

# Mid-Atlantic Maritime Strategy

A Strategic Framework for the  
Coast Guard's Fifth District



2012-2016



## Commander Fifth Coast Guard District

Portsmouth, VA 23704

October 12, 2011

Commander's Letter of Promulgation



The Fifth Coast Guard District ensures the safety and security of the oceans, coastal areas, and marine transportation system within America's Mid-Atlantic Region. We focus on risk reduction and prevention, but are prepared to respond with courage and speed to any maritime incident. The Fifth Coast Guard District, headquartered in Portsmouth, VA, is responsible for a geographic area comprised of portions of New Jersey, Pennsylvania, North Carolina, Virginia, the District of Columbia, Maryland and Delaware.

The enclosed District Five strategy frames a five-year vision, explains our distinctive role within the Coast Guard organization, and sets forth a plan for maximizing our value to the service and the nation. With this guidance, members serving in District Five will be better capable to align and focus their efforts, while other Coast Guard commands and external partners can have clear expectations for the Fifth District.

A handwritten signature in blue ink, appearing to read "Wm. 'Dean' Lee".

Wm. "Dean" Lee  
Rear Admiral, United States Coast Guard



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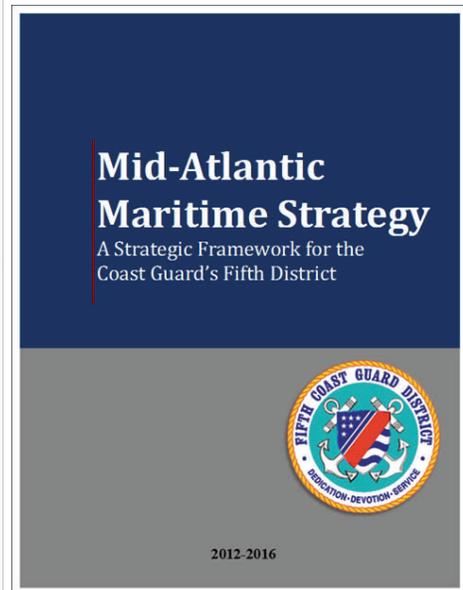
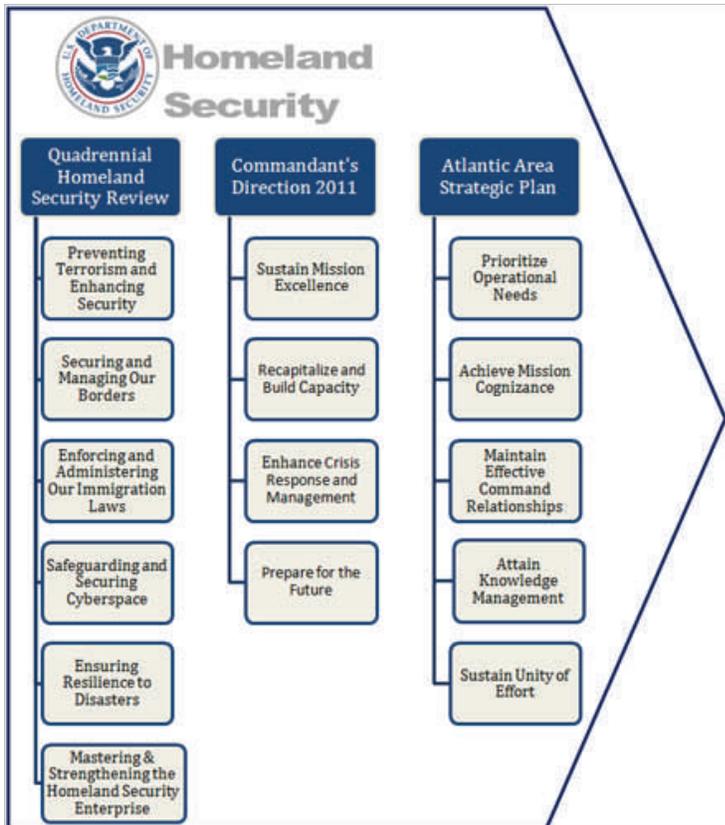


## INTRODUCTION

The United States Coast Guard is guided by several overarching strategies, most pertinent are: the *National Security Strategy*, the *Quadrennial Homeland Security Review*, *A Cooperative Strategy for 21st Century Seapower*, *U.S. Coast Guard Strategy for Maritime Safety, Security, and Stewardship*, *Project Evergreen*, and the *Commandant's Direction 2011*. These strategies clearly convey the challenges and opportunities faced in the maritime environment as well as the Coast Guard's responsibilities to perform activities such as responding to man-made or natural disasters while simultaneously performing statutory missions associated with maritime safety, security, and stewardship.

