



COAST GUARD ROUNDTABLE

VOL. 1, NO. 1, AUTUMN 2018

A quarterly newsletter to promote dialogue and professional exchange highlighting Senior Education & Fellowship Program engagements, Headquarters Strategy updates, and Service initiatives. Although written for an internal audience, this publication may be shared with a wider readership.

The views expressed herein are those of the authors and are not to be construed as official or reflecting the views of the Commandant or the Coast Guard.

INTRODUCTION

I am pleased to introduce the first issue of the “Coast Guard Roundtable.” I hope this quarterly newsletter becomes a forum for sharing new ideas, insights, and conversations that will ultimately benefit our Service.

The authors of the articles are members of the Senior Education Fellowship Program (SEFP), our senior service school students and think tank fellows. They provide unique perspectives on our Service, homeland security, and the Armed Forces from their vantage point outside the Coast Guard. During their yearlong detached tour they seize a rare opportunity to read, research, think, collaborate, and discuss ideas and concepts beyond the daily demand of Coast Guard operations. “Coast Guard Roundtable” also welcomes feature pieces written by members



of the wider Coast Guard stakeholder community. Please take the time to share your thoughts and keep the conversation going.

Semper Paratus!

Rear Admiral Melissa Bert
Director, Governmental and Public Affairs

► <https://cg.portal.uscg.mil/units/cg092>

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COMMANDANT SPEAKS AT CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES

Two-hundred and twenty-eight years after the formation of the Revenue Cutter Service, the United States needs a modern-day Coast Guard that is Ready, Relevant and Responsive. Earlier this month Admiral Karl Schultz took part in his first Maritime Security Dialogue at the Center for Strategic and International Studies (CSIS) in Washington, D.C., where he explored challenges and opportunities through the lens of his guiding principles. In a conversation with Peter Daly, VADM USN (ret) and CEO of the U.S. Naval Institute, ADM Schultz responded to questions on integrated operations, budget climates, acquisition strategies, and long range opportunities for cooperation and influence, particularly in the Arctic. He stressed a 6:3:1 approach for icebreaker acquisition—six total, at least three heavy, one right now—as a vital enabler to project U.S. sovereignty in the polar regions and noted that shifting paradigms could change the way we think about and classify our biggest ships. “We are talking about national sovereign interests up there. We are talking about competition and the Coast Guard being the face of that competition. Maybe what we are talking about is a Polar Security Cutter,” said ADM Schultz. He also emphasized his commitment toward delivering a “Mission Ready Total Workforce.” As is typical for new Service chiefs, he alluded to the release of his four-year Strategic Plan (late 2018) and touted an ongoing effort to “refresh” the Arctic Strategy. (Courtesy CDR Andrew Pate, 2018 CG Fellow to CSIS. APate@csis.org. Photo credit: CSIS.)



► <https://www.csis.org/events/maritime-security-dialogue-conversation-admiral-karl-schultz-commandant-us-coast-guard>



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COMMANDANT'S ADVISORY GROUP

The Commandant's Advisory Group (CAG) supports the Commandant (CCG) and Vice Commandant (VCG) by anticipating challenges and opportunities, analyzing issues, encouraging disruptive thinking and creating opportunities to amplify their message through deliberate engagements. The CAG focuses on several key areas:

SENSING

- Identifying risks and challenges with potential to impact CCG/VCG vision and narrative.
- Conducting literature reviews in areas of potential interest to CCG/VCG.
- Reviewing external trends and best practices to anticipate challenges and opportunities.
- Identifying emerging trends with potential impact to CCG/VCG narrative.

ENGAGING

- Developing strategic engagements to advance CCG/VCG vision and service equities.
- Developing CCG/VCG relationships with academia, think tanks, and private sector in order to glean new ideas and constructs, promote CCG/VCG vision, and further Service equities.
- Coordinating with the Departments of Homeland Security and Defense and the interagency to advance CCG/VCG vision.

ANALYZING

- Providing strategic context for CCG/VCG decision making.
- Authoring papers to provoke thought and conversation.
- Assisting senior leadership with issues that cut across the enterprise.
- Conducting reviews of CCG/VCG interest items as directed.
- Identifying risks and challenges with potential impact to CCG/VCG vision and narrative.
- Conducting literature reviews in areas of potential interest to CCG/VCG.
- Reviewing external trends and best practices to anticipate challenges and opportunities.
- Identifying emerging trends with potential impact to the CCG/VCG narrative.

COMMUNICATING

- Drafting remarks, testimony, articles, and other communication to advance CCG vision.
- Developing and managing CCG/VCG social media presence.
- Creating videos and imagery to spread key messages.
- Liaising with program staffs to shape and promote CCG/VCG priorities.

The CAG is always searching for opportunities to expand the reach of key strategic messages and would like to leverage Senior Education & Fellowship Program participants to create engagements that highlight top Service priorities or expose senior leadership to innovative ideas and subject matter experts.

The CAG maintains a site on CG Portal that includes access to many of the products listed above. To learn more, please contact CDR Andy Meyers, Andrew.J.Meyers@uscg.mil or (202) 372-4449.

DEPUTY COMMANDANT FOR MISSION SUPPORT

► <https://cg.portal.uscg.mil/units/dcms5>

The Office of Mission Support Integration (DCMS-5) is the primary strategic planning and initiative management body in DCMS. In addition to ensuring alignment of DCMS's goals and objectives to the Commandant's priorities, DCMS-5 coordinates the Deputy Commandant's Statement of Assurance and Strategic Priorities (STRAP) memo inputs and DCMS's inputs to the Standard Operational Planning Process (SOPP)/Global Force Management (GFM) and serves as the Technical Authority for the Mission Support Business Model implementation. Closely linked to CG-092 and the CAG, DCMS-5 also leads the DCMS

Communications Council, charged with ensuring integrated communications products and aligned messaging throughout DCMS. DCMS-5 manages the Coast Guard's approved Business Intelligence platform (CGBI) and regularly engages throughout the Service to build CGBI capability and awareness. DCMS-5 also serves as the project manager for the ongoing Commandant's Early Action Items assigned to DCMS.

DCMS-5 welcomes ad hoc or regular engagement with the SEFP fellows, particularly on subjects for which we seek to build greater expertise and awareness, such as risk management practices, risk-based allocation of resources, data analytics, information management, and data sharing.
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DEPUTY COMMANDANT FOR OPERATIONS

► <https://cg.portal.uscg.mil/units/DCO-X>

Project Evergreen V

The Evergreen Program is the Coast Guard's Strategic Foresight Initiative, tasked with looking over the horizon to inform current planning and to better prepare the Coast Guard for an uncertain future. The program accomplishes this by rigorously, systematically, and creatively imagining the Coast Guard's role in a range of possible futures. The goal of Evergreen is not to predict the future, but to support decision making that will allow the Service to be ready for any future. For those who are familiar with Evergreen - this cycle will be a little different.

The Evergreen Program has always run on a four year cycle designed to deliver a final report to an incoming commandant's transition team. While Evergreen V remains on the four year cycle, it will also provide interim products to inform decision-makers in real time.

