



U.S. Coast Guard Commandant's Direction

2011

This is our chosen profession...This is our way...This is what we do.

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."



Cover photo:

A crewman aboard the Coast Guard Cutter Waesche stands lookout as the ship sails to Coast Guard Island in Alameda, Calif., Feb. 2, 2011. U.S. Coast Guard photo by Petty Officer 2nd Class Patrick Kelley.

Back cover photo:

National Security Cutter, Waesche, underway.

Shipmates,

We are defined by our Missions, our People, and our Heritage. Your dedication to our missions keeps our Nation safe and secure. Coast Guard men and women - Active Duty, Reserve, Civilian and Auxiliary - get the job done in the most demanding environments. And you continue to enrich our heritage with countless inspiring actions to save lives, enforce laws, protect citizens, and keep waterways clean.

From our maritime borders and littorals; through the Great Lakes, Polar regions, and the Arabian Gulf; to the U. S. Exclusive Economic Zone, territorial waters, and our many ports and inland waterways; your performance has been superb, and for me, a source of pride. You have earned our Nation's trust as the lead federal agency for Maritime Safety, Security and Stewardship. Demand for the Coast Guard's unique capabilities has never been higher. As we have for over 220 years, we will remain ready to meet the Nation's many maritime needs. We will always fulfill our duties and obligations to the American people, true to "Semper Paratus, Always Ready."

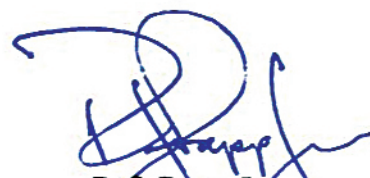
This Direction is my trackline for the way forward. It takes a fix on our fundamental and enduring roles and value; it keeps a weather eye on the future operating environment for which we must prepare; and it sets the course with my Principles, Priorities and Objectives.

2010 was a historic year of extraordinary events and accomplishments. Our Nation is safer and more secure as a result of your actions. Because of each of you, we can state with conviction: There is no better place, and no better way to make a difference, than service in the United States Coast Guard.

So whenever asked who I am and what I do, I will reply with pride, "I am a Coast Guardsman. We are the men and women of the United States Coast Guard."

Semper Paratus!




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

If you have
what it takes
...take the

COAST GUARD



If you have
what it takes
—take Officer
Candidate
School



U.S. COAST GUARD

College

U.S. COAST GUARD, Washington, D.C., 20226



SPARS



-enjoy profitable,
spare-time activities
in the

U.S. COAST GUARD RESERVE

after one year of active duty

Our Heritage



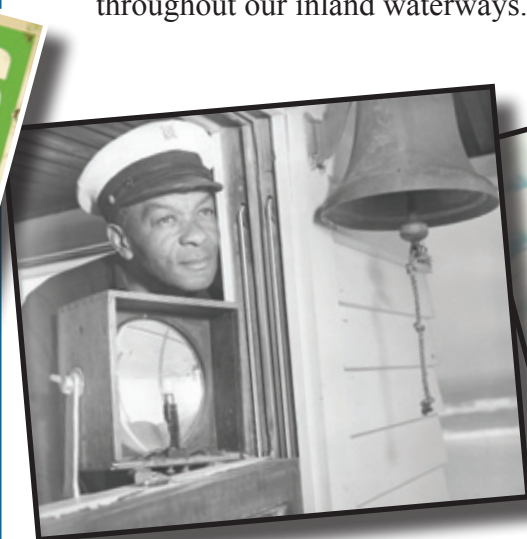
All Coast Guard men and women, past and present, share a common bond as Lifesavers and Guardians. Ours is a rich history of awe-inspiring rescues, operations in defense of our Nation, humanitarian assistance in countless disasters, interception of contraband en route to our shores, protection of the maritime environment, and diligent oversight of the marine transportation system.

Whether as coxswains, engineers, cuttermen, marine inspectors, aviators, search and rescue controllers, staff or mission-support professionals, we have the honor of serving in a unique Service that does extraordinary things around the globe.

We take pride in our seamanship, airmanship and mastery of operations in extreme conditions. When gales blow and others seek safe harbor, Coast Guard crews get underway to save lives; our cutter, aviation and deployable forces interdict smugglers on the high seas; our marine inspectors crawl through hot, filthy ballast tanks to ensure commercial ships' safety; our boarding teams climb aboard wave-lashed trawlers to protect our marine resources from foreign encroachment and depletion. We stand with U.S and allied Services in defense of freedom.

