



Council Co-chairs: CAPT David Bernstein and SCPO Mike White

NEWSLETTER 10 19 2011

SAD NEWS

DEATHS OF RETIRED FLAG OFFICERS

THE COMMANDANT ANNOUNCED WITH REGRET THE DEATH OF RADM WILLIAM J. ECKER, USCG (RETIRED), AT 0807 (EASTERN TIME) ON THURSDAY 1 SEPTEMBER 2011, AT NAVAL MEDICAL CENTER PORTSMOUTH, VA, DUE TO ILLNESS. HE WAS 72.

RADM ECKER WAS BORN IN BROOKLYN, NY IN 1938 AND GRADUATED FROM THE COAST GUARD ACADEMY IN 1960. HE SERVED AFLOAT ABOARD CUTTERS WESTWIND, WINNEBAGO, RESOLUTE AND MELLON. MELLON DEPLOYED TO VIETNAM DURING HIS TOUR. HE HAD A VARIETY OF ASSIGNMENTS ASHORE, INCLUDING ASSISTANT PROFESSOR OF ENGINEERING AT THE U.S. MERCHANT MARINE ACADEMY, COMMAND OF THE MARINE INSPECTION OFFICE, NEW ORLEANS LA, AND THE MARINE SAFETY OFFICE, MOBILE AL, DEPUTY CHIEF OF MARINE SAFETY, SECURITY AND ENVIRONMENTAL PROTECTION AT COAST GUARD HEADQUARTERS, CHIEF OF OPERATIONS FOR THE NINTH COAST GUARD DISTRICT, AND CHIEF OF STAFF FOR THE FIFTH COAST GUARD DISTRICT. AS A FLAG OFFICER HE SERVED AS COMMANDER, SECOND COAST GUARD DISTRICT, ST LOUIS MO, THEN CHIEF, OFFICE OF NAVIGATION SAFETY AND WATERWAY SERVICES AT HEADQUARTERS, AND FINALLY AS COMMANDER, FIFTH COAST GUARD DISTRICT, PORTSMOUTH VA. HE RETIRED 1 JULY 1996. BIOGRAPHICAL INFORMATION IS AVAILABLE ON THE USCG HISTORIAN WEBSITE AT <HTTP://WWW.USCG.MIL/HISTORY/PEOPLE/FLAGS/ECKERWBIO.PDF>. INFORMATION ON FUNERAL, BURIAL, AND HALF-MASTING OF THE NATIONAL ENSIGN WILL BE PROVIDED IN A SUBSEQUENT MESSAGE.

THE COMMANDANT ANNOUNCED WITH REGRET THE DEATH OF RADM DAVID F. LAUTH, USCG (RETIRED), ON FRIDAY 14 OCTOBER 2011, AT HOME IN SAN DIEGO CA, DUE TO ILLNESS. HE WAS 83.

RADM LAUTH WAS BORN IN BUFFALO NY IN 1928 AND GRADUATED FROM THE COAST GUARD ACADEMY IN 1949. HE SERVED AFLOAT ABOARD CUTTERS HUMBOLDT, DEXTER, MAGNOLIA (XO), IRIS (CO), AND MINNETONKA (CO). HE COMMANDED THE LORAN TRANSMITTING STATION AT TALAMPULAN ISLAND, REPUBLIC OF THE PHILIPPINES. IN 1964 HE EARNED A MASTERS DEGREE IN PUBLIC ADMINISTRATION FROM THE UNIVERSITY OF PITTSBURGH. ASHORE HE SERVED AS EXPLOSIVE LOADING OFFICER AT CAPTAIN OF THE PORT (COTP) OF SAN FRANCISCO CA, AS

EXECUTIVE OFFICER AT BASE GALVESTON TX, AND AS RESERVE ADMINISTRATOR AT THE NINTH DISTRICT OFFICE IN CLEVELAND OH. HEADQUARTERS ASSIGNMENTS INCLUDED CHIEF, OFFICER ASSIGNMENT BRANCH, CHIEF, PLANNING AND EVALUATION STAFF IN THE OFFICE OF BOATING SAFETY, EXECUTIVE DIRECTOR, BOATING SAFETY ADVISORY COUNCIL, AND DEPUTY CHIEF, OFFICE OF PERSONNEL. AS A FLAG OFFICER HE SERVED AS CHIEF, OFFICE OF BOATING SAFETY, AND FINALLY AS COMMANDER, FOURTEENTH COAST GUARD DISTRICT, HONOLULU HI. HE RETIRED 1 JULY 1980. FOLLOWING RETIREMENT, HE WAS A LONG-TIME AND EMERITUS MEMBER OF THE CRUISE INDUSTRY ADVISORY COMMITTEE FOR THE PORT OF SAN DIEGO. BIOGRAPHICAL INFORMATION IS AVAILABLE ON THE USCG HISTORIAN WEBSITE AT [HTTP://WWW.USCG.MIL/HISTORY/PEOPLE/FLAGS/LAUTHDBIO.PDF](http://www.uscg.mil/history/people/flags/lauthdbio.pdf) .

INFORMATION ON FUNERAL, BURIAL, AND HALF-MASTING OF THE NATIONAL ENSIGN WILL BE PROVIDED IN A SUBSEQUENT MESSAGE.

HONORING FALLEN SHIPMATES - USCGC CUYAHOGA (WIX-157)

> R 181535Z OCT 11
> FM COMDT COGARD WASHINGTON DC//CCG//
> TO ALCOAST
> BT
> UNCLAS //N05060//
> ALCOAST 489/11
> COMDTNOTE 5060
> SUBJ: HONORING FALLEN SHIPMATES - USCGC CUYAHOGA (WIX-157)
> 1. ON 20 OCTOBER 1978, USCGC CUYAHOGA WAS UNDERWAY IN THE CHESAPEAKE BAY ON A NIGHTTIME TRAINING MISSION WHEN SHE COLLIDED WITH THE 521 FOOT ARGENTINE FLAGGED FREIGHTER M/V SANTA CRUZ II. THE IMPACT OF COLLISION WAS SO DEVASTATING THAT USCGC CUYAHOGA SANK IN JUST TWO MINUTES, TAKING 10 COAST GUARDSMEN AND ONE INTERNATIONAL OFFICER WITH HER. EIGHTEEN CREWMEMBERS SURVIVED THE INCIDENT.
> 2. THE USCGC CUYAHOGA SINKING - AND THE USCGC BLACKTHORN COLLISION AND SINKING ONLY 15 MONTHS LATER - WERE TRAGEDIES THAT SPARKED NEEDED IMPROVEMENTS IN COAST GUARD CUTTER POLICY, DOCTRINE, TRAINING AND STANDARDIZATION. WE CREATED THE PROSPECTIVE CO/XO AFLOAT COURSE, MANDATED THAT ALL CO/XO/OOD PASS THE DECK WATCH OFFICERS EXAM, REQUIRED PROSPECTIVE CO/OINC TO CONDUCT UNDERWAY FAMILIARIZATION RIDES, AND PROMULGATED COMMANDANTS CUTTER NAVIGATION STANDARDS. WE TOOK DELIBERATE STEPS TO IMPROVE PROFICIENCY AND SAFETY IN OUR AFLOAT OPERATIONS.
> 3. OUR MARITIME MISSIONS ARE ALWAYS DANGEROUS. HOWEVER, OPERATIONAL TRAGEDY SHOULD NEVER BE THE CATALYST WE NEED TO ENSURE WE ARE EFFECTIVELY MITIGATING RISK. RATHER, MY EXPECTATION IS THAT LEADERS AT ALL LEVELS ARE PROACTIVELY ENGAGED TO ENSURE OUR OPERATIONS ARE AS SAFE AS POSSIBLE. WHEN THEY CANNOT BE MADE SUFFICIENTLY SAFE, WE WILL NOT PERFORM THEM UNTIL WE ARE READY TO DO THEM RIGHT.
> 4. TODAY WE HONOR THE SACRIFICE OF THOSE COAST GUARDSMEN WHO PERISHED ABOARD USCGC CUYAHOGA 33 YEARS AGO BY ADHERING TO THE LESSONS WE LEARNED FROM THAT TRAGEDY, STRENGTHENED BY THE KNOWLEDGE THAT THEY DID NOT DIE IN VAIN.
> 5. FAMILY AND FRIENDS OF THE CUYAHOGA, INCLUDING SOME OF HER SURVIVING CREW, WILL GATHER AT THE CUYAHOGA MEMORIAL AT TRAINING CENTER YORKTOWN ON 20 OCTOBER 2011 TO REMEMBER THEIR LOST SHIPMATES.

