



Force Readiness Command  
**FORCECOM**  
Annual Report  
2013





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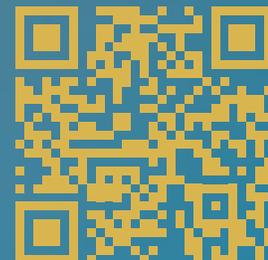
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- p. 15, lower photo by OS1 Thomas Proctor;
- p. 21, upper photo: TRACEN Cape May file photo.

Graphic design and layout by Mr. David Brewer, TRACEN Yorktown

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To the Men and Women of the Coast Guard,

I am pleased to share with you the 2013 Force Readiness Command (FORCECOM) Annual Report.

Our mission at FORCECOM is to Prepare our Workforce for their many extraordinary accomplishments. We do this by providing Relevant Training; Clear Tactics, Techniques, and Procedures; Quality Assessments; and Exercise Support for our many required Contingency Plans.

In 2013, we brought more units into FORCECOM, including the National Strike Force Center of Excellence and the Leadership Development Center (LDC). With the LDC, FORCECOM now provides nearly every formal aspect of Coast Guard training to every element of our workforce.



Although 2013 was a challenging resource time, with sequestration, I am extremely pleased that we were able to continue to prepare the workforce to execute the most critical front-line operations and critical mission support. We did so by finding more innovative and efficient ways to use our resources. For example, we brought together program managers, operational commanders, resource managers, and other stakeholders to prioritize “C” Schools and advanced education funding, in order to focus on the most important front-line operations. In the process, we created defendable, repeatable, and transparent methodologies to ensure our highest needs are met.

In 2013, we also expanded our interagency and interservice partnerships, gaining access to a sizable library of Department of Defense TTP (tactics, techniques, and procedures) publications, and developing joint TTP in coordination with the Navy Warfare Development Command and the Air Land Sea Application Center. As one example of the TTP we are developing, the disciplined initiative demonstrated by the TTP division’s Integrated Process Team was a key enabler in restoring the Coast Guard’s high-risk hook-and-climb capability, on a foundation of clear, relevant, timely guidance and specific risk management.

In coordination with our mission support partners at the Director of Operational Logistics, we are streamlining and consolidating field assessments as part of the “Assessments, Inspections, and Audits” initiative. We are also pioneering virtual inspections, to maintain compliance while targeting resources based on identified risk.

As we look forward to 2014 and beyond, we continue to support the Commandant’s priorities to prepare the workforce for today – and for the future.

Semper Paratus

A handwritten signature in blue ink, appearing to read "Scott Buschman".

Scott Buschman  
Rear Admiral, U.S. Coast Guard  
Force Readiness Command



# — Prepare the Workforce —

## VISION

Optimize human performance for premier mission execution through

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

## HUMAN PERFORMANCE CYCLE

FORCECOM uses the Human Performance Cycle to continuously improve the services it delivers to the fleet by closely integrating all elements of workforce preparation.



## SCOPE

FORCECOM has a presence in every Coast Guard mission... every District...every enlisted rating...every officer specialty. It is an integral part of the service.

## ORGANIZATION

FORCECOM is divided into 5 divisions:

- Assessments,
- Exercise Support,
- TTP (Tactics, Techniques, & Procedures),
- Training, and
- Business Operations.

Over 2800 personnel are part of Force Readiness Command.

### Topline 2013 Accomplishments

- Conducted 722 assessments across 5 program areas
- Managed 10.2 million rounds of ammunition for 600 units
- Oversaw \$69 million AFC-34 and \$115 million AFC-56 funds
- Supported 35 exercises while reducing travel costs by 38%
- Doubled annual Tactics, Techniques, & Procedures output
- Administered \$15 million in tuition assistance, benefiting 8,321 students
- Graduated 1,930 "A" School and 23,092 "C" School students
- Delivered 517,696 E-Learning courses
- Graduated 1,236 active-duty and 288 reserve recruits

## ORGANIZATIONAL HUMAN PERFORMANCE ADVISORY COUNCIL

A cross-functional team co-led by FORCECOM & CG-7:

