

UNITED STATES COAST GUARD STATION NEW YORK

UNIT STRATEGIC PLAN 2010



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1. PURPOSE OF THE STATION NEW YORK STRATEGIC PLAN

Coast Guard Station New York's crews and boat assets are essential to ensuring the continued safety and security of the Port of New York and New Jersey. In an average year, the men and women of Station New York perform the following:

- Successfully prosecute 200 search and rescue cases;
- Conduct nearly 1100 vessel boardings, 180 of which are high-interest vessels;
- Conduct over 1200 escorts of high-capacity passenger vessels;
- Conduct over 100 security zone enforcement activities; and
- Spend nearly 7500 total hours underway, including 5200 hours dedicated to Ports, Waterways and Coastal Security (PWCS) missions.

Continued safe and effective boat operations at the largest commercial port on the United States' east coast, as well as the virtual epicenter of the financial world, first requires a substantial investment in the right kinds of people, training and equipment, and leadership that brings it all together into a professional force. Only after that initial investment is made and the system is created, can operations of any kind be undertaken with a reasonable expectation of safety and effectiveness.

This document is Station New York's long-term strategy to improve existing mission execution and ensure alignment with the command's vision and mission statements. It establishes a comprehensive strategic framework, an implementation sequence for improvements, and a measurement plan to evaluate both force readiness and progress of this plan. As a comprehensive view of this very capable multi-mission force, this document will also be the basis for strategic continuity as the unit progresses through the next decade.

2. STATION NEW YORK VISION STATEMENT

“To be acknowledged as the center of excellence for maritime operations in the Port of New York and New Jersey.”

3. STATION NEW YORK MISSION STATEMENT

“To be the center of excellence, we will perform our missions with highly trained and motivated people; operate state of the art, professionally maintained platforms; and coordinate with our port partners to provide our community and nation with superior service.”



4. UNIT GOALS

A goal describes the desired end-state of an organization, which can be achieved through implementation of objectives, activities and initiatives that address and support the unit’s mission. No time period is typically associated with achievement of the goals. Achievement of the prescribed goals will move Station New York towards alignment with its mission statement, allowing realization of its strategic vision.

For the purposes of this plan, Station New York’s over-arching strategic goals are broken down into five categories:

- Goal No. 1: Improve Leadership and Management
- Goal No. 2: Improve Personnel Support Programs
- Goal No. 3: Enhance Training, Knowledge and Expertise
- Goal No. 4: Streamline Equipment Acquisitions and Logistics Support
- Goal No. 5: Grow, Foster and Enhance External Professional Partnerships

5. PERFORMANCE OBJECTIVES

Performance objectives identify desired conditions of achievement that, through execution and accomplishment, will drive the organization to achieve Station New York’s goals. Objectives typically have time periods associated with their accomplishment and indicate progress toward the related strategic goals. A comprehensive listing of established performance objectives for Station New York is contained below:

<i>Improve Leadership and Management</i>			
<i>Performance Objective</i>	<i>Owner</i>	<i>Timeline</i>	<i>Measure</i>
Continue roll-out of Unit Leadership Development Program (ULDP)	CO & CC	Ongoing	Climate Survey
Expand formal and informal recognition to enhance crew motivation: <input type="checkbox"/> Highest PT Score (Male & Female) <input type="checkbox"/> Highest Weapons Scores (.40, M16, RSG) <input type="checkbox"/> Most MPC’s Completed in a Cycle <input type="checkbox"/> Expanded Use of MK1 Palazzo Award <input type="checkbox"/> Creation of “ENS Charles Duke Award For	Command Cadre	August 1 st , 2010	Crew Feedback & Climate Survey

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<i>Excellence in Maritime Law Enforcement</i>			
<input type="checkbox"/> Creation of "Top Conn" Award for crew that scores highest on nav-centric RFO boat drills			
Minimize electronic database management system errors (AOPS, TMT, MISLE, ALMIS, etc.)	All E-6 and above	Ongoing	PROCEN 4100 rejections, etc.

