

# SERVICELINES



Deputy Commandant  
for Mission Support

Spring 2011

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## SERVICE LINES

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**Editor's Note:** Only the first two editions of *Service Lines*, Spring and Summer 2011, will be printed. All subsequent issues will be online only, found on our website at <http://www.uscg.mil/missionsupport/servicelines.asp>. Visit our website to view the current and future editions.

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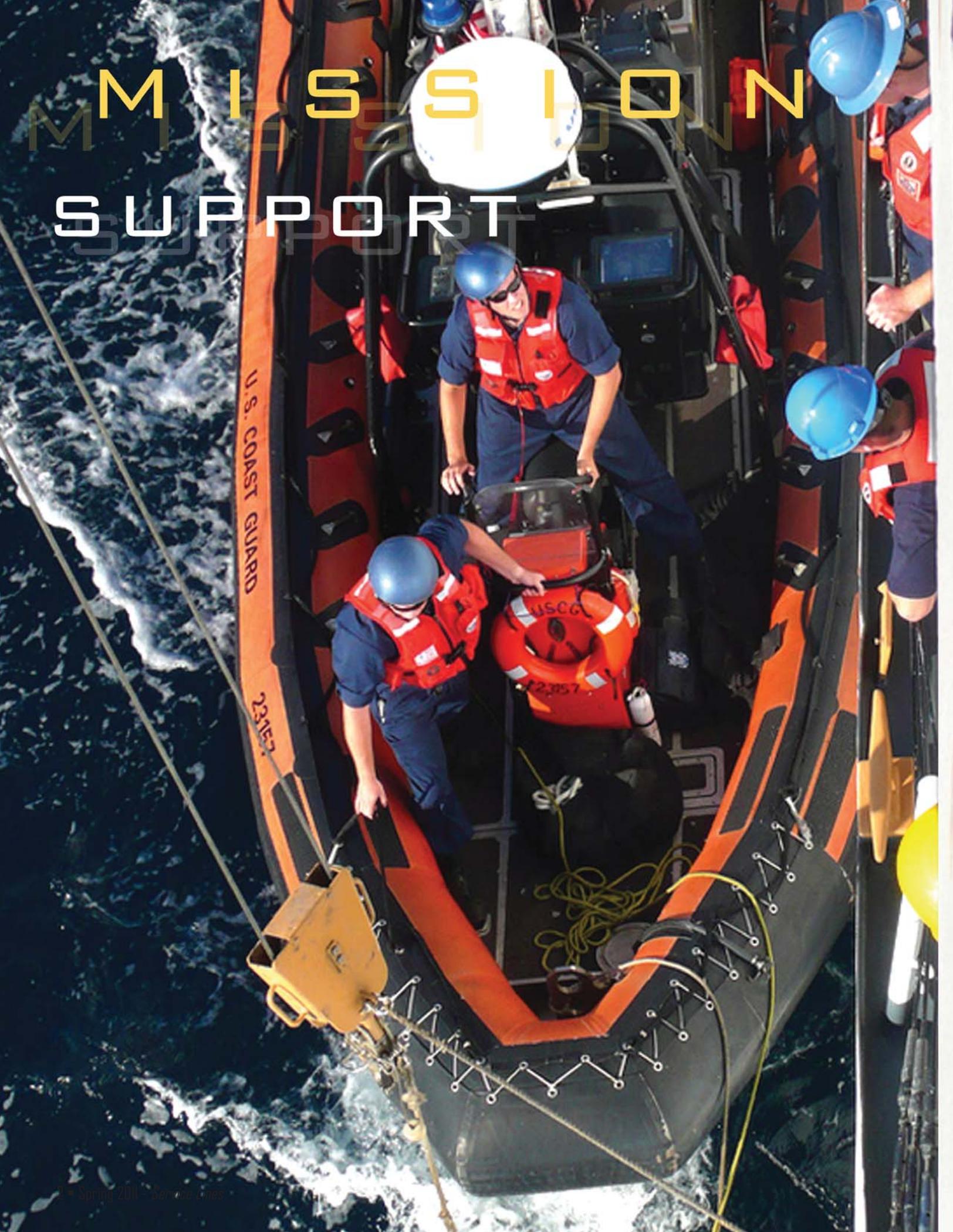
Photo by Lt. Jennifer Runion.



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# M I S S I O N

## S U P P O R T





### Partners in Mission Support,

It is a distinct privilege for me to be able to introduce the inaugural issue of *Service Lines* magazine. Our intention is to improve communications across the mission support enterprise so that everyone has visibility into what is happening at different levels of the organization. The magazine will provide a snapshot of mission support activities from around the Coast Guard with the goal of providing transparency as we progress with our modernization efforts. Additionally, it provides senior leadership with a forum to pass down the intent and content of strategic direction as we continue our journey toward a modernized organization. I encourage everyone to follow our transformation through this magazine, as well as through mission support blogs, as we continue to align with the Commandant's four guiding principles.

This is your magazine; be proud of the great stories found within and embrace the positive movement forward to transform our mission support organization. You are all part of a service that will soon serve as a benchmark in best practices to other organizations, both in government and the private sector, for years to come. These are exciting times and we should all take pride in our role as we build the future. *Semper Paratus!*

Vice Adm. J. P. Currier  
Chief of Staff  
Deputy Commandant for Mission Support

Photo by Lt. Jennifer Runion.

# WE ARE MISSION SUPPORT

Our efforts at modernization in mission support are beginning to show results across the enterprise. Our support of our operational partners is being reflected in enhanced readiness, improved asset availability and support for our people. Since 2009, we have

oversight of our numerous specialties, while affording a local command-and-control structure and a one-stop shop for all things support-related, will now be available through these bases. Our goal is to achieve a level of support that is timely and responsive to operational requirements. After all, that is why we exist!

Through 2011, you will see the standup of the remaining 12 Phase 1 bases in critical locations across the Coast Guard. These bases will serve to optimize our support capabilities for both normal operations and contingency scenarios. The base construct brings support activities into alignment with our service's operational culture. Key lessons learned from recent major operations, such as our responses to the Haitian earthquake and Deepwater Horizon oil spill, were incorporated into this model to establish a more proactive versus reactive response posture. It is an essential attribute considering our dynamic operating environment.

The standup of bases is only one facet of Mission Support 2.0. To further define our desired end-state—that of a collaborative and cohesive mission support network across the entire Coast Guard enterprise—we will be establishing the Director of Operational Logistics (DOL). The DOL will ensure the convergence of vertical integration (through logistics and service centers) and horizontal integration (bases) to provide the optimal oversight our numerous support specialties demand. Additionally, the



Photo by Petty Officer 2nd Class Andrew Kendrick.

made remarkable advancements in operationalizing business rules grounded in the four cornerstones of logistics: configuration management, total asset visibility, bi-level maintenance and product line management. We have transitioned from Mission Support 1.0, where we stood down Maintenance and Logistics Commands (MLCs) and Integrated Support Commands (ISCs), and then established logistics and service centers. We are now progressing into Mission Support 2.0.

The standup of Base Seattle in November 2010 marked the official commencement of Mission Support 2.0. We utilized lessons learned during the standup of logistics and service centers to roll out the most visible and positive change thus far, the formation of standardized bases. This nexus will bring the concepts of logistic system horizontal and vertical integration together into a cohesive network of mission support at its most critical juncture—the point of service delivery. Standardized technical



A 25-foot Response Boat-Small from Coast Guard Station Seattle returns to base following tactics, techniques and procedures training. Photo by Petty Officer 3rd Class David R. Marin.

DOL will partner with our operational counterparts at the Area level, “chopping” to them directly in times of major contingency response, and will serve as the mission support touchstone during normal operations. The DOL’s response posture is nationwide, offering a common operating picture of enterprise readiness and the capability to pool support resources from throughout the Coast Guard when needed.

There’s a question I suspect many of you have posed: What’s the difference between the legacy MLC/ISC construct and the DOL and base construct? The differences will be apparent as soon as we stand these units up. Legacy MLCs offered multiple and sometimes inconsistent technical authorities from a single competency axis. Having two MLCs, each working for their respective Area Commander, generated differences in how mission support was coordinated and executed between East and West Coast units. In contrast, the DOL will report directly to the Deputy Commandant for Mission Support (DCMS) to ensure consistency in support delivery across the entire mission support enterprise (having direct oversight of all bases in the field), while ensuring strict adherence to technical authority guidance (via a support community’s respective logistics or service center).

The differences between the legacy ISC construct and the new base concept will also prove welcomed changes. The legacy support footprint—which included not only the ISCs, but Electronics Support Units, Naval Engineering Support Units and Civil Engineering Units—offered several specialized commands but no one source for all support in a regional area. With the establishment of bases, these specialty commands will be consolidated under one command structure, offering

command cadre positions that provide mission support leaders the opportunity to oversee an entire mission support portfolio instead of a specific specialty, a key to their development for senior leadership roles. Additionally, having that one point of contact versus several different commands in one geographic region will afford the operational commander one central source that can provide access to the entire support network.

I also want to welcome another enterprise to the mission support fold—Force Readiness Command (FORCECOM). The reconstitution of Pacific Area and Atlantic Area provided the opportunity to move FORCECOM into the DCMS organization. A command that has been resoundingly successful in overseeing training, doctrine and assessment for our enterprise, retaining the FORCECOM organization was a must. Additionally, FORCECOM shares the DCMS mantra: To ensure the readiness and capability of the Coast Guard’s people, assets and systems. FORCECOM is a welcomed partner on the mission support team and a key participant in our modernization efforts.

Bases will be working closely with operational partners over the next several months to further define our organization and business processes while clarifying the role of each and every member of the mission support community. We will be sure not to lose sight of our true goals: That our support personnel are valued, are offered opportunities to excel and advance through training and experience, and that they become experts in their field to make mission support what it can be—a world-class agent for the promotion of safe and effective mission execution. ■





COMMAND

COMMAND  
MASTER  
MASTER

CHIEF  
CHIEF



FROM THE  
**COMMAND MASTER CHIEF  
DEPUTY COMMANDANT FOR MISSION SUPPORT**

**MASTER CHIEF PETTY OFFICER  
KEVIN ISHERWOOD**

Greetings from Coast Guard headquarters in Washington, D.C.!

Please allow me to introduce myself. I'm Kevin Isherwood, an electrician's mate by trade and a Command Master Chief (CMC) by choice. I am honored and privileged to serve as the Command Master Chief for the Deputy Commandant for Mission Support (DCMS).

A hearty welcome aboard goes out to the great folks in Force Readiness Command (FORCECOM). In January 2011, FORCECOM joined the ranks of the DCMS organization as one of our key components and operational partners in the mission support community. I am excited by what FORCECOM brings to the mission support fight! Their keen focus on doctrine; tactics, techniques and procedures; training systems; and standardization through assessment perfectly aligns with our organizational goals.

As I travel throughout the Coast Guard, I am often asked what's on my plate. Since there is no simple answer to that question, here is a quick overview of the top issues that currently take up most of my time:

***Mission Support 2.0 and 13 base stand-ups***

As Mission Support 2.0 was under development and the plans for bases were maturing, critical leadership position shortfalls were identified, including the need for base CMCs. Due to the personnel allowance list, size of each base and the scope of responsibilities of the position, there is an organizational need for a full-time CMC at each location. In today's budget-constrained environment, most personnel changes must be managed within the current budget base. Consequently, it was determined that 17 E-7 Career Development Advisor (CDA) billets would be reprogrammed to 13 base CMC/Senior Chief positions. This change established the needed base CMC billets and eliminated redundancies in the CDA program.

***Career Retention Screening Panel***

The release of the 2010 Career Retention Screening Panel (CRSP) results sparked a flurry of activity and absorbed the attention of many of us. As you may know, 1,181 retirement-eligible members' records were reviewed for retention and 377 of those members were selected for involuntary retirement (IR). Forty-five of the retirement eligible members selected for IR appealed the panel's decision and seven of those appeals were approved. Ninety-nine of the retirement eligible members selected for IR submitted waivers to retire after Dec. 1, 2011; three of those waivers were approved. A work group was chartered to consider lessons learned throughout the entire CRSP process and develop recommendations for future CRSPs.

***Assignment priority review***

Master Chief Petty Officer of the Coast Guard Michael P. Leavitt selected me to lead a diverse work group to review the assignment priority process. This will involve defining assignment priorities and determining if the current system ensures fairness, consistency and parity in career paths. To this end, you will soon receive a short, comprehensive assignment priority survey—your participation is critical to our success!

Over the next year, I look forward to meeting you and working together to accomplish the DCMS mission. Open communication is an important key for success, and your input will help ensure DCMS moves forward in an effective and informed way. I encourage you to take advantage of the helpful resources and information that are on my website at <http://cgweb.comdt.uscg.mil/cmc/>. Thank you for your continued support and dedication.

Semper paratus! ■



SAN FRANCISCO—The U.S. Coast Guard Cutter Bertholf, homeported at Coast Guard Island in Alameda, Calif., passes Alcatraz Island as it enters the San Francisco Bay, as the Coast Guard's first National Security Cutter. The new cutters will eventually replace the aging 378-foot cutters as the Coast Guard's long-range patrol asset. Photo by Petty Officer Jonathan R. Cilley.



A close-up photograph of a person's hands working on a large, dark metal component. The component has a curved, U-shaped section. The person is wearing a white shirt. The background is a blurred workshop or factory setting with various equipment and lights. The text is overlaid on the left side of the image.

# BASE SEATTLE PILOT PROJECT PAVING THE WAY FOR FIELD-LEVEL MISSION SUPPORT

by Rebekah Gordon

*Photos by Petty Officer 3rd Class Nathan W. Bradshaw*

1R 255



***Fireman Melissa Lashway of the Naval Engineering Support Unit at Coast Guard Base Seattle helps to repair the diesel engines aboard the U.S. Coast Guard Cutter Polar Sea.***

SEATTLE—In mid-January 2011, 500 hours of testing for a new engine prototype for the U.S. Coast Guard Cutter Polar Sea were about to get underway at Pier 36, where the icebreaker has been in maintenance status since mid-2010 after being sidelined by an engine casualty. But running an emissions-producing engine for that many hours required advance notification to the Puget Sound Clean Air Agency.

Cmdr. Dan Frank, the commanding officer of Naval Engineering Support Unit (NESU) Seattle, which helped build the prototype, brought the impending task to the attention of his Coast Guard Base Seattle colleagues in a weekly staff meeting. At the meeting, the head of the base's Facilities Engineering Department said he had the right agency contacts and could get the job done relatively easily, so he took it from there.

"We weren't certain from an engineering perspective what the emissions were going to look like coming out of Polar Sea for 500 hours, and it's an environmentally sensitive area. So it was important to be ahead of the power curve and reach out to the Puget Sound Clear Air Agency and say, 'This is what we're going to do,'" Frank said. "The base was very instrumental in making that happen."

While the NESU still would have completed the required notifications before the testing got underway, the process would have been much more cumbersome without the new base construct that Frank is now a part of.

**Coast Guard Base  
Seattle department  
heads discuss  
upcoming operations.**



### **Single Point of Accountability**

Stood up in November 2010, Base Seattle is the most visible change in the second phase, known as Mission Support 2.0, of the Coast Guard's mission support reorganization effort. Designed to coordinate all mission support activities in its area of responsibility and reinstate local mission support command unity and authority, Base Seattle is finishing up a 90-day pilot period as it implements this construct for the first time. Twelve more bases throughout the U.S.—at locations stretching from New Orleans to Kodiak, Alaska—will be stood up in fiscal year 2011, with more to follow in subsequent phases.

A standard base is led by a commanding officer, an executive officer and a command master chief. They oversee seven departments, led by department heads for naval engineering; personnel support; health, safety and work-life (HSWL); comptroller/base operations; procurement and contracting; facilities engineering; and command, control, communications, computers and information technology (C4IT). However, the naval engineering and C4IT departments will not materialize until fiscal year 2013; until then, legacy NESU and Electronics Support Units will remain subordinate commands to bases.

Under the new construct, the base commander is the local staff representative of the Deputy Commandant for Mission Support (DCMS), and will report to the DCMS'

new Director of Operational Logistics (DOL) based in Norfolk, Va.

The commanding officer of a base provides a single point of accountability for mission support activities. When a cutter comes into port with a host of support needs, ranging from crew dental care to engine maintenance, the cutter's command can go to one person to ask for everything to get done. Previously, mission support elements in a geographic area were separate units, each under their own command. Cmdr. Jason Hamilton, the executive officer of the Polar Sea, is hopeful that having a base commander will enable more efficient and collaborative mission support delivery.

"Some of the problems that we ran into were when we'd have separate entities working on the same base with no center point to work from. They would be doing their own things, sometimes without coordination with each other, and also there was a lack of accountability to a certain extent," Hamilton said from aboard the Polar Sea. "If service wasn't being provided to the level one might want, they were lacking a senior leader to connect into."

That one point of accountability and command-and-control authority at Base Seattle is Capt. Bob Klapproth. As commanding officer, he is responsible for about 500 base personnel who are about 70 percent active duty, 20

percent reservists and 10 percent civilians. On top of the usual day-to-day activities that come with operating any military base, Klapproth is leading the charge in implementing an entirely new way of administering and delivering mission support services in the field.