Evergreen V will solicit input from a wider range of sources than ever before. Insights will be collected by crowd sourcing as well as the traditional workshops. A diverse group of experts forming the Evergreen Core Team will validate then results. The first workshop will be held in the National Capital Region on October 22, with future workshops held across the country.

We will be conducting the first ever Evergreen "audit" to see how some of the old insights measured up. The first Evergreen products were delivered as "Project Longview" in 1998. It has been 20 years, so we can finally check out the work!

If you would like learn more about Evergreen, please reach out to CDR Kate Higgins-Bloom at kate.f.higgins-bloom@uscg.mil; (202) 372-2671.

Force Planning Construct

The Force Planning Construct (FPC) project is an ongoing effort to define the size and shape of the force needed to execute all Coast Guard missions and strategies. The FPC includes analytic steps to document the force structure required to fully execute three broad categories of operations: steady-state (day-to-day) operations, major contingency operations (e.g., hurricanes, oil spills of national significance, mass rescue operations), and heightened maritime security requirements (e.g., another 9/11 event). The FPC analyzes the interdependence and risk relationship of fulfilling the CG's statutory missions with various manning models. Comparing this notional force structure with the current state of the CG, the FPC will quantify risk—the difference between unconstrained manning and current manning.

The FPC is a process, not a policy. Its greatest asset is its ability to resolve the inherent potential conflict between readiness and re

sponsiveness. It not only defines and documents the size and shape of the force needed to fulfill mission demands, but it also guides force implementation in response to fluctuating readiness requirements and dynamic response events. In this context, "the force" is comprised of the numerous authorities, capabilities, competencies, capacities, and partnerships that come together to allow the CG to execute its global mission demands. The FPC process communicates requirements and priorities and offers options as to how CG requirements may be met.

If you would like learn more about the Force Planning Construct, please reach out to CDR Ben Perman at Benjamin.Perman@uscg.mil; (202) 372-2039.

OFFICE OF BUDGET AND PROGRAMS

► <https://cg.portal.uscg.mil/units/cg82>

The Office of Budget and Programs, CG-82, coordinates and reviews all aspects of the Coast Guard Planning, Programming, Budgeting, and Execution (PPBE) process to develop recommendations for the Commandant, Vice Commandant, and Chief Financial Officer. CG-82 is comprised of the following divisions:

Program Review Division, CG-821

The Program Review Division conducts cross-programmatic reviews of all programs and resource initiatives within the Coast Guard. CG-821 facilitates budget planning and execution for the current fiscal year and three consecutive fiscal years ahead and works closely with the Department of Homeland Security (DHS), the Office of Management and Budget (OMB), and Congress through all phases of budget formulation, justification, and appropriation.

One budget coordinator is assigned to each fiscal year and is the primary subject matter expert throughout the three-year PPBE process for that fiscal year. Additionally, one person is assigned as the Procurements, Construction, and Improvements coordinator with expert knowledge of the Coast Guard acquisitions portfolio.

Program reviewers serve as subject matter experts to advise programs during the budget process; analyze resource proposals; review cross-programmatic issues and all external correspondence, both within the Administration and with Congress; and prepare senior leaders for Congressional briefings and hearings.

Budget Formulation Division, CG-822

Budget analysts are responsible for technical aspects of the budget and work closely with DHS, OMB, and Congressional staff to coordinate budgetary reports, exhibits, and data.

External Coordination Division, CG-823

The External Coordination Division manages and tracks external coordination for all Congressional hearings, queries, and reports, as well as Government Accountability Office audits.



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Engagement Opportunities

For any budget or programmatic questions, program reviewers are uniquely positioned to coordinate a response that is accurate, up-to-date, and aligned with previous and current external messaging. For any questions, please contact LCDR Mark Ketchum at mark.r.ketchum@uscg.mil; (202) 372-3507.

THE FOLLOWING ARE SHORT THOUGHT PIECES ON THE COMMANDANT'S GUIDING PRINCIPLES OF "READY, RELEVANT, AND RESPONSIVE" BY MEMBERS AND ALUMNI OF THE SENIOR EDUCATION & FELLOWSHIP PROGRAM. THE VIEWS EXPRESSED HEREIN ARE THOSE OF THE AUTHOR AND ARE NOT TO BE CONSTRUED AS OFFICAL OR REFLECTING THE VIEWS OF THE COMMANDANT OR THE COAST GUARD.

NAVAL WAR COLLEGE

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Greetings from sunny Newport, Rhode Island, where the academic year at the U.S. Naval War College officially kicked off with convocation on Monday, August 13.

One of the opportunities associated with being the sole Coast Guard liaison on a DOD campus is serving as an emissary (and perhaps salesman) for our Service. So, before the start of the academic year, I worked with the world-class professionals at Air Station and Maritime Safety and Security Team (MSST) Cape Cod to arrange a familiarization visit and orientation flights for some of the senior faculty members from the College's Joint Military Operations (JMO) Department.

As a member of the joint community, Coast Guard operations are part of the JMO curriculum. Despite years of experience gained through long military careers, I was surprised to learn that many members of the JMO faculty have limited exposure to Coast Guard roles and missions. Although all these instructors discuss our roles, missions, and service culture in an academic setting, this short tour was the first exposure many of them have had to actual Coast Guard operations. After an operations brief, which included a presentation from the MSST commanding officer on the capabilities of our deployable specialized forces, a hangar deck tour, and flights aboard an MH60 Jayhawk helicopter and HC144 Ocean Sentry aircraft, the cohort of nine senior officer and civilian instructors gained an increased familiarity and respect for the challenges our Service faces.

I'm hopeful that increased familiarity with our Service will encourage these instructors to expand upon the Coast Guard's unique role as the smallest armed service, as they educate more than 600 leaders representing all of the services and our international part-

ners each year. At a minimum, the success of this tour (which was aided by unusually perfect New England weather) reminded me to continue seeking opportunities to educate my peers about the fantastic work our aircrews and boat forces are conducting right in their back yard. I am extremely grateful to CAPT Scott Langum and CDR Brian McLaughlin of Air Station Cape Cod and LCDR Anna Farris of MSST Cape Cod for coordinating an extremely educational visit.

Now, we're on to the academic year!

CENTER FOR STRATEGIC & INTERNATIONAL STUDIES

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ARE YOU RETIRED?

I have been asked that question several times recently by people I have known for years, first during my initial visit to Coast Guard Headquarters while assigned as a military fellow at the Center for Strategic and International Studies (CSIS), in Washington D.C., and now routinely during my current assignment in The Interdiction Committee (TIC). For both these assignments, the uniform of the day is business attire (a suit). At CSIS, my daily engagements were with other think tank fellows, members of non-military organizations, foreign government members, and the senior civilian fellows, research assistants, and interns housed at CSIS. My current duties, and those of TIC staff, certainly involve daily interaction with Coast Guard members, but TIC is a senior interagency forum, comprised of Executive Branch agency representatives, primarily at or above the GS-15 level. Most if not all conversations with external partners, putting aside military-specific engagements with Flag and general officers, even at the SES level, begin and end with first-name greetings, and they are expected to be that way. Most knew at CSIS—and now in TIC world of work know—my military rank, but the “beyond the uniform” appearance leads to a different engagement process, including how we speak to and learn from each other.

