



U.S. Coast Guard

Commandant's SITREP

2013

An update on the 2011 Commandant's Direction



COMMANDANT'S VISION

“We are defined by our Missions, People and Heritage. We will selflessly serve our Country and perform our duties in a manner that secures the trust and confidence of mariners and citizens alike. We will set a course that steadies the Service, honors our profession, strengthens our partnerships, and respects our Shipmates.”



Shipmates,

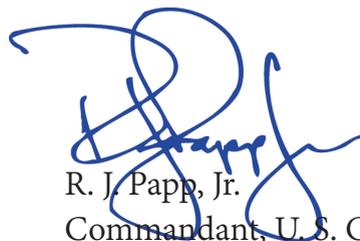
Shortly after I became your Commandant, I set forth my vision and intent for the Coast Guard in the Commandant's Direction 2011. We took a fix on our fundamental and enduring roles and value and established the trackline for the way forward. We set a course that steadies the Service, honors our profession, strengthens our partnerships, and respects our Shipmates. Guided by those principles, we are navigating toward the future.

This Situation Report (SITREP) reports our progress in meeting the Priorities and Objectives within the Commandant's Direction 2011 and the critical work that remains ahead.

Our accomplishments would not have been possible without the dedicated efforts of our people. Coast Guard men and women—Active Duty, Reserve, Civilian and Auxiliary, with support from Families—continue to selflessly serve the Nation and perform in a manner that secures the trust of mariners and the American people.

I have never been more proud of our accomplishments. I remain confident in our ability to navigate through uncertain and stormy seas to reach our destination. We are Coast Guardsmen. This is our chosen profession. This is our way. This is what we do.

Semper Paratus!



R. J. Papp, Jr.
Commandant, U.S. Coast Guard



Sustain Mission Excellence

- Proficiency is our standard
- Optimize effectiveness of Deployable Specialized Forces (DSF)
- Reshape our military and civilian personnel systems and policies to meet current and future requirements
- Refresh leadership competency requirements
- Prioritize and implement the recommendations of the recent mishap analysis and reviews
- Refresh and implement the Marine Safety Enhancement Plan

Milestones



Sustaining mission excellence remains our top priority, and proficiency is the anchor. Focusing on proficiency will ensure the leadership, policies, equipment, training and standardization our people need to safely and effectively operate and conduct mission support. We have renewed discussion throughout the Service on proficiency as an enduring trait of Coast Guardsmen, reinforcing the concepts of *Proficiency in Craft*, *Proficiency in Leadership*, and *Disciplined Initiative* from *Shipmates 23*.

Recognizing the proven value of small, highly proficient deployable teams to conducting Coast Guard operations, we've focused on optimizing effectiveness of our Deployable Specialized Forces (DSF) to sustain mission excellence. We completed the DSF Stem-to-Stern Review to evaluate proper policy, training and standardization of tactical operations that fully integrate DSF as a part of the Coast Guard Maritime Trident of Forces under the leadership of senior operational commanders. We provided enduring guidance in CG Publications 3-1 (*Deployable Specialized Forces*) and 3-2 (*Short-Notice Maritime Response Operations*) for how DSF are organized, equipped, trained and employed to conduct operations, including combating threats of proliferation of Weapons of Mass Destruction and terrorism in the maritime domain. With a focus on safety, we've standardized tactical flotation systems and improved tactics that will enable DSF to more safely and proficiently conduct advanced interdiction and boarding operations.

We've made significant progress in adjusting personnel policies to improve proficiency. We revised guidance to promotion boards and selection panels to clearly emphasize proficiency in craft and proficiency in leadership when making selections at each level. We now screen candidates for all Commanding Officer and Officer in Charge positions, and we've stopped the revolving door of command tours by requiring nearly all commanding officers to serve full tours in order to gain proficiency in command and limit the disruption caused by frequent leadership changes. We've extended tour lengths for certain ratings in DSF units that require the highest levels of tactical



proficiency, and stabilized enlisted assignment policy to increase completion of full-length tours.