- Coordinates & advises DCO/DCMS on Coast Guard-wide platform & human performance issues
- Aligns program managers and operational commanders



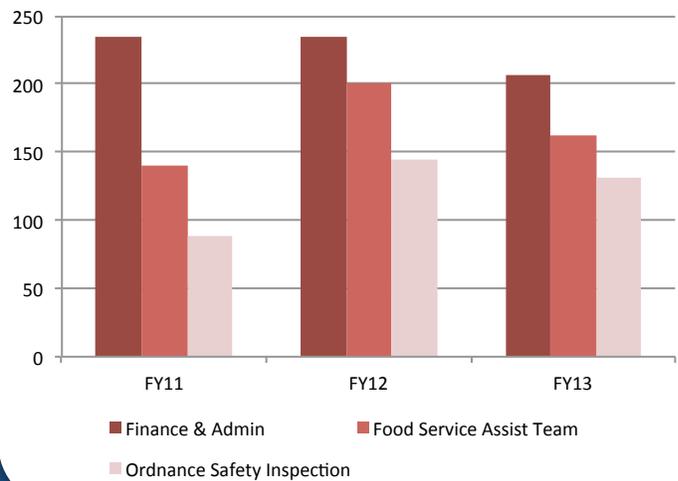
# Assessments - FC-A

## What We Do

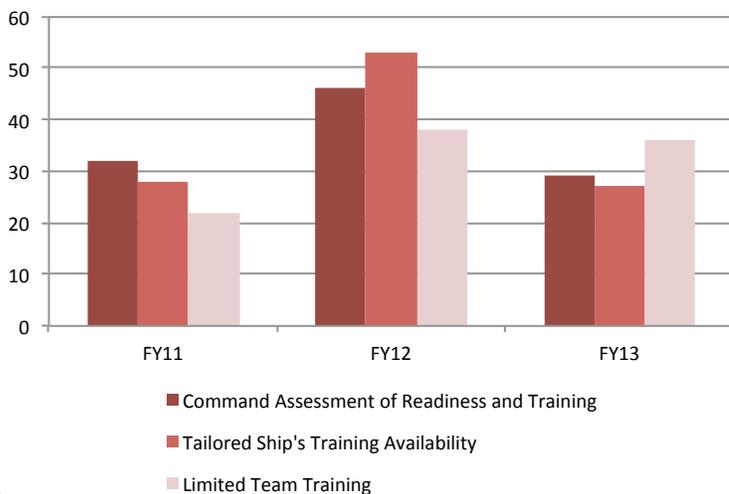
- Assess Coast Guard units' readiness to operate
- Assess Coast Guard units' compliance with regulation, policy, and standards
- Recommend strategies to achieve service-wide standardization
- Oversee Coast Guard operational unit readiness reporting program
- Manage Coast Guard armories, ammunition, and small arms firing ranges



### Inspections



### Large Cutter Assessments & Training



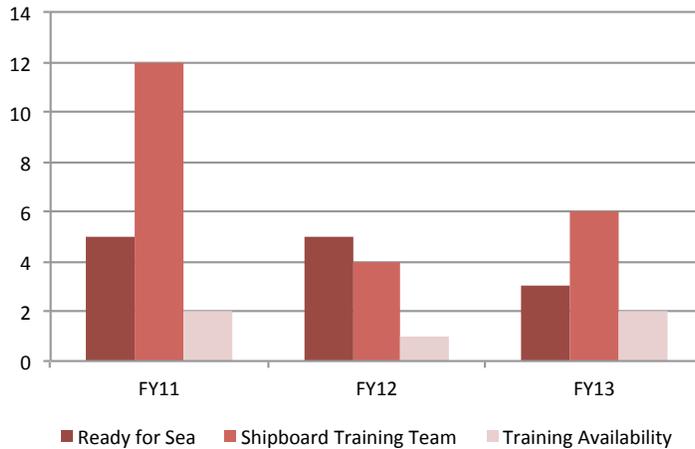
## Top Accomplishments - 2013

- Achieved initial operating condition for CG-RACE
- Conducted 722 assessments across 5 program areas for Coast Guard units
- Managed 10.2 million rounds of ammunition across over 600 armed units
- Preserved Coast Guard access to DoD ranges

