

Mid-Atlantic Maritime Strategy

A Strategic Framework for the
Coast Guard's Fifth District

2019-2022



Commander Fifth Coast Guard District

Commander's Letter of Promulgation

The Fifth Coast Guard District, headquartered in Portsmouth, VA, is responsible for a geographic area comprised of portions of New Jersey, Pennsylvania, Delaware, Maryland, the District of Columbia, Virginia, and North Carolina.



It is my distinct honor to serve as the Fifth District Commander and join an exceptional team of civilian and military professionals. The Fifth District's inherent mission successes are a direct result of the superior character and extraordinary professionalism demonstrated throughout every aspect of our workforce. The tireless dedication and boundless energy of the Fifth District team is evident daily, across every mission, and is abundantly clear during our response to natural disasters, maintenance of maritime ports and waterways, law enforcement, vessel & facility inspection, and search and rescue missions.

The enclosed 2019-2022 Strategy builds upon previous Mid-Atlantic Maritime Strategies and was crafted to ensure District Five is not only ready to meet today's challenges, but will be properly postured to address those formulating on the horizon. The six priorities outlined in this strategy align with the Commandant's Strategic intent and Atlantic Area Commander of making District Five Ready, Relevant, and Responsive and maximize resources and personnel. I encourage all members of the Fifth District Coast Guard Team including Active Duty, Reserve, Auxiliary, and Civilians to focus these priorities in all we do!

Keith M. Smith
Rear Admiral,
United States Coast Guard

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Introduction

The United States Coast Guard, as a component of the Department of Homeland Security (DHS), partners with the Department of Defense (DOD) and other government agencies (OGA) to protect the country's maritime domain. As part of the development of the Fifth District's Maritime Strategy, several pertinent documents influenced the mission goals and objectives: the National Security Strategy, DHS Goals & Priorities, the National Defense Strategy, the Coast Guard Strategic Plan, and the Atlantic Area Strategic Plan. Clearly defining the Coast Guard's role, these documents guide our performance in overcoming the challenges faced in the maritime environment. As directed by the Commandant, the Fifth District will be Ready, Relevant, and Responsive to support the Department of Homeland Security, the Secretary of Defense and Combatant Commanders, and other national and global interests. Commander, Atlantic Area establishes guidelines for operations and risk management by leveraging diverse people, partners, and approaches across all missions to ensure national prosperity and security. In supporting the Coast Guard's and the Atlantic Area's Strategic Plan, the Mid-Atlantic Maritime Strategy provides a strategic focus for the Fifth District's leaders. This strategic framework serves as guidance for executing all our missions and directing our way ahead.



FIFTH COAST GUARD DISTRICT VISION

The Fifth District will serve as a maritime leader and partner of choice ensuring the safety, security and resiliency across all areas of U.S. national interest, defending our citizens, sovereignty, and facilitating commerce.