- > PLEASE CONTACT LT CHAD THOMPSON AT (757) 856-2056 OR
- > CHAD.D.THOMPSON(AT)USCG.MIL FOR DETAILS. A DETAILED HISTORY OF USCGC
- > CUYAHOGA IS AVAILABLE AT:
- > [HTTP://WWW.USCG.MIL/TCYORKTOWN/INFO/HISTORY/CUTTERS/CUYAHOGA.ASP](http://www.uscg.mil/TCYORKTOWN/INFO/HISTORY/CUTTERS/CUYAHOGA.ASP) OR
- > [HTTP://CGWEB.TCYORKTOWN.USCG.MIL/COMMAND/HISTORY/CUTTERS/CUYAHOGA.ASP](http://cgweb.tcyorktown.uscg.mil/command/history/cutters/cuyahoga.asp)
- > 6. TODAY, PLEASE PAUSE TO REMEMBER THE LOST SHIPMATES OF THE USCGC
- > CUYAHOGA, AND REFLECT UPON THEIR SERVICE TO OUR NATION.
- > 7. ADM BOB PAPP, COMMANDANT, SENDS.
- > 8. INTERNET RELEASE AUTHORIZED
- > BT
- > NNNN

5th Annual Capitol Area Retiree Council Holiday Party

Sign up now!!! The 5th Annual Holiday Party, is 4 December 2011, 4-6:30PM. (See attached flyer) **Make plans now and make reservations by E-mail to PaulPeak@aol.com.** Please provide your Name, Address, Home Telephone Number, E-mail address, and name of accompanying spouse and/or guests, and make the subject of your E-mail "SEMPER PARTY". Please confirm your reservations by mailing a check covering payment for the party to:

CAPT Paul Peak, USCG (Ret)
Vinson Hall, Apt. 306
6251 Old Dominion Drive
McLean, VA 22101-4807

Checks should be made out to: "Capital Area Retiree Council" and should be marked "SEMPER PARTY". When your reservation is confirmed your name and the name of your guest will be added to the attendee list which can be seen on the Council Web site, <http://www.uscg.mil/ccs/carc>, by "clicking" on Upcoming events. Register early so your friends know you will be there. Great chance to see old shipmates. (sorry about the "old" but you know what we mean) Bring a friend. Looking forward to seeing you there!!!!!!!!!!!!

Former U.S. Coast Guard Cutter Mallow being put to Rest in Wicomico River

After serving her country for more than 50 years, the Princess Grace made her final voyage last week, traveling from Cocoa Beach, Fla., to the north prong of the Wicomico River, where she'll be laid to rest. Formerly the U.S. Coast Guard Mallow, the 180- foot cutter barely squeezed through the Route 50 drawbridge, with only inches spared on each side. During the next few months, crews will work to scrap the ship

She made the journey to Salisbury on her own diesel engines, traveling up the coast at 8 knots for five days.

The Guardsmen's bunks are still labeled with their last names - Raslowsky, Felix, Parker. There are Hawaiian stickers on the bunks and the pillows and blankets, although a bit musty, are still strewn about the beds.

The USCG Mallow

According to the USCG's military history website, the Mallow was built in Duluth, Minn. in late 1943, and was launched in June 1944. She was stationed in San Francisco, Calif., through the end of World War II and beyond, where she continued general ATON duties. From September 1946 until October 1965, the Mallow was stationed in Astoria, Ore. She lived in Honolulu, HI from October 1965 until 1967 before doing a two year stint in Guam. In 1975, the Mallow returned to Honolulu and stayed there until she was decommissioned in May 1997.

A Special Authors on Deck Event

Author of [The Battle of Midway](#) to Appear at the Navy Memorial on October 25



You're invited to a special book launch event co-sponsored by the United States Navy Memorial and Oxford University Press in celebration of author and naval historian **Craig Symonds'** latest work, [The Battle of Midway](#). Symonds will present his account of this pivotal moment in the history of World War II and naval warfare – one that he believes to be not of sheer luck or good fortune, but the result of Admiral Chester A. Nimitz's superior intelligence tactics. The event begins at 6:00pm and is free and open to the public.

Following the presentation, Symonds will be available for a Q&A session. Guests are invited to stay for a cocktail reception and book signing. For more information call 202-737-2300.

Upcoming Authors On Deck Book Series

John K. Wukovits, author of [Black Sheep: The Life of Pappy Boyington](#), will discuss his book at noon on October 27, followed by Q&A and a book signing.

In honor of Veteran's Day, authors **John D. Gresham** and **Dwight Jon Zimmerman** will present their book [Uncommon Valor: The Medal of Honor and the Six Warriors Who Earned It in Afghanistan and Iraq](#) at noon on November 11, followed by Q&A and a book signing. The Navy Memorial will hold its official Veteran's Day wreath laying ceremony with the U.S. Navy Band and Ceremonial Guard at 1:00pm on the plaza.

Below Received from John Byczek, Compensation Division at CGHQ Retiree COLA

Social Security recipients will receive a cost of living adjustment of 3.6% starting in January, their first raise in three years.

Because inflation has been very low in recent years, beneficiaries have not seen an increase since 2009, when they received a 5.8% boost.

However, most seniors are not likely to receive the full amount of the increase because an expected hike in Medicare premiums could eat up part of the raise. The change in Medicare premiums, which could increase by a double-digit rate, is expected to be

announced next month.

A Veterans Day Program of Interest

A national program, "Hugo Salutes Our Veterans" will provide at no charge 36,000 state-of-the-art Hugo Folding Canes to any U.S. Military Veteran in need of mobility assistance.

The Hugo Folding Canes, which retail for \$29.99, will be distributed at all Sam's Clubs nationwide, November 9, 10 and 11, 2011. This program was started several years ago by Alpharetta, Georgia-based company AMG Medical in tribute to its employees who served in the military. For additional information, visit www.HugoSalutes.com.

CHANGES IN TRICARE PRIME ENROLLMENT FEES AND PHARMACY CO-PAYS

R 191544Z OCT 11

FM COMDT COGARD WASHINGTON DC//CG-11//

TO ALCOAST

BT

UNCLAS //N06010//

ALCOAST 490/11

COMDTNOTE 6010

SUBJ: R 191544Z OCT 11

FM COMDT COGARD WASHINGTON DC//CG-11//

TO ALCOAST

BT

UNCLAS //N06010//

ALCOAST 490/11

COMDTNOTE 6010

SUBJ: CHANGES IN TRICARE PRIME ENROLLMENT FEES AND PHARMACY CO-PAYS

1. TRICARE HAS INCREASED CERTAIN FEES AND CO-PAYS BEGINNING 01OCT11.

THESE INCREASES WERE EFFECTED IN ORDER TO CONTINUE OFFERING THE BEST POSSIBLE HEALTH CARE TO THE ENTIRE MILITARY FAMILY, WHILE AT THE SAME TIME RESPONSIBLY MANAGING COSTS.

2. THE FOLLOWING CHANGES TO TRICARE PHARMACY COPAYMENTS ARE IN EFFECT ON 01OCT11. THE PURPOSE OF THESE CHANGES IS TO STEER BENEFICIARIES TOWARDS PHARMACUETICAL DELIVERY OUTLETS THAT ARE THE MOST CONVENIENT FOR THE BENEFICIARY AND COST BENEFICIAL FOR THE GOVERNMENT. THIS IS THE FIRST CHANGE TO TRICARE PHARMACY CO-PAYS SINCE 2002.

PRESCRIPTIONS FILLED AT MILITARY TREATMENT FACILITY PHARMACIES WILL CONTINUE TO HAVE NO CO-PAY.

A. GENERIC FORMULARY DRUGS PURCHASED THROUGH TRICARE MAIL ORDER PHARMACY (TMOP) WILL HAVE NO CO-PAY (PRIOR TO 01OCT2011 THE CO-PAY WAS 3 DOLLARS FOR A 90 DAY SUPPLY).

B. BRAND NAME FORMULARY DRUGS PURCHASED THROUGH TMOP WILL HAVE THE SAME 9 DOLLAR CO-PAY.

C. GENERIC FORMULARY DRUGS PURCHASED AT RETAIL PHARMACIES WILL INCREASE FROM 3 DOLLARS TO 5 DOLLARS.

D. BRAND NAME FORMULARY DRUGS PURCHASED FROM RETAIL PHARMACIES WILL INCREASE FROM 9 DOLLARS TO 12 DOLLARS.

E. NON-FORMULARY MEDICATIONS WILL INCREASE FROM 22 DOLLARS TO 25 DOLLARS AT BOTH RETAIL AND TMOP.

3. CO-PAYS FOR PRESCRIPTIONS FILLED THROUGH TMOP COVER A 90-DAY SUPPLY, BUT ONLY A 30-DAY SUPPLY WHEN PURCHASED AT A RETAIL PHARMACY.

THE USE OF TMOP ACROSS TRICARE SAVED APPROXIMATELY 30 MILLION DOLLARS IN 2010.