The Commandant's four guiding principles are to steady the service, honor our profession, strengthen our partnerships, and respect our shipmates. Commandant priorities are to sustain mission excellence, recapitalize and build capacity, enhance crisis response and management, and prepare for the future. The *Atlantic Area Strategic Plan* reflects these guiding principles and priorities and translates Coast Guard strategic intent into operational execution. Atlantic Area strategic goals are to prioritize operational needs, develop mission cognizance, build effective command relationships, unify effort, and execute knowledge management. District Five mapped out command strategic goals and objectives and created a strategic plan which took into account and marks

the center of both the Commandant's priorities and Atlantic Area's strategic goals.





## COMMANDER'S PHILOSOPHY

### On Servant Leadership

All members of the Fifth District should adopt an attitude of servitude, whereby we put the needs of the Coast Guard, and those we exist to protect, before ourselves. Serve first, and lead second. When you lead, lead as you want to be led; and follow as you want others to follow. We are each integral parts of a humanitarian service that puts men and women in harm's way, and we must ALWAYS be ready for that day. Leadership begets readiness. Readiness saves lives.

### On Integrity

Integrity is the most important of all human traits, and is the most valued commodity in our work force. It is about truth, honesty, and moral character. It is measured by your words and deeds; which define who you are, how others perceive you, and whether or not you can be trusted. Your integrity is the only thing that can never be taken from you. If you lose it, it is because you choose to give it away. Guard it with all your might.

### On Humility and Service

There is a certain supreme quality of the traditional humble sailor who does his or her job, day in and day out, with no fanfare. We should all endeavor to be that sailor, putting our shipmates and our country first. Strive to be modest in speech, while excelling in action. Be humble in manner while quietly savoring the pride of being part of something larger than you. Lastly, be thankful to those veterans who preceded us, for it is through their sacrifice, and the grace of Almighty God, that we are able to live free, as servant-citizens, of the greatest country on earth.





## **DISTRICT FIVE OVERVIEW**

The Fifth District's 156,000 square miles of ocean, bays, rivers, wetlands and tidal marshes are unique and filled with historical significance, encompassing six states, vital geographic waterways, and several major mid-Atlantic ports. District Five consists of six major commands with 2,475 active duty members, 964 reservists, 6,800 Auxiliary volunteers, and 56 civilians. There are 35 stations, ten Patrol Boats, five Buoy Tenders, and three Construction Tenders. Vital interests include Delaware Bay, Baltimore and our Nation's capitol, the vast Chesapeake Bay, the Outer Banks, and the largest naval base in the world. The Fifth District has unique characteristics, requiring varied approaches with respect to Coast Guard operations in the Districts' four sectors.



### **Sector Delaware Bay**

Sector Delaware Bay, located in the heart of Philadelphia, the cradle of American Independence, encompasses the ports of Philadelphia, PA, Camden, NJ, and Wilmington, DE along the Delaware River. The port system includes the Chesapeake and Delaware Canal, which provides access between the waters of the Delaware River and Chesapeake Bay, Christina River, Schuylkill River, Salem River and Big Stone Beach Anchorage at the mouth of the Delaware River. Approximately 3,000 deep draft vessels arrive each year in the Captain of the Port Delaware Bay zone. This makes the area the second largest petrochemical port in the United States and the largest Very Large Crude Carrier port in the nation, with an average of two million barrels of crude oil imported daily. The Ports of Philadelphia and Camden have more than 70 private and public facilities capable of servicing bulk, break bulk, and containerized cargos. Philadelphia is the largest North American port for steel, paper, and meat imports, and the largest cocoa bean and fruit



import port on the East Coast. The port system generates \$19 billion in annual revenue. Philadelphia is also home to six of the eight largest East Coast oil refineries and six nuclear power plants are located within the COTP Delaware Bay area of responsibility. The port system is a modern intermodal transfer facility with regular service to and from the U.S. and Canada by three national class-one railroads and direct rail and highway access to all terminal facilities.