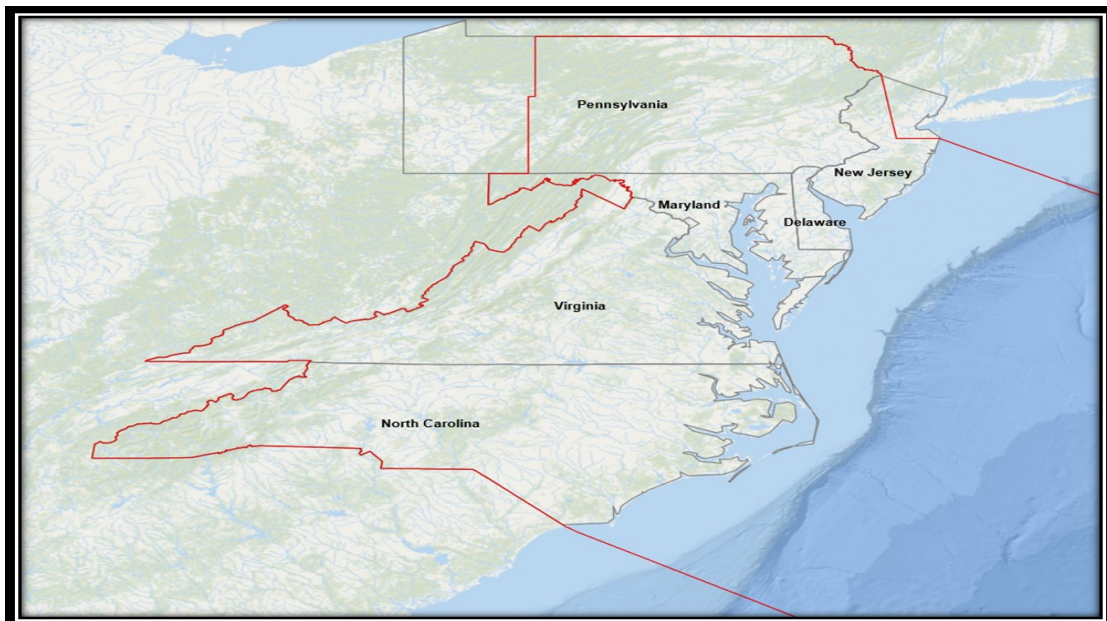
FIFTH COAST GUARD DISTRICT MISSION STATEMENT

We will always conduct safe and efficient operations to prevent incidents, mitigate risks, eliminate threats, and rapidly respond to those in need, while exercising our service's principles of "on scene initiative" and "warranted risk."



Fifth Coast Guard District Overview

The Fifth Coast Guard District geographic area contains 156,000 square miles of navigable waterways, including the Atlantic Ocean, Intracoastal Waterway, major mid-Atlantic ports and the world's largest national defense global sealift naval station. The Fifth District Force Laydown consists of six major commands, four Sectors and two Air Stations, supported by a workforce of 2,800 active duty members, 120 civilian employees, 620 Reservists, and 4,100 Auxiliarist. There are 27 Boat Stations, eight Coastal Patrol Boats, five Fast Response Cutters, 11 Aids to Navigation Teams, five Buoy Tenders, three Harbor Tugs, three Construction Tenders, 14 Short and Medium Range Rotary Wing Aircraft, and five Long Range Fixed Wing Aircraft. Vital interests include Delaware Bay, Baltimore, the National Capital Region, the vast Chesapeake Bay, the Outer Banks, and the largest naval base in the world.



The **Search and Rescue (SAR)** mission is key in assisting persons or property in potential or actual distress. Based on trend analysis and the improvement of communication and locating systems, SAR response activity is predicted to decrease slightly within the next several years.

The **Marine Safety** mission ensures compliance with waterfront facilities and vessels with marine safety and security regulation's and also establishes standards for recreational boating and commercial vessels. The accelerating pace of innovation, new technologies, and the expansion of natural resource exploration, production, and transportation is manifesting in larger, more complex vessels, increased traffic, and greater demands on the Marine Transportation System (MTS).

The **Living Marine Resources (LMR) Law Enforcement**

mission regulates Federally permitted Commercial Fishing Vessels to sustain fishery resources. Fifth District's robust LMR Enforcement objectives focus on executing a manageable and sustained level of random and effective at-sea boardings, along with focused operations, intelligence -sharing, and joint operations with the National Oceanographic and Atmospheric Administration Office of Law Enforcement and state partners. Fifth District fisheries activity will remain consistent over the next four years, but continuing progression towards an Ecosystem Based Management and fisheries regulations could dictate a redistribution of enforcement resources.



The **Aids to Navigation (ATON) and Domestic Ice Operations (DOMICE)**

missions execute a variety of authorities by developing policies and conducting activities that facilitate and manage vessel movement. Through the continuous maintenance and improvement of more than 6,600 fixed and floating federal aids to navigation, District Five ensures hazards to navigation are minimized within the coastal and inland waterways. Recovery of the MTS is a vital element of this mission following natural and man made disasters. With the advancement of offshore renewable energy projects, capacity pressures facing commercial ports, and technological enhancement to navigation communications on the horizon, the Fifth District's Waterway Management mission could see a fundamental change to mission execution in the years to come.



The Fifth District's **Marine Environmental Protection (MEP)** mission strives to prevent, enforce, survey, respond to oil and chemical spills, and to the introduction of invasive species into the marine environment. Fifth District units actively enforce Marine environmental laws and work with a variety of federal, tribal, state, industry, and local partners on contingency plan development, response exercises, and respond to real world incidents under a unified command framework with stakeholders.