4. BEGINNING 01OCT2011, MILITARY RETIREES ENROLLING IN THE TRICARE PRIME HEALTH PLAN WILL BEGIN PAYING SLIGHTLY HIGHER ANNUAL FEES, MEMBER ONLY PLANS WILL BE 260 DOLLARS PER YEAR AND FAMILY PLANS WILL BE 520 DOLLARS (AN INCREASE FROM 230 DOLLARS AND 460 DOLLARS). FEES FOR RETIREES ENROLLED IN TRICARE PRIME PRIOR TO THE 01OCT11 CHANGE WILL REMAIN AT 230 DOLLARS AND 460 DOLLARS UNTIL 01OCT12 AND WILL THEN BE ADJUSTED TO REFLECT THE INCREASED FEE.
 5. RETIREES IN TRICARE PRIME WILL CONTINUE TO HAVE A CATASTROPHIC CAP OF 3,000 DOLLARS AND THE SAME PRIME CO-PAYS.
 6. ACTIVE DUTY SERVICE MEMBERS CONTINUE TO RECEIVE HEALTH CARE WITH NO OUT-OF-POCKET COSTS.
 7. COAST GUARD BENEFICIARIES ARE ENCOURAGED TO PERIODICALLY REVIEW THEIR DEFENSE ELIGIBILITY ENROLLMENT REPORTING SYSTEM (DEERS) AND DIRECT ACCESS INFORMATION TO ENSURE THAT ALL RELEVANT FAMILY MEMBER INFORMATION REMAINS ACCURATE.
 8. FOR MORE INFORMATION REGARDING THIS CHANGE AND THE TRICARE TMOP PROGRAM VISIT THE TRICARE WEBSITE [HTTP://WWW.TRICARE.MIL](http://www.tricare.mil) OR CONTACT THE COAST GUARD HEALTH, SAFETY, AND WORKLIFE (HSWL) SERVICE CENTER (SC) HEALTH BENEFIT ADVISOR AT 1-800-9HB-AHBA.
 9. CAPT TIMOTHY M. MCGUIRE, ACTING DIRECTOR OF HEALTH, SAFETY, AND WORKLIFE, SENDS.
 10. INTERNET RELEASE AUTHORIZED.
- BT
NNNN

Coast Guard Cyberdefense Office: Small but Mighty

From the National Defense Magazine November 2011

Like the Army, Navy, Air Force and Marine Corps, the Coast Guard suffers thousands of attacks on its networks each month.

The Army has some 21,000 personnel devoted to network defense. The Coast Guard: just 18.

Coast Guard Cyber Command, which is still in its infancy and awaiting a final stamp of approval, has aspirations to carry out a variety of missions. As a force that straddles the law enforcement and military realms, it is in a unique position, its leaders say.

"We're smack dab in the middle of this," says Coast Guard Lt. H. "Lars" McCarter, who is now assigned to a tactics branch at U.S. Cyber Command.

Officials say the threat to the Coast Guard is real. In late 2009, the service suffered the largest ever intrusion of its unclassified network. Dozens of systems were affected, some in geographically remote locations. There is a high probability that the attackers were able to exfiltrate sensitive information to foreign locations, though the initial source of the hack remains unknown, officials say.

But there are currently more Coast Guard personnel being funded by the Defense Department and assigned to U.S. Cyber Command in Fort Meade, Md., than there are back at the service's own operation in Washington, D.C. McCarter is one of 20 from the small service currently focused on carrying out the Pentagon's cyberspace mission. They will return to the Coast Guard when they finish their assignments, but there may or may not be space for them in network security roles.

The 18 personnel that currently make up Coast Guard Cyber Command come from a variety of information technology, operational and intelligence backgrounds and have a

tall order ahead of them. In addition to defending their networks and protecting more than 45,000 workstations and users, they plan to use the Internet to keep tabs on drug runners and other criminals and keep critical infrastructure at the nation's ports running safely. The service would like to beef up the command to carry out these missions, but potential budget cuts could put a damper on some of these efforts.

The Coast Guard has begun looking internally for redundancies within its network security and across the board. The service recently found that it had 130 processes related to information assurance spread throughout its operations. Officials streamlined those and assigned them to appropriate entities. But as budgets get tighter, they will have to lean even more on agencies with abundant resources. Eventually, the service would like to imbed personnel with related outfits at the Department of Homeland Security and throughout the government.

On the high seas, Navy ships often carry Coast Guard detachments because the larger service can't board vessels for law enforcement purposes. Officials are pondering what the equivalent of such actions would be in cyberspace. The smallest service's title authorities place it at the crossroads of defense, homeland security and law enforcement missions. That versatility could prove crucial to a government that is still trying to figure out exactly how it should handle the spectrum of operations in cyberspace, officials say.

After all, there may be situations when U.S. Cyber Command just can't pull the trigger on a law enforcement measure, but the Coast Guard can. "That's still being worked out right now," says Commander Cliff Neve, chief of operations at Coast Guard Cyber Command. "We've not gone down that path, but I believe we will be going there."

In addition to protecting its own networks, the Coast Guard is tasked with ensuring the safe travel of goods upon the nation's waterways. This means working with commercial partners to assess and respond to threats to key infrastructure at ports around the country. These ports are becoming increasingly automated, providing new avenues for adversaries to break into them. All of the padlocks in the world can't keep a hacker from gaining access to a computer system that controls a drawbridge, for instance.

"They could drop a bridge on a ship at the wrong time," Neve says. "Anything that has a sensor - like an oil rig that has remote sensors - there's a connection there and that connection could potentially be abused."

A cyber-attack on a U.S. port could be devastating to the local operation and to the global economy. The Coast Guard must keep an eye on supervisory control and data acquisition (SCADA) systems, or the means by which industrial infrastructure and port facilities are connected to a network so they can be remotely operated. Hacking into these controls is a sure-fire way to wreak havoc, officials say.

"If you want to bring a port down, shut the electricity off or turn off the terminal operating system," says John Holmes, a retired Coast Guard captain and executive deputy director of operations at the Port of Los Angeles. "If you shut down the terminal operating system, which tells them where every container is going, they are dead."

It's not "if" but "when" this type of attack will occur, he says during a recent maritime security conference.

"Something's going to happen in a major port, and every port should know how to get their infrastructure running again." This resiliency will require better communication between government and businesses, Holmes says.

"You don't want a port to shut down because somebody closed a bridge and won't let it open because it was connected to the Internet somehow," McCarter says.

Companies often are reluctant to share information about intrusions for fear their reputations would be damaged. The Coast Guard is working on a way to increase reporting by allowing parties to announce intrusions while remaining anonymous.

Earlier this year, National Defense University, which is located near Coast Guard headquarters, issued a solicitation for an expert that could help the service's Cyber Command establish a baseline for its maritime mission. The one-year position would involve studying a specific port for the purposes of identifying problems and ways to solve them. The contractor sought by NDU also was to help the Coast Guard understand all of its authorities and how they can be applied to cyberspace.

It appears that the service will have its hands full just defending its own network.

During a typical month, emails carry about 25,000 viruses into the Coast Guard network. And attacks on computer systems have been increasing wholesale. In November 2009, a little more than 150 Coast Guard workstations showed infections, according to data from the service. By February 2010, viruses had been planted on more than 1,000 computers. That same month saw an additional 20,000 or so attacks that the service's response system handled automatically.

"One of the problems with cyber-attacks is that they happen in machine time. Once you've found out about it, it's already occurred," Neve says. "As a result, part of the defense system for intrusion prevention is to automate that process."

But attacks are becoming automated too. Hackers will rent out botnets, or groups of compromised computers, by the hour for others to conduct denial of service attacks under a cloak of anonymity.

"It used to be that hackers were very specialized. There were very few people who could carry out a computer attack," Neve says. "Now you can go find computer [software] online and leverage it with a couple clicks of the mouse."

Even seemingly harmless hackers can cause disarray across the Coast Guard network. If the service has to take down a server to fix it, operations in the field could be affected.

"You have to make a pretty quick call on whether or not you're going to pull the plug on it to stop the infection from spreading or keep it up and maintain operations," Neve says. "You have a security person saying, 'Take it down.' Then you have an operator saying, 'You can't take it down. We're running a search-and-rescue mission' or 'we're running a counter-drug mission.'"

It is a delicate balance. The service used to rush to kick an intruder off the network, take the server down to fix it and then put it back up. Now, though, Coast Guard security professionals see the value in being more patient, Neve says. They may want to let someone troll around a bit to see if they can gather more information on the offender. They may even allow the hacker to get away with some data to see where it is being taken.

Sometimes, the Coast Guard will have to ask for help from the Defense Department, other times from the FBI or DHS. And the service will focus on strengthening those relationships while the whole of government waits for the laws of cyberspace to be defined.

