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iCommandant



Web Journal of Admiral Thad Allen

Friday, January 29, 2010

Visit to Tampa and St. Petersburg, FL

Guardians,

I traveled to Tampa and St. Petersburg to visit with our Coast Guard personnel in the area and to speak to the local Propeller Club and the Tampa Bay Harbor Safety and Security Committee (TBHSSC) about our current activities in Haiti as well as some of the other maritime challenges facing our Service.

The Propeller Club was created to promote, further, and support an American Merchant Marine and aid in the development of river, Great Lakes and harbor improvements. We have a long-standing and beneficial relationship with this industry group. Many thanks to Tony Austin, President of the International Propeller Club, Tampa; RADM William Merlin, USCG (Ret); and Capt Allen Thompson, Jr., USCG (Ret) for their support. Capt Tim Close, CO of Sector Tampa-St. Petersburg, and Capt Todd Sokalzak, CO of AIRSTA Clearwater, were also in attendance.

The TBHSSC provides a forum for all maritime stakeholders to address safety, security, and related maritime issues in Tampa Bay. The TBHSSC has recently been designated as the representative of Tampa Bay to the Marine Transportation System Task Force. Thank you to Terry Fluke, Chairman of the TBHSSC and RADM William Merlin, USCG (Ret) for their assistance as well.

I also provided remarks at a memorial for the 30th anniversary of the BLACKTHORN sinking on January 28th, 1980. The ceremony was held at BLACKTHORN Memorial Park which was dedicated in 1982 and sits at the north end of the Sunshine Skyway Bridge in St. Petersburg (pictured at right). After colliding with the freighter CAPRICORN, the BLACKTHORN sank in three minutes claiming 23 of the 50 lives aboard. While it was a terrible tragedy, we learned many valuable lessons which are passed along to future cutter command cadre at the Command and Operations School (http://www.cga.edu/LDC_display.aspx?id=627) at the Coast Guard Academy. This school was created as a result of the BLACKTHORN and in addition to the Memorial in St. Petersburg, it serves as a living reminder of that terrible accident.



[CGC Blackthorn Memorial](#)

Originally uploaded by [uscgpress](#)

Posted at [1/29/2010 01:12:00 PM](#) [0 comments](#)



Modernization Series: Product Line Management

Guest post from RDML Ostebo, Assistant Commandant for Engineering and Logistics (CG-4):

The tragic earthquake in Haiti reminds us of the ongoing need for our organization to be agile and adaptable in response to unexpected events and dynamic operational demands. This need is driving Modernization. One of the benefits of Modernization lies in how the new mission support organization can bring support to bear on an operation that is predictable, interchangeable, and reliable. In the modernized construct, support personnel share responsibility with operators for the successful execution of the mission.

This was the basis of my opening remarks at a two day training session on the mission support model at Coast Guard Headquarters earlier this month. Sponsored by the Mission Support Organization Director's Council, approximately 80 military and civilian personnel from Headquarters and members of the American Federation of Government Employees Union attended this session, which was a follow on to the Product Line Managers (PLM) Academy held in May 2009. By all accounts, the training was very well received. Based on interest, we will look to hold another session in the National Capital Region of the country in early 2010. Logistics Center Commanding Officer, CAPT Ed Gibbons' post (<http://dcmlog.blogspot.com/2010/01/coast-guard-business-model.html#links>) on the DCMS Log discusses the training in more detail.



Mr. Jeff Ormer (CG-4D) Addressing PLM Conference
Originally uploaded by [icommandant](#)

Regards,
RDML Ostebo (CG-4)

Posted at [1/29/2010 09:20:00 AM](#) [0 comments](#)



Thursday, January 28, 2010

Thank You - Haiti Relief Efforts

Here is a video thank you from Admiral Allen to all members of the Coast Guard's workforce.



Posted at [1/28/2010 11:25:00 AM](#) [1 comments](#)



Monday, January 25, 2010

Maritime Transportation System Recovery in Haiti

Guardians,

I just returned from a meeting at US Northern Command in Colorado Springs. The meeting was hosted by General

Gene Renuart and included General Duncan McNabb (Commander, US Transportation Command), David Matsuda (MARAD Administrator), and representatives of the shipping community. We engaged in a half day meeting on the current state of preparedness and resiliency of our ports and the economic implications of a port closure. It was an open and frank discussion that will mark the way for further meetings.

In the Coast Guard we have been evolving the concept of Maritime Transportation System Recovery for some time. We gained huge experience following Hurricane Katrina when we established a Maritime Transportation Recovery Unit under the leadership of RADM Larry Hereth in St. Louis. This group coordinated the recovery of all Gulf Coast ports and involved stakeholders to determine priorities and provide recommendations to field commanders. That concept has been refined in subsequent hurricane recovery efforts and in the current oil spill response in Port Arthur, TX. We have actually imported that competency to assist in the reopening of the port of Port Au Prince and other ports in Haiti. The following guest post details our efforts.

ADM A

Guest Blog by LCDR Mark Shepard, USCG MTSRAT on board CGC OAK in Port Au Prince, Haiti

The earthquake in Haiti rocked the ports in the Bay of Port au Prince, destroyed much of the shore-side infrastructure, and significantly disrupted the government agencies with maritime transportation responsibilities. Every Haitian has been significantly impacted by this catastrophe. All of the Haitian Port Authority and Customs Officials, Pilots, Agents, Labor, and Vessel and Facility Operators have been very helpful while dealing with their own personal tragedies/impacts from the earthquake and aftershocks.

The Marine Transportation System Recovery Assist Team (MTSRAT) was deployed to assist the Haitian people with the restoration of the Maritime Transportation System. The team arrived on January 18th, and immediately began operations to assess the capability of the ports and their intermodal connections within the Bay of Port Au Prince. Upon arrival the MTSRAT rendezvoused with the DOD components, Haitian authorities and Haitian businesses to begin the process of reopening the port facilities. Within a couple of days of arrival the MTSRAT was chopped to SOUTHCOM under the TACON of Commander Task Force 42.