So...so what? The Joint Staff Joint Officer Handbook (JOH) states,

“First, effective joint staff officers are neither Service-biased nor military-biased; they are able to work effectively with people, regardless of affiliation. Often a staff officer is the only military person represented in a group or team. At times the joint staff officer must lead or participate in actions when the military is not the lead or authority for a particular issue. Staff officers will have to interact, brief, and communicate with personnel from other government agencies, with allies and other multinational partners, with the other Services, with



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the Guard and Reserves and with contractors. Staff officers must learn to work above, below, and without rank and be able to network across higher level staffs.

“To communicate effectively across such a diverse workforce, joint staff officers need to be diplomatic, supportive, well-spoken, and open in communications. They must be willing to get out of the chair and talk face-to-face rather than always relying on email and the phone; they do not use e-mail as an avoidance tool. Good staff officers use focused listening skills, and build strong networks of peers and subject matter experts. They work effectively and are able to facilitate working groups and cross-directorate meetings to solicit inputs, problem solve, determine action items, and get commitments/dates and follow-up.”

Though “Joint-centric,” the above describes well how interactions are executed (in a strategic context) when not wearing my uniform during my duties. These interactions span more than 25 TIC principals, with the Coast Guard being just one. Language in the Commandant’s guidance to panels for selecting senior officers is consistently similar to verbiage in the JOH excerpt above. I argue that all officers, and I would further argue enlisted members coming up quickly through the ranks, must be able to interact outside of their specialty without military-speak and stiffness. This process needs to be an evolution, not something that occurs only when serving as a more senior member of the Service. “Beyond the uniform” engagements help with this. Although military courtesies are always appropriate, we in the Coast Guard must be careful not to be seen by our partners as exclusively military-centric. One of the best ways to do that is to get out and routinely meet with partners who are not in the military, not internal to the cutter and aviation fleets, and not within the Sector. Furthermore, while external engagements in uniform are always critical, the image Coast Guard members can portray as being part of the “whole of government” team is furthered when going outside the lifelines as a proud Coastie not in a blue-issued uniform.

So, no. I am not retired, and I still love to put the uniform on for all the same reasons you do. But stepping outside the comfort zone of your specialty for periods during your career, and at some points doing that wearing business attire opens up doors and enables interactions on different levels. Many members of our Service already do this and can do it more. The Coast Guard is Ready, Relevant, and Responsive, and the Guard Guard’s brand has never been better – especially as seen by those in think tanks, other government agencies, and in politics. Those beyond the uniform – those members who no longer wear it, those not required to wear it for their assigned duties, and those who we engage with outside the Service who will never wear it – are all critical to making our Service even more Ready, Relevant, and Responsive.

RAND Corporation – Military Fellow

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THE COAST GUARD IS BECOMING TECHNOLOGICALLY IRRELEVANT

The Coast Guard, along with most of the federal government, struggles with staying current on technological advancements. There continues to be a lag in the ability to maintain a technical edge, often due to policy, the acquisition cycle, and the joint requirements process. Delays in implementing emerging technology put the nation at increased risk and at a disadvantage with adversaries that have no such limitations. The rapid process of technological growth has held true to Moore’s Law—which states technological advances will double every year—and has compounded this gap through orders of magnitude. In a technologically saturated world, our slow pace of integration became apparent during the 2017 hurricane season. Coast Guard personnel overcame these challenges, but this should not be the standard route for innovation. We should evaluate the risk-benefit analysis of increasing the throughput of emerging technology from research to implementation at the deckplate level.

Coast Guard adversaries rely increasingly and crucially on their own information networks, taking advantage of the global grid, the constant stream of Web enhancements, emerging encryption methods, the Internet, and hiding within the Cloud. The Coast Guard has been successful in recapitalizing major acquisitions, but its R&D budget has suffered and has averaged a microscopic 0.17% of the total budget. This puts us at a disadvantage, and we need to more quickly execute our strategic priority of “Enabling Operations” within the Cyber Strategy through leveraging existing industry standards and regulations. The use of social media within Command Centers is being investigated, but there is much more that the Coast Guard can do to become an active participant in an industry that sees 6,000 tweets and 40,000 snaps per second. Additionally, technology that can be applied to maritime domain awareness has significantly improved since the 2008 Small Vessel Security Strategy. Computing power to understand anomalous behavior within patterns of life is within grasp. Small Unmanned Aircraft Systems are being investigated for routine use, but the capability sets should be expanded well beyond what is being considered. These advances will require significant investment and innovative data analytics, but will provide a faster response in this rapidly changing environment.

While not advocating for an unstructured approach to implementation, we need to bring technology from the R&D or the com-



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mercial industry to the petty officer at a much faster rate. Without overhauling our paradigm, streamlining acquisition, and investing in research, the Coast Guard will remain one step behind.

College of Information and Cyberspace

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As a mid-grade officer, I read the various Coast Guard strategy documents and wondered about how they were used and if they helped us achieve our strategic intent or accomplish our missions. Attending senior service school helped me answer those questions; half of the 15 courses I took at the National Defense University had the word “strategy” or “strategic” in the title. After reading so many strategies, and so many books and articles and interviews and blog posts and podcasts about strategies, I came away with two conclusions; the Coast Guard strategies were in fact excellent (skepticism removed), and more importantly, the Coast Guard did not have a strategy to effectively manage and utilize technology.

I was assigned to CG-6 after NDU and had the opportunity to apply that senior service school education by providing input to a new Coast Guard strategy for C5I - Command and Control, Communications, Computers, Cyber, and Intelligence. The C5I Strategic Direction FY20-FY25 was jointly signed by DCO and DCMS in April 2018. It establishes three priorities: Modernize the C5I Enterprise Mission Platform (EMP), Improve Mission Outcomes, and Prepare the Coast Guard for the Future. Although it was written before ADM Karl Schultz published his Guiding Principles, the C5I Strategic Direction directly supports, and is essential for, a Ready, Relevant, and Responsive Coast Guard.

Commanding Officers and Officers in Charge - what’s in it for you? Read the document, it’s only five pages long. We are serious about that priority to improve Mission Outcomes. Send your feedback through your LANT-6 or PAC-6 staff. They are the strong voice of the operational units and influence how we prioritize work. Also, three of the Commandant’s Early Action Items (EAI) are directly supported by this new C5I Strategic Direction. In particular, the Mobility EAI will deliver capability to some user groups and lay the foundation to expand further.

What’s next? The 2005 National Strategy for Maritime Security states “the course has been set, but rhetoric is no substitute for action, and action is no substitute for success.” The C5I Resource Council is hard at work to create implementation plans that turn the C5I Strategic Direction into tangible results. We are overhauling policies and processes to emphasize outcomes over bureaucratic perfection. The C5I community is, and will always be, judged by our ability to deliver technology solutions that enable mission success. The creation of the C5I Strategic Direction gives us the vision we need to do just that.

