



US Coast Guard
Living Marine Resources

OceanGuardian



U.S. Department of
Homeland Security

United States
Coast Guard



Commandant
United States Coast Guard

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16214

MEMORANDUM

From: P. J. Brown, RDML
COMDT (CG-5R)

Reply to CG-MLE
Attn of:

To: Distribution

Subj: LETTER OF PROMULGATION

1. In an effort to unify national strategy for Living Marine Resources (LMR) enforcement, the U. S. Coast Guard promulgated Ocean Guardian 2004 concurrent to the release of both the NOAA Enforcement Strategic Plan and the Department of State Strategic Plan. In the intervening decade since the publication of Ocean Guardian 2004, the U. S. Coast Guard has collaborated extensively with enforcement and regulatory partners, fishing industry representatives, operational units, and staff mission managers. As a result, and drawing upon lessons learned from a wide variety of initiatives, Ocean Guardian 2014 strengthens existing policies while continuing to support a unified national strategy.

2. Since the inception of the U. S. Coast Guard, our mission has been to ensure the safety, security, and stewardship of waters over which our service has jurisdiction and authority. We protect mariners at sea, protect our nation against threats delivered by sea, and protect the sea itself. Our stewardship of the maritime commons requires robust and cooperative LMR enforcement; without the protection of enforcement agencies, the open-accessibility of common-pool living marine resources to illegal activity makes these resources vulnerable to over exploitation.

3. Ocean Guardian 2014 provides critical strategic direction regarding our LMR enforcement responsibilities. It differs from Ocean Guardian 2004 in terms of audience and emphasis. Whereas Ocean Guardian 2004 explained the fundamentals of the LMR Program to the public, Ocean Guardian 2014 provides direction to the men and women of the U. S. Coast Guard responsible for the execution of LMR activities and enforcement.

4. The strategic guidance contained within Ocean Guardian 2014 comports with four primary and enduring goals: compliance with LMR laws, effective LMR program administration, effective LMR workforce, and productive LMR partnerships. The realization of these goals will best position the U. S. Coast Guard to maintain essential LMR initiatives over the long term.

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Encl: (1) Ocean Guardian 2014, Living Marine Resources Enforcement Strategic Plan

Dist: LANTAREA (35), PACAREA (3), All USCG Districts (dre), All USCG Regional Fisheries Training Centers, USCG Maritime Law Enforcement Academy (MLEA)

MISSION: We will protect the nation's living marine resources by employing the right tools in the right place at the right time.

PURPOSE: Living Marine Resources Enforcement (LMR) and Other Law Enforcement (OLE) are two of the Coast Guard's eleven statutory missions. These missions direct the Coast Guard to conduct operations to enforce all applicable laws and regulations, both domestic and foreign, which safeguard fisheries and marine protected resources. Ocean Guardian 2014 is the strategic plan to guide the Coast Guard Living Marine Resources enforcement program in execution of the LMR and OLE missions.

Ocean Guardian 2014 is a framework consisting of Priorities, Goals, Objectives and Strategies that provide a long standing persistent focus that should not alter over the course of the ten year period of this strategic plan. Continual changes in fiscal and operational resources and evolving DHS and Coast Guard priorities necessitates a living process that establishes procedures and can adjust to remain relevant and focus LMR efforts.

PRIORITIES: The Coast Guard LMR Program continues to focus on the priorities that have guided the program for the past 20 years. Ocean Guardian is how the program will address these priorities:

1. Protect the U.S. EEZ from foreign encroachment.
2. Enforce domestic LMR laws.
3. Ensure compliance with international agreements.

GOALS: Ocean Guardian provides the LMR program direction to address the priorities using four goals:

1. Compliance with LMR Laws.
2. Effective LMR Program Administration.
3. Effective LMR Workforce.
4. Productive LMR Partnerships.

Each of the goals is comprised of several objectives. These objectives cover a spectrum of ways the goals will be accomplished. The objectives are broken down further into strategies. Strategies are measurable ways to meet the objectives. To guide specific efforts to achieve the strategies a comprehensive LMR master task list will be developed and reviewed annually through the LMR Operational Planning Process.

LMR OPERATIONAL PLANNING PROCESS

(LOPP): Implementation of the objectives will be achieved through an annual LOPP that will be the basis for continuous review of the strategies and

development of actionable tasks. The annual LOPP will review program actions to achieve the objectives and strategies and develop or modify tasks as needed. The process will complement and inform enterprise planning cycles to maximize opportunities to influence resource allocation through analysis of performance and timely input.