We succeed by delegating responsibility and empowering our people to act. Our superb enlisted Officers in Charge and junior officers command operational stations and patrol boats. Junior members of our Service confidently interact with the public, media and our interagency partners. When a crisis strikes, we get underway without the need for additional guidance.

We honor the long line of Coast Guard men and women who have distinguished themselves continuously since the establishment of the Lighthouse Service in 1789 and the Revenue Marine in 1790. Today, our heritage remains one of selfless and courageous service; at sea, along the coasts and throughout our inland waterways.



*This is our chosen profession. This is our way.
We are the men and women of the Coast Guard.*



"We either could have done something wrong or something right that day. However, it is because of all the training we receive that when it came down to it, no time was lost."

-Seaman Kristin Lunkley (Reger), awarded the Coast Guard Medal for a heroic 2008 rescue of a man trapped under a capsized boat in San Francisco Bay.

Our Value and Role

The United States is a maritime nation; maritime interests are national security interests. Coast Guard missions and actions foster economic prosperity and national security by ensuring that the marine transportation system supplying food, energy, raw materials, consumer goods and technology is safe, secure, and reliable. The Coast Guard:

- Is a maritime law enforcement, regulatory, environmental and humanitarian agency
- Is one of America's five Armed Services and maintains joint interoperability
- Is the maritime operating arm of the Department of Homeland Security
- Is a 24/7 maritime first responder - Always Ready - first on scene when crises strike
- Has provided a persistent presence from inland/inshore waters through the littorals to offshore waters for over 220 years
- Is locally based, nationally deployed, and globally connected
- Builds and maintains robust partnerships to ensure unity of effort at all levels
- Influences global maritime organizations and industry to benefit U. S. economic, safety, security and environmental interests
- Projects presence around the globe in support of national objectives

We do all of this with the same people and assets, ready and agile to shift among missions as needed. We have the impact of many agencies in one. We are a unique, effective and efficient instrument of national security. No one else can do all that we do.

This is what we do. We are the United States Coast Guard.

- We protect those on the sea...
- We protect the nation from threats delivered by sea...
- We protect the sea itself.



"Adaptability is a characteristic of the American fighting man that has enabled this country's Armed Forces to emerge triumphant in every major war we have fought. Adaptability is synonymous with the operations of the United States Coast Guard."

- Fleet Admiral Chester W. Nimitz, USN

Future Operating Environment



Tomorrow's world will be increasingly reliant on the maritime domain. Expanding global populations, particularly throughout the Pacific Rim, will drive further increases in commercial shipping, energy exploration, fisheries harvesting, and recreational boating. Pressure will increase to access maritime natural resources, especially energy and food, including in the U.S. Exclusive Economic Zone. Both legitimate and illicit activities will expand further offshore and into remote areas such as the Arctic and undersea environment.

Future Maritime Threats:

Constrained state and local resources may further increase demand for federal emergency response, management and recovery capacity and capability. Climate change could lead to stronger hurricanes and increased coastal and inland flooding. Regional instabilities may foster mass migrations by sea, piracy and terror attacks against shipping and maritime infrastructure. Semi- or fully-submersible vessels that smuggle drugs now, may bring illegal aliens, criminals and terrorists in the future. Continued overfishing and ocean temperature rise could further stress fish stocks. Cyber attacks may further threaten the security and resilience of our maritime transportation system.

U. S. engagement abroad will continue to be vital to our national interest. The Coast Guard's global engagement will be increasingly valuable in advancing U.S. national security interests.

There will be a continued critical need for a strong, capable, agile Coast Guard with highly trained professionals willing and ready to put themselves in harm's way to Protect those on the sea, Protect America from threats delivered by sea, and Protect the sea itself.

This is our operating environment.

"Our findings reinforced the value of a multi-missioned Coast Guard with regulatory, law enforcement, and humanitarian-focused emergency response authority, and military capability that offer this and future Administrations a highly motivated, cost-effective service with the demonstrated competence to meet changing national priorities."