## Top Goals - 2014

- Fully implement Virtual Inspection (VI) program
- Partner with CG-721 to repair / remediate closed small arms ranges
- Achieve fully-integrated Fleet Training Readiness for small and large cutters
- Provide support for international Pacific training partners
- Achieve full operating condition for CG-RACE
- Create efficiencies through the Audits, Inspections, & Assessments initiative

### Small Cutter Assessments & Training

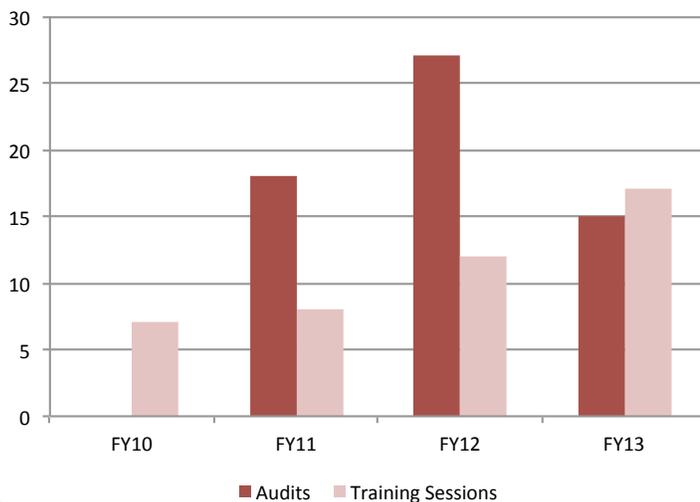


## Top Challenges - 2014

- Travel ceiling limiting assessments, audits & training
- Materiel condition of Coast Guard small arms firing ranges
- Funding



### Mission Management System



## Top Opportunities - 2014

- Limited resources driving widespread process improvements such as Virtual Inspections
- Environmental challenges with existing small arms firing ranges driving change to new “green” ammunition, Coast Guard-wide
- Implementation of CG-RACE leading to increased visibility of Coast Guard unit readiness
- Developing & implementing new Audits, Inspections, & Assessments framework
- Improved training assessments & awareness of cutter fleet through new Afloat Training Organization

# Business Operations - FC-B

## What We Do

- Manage AFC-34 & AFC-56 funds
- Award & support FORCECOM contracts
- Project & advocate for future FORCECOM resources
- Manage current FORCECOM budget execution
- Principal advisor for FORCECOM resources, logistics, & internal control



## Top Accomplishments - 2013

- Developed improved AFC-56 Funds Control Instruction
- Published interim Advanced Education Standard Operating Procedures Guide
- Completed & compiled data to support Base Review
- Partnered with FLETC to fund \$2.2M permanent MLEA facility at cost of just \$450K to FORCECOM.

AFC-34 Funds (FY12): **\$58M**

AFC-56 Funds (FY12): **\$115M**

AFC-34 Funds (FY13): **\$69M**

AFC-56 Funds (FY13): **\$115M**

## Top Goals - 2014

- Collaborate with program managers to use Base Review data to update available courses
- Provide funds control training to program managers regarding AFC-56 account
- Document & disseminate business processes throughout FORCECOM



## Top Challenges - 2014

- Ability to specifically identify amount of dollars in AFC-56 base, due to modernization & reorganization of programs
- Decremental budget environment forcing thorough examination of all programs for budget savings



## Top Opportunities - 2014

- Leverage Coast Guard studies to re-engineer FORCECOM processes and organizational structure, to optimize resources.
- Seek and implement efficiencies across the organization.