"The Coast Guard is so small it's imperative that we team very closely with other organizations," Neve says. And with just 18 people in its Cyber Command, the service must find a way to borrow personnel and resources from larger organizations.

"Having those 20 people up at U.S. Cyber Command is a big deal, because those folks will come back to the Coast Guard with a tremendous knowledge base," Neve says.

But not all of them will come back to Coast Guard Cyber Command. McCarter, whose assignment with the Defense Department ends in the summer, knows he probably won't. He most likely will find himself back in a communications engineering role.

"There is just not going to be an available job at Coast Guard Cyber Command for me next summer," he says. "That doesn't mean I won't go back there in a couple of years, but I don't know."

FROM HS Today

Coast Guard Soon Will Require More Resources in Arctic, Commandant Says

While the Arctic Ocean becomes increasingly navigable as polar ice recedes, the US Coast Guard will require more specialized assets to patrol the area and respond to incidents, the commandant of the Coast Guard testified Friday.

Speaking at a field hearing of the Senate Commerce Committee in Anchorage, Ala., US Coast Guard Adm. Robert Papp said the Coast Guard has conducted exercises off the coast of Alaska but it has not yet run drills inside the Arctic Circle due to a lack of vessels that can sail those waters.

"For the past four years, the Coast Guard has been conducting limited Arctic operations during open water periods. However, as operational tempo increases in the Arctic, the Coast Guard will require specialized vessels, aircraft, and crews trained to operate in extreme climates," Papp told the committee in his written testimony.

As the Arctic becomes increasingly open, oil companies have begun exploring drilling in the Arctic, which holds the promise of large oil deposits. To test its response capabilities for an oil spill in the Arctic, the Coast Guard has been conducting exercises with skimming systems and oil recovery systems around Alaska. No exercises have occurred north of the Arctic Circle to date, Papp said, as they systems cannot operate in areas with icy waters.

The White House fiscal 2012 budget request would provide funding for research and development on oil detection and recovery in icy water, Papp said, as part of an effort to extend the capability of skimming and recovery systems.

"[W]e must determine our nation's vessel requirements for transiting ice-laden waters, consider establishing seasonal bases for air and boat operations, and develop a force structure that can operate in extreme cold and ice," Papp stated.

The Coast Guard only has one active boat that can sail through icy seas -- the Healy, a medium icebreaker, which is used for scientific research, Papp reported. The agency plans to bring a heavy icebreaker, the Polar Star, back into service by 2013 after a major refurbishing. Another heavy icebreaker, the Polar Sea, is being decommissioned. Both heavy icebreakers are more than 30 years old.

Although the likelihood of an incident in US waters covered in ice remains low, the United States would have only the Healy to depend upon as well as assistance from allies operating icebreakers should something occur.

But the Coast Guard needs more than ships to extend its operations in the Arctic, Papp said.

"The Coast Guard's most immediate operational requirement, however, is infrastructure. Energy exploration is emerging on the North Slope of Alaska, but the existing infrastructure is extremely limited. The Coast Guard needs facilities to base crews, hangar aircraft, and protect vessels in order to perform prevention and response missions," he commented.

Investments in those resources soon will become very important as oil companies are increasingly moving into the Arctic, Papp said. Shell submitted a plan for exploring wells in the Arctic to the US Bureau of Ocean Energy Management Regulation and Enforcement this past May and other companies like ConocoPhillips and Statoil may soon follow. Shell has updated its exploration plans and has been preparing equipment to engage in drilling operations in the Arctic perhaps as early as spring 2012.

The Coast Guard has been preparing as well as possible to prepare for response missions under the circumstances. It has established several temporary operating bases far north in Alaska to train its crews to operate its air and sea assets under near-Arctic conditions and to expand its situational awareness in the region. The Coast Guard also has been flying two air sorties per month to examine any corporate or governmental activities occurring in the Arctic. Those sorties have provided valuable insight on Coast Guard infrastructure requirements, Papp said.

Meanwhile, the service has been talking to companies about their responsibilities in the Arctic to ensure the private sector has appropriate response capabilities in the event of an incident such as a large-scale oil spill.

"Those engaging in offshore commercial activity in the Arctic must also plan and prepare for emergency response in the face of a harsh environment, long transit distances for air and surface assets and limited response resources. We continue to work on raising awareness of these challenges, and foster continued development of contingency plans, and communications," Papp said.

FROM THE COMDT-- SHIPMATES 13: DEPLOYABLE SPECIALIZED FORCES (DSF)

R 122237Z AUG 11
FM COMDT COGARD WASHINGTON DC//CCG//
TO ALCOAST
BT

UNCLAS //N16200//
ALCOAST 383/11
COMDTNOTE 16200

SUBJ: SHIPMATES 13: DEPLOYABLE SPECIALIZED FORCES (DSF) STEM TO STERN REVIEW UPDATE 1. WHEN I ASSUMED THE WATCH, I COMMITTED OUR COAST GUARD TO A COURSE IN WHICH WE WILL CONTINUALLY STRIVE TO PERFORM OUR DUTIES IN A MANNER THAT STEADIES THE SERVICE, HONORS OUR PROFESSION, STRENGTHENS OUR PARTNERSHIPS, AND RESPECTS OUR SHIPMATES. AS STATED IN THE COMMANDANTS DIRECTION AND THE FEBRUARY 2011 STATE OF THE COAST GUARD ADDRESS, SUSTAINING MISSION EXCELLENCE AND ACHIEVING PROFICIENCY, THE MASTERY OF CRAFT BEYOND QUALIFICATION, ARE AMONG MY TOP PRIORITIES. MISSION EXCELLENCE REQUIRES BOTH MAINTAINING FRONT LINE OPERATIONS AND ACHIEVING THE READINESS THAT ALLOWS THESE OPERATIONS TO BE SAFE AND EFFECTIVE. AS A SERVICE, WE ARE COMMITTED TO SUSTAINED PROFICIENCY AND EFFECTIVENESS OF OUR DEPLOYABLE SPECIALIZED FORCES (DSF).

2. DSF ARE THE THIRD PRONG OF THE COAST GUARDS MARITIME TRIDENT OF FORCES: SHORE-BASED FORCES, MARITIME PATROL FORCES, AND DEPLOYABLE SPECIALIZED FORCES. DSF HAVE A RICH COAST GUARD HERITAGE THAT TRACES BACK TO SMALL, HIGHLY TRAINED DEPLOYABLE UNITS THAT SERVED COAST GUARD AND NATIONAL INTERESTS WITH DISTINCTION, SUCH AS THOSE 120 COAST GUARDSMEN WHO SERVED IN THE MARITIME UNIT AND OPERATIONAL SWIMMER GROUP OF THE OFFICE OF STRATEGIC SERVICES (OSS) IN WORLD WAR II, THE STRIKE TEAMS THAT RESPONDED TO ENVIRONMENTAL INCIDENTS STARTING IN 1973, THE TACTICAL LAW ENFORCEMENT TEAMS THAT ACCELERATED THE DISRUPTION OF MARITIME DRUG SMUGGLING STARTING IN THE 1980S, AND PORT SECURITY UNITS THAT PROVIDED EXPEDITIONARY COMBAT FORCES DURING THE NATIONS WARS. THE COAST GUARD HAS EVOLVED, ESPECIALLY SINCE THE TERRORIST ATTACKS OF 9/11, WITH THE CREATION OF MARITIME SAFETY AND SECURITY TEAMS, THE MARITIME SECURITY RESPONSE TEAM, AND REGIONAL DIVE LOCKERS, IN RECOGNITION OF THE IMPERATIVE THAT WE REMAIN ALWAYS READY TO MEET MARITIME THREATS TO THE U.S. WITH PROFICIENT, ADAPTIVE FORCES. IN 2007, WE ASSEMBLED THOSE FORCES UNDER THE DSF MANTLE, RECOGNIZING THEM AS A DISTINCT PRONG OF THE COAST GUARD MARITIME TRIDENT. LIKE ALL COAST GUARDSMEN, THOSE

ASSIGNED TO DSF UNITS CONTINUE TO SERVE WITH PROFESSIONALISM AND DISTINCTION.

3. THE VALUE OF DSF TO THE COAST GUARD AND THE NATION IS PROVEN. CONGRESS AND THE PRESIDENT IN THE COAST GUARD AUTHORIZATION ACT OF 2010 RECOGNIZED THE NEED FOR ADVANCED CAPABILITIES WITHIN THE DSF TO PROTECT THE U.S. FROM MARITIME THREATS BY REQUIRING THE SERVICE TO ESTABLISH AT LEAST TWO "ENHANCED TEAMS" TO COMBAT TERRORISM AND CONDUCT INTERDICTION, LAW ENFORCEMENT, AND ADVANCED TACTICAL MARITIME SECURITY OPERATIONS. FURTHER, DSF OPERATIONS DIRECTLY EXECUTE DEPARTMENT OF HOMELAND SECURITY MISSION 1 OF THE QUADRENNIAL HOMELAND SECURITY REVIEW (QHSR): PREVENT TERRORISM AND ENHANCE SECURITY.

