



FORCECOM 2013 Business Plan





1 December 2012

To the Men and Women of the Coast Guard,

This Business Plan represents FORCECOM's approach to preparing the workforce to execute the Coast Guard's 11 statutory missions. In all we do, our members are our greatest asset, and we are committed to ensuring that they are prepared to carry out the missions expected of them by the American people.

By incorporating the Human Performance Cycle, FORCECOM has the flexibility to respond to the Coast Guard's emerging challenges and provide unique performance solutions. This past year marked the completion of a new Rescue Swimmer Training Facility at Aviation Technical Training Center Elizabeth City, as well as the groundbreaking for a new Cutter Training Facility at Training Center Yorktown. FORCECOM developed new Tactics, Techniques, & Procedures for use of the LA51 warning device and revised the Range Training Handbook, allowing our personnel to learn to use new technology safely and effectively. We moved to unify all cutter assessment units under a standardized Afloat Training organization, providing a single source of assessment and expertise for all cutter classes, and we standardized our other assessment and armory operations. Additionally, over the past year FORCECOM oversaw a 41% increase in the number of contingency exercises, while simultaneously reducing exercise support costs.

Our chief goal in 2013 is to strengthen and streamline the process by which we provide our workforce with clear guidance, relevant training, and quality assessments, so that the entire Coast Guard is prepared for not only the emergent, but the routine. FORCECOM is responsible for training, but this is only one facet of our commitment to preparing the workforce. By integrating guidance, training, and assessments into a unified Human Performance Cycle, we can effectively shape the operating tactics, techniques, and procedures of our everyday missions.

FORCECOM's focus is and always will be the Operational Commanders and their units. Our job is to keep the tip of the spear sharpened. The small command staff responsible for overseeing the thousands of trainers, exercise support staff, and assessment teams working throughout the world will continue to provide innovative and effective performance solutions. As a Major Command working for the Deputy Commandant for Mission Support, we are committed to ensuring operators are prepared to carry out their missions.

This pamphlet is our sail plan for 2013. We will continue to refine the Human Performance Cycle to best support the Operational Commander. Our goal is to ensure that every man and woman standing watch and the teams supporting them are prepared for today's challenges and can quickly adapt to those of tomorrow.

Semper Paratus

A handwritten signature in blue ink that reads "Steve Mehling".

Steve Mehling
Rear Admiral, U.S. Coast Guard
Force Readiness Commander



MISSION

Prepare the Workforce

VISION

The Force Readiness Command will optimize CG Human Performance to enhance premier mission execution by providing:

- Clear Tactics, Techniques, & Procedures
- Relevant Training
- Quality Assessments

VALUE PROPOSITION

FORCECOM's efforts result in:

- Guidance that aligns policy, training, and standardization to ensure force interoperability and readiness.
- Improved TTP that are developed from field innovations, best practices, and lessons learned.
- Timely and high-quality operational and support training that achieves the maximum effect on workforce readiness and mission execution.
- Coordinated and standardized inspections and assessments, followed by analysis, that contribute to operational readiness.
- A comprehensive measurement system that evaluates and records force readiness.
- Outstanding exercises that result in the improvement of contingency plans and increased operational readiness of forces.

EXECUTIVE SUMMARY

FORCECOM OVERVIEW

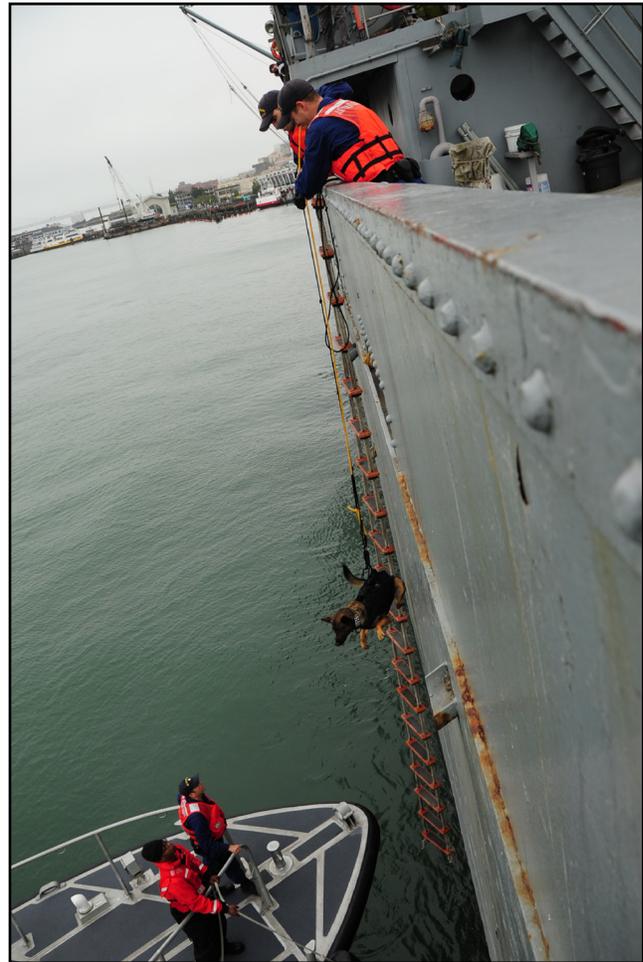
FORCECOM's focus is to ensure the Coast Guard's workforce is prepared to execute the full range of their responsibilities. Our job is to keep the tip of the spear sharpened. The small staff responsible for overseeing the thousands of trainers, exercise support staff, and assessment teams working throughout the world will continue to provide innovative and effective performance solutions.

