and ensure we're are **Ready for Crisis and Contingency** that comes with little nor no warning. I got to tell you, when you look at any of those, we are at the top of our game right now with all those, we are in demand. On the borders by DoW (Department of War) we're getting ready for hurricane season. We've got two different reports that are coming in, one from Hawaii and one from D7 today. So we continue to be ready for what we're going to do.

So when you talk about where the Coast Guard is going to be focused, I think it's important for you guys to know that in, in the past, we've kind of tried to peanut butter

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spread everything and there's tremendous demand from every combatant command and every country that we deal with to do that. But the Commandant's asking us to really concentrate on the mainland from the inland waterways to the Western hemispheres, maritime approaches and when you talk about that, that probably gets us all the way down into the Panama Canal. Talk about the Arctic and really the approach is not only on the Alaska side but on the eastern side of that and then Oceania where we have territories and we need to have a presence out there. And then finally Cyberspace is one of those ones that continues to grow.

But the authorities that we bring, they're not only being recognized by DoW, but within the interagency, too, on what the Coast Guard can do and how we can help secure our homeland and fight back against some of those things that are happening. You've probably been paying attention to all major operations, everything from Operation Border Wall, which is down on the Rio Grande in Corpus Christi, out to Pacific Trident, which is what we're doing off of the West Coast of San Diego, down in the East PAC, and then Frontier Sentinel, which continues down in the Southeast and looking at migration from Haiti and Cuba. So we continue to stay busy on the **Fight**.

On the **Navigate**, we are still on track with Force Design. We are working on an update to that to give to the Secretary and then publish to everyone else. But I will tell you the tenants of Force Design still remain. The number one thing we're trying to do is get that 15,000 person growth. And let me talk to you a little bit about that. That 5,700 that we're trying to get in 2027, we know that 5,700 by rank, rate, and location. We have a map that tells you every unit that's going to get plussed up and where they're going to be. We have the ones for 2028 and we're building those for 2029. We are moving along fast on that. On our how do we make sure we're ready for those - we are. We are looking at the enabling campaigns that we've been talking about. So what are we doing with our people? How is our organization set up to do that? What are we doing with contracting and acquisitions and what are we doing with technology?

Those are the four areas that we kind of bring across the **Matrix team**. Together, they're working real hard to understand and they are helping us to be fully operational. Do you need an iPad? Do you need a phone? And we're not going to make you turn that in at every unit as you come and go, you're going to take that with you as you go forward. That's a big investment for us, but it's one that we think we gotta make as many of you know, every officer gets a dedicated computer. But boy, when you start getting down there, there's a lot of swapping of laptops and things at the lower levels to get the work done. We've got to do better.

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The other one is Coastal Sentinel. (See [How the Coast Guard is transforming data into action at sea > United States Coast Guard > My Coast Guard News](#)). When you start looking at Coastal Sentinel, we are starting to bring in more and more. As we talk about maritime domain awareness, we're talking about maritime domain dominance. And we are bringing more and more sensors in. That's starting to overwhelm our operators. You go down to San Diego. They got so many sensors coming in and and so many unique systems. They got 11 screens in front of them. We got to use AI to help them focus on what they're doing and we got to put that all into a single pane of glass to be able to get there. So we're working real hard on that.