Mission Support is the Fifth District's greatest expenditure of resource hours and is critically important to ensure optimal readiness for safe and effective mission execution. Currently, the Fifth District participates with OGA's to develop, exercise, and amend contingency plans as appropriate. Throughout the next four years, training and readiness, Emergency Management and Preparedness, and the cooperative strategy workload will evolve as Coast Guard Modernization achieves full operating capability.

The **Ports, Waterways, and Coastal Security (PWCS)** mission encompasses the protection of the U.S. Maritime Domain, the MTS, and those who live, work, or recreate near them. The PWCS aids in the prevention and disruption of terrorist attacks, sabotage, espionage, or subversive acts, and response to and recovery from those that do occur. The Fifth District has succeeded in balancing PWCS with traditional missions by coordinating efforts with OGA's.



In regards to **Illegal Drug Interdiction**, the most persistent narcotics trafficking threat in the Fifth District is from personal distribution, both offshore and along the Intracoastal Waterway, among fishing vessels or within legitimate cargo containers. The Fifth District's **Undocumented Migrant Interdiction** mission is designed to interdict undocumented migrants prior to landfall in the United States. The Fifth District encounters absconders, deserters, use of false documentation, U.S. vessel crewing violations, and discovery of undocumented aliens during the course of operations. The **Other Law Enforcement (OLE)** mission includes preventing illegal foreign fishing in the U.S. Exclusive Economic Zone. The Fifth District is not routinely engaged in the OLE mission and is not expected to be substantially involved within the next four years.

The Fifth District's **Defense Readiness** mission requirement provides Coast Guard maritime assets to the Department of Defense. The Fifth District will maintain a presence in overseas contingency operations for the foreseeable future in support of our national security interests. Fifth District air resources will also perform National Capital Region missions and this activity will increase moderately over the next four years due to the continuing national concern over the airborne terrorism threat.



Sector Delaware Bay

Sector Delaware Bay, located in Philadelphia, oversees and directs Coast Guard missions carried out by 602 active duty and civilian personnel, 204 reservist, and 1,782 Auxiliarists. The Sector's area of responsibility encompasses 53,000 total square miles, 3,000 miles of navigable waterways, two federal regions, and three states. The Captain of the Port zone includes 47 federally regulated facilities in the three major ports of Philadelphia, PA, Camden, NJ, and Wilmington, DE, together the world's largest freshwater port. The port system also includes the Chesapeake and Delaware Canal, Christina River, Schuylkill River, Salem River, and Big Stone Beach Anchorage, which is the only protected deep draft anchorage on the East Coast.

The port accounts for \$77.6 billion in annual economic impact, \$1.5 billion in wages, and 135,000 jobs. Notably, the port is the top East Coast port for refining, export of Liquefied Petroleum Gas, and Jones Act Shipbuilding. Additionally, it is the #1 North American importer of fresh fruit, juice concentrate, paper, meat, and cocoa beans. More than 2,500 commercial deep draft vessels arrive in the port each year. Four refineries are active in the Delaware River, together refining approximately one million barrels per day. The port complex serves as a major hub for the global intermodal transportation system, offering docking space for tanker, container, break-bulk, fishing, passenger vessels, and more than 500,000 pleasure craft.

Future Outlook

Significant infrastructure investments, along with completion of the channel deepening to 45-feet will continue to expand and increase shipping activities in the port, with containerized cargo throughput projected to triple current volume to an estimated 2+ million twenty-foot equivalent unit's annually by 2023. The completed Mariner East 2 pipeline increases the potential Natural Gas Liquids throughput to 345,000 barrels per day. This is projected to double the gas carrier traffic on the Delaware River by 2020. With at least one offshore wind farm moving into the contract phase for completion by 2021, traditionally open littoral areas used for vessel transits and lightering operations will become more complex.



Sector Maryland – National Capital Region

Sector Maryland-NCR is located in Curtis Bay, Baltimore, MD and is a tenant of the Coast Guard Yard, the Coast Guard's sole shipbuilding and major repair facility. The Sector consist of 409 active duty and civilian personnel, 151 reservists, and 869 Auxiliarists. Sector Maryland-NCR's mission is to provide maritime safety, security, accessibility, and environmental protection for the National Capital Region, the upper Chesapeake Bay, and its tributaries.