FORCECOM's core services range from delivering operational and mission support training and assessment, to promoting and ensuring force interoperability and standardization through the development of tactics, techniques, and procedures (TTP), and exercise support. We are committed to building and maintaining partnerships that ensure the highest-quality guidance and training are available to the total workforce.

FORCECOM has experienced much transformation within the past few years. From initial concept in 2007, stand-up in 2009, transfer from PACAREA and full integration into DCMS and relocation of Command Cadre to Norfolk, VA in 2011, there are new opportunities to enhance our ability to better prepare the workforce. As we continue to craft our course ahead, FORCECOM will enable the Coast Guard to meet diverse mission demands through a streamlined, holistic process that produces standardized, agile, and effective forces. FORCECOM will continue to be proactive in developing strategies to meet challenges and take advantage of new opportunities to fulfill the Service's human performance needs.

HUMAN PERFORMANCE CYCLE

FORCECOM prepares the workforce through the Human Performance Cycle (HPC). This includes the management of all relevant operational and mission support training, aligned to clear, adaptive TTP, and continually improved by feedback and lessons learned captured by quality assessments and exercise support.



PLAN OF ACTION

This Business Plan contains strategies and performance goals that support the FORCECOM mission and core services.

FORCECOM will continue its mission to prepare the workforce. The keys to success in this resource constrained environment are our highly-trained and motivated personnel's ability to remain efficient, flexible, and answer the call of duty for the good of the Service. We will pursue resolution of personnel shortages through resource management processes as well as the effective use of synergies among our USCG partners.

IMPROVING HUMAN PERFORMANCE



To prepare the Total Workforce and enable the Operational Commander to achieve mission excellence, FORCECOM integrates many components of human performance.

FORCECOM is responsible for the Coast Guard's internationally recognized, award winning training system. With over 2,600 personnel at more than 45 units and detachments across the country, FORCECOM delivers operational and support training and education. However, FORCECOM recognizes that training is not always the solution to improve all workforce performance issues.

Understanding that it's not the training system alone, FORCECOM has adapted and refined a continuous HPC. This incorporates other influences which impact human performance.

FORCECOM and the Assistant Commandant for Capability have partnered with the other Assistant Commandants to create the Operations Human Performance Advisory Council with several sub-councils to address performance issues throughout the Coast Guard.

RELEVANT TRAINING

The HPC ensures training is relevant and aligned to current guidance. Otherwise, we risk sending an enthusiastic workforce out into the field with knowledge and skills different from published guidance or standards. Through assessment, standardization visits, compliance inspections, and MMS audits, we check the impact of our training. These visits are touch-points to field operations and provide a wealth of information on the value and relevance of training to the Operational Commander.

LESSONS LEARNED

Additionally, we capture observations, lessons learned, and best practices from deckplate performance. This rich information gets studied, validated, and provided to the TTP staff to update guidance and standards – the performance cycle begins anew. By focusing on standard operating procedures – which we define as TTP – and assessment visits, the training system benefits: It remains relevant, offers the chance for lasting impact, and prepares the workforce, enabling the Operational Commander to achieve Mission Excellence.

THE COAST GUARD HUMANA

TTP

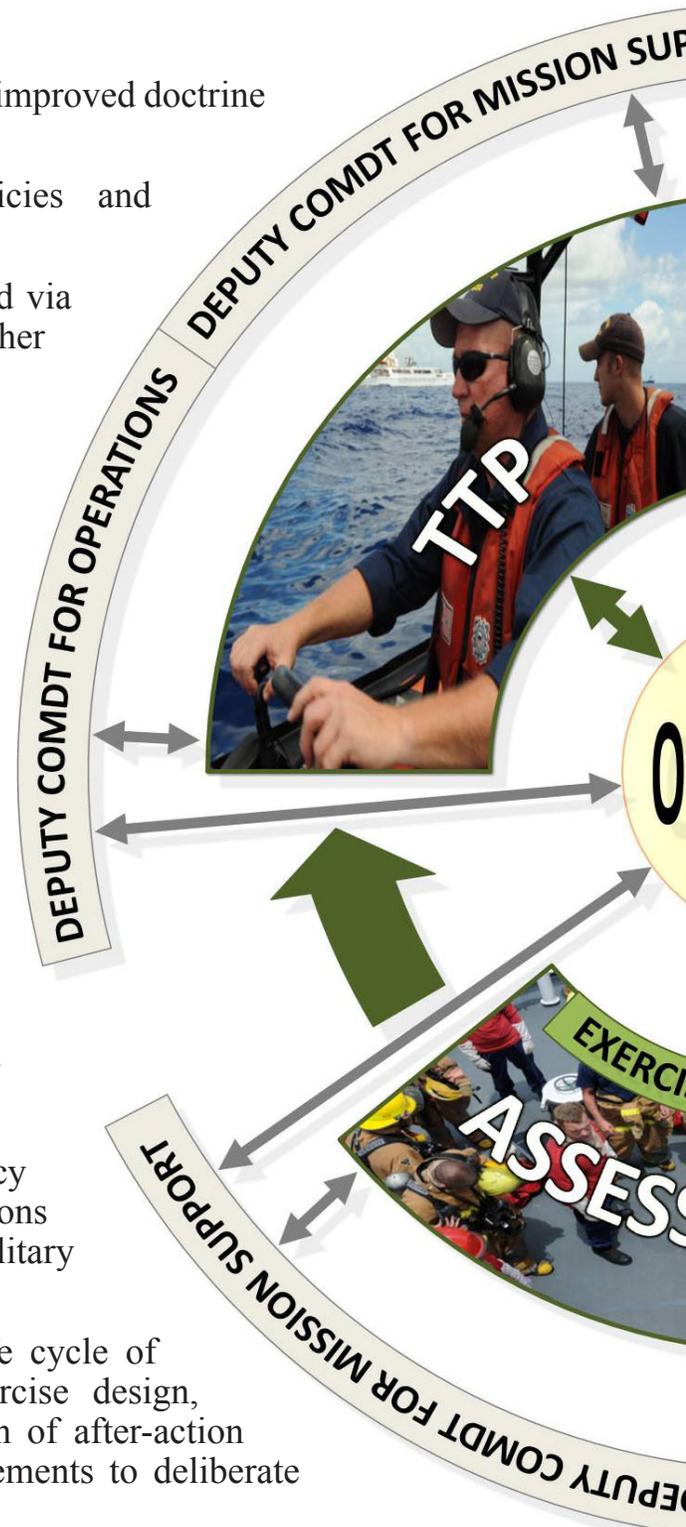
- Provides a singular focus for production of new/improved doctrine and TTP.
- Leverages strong ties to operational policies and requirements from DCO and Area commanders.
- Integrates a timely feedback loop from the field via lessons learned, after-action reports, and other sources.
- Provides the foundation for the core competencies taught within the CG's formal training system.