Leadership competency begins and is reinforced at key milestones with training and education. We've begun reviewing our accession point programs and have already made changes to expand leadership training, including a core course in Coast Guard history at the Academy to better prepare cadets as leaders. We launched the first mid-grade officer professional development course providing broadened knowledge and skills, prototyped an exportable Apprentice Leadership Program (ALP) course for enlisted members not attending our A-schools, and revised the Command Senior Enlisted Leadership policy to better define roles and responsibilities. We also redesigned the Chief Petty Officer Call to Indoctrination process to focus on proficiency in leadership and align with our core values of Honor, Respect and Devotion to Duty.

We continue to learn from the operational mishaps of the past five years. We completed and are implementing the results of the Aviation Safety Assessment Action Plan, which emphasizes aviator proficiency and hones leadership on the flight deck and hangar deck. To aid in mishap prevention, we have begun to re-engineer mishap investigation processes to produce more timely feedback and more rapid corrective action. Where it makes sense to do so, we have reduced the number of qualifications our boat, cutter and aircraft crews require in order to carry out their missions, allowing our operators to focus on achieving higher levels of proficiency.

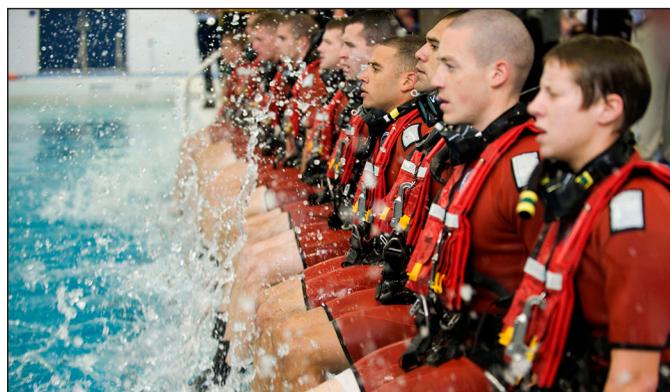
We will not achieve mission excellence until all Coast Guard members know that they can contribute to their full potential as respected shipmates as described in *Shipmates 19 – Duty Demands Courage*. That is why we initiated improvements to our sexual assault prevention and response program including enhanced training, updated policy, new reporting options, and an expanded network of specialists to support victims. The Coast Guard's sexual assault task force is preparing a strategic plan to help us eliminate this violent crime in our Service.

We committed to Strengthening our Partnerships, and have made outstanding progress in numerous areas including a new shiprider agreement with Canada, a cooperative strategy with the National Oceanographic and Atmospheric Administration, a Joint Logistics Council with Department of Defense services, and many others.



“We must continue to learn, to understand, and to promote the knowledge, skills, attributes, and behaviors that define us as a profession.”

*- ADM Bob Papp,
Commandant*





The Way Forward

Our pursuit of proficiency and mission excellence is enduring. We will engrain these principles in our culture and continue to focus our precious resources on ensuring that we are able to meet the mission demands of our Nation, now and in the future. We will further refine the concept of *Disciplined Initiative* as a central part of the Coast Guard operating principle of On-Scene Initiative, capturing it in operational doctrine.

We will shift command and control of DSFs to the Area commanders, and establish a Tactical Operator Center of Excellence at the Special Missions Training Center to focus expertise and improve training and standardization in specialized tactics. We will also implement those actions in the DSF Stem-to-Stern Review that ensure Coast Guard capabilities to conduct Short Notice Maritime Response for the Nation.

Workforce competency and individual proficiency are enhanced by workforce policies that allow a steady and predictable flow of training and advancement opportunities, and prevent stagnation even as attrition remains high. We will implement enlisted workforce management procedures to ensure upward mobility and decrease unreasonable delays for A-schools and advancement.

We will continue to enhance leadership competencies by developing mandatory core pre-command training, ensuring the fundamental concepts of leadership are taught to every prospective commanding officer and officer-in-charge. We will expand the ALP course to cover all enlisted personnel advancing to E-4, including strikers.

