

UNITED STATES COAST GUARD RESERVE

Fiscal Year 2023 Annual Report





32143

U.S. COAST GUARD



DIRECTOR OF THE COAST GUARD RESERVE

Fiscal year 2023 was monumental for the Coast Guard Reserve. Our vision for the future of this Component is bright and the dedication of our members has been crucial to Service mission success and preparedness for the Nation's emergent needs. With approximately 6,200 members of our authorized end-strength of 7,000 members currently serving, the Reserve Component (RC) has fortified the Service's ability to respond to contingencies and meet Department of Homeland Security (DHS) and Department of Defense (DOD) requirements.

In February 2023, we established an enduring strategic vision with the creation of the Reserve Component Action Plan. Our strategic priorities can be seen throughout the focused use of resources for *people* through recruiting, talent management, and benefits; *purpose* by maximizing the effect of Reserve capabilities; and *preparation* by enhancing Reserve deployability and resilience.

Budget management is critical to our Component, focused on prioritizing training needs. The budget for the Coast Guard Reserve is approximately 1.5% of the Coast Guard's Operations and Support (O&S) budget and equated to \$139 million for fiscal year 2023. This past fiscal year, we made significant financial investments to increase competency attainment and proficiency, provided critical surge capacity to the Service at large due to reduced recruiting numbers, increased global engagements with stakeholders in DHS, DOD, and the interagency, and responded to missions that widened the scope of how we leverage the RC.

Reservists provide operational surge capabilities and staffing for the Coast Guard's total workforce. I would like to thank the members who make up the Reserve, the supervisors and staffs that ensure our members are ready to respond, and the senior leaders who remove barriers and prioritize training, professional development, and management of their reservists. All dedicated efforts strengthen the RC's ability to become fully mission capable.

I am pleased to present the Fiscal Year 2023 Reserve Component Annual Report to inform and advise senior governmental officials of the current state of the Coast Guard Reserve.

A handwritten signature in blue ink that reads "M. L. Lafferty". The signature is written in a cursive style with a large, flowing "y" at the end.

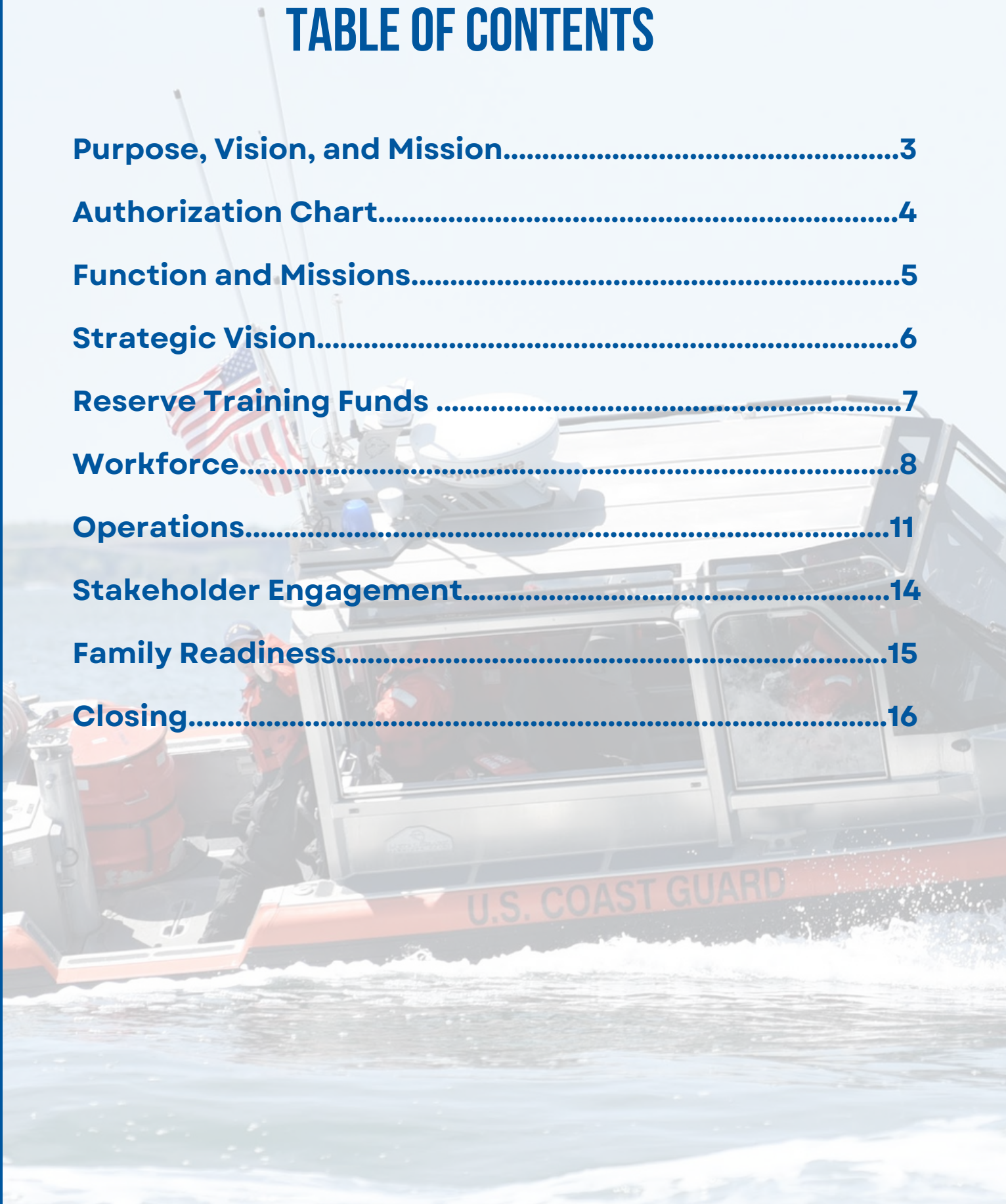
Miriam L. Lafferty
Rear Admiral, U.S. Coast Guard Reserve





