U.S. Department of Homeland Security
United States Coast Guard

Commandant
United States Coast Guard

2100 Second Street, S.W.
Washington, DC 20593-0001
Staff Symbol: CG-1
Phone: (202) 267-1622
Fax: (202) 267-4243
Email: snye@comdt.uscg.mil

SEP 1 0 2005

MEMORANDUM

5400

From: T. W. ALLEN, VADM
G-CCS

Reply to Attn of: CG-131
CDR Nye
(202) 267-1622

To: G-C
Thru: (1) G-CV

Subj: RESERVE STRATEGIC INITIATIVES

Ref: (a) My memo 1001 of 04 June 2004 (RSAT Implementation Plan)
(b) My memo 5400 of 09 June 2004 (RSEWG Charter)
(c) Commandant's Fourth Quarter Agenda, Item 77, Reserve Strategy and Development

1. PURPOSE. You asked for a strategic way ahead to best manage and mobilize our Reserve Component. We have made significant progress; there is additional work to be done. At this juncture, we need your concurrence with the three core strategic functions, Coast Guard Reserve Policy Statement, and six critical competencies.

2. DISCUSSION.

a. RSEWG. Subsequent to approval of the RSAT implementation plan last year, you directed a follow-on initiative to identify the Reserve Component (RC)'s core strategic functions and necessary competencies we should expect of our reservists. That effort was chartered through reference (b) as the Reserve Strategic Employment Working Group (RSEWG). I have approved their final report, which has the concurrence of all stakeholders. Key highlights of that effort, for which we seek your approval, follow.

b. Core strategic functions of the RC. The driving purpose of the RC is to mobilize as a surge force during contingencies. Augmentation may support Coast Guard operational missions, however mobilization readiness must be paramount when training and employing reservists. With that overarching intent, derived from the laws that authorize the Coast Guard to recall reservists to active duty, the RSEWG determined three core strategic functions for the RC:

Priority 1 - Maritime Homeland Security

Priority 2 - Domestic and expeditionary support to national defense

Priority 3 - Domestic, natural or man-made, disaster response and recovery

The RSEWG identified Military Assistance to Civil Authorities (MACA) as a fourth core strategic function. Identification of MACA as a discrete function applies to the Department of Defense. Since the Coast Guard's Maritime Homeland Security, National Defense, and Disaster Response and Recovery responsibilities subsume what is typically defined as MACA, there is no need for explicit mention of this function.

c. Coast Guard Reserve Policy Statement. With the benefit of very clear legal authorities, the lessons of the most recent mobilization, and the realities of 21st-century challenges, the RSEWG

defined a concept of operations for the RC in the form of a Policy Statement. Attached as enclosure (1), this document codifies the primacy of mobilization readiness to perform the three core strategic functions.

d. Critical competencies the Coast Guard should expect from its RC workforce. The RSEWG identified 13 primary competencies, which they further expanded to illuminate 15 underlying competencies necessary to support the core strategic functions. Presentation of this at the Spring 2005 Flag/SES conference prompted your direction to refine the list by answering the question, "What is the small group of absolutely critical competencies that the Reserve Component must attain and maintain in order to perform their core functions?" For mobilization duties, that short list is: boat operations, contingency planning and response, expeditionary warfare, law enforcement, marine safety, and port security. Since proper support and management of the reserve component are essential for the success of all mobilization and augmentation activities, we must not overlook the Reserve-specific logistics and administration competency set. Enclosure (2) displays visually the six critical competencies required for the three strategic core functions. As a reminder of the importance we place on properly leading and managing our reserve force, the support competencies are shown as background, encircling the critical competencies.

e. Follow-on actions. You also asked for the optimal structure and size of the Selected Reserve workforce. The RSEWG recommends, and your Fourth Quarter Agenda requires, a follow-on deliverable, "completion of contingency staffing review." CG-1 will employ a project team to work with representatives from G-O, G-M, CG-4, Area staffs, CG-8 and others as necessary, to meet the following key milestones by 1 April 2006:

- HQ/HQ Units and the Areas develop a single, prioritized CPRL that meets the requirements of Coast Guard contingency plans.
- Identify staffing gaps and recommend a course of action for resolution.
- Articulate the appropriate size and structure of the Selected Reserve.