We will implement changes to administrative and safety investigation processes, placing a premium on timely information sharing. We will evaluate and refresh our risk management program to ensure that we have meaningful tools that support operational decision making at all levels of the organization, adaptable to rapidly-changing conditions.

In the face of a dynamic and complex maritime transportation system, we recognize the imperative for a highly skilled and fully resourced prevention workforce. As stated in *Commandant's Direction 2011*, marine industry leadership, expertise and global influence are core competencies. We will continue to implement the core of the Marine Safety Enhancement Plan and only take on fully supported new initiatives.



Recapitalize and Build Capacity

- Refine and refresh the Concept of Operations for the employment of the National Security Cutter, Fast Response Cutter, and Offshore Patrol Cutter, as well as aviation and shore based forces and C4ISR
- Pursue replacement of our Medium Endurance Cutter fleet with an executable OPC acquisition
- Identify needs and develop a comprehensive plan for recapitalization of shore infrastructure
- Fully support new initiatives

Milestones

Recapitalizing the Coast Guard during the most challenging economic period in decades has been difficult, but the imperative to provide Coast Guard members the tools needed to operate safely and effectively today and into the future has given us the resolve to continue critical forward progress.

A crucial step in defining our requirements, we issued CG Publication 3-0 (*Operations*) that provides enduring guidance for Coast Guard operations: how and why we do what we do. This guidance is based on over two centuries of Coast Guard experience in maritime operations and the principles of operations provided in Coast Guard Publication 1-0.

Building on a strong record of recent success, we continued to mature our acquisitions program with updated policy and program baselines, new inter- and intra-agency coordinating mechanisms, innovative contracting vehicles, and partnerships that have allowed us to fully and capably assume systems integration responsibilities. The results have been noteworthy:

- We commissioned the Coast Guard Cutter STRATTON in March 2012, joining BERTHOLF and WAESCHE to replace our obsolete and maintenance-intensive 378' High Endurance Cutters. HAMILTON and JOSHUA JAMES are under construction.
- We commissioned four Fast Response Cutters (FRC) - BERNARD C. WEBBER, RICHARD ETHRIDGE, WILLIAM FLORES and ROBERT YERED. This is the first class of ships named for Coast Guard enlisted heroes. There are 18 FRC's under contract.
- We completed a three year shipyard availability and repair of CGC POLAR STAR, returning the Nation's only heavy icebreaker to service for the next 7-10 years to ensure access to ice-bound waters.
- To date, we accepted delivery of 14 HC-144A Ocean Sentry Maritime Patrol Aircraft and have four more under contract. Portable mission system pallets improve our capacity to collect process and disseminate information and intelligence with other aircraft, surface vessels and shore commands, while enhancing systems standardization and reducing costs.
- We placed the 112th Response Boat-Medium (RB-M) and 22 second-generation Response Boat-Small into service, continuing recapitalization of our boat forces.



- We completed Rescue 21 implementation in 30 Sectors and are developing plans for Western Rivers and Alaska Sectors.
- We addressed pending facility requirements associated with the acquisition of new cutters, boats and aircraft using the Major Acquisition Systems Infrastructure (MASI) program. This program provided critical aircraft hangars, piers, dredging, and training facilities.

We have focused on improving the condition of Coast Guard-owned housing, including unaccompanied personnel housing. We assessed nearly 4,000 housing units, identifying 750 for potential divestiture as a result of poor condition, outdated design standards or questionable need. We have set aside recurring funding in the facilities prioritization process to improve the condition of the remaining inventory.

We aligned with Department of Homeland Security (DHS) for total visibility of all Information Technology (IT) life cycle phases and created a plan to reduce our IT footprint in government by consolidating redundant datacenters.

Demonstrating financial stewardship remains paramount to maintaining public confidence in our operations management and acquisition programs. Our efforts to improve our financial and property management processes resulted in our first qualified opinion and our first full-scope audit, both signs of tremendous progress.

The Way Forward

CG Pub 3-0 will trigger the development of regional implementing strategies. We will develop and release a Coast Guard Concept of Operations for the Western Hemisphere.