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Coast Guard Reserve **PURPOSE, VISION, AND MISSION**

Coast Guard Auxiliary and Reserve Act

“There is hereby created and established a United States Coast Guard Reserve (there in after referred to as the “Reserve”), the purpose of which is to provide a trained force of officers and men which, added to regular personnel of the Coast Guard, will be adequate to enable that service to perform such extraordinary duties as may be necessitated by emergency conditions.” –Section 201; Passed February 19, 1941, by the 77th Congress of the United States.

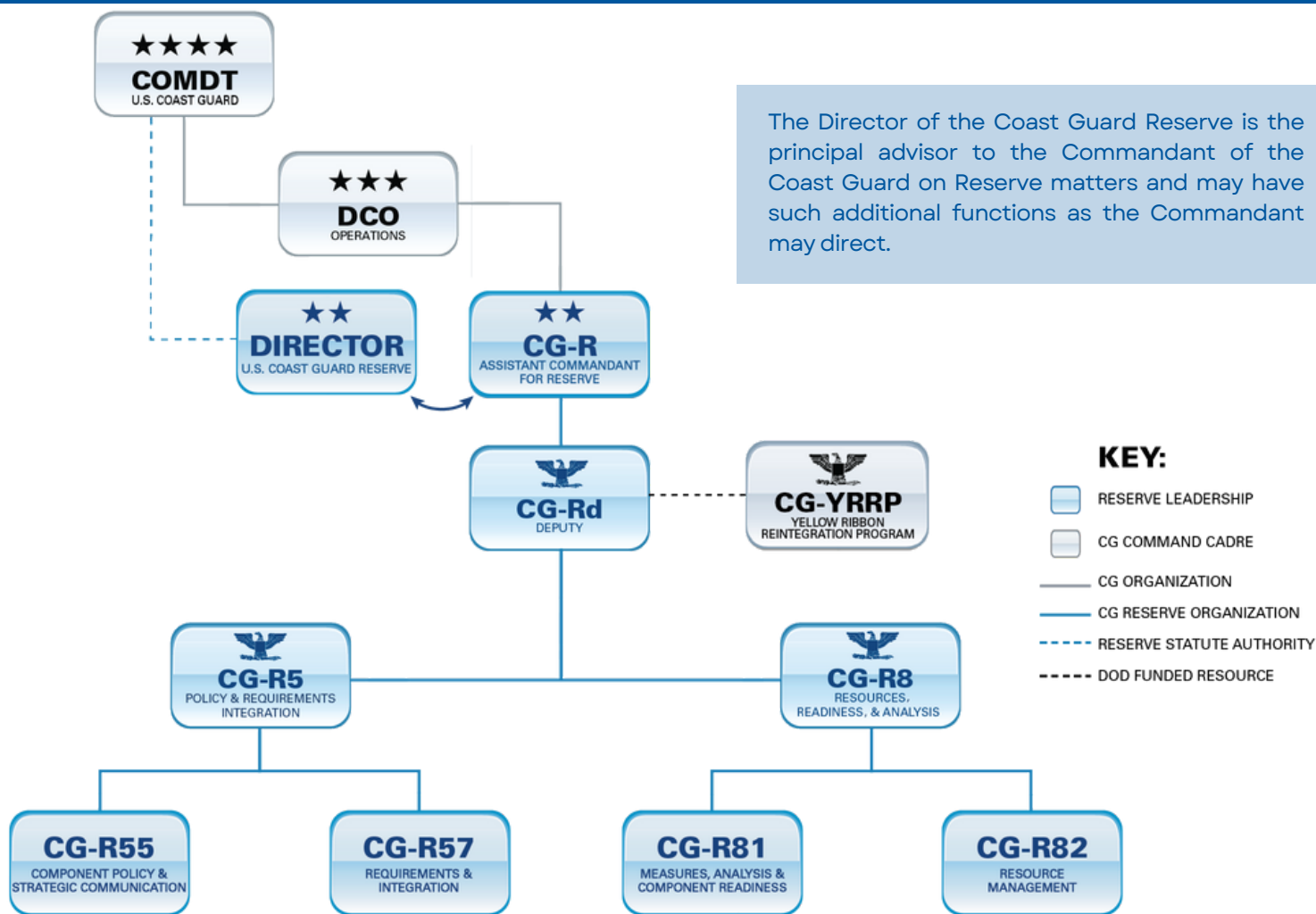
The Vision of the U.S. Coast Guard Reserve

The Coast Guard’s only dedicated surge force, the Reserve, is a contingency-based workforce, trained locally and deployed globally to meet Coast Guard mission requirements. –Doctrine for the U.S. Coast Guard Reserve; Publication R