# Exercise Support - FC-Es

## What We Do

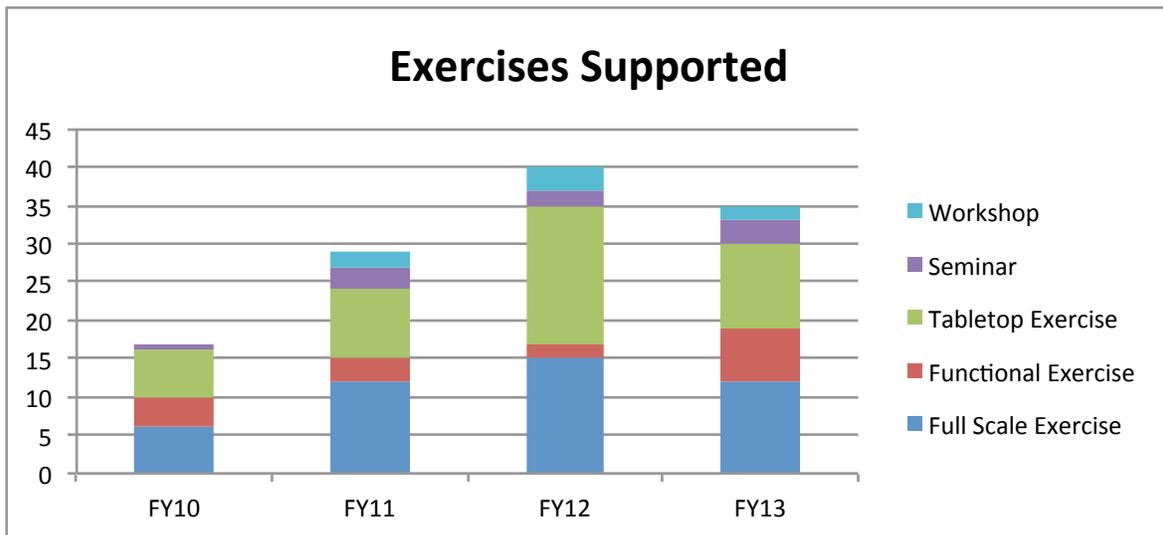
- Provide professional expertise to field operators and planners in designing, developing, conducting, evaluating, and reporting on all-threats/all-hazards contingency exercises



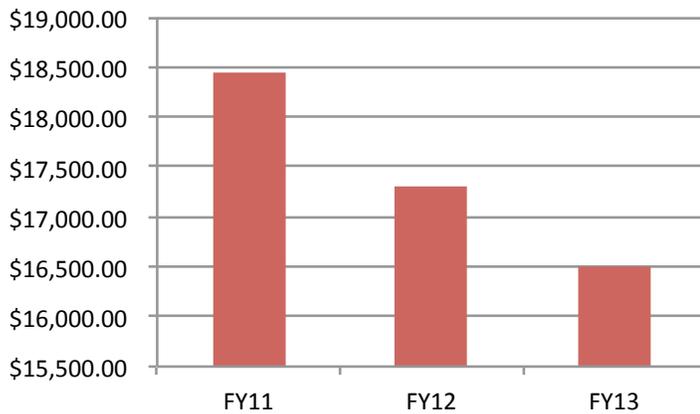
## Top Accomplishments - 2013

- Created consolidated Hurricane Sandy after-action report for Atlantic Area Commander
- Supported 35 contingency exercises while reducing travel cost by 38%
- Supported the San Francisco, Calif. Emergency Preparedness Working Group through a symposium attended by over 300 professionals and local citizens

### Exercises Supported



## Average cost per exercise



## Top Challenges - 2014

- Travel ceiling limiting ability to provide on-site professional assistance
- Improvement of internal metrics and performance
- Funding

**84%**  
**Master Exercise Practitioners**

## Top Goals - 2014

- Optimize resources while improving contingency preparedness
- Incorporate human performance cycle into exercise support activities
- Foster a culture of innovation and efficiency
- Support and develop the workforce