The Port of Baltimore has grown to become one of the busiest ports on the East Coast. Today the port thrives on diversity including exports of coal, corn, soybeans, coal coke, petroleum, and fuel oils. Main imports are automobiles, small trucks, iron ore, petroleum products, gypsum, sugar, cement, bauxite, salt, crude mineral substances, fertilizer, ferroalloys, wood pulp, and paper. The Chesapeake Bay is the largest estuary in the United States and produces over 500 million pounds of seafood a year, to include the famous Maryland blue crabs.

Along the Potomac River lie many important historic landmarks and government agencies, such as, Marine Corps Base Quantico, Mount Vernon, Arlington National Cemetery, the Pentagon, the National Mall, and the growing National Harbor area. Sector frequently partners with the U.S. Secret Service for National Special Security Events (NSSE). Additionally, the Sector has excellent relationships with the Federal Bureau of Investigation, Immigration and Custom Enforcement, Customs Border Protection, and other state and local government agencies.

Future Outlook

Sector Maryland-NCR's location will ensure continued participation in numerous NSSE's which require both organic and external security forces to ensure the safety and security of the waterways. Sector Maryland-NCR also expects to see an increase in Liquefied Natural Gas traffic from the Cove Point Facility. Sector will continue in coordination with Port key partners to further enhance joint intelligence collection analysis and targeting that focus on the various threats throughout the AOR. Shoaling across the AOR in smaller/remote waterways will continue to require extensive public outreach and education, and creates problems with the local maritime community due to lack of funding to dredge these smaller channels.



Sector Hampton Roads

The Sector Hampton Roads Area of Operations includes the state of Virginia (with the exception of three Northern VA counties), the lower Chesapeake Bay, the Rappahannock, York, James, and Elizabeth Rivers, and extends 200 nautical miles offshore. The Sector oversees waterways and response activities with six Boat Stations, three Aids to Navigation Teams, one Sector Field Office, and five 87-foot Marine Protector Class cutters. The combined staff of these units includes 550 active duty and civilian personnel, 120 reservists, and 693 Auxiliarists.

The Port of Virginia is the deepest-water harbor on the East Coast and the only East Coast port with Congressional authorization for 55-foot depth channels. The Port is the third largest U.S. port based on combined import/export tonnage, the nation's largest exporter of coal and has the highest concentration of military facilities, including the world's largest naval base. The area's extensive waterway system and zero air-draft restrictions includes six major maritime terminals with 22 Suez-class ship-to-shore cranes, and experiences 2.7 million cargo units in annual throughput. On average, the Port of Virginia enables \$242 million in commerce per day, or \$88 billion per year. The complex waterways are comprised of the York, James, Nansemond, and Elizabeth Rivers, and include six tunnels and eight bridges.

Future Outlook

Sector Hampton Roads is poised to help drive the Nation's economy, promote continued maritime security, and ensure maritime safety. By 2020, expansion projects at Norfolk International Terminal and Virginia International Gateway will result in a 40 percent increase in the port's overall capacity, or 1 million additional container units annually. Moreover, the Port of Virginia secured the final federal approval to proceed with the Wider, Deeper, Safer initiative, which when complete will make Virginia home to the deepest port on the East Coast with a channel width of 1,400 feet and a depth of 55 feet from the Chesapeake Bay Entrance to the Port of Virginia for completion in 2025.

Home to the world's largest Naval Base, the Navy's "train, man and equip" HQs – U.S. Fleet Forces Command, and the newly reconstituted Second Fleet, Sector Hampton Roads' defense operations and interdepartmental coordination is in a growth phase. Moreover, Hampton Roads is increasingly being looked at as a strategic Mid-Atlantic Military Outload port, further underscoring additional DoD activity within the AOR. Finally, as a low-lying area, Hampton Roads is particularly susceptible to sea-level rise, and the Sector's long-term operations and infrastructure planning include evaluating the addition of shallow-water response craft, robust MTS Recovery planning and preparedness, multi-pronged COOP plans, and consolidated Sector facilities resistant to flooding and Hurricanes.