The Mission of the U.S. Coast Guard Reserve

To provide operationally capable and ready personnel to support Coast Guard surge and mobilization requirements in the Homeland and abroad. –Doctrine for the U.S. Coast Guard; Publication R

Coast Guard Reserve AUTHORIZATION CHART



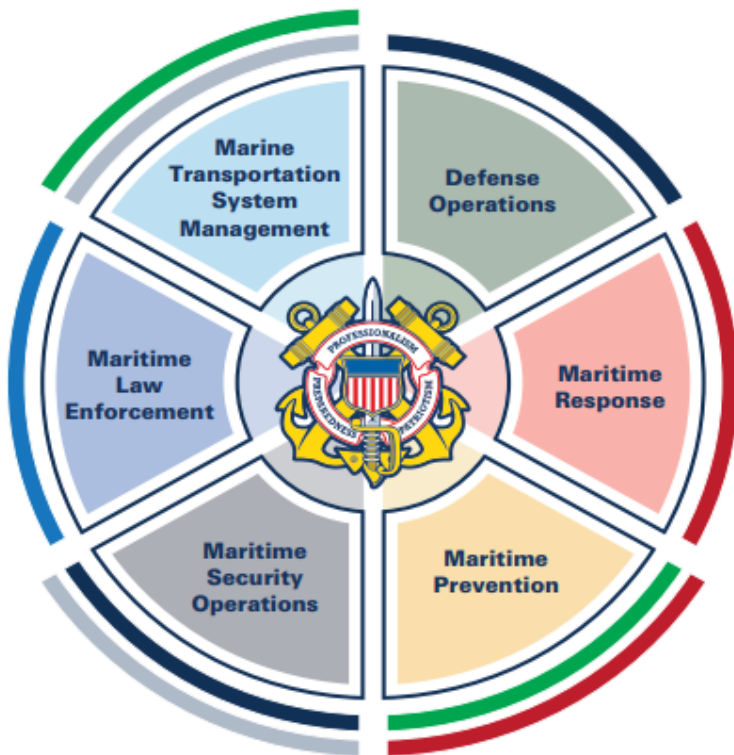
The head of the Coast Guard RC performs the dual roles of Assistant Commandant for Reserve and Director of Reserve:

The Assistant Commandant for Reserve (CG-R), is authorized to develop, issue, and maintain activation and deactivation policy in alignment with statutes, DOD policy, and specific Coast Guard authorities; monitor the statutory authorities utilized to activate and deploy reservists and engage the legislative change process when authorities are insufficient to meet expected contingency needs; and manage Reserve capabilities to quantify and allocate Reserve resources toward meeting contingency response requirements. The role of the Director of Reserve functions as the primary advisor and advocate for the Reserve to the Commandant.

The Coast Guard Reserve's unique, integrated structure allows reservists to train alongside their active-duty counterparts. In most circumstances, Active Component provides the training resources, equipment, and platforms for reservists to use during their drill weekends for augmenting operations and training alongside their active-duty counterparts to sharpen their skills.

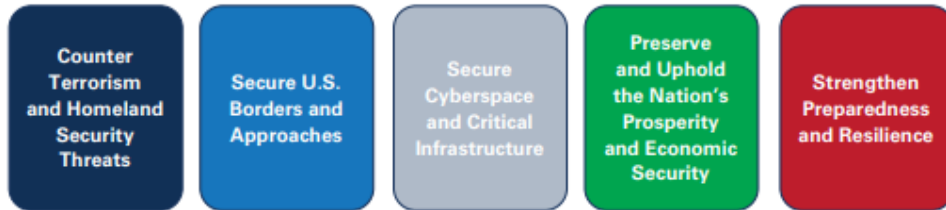
In accordance with 14 U.S.C. §309, the Director of Reserve is required annually to submit a report to the Secretaries of Homeland Security and Defense on the state of the Coast Guard Reserve and the ability of the Reserve to meet its missions.

RESERVE COMPONENT FUNCTIONS AND MISSIONS



There are six Coast Guard Operational Mission Programs that are internally directed to ensure the maximization of the RC. These Mission Programs encompass statutory missions codified in the Homeland Security Act of 2002 and are further integrated into the five DHS operational security programs. Reservists train to attain position-assigned competencies needed for expeditionary warfare, boat force operations, law enforcement, cyber operations, environmental response, contingency preparedness and response, mission support, port state control, and intelligence.

Coast Guard Supported Department of Homeland Security Mission Programs:



The skills necessary to perform these missions are captured in the competencies assigned to individual members of the Reserve. In addition to the Operational Mission Programs, reservists maintain capacity to meet mission support requirements and act as operational mission enablers. The Reserve supports

Operational Capabilities

- USCG Operational Mission Programs**
- Defense Operations
 - Maritime Security Operations
 - Maritime Law Enforcement
 - Marine Transportation System Management
 - Maritime Response
 - Maritime Prevention

- USCG Operational Requirements***
- Expeditionary Warfare
 - Boat Force Operations
 - Law Enforcement
 - CYBER
 - Environmental Response
 - Contingency Preparedness and Response
 - Mission Support
 - Port State Control
 - Intelligence