## **Sector Baltimore**

Sector Baltimore is located in Curtis Bay, Baltimore, MD and is a tenant of the Coast Guard Yard, the Coast Guard's sole shipbuilding and major repair facility. Sector Baltimore's mission is to provide maritime safety, security, accessibility, and environmental protection for the National Capital Region, the upper Chesapeake Bay, and its tributaries.

The Port of Baltimore has grown to become one of the busiest ports on the East Coast. The port was originally established to transport farmers' crops along the Eastern seaboard, as well as cargoes to and from international destinations. Today the port thrives on diversity including exports of coal, corn, soybeans, coal coke, petroleum, and fuel oils. Main imports are automobiles, small trucks, iron ore, petroleum products, gypsum, sugar, cement, bauxite, salt, crude mineral substances, fertilizer and ferroalloys, as well as wood pulp and paper. The Chesapeake Bay is the largest estuary in the United States and produces over 500 million pounds of seafood a year, to include the famous Maryland blue crabs.

Annapolis, MD, located twenty-six miles south of Baltimore, is the former capital of the United States and the home of the United States Naval Academy, which overlooks the Severn River. Just north of the Patuxent River in Lusby, MD, is Cove Point Liquefied Natural Gas Facility and the Calvert Cliffs Nuclear Power Plant, both supplying energy to the Baltimore/Washington area. Along the Potomac River, lie many important historic landmarks and government agencies, such as, Marine Corps Base Quantico, Mount Vernon, Arlington National Cemetery, the Pentagon, and the National Mall. Sector frequently partners with the U.S. Secret Service for National Special Security Events. Additionally, the Sector has excellent relationships with the Federal Bureau of Investigation, Immigration and Custom Enforcement, Customs Border Protection, Maryland Natural Resources Police, Maryland Transportation Authority Police, and other state and local government agencies.





## USCG District Five Mid-Atlantic Maritime Strategy

### Sector Hampton Roads

Sector Hampton Roads' jurisdiction starts at the border of North Carolina and stretches north to Ocean City, MD, including the area 200 miles offshore, the lower half of the Chesapeake Bay and its tributaries, and the James River leading to the Port of Richmond. The Sector oversees three Aids to Navigation Teams, seven stations, and six cutters. The combined staff of these units consists of more than 500 active duty and civilian personnel, over 170 reservists and more than 1,300 Coast Guard Auxiliaries.



The Port of Hampton Roads' natural deep harbor and central geographic location make it a key center for trade on the East Coast. Hampton Roads is the 3rd largest U.S. port based on combined import/export tonnage, the nation's largest exporter of coal and has the highest concentration of military facilities, including the world's largest naval base. The area's extensive waterway system and connecting bridge/tunnel network is also gateway for vessel traffic bound for the Ports of Richmond, Baltimore and Washington, D.C.

### Sector North Carolina

The State of North Carolina is home to some of the nation's most diverse aquatic habitats, including 23 species of threatened sea turtles, birds, whales, fish, and sea grasses. North Carolina's busy waterways boast an active commercial ferry system, two major international ports, and a commercial fishing fleet of over 9,000 vessels. The challenging environment beset by shifting sands, shallow inlets, and the constant threat of hurricanes make North Carolina waterways some of the most difficult to navigate.

The Port of Wilmington is located on the Cape Fear River. Owned and operated by the North Carolina State Ports Authority, the Port of Wilmington offers terminal facilities serving container, bulk, and break bulk operations. Wilmington is one of the few Atlantic ports in the southeastern United States with readily available berths and storage areas for containers and cargo. As one of the deepest ports on the East Coast, the Port of Morehead City is located just four miles from the Atlantic Ocean. The port handles both break bulk and bulk cargo and is the second largest importer in the country for natural rubber. As a leading exporter of phosphate, the Port of Morehead City features a dry-bulk facility with a 225,000-ton capacity warehouse and open dry-bulk storage.