And then I think the one thing, if I could ask this group's help with is training. TRACEN Center Birmingham Southern. (See [A new horizon for training: Coast Guard welcomes Training Center Birmingham-Southern! > United States Coast Guard > My Coast Guard News](#)) We are excited about that, right? Couple points I just want to make sure you guys all have. When we started looking at where we were with training. Nothing changing. We're about 350,000 square feet short of what we need to train our people. What that means is that at TRACEN Cape May, at the Academy, at Petaluma, down in Mobile, we are always trying to squeeze every little inch of space. So we know we need 350,000 square feet to get 15,000 people in. We knew that we had to surge to an additional 1.2 million square feet of classroom space, and then that eventually will drop down to 750,000 additional square feet. So the reason I bring that up is part of how are we going to do this? We started with a clean sheet of paper, which is what the Coast Guard usually did. Then say, hey, we're going to need between 300 and 400 acres. We're going to need this many buildings. We're going to probably need about \$2 billion. We're going to need about 10 to 12 years to do that. We didn't have \$2 billion and we didn't have 12 years. We didn't even have the land to do it. Training Center, Birmingham Southern. We got to do some investments down there for just over \$100 million and we got our 1.2 million square feet of usable classroom space. We got some great buildings. We are moving FORCECOM down there. They're moving portions of the LDC (Leadership Development Center) there. We're not going to move OCS down there. We're going to start our first class, LAMS (Leadership and Management School) this August. We got about \$200 million to put in there to secure the border, to bring some of the buildings back up to speed. But we think we can do that and have three "A" schools in there by next year. We're not going to be bringing in TRACEN Cape May, which is going to continue to operate where they are. We are looking at the ability to surge TRACEN Cape May because we are doing so many capital investments there, but we're going to be looking at those separate from TRACEN Birmingham Southern. Let me stop

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there and see if I can take any questions from you.

Retired CWO4 Ray Bryant, Charleston RRC – You're talking all these cutters and personnel and everything. And you talked about that vacuum underneath them. Maintenance is already in a vacuum. So you've got to have like a double vacuum going on when you add all these together. I'm very knowledgeable on what's going on in Charleston with the builds and stuff. It's pretty fancy. But how far are we looking at that on maintenance and everything?

ADM Allan – Hey, that that is a great question. And I've got to tell you as we brought in our Homeland Security advisors, one of the things they said was we've never seen an organization that eats into seed corn more than you guys do. And that's what we've been doing probably for at least the last 10 years, right? We go, hey, next year will be better than this year. So what we're going to do is we're going to put a little bit more on credit card bill, our credit card bill has been deferred maintenance. If we think we need 10 parts on a shelf. We drop that down to 8 and then the next year we drop that down to 7 and next year we drop that down to 3. We have been eating into our seed corn for a lot of that. I will tell you right now the administration is interested in helping us out with that. So we think we got to get to \$20 billion to be where we need to be. We got a lot of support on that from OMB. We got a lot of support not only from OMB, but their boss, the President. And we're looking at pushing towards that for fiscal year 2028. We think there's a real, real strong ability to be able to get there. But I've got to tell you, even at \$20 billion on an annual budget to be able to do that, we have a big deficit on where we're going. We think that that's as much as \$1.9 billion within aviation. We think that's closer to \$1.5 billion within the cutter fleet. We think we got 39 billion dollars in shore facilities that we need to replace in addition to the ones we're building. So there's a lot of work to be done and then you go into C5 IT and the way we're doing business now there's a big deficit. So we've got to not only get to this \$20 billion, but if there's an opportunity for reconciliation, which we're keeping our eye on those opportunities, we've got to get some money for that too. Because if we don't, we're going to be forced to be where Congress doesn't want us either. We take new ships and we tie them up and we don't do anything with them or we start to close down old units. And I will tell you that there is not an appetite by Congress, by our administration, for Less Coast Guard. They want more. So we'll see. I think that's the big part that we've got to change though because you're right. If you look at what we're doing in Charleston, you would see some of that great work that's also going on up in Newport, RI, some of that great work that's going on up in Kodiak, it looks a lot like it. Boy, we are building fast and furious in these locations. Corpus Christi, our South Padre, Texas. All these, these

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places, Panama City. But those are going to take a little while and we got more Congressmen and Senators saying, hey, we want you to come to our State. One of the things we're doing is we're trying to hold the line, say we'd love to be there, that would be great. Great place to be. But we not only need the maintenance money to go with it, we need a new pier to go with it. We need the up buildings and oh, by the way, we aren't coming there until our families got houses to stay in, and CDC's right now we are getting subtraction doing that. But I will tell you it's hard in the long run, but we are getting good support. It's not just the Coast Guard officers that are talking, it's the Secretary of Homeland Security. It's the head of OMB. It's our political leadership on the side of Coast Guard. It is working better than I've ever seen in in in my career.