Sector North Carolina

Sector North Carolina's 450 active duty and civilian personnel, 133 reservist, and 722 Auxiliarists are responsible for protecting the citizens and preserving the marine environment of the entire State of North Carolina. The State's 3,500 miles of coastline consists of coastal waters, rivers, sounds, and constantly shifting and hazardous inlets formed by numerous barrier islands. Known for dangerous offshore conditions, hurricane activity, and difficult navigational characteristics that have claimed many wrecked vessels over the years. The central coast of North Carolina is often referred to as the "Graveyard of the Atlantic." North Carolina is also home to a 9,000 vessel commercial and recreational fishing fleet, the second largest ferry system in the country with over two million passengers a year, and two major international and Military strategic ports. North Carolina also hosts the largest military ammunition outload facility in the country, Military Ocean Terminal Sunny Point.

North Carolina State Ports Authority (NCSPA) manages terminal operations in the Port of Wilmington and the deepwater Port of Morehead City. Both facilities support container, bulk, and break-bulk operations across a broad spectrum of raw materials, goods, and commodities. The Port of Wilmington also supports the highest volume of containerized explosive cargo operations on the East Coast. Several private terminals in the State conduct import and export operations for various chemicals, fuel, asphalt, phosphoric acid, steel, and gypsum. The Ports of Wilmington and Morehead City are designated military strategic ports and both ports conducted military outload operations in 2018. The Sector supports partnership interactions through the Area Maritime Security Committee, Area Committee, Port Readiness Committee, Harbor Safety Committee, two Regional Response Teams, and a dedicated industry training program with the U.S. Army Corps of Engineers.

Future Outlook

North Carolina continues to expand maritime activities throughout the state. In 2018, NCSPA installed two neo-Panamax cranes at the Port of Wilmington (a third arriving Spring 2019), and began a Cape Fear River deepening and widening study to look at opportunities to expand its large vessel market. In addition, the NC Ferry System expects to place a new high-speed passenger ferry in service in 2019 to accommodate increasing tourism and transportation needs between Hatteras and Ocracoke Islands. The Sector is also collaborating with the Bureau of Ocean Energy Management to oversee the development of offshore wind energy near Kitty Hawk, NC.



Air Station Elizabeth City

Air Station Elizabeth City is home to the long-range aviation aircraft of The Fifth District. Born on the banks of the Pasquotank River, out of the Naval Air Defense Station in 1939, it was originally manned with Lighter Than Air Ships and sea planes nestled in the protected waters south of Norfolk and in close proximity to the Graveyard of the Atlantic. Here, the Coast Guard maintains search and rescue, law enforcement, and humanitarian response assets for the 2,000 miles of coastline along the Atlantic Seaboard and the Inland Waterways of North and South Carolina, Virginia, and Maryland. Home to the most technologically advanced Coast Guard aviation assets, Air Station Elizabeth City has 291 Coast Guard members, three MH-60T helicopter's, and five HC-130J Super-Hercules. Air Station Elizabeth City performs Joint Interagency Task Force missions in Central America, International Ice Patrol missions in Greenland and Canada, and International Search and Rescue cases east of Bermuda.

Future Outlook

Air Station Elizabeth City's future outlook contains many initiatives to improve aging airfield infrastructure and facility. A new radar feed will enhance safety by providing the airfield control tower with the ability to provide aircraft separation for more than 52,000 annual operations. Several runway airfield lighting system upgrades will be completed including, taxi, approach, and edge lighting improvements will enhance overall operational safety and efficiency. A problem Statement has been developed to recapitalize Runway 01/19, which will address current crosswind limitations impacting operations at the Air Station and Aviation Logistics Center.



Air Station Atlantic City

Air Station Atlantic City opened in 1998 at the Federal Aviation Administration's William J. Hughes Technical Center on the Atlantic City International Airport in Egg Harbor Township, NJ. As one of the largest and busiest MH-65D units in the Coast Guard, Air Station Atlantic City's 260 personnel and 11 helicopters execute two distinct primary missions: Search and Rescue and Rotary-Wing Air Intercept (RWAI). With an area of operations spanning from Connecticut to North Carolina, including the critical maritime infrastructure of major metropolitan areas such as New York City, Philadelphia, and Baltimore, Air Station Atlantic City also supports a wide range of legacy Homeland Security missions such as law enforcement, port security, and marine environmental protection for the Coast Guard's Fifth and First Districts.