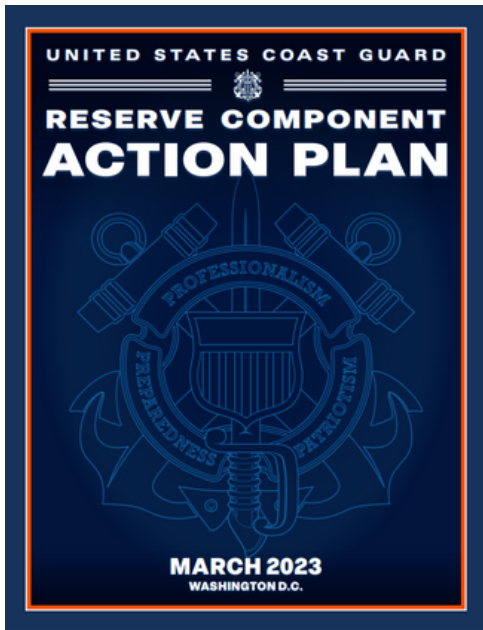
- USCG Reserve Capabilities**
- Port Security Units
 - CCMDs, Joint Staffs
 - Maritime Expeditionary Forces
 - Security Forces
 - Boat Force Operations
 - Boarding Teams
 - Investigative Service
 - CYBER
 - Maritime Environmental Response
 - Incident Management Teams
 - Aviation
 - Public Affairs
 - Mission Support Activities
 - Port State Control/Inspections
 - Facilities
 - Intelligence

all six Operational Mission Programs but is not necessarily involved in all aspects of operations. Given organizational resource constraints, the RC focused requirements more narrowly. For example, the Reserve recently created billets for the new cyber rating with the prioritization of cyber operations.



* Reservists MUST attain position-assigned competencies for these operational requirements

STRATEGIC VISION RESERVE COMPONENT ACTION PLAN



LINE OF EFFORT



PEOPLE - Modernize Reserve Recruiting, Talent Management, and Benefits

LINE OF EFFORT



PURPOSE - Maximize Effect of Reserve Capabilities

LINE OF EFFORT



PREPARATION - Enhance Reserve Deployability and Resilience

Released in the spring of 2023, the Reserve Component Action Plan (RCAP) is a proactive approach to recruit, organize, train, and employ the Coast Guard Reserve workforce.

The RCAP's three lines of effort facilitate growth of the Reserve workforce by providing a path to improved recruitment, training, and retention of the right people with the right skill sets needed for future operations given the many drivers of change the Service faces.

The Coast Guard's unique, integrated structure optimizes the professionalism, patriotism, and preparedness of the Reserve, so the Service is Always Ready to save, protect, and defend the American public.



“The purpose of each Reserve Component is to provide trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency, and at such other times as the national security may require, to fill the needs of the armed forces whenever more units and persons are needed than are in the regular components.”



FY2023 Investments of Reserve Training Funds



As demands on the contingency workforce increase, Director/CG-R prioritized funding to ensure time and resources were invested to the best effect while also accounting for the capacity and constraints of our part-time workforce.

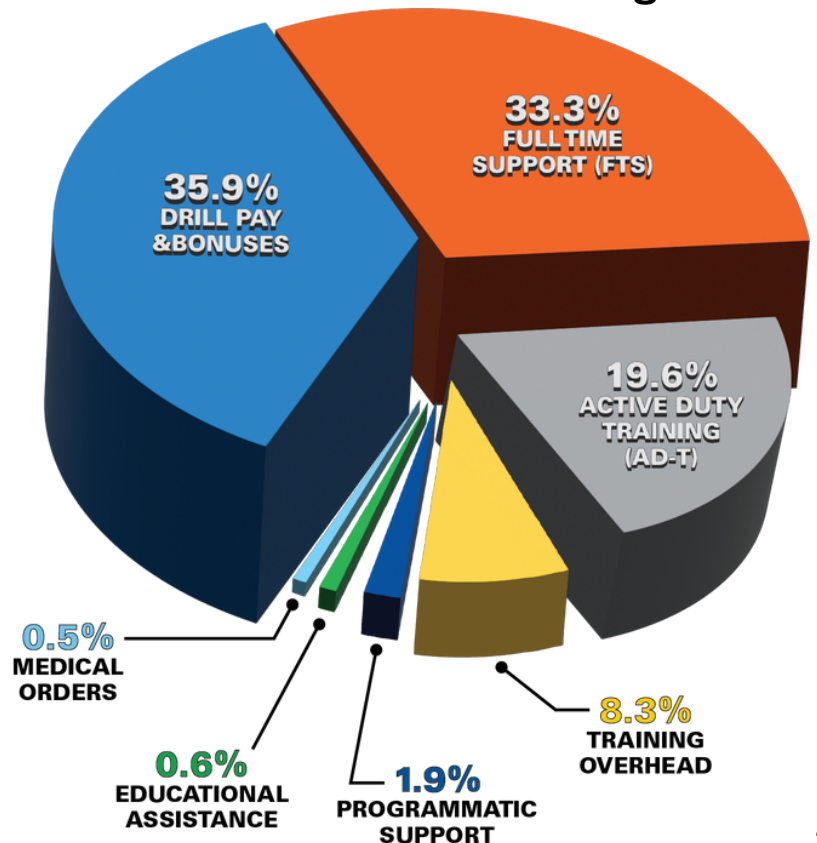
In FY 2023, \$139M in Reserve Training funds were allocated to support the training and administration of the RC. Nearly 89% of Reserve Training funds supported inactive duty training, active duty training, and full-time support (FTS) personnel. The remaining 11% funded training overhead costs, programmatic support functions, (e.g., promotion boards, additional recruiters), and other support to Reserve members. The FY23 Reserve Training budget represents approximately 1.5% of the Coast Guard's O&S funding and is part of the Military Personnel Support (MPS) Program, Project, and Activity.