Future Topic? I think there is a rich discussion about how we should apply Ready, Relevant, Responsive to Mission Support, and specifically how it can be a template for cultural change in the C5I community.

MIT Seminar XXI

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READY, RELEVANT, RESPONSIVE: A MISSION SUPPORT PERSPECTIVE

Through Modernization and the subsequent establishment of the Logistics and Service Centers and the Director of Operational Logistics (DOL), the Coast Guard has greatly improved mission support to the field. However, opportunities to improve abound as we aspire to meet the Commandant’s Guiding Principles.

As Commanding Officer of Base Alameda in spring 2018, I gazed back East toward Coast Guard Headquarters with eager anticipation, awaiting guidance from our new Commandant as Senior Leadership executed its orderly transition of power via the Change of Command. Initially, with the release of ADM Karl Schultz’s Guiding Principles of Ready, Relevant, and Responsive, I viewed his charge to us in terms of execution of our statutory missions and our duty to serve the American public. So, as a career mission supporter and Base CO, I thought my role here was to provide operational logistics support to enable mission execution so the Coast Guard could be Ready, Relevant, and Responsive to our mission execution requirements and to the American tax payer.

After a little more reflection, it hit me, and I began to think of the Commandant’s Guiding Principles in a deeper way, more clearly through the mission support lens. You see, from a mission support perspective, we are our own customers. That is to say, as mission supporters, we provide customer service to ourselves, mainly our operators. So, the questions then become, from a mission support perspective, how should we think about Ready, Relevant, and Responsive? And are we in fact Ready, Relevant and Responsive? I would argue, albeit somewhat nuanced, but nonetheless important, we need to continue to work on being Ready, Relevant, and Responsive to our customers: the operators.

READY: The mission support community, through the leadership of DOL and the Logistics and Service Centers, rose to the occasion during the 2017 hurricanes and wildfires, providing outstanding mission support and enabling the Coast Guard’s superior contingency response operations. This was a clear showing of high mission support readiness. However, I am concerned about our ability to sustain this contingency readiness, especially for smaller scale (e.g., Type III) contingencies, while providing high quality, routine mission support. For example, recently updated Commandant Instructions and related guidance have increased



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required mission support Incident Command System (ICS) qualifications and proficiencies and Incident Management staffing levels, especially at the Sector/Type-III level while at the same time resources for related training have been reduced or reallocated. Furthermore, as we strive to improve everyday routine mission support service levels, it becomes increasingly difficult to take on these contingency/ICS requirements as collateral duties.

With the advent of DOL Customer Service Standards and related Performance Metrics, we will soon have good data on where we are with respect to ICS qualifications relative to requirements. This data should help inform the level of effort and resources needed to achieve these requirements and provide an honest assessment regarding the validity of the requirements—and how best to achieve them—as we strive to be always READY.

RELEVANT: Just as our mission execution professionals must be highly proficient, respected, and relied upon by our operational partners and the American public, our mission support workforce must feel relevant to their counterparts in our partner agencies and organizations. From my field-level Commanding Officer’s perspective, this feeling of relevance is essential to retaining a skilled and motivated workforce. In the past decade or so, the Coast Guard’s emphasis on certifications has greatly advanced workforce relevance. The example that immediately comes to mind is the unprecedented increase in Acquisition Professional Certifications that have bolstered our acquisition workforce’s proficiency and filled billet-skill gaps, directly contributing to improved cost, schedule, and performance of our major system acquisition programs.

Going forward, we must keep a watchful eye on all aspects of our mission support workforce and export what we have done in programs like acquisition to other areas (e.g., medical, financial, wage-grade trades, etc.) to ensure our people and systems maintain relevance. For example, I am greatly encouraged by the recent progress we are making toward fielding the Electronic Health Record System, and by senior leadership’s focus on filling gaps in our medical providers. These efforts are key to sustaining a relevant medical workforce and an organic health care capability. Similarly, the ongoing Financial Management and Procurement Business Process Re-engineering effort will be key to sustaining relevance in our financial systems/community.

As we continue to mature our mission support and aspire to achieve the Commandant’s Guiding Principles, I envision employing a tool similar to the Cutter Master Training List to capture billet-specific mission support training requirements and to monitor progress toward achieving them and ensure we are RELEVANT.

RESPONSIVE: If the Commandant’s Guiding Principles represent “self-actualization” of the Coast Guard’s mission objectives, then highly responsive, customer-focused mission support services are the “basic needs” required to get us there. Along these

lines, DOL initiated a pilot program in 2015 to develop Customer Service Standards and associated performance metrics for critical field-level mission support services. Building on the success of this pilot effort, DOL recently implemented an initial set of enterprise-wide Customer Service Standards and Performance Metrics at all Coast Guard Bases.

We must continue DOL’s ongoing pilot program to develop Customer Service Standards and associated Performance Metrics for critical field-level mission support services so that we can best allocate our existing resources, improve processes, and enhance customer service to be RESPONSIVE to our operator’s needs.

Admittedly, the above discussion only scratches the surface of the vast mission support scope of our work and does not represent a comprehensive assessment of field-level logistics and support. That is not the point. Rather, the point is there are many lenses through which we can view the Commandant’s Guiding Principles, and Mission Support must be one of them.

ARMY WAR COLLEGE

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COUNTERING UAS IN THE NCR

A mission significant to the Commandant’s Guiding Principles of Ready, Relevant, and Responsive is Air Station Atlantic City’s homeland defense mission executing operation NOBLE EAGLE in the National Capital Region-Integrated Air Defense System (NCR-IADS). In 2006, the USCG assumed a continuous alert watch at the Ronald Reagan Washington National Airport. Under the tactical control (TACON) of NORAD, NCR-IADS’s mission is to execute Rotary Wing Air Intercept (RWAI) operations against unauthorized low slow flying Targets of Interest (TOI). Under USCG TACON, NCR-IAD supports lead law enforcement agencies for exigent circumstances.

Defining the Problem: In 2017, General Joseph Votel, Commander of U.S. Central Command, stated: “...numerous non-state actors including ISIS [and] al Qaida...are using both commercial off-the-shelf and military drones to conduct operations against U.S. and coalition forces. This threat has evolved from reconnaissance and surveillance missions to weaponized drone attacks resulting in battlefield casualties.” As small Unmanned Aircraft Systems (UAS) become increasingly sophisticated and easily weaponized, it is just a matter of time before this threat will be used against the U.S., with the NCR as a prime target.

Are the USCG and Homeland Security Enterprise (HSE) ready to protect the NCR from a UAS attack? Currently, the answer is no. Malicious use of UAS technology represents an emergence of a clear and present danger in a complex landscape containing numerous jurisdictions and interagency partners. There is a lack



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of policy and cohesive strategy to counter UAS use in the NCR resulting in ambiguity for the entities conducting their mission to protect the Nation’s capital.