The MTSRAT is currently engaged in the soft tasks of working inter-personal relationships with military, government, public, and private industry, and the hard tasks of verifying capabilities, capacities, prioritizing operations, and managing offshore traffic. The message to the world shipping industry is that the port facilities are open for business with limited capacity. In the days since the earthquake the port has been able to receive several vessels with humanitarian cargos, commercial cargos and military cargos. The first container barge to arrive after the earthquake conducted cargo operations on January 19th, the first tank ship arrived January 24th and is replenishing a critically short supply of propane today. The military has arrived and the port has been modified with a Roll-On/Roll-Off ramp to be able to accommodate military cargo. Prioritizing humanitarian aid, commercial cargo and military cargo are important for ensuring that no-one function takes over the port infrastructure or causes further damage that would cause the infrastructure to further collapse.

The challenge for the Maritime Infrastructure now is that despite being open for business the local infrastructure (personnel, roads, warehouses, supermarkets, labor, chassis, trucks, etc.) are so severely damaged that the capacity to receive the cargo into the port and distribute beyond the port is limited. In the coming days there is potential for the port to reach real estate capacity. We will continue to work with Haiti's inter-modal partners and the international relief efforts to ensure an efficient system as possible under the current conditions.

Bottom-line...Humanitarian aid is being delivered to the port and further distributed to the Haitian people!

The MTSRAT is currently attached to the U.S. Coast Guard Cutter OAK in Port au Prince Harbor and conducts daytime missions into Port au Prince and the surrounding areas.

The MTSRAT consists of 11 personnel under the direction of Captain John Little (Deputy Sector Hampton Roads). The members of the team are: CDR Wayne Clayborne (1st District), LCDR Mike Pierno (LANT IPSLO to Haiti), LCDR Mark Gibbs (Sector Jacksonville), LCDR Mark Shepard (Gulf Strike Team), LT Brian Sadler (Sector Buffalo), MSTC Bridgette Brown (Atlantic Strike Team), MST1 Steve Wilkes (Gulf Strike Team), MST3 Juan Patino (Gulf Strike Team), Mr. Fritz Wasco (9th District), and Mr. Carl N Hatfield (Sector Lower Mississippi River).

The MTSRAT would like to thank the Captain and crew of the CGC OAK for their exceptional assistance with every aspect of living and working in Haiti...Their support and willingness to assist has been truly spectacular!

MTSRU Haiti on CCG OAK
 US Coast Guard
 CAPT John Little
 CDR Wayne Clayborne
 LCDR Mark Shepard

Posted at 1/25/2010 08:02:00 PM [0 comments](#) 

Labels: [Coast Guard](#) [Haiti](#) [Haiti Earthquake](#) [humanitarian aid](#) [Marine Transportation System Recovery Assist Team](#) [MTSRAT](#)



Making Port Au Prince Harbor Safe and Navigable for Supplies from Sea – CGC OAK

Guardians,
 Another update regarding port recovery from the CO of USCGC OAK.
 ADM A

Guest Blog from Commanding Officer, CGC Oak At Anchor in Port au Prince, Republic of Haiti January 25, 2010

The crew keeps telling me how happy they are for the chance to be here in Haiti helping make things better, shared CDR Mike Glander. Many have told me they feel this is the most personally rewarding thing they have ever done.

A Day in Haiti

Today, the Coast Guard Cutter OAK sits at anchor very close to the Port Terminal in downtown Port-au-Prince. Our folks have spent most of the day in our two small boats zipping around the harbor, transporting the embarked MTSRU Team to their various inspection, assessment, and meeting points around the harbor. The MTSRU is the Maritime Transportation System recovery Unit, the team on the ground working most closely with the Haitian Port authority in recovery efforts. During the day the MTSRU breaks up into several teams and goes in every direction.

Around 0930, our Operations Officer, LTJg Jenni Ferreira told me the boat was ready to deploy our last buoy near the Port Terminal. (We had already added several buoys to make the harbor safer, after consulting with the two Haitian Harbor Pilots, but this last buoy was going in shallow water, and had to be deployed by our work-boat.) I jumped in and the coxswain, BM2 Tommy Frantz took us over to the pier, since he already knew the general location of where this new buoy would go. We wanted to drop this buoy's anchor (sinker) right on the 13 ft depth curve so that the Haitian Harbor Pilots would know exactly how much water they had to work with while maneuvering ships and barges up to their only remaining pier at the Terminal.

Sinking a Buoy

Positioning tech, BM2 Pete Boggeln guided the boat up to the spot with his GPS and laptop, BM2 Frantz called out the depth, and BMC Chuck Gittings and BM3 Trey Thompson carefully tilted up the wooden board which held the 250lb sinker and mooring chain. The buoy and sinker slid right in, and BM2 Boggeln recorded the position so that he could notify U.S. and British Admiralty authorities that a chart update would be needed showing the buoy.

Meeting with Haitian Port Authority, Navy Dive Teams and Port Security Unit

The boat dropped me off at the pier where I was hoping to meet the CG Port Security Unit folks who had just arrived to help the Haitian Port authority keep the terminal nice and safe while all the assessment and offloading was going on. The Navy dive teams and their engineers were all over (and under) the pier continuing with their assessments and recommendations. We saw a contingent of Columbian Red Cross folks offloading humanitarian aid.

On the Bridge of CGC OAK – Keeping Track of Vessel Offloads

When I got back to the ship at anchor around 1200, I peeked in on the bridge team, who was busy managing and monitoring the movement of vessels in the harbor. They had updated their status board to show that the two vessels who had completed their offloads yesterday had departed. The floating Vessel Traffic Management System that OAK's crew and the MTSRU set up was helping the Haitians keep the harbor orderly. Earlier yesterday, this Team had assigned each vessel an anchorage in which to wait while the Haitian Port Authority checked their plans and readied to receive the ships for offloading.

Helping Haitian CG Station Killick

Meanwhile, our ship's Engineer Officer (EO), Chief Warrant Officer Rich Belcher gave me an update on what was going on at the Haitian Coast Guard (Garde Cote) Base at Killick, where he had been all morning. We knew the Base suffered a lot of damage in the quake, and the Coast Guard Cutter LEGARE's crew was there today, where it had been for several days, working hard to reconstitute the small Garde Cote force. LEGARE's EO, LT Mike Dykema, was leading a clean-up and assessment team of LEGARE crewmembers who were getting ready to start helping the Garde Cote fix up some of its boats. The two EO's had compared notes that morning and were sharpening the plan.

Haitian Garde Cote boats are one of CWO Belcher's specialty - he works directly with the Haitian engineers every six months when OAK comes to Port au Prince for an international exchange. He got busy hatching a plan to enlist the help of LT Jason Dunn's team, back at the Industrial Support Activity in Miami - to create a list and purchase the boat parts that were needed. (The Garde Cote's warehouse, unfortunately, was condemned.)

