

BEYOND DEPLOYMENT

Turning Technology into USCG Operational Readiness

By Laura Miller, President | FATHOM, LLC

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Technology modernization is often measured by milestones: a platform is selected, configured, deployed, and made available to users. For organizations operating in high-consequence environments, however, deployment is only part of the equation. The more important question is what happens next. Can personnel use the technology confidently when an incident begins? Does the platform fit within established operational workflows? Do users know how to find the information they need, contribute to a common operating picture, and coordinate with other members of an incident management team? And when conditions change quickly, can they use the technology without the technology itself becoming another source of friction?

Those questions are particularly important for the U.S. Coast Guard. The Coast Guard describes itself as the nation's maritime first responder. Its responsibilities span search and rescue, marine environmental response, maritime safety and security, law enforcement, defense operations, and crisis response. The pace of that mission is significant. In Fiscal Year 2025 alone, Coast Guard search and rescue personnel saved 2,242 lives. Search and rescue represent only one part of the service's broader operational responsibilities.

That combination of responsibilities places Coast Guard personnel in complex operational environments where information, coordination, and timely decision-making matter.

Against that backdrop, the Coast Guard had recently acquired PRATUS™, an incident management platform designed to support situational awareness, Incident Action Planning, and cross-agency coordination in a single workspace. FATHOM supported the next phase of that effort by helping prepare Coast Guard personnel to use the platform in operational settings.

The timing was important. Summer 2026 would bring a demanding combination of major planned events, including the FIFA World Cup 2026™, Sail250®, and America 250, alongside hurricane season and the Coast Guard's ongoing operational responsibilities. The challenge was no longer simply getting new technology into the hands of the Coast Guard. It was making sure personnel were ready to use it.

"Technology delivers lasting value when people understand it, trust it, and can apply it confidently to their work. That is the bridge FATHOM helps build."

Stephanie Lundblad
Chief Strategy Officer | FATHOM

Preparing for a Demanding Operational Environment

Introducing new software into any large organization can be difficult. Introducing it into an operational environment like the Coast Guard presents an additional challenge.

Incident management is rarely performed by one person completing one task. It is a coordinated process involving personnel with different responsibilities, information requirements, authorities, and levels of experience. During a significant incident, teams may need to establish objectives, assign resources, track operational activity, manage safety considerations, maintain situational awareness, coordinate across organizations, and develop an Incident Action Plan. The information supporting those activities may be changing continuously.

Technology intended to support that environment has to work within those operational processes, and users need experience applying it before the stakes are high.

PRATUS™ brings several elements of incident management into a common workspace, including situational awareness, Incident Action Planning, and cross-agency coordination. For a geographically distributed organization like the Coast Guard, the potential value of a common incident management platform is significant. But potential value and realized value are different things.

A platform can have the right technical capabilities and still fall short if personnel are unsure how to apply those capabilities to their work. The same is true if the software does not adequately reflect what operational users need from it. That was the gap FATHOM was brought in to help address.

The PRATUS World Tour

Ahead of Summer 2026 operations, FATHOM facilitated the PRATUS™ World Tour, a nationwide readiness initiative focused on giving Coast Guard personnel direct experience with the newly acquired platform.

The World Tour reached more than 450 Coast Guard personnel across 13 sectors. Training included instructor-led sessions, webinars, and scenario-based exercises grounded in Coast Guard operations and workflows.

13

Sectors Visited

The PRATUS World Tour brought in-person training to personnel at 13 Coast Guard sectors nationwide.

450+

Personnel Trained

More than 450 Coast Guard personnel gained direct, hands-on experience with PRATUS.

78

Hands-On Hours

Coast Guard personnel logged 78 hours working inside PRATUS ahead of Summer 2026 operations.

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The scale of the effort was important, but so was the approach. The objective was not simply to demonstrate what PRATUS™ could do. Personnel needed opportunities to work inside the platform, understand where it fit within the way they already managed incidents, ask questions, encounter areas of uncertainty, and apply what they were learning to realistic situations. That meant moving beyond feature demonstrations. A software demonstration can explain what a platform does. Operational training has to help users understand how to apply the platform to their work.

For the Coast Guard, that distinction matters. Knowing where a function is located is useful. Understanding when that function should be used, what information belongs there, who depends on it, and how it contributes to a larger incident response is much more valuable. The PRATUS™ World Tour was designed to help make those connections.

Training Around the Mission, Not Just the Software

Effective technology training cannot exist separately from the work people are expected to perform. That principle shaped FATHOM's approach to PRATUS™.