4. THE ENTIRE SERVICE MUST COMMIT TO ACHIEVING AND SUSTAINING PROFICIENT DSF AS A PERMANENT COMPONENT OF THE MARITIME TRIDENT. I AM CONCERNED BY OBSERVATIONS THAT THE CURRENT SEPARATE ORGANIZATIONAL STRUCTURE THAT DIVIDES OPERATIONAL FROM ADMINISTRATIVE CONTROL, AND SEPARATES DSF FROM OTHER COAST GUARD FORCES, HAS CHALLENGED COHESION AND EFFECTIVENESS OF OPERATING FORCES. FURTHER, OPERATIONAL AND TRAINING ACCIDENTS AND SUBSEQUENT INVESTIGATIONS HAVE ACCELERATED MY SENSE OF URGENCY TO IMPROVE PROFICIENCY ACROSS THE SERVICE, INCLUDING WITHIN DSF. THIS OCCURS AT A TIME WHEN THE SERVICE AND THE NATION ARE CONFRONTED WITH BUDGET REALITIES. WE MUST FOCUS ON DEVELOPING QUALITY OF FORCES OVER QUANTITY. THIS NEW REALITY AND MY CONCERNS MANDATED A FRESH LOOK AT HOW OUR COAST GUARD PREPARES AND EMPLOYS DSF. DURING MY TENURE AS COMMANDANT, THE COAST GUARD WILL ACHIEVE AND SUSTAIN PROFICIENT DSF TO MEET COAST GUARD AND NATIONAL MISSION REQUIREMENTS AS A SYNCHRONIZED PART OF OUR MARITIME TRIDENT OF FORCES.

5. IN FEBRUARY 2011, I DIRECTED THE DEPUTY COMMANDANT FOR OPERATIONS

(DCO) TO CHARTER A FLAG-LED, DSF STEM-TO-STERN (STS) REVIEW WORKING GROUP (WG). THE WGS CHARTER WAS FOUNDED ON MY DSF VISION STATEMENT:

THE COAST GUARDS RAPIDLY DEPLOYABLE SPECIALIZED FORCES WILL PROVIDE AN ARRAY OF MISSION SPECIFIC CAPABILITIES THAT LEVERAGE THE COAST GUARDS UNIQUE AUTHORITIES TO SUPPORT THE EMERGENT NEEDS OF OPERATIONAL COMMANDERS. THEY WILL ALSO SUPPORT OPERATIONAL COMMANDERS IN PLANNED MISSION SETS, SUCH AS PORTS, WATERWAYS AND COASTAL SECURITY. THE SHIPMATES PROVIDING THIS CAPABILITY SHALL BE PROPERLY TRAINED, EQUIPPED, AND SUPPORTED TO RESPOND PROFICIENTLY AND PROFESSIONALLY TO THE COMPLEX AND CHALLENGING MARITIME THREATS THEY MAY FACE.

6. THE STS WG WAS COMPRISED OF OVER 90 SUBJECT MATTER EXPERTS WHO FORMED AN INTEGRATION TEAM SUPPORTED BY SEVEN TIGER TEAMS AND THE TACTICAL FLOTATION AND BUOYANCY WG, REPRESENTING THE BREADTH OF COAST GUARD MISSION PROGRAMS, MISSION SUPPORT, AND ORGANIZATIONAL PERSPECTIVES, INCLUDING FROM COMDTS (CG-09, CG-1, CG-2, CG-4, CG-5, CG-6, CG-7, AND CG-8). OPERATIONAL AND READINESS PERSPECTIVES WERE PROVIDED THROUGH THE AREA COMMANDERS, FORCE READINESS COMMAND (FORCECOM), JOINT MARITIME TRAINING CENTER

(JMTC), THE DEPLOYABLE OPERATIONS GROUP (DOG), DSF UNITS, AND THE MARITIME ENFORCEMENT SPECIALIST (ME) RATING FORCE MASTER CHIEF. 7. ON 20 JULY, THE DCO PROVIDED ME AND THE LEADERSHIP COUNCIL, INCLUDING THE MASTER CHIEF PETTY OFFICER OF THE COAST GUARD, THEIR REVIEW AND RECOMMENDATIONS FROM THE DSF STS WG. ADDITIONALLY, DCO SUBMITTED A DRAFT DSF OPERATING CONCEPT AND SHORT NOTICE MARITIME RESPONSE (SNMR) CONCEPT OF OPERATIONS (CONOP) FOR REVIEW/APPROVAL.

AFTER CAREFUL CONSIDERATION OF THIS WORK AND DELIBERATIONS WITH THE SERVICES SENIOR LEADERS, I HAVE TAKEN THE FOLLOWING ACTIONS:

A. I WILL SOON PROMULGATE THE DSF OPERATING CONCEPT AND SNMR CONOP. ONCE RELEASED, THE DSF OPERATING CONCEPT WILL DESCRIBE HOW DSF ARE ORGANIZED AND EMPLOYED IN SYNCHRONIZATION WITH OTHER FORCES TO ACCOMPLISH OUR MISSIONS, IN ALIGNMENT WITH THE QHSR. THE SNMR CONOP WILL DESCRIBE HOW DSF WILL BE EMPLOYED IN SYNCHRONIZATION WITH OTHER FORCES TO MEET SHORT-NOTICE MARITIME THREATS TO THE U.S.

B. I AM ENGAGED WITH AND BRIEFING DHS LEADERSHIP AND THE CONGRESSIONAL OVERSIGHT COMMITTEES ON THE INTEGRATION OF DSF INTO THE MARITIME TRIDENT OF FORCES UNDER THE OPERATIONAL AND ADMINISTRATIVE CONTROL OF THE AREA COMMANDERS. THIS PLAN WILL ENSURE THAT EFFECTIVENESS OF FRONT LINE OPERATIONS IS FULLY SUSTAINED. THIS IS NOT A RETURN TO THE PAST, BUT A RECOGNITION THAT UNITY OF COMMAND DEMANDS THAT THE AREA COMMANDERS, AS SENIOR OPERATIONAL COMMANDERS, BE RESPONSIBLE AND ACCOUNTABLE FOR LEADING, MANAGING AND EMPLOYING OPERATIONAL FORCES. THIS FOLLOWS A FUNDAMENTAL PRINCIPLE OF SERVICE DOCTRINE.

C. DCO SHALL PROMULGATE AND MANAGE POLICY, REQUIREMENTS AND CAPABILITY DEVELOPMENT FOR DSF, CONSISTENT WITH HOW THOSE FUNCTIONS ARE MANAGED FOR ALL CG FORCES.

D. DCMS SHALL BE RESPONSIBLE FOR CAPABILITY ACQUISITION AND PRODUCT LINE MANAGEMENT FOR SUSTAINMENT SUPPORT THROUGH THE DCMS ENTERPRISE, CONSISTENT WITH HOW THOSE FUNCTIONS ARE MANAGED FOR ALL CG FORCES. FORCECOM AND SUBORDINATE UNITS, INCLUDING JMTC, SHALL BE RESPONSIBLE FOR DSF STANDARDIZATION, TTP/DOCTRINE DEVELOPMENT, TRAINING AND EVALUATION. JMTC WILL BECOME A CENTER OF EXCELLENCE (COE) FOR DSF TO DEVELOP, ACHIEVE AND SUSTAIN STANDARDIZATION, TRAINING AND PROFICIENCY OF DSF. THIS WILL INCLUDE CREATION OF A NEEDED HIGH-RISK TRAINING PROGRAM AND TRANSITION PRIMARILY TO COAST GUARD INSTRUCTORS.

E. THE COAST GUARD WILL ESTABLISH A SECOND ENHANCED TEAM (MSRT) ON THE WEST COAST, DRAWN FROM EXISTING DSF RESOURCES. THE ENHANCED TEAMS WILL CONSIST OF COAST GUARDSMEN WHO HAVE ACHIEVED THE HIGHEST LEVELS OF PROFICIENCY AND EXPERIENCE FROM PRIOR ASSIGNMENTS TO OTHER DSF UNITS. THE ENHANCED TEAMS SHALL CONDUCT OPERATIONS TO COMBAT TERRORISM, ENGAGE IN INTERDICTION, LAW ENFORCEMENT, AND ADVANCED TACTICAL MARITIME SECURITY OPERATIONS TO ADDRESS KNOWN OR POTENTIALLY ARMED SECURITY THREATS, INCLUDING NON-COMPLIANT ACTORS AT SEA, AND PARTICIPATE IN

HOMELAND SECURITY, HOMELAND DEFENSE, AND COUNTERTERRORISM EXERCISES IN THE MARITIME ENVIRONMENT.