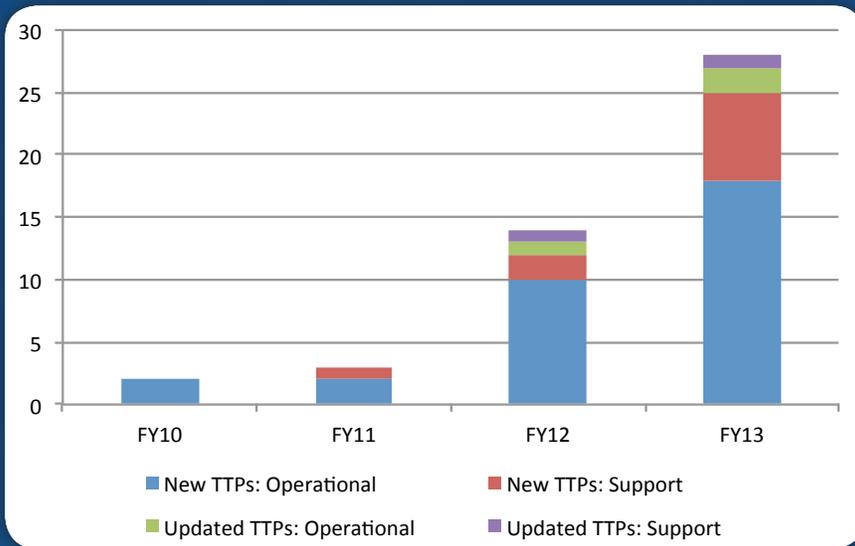
## Top Opportunities - 2014

- Effectively incorporate simulation and technology into exercises
- Improve preparedness support through partnership with Coast Guard's newly-commissioned Incident Management Assist Team
- Develop preparedness expertise
- Analyze and implement lessons learned from exercises across the Coast Guard