### **‘Working Smarter’**

Besides instituting weekly staff meetings to facilitate information sharing and heighten awareness of what departments have on their plate—as Klapproth puts it, “working smarter” to accomplish tasks that cross specialties—his efforts have also encompassed consolidating services shared amongst all base departments.

Before the base stand-up, each mission support command unit had its own yeomen for administrative and pay duties, each doing some of their typical activities, like approving leave requests, differently. Now, all of the base’s yeomen work under a chief yeoman in the Personnel Support Department, performing their duties the same way for the entire base and all operational customers in the base’s area of responsibility.

“Now we have a centralized shop of critical mass,” Klapproth said. “If your YN3 [yeoman third class] was working and took two weeks of leave, you weren’t going to get anything done for those two weeks because your yeoman was gone. Not now. Somebody’s always going to be here. Somebody’s going to backfill for that person and you’re going to get continuous service, which I think is the end goal we need to strive for. And you’re going to get a fairly significant knowledge pool to draw from.”

As the pilot project continues, the base is looking to next do a similar consolidation for storekeepers, who conduct property and financial management.

As the yeomen at Base Seattle have consolidated, they have all been directly involved in developing a new standard way to provide services. All of that is being carefully documented, as a significant part involves helping draft a base organization manual. The manual will cover the rules of business, ranging from watchstanding to contracting authorities, essentially outlining all of a base’s processes so that they can be replicated as more bases are stood up. The goal of the manual, Klapproth said, is to make it “general enough to be of

value for everybody regardless of location or specifics but yet not too general or generic that it doesn’t provide any value.”

Besides providing the DOL with a draft organization manual, the base staff has documented all the activities undertaken to stand up the base, folding them into a stand-up playbook that includes ceremony scripts, suggested physical layouts and a timeline for completing each step. The base is also contributing to the soon-to-be-released DCMS Concept of Operations (CONOPS), which outlines interaction between all DCMS components.

### **Technical Versus Command Authority**

One of the pilot project’s challenges has been navigating and refining the relationship between the bases and the logistics and service centers (stood up during the first phase of modernization, Mission Support 1.0) and, in particular, where the line is drawn between technical and command authority for each. These six centers—the Personnel Service Center; the Health, Safety and Work-Life Service Center; the Surface Forces Logistics Center; the Aviation Logistics Center; the Shore Infrastructure Logistics Center; and the C4IT Service Center—provide technical oversight of the mission support services delivered by units in the field. Product and service lines in each of these centers, such as the Small Boat Product Line or Enlisted Personnel Service Line, are the points of accountability and authority for an entire asset class or service type.

**Capt. Bob Klapproth, commanding officer of Coast Guard Base Seattle, engages in work at his office at Pier 36 in Seattle.**



Technical authority resides with a product or service line—which, as an example, tells Base Seattle to provide cutter engine work locally in accordance with the line’s technical specs and configuration management principles. “Technical authority, for example, is I’m not going to tell the NESU how many foot-pounds of torque to put on an engine block,” Klapproth said. “A bunch of very smart engineers—prior cuttermen—they know how to do it, they’ve done it before, and they’re going to give them technical guidance on how to execute that. They’re going to tell them what to fix, how to fix it and when to fix it, in what order, because they have the whole national Coast Guard interest in mind.”

Meanwhile, command authority resides with the base. It includes establishing base priorities, maintaining order and discipline, rewarding employees and performing collateral duties like putting salt down when it snows. “Command authority is the care and feeding of the people, the administration of the unit,” he said. “Making sure they show up to work on time and are able to do their job to support the operator is our business.”

In some instances, the lines between technical and command authority are fuzzy, and the pilot project is helping resolve those gray areas. “It’s that seamless coordination that we’re striving to develop,” Klapproth said. “That’s a lot of—during the pilot—finding out where are the rough points, where’s the overlap, and how do we eliminate both?”

### **Contingency Readiness**

The base construct was developed, in part, to enable more responsive and comprehensive mission support services in regional and national contingencies. In a regional contingency, the base commanding officer will serve as the district commander’s logistics manager. Similarly, in a national contingency, the DOL will serve the appropriate area commander. In addition, mission support personnel will eventually be embedded in district and area offices as ‘4 staff’ to provide daily subject matter expertise and operational support. Master Chief Petty Officer Karl Keyes, the command master chief of Base Seattle, is confident that the construct will work well for contingency operations at the base, wherein Klapproth would “chop” to the 13th District (D13) Commander Rear Adm. Gary Blore.

“If something were to happen here in D13, we have the ability to take the entire base and put it under the command and control of Rear Adm. Gary Blore. Whereas prior to the base standup, there were five different units working for five different logistics centers, and it would have been almost impossible to do that,” Keyes said. “So if the Green River floods or there’s a major storm off of Astoria, within probably less than an hour, Rear Adm. Blore could have the entire base under his command and control to focus on that problem.”

In the case of an emergency, the base construct gives its command quick and complete visibility into the status of all the mission support elements. It is also designed to quickly mobilize support for national contingencies, like last year’s Deepwater Horizon oil spill,



*Petty Officer 2nd Class Padraic Duffy of Coast Guard Base Seattle's Naval Engineering Support Unit helps cutter engineers to repair the diesel engines aboard the U.S. Coast Guard Cutter Polar Sea.*

said Cmdr. Keith Jernigan, the head of the base's Personnel Support Department. "Issuing orders for all base personnel will be more efficient. Since we have all the yeomen in a single department, we will no longer have to coordinate with yeoman from five commands on the issuance of orders for deployments," he said.

### **Military Career Paths and Change Management**

Besides standing up the organization and creating rules that govern the intersection of authority between the bases and the logistics and service centers, a third arm in making the base construct successful is developing mission support career paths for officers. At first glance, it might appear that this eliminates command opportunities, with individual support units losing their commands to fall under one base commander. But Keyes and others who are bringing the base to life see it having the opposite effect.

Previously, being the commanding officer of a NESU might be the pinnacle of an officer's career. But now, as a department head at the base, the officer becomes a "broadened specialist"—with exposure to logistics disciplines beyond his or her own—and can aspire to go further into management by becoming a base or logistics or service center commander. That could, in turn, make him or her eligible for a flag-level assignment. "You're increasing the number of true command opportunities," Keyes said.

Just as this shift requires a change in mindset about what constitutes a career in logistics or mission support, coping with all the changes that have come about during the base stand-up and Mission Support 2.0 implementation has been a notable challenge. A big hurdle for Keyes has been shifting the mentality of base personnel from one of "yours and mine" to "ours," as departments now must work together and share resources. The base is akin to a ship and its crew, he said. If there is a hole in the ship, the entire crew, and not just naval engineers, must work together to fix it, lest it sink.

*Master Chief Petty Officer Karl Keyes outlines the weekly agenda during Coast Guard Base Seattle's department head staff meeting.*



"If the hole in the ship happens to be in procurement and contracting, well, the SKs [storekeepers] that are in personnel are going to need to surge to fix that hole, because if procurement and contracting sinks, we all sink. And that's the mentality—we're all in this together," he said. "It's teaching them that we're all going to win or we're all going to lose."

Department heads have also had to manage change and educate their staffs about Mission Support 2.0, said Lt. Cmdr. John Allen, Base Seattle's HSWL Department head. "One of the biggest challenges has been managing the leadership expectations and bringing people along and showing them the benefits, and not trying to use coercion," he said. "I think as time goes on, more lights start to go off. And they start to maybe not fully support it just yet, but they start to understand it. So I think it's a process that takes time. Especially with some of our medical practices being as far away as 500 miles, we have to convey to them what 2.0 is and why we have to do these things, to be proactive and preventive vice reactive, and try to anticipate problems and work together."

The prospective DOL, Capt. Rick Gromlich, who has been selected for the rank of rear admiral, acknowledged that communicating about the changes under modernization has been challenging. "There's such a large, diverse audience that we're addressing, so to get the right information to people at the appropriate level

has probably been the biggest challenge we've faced," he said from Coast Guard headquarters in Washington.

It is not just change for change's sake, he said, but to make mission support delivery more effective and efficient across the enterprise, particularly in a budget-constrained environment. He knows that personnel in the field are used to doing things a certain way, and that it's a lot to ask of them to both change and trust leadership's rationale in doing so. "To me, a key piece of this is trust," he said. "There are a lot of people, I think, who feel like the only way that I can do this is if I do it myself. Nobody can do it better than me.' And that's been a big challenge. But we've got to earn that trust, and we're working really hard to do that. We're also committed to working with our union partners as we develop the CONOPS and other changes."

### High Hopes from Customers

For the base's operational customers, such as Sector Puget Sound, the transition has been "completely seamless," said Sector Commander Capt. Scott Ferguson. "Everything seems to be working just fine. My boats are getting repaired quickly, my cutters need parts—they get them. And so as far as operations go, I'm able to execute very effectively," Ferguson said. "My biggest fear was that we would see a drop in support. Like any new organization, there's always a period where you've got to make adjustments to the new organization. I've not



**Lt. Cmdr. Li-Kuei Hung, a dentist at Coast Guard Base Seattle, performs a routine examination.**

seen that drop. I'm sure as we mature the process together, Bob [Klapproth] and I and both our teams, that we'll see further efficiencies."

Ferguson noted that getting support is now easier, a one-stop shop instead of many steps. Still, he hopes to see additional improvements down the road as the base matures, including better parts inventory management, support availability 24 hours a day and plans for continuity of operations should the base find itself wiped out by a major disaster. Still unknown is how existing sector logistics departments will operate within the base construct, both for sectors that are co-located with bases, as is the case with Sector Puget Sound and Base Seattle at Pier 36, and those that are not. Furthermore, along with command staff of D13, he noted that the base will only be optimal in supporting them if it is adequately funded and resourced.

"It is a good process, and it does have a lot of promise," said Master Chief Petty Officer Jim Savinski, D13's regional boat manager. "But they're trying to meet the customer demand, they're trying to build up the infrastructure, they're trying to build the metrics to see how they're doing, but at the same level of funding."

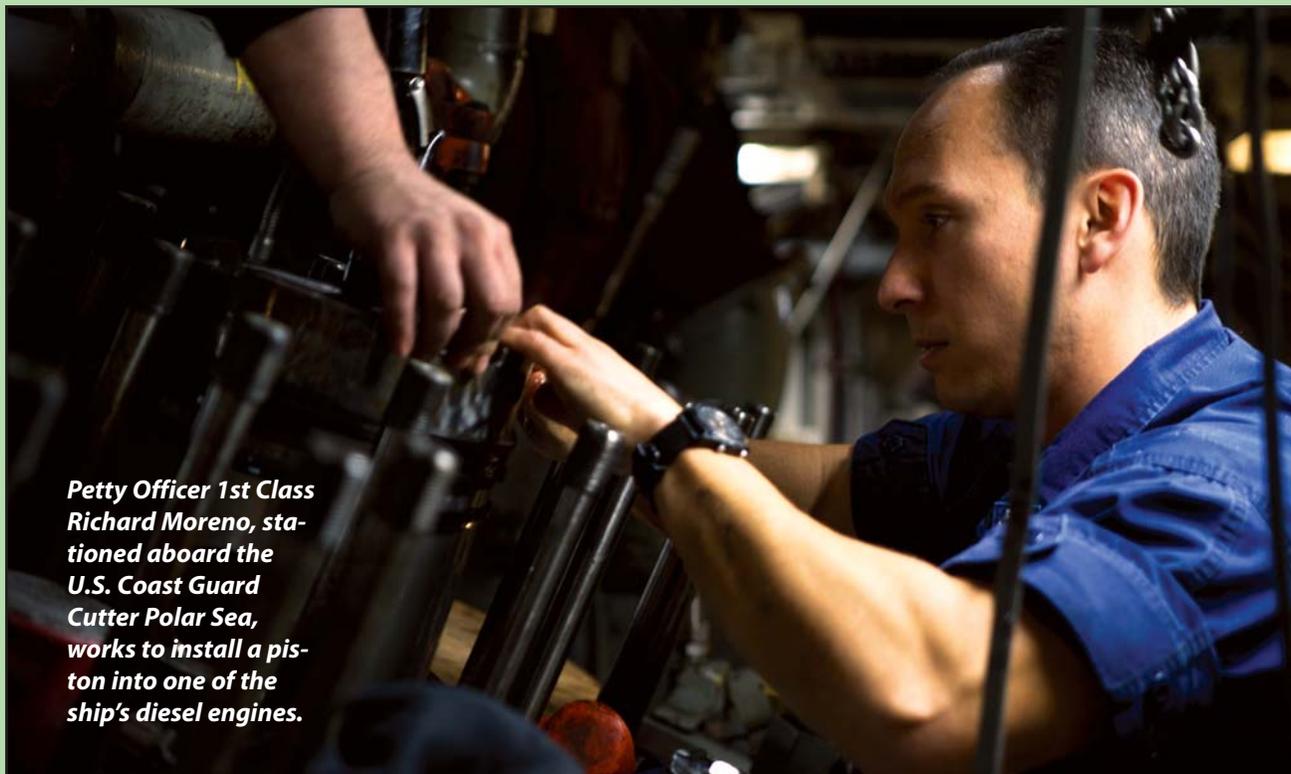
Ferguson also hopes that the Coast Guard will apply lessons learned through the base stand-up to make mission support delivery the best it can be.

"I'm hoping that through this new structure and the

number of bases that are being put out, we'll gather lessons learned and we'll be creative enough as an organization and have the courage to make adjustments and apply those lessons learned quickly," he said. "Most operational commanders in the Coast Guard forget about logistics, and they don't understand the importance. I'm here to tell you that Sector Puget Sound cannot perform without a solid logistics capability. We're all about logistics here and good support for our far-flung operations."

Base leadership readily acknowledged that much of their pilot project is about trial and error: testing, measuring, improving and redoing. Deborah Cefaratti, the department head for procurement and contracting, likened it to baby steps, where "every day is a challenge, every day is some type of a change or something that needs to be done." Step by step, they are determining how all the pieces of a base will come together.

"It's been very interesting being, as we say, at the pointy end of the spear and figuring out—for the first time—how we're going to stand up a base," said Frank, the NESU commanding officer. "A big part of this is figuring out what works and what does not work, and being honest with ourselves about what's not working and accurate about why it's not working. Is it not working because we're not doing it properly? Or is it working, but just not the way we thought it would work?" ■



*Petty Officer 1st Class Richard Moreno, stationed aboard the U.S. Coast Guard Cutter Polar Sea, works to install a piston into one of the ship's diesel engines.*

# FORCECOM





FROM THE  
**COMMANDER**  
**FORCE READINESS COMMAND**

*REAR ADM. TIMOTHY SULLIVAN*

Why keep a FORCECOM?

No doubt this question is heard around the Coast Guard, but the answer is simple: The Coast Guard Force Readiness Command, or FORCECOM, is emerging as a new and innovative entity to fill a critical void in the service's quest for standardization. FORCECOM was designed from the ground up to prepare our workforce to perform efficiently, effectively and safely.

FORCECOM seamlessly ties together training, assessments, Commandant instructions, doctrine, and tactics, techniques and procedures (TTP). Putting these components together using various feedback loops and business practices creates a process by which we can best prepare to execute our missions. We call this process the Human Performance Cycle.

The vision of FORCECOM is to drive a continual Human Performance Cycle to impart the skills and knowledge required to achieve mission excellence. This cycle integrates these related components of doctrine, training and assessments into a holistic system that is aligned with Coast Guard operational needs. Doctrine and TTP provide us with the guidance on how to do our jobs; training provides the core competencies on duties, watch stations and mission assignments; and assessments provide evaluation and feedback mechanisms that drive continual improvement. Critical to the cycle's success are multiple feedback loops and analyses of lessons learned.