ASSESSMENT

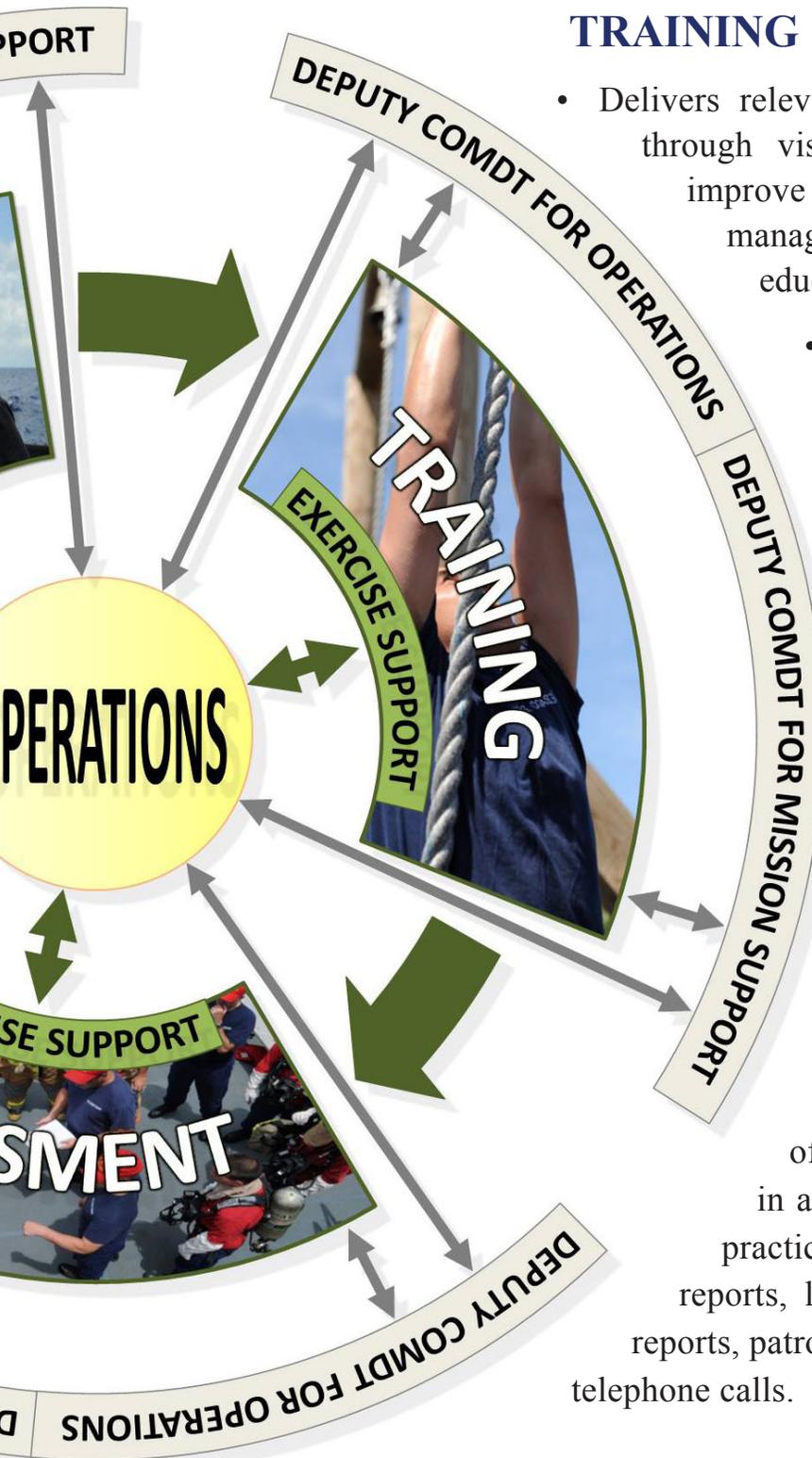
- Evaluates unit and individual performance against established standards to determine readiness and identify readiness shortfalls.
- Analyzes and identifies the underlying causes of readiness shortfalls, with the goal of clarifying root causes so issues can be resolved programmatically and enterprise wide.
- Provides just-in-time training during the assessment process to close readiness gaps.

