



2011 Business Plan



WHAT THE FUTURE WILL

New doctrine 'pubs' guide decision makers

Wire Reports

ALAMEDA, CALIF. – Recent release of the Coast Guard's first operational law enforcement and marine safety doctrine publications has provided a wealth of guidance on 'how to think' about these mission areas for both opera-

Analysis of recent mishaps yields rapid CG SOP revisions

Wire Reports

WASHINGTON – Responding to several injuries to boat crew members when establishing tows of disabled vessels over the last six months, the Analysis Branch of U.S. Coast Guard Force Readiness Command's Assessment Division engaged the Surface Force Logistics Center's small boat product line and quickly identified the



Strong HQ/FORCECOM linkage promotes rapid checklist updates

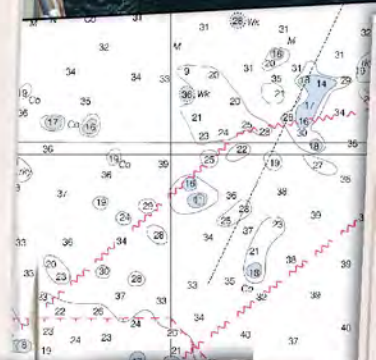
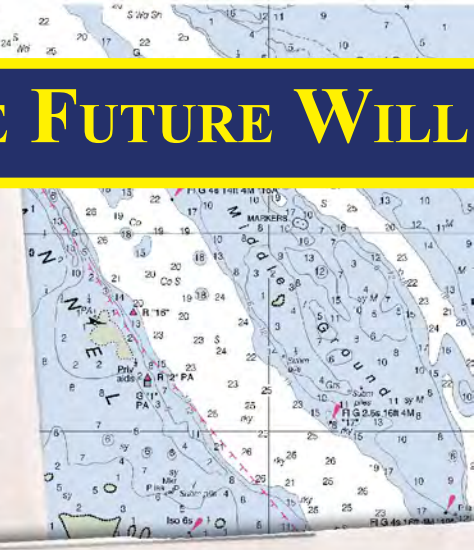
Wire Reports

WASHINGTON – The recently-completed alignment agreement between CG-5 staffers and the FORCECOM Assessment Division has enabled the rapid integration of new policies into the single standardized assessment checklist

Analysis of assessment gigs leads to CG-wide changes

Wire Reports

CHARLESTON, S.C. – Responding to findings of common operational discrepancies regarding initial safety inspections during law enforcement boardings, experts from MLE Academy, FORCECOM, and DCO analyzed the problems and identified several changes and specific tactics that will improve



BE WITH FORCECOM

Lessons learned directly feeding CG TRACENS

Wire Reports
YORKTOWN, VA. – Recent improvements in the collection and analysis of lessons learned from field units have enabled training curriculum developers to rapidly...



Exercise results drive procedural changes

Wire Reports
NEW ORLEANS – Excerpts from the after-action report from the recently completed Spill of National Significance exercise performed in the Gulf of Mexico were analyzed by programmatic work-



CG Readiness Reporting System enables operational CDRs' force allocation decisions

Wire Reports
WASHINGTON – Years of planning and development have culminated in the comprehensive readiness management system that was sorely lacking for so long. Achieving a major evolution and expansion from the Status of Readiness and Training Systems (SORTS)

TRACEN, new CG cutter collaborate on ops doctrine

Wire Reports
KODIAK, ALASKA – Leveraging operational subject matter experts from TRACEN Yorktown and the program sponsor's office, the precommissioning crew of cutter TOPEKA produced the initial draft of the operational doctrine for the TOPEKA months ahead of the cutter's first shakedown



These are fictional headlines and articles representing potential future outcomes within the Coast Guard.



1 November 2010

To the Men and Women of the Coast Guard,

This Business Plan represents the evolution for the way our Service trains, educates and prepares to execute our 11 statutory missions in the 21st Century. The value to our Nation of a Coast Guard Force Readiness Command responsible for the human element of Total Workforce standardization and interoperability is more relevant now than ever.