### **Air Station Elizabeth City**

Air Station Elizabeth City is home to the long-range aviation aircraft of District Five. Born on the banks of the Pasquotank River, out of the Naval Air Defense Station in 1939, it was originally manned with Lighter Than Air Ships and sea planes nestled in the protected waters, south of Norfolk, and in close proximity to the Graveyard of the Atlantic. Here, the Coast Guard maintains search and rescue, law enforcement, and humanitarian response assets for the 2,000 miles of coastline along the Atlantic Seaboard and the Inland Waterways of North and South Carolina, Virginia, and Maryland. Home to the most technologically advanced Coast Guard aviation assets, the MH-60T helicopter and the HC-130J Super-Hercules, Air Station Elizabeth City has performed Joint Interagency Task Force missions in Central America, International Ice Patrol missions in Greenland and Canada, and International Search and Rescue cases east of Bermuda.



### **Air Station Atlantic City**

U.S. Guard Air Station Atlantic City opened in 1998 at the Federal Aviation Administration's William J. Hughes Technical Center on the Atlantic City International Airport in Egg Harbor Township, NJ. The Air Station supports the wide range of Coast Guard operations, such as search and rescue, law enforcement, port security, and marine environmental protection for District Five as well as District One protecting the coasts of Connecticut and New York, including interior bays and rivers such as the Hudson and Long Island Sound. The Air Station is comprised of ten MH-65D Dolphin Helicopters



which can perform a variety of rescue activity such as delivering dewatering pumps to sinking vessels and hoisting victims. Air Station Atlantic City also provides aircraft and crews for the Air Defense Mission in support of North American Aerospace Defense Command, protecting the National Capital Region in Washington D.C.



## FIFTH COAST GUARD DISTRICT VISION

District Five will endeavor to be “Always Ready” for that which we can now see, while diligently planning for that which we cannot see -- our future. We will provide the best trained people, with the right equipment, at the right time, in the right places, at the right cost to ensure maximum mission effectiveness in the safety, security and stewardship of the Mid-Atlantic Maritime Community.



## FIFTH COAST GUARD DISTRICT MISSION STATEMENT

We conduct safe and effective operations; at minimal risk when we can, at great risk when we must, but, we ALWAYS conduct safe operations.



## STRATEGIC GOALS

Maritime *safety, security, and stewardship* are enduring roles of the Coast Guard and form the framework as the Fifth District Strategic Goals. These goals reflect long-standing responsibilities, assigned to the Coast Guard over two centuries of service because they are traditionally governmental, have an essential federal component, and are interrelated such that they can be best accomplished by a single military, multi-mission, maritime force. All predictive statements associated with the missions shown below are based on long-term trend analysis of Unified Resource Hours (the total of Boat/Cutter/Rotary-Wing Air Resource Hours) per mission in the post-9/11 era, Fiscal Year 2002 to 2010. Predictions are also based on certain drivers that we expect will have an impact such as new regulations, technology, economics, environmental change, and future budgets.



### Safety

*The Fifth District will ensure the safety of the public and Coast Guard members within her borders.*

The most basic responsibility of the U.S. government is to protect the lives and safety of its citizens. In addition to the value of lives saved, Coast Guard maritime safety activities minimize damage to property, the environment, and the U.S. economy.

**Search and Rescue (SAR).** The SAR mission is key in assisting persons or property in potential or actual distress. SAR is a dynamic mission in which the nature, frequency, and severity of actual cases calls for essential readiness in mission execution. SAR response activity is predicted to decrease slightly within the next several years, based on trend analysis and the improvement of communication and locating systems. However, SAR prevention efforts such as outreach and education are increasing.



**Marine Safety (MS).** The MS mission ensures the compliance with marine safety regulations and standards for recreational boating and commercial vessels. MS support will increase throughout the next five years. While trend analysis illustrates a constant level of activity, the implementation of regulatory changes that would subject the majority of commercial Towing Vessels to inspection, and the expected changes to Commercial Fishing Vessel examinations will cause an increase in workload over the next five years.



## Security

*The Fifth District will ensure the security of people, communities, maritime critical infrastructure, ports and key assets.*



An essential attribute of any nation is its ability to protect its citizens and to maintain sovereign control of its land, air and sea borders. In the maritime domain, this means exerting and safeguarding sovereignty in the nation's internal waters, ports and waterways, and littorals, as well as protecting vital national interests on the high seas. The Coast Guard's role is to protect the U.S. maritime domain and the Marine Transportation System, and deny their use and exploitation by terrorists as a means for attacks on U.S. territory, population, vessels, and critical infrastructure.