EXERCISE SUPPORT

- Provides expertise in exercising contingency plans that prepare for infrequent/unusual missions and events such as major oil spill responses, military load-outs, and responses to natural disasters.
- Provides subject matter experts across the life cycle of contingency exercise development from exercise design, execution, to the collection and documentation of after-action reports and lessons learned that drive improvements to deliberate plans.



AN PERFORMANCE CYCLE



TRAINING

- Delivers relevant training – at schoolhouses, through visiting teams, and online – to improve workforce performance and manage career advancement and education.
- Training and performance support based on analysis, evaluated to determine successful accomplishment and improved design/development through analysis driven by field feedback.

FEEDBACK

Each element (TTP, Training, Assessment, and Exercise Support) has opportunities for feedback from operational units and commanders to the associated part of FORCECOM. Feedback comes in a variety of forms, including best practices, MISHAP reports, after-action reports, lessons learned, unit assessment reports, patrol summaries, e-mail, memos and telephone calls.



VALUE: TACTICS, TECHNIQUES, AND PROCEDURES

IMPROVED TACTICS, TECHNIQUES, AND PROCEDURES (TTP)
THAT GROW OUT OF FIELD INNOVATIONS, BEST PRACTICES,
AND LESSONS LEARNED

Accomplishments

Produced the following TTP documents:

- CGIS Protective Service Operations TTP.
- Canine Explosive Detection Team TTP.
- LA51 Warning Device TTP.
- Protester Recovery in the Water Operations interim publication.
- Range Training Handbook, Rev A.
- SPSS/FSV Interdiction and Boarding Operations TTP.
- Tactical Medicine TTP.
- Radiotelephone Handbook.
- Transit Protection System TTP.
- Aviation Special Missions TTP.
- Marking Cartridges and Blank Firing Weapon Training Systems.
- Assumed ownership and updated the Boarding Officer Job Aid Kit (BOJAK) in less than 60 days.

Goals

- Develop, codify, and implement a process to improve the collection, analysis, and incorporation of operational lessons learned from the field.
- Produce updated TTP through application of newly developed lessons learned system.
- Complete development of the Pursuit Mission Commander TTP.

Metrics

Success in the TTP value area will be measured by:

- Production of a process to improve the collection, analysis and incorporation of lessons learned.
- Production of at least one updated TTP publication from application of the new lessons learned system.



Challenges and Risk Mitigation Strategies

- Personnel shortfalls in the TTP Division will significantly reduce production of deliverables.
- The Coast Guard has multiple existing systems for gathering lessons learned, such as the CGSAILS application within the Contingency Planning System. Each system has great potential, but each is limited in some way.
- A new tool has been developed within the SharePoint operating system called CALIPER – Consolidated Assessment and Lessons Identified Process for Evaluation and Reporting. CALIPER allows consolidation and analysis of Lessons Learned and Best Practices drawn from all relevant systems throughout the Coast Guard to identify trends and/or significant events relevant to the revision/improvement of existing doctrine, TTP and training, as well as the development of new products. CALIPER is also being explored by the Assessment Division of FORCECOM as a means of modernizing and streamlining their Compliance Inspection Program.



VALUE: TRAINING

TIMELY AND HIGH-QUALITY OPERATIONAL AND SUPPORT
TRAINING THAT ACHIEVES THE MAXIMUM EFFECT ON
WORKFORCE READINESS AND MISSION EXECUTION

Accomplishments

- FORCECOM and the Assistant Commandant for Capability have partnered with the other Assistant Commandants to create the Operations Human Performance Advisory Council with several sub-councils to address the performance issues in Coast Guard operations.
- Used the TRACEN Cape May Board of Advisors to highlight, prioritize and address important infrastructure and resource issues at the Coast Guard's enlisted accession point.
- Additionally, Training Teams East and West were disestablished and consolidated to standardize CG-wide law enforcement assessments and to improve the timeliness of integrating field-level best practices into the training system. Finally, the Pacific Regional Fisheries Training Center was commissioned in Alameda, CA to provide localized fisheries enforcement training and expertise to support the Operational Commander.
- Earned Federal Law Enforcement Training Accreditation for multiple Maritime Law Enforcement Academy (MLEA) courses.
- Integrated and aligned all five Regional Fisheries Training Centers within FORCECOM under the MLEA.
- Continued refinement of training efforts for the new fleet of Coast Guard assets: National Security Cutters, C-144 Ocean Sentry aircraft, Fast Response Cutters and Response Boat medium, and other new boats and weapons.
- Brought state-of-the-art simulation devices on line for Helicopter Aircrew Weapons Training and MH-65D Pilot Training at ATC Mobile, and saw the contract awarded for an airline-quality Flight Training Simulator for the HC-144.
- Received delivery of the state-of-the-art Aquatic Training Facility at Aviation Technical Training Center. The new facility will provide an outstanding training venue for rescue swimmers and a Coast Guard specific dunker facility.
- Analyzed performance gaps, and designed and delivered training for the heavy weather use of the Response Boat Medium.
- Conducted Chemical, Biological, Radiological, Nuclear, and Explosive Mobile Training Team visits to 216 units. Realignment saved more than \$2 million in duplicative efforts.
- Completed integration of the National Security Cutter (NSC) Combat Information Center (CIC) Lab and the Visual Bridge Simulator. The integrated Bridge and CIC team training enabled NSC crews to exercise law enforcement scenarios in high fidelity simulated environment prior to departing port and supported development of the first NSC specific maritime law enforcement TTP.
- Ground has been broken for Travis Hall at TRACEN Yorktown. This building will be the engineering training focused venue for the newest cutter classes, NSC, OPC and FRC. Completion and initial training are expected to take place in FY 14.