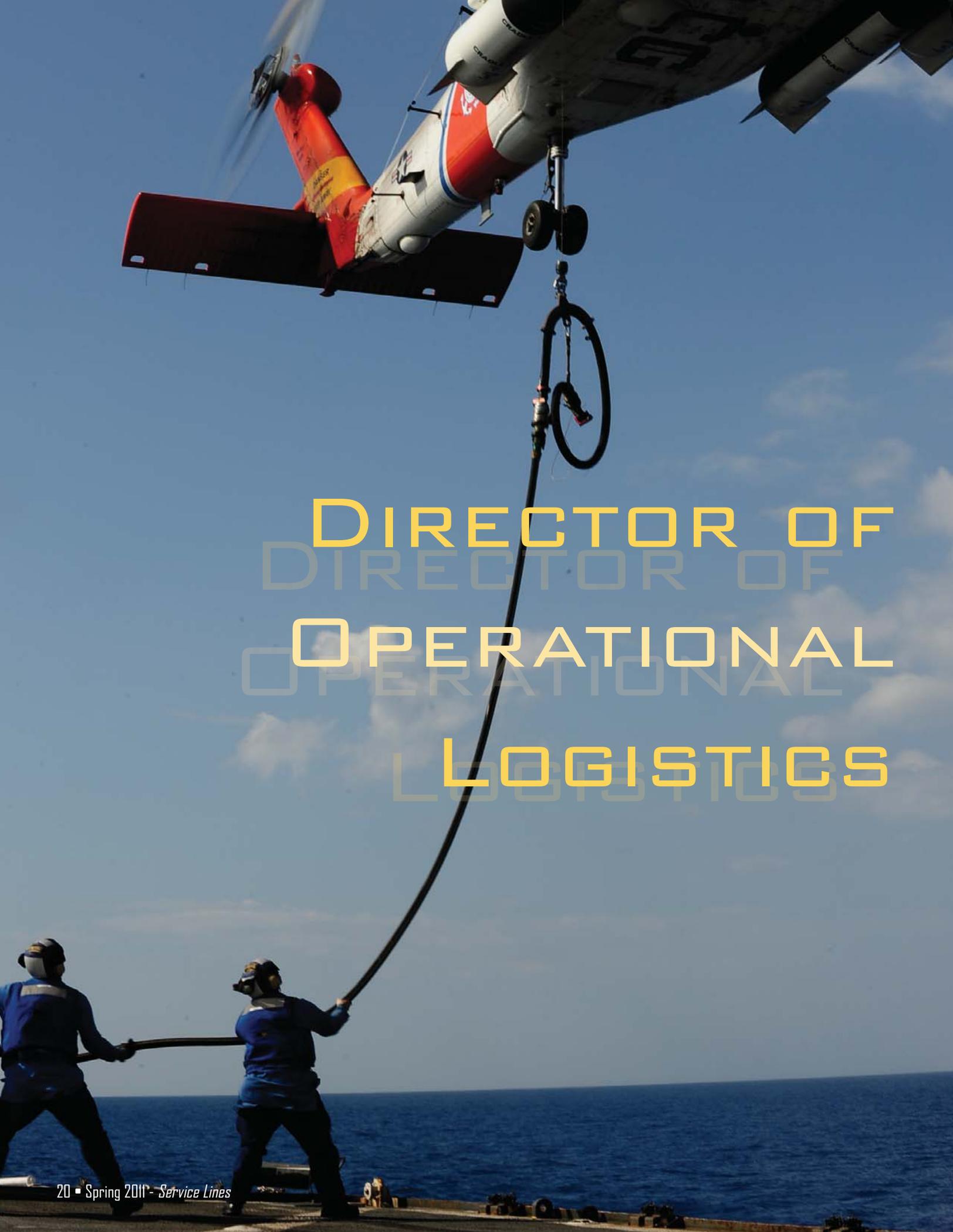
As a national command, we have made some notable contributions to mission performance. We stood up a forward-deployed schoolhouse that provided newly arriving multi-agency responders with just-in-time critical knowledge and standardized skills to respond to the Deepwater Horizon oil spill. We drove a reduction and streamlining of mandatory training for

all Coast Guard personnel, enabling the reinvestment of more than 400,000 man hours. We have developed baseline operational readiness metrics and an associated readiness dashboard for Deployable Operations Group units, select Pacific Area cutters, Air Stations San Francisco and Sacramento, and the Helicopter Interdiction Tactical Squadron. This dashboard whets the appetite for analysis and presentation of readiness metrics for use by operational commanders. Through its direct oversight of the Coast Guard Training System, we can rapidly effect training changes in response to feedback from operational commanders and from mission support directorates and product lines.

In January 2011, FORCECOM transitioned to the Deputy Commandant for Mission Support (DCMS), enabling strong alignment with its directorates and fostering close engagement with product and service lines. We are now a partner-in-performance within the DCMS family, with close ties with operational commanders and units through doctrine and TTP development, as well as various inspection and assessment processes.

Aiming high in 2011, we intend to develop and manage the emergent Coast Guard Readiness Reporting System; standardize the performance of the Coast Guard's Exercise Support Teams; and develop, codify and implement a process to improve the collection, analysis and incorporation of lessons learned. Learn more about FORCECOM and read our 2011 Business Plan at <http://www.uscg.mil/forcecom>.

FORCECOM's focus is, and always will be, operational commanders and their units. Our job is to keep the tip of the spear sharpened. And with the help of our mission support partners, operational units and Coast Guard personnel will reap the benefits. ■



DIRECTOR OF  
DIRECTOR OF  
OPERATIONAL  
OPERATIONAL  
LOGISTICS



FROM THE  
**PROSPECTIVE DIRECTOR OF  
OPERATIONAL LOGISTICS**

***CAPT. (REAR ADM. SELECT) RICK GROMLICH***

The tragic Haitian earthquake in January 2010 became the largest and most complex real-world test of the modernized mission support organization (Mission Support 1.0) to date. The new bi-level logistics and service-delivery system provided a high level of operational readiness for deployed personnel and assets. However, much of the mission support response was centrally directed from Coast Guard headquarters using an ad hoc structure in the field. Mission Support 2.0 will mature the mission support organization in the field to one that is standard, clear and predictable—a priority of the Commandant's guiding principle of steadying the service.

The first step in implementing Mission Support 2.0 occurred in November 2010 when the Director of Operational Logistics (DOL) was established in Norfolk, Va. The DOL will deliver logistics during steady state and contingency operations, and for planned events of national significance. Its first subordinate unit—Base Seattle—was established shortly after when regional mission support elements transitioned to the new standard base construct. These critical first steps began the shift of command and control of operational logistics to the field while allowing for continued implementation of the successful bi-level mission support business model.

In his role as commander of Base Seattle, Capt. Bob Klapproth will coordinate all regional mission support activities in the 13th District and provide a single touch point for operational commanders for coordinated mission support services. A member of the Base Seattle command cadre will provide daily mission support expertise as a collateral duty to the district commander and support current, planned and contingency operations.

In general, operational partners will receive logistics and support services using the same product line processes that are in place today, but they will have additional avenues to access those services and those services will be better integrated across product lines. A base provides a single point of contact to access and

coordinate the wide variety of services provided by the mission support organization. Individual service lines (i.e., Naval Engineering Support Units, Electronics Support Units, and legacy Health, Safety and Work-Life field offices) will remain field-level touch points for those accessing individual mission support services.

Looking ahead to 2011, the DOL and the Base Seattle pilot will refine the cooperation, team-building and adaptability essential to succeed in a matrixed environment and establish additional bases in more locations. Specifically, we will:

1. Release a standard base organization manual to document the consistent level of services provided by a base regardless of location.
2. Provide the Mission Support 2.0 Concept of Operations to ensure responsibilities and authorities in the mission support organization are clearly defined. It will include lessons learned from the Base Seattle pilot to ensure the successful standup of future bases.
3. Define the processes to realign the DOL and base reporting chain during major national and regional contingencies to the area and district commander, respectively.
4. Initiate the standup of the remaining 12 Phase 1 bases after the pilot program has run for a minimum of 90 days.

The other 12 planned Phase 1 base locations are: Alameda, Calif; Boston; Cleveland; Elizabeth City, N.C.; Honolulu; Ketchikan, Alaska; Kodiak, Alaska; Los Angeles/Long Beach; Miami; New Orleans; Portsmouth, Va.; and Washington, D.C. (headquarters). We are studying potential Phase 2 and 3 base locations in concert with Atlantic Area, Pacific Area and other major field commands.

This is an incredibly exciting time for all of us within the mission support organization. You should be proud of your accomplishments to date. Through your sustained efforts, we continue to identify more effective and efficient ways to deliver mission support services to the operational community! ■

# THE COAST GUARD RESPONDS TO WIKILEAKS

by Sam Evans, Security Policy Division



Coast Guard personnel make choices every day about the details of their lives that they may or may not tell others, whether in an office conversation or a status update on Facebook. However, sometimes you may realize that you made a mistake and revealed something too sensitive that would have been better kept private. But for the cache of military communications and diplomatic cables posted on the WikiLeaks website, there was no mistake. The organization intentionally posted details from private interactions never intended for public dissemination, revealing classified and highly sensitive information.

Following the WikiLeaks releases last year, the Office of Management and Budget directed all agencies that handle classified information to establish a security assessment team to review procedures for safeguarding classified information against improper disclosure, evaluate configuration of classified government systems and review restrictions on usage of removable media on classified government computer networks. The Department of Homeland Security further directed each component to establish security assessment teams and accomplish the internal review.

Coast Guard leadership asked the Insider Threat Working Group (ITWG) to take the lead and begin working on these issues. The ITWG consists of counterintelligence, Coast Guard Investigative Service, security and information assurance experts. The ITWG was initially formed at Coast Guard headquarters in late 2009 and will ultimately be established at the area

commands once policy is developed.

While the ITWG continues its work, it is important that all of us remember our role in protecting our nation's secrets. There are legitimate reasons to classify information that the Coast Guard needs to conduct its many missions.

All personnel should be reminded to not access WikiLeaks or other websites to view or download the publicized classified information. Doing so would introduce potentially classified information to unclassified networks. It is incorrect to assume that the information is no longer classified even if it resides in the public domain as, according to Executive Order 13526, "classified information shall not be declassified automatically as a result of any unauthorized disclosure of identical or similar information."

The information posted on WikiLeaks and various websites has not been declassified by an appropriate authority and requires continued classification or reclassification. It is apparently classified information that appears to have been disclosed without appropriate review and authority. The information posted needs to be reviewed by the appropriate Original Classification Authorities (OCAs) to determine if it is classified, conduct damage assessments and make a determination regarding continued classification. Despite the circumstances surrounding WikiLeaks, everyone must continue to protect information commensurate with the level of classification assigned until the information is assessed by the appropriate OCAs. ■

# THE COAST GUARD FACES OPERATIONS SECURITY VULNERABILITIES

by Operations Security Staff

**T**oday more than ever, Operations Security (OPSEC) is vital for Coast Guard mission success. The lack of sound OPSEC practices endangers the lives of Guardians and their family members and reduces operational effectiveness. Constantly emerging technologies allow adversaries to exploit weak OPSEC practices and access sensitive Coast Guard information.

One particular sector our adversaries can exploit is unencrypted and unsecured email. Unencrypted and unsecured email containing sensitive Coast Guard information remains a major OPSEC concern despite repeated guidance advising personnel of its dangers. Sophisticated adversaries may have the means to access Coast Guard email once the information leaves the security of the Coast Guard Data Network. In other words, our emails are vulnerable to being intercepted by our adversaries.

## Governing Policy

COMDTINST 5500.13, U.S. Coast Guard Information Assurance for Unclassified Information Systems, states



U.S. Coast Guard photo.

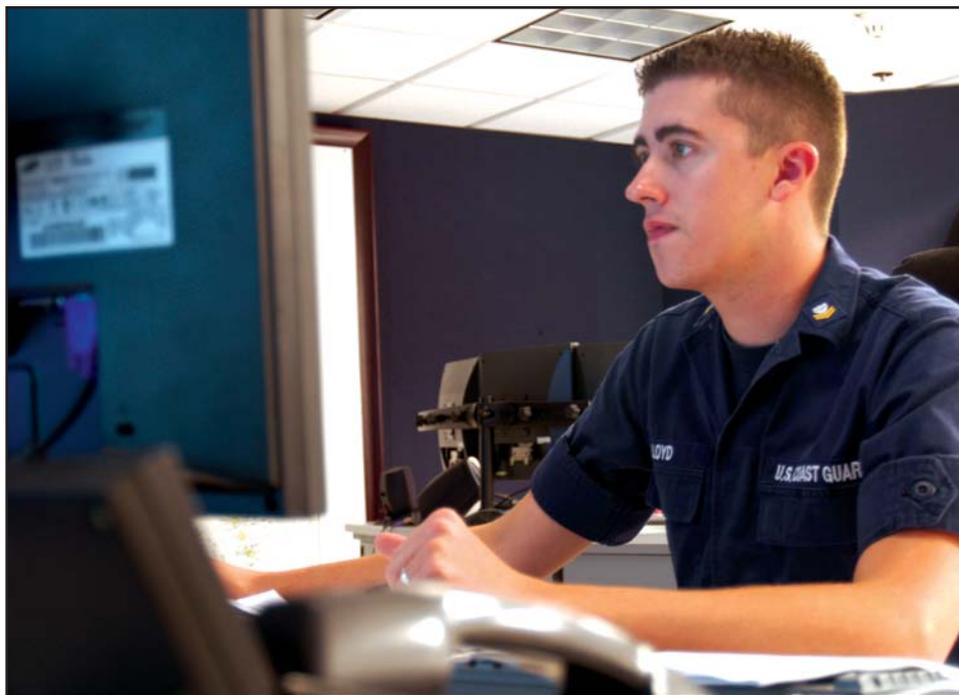


Photo by Lt. Cmdr. C. T. O'Neil.

that Coast Guard email shall be encrypted and password protected if the recipient is located outside the continental United States, and when sending official Coast Guard email to non-DHS.gov domains.

## Countermeasures

The least expensive and most effective countermeasure to address this vulnerability is awareness. Awareness resources and references are available to all personnel at the Office of Security Policy and Management's OPSEC website at <http://cgweb.comdt.uscg.mil/dcms-34/OPSEC.aspx>.

In addition to awareness, OPSEC surveys are available to units, free of charge, which will help unit commanders identify weaknesses in their OPSEC programs and recommend ways to address the weaknesses. To schedule an OPSEC survey, please contact your security manager. OPSEC points of contact are Randy Reau at [Randall.J.Reau@uscg.mil](mailto:Randall.J.Reau@uscg.mil) and Larry Pugliese at [Lawrence.J.Pugliese@uscg.mil](mailto:Lawrence.J.Pugliese@uscg.mil). ■

# HUMAN

# RESOURCES





FROM THE  
ASSISTANT COMMANDANT FOR  
HUMAN RESOURCES

*REAR ADM. RONALD T. HEWITT*

The mission of Human Resources is to “meet the people needs of the Coast Guard, and the needs of Coast Guard people.” In practical terms, this means supplying leaders at all levels of the Coast Guard with the people they need to accomplish their mission, and providing for our shipmates, both military and civilian.

The ability to execute our mission was greatly enhanced with the stand-up of the mission support organization, including the Personnel Service Center and the Health, Safety and Work-Life Service Center. Since then, we have been working to standardize our people support services to ensure all Coast Guard members get consistent, quality support wherever they are located.

As we re-engineer our service delivery model, we are also implementing internal controls to make certain our processes and systems are audit compliant. Our focus in this realm is to develop a civilian time and attendance system, a civilian electronic official personnel folder, and a military payroll system that provides better tracking, accuracy and access to records. We are also acquiring a new electronic health record system that will provide Coast Guard active duty and reserve personnel with a longitudinal record for their entire career and will facilitate provision of care beyond retirement.

Our effort to improve non-pay compensation for all members of our Coast Guard family is achieving unprecedented success. The Coast Guard Exchange System (CGES) has expanded its online presence at <http://www.cg-exchange.com>, and we now have new and improved stores in many locations, including a deployable support exchange that can bring CGES services to our front lines. CGES profits are rising, allowing greater returns for our morale, well-being and recreation programs.

We’ve tackled assignment challenges driven by contingency operations and fluid budget forecasts while minimizing adverse impacts. Our surge staffing process delivered nearly 9,000 responders to support the Haitian

earthquake and Deepwater Horizon response operations. Our Recruiting Command met its reserve accession target for the first time in recent history and achieved significant workforce diversity goals. The quality of our enlisted recruits continues to be the best among all military services.

Last year, Coast Guard reservists showcased their value as an integral component of the total workforce. The Deepwater Horizon oil spill occasioned the largest recall of the Coast Guard selected reserve since the Sept. 11 terrorist attacks, with more than 2,600 reservists mobilized. In addition, 195 reservists responded to the Haitian earthquake and 23 supported Midwest floods. However, these challenging operations verified the necessity of important program improvements.

This year, we are developing a Concept of Reserve Employment to help reservists and their commands understand what skills and competencies they are expected to attain, how to attain them through standardized training and augmentation, and how they may expect to be employed when mobilized for specific contingencies. We have also chartered a work group to develop doctrine to guide the mobilization and demobilization process to ensure that lessons learned from Deepwater Horizon don’t become shelfware. And, we are continuing to mature the Reserve Force Readiness System implemented over the past couple of years.

We also continue to excel in developing leaders at the Coast Guard Academy. The academy doubled the percentage of minority admissions from 12 percent in 2008 to 24 percent in 2010, achieved accreditation from the New England Association of Schools and Colleges, and was ranked the top regional college in the Northeast in *U.S. News and World Report’s* 2011 school rankings.

I am very proud of everyone in Human Resources. Your hard work, creativity and resilience as you deliver our mission will ensure the Coast Guard remains a premier maritime service that is *Semper Paratus!* ■



# THE COAST GUARD RAISES THE BAR IN DIVERSITY MANAGEMENT

by Portia Boggia Davidson, Office of Diversity

**T**he Coast Guard recognizes that recruiting, developing and retaining a highly skilled, capable and diverse workforce is a business imperative and critical to mission readiness. Valuing diversity is an important part of building a work environment that respects and appreciates the contributions of individuals from various backgrounds who share the Coast Guard's core values of honor, respect and devotion to duty.

Coast Guard Commandant Adm. Bob Papp is committed to making the service a federal government leader in diversity management. To realize this commitment, the Coast Guard has implemented an aggressive and innovative plan for diversity management.

In 2009, the Coast Guard published its Diversity Strategic Plan, which sets clear and concise direction for the service's senior leaders to make diversity-related business decisions. Now, the Diversity Strategic Plan has inspired a campaign, known as Operational Task (OpTask) Diversity, which aligns and links the Coast Guard's component-level strategic goals with its tactical field-level actions and related measurable performance objectives.

