

FORCE READINESS COMMAND

300 East Main Street
Suite 1100
Norfolk, VA 23510
757-628-4856

Mission: **Prepare the Workforce by providing**

- Clear Tactics, Techniques and Procedures
- Relevant Training
- Quality Assessments

INSIDE THIS ISSUE:

Ice Rescue Operations	2
Readiness Reporting	2
TRACEN Petaluma Active Shooter Drill	3-4
JTF-East & Southern Border	5
Culture of Respect	6
Innovation Award: ATTC	7
Armed Forces Cook-Off	7
Publication Links	8
Argentine Officer Promotes	8
San Francisco Fleet Week	9

**Submit articles, pictures and
story ideas to:**

LT Heather Bacon-Shone
FORCECOM External Affairs
Heather.R.Bacon-Shone@uscg.mil

FORCECOM NEWSLETTER

VOLUME III, ISSUE I

DECEMBER 2014



FROM THE COMMANDER



Congratulations on wrapping up another exciting calendar year within Force Readiness Command! I am tremendously proud of all you accomplish every day to prepare Coast Guard men and women for mission success.

Last quarter, I briefly mentioned the Commandant recently published the Coast Guard's Western Hemisphere Strategy. Please take a few moments to read this important document and think about all the ways FORCECOM will be critical in helping implement this strategy. For example, our expertise will be needed to teach courses in Spanish, and prepare entire courses of instruction for native Spanish speakers to present. Our International Training Teams will be called upon to help build partner nation capability. I'm excited by all the ways you will contribute to help make this Plan a success.

Secretary Johnson also established three new Joint Task Forces to focus DHS efforts on the Southern Border and Approaches, and to enhance DHS Unity of Effort. Joint Task Force-East is where the Coast Guard will play the largest role. I was honored to be asked to help stand up JTF-East, and for the past few months I've been working closely with VADM Lee at LANTAREA (he has also been designated JTF-East Director) and our counterparts at several other DHS components to establish this new task force, which will be crucial to achieving the Secretary's goals for keeping our southern land and maritime borders secure. (See also the article on p. 5.)

Your outstanding efforts to prepare the workforce continue to attract interest both within and beyond the Coast Guard. I encourage you to check out the detailed publication links on p. 8 to learn more about what your FORCECOM shipmates are accomplishing every day to prepare our workforce.

FROM THE CMC



I hope everyone had a safe and refreshing 2014! The anticipation of all that a new year holds always excites me, and I trust you too are ready for the great things coming this year. Just look at the stats to the right of this article...it amazes me when I see the impact FORCECOM has throughout the Coast Guard. Be looking for more information on a leadership video contest being run by the Master Chief Petty Officer of the Coast Guard's office. This is meant to be a fun way to capture what leadership should look like at units—so get your cameras ready...I'm sure we have some creative directors and actors out there...more details soon! And speaking of creative—please take the time to read through this newsletter. There are some great articles about YOUR command. Not only will you get a better sense of the bright and talented people who are your shipmates, but you will also get a little better understanding of all the things we are involved in. One final note...please check out ALCOAST 492/14 that came out right before Christmas. A new program under CGSUPRT, iPrevail offers a way to tailor "Life's Challenges Needs" after completing a self-assessment. It's confidential and it's free—check it out!

FORCECOM ACCOMPLISHMENTS

In 1st Quarter FY15,
FORCECOM...

- Executed 3 exercises.
- Produced 5 new Tactics, Techniques, & Procedures documents.
- Conducted 141 assessments.
- Graduated 733 recruits.
- Convened
 - 36 A-School courses with 735 graduates
 - 317 C-school courses with 4,453 graduates
- Delivered 129 E-Learning Courses with 96,207 graduates.
- Provided \$1.8M in Tuition Assistance, supporting 2,033 personnel, 3,444 courses, and 11,334 credit hours.

ICE RESCUE OPERATIONS: CONTINUOUS IMPROVEMENT

Ms. Mimi Boran, FC-Pp

FORCECOM's Tactics, Techniques, and Procedures team helps prepare the workforce through a rapid publication development process that provides the field with the best, most current information.