Because of FORCECOM, the Coast Guard was able to react with training agility to the Deepwater Horizon catastrophe by standing up a forward-deployed schoolhouse which prepared responders arriving in theater with the required knowledge and standardized skills. These were delivered by the very best trainers and subject matter experts our country has to offer, who stepped up to combat the constantly changing and evolving threats and challenges of the crisis. This approach produced standardized solutions across the response spectrum, facilitating a unity of effort. The Coast Guard was Semper Paratus to answer the call with a national command focused on Total Workforce (Active Duty, Reserve, Auxiliary, Civilian and Contractor) performance.

Our goal in 2011 is to strengthen the process by which we provide the Total Workforce clear guidance, relevant training and quality assessments, so that the entire Coast Guard is best prepared for the demands of not only the emergent, but the routine. The adaptable response displayed during the spill by integrating guidance, training and assessments into a unified and continual human performance cycle will be used to shape the operating tactics, techniques and procedures of our everyday missions. By evolving our perspective from “Training” to “Performance” we are transforming into a more standardized, yet agile, Total Workforce.

FORCECOM’s focus is, and always will be, Operational Commanders and their units. 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. I am excited that this year FORCECOM will move under the Deputy Commandant for Mission Support. This important change will join the field elements of mission support together to provide even better support for the operators.

What you hold in your hand is our voyage plan for 2011. We will continue to build the human performance cycle to the benefit of the Operational Commander. Our mission is to ensure that each of the men and women standing the watch and the teams supporting them are prepared for the challenges of today and are quickly adaptable to those contingencies of tomorrow.

Semper Paratus

A handwritten signature in blue ink that reads "Tim Sullivan".

Tim Sullivan
Rear Admiral, U.S. Coast Guard
Force Readiness Commander



MISSION

Prepare the Workforce

VISION

The Force Readiness Command will drive a continual Human Performance Cycle to impart the skills and knowledge required to achieve mission excellence. We will accomplish this by delivering:

- Clear Doctrine
- Relevant Training
- Quality Assessments

VALUE PROPOSITION

FORCECOM's efforts will result in:

- Operational doctrine that aligns policy, training and standardization to ensure force interoperability and readiness.
- Improved tactics, techniques and procedures (TTP) that grow out of 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 the readiness of forces.
- Outstanding exercises that result in the improvement of contingency plans and increased operational readiness of forces.

EXECUTIVE SUMMARY

FORCECOM OVERVIEW

The Force Readiness Command is a large and dynamic training and performance command, made up of 2,589 field positions and 99 staff who are responsible for providing a wide range of services to the Coast Guard. FORCECOM's core services range from delivering operational and mission support training and assessment, to promoting and ensuring force interoperability and standardization through published doctrine and exercise support. FORCECOM is committed to building and maintaining partnerships to ensure that the highest-quality guidance and training are available to the Total Workforce (Active Duty, Reserve, Civilian, Auxiliary and Contractor).

Although this past year has brought challenges to FORCECOM, there are new opportunities to enhance our ability to better prepare the workforce to execute the Coast Guard's 11 statutory missions. FORCECOM will enable the Coast Guard to meet these diverse mission demands through a streamlined, holistic process that produces standardized, agile and effective forces. FORCECOM has been proactive in developing strategies internally to meet current challenges and to take advantage of new opportunities to meet the human performance needs of our Service.

HUMAN PERFORMANCE CYCLE

FORCECOM's central tenet is the Human Performance Cycle, which is designed to make sure the Total Workforce is standardized, effective and safe. The Human Performance Cycle



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delivers (1) Clear Doctrine, (2) Relevant Training and (3) Quality Assessments.

FORCECOM has four divisions responsible for driving the Human Performance Cycle: Doctrine, Training, Assessment and Exercise Support. As a mission support entity, FORCECOM will report to the Deputy Commandant for Mission Support.

PLAN OF ACTION

The Force Readiness Command's 2011 Business Plan contains strategies and performance goals that support the mission and core service of FORCECOM. The 22 goals and accompanying risk mitigation strategies to carry out these goals will be addressed during fiscal year 2011-2012. The metrics selected anticipate identification of funding sources, Service mandates and a realistic assessment of available resources. FORCECOM will pursue resolution of manpower shortages through the Resource Proposal process.

IMPROVING HUMAN PERFORMANCE

PREPARING THE WORKFORCE

To prepare the Total Workforce and enable the Operational Commander to achieve mission excellence, FORCECOM utilizes a Human Performance Cycle that integrates the many components of human performance.