Continued on Next Page

VALUE: TRAINING (CONT.)

- Completed improvements to the Coast Guard's Emergency Medical Technician (EMT) course curriculum to reflect updated national standards. Improvements included major upgrades to the EMT classroom which significantly enhanced the learning environment. Under the new curriculum, Coast Guard students achieved a first time pass rate of 89% on the National Registry EMT exam compared to the national first time pass rate of 73%. The Coast Guard is now a recognized DHS leader in EMT training.
- At Special Missions Training Center, successfully supported proficiency by fully developing and delivering 4 Basic Tactical Operators Courses for the Deployable Specialized Forces community. Developed and delivered Advanced Marksmanship Instructor courses, enabling DSF units to sustain highly perishable skills taught at BTOC.

Goals

- Seek opportunities across the Enterprise to support DHS strategic intent to establish Training Centers of Excellence.
- Engage program manager support to maintain training integrity and to discover new and/or changing performance requirements, trends, lessons learned, and best practices.
- Organizationally absorb the Marine Safety National Centers of Expertise under the leadership of the TRACEN Yorktown Marine Safety Branch, but keep them geographically dispersed.
- Consolidate the Leadership Development Center into the formal Training System as a Training Center.
- Launch new "Virtual Training Center" via a learning management system.

- Execute the Stem to Stern study objectives to stand up the deployable specialized forces center of excellence.
- Complete the integration of SEOPs and Afloat Training Group teams achieving efficiency of team assignments.
- Establish temporary training lab and develop C4ISR training for Fast Response Cutter follow-on crews until permanent AC&I solution completed.

Metrics

Success in the Training value area will be measured by:

- Reduction in MISHAPS in small boat operations and helicopter hoisting operations.
- Comparison of actual throughput to Program defined required student throughput. This is accomplished when a student has successfully demonstrated schoolhouse level proficiency as defined by the curriculum outline, course performance objectives, and documented by end of course evaluations.

Challenges and Risk Mitigation Strategies

- FORCECOM has fully leveraged all bench strength within the Training System to partially offset FORCECOM personnel shortfalls across the closely related TTP and Assessment Divisions. Other personnel reductions have further diluted the talent available to achieve FORCECOM's goals. This challenge can be resolved only by appropriately staffing other FORCECOM staff elements.
- Absorb budget and travel reductions while minimizing the impact on training and performance in the field.



VALUE: STANDARD ASSESSMENTS

COORDINATED AND STANDARDIZED INSPECTIONS AND ASSESSMENTS, FOLLOWED BY ANALYSIS, THAT CONTRIBUTE TO OPERATIONAL READINESS

Accomplishments

- Implemented Readiness Reporting system for units performing defense operations. Readiness status of deployed now visible to Operational Commander, Combatant Commands, and Joint Chiefs of Staff.
- Achieved complete integration and standardization of FC Assessment, audit, and inspection activities.
- Developed mission essential task lists for Deployable Specialized Forces, Cutters, and the Maritime Force Protection Units.
- Launched assessment partnership supporting the Coast Guard's Head Contracting Officer further improving procurement compliance within the enterprise.

Goals

- Complete merge of Afloat Training Groups (ATG) and Specialized Emergency Operations Procedures (SEOP) programs resulting in efficiencies and feedback system benefitting the Fleet.
- Develop an effective "minimal notice" assessment program enhancing field level programmatic compliance.
- Automate Readiness Reporting system leveraging technology interfacing unclassified and classified domains and data base systems.
- Lead and complete FORCECOM and Director of Operational Logistics initiative to develop an Assessment and Compliance framework that optimizes efficiencies and ensures safe and standardized operations with minimal impact to the field.



- Establish a limited operational readiness shortfall analysis capacity/capability that addresses discrepancies identified during assessments and inspections.

Challenges and Risk Mitigation Strategies

- The Assessment Division's field units are postured to conduct and report on assessments, but the Assessment Division lacks sufficient resources and capabilities to sustain analyses of operational readiness shortfalls identified via assessments and other feedback loops.

EXERCISE SUPPORT

VALUE: EXERCISES

OUTSTANDING EXERCISES THAT RESULT IN THE IMPROVEMENT OF CONTINGENCY PLANS AND INCREASED OPERATIONAL READINESS OF FORCES

Accomplishments

- Transitioned disparate Exercise Support Teams (ESTs) from both Areas and DCO to FORCECOM.
- Developed an EST Standard Operating Procedure to codify and resolve standard methodologies.
- Supported 41 contingency exercises in FY12 — an increase of 41% over FY11.
- Reduced exercise support cost by 20% per exercise.

Goals

- Improve preparedness through effective and innovative exercises. Share the FORCECOM story by expanding awareness, influence, and capability of the Exercise Support Division.
- Maintain Standardization across the Division.
- Strengthen EST competencies.

