

Admiral Thomas H. Collins
“The Role of the Coast Guard in Joint Force Effort”
CNO Executive Panel Fall Plenary
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I. Introduction: Our interpretation of our “World of Work” is fundamentally different post 9/11:

- Never before has the task of attempting to make sense of our future operating environment - and the required capabilities to ensure our success - been more relevant – *or difficult*.
- CG – lead federal agency
- Broad maritime authority
- Member of military, law enforcement & intel communities
- Multi-mission capabilities and expertise
- Domestic and International partnerships

II. CG is in the Perfect Storm of Transformation: My job is to Manage the Churn:

- **Transition to DHS – brand new organization**
- **Build out our capabilities**
- **Rearrange our mission focus**
- **Reshape our mission balance**
- **Huge modernization program**
- **Internal reorganization due to internal priorities and external pressures**

III. My Leadership Emphasis:

•Readiness/Operational Excellence

- **Build out MHLS = A + C + C + P**
- **Implement MTSA**
- **Define, develop MDA**
- **Ensure mission balance**
- **Recapitalize operational assets**

•People

- **Ensure appropriate human capital investment**
- **Grow the workforce**
- **Emphasize education, training, and professional growth**
- **Evolve force structure**
- **Create an increasingly positive workplace**
- **Re-engineer HR processes**

•**Stewardship**—Alter/Re-align organizational structure

- **Nurture Innovation, focus on performance outcomes**
- **Extend stakeholder partnerships**
- **Effectively manage recapitalization and resource base growth**
- **Lead enterprise-wide process improvement/integration**
- **EVOLVE OUR STRATEGIC FRAMEWORK**

IV. True Sea power in the 21st Century– MARITIME POWER:

- **Ability to use the seas safely, securely, fully and wisely**
- **Need new thinking, new partnerships and a new construct**
- **Broad complement to 21st century Naval power**
- **Beyond the purely military capabilities needed for warfighting;**
- **Can be collectively described as a nation's Maritime Security and Safety interests:**
 - **Includes preserving marine resources,**
 - **ensuring safe transit and passage of cargoes and people,**
 - **protection of maritime borders,**
 - **upholding maritime sovereignty**
 - **rescue of distressed**
 - **prevention of misuse of oceans**

V. Effective Integration as Part of the Security Solution: new “JOINTNESS”

- **Civil law enforcement authorities**
- **Private sector maritime stakeholder knowledge and competencies, and**
- **Military might**
- **Therefore, achieving maritime security, now and into the future, will only occur at the confluence of:**
 - law enforcement authority,**
 - all-source intelligence/information,**
 - and military engagement.**
- **Coast Guard only service that operates seamlessly in all three dimensions - that's who we are. *This is our core competency – seamless application of civil authority or military engagement upon demand.***

- We need **Robust Interconnectivity**, including:
 - Real-time, protected communications across all involved agencies,
 - Automated access to other agencies' data bases – to allow for rapid cross-checking of cargo & passenger manifests

- We need **Robust Interoperability**, including:
 - A common operating picture, essential to enhanced awareness.
 - Coordinated acquisition processes, so that our hardware systems are compatible. U. S. Navy/U. S. Coast Guard National Fleet Concept allows for joint interoperability across the homeland defense-homeland security continuum is a possible model.
 - Overall, we need an effective inter-agency strategy between our civil maritime and naval authorities.

VI. Maritime Security Strategy: 4 pillars:

Pillar #1: MDA ... it is MY PRIORITY and must be a national imperative.

Initiatives:

- **Deepwater**
- **Rescue 21**
- **AIS**
- **96-hour ANOA**
- **Fusion Centers**
- **JHOC**
- **Port Info Teams**

Pillar #2: Prevention... Create and Oversee Maritime Security Regime:

- **MTSA 2002: July 2004 enforcement begins worldwide**
- **Port Security and Threat Assessments**
- **Increased int'l/fed/state/local partnerships:**
- **Intergovernmental, public-private, regional, and international security partnerships. International global systems ... require an international approach.**
- **Partnerships of navies, and partnerships of coast guards, and commercial shipping interests between and among all of us.**

**Pillar #3: Protection ...Increase Operational Presence and Enhance
Deterrence**

ACTIVITIES:

- **International Security Code Enforcement**
- **Cued Intel, Integrated Surveillance and Tracking**
- **Foreign Port Security Audits; Port Assessments**
- **Shore, Surface and Air Patrols; Vessel boarding and interdiction**
- **Int'l boarding agreements**
- **Family of Plans and exercises**

ASSETS:

- **Foreign port security auditors**
- **Major cutters, aircraft and boats**
- **Law enforcement detachments**
- **NVMC & IRVMC**
- **Vessel/Facility/Port Inspection Teams**
- **Port Information Teams**
- **MSSTs and Sea Marshalling**
- **Maritime Industry Stakeholders**

AUTHORITIES:

- **Right of Visit, Bi-lateral Agreements, Consensual Boardings**
- **International Law applies**
- **Full U. S. Jurisdiction – All vessels**
- **Full U. S. Jurisdiction – All vessels, Facilities, and Port Control (COTP)**

Pillar #4: Response...Improve Response Posture:

- **Reconstitute CBR-D program**
- **Update National Response Plans**
- **Develop National Incident Management System**
- **Port Commands**
- **Integrated Command Centers**
- **Rescue 21**
- **Enhance National Strike Team capabilities**
- **Increase MSSTs**
- **Expand Airborne Use of Force**

VII. The Way Ahead:

- **Aggressively implement MTSA regs and Port State Control actions**
- **Close existing capability and capacity gaps**
- **Refine Security Partnerships with DOD, Public, Private and Int'l Stakeholders**
- **Refine and Integrate maritime security plans and activities**
- **Maintain traditional relationship with USN**

VII. We're doing great work Own 40-60% of solution:

- **Getting linkage and protocols with other relevant agencies, databases, inputs for the remaining 40% is critical to ensure that visibility of activity throughout the maritime domain.**
- **Process, policy, hardware and technology**
- **My concern lies in increasing our capabilities, capacity, force structure. Getting Deepwater funded. At the end of the day, attaining full MDA is all about providing options to the National Command Authority ... *engagement on our terms, where, when and how it makes the most sense.***