We will continue to replace aging boats, cutters, aircraft and C4IT systems at the best possible pace given our budgetary constraints. Where recapitalization is not feasible, we will focus on sustaining our current assets to the extent possible as a bridging strategy so that they remain safe and operationally effective. We will not put to sea in assets that are unsafe or not ready for operations.

We have started the most important acquisition program in our Service's history—the Offshore Patrol Cutter (OPC). In 2013 we will award three design contracts. We will down-select to a single OPC design that best meets our requirements, including affordability.

We have also initiated acquisition of a 21st century icebreaker, capable of supporting diverse national needs in both the Arctic and Antarctic.

Our civil engineering community is geared up to rapidly execute \$270 million in repairs to Coast Guard facilities damaged by Hurricane Sandy. We will not simply replace what we had - we will ensure that rebuilding is done with long-term sustainability and mission effectiveness in mind.

One of our key management goals is to achieve the Coast Guard's first ever clean audit opinion during a full scope audit in Fiscal Year 2013.



Enhance Crisis Response & Management Capability

- Implement an adaptive, responsive Force Construct
- Deployable Logistics Capabilities for large scale events
- Deployable C4ISR capabilities and competencies

Milestones



It has been an all-hands effort to modernize our organization in order to meet our persistent daily mission demands while enhancing readiness for large-scale crises. We adjusted and completed our massive Coast Guard modernization effort, bolstering organizational effectiveness while retaining proven command and control (C2) constructs. We reconstituted Pacific Area to provide C2 for the broad expanse of Pacific geography and diverse missions and reached initial operating capability at our Force Readiness Command to improve standardization and quality of training and proficiency across the Coast Guard. We implemented the Deputy Commandant for Operations v3.0 alignment of prevention and response functions throughout the organization and completed the Deputy Commandant for Mission Support v2.0 plan, establishing the Director of Operational Logistics (DOL) to direct the delivery of integrated mission support through our Base Commands. We finalized the conversion of shore-based forces to the Sector command and control construct, synchronizing prevention, response and logistics functions at the field level.

Dedicating ourselves to continuous improvement, we completed the Deepwater Horizon Joint Investigative Team Report and Federal On-Scene Coordinators Report. We identified and are implementing specific actions to improve Coast Guard and national preparedness and response to an oil spill of national significance and other major domestic incidents. We also created the Federal On-Scene Coordinator Representative Resident Course to enhance this core skill set within our workforce.

Our focus on enhancing crisis response at all levels in the organization is returning dividends. We witnessed a significant improvement in Coast Guard prevention and response capabilities during and after Hurricane Sandy.



The DOL shifted command and control to Commander Atlantic Area to ensure synchronized delivery of mission support to Coast Guard facilities, personnel, and families in impacted areas. The First District Commander and senior intergovernmental liaisons deployed forward to the incident, establishing senior leader presence and command functions on-scene. We proved the continued maturity and critical value of our Maritime Transportation System Recovery planning and operations. Coast Guard leadership with Federal, state and local governments, industry, and the public was vital to the rapid reconstitution of maritime trade and transportation in the impacted areas. More than 100 Coast Guard civilian employees volunteered under the Department of Homeland Security's Surge Capacity Force to serve in wide variety of response roles, directly serving residents in the hardest-hit communities.



The Way Forward

In 2013, we will establish a permanent National Incident Management Assist Team (CG-IMAT) to provide Incident Command System (ICS) trained, qualified, and experienced personnel to deploy and assist operational commanders to prevent, protect against, respond to, recover from, and mitigate the effects of all hazards incidents. When not in deployed status, the CG-IMAT will support national and regional exercises, ICS training programs and conduct unit Incident Management Readiness assessments.

While we have focused on developing incident management capability in the field, we observed gaps in national-level doctrine for response to complex crises and contingencies. We will create overarching response doctrine, capturing our proven experience and understanding on crisis leadership, management, and command and control.

While resource constraints have challenged our ability to expand deployable logistical capability, including C4ISR, our mission support organization has adapted by surging tailored, proficient support teams when needed. We will continue our planning for the deployable base construct and enhanced, adaptable C4ISR capability to better manage large scale events of regional, national, and international significance in the future.