Metrics

Success in the Exercises value area will be measured by:

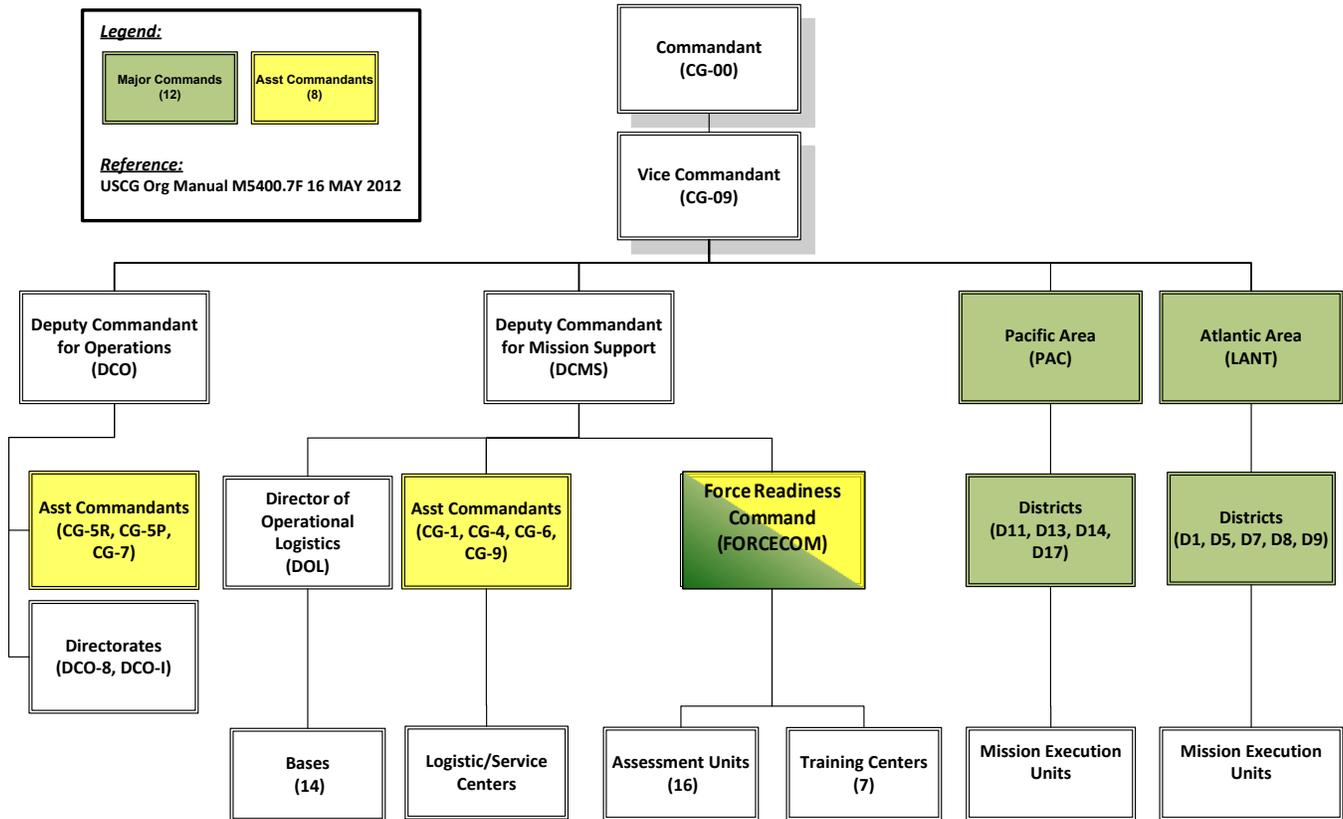
- Percentage of Exercise Support members certified as Master Exercise Practitioners.
- Ninety percent or greater completion rate of tasks in each Exercise Planning Contract.

Challenges and Risk Mitigation Strategies

- Reduction in Exercise Support Team billets has reduced the number of exercises that can be supported. This could be mitigated by increasing the number of qualified exercise support contractors.
- Exercise Support Team performance metrics are not yet defined, preventing a standard and repeatable method to measure and record the performance of the ESTs. Implementation of standard procedures for ESTs will form the baseline by which EST performance can be assessed.



FORCECOM INTEGRATED INTO DCMS



The Coast Guard Organization Manual (COMDTINST 5400.7) defines FORCECOM as a “Major Command,” an echelon that also includes Areas and Districts. District Commanders are directly subordinate to the Area Commanders & FORCECOM is directly subordinate to DCMS. The FORCECOM Commander is dual-hatted as both a Major Command and an Assistant Commandant under DCMS.

IMPROVED MISSION SUPPORT

FORCECOM’s position within DCMS provides strong linkage between FORCECOM — an enabler of human performance and readiness — and the rest of the Coast Guard mission support organization. By providing guidance, training, and assessment, FORCECOM enables a bridge between organizational policy and what is expected from the operators. Through close collaboration with DCMS program managers and product lines, FORCECOM is a **Partner in Performance and Readiness**.

FORCECOM DIVISIONS

Assessment Division (FC-A)

Manages the readiness assessment of units to provide immediate assistance to correct discrepancies, while applying readiness metrics and identifying/analyzing readiness gaps and their root causes, in order to drive systematic resolution and achieve readiness improvement.

Business Operations Division (FC-B)

Coordinates the development and execution of all resource issues for all FORCECOM staff and subordinate units.

Exercise Support Division (FC-ES)

Provides professional support and expertise in the design, development, conduct, and after-action

reporting for all-threats/all-hazards contingency exercises.