F. MSSTS WILL CONTINUE TO PROVIDE OPERATIONAL COMMANDERS WITH PROFICIENT WATERSIDE SECURITY SECTIONS TO MEET EMERGENT AND PLANNED MISSION REQUIREMENTS. SIMILARLY, NATIONAL STRIKE FORCE, TACLETS, PSUS AND REGIONAL DIVE LOCKERS WILL CONTINUE TO PROVIDE DEPLOYABLE, SPECIALIZED CAPABILITIES TO ENSURE OUR OPERATIONAL COMMANDERS AND INTERAGENCY PARTNERS HAVE THE CAPABILITIES NEEDED TO MEET THE NATIONS MARITIME RESPONSE REQUIREMENTS.

G. DCO SHALL IMMEDIATELY CHARTER AND LEAD A DSF STS IMPLEMENTATION TEAM (I-TEAM) TO EXECUTE THESE DECISIONS AND WAY FORWARD.

H. PERSONNEL SUPPORT COMMAND (PSC) SHALL ESTABLISH A SELECTION AND SCREENING PROCESS FOR CERTAIN DSF BILLETS, TO INCLUDE CENTRALIZED

SCREENING BY PSC-OPM FOR ALL DSF COMMANDING OFFICER POSITIONS. THIS

FOLLOWS MY BROADER DIRECTION THAT PSC-OPM PREPARE AND CONDUCT CENTRALIZED SCREENING OF CANDIDATES FOR ALL COMMANDING OFFICER POSITIONS THROUGHOUT THE SERVICE, STARTING AFTER AY12.

I. PSC-EPM WILL IMPLEMENT 6 YEAR TOUR LENGTHS FOR ENLISTED BILLETS AT SELECT DSF UNITS THAT REQUIRE SUSTAINED PROFICIENCY IN ADVANCED TACTICAL OPERATIONS.

J. THE COAST GUARD WILL IMPLEMENT THE RECOMMENDATIONS OF THE TACTICAL FLOTATION AND BUOYANCY WORKING GROUP, INCLUDING STANDARDIZING THE TACTICAL OPERATOR EQUIPMENT KIT (INCLUDING MAXIMUM

WEIGHT) AND ADOPT A STANDARD AUTO-MANUAL SELECTABLE TACTICAL FLOTATION SURVIVAL SYSTEM FOR DSF UNITS.

8. OTHER RECOMMENDATIONS OF THE DSF STS WG ARE PENDING REVIEW AND DECISION, AND THE DETAILS OF HOW THE ABOVE DECISIONS WILL BE EXECUTED REQUIRE ADDITIONAL ANALYSIS AND RECOMMENDATION BY THE DSF STS I-TEAM.

AS WE DEVELOP THESE DETAILS, I AM COMMITTED TO PRESERVING THE INTEGRITY OF THE MARITIME ENFORCEMENT SPECIALIST RATING AND CAREER OPPORTUNITIES FOR OUR ME PROFESSIONALS.

9. EXECUTING THESE ACTIONS WILL REQUIRE LEADERSHIP, DEDICATED EFFORT AND COMMITMENT ACROSS THE SERVICE AND AT EVERY LEVEL, WHILE CONTINUING TO STAND A VIGILANT WATCH AGAINST ALL HAZARDS AND THREATS.

10. I AM PROUD OF THE COAST GUARDSMEN IN THE DSF COMMUNITY. BY YOUR PROFESSIONALISM AND ACHIEVEMENTS, YOU CONTINUE THE RICH HERITAGE OF THOSE WHO HAVE GONE BEFORE US. LIKE ALL COAST GUARDSMEN, THOSE ASSIGNED TO THE DSF COMMUNITY RIGHTLY DEMAND AND DESERVE THE SERVICES TOTAL COMMITMENT TO PREPARE AND LEAD THEM TO CONDUCT OPERATIONS IN DANGEROUS AND HIGH-RISK ENVIRONMENTS. IF WE ARE GOING TO PERFORM THOSE OPERATIONS, AND WE ARE, WE ARE GOING TO DO IT RIGHT.

11. ADMIRAL BOB PAPP, COMMANDANT, SENDS.

12. INTERNET RELEASE IS AUTHORIZED.

BT

From Engineering News-Record Monday, October 17, 2011

Buildings: GSA Aims to Keep New Coast Guard HQ on Schedule

Despite threatened spending cuts, the General Services Administration plans to keep a Coast Guard headquarters project on track for a fiscal 2013 opening, says Public Buildings Service Commissioner Robert Peck. The \$350-million, 1.2-million-sq-ft project is part of a \$3.4-billion Dept. of Homeland Security complex planned for southeast Washington, D.C.

GSA sought \$212 million in 2012 for the DHS plan, including \$76 million for the Coast Guard HQ. But a House panel zeroed out 2012 GSA new construction;

Senate appropriators approved \$65 million. If GSA gets zero, Peck says, "We're still going to open that [headquarters] in 2013." If it gets \$65 million, the White House would determine the Coast Guard HQ's share, he says. The fate of the other parts of the DHS plan is unclear.

STEVE JOBS COMMENCEMENT ADDRESS AT STANFORD, JUNE 12, 2005

You can watch it here <http://www.youtube.com/watch?v=UF8uR6Z6KLc> Or read it below --

'You've got to find what you love,' Jobs says

This is a prepared text of the Commencement address delivered by Steve Jobs, CEO of Apple Computer and of Pixar Animation Studios, on June 12, 2005.

I am honored to be with you today at your commencement from one of the finest universities in the world. I never graduated from college. Truth be told, this is the closest I've ever gotten to a college graduation. Today I want to tell you three stories from my life. That's it. No big deal. Just three stories.

The first story is about connecting the dots.

I dropped out of Reed College after the first 6 months, but then stayed around as a drop-in for another 18 months or so before I really quit. So why did I drop out?

It started before I was born. My biological mother was a young, unwed college graduate student, and she decided to put me up for adoption. She felt very strongly that I should be adopted by college graduates, so everything was all set for me to be adopted at birth by a lawyer and his wife. Except that when I popped out they decided at the last minute that they really wanted a girl. So my parents, who were on a waiting list, got a call in the middle of the night asking: "We have an unexpected baby boy; do you want him?" They said: "Of course." My biological mother later found out that my mother had never graduated from college and that my father had never graduated from high school. She

refused to sign the final adoption papers. She only relented a few months later when my parents promised that I would someday go to college.

And 17 years later I did go to college. But I naively chose a college that was almost as expensive as Stanford, and all of my working-class parents' savings were being spent on my college tuition. After six months, I couldn't see the value in it. I had no idea what I wanted to do with my life and no idea how college was going to help me figure it out. And here I was spending all of the money my parents had saved their entire life. So I decided to drop out and trust that it would all work out OK. It was pretty scary at the time, but looking back it was one of the best decisions I ever made. The minute I dropped out I could stop taking the required classes that didn't interest me, and begin dropping in on the ones that looked interesting.

It wasn't all romantic. I didn't have a dorm room, so I slept on the floor in friends' rooms, I returned coke bottles for the 5¢ deposits to buy food with, and I would walk the 7 miles across town every Sunday night to get one good meal a week at the Hare Krishna temple. I loved it. And much of what I stumbled into by following my curiosity and intuition turned out to be priceless later on. Let me give you one example:

Reed College at that time offered perhaps the best calligraphy instruction in the country. Throughout the campus every poster, every label on every drawer, was beautifully hand calligraphed. Because I had dropped out and didn't have to take the normal classes, I decided to take a calligraphy class to learn how to do this. I learned about serif and sans serif typefaces, about varying the amount of space between different letter combinations, about what makes great typography great. It was beautiful, historical, artistically subtle in a way that science can't capture, and I found it fascinating.

None of this had even a hope of any practical application in my life. But ten years later, when we were designing the first Macintosh computer, it all came back to me. And we designed it all into the Mac. It was the first computer with beautiful typography. If I had never dropped in on that single course in college, the Mac would have never had multiple typefaces or proportionally spaced fonts. And since Windows just copied the Mac, it's likely that no personal computer would have them. If I had never dropped out, I would have never dropped in on this calligraphy class, and personal computers might not have the wonderful typography that they do. Of course it was impossible to connect the dots looking forward when I was in college. But it was very, very clear looking backwards ten years later.

Again, you can't connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future. You have to trust in something — your gut, destiny, life, karma, whatever. This approach has never let me down, and it has made all the difference in my life.

My second story is about love and loss.