- A Coast Guard for the Twenty First Century - Report on Missions

Force on U. S. Coast Guard Roles and





"There is a certain enthusiasm in liberty, that makes human nature rise above itself, in acts of bravery and heroism."

- Alexander Hamilton, February 23, 1775

Our Strength - Our People

Semper Paratus – Always Ready

is much more than our motto. It is a standard of excellence to which we hold ourselves with pride. Every member of the Coast Guard contributes to readiness. Every member of the Coast Guard owns the mission. Every member must be Semper Paratus.

Honor, Respect and Devotion to Duty

These Core Values guide our actions, and define our character.



Core Competencies

create the unique value that the Coast Guard brings to the Nation:

- Multi-mission agility, adaptability, and 24/7 readiness
- Maritime safety and security expertise
- Marine industry leadership, expertise and global influence
- Crisis leadership, management, and command and control
- Joint interoperability as one of the America's five Armed Services
- Federal law enforcement authorities
- Maritime interdiction and boarding expertise
- Maritime domain awareness
- Global Search and Rescue expertise and leadership
- Seamanship and airmanship
- Interagency coordination



"My experience driving boats for nine years let me stay calm and keep my crew safe. You have to make that call with your experience and judgement as you assess each situation."

- BM2 Ryan Anderson, tactical pursuit coxswain, describing a three hour pursuit of a go-fast vessel that ultimately lead to the interdiction of 62 bales of cocaine in 2010

Our Strength - Our People

We Grow Leaders

The Coast Guard has a dedicated corps of enlisted, officer and civilian leaders with years of experience weighing risk, exercising independent judgment, and making time-critical on-scene decisions, often with life or death consequences. When we deploy a logistics specialist to support a disaster relief operation, chances are that logistician has served in operational commands and understands both staff work and crisis response. This ability to continuously develop and rotate leaders through the Service is a force multiplier.

Principles of Operations

These are fundamental and doctrinal and have evolved through hard-earned experiences throughout our history: stopping coastal saboteurs; landing Marines in the Pacific and soldiers on Normandy during World War II; conducting countless heroic rescues in hurricanes, blizzards, and gales like the 2008 Alaska Ranger sinking in the Bering Sea; and mounting large scale response operations as in the 1980 and 1994 Cuban mass migrations, Hurricane Katrina, and the 2010 Haiti earthquake and Deepwater Horizon oil spill.

- Clear Objective
- Effective Presence
- Unity of Effort
- On-Scene Initiative
- Flexibility
- Managed Risk
- Restraint





"Although the future cannot be predicted with a great deal of certainty history clearly demonstrates a recurring need for a flexible and nimble organization such as the Coast Guard. The Coast Guard possesses the capability to respond quickly to National priorities such as natural and man-made disasters and changing national security challenges."

- The Honorable Federico Peña, Former Secretary of Transportation, June 7, 1999.

The Commandant's Guiding Principles

My Guiding Principles provide focus to be ready today... *and* prepared for tomorrow. I charge every Coast Guard member, military and civilian, to use these Principles as guideposts as they implement my Priorities and Objectives.

Steady the Service

We must bolster the fundamentals that underlie our readiness. Doctrine, training, resourcing, and policies must catch up to current mission demand and organizational structures. We must renew capabilities and capacity to meet our missions, and maintain balance among priorities. We must complete planned organizational changes. We will carefully weigh the costs and benefits of new initiatives, only proceeding with a clear trackline and destination.

Honor Our Profession

We are a military service; we are a maritime service. We perform vital, dangerous work which demands superior expertise, accountability, pride and experience, built on a foundation of clear doctrine and training. I expect our leaders to be knowledgeable in domestic and global maritime affairs while maintaining a focus on our attributes as a military service. We honor professional competence and excellence.

Strengthen Our Partnerships

We are unique in our ability to bring together local, state, federal, military, tribal, and private sector agencies, maritime industry and non-governmental organizations to advance mutual interests and enhance effectiveness. From Alaska to Guam and American Samoa; from New York to the Western Rivers and the Caribbean Basin; and around the world, our partnerships are force multipliers.

