



I. General Description

Vision

A World-Wide Maritime Information Exchange to facilitate user-defined decision making.

Mission Statement

The Mission of the Director Global Maritime Situational Awareness is to facilitate the creation of a collaborative global, maritime, information sharing environment through unity of effort across entities with maritime interests. We must increase the discoverability and share-ability of information relevant to those engaged in managing the security, safety, environment and commerce associated with the maritime domain. This mission is reflected in the following strategic thrusts:

- Make maritime related information available;
- Make information searchable;
- Facilitate development of a dynamically tailorable, network-centric virtual information grid.

Strategic Goals & Objectives

- Lead USG collaborative effort to ensure access to maritime information and data critical to building the situational awareness component of Maritime Domain Awareness (MDA). Improved understanding of the maritime domain enables accurate, dynamic, and confident decisions with regard to the full spectrum of maritime opportunities, threats, hazards and challenges.
- In coordination with the office of Global Maritime Intelligence Integration, develop and formalize information-sharing policies, protocols and standards across federal, state, local, tribal, private sector and international partners.
- Create open forums to enhance understanding, encourage global partnerships, develop shared perspectives, and achieve unity of effort in meeting the challenge of developing global maritime situational awareness.
- Promote an MDA architecture founded upon net-centric principles will provide a secure, collaborative, information-sharing environment and unprecedented access to decision-quality information allowing any consumer of information to get the information that is needed, when it is needed.
- Facilitate the improvement and alignment of resources, capabilities, and activities related to global maritime situational awareness.

Values

We believe the following values guide us in pursuing our goals and through our actions we seek to influence the behaviors of others:

- Transparency – promoting culture of information sharing
- Maritime security – supporting common opportunities
- Collaboration/integration – supporting unity of effort

II. Organizational Structure and Functions

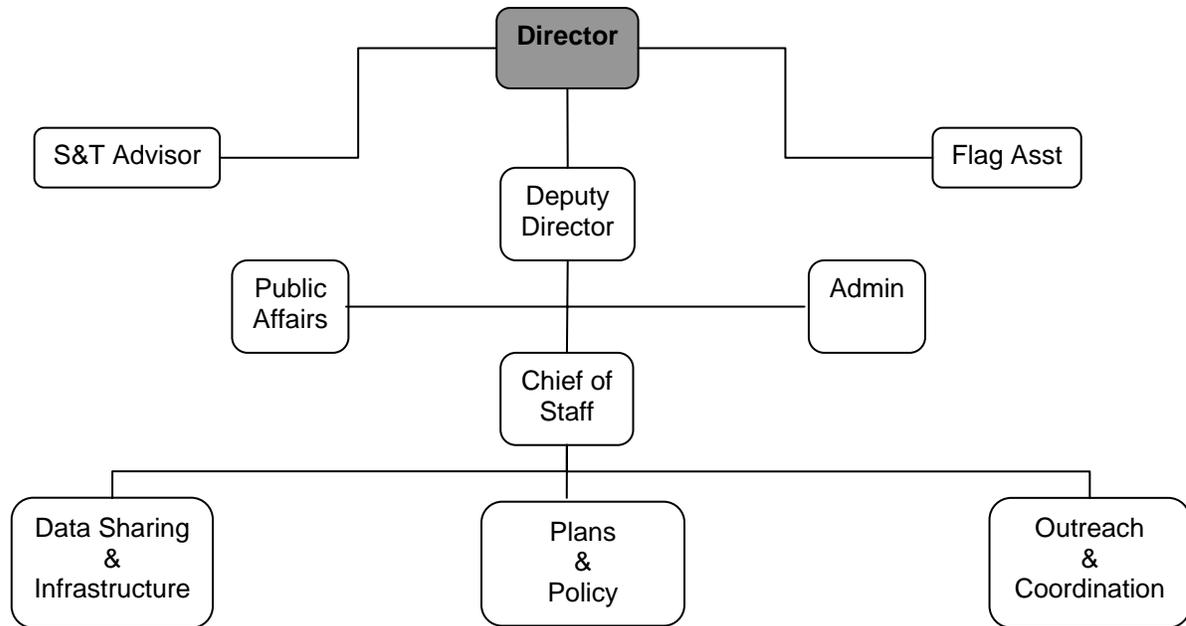


Figure 1

GMSA Enterprise Functions

The vision for the GMSA enterprise states the enterprise is responsible for creating the collaborative global information sharing environment. The GMSA enterprise has a collaborative rather than a hierarchical relationship with other agencies and organizations whose willing and considerable participation is needed to create that environment. The GMSA enterprise will lead by creating unity of effort versus unity of command. Therefore GMSA is “creating” by leading the Federal effort to develop a collaborative global information sharing environment to provide near real-time maritime situational awareness to the GMCOI:

- Advocate for and ensure that the policy and architecture are in place to support that environment
- Work with a broad range of Federal, State, local, tribal, private sector, and international partners to develop that environment

In accordance with the National MDA CONOPS¹, the GMSA Enterprise Director will be an advocate for organizations that collect, fuse, analyze, disseminate, archive and maintain maritime-related information. The GMSA Director and staff will:

¹ National CONCEPT of OPERATIONS for MARITIME DOMAIN AWARENESS, August 2007

- Identify and disseminate specific standards and protocols for information exchange and access in the Global Maritime Community of Interest shared information space. This includes the identification and inclusion of new or existing maritime data sources for the shared information space.
- Provide guidance and oversight to the Global Maritime Situational Awareness Enterprise to improve the availability and integration of maritime data, information and products.
- Conduct community-wide assessments of capabilities that support Maritime Situational Awareness to ensure alignment of customer requirements with community information access processes, and relationships between entities within the GMSA community of interest.
- Monitor implementation of MDA initiatives (Integrated Interagency Investment Strategy). Provide an annual report to the MDA Stakeholder Board.
- Monitor MDA effectiveness. Develop and execute an assessment plan to include an exercise program and performance measures. Provide an annual report to the MDA Stakeholder Board.
- Engage the Global Maritime Community of Interest (GMCOI), to gain federal, state, local, tribal, international, and private sector participation.
- Coordinate and align efforts with the Global Maritime Intelligence Integration Enterprise.
- Coordinate community-wide inputs in developing future spirals of the National CONOPS for Maritime Domain Awareness (MDA CONOPS) and the Integrated Interagency Investment Strategy. Solicit input from appropriate maritime stakeholders and ensure consistency with GMII Enterprise.
- Work with the Enterprise Hubs to develop and implement a MDA Services Oriented Architecture.
- Advocate policy modifications to overcome impediments to achieving MDA.
- Develop and disseminate information sharing lessons learned.
- Develop and recommend policies and procedures that integrate financial transaction information with MDA pillar activities.
- Work in conjunction with the GMII Enterprise Director to minimize information access impediments and ensure information exposed to the GMCOI is disseminated at the lowest appropriate security level.
- Recommend policy and processes to ensure data integrity and data security.
- Serve as the advocate for information sharing practices recommended by Enterprise Hubs, ensuring all possible data relating to the MDA pillars and finance are available to the end users.
- Assist in the resolution of cross-jurisdictional issues, including intelligence and information sharing disputes between stakeholders.
- Recommend policy regarding access to GMSA information by international, commercial, or other entities.
- Interface with members of the GMCOI to determine priorities and ensure priorities are appropriately focused.

- Facilitate closer cooperation with international, state, regional, local and tribal officials and organizations, consistent with the International Outreach and Coordination Strategy of the National Strategy for Maritime Security.

III. Roles and Responsibilities

Director

The Director GMSA Enterprise is responsible for effective access to maritime information and data critical to building the situational awareness component of Global MDA through collaboration, facilitation, and policy recommendation. The GMSA Director and staff will not have direct operational responsibilities.

The GMSA Enterprise Director is responsible for:

- Creating Strategic vision and direction for Global Maritime Situational Awareness.
- Leading a collaborative effort to ensure access to maritime information and data critical to building the situational awareness component of Maritime Domain Awareness (MDA).
- Developing and recommending information-sharing policies, protocols and standards across federal, state, local, tribal, private sector and international partners.
- Developing and recommending policy guidance for coordinated collection, fusion, analysis and dissemination of GMSA-related information, services, and products.
- Creating open forums to enhance understanding, encourage global partnerships, develop shared perspectives, and achieve unity of effort.
- Facilitating the improvement and alignment of resources, capabilities, and activities related to GMSA information and products.

Deputy Director

The Deputy Director GMSA Enterprise, in support of the Director, is responsible for setting the general direction and strategy for GMSA. The Deputy assists the Director in the overall administration of the operations and establishing policies and operating procedures for the Office of GMSA. Work involves leading, reviewing, and planning the work of the Office. Supervision is exercised over all staff personnel in their mission to develop effective access to maritime information and data critical to building the situational awareness. The Deputy's supervision is received from the Director.