FORCECOM is responsible for the Coast Guard's internationally recognized, award-winning training system. With 2,589 personnel at more than 25 units across the country, FORCECOM delivers operational and support training and education. However, FORCECOM recognizes that training is not always the solution to improve workforce performance. Understanding that the training system alone is not the answer to all of the Service's performance needs has led FORCECOM to adapt and refine a continuous Human Performance Cycle.

RELEVANT TRAINING

The Human Performance Cycle 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 and compliance inspections, 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 the training for 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 Doctrine staff to update guidance and standards – the performance cycle begins anew. By focusing on standard operating procedures — which we define as tactics, techniques and procedures (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 HUMA

DOCTRINE & TTP

- Provides a singular focus for production of new/improved operational doctrine and TTP.
- Leverages strong ties to operational policies and requirements from DCO and both Area commanders.
- Integrates 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.

TRAINING

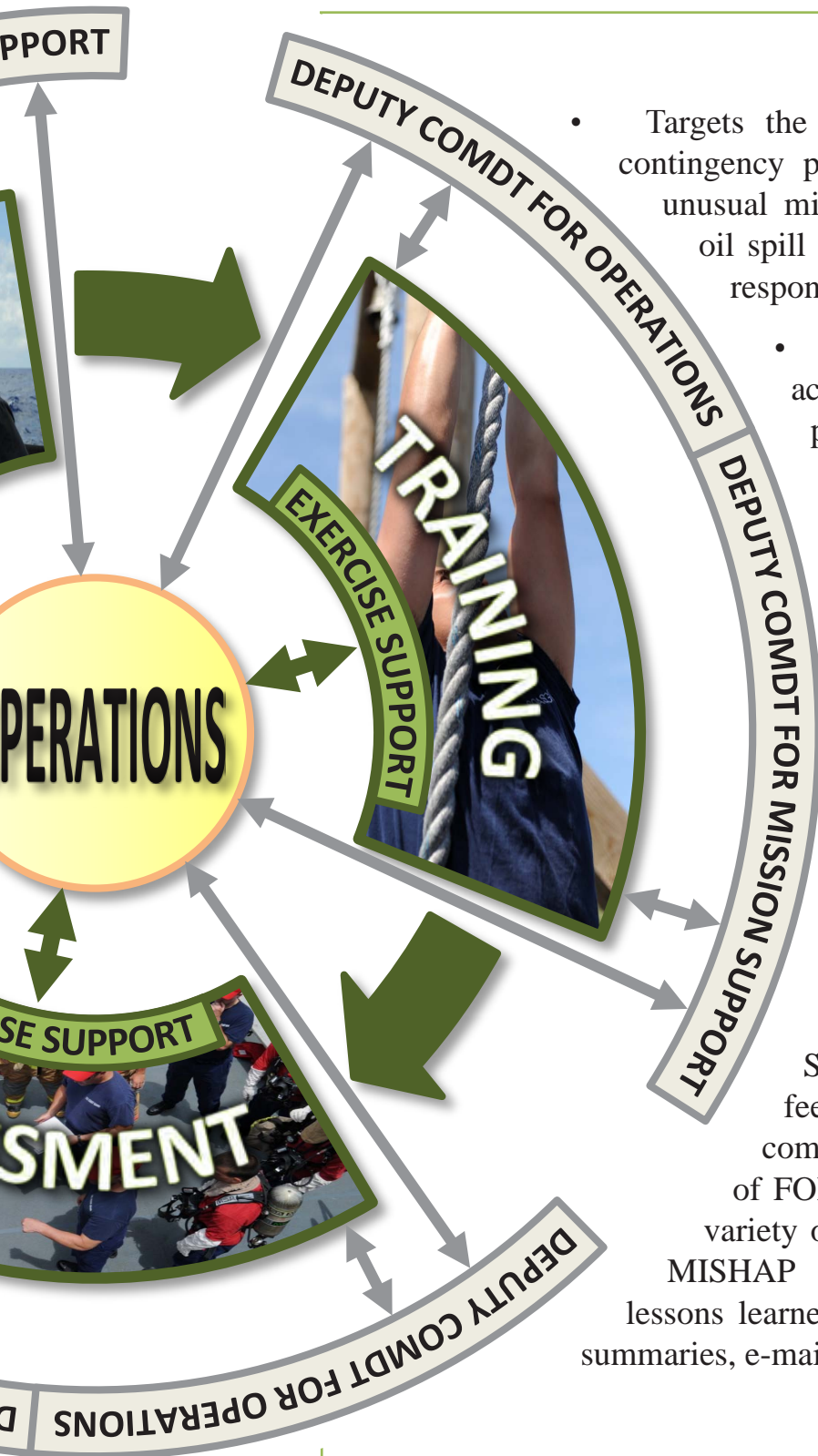
- Delivers relevant training — at schoolhouses, through visiting teams and online — to improve workforce performance, and manage career advancement and education.
- Training and performance support based on analysis, evaluated for impact, and improved by field feedback.
- Is influenced by DCMS Personnel through selection, assignment, and incentive processes.