Respect Our Shipmates

We must keep faith with our Active, Reserve, Civilian, and Auxiliary shipmates and their families. I am committed to a climate which values, cares for and respects every member of the Coast Guard, including past members. We will focus on leadership, diversity, and positive command climate as a system. We will be a profession of choice for all Americans. We will provide a rewarding, safe, collaborative and productive work environment







Preparing for Tomorrow - The Way Forward

Commandant's Priorities and Objectives



The American people gain two benefits when they invest in the Coast Guard: Readiness and Mission Execution. By all measures, the Coast Guard provides an exceptional return on that investment.

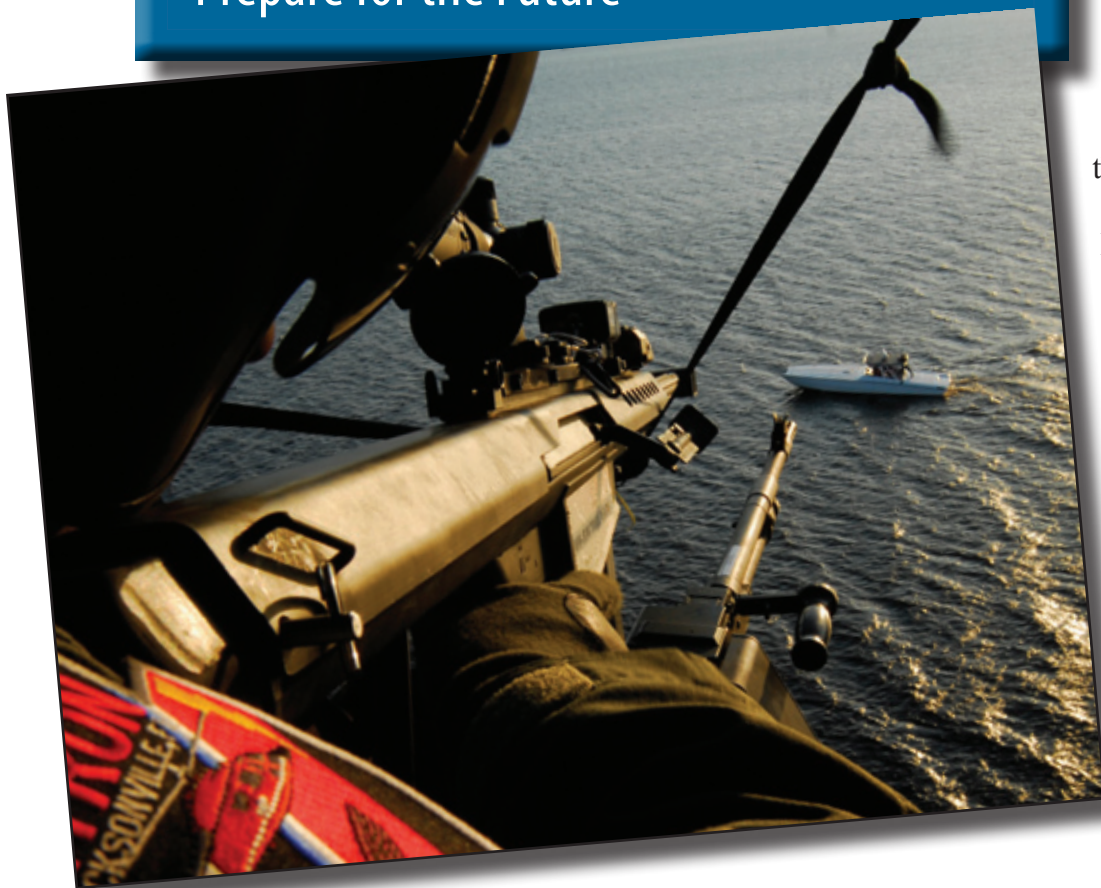
Successes in organizational modernization are making operations and support more effective. We have many outstanding new tools coming on line, including: the Response Boat – Medium (RBM), National Security Cutter (NSC), Fast Response Cutter (FRC), Rescue 21, and HC-144 Maritime Patrol Aircraft (MPA).

My Priorities:

- Sustain Mission Excellence
- Recapitalize and Build Capacity
- Enhance Crisis Response and Management
- Prepare for the Future

At the same time, gaps have developed over years of high operational and personnel tempos putting wear and tear on our assets, our support systems, and our people –fundamentals that underlie our readiness. I am committed to closing these gaps.