In the afternoon, MK2 Perry Clement and EM3 Logan Richards went back over to Killick to assist LEGARE's engineers.

Early Sunsets, Long Days

The sun sets early in Haiti in the winter, because of the time zone, and soon the boats will all start heading back to our ship where we make plans for the next day, get a little rest, and continue to go about the normal ship routine of standing watches. (Most of the crew are standing more watches than normal at their different stations, since so many folks are ashore or out in the boats all day.) The days are long, but no one is complaining. Over and over, members of OAK's crew keep telling me how happy they are for the chance to be here in Haiti helping make things better. Many have told me they feel this is the most personally rewarding thing they have ever done.

Posted at 1/25/2010 07:54:00 PM [2 comments](#) 

Labels: [Disaster Response](#) [Haiti](#) [Haiti Earthquake](#) [OAK](#) [U.S. Coast Guard](#)



Friday, January 22, 2010

Haiti: The Work Continues

Guardians,

I am watching the benefit concert for Haiti and was prompted to write this post.

As we move into the second week of our response in Haiti, senior leadership at Coast Guard Headquarters, in the Department of Homeland Security, and across the federal government are pulling together to support this critical mission. I thought it would appropriate to provide an overview of how the response is being coordinated. This is the first of what will be a series that describe how we are involved.

As many of you know, we in the Coast Guard have a long and valued relationship with the government of Haiti and in particular, the Haitian Coast Guard. My first visit to Haiti was in 1973 when I was a Search and Rescue Controller in the Rescue Coordination Center in San Juan. I have returned many times and have visited the Haitian Coast Guard Base at Killick. We have trained with our Haitian counterparts, worked to save lives, and share a common culture of service to our nations. Because of that relationship we know that the Haitians are a proud and wonderful people.

In an event of this magnitude there are always questions about who works for whom. It really isn't a question of who works for whom. It is a question of how we work together to create a better present and future for Haiti. That said, we deploy forces and we have command and control structures that allow us to be effective as a force. Here is how we all work together:

Haiti is an independent, sovereign nation. They have the last say on anything and everything. The family of nations supports Haiti. Prior to the earthquake, that support was provided largely through the United Nations Stabilization Mission in Haiti. The acronym in French is MINUSTAH (Mission des Nations Unies pour la stabilisation en Haiti).

Following the earthquake the international community rushed to aid Haiti and that effort required coordination to be effective. In the Coast Guard we are used to constructs like the Incident Command System (ICS), which is how we coordinate domestic responses with federal state and local governments. We also interact with the Department of Defense in their planning and execution construct, the Joint Planning and Operation Execution System (JOPES). The United Nations operates under functional organization similar to ICS but they call their staff components "clusters." Our (US) interaction with the United Nations is through the State Department and through our Chief of Mission in Haiti, Ambassador Ken Merten.

In the days following the earthquake there has been an incredible convergence of effort and coordination. The U.S. Agency for International Development (USAID) is the lead federal agency for the United States' response in support of Haiti. USAID's roots lie in the Marshall Plan that rebuilt Europe after World War II. In consultation with the State Department USAID supports Ambassador Merten in leading the response.

USAID is led by Rajiv "Raj" Shah who was confirmed to his position on 24 December 2010. I have worked with Raj over the last 10 days and he has impressed everyone with his compassion, commitment, and energy. He has led his team decisively and has partnered with all of us. He is a true "shipmate" and "Guardian." I am proud to work with him. On scene in Port Au Prince, USAID is represented by Ambassador Lewis Lucke, a former USAID senior leader. He is the Disaster Relief Coordinator.

In support of Ambassador Lucke, the Department of Homeland Security has deployed a multiagency incident management team to support the United States effort. The DHS team is led by Damon Penn from FEMA and RDML Roy Nash from the Coast Guard. This team brings the technical support that I relied on during the Hurricane Katrina response and the doctrinal structure of the Incident Command System.

In this effort FEMA Director Craig Fugate and I have been joined at the hip in Washington in support of Secretary Napolitano and the United States effort. We attend meetings at the White House together and seek each other's counsel and advice. We have provided our best advice to Secretary Napolitano and Deputy Secretary Lute. Our component partners in CBP, TSA, ICE, and USCIS have been terrific partners as well (we will have more posts on this effort).

The DOD forces in Haiti report to U.S. Southern Command under the command of my good friend General Doug Fraser. Joint Task Force-Haiti is commanded by LTG Ken Keen the Deputy Commander of the U.S. Southern Command. He is supported by components commands from each service. In his absence RADM Rob Parker (USCG) is the Acting Deputy at SOUTHCOM. I will have a separate post on our relationship with DOD in a subsequent post.

The Disaster Relief Coordinator (Ambassador Lucke) and Joint Task Force Haiti (LTG Keen) support Ambassador Merten as Chief of Mission.

Beyond on the United States response organization, there are numerous non-governmental organizations (NGO), the United Nations, and other nations eager to help. We will have more on these organizations in future posts. The total effort is a combined coordinated activity that supports Haiti.

Where is your Coast Guard, where are our Guardians in this complex and needed effort? We are literally and metaphorically everywhere. From the first responders from USCGC FORWARD who led the way in, to the logisticians keeping our cutters on station and working through multiple engineering casualties, to the ad hoc security teams that secured Haitian ports, to the many air crews who lifted, medevaced, and saved, we have been everywhere we can be. My morning brief tells me that we have 62 personnel on ground, 719 manning cutters, and 56 deployed air crewmembers. That brief comes with a listing of each Guardian by name that is deployed in theater. We know who you are and we honor your service ... we wish we could be there as well.



[Haiti: The Work Continues](#)

Originally uploaded by [uscgpress](#)

Watching the many talented people perform tonight during the "Hope for Haiti Now" Concert I am reminded of a similar concert that took place following Hurricane Katrina. I am also reminded that these events as terrible as they are, remind us of our humanity and those things that connect us. The recurring vision of the hand reaching down to the hand reaching up is our past, present and future. From the surf of Cape Hatteras and Cape Disappointment, to the beaches of Guadalcanal and Normandy, to the awash decks of the PRINSENDAM and PENDLETON, to the Lower Ninth Ward of New Orleans and the street of Port Au Prince, our mission endures and each generation proves again we are Guardians.

Very proud of all of you tonight.