As the Coast Guard's lead RWAI unit, Air Station Atlantic City provides alert aircraft and crews for the North American Aerospace Defense Command's Air Defense Mission to protect the National Capital Region in Washington D.C., as well as scalable, on-demand RWAI deployment packages for special security events throughout the United States in support of the U.S. Secret Service.

Future Outlook

Implementation of the Commandant's direction to build out an RWAI Full Operating Capability (FOC) solution in the Washington D.C. area. Support the timely transition of personnel and six MH-65D helicopters for the buildup of a Mission Support Facility as part of the FOC. Post transition, Air Station Atlantic City will maintain Search and Rescue response capability with five helicopters across the existing area of responsibility.



FIFTH DISTRICT COMMANDER'S GUIDANCE

Together we shall uphold the reputation of the Fifth District's dedicated, professional, and efficient organization that excels across all missions. In doing so we shall provide unwavering support to the Commandant, and the Commander of the Atlantic Area, as they chart a course that advances our Service's future. We are the most highly trained, dedicated, and motivated workforce, operating the most technology advanced and capable platforms and equipment. We will maximize this total force to first prevent incidents, mitigate risks, and eliminate threats while simultaneously being ideally postured, buoyed by our "bias for action" to swiftly respond when a situation occurs. When we respond, we will conduct safe and efficient operations at low risk when we can, at higher risk when we must, but we will ALWAYS conduct safe and efficient operations.

Fifth District Guiding Principles:

People First

Readiness Always

Relentlessly Pursue Excellence

Leaders across this District, supported by the Commanders of our major commands, the Fifth District staff, the Chief's Mess, and Wardrooms will use these focus areas coupled with the COMDT's Guiding Principles of Ready, Relevant & Responsive as channel markers to strategize and implement our way ahead that maximizes our performance and our value to our fellow citizens.

Fifth District Strategic Priorities

The Coast Guard core values of Honor, Respect, and Devotion to Duty are pillars and serve as our moral compass to navigate in how we conduct ourselves in the workplace, with the public, and in private settings. We are public servants with a duty to benefit society by not only successfully fulfilling our mission roles and responsibilities but fulfilling our obligations to support the communities our families live and work in.

The Fifth Coast Guard District Commander created six strategic priorities that align with the Coast Guards' Strategic Priorities: *Maximize readiness today and tomorrow, Address the nation's complex maritime challenges, and Deliver mission excellence anywhere.* The Fifth Coast Guard District strategic priorities each have equal weight and importance, allow for continual improvement, and will move our workforce and mission execution progressively forward. Achieving the desired outcomes presented in the strategic priorities require an enduring commitment to the Coast Guard's priorities of People, Readiness, and Excellence, and integration of the Coast Guard and Atlantic Area's Strategic Plans and guiding principles.

Fifth District Strategic Priorities

- **Optimize a highly skilled and resilient total workforce**
- **Strengthen and advance resilient capabilities**
- **Bolster and expand key relationships**
- **Maximize mission effectiveness and resource stewardship**
- **Safeguard and cultivate a rapidly growing Maritime Transportation System (MTS)**
- **Encourage on-scene initiative and continuous improvement**



Maximize Readiness today and tomorrow

The Fifth Coast Guard District will **optimize a highly skilled and resilient total workforce** to maximize its personal readiness by investing in our people. We will not only maintain but strengthen all parts of our Mission Ready Total Workforce which includes Active Duty, Reservists, Auxiliarists, and civilian employees. We will empower personnel services to be the key enablers of operational success, embrace digital tools in the performance of duties, and seek creative solutions to maintain a highly-skilled workforce. We will keep our workforce apprised of all pertinent professional development opportunities and higher education benefits. In conjunction with building a highly skilled workforce, we will care for the physical, mental, and spiritual needs of our members and their families. Working in tandem with Health, Safety, and Work-life services, we will ensure our Coast Guard family is healthy, focused, and ready to successfully perform and accomplish our Coast Guard missions.