The HQ LMR program office will conduct an annual collaborative LOPP exercise with Area and District LMR staffs to validate and adjust the LMR program tasks. Specifically the LOPP will:

1. Review existing tasks and evaluate effectiveness towards achievement of goals.
2. Remove or modify existing tasks that are complete or not meeting goals.
3. Develop new tasks as needed to achieve goals.
4. Focus program efforts by prioritizing goals and objectives for the coming FY.
5. Harmonize LMR efforts within the SOPP.

The LOPP will prioritize goals, objectives and strategies recognizing that with limited resources not all strategies can be addressed every year. Ocean Guardian strives towards program execution perfection by continuously driving toward accomplishment of goals that achieve consistent results and long term sustained success.

▶ The nation's waterways and their ecosystems are vital to the country's economy and health. If the United States is to enjoy a rich, diverse and sustainable ocean environment, then the Coast Guard must assist in halting the degradation of our ocean's natural resources.



GOAL 1

COMPLIANCE WITH LMR LAWS

Achieve compliance with Living Marine Resources management rules and regulations through targeted enforcement, actions that yield a deterrent effect and programs that educate and enable compliance.

OBJECTIVE A **Target enforcement efforts on identified threats.**

STRATEGIES ▶

- Gather, analyze, and apply intelligence information.
- Conduct boardings and inspections.
- Collect sightings and reports from all detection sources.

OBJECTIVE B **Influence compliant behavior with actions that have a deterrent effect.**

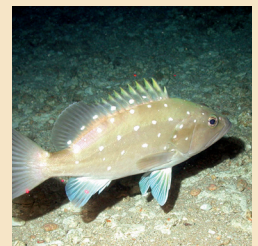
STRATEGIES ▶

- Conduct overt surface and air patrolling.
- Ensure public affairs coverage of LE activities.

OBJECTIVE C **Promote voluntary compliance with LMR regulations with strategies that educate and enable the public, reinforcing a cooperative and constructive relationship.**

STRATEGIES ▶

- Educate and assist the public.
- Cooperate with and inform industry.
- Participate in the fisheries management process.
- Cooperate with academia.
- Engage media through Strategic Communications Plan.



▶ Providing adequate protection will require the United States to enact and enforce a wide range of regulations to govern marine resource management, and use.



GOAL 2

EFFECTIVE LMR PROGRAM ADMINISTRATION

Internal implementation of LMR policies and regulations through effective policy and guidance, tools, planning, and data accuracy and verification to enhance program strategic goals and mission.

OBJECTIVE A **Establish policy and guidance for all levels of the LMR organization, which clearly establish requirements and procedures.**

STRATEGIES ▶

- Maintain Living Marine Resources Operators Manual (OPSMAN).
- Maintain Operational Reporting Instruction.
- Annually revalidate Protected Living Marine Resources Plans (PLMRP).
- Develop Strategic Communications Plan.
- Maintain Maritime Law Enforcement Manual (MLEM).

OBJECTIVE B **Employ the most effective tools and drive development of new tools to complete tasks involved in effective LMR enforcement.**

STRATEGIES ▶

- Drive and participate in development of law enforcement, enterprise database system, and other technology while maintaining integrity of current systems.
- Actively promote and develop USCG and NOAA data integration.
- Develop guide for Strategic and Operational Planning Process.

OBJECTIVE C **Enhance the planning process at all levels to ensure operations achieve both local and programmatic goals, and all stakeholders have a clear vision on programmatic strategies.**

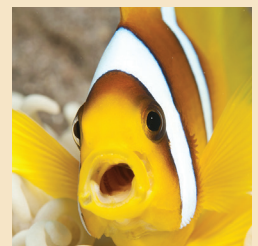
STRATEGIES ▶

- Conduct recurring program assessment studies.
- Establish recurring validation of Ocean Guardian and Ocean Steward.
- Continue to develop and revalidate performance measures based on past and projected data trends, ensuring an accurate depiction of mission effectiveness and achievable goals.
- Integrate SOPP/LOPP process and Ocean Guardian to meet national priorities.