ADM A

Posted at [1/22/2010 09:21:00 PM](#) [0 comments](#) 



Modernization Series: Support for Mission in Haiti

Guest Post from VADM Currier, Chief of Staff:

A key driver of Modernization was the need to be agile in an All Threats, All Hazards operating environment. Last Tuesday's tragic earthquake in Haiti became the largest, real world test of the new modernized mission support organization to date. Our modernized system is designed to deliver support on all operational fronts in a way that is pre-planned, responsive, reliable and accountable. I am proud to report that our support personnel are responding to these mission challenges with a sense of ownership, sharing in its success with our operational partners.

I directed DCMS personnel embedded at each stage of the process to ensure equal responsibility for the success of this mission with our operational partners. These logistical envoys, placed in theater at Forward Operating Base GTMO, District 7, Joint Task Force Haiti J4 Staff, and Homeland Security Task Force Southeast, ensure critical support needs are met at all levels. Notably, the CO of Personnel Services and Support Unit Miami, acting as the Primary Support Officer (PSO), has done a fantastic job coordinating the efforts of all local DCMS elements and acting as a trusted advisor in the D7 Incident Management Team. At the strategic level, my priorities for engagement are four-fold:

1. Operational readiness of deployed forces
2. Support of our people, particularly those in theater
3. Proactive identification of sustainment issues and problems
4. Actively assist operational partners with planning

The Logistics Integration Staff (DCMS-53) continues to stand a 24x7 watch in the LANT Command Center serving as the on-site representative for all theater-level logistics issues. They represent the new Logistics and Service Center product lines and are responsible for contingency and tactical logistics support for all deployed operational assets. An integration logistics cell has also been embedded in the National Command Center Watch to ensure expedited information flow between operations, mission support, and headquarters entities.

This is the first major contingency operation where we are supporting surface assets under the modernized Mission Support model which is based on a similar approach used with aviation assets during the 2005 hurricane season. Cutter support is managed through product lines at the Surface Forces Logistics Center (SFLC). The Shore Infrastructure Logistics Center (SILC), C4IT Service Center and Aviation Logistics Center (ALC) all have been incredibly responsive to the needs and requirements of the operational community. Personnel Service Center's Surge Staffing Branch has tracked forward personnel deployments and requests for forces (RFFs) in support of the mission in Haiti. Success in this endeavor can be measured by the operational readiness of deployed assets – and they are delivering!

Coast Guard personnel can identify and apply for volunteer opportunities with the Surge Staffing Branch through the [Mobilization Readiness Tracking Tool Volunteer Bulletin Board \(MRTT VBB\)](#). Applications are subject to Command Endorsement provided through the MRTT VBB. Additional information and a tutorial on how to use the MRTT VBB is available by clicking [here](#).

The modernized support model works through seamless bi-level support to our operational partners. As one of the first international agencies on scene, our U.S. Coast Guard continues its hallmark legacy of domestic and international response to those in need. I am proud of our modernized support community and operational partners for leaning forward in the wake of this disaster. Your efforts are saving lives.

Semper Paratus!

J.P. Currier, VADM
Chief of Staff

Posted at [1/22/2010 07:34:00 AM](#) [2 comments](#) 



Thursday, January 21, 2010

Alive After Seven Days in Rubble - Miracles Do Happen in Haiti

Guest Post from CDR Martha LaGuardia-Kotite, Press Secretary for the Commandant:

Men and women from the U.S. Coast Guard coordinated with the media, partner agencies and the urban search and rescue team in Port-au-Prince, Haiti who pulled a 69-year old woman from under the rubble. She had survived after seven days underneath a collapsed building near the Presidential Palace. Her condition has reportedly improved from critical to stable. Here's the rest of the story of how the Coast Guard helicopter aircrew located the survivor and medically evacuated her to a hospital Tuesday evening:

After Anderson Cooper, of CNN's AC360 and his broadcast team reported the remarkable story of her survival, viewers questioned: How would she get the follow on medical care?

Officials for the Massachusetts based Center for the Rural Development of Milot who had learned of the rescue, contacted the Coast Guard asking for help. LCDR Mike Fisher, Executive Officer of the CGC Tahoma, got the email request from Mr. Tim Traynor who was in the Milot, Haiti hospital:

Mike,
Please let us know if you can make this miracle happen. We are standing by at Hopital Sacre Coeur waiting for this woman to be delivered. God speed!
Tim

LCDR Fisher and his crew went to work. Coordination of efforts to make the medical evacuation possible meant pulling in people who were able to communicate her location back from their own far away locations in Atlanta, New York, Massachusetts and the Miami based Coast Guard District 7 Command Center to the Coast Guard Cutter Tahoma just offshore Haiti. The cutter, with a Coast Guard MH-65 helicopter aircrew, could fly the night time rescue. The aircrew consisted of LCDR Bill Strickland, LTJG William Andrews, AMT2 Dustin Harger, AMT1 Jeremy Tuttle, AET3 Christopher Russell and AMT3 Eric Burns from Helicopter Interdiction Tactical Squadron Jacksonville, Florida.

How they located the woman amid the destroyed buildings was a navigational feat in and of itself. It took using all forms of technology, talent and devoted people to pull it off. "They literally guided us in to the Palace under Night Vision Goggles using flashlights and a truck with the cutter relaying email messages via Ch 21 from a bystander on the ground," said LCDR Bill Strickland, pilot and mission commander of the helicopter. "We got her and she's doing OK considering she was buried for seven days...I guess miracles happen."

"We used texting, Skype, telephones and I think one or two carrier pigeons," teased Tim Traynor who works at the Haitian hospital in Milot. "The woman was rescued because of the USCG's commitment to never let a life pass without a heroic attempt. The Haitian people will survive and grow into a nation that is refounded in the example of compassion set by the men (and women) of the Tahoma. I am moved by your commitment and it will steel me for the difficult days to come. Thank you and all those involved in this desperate but noble effort."

"The Coast Guard has been rescuing people for over 220 years. In Haiti we have to use new ways to do it with our all of our international and United States agency partners," said Captain James McPherson, USCG, who helped with the rescue coordination from Haiti. [Click on CNN American Morning to see the interview.](#)

Posted at 1/21/2010 05:09:00 PM @comments 

Labels: [Anderson Cooper](#), [CNN](#), [Coast Guard](#), [Haiti](#), [Haiti Earthquake](#), [miracles](#), [rescues](#), [survival](#)



Wednesday, January 20, 2010

Haitian Relief Efforts - Force Laydown

Guardians,
As a follow on to the ALL HANDS email ([EarthquakeResponse.pdf](#)) we released yesterday, here is an update of the Coast Guard assets involved in the Haitian relief efforts. As of 20 January, these assets were supporting the Homeland Security Task Force - South East (HSTF-SE) which is being led by RADM Branham. Not all of these assets are in the immediate vicinity of Haiti but they are supporting the broader federal government effort to provide humanitarian assistance to those impacted by this terrible tragedy.