<i>Improve Personnel Support Program</i>			
<i>Performance Objective</i>	<i>Owner</i>	<i>Timeline</i>	<i>Measure</i>
Continue to expand unit-level MWR program and on-duty/off-duty recreation opportunities	MWR Committee	On-Going	Climate Survey & AFC-30 Expenditures
Through STANY Pro Shop sales, match or exceed 1 st District and CGES quarterly funding	XO	Quarterly (NAF)	MWR Ledger
Develop system of quantifying and tracking unit average PT test scores, based on U.S. Army APFT scoring system	UHPC	May 1 st , 2010	N/A
Continue to grow Station New York Ombudsman Program	CO & XO	Ongoing	Comparison to Past Performance
Develop biannual team-based "Crewman Combat Challenge" circuit onboard Station	XO & UHPC	June 1 st , 2010	Event Enrollment & Participation
All Station personnel complete their individual Personal Wellness Profile (PWP) and updated Personal Fitness Plan (PFP)	UHPC & Section Leaders	August 1 st , 2010	Comparison to Past Performance
Begin assembling MLC Compliance Inspection binders in preparation for 2011 compliance assessment	XO, YN1 & SK2	November 1 st , 2010	2011 MLC Compliance Inspection

<i>Enhance Training, Knowledge and Expertise</i>			
<i>Performance Objective</i>	<i>Owner</i>	<i>Timeline</i>	<i>Measure</i>
No overdue qualifications for Station members	TPO & Section Leaders	June 1 st , 2010	AOPS/TMT
All currencies completed 2 weeks prior to cycle close-out	TPO & Section Leaders	June 14 th , 2010	AOPS/TMT
Increase pool of OOD-qualified BM2's to 50% of	Qualified	June 1 st ,	OOD

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unit PAL	OOD's	2010	Rotation
Maintain unit boats and programs in RFO/STAN-ready condition: <ul style="list-style-type: none"> <input type="checkbox"/> Achieve 46/50 overall RFO score <input type="checkbox"/> 15/15 Material Inspection score <input type="checkbox"/> 8/10 Rescue & Survival Systems score <input type="checkbox"/> 23/25 Training Program score <input type="checkbox"/> Pre-RFO Complete Material Inspection by 14 April 2010; Discrepancies corrected by 01 May 2010 <input type="checkbox"/> Commence quarterly Deck/Engineering materials inspection program following RFO 	All STANY	Ongoing	10 May RFO, Semi-Annual STAN Assessment & Quarterly Deck and Engineering MI's
Continue developing proficiency in use of ALMIS	ENG	June 30 th , 2010	Comparison to Past Performance
Encourage enrollment for Empire State College Summer Semester, and follow-on semester courses for Fall 2010	TPO, Section Leaders and Supervisors	Per ESC registration timeline	Enrollment stats
Establish Engineering Professional Development Program	EPO	July 31 st , 2010	Comparison to Past Program
Establish coxswain, engineer and crewman knowledge-based testing program – implement weekly or monthly test (as needed)	E-6's and above	Ongoing	Test Averages

<i>Streamline Equipment Acquisitions and Logistics Support</i>			
<i>Performance Objective</i>	<i>Owner</i>	<i>Timeline</i>	<i>Measure</i>
Move into Boat Maintenance Facility (BMF)	ENG	May 15 th , 2010	N/A
Develop standardized MLE equipment list, sources of supply, etc. to eliminate non-standardization and streamline MLE-centric acquisitions	LEPO	July 1 st , 2010	MLE Acquisitions
Minimize excess expenditures of equipment due to negligence and other non-operational loss	All STANY	Ongoing	MLE and R&S Expenditures; AF-538 Inspections
Ensure Budget Tracking and Metrics Score (BMTS) for Station New York remains above 85%	SK2	Daily	BMTS

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<i>Grow, Foster and Enhance External Professional Partnerships</i>			
<i>Performance Objective</i>	<i>Owner</i>	<i>Timeline</i>	<i>Measure</i>
Increase participation and support for Auxiliary programs – capitalize on Auxiliarists’ skill sets to provide traditional and non-traditional support missions and activities (AuxDirect Program)	XO & AUX Liaison	Ongoing	Comparison to Past Performance
Establish standardized curriculum for Naval Sea Cadet Corps assigned to Station New York	XO	August 1 st , 2010	Comparison to Past Performance
Continue Introduction to Maritime Operations (IMO) course for FDNY, NYPD, and other local responder agencies	IMO Instructors	Ongoing	Student Through-Put
Develop advanced level tactical boat training for NYPD and NJSP.	IMO Instructor	Ongoing	Student Through-Put
Continue participation in Partnership in Education (PIE) program with PS 53	CO & YN1	Ongoing	Comparison to Past Performance

6. REVISIONS TO THE STRATEGIC PLAN

Over time, strategic planning must be modified to better align with an evolving strategic vision. As such, this document shall be reviewed annually to ensure its viability. Recommendations to modify this plan can be submitted to any 1st Class Petty Officer or member of Station New York’s Command Cadre for inclusion in subsequent editions of this plan.