In May 2013, the Ninth Coast Guard District requested an ice rescue operations TTP (tactics, techniques, and procedures) publication to replace unit-level instructions, standardize procedures, and centralize all ice rescue documentation.

Led by Mr. Michael Hudson, D9(drm) and program manager Cmdr. Mark Moland, CG-731, and supported by FORCECOM's experienced TTP personnel, the integrated process team of subject matter experts worked tirelessly to bring the Ice Rescue Operations CGTTP 3-50.1 to life—a goal realized in September 2014 when the new publication was promulgated.

During the TTP development cycle, a new ice rescue tool became available, one that would dramatically improve the safety and effectiveness of the Coast Guard's ice rescue operations.

"The ice staff," explained Hudson, "is far superior and more versatile than the spud bar and shepherd's crook."

With the ice staff replacing the spud bar and the shepherd's crook in the ice rescue kit, it was critical to get updated TTP to the field as soon as possible.

In response, the TTP team led working sessions at the National Ice Rescue School and conducted field validations to prepare Revision A, released in time for this winter's ice season. Now, the team is working on Revision B, which includes additional TTP specific to expanded search on ice, helicopter ice rescue, and multi-victim response. Revision B will be field-tested and validated this winter, with a targeted publication date in advance of next winter's ice season.

FORCECOM's rapid publication development process is proving its worth in keeping D9 ice rescue operations at the cutting edge.



ESSEXVILLE, Mich.—Members of the Ice Rescue Operations multi-victim TTP development team (from left: BM3 James Poe, MK2 Trevor Shiel, BM1 Justin Abold, MK3 Drew Marod) pose with a piece of ice rescue gear. (U.S. Coast Guard photo)

COAST GUARD READINESS COMPLETES MAJOR MILESTONE

Mr. Skip Shaw & Lt j.g. Matthew Malacaria, CG-RACE

The Coast Guard's Resource and Capabilities Evaluation System, or CG-RACE, recently completed a major milestone, by reporting the operational readiness of over 120 Coast Guard units to the Joint Chiefs of Staff, via the Defense Readiness Reporting System and the Global Status of Resources and Training System.

ALCOAST 293/14 required that all cutters 110' and above, all deployable support forces, and both marine force protection units regularly report their operational readiness via CG-RACE, starting Aug. 15, 2014.

"Operators have embraced this requirement with vigor," said Mr. Skip Shaw, CG-RACE program manager.

CG-RACE provides operational commanders with a resource-informed, capabilities-based reporting system through a consistent framework that simultaneously meets Dept. of Defense and Congressional reporting requirements.

The new system takes significantly less time for field units to report readiness, compared to previous requirements.

"Our goal is to ensure we do everything we can to allow operators to spend more time doing the mission than reporting on the mission," said Shaw.

In the spirit of continuous improvement, FORCECOM is developing a web-based readiness reporting capability that will provide more robust, real-time information to Areas, Districts, Sectors, and joint partners in other services. The new system will also enable FORCECOM to provide trend and resilience information for all of the Coast Guard's eleven statutory missions.

To help operators adapt to the new system, the CG-RACE team has engaged more than 30 operational units throughout the Coast Guard so far, focusing on why the system was created and how it works.

Ultimately, CG-RACE provides leaders at the tactical, operational, and strategic levels with the ability to answer three questions:

- What are we ready with?
- What is the unit ready for?
- When can the unit be ready?

For specific information on unit training, program requirements, or general information, contact any member of the CG-RACE Team:

Lt. Todd Remusat, 757-628-4810

Lt. j.g. Matt Malacaria, 757-628-4895

Petty Officer 1st Class Matt Squires, 757-628-4893

TRACEN Petaluma Conducts Active Shooter Drill

by Master Chief John Cloutier, TRACEN Petaluma



On Nov. 20, 2014, an otherwise routine training day at the Coast Guard's Training Center Petaluma, the public address system suddenly came alive. "This is a drill...an active shooter has been reported on the third floor of the Bauer Building. Run-Hide-Fight. All persons not in the facility, lock down and shelter in place."