3. RECOMMENDATIONS

a. Coast Guard Reserve Policy Statement. Recommend you sign the enclosed document to codify the concept of operations and Reserve Component core strategic functions as:

Priority 1 - Maritime Homeland Security

Priority 2 - Domestic and expeditionary support to national defense (CONUS and OCONUS)

Priority 3 - Domestic, natural or man-made, disaster response and recovery

b. Critical Competencies. Recommend you approve the six critical competencies (boat operations, contingency planning and response, expeditionary warfare, law enforcement, marine safety, and port security) required for contingency operations. As a reminder of the importance we place on properly leading and managing our reservists, logistics and administrative support competencies will encircle the six operational competencies when displayed visually.

c. Follow-on actions. Recommend you concur with the way ahead laid out in paragraph 2.e.

4. DECISIONS

a. Coast Guard Reserve Policy Statement. Recommend you sign the Policy Statement provided as enclosure (1). This recommendation has been fully vetted with and has the concurrence of the Area Commanders and Assistant Commandants.

APPROVED JHCollen DISAPPROVED_____ DATE 10/20/05

b. Critical competencies. Recommend you approve the six critical competencies as outlined in paragraph 2.c. and shown in enclosure (2). This recommendation has been fully vetted with and has the concurrence of the Area Commanders and Assistant Commandants. However I would like specific recommendations developed on what ~~support~~ competencies are the ones we want to develop in our reserve force

APPROVED JHCollen DISAPPROVED_____ DATE 10/20/05

c. Follow-on actions. Recommend your concurrence with the schedule of key milestones as laid out in paragraph 2.e. This recommendation has been fully vetted with and has the concurrence of the Area Commanders and Assistant Commandants.

APPROVED JHCollen DISAPPROVED_____ DATE 10/20/05

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Enclosure (1) Coast Guard Reserve Policy Statement
(2) View of the Reserve Employment Strategy Framework

Copy: LANTAREA, PACAREA, G-O, G-M, CG-1, CG-2, CG-4, G-L, CG-8

THE COMMANDANT OF THE UNITED STATES COAST GUARD
WASHINGTON, D.C. 20593-0001

U.S. COAST GUARD RESERVE POLICY STATEMENT

The U. S. Coast Guard must be prepared to respond to a wide range of contingencies at home and abroad in accordance with the authorities and responsibilities vested in the Service by law. The Coast Guard Reserve is an accessible pool of talent that enhances the depth and breadth of our readiness for these 21st-century challenges.

Reservists provide critical skills and experience that are vital to our ability to lead, manage and coordinate the national response to acts of terrorism, disasters or other emergencies in the maritime region. Accordingly, the core strategic purpose of the Coast Guard Reserve is to maintain the competencies to perform three prioritized functions:

(1) Maritime Homeland Security;
(2) Domestic and expeditionary support to National Defense; and,
(3) Domestic, natural or man-made, disaster response and recovery.

Foremost, the Coast Guard Reserve must be ready for call-up at any time to provide surge capacity during such contingencies. Training, including normal drill periods and two-week annual active duty, will focus on building and honing the skills and knowledge required for these mobilization duties.