The Deputy Director is responsible for:

- Functions as the Director in his or her absence.
- Responsible for representing GMSA to and coordinating with other USG agencies and keeping same agencies apprised of GMSA ongoing efforts.
- Address resource issues with appropriate USG agencies.

- Responsible for internal alignment and management of assigned staff to execute vision and priorities set forth by Director.

Chief of Staff

The Chief of Staff shall oversee, supervise and direct Office of GMSA staff and will lead the day to day and long range functions of the Office. This position provides support to the Director GMSA and Deputy Director, working collaboratively with branch heads to formulate Office goals and support the GMSA mission.

The Chief of Staff is responsible for:

- Provide leadership and direction to office staff.
- Develop strategic plans for personnel management.
- Establish and broker assignments of tasks.
- Establish deadlines.
- Oversee and set policy for essential office functions.
- Recommend new office policies and procedures.
- Ensure standardization of practices, correspondence, and presentations.
- Develop vision as to how the GMSA Office will adapt to meet changes within the institution.
- Identify, develop, and implement best practices and continuous improvement.
- Monitor and manage multiple travel budgets.

Public Affairs

The Public Affairs Officer leads the strategic communication process within the Office of GMSA, as an enabler of overall GMSA effectiveness. The PAO represents GMSA to the media and the public affairs community (including federal, state, local, tribal, and commercial and tribal) and coordinates with federal legislative affairs and legal representatives.

The Public Affairs Officer is responsible for:

Tasks

- Create and lead a Strategic Communication Integration Team that meets as needed to synchronize public affairs with policy, plans, and operations.
- Create and implement a Communication Plan which supports the SCIT and incorporates:
 - Risks and Assumptions
 - Audiences (who)
 - Products (what)
 - Tactics (how)
 - Media outreach and analysis

- Key messages and talking points
- Public affairs guidance
- Press kit (FAQs, fact sheets, etc)
- Advise Director and staff on public and interagency perceptions and potential roadblocks.
- Closely coordinate with USN & USCG PAOs to build internal understanding and support.
- Recommend public affairs courses of action and course corrections (when needed).
- Create and distribute monthly MDA News Clips and other external products as appropriate.
- Create and update content for public side of GMSA Web site.

Administrative Officer

The Administrative Officer is responsible for providing full administrative support to the Director and Staff and shall report to the Chief of Staff. The Admin Officer will oversee official office correspondence to ensure it is proceeding on schedule and meeting desired quality standards to include: general correspondence, performance evaluation reports, awards, personnel requests, etc. Additionally, the Admin Officer is responsible for requesting facility/equipment work orders, ordering new equipment and/or supplies for the office as necessary.

The Admin Officer is responsible for:

Tasks

- Provide orientation -- organization and operating routines.
- Welcome aboard process and familiarization with Headquarters Support Command (HSC).
- Phone/computer familiarization.
- Building badge.
- Security Check-in.
- Computer access.
- Primary Facility liaison.
- Planning Board for Training.
- Admin support / YN tasking.
- Prepare weekly report.
- Manage master calendars.
- Primary liaison to Personnel Reporting Unit (CG).
- Maintain office correspondence files.
- Administer office budget under direction of Chief of Staff.
- Computer directory management.

Branch Heads

The baseline organizational structure (*Figure 1*) is consistent and aligned with the tasks and functions outlined in the National Plan to Achieve Maritime Domain Awareness and the National Concept of Operations (CONOPS) for MDA, the GMSA staff will be initially organized in three branches to address:

- Data Sharing and Infrastructure

- Outreach and Coordination.
- Plans and Policy Development

All are directly or indirectly responsible for coordinating the development, implementation, and advocacy for all information-related policy in order for the GMSA enterprise to:

- Ensure **availability** of the tools and processes necessary to disseminate information
- Ensure the GMCOI has the capability to integrate and **search** maritime information in a manner that supports shared situational awareness and allows an understanding of “maritime normal” so that trends and anomalies can be detected.
- Create a **World-Wide Maritime Information Exchange** that contains maritime information from various sources and allows users and contributors, including Federal, state, local, international, commercial agencies and organizations, to pull/subscribe needed information and,
 - Allows new sources of information to be added
 - Automatically fuses multiple sources of information
 - Establish processes for integrating capability across disparate organizations
- Promote data standards and information security assurance to ensure GMCOI has the capability to analyze the trends of the maritime domain based on the integrated and disseminated information

1. Data sharing and infrastructure.

The Data Sharing and Infrastructure Branch is responsible for ensuring the information systems that contribute to the maritime information exchange, and are developed and employed by the enterprise hubs and other users, facilitate and standardize information sharing.