In April 2010, the Coast Guard hosted a three-day diversity leadership summit that helped improve the service's training and education to underscore the value of workforce diversity. Many attendees described the summit as a "world-class" event. It brought together more than 200 men and women from across the Coast Guard, providing valuable opportunities to network with colleagues in diversity management.

## 2010 Accomplishments and Milestones

Already, the Coast Guard's diversity strategy and campaign are producing measurable results:

- For the first time, the Coast Guard ranked 16th on the list of the top 50 employers identified by HBCUConnect.com, a website for students, alumni and faculty of Historically Black Colleges and Universities.
- The Civilian Hiring Guide for Supervisors and Managers, published in June 2010, underscored the value of a diverse applicant pool in selecting the best-qualified applicants.
- The Coast Guard Academy Class of 2014 recently swore in the highest number of minority cadets in the academy's history. There was a 79 percent increase in minority inquiries over 2009, including a 147 percent increase in African-American inquiries.
- Of the 2,257 active duty accessions in fiscal year 2010, 40 percent were underrepresented minorities and nearly 30 percent were women, an increase over previous years.
- The service promoted the first African-American three-star flag officer, Vice Adm. Manson Brown.
- The Coast Guard appointed the second woman to serve as Vice Commandant, Vice Adm. Sally Brice-O'Hara.
- The Coast Guard selected the first African-American aviator in 31 years to command an air station, Cmdr. Michael Platt.
- Officer and enlisted minority retention remained at an all-time high, at more than 90 percent, exceeding majority retention rates.



*Lt. Jeanine Menze, the first African-American female aviator in Coast Guard history, pins aviator wings on Lt. j.g. La'Shanda Holmes, the first African-American female helicopter pilot in the Coast Guard. U.S. Navy photo by Ens. Ryan Trespalacios.*

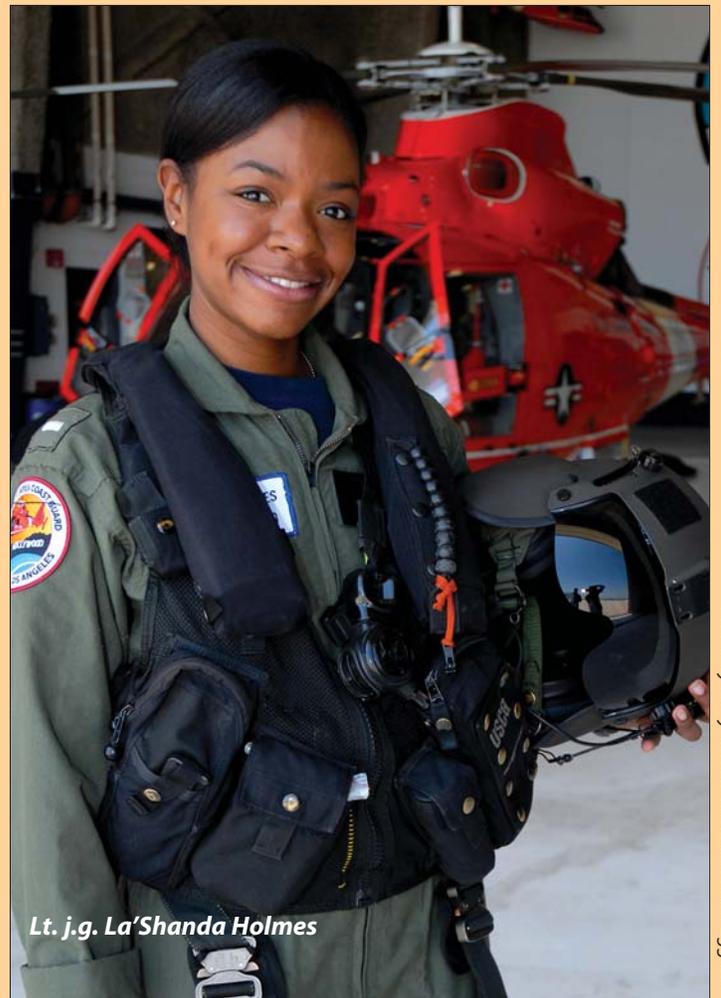
The Coast Guard recognizes the need to continue creating and maintaining a diverse workforce, and to ensure that every American has the opportunity to join or be employed by the Coast Guard. The service's leadership appreciates the importance of participating in affinity group conferences, which support underrepresented populations by highlighting legislation that may impact members and offering professional development, mentoring and outreach.

Outreach builds Coast Guard awareness and support, especially in geographic areas and within organizations whose demographics meet the needs of the service. In 2010, outreach teams increased Coast Guard visibility and built relationships with science, technology, engineering and mathematics-focused minority communities. These and other efforts promoted Coast Guard career options to 196 schools and organizations.

**Executive Outreach Management System**

To measure the effectiveness of the Coast Guard's outreach and diversity strategic communication efforts, the service deployed a new business-aligned management system called the Executive Outreach Management System (EOMS). The system tracks, manages, coordinates and reports all strategic communication partnership activities for the engagements of all flag officers and members of the Senior Executive Service.

The EOMS allows the Coast Guard to analyze and archive information and data pertinent to diversity strategic communication efforts while providing a framework for planning, implementing, measuring and achieving long-term diversity goals. The EOMS also provides a dash-



*Lt. j.g. La'Shanda Holmes*

*Photo by Petty Officer 1st Class Adam Eggers.*



*Coast Guard Commandant Adm. Bob Papp mentors Coast Guard Academy cadets. Photo by Petty Officer 1st Class Kip Wadlow.*

board output that displays measures for contacts, events, principal event counts and target audience event counts. The system will improve the effectiveness of diversity communications and event management processes and contribute to implementing the Coast Guard's diversity strategy and campaigns.

### **Diversity Training and Technology**

Diversity training is crucial as members of the workforce learn how to interpret cultural differences, behaviors and languages. Coast Guard leadership also believes training will help minimize conflict and build collaboration. The service has developed the Audience Response Technology System, a valuable training and assessment tool designed to survey audiences on their level of diversity knowledge and experience. This technology will help senior leaders analyze diversity areas of focus and future training needs.

The Coast Guard recognizes that workforce diversity is crucial. The service requires the best human capital to operate and maintain the platforms and support systems upon which it relies to execute its missions. The service's diversity strategy and OpTask Diversity campaign will help position the Coast Guard to be proactive in recruitment and retention efforts. Improved training and new technologies will help to teach and measure progress as the Coast Guard works to achieve its diversity goals and continues to be recognized as the service of choice for a diverse workforce in the federal government.

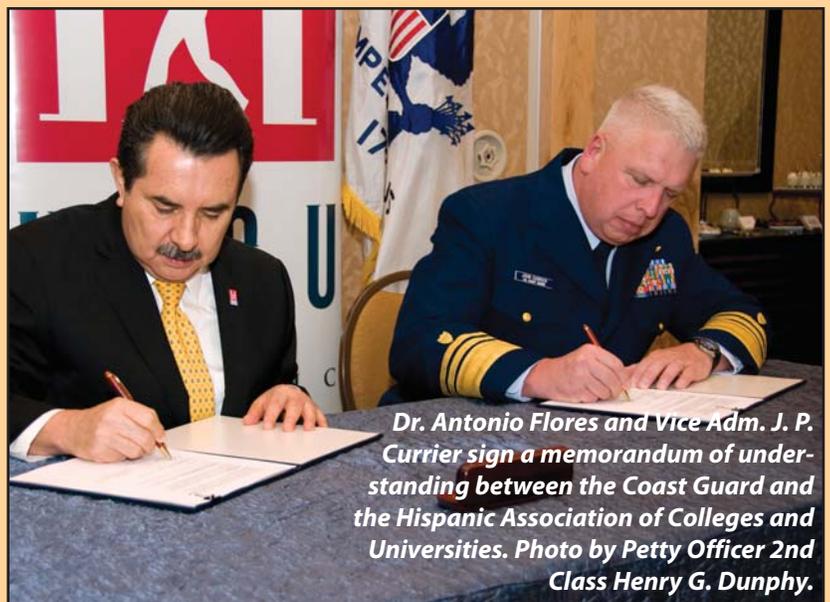
Visit the Office of Diversity online at <http://www.uscg.mil/diversity/>. ■

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**“It’s every Coast Guardsman’s job to make the workplace one of respect. You must value your shipmates, no matter what their background.”**

—Coast Guard Commandant  
Adm. Bob Papp  
*2011 State of the Coast Guard address*

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*Dr. Antonio Flores and Vice Adm. J. P. Currier sign a memorandum of understanding between the Coast Guard and the Hispanic Association of Colleges and Universities. Photo by Petty Officer 2nd Class Henry G. Dunphy.*



# THE HEALTH, SAFETY AND WORK-LIFE SERVICE CENTER

by Health, Safety and Work-Life Service Center Staff

The newest of the Coast Guard's six mission support logistics and service centers, the Health, Safety and Work-Life Service Center (HSWL SC) was established in August 2010 in Norfolk, Va.

Under the command of Capt. Gary L. Bruce, the HSWL SC ensures and coordinates access to and delivery of health, safety and work-life services to Coast Guard members and employees. The service center provides the operational, technical and professional authority over the systems, services, techniques, practices and assets that deliver these services to the field. Additionally, in order to facilitate Coast Guard interaction with the Department of Defense Military Health System and the TRICARE health care program, the commanding officer of the HSWL SC is designated as the Coast Guard's military treatment facility commander and intermediate service representative for all Coast Guard sick bays and practice locations. The HSWL SC reports to the Chief Medical Officer of the Coast Guard.

Through detached and collateral duty assignments, the service center has created links with the Atlantic and Pacific Area commanders, district commanders and base commanding officers. The HSWL SC aligns health, safety and work-life services with mission support and execution structures, and has defined touch points with key operational and mission support organizations.

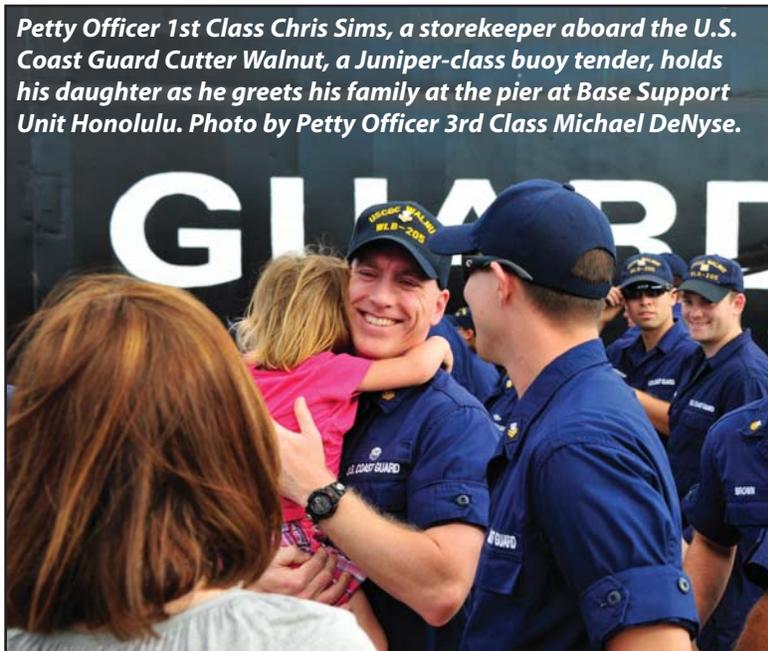
HSWL services work toward these four outcomes:

1. **A healthy and ready work force.** As a mission support entity, the first priority of HSWL services is to ensure Coast Guard men and women are healthy, fit and focused enough to be ready to perform the often dangerous missions the Coast Guard executes in the maritime environment. Equally important, a service member is better able to focus on the mission if his or her family is able to thrive in the community where they live.
2. **A safe workplace.** HSWL services are committed to a workplace that is occupationally and interpersonally safe, as well as making safety prevention and continuous improvements a priority. A safe workplace supports unit cohesion and morale, job satisfaction and mission focus.

3. **Integration with Coast Guard operations and contingency responses.** Whether performing flight surgeon consults, designated medical officer advisor services, family safety assessments or shipboard safety inspections, HSWL professionals must be familiar with the needs of Coast Guard operators and inform their practices to best accommodate and support Coast Guard operations. The service center must also deploy the right HSWL capabilities, in the right place and at the right time, for contingencies.
4. **A single point for HSWL product line accountability and resource management.** With the alignment of technical expertise and authority, the HSWL SC assumes responsibility for ownership, accountability, optimization, stewardship and quality improvement of the HSWL product line.

The HSWL SC command duty officer may be contacted anytime at [HSWL-SUPACT-CDO@uscg.mil](mailto:HSWL-SUPACT-CDO@uscg.mil) or (757) 846-5348. Visit the service center online at <https://cgportal.uscg.mil/delivery/Satellite/HSWL/>. ■

*Petty Officer 1st Class Chris Sims, a storekeeper aboard the U.S. Coast Guard Cutter Walnut, a Juniper-class buoy tender, holds his daughter as he greets his family at the pier at Base Support Unit Honolulu. Photo by Petty Officer 3rd Class Michael DeNyse.*





Coast Guard members from Sector and Station San Diego pose in front of an MH-60 Jayhawk helicopter.

# THE PERSONNEL SERVICE CENTER

by Personnel Service Center Staff

The Personnel Service Center (PSC) was established in 2009 in Arlington, Va., by incorporating the Pay and Personnel Center, Coast Guard Recruiting Command, Community Services Command, 12 Personnel Services and Support Units (PSSUs), four divisions, administrative support staff and business operations staff.

Under the command of Rear Adm. Daniel May, the PSC supports mission execution by recruiting, accessing, assigning and developing careers; maintaining well-being; and compensating, separating and retiring all Coast Guard military personnel. The PSC's vision is to provide superior support to Coast Guard military personnel, meeting their needs from recruitment through retirement.

There are three major commands and 12 PSSUs that report to the service center.

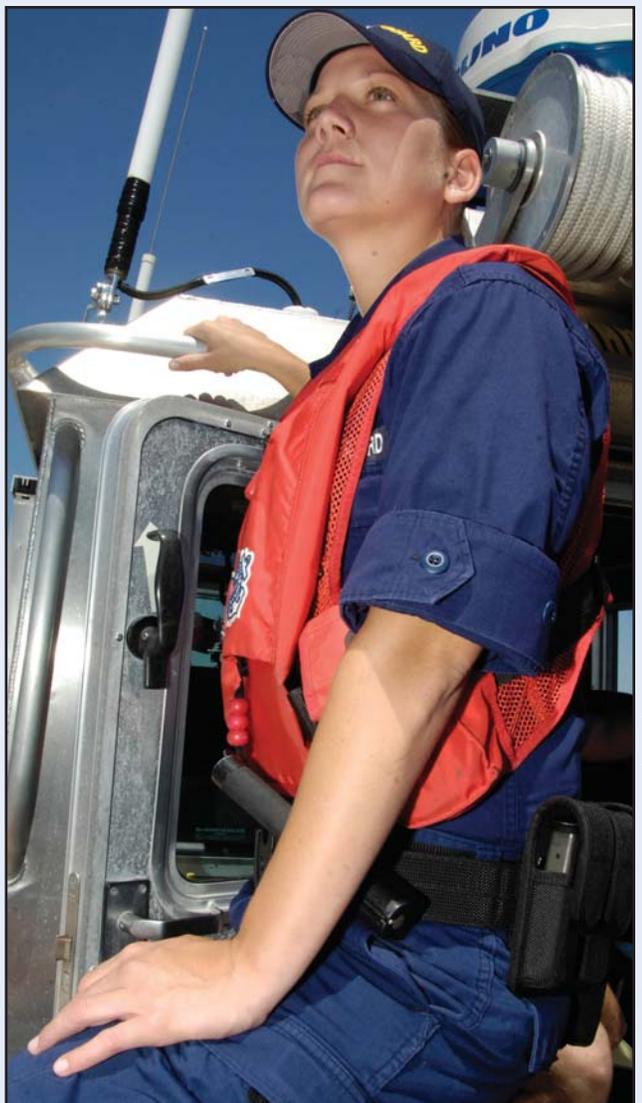


Photo by Petty Officer 2nd Class Christopher Evanson.





Photo by Chief Petty Officer Tom Spurdito.

### PSC Commands

The Pay and Personnel Center provides caring and responsive personnel and compensation services for all Coast Guard military members, retirees, annuitants and other customers in support of Department of Homeland Security missions.

The Coast Guard Recruiting Command finds qualified recruits for the service who can perform, support and lead Coast Guard operations.

The Community Services Command brings together the quality-of-life services of morale, well-being and recreation, as well as the Coast Guard Exchange System, to uplift service members and their families.

### Objectives and Service Lines

The service center provides integrated support to the Coast Guard's military workforce. It:

- Places under one flag officer all the elements that support the military workforce by providing a human resources system that is flexible and responsive to dynamic personnel requirements;
- Delivers central support for all military members' personnel services and career management through three major field commands and PSC staff; and
- Oversees regional-level support of personnel services at the field level.