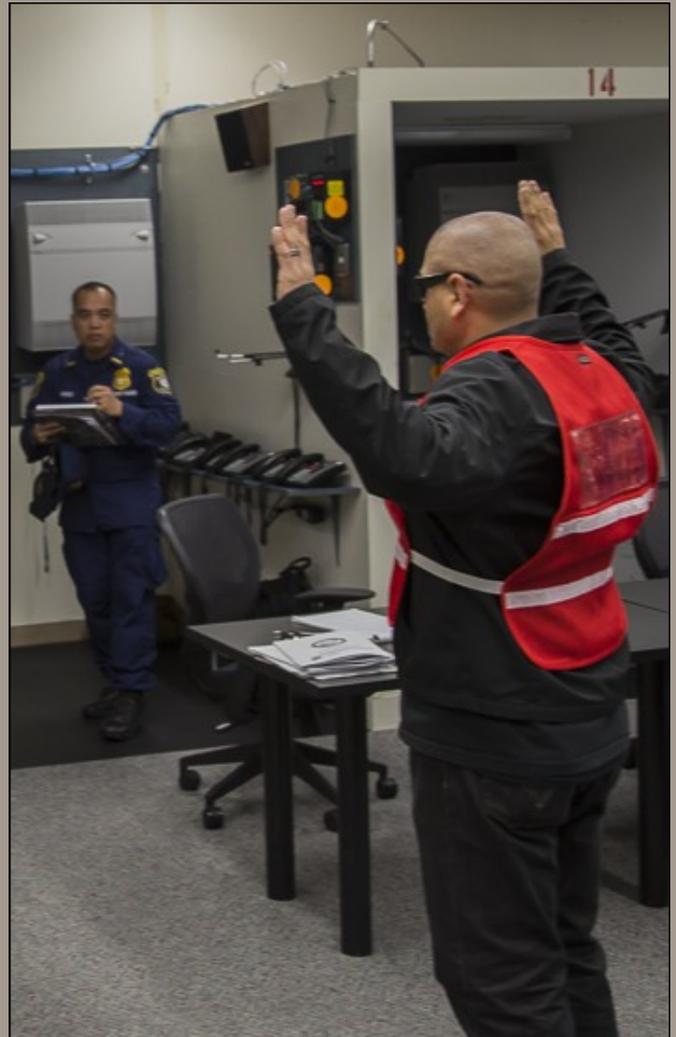
Students, who had been trained on the Dept. of Homeland Security's active shooter protocol of "Run-Hide-Fight," fled the building as fast as they could, using all available exits. Other students hid wherever they could. The rest of the TRACEN went into lockdown.

Some students chose to "fight" the shooter, which distracted him and allowed others to escape to safety. This unscripted action demonstrated the effectiveness of TRACEN Petaluma's response plan and the DHS protocol.

The drill was conducted by TRACEN Petaluma's Emergency Operations Committee, assisted and coached by FORCECOM's Exercise Support Team #9, in order to exercise the TRACEN's updated active shooter response plan. The biggest change to the plan was the addition of the new Run / Hide / Fight protocol, in place of the previous guidance to shelter in place.

The exercise involved TRACEN personnel from the Emergency Services Branch, Medical Clinic, Finance Division, and Training Division. The base-wide public address system was also tested during the drill, and used to broadcast the unfolding events to members and dependents living in base housing.

The drill helped prepare students and staff for an actual active-shooter incident. Lessons learned will be used to improve their response plans.



RUN - HIDE FIGHT

PETALUMA, Calif.—(Left) Officer Wyatt Degaine, followed closely by Officer Michael Hering, enters the space occupied by an active shooter during a drill, Nov. 20, 2014. Degaine and Hering are members of TRACEN Petaluma's Police Force.

(Right) Chief Petty Officer Jimson Perez takes notes on the exercise while Lt. Mart Pizana, playing the role of an active shooter, surrenders to TRACEN Petaluma police, Nov. 20, 2014.

(U.S. Coast Guard photos by Mr. Roger Elliott)

Supporting the Active Shooter Exercise

Article by Cmdr. Mike
Dolan, Chief, Exercise
Support Branch Alameda



In theory, the personnel on FORCECOM's Exercise Support Team are generalists. We strive to make your exercise the best it can be by applying approved design processes and expert facilitation, control, and evaluation.