Retired VADM Joanna Nunan, new CGNRC Co-Chair – Thanks for your briefing. I think you hit a lot of good topics. I had a couple things to share with you. One is we heard from your Branding team and I'll just say we think they're doing some really good work. You just got to know, we 100% think we should just own **Coastie**. That's who we are. So that's point #1. Point #2 to follow up on the last question about maintenance. And I remember, you know, when I was CG-1. And my point. I'm just going to make the same exact point, which is part of the seed. Money is our personnel pay account, so I'll just take it very locally to PPC because as you know, Captain Henry said, this is sort of the lifeblood of the Coast Guard. If you can't pay your people, then you really can't do your job. And at PPC, I will just say they are getting a lot done with not a lot. Some of it is they have actual billets that are not filled and the reason why they're not filled is because some of these billets are like GS-6s. Nowhere else in the Coast Guard will we be asking people to have this amount of responsibility as a GS-6. So even if we've gotten away with it in the past, we have to look at that because we're competing against other federal entities here in Topeka for these people. We also are taking too long to hire people. So by the time, even if there are great people to work with and good morale here, you know people can't wait 3-6 months to get a job. So if you know we need to work on that, we need to make sure that extra money is being spent on these personnel here in the meantime and be used for bridging strategies. So that's not giving them a hard time about overtime. That is helping expedite their hiring and that is looking at upgrading some of their billets from the money that technically is here for people. So I know people like to suck up all that extra money for billets that are not filled, but you really need to invest that in people, especially when the \$25 billion did not include any extra people. So the money we do have for people, we absolutely have to invest it back in our people. So I guess those are the main things I wanted to say and thanks for the welcome.

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ADM Allan – Thanks for that. Those are all great points and let me just foot stomp couple of those things. When you are going through 123 days of a shutdown in a fiscal year, it was amazing for us that when we got to the end of that shutdown after 123 days, the first thing Congress asked us was, hey, where are all the reports you asked for? We said, Hey, we've been gone for 123 days out of I think at that point 190 or maybe 163 days or something like that, but you know we got to keep our people in there right now. If you look at the Coast Guard or traditional civilian vacancy rate as we kind of try to slow it down, about 12%, maybe 10 to 12%. It's 25% right now and you go why is it? Do people not want to serve in the Coast Guard? And I think people do. But when you go into DC and we say, hey, we got contract specialists, we got civilian personnel, we got program managers, we got other seasoned people. They like serving in the Coast Guard, but they like getting their paycheck when it's due to them too. And so when you go into the DC area, there's a lot of people that are not going to stay working for DHS. We've seen that in a large place and they've gone and worked for others. We do see the need to increase some of our GS levels across the board. You know we've done that sometimes. At ALC (Aviation Logistics Center), we've done that on the West Coast on some of our wage grades, but we also got to get to the point where we're doing it when we start talking about 15,000 people and adding that to the Coast Guard, it's not just for the new crew. That is actually to make up some of the deficit that we've been running for a long time. 500 people. We think we need to add to medical to just be able to get that going and we know where those people are going right now or where we want them to go. We know we need more Yeoman. We know we need more SK contracting officers. We're talking about military officers being dedicated to some of our contracting facilities. So we got to go back there and then we got to start looking at hey, in those locations where even if we're at 25% is because of the shutdown. If we start to decrease that by just what you said, making more competitive wages against the other federal government agencies that are in sometimes the same building or within the same area. So I think I think you're right. The one thing I will tell you about money, it's been interesting when you look at the pay rates that we got, especially for enlisted personnel, which was just great when you look to some of the other things. Congress has been watching our pay accounts in the past. Our pay accounts were pretty much an area where we had a lot of ability to do other things. Right now we are doing other things with them. It's things like how do we get people rebates for CDCs (Child Development Centers). How are we doing with Tuition Assistance? A couple of these things. Actually, if we had all 25% of the civilian vacancies filled right now, we wouldn't be able to pay them all. So to your point, we've got to use that money smarter. But we're also telling Congress, hey, every time you provide an incentive to the DoW and

