

Strategic Trackline 2017-2020

United States Coast Guard
Training Center Petaluma

Summer 2017



United States
Coast Guard

Commanding Officer's Message

Extending Our Trackline with New Waypoints



***E**very day the TRACEN Petaluma staff performs its duties extraordinarily well, and over the course of the year we build an impressive resume of accomplishments that speaks volumes about our efforts and sacrifices. Our predecessors overcame many challenges, and laid the groundwork for the environment and success that we enjoy today. However, the existing capabilities, opportunities, processes and services that enable our performance cannot be taken for granted! Without an eye to the future, emerging changes in organizational requirements, workforce growth or reduction, and any number of other variables could hamper our ability to continue to train, develop and support leaders ready to perform Coast Guard missions.*

Our mission, vision, values and guiding principles are a legacy of previous strategic planning endeavors and have remained largely unchanged over the years. This document extends our strategic trackline with new waypoints (focus areas) that will ensure the viability of our character, community and purpose over the next three years. It does not represent a dramatic course change; rather it reflects and prioritizes current issues that need to be confronted. Furthermore, it complements and reflects Commandant, DCMS and FORCECOM strategic direction and intent.

The waypoints presented here have been shaped by the perspectives, perceptions and aspirations of the entire team at TRACEN Petaluma. These waypoints consistently reveal themselves as major topics of concern in briefings, project updates, paygrade-specific meetings and the development of courses of action for ongoing challenges to meeting mission demands.

We will continue to annually take navigation fixes and assess our progress along our trackline. We will make appropriate changes to course and speed based on changing conditions, new Service directions and emergent needs. Every person living, working and training here has the opportunity to help us stay on track or modify the track, and I invite you to contribute through our innovation program and active engagement with one of the many committees, teams and work groups that strive to keep this the best place to live, work & train!

CAPT Paul Flynn



Strategic Trackline 2017–2020

- **Building the Strategic Trackline**
- **The Strategic Management Process**
- **Waypoint 1: Service to the Fleet**
- **Waypoint 2: Safety and Security**
- **Waypoint 3: Support Infrastructure**
- **Waypoint 4: Strengthening Our People**
- **2016 Accomplishments**
- **Innovation Program**

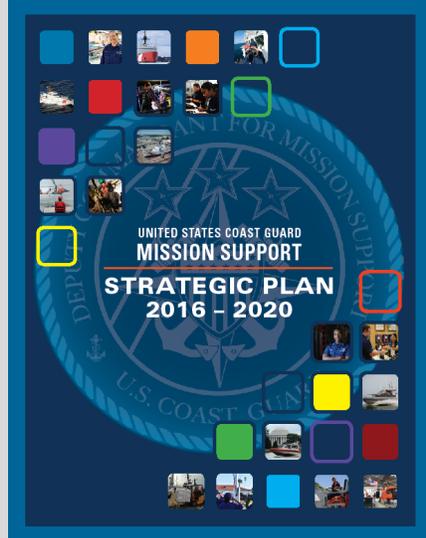
Building the Strategic Trackline

Getting our bearings straight



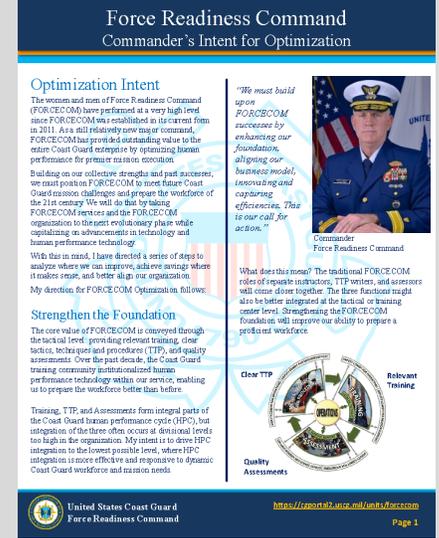
The Commandant

The Commandant's Strategic Intent provides overarching guidance, priorities and critical initiatives to prepare our service for strategic challenges across all domains, and to achieve and maintain a resilient service that is always ready for the realities of the 21st century.