In reality, our Exercise Support Division also features subject-matter experts in just about every discipline you can imagine: oil spill response, maritime security, continuity of operations, mass rescue, military outload operations, natural disaster response, and others. The Active Shooter contingency is a relatively new line of work for us, and it is growing and evolving rapidly.

Recent tragic shootings around the country, particularly at the Navy Yard, keep the spotlight on this horrendous type of gun violence. The Coast Guard is just as viable a target as any other location or community. In particular, our training centers are in some ways like college campuses—which have been targets on several occasions.

FORCECOM's Exercise Support Division partnered first with TRACEN Cape May, and most recently with TRACEN Petaluma, to help them build foundations for a coordinated response posture to an active shooter incident, aligned with DHS policy and protocol.

As commands get a better handle on the complex issues involved, and build plans and response capacity, they can better train their staff and students on what to do during the attack and what to expect during the response.

PETALUMA, Calif.—Students attending Operations Specialist "A" School run from the active shooter during a drill, Nov. 20, 2014. (U.S. Coast Guard photos by Petty Officer 1st Class Louis Weisenstein)

We hope the training is never needed, but in the sobering case that it is, our goal is to save as many lives as possible during the critical first five minutes of a mass shooting. Most shooting incidents are over in five minutes.

Our recent Active Shooter Drill at TRACEN Petaluma tested police dispatch, officer response time, student and instructor actions, the public address system, and the Alert Warning System. Students had been briefed on the RUN-HIDE-FIGHT model, and they did exactly that.

TRACEN Petaluma's Exercise Planning Team, led by Mr. Steve Countouriotis, assisted by FORCECOM's Exercise Support Team #9, watched and learned, collecting valuable information and outlining needed improvements to the plan.

As the Exercise Support Division collectively learns more and more about this type of contingency response, we look forward to spreading the knowledge and helping many other Coast Guard units ensure they are Semper Paratus for an active-shooter incident.



SADDLE UP!

Protecting our Southern Border with Joint Task Force-East

by Lt. Stew Sibert, Executive Assistant to Rear Adm. Buschman

On Dec. 15, 2014, Secretary Jeh Johnson announced a “major step forward” in the Department’s new Southern Border Campaign [plan](#).

The Department of Homeland Security will embark on a unified plan, he [said](#). “This plan will put to use, in a strategic and coordinated way, the assets and personnel of U.S. Customs and Border Protection, U.S. Immigration and Customs Enforcement, U.S. Citizenship and Immigration Services, the U.S. Coast Guard, and other resources of the Department when and if necessary. We are discarding the stove pipes.”

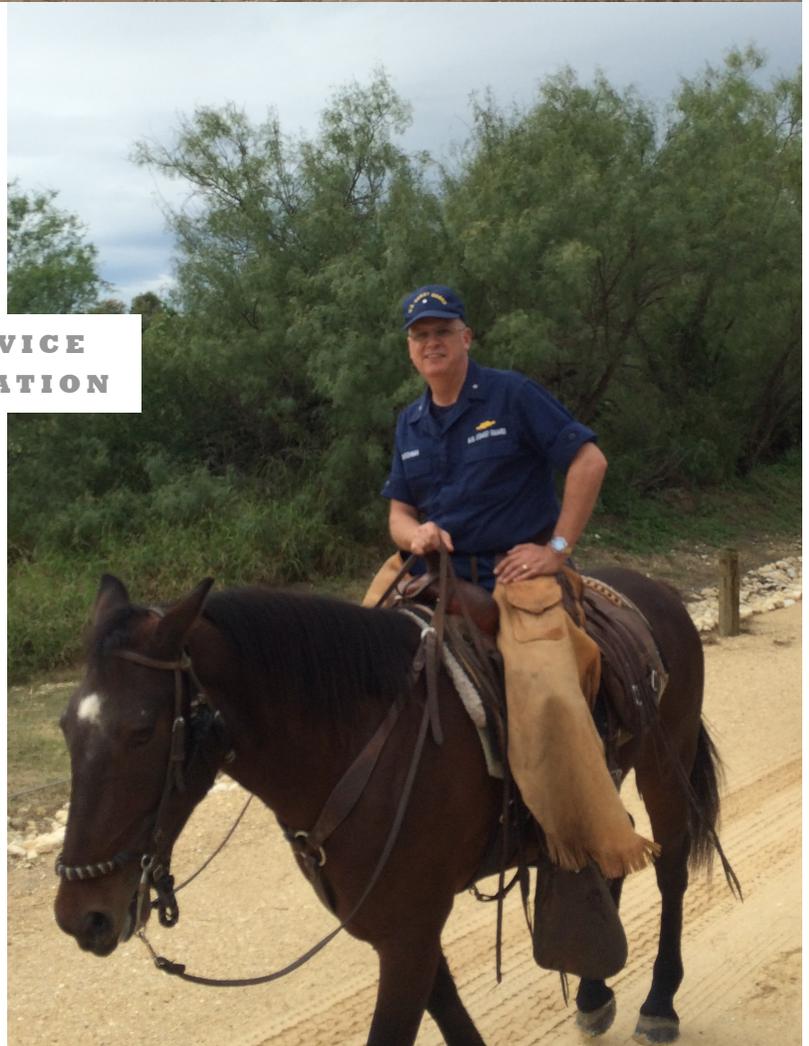
He added that as part of this new strategy, he established three new joint task forces, each headed by a senior official of this Department, to direct the combined resources of CBP, ICE, USCIS and the U.S. Coast Guard in three discrete areas. “The first, Joint Task Force-East, will be responsible for our maritime approaches across the southeast, from the Gulf of Mexico to the Caribbean. The second, Joint Task Force-West, will be responsible for our southwest land border from Texas to California. And the third will be a standing Joint Task Force for Investigations to support the work of the other two task forces.”