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then you ask us to do that too. You got to raise our top line. We can't just continue to eat within our base or count on vacancy rates to be able to pay those because that's what our members deserve. So great. Great comments. Thank you for saying it. It is something that we're working on. I will also tell you as we talk to our CBP counterparts, who got a lot of people within reconciliation, they are petrified now because in about 3 years, their money's going to run out. And all those people are going to have to go away. And it doesn't look like they're going to get the increases that they need. Some people say that's OK we didn't need them for surge and they're doing that, but we're trying to be very careful about whether we take people in reconciliation because that reconciliation is one time money. What we're trying to say is put people in our base because then it's recurring. Let's look for the things like filling, filling deeper level maintenance parts that apply to the reconciliation.

Retired MCPOCG Jason Vanderhaden, CGNRC Co-Chair – I want to put in a plug here for PPC and CAPT Henry's team. They have every year just seem to be doing better and better and better, taking care of retirees and active duty as well, but particularly retirees. And as you can tell by some of our questions, we we are still very vested in what's going on in the active duty side, not Just the retirees. So I appreciate your insights into what's going on. The active duty side, along those lines. You know, we've been talking about the **Pay Our Coast Guard Act** and how we've got representatives from the Chief Warrant Officers Association and the Chief Petty Officers Association here. And, you know, as retirees, we look after the active duty as well because eventually they will become retirees. So anyway, you know, Pay Our Coast Guard Act, a tough one because of CBO scoring and you know, you know it's got 180 plus Co-Sponsors, but we just can't get it to the floor for a vote. I was just spitballing and noodling around here. Have we ever explored, you know, maybe just putting it in our Coast Guard Authorization Act, and not in the Coast Guard Appropriations Act. So it would authorize OMB or DHS to pay the Coast Guard as an authorization, not an appropriation. And then you know, at least OMB could shake loose the money if it was there, they'd be authorized to do it by Congress, even if it wasn't appropriated. I don't even know if that's an option or not, but you know, I was thinking that an authorization wouldn't be scored by CBO and we get our auth act theoretically every two years. I know it doesn't happen like that, but theoretically we reauthorize every two years. Have we ever thought about that?

ADM Allan - Yeah. So, the one thing I'd catch you on is even though it's an authorization, CBO appropriators would identify that authorization as an area that would turn into a liability for the government. They will actually put that into CBO cost and then they'll

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determine if they're going to put it in the bill. So as we look at pay, that would be one that would actually get scored. They get the numbers and they go from there. With the Coast Guard Authorization act as you guys know, two of the last couple of years, we've gotten a Coast Guard Authorization Act that's been worked through our committees and then been kind of bolted on to the NDAA. The NDAA has been very happy to take Coast Guard Authorization bills and put it in there for any of those items that are non-controversial, that's not going to slow down the NDAA and not going to have any problems. So I think we're going to have to continue to work on what we're doing. I will tell you though. It's a little disingenuous, as we were going up there during the shutdown and I was talking to Congress. They were like, hey, we really want you to get paid. We really do. It's the other guys fault and it's the other guy's fault. And you know what, after a while you kind of go I don't know. Maybe you just need to sit down and do that part of the other pressure. Just quite frankly, there's not only a Pay Our Coast Guard Act, there's a Pay Our TSA Act, a Pay Our CBP Act, and Pay Our ICE Act, because all their people want to do it too. My optimistic side is over the next couple years now that CBP and ICE are paid through reconciliation for the next three years, we're not going to see that we're going to continue to try and press for a legislative solution. I would love to tell you that I see a path forward. I see a bunch of members of Congress that are going to continue to pass or introduce bills to do that, but then do not go the the full length, try and get their colleagues to really support that and pass it. So we'll look for those opportunities, but there's a lot of roadblocks in front of us.