Rather than treating the platform as the sole subject of training, sessions incorporated Coast Guard workflows, operational roles, and realistic incident scenarios. Users could see the technology within a context they understood. Instead of simply hearing how a feature worked, they could work through a situation and understand why they might use that feature as part of a response.

That difference can have a significant effect on adoption. Software is easier to understand when users can connect it to an existing responsibility, and it also provides a more realistic measure of readiness. A user who can follow a set of steps during a demonstration may still struggle when asked to apply those same tools during a dynamic situation.

Scenario-based learning helps close that gap by putting the mission first and the software second. That is much closer to what will happen during an actual response, where the technology has to support the work rather than become another task users have to manage.



A Coast Guard incident command team reviews operations during a PRATUS™ training scenario.

Turning User Experience into Actionable Feedback

Training was only one part of the PRATUS™ World Tour. With more than 450 Coast Guard personnel participating across 13 sectors, the sessions also created a valuable opportunity to hear from users as they worked with PRATUS™ in realistic operational scenarios.

FATHOM used structured feedback and post-training hotwashes to capture observations throughout the PRATUS™ World Tour. Some pointed to areas where additional training or guidance could help, while others raised workflow considerations, usability questions, or ideas for potential enhancements.

Because this feedback was gathered while personnel were actively using the platform, FATHOM could identify recurring themes across sessions and provide additional context around what users were experiencing. Those insights were organized and shared with the PRATUS™ team to support continued platform improvement.

This allowed the World Tour to serve two purposes at a critical point in the implementation: building Coast Guard proficiency with PRATUS™ while also generating practical, operationally grounded feedback that could help the platform continue evolving around user needs.

Sustaining Adoption Beyond the PRATUS World Tour

The World Tour addressed an immediate readiness need, but adoption does not end when training does. FATHOM's broader support has included the PRATUS™ Academy training framework, role-based instruction, job aids, knowledge resources, a centralized knowledge base, Office Hours, and continued user engagement. These resources help users reinforce what they learned, find answers when questions emerge, and continue building proficiency as the platform evolves.

They also provide continued opportunities to understand where users need additional support and where training resources can evolve alongside the platform. That ongoing support is especially important in a large organization where personnel change roles, new users arrive, and some capabilities may only be needed during major incidents.

"Our goal was never simply to teach users where to click. Through the PRATUS™ World Tour and PRATUS™ Academy, we gave Coast Guard personnel opportunities to practice within realistic workflows, build confidence, and share feedback based on their experience with the technology. Their feedback strengthened the training and informed continued improvements to PRATUS™."

Nicolle Bogden
Program Manager | FATHOM

From Deployment to Operational Readiness

The PRATUS™ engagement reflects a broader reality about technology implementation: software alone does not create adoption. People need to understand how the technology fits into their work, have opportunities to practice with it, and know where to turn when they need help. At the same time, user experience can provide valuable insight into how the platform and its supporting resources should continue to evolve.

At a critical point in the Coast Guard's PRATUS™ implementation, FATHOM helped close the gap between acquisition and operational use. Through the World Tour, almost 500 Coast Guard members received hands-on, mission-aligned training ahead of Summer 2026 operations. The sessions gave users an opportunity to build familiarity with PRATUS™ in realistic scenarios while also surfacing questions, workflow considerations, and feedback that FATHOM helped capture and organize for continued improvement.

The value of the effort was not simply in teaching personnel how to use a new platform. FATHOM helped accelerate readiness at a time when the Coast Guard was preparing for an unusually demanding operational environment, while also creating opportunities to learn from users as they applied the technology to their mission.

That combination of practical training, user engagement, and structured feedback helped move PRATUS™ from a newly acquired capability toward operational use. For FATHOM, that is what successful technology adoption looks like: helping ensure that a platform is not only deployed, but understood, applied, and ready to support the mission when it is needed.

And that approach is not limited to incident management software. FATHOM is software agnostic, working across platforms to help organizations connect technology with the people, workflows, training, support, and feedback needed to make it successful. In that sense, FATHOM serves as the connective layer between the technology, the end user, and the mission, helping make sure the pieces work together long after deployment.

Sources & References

1. U.S. Coast Guard, *Maritime Response Program*
2. U.S. Coast Guard Office of Search and Rescue, *FY 2025 SAR Statistics*
3. U.S. Coast Guard, *Coast Guard Incident Management Handbook, COMDTPUB P3120.17C*

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