Optimize a highly skilled and resilient total workforce

- Reprogram positions to higher threat level units and right size small boat stations to more safely and effectively respond to highest operational demands.
- Capitalize on short term training opportunities to ensure mission readiness for the Total Workforce.
- Incorporate Reserve and Auxiliary into plans to fill critical billets for: Hurricane Response, Transfer Season, Critical fills throughout D5.
- Enhance Ombudsman program throughout D5.
- Advocate and monitor all civilian recruitment/hirings and aggressively fill all military positions to maximize every D5 unit's Personnel Allowance List.
- Develop Ready For Operations program for Fast Response Cutters (FRC).
- Coordinate critical advanced training for marine inspectors/investigators.

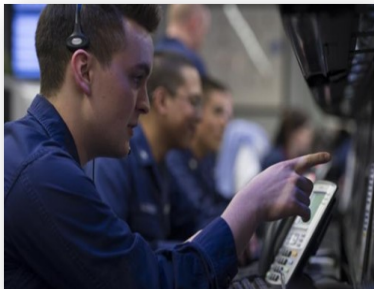


Maximize Readiness today and tomorrow

The Fifth Coast Guard District will **Strengthen and advance resilient capabilities** to meet the challenges that exist in our unique operating environment. By utilizing the knowledge and experience of our workforce and embracing the fast pace of technology, we can advance our capabilities and continue to improve our ability to operate in dynamic and complex environments. The Fifth District will continue to modernize needs that extend well beyond our surface assets and prioritize investments in technology which will greatly enhance not only the success of today's operators but the next generation of Fifth Coast Guard District's personnel.

Strengthen and advance resilient capabilities

- Enhance the surge capacity process that prioritizes and immediately fills Request for Forces and backfills D5 assets during contingency operations.
- Continue to work toward Full Operational Capability (FOC) for Rotary Air Intercept Mission (RWAI).
- Increase use of synthetic AIS-ATON in routine and contingency operations.
- Maintain a prioritized list of dredging needs in support Coast Guard operations for potential inclusion in US Army Corps annual budget requests.
- Strengthen partnership with DCMS community for support to D5 units during routine and contingency operations.



Address the Nation's Complex Maritime Challenges

The Fifth Coast Guard District will **bolster and expand key relationships** across the maritime community. We will enhance our credibility, recognize industry trends, and understand emerging technologies. We will employ our unique authorities, broad jurisdictions, and expansive partnerships to tirelessly pursue excellence and focus on unity of effort. We will capitalize upon the partnerships, expertise, and capabilities of OGA's and private sector entities to broaden Coast Guard influence, develop and manage intelligence, and further the interests of maritime safety and security. Multi-lateral coordination of Coast Guard and non-Coast Guard resources in Prevention and Response will serve as the criteria for success.

Bolster and expand key relationships

- Continue Interagency planning efforts to prevent, respond, and recover from a All hazards/All threat incident within the D5 MTS.
- Develop an Interagency Aviation Operations Plan with the Federal Emergency Management Agency (FEMA) (Regions II/III/IV.)
- Lead national efforts in regional marine planning; safeguard Coast Guard, maritime commerce and navigation interests in marine planning forums, harbor safety committees and other intergovernmental planning bodies.
- Increase engagement with port authorities, pilot associations, the public, private industries, media, and elected officials that garner support and achieve mission success.
- Strengthen and expand the Coast Guard's partnership initiative with Historically Black Colleges and Universities (HBCU).



Address the Nation's Complex Maritime Challenges

The Fifth Coast Guard District will **maximize mission effectiveness and resource stewardship** by validating the integrity of financial, manpower, and shore infrastructure to strengthen our readiness requirements in this ever-changing environment. Resources will be properly managed to ensure mission execution at the speed of need. Through increased innovation, we encourage acceptance of warranted risk to affect change and we challenge our workforce to evolve and improve long-standing processes and operational constructs. We will be prepared and ready to serve and protect the American people and our national interest.

Maximize mission effectiveness and resource stewardship

- Maximize patrol patterns and cycles, interagency resources, and emerging technology to enhance real time Maritime Domain Awareness (MDA) within the D5 AOR.
- Leverage financial resource to meet anticipated shortfalls and fund Special-Critical Operational Readiness Enhancements (SCORE).
- Initiate strategic recapitalization, repair and maintenance planning proposals to optimize assets, personnel and facilities within the AOR.
- Establish D5 "Boat-in-a-Box" program for shallow water and flood response.
- Modernize life cycle costs for the ATON mission.
- Use intelligence, data, and performance measurement to optimize resource allocation.