# — Tactics, Techniques, & Procedures - FC-P —

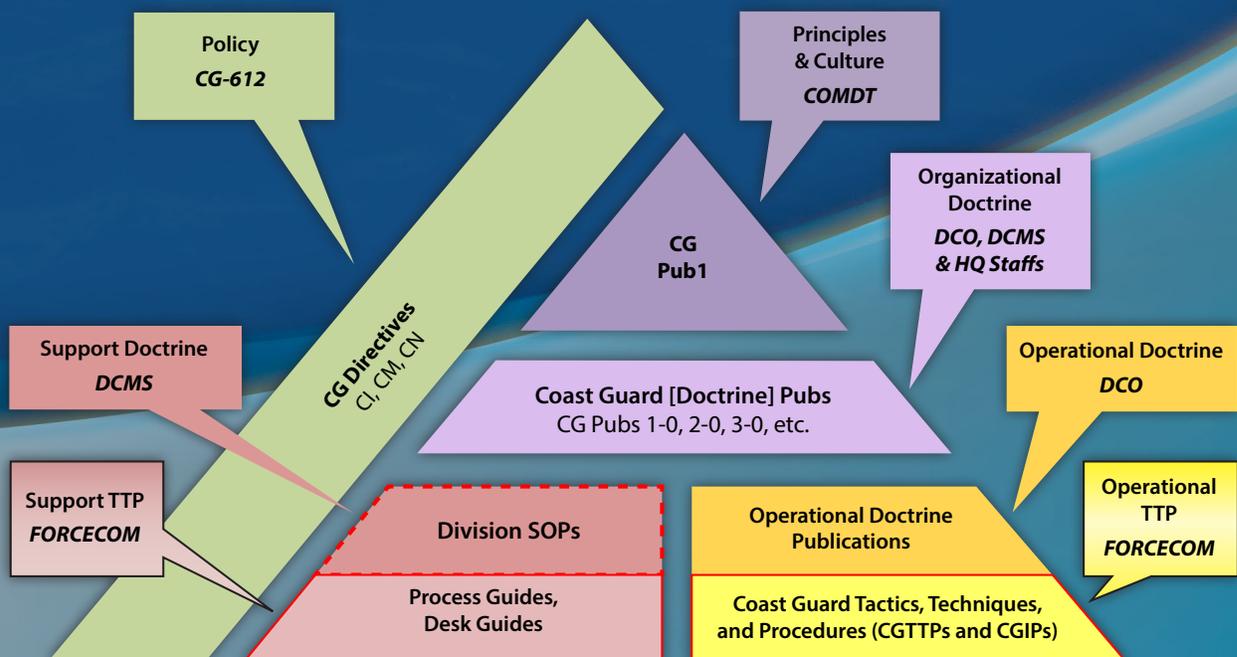
## What We Do

- Develop & validate clear, quality Tactics, Techniques, & Procedures (TTP) for Coast Guard operations & services
- Guide Integrated Process Teams of experts to author and revise TTP
- Systematically incorporate field input & lessons learned to keep TTP relevant



## Top Accomplishments - 2013

- Doubled annual TTP output from 14 to 28
- Implemented survey system to capture feedback from IPT members & TTP end users
- Performed extensive outreach with Coast Guard & service partners to produce multi-service TTP

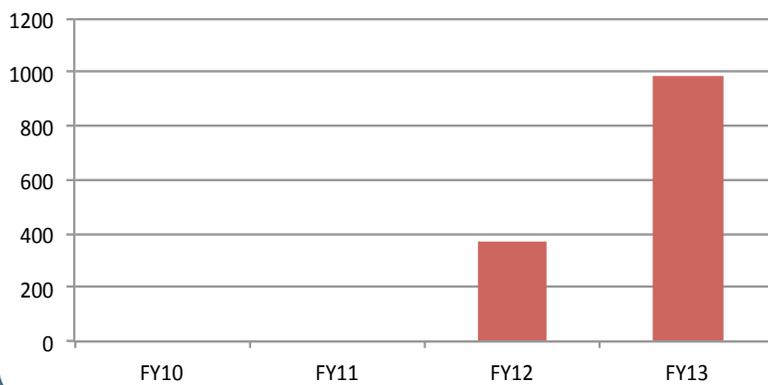


## Top Goals - 2014

- Complete work on 43 ongoing TTP development projects & 80 backlogged topic areas
- Extend TTP library access to partners outside the Coast Guard
- Formalize staff training & develop competencies for TTP integrator and developmental editor



### CALIPER Lessons Learned



*CALIPER*: Consolidated Assessment and Lessons Identified Process for Evaluation and Reporting

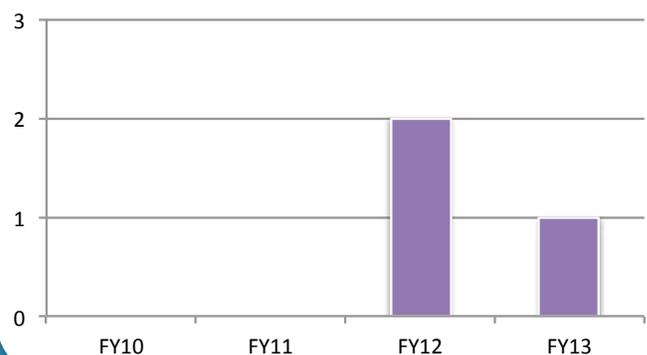
## Top Challenges - 2014

- Recover production schedule following disruptions caused by appropriations lapse
- Prioritize TTP development based on limited available staffing.

## Top Opportunities - 2014

- Extend partnerships to mitigate staffing shortfall by leveraging shared resources
- Maximize virtual meetings & web-based collaboration to minimize impact of budget & travel restrictions