Tactics, Techniques, & Procedures (TTP) Division (FC-P)

Integrates and standardizes the rapid development, publication, and maintenance of Coast Guard operational TTP based on a foundation of field feedback and lessons learned.

Training Division (FC-T)

Delivers relevant resident and distance training and related support to the workforce using a human performance technology approach where training is based on policy and TTP, analyzed, evaluated for impact, and improved by field feedback.

Photo Captions and Credits

Cover, top left: BOSTON – A Coast Guard Air Station Cape Cod, Mass., rescue swimmer drops to the water from an MH-60 Jayhawk helicopter during training near Cape Cod Aug. 22, 2012 (Petty Officer 2nd Class Rob Simpson).

Cover, top right: CHESAPEAKE, Va. – Maritime Security Response Team (MSRT) members provide combat casualty care to a hostile actor aboard the Victory Rover ferry during a training demonstration Feb. 17, 2011 (Petty Officer 2nd Class Michael Anderson).

Cover, middle left: ATLANTIC OCEAN – Petty Officer 3rd Class Careem Phelps fires the M240-B machine gun as Chief Petty Officer Michael Dunn acts as spotter during a gunnery exercise aboard the Coast Guard Cutter Dallas Feb. 8, 2012 (Petty Officer 2nd Class Patrick Kelley).

Cover, middle right: CAPE MAY, N.J. – Coast Guard recruits from Company Bravo 187 jump from a five-foot platform during their swim assessment at Training Center Cape May Aug. 2, 2012 (Chief Warrant Officer Donnie Brzuska).

Cover, bottom left: SAVANNAH, Ga. – Petty Officer 2nd Class Darren Navarra, an aviation survival technician assigned to Coast Guard Air Station Savannah, rescues a person in the water during survival training on the Savannah River, Feb. 22, 2012 (Petty Officer 1st Class Christopher Evanson).

Cover, bottom right: SAN PEDRO, Calif. – Boat crewmen with Maritime Safety and Security Team Los Angeles – Long Beach conduct tactical boat maneuvers during an exercise July 31, 2012 (Petty Officer 1st Class Adam Eggers).

“Executive Summary” page: SAN FRANCISCO - Maritime law enforcement specialists with the Maritime Safety and Security Team San Francisco, hoist Evy, an explosive detection dog, alongside the moored Jeremiah O’Brien at Pier 45 in San Francisco, Friday, Aug. 19, 2011 (Petty Officer 2nd Class Pamela J. Boehland).

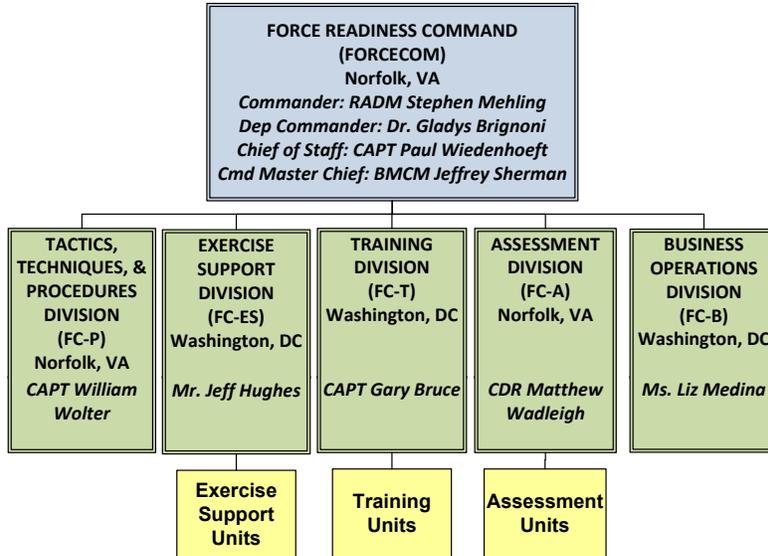
“Improving Human Performance” page: ST. MARYS RIVER, Ga. – Coast Guard Maritime Safety and Security Team Kings Bay members conduct a vertical insertion drill in St. Marys, Ga., with a Navy HSC- 84 helicopter crew from Mayport, Fla., Aug. 9, 2012 (Petty Officer 3rd Class Jessica Potter).

“Value: Tactics, Techniques, and Procedures” page: SAN DIEGO – Coast Guard Station San Diego crewmen aboard a 45-foot Response Boat-Medium steady a rescue basket on the vessel’s deck as a Coast Guard Air Station San Diego-based MH-60 Jayhawk helicopter crew prepares to hoist it from the boat during training off the coast of San Diego July 31, 2012 (Petty Officer 3rd Class Connie Terrell).

“Value: Standard Assessments” page: SAN DIEGO – Chief Warrant Officer Dennis Croyle, a member of U.S. Coast Guard Sector San Diego’s prevention department, inspects machinery in the engine room aboard the tanker ship Ardenne Venture during an annual exam off the coast of San Diego Aug. 3, 2012 (Petty Officer 1st Class Henry G. Dunphy).

“Value: Exercise Support” page: CAMP LEJEUNE, N.C. – A Coast Guard Transportable Port Security Boat attached to Port Security Unit 308 and a Riverine Command Boat from Riverine Squadron 2 practice maneuvers together Feb. 1, 2012, in the intracoastal waterway of North Carolina during Exercise Bold Alligator 2012 (Petty Officer 1st Class R. Jason Brunson).