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.



AN PERFORMANCE CYCLE



EXERCISE SUPPORT

- Targets the planning for and exercising of contingency plans that prepare for infrequent/unusual missions and events such as major oil spill responses, military load-outs, and responses to natural disasters.
- Leverages subject matter experts across the life cycle of contingency plans – from exercise planning, to training preparation that increases the core competencies of involved units and personnel, to the collection and documentation of after-action reports and lessons learned that inevitably drive improvements to deliberate plans which are informed and guided by operational doctrine.

FEEDBACK

- Each element (Doctrine, 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: OPERATIONAL DOCTRINE

OPERATIONAL DOCTRINE THAT ALIGNS POLICY, TRAINING, AND STANDARDIZATION TO ENSURE FORCE INTEROPERABILITY AND READINESS

Year One Accomplishments

- Established the Doctrine Division (consisting of Integration, Lessons Learned and Publication Branches) to serve as the singular focus and point of contact for operational doctrine and TTP issues throughout the Coast Guard.
- Established the Integrated Process Team (IPT) concept for creation/revision of operational doctrine and TTP publications, including:
 - Ordnance Doctrine & TTP
 - Close Quarters Combat Doctrine & TTP
 - Aviation Special Missions Doctrine & TTP
 - SENTINEL Class Tactical Manual
- Established Doctrine/TTP Cells at Training Centers, leveraging subject matter experts on doctrine/TTP development needs.

2011 Goals

- Realize a Commandant Instruction on Doctrine Management through collaboration with Commandant (CG-095), DCO, and DCMS.
- Realize a Commandant Instruction on “Standards and Styles for Operational TTP” through collaboration with Commandant (CG-095), DCO, and DCMS.
- Establish a FORCECOM Operational Doctrine Review Board, composed of subject matter experts at the Training Centers and elsewhere within the FORCECOM enterprise and at DCO and DCMS, to prioritize operational doctrine/TTP to be produced or improved.
- Complete Close Quarters Combat and Aviation Special Missions Doctrine & TTP Manuals.



Metrics. Success in the Operational Doctrine value area will be measured by:

- Realization of Service-wide guidance that clearly codifies doctrine roles, responsibilities and processes.
- Publication of Close Quarters Combat and Aviation Special Missions manuals.

Challenges and Risk Mitigation Strategies

- Roles and responsibilities for doctrine management have not yet been codified. The two Commandant Instructions described in the Goals section will delineate these roles and responsibilities and resolve this challenge.
- Personnel shortfalls in the Doctrine Division will significantly reduce production of deliverables. The short-term mitigation approach is to employ Integrated Process Teams and Doctrine Cells using subject matter experts at the Training Centers and elsewhere within the FORCECOM enterprise and at DCO and DCMS.
- The Doctrine Division’s 2010-2011 Business Plan will also serve as a guide to FORCECOM’s emerging role in operational doctrine and TTP management.



VALUE: TACTICS, TECHNIQUES AND PROCEDURES

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

Year One Accomplishments

- Produced the following TTP documents:
 - Deepwater Horizon oil spill response Vessel Decontamination Examination TTP
 - Deepwater Horizon oil spill response Airship Aerial Observer TTP
 - Transit Protection System TTP
 - LEGEND Class Tactical Manual

2011 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.
- Integrate and align operational and support guidance for the SENTINEL Class cutter.
- Produce CGIS Protective Services Operations TTP Manual.