The Deputy Commandant for Mission Support

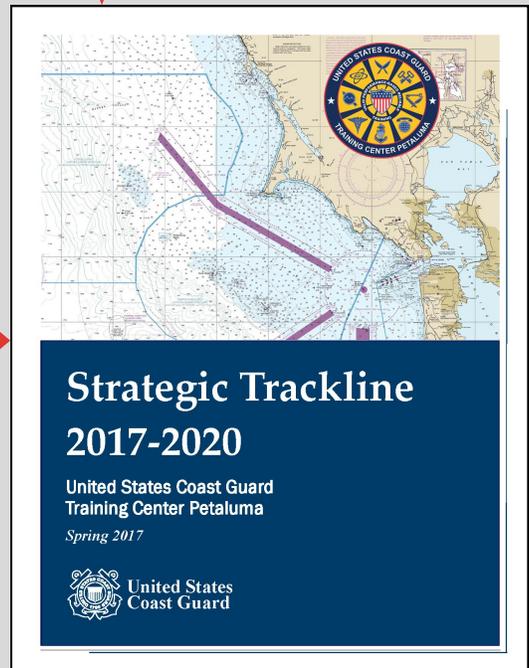
DCMS delivers and supports the people and systems that enable operators to carry out Coast Guard missions. DCMS has established doctrine and principles that guide the way we do business as a mission support entity, and priorities to focus our efforts.



Force Readiness Command

We report to FORCECOM, who directs & guides our programs. FORCECOM's mission is to enable mission success through Training & Leader Development, Readiness Assessments, Analysis & Exercise Support, & Tactics, Techniques & Procedures.

- Mission & Vision
- Local challenges
- Unit input & feedback
- Other initiatives



The Strategic Management Process

Taking fixes...adjusting course and speed as needed



Strategic Trackline
2017-2020

United States Coast Guard
Training Center Petaluma
Spring 2017



United States Coast Guard

Waypoints

These are areas that need focused attention and/or resources to ensure we remain "always ready" for our mission & provide world-class workforce, products & services.

Initiatives

These are projects that have been identified as necessary to achieve the desired outcome for each waypoint. Each project is assigned to a project officer & team and is tracked using the form below.

1.1 Safety Improvements

Project Description (50 words or less)		
Cyclically assess and update Unit Safety Program. Ensure processes remain in place to keep program relevant and proactive. Focus on safety measures within the built environment to include exterior lighting, traffic and fire safety.		
Project Officer	CDR Ursino	Teammembers
Strategic Challenge		LCDR Weber Mr. van Winden LT Rebeck DC1 Allmer
Strategic Goal		Mr. Countouriotis MEC Peoples Chief Funkhouser
Performance Cycle	3. Infrastructure	4. Professional Development
Response to People	Strengthen our positive safety culture.	
Force Development & Sustainment (indirect)	Self working, living, or visiting on board TRACEN Petaluma property.	
Optimized speed limits, crosswalks, and sidewalks	High level safety posture.	
Program do so as a collateral duty. Nearest professional	also responsible for supporting an entire CG District.	
Specific, measurable &	Target Date	Completion Date
3. Prepare for & complete SMART visit (April 24-27 2017).	31 Dec 16	15 Jan 2017
4. Correct identified USAT & SMART discrepancies. Use results to reassess strengths & weaknesses of SEHC.	31 Mar 17	
5. Identify adequacy of traffic safety plan (signage & markings, speed limits, etc).	15 Apr 17	
6. Identify fire risks & rank order by probability vs. potential risk if unmitigated.	Q3FY17	
7. Develop plans & cost estimates to mitigate identified & prioritized hazards.	Q2FY17	01 Feb 2017
8. Implement mitigation...	Q3FY17	

Executive Steering Committee (ESC)

This is our governance body, comprised of senior military and civilian staff, charged with keeping our strategic plan "on track". The ESC meets monthly to review progress of initiatives, consider new initiatives, and update the Trackline as needed.

Ideas? A key feature of the Trackline is *flexibility*. Waypoints or initiatives can be adjusted in response to new direction from higher level authority, as well as from ideas and innovation from our talented workforce! Ideas submitted through TRACEN Petaluma's Innovation program will be reviewed by the ESC. (See inside of back cover for details.)

WAYPOINT 1: Service to the Fleet

Why?

Our success is defined by how well we serve those who execute and support the Coast Guard's missions. While we strive to be the "best place to live, work, and train," our efforts must always translate into improved service or capability to serve the fleet.