### Multi-Service TTP

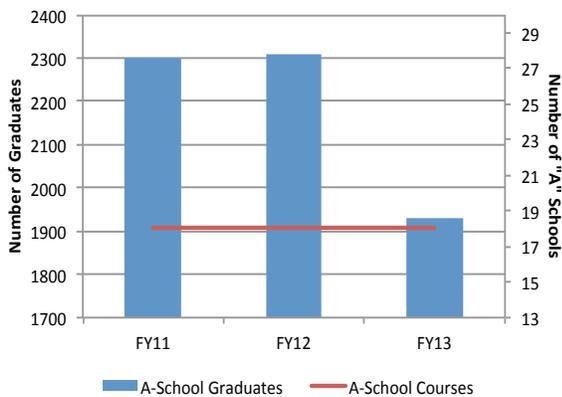


# Training - FC-T

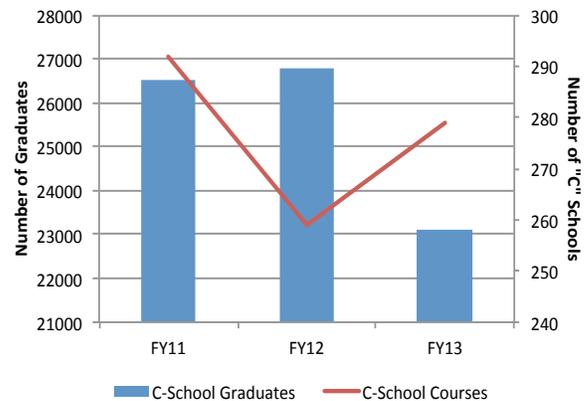
## What We Do

- Prepare, educate, & train the Coast Guard workforce
- Perform non-training performance solutions
- Conduct systematic analysis to improve workforce performance

### "A" School



### "C" School



## Top Accomplishments - 2013

- Led comprehensive review of advanced education process, saving \$2M
- Completed initial step in transition to new DHS enterprise-wide Learning Management System
- Fully implemented High Risk Training program, assigning this designation to 9 courses
- Delivered 29 performance support & e-learning solutions to the Coast Guard, a value of \$1.8M
- Converted 4 additional ratings to ERATS, saving over \$420K per rating review cycle, per rating and delivering updates to the field 200% faster

## Top Goals - 2014

- Maximize limited resources by funding 100% of program requirements for Advanced Education
- Replace legacy Learning Management System with DHS enterprise-wide LMS
- Finalize process for identifying “C” Schools for conversion to alternate delivery methods
- Consolidate all boat pursuit training at MLEA, creating additional space for tactical coxswain training at SMTTC
- Run the Performance Technology Center as a DCMS Service Center



**\$15 million**  
FY13 Tuition Assistance

**8,321** students assisted with TA  
**49,239** e-Learning graduates  
**66** Master Instructors

## Top Challenges - 2014

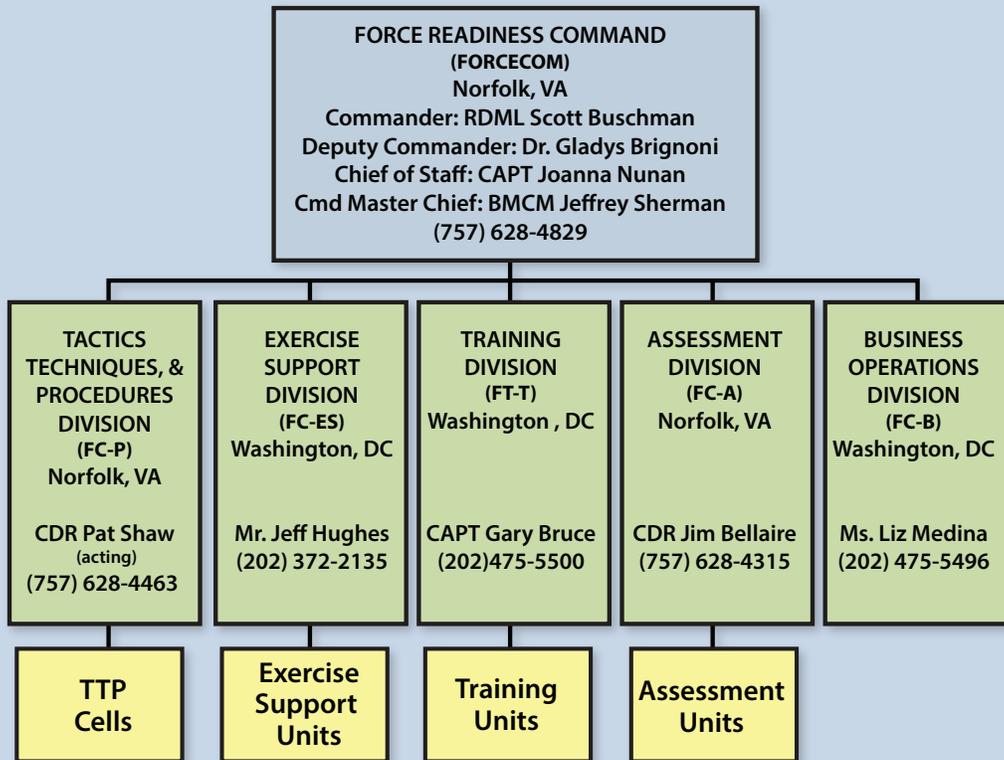
- Limited DHS resources hindering transition to DHS-wide electronic training management system
- Lack of resources impacting ability to modernize training & education policies