CAPT John Henry, CO PPC – I'd be remiss if I miss this opportunity to say hello and speak on behalf of the crew out here in Topeka, KS. I'm very fortunate that Admiral Nunan and MCPOCG were able to go before me because they set the stage for the argument. Mine is more of a request than anything else. I'm very reassured and happy to hear that the Commandant is focusing on the people as well because Force Design forces 4.6 billion for wood and steel. We get it and your focus on personnel. My ASK is when you think of PPC, think of us as the heartbeat of the Coast Guard, enabling every mission across our spectrum, whether it's the 11 missions or the four tables, this is how we identify ourselves, who we are, what we do and why we do it. One thing that I hope we don't lose sight of is with all the forces on money, we're focusing on new assets to aircraft, the cutters. If I want to focus on say, the physical readiness program which is big right now across the Coast Guard, use the analogy of the heart, we're focusing on building our biceps working legs, everyday leg day. We're working our shoulders, our abs. How often are we, and I'm talking in real life as well, not just figuratively, are we focusing on our heart health because it doesn't do anything to be super buff and well fit if we're not focused on our cardiovascular on our ability to maintain our body. So that's

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my ask to you, Admiral. Is that when you have these continuing conversations for personnel and focusing on the health of the Coast Guard, please remember the heartbeat of the Coast Guard. I hear that we have 5,700 folks lined up for FY25, FY27 named billets. That's awesome. Where is PPC in that for FY28 or FY29? And I'm not challenging the Vice, but this is the kind of questions for which I'm still going to get fired. But Sir, this is what you want from your CEO. We've got to support the crew so that we can support the Coast Guard here. So more of an ask than anything else in those future conversations, Please remember that it takes people here not only at PPC but across PSC as well to maintain and support those new 15,000 that are coming in and all the additional forces. I thank you, Sir.

ADM Allan – And it's a great point. I double-down on what I've been saying. You know when OMB first came over here a couple months ago and we started talking about what this 5,700 is, they're like, OK, this many on ASCs (Arctic Security Cutters), this many on OPC's (Offshore Patrol Cutters). You got a lot more people here than that. What's going on? And we started talking to them about all the things that you just said. Hey, if we've got guys and girls that are getting on these ships that are getting on these planes that are going overseas to assignments and the first thing they do is they don't get paid. That's going to create a problem with our readiness. So we have had as you know over the last probably 10 years at least, maybe go all the way back to 2011, we have gotten money for those things where we can say, hey, this is an operating issue. We are, within this 15,000, acknowledging that we've got to rebuild the base and the foundation of the Coast Guard, we're talking about it in terms of what is the staff and what is the spear. When you start talking DoW, and I got to tell you our ratio is way out of whack meaning that the other services have so much more support back when they need it, as opposed to what they're putting out in the field. We've got to get there, so we are getting some good pick up on that. But to your point, we can't do that in reconciliation. We've got to do that through an authorization. Because even right now, fiscal year 2027, couldn't have been more happy with because it starts to get us on this curve to get to 20 billion in 2028. But now we're starting to see a leveling off of that. And we said, hey, if we level off, we're going to have to fire people before we even bring them on because we won't be able to afford it. So because, you know, we bring in people and we pay for two quarters of people, not four in the first year. So a lot of budget mumbo jumbo there I guess but my point is we see it can't just be the guys and girls on the cutters. It's got to be the people that are supporting them. It's got to be the CDC's. It's got to be the bases. It's got to be doing that. One of the things I didn't talk about too much, but hopefully you guys saw is. We're trying to figure out how to do a reorganization within that. How do we make the bases more responsive to the operational commanders? So if you guys

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saw that our bases are going to start reporting to the district commanders now because we think there's some accountability and we watched over the last couple years the bases that were actually doing the best jobs were the ones most closely working with their Area District Command. So anyway, we'll fix the whole thing.