Selected Reserve (SELRES) members performed 51,195 days of Active Duty for Training—Annual Training (ADT-AT), and 238,772 Inactive Duty Training (IDT) periods. This represents a decrease from previous years due to shortages in the SELRES coupled with increased mobilizations and operational support. In addition, the FY 2023 budget invested heavily in additional training opportunities to support competency attainment and increased proficiency across the SELRES. Funding to directly support additional SELRES training opportunities increased by \$2.97 million compared to FY 2022.

The additional funding resulted in the performance of 6,653 days of Active Duty Training – Other Training Duty (ADT-OTD) and 11,786 Additional Training Periods (ATP). Based on the average number of drilling reservists, SELRES members completed 44 drills (91.7%), and 11.1 days of ADT (92.2%) during FY 2023. Efforts to recruit and retain SELRES members continued to be a priority in FY23.

The Reserve Training budget authorized \$501,000 in Reserve bonuses and funded 27 recruiters, 22 FTS personnel and five Temporarily Assigned Reserve Recruiters (TARR). In total, \$3.6M was allocated to efforts that directly support SELRES recruiting and retention.

FY23 Annual Reserve Budget



Workforce



MEMBERS

Billet Duty Status	Billets	Actual*
Selected Reserve (SELRES)	7000	6185
Military Full Time Support (FTS)	344	330
Civilian Full Time Support (FTS)	82	72

The FY 2023 National Defense Authorization Act (NDAA), authorized an end strength of 7,000 members for SELRES as of 30 September 2023.*

Recruiting has been a significant hurdle for all Services. Director/CG-R has partnered with Coast Guard Recruiting Command to address recruiting challenges for the Reserve. This partnership resulted in exceeding the recruiting goal for FY 2023.

*Reported by the Deputy Commandant of Mission Support-Deputy for Personnel Readiness, actual end strength on 30 September 2023 was 6,185.

METRICS

RESERVE COMPONENT READINESS DASHBOARD (RCRD)

The Coast Guard Reserve created a metrics dashboard with input from multiple sources to support data driven decisions for operational commanders. The dashboard provides leaders with macro and micro-level knowledge on deployability statuses and readiness of their members to ensure proper employment of the RC.

To ensure professional development and a skilled Reserve workforce, reservists must obtain quotas for critical, specialized training. The RCRD offered operational commanders visibility on the number of quotas their members completed, were enrolled in, or were still available. This information is used to articulate identified training needs for the subsequent fiscal year.

The dashboard provided visibility across the organization that led to a 5% increase in position skills attainment.



We must ensure our Reserve is at full strength, armed with the right competencies, and resourced to respond.



MANAGEMENT

Reserve Duty Status and Participation Commandant Instruction 1001.2A (RDSP) made major updates to Training Pay Categories, which report RC duty statuses to Defense Manpower Data Center (DMDC), better aligning with DOD.

The top highlights are:

- Expanded use Readiness Management Periods (RMP) to allow member support of Coast Guard sponsored activities, such as recruiting events.
- Introduced waivers allowing for the performance of IDT outside the United States, increasing retention.
- Introduced waivers for Active Duty for Training - Annual Training (ADT-AT) requirements for members with a qualifying birth event.



UNITED STATES COAST GUARD
RESERVE
ALWAYS READY

Prioritization

Optimization of the Personnel Allowance List

Personnel Allowance List (PAL) Optimization aligns Reserve capabilities with prioritized missions to meet contingency response and capacity requirements maximizing the Service's 7,000 Reserve billets. This process established the Reserve workforce structure and identified applicable competencies needed to enable the Reserve Component the ability to meet operational requirements in support of the Coast Guard's six operational mission programs.

The results of this effort defines the roles and capabilities of the RC, improve performance and proficiency, and allow operational commanders to assess and buy-down risk. Further, this breakdown of billets allows transparency in risk mitigation to capabilities due to staffing shortages and establishes prioritization of units and processes that provide the training capacity and effective governance of the RC.



In FY 2023, Coast Guard Headquarters Program Managers validated all mission activities to provide the framework for Reserve capabilities. Reserve capabilities directly support nine operational requirements for expeditionary warfare, boat force operations, law enforcement, cyber operations, environmental response, contingency preparedness and response, mission support, port state control, and intelligence. At the onset of FY 2023, competency alignment to position was at 47%. By the end of FY 2023, competency alignment to position was at 94%.

“Employing our unique blend of military, law enforcement, humanitarian, and regulatory capabilities, we prevent incidents when possible and respond when necessary.” Doctrine for the U.S. Coast Guard Reserve; Publication R





OPERATIONS



Reservists provide surge capability through involuntary and voluntary mobilizations. Coast Guard Reserve operations are split into two major categories: contingency and non-contingency. Through these operations, reservists receive orders to respond to hurricanes, typhoons, earthquakes, fires, overseas operations, or other operational support activities.