Understanding the Operational Environment: The federal government currently faces the challenge of safely integrating UAS technology into the national airspace system, while ensuring privacy, civil liberties, and countering UAS use by potential attackers. There are numerous examples of unauthorized UAS operations in the NCR’s Flight Restricted Zone (FRZ), and there is a rapidly-expanding global market for UAS technology. UAS events in the FRZ are often characterized by uncertainty, the need for immediate action, and challenges in target identification due to their small radar cross-sections and slow speeds.

Way Ahead: Interdependencies exist within the HSE where agencies rely on each other’s resources and functions. Synergy among counter-UAS mission responsibilities are important to maximize capabilities and minimize risk. To counter hostile UAS, joint rules of engagement (ROE) and rules for the use of force (RUF) must be established and disseminated. The ROE and RUF should be properly tailored to the situation spanning homeland defense, homeland security and law enforcement authorities, which will facilitate timely engagements of hostile UAS while mitigating risk.

The ultimate challenge will be for the HSE leaders to develop a strategy and communicate policy across the NCR counter-UAS community that produces layered and mutually supporting capabilities. If accomplished, the synergy will allow for unity of effort to detect and deter a UAS attack on our homeland.

THE HOOVER INSTITUTION

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BUILDING TO OUR KEY INSIGHTS

Google’s key insight remains the simple idea that the Internet search can be perfected. Now a multibillion dollar public corporation, Google achieved impact at scale by focusing, avoiding mission creep, and scaling in a manner that preserved its culture of innovation. Examine any organization with longevity and impact at scale and a common theme emerges: the ability to sustain a competitive advantage by building on key insights.

What are the Coast Guard’s key insights and how are we working to sustain our competitive advantage? With more than 200 years of operations in the global maritime domain, the U.S. Coast Guard is in a league of its own. Today we have no peer competitor, and we enjoy monopoly status in the maritime domain. Unfortunately, status does not assure long-term success. We must take a strategic pause to identify our key insights and conduct the deliberate

planning necessary to remain Ready, Relevant, and Responsive at home and abroad for years to come.

Take a moment to appreciate just a few of our key insights. No other federal agency possesses the authority, jurisdiction, and relationships to impact the global maritime supply chain at scale like the Coast Guard. Membership in the Intelligence Community, combined with unique insight into the maritime environment and a dedicated intelligence workforce, positions the Coast Guard to be the preeminent maritime intelligence provider for the Nation. Our international maritime expertise and access to foreign states is unique among governments. Should we choose, the Coast Guard is uniquely poised to achieve the collaboration and cooperation necessary to create a cyber-secure maritime domain, to be a leader in the Intelligence Community, and to shape international maritime relations. This is our competitive advantage.

The Coast Guard footprint is remarkable, but we cannot take our monopoly status for granted. As we plan for the next 100 years, we must improve on our success, honor our key insights, and build to our competitive advantage. We must invest in ourselves, first through strategic analysis and long-term planning. We can influence the fiscal, legislative, and operational landscape for decades to come; but, if we settle for the status quo, victim to one year strategies aligned with election cycles and the annual appropriations process, we will find ourselves with less than we hoped for.

EISENHOWER SCHOOL

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DISCUSSIONS AT EISENHOWER COLLEGE REFLECT ON HOW THE CG IS READY, RELEVANT, AND RESPONSIVE.

As I entered Eisenhower Hall to start my senior service school tour, it was immediately apparent to me that I was only one of two active duty Coast Guardsmen in a sea of several hundred DOD personnel. Within the first week of classes, nearly everyone knew my name. The CG seemed to be the center of discussion, not because we were different, but because there was a strong interest among others concerning CG capabilities. I have such tremendous respect for our fellow military branches and civilian agencies as they deploy for long periods of time to faraway lands. It was hard to imagine why they were enamored with what we bring to the “fight.” Being at the center of attention throughout the year made me realize being Ready, Relevant and Responsive is what makes our DOD counterparts so interested in what we do and how we do it.

We are Ready in many ways. Although joint operations among the DOD military branches have been the focus since the Goldwater-Nichols Act of 1986, which increased the powers of the Chairman of the Joint Chiefs of Staff and streamlined the chain of



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command within DOD, there seems to be an increased focus on improved DOD “jointness,” particularly between DOD military branches and civilian agencies. Operation Iraqi Freedom highlighted this as a “whole-of-government” approach became a better solution than simply a military engagement campaign, especially when it came to regional stabilization. Recognizing this, many at Eisenhower College were interested in how the CG approached integration with other agencies, particularly in cases of national incidents and natural disasters.

Next, we are certainly Relevant in many ways and becoming more so as the geopolitical challenges of the world continually emerge and evolve. Besides North Korean and Iranian nuclear capabilities and China’s military build-up in the South China Sea, the aggressive Russian expansion in the Arctic was a major topic. Many DOD partners were surprised to learn about the CG’s vast expertise in the polar regions, especially since many of their services have very limited experience there. The need to remain relevant by increasing our acquisition of new icebreakers was a major theme throughout the year. Having the opportunity to discuss these issues with GS-15s and O-6s—many of whom will likely become Flag officers, senior executives, and key stakeholders throughout the federal government—was promising.

Finally, the CG is Responsive. The authorities as granted by Titles 10 and 14 of the U.S. Code make us a unique service that can support both law enforcement and national defense missions. Many DOD partners are unaware of this uniqueness of the CG, which serves us well in the missions we are required to perform. This makes us a tremendous force multiplier that many of the combatant commanders are realizing more and more. As examples: in the U.S. Pacific Command the CG’s expertise is highly sought out in training partner nations’ navies; in the U.S. Southern Command, the CG plays a leading role with Western Hemisphere Strategy; and in U.S. Central Command, the CG continues to perform the Patrol Forces Southwest Asia (PATFORSWA) mission.

Although there is work to be done to improve our readiness, relevance, and responsiveness, the CG is seen as a premier organization within the federal government. While we have certainly gained prominence throughout the last 10 to 15 years, there is a lot the public, and even the federal government, still needs to learn about us. Each of us, from the Commandant down to the newest non-rate, has an important role to play in telling the CG story to ensure the nation recognizes the contributions we play in serving the United States.

MIT SYSTEM DESIGN & MANAGEMENT

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“WE HAVE MET THE ENEMY, AND IT IS US”: USING SYSTEMS THINKING TO OVERCOME CONFIRMATION BIAS AS A PO-

TENTIAL BARRIER TO A READY, RELEVANT, AND RESPONSIVE COAST GUARD

Confirmation bias is a human tendency to allow new information – specifically, data that confirms our initial hypotheses or pre-suppositions – to disproportionately influence (and thus reinforce) our beliefs. This phenomenon becomes particularly dangerous when contrary evidence is (most often unintentionally) misinterpreted or even dismissed. If this occurs while leaders and planners are building mental models, it provides a breeding ground for “blind spots.” Confirmation bias is a serious hazard for a leader and may be potentially disastrous to an organization seeking to remain Ready, Relevant, and Responsive.