I was lucky — I found what I loved to do early in life. Woz and I started Apple in my parents garage when I was 20. We worked hard, and in 10 years Apple had grown from just the two of us in a garage into a \$2 billion company with over 4000 employees. We had just released our finest creation — the Macintosh — a year earlier, and I had just turned 30. And then I got fired. How can you get fired from a company you started? Well, as Apple grew we hired someone who I thought was very talented to run the company with me, and for the first year or so things went well. But then our visions of the future began to diverge and eventually we had a falling out. When we did, our Board of Directors sided with him. So at 30 I was out. And very publicly out. What had been the focus of my entire adult life was gone, and it was devastating.

I really didn't know what to do for a few months. I felt that I had let the previous generation of entrepreneurs down - that I had dropped the baton as it was being passed to me. I met with David Packard and Bob Noyce and tried to apologize for screwing up so badly. I was a very public failure, and I even thought about running away from the valley. But something slowly began to dawn on me — I still loved what I did. The turn of events at Apple had not changed that one bit. I had been rejected, but I was still in love. And so I decided to start over.

I didn't see it then, but it turned out that getting fired from Apple was the best thing that could have ever happened to me. The heaviness of being successful was replaced by the lightness of being a beginner again, less sure about everything. It freed me to enter one of the most creative periods of my life.

During the next five years, I started a company named NeXT, another company named Pixar, and fell in love with an amazing woman who would become my wife. Pixar went on to create the worlds first computer animated feature film, *Toy Story*, and is now the most successful animation studio in the world. In a remarkable turn of events, Apple bought NeXT, I returned to Apple, and the technology we developed at NeXT is at the heart of Apple's current renaissance. And Laurene and I have a wonderful family together.

I'm pretty sure none of this would have happened if I hadn't been fired from Apple. It was awful tasting medicine, but I guess the patient needed it. Sometimes life hits you in the head with a brick. Don't lose faith. I'm convinced that the only thing that kept me going was that I loved what I did. You've got to find what you love. And that is as true for your work as it is for your lovers. Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it. And, like any great relationship, it just gets better and better as the years roll on. So keep looking until you find it. Don't settle.

My third story is about death.

When I was 17, I read a quote that went something like: "If you live each day as if it was your last, someday you'll most certainly be right." It made an impression on me, and since then, for the past 33 years, I have looked in the mirror every morning and asked myself: "If today were the last day of my life, would I want to do what I am about to do today?" And whenever the answer has been "No" for too many days in a row, I know I need to change something.

Remembering that I'll be dead soon is the most important tool I've ever encountered to help me make the big choices in life. Because almost everything — all external expectations, all pride, all fear of embarrassment or failure - these things just fall away in the face of death, leaving only what is truly important. Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart.

About a year ago I was diagnosed with cancer. I had a scan at 7:30 in the morning, and it clearly showed a tumor on my pancreas. I didn't even know what a pancreas was. The doctors told me this was almost certainly a type of cancer that is incurable, and that I should expect to live no longer than three to six months. My doctor advised me to go home and get my affairs in order, which is doctor's code for prepare to die. It means to try to tell your kids everything you thought you'd have the next 10 years to tell them in just a few months. It means to make sure everything is buttoned up so that it will be as easy as possible for your family. It means to say your goodbyes.

I lived with that diagnosis all day. Later that evening I had a biopsy, where they stuck an endoscope down my throat, through my stomach and into my intestines, put a needle into my pancreas and got a few cells from the tumor. I was sedated, but my wife, who was there, told me that when they viewed the cells under a microscope the doctors started crying because it turned out to be a very rare form of pancreatic cancer that is curable with surgery. I had the surgery and I'm fine now.

This was the closest I've been to facing death, and I hope it's the closest I get for a few more decades. Having lived through it, I can now say this to you with a bit more certainty than when death was a useful but purely intellectual concept:

No one wants to die. Even people who want to go to heaven don't want to die to get there. And yet death is the destination we all share. No one has ever escaped it. And that is as it should be, because Death is very likely the single best invention of Life. It is Life's change agent. It clears out the old to make way for the new. Right now the new is you, but someday not too long from now, you will gradually become the old and be cleared away. Sorry to be so dramatic, but it is quite true.

Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma — which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage

to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.

When I was young, there was an amazing publication called *The Whole Earth Catalog*, which was one of the bibles of my generation. It was created by a fellow named Stewart Brand not far from here in Menlo Park, and he brought it to life with his poetic touch. This was in the late 1960's, before personal computers and desktop publishing, so it was all made with typewriters, scissors, and polaroid cameras. It was sort of like Google in paperback form, 35 years before Google came along: it was idealistic, and overflowing with neat tools and great notions.

Stewart and his team put out several issues of *The Whole Earth Catalog*, and then when it had run its course, they put out a final issue. It was the mid-1970s, and I was your age. On the back cover of their final issue was a photograph of an early morning country road, the kind you might find yourself hitchhiking on if you were so adventurous. Beneath it were the words: "Stay Hungry. Stay Foolish." It was their farewell message as they signed off. Stay Hungry. Stay Foolish. And I have always wished that for myself. And now, as you graduate to begin anew, I wish that for you.

Stay Hungry. Stay Foolish.

Thank you all very much.

Coast Guard Commandant Girds Service for Possible Budget Cuts

From the National Defense Magazine November 2011

ADM Papp, Commandant of the Coast Guard, is determined not to repeat the pitfalls of the past.

The service has already lived through an era of declining budgets. In the 1990s, the Coast Guard lost some 6,000 personnel as its top line funding took hits year after year.

"I understand fully what it is like to be in a declining budget situation," he told National Defense. "I know everyone in the government has to tighten their belts. The president has asked us to do that. What I would like to do is hold on to what we have."

The mistake made during the 1990s was the decision to sacrifice support personnel in order to keep the Coast Guard on the frontline carrying out its plethora of duties such as drug interdiction, security, search and rescue, and environmental and fishery enforcement.

"If there is any lesson to be derived from that as we go forward, it's that I'm not going to hollow out our force," he said.

The last 10 years have been a mixed bag for the Coast Guard. It benefited from the post-9/11 federal budgets, which saw increases for agencies involved in homeland security. It regained most of those 6,000 lost personnel.

But its major ship and aircraft acquisition program, the Integrated Deepwater System, suffered cost overruns and delays.

The root of those problems came in the 1990s, when many acquisition personnel were let go.

"If you're going to sustain operations, continue to rescue people, do drug interdiction and everything else. What do you cut? Generally you cut support," Papp said.

By the time the money to purchase new boats, aircraft and the electronic backbone of sensors and communications gear that go with them started flowing after 9/11, the service did not have an adequate work force to oversee the complex, multi-billion dollar project.

"If we face reductions in the future, it's going to have to come across the board in terms of cutting back on frontline operations in addition to those support activities as well. I'm hopeful that won't happen," he said.

To make up for the lack of contracting and management experts, the Coast Guard hired a Lockheed Martin-Northrop Grumman joint venture called Integrated Coast Guard Systems to run the project. After the cost overruns began to mount, the service fired the company, and took the reins of the program. By that time, it was becoming increasingly hard to find experienced acquisition experts, especially those who specialized in shipbuilding.

The Coast Guard has worked hard to hire and train these kinds of contract specialists, and Papp said he is "delighted" with the progress the acquisition cadre has made.

"I'm willing to stack up our acquisition work force against any other agencies in government in terms of their commitment, their talent and in terms of their getting a good return on investment," he said.

The name "Deepwater" is no more, he added.

One reform was to disaggregate the so-called "system of systems" - the myriad ships, boats, aircraft and information technology infrastructure that made up the program - and create a separate budget line and manager for each platform.

If the Coast Guard enters another era of declining budgets, the service will not be gutting any one department, he said.

This may ultimately mean fewer hours dispatching ships and aircraft to carry out missions.

"A lot of times people ask me, 'What missions are you going to cut if you don't get the support you need?'" Papp said.

Most Coast Guard missions are mandated, he noted. "I, as the commandant, can't say, 'We're not going to do a mission.' Or 'We're going to cut a mission.'"

The fact is that even on the best days, the service cannot do 100 percent of its missions 100 percent of the time. Every day, it makes tradeoffs, he said.

Regional commanders decide on a daily basis which assets will go where and perform which duties. So a drug interdiction task force that normally has four Coast Guard boats assigned to it, may in the future have only three, he said.

As for reducing the number of new ships and aircraft, Papp is optimistic that it won't come to that.

Key for the service is the acquisition of the 418-foot national security cutters, the most technically advanced and largest of the service's ships.

The 378-foot high-endurance Hamilton-class ships they are replacing are 40 years old "and literally falling apart," he said. Three of the new cutters have been built and are afloat. Construction is beginning on the fourth vessel, and a contract was just awarded for number five. There is funding in the fiscal year 2012 budget to buy long-lead material for number six.

The Office of Management and Budget has signed off on a capital investment plan for the next five years that shows numbers six, seven and eight included, he said. "I'm optimistic that we will get it done. We need to get it done and I'm committed to getting those eight ships built."