Tasks

- Leverage Unclassified/Internet based info sharing systems (MSSIS, CNIES, etc).
- Develop Architecture Hub implementation plan.
 - Develop plan and POA&M for hub standup and operation.
- Stand up Architecture Hub (migrating MDA DS COI to more comprehensive Architecture Hub).
 - Develop common standards and protocols (including data tags)
- Administer the Architecture Hub in coordination with Hub lead.
- Support future spirals of DSCOI.
- Support infrastructure/technical data sharing efforts to further migration and expansion of MSSIS.
- Co-lead Stakeholder subcommittee for Enterprise Hubs².
- Provide guidance and oversight to the Maritime Situational Awareness Enterprise to improve the availability and integration of maritime data, information and products.
 - Identify info nodes and partners.
 - Facilitate data sharing agreements.

² Co-lead w/ Data sharing and Infrastructure Branch and GMII representative

2. Outreach and Coordination.

Outreach and Coordination branch is responsible for engaging, recruiting, and communicating with all GMSA partners using diplomacy and an understanding of the equities, information security concerns, and strengths that each partner brings to the effort to increase information sharing. It shall seek the broadest participation and contribution to a maritime information network through innovation and virtual collaboration.

Tasks

- Establish and maintain relationships with commercial, private, and other governmental agencies users to understand relevant maritime data, information and product requirements and contributions to GMSA.
 - Engage Industry to discover market drivers (profit incentives) that move maritime environment to greater info sharing/transparent mode e.g. builders, insurers, shippers, Unions, Trade Orgs, etc...
- Support efforts/initiatives with commercial industry that increases information sharing and expands the role of Commercial Enterprises in world-wide info sharing constructs.
- Establish and maintain relationships with COCOMs to align and invigorate TSC Plans to leverage unclassified, internet-based info sharing system.
- Support USCG Innovation Expo.
- Promote and expand trust through existing cooperative programs.
 - Promote expansion of MSSIS
- Develop and administer command calendar of key conferences and meetings.
- Develop Stakeholder Board Charter.
- Develop description of duties for MDA Stakeholder Board Exec Sec.

3. Plans and Policy.

Plans and Policy branch is responsible for developing, recommending, advocating, and resolving barriers for policy regarding information sharing, integration, and security to promote policy “evolutions” that facilitate information sharing.

Tasks

- Understand current policies in place for information exchange at all levels; understand where policy may be required; and advocate for policy development to overcome barriers.
 - Develop Info-sharing resolution matrix.
- Develop, recommend, and advocate for policies to resolve barriers to and otherwise increase information sharing.
- Represent GMSA for all MSPCC Maritime Security Working Groups.
- Identify policy barriers to sharing info starting with biometric data during vessel boarding and interdiction operations.
- Build an Implementation Plan for IAIS in coordination with GMAII.
- Monitor MDA effectiveness.
 - Develop and execute an assessment plan to include an exercise program and performance measures.

- Provide an annual report to the MDA Stakeholder Board.
- Develop format for annual report to MDA Stakeholder Board.
- Engage DoS/CG to expand IMO support for Internet based info sharing systems³.
- Develop and lead Plan to migrate and expand MSSIS.
- Develop future spirals of MDA CONOPS.
 - Develop Non-classified MDA CONOPS.
- Conduct community-wide assessments of capabilities that support Maritime Situational Awareness to ensure alignment of customer requirements with community information access processes, and relationships between entities within the Global Maritime Situational Awareness community of interest.
- Lead GMSA representation for Enterprise Hubs Implementation:
 - People
 - Vessels
 - Cargo
 - Infrastructure
- Administer the People, Vessel, Cargo, and Infrastructure Hub in coordination with Hub leads
- Co-lead Stakeholder subcommittee for Enterprise Hubs⁴.
- Act as a catalyst for additional clarity of MDA requirements as needed to guide and direct the efforts of the Enterprise Hubs.

³ Coordinate with Outreach and Coordination Branch

⁴ Co-lead w/ Data sharing and Infrastructure Branch and GMII representative