**Ports, Waterways, and Coastal Security (PWCS).** The PWCS mission is to deter, detect, and disrupt potential maritime terrorism events. As one of District Five's top priority missions, the PWCS mission activity is expected to hold steady in the coming years. This is based on no substantive change in threat level along the maritime vector in the foreseeable future. After a post-9/11 two-to-three year decline in traditional Missions such as Marine Safety and Living Marine Resources, the District has succeeded in balancing PWCS with traditional missions and achieved a stable equilibrium in the application of resource hours to all missions.



**Illegal Drug Interdiction.** The most persistent narcotics trafficking threat in District Five is from personal distribution, both offshore and along the Intracoastal Waterway, among fishing vessels. The illegal drug maritime trans-shipment threat within District Five is believed to be low and occurring mainly in the port areas via commercial maritime vessels.

**Undocumented Migrant Interdiction.** This mission is designed to interdict undocumented migrants prior to landfall in the United States. The threat of direct illegal migration in the Fifth District Area of Response is low. District Five encounters absconders, deserters, use of false documentation, U.S. vessel crewing violations, and discovery of undocumented aliens during the course of enforcement operations.

**Other Law Enforcement (OLE).** The OLE mission includes preventing illegal foreign fishing in the U.S. Exclusive Economic Zone. The Fifth District is not routinely engaged in the OLE mission and will not be substantially involved within the next five years. No economic or environmental change is foreseen in the next five years that would increase international fishing activity in the far-offshore region out to the limit of the Exclusive Economic Zone.

**Defense Readiness (DR).** The DR mission provides Coast Guard maritime assets to the Department of Defense. The Coast Guard will maintain a presence in overseas contingency operations for the foreseeable future in support of our national security interests. District Five air resources also perform National Capital Region missions under DR, and this activity will stay consistent or increase slightly over the next five years due to the continuing national concern over the airborne terrorism threat.





## Stewardship

*The Fifth District will earn the public's trust as exceptional stewards.*

The nation's prosperity relies on the balanced and sustainable use of inland, coastal, and ocean waters and resources. The foundation for this prosperity—an efficient, resilient Maritime Transportation System—must be maintained in order to facilitate maritime mobility and protect the nation's economy. At the same time, the marine environment must be protected against threats from pollution, environmental degradation, the spread of invasive species, and the illegal harvesting of marine resources.



**Living Marine Resources (LMR) Law Enforcement.** The Coast Guard's LMR mission regulates federally permitted Commercial Fishing Vessels to sustain fishery resources. Fifth District's objectives focus on executing a manageable and sustained level of random and effective at-sea boardings, along with focused operations, intelligence-sharing and joint operations with National Oceanographic and Atmospheric Administration Office of Law Enforcement and state partners. Dis-

trict Five fisheries activity will remain consistent over the next five years, but continuing progression towards an Ecosystem Based Management and fisheries regulations could dictate a redistribution of enforcement resources.

**Aids to Navigation (ATON) and Domestic Ice Operations (DOMICE).** The Fifth District ATON mission requires the continuous maintenance and improvement of more than 6,600 fixed and floating federal aids to navigation along with maintaining robust waterway restoration capabilities when discrepancies occur. Ice operations are most common in the Chesapeake and Delaware Canal and continue into the upper Chesapeake Bay. The Delaware Bay and Baltimore Harbor also experience ice and the Potomac River encounters infrequent icing that becomes a high priority due to the vital areas it serves. District Five ATON and DOMICE mission activity is based on environmental conditions, frequency and severity of weather events, and the readiness status of aging infrastructure and assets. ATON technology and availability standards are expected to remain relatively constant over the next five years; however, Waterways Management activities will expand due to planned Offshore Renewable Energy projects (e.g. offshore wind farms).





**Marine Environmental Protection (MEP).** The Coast Guard's MEP mission strives to prevent, enforce, survey and respond to oil and chemical spills and the introduction of invasive species into the marine environment. District Five Units actively enforce marine environmental laws while onboard vessels and facilities. Coordination with other government agencies has improved efficiency and teamwork for container inspections. The District Five MEP mission is dynamic due to the renewable energy initiative, off-shore drilling, and the growth of global shipping. District Five resources will be utilized to surge nation-wide for incidents, requiring vigilance in training and readiness to respond.