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 at least one updated TTP manual from application of the new lessons learned system.

Challenges and Risk Mitigation Strategies

- Personnel shortfalls in the Doctrine Division will significantly reduce production of deliverables. The short-term mitigation approach is to employ Integrated Process Teams and Doctrine Cells using subject matter experts at the Training Centers and elsewhere within the FORCECOM enterprise and at DCO and DCMS.
- 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 working group has been chartered, with representatives from FORCECOM, DCO, and other stakeholders, to consolidate and improve the lessons learned process and supporting systems, with the primary objective to increase the ability to analyze lessons learned, discern critical data, and validate or inform changes to existing doctrine, TTP, training and assessments.



VALUE: TRAINING

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

Year One Accomplishments

- Unified the National Training System through addition of the Aviation Training Center, the four Regional Fisheries Training Centers, the Atlantic Training Team and the Pacific Training Team.
- Forward-deployed a schoolhouse in support of the Deepwater Horizon oil spill response effort that rapidly produced more than 2500 graduates with core competencies in Incident Command System, pollution investigator, hazardous material management, and Federal On Scene Coordinator duties.
- Reduced and streamlined Mandatory Training for all Coast Guard personnel, effecting a reinvestment opportunity of more than 400,000 man-hours of labor — and earning the 2010 CAPT Niels P. Thomsen Innovation Award.
- Refined training efforts for the new fleet of Coast Guard assets: National Security Cutters, C-144 CASA aircraft, and new boats and weapons.
- Completed an analysis of small boat safety and MISHAPs which resulted in more than 40 recommendations to improve safety.
- Completed a study of the existing deployable training teams; delivered 11 specific actionable recommendations that will improve the alignment between the deployable Training Teams and the existing Class-A/ Class-C schoolhouse training.

2011 Goals

- Analyze the Coast Guard's helicopter hoisting operations to identify specific and actionable recommendations to improve such operations.
- Author resource proposals to close program-defined training requirement resource gaps.
- Launch new "Virtual Training Center" via a learning management system.
- Conduct a detailed study to improve and align performance and tactics for deployable specialized forces.

Metrics. Success in the Training value area will be measured by:

- Production of a performance-focused action plan to improve safety of small boat operations.
- Production of a performance-focused action plan to improve helicopter hoist operations.
- Reduction in MISHAPS in small boat operations and helicopter hoisting operations.
- Launch of the Coast Guard Learning Management System.
- Comparison of actual throughput to Program-defined required student throughput.

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 Doctrine 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.



VALUE: STANDARD ASSESSMENTS

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

Year One Accomplishments

- Completed ‘beta tests’ at three select units (Sector, Air Station, major cutter) to evaluate Consolidated Assessment Visit (CAV) concept.
- Consolidated the two former MLC Finance and Admin Compliance checklists into a national standard checklist.
- Integrated the two previously independent East Coast and West Coast Afloat Training Groups into a single organization as guided by the new FORCECOM Instruction M3502.1, Afloat Training Group Program.



2011 Goals

- Complete the CAV program prototype/evaluation.
- Codify FORCECOM’s assessment/inspection roles and responsibilities with DCMS/DCO program sponsors.
- Consolidate the two former MLC(k) Food Service Advisory Teams into a single organization and develop a national checklist.
- Establish a limited operational readiness shortfall analysis capacity/capability that addresses discrepancies identified during assessments and inspections.

Metrics. Success in the Standard Assessments value area will be measured by:

- Flag-level decision on Coast-Guard-wide CAV implementation.
- Agreed-upon guidance on FORCECOM’s assessment/inspection roles and responsibilities.
- Relevant assessment checklists available online.

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 personnel with appropriate knowledge, skills and abilities to perform analysis of operational readiness shortfalls identified via assessments and other feedback loops. Analysis is critical to drawing meaningful high-level conclusions to better position the Coast Guard as a learning organization. The billet shortfalls could be mitigated in the short term by leveraging CG Reservists or through contract support.