CONTINGENCY OPERATION

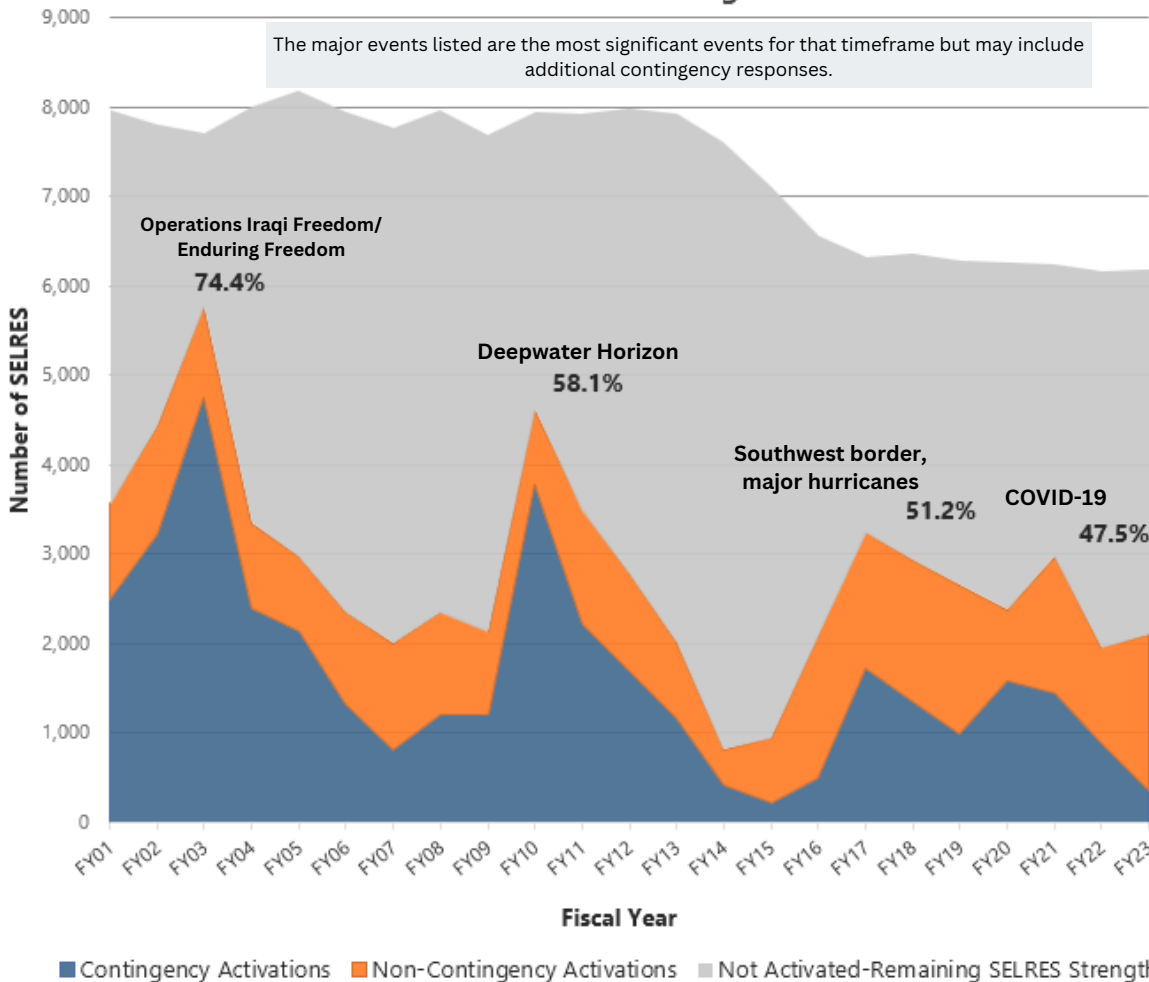
A military operation that is either designated by the Secretary of Defense as a contingency operation or becomes a contingency operation as a matter of law;

Any other provision of law during a war or national emergency declared by the President or Congress;

A serious natural or manmade disaster, accident, catastrophe, act of terrorism, or transportation security incident in accordance with Title 14 U.S.C. §3713.

Coast Guard Selected Reserve Strength & Activation Status

The major events listed are the most significant events for that timeframe but may include additional contingency responses.



Non-contingency Activations provide mobilization opportunities for personnel to aid steady-state or pre-planned missions that do not meet the criteria for a contingency response. These are Active Duty Operational Support (ADOS) orders and enable commands to obtain additional military support through voluntary mobilizations.

From FY 2001, SELRES end-strength has declined, while demands have remained relatively constant across contingency and non-contingency operations. Despite the waning of involuntary mobilizations, increased reliance on reservists for operational support not related to their contingency competencies may degrade the overall readiness of the RC. Therefore, short term augmentation may incur long range risk and must be strategically as well as operationally balanced.

Data collected from Defense Manpower Data Center Annual SELRES Strength Reports & CG-R Activation Data 2001-2023.