The PSC's service lines are broken down by officer, enlisted, reserve and retiree, and provide full lifecycle support for personnel who fall within each. The service line manager is the primary point of contact for the operational unit and the single point of accountability for any military personnel-related issue.

Visit the PSC online at <http://www.uscg.mil/psc/>.



“Providing personnel services to enable our people to perform at the level necessary to meet operational requirements remains an essential element in achieving mission success.”

—Rear Adm. Daniel May,  
Commander, Personnel Service Center,  
*Personnel Service Center Business Plan for Fiscal  
Years 2011-2014*



Photo by Petty Officer 2nd Class Patrick Kelley.

# ENGINEERING & LOGISTICS





FROM THE  
**ASSISTANT COMMANDANT FOR  
ENGINEERING AND LOGISTICS**

**REAR ADM. THOMAS OSTEBO**

The Engineering and Logistics Directorate's mission is to develop and support the systems that enable the Coast Guard to be Semper Paratus for all missions and all hazards, today and tomorrow. The 5,800 men and women that make up the directorate at headquarters and three logistics centers are responsible for all naval, civil, aeronautical and industrial engineering and logistics for the Coast Guard's \$22 billion capital plant, which includes 23,000 facilities, 250 ships, 1,800 boats and 200 aircraft.

My aim is to ensure we provide affordable readiness for the Coast Guard, focusing on predictable availability and reliability in operations. While there is still much work to do, I believe we have made great progress over the past year in developing a logistics system that is process-driven, predictable and reliable, and provides availability in a way that allows operators to have the freedom of action they need.

While we still have a long way to go in delivering a fully modernized Coast Guard logistics system, we have made significant progress. First, we seamlessly transitioned from the old logistics support system by eliminating the legacy Maintenance and Logistics Commands and standing up the logistics centers. We also instituted the product line manager and bi-level maintenance concepts with strong operational success, most notably demonstrated by the Haitian earthquake and Deepwater Horizon oil spill responses. In both cases, we provided better logistics support than we ever could have under our old logistics system. Furthermore, we are putting real money on the table with efficiencies in logistics. And we are beginning, for the first time in history, to measure the sensitivity between operational tempo and logistics support across our surface fleet.

The four cornerstones of the mission support business model—configuration management, total asset visibility, bi-level maintenance and product line management—are being firmly institutionalized. For example, a comprehensive configuration management policy was developed that led to a 50 percent reduction in configuration management discrepancies within the patrol boat fleet alone. Here are some examples of our

great accomplishments over the past year:

**Aviation Engineering**

- Achieved 72 percent aircraft availability, 92.3 percent dispatch success and 92 percent of program flight hours for fiscal year 2010.
- Oversaw management of \$1.1 billion in aviation materiel inventory and achieved 99.8 percent inventory accuracy for quarterly audits.

**Civil Engineering**

- Executed more than \$275 million to restore and enhance 8th District operations after the 2008 hurricane season devastated most of the Gulf of Mexico's port facilities.
- Developed a nationwide centralized project prioritization methodology for the fiscal year 2011 AFC-43 shore facility maintenance program, which focuses scarce resources on maintenance and improves audit conditions by imparting programmatic controls on funds execution.

**Naval Engineering**

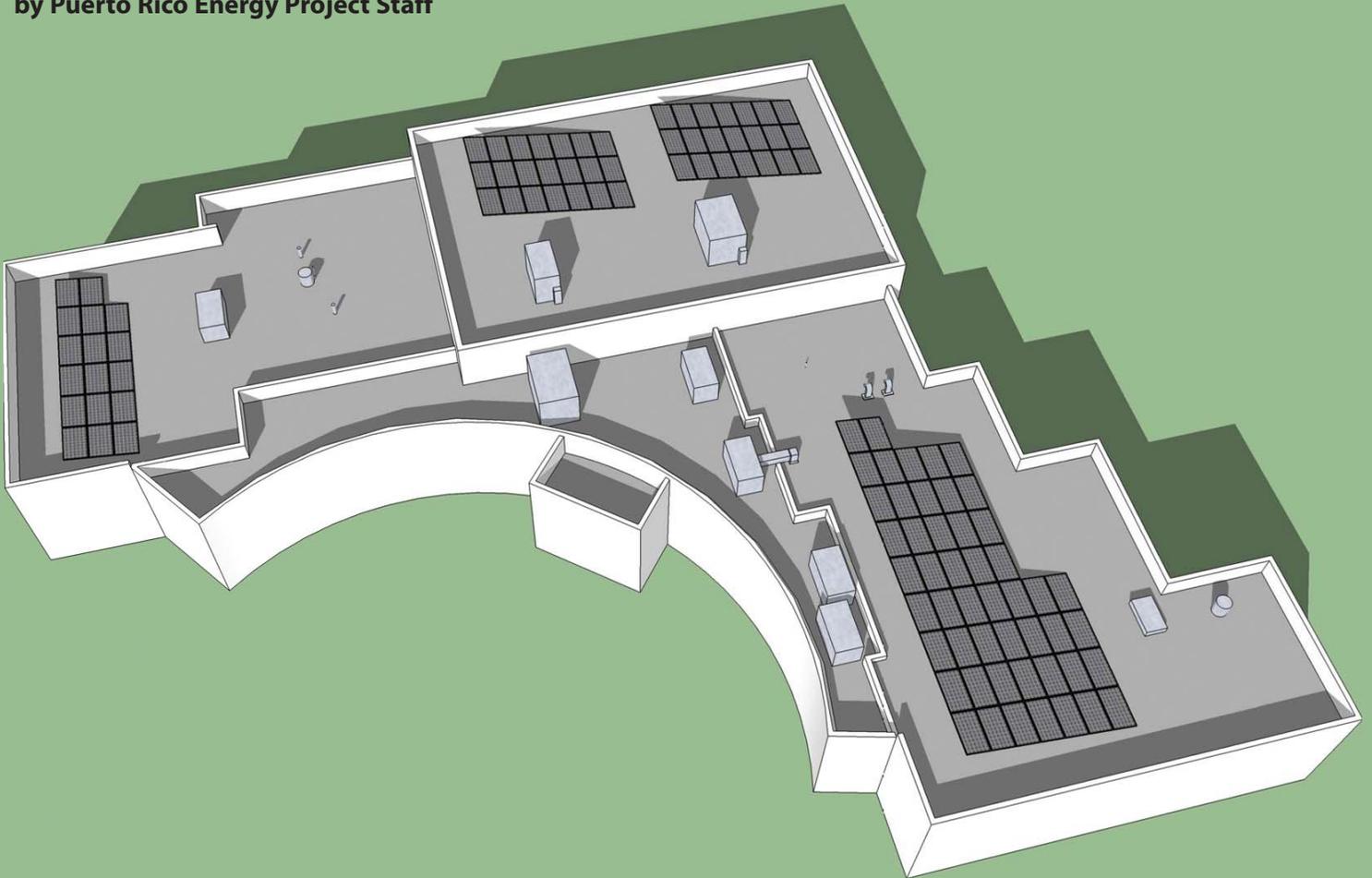
- Assumed responsibility for providing fully modernized logistics to 36 sectors encompassing more than 760 assets. The Small Boat Product Line facilitated an average asset availability rate that exceeded an 80 percent target for fiscal year 2010.
- Completed post-shakedown availability on the U.S. Coast Guard Cutter Bertholf, the first National Security Cutter, directly supporting the Ready for Operations determination in 2010.
- The Coast Guard Yard delivered eight vessels under the Mission Effectiveness Project (MEP): three 110-foot Island-class patrol boats and five 210-foot Medium Endurance Cutters (WMECs), including the last of the 210-foot WMECs to go through MEP.

It is essential that the connection between the Coast Guard's support activities and its operational effectiveness be seamless. Thank you to everyone in the engineering and logistics community for your leadership and hard work. The work you do within the mission support organization is absolutely vital to the success of the Coast Guard today and in the future.

■

# PUERTO RICO FACILITIES AIM TO SAVE ENERGY WITH NEW CONTRACTING VEHICLE

by Puerto Rico Energy Project Staff



***Rendering of Rio Bayamon's community center with photovoltaic array.***

In December 2010, the Coast Guard awarded a combined Energy Savings Performance Contract (ESPC) and Energy Services Agreement (ESA) for roof renovation and solar photovoltaic power at multiple Coast Guard facilities in Puerto Rico, including Rio Bayamon housing, Air Station Borinquen and Air Station Borinquen housing. The project began with \$10.5 million for roof repairs.



**Top: Aerial photo of Air Station Borinquen, Puerto Rico.**

**Right: Rendering of Air Station Borinquen's hangar with photovoltaic array.**



The project will install 2.89 megawatts of photovoltaic panels on renovated Coast Guard rooftops over a 13-month period. The photovoltaic electricity production, combined with new cool roofs that will reduce the annual cooling load of the buildings by 3.9 billion British thermal units, will result in an overall reduction of utility-purchased electricity by an estimated 40 percent. Cost savings derived from the reduced purchases will be used

to pay off the project for the full performance period.

The project's execution strategy is the first of its kind for the federal government, as it embeds an ESA within an ESPC financing vehicle, thus maximizing the incentives and overall value to the Coast Guard. The incorporation of an ESA within an ESPC allows for third-party contractor ownership and maintenance of the roof photovoltaic systems, and the capture of a \$6.5 million grant

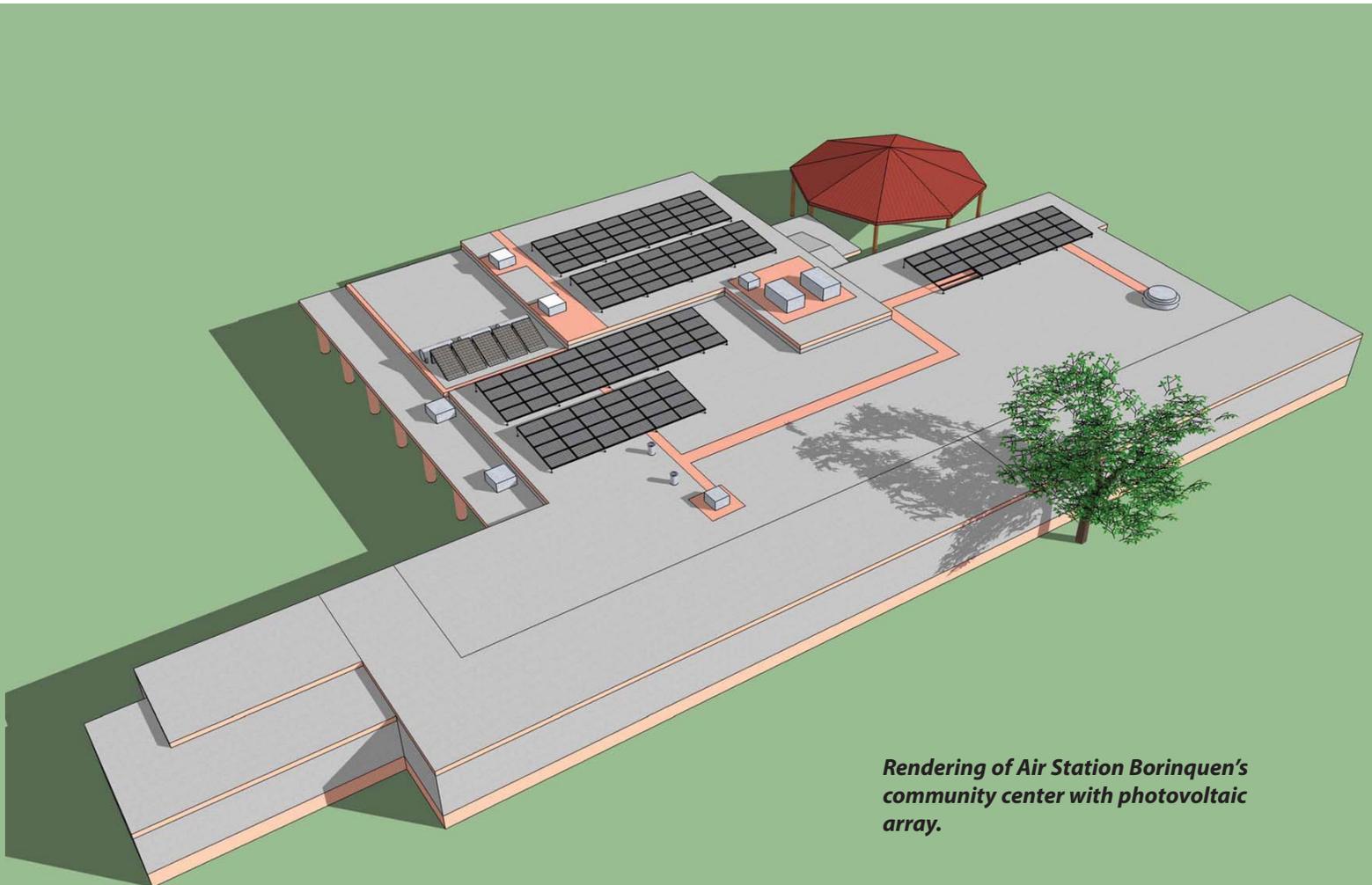
in lieu of a tax credit from the U.S. Treasury's federal program for renewable energy projects. As such, the Coast Guard's \$10.5 million investment results in \$34.4 million in capital improvements and repairs for photovoltaic power and roofing.

A potential future modification to the project may provide additional energy and water conservation-related capital improvements including lighting; controls; heating, ventilating and air conditioning; weatherization; and window film.

Equally important, the project will dramatically improve operations for on-base personnel and mitigate maintenance and design burdens for the civil engineering organization. Additionally, it will help the Coast Guard meet renewable-energy mandates, stabilize energy costs and security, change the perception of renewable energy on the island, assist Puerto Rico with its own energy goals and establish a new contracting model for the entire federal government.

### **Energy Savings Performance Contract**

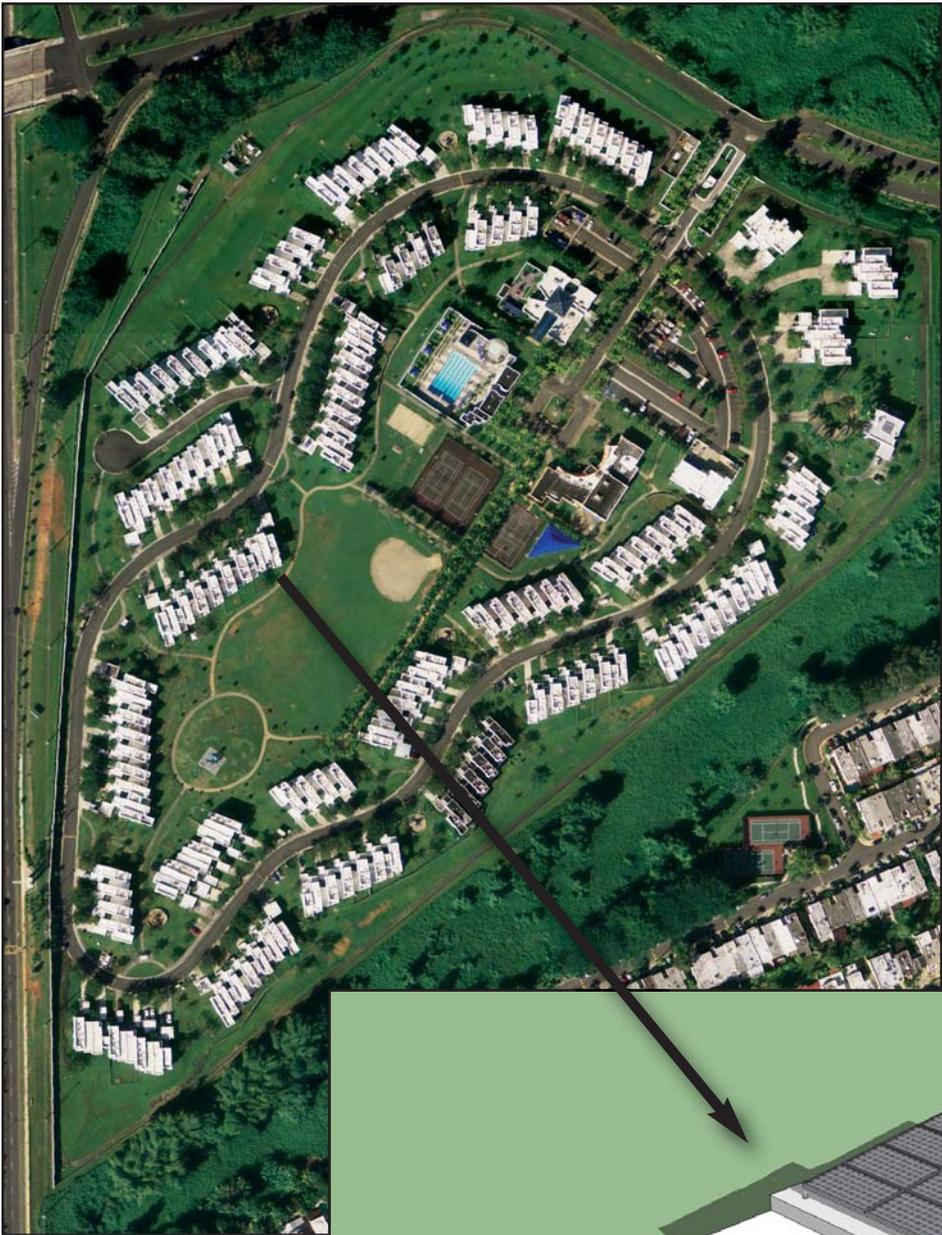
An ESPC project is a partnership between an agency and an Energy Service Company (ESCO). The ESCO conducts an initial survey to identify energy conservation measures that are likely to yield substantial energy savings. These findings are presented to the agency in a preliminary assessment and, upon acceptance of the preliminary assessment, the ESCO conducts a comprehensive energy audit. In consultation with the agency customer, the ESCO designs and constructs a project that meets the agency's needs and arranges financing to pay for it. The ESCO guarantees that the improvements will generate savings in utility costs sufficient to pay for the project over the term of the contract. After the performance period, all additional cost savings accrue to the agency. As authorized by law, federal agencies may enter into a multiyear contract for a period not to exceed a total term of 25 years including both the construction and service phases.