Prepare for the Future

- Grow a diverse workforce
- Elevate knowledge management as a critical capability
- Innovate and Exploit Technology, research and Development, and Modeling and Simulation
- Lead our Nation's maritime engagement in the Arctic
- Develop capabilities to resist and respond to cyber threats
- Become a Green Coast Guard
- Complete ongoing organizational changes to achieve the most operationally effective Coast Guard
- Support our military families

Milestones

The Coast Guard is stronger and better when we have diversity of culture, experience, and viewpoints. We are making significant progress to realize that promise. We updated and released the Diversity Strategic Plan defining future workforce composition, and we continue to recruit highly diverse candidates at accession points. We have reached new highs in recruiting under-represented minorities and women for the Coast Guard and the Coast Guard Academy. We have increased the number of billets afloat available to women by nearly 10 percent.

With constrained resources, we must find smarter ways to accomplish the mission. We recently signed a Memorandum of Agreement with the DHS Science & Technology Directorate in order to strengthen partnerships with Academic Centers of Excellence. One such effort has improved how we perform maritime security patrols, using innovation to operate smarter and deliver better mission execution.

We continue to lead U.S. engagement in the emerging maritime frontier of the Arctic. We successfully completed Operation ARCTIC SHIELD 2012 to ensure maritime safety, security, and stewardship during the summer industry exploratory drilling for oil in the Bering and Chukchi Seas. We improved understanding, experience and readiness to prepare, plan and operate in the severe Arctic environment for 2013 and beyond.

In an increasingly interconnected world, cyber has become a new security frontier. We integrated Coast Guard cyber activities into DHS cyber security operations, and we continue to support U.S. Cyber Command operations when appropriate. We have strengthened our networks against evolving and dynamic cyber threats.

Consistent with the Administration focus on energy efficiency, we advanced green programs at Coast Guard shore facilities including solar energy collection at Petaluma, CA, and landfill natural gas harvesting in Baltimore, MD. Our recapitalized cutters, boats and aircraft are more fuel efficient and cleaner than the aging technologies they replace.