OPERATIONAL HIGHLIGHTS

JOINT TASK FORCE - GUANTANAMO (JTF-GTMO)

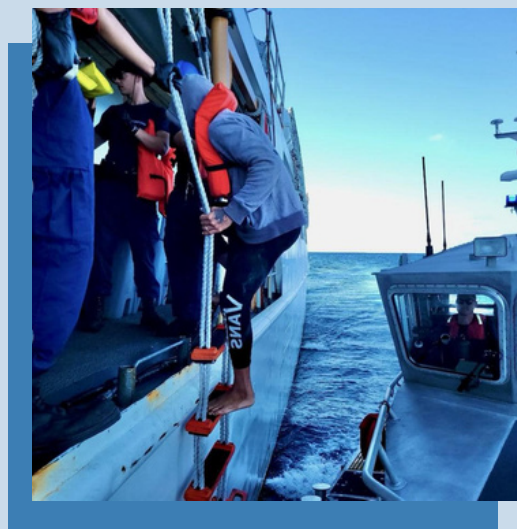
Port Security Unit (PSU) 305 decommissioned the Coast Guard's support to JTF-GTMO. PSUs served JTF-GTMO as the Maritime Security Detachment (MARSECDET) for over 21 years. Through 39 unit rotations to Guantanamo Bay, the men and women assigned to the MARSECDET collectively provided over 200,000 underway hours conducting around-the-clock waterside patrols and over 50,000 hours of shoreside anti-terrorism and force protection defense security to DOD assets and personnel at Naval Station Guantanamo Bay.

After decommissioning the JTF-GTMO mission, PSUs continue to remain an agile expeditionary force provider to meet DOD requirements, playing a critical role in protecting strategic maritime operations in an environment of increasing global competition.



OPERATION VIGILANT SENTRY

Operating under Homeland Security Task Force-Southeast, Operation Vigilant Sentry (OVS) is the arm of the task force that deploys joint air and surface assets as well as personnel to address illegal maritime migration in the Caribbean corridor of the United States. In coordination with federal, state, and local partners, the primary objectives are to protect safety of life at sea and to deter and dissuade a maritime mass migration. In FY23 610 reservists volunteered to support OVS.



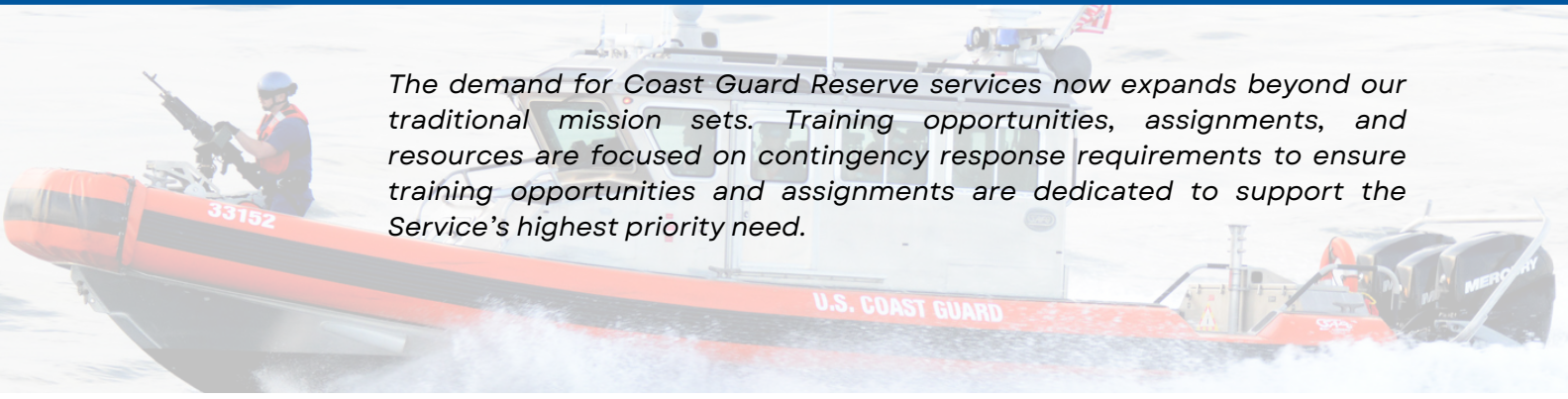
PARENTAL LEAVE PROGRAM

Operating under the Coast Guard's Surge Staffing Branch that coordinates temporary reassignment of personnel within the Service, the Parental Leave Program provides reservists for individual augmentation to units that have critical gaps due to active duty members on parental leave. The Parental Leave Program allows for units to solicit short-term positions that need to be filled to help reduce the loss of personnel. In FY 2023, 218 reservists filled these critical roles ensuring continuity of operations across the organization.





OPERATIONAL RISK



The demand for Coast Guard Reserve services now expands beyond our traditional mission sets. Training opportunities, assignments, and resources are focused on contingency response requirements to ensure training opportunities and assignments are dedicated to support the Service’s highest priority need.

Mitigating Risk of Increased Augmentation

Due to broad scale staffing challenges across the Service, the Reserve is experiencing an increase in voluntary mobilizations to augment gapped positions within the Active Component. Over the course of FY2023, 34% of the Reserve was activated, while only 5.8% was for contingency response. While these surge staffing requests provide temporary relief and alleviate some mission stress on the Active Component, it creates a vulnerability as it depletes the number of SELRES members available for recall for contingency response.