AIRSTA Clearwater (their units provided the first overhead damage assessments and MEDEVACs)
AIRSTA Miami
OPBAT
AIRSTA Elizabeth City
HITRON Jacksonville
ATC Mobile
AIRSTA Detroit
AIRSTA Sacramento
AIRSTA Barbers Point
CGC TAHOMA
CGC FORWARD
CGC MOHAWK
CGC VALIANT
CGC OAK
CGC LEGARE
CGC ALERT
CGC THETIS

CGC BEAR
CGC DEPENDABLE
CGC VIGOROUS
CGC HAMILTON

There are thousands of active duty and civilian support personnel working very hard behind the scenes to ensure these operational assets have the resources they need to execute the mission. We are also activating Coast Guard reservists from several different units. Further, I know many units are backfilling for those assets deployed to the HSTF-SE and the Auxiliary is contributing in their local areas as well. This has been a total team effort and I am incredibly proud of our Guardians.

Your actions have been noted by every level of the federal government including [Lieutenant General Ken Keen, the Commander of Joint Task Force Haiti](#).

As of early 20 January, our Coast Guard team has evacuated 737 American citizens, medically evacuated 77 injured personnel, and delivered 558 first responders. All of these numbers are expected to increase. For more information and photos of our Guardians in action, please visit <http://coastguard.dodlive.mil/>.

Posted at 1/20/2010 12:02:00 PM [1 comment](#) 



Tuesday, January 19, 2010

This Is Why We Signed Up to Serve in the U.S. Coast Guard

Guardians,
I welcome expressions of how your service to help the children, men and women of Haiti has made a difference in your life. Here's an email from Ensign Christopher Pince, published by a newspaper today.

ADM A

The Concord [NH] Monitor
Tuesday, January 19, 2010

'This is why we signed up'
Concord 'Coastie' joins relief effort in Haiti

By CHRISTOPHER PINCE
For the Monitor

Ensign Christopher Pince, 22, of Concord is aboard the Tahoma, a U.S. Coast Guard cutter based in Portsmouth that has been dispatched to Haiti to assist earthquake victims. Pince e-mailed this letter to his fiancée Saturday, who forwarded it to family members. His parents, David and Meg Pince, offered to share it with the Monitor:

Shortly after I e-mailed you this morning, I was told I was going to be on one of the boarding teams going over this morning. I quickly changed into my blue coveralls and boots and headed down to board the small boat that would take us over. I was the second wave of Coasties to go over. We left at about 9 a.m.

As I headed over, I noticed (that) the trash I told you about that littered the harbor water began to get much heavier. Soon

you couldn't even see water, it was just trash and debris. We were dropped off at the Haitian Coast Guard Base . . . or what was left of it. It really was just a couple ruined buildings and a dock. There were several trashed boats laying on what was left of a small beach. But what was left of the base was in ruins.

We disembarked from the small boat and started walking down a small road. The road had different levels to it, like it was split in random places. Some higher, some lower. Trees were uprooted, rocks and boulders were all over the place. As you looked around all you could see were uprooted trees and deserted huts, most of which were completely in ruins. I passed several huge stone buildings that were destroyed and looked like they were about to fall over at the slightest breeze. We had marked these off with yellow caution tape to alert people not to go

near them.

We continued walking down the road and began to notice Haitian people just sitting by the side of the road. Some of them had makeshift bandages, others just were sitting there. Some talked, others just looked forlorn and stared at the ground. Even those who talked were solemn and downtrodden. There was no laughter, no smiles, no children's voices - just silence.

As we got closer to the building that we had set up as our makeshift clinic, the silence was broken by the sounds of people, but it wasn't the normal sounds you hear from people . . . they were screams, wailing, crying, and desperate calls for what had to be help. I knew I was going to be walking into a destroyed third world country, but nothing could have prepared me for what I saw at the clinic.

Here's the rest of the email as published in The Concord (NH) Monitor:
[Pleas for help](#)

Posted at [1/19/2010 05:16:00 PM](#) [3 comments](#)

Labels: [clinic](#), [Haiti Earthquake](#), [U.S. Coast Guard](#)



Coast Guard Relief Efforts in Haiti - One Week Later

Guardians,

Today marks one week since the earthquake devastated Port Au Prince, Haiti. Like you, my heart goes out to all of the people who have suffered during this tragedy.

Earlier, I released an All Hands email to the Coast Guard workforce summarizing our relief operations, cooperation with our interagency partners, and to thank all the men and women of the Coast Guard for their humanitarian efforts.

Here is the text of that email: [/EarthquakeResponse.pdf](#).

Thank you and Semper Paratus.

Posted at [1/19/2010 04:02:00 PM](#) [0 comments](#)



Saturday, January 16, 2010

MSU Huntington WV crew with Commandant and Senator Jay Rockefeller

Guardians,

Earlier this week we traveled to Huntington WV to meet with crew and conduct briefings for Senator Jay Rockefeller, Chairman of the Commerce, Science, and Transportation Committee.

MSU Huntington has a challenging area of responsibility including the 7th largest port in the US by volume and the largest inland port in the country. We thank CDR Chris Palmer and his crew for the hospitality, briefings, and excellent discussions at the All Hands.



[MSU Huntington WV crew with Commandant and Senator Jay Rockefeller](#)
Originally uploaded by [uscgpress](#)

ADM A

Posted at [1/16/2010 05:00:00 AM](#) [0 comments](#)



Friday, January 15, 2010

Haitian Operations

Guardians,

This has been an extraordinary week in Haiti and back at home. Throughout the hemisphere cutters have diverted, personnel have been recalled, planes have sorties, staff personnel have packed up and headed south, support staffs have "made it happen," and HQ staffs have fanned out across Washington to attend interagency meetings.

Our units who were first on scene evacuated the injured, controlled aircraft movements, provided comms relays, and put shore teams into situations no one is trained for. In the past week Guardians in Haiti have saved countless lives, rescued injured citizens, rendered first aid, and assisted medical teams. They have been caring and compassionate, professional and effective, responsive and adaptive.

