

U.S. Department of
Homeland Security

United States
Coast Guard



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1001
31 January 2007

MEMORANDUM

From: D. L. Scott, CAPT
CG Sector Delaware Bay

Reply to
Attn of: CAPT Scott

To: Distribution

Subj: SECTOR COMMANDER'S INTENT: UTILIZATION OF RESERVES ASSIGNED
TO SECTOR DELAWARE BAY AND SUBORDINATE UNITS

Ref: (a) Commandant's Reserve Policy Statement
(b) Sector Organization Manual (Draft) COMDTINST M5401.6, 24 Mar 2005
(c) Reserve Policy Manual, COMDTINST M1001.28A

1. As Sector Commander, one of my key responsibilities is to ensure that all Reservists assigned to Sector Delaware Bay and its subordinate units are capable of performing the functions expected of them as identified in Ref (a). Specifically, current Reserve policy states that, "the core strategic purpose of the Coast Guard Reserve is to maintain the competencies to perform three prioritized functions: (1) Maritime Homeland Security; (2) Domestic and expeditionary support to National Defense; and, (3) Domestic, natural or man-made, disaster response and recovery. Foremost, the Coast Guard Reserve must be ready for call-up at any time to provide surge capacity during such contingencies. Training, including normal drill periods and two-week annual active duty, will focus on building and honing the skills and knowledge required for these mobilization duties."

2. This purpose of this letter is to convey my philosophy and expectations, i.e. *Commander's Intent*, for the Reserve program in this Sector to ensure that it is conducted in furtherance of the above stated policy, and that all persons assigned to Sector Delaware Bay and its subordinate units, both active duty and Reserve, proceed in conformity with this policy. The Senior Reserve Officer (SRO) and Deputy Sector Commander (DSC) are *jointly* responsible for ensuring that the Reserve program within Sector Delaware Bay is administered as discussed herein. In particular, they will *jointly* develop a system to meet, and sustain, Reserve mobilization qualification requirements imposed by competent authority, and to accurately and timely measure the attainment thereof.

3. Sector Delaware Bay is organized in substantial conformity with Ref (b). In many cases, Reservists have been assigned to billets that are in general alignment with our current Departmental structure. However, from this point on, Reservists shall only fill billets that are directly related to obtaining and honing the skills and knowledge (i.e. qualifications) required

for mobilization. This is not meant to deter Reservists from acquiring certain skills and qualifications for which there may not be a direct mobilization qualification (e.g., marine inspection, casualty investigation, port state control, etc.), nor for performing those skills and qualifications in an augmentation capacity. However, Reservists' principal focus shall be on acquiring and honing mobilization qualifications, not augmentation of billets unrelated to a specific mobilization qualification.

4. Following is guidance for Sector leadership involved with Reservists:

DSC: The DSC shall ensure that Sector active duty personnel focus on employing Reservists in a manner conducive to maintaining their mobilization qualifications.

SRO: The SRO shall ensure that Sector Reservists are primarily employed in positions directly supporting the general administration of Reserve program, (e.g., admin, pay, personnel management, medical billets, etc.) or in training related to attaining mobilization qualifications. The SRO shall also consult with subordinate unit COs/OICs to appoint an appropriate individual to be the subordinate unit's SRO.

Department Heads (Active Duty and Reserve): Active Duty Response and Prevention
Department Heads shall ensure that Reservists assigned to these Departments primarily focus on activities associated with maintaining mobilization qualifications, and, secondarily, on activities related to augmentation of traditional response and prevention missions. **Reserve Response and Prevention Department Heads** shall focus on developing systems to facilitate attaining their staffs' mobilization qualifications, and to track attainment thereof.

The **Active Duty and Reserve Logistics Department Heads** shall ensure Reservists employed in the Logistics Department are primarily engaged in activities directly supporting the general administration of the Reserve program, or in training related to attaining and maintaining mobilization qualifications.

The **Active Duty Operational Planning and Force Readiness Department Head** shall work with the DSC and SRO, Prevention and Response Department Heads, and subordinate unit COs/OICs and subordinate unit SROs to develop an effective Reserve mobilization qualification training plan, measure attainment and currency of Reserve mobilization qualifications, and develop a Ready for Operations program designed to evaluate reserves' readiness for mobilization. In addition, the aforementioned persons shall develop a personnel development plan to ensure Reservists have adequate opportunity to advance in rank.

Subordinate Unit COs/OICs: Subordinate Unit COs/OICs shall ensure that Reservists are primarily engaged in activities directly related to maintenance of their mobilization qualifications. In addition, subordinate Unit COs/OICs shall cooperate with the Operational Planning and Force Readiness Department Head to execute the Reserve mobilization qualification training plan, measure attainment and currency of Reserve mobilization qualifications, and develop a Ready for Operations program designed to evaluate reserves'

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readiness for mobilization. Subordinate unit COs/OICs shall nominate a qualified Reservist to act as unit SRO.

Subordinate Unit SRO: Subordinate Unit SROs shall assist their COs/OICs, and Sector level staff, to develop and effectively implement the plans and programs discussed in this letter.

5. Each individual Reservist attached to the Sector or a subordinate unit is personally responsible for adhering to the spirit of the Commandant's Reserve Policy Statement, and shall comply with the provisions of Ref (c). Specifically, each Reservist shall exercise due diligence in ensuring he or she is qualified to perform assigned duties, including attaining and maintaining appropriate mobilization qualifications, is current in all ASQ requirements, and is capable of mobilization and deployment in accordance with relevant laws, regulations and policies.

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Distribution: Deputy Sector Commander, SRO, Department Heads, Sector COs/OICs, all Reservists