**Strategic Priorities**

1. Focus on Fundamentals
   - Improve Communication Practices
   - Build on our Standards-based System
   - Emphasize Policy, Procedures, Practices Training
   - Continually Monitor and Gauge Quality

2. Focus on Continual Program Improvement
   - Strengthen Mariner Credentialing Program
   - Enhance Coordination on CG Sector Issues
   - Increase Internal Auditing

3. Focus on System Modernization & Investments
   - Emphasize Innovation and Maximize Efficiency
   - Analyze Process Capability and Capacity
   - Reduce Process Waste

4. Focus on Stakeholder Relationships & Communications
   - Broaden Outreach and Visibility
   - Leverage Information Sharing
   - Emphasize Internal Stakeholder Relationships

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**Meaning...**

1. **Focus on Fundamentals**
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**Strategic Goals**

**GOAL 1**

*Exceed Mariner Product and Service Expectations*

- Deliver Quality Products and Services On Time
- Exceed Industry Standards for Customer Service
- Streamline Application Process
- Broaden Application of ISO 9001 Standards

**GOAL 2**

*Strengthen Credentialing Program Presence with MTS Partners*

- Increase NMC & REC Stakeholder Engagement
- Strengthen Course Oversight & Auditing Functions
- Improve Credentialing Awareness with Local OCMIs
- Support Military-to-Mariner Initiatives

**GOAL 3**

*Leverage Innovation and IT*

- Revalidate Information System Requirements
- Enhance Electronic Application Solutions
- Focus on Web-based Examinations for Mariners
- Explore Electronic Record Keeping

**GOAL 4**

*Improve Credentialing Program Responsiveness*

- Improve Local Pilotage & Limited Routes Process
- Expand Operational Performance & Analytics Reports
- Broaden Customer Feedback Capability
- Maintain High Employee Commitment & Competence

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**U.S. COAST GUARD**

**NATIONAL MARITIME CENTER**

**Executive Strategy**

*In Brief*

2019-2020

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“Serving the Nation’s Mariners”
**Introduction**

The NMC performs the statutory mission of credentialing qualified U.S. mariners who are compliant with domestic or international standards set forth in Title 46, U.S. Code and Title 46, Code of Federal Regulations. Our focus is on the **Person** dimension of the Marine Transportation System (MTS) which serves as the first of four MTS dimensions: **Mariners**, Vessels, Waterways, and Ports.  

The NMC business lines include issuing professional mariner credentials, issuing mariner medical certificates, approving mariner courses, managing mariner examination questions, maintaining mariner records, issuing WW-II era DD-214s, and providing mariner information via call center, chat, and email.

**Mission statement**

The mission of the National Maritime Center is to issue credentials to fully qualified mariners in the most effective and efficient manner possible.

The NMC business lines include issuing professional mariner credentials, issuing mariner medical certificates, approving mariner courses, managing mariner examination questions, maintaining mariner records, issuing WW-II era DD-214s, and providing mariner information via call center, chat, and email.

1. MTS as described in CG Pub 1, February 2014

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**From the Command**

The 2019-2020 Executive Strategy is built upon who we are and our support of America’s Marine Transportation System (MTS).

For over a decade, since the establishment of the National Maritime Center (NMC) in West Virginia and subsequent centralization of the mariner credentialing program from various Coast Guard districts and sub-units, we continue to strive for excellence across our various business lines and operations.

With over 350 team members located in 21 geographic locations, we share a common purpose of delivering dedicated customer support and the highest level of customer satisfaction. This unity of purpose is what mariners and stakeholders should expect when conducting business at any Regional Examination Center or the National Maritime Center home office in Martinsburg, WV.

As we look to the future, we seek to continually strengthen the relationships with our customers and stakeholders. We are dedicated to enhancing communications and outreach to the public. We remain focused on streamlining the application process to help reduce credential and medical certificate delivery time. We will continually seek technological support to enhance our core business processes. We continue to reinvest in our workforce to maintain proficiency and mission readiness.

Lastly, we will be forward looking as we plan for the challenges in the decade to come.

**Semper Paratus**

K. R. MARTIN
Captain, U.S. Coast Guard

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**THE MISSION**

**Mariner-focused**

- Honor
  - Honor the mariner and their experience
  - Be accountable to our maritime partners
  - Sustain mariner education and training
- Respect
  - Respect our maritime stakeholders’ time
  - Protect mariners’ personal information
  - Maintain open lines of communication with our partners
- Devotion to Duty
  - Strive to meet mariners’ needs
  - Value the mariner’s suggestions for continuous improvement
  - Ensure compliance with applicable regulations

**Employee-focused**

- Honor
  - Value integrity as our standard
  - Demonstrate uncompromising ethical conduct & moral behavior
  - Be loyal and accountable to the public trust
- Respect
  - Respect and promote each other for who we are
  - Value the diversity of our team
  - Foster leadership, inclusion and *Esprit de Corps*
- Devotion to Duty
  - Be professional to those we serve
  - Value a commitment to continuous improvement
  - Ensure compliance with applicable regulations

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**THE VISION**

As a world class credentialing program, our diverse staff of highly competent and devoted professionals ensures a safe, secure, economically viable, and environmentally sound Marine Transportation System manned by fully qualified U.S. mariners. We accomplish this vision with leading edge technology, strengthened by continuous improvement and stakeholder partnerships.