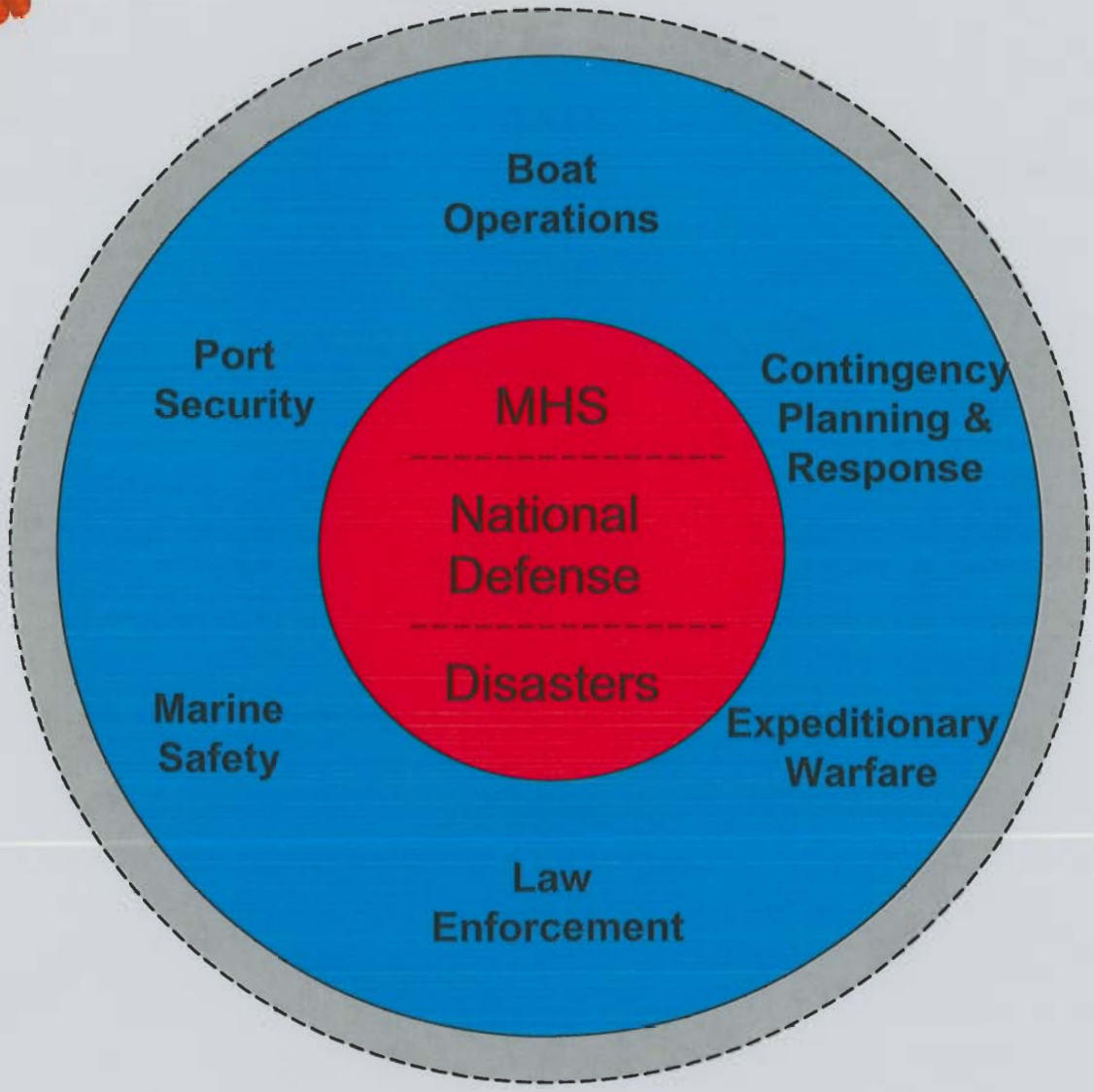
Secondly, by virtue of full integration into shore-based units, reservists are available as an augmentation force for the continuum of traditional Coast Guard missions. Their employment in day-to-day operations should be structured to complement mobilization readiness requirements.

Every commander, commanding officer, officer-in-charge and program manager of units where reservists are permanently or temporarily assigned is expected to provide leadership and oversight to keep those reservists trained and accessible for mobilization. Individual reservists have an equal stake in acquiring and keeping current the competencies they must bring to contingency duties. Through unity of effort, we will ensure that the Coast Guard Reserve is a relevant, strong force multiplier, available to deploy at a moment's notice to secure and defend America at home or abroad.

Thomas H. Collins
Admiral, United States Coast Guard

Reserve Employment Strategy
Basic Framework

Core RC Functions

Operational Competencies

Logistics & Administration