Secretary Johnson appointed Vice Adm. Dean Lee, Commander, Atlantic Area, to direct JTF-East, and Rear Adm. Buschman was asked to assist him in establishing the task force.

As part of the planning process, Rear Adm. Buschman has spent several whirlwind weeks this fall meeting senior DHS officials and acquainting himself with the sizable length of our southern border, to see firsthand the challenges operators face.

The [intent](#) of the Southern Border Campaign is effective enforcement and interdiction across land, sea, and air; to degrade transnational criminal organizations; and to do these things while still facilitating the flow of lawful trade, travel, and commerce across our borders.

SERVICE TO NATION



LAREDO, Texas—Rear Adm. Buschman and other senior leaders from the U.S. Coast Guard, U.S. Border Patrol, and Homeland Security Investigations participate in a USBP horse patrol along the Rio Grande, as part of development work for the new Joint Task Force-East, Nov. 7, 2014. (U.S. Coast Guard photos / Lt. Bruce Wells)

Toward a Coast Guard Culture of Respect

by Mr. John Strasburg, Performance Technology Center

How do we change the culture of a large organization? Is training the answer? What about an All-Hands? Changes to the military justice system? These are all good ideas. But changing the culture of a 59,000-member organization takes more than just ideas: it requires a professional, comprehensive effort.

First, what will the ideal organizational culture look like? In other words, what shared attitudes, values, goals, and practices does the organization want to represent?

Next comes the hard part—the organization must look internally and account for its current state, flaws and all, in order to ferret out root causes of problems and chart a way forward to improve their culture.

The Coast Guard is currently taking on this monumental challenge in three phases over two years. In January 2014, following recommendations from the Headquarters-level Sexual Integrated Process Team, to recommend solutions to improve the Coast Guard's culture of respect, focusing specifically (though not exclusively) on sexual assault prevention and response.

The team used human performance technology to approach the issue by conducting a strategic needs assessment, which examines both internal and external factors affecting performance, and identifies gaps between the current and desired states of performance. Through their assessment, the team determined that the issues affecting sexual assault in the Coast Guard are more deeply rooted in the need to create a Culture of Respect throughout the service.

The team, comprised of 30 people from key organizational program offices across the Coast Guard, looked not only at sexual assault, but also harassment, discrimination, hazing, bullying, intimidation, and retaliation. They conducted a series of focus groups and privately interviewed nearly 300 Coast Guard men and women, military and civilian, of all rates and ranks, to gather a candid assessment of the Coast Guard's current culture. The team also analyzed formal training, reporting procedures, accessions, and policy; and examined best practices both internal and external to the Coast Guard—comparing approaches from other military branches, academia, and the private sector. Additionally, they reviewed internal information from the Organizational Assessment Survey, the Atlantic Area climate survey, the Master Chief Petty Officer of the Coast Guard's culture assessment, and external data from the Dept. of Defense and the Office of Personnel Management.