**Mission Support.** There are critical supporting roles which fall under Stewardship in addition to the above missions. Mission Training and Readiness, Contingency Preparedness Guidance, along with Cooperative Strategy are three major supporting roles. Mission Training is the District's greatest expenditure of resource hours and is critically important to ensure optimal readiness for safe and effective mission execution. Currently, District Five participates with other government agencies to develop, exercise and amend contingency plans as appropriate. Due to globalization, Cooperative Strategy is a vital role in support of national strategies to ensure strong relationships with foreign countries and their maritime designated authorities, navies and coast guards. Throughout the next five years, training and readiness, contingency preparedness and the cooperative strategy workload will evolve as Coast Guard Modernization achieves full operating capability. The Director of Operational Logistics will partner with the Fifth District in responding to contingencies and emerging operational requirements.





## **ACHIEVING OUR VISION**

Achieving our vision demands an enduring strategic commitment to core objectives that are cross-cutting and facilitate Safety, Security and Stewardship. The below strategic objectives are enduring and intended to guide not only our current effort, but that of our successors. Specific operational focus points correlate with each strategic objective, providing the means for reaching the core strategic goals. The focus points listed are not all-inclusive; however, they are the starting point, necessary to effectively and efficiently accomplish the strategic objectives and goals.

- **Maximize mission effectiveness and safety**
- **Eliminate predictable failures**
- **Advance maritime public safety**
- **Promote unity of effort**
- **Achieve cost-wise readiness**
- **Engage maritime community**





### **Maximize mission effectiveness and safety**

District Five must ensure that we grow, maintain, and sustain a diverse workforce of the best watchstanders, cutterman, aircrews, boatcrews, and marine inspectors and investigators in the Coast Guard. District Five will provide standardized policy and guidance, accessible subject matter expertise, technological enhancements, and asset recapitalization. In addition, the Fifth District will provide critical training and unique opportunities to ensure mission demands are met across all Sectors, to include contingency operations and reconstitution efforts. Effective mission planning along with risk based decision making should drive operations. District Five will maximize safe and effective mission execution in the maritime environment.

### **Operational Focus—Maximize mission effectiveness & safety**

- Strengthen Inspector/Investigator Expertise—Fully implement Feeder Ports (designated training Sector) and enhance Shiprider Program
- Aviation Special Missions: Aviation Use of Force (AUF)—Achieve aviation use of force full operational capability; Rotary Wing Air Intercept (RWAI)—Achieve long-term logistical solution
- Prepare to lead Emergency Support Function 9 (ESF-9) efforts in a major incident response by creating a regional team organization and concept of operations that is adaptable to all contingencies
- Execute Operation Checklist; provide clear and easily accessible policy and guidance to the workforce
- Effectively utilize data analysis tools to produce perspicacious operational plans through the Standard Operational Planning Process (knowledge management)
- Champion the latest approved technology needed to meet mission execution requirements
- Operationalize Leadership and Diversity Management Program through annual action plans in alignment with the Operational Planning Direction

### **Eliminate predictable failures**

District Five will remain cognizant of known risks and hazards to the Marine Transportation Management and Aids to Navigation taking proactive steps to eliminate/reduce these risks by thorough analysis, preventive measures, and aggressive contingency planning.

### **Operational Focus—Eliminate predicable failures**

- Identify gaps in commercial vessel fleets and industries free of safety and security standards
- Leverage all internal and external resources to conduct post incident/casualty causal analysis and prevent reoccurrence through the District Five Safety and Risk Management Council
- Partner with Director of Logistics and stakeholders to fully exploit the lessons learned from exercises and incidents to better prepare for future events



## USCG District Five Mid-Atlantic Maritime Strategy

### **Advance maritime public safety**

District Five will ensure safe, secure, and environmentally sound navigation for U.S. economic security while engaged with the maritime industry, the boating public, and Other Government Agencies. District Five will conduct rapid waterway restoration following extreme weather events, marine accidents or terrorist incidents and minimize navigation impediments associated with bridge construction and modification. Domestic icebreaking services will facilitate commerce. District Five will ensure Maritime Transportation System viability by working with the maritime industry and our stakeholders to significantly reduce the loss of life, personal injury and property damage. District Five will continue to develop and strongly promote boater education programs through enforcement and public outreach efforts.