My four Guiding Principles provide the framework. These Priorities and Objectives are derived from the four Principles and provide the blueprint.



Sustain Mission Excellence:

This is my #1 priority! Our operating environment requires that front-line personnel maintain true proficiency in their specialty skills. We will provide clear policy and doctrine, and superb training, equipment, tactics, techniques and procedures, and leadership for all mission areas. We will not operate without these essential foundations. We will be consummate maritime professionals.

➤ **Proficiency is our Standard.** “Proficiency” is “a thorough competence derived from training and practice” (Webster’s). “Qualified” is the first step to proficiency, but repeated experience and practice are necessary to ensure it, particularly with highly perishable operational skills. Our personnel system, doctrine and policies must support the development and honing of proficiency in specialty.

➤ **Optimize effectiveness of Deployable Specialized Forces (DSF).**

Conduct stem to stern review and develop Concept of Operations, to include Short Notice Maritime Response for Advanced Interdiction and the role of the Deployable Operations Group. Ensure a systems approach to requirements, resourcing, training, support and sustainable personnel policies for high-end missions, providing robust DSF capabilities to the Department of Homeland Security to prevent terrorism and secure the homeland, as well as respond to oil spills and other crises.

➤ **Reshape our military and civilian personnel systems and policies to meet current and future requirements.** Develop a plan to improve advancement, rotation, and specialization policies, especially as they relate to deployable forces and unique fields such as intelligence and polar operations, and to improve tools for managing workforce size and competency mix.

➤ **Refresh leadership competency requirements.**

Focus accession programs and the upcoming Coast Guard Academy Curriculum Review to produce future leaders broadly educated in the military and nautical arts, domestic and global maritime environment, leadership, management, economics and politics as well as critical technical specialties.

➤ **Prioritize and implement the recommendations of recent mishap analyses and reviews,** including the Aviation Safety Assessment, to sustain professionalism, specialty expertise and safety.





➤ **Refresh and implement the Marine Safety Enhancement Plan** to meet emerging requirements and keep pace with the maritime industry, recognizing the critical linkage between America's economic prosperity and the safety and security of the Marine Transportation System.

Recapitalize and Build Capacity:

Fleet and shore infrastructure recapitalization timelines lag Service need. We must achieve a balanced and executable recapitalization program for deteriorating offshore, coastal and inland assets and infrastructure. We must have adequate capacity and depth in our assets to account for anticipated surge operations, and the loss of operational assets.

➤ **Refine and refresh the Concept of Operations for the employment of the National Security Cutter (NSC), Fast Response Cutter (FRC), and Offshore Patrol Cutter (OPC)**, as well as aviation, shore, and command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) assets as central components of an integrated and

layered maritime safety and security regime to prevent terrorist attacks, secure maritime borders from illegal drugs and migrants, safeguard lawful maritime commerce, and protect mariners at sea.

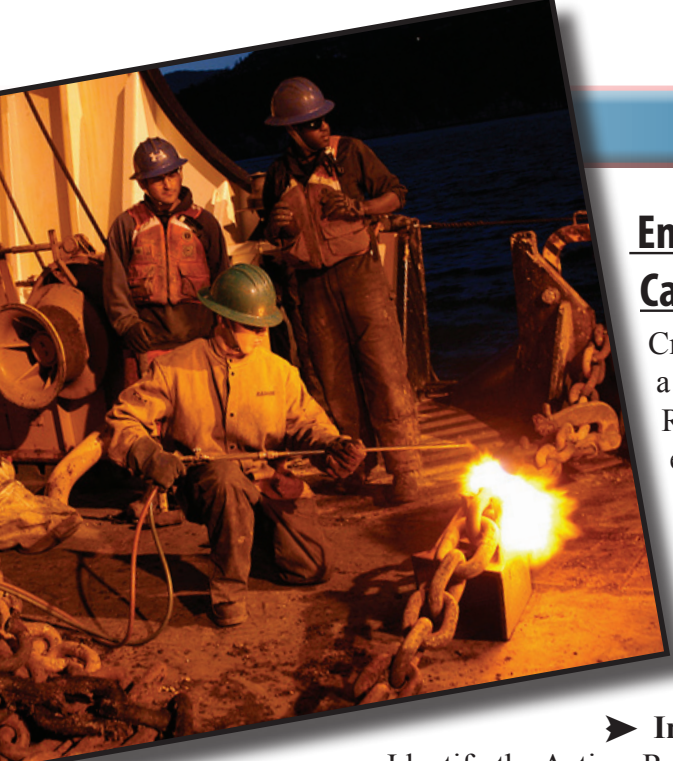
➤ **Pursue replacement of our Medium Endurance Cutter fleet with an executable OPC acquisition.**

➤ **Identify needs and develop a comprehensive plan for recapitalization of shore infrastructure**, prioritizing to meet mission demands and to care for our people.