OBJECTIVE D **Ensure efforts in LMR program are effective through improved data accuracy and verification.**

STRATEGIES ▶

- Maintain accountability for data entry and validation requirements as established by policy.
- Maintain law enforcement database and enterprise data systems to align with current policy, mission requirements, and user needs.
- Encourage flow of information in LMR Program to ensure feedback is incorporated to improve program.
- Institute policies for the Data Validation Cycle with clear requirements and deadlines.



▶ Coast Guard objectives include assisting in preventing the decline of marine protected species populations, promoting the recovery of marine protected species and their habitats, partnering with other agencies and organizations to enhance stewardship of marine ecosystems and ensuring internal compliance with appropriate legislation, regulations, and management practices.



GOAL 3

EFFECTIVE LMR WORKFORCE

Prepare and maintain a competent workforce consisting of LMR specialists and multi-mission personnel capable of completing all tasks necessary to execute the LMR mission at the tactical, operational, and strategic levels. Additionally, ensure general awareness of the LMR Mission is communicated effectively throughout the chain of command.

OBJECTIVE A

Develop and maintain proficient LMR specialists throughout the organization with the depth of knowledge necessary to establish and communicate policy, execute operations, analyze data, and share the outcomes of LMR operations.

STRATEGIES ▶

- Promulgate an LMR Staff Guide institutionalizing LMR specific billets, including their respective role and their relationship with others within the LMR community.
- Maintain a strong LMR Post Graduate Program.
- Ensure LMR workforce maintains familiarity with the current state of fisheries in their AOR.
- Provide direct input during Officer assignment process for LMR-related positions to maximize opportunities for LMR specialists to use their expertise.

OBJECTIVE B

Train and maintain a proficient workforce of multi-mission personnel who conduct LMR enforcement as part of their assignment.

STRATEGIES ▶

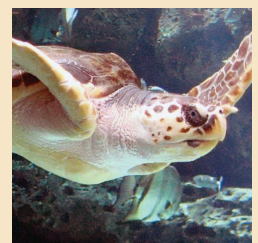
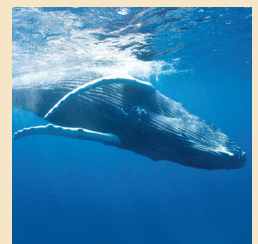
- Act on recommendations from the LMR Operations Manager Front End Analysis for development of guides, training tools, and courses.
- Fully utilize the CG competency system for LMR assignments.
- Ensure RFTCs retain regional specificity to align with regional fisheries management schemes.
- Maintain requirements for competency recertification.