FORCECOM POINTS OF CONTACT



FORCECOM COMMAND CADRE (FC-C) (direct lines)		
FC-C	COMMANDER	(757) 628-4287
FC-Cd	DEPUTY COMMANDER	(757) 628-4823
FC-Ccs	CHIEF OF STAFF	(757) 628-4455
FC-Cmc	COMMAND MASTER CHIEF	(757) 628-4821
FC-Ce	EXECUTIVE ASSISTANT	(757) 628-4829
FC-Cea	EXTERNAL AFFAIRS	(757) 628-4149
TACTICS, TECHNIQUES, AND PROCEDURES (FC-P)		
FC-P	TACTICS, TECHNIQUES, AND PROCEDURES DIVISION CHIEF	(757) 628-4463
FC-Pi	INTEGRATION BRANCH	(757) 628-4881
FC-PII	LESSONS LEARNED BRANCH	(757) 628-4822
FC-Pp	PUBLICATIONS BRANCH	(757) 628-4875
FC-Psst	SYSTEM AND STANDARDS TEAM	(510) 437-3559
TRAINING (FC-T)		
FC-T	TRAINING DIVISION CHIEF	(202) 475-5500
FC-Td	TRAINING DIVISION DEPUTY	(510) 437-2964
FC-Tadl	ADVANCED DISTRIBUTED LEARNING BRANCH	(202) 475-5501
FC-Tepd	EDUCATION AND PROF DEVELOPMENT BRANCH	(202) 475-5478
FC-Tms	MISSION SUPPORT BRANCH	(202) 475-5480
FC-Tot	TRAINING OPERATIONS BRANCH	(202) 475-5479
FC-Tptc	PERFORMANCE TECHNOLOGY CENTER DET	(757) 856-2070
EXERCISE SUPPORT (FC-ES)		
FC-ES	EXERCISE SUPPORT DIVISION CHIEF	(202) 372-2135
FC-Esesa	EXERCISE SUPPORT BRANCH ALAMEDA, CA	(510) 437-5640
FC-Esesp	EXERCISE SUPPORT BRANCH PORTSMOUTH, VA	(757) 398-6656
FC-Esesw	EXERCISE SUPPORT BRANCH WASHINGTON, DC	(202) 372-1172
ASSESSMENT (FC-A)		
FC-A	ASSESSMENT DIVISION CHIEF	(510) 437-6619
FC-Aa	ANALYSIS BRANCH	(757) 635-0041
FC-Ae	EVALUATIONS BRANCH	(757) 628-4897
BUSINESS OPERATIONS (FC-B)		
FC-B	BUSINESS OPERATIONS DIVISION CHIEF	(202) 475-5496
FC-Bex	EXECUTION BRANCH	(202) 475-5066
FC-Bop	OPERATIONS BRANCH	(202) 475-5493

FORCECOM Units		
TRAINING UNITS Training Centers (TRACENS) TRACEN Petaluma (707) 765-7000 TRACEN Yorktown (757) 856-2140 TRACEN Cape May (609) 898-6900 Aviation TRACEN Mobile (251) 441-6401 Aviation Technical TRACEN Elizabeth City (252) 335-6484 National Motor Lifeboat School (360) 642-2384 Maritime Law Enforcement Academy (843) 746-7982 Special Missions TRACEN (910) 440-7591 Other Training Units CG Liason Office NAVFLTTRG (850) 452-3420 CITAT (405) 954-8983 Coast Guard Institute (405) 954-7230 Training Quota Mgmt Center (757) 366-6580 National Centers of Expertise (NCOEs) Cruise Ships NCOE (954) 767-2140 Gas Carriers NCOE (409) 284-2296 Investigations NCOE (504) 589-2110 Outer Continental Shelf NCOE (985) 380-5368	Suspension & Revocation NCOE (304) 433-3744 Towing Vessels NCOE (270) 444-7715 Vintage Vessels NCOE (218) 279-9977 Regional Fisheries Training Centers (RFTCs) North Pacific RFTC (907) 487-5699 Pacific RFTC (510) 437-3293 North East RFTC (508) 968-6603 South East RFTC (843) 740-3178 Gulf Regional RFTC (504) 723-5205 ASSESSMENT UNITS Afloat Training Groups (ATGs) ATGPACNORWEST (425) 304-4732 ATG Mayport (904) 270-6344 ATG MIDPAC (808) 472-8881 ATGLANT (757) 445-2518 ATGPAC (619) 556-0891 Assessment Units Mission Mgmt System Section (202) 372-1191 Weapons System Section (757) 628-4891 Finance/Admin Assessment Section West (510) 437-3890	Finance/Admin Assessment Section East (757) 651-2407 Food Service Advisory Team (707) 765-7582 Armories Armory Alameda (510) 437-3806 Armory Cape Canaveral (321) 853-7322 Armory Cape Cod (508) 968-6751 Armory Honolulu (808) 842-2780 Armory Ketchikan (907) 228-0348 Armory Kodiak (907) 487-5266 x118 Armory New Orleans (504) 393-6120 Armory Port Clinton (419) 635-2641 Armory Portsmouth (757) 483-8530 Armory Seattle (206) 217-6351 Armory St. Louis (314) 771-6044 x2126 Armory Terminal Island (310) 521-4543 EXERCISE SUPPORT TEAMS Exercise Support Branch Alameda (510) 437-5640 Exercise Support Branch Portsmouth (757) 398-6656 Exercise Support Branch Washington (202) 372-1172

FORCECOM FOOTPRINT