To determine how a system may react to changing conditions, we must first define the components of a system (whether that system is a water pump, a ship, an IT network, a team, an agency, or something else) and thoroughly examine their interactions. The results of this exercise often reveal fundamental flaws in our preconceived mental models of the system. There are several ways to analyze a system and better understand the implications of its formal and/or functional architecture. One of these is the field of study known as system dynamics, which facilitates the modeling of relationships between parts of a complex system to forecast how these relationships and interdependencies influence the behavior of the system over time. To be effective, architects of system dynamics models must provide appropriate attention to not only the structure of feedback loops, but also underlying assumptions (again – the importance of accurate mental models) and the sensitivity of results to these assumptions. Understanding the effects of interactions between system components is an important element of systems thinking – individual issues addressed in “silos” without effectively addressing the problem in a whole system context can “snowball” into bigger crises due to unintentional consequences.

Given the sometimes irrational nature of human thought, one may argue that the most complex systems are those that include people. The thought processes of humankind are not likely to change significantly any time soon – the adaptation of our ancestors to their environments over the millennia have evolved the human psyche to its present state. An effective leader must know himself/herself first. Thus, a leader must recognize the symptoms of confirmation bias. Confirmation bias is not completely eradicated by simply providing leaders with a greater volume of intel and data. Its negative effects are best avoided via disciplined decision-making and planning.

We are all at risk of being “infected” by confirmation bias. For better or for worse, it is effectively part of our human “mental DNA”; being cognizant of this fact should make us better decision-makers, leaders, and citizens. Application of systems thinking principles can help prevent us from becoming our own worst enemies in our quest to ensure readiness, relevance, and responsiveness.



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RELATED URLS:

For those interested in learning more about application of systems thinking and the application of system dynamics, I recommend the following videos:

- ▶ <https://www.youtube.com/watch?v=lenySRdkRu8>
- ▶ <https://www.youtube.com/watch?v=tTo06jbSZ4M>

If these videos pique your interest, the following link includes an overview of systems thinking and system dynamics modeling applied to analyzing the complex issue of global climate change (an issue rife with controversy anchored by confirmation bias):

- ▶ <https://www.climateinteractive.org/>

COUNCIL ON FOREIGN RELATIONS

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RELEVANCE IN THE 21ST CENTURY:

THE TWILIGHT OF THE COAST GUARD

Since 1790, our service has been masterful in navigating the dynamic and often fickle nature of our environment. We have adapted, adjusted, and retooled the manner by which we deliver services; we've protected borders, interdicted contraband, maintained the marine transportation system, and rescued citizens from harm on the high seas. Externally, "relatively stable" fiscal and technological environments have yielded linear benefits that have enabled our service to purchase and employ single-generation improvements to legacy tools and processes; new versions of old tools. In short, the nature and manner of our "warfare" has been stable. Today, in contrast, the Coast Guard faces a series of existential threats that it is ill prepared to address. Our slow adaptation to advancements in technology, darkening fiscal realities, and poor strategic management represent hazard to mission and service. Left unaddressed, we risk the same fate as Belgian chas-seurs that charged German Panzers in the Battle of Belgium in 1940; obsolescence arrived with little warning and over the course of a single afternoon.

The blur of technological advancement has never been so profound! Quantum computing, artificial intelligence, "big data", space-based platforms, to name a few, will sum to fundamentally alter the world we inhabit. The organizational constructs of the near future will adapt at "the speed of relevance" or be subsumed by others. The Coast Guard has the opportunity to leverage all of the aforementioned emerging tools, if it is willing to fundamentally rethink how it delivers service to the nation. By example, the Coast Guard (or other agency) of the near future will employ space-based platforms leveraging biometric recognition technologies to identify narcotics network entry points at the genesis and terminus of transport, negating the requirement to employ a

\$700M cutter or its crew. Contractual organizations will address, in most areas, the ever-declining demand signal for search and rescue services (the United Kingdom has already begun this transition). While the nature of our "warfare" will remain, the manner by which it is conducted will change rapidly. To address this reality, the Coast Guard must follow the lead within the Department of Defense (which is creating a 4-star level Futures Command) and other agencies in actively seeking a glimpse of tomorrow. Efforts like those employed by Defense Innovation Unit Experimental (<https://www.diux.mil/>) are also opportunities for our service. As we approach the "converging of the curves," which I will discuss below, our singular guiding effort in retaining relevance must be to avoid being the most expensive way to solve a problem.

According to the Government Accountability Office, the costs of Social Security, Medicare, Medicaid, and debt servicing will equal revenues in 2026. After this "converging of the curves", every additional dollar spent by the United States government will be borrowed. Despite the Coast Guard's brand strength, we are poorly positioned to compete with other agencies in this austere environment. The Department of Defense, given our nation's return to great power competition, and even U. S. Customs and Border Protection, given the large and enduring focus on immigration (sovereign debt levels across the globe coupled with climate change will continue to drive large populations to flow towards more stable environments), will lead efforts and hence garner the limited funding. While it may be inevitable that the Coast Guard grows smaller, it is not inevitable that we are subsumed by others. Adapting just some of the technologies noted above in a focused effort to use new tools and not new "old tools" will yield the "streamlined" effort that the 2026 fiscal and political worlds will demand. Former Commandant of the Coast Guard ADM Robert Kramek was prescient in his recognition of emerging fiscal challenges and the need for our service to fundamentally adapt; he was just 30 years before his time!

Thinking and functioning with strategic intent has never been more important. To quote a former leader of our service, "the Coast Guard has always struggled with thinking strategically." While linear single generation growth has served us in the past, the future will not allow for such an approach. We must develop, cultivate, train, and retain the problem solvers needed for tomorrow's challenges. When the Coast Guard dissolved CG-095, an organization led by former Vice Commandant VADM Peter Neffenger, it scattered strategic development into disparate and disjointed efforts. To correct this error, the Coast Guard must re-establish an enterprise-level strategic guidance team. This entity must be positioned to inform and influence all aspects of the service; acquisitions, service delivery, personnel management, etc. At a bare minimum, a "veneer of strategic intent" is crucial if the Coast Guard is to continue as the right tool for the right job in the 21st century.

It is vital to remember that twilight, while often understood as the



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graying sky following the setting of the sun and more anecdotally as “a period or state of obscurity, ambiguity, or gradual decline,” is also the graying of the sky before the rising of a new day. While much of this piece has focused on the darkness confronting our service, the twilight of today may represent an opportunity, perhaps one of the few left, to embrace the radical change needed for the Coast Guard to remain Ready, Relevant, and Responsive in the 21st century.

BROOKINGS INSTITUTION

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WHAT DO YOU ACTUALLY DO AS A THINK TANK FELLOW?

This is a common question from potential SEFP applicants, and, as you have probably guessed, the answer varies. In general, your day-to-day work falls into four primary “buckets.” Each fellowship is different, and each may be heavy in one and light in the others, depending on which institution you are attached to and what kind of topics you are researching.

Independent Research: Being in the SEFP provides you the time to research, read widely, and attend forums on a range of topics. You can use this research to support ongoing projects at your think tank, such as the Brookings Order from Chaos project, or to publish your own work. Most think tanks provide the opportunity to participate in professional exchanges or “staff rides.” At Brookings, this was included during briefs at CIA HQ and meetings with the Chief of Naval Operations and Commandant of the USMC.

