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JUN 23 2008

MEMORANDUM

A handwritten signature in black ink, appearing to read "V. S. Crea".

From: V. S. Crea, VADM
Vice Commandant

Reply to S. J. Bosau, LCDR
Attn of: (202) 372-2686

To: J. T. Riker, RADM
Chair, Doctrine Study Group

Subj: DOCTRINE STUDY GROUP CHARTER

- Ref:
- (a) COMDT (CG-01T) memo 5000 dtd 25 FEB 2008: Leadership Council Direction – Coast Guard Organizational Architecture For Modernization
 - (b) Modernization Effort Role and Responsibilities Work Group memo 5000 dtd 21 APR 2008: Coast Guard Doctrine and TTP: Key Definitions and Roles and Responsibilities For Doctrine/TTP Development Lifecycle
 - (c) COMDT (CG-2) memo 3810 dtd 06 FEB 2008: Review of the Coast Guard Intelligence Enterprise and Coast Guard Modernization

1. Purpose: To provide guidelines for the establishment and operation of the Doctrine Study Group.

2. Background:

a. Reference (a) establishes the Coast Guard organizational architecture for modernization. Among other responsibilities, functional statements for the Vice Commandant provide that VCG shall “serve as the Chief Operating Officer (COO) of the Coast Guard responsible for the efficient and effective daily functioning of the service.” In this regard, the question of doctrine occurs. Coast Guard Pub One (Pub 1) discusses the role of doctrine as it applies to the functioning of the service. Thus, doctrine includes “...fundamental principles that guide our actions in support of the nation’s objectives.” As it further explains, such principles – rooted in our history, distilled of hard-won experience, and providing a shared interpretation of that experience – afford a common starting point for thinking about future action. Pub 1 explains why a common starting point is crucial to the efficient and effective daily functioning of the service: “...[W]ith training and experience, this shared outlook leads to consistent behavior, mutual confidence, and more effective collective action, without constraining initiative.”

b. Currently it would appear that the Coast Guard intertwines policy, doctrine and TTP in directives published as Commandant Instructions, Manuals, and Notices. This requires the reader to evaluate specific lines of text to judge whether the statements are policy directives or doctrinal guidance. This injects an element of interpretation and uncertainty into a system designed to provide clear direction and guidance.

3. Objectives: Concurrent with ongoing Coast Guard modernization efforts, the Doctrine Study Group (DSG) is established to examine service-wide doctrine. The examination report will outline actionable recommendations that specifically include doctrinal responsibilities, hierarchy, architecture, format, and definitional content. It will propose a standard process for the development of doctrine. The proposed process should be easily translatable into a codifying document, a draft of which may be included in the examination report. The report will take into consideration impact on the Coast Guard Directives System. It will also propose a process for evaluating current directives to determine which, if any, will require revision based on these new definitions and processes. It is expected that the report will estimate the resources required to execute these new processes. Insofar as possible, care shall be taken to insure alignment with DoD, DHS and interagency doctrine efforts as well as applicable international standards and requirements. This effort will also encompass review of the current revision of CG - Pub 1 for alignment with the proposed doctrinal construct.

a. As a beginning point for its examination, the DSG shall refer to reference (b) for (1) key definitions of policy, doctrine, types of doctrine, and TTPs; and (2) illustration of responsible entities for doctrine and TTPs throughout their lifecycle. While these definitions and responsible entities may be reviewed as part of the DSG examination, changes should be proposed, if any at all, only after continuing and thorough consultation with CG-01T and staff to document concurrence or nonconcurrence with the proposed changes.

b. Additionally, the DSG shall work closely with planners for the transition or the establishment, as the case may be, of CG-2, CG-8, DCO, DCMS, FORCECOM, and OPCOM to ensure doctrinal alignment throughout the Coast Guard. For example, it is noted in enclosure (6) of reference (a) that FORCECOM will assume responsibility for legacy operational doctrine and TTP. (Additionally, per reference (c), FORCECOM will assume responsibility for Coast Guard Intelligence doctrine and TTP, with the exception of Signals Intelligence.) FORCECOM will also establish processes for new operational doctrine and TTP. Both efforts are to be completed by June 2009. To succeed, such efforts – and similar doctrinal efforts that may relate to other organizational entities – require close coordination with the DSG examination and necessarily aggressive timelines.

c. Finally, although not doctrinal publications, the DSG shall consider both Coast Guard Regulations and the Organization Manual in the context of current modernization efforts, and propose interim and long-term changes as appropriate.

4. Doctrine Study Group Composition: You shall serve as Chair of the Doctrine Study Group and report to VCG. The following Coast Guard members serve on the Doctrine Study Group:

<u>Name</u>	<u>Organization</u>
LT Jeff Bray	CG-094
CDR Daniel Schifsky	CG-1B1
CDR Peter Hatch	CG-25
Mr. David Hammond	CG-434
LCDR John Pruitt	CG-511

CDR Jonathan Burton	CG-512
LCDR Steven Bosau	CG-513
CDR Robert Watts	CG-531
Mr. Dom DiIulio	CG-532
Mr. Robert Pond	CG-533
Mr. Robert Sniffen	CG-535
CDR Keith Bradford	CG-546
Ms. Margaret James	CG-66
CDR Bion Stewart	CG-821
CMC Marvin Wells	CG-9
CDR David Hartt	TRACEN YORKTOWN
Mr. Peter Stoll	LANTAREA (Ax)
Mr. Robert Goetz	PACAREA (Px)/DOG
Mr. Alvin Cunningham	FORCECOM (IT)
LT Taquitia Winn	OPCOM (IT)
CDR Sean Burke	CGC ACTIVE
YNCS Sean McDonald	CG-01T
ASTC Mario Vittone	Aviation Technical Training Center
OSC Jeffrey Alger	Training Center Yorktown

5. Steering Group: The Steering Group will provide tactical direction and oversight to the Doctrine Study Group:

<u>Name</u>	<u>Organization</u>
CAPT Frederick Kenney	CG-0948 (August) / Current D1(dl)
Mr. Stephen Wehrenberg	CG-1B
CAPT Sam Neill	CG-511
CAPT James Fisher	CG-513
CAPT Michael Giglio	CG-531
CAPT Eugene Gray	CG-532
CDR Anthony Lloyd	CG-533
CAPT Francis Sturm	CG-54D
Ms. Sherry Richardson	CG-61
CAPT Michael Tekesky	CG-771
CAPT Anne Ewalt	TRACEN YORKTOWN
CAPT Michael Parks	LANTAREA (August) / Current D9(cos)
CAPT Brian Marvin*	PACAREA (August) / Current TRACEN PETALUMA
CMC Kevin Isherwood	PACAREA
Mr. Joseph Milligan	DCMS
CAPT Meredith Austin	DOG

* CAPT Cutts (PACAREA) will serve on the Steering Group until relieved by CAPT Marvin.

6. Senior Guidance Team: The Senior Guidance Team will provide strategic direction and oversight to ensure alignment of the Doctrine Study Group with ongoing Coast Guard efforts:

<u>Name</u>	<u>Organization</u>
MCPO Bowen	CG-00B
RADM Breckenridge	CG-01T
RDML (sel) Ostebo	CG-4
RADM Salerno	CG-5
Mr. Goward	CG-51
RDML Glenn	CG-6
RDML Taylor	CG-8
RDML Seward	PACAREA
RDML Cook	OPCOM Implementation Team
RADM Acton	DHS Transition Cell

7. Duration: The Doctrine Study Group will complete its work by 15 November 2008.

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