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**TESTIMONY OF
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**ON
“TAKING ACCOUNT: IMPLEMENTATION OF THE COAST GUARD AUTHORIZATION
ACT, RECONCILIATION, AND FORCE DESIGN 2028”**

**BEFORE THE
HOUSE SUBCOMMITTEE ON COAST GUARD AND MARITIME TRANSPORTATION
June 30, 2026**

Chairman Ezell, Ranking Member Carbajal, and distinguished Members of the Subcommittee, thank you for the opportunity to testify today and for your continued support of the United States Coast Guard.

The American people depend on the Coast Guard every day, and we deliver. As a vital instrument of national power, the Coast Guard safeguards our nation’s maritime interests both at home and abroad. Grounded in our operating doctrine, we execute our statutory missions to achieve four paramount national outcomes. We save lives. We control, secure, and defend the U.S. border and maritime approaches far at sea. We ensure the safe and secure flow of commerce through our ports and waterways. By supporting our shipping industry and merchant mariners, we fuel an economic engine critical to America’s national security and prosperity, and to rebuilding the nation’s maritime might. We respond to crises and contingencies that may come with little or no warning.

We conduct these missions across four major operational domains that make up the U.S. homeland. Our forces maintain a persistent focus across the U.S. mainland, spanning our inland navigable waterways, the Great Lakes, our coastal borders, and throughout the Caribbean and Western Hemisphere, including the two U.S. Caribbean territories. We remain equally vigilant in Alaska and the Arctic. Our presence also extends across Hawai’i and the three U.S. Pacific territories, safeguarding the remote reaches of the U.S. Exclusive Economic Zone in Oceania. Concurrently, we operate in cyberspace, where the physical and digital domains increasingly converge.

The nation is asking more of its Coast Guard than ever before. Our responsibility is to ensure we have the personnel, assets, and infrastructure required to meet that demand. We are modernizing and transforming the Service now to meet today’s operational requirements while building the capacity, capability, and agility necessary for the future.

This transformation is built upon three foundational pillars: the authorities and accountability measures provided by the Coast Guard Authorization Act of 2025; the historic funding provided by the Working Families Tax Cuts Act; and our comprehensive modernization blueprint, Force

Design. Together, these efforts will build a more agile, capable, and responsive Coast Guard ready to protect, defend, and advance America’s maritime interests.

Coast Guard Authorization Act: Strengthening Authorities and Accountability

The Coast Guard Authorization Act of 2025 provides critical authorities required to modernize the Service and deliver results at speed and scale. We are actively implementing these provisions while integrating new mandates and statutory requirements into our ongoing operations. This Act strengthens oversight, enhances transparency, and enables us to deliver greater capability, robust accountability, and maximum value to the American people.

Reconciliation Funding: Delivering a Generational Recapitalization

The nearly \$25 billion provided by the Working Families Tax Cuts Act represents a historic investment in the Coast Guard and a critical down payment on the modernization of our fleet, aircraft, infrastructure, and operational capabilities. To date, we have obligated more than 13 billion dollars to acquire next-generation surface assets, including Arctic Security Cutters and Offshore Patrol Cutters; modernize aircraft and unmanned aviation systems; and invest in critical shoreside infrastructure. This effort goes far beyond replacing aging platforms; it expands our capacity and equips Coast Guard crews with the modern tools they need to succeed.

With this historic investment comes an equally significant responsibility to execute it with discipline, transparency, and measurable results. We are demonstrating clear value to the American people by delivering the capabilities, infrastructure, and readiness improvements that this investment was intended to achieve. Recapitalization, however, is not a one-time event. Fully implementing Force Design and meeting the nation’s growing demands will require sustained investment in order to complete critical acquisition programs, modernize infrastructure, invest in our workforce, and achieve the readiness required to operate and maintain these capabilities for decades to come.

Force Design: Charting the Course for the Future

Force Design is our blueprint to build a more agile, capable, and responsive force. It represents the most significant organizational modernization effort undertaken by the Coast Guard in over a century. It aligns our organization, people, technology, and acquisitions and contracting processes to meet the demands of today’s complex maritime environment.

We are streamlining organizational structures to enhance agility and empower rapid decision-making. We are investing in our most valuable asset – our people – by modernizing our personnel management systems, revitalizing our Reserve component, and creating new accession pathways to build a larger, highly skilled workforce. We are leveraging emerging technologies to achieve maritime domain dominance and extend the reach and effectiveness of our crews. Additionally, we are modernizing acquisition and contracting processes to deliver capability to the fleet faster and with greater accountability.

The Way Forward

Thanks to the leadership of President Trump, Secretary Mullin, and Congress, the Coast Guard has a once-in-a-generation opportunity to strengthen America’s maritime advantage. The

authorities provided by the Coast Guard Authorization Act, the historic investment made through reconciliation, and the transformational reforms of Force Design have put us on a clear path to build the Coast Guard the nation needs. With your continued support, we will deliver the people, capabilities, and infrastructure required to protect the American people, secure our maritime interests, and advance our nation's prosperity and security in an increasingly contested maritime domain.

Thank you for the opportunity to appear before you today. I look forward to your questions.

Semper Paratus.