DUTY TO PEOPLE

The team's work attracted the attention of the Senior Advisor to the Secretary of Defense for Military Professionalism, Rear Adm. Margaret Klein, U.S. Navy. Military professionalism is currently a hot topic on Capitol Hill and in the media, particularly in the wake of many recent high-profile ethical lapses and incidents of misbehavior among high-ranking officers. Klein asked the PTC's Culture of Respect team to present their process and their findings to other military flag and general officers, and to the president of the Naval War College.

The team's work isn't done yet. In the second phase of the project—the strategy phase—the team will work with program offices to plan how to close the gap between the current and desired states: which may include policy changes and updates to the curricula for accessions and leadership training. In the project's final phase, the Coast Guard will implement the changes and track for effectiveness.

The team's careful and comprehensive, human-performance-based analysis, aims to produce useful, long-lasting performance interventions that will foster a lasting and deep-rooted *culture of respect* throughout the entire Coast Guard workforce.

"Everything We Do Depends on TRUST"

Rear Adm. Margaret "Peg" Klein



NORFOLK, VA.—Retired Chief Petty Officer Kim Lorigan (2nd from right), President of the Chief Petty Officers Association, recognizes Cmdr. Jennifer Sinclair, Chief Petty Officer Chris Henderson, and Mrs. Eileen Maeso, following their presentation on the Culture of Respect to attendees at the 2014 CPOA National Convention.

Assault Prevention & Response (SAPR) Task Force, Rear Adm. Buschman chartered an led by Cmdr. Jennifer Sinclair, director of FORCECOM's [Performance Technology Center](#),

BOAT FORCES EGRESS COURSE WINS INNOVATION AWARD



Coast Guard 2013 Innovation Award winners pose at a ceremony at Coast Guard Headquarters in Anacostia, Va., Nov. 5, 2014.

FORCECOM’s Aviation Technical Training Center [won](#) in the Administration, Training, or Support category for the Boat Forces Egress Trainer. Chief Petty Officer James Lyon and Petty Officer 1st Class Steven Lincoln accepted the award on behalf of ATTC from the Commandant, Adm. Zunkunft.

In response to the capsizing of a Response Boat-Small, Coast Guard Headquarters directed that RBS crewmembers receive underwater egress training similar to that of aircrew members. To meet this need, ATTC, in conjunction with FORCECOM and the Office of Aviation Forces (CG-731), developed the Boat Forces Underwater Egress course. This innovative course creates a real-life environment by leading trainees

through crawl-walk-run instruction of how to egress a capsized vessel, culminating in students’ submersion aboard an RBS module inside a large training tank of water. ATTC divers developed tactics, techniques, and procedures to adapt aviation underwater egress training strategies for the small boat community. ATTC will be providing this course to nearly 1,000 students annually.

FSC JOSH GARZA FEATURED ON ARMED FORCES COOK-OFF

On Nov. 11, 2014, Chief Petty Officer Joshua Garza, an instructor at TRACEN Petaluma’s Food Specialist “A” School, was [featured](#) on an “Armed Forces Cook-Off” Veterans’ Day special on the Rachael Ray show, alongside other top military chefs. Garza did an excellent job representing the Coast Guard and advertising the critical FS rate. Photos courtesy CBS.



**COMMITMENT
TO EXCELLENCE**

LINKS The following FORCECOM-related articles were published this quarter. (Click on the blue text to follow the link.)