### **Operational Focus—Advance maritime public safety**

- Maritime Transportation System Management and Vessel Inspections: incorporate towing vessels and commercial fishing vessels into mandatory inspection standards
- Aggressively conduct and synchronize recreational boating safety education and outreach efforts with underway and dockside boardings
- Aids to Navigation/Waterways Management: effectively manage and modernize navigational aids
- Fully vet waterway issues such as bridge replacement and waterway closures
- Ensure District Five units broadcast and promote the impact of their missions and improve the diversity of our workforce
- Leverage social media to keep the community abreast of Coast Guard missions and enhance recruiting efforts

### **Promote unity of effort**

District Five will coordinate a unified response and prevention approach by leveraging shore side, Boat, Cutter, Air and Auxiliary capabilities with other government agencies. We will focus on improving waterfront, facility, vessel and small boat safety and security deterrence efforts. We will continue to coordinate with the maritime industry, key local community and port stakeholders to share, report and act on intelligence. Actions will deter, detect and disrupt any potential maritime threats, and enhance Maritime Domain Awareness in support of all mission operations, including law enforcement regulatory authorities, fishery management and compliance rates.

### **Operational Focus—Promote unity of effort**

- Infuse the intelligence cycle into the execution of all missions; utilize the Intel Preparation of the Maritime Domain process in operational and tactical planning to identify current potential threats, requirements to mitigate threats and aid in resource allocation decisions
- Improve communication and information sharing to ensure accountability and safety



### **Achieve cost-wise readiness**

District Five will identify the personnel, support, asset, and infrastructure construct that most efficiently and effectively executes assigned Coast Guard missions. District Five will validate the integrity of financial, manpower, and shore infrastructure to strengthen our readiness requirements. Resources will be maximized to ensure mission execution at the right time, in the right place, at the right costs.

### **Operational Focus—Achieve cost-wise readiness**

- Prioritize resource allocations to meet budget constraints (money, manpower, capability)
- Plan and execute support for the Response Boat-Medium (RBM) and Fast Response Cutter (FRC) implementation
- Implement Sector Boundary study findings to align state boundaries to most effectively execute Coast Guard missions
- Implement findings of District Five/Atlantic Area Small Boat Beta Test to optimize number of small boats at stations while maintaining mission requirements
- Leverage Auxiliary augmentation across all missions

### **Engage maritime community**

District Five will leverage external relationships with the maritime industry, port and regional committees and other government, state, and local agencies through frequent, quality interaction, while incorporating key partners into District and field unit activities to result in more efficient and effective Coast Guard operations.

### **Operational Focus—Engage maritime community**

- Develop and implement District Five Engagement Strategy
- Engage stakeholders regarding development of Coastal Marine Spatial Planning/ Offshore Renewable Energy installations
- Maintain currency of interagency response plans and other memorandums of agreement with government partners