Collaborate and Contribute to the “Body of Knowledge”: You may have the opportunity to prepare for and participate in private policy workshops or roundtables with senior leaders from the public and private sector. I worked on topics such a “Burden Sharing in the Pacific,” “Saving the Middle Class,” “Illicit Economies and TCOs [Transnational Crime Organizations],” and “Countering Violent Extremism.” I also participated in the Johns Hopkins School of Advanced International Studies National Security Scholars and Practitioners Program on the future of war.

Formal Academics: Some think tanks provide the opportunity to earn certificates or masters’ degrees. I completed a Certificate in Public Leadership, which included classes on Executive Leadership for America, Emerging Global Threats, Insider’s Guide to the Federal Budget Process, Ethics in Action, Emerging Threats and Opportunities in Asia, and Strategic Thinking.

Represent the Coast Guard and the Homeland Security Enterprise: Fellows educate policy makers, scholars, interagency members, and the public on the Coast Guard and DHS. Sometimes that includes representing the Service at public panels.

RELATED URLS:

- ▶ “Is there really a military readiness crisis?” - Brookings Institution, Nov 13, 2017
<https://www.brookings.edu/events/is-there-really-a-military-readiness-crisis-in-the-united-states/>
- ▶ “Oil on the Water, Illicit Hydrocarbon Activity in the Maritime Domain.” - Atlantic Council, April 10, 2018
<https://www.atlanticcouncil.org/publications/reports/oil-on-the-water-illicit-hydrocarbons-activity-in-the-maritime-domain>

BROOKINGS INSTITUTION

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IS THE COAST GUARD READY, RELEVANT, AND RESPONSIVE? ABSOLUTELY!

A great example of this statement is last year’s hurricane season. From my vantage point as the Aeronautical Engineering Officer and C130 pilot at Air Station Clearwater, I participated in and witnessed the preparedness, execution, and excellence of our nation’s smallest armed force. The historic 2017 hurricane season showcased our Service’s dynamic search and rescue response, saving numerous lives—plucking mariners out of the bands of major hurricanes. Aviation assets also relocated millions of pounds of cargo, relief supplies and personnel, critical medicine, and machinery across America and the Caribbean.

Let us not forget the death, injury, and major infrastructure damage that these storms caused. Throughout the storms, however, our Coast Guard men and women were the faces of hope and relief to thousands. I witnessed the despair experienced by survivors and those who lost so much; but, I was also able to witness the relief in their faces when they saw the Coast Guard coming to their aid. Although the delivery of critical supplies and personnel was essential, the personal touch of our Coast Guard men and women was the real difference maker. We are lucky to have such a talented and dedicated workforce. It was amazing to be a part of the Service’s human response to those in need across our country and the Caribbean islands.

What is more impressive is that this is just one example of our ready, relevant, and responsive capabilities that we thrive on daily across our various mission sets. Our Service provides a large “bang for the buck” considering the size of our organization and its global reach.

Also impressive is our preparedness and our commitment to improvement. As we kicked off the 2018 hurricane season, the Coast Guard validated response plans, completed table top exercises, and enacted lessons learned. Hundreds of Coasties participated in these events to ensure our workforce, equipment, and processes were ready to respond. The Coast Guard is agile and never sleeps!



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Our organization stands ready to respond to the needs of our country and demonstrate its relevance anytime and anywhere!

HARVARD NATIONAL SECURITY FELLOW

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First and foremost, let me say that I was absolutely humbled and fortunate to represent the Coast Guard at the Harvard National Security Fellowship this past year. Consequently, I feel immensely more aware of the dynamic challenges and perpetual threats the U.S. faces throughout the world today – a rising China, a resurgent Russia, an ominous North Korea, and a race for maritime domain dominance and relevance in a rapidly-changing maritime landscape.

As I further reflected on these emerging issues and participated in group discussions and seminars, I couldn't help but notice the Coast Guard is not only directly impacted by these threats, but it also has a significant role in mitigating them. From patrolling alongside the big deck Navy in the Mediterranean to establishing sea lines of communication throughout the Arctic, the Coast Guard's role today is more relevant than ever.

As our mission set expands and the maritime landscape evolves, we must be ready to face new challenges. Readiness starts with self-awareness; we must understand the problem set so we can effectively derive solutions. As we develop solutions, we must equip our most critical resource—our people—with the tools they need to perform the mission: state-of-the-art assets, equipment and sensors, as well as the necessary training to operate and employ them to their maximum potential.

Finally, we must be proactive, think strategically, and view issues through a global lens. Solutions to today's global problems will inevitably require our forces to reexamine and update our current statutory missions. This will require our forces to operate differently and undertake derivative missions in order to be responsive to national security requirements and objectives.

HARVARD NATIONAL SECURITY FELLOW

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In the last six months, I have made the jump from the “pointy” end of the operational spear all the way back to the college classroom. Looking at my change from a Sector Response Chief and Aviation Operations officer in a diverse environment on the Southwest border to a college student in Boston has been a professional shift and a major change in lifestyle, to say the least. As I start my next assignment as a National Security Fellow at Harvard University,

one of my deliverables is to research a topic that is currently a challenge for the service and, with a little luck, make a difference in the way future policies or actions take place. I have not finalized a topic yet as I will be working with several other fellows from the DOD in the program, but our teams are starting to form. Nonetheless, I expect the topic to address a specific challenge in disaster response, the Arctic, or autonomy in operations.

As one might imagine, a major focus here at Harvard is intellectual energy and employing that energy to form thoughts that are innovative, well researched, and clear. Getting back to this academic environment and reflecting on my past assignment as an operations officer again reminded me that our cognitive skills need to remain at the forefront of our teaching and training programs. As our crews race to the scene, they must remember to focus their own intellectual energy to weigh risks, problem solve, and find a creative approach to reach an end-game. Further, they need to look for improvements on the way we complete the mission. As Coast Guard men and women, our greatest tool to impact any situation is our mind and our ability to think in stressful situations to ensure we remain ready, relevant, and responsive. As we train to reach proficiency in executing a perfect mooring with an offshore wind, or fly an instrument approach down to minimums in poor weather, leaders need to stress the importance of thinking and creativity on how to best respond to our missions.

CENTER FOR NEW AMERICAN SECURITY

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DEFENSE RELEVANCE: FOUR QUESTIONS

The sense at CNAS in 2017 was that a great power conflict between the U.S. and Russia was more likely than at any point since the fall of the Soviet Union. The alarm may have been a product of feedback: defense wonks talk and write about war, and startling headlines get attention and attract funders. Still, the world is getting more interesting, and the current administration is deeply interested in security. Former USCG Commandant ADM Paul Zukunft put defense front and center in the resource fight; but, getting serious about defense dollars means getting serious about our relevance to defense missions. To that end, I ask four questions.