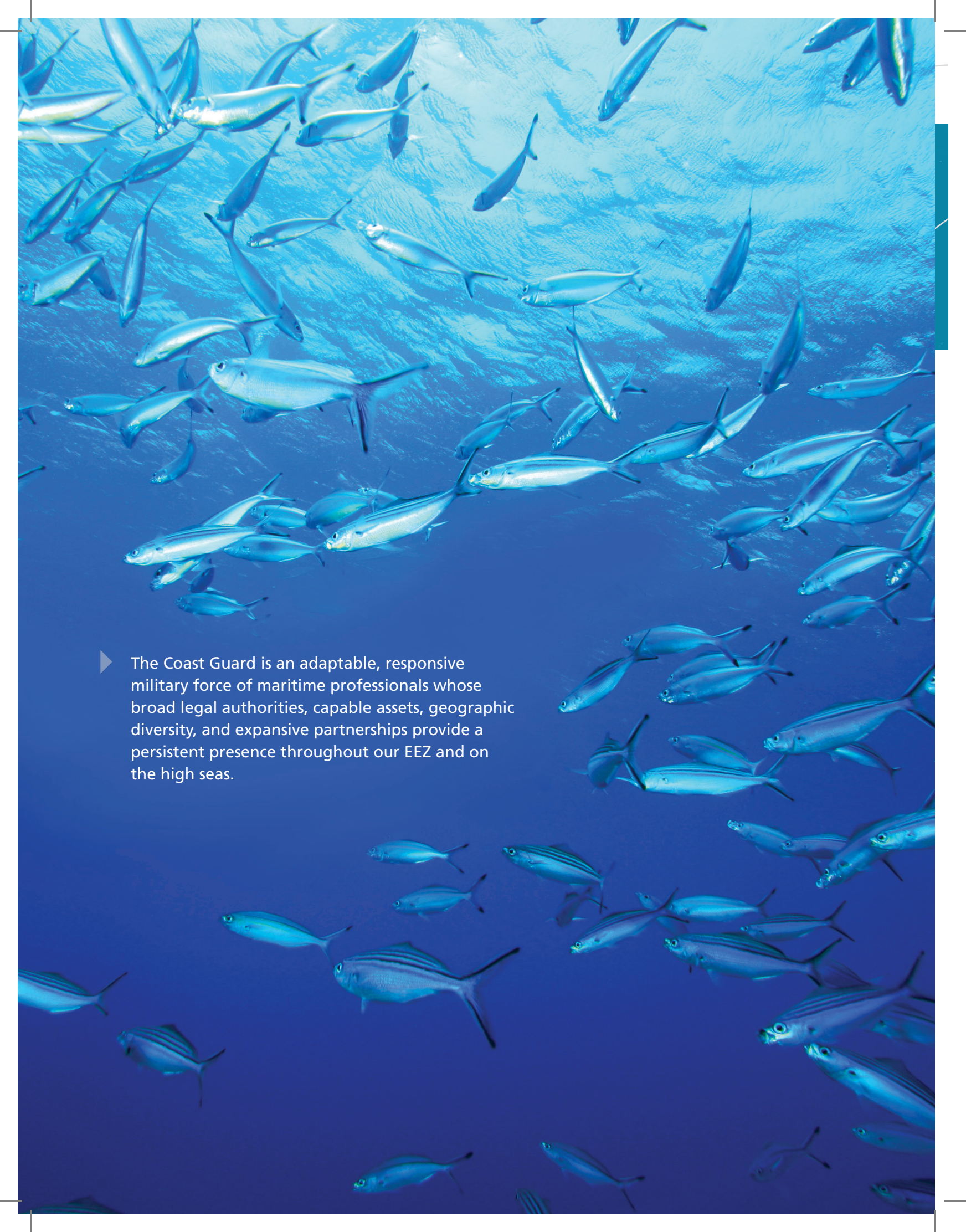
OBJECTIVE C

Ensure that a general awareness of LMR activities and policy is maintained throughout the Coast Guard at all levels of the organization.

STRATEGIES ▶

- Promulgate Ocean Guardian and Ocean Steward.
- Use Strategic Communications Plan to establish requirements, procedures, and methods of communication throughout the chain of command.
- Establish recognition for achievement in the LMR missions through the CG Recognition Program.
- Develop general LMR courses for accession points and training centers.
- Present LMR mission at internal conferences/meetings.





▶ The Coast Guard is an adaptable, responsive military force of maritime professionals whose broad legal authorities, capable assets, geographic diversity, and expansive partnerships provide a persistent presence throughout our EEZ and on the high seas.

GOAL 4

PRODUCTIVE LMR PARTNERSHIPS

Enhance productive partnerships through identification of common goals, synchronization of resources and capabilities supportive of those goals, and execution of mission plans and operations.

OBJECTIVE A

Identify interagency/stakeholder needs and capability gaps to identify resources and opportunities that can enhance coordination efforts.

STRATEGIES ▶

- Develop mission transparency with domestic and international partners through allocation of patrol effort, data/intel sharing, conferences, and outreach efforts.
- Engage with international and domestic partners to assess capabilities and resources, assessing gaps and areas where assistance is requested.
- Coordinate with local, state, and tribal partners to provide better enforcement by addressing and mitigating gaps in policy and procedures.
- Develop interagency training opportunities.

OBJECTIVE B

Synchronize operational planning and enforcement to foster a culture of support and cohesiveness between agencies/stakeholders.

STRATEGIES ▶

- When warranted, develop and maintain MOUs with existing local/state and federal agencies to facilitate effective enforcement.
- Engage with DOS to develop and maintain bilateral/multilateral agreements with strategically located nations to address USG LMR concerns.
- Develop domestic pulse operations with local/state/other federal agencies to advance LMR enforcement objectives.
- Active USCG participation in management/regulatory bodies.

OBJECTIVE C

Execute coordinated operations with domestic and international partners to achieve common goals.

STRATEGIES ▶

- Execute bilateral/multilateral agreements and pursue expansion with DOD and partner nations while developing methods to improve patrol effectiveness.
- Encourage international engagement with joint schemes of fisheries enforcement which contribute to USG goals and objectives.
- Promote responsiveness to interagency requests for assistance with LMR cases.
- Optimize the portfolio of assets and capabilities to address enforcement priorities and management objectives.
- Work with regional partners to create enforcement guidance that assists in unified approach to enforcement of LMR regulations.





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