Outcome

TRACEN Petaluma is highly responsive to the needs of our customers, consistently delivering the highest quality products and services — while quickly adapting to meet emerging or changing mission requirements. *Initiatives to reach this waypoint include:*

Assessment Team Optimization

We will implement findings of the FORCECOM Assessment, Inspection & Audit Governance Office (AIA-GO) while maintaining critical functionality for:

- Food Service Assessment & Training Team (FSAT)
- Finance & Administration Assessment Team (FAAT)



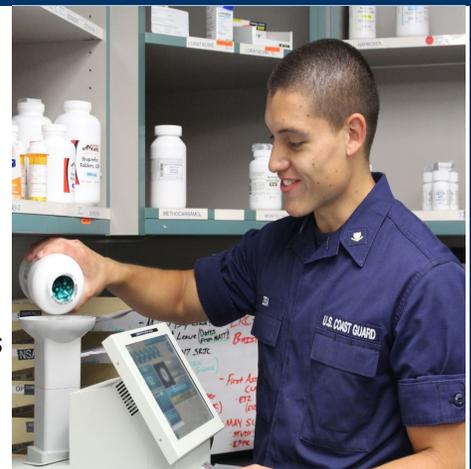
Meeting Throughput Demand

Significant growth in recruit training and workforce projections signal increased future demand for A-School enrollment. We must find solutions to meet the requirements of tomorrow, minimize vacancies in the fleet, and reduce A-School wait times.

Rating Homeport

We will strengthen our position as the **homeport** for each of the 7 ratings we support, enhancing our capability to provide on-demand support to each rating *in the field*. To accomplish this, we will:

- Integrate and leverage the Human Performance Cycle, making better use of assessments to reinforce performance, improve training & performance support, doctrine, and TTP.
- Build upon the ERATS framework to improve rating knowledge management and create valuable non-resident learning resources to support on the job performance and advancement.
- Continue to promote and use Rating Training Advisory Councils (RTAC) to inform and adapt our training programs.
- Enhance our "help line" and "assist team" support capability.



WAYPOINT 2: Safety and Security

Why?

The safety & security of our people is paramount. More than just a training center, we are a large Coast Guard community where over 1,200 people live, work and/or train each day. In addition to our staff and students, we also support over 200 people from 10 tenant and outlying units, and are home to 120 families.

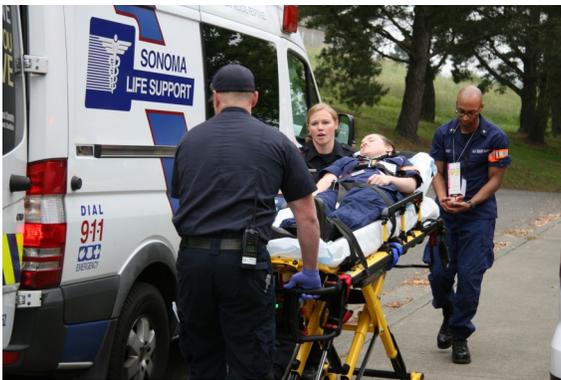
Outcome

TRACEN Petaluma provides a safe and secure environment that effectively protects its people from all threats and hazards, both targeted and natural. *Initiatives to reach this waypoint include:*

Unit Safety

We will assess, then improve or add needed measures and processes to systematically reduce risk of MISHAPS, such as:

- Exterior lighting
- Traffic safety measures
- Fire safety



Emergency Preparedness

We will strengthen our preparedness for emergencies and natural disasters through

- Training and exercises
- Response plans and processes
- Emergency communications
- Resources, equipment and personnel

Physical Security

We will enhance security measures & monitoring to include:

- Anti-vehicle barrier
- Perimeter fence
- Enhanced surveillance

Cyber Security

We will protect information & networks by implementing & enforcing appropriate cyber security protocols and best practices.



WAYPOINT 3: Support Infrastructure

Why?

Our ability to serve the fleet requires a solid foundation in place to support our own people. Well-designed, organized and maintained facilities, proper resources & staffing, and clear expectations & guidance are all essential conditions for mission success.

Outcome

TRACEN Petaluma has the right facilities, resources, processes and conditions in place for our people to consistently perform their job in the best and most efficient way. *Initiatives to reach this waypoint include:*

Space Utilization

Aging facilities and ever changing use requirements require a systematic and “big-picture” approach to ensure needs can be met both now – and in the future. We will identify current space issues and make the best use of our facilities now, while looking long-term to optimize space allocation & utilization.



Property and Supply Management

We will eliminate unnecessary accumulations of excess property and stores, and implement effective systems and processes to properly store, manage, and support reuse.