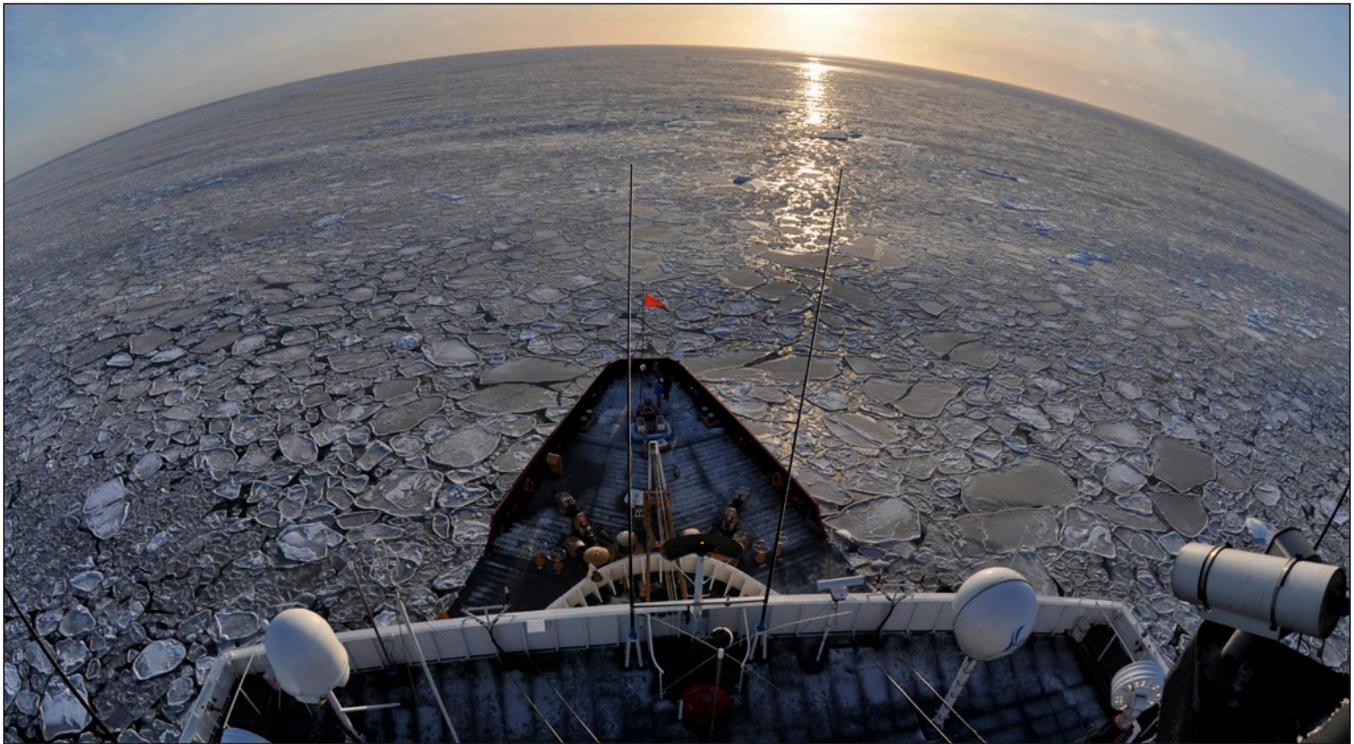


We implemented a Coast Guard Family Campaign to increase and better coordinate support to families, with focus on improved access to high quality housing, quality child care, and a robust ombudsman program. Progress made includes:

- A new Headquarters Ombudsman Program Manager and two full-time Ombudsman Coordinators that report directly to the Area commanders to provide assistance to volunteer ombudsmen throughout the Coast Guard. Our ombudsmen have stepped forward and brought renewed enthusiasm to supporting our families.
- Expanded eligibility for our Childcare Subsidy Program.
- New child care and dependent care specialists and validated quality standards, aiding both Coast Guard-owned child care centers and certified, home-based family child care.
- A completed National Housing Assessment that inventoried Coast Guard owned housing, assessed availability and suitability of housing, and began divesting excess or unsuitable housing from inventory. We are changing policies to increase occupancy of Coast Guard owned housing where appropriate to better care for Coast Guard families.

“We need to be focused not just on what we see, but what is over the horizon. Many challenges, both internal and external, are looming.”

*- ADM Bob Papp,
Commandant*



The Way Forward

We will publish the first Coast Guard Arctic Strategy to set our intent and direction for operations in the emerging maritime frontier in the Arctic. This Strategy will guide us and inform national leaders in developing a U.S. Arctic policy. We will deploy the Coast Guard Cutter POLAR STAR to Antarctica on its first polar mission since 2006.

We must improve our understanding and efforts to manage and use *knowledge* as a capital capability of the organization. We will create a knowledge management framework, terms of reference and governance structure for the Coast Guard.

We will continue to work within DHS and with the Department of Defense to reduce risks to Coast Guard networks. Under DHS direction, we will work with the maritime industry to reduce risks in the cyber domain to the maritime transportation system. We will officially establish the Coast Guard Cyber Command in 2013.

We will renew our focus on diversity, particularly in our civilian work force. We recently initiated efforts to focus on the representation of Hispanic and individuals with targeted disabilities in our workforce, as well as increasing the participation of women in our more senior civilian ranks. For all elements of our workforce, we will focus on retention, providing full support for all members to fulfill their greatest potential in the Coast Guard.

We will relocate our Headquarters to the St Elizabeth's campus, providing those responsible for managing Service-wide policy, resources, and inter-agency coordination with modern, custom facilities to enhance productivity.

We will ensure that every Coast Guard family has access to the support of the unit ombudsman.





SUSTAIN MISSION EXCELLENCE

RECAPITALIZE AND BUILD CAPACITY

ENHANCE CRISIS RESPONSE AND MANAGEMENT CAPABILITY

PREPARE FOR THE FUTURE



[USCG.MIL/SENIORLEADERSHIP](https://www.uscg.mil/seniorleadership)