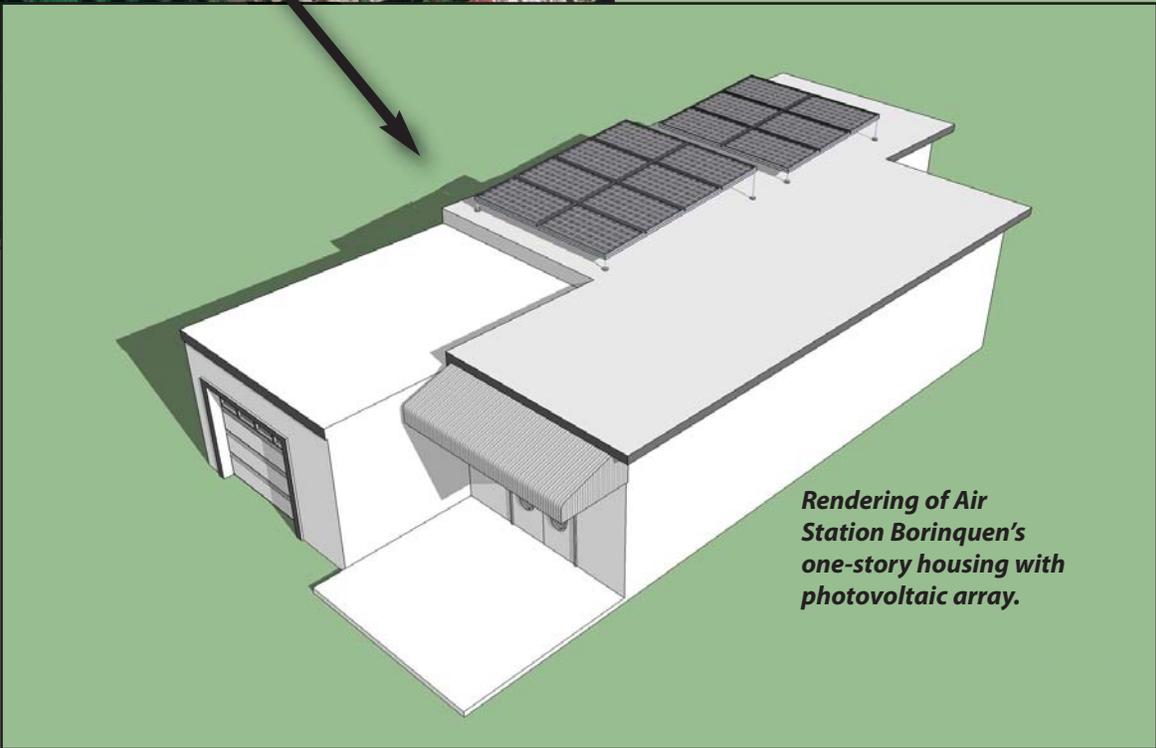
*Rendering of Air Station Borinquen's community center with photovoltaic array.*

**Energy Services Agreement**

An ESA is a long-term agreement for the supply of renewable energy between a federal customer and a third-party developer. The utilization of an ESA allows for the third-party developer to own and operate the renewable energy system, thereby capturing benefits such as tax incentives and accelerated depreciation. These savings are passed onto the customer as a means of maximizing project value. ■



*Aerial photo of Rio Bayamon housing complex, Puerto Rico.*



*Rendering of Air Station Borinquen's one-story housing with photovoltaic array.*

# AVIATION LOGISTICS CENTER LEADS IN LOGISTICS SUPPORT

by Aviation Logistics Center Staff

The Aviation Logistics Center (ALC) in Elizabeth City, N.C., provides centralized logistics support for all Coast Guard aviation missions. As the sole industrial complex for Coast Guard aviation, it provides depot-level maintenance, engineering, supply, procurement, acquisition and information services. Its unique combination of capabilities is unprecedented in government and industry, and has earned high praise among government logistics organizations as well as the private sector. The ALC has worked long and hard to become the only place in all of government aviation where depot-level maintenance (including both programmed maintenance and extensive modifications), engineering, procurement, supply and an information hub are all collocated. In essence, the center is the who, what, when, where and how of Coast Guard aviation and take its motto—We Keep ‘Em Flying—to heart.

## Mission and Facilities

The ALC's mission is to support 26 Coast Guard aviation units that operate about 200 aircraft. The reach is far; these air stations are located throughout the continental United States, Alaska, Hawaii and Puerto Rico, and deployed aircraft are supported worldwide. The center's annual workload includes overhauls of approximately 40 aircraft and modifications to another 30.

On an average day at the ALC, the team:

- Ships and receives more than 900 aircraft and standard boat parts;
- Responds to more than 100 technical or engineering questions;
- Performs depot maintenance on 23 aircraft;
- Works on four aircraft for unit drop-in maintenance;
- Manages 2,000 contracts valued at \$750 million;
- Has two expert field teams repairing aircraft at air stations;
- Repairs 500 component parts and manufactures 100 piece parts that support planned depot-level maintenance and warehouse requirements; and
- Processes approximately 600 Asset Logistics Management Information System material requisitions.



Photo by Petty Officer 2nd Class Andrew Kendrick.

The command occupies 23 buildings with approximately 540,816 square feet of floor space on 55 acres of the 749-acre base complex. This includes two large production hangars, three acres of warehouse space, an engine test cell, a machine shop and an aircraft paint hangar. In addition to space on the complex, the ALC occupies the off-site Heavy Maintenance Facility and C-130 metal shop. Outside of the core business processes, the ALC also occupies a 100,000-square-foot "transformation" warehouse that enables the transformation to centralized logistics support for the Coast Guard's standard boat fleets. All sectors and surface training commands currently receive support under the new model.

### Leadership and Standards

As Coast Guard aviation's leader in providing mission-critical overhaul and repair services for aircraft and aircraft components, the center consistently delivers high-quality products and services in a cost-effective manner. In addition to utilizing best practices, the ALC maintains an organizational focus on systematic performance improvement while aggressively pursuing safety and environmental stewardship. To ensure we have a highly skilled workforce, the ALC provides education and training opportunities for all personnel. The ALC is also strongly committed to supporting and strengthening the local community by participating in volunteer services and various initiatives of the Coast Guard Partnership in Education.

To ensure its business management system is effective and continually improving, the ALC utilizes the International Organization for Standardization's ISO standards, specifically ISO 9001:2000 (Quality) and ISO 14001:2004 (Environmental). In June 2006, the ALC reached a significant milestone in Coast Guard history by being the first Coast Guard unit to achieve a fully integrated ISO 9001 and 14001 business system.

Additionally, the center has been actively engaged in Lean Six Sigma process improvement initiatives that have resulted in more than \$12.8 million in projected

cost avoidances as well as significant increases in process efficiencies throughout the command.

### Commitment to Excellence

The center's commitment to excellence is nothing new. In 2006, the ALC was the winner of the White House's Closing the Circle Award for demonstrating exemplary environmental stewardship. The ALC has thrice been a recipient—at the Gold Level in 2004 and the Silver Level in 2001 and 2003—of the Commandant's

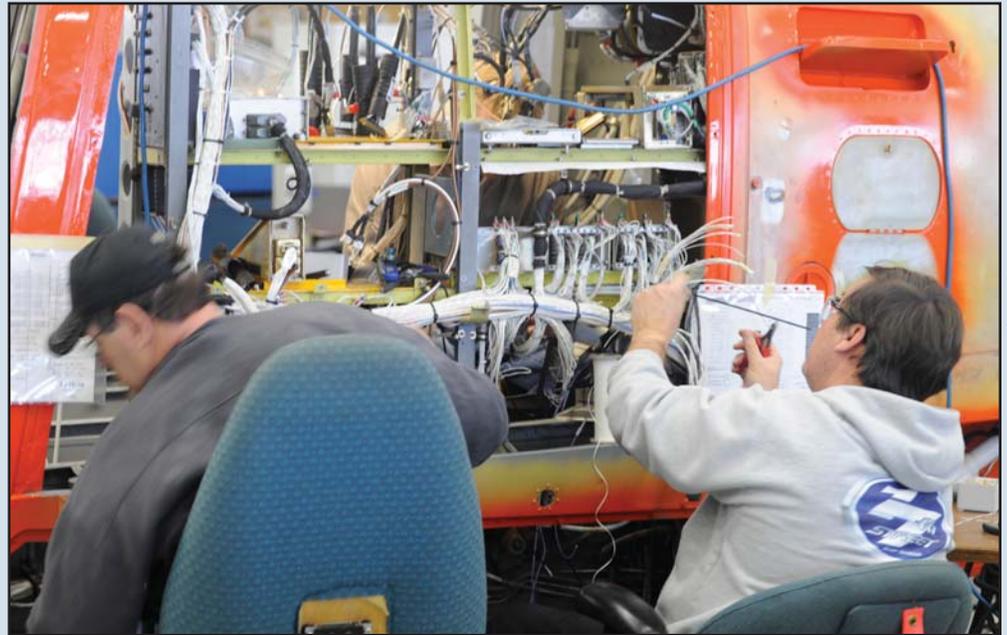


Photo by Petty Officer 2nd Class Andrew Kendrick.

Quality Award, which is based on Baldrige Performance Excellence Program criteria. The ALC was an inaugural recipient of the Alexander Hamilton Award for Excellence in 2009 and received the 2010 Captain Niels P. Thomsen Innovation Award in the science or technology category.

The continuing success of the center's business management system is due to the high level of support and dedication exhibited by its military, civilian and contractor employees throughout all levels of the organization. As one of the largest employers in the area, the ALC has more than 1,500 dedicated personnel, including 175 military, 538 civilians, 32 student apprentices/interns and more than 750 contractors. This diverse and talented workforce personifies the Coast Guard core values of honor, respect, and devotion to duty.

Visit the ALC online at <http://www.uscg.mil/alc/>.



# SURFACE FORCES LOGISTICS CENTER IMPLEMENTS LOGISTICS TRANSFORMATION

by Surface Forces Logistics Center Staff





*The U.S. Coast Guard Cutter Forward sits moored at Base Support Unit Portsmouth, Va.; behind the Forward are two other 270-foot Medium Endurance Cutters homeported at the base. Photo by Petty Officer 2nd Class Andrew Kendrick.*

**T**he Surface Forces Logistics Center (SFLC) is the single logistics center for the Coast Guard fleet, providing engineering, supply, maintenance and industrial services to 251 cutters and 1,930 boats stationed throughout the United States. The SFLC core workforce is comprised of about 1,800 personnel geographically distributed throughout the nation, with 1,008 military and 829 civilians, augmented by about 270 contractors. The Coast Guard Yard at Curtis Bay in Baltimore, a major subordinate command, has an additional workforce that exceeds 650 people.

The SFLC was established in January 2009 at the Coast Guard Yard and was formed by uniting the legacy regional system of engineering, logistics and industrial support. The building blocks of the center include the former Engineering Logistics Center in Baltimore, the naval engineering divisions of the Maintenance and Logistics Commands in Atlantic and Pacific Areas, Naval Engineering Support Units, Industrial Support Activities and Detachments, and the yard.

Since its inception, the SFLC has been charged with implementing the logistics transformation for the Coast Guard fleet. The objective of transformation is a drive toward an optimal state of affordable readiness in which the Coast Guard can know what it costs to operate a hull over its life-cycle, enabling it to make the best use of the next dollar in its planned maintenance budget.

The core structure of the center consists of 10 entities that fall into two groups: five product lines and five shared service divisions. The product lines are the SFLC's direct interface with commanding officers in the fleet and provide 24-hour logistics services for all 251 cutters and 1,930 boats assigned to their care. Under the Coast Guard logistics model, the product lines serve as experts on their assigned assets and exercise exclusive control over the engineering configuration of those assets. The five SFLC product lines are headed by product line managers.

The second part of the SFLC core structure is comprised of five shared service divisions. The shared service divisions exist to support the product line managers, providing them support in engineering, supply, contracting, industrial services and logistics management. As outlined in the Coast Guard logistics model, the divisions are also staffed with experts in their field, and they exercise exclusive control over the engineering and logistics processes used by the SFLC and its product line managers.

### Product Line Successes

The Small Boat Product Line (SBPL) was the first product line to undergo the transformation process, which began in 2008 ahead of the SFLC standup. Now, the Coast Guard is reaping the benefits of the SBPL transformation, as the line is using data to identify specific systems that are the greatest cost drivers and degraders of operational readiness. Cost drivers include those systems that are the most costly to maintain, and degraders of operational readiness are those that generate the greatest loss of operational time due to either maintenance or waiting for repair parts.

By studying the causes of these adverse impacts, the SBPL can make data-driven decisions about where the next maintenance dollar is best spent and how to address problems. In short, the line can determine whether it is more cost effective to change maintenance or operating practices, or more prudent to replace a system entirely. Making this determination was impossible prior to modernization, as data was not centrally collected and there was no easy way to identify the costliest

systems in terms of dollars or lost operational time.

Two examples from the SBPL illustrate the new opportunities that came with transformation. From its new nationwide vantage point, in 2010 the SBPL was able to see all maintenance data for the small boat fleet and identify the significant loss of operational boat hours caused by tire failures on the trailers used to transport boats. In this instance, upgrading the tires made an immediate and cost-effective improvement in boat availability. In another case, with all the national data on maintenance for small boat engines at its fingertips, the SBPL leveraged the Coast Guard's relationship with a major supplier. The Coast Guard is now the

Product Line	Personnel	Location	Assets Assigned
Long Range Enforcer Product Line	70	Oakland, Calif.	12 High Endurance Cutters , three National Security Cutters and the Alex Haley
Medium Endurance Cutter Product Line	70	Norfolk, Va.	27 Medium Endurance Cutters (210-foot and 270-foot), the Eagle and the Acushnet
Icebreaker, Buoy and Construction Tender Product Line	100	Oakland	89 hulls, including polar and Great Lakes icebreakers, 140-foot icebreaking tugs, and 225-foot and 175-foot buoy tenders
Patrol Boat Product Line	75	Norfolk	117 patrol boats, including 41 110-foot hulls and 73 87-foot hulls
Small Boat Product Line	75	Baltimore	1,930 small boats, including 900 hulls in six standard classes and about 1,000 other boats

Shared Service Division	Personnel	Location	Specialty
Engineering Services Division	150	Baltimore	Engineering and maintenance programs, and the technical library
Asset Logistics Division	170	Baltimore	Central management of supply and maintenance budget for the fleet
Contracting and Procurement Division	135	Baltimore	Contracting (workforce embedded in product lines across the center)
Business Operations Division	40	Baltimore	Information technology tools, metrics and affordable readiness
Industrial Operations Division	900*	Norfolk	Central management of depot maintenance (Coast Guard or contract labor)

\*Most of the 900 personnel are distributed in Naval Engineering Support Units and Industrial Support Activities across the U.S.

biggest customer of Honda small boat engines in the world and is reaping major cost reductions as a result.

Shortly after the full standup of the SFLC, all product line managers began collecting nationwide maintenance and spare parts cost data broken down by cutter asset class. In 2010, for the first time ever, all surface forces product line managers were able to quantify the annualized planned and unplanned maintenance costs per asset class and to project a data-driven shortfall of budgeted maintenance funding. The output of this exercise was organized and recommendations for managing the shortfall were prepared. This marked the first time that nationwide cutter maintenance funding had been subjected to a data-driven affordable readiness review.

### Asset Transformation

The SFLC is also responsible for implementing asset transformation for the surface fleet. Transformation of Coast Guard surface assets is a major systematic change in the management and execution of engineering and logistics services for surface assets. For each asset, the transformation process includes establishing an engineering configuration baseline, which is then systematically linked to a database of required maintenance procedures. In turn, both of those are linked to an associated supply of serially tracked parts. Transformation begins with enrollment of hulls, one by one, into the logistics information technology system, followed by building the configuration database, documenting hundreds of required maintenance procedures and then linking thousands of parts to that database.

At the end of 2010, the SFLC had enrolled about 70 percent of its 1,930 boats into the transformed logistics system, and started enrolling cutters with the 87-foot Marine Protector class of patrol boats. By the end of 2011, the center aims to have enrolled the entire small boat force (1,930 hulls), the entire fleet of patrol boats (117 hulls) and the entire 175-foot Keeper class of coastal buoy tenders (14 hulls) into the transformed logistics model. As fleet logistics transformation moves from smaller to larger assets, the task grows in complexity.