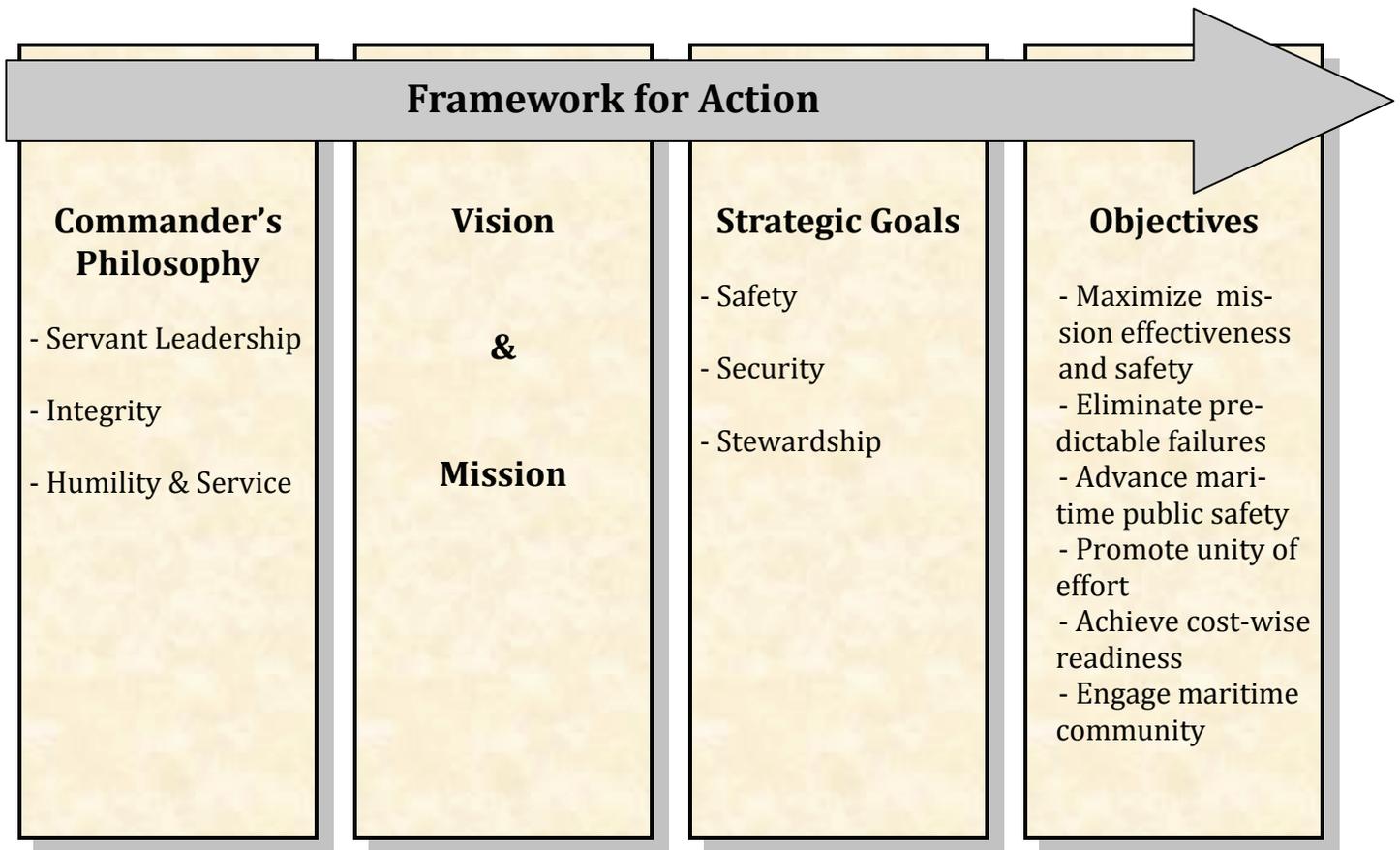




## GOVERNANCE AND MEASURES

Governance is a critical component to achieving our strategic objectives. To consider ourselves successful and to track our objectives, District Five will prioritize resources to ensure progress is achieved. In keeping with common business practices, our succession plan is to ensure momentum is sustained and continual improvement occurs.

Primary ownership of the strategic framework for action lies with the Fifth District division chiefs. Each Division Chief will develop, prioritize, and approve tasks that contribute to the strategic objectives outlined above. Careful scrutiny is critical to not overwhelm capacity. Focus must be given to the most important and achievable tasks and initiatives that contribute directly to our objectives and vision.





## **Annex**

An Annex will be created in support of the strategic objectives. The Annex will provide an implementation plan, outlining specific operational guidance and courses of action necessary to facilitate successful completion of District Five's intentions. Completion of each focus point mentioned within the strategic plan will require continuous review and reconciliation, and may require occasional modifications and amendments. The Annex will be evaluated and revised annually to accurately articulate the current state of each strategic objective.

## **Charter Group Coordination**

To coordinate action within each strategic objective, a division chief will be assigned as a strategic objective coordinator for each of the objectives outlined herein. The primary responsibility of the coordinator is to monitor completion of tasks within each objective area, foster collaboration as appropriate across divisions and units to assist with task completion, and assist in the compilation of required updates and reports to senior leadership as a whole.

## **Senior Leadership Objective Review**

At a minimum, senior leadership will meet semi-annually to formally review objectives, validate priorities, and make recommendations to the District Commander and Chief of Staff. Assigned strategic objective coordinators will be responsible for coordinating and compiling such reviews.

## **Informal Reviews**

Strategic objective coordinators will provide informal updates and reviews to the Chief of Staff for each strategic objective area at least once in the months between formal meetings. Informal review schedules will be promulgated by the Chief of Staff.





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