Facility Recapitalization

In conjunction with the space utilization effort, we will plan recapitalization of tired and aging facilities to reflect a level of professionalism in keeping with our reputation as a flagship facility of the Service.

Staffing and Organization Structure

We will assess and take steps to improve our organization structure and staffing where necessary to best accomplish our mission and serve the fleet.

Natural Resource Management

We will build upon our success as an environmental leader, continue to efficiently use natural resources and drive down utility costs, and through innovation, improve how we maintain our grounds and manage waste.



WAYPOINT 4: Strengthening Our People

Why?

Investment in the personal and professional development of our people enhances our ability to serve the fleet while building resilience, loyalty and job satisfaction. Members who are proficient in their field and well-rounded are equipped to lead and represent our Service.

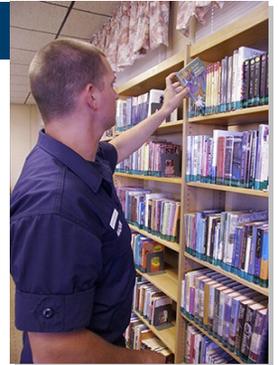
Outcome

Every person assigned to TRACEN Petaluma is a better Coast Guardsman, and in a better position to succeed personally or professionally when they depart. *Initiatives to reach this waypoint include:*

Personal and Professional Development

We will more efficiently link people to the abundance of personal and professional development opportunities available to them as a member of the Coast Guard, and of TRACEN Petaluma. We will also look to expand offerings to provide something for everyone.

- Post-Secondary Education
- Credentialing
- Associations & conferences
- Training
- Life Skills
- Volunteer opportunities



Military Standards and Protocol

As a flagship facility of the Service, and as a regional CG center for leadership development— it is our great responsibility to serve as a keeper military tradition, standards and protocol. We will equip our people to model and lead others in the manners of our Service with greater knowledge, confidence and poise.

MWR Sustainment

Our MWR program and people are a core part of our unit identity, adding significant value and balance to our lives. Fiscal challenges outside our control pose risks to some programs. We will carefully examine our programs, restructure where needed, and innovate to ensure that our MWR program can continue meet the needs of it's patrons into the future.



Accomplishments

In 2016, the men and women of Training Center Petaluma:

- Trained and graduated 792 "A" School students and 2,269 "C" School students
- Provided 169 hours of Simulator and CIC Integrated Team Training to 400 WMSL crewmembers
- Hosted 11 CPOA classes, providing leadership training to 735 Chief Petty Officers
- Completed multiple front end analyses including the Sector Department Head & Law Enforcement BUI analyses
- Developed multiple e-Learning courses including Travel Authorizing/Approving Official & Reserve Mobilization
- Maintained 42 Rating & Enlisted Performance Qualification Systems, 112 Servicewide exams and 6 Advancement Qualification Exams (AQEs), impacting over 30K enlisted members
- Led the analysis & implementation of Apprentice Leadership reinforcement training at all "A" schools
- Executed a reorganization of Training Department, and integrated the Food Service Assistance & Training Team and Finance & Admin Assessment Teams
- Developed and fielded a new OS Shipboard "C" School to train Operations Specialists going afloat
- Successfully piloted a new course for AN/SPS-78 Radar Maintainers
- Created the YouTube "Cooking with a Coastie" channel and regularly produced training videos
- Were awarded the Coast Guard Unit Commendation by the Deputy Commandant for Mission Support
- Volunteered over 4,000 hours in support of local community programs and events
- Provided over 800 days of mission critical & volunteer temporary duty support to 15 operational units
- Earned a total of 501 college-credits using Tuition Assistance
- Received a clean audit opinion for the top revenue generating MWR program in the CG, which served 280K customers
- Passed 60 property audits to properly account for \$189M of property
- Recertified for excellence in child development services by the National Association for the Education of Young Children
- Sustained facilities through completion of ~5,200 maintenance work orders and over \$2M in facilities improvements
- Generated 18.5% of electricity through renewable sources, producing 11.7% of the CG's total renewable energy
- Responded to 240 Fire Department calls, 125 in support of the local community, assisting hundreds of people
- Hosted 45 external visitor events & conferences for 1110 guests
- Hosted over 20 CG executives including the Commandant, DCMS, PACAREA & LANTAREA



United States Coast Guard

Training Center Petaluma

599 Tomales Road

Petaluma, CA 94952

(707) 765-7000

[Http://www.uscg.mil/petaluma](http://www.uscg.mil/petaluma)