I have been overwhelmed with the outpouring of thanks and gratitude from our senior leadership, interagency partners, and joint brothers and sisters in arms. We know the job is far from over and the most difficult tasks likely lie ahead.

I have read emails from non-rates, petty officers, and chiefs who have openly described what could only be referred to as life changing events that they have witnessed and been part of.

We will continue to respond to alleviate suffering and saves lives, assist in the recovery, and bring our unique skills and competencies to the interagency, joint, coalition team that is on the ground in Haiti.

Continue to lean forward ...
ADM A



[CG Cutter TAHOA Supplies Haiti](#)
Originally uploaded by [uscgpress](#)

Posted at [1/15/2010 07:40:00 PM](#) [0 comments](#)



Wednesday, January 13, 2010

Haiti Earthquake: US Coast Guard Responds to Help the People of Haiti

Guardians,

Checking in late in the day after a very hectic 24 hours (we are all running a little low on sleep). We, like the rest of the world, have been shocked and extremely saddened by the horrific earthquake in Haiti. We have partnered with the Haitian Coast Guard for decades and we pray for them and their fellows citizens.

Shortly after the earthquake struck we were immersed in conference calls across the Department of Homeland Security and the federal government. Throughout the night I consulted with our senior leadership as we diverted cutters in the area and deployed aircraft for first light response. We were fortunate in that we have units that routinely patrol this part of the Caribbean and we have aircraft that are assigned to Operations Bahamas Turks and Caicos (OPBAT). In addition, we were able to forward deploy units at Guantanamo Bay. This collective force lay down allowed us to get in early and have an immediate impact. We can be very proud of our Guardians and their performance in these first 24 hours.

Another fortuitous situation was that we were holding a senior leadership meeting at Coast Guard Headquarters today and the Atlantic and Pacific Commanders available to participate in discussion and shorten our decision cycles. As a result we were able to discuss our response with the Secretary and our DHS partners with the Vice Commandant, Chief of Staff Deputy Commandant for Operations and our Area Commanders sitting side by side.

Moving past the first 24 hours we are integrating into the national response structure and the evolving international/ coalition response. We have positioned a Coast Guard officer with USAID in the Department of State. I have talked several times with Craig Fugate, our FEMA Director. Today I discussed options and provided input for both Secretary Napolitano and Chairman of the Joint Chiefs of Staff, ADM Mike Mullen.

Our collective efforts are being organized under the Homeland Security Task Force - South East (HSTF-SE) which is headed by RADM Steve Branham our Seventh District Commander. Again, our previous work in organizing responses to contingencies in South Florida has helped us form up and execute on this difficult task.

I will be providing more frequent updates via this blog and twitter as we settle into a "battle rhythm." I want to extend my thanks to the thousands of Guardians who are leaning forward tonight to make sure are doing all that is possible to mitigate the impact of this terrible event. The coming days will require more from us and will be increasingly difficult but as you have shown in the last 24 hours, you are up to the challenge.

ADM A

Posted at [1/13/2010 06:46:00 AM](#) [5 comments](#)

Labels: [Haiti](#), [Haiti Earthquake](#), [Port Au Prince](#), [U.S. Coast Guard](#)



Tuesday, January 12, 2010

Modernization Series: Impacts on the Cutter Community

Guardians,

I am reposting this blog from MK1 Bryan Carpenter onboard the CGC RESOLUTE. MK1 Carpenter highlights modernization's benefits for the cutter community but also notes some of the IT challenges facing our current fleet. We addressed those issues in the link at the bottom of this post.

Guest post from MK1 Carpenter:

I am the A-gang (Auxiliary Division) MK1 on CGC RESOLUTE and I am starting to see the effects of modernization. The implementation of boatforces.com has greatly improved a cooperative effort to standardize 210' WMEC small boats from the boat builder all the way down to the end user. We have utilized the "plug and play" method with other cutter units. We have both sent our small boat to other units while we are in charlie status as well as receiving other unit's small boats while underway. Both situations had immediate response times with boat crews able to deploy without incident because of standardization.

We had a faulty part on our small boat and submitted a failure report at boatforces.com. We had a quick response from the manufacturer which outpaced the old CASREP system. The CASREP system has its place, but not here. Other "plug and play" systems like the Welin-Lambie davit system being changed out every five years is another good example of modernization efforts.

That being said, now for the bad news, to put it in MK terms we have an overspeed situation here. The modernization efforts are a great step forward, but we are experiencing growing pains in the IT field. More and more actions are being placed on computer submissions (i.e. CM plus, T-pax, Direct Access, etc. which by the way are very user unfriendly) with no increase to computer terminal points at the deck plate level. On my boat we have the entire deck force and engineering force scrambling for two computers. Internet connectivity is marginal at best when underway which is why I had to give up my college studies until I get to a land unit. It is ironic that I received an e-mail from Secretary Napolitano precluding a "streaming town hall discussion" which I will not see until I return to home port weeks from now.

Overall I am not complaining. I know these things take time and the only thing constant is change. As long as we are all plotting the same course we should see some positive results in the future.

v/r

MK1 Bryan "Pappy" Carpenter

Note: MK1 Carpenter raises critical IT issues for our existing cutter fleet. Here are some answers ([/CG-6%20and%207%20Response.pdf](#)).

Posted at 1/12/2010 05:34:00 PM 1 comment 



Sunday, January 10, 2010

ALMIS - An External Perspective

Guardians,

Earlier today, one of the civilians who conducts Asset Logistics Management Information System (ALMIS) training posted a comment to [BMC Paul Wells' guest post](#) on iCommandant. I thought it was beneficial to repost it in its entirety here:

Thanks Chief (Wells),

As one of the instructors who make those station visits for "Stand-Up" ALMIS Training, I have to give a lot of credit to the folks in the Logistics Transformation Program Information Office (LTPPIO) for identifying the importance and ensuring adequate training at the "Front End" of a system as complex as this one is.

I too (as prior Active Duty) knew the frustration of having a new system to conduct business handed to you in a terminally dry 4 hour Power-Point, and then turned loose to "go forth and mess up your allotments". As trainers, we are committed to making your ALMIS/Electronic Asset Logbook (EAL) transition as unproblematic as possible. We have been there too. Times are tough, and due to the current economy, they are going to get tougher. The Flag level of Command knows the importance of being able to document what we do, and the costs, in both Funding and Personnel, to ensure we continue to receive the support necessary.