Do we understand the defense roles we will perform? The decline in U.S. and allied ships and patrol aircraft is turning manageable problems into intractable ones. A CNAS war game on the Greenland-Iceland-UK Gap illustrates the problem. Whether we want to be part of the solution may be immaterial. We are building a fleet of cutters capable of landing the H60 airframe and handling the North Atlantic. The low-risk missions we envisioned for those assets will not be the missions they get if the going gets tough.

Do we train for interoperability? As a cadet during Cooperation Afloat Readiness and Training in 1997, a Chief Radarman taught me tactical signals and maneuvering. Radarmen understood naval



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operations. As BERTHOLF’s Operations Officer during the Rim of the Pacific Exercise (RIMPAC) in ’12 I begged a Navy Limited Duty Officer and OS1 from ships in our task unit to fill critical command and control gaps. Operations Specialists are smart and motivated, but they are not trained for naval operations. I needed pros, and the Radarmen were gone.

Do we acquire assets for interoperability? In an article I published in the “National Interest,” I argued that we should understand the minimal outfit necessary for credible interoperability. It is not clear to me that we meet the mark with the National Security Cutter as built or Offshore Patrol Cutter as conceived, but we are probably close. What about our patrol aircraft? Our command centers?

Are we a reliable partner in defense? Our record is mixed. In the “yes” column are Patrol Forces Southwest Asia (PATFOR-SWA), Deployable Specialized Forces Central Command (DSF CENTCOM) deployments, and our Port Security Units. The “no” column is troublingly long and provides ample evidence of an on again, off again relationship between the Coast Guard and its defense mission. Former USCG Commandant ADM Paul Yost’s pivot toward defense was promptly beaten back. We withdrew from traditional Combatant Command (COCOM) deployments in the early 2010s only to tout those same deployments to COCOM in 2017 in response to a bleak budget outlook. How do these shifts in focus appear to our DOD partners?

I have the luxury of not offering detailed recommendations in response to these four questions. I will suggest, however, that we have a lot of work to do if we intend to get serious about our Coast Guard’s defense relevance.

RELATED URLS:

- ▶ **CNAS:** <https://www.cnas.org/publications/reports/forgotten-waters>
- ▶ **National Interest:** <https://nationalinterest.org/feature/worried-about-the-size-the-us-navy-rearm-the-coast-guard-19191>

MIT SEMINAR XXI

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READY, RELEVANT, AND RESPONSIVE IN ANTARCTICA

The Coast Guard is getting Ready to deploy an icebreaker to Antarctica to inspect foreign research stations on the continent for the first time since 1995. Significant preparations will be required to ensure the icebreaker crew and aircrews will be ready to operate in the most

challenging environment on earth. Since the 2005 disestablishment of the Polar Operations Division (POPDIV) at Aviation Training Center (ATC) Mobile, Coast Guard expertise flying in the region has atrophied. The cutter crew and aircrews will require specialized training, and they will be supported by the administrative refresh of policies, tactics, techniques, and procedures before the deployment. Spare parts, unique equipment, and special personal protective equipment (PPE) will also be carried on the mission. The Coast Guard will be ready to carry out the mission safely and effectively when the time comes. Being ready to operate in the harsh polar environment will also support future mission demands in the Arctic, where the steady uptick of human maritime activity demands additional Coast Guard attention.

The inspections are highly Relevant as they will fulfill all of our national responsibilities as signatories of the Antarctic Treaty. The inspections will ensure foreign governments are complying with the environmental requirements of the treaty. A joint team of Coast Guard, State Department, and U.S. Antarctic program personnel will carry out the inspections. They will advance U.S. foreign policy goals in the region by ensuring the continued peaceful use of the continent for scientific research to the betterment of mankind. U.S. Coast Guard Cutters Healy and Polar Star (and future heavy icebreaking assets) must be seen through the lens of national security, as instruments of national power, and must be employed to attain strategic objectives different from other classes of cutters. By thinking of the icebreakers as strategic national assets, we begin to understand the crucial role the Coast Guard plays in maintaining that capability for the nation, and how relevant their operation is to national requirements.

The inspections will be carried out in response to a request from the National Science Foundation and State Department. As the sole purveyors of heavy icebreaking capability for the U.S. Government, the Coast Guard is highly Responsive to interagency requests for icebreaker support in the National interest. By following the Global Force Management Board (GFMB) process, the Coast Guard identifies and resources mission requirements from inside and outside the Coast Guard and ensures we are able to fulfill our missions of safety, security and stewardship. By being responsive to interagency requests, we are supporting the goals and missions of DOD, the State Department, and other agencies for the good of the nation.

RELATED URLS:

- ▶ <https://phys.org/news/2018-07-years-antarctic-treaty-fate-continent.html>

The *Coast Guard Roundtable* is a quarterly newsletter published by CG-0923 and designed to promote dialogue and professional exchange highlighting Senior Education and Fellowship Program engagements, Headquarters Strategy updates, and Service initiatives. If you are interested in submitting a 400–600 word article for inclusion in a forthcoming issue, please contact the SEFP manager, LCDR Daniel Cathell at Daniel.B.Cathell@uscg.mil; 202-372-4602 for more information on the submission process.



Senior Education & Fellowship Programs

CAPT Programs

- Council on Foreign Relations
- Secretary of Defense - Corporate Executive Fellows Program (SECDEF)

CDR Senior Service Schools

- Air War College
- Army War College
- Eisenhower School for National Security & Resource Policy
 - Acquisitions (2)
 - National Security (2)
- Joint Advanced Warfighting School
- Marine Corps War College
- National War College (2)
- Naval War College (3)

Fellowships & Think Tanks

- Brookings Institution
- Hoover Institution, Stanford University
- RAND Military Fellowship
- Center for Strategic and International Studies
- National Intelligence University, Center for Strategic Intelligence Research
- National Security Fellow–Belfer Center, Harvard Kennedy School
- College of Information and Cyberspace, National Defense University
- Inter-American Defense College
- International Combating Terrorism Fellowship (ICTF) – National Defense University
- MIT
 - Sloan Fellowship
 - System Design & Management
 - Seminar XXI (4)¹
- Tufts University, Fletcher School of Law and Diplomacy–International Security Studies

The Senior Education & Fellowship Program runs a triennial review of programs. CG-0923 leads this portfolio assessment process with an integral team of stakeholders within CGHQ.

Points of Contact

Senior Education & Fellowship Program

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- ▶ SEFP Homepage
<https://cg.portal.uscg.mil/units/cg092/cg0923/SEFP/>
- ▶ SEFP Solicitation Message
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JPME-1, DOD War College (Junior Officers)

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- ▶ CG-ODO Homepage
<https://cg.portal.uscg.mil/units/cgodo>
- ▶ Command & Staff Solicitation Message
ALCOAST 131/18

DHS Learning & Other Leadership Development Programs

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- ▶ CG-128 Homepage
<http://www.dcms.uscg.mil/Leadership/>
- ▶ Leadership Development Program Solicitation Message
ALCOAST 037/18

¹MIT-Seminar meets approximately once a month from September through May for a total of five evening sessions in Washington, D.C., and three weekend sessions in Warrenton, VA. This program is selected separately from the SEFP and is open to GS-14/15 and O-5/6.