Retired CWO4 Ray Bryant, RRC Charleston – Talking about upgrading facilities. Let's go big when you're stocking up with equipment and everything, Let's go for the technologies. I brought in a lot of technologies when I was in Portsmouth. Everybody you know, pipeline goes to cutters and everything, but they need to go to the schools that match those cutters that they're servicing.

ADM Allan – Hey, couldn't agree more. Let me give you two things that we're talking about. One of the reasons we always talk about is we have no Garrison force, right? We just don't have it and because of that when you start talking about pipeline training, all of a sudden you get this fighting between providing and receiving units because neither one of them have enough people and their mission isn't going to decrease. We are trying to create Garrison forces, but we're trying to provide more than just enough at our units and the reason I say more than just enough because is we have extra billets within each of those divisions. Pipeline training supporting the unit they're going to and doesn't hurt the group as well. So when we start talking about this 15,000, not only those people that are going to be supporting the heart health of the Coast Guard, but also those people that hey, put a little bit extra on the operational units so that they're not trying to choose over current operations or future readiness. So we're going to do that. Second thing is we are looking to invest in technology. It's tough and I will tell you as you look at our growing deficit of people level and and recurring maintenance that we need, it is going to devour a lot of that and a lot of that comes into the idea of technology even as everyone's pushing for the next three years, and then we're going to need to recapitalize that. So we're doing it. That's why we think we got to be at \$20 billion and once we get to \$20 billion, we probably got to be growing at \$5B a year after that. So we see that. All you've probably been out and you talked to our people in the field. They didn't get the training that they need. They're trying to learn that from the guy that was passing the stuff on to them. They're not getting the parts they're needing, so they're going down to Home Depot and pulling money out of their own pocket to do that. All the bad things. We're trying to get our units to go big. NSC's are having problems and we want to use the term called controlled part exchange. It's not controlled part exchanges, it's cannibalizing each other and degrading readiness. We've got to get to that \$20 billion mark. That gives us the ability to do just about all things that you have.

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Retired RADM Meredith Austin, CGNRC Co-Chair – Admiral, we know that you have a pretty hard stop, so there's unfortunately no more time for questions. You know you've got the assembled brain trust here for the retiree councils. If there's anything that we can do for you like to give us a couple of moments there and then we know that you have to run to the airport.

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ADM Allan – Thank you, Merrie. I appreciate that. So, one of the things I'd say is. I just appreciate as I've watched over the years, as the Retiree Council would kind of say, hey, here's the things we need to work on and then we bring those up. You guys have, especially under Admiral Austin's leadership, have said here's the things we're working on, here's how we're going to do it, and this is when we're going to do it by. I've got to tell you, I'm not a retiree yet, but the Estate Planning and Affairs Handbook that you guys did, that it's amazing how many people look in nooks and crannies to kind of bring that stuff together, you guys taking the time to do that, that was great. Everything that you guys are doing with Coast Guard Health Records, making sure we understand how hard it is once you get out to do some of this. Those are helpful. So please keep holding those things up and then holding us accountable to get them done. I appreciate that. The other thing I'd say is, Merrie, I'm sorry I didn't get to go out there and shake your hand and present the award in person, but I was so glad to see pictures of Tiffany out there giving you the DPSA (Distinguished Public Service Award) and just saying thank you for all the hard work that you provided. You know, we ask a lot, we pay you nothing and I'm really appreciative of what you're doing. And then the other thing I would say for all of you, thank you for the things you're doing, the time you're giving, the work that you're doing. Please continue. Push those issues through the Retiree Council up through our teams and let us get after them because like you said, hopefully all of us one day are going to be with you and seeing this, we want to make it better before we get there, thank you very much for all that you've done. Joanna (VADM Nunan), congratulations and thank you very much for what you're doing. Master Chief (Jason Vanderhaden), very good to hear your voice and see you. Thank you guys very much. I'm going over to Space Force now and see them change up their Service Chief. So, thanks for all you guys are doing. Look forward to shaking your hands and seeing you all in person soon.