I am sure it is easier for them to go before Congress and demonstrate our needs, when they have actual numbers to document those needs. I applaud Admiral Allen's initiative to ensure we continue to have adequate documentation of our daily support to the public in capturing all that information in as efficient a system as is available. As a Taxpayer, I would appreciate other DOD entities being as accountable to "Stewardship" of the public dollar as the Coast Guard is driving towards.

Will Entriken (EAL-QA)

Posted at 1/10/2010 02:32:00 PM 0 comments 



Friday, January 8, 2010

Modernization Series: Field Impacts of ALMIS

Guest Post from BMC Paul Wells (OIC of Station Provincetown):

With any new system or equipment we receive, typically we get little to no training with it. On the job training and learn as you go has been the usual way of life. With the Aviation Logistics Management Information System (ALMIS), I have to say that this is without a doubt the best training I think I have ever seen in my 25 years of active duty.

When the civilian trainer arrived at the Station, the training was kept simple and to the point. I was very happy to see the amount of work that went into this prior to it hitting the streets, not after we were told to use it. We have contact information, day and evening numbers, for individuals that we are able to call when we have questions. And the number works too! How many times have we in the past received little to no assistance for a training program that is introduced to the field?

Welcome to the new Coast Guard where we not only keep up with the times, but actually have people who teach us properly, and make themselves available to help when we have questions. I am thrilled to see this new system and take a step forward. ALMIS is new to us in the boat world. Let's take it out for a spin and see what it has to offer us.

I whole heartily support this step forward. There is no kicking and dragging from me, and there won't be, not even behind closed doors.

We have to change our thinking. I always want my boats to be ready to run 100 percent of the time. I used to send someone into town to the local hardware store to buy a nut or bolt to fix the MLB just to get it into a B-0 status and I would pay for it! Not anymore. That was the old way of doing business. Now we track how much time transpires before we receive a new part, how much time we spend fixing things, and how much time we spend on maintenance. This takes some of the guess work out of our job. As some of my fellow CPOs have already mentioned, as a leader, Chief, and Officer in Charge, I am the one who needs to show the younger kids that this is a good thing. Lead by example, accept change, support my command, and the Commandant. Any of this sound familiar? If you went through LAMS, CPOA, or any other leadership school, it should!

ALMIS is not coming, it is already here. Get on board and lead your subordinates by example. You can complain all you want, but it is not going away. It is time to accept it and move forward. By the way, the training is available if you really want it. If you choose not to show up for training, you can only blame yourself, not the system. It is time we all took a step into the future and allow ALMIS to succeed or fail on its own. To me it makes sense to try and figure out how much time and money we spend on these platforms. I know how much my budget says I receive, but I never knew what I really spent on any one of my boats. I do not have to stock pile parts anymore in the hopes of actually using one of them. I do not receive my past budget for each platform, but I also do not have to spend money on anything over 50 dollars. Makes sense to me.

I am happy to see the Coast Guard finally put so much time and effort into the type of training we received along with the quality. Like I said before, let's take ALMIS out for a spin and see what it has to offer.

BMC Paul Wells
OIC, Station Provincetown

Posted at 1/08/2010 11:21:00 PM [1 comment](#)



Visit to the Coast Guard Academy

Guardians,

I visited the Coast Guard Academy this week to deliver my annual leadership remarks to the Corps of Cadets, Academy faculty and staff, as well as Prospective COs and XO's and Boat Forces Command Cadre currently at the Leadership Development Center. A new Officer Candidate School class was also in attendance on their first day onboard the Academy. It was a great time to visit as the Academy is celebrating its 100th year in New London.

My remarks focused on the need to develop change centric leaders for a change centric Coast Guard. As I have said in a number of venues over the last three years, we need to be more agile and adaptable to changes in our external environment especially as it relates to demand for our services.

As I have in previous leadership talks, I started my remarks with a [rap video](#) by Mr. Lin Manuel Miranda who was the writer and composer of the Tony Award winning musical "In the Heights". Mr. Miranda performed this "rap" at a White House event and chose Alexander Hamilton as an example of a historical figure who represented the hip-hop culture. In Mr. Miranda's opinion, hip-hop reflects the power of the spoken and written word to influence events and he thought nobody did that any better than the father of the Coast Guard, Alexander Hamilton.



[Visit to the Coast Guard Academy](#)
Originally uploaded by [uscgpress](#)

While I was in New London, I also visited with the Coast Guard Foundation in Stonington, the Academy Alumni Association staff, and had lunch with some of my Class of 1971 classmates. All in all, it was a great Coast Guard day.

ADM A

Posted at [1/08/2010 12:51:00 PM](#) [1 comment](#)



Making History, the Maritime Enforcement Specialist Rating is Born

Guardians,

On 6 January we celebrated the birth of our Maritime Enforcement Specialist rating by presenting rating badges to personnel from each pay grade from E-4 to E-9. The creation of this rating is the culmination of years of efforts and hard work by many people. My personal thanks to all of the Guardians who helped make this happen.



[Making History, the Maritime Enforcement Specialist Rating is Born](#)
Originally uploaded by [uscgpress](#)

ADM A

Posted at [1/08/2010 05:42:00 AM](#) [0 comments](#)



Thursday, January 7, 2010

Commandant visit to Coast Guard Foundation

Guardians

Today Master Chief Bowen and I had a chance to visit the Coast Guard Foundation in Stonington, CT to thank Anne Brengle and her terrific staff for the wonderful work the Foundation does for our Service. This dedicated group of folks has sustained support for the Coast Guard despite the recent financial challenges in the economy. We are indebted to these hard working, dedicated people who provide for our Guardians.



[Commandant visit to Coast Guard Foundation](#)
Originally uploaded by [uscgpress](#)

ADM A

Posted at [1/07/2010 04:38:00 PM](#) [0 comments](#)



Wednesday, January 6, 2010

Farewell to Loran C - a premier Coast Guard service

Guardians,

Following certifications by me that LORAN C is not required for maritime navigation and the Secretary of Homeland Security that the LORAN C infrastructure is not required as a back up to Global Positioning System (GPS) and required public notification in the Federal Register, LORAN C operations as a system will cease operations on February 8, 2010 in U.S. waters. This will mark the end of an era. For many years this system provided precision navigation services but has now been overtaken by the more capable and precise GPS.