➤ **Fully support new initiatives.** Clearly define and obtain the full operational and support costs of executing new initiatives; our approach will be disciplined and practical to ensure we provide for effective, safe and professional execution of all mission responsibilities.





Enhance Crisis Response and Management

Capability:

Crisis leadership, management, and command and control is a Coast Guard Core Competency. Every member is a First Responder – including those in support positions; we will ensure an adequate mix of crisis response skills throughout the organization. We will enhance our ability to manage complex, interagency operations, and systematically incorporate the lessons learned from Deepwater Horizon, the Haiti Earthquake, Hurricane Katrina, and other large scale crises and exercises.

► **Implement an adaptive, responsive Force Construct.**

Identify the Active, Reserve, Civilian and Auxiliary forces and competencies required to enable response for anticipated levels and numbers of crises while also meeting persistent daily demand and maintaining readiness for the next big event. Build the operational and logistics depth and capacity to meet periodic large-scale surge operations.

- **Deployable logistics capabilities for large scale events.** Fully develop the deployable base concept scalable to meet emergent support needs of deployed forces.
- **Deployable C4ISR capabilities and competencies.** Enhance ability to integrate communications and multiple information sources in complex, dynamic environments to inform decision-making and support record keeping requirements. Take a leadership role in leveraging and fielding expanded ISR capabilities in the maritime domain.





Prepare for the Future:

We will thoughtfully anticipate and shape our future. We will identify requirements and build our workforce, assets, capabilities and competencies with a keen eye on the horizon. We will identify institutional barriers and challenges to accomplishing the following objectives.

- **Grow a Diverse Workforce.** We have progressed towards our diversity goals, but we still have gaps. Our Service must reflect the public we serve. With that goal in mind, continue to execute and refine our Diversity Strategic Plan. Develop tools to manage Diversity, Leadership, and Command Climate as a system.

- **Elevate Knowledge Management as a critical capability.** Decision-makers require better, more accessible information including readiness, risk and other metrics as part of an integrated risk management framework. Improve our ability to correlate resources with requirements and performance. Institute processes for incorporating lessons learned. Establish discipline in information systems to identify gaps and redundancies, and align requirements with affordable, effective systems.

- **Innovate and Exploit Technology, Research and Development, and Modeling and Simulation** to remain agile and increase operational reach, flexibility and efficiency across all missions, especially those that are asset and personnel intensive.

- **Lead our Nation's maritime engagement in the Arctic.** Identify requirements for meeting national maritime safety, security and stewardship needs in the Arctic, and develop a phased strategy for building needed capabilities and competencies.

- **Develop capabilities to resist and respond to cyber threats.** In addition to our own forces, the vast port and maritime transportation systems we protect are vulnerable to cyber attack. Work with our partners to develop resiliency to cyber threats.





➤ **Become a Green Coast Guard.**

Lead green initiatives focusing on energy efficiency as well as on reducing asset and infrastructure carbon footprints.

➤ **Complete ongoing organizational changes to achieve the most operationally effective Coast Guard.**

- **Field Organization.** Close resource and policy gaps to allow Sectors to reach full operating capability; implement the DCO and DCMS “Finishing Sectors” plan.

- **Complete DCMS V2.0 Implementation** including standing up base commands and finalizing the Director of Logistics. Align logistics functions for base commands co-located with a Sector, and complete the move of FORCECOM to DCMS.

- **Complete DCO V3.0 Implementation**, including vertically aligning Prevention and Response functions from the Sector through Headquarters levels.

➤ **Support our Military Families:** employ innovative programs to improve the quality of life for military members and their families. Improve access to high quality housing and affordable, quality child care.





Semper Paratus - Always Ready