VALUE: READINESS MEASUREMENT

A COMPREHENSIVE MEASUREMENT SYSTEM THAT EVALUATES
AND RECORDS THE READINESS OF FORCES

Year One Accomplishments

- Developed baseline operational readiness metrics and an associated Readiness Dashboard for DOG units, select PACAREA cutters, AIRSTA San Francisco, AIRSTA Sacramento and HITRON.

2011 Goals

- Complete the shift of the development and management of the emergent Coast Guard Readiness Reporting System (CGRRS) from DCO (CG-513) to FORCECOM.
- Clarify the role and responsibilities of FORCECOM regarding the Coast Guard's readiness measurement system.

Metrics. Success in the Readiness Measurement value area will be measured by:

- Codification of CGRRS roles and responsibilities between DCO (CG-535) and FORCECOM's Assessment Division.
- Codification of the readiness measurement system roles and responsibilities between Commandant (CG-095) and FORCECOM's Assessment Division.



Challenges and Risk Mitigation Strategies

- Roles, responsibilities, and authority for management of the Coast Guard's readiness measurement system and CGRRS have not been codified. The planned engagement among Commandant (CG-095), DCO (CG-535) and FORCECOM's Assessment Division should resolve this challenge.
- Assumption of any substantial or expanded role in the Coast Guard's readiness measurement system or CGRRS by FORCECOM's Assessment Division is limited because of personnel shortfalls within the division.

EXERCISE SUPPORT

VALUE: EXERCISES

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

Year One Accomplishments

- Transitioned the Exercise Support Teams (ESTs) from both Areas and DCO (CG-513) to FORCECOM.
- Developed an EST Standard Operating Procedure to codify and resolve standard methodologies.

2011 Goals

- Standardize the performance of the ESTs.
- Strengthen EST and staff competencies.
- Deliver outstanding support to all assigned exercises.
- Complete all tasks per each Exercise Planning Contract.

Metrics. Success in the Exercises value area will be measured by:

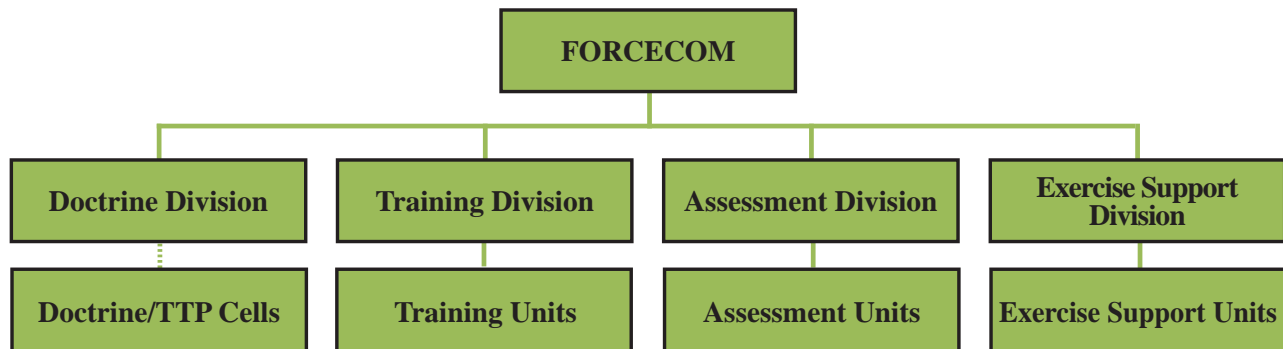
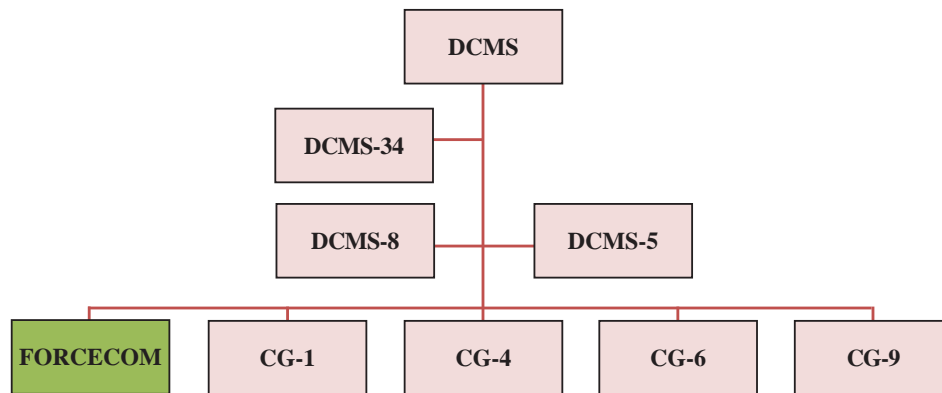
- Promulgation of Exercise Support Team guidance via a FORCECOM Instruction.
- Fifty percent of Exercise Support Division staff and EST members certified as Master Exercise Practitioners.
- Ninety percent or greater completion rate of tasks in each Exercise Planning Contract.