To address recruiting shortages within the Reserve, Director/CG-R worked closely with the Coast Guard Recruiting Command to increase Reserve recruiting. In FY 2023, 10 Temporarily Assigned Reserve Recruiters (TARR) were activated to serve across the United States to increase Reserve recruiting numbers. TARRs were placed in geographic centers of mass vital to filling Reserve position vacancies. In FY 2023, the Coast Guard Reserve met its accessions quota.

Recall Authority

In FY 2023, the Coast Guard recalled 96 members to Title 14 Involuntary Recall in response to the Lahaina wildfires, Typhoon Mawar, and Hurricane LEE. The Secretary of DHS has delegated the Title 14 recall authority to the Commandant of the Coast Guard, allowing for rapid mobilizations. Individual mobilization allows the Coast Guard to ensure the right members with the right skills are able to respond.

The Commandant of the Coast Guard does not have statutory authority to involuntarily recall Reserve personnel for preplanned/prefunded missions, in parity with DOD Counterparts. This lack of authority impacts the operational effectiveness of the Coast Guard Reserve. Ensuring pay, benefit, and opportunity parity with other DOD Reserve Components is a priority. Without recall authority, the Coast Guard Reserve relies strictly on volunteers to support these missions, which creates unpredictability and mission risk. The Coast Guard has worked with Congressional Staff to seek the appropriate Legislative changes.



Stakeholder Engagement

As we leverage our broad authorities, partnerships, and operational presence to meet mission responsibilities, we employ our unique blend of military, law enforcement, humanitarian, intelligence, and regulatory capabilities.

DOD RESERVE FORCES POLICY BOARD

The Homeland Defense Subcommittee (HLD SC) held several meetings with senior Coast Guard leaders in maritime security and cyber at USCG Headquarters. Covered topics ranged from port operations to cyber operations and focused on the HLD SC tasking to improve integration of all RCs in Homeland Defense mission plans and to establish future opportunities for stakeholder collaboration. The subcommittee continues to work on its lines of effort focused on Reserve Support to Homeland Defense and to develop findings and recommendations to the Secretary of Defense.

RESERVE POLICY BOARD

The Coast Guard Reserve Policy Board (RPB) ensured the issues affecting the RC received due consideration at the highest levels of the Service. The RPB increased field submissions by 83% by streamlining the submission process and making it more accessible to the workforce. The RPB received 45 total submissions in calendar year 2023 and made recommendations on ten submissions. The Board made ten additional policy recommendations to include clarifying policies in the RDSP, updating policy language in the Commandant's Instruction, Activation of the RC, and developing policy to formalize relationships between recruiters and local Reserve Force Readiness System staff to serve as Reserve subject matter experts to advise new accessions.

NATIONAL GUARD AND RESERVE EQUIPMENT REPORT (NGRER)

FY 2025 National Guard and Reserve Equipment Report is an important tool to inform Congress of the Coast Guard Reserve's current equipment modernization posture and the Service's plan for improving equipment and compatibility to achieve total force integration in support of the National Defense Strategy objectives. As an integrated workforce, the Coast Guard Active Component owns and manages all equipment, including equipment allocated for the RC. Director/CG-R worked closely with program managers in the offices of Boat Forces, Defense Operations, Shore Forces, Deployable Specialized Forces, Security Forces, and the Mobile Support Unit to complete the equipment requirements, status, and projected need. The Coast Guard Reserve's FY 2025 NGRER submission highlighted the anticipated shortfall of \$6,783,418 in equipment and Personal Protective Equipment for FY 2025.

Family Readiness



Yellow Ribbon

The Coast Guard Reserve Yellow Ribbon Reintegration Program (YRRP) promotes member readiness and resiliency by connecting members and families with timely information and resources throughout the reservist's deployment and reintegration cycle. During FY 2023, the program for the Coast Guard Reserve was improved to track all members who mobilized over 90 days. This allowed for seven events in support of Port Security Units deploying for JTF-GTMO, as well as members mobilized in support of Operation Vigilant Sentry. Over 840 service members and their families received the education and support services provided by YRRP.

Maternity Absence

The National Defense Authorization Act of 2021 established Reserve Component Maternity Leave (RCML). This permits maternity absence in lieu of duty for up to 12 regularly scheduled IDT drills, for eligible SELRES members, within one year of a birth event. Members may not exceed the fiscal year cap of 48 IDT drills. This authorization was adapted into Coast Guard Reserve policy in the RDSP and was leveraged for 578 drills in FY 2023. This update helps lessen the burden on mothers while supporting recruiting and retention priorities.



We will generate a modern and ready workforce, when and where we need it, to meet the growing demand for Coast Guard services by improving how we recruit, hire, develop, train, and support our personnel and their families.



The Reserve Component has seen exponential growth in how it manages, leverages, and enhances the capabilities reservists bring to the Coast Guard. The types of contingencies the Nation faces change continuously. The Coast Guard Reserve remains dedicated to adapting to the needs of the Nation to remain a leading contingency force. The Coast Guard Reserve will continue to be a national asset, ready to deploy across the country and around the globe. The Coast Guard Reserve's strength comes from the diversity of experience brought from both reservists' civilian employment and proficiency in the competencies required for conducting operations in the Service's operational mission and mission support programs.





**OFFICE OF POLICY AND REQUIREMENTS INTEGRATION (CG-R5)
COAST GUARD HEADQUARTERS
WASHINGTON, D.C.**