To ensure successful transformation going forward, the SFLC has implemented a transformation roadmap, consisting of several principles linked to the logistics model:

- *Adhere to planned maintenance:* Programmed maintenance must be performed as scheduled to enable both the product lines and the shared service divisions to gain efficiency in procurement actions.
- *Drive toward cost per operational hour:* All product



Photo by Petty Officer 2nd Class Thomas M. Blue.

lines are driving toward establishing maintenance cost per operational hour for their assigned assets to begin impacting fleet availability and affordability.

- *Documented maintenance and logistics procedures:* Shared service divisions are leading the way in documenting SFLC business processes and will have completed publishing nearly 30 center process guides in 2011.
- *Multiyear contracts for maintenance:* Multiyear requirements contracts for engineering and logistics services are being awarded, and similar contracts covering multiple depot maintenance availabilities to be conducted in dry-dock or dockside are in the works.
- *Expanded supply contracts:* Current contracts for supplies, such as consumable parts and repairs to equipment, are being expanded to cover more items.
- *Transformed information technology tools:* All available information technology tools are being leveraged and modified where necessary to support transformed logistics processes.

Visit the SFLC online at <http://www.uscg.mil/sflc/default.asp>.



# C 4 I T





FROM THE  
**ASSISTANT COMMANDANT FOR C4IT  
& CHIEF INFORMATION OFFICER**

**REAR ADM. ROBERT E. DAY JR.**

Coast Guard operations around the world use command, control, communications, computers and information technology (C4IT) systems to capture information about suspicious activities and possible threats. We deploy C4IT assets such as radios and sensors on our ships, aircraft and boats to keep our forces connected with internal and external partners on shore, along the coasts and on the high seas. To support Coast Guard missions, our 89,000 military, civilian, reservist and auxiliary employees use more than 42,000 computers, 20,000 radios and 700 different types of C4IT products to perform their work each day. The mission of the Assistant Commandant for C4IT is to design, develop, deploy and maintain the Coast Guard's C4IT solutions. In 2010, the C4IT community did amazing work and I am proud to highlight a few of their outstanding achievements.

**Deepwater Horizon Support**

In support of the response to the Deepwater Horizon oil spill, Telecommunication and Information Systems Command (TISCOM) and the C4IT Service Center Field Services Division (FSD) ensured that the Unified Area Command and all of the associated Incident Command Posts had essential connectivity to perform their mission. When it became apparent that the spill response was not going to end anytime soon, the FSD quickly reached across all of the Coast Guard's Electronics Support Units to design and staff an extensive support organization that maintained an average of 60 additional personnel in theater. These personnel ensured operators had the C4IT support needed for response and cleanup efforts. While TISCOM may be more than 1,000 miles from the Gulf of Mexico, the entire command contributed to the oil spill cleanup by providing network connectivity and Coast Guard standard workstations critical to accomplish the mission.

**Information Assurance**

Our Information Assurance Policy Division revised and simplified the Coast Guard's Information Assurance Instruction, COMDTINST 5500.13. When the instruction is fully implemented, financial, navigation and other onboard systems will be better safeguarded from data

leaks and hostile attacks. Additionally, the Spectrum Management Policy Division developed and negotiated international acceptance of an updated Automatic Identification System (AIS) standard, providing a new message type transmitted over two new frequencies dedicated to satellite reception. This capability will ensure AIS signals can be detected by satellite in the most congested shipping and radio frequency environments.

**Enterprise Architecture and Governance**

The Office of Enterprise Architecture and Governance vastly improved the understanding of C4IT governance by designing easy-to-follow diagrams to explain the governance processes that a C4IT project may have to go through and the connections between these processes. C4IT governance work is critical to managing C4IT investments and priorities throughout the Coast Guard and will enable the directorate to conduct strategic reviews, eliminate duplicative efforts and better allocate our limited funds to meet the highest priorities. The diagrams can be found online at <https://cgportal.uscg.mil/lotus/myquickkr/office-of-enterprise-architecture-and-governance/Governance>.

**Information Technology Acquisition Reviews**

The Office of Enterprise System Development Policy approved an amazing 296 Information Technology Acquisition Reviews (ITARs) valued at \$602 million. This is a 17 percent improvement over 2009 in ITAR compliance with the Department of Homeland Security Chief Information Officer. Additionally, 200 personnel have been trained in the ITAR submittal process, which is mandatory for all IT procurements of \$100,000 and above. This process helps us effectively manage and administer resources and assets.

**Strategic Plan**

Recently we finalized the Coast Guard's C4IT Strategic Plan for fiscal years 2011 to 2015. In accomplishing the goals and objectives laid out in the plan, we will help to realize the Commandant's strategic vision. The plan can be found online at <https://cgportal.uscg.mil/CTL/1S7Q0H>. ■

# SHIP ARRIVAL NOTIFICATION SYSTEM PREPARES FOR INCREASED DEMAND

by Lt. j.g. Galen A. Varon,  
SANS Project Officer





Photo by Petty Officer 1st Class Scott Carr.

Shortly after the terrorist attacks of Sept. 11, the federal government identified an immediate need to capture information about vessels arriving in the United States. The Coast Guard's Operations Systems Center (OSC) in Martinsburg, W.Va., was charged with developing a software application to capture these Notices of Arrival (NOAs). The Code of Federal Regulations states, in part, that "all owners, agents, masters, operators, or persons in charge of vessels over 300 gross tons bound for U.S. ports must file an NOA before they enter port." The resulting effort was dubbed the Ship Arrival Notification System (SANS) and went into full production in the spring of 2002.

Using one of multiple submission methods available, an NOA is sent to the Coast Guard and is routed to the National Vessel Movement Center (NVMC), a 24-hour watch also located at the OSC. There, the raw data contained in the notice is reviewed. Staffed with 24 full-time watchstanders, the NVMC manually verifies each NOA to validate items such as crew, cargo and vessel classification. In the event the NOA has errors, the NVMC will contact the sender to clarify the submission. This process is formally called vetting. Since standing up in October 2001, the NVMC has vetted nearly 1.1 million NOA submissions.

Once the vetting process is complete, the NOA information is entered into the SANS database where it is routinely accessed by internal and external intelligence and law enforcement entities. Some of the more common users of SANS data are the Coast Guard's Marine Information for Safety and Law Enforcement database system, Interagency Operations Centers' WatchKeeper information system, and U.S. Customs and Border Protection's Traveler Enforcement Compliance System, all of which focus on eliminating national security threats in the maritime domain.



Photo by Petty Officer 3rd Class Cindy Beckert.

### **Proposed Regulation Changes**

With an emphasis on increased awareness in the maritime domain and an indisputable need to keep our nation's waterways safe and secure, changes are being proposed to the Code of Federal Regulations requiring that all vessels, regardless of size, submit an NOA prior to arrival in a U.S. port. The changes—which could be finalized as soon as this summer—could have significant ramifications for current system capabilities, as they are projected to increase NOA submissions by 447 percent overnight. This roughly equates to 558,000 NOAs annually.

Staffed with just seven people, the SANS team is responsible for ensuring that the system can support the increased demand. However, this is not the first time the team has faced similar challenges. For instance, in the early days of the NVMC, NOAs were primarily received via fax machine. The SANS team helped develop and implement a robust website and submission process, creating a centralized database from which scores of customers can receive SANS data in near real-time. With sustained maintenance and system support, the current SANS project has become the most advanced vessel arrival notification system in the world.

### **Major SANS Upgrade**

With the news of such a potential dramatic shift in the number of NOA submissions resulting from the proposed regulation changes, the SANS team began a 10-month upgrade project to radically improve system capabilities while avoiding excessive costs. Officially released in October 2010, SANS Schema 3.0 was the biggest system release in the SANS' 10-year history. SANS Schema 3.0 provides a new user interface, auto-validation logic, keyword alerts and an updated .NET framework—all of which will contribute to the future success of the NVMC in support of federal regulations.

The most notable system upgrade is the auto-validation logic feature. This innovative component allows for computer-based automated vetting of an NOA submission. Along with vetting NOAs, it avoids an estimated \$1.25 million in annual labor costs associated with hiring 15 additional watchstanders. Within the first 30 days of release, 52.5 percent of all NOAs were being auto-validated. This is a 300 percent increase from the industry standard of 17 percent of first-tier automated validation, as reported in a 2008 study by the Gartner Research Group.

Another beneficial attribute of the October release was the keyword alert feature. This element scans NOA submissions for 155 trigger words such as "pirate," "terrorist" and "hostage." Should a submission contain one of these trigger words, an alarm is sent via email to system administrators and the NVMC of possible law enforcement, search and rescue, or other potentially hazardous situations requiring immediate response. This has become necessary due to the increased number of international ship pirating incidents in recent years. Additionally, it allows field units to prepare for an increased level of protection before boarding these high-risk vessels.

Finally, SANS Schema 3.0 provides users with a much-needed and more contemporary motif in light of advances in graphical user interfaces seen on websites using the latest industry standards. SANS Schema 3.0 was developed using the .NET framework, which allows for better integration of code, a more enhanced class library and easier deployments of future releases and system upgrades. This is especially beneficial for the systems updates and improvements mandated by Coast Guard headquarters, Telecommunications and Information Systems Command, and the Command, Control, and Communications Engineering Center. System improvements can now be deployed much more efficiently, allowing the SANS to keep pace with current industry standards.

While SANS Schema 3.0 has been highly successful, there is still more work to be done. In order to handle a 447 percent increase in NOAs, the auto-validation feature will need to vet 80 percent of all incoming NOA submissions. With a 60 percent

validation rate already achieved, the SANS is making steady progress. The SANS team, along with all OSC personnel, continue to press forward to find solutions that will help secure America's ports and waterways for decades to come. ■

U.S. Coast Guard photo.



National Vessel Movement Center.



Photo by Petty Officer 1st Class John Masson.

# THE C4IT SERVICE CENTER

by C4IT Service Center Staff

*Petty officers from Communications Area Master Station Atlantic connect radio, telephone and internet connections for mobile emergency communications. Photo by Petty Officer 2nd Class Andrew Kendrick.*



The Command, Control, Communications, Computers and Information Technology Service Center (C4ITSC) is the execution arm of the Coast Guard's Assistant Commandant for C4IT. The C4ITSC provides depot-level lifecycle support for Coast Guard C4IT applications, systems and infrastructure, enabling Coast Guard men and women to execute maritime safety, security and stewardship missions.

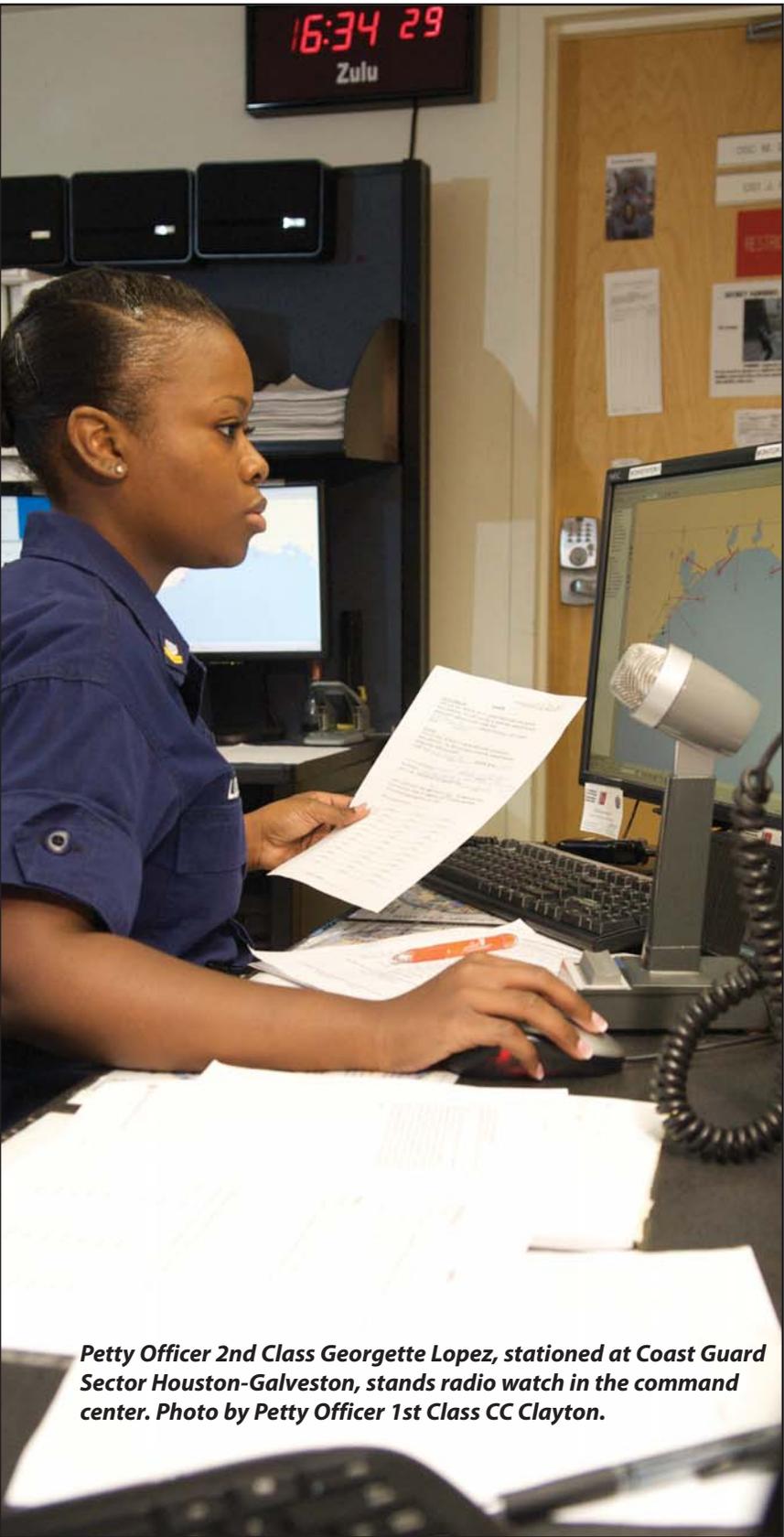
The director of the center is a senior executive who is served by a deputy, a command master chief, five chiefs of shared service divisions, and commanding officers of three centers of excellence that manage C4IT product lines and core technologies.

## Shared Service Divisions

The Asset Logistics Division chief is the principal advisor and primary point of contact for financial, logistics and internal control matters, ensuring compliance with the Chief Financial Officers Act and Anti-Deficiency Act. The division deputy serves as the C4ITSC controller.

The Business Operations Division chief coordinates overall C4ITSC actions and aligns performance with directorate policy and the requirements of program managers and major acquisition project managers. The division liaises, coordinates and standardizes processes and metrics using tools such as Lean Six Sigma.

The Contracting and Procurement Division serves as the principal advisor for contracting and is the primary point of contact for procurement of C4IT hardware and software configuration items in accordance with federal procurement guidance.



**Petty Officer 2nd Class Georgette Lopez, stationed at Coast Guard Sector Houston-Galveston, stands radio watch in the command center. Photo by Petty Officer 1st Class CC Clayton.**

The Field Services Division chief coordinates and manages the 10 Electronics Support Units and their detachments, performing maintenance and repair of electronics and information systems. The division also regularly supports product line managers and core technologies by carrying out system testing, monitoring, analysis and installations.

The Workforce and Facilities Division chief tends to the needs of the C4ITSC's workforce and facilities, working closely with the Personnel Service Center and the Shore Infrastructure Logistics Center.

The shared service divisions are headquartered in Alexandria, Va.

**Centers of Excellence**

Through its product lines and core technologies, the Command, Control, and Communications Engineering Center develops, builds, fields and supports advanced electronic command, control, communications and navigation systems. The center, located in Portsmouth, Va., also trains operators.

Through its product lines and core technologies, the Operations Systems Center develops, fields, maintains and supports Coast Guard enterprise information systems used in missions and pursues innovative applications of technology. The center, in Martinsburg, W.Va., follows information-assurance guidance from the Department of Homeland Security (DHS) and the Department of Defense (DoD).