## Top Opportunities - 2014

- Assess value of “C” Schools to direct limited training dollars to highest needs
- Improve the advanced distributed learning workflow
- Build greater awareness of FORCECOM value & capabilities among program managers



# FORCECOM Points of Contact



## TRAINING UNITS

## ASSESSMENT UNITS

<b>Training Centers (TRACENs)</b>		<b>Assessment Detachments</b>	
TRACEN Petaluma (TCP)	(707) 765-7000	Finance/Admin Assessment Section West	(510) 437-3890
TRACEN Yorktown (TCY)	(757) 856-2314	Finance/Admin Assessment Section East	(757) 579-6137
TRACEN Cape May (TCCM)	(609) 898-6900	Food Service Advisory Team	(707) 765-7582
Aviation TRACEN Mobile (ATC)	(251) 441-6401	Mission Mgmt Systems Section	(202) 372-1191
National Motor Lifeboat School (NMLBS)	(360) 642-2384		
Maritime Law Enforcement Academy (MLEA)	(843) 746-7982		
Special Missions TRACEN (SMTC)	(910) 440-7591		
Aviation Technical TRACEN (ATTC)	(252) 722-2606		
Leadership Development Center (LDC)	(860) 701-6371		
		<b>Afloat Training Groups (ATG)</b>	
<b>Regional Fisheries TRACENs (RFTC)</b>		ATG PACNW	(425) 304-4732
North Pacific RFTC	(907) 487-5699	ATG Mayport	(904) 270-6344
Pacific RFTC	(510) 437-3293	ATG LANT	(757) 445-2518
Northeast RFTC	(508) 968-6603	ATG PAC	(619) 556-0891
Southeast RFTC	(843) 740-3178		
Gulf RFTC	(504) 723-5205		
		<b>Weapons Systems &amp; Armories</b>	
<b>Other Training</b>		Weapons Systems Section	(757) 628-4312
Coast Guard Institute (CGI)	(405) 954-7230	Armory Alameda	(510) 437-3806
Training Quota Management Center (TQC)	(757) 366-6580	Armory Cape Canaveral	(321) 853-7322
CG Liaison Officer: Navy Flight Training	(850) 452-3420	Armory Cape Cod	(508) 968 6751
Performance Technology Center (PTC)	(757) 856-2070	Armory New Orleans	(504) 393-6120
Container Inspection Training & Assistance Team (CITAT)	(405) 954-8983	Armory Port Clinton	(419) 635-2641
		Armory Portsmouth	(757) 483-8530
		Armory Seattle	(206) 217-6351
		Armory Terminal Island	(310) 521-4543
		Armory Detachment Honolulu	(808) 842-2780
		Armory St. Louis	(314) 771-6044
		Armory Detachment Ketchikan	(907) 228-0348
		Armory Detachment Kodiak	(907) 487-5266
<b>EXERCISE SUPPORT TEAMS</b>			
Exercise Support Branch Alameda	(510) 437-5640		
Exercise Support Branch Portsmouth	(757) 398-6656		
Exercise Support Branch Washington	(202) 372-1172		

# FORCECOM Footprint

## Legend

- Assessment Units
- Training Units
- Exercise Support Units
- Command Staff