Some experts who watch the Coast Guard aren't so sure.

James Jay Carafano, a national security analyst at the Heritage Foundation, said the cutters are at risk.

"I do think that they are fighting a rear guard action with OMB, which would love to see the national security cutter go away," he said. The OMB's opposition has nothing to do with the ships themselves, or the requirements to operate them, it's just a budget target because of their high price tags, he said.

The contract for the fifth boat totaled \$482 million.

"They are critical," Carafano said. "They are the hub of the spoke that allows the Coast Guard to operate in a number of different environments."

Joe Carnevale, senior advisor to the Shipbuilders Council of America, said the Coast Guard is also ramping up to develop and acquire the offshore patrol cutter, which Papp has said is "critical to long-term effectiveness." Current plans call for up to 25 of the sleeker, faster boats.

"I don't think there will be enough money in the budget to fund procurement of both those cutters at the same time," he said.

The Coast Guard has published some initial requirements for the offshore patrol cutters, and from what Carnevale has seen, they would make for an expensive ship, roughly half of what a national security cutter costs. An industry day was held in 2010 and the service is conducting market research to see what companies have to offer.

Some of the preliminary specifications the Coast Guard is asking for are "significantly greater" than those of the 210-foot and 270-foot cutters currently in use, he said. The proposed cutters may have to sail at higher speeds, and would deploy more small boats. That increases deck space and, therefore, the price tag.

"If the requirements get out of hand, the cost is going to go up too much," he said.

Meanwhile, these larger ships are prime targets for those wielding a budget ax.

"The cost of the civil servants and uniformed personnel who work on these programs is in the noise level," Carnevale said. "You're not talking a billion dollars in personnel costs to manage these programs. I don't think the Department of Homeland Security gets much in terms of savings by eliminating a few civil service positions."

Papp said that all indications he is receiving during the budget drills show that the Coast Guard is "doing okay."

"We are making sure that we are doing our absolute best that there is no fat in our budget. We are looking at administrative costs, travel, things like that, to get every dollar we can devoted to frontline operations and rebuilding our infrastructure."

However, the service may not be able to acquire new ships, boats and aircraft as quickly as it would like, he added.

He noted that the \$482 million contract the Coast Guard signed for the fifth national security cutter is only \$2 million more than what it paid for number four. The negligible cost increase is an indication that the service has overcome the acquisition work force woes of the past.

"That sends signals to both the administration and members of Congress that you have a good, mature, stable program that can be invested in and not only does it provide us capability and reliable new ships, but it also provides jobs to the public, to this work force, and the economy that is suffering right now," Papp said.

Carafano said the Coast Guard, like all federal agencies, may have to spend the next two years treading water as far as funding. After the next presidential election, the outlook may change.

As for near term cuts, simply eliminating major acquisition programs, or trying to reduce personnel numbers, doesn't happen overnight. That takes years, he said.

That leaves easy-to-chop items such as training, maintenance and operations. Cutting back on those would erode the operational capability of the Coast Guard, he said.

Does the general public understand that budget cuts may lead to more drugs on the streets, or a service that is less capable of launching search-and-rescue missions?

"Of course, they don't. Nope. Nobody thinks about that," Carafano said.

Other programs have not garnered the media attention, or the dollars, that the program formerly known as Deepwater has received.

Ice breakers that operate in the Arctic and boats that conduct missions on rivers are two examples. Also, the Coast Guard's backlog of shore infrastructure projects has reached \$2 billion, Papp said.

Despite the increase in personnel over the last decade, and the large amounts of money going into Deepwater, the Coast Guard still has recapitalization needs "that would make you cry," said Carafano.

Papp said some of the Coast Guard boats that operate on navigable rivers such as the Ohio, Missouri and Mississippi are 60 years old, and maintaining and finding spare parts for them is expensive. But when faced with tough choices to replace one of them or a ship that operates on the Bering Sea with its large swells, for example, the choice is where the crew's safety is most at risk.

Papp's predecessor, retired Adm. Thad Allen, also made a point of calling attention to the Coast Guard's small fleet of icebreakers. There are three. One medium icebreaker, the Healy is about 10 years old. But the two larger ones, the Polar Star and Polar Sea, are antiquated. The Polar Sea recently sustained significant damage to its engines and is not operational. The Coast Guard has received \$67 million to refurbish Polar Star, using some parts from its laid-up sister ship, and it is expected to be operational in 2013.

One medium and one heavy icebreaker should be enough to operate in the Arctic for the next 10 years, Papp said.

"That is ample time for our country to make decisions on what it wants to do in terms of recapitalization," he said.

There is increasing activity in the region as the ice cap recedes. Two oil companies will start drilling there soon, Papp said.

"In order to have an effective presence, in order to have a year-round presence, we have to have ice breakers. I'm trying to make the case that we have to sustain the ones we have and make plans for replacements," Papp said.

As for the on-shore infrastructure, legislation was recently passed that allows the Coast Guard to sell excess property and plow the money back into new buildings.

"We have some real nice property that we don't necessarily need anymore and if we sell them we can reinvest that in projects inside the Coast Guard," he said.

One of the first pieces of property sold was the \$2 million commandant's home in Chevy Chase, Md. Papp found alternative housing for himself at Bolling Air Force Base, near Coast Guard headquarters in the District of Columbia.

The \$2 million garnered will be used to refurbish enlisted personnel housing. First Lady Michelle Obama, who has taken an interest in improving the living conditions of military service members and their families, also helped the service get a \$20 million appropriation for housing programs.

But cuts are coming somewhere, Carnevale warned.

"Both the Departments of Defense and Homeland Security will have to make significant budget cuts. Where they do that remains to be seen," he said.

Senators Introduce Legislation RE Agent Orange eligibility legislation

Senators Gillibrand and Graham have introduced legislation to ensure that more than 250,000 Navy veterans from the Vietnam War exposed to the powerful toxin Agent Orange will be eligible to receive the disability and health care benefits they have earned for diseases linked to Agent Orange exposure. During the Vietnam War, the U.S. military sprayed approximately 20 million gallons of Agent Orange in Vietnam to remove jungle foliage. This toxic chemical had devastating effects for millions serving in Vietnam.

In 1991, Congress passed a law requiring the Veterans Administration (VA) to provide presumptive coverage to Vietnam veterans with illnesses that the Institute of Medicine has directly linked to Agent Orange exposure. However, in 2002 the VA determined that it would only cover Veterans who could prove that they had orders for boots on the ground during the Vietnam War. This exclusion affects as many as 250,000 sailors who may have still received significant Agent Orange exposure from receiving VA benefits.

Blue Water Navy Vets – veterans who were on duty in the waters around Vietnam, but did not have .boots on the ground. – were often exposed to Agent Orange on a daily basis. Studies have shown that Agent Orange contaminated the water sources on ships, affecting veterans onboard ships or aircraft that transported barrels of Agent Orange, and ships and aircraft deployed in close proximity or even downwind from Agent Orange drop sites.

In 2005, the VA's former Director of Environmental Agents Service Dr. Mark Brown publicly acknowledged that there was no scientific basis for the exclusion of Blue Water Vietnam veterans, but the VA has continued to refuse these veterans the presumptive benefits Congress initially intended. In his article in the Journal of Law and Policy, Dr. Brown wrote, .Science does not back up the VA's policy on the Navy.

The Agent Orange Equity Act of 2011 (S.1629), would clarify the existing law so that Blue Water veterans would be fully covered by the VA if they served within the territorial seas,. or approximately 12 miles offshore of Vietnam. The bill would make it easier for the VA to process Vietnam War veterans' claims for service-connected conditions and alleviate a portion of the VA's backlog by extending presumptive coverage of Agent Orange benefits to these veterans. If approved the law would be effective as of 25 SEP 1985.

The Weather Channel New Show: Coast Guard Alaska

Punishing seas. Unpredictable weather.

Coast Guard Alaska throws the viewer into the world of the men and women of the United States Coast Guard stationed in rugged Alaska as they train and work in the

harsh environment conducting dangerous Search and Rescue missions (SARs).

Ride along with the crew of a Jayhawk helicopter or speed along in a Response Boat as they race to rescue victims from the frigid waters. Through first-person storytelling, you will hear and see these cases as they unfold, told by the heroic men and women involved. This is a rare and in-depth look at a place and group of highly trained humble professionals that few people have been fortunate enough to witness.

The first season of this exciting new series features intense, never-before-seen rescue missions that closely follow Guardsmen from the moment they get the distress call to when they gear up and speed out to any given rescue site, often in conditions that would be considered daunting in an effort to save lives.

Schedule

Wed, Nov 9 9:00 pm ET

Welcome to Kodiak

Wed, Nov 16 9:00 pm

To the Rescue

Wed, Nov 23 9:00 pm

Coast Guard Alaska