Deliver Mission Excellence Anywhere, Anytime

The Fifth Coast Guard District will **Safeguard and cultivate a rapidly growing Maritime Transportation System (MTS)** by excelling in providing safe, secure, and environmentally sound navigation for the U.S. economic security while being engaged with the maritime industry, the boating public, and OGA's. We will ensure adherence among regulated vessel and facility operators to applicable safety and security standards, and aggressively investigate accidents to determine their causes and prevent future occurrence. Rapid advancements in technology and the evolving operating environment demand mature enterprise-wide preparedness, resiliency, and responsiveness. We will strengthen enterprise risk management, facilitate lawful trade and travel on secure waterways, modernize Aids to Navigation and Mariner Information Systems, and transform workforce capacity and partnerships.

Safeguard and cultivate a rapidly growing Maritime Transportation System (MTS)

- Assess and adapt to changing navigation needs; develop and implement a prioritized schedule for completing Waterways Analysis and Management System.
- Effectively manage ATON to prioritize repairs and recapitalization needs.
- Continue efforts to modernize public dissemination of critical marine safety information.
- Capitalize on relationships with the U.S. Attorneys and State Attorneys Offices to aggressively prosecute violations of laws/regulations with USCG/maritime nexus.
- Employ CG authorities and key partnerships to facilitate well coordinated port expansions with minimal impact to the MTS.
- Maximize technology, resources, intelligence and partnerships to increase security in ports, waterways, and critical infrastructure.

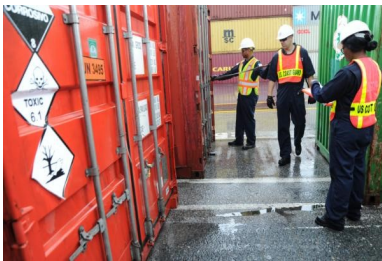


Deliver Mission Excellence Anywhere, Anytime

The Fifth Coast Guard District will **encourage on-scene initiative and continuous improvement** on what we can do with our available resources while identifying and planning for future operational needs to perform demanding missions in a dynamic unforgiving and dangerous maritime environment. We will identify personnel, support, assets, and infrastructure construct that most efficiently and effectively execute Coast Guard missions. Our Service's bias for action with appropriate warranted risk will be properly balanced to allow our empowered workforce to reduce loss of life, personal injury, environmental harm, and property damage in the maritime domain. Resources will be maximized to deliver mission execution anywhere, anytime as we relentlessly pursue excellence.

Encourage on-scene initiative and continuous improvement

- Maximize lessons learned from the 2017/2018 Hurricane seasons to enhance current/future response plans.
- Advocate modification of certain Coast Guard policies to enable more effective use of our most critical resources.
- Institute management review and audit processes for District and Sector TTPs.
- Clarify policies that empower COs/OICs to modify or temporarily discontinue aids on-scene when necessary to ensure safety of life.
- Actively promote the use of the Visual Imagery Management System (VIMS) to the field.



Commander's Key Attributes

Our Core Values of Honor, Respect, and Devotion to Duty are the pillars and serve as our moral compass to navigate in how we conduct ourselves in the workplace, public, and private settings. Under my Command, the Fifth District will add the key attributes that bolster our ability to live the Core Values.

Humility

"True humility is not thinking less of yourself, it is thinking of yourself less."

Integrity

"Always doing the right thing, no matter the out come or the consequences."

Loyalty

"Loyalty to the Service, to our mission, to our core values, to our families, and to truly respect each other."

I expect all members of the Fifth District to continue to be consummate professionals on and off duty, to treat each other with the utmost respect and dignity everyday and in every way, and constantly learn and try to become better. I am extremely proud of what each of you does for your nation as you perform you daily duties. It's important that we not only answer the call, but it's also critical how we act while responding to each and every call. We have a nation that depends and trust us and it is essential that we continue to maintain the trust and confidence of the American People through our daily actions.





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