The decision to terminate Loran C was not taken lightly and was thoroughly reviewed beforehand. We determined last fall that termination of Loran C would not adversely affect navigation because there are sufficient aids to navigation in place to serve the mariner should GPS service be unavailable for any reason.

With the assistance of the Coast Guard Auxiliary and associated Coast Guard support commands, we have begun a public outreach campaign as we start a phased and orderly decommissioning of the twenty-four stations still operating.

There will be few exceptions to the termination. For example, five LORAN stations which are part of international agreements with Canada and the Russian Federation will remain in operation until those agreements can be terminated, probably well into 2010. Additionally, we continue to work with the FAA in Alaska to ensure all of their communication transmitters are operating with GPS timing prior to all signal shutdowns in the area.

Guardians have stood the watch at these stations for over 50 years providing navigational services for mariners and aviators. I proudly served as the Commanding Officer of LORAN Station Lampang, Thailand (1974-75) and my father helped build a LORAN A station in the Philippines during the Korean War. The history of LORAN is the history of Guardians serving in some of the most remote locations and harshest environments on the Earth.

We have enjoyed a close relationship with the communities located near our LORAN units. We have valued those friendships and will strive to honor those relationships by working to minimize any adverse impacts the site closures have on our neighbors. Equally important, we will assist those members of the Coast Guard who are in transition to new assignments.

We will always recognize those who have served at LORAN Stations with admiration and gratitude.

ADM A

Posted at [1/06/2010 08:12:00 PM](#) [2](#) comments 

Labels: [GPS](#) [LORAN](#) [Loran C](#) [navigational service](#) [U.S. Coast Guard](#)



Last chance to vote for top 2009 Coast Guard Video

Guardians,
Friday is the last day to vote for your pick of the Top Coast Guard Videos of 2009. From New Jersey to drug smuggling, cave rescues and LEDET missions these videos are engaging and represent your outstanding work for our nation.

The videos are posted in a playlist on the [Coast Guard's YouTube channel](#).

To vote, simply sign-in to YouTube using your user account, watch the videos in the playlist and VOTE.

Votes will be accepted until January 8th and we expect to announce the winners on the [Coast Guard Compass blog](#) early next week. The units with the top three videos will receive a Flip video camera. It's a really great camera which I've used myself. Easy to use, easy to download and capture your unit in action.

For more information about the contest and to see the compilation of the [top 11 videos from 2009](#), go to the Coast Guard Compass blog post.

Posted at [1/06/2010 04:56:00 PM](#) [0](#) comments 



Tuesday, January 5, 2010

Coast Guard Presence in the Arctic

Guardians,

The melting Arctic ice cap is resulting in increased human activity (shipping, tourism, exploration) in this pristine maritime environment. The need for a federal presence in the Arctic to protect the safety of life at sea as well as our maritime security and economic interests has been well documented by many in the public and private sectors.

With global climate change being such a prominent issue, I am attaching a [solid information piece](#) which outlines why the U.S. Coast Guard needs to play a major role in the polar regions.

Posted at [1/05/2010 04:26:00 PM](#) [0](#) comments 



Tribute to the Crew of CG-1705

Guardians,
I am cross posting an article written by a former Coast Guard member, William McComb, about the crew of CG-1705. He served with all the Air Station Sacramento members who were lost on that flight and offers a unique perspective.

The story is entitled [Heartbreak on America's Frontlines](#) and the editor's note states "U.S. servicemen and women can pay the ultimate price for the nation's safety and security at the most unexpected times, in the most unexpected places. William McComb wrote this for the Veterans Workshop, a New America Media writing project for military veterans".

The author served in the U.S. Coast Guard from 2003-2009. He is now a student at Sierra College and plans to transfer to a California state university as a criminal justice major.

Posted at [1/05/2010 03:15:00 PM](#) [1 comment](#) 



Modernization Series: Patrol Boat Product Line

Guest post by Rear Admiral Tom Ostebo, Assistant Commandant for Engineering and Logistics (CG-4):

On 01 October 2009, the Surface Forces Logistics Center stood up the Patrol Boat Product Line (PBPL), which includes responsibility for support of the 87 foot Coastal Patrol Boat (CPB), the 110 foot Patrol Boat (WPB), and the Fast Response Cutter (FRC). The PBPL is one of five product lines operating under the Surface Forces Logistics Center (SFLC). The PBPL and the other four product lines: the Ice Breaker, Buoy, and Construction Tender Product Line; the Long Range Enforcer Product Line; the Medium Endurance Cutter Product Line; and the Small Boat Product Line will provide a full spectrum of logistics and maintenance support to the Coast Guard's fleet of surface assets thru implementation of bi-level maintenance, product line support, total asset visibility, and configuration management.

In his [blog](#) on the DCMS website, Captain Mark Butt, Commanding Officer of the SFLC, provides a summary of the efforts that the PBPL has been involved with over the past several months to implement the new logistics support model for the Coast Guard Patrol Boat fleet. I encourage you to read the post and hope you can appreciate the significance of these efforts to improve maintenance, supply, and reporting processes that will yield efficiencies and improved reliability of our surface fleet.

As always, any questions and feedback are welcome. Please email questions or topics for future posts to AskMissionSupport@uscg.mil.

Posted at [1/05/2010 08:54:00 AM](#) [0 comment](#) 



Sunday, January 3, 2010

Speed Mentoring

Guardians,
Before the holidays, I had a chance to participate in a Speed Mentoring session along with the Vice Commandant and several other flag officers and senior enlisted leaders. We found it to be a quick, efficient, and meaningful way to positively impact several junior members in one sitting. Here is a summary ([/Speed%20Mentoring%20Event.pdf](#)) of the event from LTJG Jenny Raisanen who is stationed in the Intelligence and Criminal Investigations Directorate (CG-2).

It is a pretty simple concept. Using a [deck of cards](#) scripted with thought provoking questions, a group of mentees can ask experienced military and civilian leaders questions about careers, personal goals, and aspects of the professional journey in a fun and non-intimidating way. It can serve as an icebreaker for mentors and mentees. I found it so valuable that we are procuring a set of cards for every Coast Guard flag officer and SES.

The start of the new year is a perfect time to enhance your leadership techniques and figure out how you can help grow the next generation of Guardians. Speed mentoring can meet both of those goals.

Posted at [1/03/2010 04:02:00 PM](#) [1 comment](#) 



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