- [Article](#) in the *Cape May County Herald* about TRACEN Cape May commemorating the death of Petty Officer Douglas Munro.
- In-depth [article](#) in the *Cape May County Herald* reviewing how TRACEN Cape May is becoming a Coast Guard Community.
- *Marine Link* [article](#) about the new exercise bikes at TRACEN Cape May.
- Dr. Brignoni's [interview](#) with the Dept. of Defense's Office of Diversity is featured for Hispanic Heritage Month.
- Compass Blog [article](#) featuring the Alaska PREP exercise, with comments from Exercise Support Team members.
- Coast Guard Recruiting Command's [post](#) featuring the FS rate on the "Go Coast Guard" Facebook page.
- All-Hands Blog [post](#) about EPME changes and a reminder to participate in the EPME survey.
- Coverage [here](#) and [here](#) of Dr. Brignoni's participation in a Navy-hosted Hispanic Heritage event.
- Stories about TRACEN Cape May's "Operation Fireside" that provides recruits a touch of home at [Thanksgiving](#) and [Christmas](#).
- Compass Blog [article](#) about the Container Inspection Training and Assistance team.
- [Coverage](#) of a Native American Heritage Month event held at TRACEN Cape May.
- *Good Morning America* and *Nightline* featured segments [here](#), [here](#), and [here](#), which were filmed at ATTC's dunker facility.
- Compass Blog [post](#) describing how members of TRACEN Yorktown's Mobile Training Branch trained their counterparts in Djibouti.
- Compass Blog [post](#) describing an Iron Chef-style cookoff between VADM Neffenger and VADM Ray at TRACEN Petaluma.
- [Photo](#) in the *Mustang Times* of Coast Guard Institute personnel presenting a Partnership in Education award to their local school.
- Compass Blog [repost](#) of FC Newsletter article about CAPT Hatfield & team of former cadets receiving U.S. patents.
- Compass Blog [post](#) featuring Ms. Joellen Mitchell (TRACEN Petaluma), the 2014 Swaringen Award winner.
- The American Legion [paid](#) for a TRACEN Cape May member to fly [home](#) for Christmas.
- TRACEN Cape May's MWR helped [deliver](#) Christmas trees to military families through the "Trees for Troops" program.
- The Jersey Cape Military Spouses' Club [delivered](#) stockings to about 350 recruits in training on Christmas Eve.
- [Coverage](#) of MLEA's joint U.S.-Canadian Shiprider training in December.
- Cape May recruits were able to [preview](#) and [vote early](#) on the Coast Guard's Top 10 Videos of the Year.
- "Shape the Future" [posts](#) on the Coast Guard's All-Hands blog featuring [ET2 Joshua Zanze](#) (TRACEN Petaluma), [LT Matthew Hunt](#) (ATC Mobile), [MEI Paul LeBoeuf](#) (GRFTC), [CWO Craig Kerby](#) (LDC), and [CWO Kimberly Angel](#) (former Company Commander).
- FORCECOM's Ombudsman family newsletters for [October](#), [November](#), and [December](#).

Please note, inclusion of a link to an external publication does not imply official endorsement by FORCECOM or the U.S. Coast Guard.

ARGENTINE OFFICER PROMOTES AT TRACEN YORKTOWN

Fernando Santucci became the first officer of the Prefectura Naval Argentina to be promoted to the rank of Prefecto Mayor (O6) outside Argentina's geographic boundaries, when he was promoted onboard Training Center Yorktown, Dec. 15, 2014. Santucci's wife, Liliana, and TRACEN Yorktown's commanding officer, Capt. Reed Stephenson, presented Santucci with his new shoulder boards.

Santucci's new rank caps over thirty years of active-duty service in the PNA. Most recently, he was the plankowner Commanding Officer of the 45-meter oceanographic motor/ sailing vessel DR. BERNARDO HOUSSAY and the Commanding Officer of the cutter MANTILLA, the Argentine Prefectura's flagship. Santucci, the Argentine Liaison Officer to the U.S. Coast Guard, will return to Argentina in summer 2015.

Caption by Lt. Cmdr Peggy Britton; U.S. Coast Guard photo by Lt. Jason Harris





PETALUMA, Calif.—Students from Training Center Petaluma’s Chief Petty Officers Academy and “A” Schools, along with permanent-party staff, pose alongside other Coast Guard, Marine, and Navy personnel during San Francisco’s Fleet Week, Oct. 12, 2014. TRACEN Petaluma’s contingent marched in the Fleet Week parade. (Photo by Elena Zhukova; reprinted by permission from San Francisco Fleet Week Board of Directors)