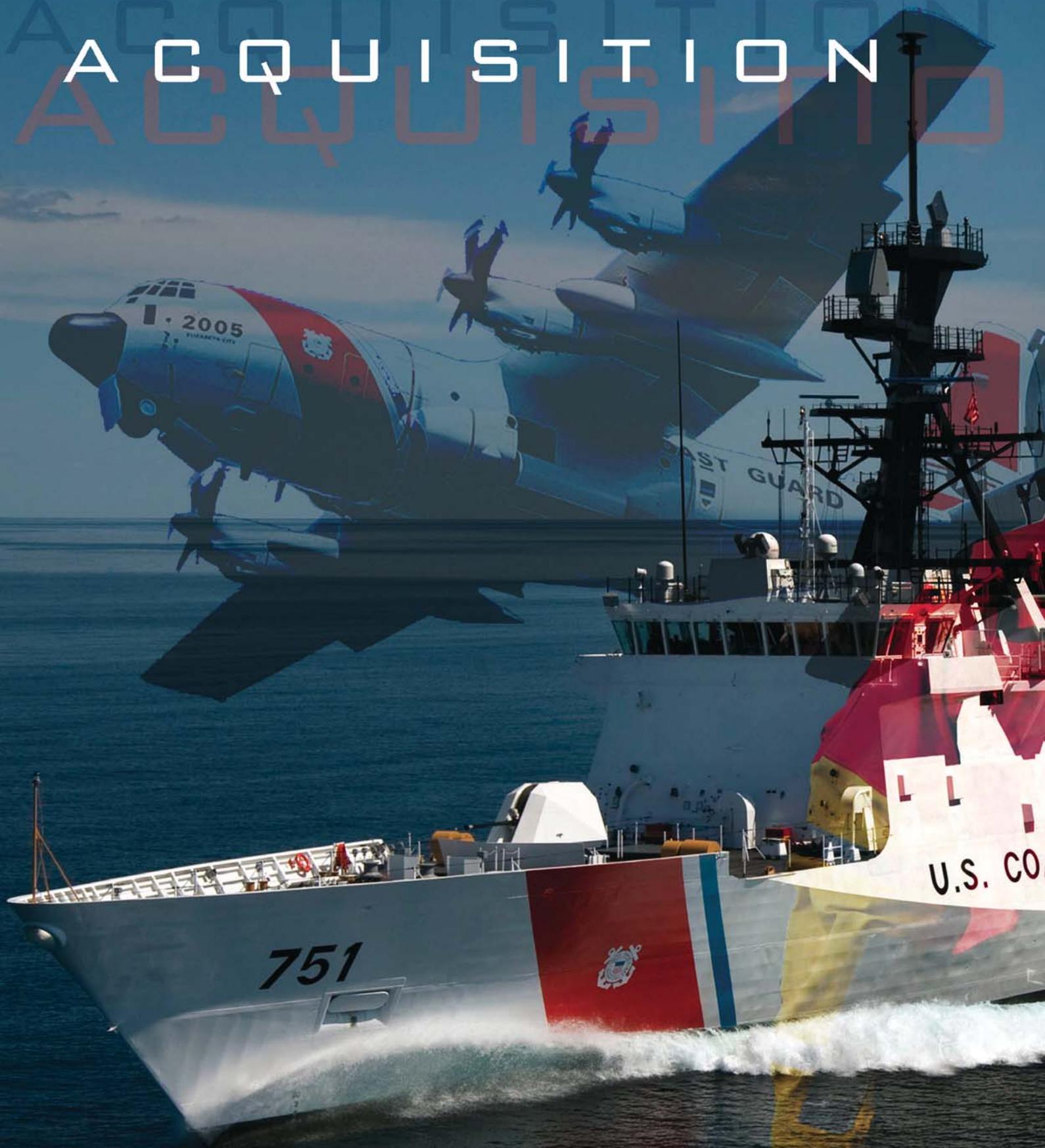
Through its product lines and core technologies, the Telecommunications and Information Systems Command develops, deploys, secures and supports the Coast Guard's information-technology infrastructure for both the unclassified and secret enterprises, including computer incident monitoring and response. Also located in Alexandria, the center follows information-assurance guidance from DHS and DoD.

**Requesting Changes to C4IT Capabilities**

For major platforms such as cutters and aircraft with organic C4IT personnel, the platform product line manager is the preferred point of contact for all platform support. Requests for new, enhanced or modified C4IT capability should be sent through the chain of command to the responsible program manager at Coast Guard headquarters.

Visit the C4ITSC online at <http://www.uscg.mil/c4ITSC/>. ■

# ACQUISITION





**FROM THE  
ASSISTANT COMMANDANT FOR  
ACQUISITION**

***REAR ADM. RONALD J. RÁBAGO***

As I reflect upon the Acquisition Directorate's many significant accomplishments over the past year, what stands out is the quality of our people and the great work they do as a team. Whether it is as part of one of our acquisition projects, part of our research and development team, in support of our foreign military sales projects or as one of our contracting professionals, our people and our mission support teammates enable us to care for our existing assets and deliver capable new assets and systems to the men and women in the field.

The business of delivering high-quality mission support requires a trained, professional, technically competent and certified workforce. One of the investments we've made as a team is in the area of training and credentialing of our workforce. The value of this investment is evident in the quality of our work and our ability to manage a complex portfolio of recapitalization projects in a challenging environment.

One of the strengths of the mission support organization is the ability of a diverse set of professionals with extensive expertise to collaborate and function as a cohesive team. To accomplish this, we've set up governance structures that clearly lay out functional roles and responsibilities and create an environment where mutual respect for each other's competencies and personal accountability are the order of the day. In our recapitalization enterprise, the roles of acquirer, technical authority and sponsor are spelled out in our newly revised Major Systems Acquisition Manual (MSAM), which gives us a great rulebook for efficiently and collaboratively replacing our aging systems, aircraft, cutters and boats. This also enables us to be good stewards of the taxpayer's dollar.

Today, we are building new cutters and boats, acquiring new and refurbishing some existing aircraft, and delivering new communications systems to ensure

that the Coast Guard and the Department of Homeland Security can protect our nation now and in the future. In Louisiana, we are building the first of 58 Sentinel-class Fast Response Cutters that will replace our aging 110-foot patrol boats. This new cutter possesses modern and sustainable systems and will be a great addition to our fleet. We're also nearing completion of construction work on our third of eight National Security Cutters, the Stratton, which was christened last summer by its sponsor, first lady Michelle Obama. The fourth National Security Cutter and advance materials (long-lead time) for the fifth cutter are under contract.

We continue to deliver new and refurbished aircraft and upgraded communications systems like Rescue 21 to Coast Guard air stations and sectors around the country, respectively. None of this would be possible without the tremendous work of our people, who have been solving tough problems, finding ways to deliver capability with the resources we have and always ensuring the capability meets the needs of the operators and sustainers.

We've strengthened and improved the usability of contracting and procurement policy for both headquarters and the field. Our revised MSAM; our Acquisition Human Capital Strategic Plan for planning, developing and managing our acquisition workforce; and our updated strategic plan, the Blueprint for Continuous Improvement, purposefully set the bar high. These tools urge us to achieve even better performance, improving our processes and accountability.

Delivering new or upgraded assets and services so that we can support our Coast Guard colleagues effectively and efficiently is truly a team effort. The Acquisition Directorate is extremely proud to be a key part of the mission support team. As our motto states, "Mission execution begins *here*." ■

# UPGRADED MH-60T HELICOPTERS PROVIDE MORE CAPABILITIES

by Linda M. Johnson, Acquisition Directorate  
Office of Strategic Planning and Communications



**T**he Coast Guard's Medium Range Recovery Helicopter conversion project has been upgrading the service's HH-60Js to MH-60Ts by installing new avionics suites that greatly increase their operational capabilities.

Developed to boost the multi-mission readiness of the Jayhawk fleet, the MH-60T conversion project includes a number of upgrades that improve reliability and mission performance while also adding new capabilities, including a communications package and sensor system. Although the H-60s' outward appearance will not change significantly, it will be a completely different aircraft on the inside.

The Coast Guard began converting its 42 in-service HH-60J helicopters to MH-60Ts in January 2007. All Jayhawks are expected to complete the avionics suite and electro-optic sensor system upgrades, which are being done in discrete segments, by the end of 2014. The upgraded helicopters will have a range of 300 nautical miles and a crew of four—two officers and two enlisted.

Lt. Cmdr. Walter Horne, who is the H-60 platform manager in the Office of Aviation Forces, talked about how the MH-60Ts are much better equipped to carry out the Coast Guard's many missions in challenging environments, especially in the harsh conditions of Alaska, where it recently performed several successful missions.

"The MH-60T is a dramatic improvement over the H-60J that has been flying in Alaska since the mid-1990s," Horne said. "The graphics and the visuals and just the technology are so much more advanced than the old system that it provides a lot better capability. We now have a moving map digital display that can provide some awareness as far as the elevation of terrain within the vicinity of the aircraft so pilots now have that information right in front of them when they're flying."

## Equipment Upgrades

Discrete Segment 1 of the MH-60T conversion project includes a common avionics architecture system (CAAS) in the cockpit, which provides fully integrated flight and mission management capabilities. Using five multi-function display screens, aircrews can display radar and forward-looking infrared data, monitor the traffic collision avoidance system and view imagery fed into the cockpit from the rescue hoist camera.

The MH-60T has many of the same mission system components as the MH-65C Dolphin Multi-Mission Cutter Helicopter, and its CAAS is similar to the cockpit avionics installed on the HC-144A Ocean Sentry Maritime Patrol Aircraft and the HC-130J Hercules Long Range Surveillance Aircraft. These common systems afford improvements in aircraft logistics, training and maintenance.

The Airborne Use of Force (AUF) upgrade—which equips the aircraft with a 7.62 mm machine gun for firing warning shots and a .50-caliber long-range rifle for precise targeting, such as disabling the outboard engines on a non-compliant go-fast boat—has been completed on all aircraft under a separate project. The AUF package also provides ballistic armor for aircrew protection and upgraded communications sub-systems for better interoperability with other Department of Homeland Security components.

Discrete Segment 2 includes a fully integrated electro-optical/infrared sensor system (ESS) with a new Trakkabeam searchlight permanently mounted outside the pilot's door. "In the past, we had a forward-looking infrared system that we could put on the aircraft but it took up a lot of space in the cabin and limited what you could carry and how many people you could carry," Horne explained.

"Previously, the old searchlight was mounted where



*MH-60T Jayhawk rescue helicopter. Photo by Petty Officer 2nd Class Thomas M. Blue.*

the fuel tank would be mounted, so you had an option—you could take a searchlight or a fuel tank, but you couldn't take both," Horne said. "We didn't have the ability to put all of the sensors on there all of the time. With the MH-60T, we have the capability to carry all of the equipment at the same time."

The ESS provides aircrews with enhanced capabilities to locate, identify and track surface targets day or night, which is a critical capability for both search and rescue and law enforcement missions. Enhanced radar and optical sensors also contribute to an improved common operating picture and increased maritime domain awareness. In order to provide a common system across the service's rotary-wing fleet, a new ESS package is also being installed in the MH-65C.

The ESS package also includes "flight plan checkpoints that give pilots more situational awareness, and, in a crosswind, allow pilots to see where the aircraft is supposed to go as opposed to where the aircraft's nose may be pointed," Horne noted.

Other upgrades that are part of Discrete Segment 2 but are still being implemented include the Helicopter Integrated Data Storage, which stores information from the ESS, and the Helicopter Airborne Video System, which records audio and video from the ESS and the hoist-mounted camera that covers the hoisting area.

Right now, Discrete Segment 2 upgrades have been installed on all MH-60T aircraft at air stations Elizabeth City, N.C.; San Diego; and Sitka, Alaska. Station Cape Cod, Mass., is currently

undergoing its transition. Beginning this summer, Kodiak, Alaska, will be the next air station to receive its full complement of four MH-60Ts. Discrete Segment 3 will upgrade the helicopter's search radar sensor system and will involve developing and testing a prototype aircraft. Discrete Segment 4 will incorporate an advanced command-and-control suite.

### **Recent Mission Successes**

The MH-60T performed admirably in several search and rescue and law enforcement cases in 2010. In October, two MH-60Ts from Air Station Sitka helped medically evacuate a 53-year-old injured man off a freighter about 250 miles southwest of the station. In September, an aircrew used the MH-60T's new Trakkabeam spotlight to illuminate a vessel that had gone aground in Sitka Sound and safely transferred the vessel's captain to a rescue boat.

That same month off the coast of San Diego, an MH-60T equipped with the ESS and a new searchlight helped locate a go-fast boat heading for a beach with about 20 migrants from Mexico. Once the boat was spotted, the Coast Guard called U.S. Customs and Border Protection and the local sheriff, who detained the individuals.

Last June, a Sitka aircrew found a lost hunter at night in Alaska using the MH-60T's ESS in combination with night-vision goggles.

As these cases show, the MH-60T has proven itself to be a valuable asset in a number of situations, especially in Alaska's challenging terrain.

Visit the MH-60T project online at <http://www.uscg.mil/acquisition/mrr>. ■



Photo by Petty Officer 3rd Class Brandyn Hill.

# SURGE STAFFING BRANCH

by Rear Adm. Daniel May, Commander, Personnel Service Center

**D**uring 2010, the Personnel Service Center's Personnel Service Division Surge Staffing Branch (PSD-SSB) responded to the largest series of peacetime contingency requests for forces in Coast Guard history. In partnership with Atlantic Area, Pacific Area, Force Readiness Command (FORCECOM), districts and the mission support organization's logistics and service centers, PSD-SSB consistently delivered the people needs of the operational commander in two major national contingency operations.

Beginning with the Haitian earthquake in January and continuing with the response to the Deepwater Horizon oil spill that began in April, the surge staffing process filled approximately 9,425 mission-critical requirements in support of Coast Guard operational missions. To put this figure in perspective, this is nearly 25 percent of the entire Coast Guard and about the same number of personnel that would transfer for a permanent change of station in any normal year. Taken in total, this figure represents the delivery of approximately 400,000 workdays of additional operational and support capacity, and is three times the number of personnel requirements sourced to Hurricane Katrina in 2005.

This level of mission support activity consisted of:

- 1,350 responders for the Haitian earthquake and Operation Vigilant Sentry;
- 7,675 responders in support of Deepwater Horizon; and
- 400 temporary duty augmentation requests filled to support other mission areas throughout the Coast Guard.

The branch's function is clear—to source the mission-critical personnel requirements needed by operational commanders to execute their mission. In meeting this mandate, the PSD-SSB has benefited from collaboration with operational partners on the area and district staffs, in FORCECOM, and within the mission support organization at the logistics and ser-

vice centers. Not only has the PSD-SSB been able to meet its mission, but operational and support partners' validation of the procedural and functional requirements necessary to properly execute the surge staffing function have enhanced the branch's service line.

## Service Line Enhancements

These enhancements included identifying and implementing numerous revisions to the Mobilization Readiness Tracking Tool (MRTT), thus maintaining a high degree of accuracy in the selection of response candidates. Improvements to other Coast Guard enterprise systems—such as Direct Access, Coast Guard Business Intelligence and the Training Management Tool—offered an unprecedented ability to rapidly identify competent populations residing at each sourcing partner, ensuring an equitable sourcing distribution.

In addition, using version 4.0 of the Coast Guard Message System (CGMS) to transmit message orders mitigated a potentially daunting workload at the Servicing Personnel Offices responsible for issuing orders. On average, it took branch staff just over one working day to receive a request for forces, advertise the positions via CGMS, coordinate the identification of suitable candidates and order responders via the MRTT and CGMS.

The branch excels at executing its mission with a staff of just six personnel. This is approximately 10 percent of the total number of personnel whose primary duties were involved in the process prior to mission support modernization.

## Surge Staffing Study

The Personnel Service Center also played an instrumental role in a collaborative study, led by the director of operational logistics for Deepwater Horizon mission support, to identify and implement enhancements to the surge staffing process. Working

in partnership with the Unified Area Command and staffs from both Pacific and Atlantic Areas and FORCE-COM, the study's conclusions were unanimously accepted in August 2010.

This resulted in clearly articulated roles and responsibilities, not only for requirements sourcing exercised by the branch, the Reserve Force Readiness Division and their sourcing partners, but also for requirements management exercised by the operational chain of command. These latter enhancements to the operational commander's requirements management capabilities offered significant additional capacity to plan, develop and forecast accurate force structures, sharpen and track competency requirements, account for and reassign responders already in theater, and develop suitable personnel sustainment plans.

The success in capturing and articulating the roles and responsibilities for the requirements sourcing and requirements management functions offered immediate improvements following their implementation in

September 2010. The new means to communicate strategic and operational objectives, and the strengthened ability to plan, identify and prioritize competency requirements, allowed more effective synchronization and a sequencing of personnel sourcing, training and support. In turn, these successes strengthened the unity of effort and afforded a more flexible and responsive surge staffing process.

### Lessons Learned

Since its establishment in September 2009, the branch has proved effective in responding to and meeting an unprecedented level of contingency force requirements. The lessons learned from these significant accomplishments are already directing policy and process improvement efforts in requirements management, requirements sourcing, personnel support and training delivery. Ultimately, these improvements will deliver more robust doctrine for future versions of contingency operational and support plans, as well as reserve mobilization procedures. ■

## Want to Volunteer? Here's How

Coast Guard personnel can identify and apply for volunteer opportunities with the Surge Staffing Branch through the Mobilization Readiness Tracking Tool Volunteer Bulletin Board (MRTT VBB) at <https://www.uscg-mrttcps.net/uscg.mrtt/mod.vm/home.aspx>. Applications are subject to command endorsement provided through the MRTT VBB.

*Fire boat response crews battle the blazing remnants of the offshore oil rig Deepwater Horizon in April 2010. Multiple Coast Guard helicopters, planes and cutters responded to rescue the rig's 126-person crew. U.S. Coast Guard photo.*





*Lt. j.g. Jesse Stewart, an 11th Coast Guard District Response Advisory Team member, examines his gloves covered with crude oil after bringing a skimming system back on board the U.S. Coast Guard Cutter Harry Claiborne, a coastal buoy tender, in May 2010. The system was used to help remove oil from the Gulf of Mexico's surface following the Deepwater Horizon oil rig explosion. U.S. Navy photo by Petty Officer 2nd Class Jonathen E. Davis.*



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