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 JOINS DCMS



IMPROVED MISSION SUPPORT

FORCECOM's position within DCMS provides a strong linkage between FORCECOM — an enabler of human performance and readiness — and the rest of the Coast Guard mission support organization. Through close collaboration with DCMS program managers and platform and system product lines, FORCECOM will be a **partner in performance and readiness**. FORCECOM's comprehensive jurisdiction over the Coast Guard Training System will thrive in close alliance and collaboration with the CG-1, CG-4, and CG-6 mission support program managers and their respective Logistics and Service Centers. FORCECOM is also a logical extension of DCMS as a collection and analysis point for lessons learned and other field feedback that must be synthesized and then introduced into risk-based decision-making processes and enable the development or modification of policies, doctrine, TTP, skills, tools and equipment.

FORCECOM's DIVISIONS

DOCTRINE DIVISION

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

TRAINING DIVISION

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 doctrine, analyzed, evaluated for impact, and improved by field feedback.



ASSESSMENT DIVISION

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.

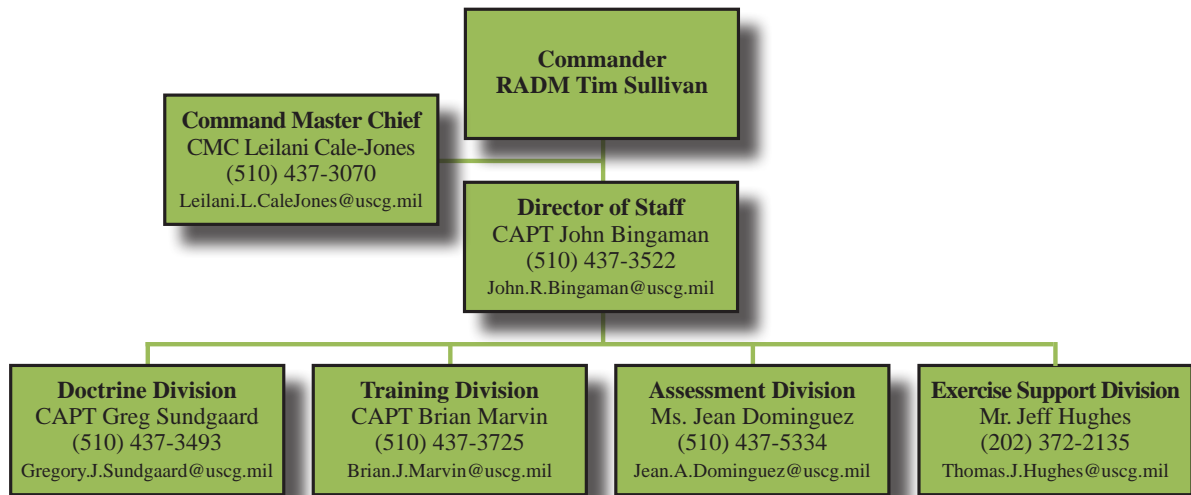
EXERCISE SUPPORT DIVISION

Provides professional support and expertise in the design, development, conduct and after-action reporting for all-threats/all-hazards contingency exercises.

FORCECOM STRATEGIC ALIGNMENT

Strategic Goals		FORCECOM's Value Propositions					
		Operational doctrine that aligns policy, training and standardization to ensure force interoperability and readiness	Timely and high-quality operational 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 the readiness of forces	Improved tactics, techniques and procedures (TTP) that grow out of field innovations, best practices and lessons learned	Outstanding exercises that result in the improvement of contingency plans and increased operational readiness of forces
LANTAREA and PACAREA	Mission: We will consistently achieve successful outcomes in mission execution based on the disciplined application of key processes relating to readiness, risk management, sustainment, mission support, partnerships, planning, training, exercises, execution, and lessons learned, focused on the fundamentals.						
	Professionalism: We will harness the initiative, imagination, and innovation of our workforce and partners to address international, national, organizational, and unit challenges. We are focused, disciplined and accountable individually throughout the chain of command in the pursuit of operational excellence.						
	Teamwork: We will sustain a safe, welcoming, nurturing, and professionally challenging work environment for each and every member of the workforce. This environment must be enhanced by work-life and family support systems. Leaders at all levels play a crucial role in achieving this intent and must inspire and enable current and prospective members of our workforce to see the Coast Guard as a way for them to pursue the heights of their potential.						
DCO	The Deputy Commandant for Operations (DCO) is charged with developing and overseeing the execution of operational planning, policy, and international engagement at the strategic level. Additionally it shall establish and maintain relations with interagency partners and maritime stakeholders to support policy development and resource acquisition. Furthermore, DCO is charged with ensuring the alignment within mission areas to optimize mission execution as the recognized international leader of Maritime Safety, Security and Stewardship.						
DCMS	The Deputy Commandant for Mission Support (DCMS) will enable Coast Guard Forces' Mission Execution and advance the Coast Guard's Maritime Strategy by fostering a professional workforce capable of delivering "Best In Class" capabilities that maximize Coast Guard readiness.						

FORCECOM POINTS OF CONTACT



Training Units

TRACENs

- TRACEN Petaluma (707)765-7000
- TRACEN Yorktown (757) 898-3500
- TRACEN Cape May (609) 898-6900
- Aviation TRACEN (251) 441-6401
- Aviation Technical TRACEN (252) 335-6191
- National Motor Lifeboat School (360) 642-2384
- Maritime Law Enforcement Academy (843) 747-3809
- Special Missions TRACEN (310) 450-7300

Training Teams

- TRATEAM West (510) 437-3291
- TRATEAM East (757) 398-6000

Regional Fisheries Training Centers

- NPRFTC (907) 487-5699
- NERFTC (508) 968-6603
- SERFTC (843) 740-3178
- GRFTC (504) 723-5205

Other

- Performance Technology Center (757) 856-2356
- Coast Guard Institute (405) 954-4265
- Training Quota Management Center (757) 366-6577
- CG Liaison Officer NAVFLTTRG (850) 452-3420
- CG Liaison Officer NAWCTSD (407) 380-8477

Assessment Units

Afloat Training Groups

- ATG Everett (425) 304-4732
- ATG Mayport (904) 270-6344
- ATG MIDPAC (808) 472-8881, x317
- ATG Norfolk (757) 444-4911
- ATG San Diego (619) 556-0927

Armories

- Armory Alameda (510) 437-3806
- Armory Cape Canaveral (321) 853-7322
- Armory Cape Cod (508) 968-6751
- Armory New Orleans (504) 393-6120
- Armory Port Clinton (419) 635-2641
- Armory Portsmouth (757) 483-8530
- Armory Seattle (206) 217-6351
- Armory Terminal Island (310) 356-1328
- Armory Det. Honolulu (808) 842-2780
- Armory Det. Ketchikan (907) 228-0348
- Armory Det. Kodiak (907) 487-5266, x118

Assessment Detachments

- Finance/Admin Assessment Section Alameda (510) 437-3890
- Food Service Advisory Team East (757) 628-4396
- Food Service Advisory Team West (510) 637-1255
- CITAT (405) 954-9010
- Readiness, Standardization & Assessment Branch, Det. Washington, D.C. (202) 372-1191/1201
- Readiness, Standardization & Assessment Branch, Det. 2, Norfolk (757) 628-4308

Exercise Support Units

Exercise Support Detachments

- Exercise Support Det. Alameda (510) 437-5640
- Exercise Support Det. Portsmouth (757) 398-6621
- Exercise Support Det. Washington, D.C. (202) 372-2135/1172

FORCECOM FIELD ASSETS

Legend

- Assessment Units
- Training Units
- Exercise Support Units

